



MARKETING ACTION PLAN ON HOW TO PROMOTE NEW SERVICES OF LIBRARIES AND ATTRACT NEW CUSTOMERS FOR THESE SERVICES

2019

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List of abbreviations

JCL - Jelgava City Library

SCMPL - Siauliai city municipality public library

LCSC - Liepaja Central Scientific Library

CB - Cross border

USP - Unique selling proposition

SWOT – Strengths, Weakness, Opportunities and Threats

Executive Summary in English

In today's world libraries are no more a silent place to sit and wait for users to provide them services. Importance of the library users has evolved as customer in the market and library has to do all its best to attract the library users to the library and prove their relevance and importance in today's competitive world. The librarian and library has to establish themselves as a brand and take its product to the potential customer. Library visitors want to see the public library as a space where you can relax from the daily and gain new knowledge.

The decreasing footfalls to the library had been a major issue to the librarians and statistics of the library resources usage and of course the survival of libraries and librarians also. Why the libraries should not be replaced with the internet cafe(s) and computer terminals where the users can sit for hours and search for the information required by them? Why should they require an intermediary man like librarian, are the topic of discussion that is affecting the existence of the librarians in adverse way? Modern libraries have to ensure access to physical and virtual, local and international information sources and new knowledge. A librarian has to be a person who is providing personalized services to the user in a tailor-made way. To satisfy the user, librarian has to find the gaps and mismatches between the user and information services that a computer is not able to perform. In e-search engines, 90% of the information are ephemeral and not relevant to the queries of the user. Librarians are filtering the information relevant to the information needs of a user, also the skilled librarians are adding value to the information by providing various kind of information and documentation services. Librarians are the professional who are discovering the knowledge or information and passing it to the right user at right time.

Marketing action plan consists of 4 chapters and every chapter includes subchapters:

1. Chapter includes basic information:

- Vision, values and objectives;
 - Document users;
 - Methods used to prepare document;
 - Description of current libraries provided services situation;
 - Characteristics of new services implemented in libraries.
2. Chapter evaluates the current situation of library services, relying on SWOT analysis, including market segmentation, competitor analysis, and target market.
 3. Chapter gives answers to following questions: where do marketing and strategy meet each other, where are we now, where do we go, how do we get there.
 4. Chapter includes impact and result indicators for monitoring, successful implementation of the Marketing Action plan.

The successful implementation of Marketing action plan will dramatically increase library role significance in community daily life.

Kopsavilkums latviešu valodā

Mūsdienu pasaulē bibliotēkas vairs nav klusa vieta, kur sēdēt un gaidīt, lietotājus un sniegt tiem pakalpojumus. Bibliotēkas nozīme lietotāju acīs ir mainījusies, bibliotēkā ir jādara viss iespējamais, lai piesaistītu jaunus lietotājus un pierādītu bibliotēkas piemērotību un nozīmību mūsdienu plašajā pakalpojumu piedāvājumā. Bibliotēkām un bibliotēkai ir jāparāda sevi un piedāvātos pakalpojumus kā vērtību un jāpiedāvā potenciālajiem klientiem. Bibliotēku apmeklētāji vēlas redzēt bibliotēku kā sabiedrības telpu, kur var atpūsties no ikdienas un gūt jaunas zināšanas. Bibliotēku vērtības samazināšanās ir būtiska problēma, kas rada jautājumus par bibliotēkām un bibliotēku nepieciešamību. Kāpēc bibliotēkas nevarētu aizstāt ar interneta kafejnīcām vai viedierīcēm, kur lietotāji var stundām ilgi sēdēt un meklēt viņiem nepieciešamo informāciju? Kāpēc viņiem būtu nepieciešama kāda palīdzība - piemēram, bibliotekārs, šādas diskusijas būtiski ietekmē bibliotēku nākotni. Bibliotekārs ir persona, kas sniedz katram lietotājam individuāli piemērotus pakalpojumus. Lai apmierinātu lietotāju vajadzības, bibliotēkām jāspēj atrast nepilnības un neatbilstības starp lietotāju un informācijas nesēju nodrošinātajiem pakalpojumiem, ko elektroniskās ierīces nespēj nodrošināt. Internetā pieejamajās meklētājprogrammās piedāvātā informācija ir īslaicīga un neatbild uzdotajiem, specifiskajiem jautājumiem. Bibliotekāri nodarbojas ar informācijas atlasīšanu atbilstoši apmeklētāju pieprasītajam, tie spēj izvērtēt piedāvātās informācijas kvalitāti un atbilstību. Bibliotekāri ir profesionāļi, kas dalās ar zināšanām, informāciju un nodod to konkrētajam lietotājam.

Mārketinga rīcības plāns sastāv no 4 nodaļām un to apakšnodaļām:

1. Nodaļa satur pamatinformāciju:

- Vīzija, uzdevumi, vērtības un mērķi;
- Dokumenta lietotāji;
- Dokumenta sagatavošanā izmantotās metodes;
- Pašreizējo bibliotēku piedāvāto pakalpojumu apraksts;
- Bibliotēkās jaunieviesto pakalpojumu raksturojums.

2. Nodaļā tiek novērtēta bibliotēku sniegto pakalpojumu pašreizējā situācija, balstoties uz SVID analīzi, ietverot tirgus segmentēšanu, konkurentu analīzi un mērķa tirgu noteikšanu.
3. Nodaļā tiek sniegtas atbildes uz sekojošiem jautājumiem: kur mārketinga un stratēģija sastopas, kur mēs esam tagad, kur mēs ejam, kā mēs tur nonāksim.
4. Nodaļā ir ietverti ietekmes un rezultātu indikatori mārketinga rīcību plāna uzraudzībai, un veiksmīgai ieviešanai.

Veiksmīga mārketinga rīcības plāna īstenošana būtiski palielinās bibliotēkas nozīmi sabiedrības ikdienas dzīvē.

Santrauka lietuvių kalba

Šiandieniniame pasaulyje bibliotekos nebėra rami vieta sėdėti ir laukti, teikti vartotojams ir teikti paslaugas. Bibliotekos svarba vartotojų akyse pasikeitė, todėl reikia dėti visas pastangas, kad pritrauktų naujų vartotojų ir įrodytų bibliotekos tinkamumą bei svarbą plačiame šių paslaugų spektre. Bibliotekininkas ir biblioteka turi parodyti save ir jų siūlomas paslaugas kaip vertę ir pasiūlyti jas potencialiems klientams. Bibliotekų lankytojai nori biblioteką pamatyti kaip bendruomenės erdvę, kurioje jie gali atsipalaiduoti ir įgyti naujų žinių. Bibliotekų vertės mažėjimas yra pagrindinė problema, kelianti klausimus dėl bibliotekininkų ir bibliotekų poreikio. Kodėl nepakeitus bibliotekų interneto kavinėmis ar išmaniaisiais prietaisais, kuriuose vartotojai gali sėdėti valandų valandas ir ieškoti reikalingos informacijos? Kodėl joms reikia šiek tiek pagalbos, pavyzdžiui, bibliotekininkui, tokios diskusijos daro didelę įtaką bibliotekų ateičiai. Bibliotekininkas yra asmuo, teikiantis individualizuotas paslaugas kiekvienam vartotojui. Norėdami patenkinti vartotojų poreikius, bibliotekininkas turi sugebėti rasti spragas ir neatitikimus tarp vartotojų teikiamų paslaugų ir laikmenų, kurių elektroniniai prietaisai negali suteikti. Žiniatinklio valdytojų programų teikiama informacija yra trumpalaikė ir neatsako į konkrečius klausimus. Bibliotekininkai informacijos atranką vykdo atsižvelgdami į lankytojų poreikius ir geba įvertinti pateiktos informacijos kokybę ir aktualumą. Bibliotekininkai yra profesionalai, kurie dalijasi žiniomis, informacija ir perduoda ją konkrečiam vartotojui.

Marketingo veiksmų planą sudaro 4 skyriai ir jų padaliniai:

1 skyriuje pateikiama pagrindinė informacija:

- Vizija, užduotys, vertybės ir tikslai;
- Dokumentų vartotojai;
- Dokumento rengimo metodai;
- Dabartinių bibliotekų teikiamų paslaugų aprašymas;
- Bibliotekoje pristatomų paslaugų aprašymas.

2 skyriuje įvertinama dabartinė bibliotekų paslaugų būklė, remiantis SSGG analize, įskaitant rinkos segmentus, konkurentų analizę ir tikslinės rinkos apibrėžimą.

3 skyriuje atsakoma į šiuos klausimus: kur susitinka rinkodara ir strategija, kur mes esame dabar, kur einame, kaip ten pateksime.

4 skyriuje pateikiami poveikio ir rezultatų rodikliai stebinti ir sėkmingai įgyvendinant rinkodaros veiksmų planą.

Sėkmingas rinkodaros veiksmų plano įgyvendinimas reikšmingai padidins bibliotekos svarbą kasdieniame gyvenime.

1. Vision, mission, values and objectives

Vision

CB cooperation project „Development of Innovative library solutions for different generations in the border region” has created a creative and dynamic union (Jelgava City Library, Siauliai city municipality public library and Liepaja Central Scientific Library), which cooperate with each other, creates and develops new products to make libraries more attractive, thus promoting a sustainable library model, increasing the number of visitors and promoting libraries and the services they offer, that makes visits to library more exciting.

Mission

All the libraries involved in Project provide quality resources and innovative services to stimulate creativity, intellectual curiosity, and to facilitate lifelong learning and research within the communities' libraries provides.

A will to raise an interest of children, families with children and seniors for personal development through interactive tools with educating game elements.

The common mission Libraries are:

1. To ensure free and equal access to information technology that provides access to secure and verified information;
2. To encourage public interest in the book reading among children and young people;
3. To preserve the cultural heritage of each local community for future generations;
4. To support inhabitants to learn new information communication technologies.

Values.

We believe the library is central to the intellectual and creative lives of the people we serve.

- Knowledge and competences.

Professional knowledge enables you

to help and find answers to users` questions given on the spot as soon as possible.

Responsibility.

We are responsible for the quality of our services and work. We perform our responsibility individually and as a team, thus achieving the best possible result.

– **Simplicity.**

Our services must be easily accessible and easy understandable to each inhabitant needs, and we give them tools to handle life's challenges and opportunities. We want to create a friendly, uncomplicated library experience for everyone.

– **Caringnes.**

Everything we do based on our visitor needs. We help our visitors to make achieve their goals in a sustainable way. Our employees are helpful and reliable. We are committed to our mission of improving the long-term relationship with visitors and society.

Objectives

Overall objective - an improvement of the efficiency of libraries and the customer-oriented approach in library services assuming specifics of different generations of customers living in or visiting a CB cooperation area of the project.

Specific objectives:

1. To improve the efficiency of library services;
2. To enhance cooperation of libraries and their visitors through the development of innovative customer-oriented services appropriate for all generations of visitors;
3. To improve the technological equipment of the library, step-by-step replacing it with the latest generation equipment;
4. To improve advertising and publicity for library services.

Outputs - participating libraries improved the efficiency of public services, introduced new solutions and services, enhanced capacity and cooperation.

1.1. Document Users

The project “Self-service libraries for different generations” is a CB cooperation (Latvia - Lithuania) project that started on 1 May 2017. The main marketing action plan users will be the three partners who are involved in this project:

1. Lead partner from Latvia- Jelgava City Library:

Jelgava City Library is the cultural, educational and information institution of the Jelgava municipality as main library of the region, the largest public library in Zemgale region. The library has 3 branches - “Miezīte”, “Pārlielupe” and Children's Library, one library per 15,761 inhabitants of the Jelgava city. On average - 413 people visit libraries daily.

The Library is a consultative and methodological center for 28 local government libraries in Jelgava and Ozolnieki municipalities; regional training center with computerized classroom, interlibrary subscription center in Zemgale region.

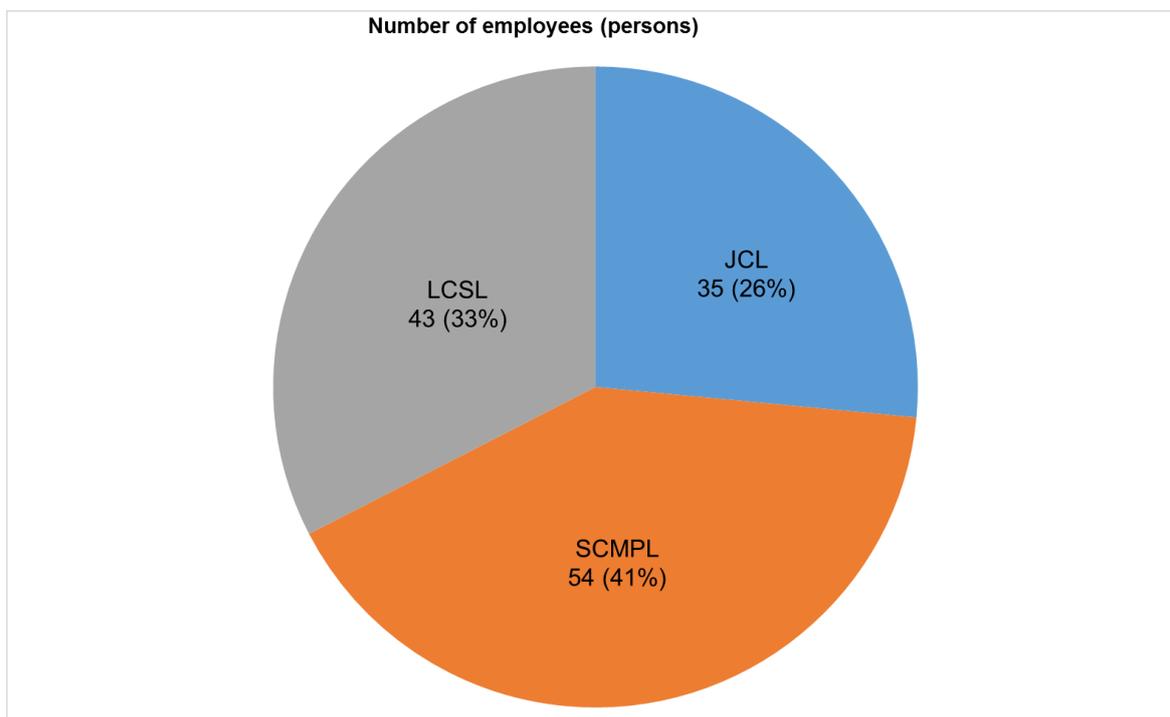
2. Project partner from Lithuania - Siauliai city municipality public library:

Siauliai City Municipality Public library is a cultural, educational and informational institution available to every user. It organizes citizens' reading and information services. The library serves 10928 readers. Annually over 196 524 users frequent the library.

3. Project partner from Latvia - Liepaja Central Scientific Library:

Liepaja Central Scientific Library is the largest public information and culture center of Liepaja Municipality. Library has five branch libraries - "Vecliepājas rūķis" - is a children's library, "Varavīksne" library has a very large collection of children's literature. The other branch libraries have a universal collection of printed materials. The libraries offer modern office equipment, internet and computer workstations.

Figure 1



The indirect target group of this document is - project partners, cooperation institutions, Latvian, Lithuanian municipalities (involved in project), tourism information centers, business information centers, business support centers. Each library during the project have to implement several independent activities from each other, but all the partners main mission is to improve technical provision of libraries and strengthen libraries CB cooperation.

1.2. Methods used to prepare the document

The preparation of the document based on the analysis of primary and secondary information.

Breakdown by sources of information:

1. Sources of primary information:

Collecting and analyzing information and suggestions prepared by the library staff involved in the project.

Legislation, planning documents, etc. Law, Creative Latvia: Library Sector Strategy 2014-2020 (Radošā Latvija: Bibliotēku nozares stratēģija 2014. – 2020.).

2. Secondary information sources:

SWOT analysis, "Library Statistics" prepared by the National Library of Latvia, analysis of libraries websites and information on libraries on the Internet.

1.3. Description of the current situation

In recent years, libraries have to face the challenges from digital, economic and social changes. The traditional perception of public libraries has been associated with books. With the rise of the digital media, the public libraries often described as out of dated and no longer relevant to community. The development of the digital society has changed the profession of librarians. Today they role is more like provider of informal learning, knowledge and wide range of other services to inhabitants.

Libraries have to provide a wide range of services that easily afforded and accessed by visitor. For many people libraries are becoming a place for self-learning, a cultural space in community and a place where users spend their time with families. The essential service of public libraries is to provide free access to informational, educational and cultural materials for all visitors.

During the project "Innovative library solutions for different generations in border regions", four new solutions were introduced related to self- service solutions:

1. Self- service systems installed in Jelgava City Library and Liepaja Central Scientific Library;
2. Language learning system implemented in Siauliai city municipality public library;
3. "Learn from each other" method implemented in all project libraries;
4. "Families interact and learn" method was implemented where with shared activities family members teach each other at the libraries;

A library is a curated collection of sources of information and similar resources, selected by experts and made accessible to each community. It provides physical or digital access to materials, and may be a physical location or a virtual space, or both. A library's collection includes books, regular press,

newspapers, manuscripts, movies, maps, prints, official publications, e-books, audiobooks and public databases.

Common collective challenge of libraries is to ensure effective and quality service for increasing number of visitors with existing resources. In consideration of these circumstances, Liepaja and Jelgava libraries are investing into technical equipment and software.

Current situation is findable in table where are collected data of current situation in libraries, in accordance with SWOT analysis (see table below):

Table 1

	JELGAVA CITY LIBRARY			SCMPL SIAULIAI CITY MUNICIPALITY PUBLIC LIBRARY			LIEPAJA CENTRAL SCIENTIFIC LIBRARY		
Number of employees (persons)	35			54			43		
Working time (days, from-to)	Mo. - Fr. 10:00 - 18:00			Mo.-We. 11:00 - 19:00 Th.-Fr. 9:00 - 18:00 Sa. 10:00 - 17:00			Mo.-Th. 11:00 - 19:00 Fr. 9:00 - 17:00 Sa. 9:00 - 16:00		
Time period in years	2016	2017	2018	2016	2017	2018	2016	2017	2018
Number of visitors to the library (per capita)	81221	74581	87451	182374	180928	188219	114138	111338	104040
Library events organized by library	71	53	94	668	685	683	288	286	361
Number of issued documents per capita	151724	147112	155987	340699	342351	337853	427291	399559	390150

1.4. The new cross- border public library service: Self-service libraries for different generation's characteristics

The development of library services must be based on five-core values- sustainability, individuality, added value, visitor engagement and expertise. In order to achieve the main aims of the project each partner will need to implement new equipment:

1. Jelgava City Library (Latvia):

- IT equipment for the installed self-service system;
- Purchase of Developing board games;
- Self- service system installation and set -up in Jelgava library, branch for kids;
- Self- service system installation and set-up in Jelgava library, main building.

2. Siauliai city municipality public library (Lithuania):

- 3D movie watching system for language learning through movie watching;
- 3D printer and accessories (3D printer, laptop computer, system tuning works);
- Color printer (two drawers A4 and A3);
- Computers for computer literacy training;
- Educational board games for families with children;
- Educational table games for families with children;
- Foreign language self-learning system software;
- Furniture for family education corner (settees, tables, bean bag chairs, cabinet with shelves);
- Furniture for foreign language teaching class (workplaces, classroom table, chairs, settees, exhibition showcase, wall cupboard, cabinets);
- Illuminated easels with accessories;
- Interactive board for language teaching (with mobile interactive whiteboard rack);

- Interactive tables and equipment for children's intellectual development;
- Projector (multimedia);
- Sand and light color tables with accessories;
- Smart TV for interactive education through internet;
- System installation work, as part of balance value of the equipment;
- Tablets;
- Video recording camera;
- Work stations for foreign language self-learning (notebooks 16 pcs., software installation works);
- Xbox console with accessories for education games.

3. Liepaja Central Scientific Library (Latvia):

- Self-service system installation and setup in main building of Liepaja Central Scientific Library;
- Purchase of Developing board games;
- Self- service system installation and set -up in the branch of Liepaja Central Scientific Library - "Vecliepājas Rūķis".

During the project “innovative library solutions for different generations in border region”, four new solutions are or were introduced, in relation with self-service solutions:

Self-service systems in Liepaja Central Scientific and Jelgava City Library:

Self-service systems have evolved over time from simple system to great service meant a user friendly, helpfully personalized experience with technological advantages. The young people comprise a significant share of libraries' customers – for example in Liepaja and Jelgava public libraries the visitors representing the younger generation equate to half of all visitors, thus it is important to consider their needs and usage habits.

Self-services system comprises certain features, which allow the automation process for borrowing of library resources and allows the user to

complete certain tasks in their virtual library account. Self-service system can include such components as:

- Independent return of books;
- Self-service through dedicated terminal;
- Protection of library resources.

Waiting in line is a negative experience for everyone- customer goes from satisfied to disgruntled with a long wait. With self- services facilities libraries customer who have just need to search, receive or return books don't have to wait for librarian to serve, they have just to drop books self-check drop box in 24/7 regime. In consideration of these circumstances, Liepaja and Jelgava libraries are investing into technical equipment and software, which ensures distant virtual and physical self-service systems, when searching for, reserving, receiving books and returning them into independently checked window 24/7.

With these technologies librarians can work more customer - oriented, on issues of development, for example, research other countries' library development tendencies, analyze customer needs and provide more targeted services according to their individual needs.

Independent language learning system in Siauliai City Municipality Public Library:

The Foreign language-learning center at Siauliai City Municipality Public Library is operational since April 2018. The service has received particularly great amount of attention from library's visitors and has attracted new visitors/users. Software used for learning – "EuroTalk Interactive" allows independently study - English, German, French, Italian, Spanish, Russian and Latvian languages. This software chosen due to its versatility and adaptability for all generations of visitors – each user can choose the level of the language planned to learn, depending on their competencies and needs. Most part of provided languages learned in six different levels, except for Russian and Latvian.

Family space in the library and the “Families interact and learn” method:

Families with children often choose the library as the free-space where they can spend their time together. For this reason, it is important to create an environment and activities that motivates parents, children and grandparents to spend time together. To make the physical environment more meaningful, the library along with its partners – Liepaja and Jelgava public libraries – implemented the “Families interact and learn” method that they have created. It is an innovative method designed specifically for libraries, that provides an opportunity for families to spend time together and also acquire new knowledge and skills.

“Families interact and learn” method is implemented by installing appealing physical space at the library, where families can gather and learn, play games and communicate – especially successful way to expand the circle of people visiting the library and to provide services that are generation oriented. All the families involved in using this method has admitted that these activities has encouraged them to share their experience and knowledge with each and other.

“Learning from each other” method:

“Learning from each other” – is a method that encourages productive collaboration between different generations that visit the library. More promising and active youths are involved in library services through the international “knowledge ambassadors” network. Library services accessibility improved for the technologically disadvantaged senior community. This way the initiative not only contributes toward by increasing use of libraries, but also in the improvement of quality of life amongst general population and particularly the elders. This method does not require great additional financial resources and encourages efficient use of existing library resources: access to technologies, qualified human resources and a wide library partnership network with other libraries, educational and other public organizations.

2. Library SWOT analysis

CB project “Development of Innovative library solutions for different generations in the border region” involved libraries - Jelgava City Library, Siauliai city municipality public library and Liepaja Central Scientific Library made SWOT analysis for this marketing action plan (see Table below):

Table 2

	HELPFUL	HARMFUL
	STRENGTHS	WEAKNESSES
INTERNAL ORIGIN	<p>Public service orientation - The public service attitude of the staff makes the Library a welcoming place</p> <p>Well-qualified, team-oriented and dedicated staff- Library staff, in addition to their belief in service, bring a high level of education and motivation to their positions. They are committed to providing high quality library service to the community. They are active in staff development and in voluntary and community organizations;</p> <p>Good cooperation with other libraries;</p> <p>Ongoing goal of building quality collections and providing access to information;</p> <p>Timely, confidential and customer-oriented services to meet the informational, recreational and educational needs of the community;</p> <p>Lifelong learning promotion by encouraging all children and adults in their enjoyment of reading and discovery;</p> <p>Availability as a public community and neighborhood gathering center;</p>	<p>Impact of budget on staff, training and equipment;</p> <p>Library users are not fully aware of all of the available benefits and resource;</p> <p>Community at large is unaware of all of the benefits and resources libraries offer;</p> <p>The large number of programs, services and collections provides a challenge to effectively market and promote;</p> <p>Limited library open hours, not meeting the needs of all;</p> <p>Trying to keep up with technology as best as possible, however, libraries are not ahead of the curve in terms of new technology;</p> <p>Strong Library brand not yet established;</p> <p>Lack of information and unsuccessful marketing of libraries generally leads to a lack of interest in libraries services;</p> <p>There is a lack of information about libraries in the Internet, incl.in foreign languages;</p>

	<p>Collections that support the educational needs of students;</p> <p>New technology and training on its use;</p> <p>Knowledgeable employees;</p> <p>Partnerships with organizations who provide resources to library patrons;</p> <p>Qualitative collection of information resources for which information is available on the internet;</p> <p>Permanent internet connection and Wi-Fi</p>	<p>The role of the internet environment and social media in library marketing is underestimated;</p> <p>Lack of experience working with international scale collaborative projects;</p>
	HELPFUL	HARMFUL
	OPPORTUNITIES	THREATS
EXTERNAL ORIGIN	<p>Distance learning;</p> <p>Cooperation with other libraries;</p> <p>Use of new technologies in information skills delivery;</p> <p>Support innovations in teaching and changes in learners and learning;</p> <p>Can educate and advocate through various mediums (webpage, e-mail, social media, flyers, posters, print materials);</p> <p>Have to create unique and interesting spaces using new technology and space design to encourage people to use the Library;</p> <p>Diversify the range of services offered by libraries, thus diversifying the offering according to the interests of key visitor segments;</p> <p>Diversifying libraries services using new modern technologies;</p>	<p>Challenge of staying current with rapidly changing technology and difficulty of supporting that technology with limited resources;</p> <p>Given the accelerating rate of technical change, it is becoming increasingly difficult for staff to stay informed and become proficient in working with new technologies.</p> <p>Electronic resources coordination has become more complex and time-consuming.</p> <p>Changing technology requires hardware and software replacements with the consequent budget increases and staff retraining.</p> <p>Google, online information resources, and book stores;</p> <p>Drop in visitors;</p> <p>Fierce competition in various contests for funding;</p>

	<p>Build a positive image of libraries in the media;</p> <p>Review libraries opening hours;</p> <p>To form a stable network of professional cooperation and partnership with institution with similar profile abroad and in project partner home countries with the aim to attract international funding;</p> <p>Develop collaboration with colleagues abroad, organizing experiences exchange trips and finding opportunities to work with them;</p> <p>Actively engage various librarians organizations, to participate at international conferences and share work experience with them;</p>	<p>Lack of specialists;</p> <p>Changes in library regulatory documents.</p>
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2.1. Visitor segments of the public libraries involved in the project

Understanding libraries visitors' behavior and their needs is one of the key prerequisites for a successful marketing plan realization in the life with ever-changing changes; it may seem more complicated than ever. The ability of public libraries to build strategies based on valuable customer services is a critical long- term cooperation activity. Jelgava City Library, Siauliai city municipality public library and Liepaja Central Scientific Library visitors can be divided in five segments:

1. Young people.

Pre-school children who attend libraries organized with their parents, educators, participate in libraries education programs, creative workshops, and play games. This segment plays an important role in libraries life cycle because starting from pre-school children become accustomed to visiting the library not only for books reservations, but also as a place for leisure.

Young people mostly are students of different educational institutions of the same municipality, but often also from other regions of the country. They are interested in learning in library and using digital technologies with given the limited financial resources, they are very sensitive to the prices of services.

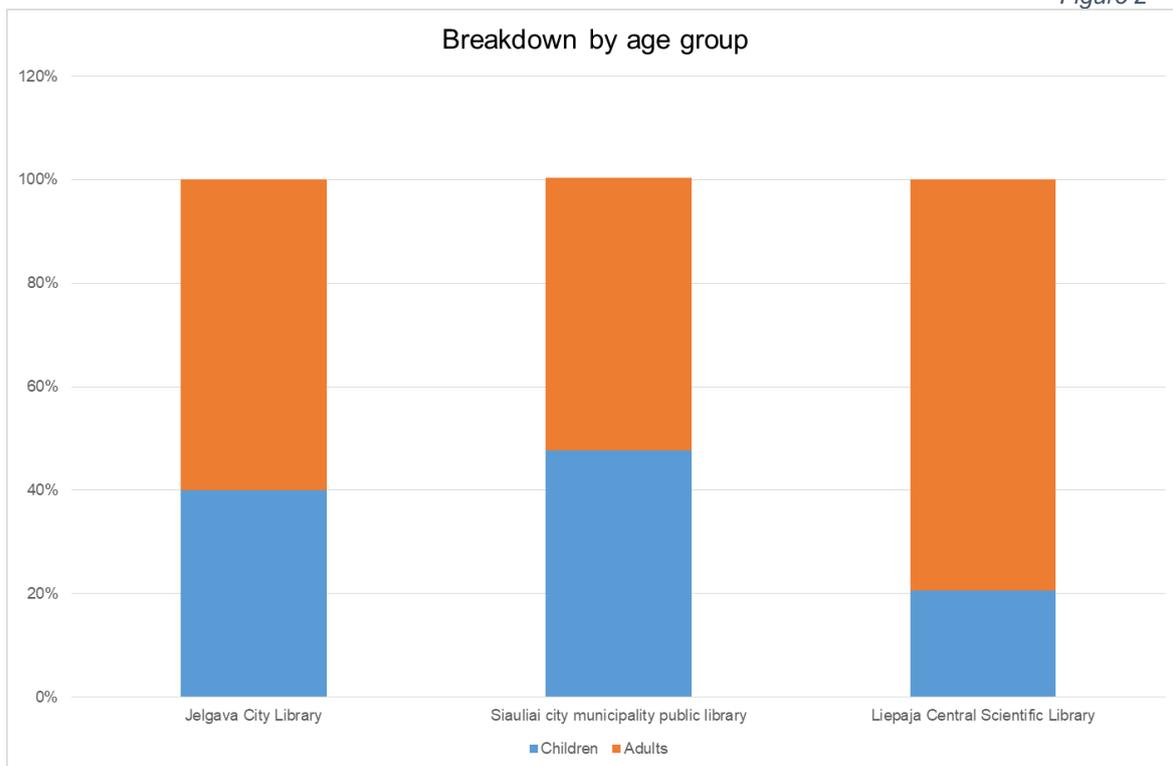
2. Adults.

Young professionals have recently started their careers have free resources at the disposal. At this lifecycle, they demand meaningful services and leisure opportunities from libraries. Families with children typically carefully research the information about activities. Chooses activities that guarantees good service and quality.

3. Senior.

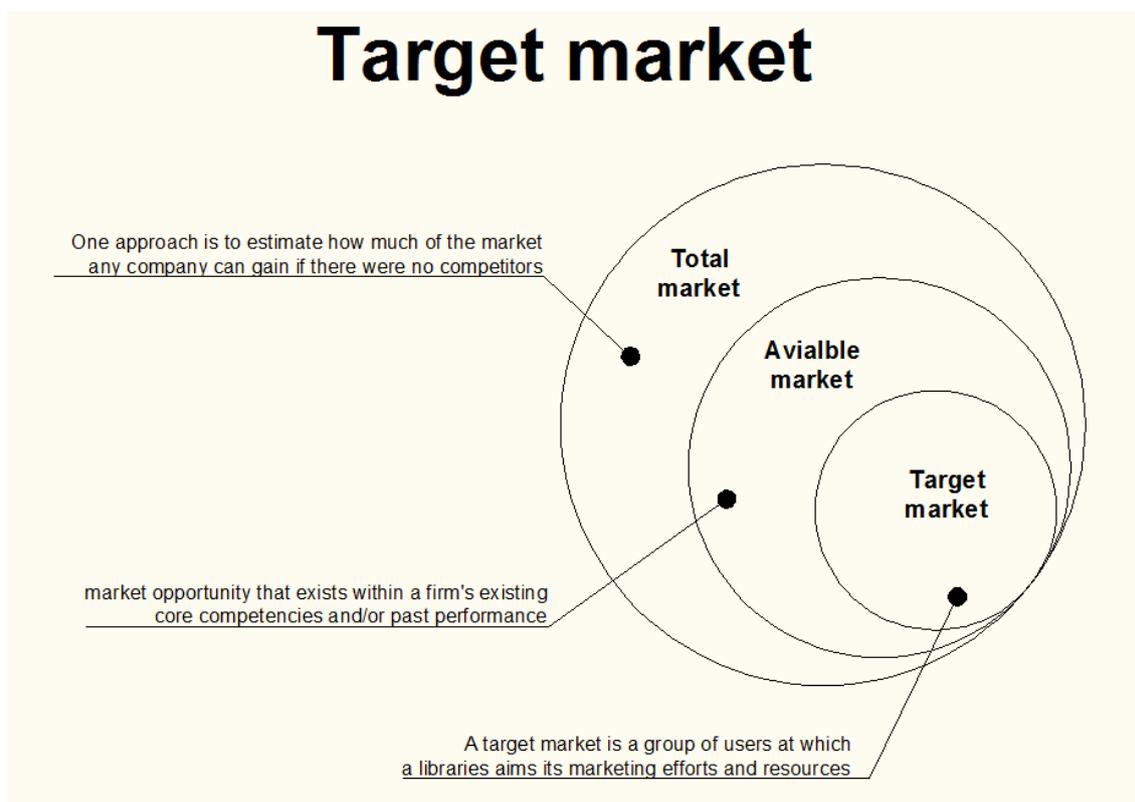
As you can see, each of these segments habits and ways in which libraries services are used. Therefore, it is very important to know the habits of the customers in these segments, according to their interest in developing products and to choose the most appropriate communication channel to reach the potential visitors.

Figure 2



2.2. Target markets of the public libraries involved in the project

Figure 3



A target market is a group of customers within a business's serviceable available market at which a business aims its marketing efforts and resources. A target market is a subset of the total market for a product or service. The target market typically consists of consumers who exhibit similar characteristics (such as age, location, income or lifestyle) and are considered most likely to use library services offered.

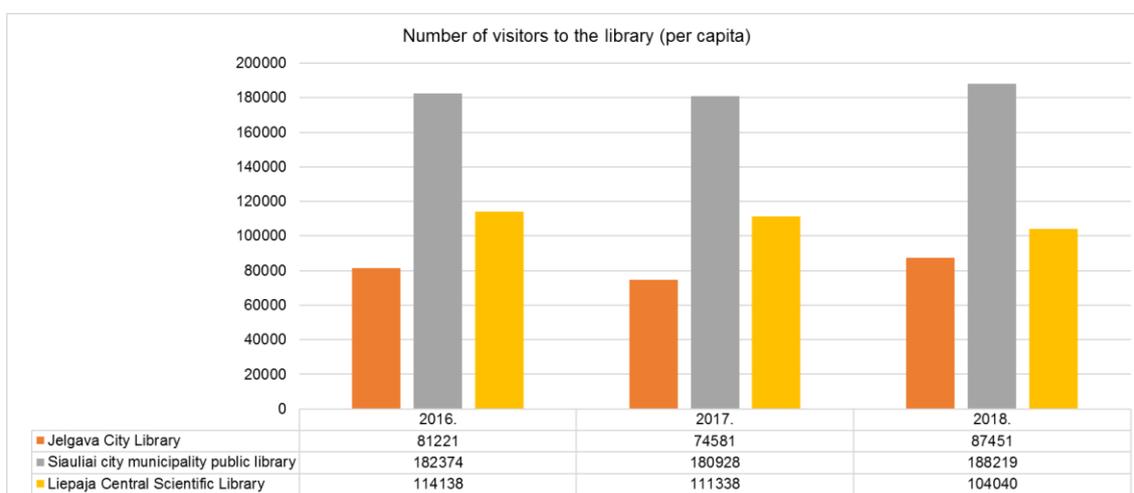
Once the target market(s) have been identified, the service provider will normally tailor the marketing with the needs and expectations of the target in mind. This may involve carrying out additional potential product user research in order to gain deep insights into the typical users` motivations and existing habits.

The choice of a suitable target market is one of the final steps in the market segmentation process. The choice of a target market relies heavily on

the marketer's judgement, after carrying out basic research to identify those segments with the greatest potential for the services.

Occasionally a business may select more than one segment as the focus of its activities, in which case, it would normally identify a primary target and a secondary target. Primary target markets are those market segments to which marketing efforts are primarily directed and where more of the business's resources are allocated, while secondary markets are often smaller segments or less vital to a product's success.

Figure 4



According to international guidelines the main target markets for the library services provided are:

- Pupils in comprehensive schools (grades 1-12);
- Preschool children;
- Academic teachers;
- Students;
- Project partner cities Residents - working people, seniors;
- Unemployed, socially disadvantaged;
- Families with children.

2.3. Analysis of competitors of the public libraries involved in the project

In today's information service economy, information users and customers have choices like never before as to where they obtain their information. Information seekers can literally obtain information from anywhere in the global marketplace, so the library's service environment is experiencing increased competition for customers like they never have before. To complicate the situation further, the service environment of libraries is becoming more competitive at a time when resources to operate libraries are becoming more difficult to obtain.

In order to strategically respond to these challenges, today's libraries need to show evidence of understanding the global marketplace. In order to do that, they need to compete for customers, resources and community connections in innovative and strategic relationships with stakeholders. The library workplace has to have cultures and processes that support continuous innovation and entrepreneurial development of services and their delivery processes. Library leaders need to demonstrate visionary leadership that incorporates both "high touch" and "high tech" in allowing the library customer to shape and control their library experience to meet their information needs.

Considering target markets of libraries involved in the project the main competitors should be looked up in the internal market. These include various private libraries, coo-working spaces, bookstores with reading facilities, libraries and reading rooms in educational institutions, clubs of interests, the Internet, etc., which compete with the range of products and services. These factors determine that the libraries involved in the project compete with each other while at the same time becoming partners in different markets (Different international and national cooperation projects). The activities of the project 'Development of innovative library solutions for different generations in the border region' also create new services, promoting closer cooperation and visibility of these regions.

During the research have been identified and explored three main sources of competition:

1. The Internet as a source of information

The ease of a Google search of the internet as opposed to library-based research is obvious. The library must convince patrons that the quality, range and depth of the information gleaned from the use of library electronic resources is superior to a general web search. Users need to be made aware that databases available in libraries is a gateway to more relevant information than that found on Google or other search engines. General Google and other web search engines can be accessed from the libraries offered services.

2. Competition from other libraries

Users of libraries involved in project may also make use of other libraries. The reasons for users to use of other libraries should be explored: they may be better equipped for their subject area; more conducive to study or in a more convenient location.

3. Co-working spaces.

Co-working spaces is not only about the physical place, but also about establishing a community. However, some co-working spaces do not build a community - they just get a part of an existing one by combining their opening with an event that attracts their target group.

Public libraries may be sought after as places to do research and study and may be located more conveniently for some users.

At this point libraries have to understand that world is changing and existing ways of their provided services no longer binding and they need to look for a new opportunities where other establishments (co-working spaces etc.) should be seen as partners for cooperation.

3. Marketing action strategy and tactics

An effective marketing strategy will help you to define the overall direction and goals for your marketing. Your strategy should articulate how you're going to deliver your products or services in ways that will satisfy your customers.

Once you've defined your customers or target market, you need to start developing and implementing tactics or ways to reach them. The marketing mix will make up the tactical elements you'll use to carry out your strategy and reach your target market.

1. Your product or service:

- What product or services are you going to offer;
- Discuss the branding, the packaging (where applicable), and ongoing product or development;
- Consider the features and benefits you offer;
- Consider your unique selling points. What makes your product/service different from everyone else's;
- Consider what potential spin-off products or services might be.

2. The pricing of your product or service:

- Price is a critical part of your marketing mix;
- Choosing the right price for your products or services will help maximize profits and build strong relationships with your customers;
- By pricing effectively, you'll also avoid the serious financial consequences that can occur if you price too low (not enough profit), or too high (not enough sales);

3. Your position (place) in the marketplace:

- Whether it's a retail store, online shop or on social media, 'place' refers to the channels and locations for distributing your product, related information and support services;
- This is how you'll position your product in the marketplace – it's the location where a product can be purchased;

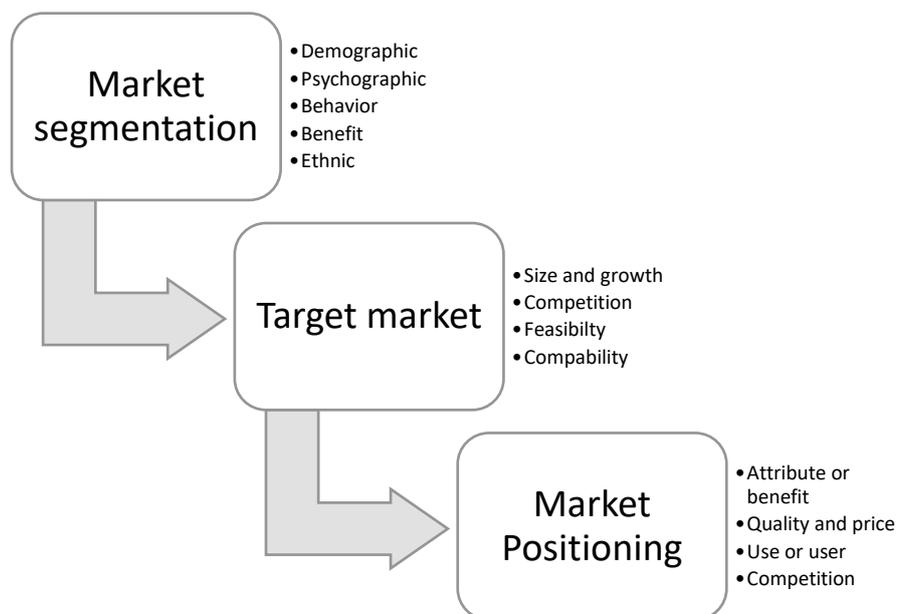
- Often referred to as the distribution channel, this can include any physical store (e.g. supermarket) as well as online virtual stores;
- Being in the right location can be a deciding factor in whether a customer buys from you or not;
- To find out where your ideal customer is buying from, it's worth doing some market research;

4. The promotion of your product or service

- How do you promote and market;
- Regardless of how good your business is, if you don't promote it and tell people you exist, it's unlikely you will make many sales;
- Promotion is about attracting the right people to use and reuse your business;
- There are a number of techniques to use and they can be combined in various ways to create the most cost-effective strategy for your needs, including online, branding, public relations and advertising;

3.1. Marketing goals: market Segmentation, Positioning, Targeting

Figure 5



Nowadays, public services are evaluated by their local authorities against costs, performance, outcome and impact. More and more public libraries have to justify their public and economic value.

It is impossible to predict the future. However, there are trends that at least roughly outline the direction the future is taking us and the surprises it can bring. Successful planning and overall development without an understanding of global trends are impossible. Knowledge of the global economic, political, social and technological direction enables libraries to plan their work better, to find suitable partners, to develop new services, to innovate, to work better with society and even to influence its development.

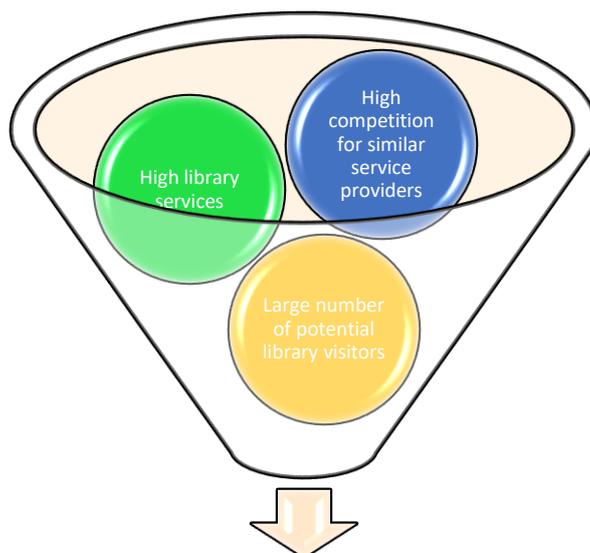
Libraries should support people's desire for a library as a harbor of silence and peace, offering at least some space where they can "shut down" and / or concentrate. This trend can also be expressed in the modernization of the "library - a quiet place to read" brand: the "library - an unplug zone" or "the library - a digital escape space". Services that promote silent reflection or limit the use of technology can become modern and popular because they contrast with connectivity.

For years, libraries have been providing classic shared services and resources. As the sharing economy is developing rapidly and offering an ever more diverse range of goods and services (electronic devices, vehicles, tools, education, etc.), libraries should seize the opportunity to complement their sharing offering. Visitors may also need educational and advisory assistance to better target the sharing offering or assess potential risks, security, legal issues, etc.

3.1.1. Market segment

Segment marketing is defined as channeling all marketing efforts towards one well-defined segment of the population. There is one important thing to understand that 'segment' does not exist, but is created by smart marketing techniques and identifying what the customer wants.

Figure 6



LIBRARY MARKET SEGMENT

Segment marketing is a marketing tactic deployed to target a specific market segment which is unique. Niche market is often created by identifying what a visitor wants and this can be done if the library knows what the visitor needs and then tries to deliver a better solution to a problem which was not presented by other competitors. A niche market does not mean a small market, but it involves specific target audience with a specialized offering. By doing so, the library becomes a market segment leader. The trick to gain on a niche market is to find and develop a market niche that has customers who are accessible, that is growing fast enough. Market niche for new cross-border project development and implementation services are as follows:

1. Self- service system:

Through common partnership and experience exchange all participating libraries will introduce new technologies that will ensure self- service possibilities (in particular, self-service system and language self- learning system).

This will improve efficiency of library services and work of librarians, as librarians will not be so overworked just with issuing and receiving books from library customers. Self-service system includes such components as:

- Independent return of books;
- Self-service through dedicated terminal;

- Protection of library resources.

2. Language learning system:

Software used for learning – “EuroTalk Interactive” allows independent study of English, German, French, Italian, Spanish, Russian and Latvian languages. This software was chosen due to its versatility and adaptability for all generations of visitors.

3. Collaboration between generations:

For this library market niche is used “Learn from each other” method, that includes general collaboration is encouraged through shared experiences between generations. Youngsters teach seniors how to use new technologies, in the same time seniors shares their life-long experience.

4. Interaction between family members:

Families interact and learn using shared activities by family members when they teach each-other. Positive relationships among family members, children, and seniors can have a substantial influence on learning. Many studies have shown a positive relationship between parents’ involvement in their children learning environments and their children learning.

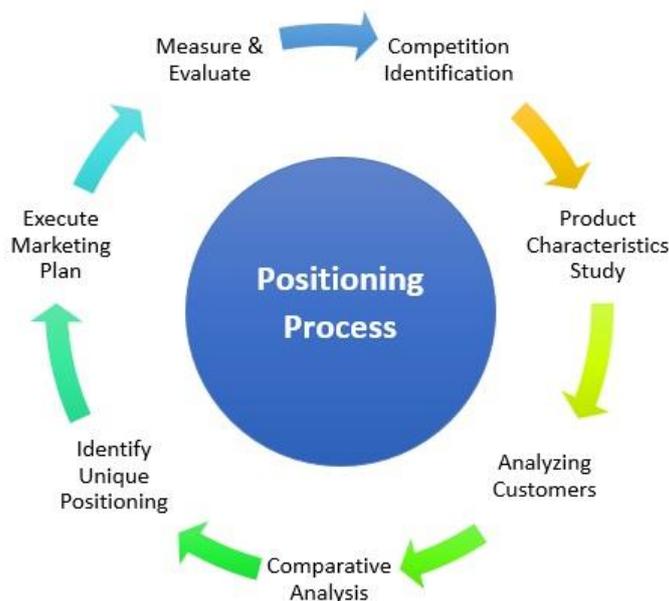
At present, both in Europe and around the world a growing need for innovative solutions to attract new visitors to libraries, to thereby ensure the long-term operation of the library went up with technology development. This applies in particular to library branches and libraries in the outermost regions.

By introducing new and innovative services to libraries, it is planned to attract young professionals and the younger generation as a whole. The niche market for libraries in this segment is providing and explaining freely available information.

The biggest problem is the inability to timely adapt to technological growth trends in the global market.

3.1.2. Market positioning

Figure 7



Positioning defines where your service stands in relation to others offering similar services in the marketplace as well as the mind of the consumer. A good positioning makes a service unique and makes the users consider using it as a distinct benefit to them. A good position gives the product a USP. In a market place overloaded with lots of services offering similar benefits, a good positioning makes a service stand out from the rest, confers it the ability to gain a higher count of visitors and repel off competition from the others. A good position in the market also allows a service and its provider to ride out low attendance more easily.

3.1.3. Market targeting

Figure 8



There are a number of benefits to targeting a segmented market, including:

1. Reduced competition - other similar service providers may not be aware of your particular niche market and private sector companies want to bother with it - be aware that this is usually not a long-term condition. Once one particular new library service has established a profitable niche, others are normally quick to move in and if it's profitable enough bigger businesses will take part in it;
2. Targeting a particular user base allows you to focus your efforts on improve your service offerings to cater to more specific needs and enhancing your consumer relationships;
3. Acquisition of specialized knowledge - becoming known as the expert in a particular service makes your service more likely to be recommended to others by users. Users are always looking for services that are outstanding in their area of need.

3.2. Marketing Strategies: Product Lifecycle

The public library campaign strategies will follow on the 4P strategy - These P`s stand for **P**roduct, **P**rice, **P**lace and **P**romotion. The elements of marketing mix have been classified under four heads—product, price, place and promotion. That is why marketing mix is said to be a combination of four P`s.

Figure 9



At the moment this strategy for product or service lifecycle is one of the main strategies worldwide. Goal of this strategy will be:

- Specify the campaign objectives;
- Identify the most appropriate target audiences;
- Ensure that the right message is delivered through the right channels to the right audience;
- Use the 'marketing mix' to the best effect.

4P strategy for Libraries involved in Project:

1. **Product** - the product policy is the most important instrument between all Ps. The Library has a wide range of different products and services which in itself presents challenges. They include its extensive collections which contain valuable and unique material, internal and external exhibitions, targeted events for families, and educational resources for schools.

2. **Place** - it is concerned with thinking about where and how to deliver services. The technical environment is changing very fast and the use of electronic and virtual information is exploding. The physical place of a library is still important, but more and more library services are offered online and therefore worldwide available.
3. **Price** - the term “price” of a product does not only symbolize the price the customer has to pay. In non-profit organizations it is anyway not normal to pay for each product. Furthermore, prices for intangible services are much harder to calculate than prices for tangible products. Price policy is very important in the field of electronic information services, where prices are high, but have to be reduced as much as possible in order to be able to offer them. Not to forget is the importance to ask the customer what he is willing to pay for a service.
4. **Promotion** - this is how the Library communicates with, and attracts the target audiences. Library staff involved to realize marketing action plan leads on identifying which channels are the most appropriate and effective in attracting the target audience within the budget available (the specific campaign strategy). The service providers then coordinate relevant activities.

Table 3

<p><u>Product</u></p> <ul style="list-style-type: none"> - Self- service systems - language learning system - Families interact and learn - Learning from each other 	<p><u>Price</u></p> <ul style="list-style-type: none"> - Direct expenses - Indirect expenses <p><i>Prices are provided to ensure implementation of the new services</i></p>
<p><u>Place</u></p> <ul style="list-style-type: none"> - Physical place (each separate library) - Virtual environment (all web-based resources) 	<p><u>Promotion</u></p> <ul style="list-style-type: none"> - Publications - Advertising - Public relations

3.3. Marketing tactics: action plans, their implementation

Marketing tactics are the strategic actions that direct the promotion of a product or service to influence specific marketing goals. Nor are content types

specific to a single marketing tactic. For example, a marketing tactic is a case study.

Main project messages made according to “Project “Self-service libraries for all generation (No LLI-110)” Communication guidelines and plan, 2017”:

1. Self-service libraries for all, including YOU!
2. Self-service libraries with simple and modern solutions
3. Self-service libraries as a doorway to opportunities
4. Sharing books and technologies
5. Library is a place where all family members can have a fun!

Marketing action plan activities table:

Table 4

PROMOTE AND MARKET LIBRARY SERVICES			
Objective	Action to be taken/ Measurement	Responsible	Timescale
Self-service systems	The Marketing action plan implementation team will cooperate as one mechanism and seek opportunities to attend key events (meet-ups, co-working places, conferences and other events related to use of modern technologies) in local community to promote self-service systems. <u>Measurement:</u> Number of events attended.	JCL, SCMPL, LCSC	Once a month starting from September 2019
Independent language learning system			
“Learning from each other” method Family space in the library and the “Families interact and learn” method	The Marketing action plan implementation team promotes training and development events for target groups as Families with children, seniors and young people. <u>Measurement:</u> number of persons attracted.	JCL, SCMPL, LCSC	Once a week starting from September 2019
PROMOTION AND MARKETING ACTIVITIES			
Objective	Action to be taken/	Responsible	Timescale

	Measurement		
Develop Library promotion events	The Marketing action plan implementation team will provide following activities: Pop up libraries, Coffee mornings, Individual training sessions.	JCL, SCMPL, LCSC	Once a month starting from January 2020
Surveys	<u>Measurement:</u> number of events and number of people attended. The Marketing action plan implementation team after each event will give a survey to participants to measure event quality in scale from 1 to 10 (1 – the worst experience, 10 – the best experience) and comments/feedback is there anything that could be done better.	JCL, SCMPL, LCSC	After each event starting from September 2019
Develop promotional materials to report activities	In order to promote more active involvement of youth, partnering libraries will register in the network the “European Voluntary Service” and attract local or international youth volunteers. This will allow attraction and involvement of foreign young people. <u>Measurement:</u> Number of meetings attended, volunteers registered.	JCL, SCMPL, LCSC	Two weeks before each event planned to start

WORK WITH KEY STAFF TO PROMOTE LIBRARY SERVICES

Objective	Actions to be taken/Measurement	Responsible	Timescale
Attend Education and Learning meetings	Regular library agenda item to improve visibility of services.	JCL, SCMPL, LCSC	Once a quarter or as needed, starting from September 2019
Work with local educational institutions staff to support	Continue to build relationships, offer support to projects and developing educational activities with both leads.	JCL, SCMPL, LCSC	Once a quarter or as needed, starting from September 2019

<p>them.</p>	<p>Liaise with academics and ensure feedback is taken to Board meetings. Develop materials to promote access to resources off site and online.</p> <p>In order to promote more active involvement of youth, partnering libraries will register in the network the “European Voluntary Service” and attract local or international youth volunteers. This will allow attraction and involvement of foreign young people.</p> <p><u>Measurement:</u> Number of meetings attended, volunteers registered.</p>		
<p>DEVELOP COMMUNICATION CHANNELS</p>			
<p>Objective</p>	<p>Actions to be taken/Measurement</p>	<p>Responsible</p>	<p>Timescale</p>
<p>Develop social media strategy for Library</p>	<p>Develop posting strategy and best practices for Library.</p> <p>Determine benchmark numbers for social media.</p> <p>Define target market for social media channels.</p> <p>Evaluate current channel’s performance and evaluate new channels.</p> <p><u>Measurement:</u> Number of page Views, Social media followers.</p>	<p>JCL, SCMPL, LCSC</p>	<p>Starting from September 2019</p>
<p>Develop social media profile accounts and website</p>	<p>On Facebook encourage conversations, promote as well as record events, create call to action and link to landing pages.</p> <p>On Twitter align with trending topics.</p>	<p>JCL, SCMPL, LCSC</p>	<p>Starting from September 2019, 4-5 posts per week in social account profiles</p>

	<p>On YouTube develop creative strategy, hold video contests and create post engaging videos and link from Facebook and website.</p> <p>On Instagram- create account for Library and regularly post pictures, set-up auto feed to Facebook and Twitter.</p> <p>On Website Improve user experience across site, Place emphasis on legible navigation and information architecture, modernize look, structure and presentation of content.</p> <p><u>Measurement:</u> increase in followers, tweets, likes about 10%.</p>		
E-mail and E-newsletters	<p>Sent out for internal and external communication objectives to corresponding target groups. With basic messages, key output, upcoming events etc.</p> <p><u>Measurement:</u> number e-mails and newsletters sent.</p>	JCL, SCMPL, LCSC	Starting from September 2019, 5 days before event or once a month
PUBLIC RELATIONS			
Objective	Actions to be taken/Measurement	Responsible	Timescale
Increase awareness	<p>Send news releases to media.</p> <p>Post news items on website and community news.</p> <p>Develop editorial calendar based on events, promotions, etc.</p> <p>Promote services and resources to media.</p>	JCL, SCMPL, LCSC	Starting from September 2019

Increase media placements	Develop relationship with local media. Provide story ideas to media.	JCL, SCMPL, LCSC	Starting from September 2019, 5 days before event or once a month
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3.4. Roles and responsibilities

3.4.1. *The Jelgava City Library*

To Jelgava library implement a marketing plan will set up a working group, it will be at least one representative from each of the departments of the library, because this is an issue which needs the widest possible view and greater employee involvement, which will take into account the different views, ideas and implementation plan will uniform. The librarian, who is also responsible for the library's public relations and advertising, will play a key role. The rest of the working group will follow the guidance of the person in charge, and will contribute their ideas and variations to their implementation.

3.4.2. *Siauliai city municipality public library*

The head of the project is the director of the library, Irena Žilinskienė and her assistant - project manager Kristina Mikliuvienė will implement Marketing action plan. To achieve best possible results there is planned to involve other staff members form library, where each of them is expert in specific field.

3.4.3. *Liepāja Central Scientific Library*

Project Management and Workgroup - project management team leader Ilga Erba is responsible for the overall process, project team leader and coordinator Gita Švarce is responsible for the implementation and successful organization of the marketing action plan, she will coordinate publicity and information materials, project accountant Ineta Jansone will be responsible for financial side of implementing marketing action plan. There will be attracted other library staff members who also were involved for successful Project implementation as well. Employees, Inga Jurgeviča, Edīte Vespere, Kristīne Stulģe, Marlēna Šēnberga, of the Liepāja Central Scientific Library branch library “Vecliepājas Rūķis” will take a part in the tasks of the Marketing Plan.

3.5. Marketing Scenarios (Pessimistic, Realistic and Optimistic)

Marketing scenarios describe the concept of marketing in the field of Library and Information perspective. The present study is an attempt to know the definitions and concept of marketing. It discusses the basic steps and key elements of marketing in libraries. It explores the marketing tools and techniques in libraries and barriers of marketing in libraries in present environment. The concept of marketing is widely applicable in library and information environment. Marketing concept itself is changing and has different meaning for different people. It is a way of working and a way of serving the customers in which every activity is committed to user satisfaction. Marketing of library services is the effective execution of all the activities involved in increasing satisfaction of users by providing the maximum value to them.

Each scenario normally combines optimistic, pessimistic, and more and less probable developments. However, all aspects of scenarios should be plausible. Although highly discussed, experience has shown that around three scenarios are most appropriate for further discussion and selection. More scenarios risks making the analysis overly complicated. Scenarios are often confused with other tools and approaches to planning.

When evaluating the capabilities of all libraries involved in the implementation of the marketing plan, the availability of financial resources and the progress of activities, three scenarios of the development of the marketing plan should be outlined:

3.5.1. Pessimistic

1. Potential libraries visitors are not interested in new products;
2. Libraries do not have the planned increase in visitors;
3. In social networks, library profiles have a low number of followers, and followers do not share information from libraries profiles;
4. Library websites not increasing the number of unique visitors;
5. There is no loyalty of visitors, once they have visited the library, they do not return and not recommends to their friends and acquaintances visiting libraries.

Seeing that the pessimistic scenario is evolving, project stakeholders need to perform serious monitoring, data analysis, identify which service offered has the weakest results, evaluate the activities of the action plan and marketing plan. If necessary, the activity plan is supplemented / replaced by other, possibly more effective activities, and different communication platforms are planned to reach the target audience of different segments.

3.5.2. Realistic

1. Innovative services are successfully implemented in and dynamically evolving;
2. The number of visitors in libraries is gradually increasing;
3. All visitor segments show dynamic growth;
4. New user registration is increasing;
5. Visitor loyalty is increasing, and the number of repeat visitors to the library is increasing and is also being recommended to their friends and acquaintances;
6. In Social networks increasing number of followers who actively shares with information and photos published;
7. Dynamically is growing views of library websites.

Following the development of a realistic scenario requires a quick and flexible response to the observed potential negative trends and the first negative signals. If necessary, review the activity plan and the amount of financial resources. In a realistic scenario, user should be able to identify trends that could lead to a pessimistic development scenario. A set of preventive measures should be planned to prevent this.

3.5.3. Optimistic

1. New library services are rapidly gains popularity.
2. Rapidly grows number of visitors and new users to all libraries implementing Marketing action plan.
3. Number of library visitors increases by 10%.
4. Library profiles on social networks have become highly visited profiles.

It should be noted that implemented services have various stages of development - introduction, growth, maturity, decay, and finally, obsolescence, when the product either goes out of business or enters a new life cycle. In the life cycle of services rendered, the most dangerous stage is the stage of maturity, followed by decline. In the optimistic scenario, there is a risk that the growth phase of the service will rapidly shift to maturity, which means that interest in it is slowly disappearing. Keeping the service in the growth phase for as long as possible requires systematic improvement. In this case, offering visitors new additional services and bonuses. The optimistic scenario encourages partners to think about the planning and implementation of second stage of the project "Development of Innovative Library Solutions for Different Generations in the Border Region".

4. Reporting and evaluation

Figure 10



Systematically monitoring marketing, it is possible to find out whether your marketing action plan is well made, marketing goals are properly set, or the right channels of communication are chosen to reach your target audience. Monitoring helps understand what needs to be improved to increase the return on your marketing communications. Monitoring results often is a signal that a marketing plan and its activities need to be reviewed. It would be advisable to monitor the marketing plan for the services offered by libraries using the following evaluation criteria: impact and result indicators. Impact indicators help to find out how the activities included in the marketing plan and their implementation contribute to increasing the number of visitors to the libraries involved in the project. Result indicators are an indicator of how the implementation of the activities included in the marketing plan achieves the expected result. The recommended impact indicators for monitoring the

marketing plan are shown in Table 5, and the result indicators in Table 6. It should be noted that the criteria are generalized but should be applied to each individual library involved in the project for monitoring purposes.

Impact indicators

Impact indicators are summarized on an annual basis, but separate criteria are to be summarized monthly.

Table 5

Indicator	Units	2019	2020	2021
Increases total number of Library visitors	Number			
Increases total number of Library visitors in "young people" segment	Number			
Increases total number of Library visitors in "adults" segment	Number			
Increases total number of Library visitors in "seniors" segment	Number			
Increases total number of Library visitors who use "Self-service system"	Number			
Increases total number of Library visitors who use "Language learning system"	Number			
Increases total number of Library visitors who use "Learn from each other" method	Number			
Increases total number of Library visitors who use "Families interact and learn" method	Number			

Result indicators

Result indicators are summarized on an annual basis, but separate criteria are to be summarized monthly.

Table 6

Indicator	Units	2019	2020	2021
Increases recognition of Library	-			
Increases loyal users in libraries who return	% of all visitors			
Visitors to library profiles on social networks	Number per month			
Number of new Followers on social networks	Number per month			
New posts made in social networks	Number per month			
Number of "likes" on social networks	Number per month			
Number of post shares on social networks	Number per month			
Unique visitors to library websites	Number per month			
Average view duration on a web page	Seconds/minutes			
New photos in social networks	Number per month			
New photos in library web page	Number per month			
Press releases, announcements	Number per month			
Publications, mass media	Number			
Advertising in the media	Number			
Marketing materials distributed	Number			
Places that disseminate information about new services	Number			

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