

# Comparative analysis of library marketing studies in Korea and other countries from 2000 to 2013

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## ABSTRACT

*The purpose of this study is to review and understand the trends and characteristics of Korean library marketing studies based on a comparison of Korean scholars' viewpoints on library marketing with those of scholars' from other countries. To achieve its purpose, this study adopts a qualitative content analysis methodology. The data collected for analysis were library and information science literature focusing on library marketing. This study adopts a four-stage qualitative analytical process: segmenting, initial coding, in-depth coding, and development of themes. Through the comparison of themes in library marketing studies from Korea and other countries, five common themes were found: (a) library environment, (b) user-centeredness, (c) library marketing strategies, (d) user satisfaction, and (e) customer relationship management. The biggest difference between library marketing studies from Korea and those from other countries, is that a range of Korean studies focus on comparatively short-term quantitative results of library marketing activities, while studies from other countries focus on the long-term qualitative results. Furthermore, Korean library marketing studies lack attention to the planning process of library marketing activities. In addition, Korean library marketing studies are interested in the establishment of libraries' social value through marketing activities. Though the library marketing studies are dealing with different types of libraries and subjects, themes of the studies were very similar.*

**Keywords :** Library marketing; Comparative analysis; Content analysis; Qualitative content analysis; Customer relationship management.

## **INTRODUCTION**

In today's competitive environment, it is quite difficult for organizations to achieve their goals because of various environmental changes, such as an increasing number of organizations, intensified competition for limited resources, rapid development of information and communications technology, and economic, political, and social changes. Furthermore, customers' needs and expectations have increased and diversified. Therefore, it is not possible for organizations to satisfy their customers through institutional and structural changes alone. For this reason, a number of organizations are currently interested in marketing activities.

The definitions of marketing are varied. Among these, the American Marketing Association defines marketing as "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large" (American Marketing Association 2013). As reflected in the above definition, the first step in successful marketing for any organization is to know what has value for customers. In other words, organizations must first understand customers' needs and wants before developing their products and services accordingly. Organizations should then consider how to communicate and deliver those products and services to customers. In the same vein, Kotler and Armstrong (2008, p.5) insist that marketing is "the process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return". In general, the final purpose of marketing is to satisfy customers through the organizations' products and services. However, as ascertained by Kotler and Armstrong, the ultimate purpose of marketing activities should be the establishment of very close and strong relationships with customers beyond satisfaction alone. In other words, customer's satisfaction is a necessary condition of successful marketing, but it is not the only condition.

Without strong relationships with customers, organizations today could not guarantee their success, or even survival. Libraries are no exception, because they too exist for their users, that is, their customers. From this point of view, it is clear that all organizations need to be concerned about marketing.

As a result, a significant number of marketing related studies exist in the field of management. Furthermore, marketing research has a long history in the field of management; however, library marketing research does not have a long history in the field of library studies (Koontz, Gupta and Webber 2006). Literature on library marketing has only existed since the 1970s (Garoufallou et al. 2013), and the 1980s in Korea specifically (Noh 2007).

It would be a significant endeavor by scholars to review previous studies for the future development of the academic field. Furthermore, it would be an important contribution to compare scholars' viewpoints on a specific subject from one country with others' to gain a deeper understanding of the trends and characteristics of that subject. This study does not approach a comparative study rigorously as a research method. The term 'comparative analysis' is used, because this study tries to review previous studies through the comparison of Korean scholars' viewpoints on library marketing with those of scholars' from other countries. As explained later, this study adopts a qualitative content analysis method to achieve the study purpose. Compared with other library research areas, there is no solid theoretical foundation for library marketing research in Korea. Therefore, through comparative analysis, it would be possible to have implications for the establishment of a solid theoretical base for Korean library marketing studies. This would also ensure the future development of Korean library marketing research.

Based on the above framework, the purpose of this study is to review and understand the trends and characteristics of Korean library marketing studies based on a comparison of Korean scholars' viewpoints on library marketing with those of scholars' from other countries. This study achieves its purpose using a qualitative content analysis. Scholars viewpoints on library marketing are understood by: (a) how they explain library marketing; (b) how they define library marketing; and (c) what factors they focus upon when they explain and define library marketing. The content analysis of the articles was not limited to the research findings as researchers' viewpoints can be revealed in any section of an article. Through this comparison, if there are any differences between the viewpoints of library scholars' on marketing among the two areas, they will be clarified in this study's results. Furthermore, according to these results, Korean library marketing studies can have implications for the future development of library marketing studies.

## **LITERATURE REVIEW**

In Korea, library marketing research began in 1987 (Kwon 1987), whereas it has existed since the 1970s in the other countries (Bellardo and Waldhardt 1977; Freeman and Katz 1978; Yorke 1977; Weinstock 1976). Compared with other library research areas, therefore library marketing research has a short history. As Koontz, Gupta and Webber (2006) stated, "libraries are just beginning to apply marketing actively" and "books and articles about marketing were comparatively rare" (p. 225). Furthermore, Garaoufallou et al. (2013) mentioned that "marketing was considered to form part of a managerial process outside the boundaries of library science and librarians were reluctant to use it"(p. 315). However, it is now obtaining a continuing interest from library and information studies scholars

around the world. In addition, a variety of subjects have been addressed by library and information studies scholars. The following is an overview of library marketing literature. In this section, the library marketing research is summarized, paying attention to the general characteristics that the studies have in common.

In general, library marketing studies have been primarily focused on public and academic libraries (David and Sagun 2011; Gambles and Schuster 2003; Spalding and Wang 2006; Staines 2009). A range of articles have discussed the application of marketing methods to select academic or public libraries in specific countries (Broady-Preston and Steel 2002; David and Sagun 2011; Koontz, Gupta and Webber 2006; Nkanga 2002; Singh 2003). The number of studies focusing on school library and special library marketing is relatively small (Hwang 2011; Kang 2013; Kim 2007; Lee 2007), and studies focusing on special libraries are particularly rare (Lee 2007; Singh 2006).

Regardless of the sector, such as public or academic, library marketing studies have mostly concentrated on suggesting marketing strategies for specific libraries (Luo et al 2013; Pacios 2004). In other words, studies do exist that suggest practical marketing strategies for libraries. These have tried to answer questions about which marketing strategies libraries should adopt to satisfy their target users' information needs or how libraries should design and/or provide services and programs to facilitate use. As Rowley (2003) states, "the large majority of the literature on the marketing of libraries and information services is in the form of either "how to" guides, or case studies of practice in specific contexts" (p. 13). In this context, library and information studies scholars often conflate tactical marketing practices with theoretical library marketing studies. As a result, there is little library marketing research to provide a solid theoretical foundation.

One of the main purposes of marketing is to satisfy users' needs. As a result, the majority of library marketing research has emphasized the importance of identifying and satisfying current and potential users' needs. That means that library marketing concepts were changed into user-centered ones as in other private sectors. As Wood and Young (1988) insisted, it seems that libraries began to realize that they needed to respond to apparent community needs and to analyze their needs actively. In this context, some library marketing scholars use the term 'customers' instead of 'users' or 'patrons' (Garoufallou et al. 2013; Gupta 2012; Koontz, Gupta and Webber 2006; Singh 2003). User-centered mindset is not new to the library studies field. However, there has been more emphasis placed upon it after libraries recognized various competitors in recent years. Accordingly, a range of library marketing research emphasized that library services and programs should be adjusted according to library users' needs to prosper and survive. The first stage in

identifying and satisfying users' needs is gathering of data about library users. This process is called market research, that is, the process of acquiring and analyzing customer-related data. Spalding and Wang (2006) stated that "regular market research about library users not only helps determine what current and future collections and services that the users may require, but also provides valuable information about how librarians might best communicate so that users know about and understand how to maximize the potential of the services available to them"(p. 497). Market research is not limited to the study of library users. It is expanded to study the library's external and internal environments. A SWOT (Strength, Weakness, Opportunities, and Threats) analysis is one example of how to study a library's environment. Furthermore, "Identifying internal strengths and weaknesses, and comparing these to external opportunities and threats, can offer essential additional insights into the condition and potential of any library" (Koontz and Mon 2014, p.51).

Majority of library marketing studies have been focused on practical marketing strategies and manuals for libraries. One of these strategies is market segmentation. According to Garaoufallou et al. (2013), it is considered "to be the first and most important strategic part of the marketing planning process, is used to determine the basic groups to whom each library will address its services and, therefore, its promotional efforts"(p. 321). In general, libraries have strived to segment their users based on various characteristics such as age, income level, gender, geographical accessibility and so on. As Kavulya (2004) mentioned, the goal of library market segmentation is to satisfy users by providing individualized services rather than generalized ones. Koontz and Rockwood (2001) suggested a target market segment for general information services in a public library as follows: (a) geographic, (b) demographic, (c) psychographics/lifestyle, (d) benefit sought, (e) use for reference services, and (f) volume or rate of use.

Libraries are organizations whose purpose is to provide informational and educational services to their users. Therefore, service marketing concepts should be applied to them. Intangible services have unique characteristics when compared with tangible products. Therefore, library marketing should be approached from a service marketing perspective. As Cook and Heath (2001) insisted, "service marketing has identified the customer or user as the most critical voice in assessing service quality" (p. 548). Based on this background, the importance of the LibQUAL<sup>+</sup>® tool to evaluate library service quality has been emphasized in the library field. The LibQUAL<sup>+</sup>® protocol is composed of 22 core questions measuring three dimensions of library service: affect of service; library as place; and information control. This tool is to measure user satisfaction with library service quality. The majority of articles related to LibQUAL<sup>+</sup>® are focused on accessing and evaluating specific libraries' service quality using the LibQUAL<sup>+</sup>® tool.

Currently, libraries are using various information and communications technologies (ICT) for their marketing activities (Chan 2011; Rowley 2001). In addition, they are paying attention to the way which ICT has changed the environment and considering which marketing activities are appropriate to it. As a result, some library and information studies scholars have discussed what library marketing strategies should be used for the 'Net' generation of users and what promotion methods are necessary for the new information resources formats such as e-books and e-journals (Ashcroft 2002; Kennedy 2011; Mi and Nesta 2006; Rowley 2002; Vasileiou and Rowley 2011). Furthermore, there are scholars focusing on the application of social network services for the promotion of libraries (Chan 2011; Chan 2012; Luo et al. 2013).

Finally, several library marketing scholars have recently tried to adopt new marketing concepts, such as customer relationship management (CRM) from the field of management (David and Sagun 2012; Jamali et al. 2011; Kim and Kim 2009; Singh 2003). According to Hansotia (2002), CRM "puts the customer at the heart of the company and all company processes are designed from the customer's point of view in order to engender greater loyalty and increased customer lifetime value" (p. 124). The purpose of CRM is that it allows for organizations to attract new and retain current customers through the establishment of a close and strong relationship with them. Furthermore, as Kotler and Armstrong stated (2008), CRM "involves managing detailed information about individual customers and carefully managing customer 'touch points' in order to maximize customer loyalty"(p. 13). Maximization of customer loyalty can be regarded as one of purposes of CRM. As Rowley and Dawes (1999) mentioned, loyal customers can be valuable assets for all organizations, including libraries. When the organizations have loyal customers, they can reduce their efforts to seek new customers. Library and information studies scholars have thus explored the possibilities of introducing the concept of CRM into the library field.

## **METHODOLOGY**

### **Qualitative Content Analysis**

To achieve its purpose, this study adopts a qualitative content analysis methodology. According to Krippendorff (2004), content analysis is a "research technique for making replicable and valid inferences from texts (or other meaningful matter) to the contexts of their use" (p. 18). In addition, Kondracki et al. (2002) stated that content analysis could be used to develop "objective inferences about a subject of interest in any type of communication" (p. 224). The purpose of content analysis is to obtain knowledge of a subject of interest. There are two types of content analysis, quantitative and qualitative.

This study uses qualitative content analysis. Hsieh and Shannon (2005) defined qualitative content analysis as “a research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or patterns” (p. 1278). Therefore, qualitative content analysis might be regarded as one of the qualitative research methods used to analyze text data such as ethnography, grounded theory, and so on. As Hsieh and Shannon (2005) also mentioned, “research using qualitative content analysis focuses on the characteristics of language as communication with attention to the content or contextual meaning of the text” (p. 1278). In other words, the source of the data for qualitative content analysis is recorded texts, examples of which are “books, magazines, web pages, poems, newspapers, songs, paintings, speeches, letters, e-mail messages, bulletin board postings on the Internet, laws, and constitutions thereof”(Babbie 2007, p. 320). In addition, as Hsieh and Shannon (2005) stated, articles and manuals could be the data sources for qualitative content analysis. To conclude, qualitative content analysis is a research method used to understand the phenomenon under study through the systematic analysis of the selected text data.

### **Data Collection Process**

To achieve the study’s purpose, this study compares the viewpoints of Korean scholars’ on library marketing with those of scholars’ from other countries using a qualitative content analysis. As Babbie (2007) insisted, content analysis is “particularly well suited to answering the question: who says what” (p. 320). In other words, the researcher can infer individuals’ viewpoints on specific issues from an analysis of any recorded documents by the individuals. Scholars reveal their own thoughts and viewpoints on specific subject area in their articles. In addition, scholar’s viewpoints are influenced not only by what they were thinking at that time, but also by the academic climate of that time. Therefore, through a comprehensive analysis of the content of the articles related to a specific subject area, it would be possible to understand scholars’ viewpoints on that subject. Furthermore, it would be possible to understand research trends and characteristics of that subject area. Literature that focuses on library marketing was collected from library and information studies-related databases for analysis. The data collection process for Korean library marketing literature is explained in this section.

The Korean articles selected for this research were retrieved through a Korean academic database named “DBpia”<sup>1</sup> using the search term ‘library marketing’. The articles published from 2000 to 2013 were collected, as some articles that were published before 2000 were not accessible. As a result, 63 documents were retrieved, of which 52 were papers from

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<sup>1</sup> This database includes articles, proceedings, government reports, and electronic resources from more than 1,900 journals in Korea.

peer-reviewed journals (accessed 10 July 2014), while the other 11 were proceedings. This study focuses on those papers from peer-reviewed journals dealing with subjects related to library marketing; therefore, the proceedings were excluded. In addition, papers in which the researchers did not express their thoughts about library marketing and only reviewed other researchers' study results were excluded, only articles in which researchers made clear their thoughts on library marketing were analyzed for this study. Finally, only full-text articles were included for analysis. As a result, 23 articles were analyzed to achieve the study's purpose.

Next, articles from other countries were retrieved through the Library & Information Science Abstracts (LISA)<sup>2</sup> database using the search term 'library marketing' (accessed 30 August 2014). The articles published from 2000 to 2013 were collected. The total number of articles retrieved was 484, from which only full-text articles were selected for analysis, and proceedings were excluded. Furthermore, papers in which researchers did not express their thoughts about library marketing and only reviewed other researchers' study results were also excluded. A case in point is an example from Kavulya (2004), as follows:

- (a) "marketing involves finding out what the users want, then setting out to meet those needs, and implies that, although librarians have in one way or another engaged in assessing the use needs, there is need to embrace the total market function...."(Kavulya 2004, p.118).
- (b) "Weingand (1998) has described marketing as a process of exchange in which "elements of values are exchanged between a producer and a consumer..."(Kavulya 2004, p.118)

From the above two example statements, the first one was selected for analysis in this study. The second was excluded from analysis in this study, because the author only introduced another scholar's thoughts (i.e. Weingand) on library marketing. The whole article was read to identify the paragraphs or sentences containing the scholars' thoughts about library marketing as expressed in the first example above. The other processes were the same as those used for the collection of Korean articles. The total number of articles analyzed was only 165 because this study selected only those articles in which the researchers made clear their thoughts on library marketing.

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<sup>2</sup> This database currently abstracts and indexes over 440 periodicals from more than 68 countries and in more than 20 different languages. Subject coverage includes all aspects of librarianship, library users, information retrieval and more (from [http://libproxy.knu.ac.kr/68a90d/\\_Lib\\_Proxy\\_Url/search.proquest.com/lisa/index](http://libproxy.knu.ac.kr/68a90d/_Lib_Proxy_Url/search.proquest.com/lisa/index))



### **Data Analysis Process**

This study adopts a qualitative content analysis method. According to Babbie (2007), “content analysis is essentially a coding operation’, and coding is the ‘process of transforming raw data into a standardized form” (p. 324). Furthermore, Coffey and Atkinson (1996) said that “coding encompasses a variety of approaches to and ways of organizing qualitative data” (p. 27). In other words, the coding process is needed to identify meaningful concepts and key themes from the raw text data. At this stage, quantitative or statistical computer software could be used; however, in general, researchers using qualitative content analysis rely on manual ways of marking and manipulating the data through a careful and critical review of the raw text data. This means that there are no standardized qualitative data analysis methods. In this sense, Coffey and Atkinson (1996) insisted that there is no single way of approaching qualitative data. Furthermore, Tesch (1990) stated that there are more than 26 analytic strategies that can be applied to the data. However, even if each qualitative analytical process is different, there are some common analytical processes such as segmenting, initial coding, in-depth coding, and suggestion of themes. This study adopts such an analytical process, which is summarized in this section.

First, the researcher sorts the text data into two categories- relevant and irrelevant statements- based on the purpose of the study. This study focuses on the following to identify scholars’ viewpoints on library marketing:

- (a) how they explain library marketing
- (b) how they define library marketing and
- (c) what factors they focused upon when they explain and define library marketing.

Therefore, if the text data explains any of the above three things, it is regarded as relevant data. Through this process, which can be regarded as ‘segmenting’, the researcher underlines the meaningful statements. In other words, the researcher segments the relevant data.

The second stage of the process is an initial coding process, during which the researcher tries to generate concepts from the segmented data. In other words, the researcher assigns codes to represent all the segmented data (Appendix A).

The third stage of the process is in-depth coding, which is a categorization process. At this stage, the researcher brings the results of the initial coding process together to create categories that have some common meanings or properties.

The final stage is the development of themes, whereby according to Creswell (2002), the researcher can “develop themes or broad categories of ideas from the data” (p. 265). Furthermore, through this process, he stated that the researcher can answer the major research questions of the study and form an in-depth understanding of the central phenomenon. This study follows the above process to analyze the collected data.

## DATA ANALYSIS

Through the segmenting process, the researcher underlines the meaningful statements in which the researchers specified their viewpoints of library marketing. Codes were then assigned to represent all the segmented data during the initial coding process. Based on these codes, categories sharing common meanings or properties were created during the in-depth coding (categorization) process. The initial and in-depth coding results of the Korean articles are presented in Table 1.

Table 1: Coding Results of Korean Articles

Categorization(in-depth coding)	Initial coding(1 <sup>st</sup> coding)
Customer-centered	customer-centered service model, customer-oriented, customer-centered management, customer-oriented organization, maximizing customer value, customer-centered culture, customer-centered mind, user-oriented management, customer-oriented information resources, customer-oriented policy and support
Customer information gathering	customer-related data, proactive use of customer information, segmentation of customer information, gathering of customer information, analysis of customer information, organization of customer information, understanding of potential customers, regular and systematic user study
Understanding customers' needs and characteristics	understanding of users, understanding of users' needs, knowledge of users, understanding of users, understanding of potential users, development of users' needs, in-depth analysis of users' needs, proactive analysis of users' needs, concern over users
Customer relationship management (CRM)	acquiring customers, maintaining close relationships with customers, proactive customer management, continuous customer maintenance, acquiring new customers, close customer relationship, activities to maintain current customer relationships, forming on-going relationship with customers, forming positive relationship with users

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Changed customers' needs and expectations	increased user expectations and needs, demand of consumers, the variety of customers' needs and rapidly changing customers' needs, the emergence of different library customers' information needs, users' behavioral changes
Customer satisfaction	customer impressions, user satisfaction, creation of customer satisfaction, maximization of user satisfaction, provision of various programs ensuring user satisfaction, fulfilment of users' information needs, seeking solutions to meet users' information needs
Customer segmentation	customer segmentation strategy, activities based on customer's individual characteristics, positioning for segmented users, meeting the needs of various customer segmentations, provision of programs for customer segmentations, development of library collection and programs for targeted user groups
Development of various marketing strategies	market segmentation strategy, market development strategy, market penetration strategy, communication strategy, proactive marketing strategy, achievement of management strategy, project support strategy
Development and provision of new services	provision of new products and services, differentiated service offer, high quality service, securing service competitiveness, suggestion of new service value, development of new information services and resources, activities to provide new products and services, development of intelligence related to current and potential customers' needs
Proactive promotion	promotion and advertising, promotion of library information resources and services, proactive library promotion, library activities and service value creation, library PR, development of library products and services
Networking	collaborative marketing of libraries, collaborative strategy, maintaining close relationships with related organizations, network marketing, development of collaborative relationships with community organizations, development of local network, library collaborative network
Securing qualified human resources	acquiring qualified human resources, strategies for enhancing specialized library services, re-establishment of librarian's role and library's status, librarians' cooperation, development of high quality library service and programs based on subject specialists
External environmental changes	intensifying competition, development of ICT, competition with other information systems, uncertainty of environment, intensifying competition, decline of input resources, reduced demand, existence of various information service organizations, lack of understanding about

	libraries, decline in library users, threats and opportunities in external environment, emergence of multicultural society, intensified digital divide, globalization of information
Internal environmental changes	lack of understanding of libraries and librarians, lack of training, inadequate budget, information resources in various formats, insufficient budget to purchase library resources, shortage of human resources, demoralized librarians, librarian's poor status, lasting changes to libraries, new paradigm of information provision, radical changes to the role of libraries, introduction of electronic resources and networks
Establishment of libraries' positive social value	establishment of purpose of libraries' existence, positive future for libraries, increasing library value, improving library image
High usage rate	stability and success of organizations, improving library usage rate, activation of library use

As shown in Table 1, 16 categories were found through the in-depth coding process, which the researcher tried to re-categorize, developing eight broad categories as a result. It is a process involving a development of themes, within which the detailed processes will now be summarized.

First, human resources can be regarded as an internal environment of the libraries. Therefore, the categories of 'securing qualified human resources' and 'internal environmental changes' can be re-categorized as 'internal environmental changes'.

Second, customers are one of external environmental factors of libraries. Therefore, the categories of 'changed customers' needs and expectations' and 'external environmental changes' can be re-categorized as 'external environmental changes'.

Third, the categories of 'customer-centered', 'customer information gathering', and 'understanding of customers' needs and characteristics' are related to the main customer-centered concepts. As a result, these categories can be re-categorized as 'customer (library user)-centered'.

Fourth, libraries can adopt various marketing strategies to achieve their marketing purposes. Examples of these marketing strategies include market segmentation, promotional strategy, strategy for provision and development of new services, and so on. As a result, the categories of 'customer segmentation', 'development of various marketing strategies', 'development and provision of new services', 'proactive promotion' and 'networking' are re-categorized as 'library marketing strategies'.

Fifth, the category of ‘establishment of libraries’ positive social value’ can be retained as is.

Sixth, the category of ‘customer satisfaction’ can be re-categorized as ‘library user satisfaction’.

Seventh, the category of ‘high usage rate’ can be re-categorized as ‘improved library usage rate’.

Eighth, the category of ‘customer relationship management’ can be retained as is.

In conclusion, the eight themes are: (a) internal environmental changes; (b) external environmental changes; (c) customer (library user)-centered; (d) library marketing strategies; (e) establishment of libraries’ positive social value; (f) library user satisfaction, (g) improved library usage rate; and (h) customer relationship management. These are the final main themes derived from the data analysis (Table 2).

Table 2: Themes of Korean Articles

<b>Categorization</b>	<b>Development of Themes</b>
Securing qualified human resources, internal environmental changes	Internal environmental changes
Changed customers’ needs and expectations, external environmental changes	External environmental changes
Customer-centered, customer information gathering, understanding of customers’ needs and characteristics	<u>Customer(library users)-centered</u>
Customer segmentation, development of various marketing strategies, development and provision of new services, proactive promotion and networking	Library marketing strategies
Establishment of libraries’ positive social value	Establishment of libraries’ positive social value
Customer satisfaction	Library user satisfaction
High usage rate	Improved library usage rate
Customer relationship management	Customer relationship management

The initial and in-depth coding results of the articles extracted from the LISA database are presented in Table 3. These two coding processes were undertaken in the same manner as for the data analysis of the Korean articles. As Table 3 shows, nine categories were identified during the in-depth coding process.

Table 3: Coding Results of Articles from LISA Database

Categorization(in-depth coding)	Initial coding(1 <sup>st</sup> coding)
Understanding of library environment	changing market, changes in external environment, analysis of competitors' capabilities, understanding organizations' capabilities, staff's competencies and attitude
Library user-centered	understanding library users' behaviors, interpreting library users' behaviors, identification of library users' needs, responsive library service, analysis of users' needs, needs assessment, identification of potential users' needs, identification of target library users
Planning and decision-making for marketing activities	long-term, ongoing, continuous management process, contributing to the fulfilment of the organization's mission, decision making process, planned process, ongoing process, long-term activity, continuing activity, organized and systematic way, well-organized efforts
Marketing strategies	development of appropriate marketing strategies, adoption of different marketing strategies, collaboration with other organizations, promoting library activities, promoting library resources, promoting library services, promoting library services, proactive services to users
Market segmentation	market segmentation, segmenting library community, successful differentiation, development of library services to meet target users' needs, creating and adding value for different library users
Provision of appropriate library services for users	library service quality improvement, superior service performance, provision of appropriate library services for users, provision of proactive services to users
User satisfaction	user satisfaction with library services, development of library services to fulfil users' needs, development of library services to meet target users' needs, successful differentiation, matching users' needs with library resources
Building a long-term user relationship with libraries	providing critical feedback, building a long-term customer relationship, enhancing communication with library users, creating and retaining customer loyalty
Ensuring survival of libraries	ensuring survival, gaining sustainable competitive advantage, increased use of library services, increased efficiency of library services, responsive library services

Based on the above initial and in-depth coding results, the researcher tried to develop themes based on the categories. This is a process of a development of themes, within which the detailed processes will now be summarized. First, the category of 'understanding

of library environment’ can be re-categorized as ‘library environment’. Second, the categories of ‘understanding of library users’ and ‘provision of appropriate library services to users’ can be re-categorized as ‘library user-centered’. Third, the category of ‘planning and decision-making for marketing activities’ can be re-categorized as ‘planning of library marketing activities’. Fourth, as mentioned previously, market segmentation can be regarded as one of marketing strategies that libraries can adopt. Therefore, the categories of ‘marketing strategies’ and ‘market segmentation’ can be re-categorized as ‘library marketing strategies’. Fifth, the category of ‘user satisfaction’ can be re-categorized as ‘library user satisfaction’. Sixth, the purpose of customer relationship management is to establish close and long-term relationships with customers. Therefore, the category of ‘building a long-term user relationship with libraries’ can be re-categorized as ‘customer relationship management’. Seventh, the category of ‘ensuring survival of libraries’ can be retained as it is. In conclusion, the seven themes are: (a) library environment; (b) user-centered; (c) planning of marketing activities; (d) marketing strategies; (e) user satisfaction; (f) customer relationship management; and (g) ensuring survival of libraries (see Table 4).

Table 4: Themes of Articles from other Countries

<b>Categorization</b>	<b>Development of Themes</b>
Understanding of library environment	Library environment
Understanding of library users, Provision of appropriate library services to users	User-centered
Planning and decision-making for marketing activities	Planning of marketing activities
Marketing strategies, market segmentation	Marketing strategies
User satisfaction	User satisfaction
Building a long-term user relationship with libraries	Customer relationship management
Ensuring survival of libraries	Ensuring survival of libraries

## **DISCUSSION**

As shown in Table 5, the themes found in both data sets are very similar. Specifically, the common themes of scholars’ viewpoints on library marketing from both Korea and other countries (underlined in the table) can be summarized as follows: a) library environment; b) user-centered; c) marketing strategies; d) user satisfaction; and e) customer relationship management. This means that the viewpoints of the library marketing researchers on library marketing could be explained using these five critical concepts, regardless of whether they are dealing with different types of libraries or different subjects. In other words, library marketing scholars explained and defined library marketing while focusing

on the five themes.

It is worth notice that organizational environment, customer-centered, marketing strategies, customer satisfaction, and CRM are traditional subjects in marketing research in the field of management. This section discusses the meaning of each theme.

Table 5: Comparison of Themes in DBpia and LISA Databases

DBpia	LISA
Internal environmental changes	Library environment
External environmental changes	Planning of library marketing activities
Customer(library user)-centered	User-centered
Library marketing strategies	Marketing strategies
Establishment of positive social value of libraries	
Library user satisfaction	User satisfaction
-	Ensuring survival of libraries
Improved library usage rate	
Customer relationship management	Customer relationship management

First, organizations do not exist in a vacuum, they constantly influence and are influenced by their external and internal environment. Furthermore, that environment is constantly changing. As a result, an accurate understanding of the environment should be the first step in all organizational activities, including marketing activities. In other words, the organization's marketing personnel should be very sensitive to environmental changes to plan appropriate marketing strategies. Andreasen and Kotler (2003) stated that "the internal environment tells the marketers what is desired and what is permissible" and "the external market tells the marketer what is possible" (p. 74). They mentioned an organization's mission, objectives, goals, culture, strengths, and weaknesses as examples of its internal environment. In addition, they insisted that the public, competitors, and the macro-environment, such as demographic, economic, technological, and sociocultural categories could be examples of the organization's external environment. Today, libraries are also facing rapid environmental changes. In particular, due to advances in ICT, libraries are now facing calls for fundamental changes. For example, ICT has had a significant effect on the formats and information delivery methods of library resources. Changes in library users' expectations and needs, caused in part by competitors (e.g. search engines), are also one of the most important environmental changes.

On the other hand, today's libraries are experiencing severe budget cuts, to which many



different factors contribute. However, libraries, regardless of types, around the world are facing this same issue. It is one of the most important internal environmental changes they face. The other internal changes are closely related to the development of ICT: for example, because of the development of ICT, libraries now have to purchase information resources in various formats and redesign their information delivery systems and methods accordingly. Furthermore, librarians are required to have more diverse abilities as an information disseminator and keeper than in the past.

Second, libraries exist for their users; without users, there is no justification for their existence. Therefore, a library's user-centered mindset should be kept in mind when the library designs and operates library services and programs. In other words, understanding the users' information needs and expectations should be the foundation of library operations. When library services are designed based on users' needs, those users will perceive the quality of the library services as high. In other words, as Zeithaml and Bitner (2003) stated, "the degree of service quality depends on customers' perceptions of those services" (p. 85). However, it is not possible to address service quality without knowing how customers perceive the service. The most important thing is not to obtain an objective evaluation of service quality, but rather the customers' subjective assessment. In addition, Zeithaml and Bitner (2003) insisted that "a perceived service quality is a component of customer satisfaction meaning that high quality services can ensure user satisfaction with those services" (p. 85). Without the provision of high quality services, libraries could not expect their users' to be satisfied; furthermore, satisfied library users, though not all, can be loyal. Therefore, all organizations, including libraries, are concerned about how they can have long-term relationships with their customers in order to maximize customer loyalty (Kotler and Armstrong 2008). It means that library users who have close relationships with the libraries can be loyal users. In other words, it is possible for loyal library users to have a long-term, positive relationship with the libraries. Libraries could consequently receive strong and long-lasting financial and psychological support through a close relationship with these loyal users, increasing the possibility of a library's future survival.

Third, there are a range of marketing strategies that organizations can adopt to achieve their goals, such as market segmentation, market development, market penetration, and communication strategies. In general, libraries use market segmentation strategies to ensure user satisfaction through customized, high quality services and programs. However, there is no one-size-fits-all marketing strategy; it depends on the characteristics of the libraries' environment and users. Furthermore, libraries should consider their capabilities and marketing goals when developing appropriate marketing strategies.

In spite of similarities, differences were also found.

The biggest difference is that a range of Korean articles focus on comparatively short-term quantitative results of library marketing activities, such as improved library usage rate. On the other hand, many articles from other countries focus on long-term qualitative results of library marketing activities, such as ensuring the survival of the library. In the past, many marketing scholars thought that the purpose of marketing activities was to sell more products and/or services to customers. In this context, library marketing scholars focused their research on how to attract more users to libraries through specific marketing activities, which is reflected in Korean studies. Korea has mainly focused on libraries' quantitative growth. As a result, Korean library scholars should first have paid attention to promoting library use through various marketing activities. This explains why many Korean articles focus on the short-term quantitative results of library marketing activities.

According to Garoufallou et al.(2009), "a marketing plan contributes to the library's ability to find a proper place in the present as well as in the future and to fill that place by an optimal allocation of resources "(p. 320). In addition, a library marketing plan can be the guideline for designing and evaluating their services and programs. Therefore, the libraries should first prepare a systematic library marketing plan before implementing marketing activities. However, Korean library marketing studies rarely address the planning process of library marketing activities, because Korean library marketing activities have been focused on short-term and immediate results without proper marketing planning process. In other words, Korean library marketing activities consider the result as being more important than the planning. However, it should be kept in mind that good results cannot be achieved without a well-planned process.

Korean library marketing studies have emphasized the importance of establishing the positive social value of libraries. In other words, Korean library marketing studies are interested in an establishment of libraries' social value through marketing activities. This means that Korean library marketing scholars think that the establishment of the positive social value of libraries is one of the final purposes of library marketing activities and emphasize the importance of the social role and responsibilities of libraries. However, this emphasis seems contradictory, because Korean library marketing studies have focused mainly on the short-term quantitative results of library marketing activities and results without a well-planned process. With such a short-sighted view and without a well-planned process, any marketing activity cannot succeed. Therefore, it is necessary for Korean library marketing studies to emphasize and research the importance of long-term qualitative results and thorough planning processes to establish the positive social value of libraries.

## **CONCLUSION**

According to the study results, library marketing studies have focused predominantly on the following themes: a) library environment; b) user-centered mindset; c) user satisfaction; d) customer relationship management; and e) marketing strategies. Library marketing scholars regard these five themes as critical elements to explain and define library marketing. The difference in the themes on library marketing studies between Korea and other countries was that a range of Korean library marketing articles focus on comparatively short-term quantitative results of library marketing activities, while many such articles from other countries focus on the long-term qualitative results, such as ensuring the survival of the library.

In addition, Korean library marketing studies lack of attention to the planning process of library marketing activities. It seems that Korean library marketing activities have been focused on short-term and immediate results without proper marketing planning. However, it should be kept in mind that good results cannot be achieved without a well-planned process. Furthermore, Korean library marketing scholars think that the establishment of positive social value of libraries is one of the final purposes of library marketing activities and emphasize the importance of social role and responsibilities of libraries. However, this emphasis seems contradictory, because Korean library marketing studies have focused predominantly on short-term quantitative results of library marketing activities and results without a well-planned process. Therefore, it is necessary for Korean library marketing studies to emphasize and research the importance of long-term qualitative results and thorough planning process to establish the positive social value of libraries.

In conclusion, even if library marketing scholars are dealing with different types of libraries and subjects, their thoughts on library marketing are very similar.

This study does have limitations in the generalization of the study results due to the size of data sets. However, its significance is its attempt to compare Korean library marketing studies with other countries' through comparison of Korean scholars' viewpoints with those of scholars' from other countries, as well as providing an overview of library marketing studies.

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**Example of Initial Coding (1<sup>st</sup> Coding)**

Marketing orientation is a philosophy that places customers and their needs at the heart of what the organization does. (*identification of users' needs*) The assumption is that customers are looking for the offering that best fits their needs, (*development of library services to fulfill users' needs*) (*responsive services*) and therefore the organization must define those needs, (*needs assessment*) and develop appropriate offerings (*development of library services to fulfill users' needs*). These offerings include product, brand, price, delivery options, and other relevant elements of the marketing mix. Customers are individuals and each person's or organization's needs may be different (*needs assessment*) (*understanding users*). In order to respond in an efficient way, (*development of services to fulfill users' needs*) organizations define customer groups, and seek to meet the needs that can be associated with those groups (*identification of users' needs*) (*responsive services*). If organizations do not create and hold customers, clients, users, or members, they undermine the reason for their existence (*ensuring survival*) .....Libraries, in particular have enormous resources and archives. Innovation is often technologically led, with new technologies looking for an application and a market (*changes in external environment*) (*changing market*). These forces cause a pull towards one of the other approaches to marketing (from Rowley, J. 2003. Information marketing: Seven questions. *Library Management*, Vol.24, no. 1 / 2: 16)