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MARKETING STRATEGY IN LIBRARY AND INFORMATION SERVICES

Abstract: Service activities are increasingly developing and contributing to the development of other sectors. The relationship between brand and quality is clearly visible in the marketing of services that puts the focus on corporate identity. Services are different from products because they are unique, intangible and co-produced with the customer. Libraries are viewed and analysed from the aspect of marketing services. The purpose of this paper is to analyse and discuss the marketing strategy in Library and Information Services. We see libraries as a social phenomenon from the aspect of marketing in culture. Libraries are a product of society. Their fundamental function is to encourage functional literacy, i.e. learning. To achieve this, libraries must follow ICT but also apply the basics of corporate marketing to build identity and image. The marketing strategy in libraries starts with the importance of employees, as well as consumer experience. The paper analyses the role of the library as a recognizable symbol of social culture and the strategy of creating a library identity. The analysis starts from the creation of library culture and identity, i.e. the perception of employees as service provider and consumer image. The theoretical models for corporate marketing in library services are Balmer's AC⁴ID Test, Griswold's Cultural Diagram, and Klaus and Maklan's EXQ model. In addition, culture is being considered as the identity of a modern society from the aspect of marketing in culture. A society that has developed literary culture is considered civilized and advanced.

Keywords: brand, service, library, customer, AC⁴ID Test, EXQ

1. INTRODUCTION

Habent sua fata libelli ad usum lectoris

The root of the word library is closely related to books. The first associations with libraries allude to books and that is strongly confirmed by the etymology of the word, which is in direct or indirect correlation with them in almost all languages. Besides, the book has gotten its name according to its build, it was determined by its material and so it originates from the Greek word *βιβλος* = papyrus and Latin word *liber* = fibery layer of trees' bark, English *book* from the German (*Buch*) = wood or as is in Slavic languages *kniga* = weaving (Stipanov, 2010, p.11). The word library undoubtedly stems of the word book and with its source signifies a group or a collection of books. However, despite the fact that the two are connected and that library cannot cope without books, which is not only due to their names but also due to their contents, those terms, are not the same. Library is a testament to civilization, history, culture and society. Libraries become the ambassadors of culture throughout space and time, as well as giving books an entirely new dimension.

Marketing in librarianship is not as new of a concept as it may appear to be. The first occurrence of marketing in librarianship goes back to the 1876 (Tyckoson, 2003, p.13). Additional work inside libraries has often been in regards to activities that arose from the needs of the local community. Libraries' management must not depend on their fond. The goal of libraries' marketing should result in an increase of the number of customers, in satisfaction of the customers' needs and finally, in additional financial means (Ewers & Austen, 2006, p. 21-34). The responsibility to change society's perception on libraries stems from the employees themselves, as well as from the management.

Because of that, this works analyses the role of marketing from the aspect of strategical construction of the brand service, identity and culture of the library. The stereotype about libraries as mere book storage has changed in modern society. Modern trends include ICT and today, libraries must compete with other establishments that deal in information services. Libraries must also compete with other cultural establishments, as there is an intertwined relationship between archives, schools and libraries (Crawford & Gorman, 1995, p.3-4).

2. MARKETING IN LIBRARIES AND INFORMATION SERVICES

Libraries are a reflection of society. They represent an image of an entire civilization and culture. Libraries lead a strange life in the popular imagination (Gorman, 2003, p. 4). They must ensure for their collection to constantly spread and cross over to other Medias. With that itself, the librarian's role becomes somewhat of a Sisyphus' task as the unstoppable gathering of the library's contents suggest a question of what is the best way to store information. Electronical sources are distinctive due to their changeability. Reading is the key form of literacy and knowledge and it represents a special challenge in the digital world (Gorman, 2003, p.40-52). Libraries can be differentiated into archives, museums, galleries, theatres and similar culturally artistic activities within culture.

The specificity of such marketing within culture (Colbert, 2012, p.38-45) stems from different product components and tracking services that are related to the product and value customers identify with the product or service. Management based on marketing principals means to do business in a way that satisfies customers (library users), that makes them loyal, attracts new ones and finally, creates a profit. We can conclude that the essence of marketing within a library, above all other, is to find the customer has need and determine how to satisfy it (Gupta, 2006, p.5-20). Customer satisfaction is a primary value in library marketing and all the conjoined activities must be aimed towards that goal. Of course, increased customer satisfaction shall result in greater loyalty, as well as in readiness to pay for the service. (Kotler & Keller, 2008, p.403-404). Finally, customer satisfaction is directly linked to financial support libraries receive.

One of the key questions regarding libraries in modern world is of course, they survival (Crawford & Gorman, 1995, p. 165-178) and the doubt in traditional library extinction (Ogunsola, 2011, p.69-75). However, an even more important question is what will the society be like in a modern world if the libraries are to disappear? Do modern technologies make libraries useless? Can a smartphone completely take over the role of libraries in the modern world? The answer is – no. The importance of libraries and librarians in the society is undisputable. A library is not only a shelf with books. Libraries, library services of all kinds, and librarianship are inextricably of the world and cannot exist without context (Gorman, 2015, p.14). As an example of a well-preserved cultural patrimony, we note Croatia with its exceptionally rich librarian history that has been present since the middle ages with *Evangelarium Spalatense* and Glagolitic writings (Stipanov, 2015, p. 14), and even more so now with the National and University Library that has a fond of over 3, 5 million volumes.

All that a library can offer in order for the customer to satisfy their need for information, can be viewed as a product. In informational activities, the product becomes a publication or any other record of today's technology that carries an informational message. However, an expanded product is also an immaterial, educational, informational and cultural service. Libraries remain the source of resources despite the changing role of libraries and librarians in modern society. (Gupta, 2006, p.5-20). In fact, we can conclude that today, communication goes in two directions as the librarian's role is to direct the customer, bring order into the hyperproduction of the information that is becoming utter chaos by choosing only the most convenient resources and enabling customers to contribute to the overall library growth by their involvement in the discussion (Gorman, 2003, p.40-52).

As part of a modernization agenda, public libraries are required to satisfy a range of ambitious objectives (Usherwood, 2007, p.1). Promotion via social media, from a technical side, suggests creating online communities regarding librarian services by using an array of tools for communication such as delivering information directly into one's inbox, RSS readers, e-mail, forum, mobile device, Viber, WhatsApp, Twitter, Facebook, and Instagram. However, how to harmonize all of that with a library that is in its true essence a public, unprofitable establishment that selects, supplies, processes and preserves its build, while still satisfying cultural and informational needs of the customer? Are libraries in somewhat of a paradox between the quality of education (Liessmann, 2008, p.43-60) and fast, instant information? Are we in a reading crisis (Gorman, 2003, p.122-134)? Does that mean that an average user has become an advanced user or is it only a clicker (Usherwood, 2007, p.87) that searches for information without valorisation? Is the prediction that public libraries in the UK would all be shut down by 2020 due to the lack of demand too pessimistic (Usherwood, 2007, p.2)? Are new technologies making libraries useless? With a goal of providing services that satisfy customer needs, libraries must first determine the volume of those needs. Library mission ensures for the focus to be on the customers' needs. By determining customers' desires and needs, gathering information, as well as the way that the library itself is being perceived, a profile of the community necessary to plan and organize management is also being determined.

2.1. Library as a cultural phenomenon

As a cultural phenomenon, we observe libraries as institutions that ensure access to knowledge, and with their main activities being intellectual needs. Libraries are present everywhere, in all societies, cultures, and their specificity is that they are all regarded as the same. They ensure access to knowledge, information and life-long learning. Fundamental services that public libraries offer is enabling their customers to borrow books, as well as other contents to provide informational service. Besides basic services, we can also add extended services such as making the society ever more literate, organizing different cultural programs, exhibits and workshops. In accordance with all the stated information, it is obvious that libraries are a fundamental part of culture as they directly affect education, forming of tastes, as well as the creative development of the society. We can continue to be inward-looking and decline into insignificance by following the materialistic, mechanistic, and ultimately, trivial paths of "information" and management, or we can work with cultural institutions that are our natural allies to create expansive structures in which knowledge and learning can flourish and the preservation and onward transmission of cultural heritage is assured (Gorman, 2015, p.29-30).

Libraries are, if regarded from a metaphorical and symbolical point of view, a culture's reflection. They are the mark of a culture. A greater number of libraries signifies a more developed culture. However, the idea behind developing public taste and cultural life is in direct conflict with the idea of selective society taste (Gorman, 2000, p. 10). Libraries should not be trivial, they are here as a reflection of the culture and society is cultural riches (Usherwood, 2007, p.74-75). Even more simply, libraries must be regarded as an integral and essential part of education (Kovačević, 2017, p.59). As a contrast to other cultural institutions such as archives, museum, galleries and theatres that have created the society itself, only libraries serve all establishments, which makes their purpose unique.

For quite a long time throughout history, libraries have served only one distinct class of individuals (Stipanov, 2010, p.27-67). It was only in the second half of the 20th century that libraries have started to operate "openly" for a wider audience, along with starting to enter the spheres of public service, library professionalization, and struggle for financial means and to sustain themselves on the market. Society's effect on library work can be observed from different aspects: culturally, ideologically, economically, scientifically and educationally. In the context of cultural identity, libraries represent a treasury of written inheritance that embodies the identity and culture of the society the best. According to that, libraries are the holders of cultural identity.

However, in the postmodern society (Connor, 1997, p.227-251), culture marginalizes aesthetics, as well as relativizing art. It is in such environment that libraries symbolize permanent and unquestionable cultural values of each modern society. The primary library goal of communicating between recorded knowledge and the ones that need it has stayed the same, with the only thing that has changes being the technology of message transmission. Alternatively, if we are to observe the library from a society's point of view, books have changed their media (papyrus, parchment, paper, and e-book) but their purpose and role has stayed the same. The link between culture and library as a cultural phenomenon will be shown through the model of Cultural Diamond (Griswold, 2013, p.94). Figure 1 presents schematics of the library in the framework of Cultural Diamond.

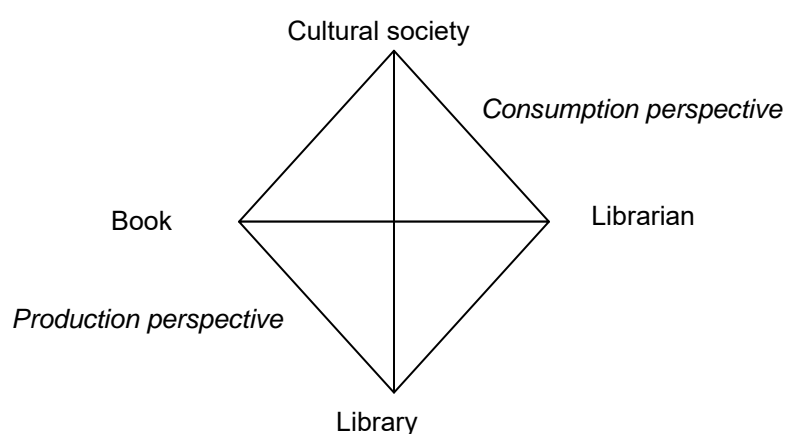


Figure 1. Cultural Diamond in library

Source: Adopted by Griswold, 2013, p.94

We define Cultural Diamond (Griswold, 2013, p.15) as a framework of cultural relationships that stems from 4 points: social world, cultural object, producers and receivers. Complete understanding of a given cultural object requires understanding all four points and six links. The outline of the Cultural Diamond is the term „cultural object” which means socially meaningful expression that is audible, visible or tangible or that can be articulated. Status of the cultural object results from an analytic decision that we make as observers. In the context of libraries, a cultural object can be

library itself, a librarian, book or the physical building. Following the same analogy, National and University Library can also be the subject of cultural object analysis, such as the purpose of books.

As it is visible from Figure 1, the library is shown as a model of high culture according to the Cultural Diamond framework. Cultural objects are interpreted as symbolic elements of the cultural tradition. The correlation between cultural object and social world is shown through a vertical line that represents the educational aspect of the library and cultural society in its broader sense. The book is taken as a metaphor for knowledge and information transferred by librarians. In the top right corner, the relationship of consumption perspective is shown, as well as production perspective in the bottom left corner. It is interesting that the link between books and their purpose depends on external factors. The dichotomy of the book is also interesting in its metaphorical sense, as it forces the question of mutual necessity, but without conditionality just as the library does. That is in itself the book paradox as the library does not exist without books, but they can sustain themselves without libraries. If we observe those two relations as production and consumer dimension, we can view libraries in a cultural aspect. With that said, the library with all of its stocks becomes a brand in the broadest sense of the word. The strategy of building a brand begins with a clear understanding of what brand represents to producers and consumers (Keller & Aperia & Georgson, 2008, p.38).

2.2. Customer focus in library services

Libraries offer their customers the service of information access and space renting, as well as the possibility of interacting with individuals and the community. Public libraries offer much more than only borrowing books and reviewing referent literature, they are also a source of services and programs for the young population, of programs focused towards encouraging literacy, life-long learning, along with being a place of social gathering (Sutherland, 2002, p.62). Metaphorically speaking, it is a door always wide open (Adeyoyin, 2005, p. 500). With their services, libraries are strategically focused on informational and cultural customer needs and those factors represent an important guideline in library management. Libraries become mediators between users and internet content, which is in itself a paradox, with a revolution in finding information because of that. Besides, libraries exist in order for them to be used and read in, and the *Bybliothecis sepulchrorum ritu in perpetuum clausis* prognosis should never happen (Stipanov, 2010, p. 93).

Library management is focused towards creating informational values in regards to services. With that said, management has the decisive role when it comes to understanding customer needs and competition offers, as well as creating the superior offer (Singh, 2009, p.117). That is the key reason why it is important to differentiate the quality of the library and of the service (Hernon & Altman, 2010, p.2). Quality of the library service depends on its contents and context. Contents are the books themselves, information and workspace, while the context is the experience of interacting with the staff. However, customer perspective is the most important one for libraries as the measures taken with customers in mind can direct towards the percentage of complaints, number of borrowed books, percentage of returning customers etc. (Hernon & Altman, 2010, p.6). However, how does one create value?

Most of the customers regard a product in its totality of satisfying their needs. They expect much more from a product, and so the products should be observed as a complete concept that is, along with its foundation, composed of additional parts. The concept of additional value as one of the aspects of Levitt has augmented product properties (Levitt, 1980, p.83-91) can be reviewed through the value of governing a brand that stems from experience with the brand, sort of people that use the brand, belief that the brand is efficient and elements of identity (Keller & Aperia & Georgson, 2008, p. 94-126). Therefore, we shall observe the total product concept from the viewpoint of an augmented product which will provide maximum chance of achieving customer' objectives, as well as creating potential products as a follow up with customer experiences. According to the here stated, we notice three distinct components of competent service within libraries: fundamental use, i.e. renting the books, expected follow up services like e-books and augmented services, i.e. symbolic library value. Let us state that we observe books in accordance with the cultural objective (Griswold, 2013, p.15) in its broadest sense, as an information that is, and that the expected follow up services include the ICT role, while symbolic values include customer experience and employee role. Today, the competition acts on a level of an augmented product. Therefore, successful library marketing must take the role of employees into consideration.

The main strategy of gaining new customers is direct experience obtained through using library services. Considering the importance of direct experiences, libraries must be aware of the advantage governing such services and know how to create a high-quality customer experience. Customer experience of library services also takes up a larger period than the process of borrowing a book itself. Expected value is customer's vision of the way a service is supposed to fulfil their needs, desires and how much it will fulfil is expected purpose. Expected value for customers is an assumption based on which they choose the service which leads to a conclusion that the customer (library user) is the who sets the value based on discovering advantages of the service, i.e. discovering all dimensions accessible to them through the said service. In accordance with that, result of the relation between the realized values and realized expenses is the expected value and as such signifies what the customer expects (Woodruff & Gardial, 1996, p. 58). In accordance with the model of expected customer benefit (Naumann & Giel, 1995, p. 3), there are two aspects of observing the customer value: subjective and objective value. Subjective value represents what the library offers and is being directed towards

personal subjective assessment, while the objective value represents the value stated by price, i.e. in the context of the library; customers often compare this value to similar librarian service.

Using library services can have a positive impact on developing customers' skill, competencies, opinions and behaviour in the same way that other cultural establishments do. However, valuing the effect of libraries on individuals and the society as a whole, experiences problems such as (Kovačević, 2017, p.77): low level of data measuring standardization, different user groups and different service value. That has contributed to creating confusion in expressing one's library satisfaction due to the SERVQUAL model not being specific enough when it comes to measuring librarian tasks (Cook & Heath, 2002, p.38). The level of customer satisfaction is a personal experience that comes along with the corporate image (Balmer & Soenen, 1999, p.84) and the form of quality impression, i.e. corporate brand (Balmer & Gray, 2003, p.972-997). Collective experiences create the corporate reputation but the service quality still depends on library contents and context. LibQUAL+ model continues the theory of disproportion model in service quality and is specially augmented to study service quality within libraries (Hernon & Altman, 2010, p. 6). The LibQUAL+ concept stems from three key dimension: researching the service effect, i.e. librarians' competency and knowledge are being valued, the second dimension includes information control, i.e. it analyses different aspect of library service quality, and lastly, the third dimension analyses the library as a place, i.e. it measures physical space quality.

As it is obvious, the purpose of LibQUAL+ is to promote the trend of excellent library service, to identify best services and help libraries had better understand the perception of quality. At the same time, many librarian reviews become present (Hernon & Altman, 2010, p.17-18) in order to shed light to the fact that the relationship with customers can always be improved, for example, the customer is unable to locate materials, library staff are not friendly or helpful, line at checkout is too long and librarian is not available to assist. It is most difficult to value a service in regards to classical products as the perception of service quality depends on the comparison between the experiences customer expects and the reality they receive, while service quality is never determined based solely on the results of providing said service. Based on the here stated, we can conclude that for efficient library management, it is necessary to collect data on already existing customers as without getting acquainted with them, we cannot optimize the satisfaction which is in fact the ultimate goal. However, by knowing customer preferences, library as a serviceable organization, i.e. communication agency (Stipanov, 2010, p.17-21), must stay focused on its employees because they are the corporate brand holders. Figure 2 presents a schematic view of library relationships based on four distinct groups: customers, employees, suppliers and superiors.

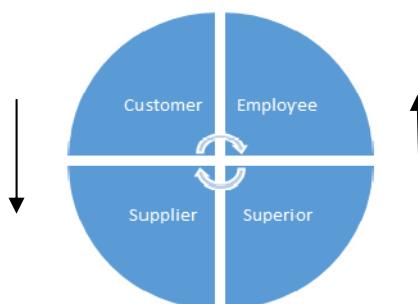


Figure 2. Tetra-schematic view of the library
Source: author

Strategic library management must stem from long-standing review of ones' own organization whose goal must be to improve and strengthen the library's position as a cultural and informational hub of the society. That does not mean only to analyse the quality data provided by LibQUAL+, but also to pay attention to the role of employees as the service holders, to suppliers' role (publishers, license providers), as well as to the superiors' influence (founders). As it is visible in Figure 2, the key component in developing corporate marketing strategy within libraries stems from customer influence, as they are the creators of the corporate brand. The identity library holds starts with the employees and corporate culture, which is causal to the superiors (director, administration, founders). The guideline that stems from customers towards suppliers signifies nothing less than the relationship between cultural object with intellectual needs and the desires customers express in regards to information.

Internal circulatory arrows represent the library cycle in the holistic sense of the relationship between customers, employees, suppliers and superiors. Customers dictate the demand of cultural objects (Griswold, 2013, p.11-14), while the suppliers provide cultural prototypes (Colbert, 2012, p.17-18) to libraries which then serve their customers and vice versa. If libraries do not have what is demanded of them due to lower financial means which can see associated with the arrow pointing towards superiors who because of rationalizing the expenses, policies and other reasons are not fulfilling customer needs, then that reflects badly on the employees.

2.3. Model EXQ

The question of quality is one of the most difficult marketing service tasks as service quality includes both the output quality and the quality of the service providing process. Because of that, the corporative quality is taken into consideration, i.e. the influence of corporative identity and image (Balmer, 2001b, p.11-21). With that said, library quality is perceived as the level of performing services, output and processes. Based on Figure 2, it is possible to define the following model (equation) of the concept to customer focus in library services (1):

$$\text{Library} = \frac{\text{Quality}}{\text{Value}} \quad (1)$$

In other words, library represents the quality completeness in accordance to its market value. Considering that the library term also signifies the term of expected benefit, it can easily be concluded that it as a subjective image that every library customer experiences individually. The expected value is, in its own right, an assumption in accordance to which customers choose the library, which they perceive in a position to provide them with the greatest value. Value seems as direct, but due to it being determined by every customer individually, it is quite difficult to expect its directness and so its ambiguity is shown. The mechanism for measuring library value for customers can be shown with the following formula (2):

$$V(b+r, I-C) \quad (2)$$

If b is the book's purchase price, r borrowing price (rent a book), C library tour expense, i.e. the reduction of customer income due to coming to the library, and I financial income before the expenses of arriving to the library have occurred, then the purchase value V can be expressed as an effectiveness function. The function of library valuing includes purchase prices and the borrowing itself as in most case, the customer cannot assume the price of the book, magazine or database license, and library itself has little influence over the said price, but what it can do is affect the borrowing price. According to the perceived quality model, the service has two dimensions (Grönroos, 2007, p.74): the technical one, or the dimension of results, and the functional one, the one that measures the borrowing process. The technical quality dimension includes all that customers gain from interacting with the library and that can be objectively measured, such as employee professionalism, library equipment, its build, service speed etc. The functional quality dimension includes customer impressions, which are, most of the time, employee attitude, organizational culture, library image etc. From the stated, we can present a formula of the perceived library quality (3):

$$\sum_{i=1}^{n} o_i p_i \quad (3)$$

Therefore, o_i represents the customer output, p_i support process, while n is the customer count within the library. According to the presented model, it can be perceived that library quality is actually the output sum focused on customers, i.e. the way service is provided and process categories of the service support. In order to successfully adapt, libraries must invest in perfecting their employees and service. Success in modern society is valued based on whom the employees are how they operate. (Keller & Richey, 2006, p.74). The main difference between a corporative brand and brand service is distinguished by managing and marketing changes. Corporative brand represents a special form of strategic branding where different segments of management and marketing have quite an important role, which makes the strategy multidisciplinary. Developing a corporative brand mostly signifies organizational value of the corporation, as well as additional value (Urde, 2003, p.1017-1040). At the same time, the assumption that a library can be groomed into a corporative brand includes internal and external factors. A corporative brand is an entity rare to branding due to the unique corporative growth (Balmer, 2001a, p.248-291; Balmer, 2001c, p.1-17). In order to build a corporative brand, the organization must first build its corporative culture that shall include employee behaviour, along with brand value that will be founded on corporative image and not on the symbolic corporative metaphor.

The concept of Experience Quality (EXQ) represents the conceptual model that incorporates service quality, but also extends to aspects of customer experience that is not so directly related to the service itself, as it is to brand (Klaus and Maklan, 2007, p.115-122). Whilst keeping track of service quality, it is necessary to consider customer interactions, as their experience with service that is the key to forming impressions. Therefore, librarians' role imposes itself as the most important segment in the strategy of creating corporative identity because the employees are the ones who carry out the entire process. Library service productivity also represents the relationship between supply and demand, as well as the used resources. Every customer contact, consumption experience and communication creates an experience in the mind of the customer (Klaus and Maklan, 2007, p.119). EXQ includes factors such as positive employee attitude, pleasant environment and corporative atmosphere and personal contact with the customers. A focus on customer experience instead of service alone will encourage brand managers to understand the value that customers derive from their offers in a more profound and substantial manner (Klaus and Maklan, 2007, p.120). Organizational culture and the way library is organized can significantly effect the service quality. Due to that fact, employees and they are organized are actually the most important factor. Organizational culture is crucial because its activity reflects on people's interactions.

Because organization is deeply rooted in employee perception, it is mandatory to develop the brand identity based on cultural image, i.e. on coherence between brand promises and performances that the employees deserve. The AC⁴ID Test has its origins in earlier models of identity-alignment (Balmer, 2001a, p.248-291; Balmer & Gray, 2003, p.972-997). AC⁴ID Test approach can be of assistance to corporate marketing managers in ensuring their corporate brands remain vital and meaningful to the shareholders and stakeholders. Seven identities types comprise the corporate constellation: Actual, Communicated, Conceived, Covenanted, Cultural, Ideal and Desired corporate identity. AC⁴ID Test is a strategic, diagnostic and normative that brand identities should be calibrated (Balmer, 2012, p.1067). Library management is analysed in Table 1 according to the AC⁴ID Test.

Table 1. AC⁴ID Test in library management

Identity type	Construct library management
Actual	Corporate identity
Communicated	Corporate brand communication
Conceived	Corporate image
Covenanted	Corporate brand
Cultural	Corporate culture
Ideal	Corporate brand strategy
Desired	Corporate brand vision

Source: author

The first identity is Actual identity and it represents a realistic positioning type that involves internal values, employee behaviour and activity. Corporate image is formed based on projections of all the signs that make up the corporate identity. The Communicated identity includes corporate image, status and complete corporate communication. Conceived identity consists of the way we perceive a brand, its image and identification. Covenanted identity includes the brand in its broadest sense, as well as the promise the brand fulfils. Cultural identity represents employee role, their behaviour, beliefs and values. The Desired identity involves the manager's vision and corporate mission of the entire organization. Finally, the Ideal identity shows the optimal and ideal positioning strategy. The marketing focus then starts from the employee role, library image, creating positive customer impressions through their experiences until the ultimate goal is achieved – brand equity.

The role of customer experience is very significant when it comes to the process of creating library image. Based on the previously stated, we can conclude that the EXQ role within libraries stems from two elements: satisfaction (subjective category of the expected value) and community (corporate brand role). Customers establish their relationship with the brand based on their positive experiences. Basically, brand's core is developed along with customer experience. Customers take over the active role in branding through their service experience by creating brand impressions. This causal process develops with clients. By analysing the review of AC⁴ID test (Balmer, 2012, p.1067), we can conclude that the library brand image comes because of customer perception. Finally, if anybody creates the brand, it is the customers (Grönroos, 2007, p.331).

4. CONCLUSION

Libraries are a reflection of culture. Library's role is unique because as a contrast to other cultural establishments, only libraries serve everyone. Strategic library management must stem from long-standing review of one's own organization whose goal is to improve and strengthen the library as a cultural and informational hub of the society. That means that it is necessary to analyse library quality, but also to consider the employee role, as they are carriers of both the service, and customer experience. Key component in developing corporate marketing strategy within libraries starts with customer influence, as they are the creators of the corporate brand. The identity library holds stems from employees and corporate culture. Employee role within marketing is especially important due to the strong bond between employees and customers.

The relationship between employees themselves is, in most cases, regarded as a relationship between individualized beliefs and corporate climate. The goal of every cultural organization definitely is, besides all other, retaining the already existing customers and building their loyalty. The connection between the level of fluctuation, as well as employee and customer loyalty are very strongly expressed, while research show that based on employee perception on quality of the provided service, both employee and customer behaviour can be foreseen (Bateson, 1989, p.112-121). According to that, librarians can be characterized as the most important segment in the service providing process and especially so in the library where there is a high level of customer contact. Because of the distinct employee role within libraries, they decide on differentiating their offer based on employees. Customer focus is essential for libraries to remain and prosper in the competitive arena (Gupta and Jambhekar, 2002, p. 7).

Corporate culture is deeply rooted in the employee perception so it is needed to develop brand identity based on cultural image. According to the AC⁴ID Test (Balmer, 2012, p.1067), library identity is shown as something on which

to base future strategic models of building the corporate brand. Understanding the balance between corporate brands demands a brand breakdown that stems from detailed identity, image and employee analysis. It is obvious that corporate brand unites quite a lot of dimensions as it involves a wide communication spectre. The corporate identity is a multidimensional contrast because it consists of multiple corporate aspects. Strategic managing of the corporate identity is extremely important in modern corporate marketing because, and not only because with doing so we questions the relations between different identity types, by that we create two distinct constructs: corporate image and an identity as s integral concept. The first action create impression, while the second one confirms a collection of values and principals in a cultural concept.

The way that is conducted depends on customer experience with the service. EXQ (Klaus and Maklan, 2007, p.119) involves factors such as positive employee attitude, pleasant environment and personal contact with the customers. Experience is the key factor in creating positive impressions of the corporate brand service. Whilst using the library, customers create their own expected values that they are able to form, but they do not need to depend on the realized service benefits. The expected value is an assumption in accordance to which customers choose a library that they deem to be in a position to provide them with the greatest value. Customer beliefs, attitudes and brand loyalty are created within that exact segment of perception. The value as such is no longer just a book, in regards to the cultural object, (Griswold, 2013, p.15), but a way we approach the book. It is about transitioning from *homo faber* to *homo scribens*.

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