

Marketing the National Library of Wales

Marketing the National Library of Wales is the process of identifying our visitors' and users' needs and ensuring that we deliver benefits that will satisfy or enhance the visitor and user experience. Apart from identifying and attracting new users, marketing will be used to develop a range of tactical functions to meet customer needs. Marketing will also help to improve the Library's performance, achieve our strategic priorities and deliver against our targets.¹ Our marketing strategy fundamentally puts the user at the heart of all we do.

Strategy is about the allocation of resources and how they are used to achieve specific objectives. As budgets continue to be squeezed we recognise that marketing needs to operate on a very tight budget. It will therefore depend upon careful planning and organisation, and this Strategy sets out how we aim to achieve this.

The National Library of Wales' Delivery Group is responsible for the overall marketing and promotion of the Library's activities, events, collections and services. As a rule, responsibility for marketing will be devolved as far as possible to those most closely associated with the product. Thus, the Activities and Events Group co-ordinates the development of the Library's internal and external activities programme. The External Relations Unit acts as the main interface between the Library and its public for communicating with diverse audiences, including tourists and visitors to the area, schools, colleges, individuals, families, communities, press and media, and funders. The aim is to promote the Library, its collections, exhibitions, events and activities to as wide-ranging an audience as possible. It will do this in an increasingly cost-effective manner, using targeted and personalised campaigns.

Marketing objectives

The Library's key marketing objectives included in the Strategic Plan 2017-2021 are to:

- increase visitor numbers
- increase awareness of the Library and its purpose and role as an educational and cultural institution of national and international significance.
- increase public awareness of services, events and activities and achieve greater service usage of 15% by 2021

¹ National Library of Wales Operational Plan 2017 - 2021

- create a positive public image
- attract new audiences

The Library also has commercial objectives to increase revenue through its commercial and trading activities, including its shop (onsite and online) and collection-related services, events, corporate hire facilities and Pendinas café. Marketing will play its role in exploring innovative revenue opportunities.

Marketing campaigns

The Delivery Group will develop a series of specific marketing campaigns to fulfil these objectives, co-ordinated by the External Relations Unit, such as:

- Exhibition campaigns
- Generic corporate campaigns
- Income generation campaigns
- Collections campaigns
- Visitor campaigns

Each campaign will have a separate marketing strategy developed with the relevant department where appropriate.

Marketing campaign strategies

The campaign strategies will each follow the same process. They will:

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

The Marketing mix

The Library's marketing tactics will be based on the "Four Ps": Product, Place, Price and Promotion.

Product

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, colleges and universities. In addition, there are products that help

the Library generate income, such as the shop, café, corporate hire facilities for public and private events including weddings, reprographic and digitisation services and guided tours. The role of marketing is to turn these disparate products and services into benefits by addressing such questions as 'what opportunities do our products and services provide?' and 'for whom?'

Place

The Library is situated in Aberystwyth on the west Wales coast. The factors that the Library promotes with regards to its geographical location are:

- Stunning peaceful location overlooking Cardigan Bay
- Iconic Building with first class visitor facilities in the heart of Wales.
- Close partnership with a world class university on its doorstep

By today, a substantial proportion of our users and visitors access the Library's resources via the Internet, therefore our marketing context includes the online user experience, online navigation and Search Engine Optimisation, led by the Library's ICT Unit.

Price

Entry to the Library is free, however, because of our relatively remote physical location, the actual cost of access may be quite high. Digital delivery and local delivery hubs are therefore part of our marketing tactics, to reduce any perceived cost of access for the users. Goods and services, such as the shop, café, reprographic and digitisation services are chargeable and any profit generated is re-invested in the Library's income stream. Certain events and activities also attract a charge to cover the cost of staging the event. One of the aims of marketing is to demonstrate that the Library's products and services (whether 'free' or not) add value which outweighs any associated cost.

Promotion

This is how the Library communicates with, and attracts the target audiences. The Delivery Group 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 External Relations Unit then co-ordinates relevant activities. Promotion is not simply an action which is done 'to' the audience; it includes two-way communication and educating the audiences. This may include:

- Advertising: paid advertisements online, in newspapers, magazines and radio.
- Print: banners, posters, leaflets etc., and arranging distribution. Leaflets are sent to places such as libraries, tourist information offices, cafes and other places likely to be visited by the campaign's target audience.

- Direct mail: sending leaflets or other print to named individuals, using the in-house database.
- E-newsletters, website features and social media campaigns as part of a Content Strategy to deliver content which is high quality, timely and relevant to the audiences. Content will be engaging, worth sharing and easy to access.
- Public Relations: In addition to traditional Press releases, PR increasingly overlaps with social media (and vice-versa). The Delivery Group will have an overview of the many social media channels used by the Library and ensure that users of social media are both co-ordinated and on-message.
- Opportunities identified through the Historic Wales strategic partnership to jointly promote Wales' culture and heritage via the themed years.

Market research

Market research informs all the Delivery Group's marketing activities. The Library participates in the *Beaufort Wales Omnibus Survey*, a face-to-face omnibus survey of the Welsh general public, and Welsh Government's *Wales Visitor Survey*. Questions are asked about what prompted them to visit the Library (e.g. advertisement, leaflet, website), how aware they are of the Library and what services it offers (e.g. guided tours, reprographic services). Additional research will be undertaken to answer specific questions and where appropriate to help evaluate the effectiveness of marketing campaigns and promotional activity. A research report has been commissioned to identify and segment the Library's target audiences which will report in January 2018.

Branding

Branding is a very important part of the marketing process and is the process of examining;

- What the Library does
- What the Library stands for
- What the Library means to different people

This enables us to establish and communicate clear goals, both internally and externally, and to develop an emotional connection with our audiences which builds 'engagement'.

The Library's brand should evoke a feeling and understanding of what the Library stands for and the values it promotes, and should be manifest in everything that the visitor experiences at the Library and in its online presence.

The Library's brand will underpin everything which the Library does and provide a clear and consistent message to promote the Library and its services to our audiences.

Evaluation

The Marketing Strategy will be regularly monitored by the Delivery Group and progress reports produced. Control measures will include:

- Marketing objectives (above) with specific numbers and timing.
- Objective measures of customer satisfaction online and offline.
- Customer engagement measured by sharing of content.
- Feedback on the number and frequency of visits and income generation.
- Retention of our Customer Service Excellence status (independently monitored)
- Retention of our Visit Wales Gold Star status (independently monitored)