

The Results Are In and They Aren't Good | Library Marketing

By Nancy Dowd<<http://lj.libraryjournal.com/author/ndowd/>> on February 5, 2013(2013-02-05T10:33:03+00:00)

This is the first in a series of articles in which Nancy Dowd will examine the results of an exclusive survey <<http://lj.libraryjournal.com/downloads/public-library-marketing-methods-and-best-practices/>>of library professionals from more than 400 public libraries across the U.S. on public library marketing. The survey was sponsored by the NoveList division of EBSCO Publishing.

This marketing survey's purpose was to gain information about how public libraries market themselves, the effectiveness of marketing initiatives undertaken by the library, and the resulting engagement within their communities. The results<<http://lj.libraryjournal.com/downloads/public-library-marketing-methods-and-best-practices/>> clearly indicate there's a disconnect; a canyon between what *should* be happening and what is happening within the marketing schemas of public libraries. In an era when the value of libraries are under scrutiny and library budgets are under siege it is essential that libraries communicate their value to users as well as non-users. A failed marketing practice is failed communication.

The majority of the 471 individuals who responded were public library directors and managers. When asked about the marketing and communications channels their library used to sustain a presence in their communities, the usual contenders were ranked the highest—library website, printed materials in the library, the local newspaper and social media. However, when asked to relay how effective these channels were felt to be, the percentages dropped astonishingly low. For example, 95 percent of libraries surveyed reported using their website as an outlet for communication and engagement with their community; only 14 percent of participating libraries felt their website was the most effective means of reaching out to patrons. In a more extreme example, 86 percent of libraries utilize social media as a marketing tool, but only 4 percent reported it as the most effective tool.

The canyon widens as we dig deeper into the rest of the data collected by the survey. Only 19 percent of respondents reported having a marketing plan within their library, with 52 percent reporting that they need one. With over half of participants recording their need for a cohesive marketing plan, it's no wonder that only 32 percent of libraries rate their marketing as effective. When you view this data in conjunction with 77 percent of respondents completely agreeing that library marketing increases overall community awareness of the library, one simple fact emerges; we need to build a bridge across this widening canyon.

As we delve deeper into the results of the survey<<http://lj.libraryjournal.com/downloads/public-library-marketing-methods-and-best-practices/>>, interesting insights are unearthed but further questions are raised. In the coming months, I'll be addressing these questions; digesting the raw data provided by the survey; and uncovering solutions relevant to the challenges facing libraries and librarians in the modern era.

The LibraryAware Community Survey: Marketing our Libraries

By Nancy Dowd<<http://lj.libraryjournal.com/author/ndowd/>> on March 7, 2013(2013-03-07T11:54:02+00:00)

This is the second in a series of articles in which Nancy Dowd will examine the results of an exclusive survey<<http://lj.libraryjournal.com/downloads/public-library-marketing-methods-and-best-practices/>> of library professionals from more than 400 public libraries across the U.S. on public library marketing. The survey was sponsored by the NoveList division of EBSCO Publishing.

Suggested Readings for this Article:

- *The Blueprint for Your Library Marketing Plan* by Patricia Fisher and Marseille Pride is one of the easiest books to use for creating a marketing plan.
- *The Accidental Library Marketer* by Kathy Dempsey is the go-to book for people who suddenly find themselves responsible for marketing their library.

When I started my blog in 2006, I named it The ‘M’ Word, because marketing was considered to be taboo for many in the library field. While the latest survey by *Library Journal* would indicate the needle has moved a bit, there is little doubt that many libraries still have a long road ahead of them. In that survey, fewer than 20 percent of all libraries have a marketing plan in place, and only 11 percent report that it is up-to-date. If that number doesn’t shock you, let’s talk about what it means not to have a marketing plan.

The GPS for Marketing

A marketing plan is the “big vision” document. It outlines who your library serves and how you want to serve them, and provides the roadmap for both implementation and evaluation. Without a marketing plan, you have no clear direction for where you are going or what you want to achieve, and, in turn, no way to tell if and when you get there. If you don’t know where you’re going, the chances are really good that no one else does either.

The good news is that most libraries (64 percent) have a strategic plan in place. So the work of knowing your community and creating strategic goals to meet their needs is already done. You still need to create a marketing plan, though. Without it, your library could be vulnerable to marketing chaos, filled with a multitude of programs and services that don’t support the library’s strategic goals. Staff time could be wasted on conducting outreach activities, never culminating in partners or advocates; media relations reduced to pitching a calendar of events rather than communicating the value of the library. And the public’s perception might fall back to the iconic image of the library—a place that stores books.

Kathy Dempsey, author of *The Accidental Library Marketer*, conducts workshops throughout the country, and has found that many libraries need to be convinced it's worth the time to create a plan. "I help librarians understand that without a plan that prompts them to study users, guides them to offer the products and services people need, and helps them evaluate and improve their efforts, they're sort of adrift. Having staffers do bits of "marketing" here and there wastes their precious time and money. It's much less effective than having everyone work toward the same goals in an organized fashion." A comment by one of the participants from the *LJ* survey summed it up when she said, "We probably should have one, but we only have one person on staff capable of carrying it out, but they're overworked already."

Who's Marketing Libraries?

For the most part, marketing is considered an extra duty that staff members take on in addition to their other responsibilities—79 percent of those surveyed said it wasn't their main responsibility. While that probably doesn't surprise anyone in the library field, it does make the point of how essential it is for libraries to take the time to make sure they are offering a strong marketing plan for their road map. The surveyed revealed that 33 percent of the libraries have a dedicated public relations/marketing staff and 2 percent contract out the work. A few indicated that their city had control over the marketing; others indicated that the entire staff was responsible.

When libraries choose to bring in people with a marketing background rather than an MLS degree, the marketers are sometimes faced with staff who are resistant to change. Of course, there are ways to get past any challenge. Anne Peters, Director of Library Communications at the University of Texas San Antonio, advises that the best approach is to make sure you're in at the planning stages and then use the art of attraction to gain buy-in. "The key for us has been to create a collaborative environment, offer to lessen their burden, and do really good work so people actually ask us to help them." They create a yearly marketing plan and check in with it every three months to make sure they are on track. If something comes up that isn't in the plan but would be too good to pass up, they'll consider adding it, as long as it supports the strategic goals.

Why Market Anyway?

In a nutshell, libraries need to market to ensure they are meeting the needs of their communities, and are letting those communities know about their programs, products, and services. What makes the whole process a little more complicated is that marketing doesn't start with making a flyer. It begins by getting to know customers and understanding their needs, then building the programs, products, and services that meet those needs. From there, we need to create processes to communicate those offerings. All along the way we need to evaluate the offerings and the processes.

Where libraries often get it wrong is that they want to create programs first, then hope that if they tell enough people, they'll fill a room or increase circulation. Even in those situations where a library hires a person with marketing experience, the danger is creating a steel door between the marketing and program/service development processes.

Robin Klaene is the Public Relations and Development Director for Kenton County Library. After her library created its strategic plan, she went through each goal to identify those that involved her department. From there, she created a PR plan for internal, external, and online actions. She said that coordinating programming to reflect the goals of the organization can be difficult, but is achievable. Her method was to meet with staff, explain what they were doing, and ask them to

plan programs that fit into their themes. "I have influence but not the final say. We have over 200 programs every month, so it's pretty easy for us to find enough programs that meet our needs," she commented.

They keep it fairly straightforward. Each month, they designate a theme that ties into a strategic goal. If a strategic goal were to increase usage of eresources, the monthly theme might be *Traveling Around the World*. Her team would pull the appropriate programs and resources and create cross-promotional opportunities throughout the building, in the media and online. They might create video and print promotional materials to display in the library. They'd pull together programs, and pitch different stories to newspapers. Then they'd cross-promote all the resources online on the Library blog, Facebook, Twitter, and Pinterest. It's simple and effective.

It's All About Creating a LibraryAware Community

Whether you are marketing your library full time or an hour a week, the end goal is to ensure your community is aware of your value. Over the next 11 months, I'll share more stories of how libraries are meeting that challenge.

I'd love to hear more about your role in marketing your library and experiences you have around working with or without a marketing plan.

Perceptions Have Improved, So Where's the Money?

By Nancy Dowd <<http://lj.libraryjournal.com/author/ndowd/>> on April 1, 2013 (2013-04-01T17:48:44+00:00)

This is the third in a series of articles in which Nancy Dowd will examine the results of an exclusive survey <<http://lj.libraryjournal.com/downloads/public-library-marketing-methods-and-best-practices/>> of library professionals from more than 400 public libraries across the U.S. on public library marketing. The survey was sponsored by the NoveList division of EBSCO Publishing

Will marketing result in increased funding? According to *Library Journal's* November survey, most libraries think not—unless your library is serving a population of 500K+. Then 70 percent of the participants believe marketing helped. Interestingly, the majority of those surveyed from libraries of all sizes believed marketing increased their perceived value to elected officials and the community at large. If libraries could apply the influence of advocacy to their marketing strategies, they might see an increase their funding.

Advocacy — what it is and what it isn't

I had the opportunity to listen to Ken Haycock, Research Professor of Management and Organization, University of Southern California, during the Advocacy Institute at the American Library Association (ALA) Mid-Winter conference. Haycock's definition has become a mantra for him throughout the years: "Advocacy is a planned, deliberate, and sustained effort to develop understanding and support incrementally over time." Of course,

he is not alone in this definition: ALA and its divisions have been working tirelessly to educate libraries on this topic. He suggested libraries' campaigns to increase funding were seldom based in research; lacked the metrics needed to measure results to know if funding increased; and didn't conduct the evaluation needed to make improvements. It sounded harsh, but how many times have we heard of a new campaign designed to increase funding without ever reading about whether funding increased?

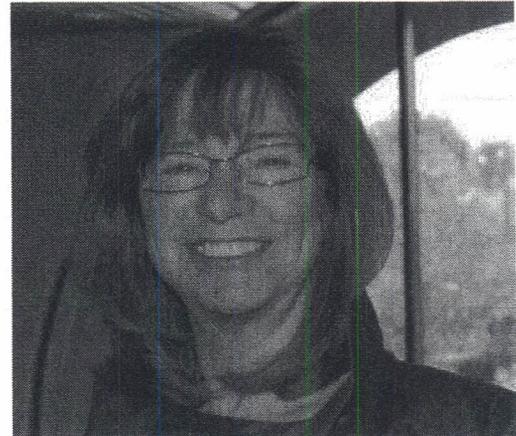
Advocacy isn't a single event or a one-time meeting with your local official. It isn't necessarily about telling the entire world everything your library does. It is about making connections with stakeholders, understanding what they value, and mapping out the ways you can build relationships to influence them in your favor. Sounds a little like what we do when we market, doesn't it?

Should you protest or partner?

You'd do better to go with partnerships. Haycock's studies show that when it comes to funding, libraries are better off building relationships with elected officials rather than waging protests or conducting letter writing campaigns. In fact, he says elected officials are more likely to give money to people they know and like. Taking it a step further, he suggests you learn what they value and understand how they make their decisions. That way you can present your case from *their* point of view and easily connect how helping your library will help them achieve their goals. Good advice for marketing as well.

Does size matter?

The answer is no, if you ask Rebeccah Smith Aldrich, Coordinator for Library Sustainability, Mid-Hudson Library System (and a 2010 *LJ* Mover &



Nancy Dowd

Our Plans: A better library

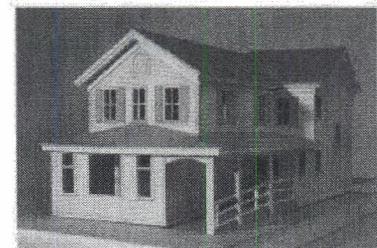
LOVE YOUR LIBRARY?

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at the

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Wednesday, April 10, 2013 @ 7pm
Shandaken Town Hall, Route 28



BUILDING YOUR BASE



Shaker<<http://www.libraryjournal.com/csp/cms/sites/LJ/LJInPrint/MoversAndShakers/profiles2010/moversandshakersaldrich.csp>>). Aldrich's project, "Building Your Base," has been helping libraries target audiences to promote services, create customer loyalty, and gain more supporters. She points out that smaller libraries tend to do a lot with word-of-mouth marketing and relationship building. "They may underreport their marketing efforts because it's not the shiny stuff, but they are definitely out there building relationships."

Aldrich told the story of Phoenicia Library<<http://phoenicialibrary.org/>> in New York. A small library with even a smaller budget, Phoenicia found itself in need of a new building after a fire gutted the old one. They wanted to rebuild a larger facility, and with the support of community members are on their way to getting the necessary approvals, despite protests and a lawsuit by its direct neighbors. "They had fabulous support from the community. They'd post information on their website and Facebook, and every time there was a hearing 100-200 people showed up in support. Here is an example of a small library with no money, but the community knew and valued them. That's the real power of advocacy," explained Aldrich.

Is there money in visiting elected officials?

Well, they won't be handing you cash over the table, but face-to-face visits are an essential part of building relationships. These strategies will work any time you visit an elected official, whether you are stopping by their office, addressing them at council, or welcoming them to your library.



Rebekkah Smith Aldrich

1. **Know your objectives and your audience.** The key to a successful visit is homework, homework, homework. Aldrich conducts a boot camp prior to legislative days to educate librarians on the issues. She makes up mini profiles on officials that include issues of interest, and then her group helps librarians connect the dots to the libraries' issues. They also provide guidance on how to act during the meeting.
2. **Have statistics and stories ready to articulate your points.** A few years ago I gave a workshop for librarians on speaking to elected officials to develop stories that supported continued funding. I'll never forget the emotional reaction of an elected official when a librarian shared the story of how a patron whose son was diagnosed with cancer was able to conduct research through the library's databases and guide him to the right doctors and ultimately, a healthy outcome. Stories make the emotional connection; statistics seal the deal.
3. **Have a follow up plan.** It's all about a sustained effort, so make sure you know how you're going to continue those relationships. Victoria Falcon, Public Relations/Marketing Coordinator at Southern Maryland Regional Library, is always looking for ways to increase the touch points that connect the library's message with elected officials. Her strategies helped to turn a meet-up event into a powerful relationship building experience. Each year, Maryland delegates host an annual meeting for small businesses, non-profits, and organizations. The event gives everyone a chance to shake hands with the elected officials. They set up the booth to take pictures of the delegates for a READ poster. Invitations were sent ahead of the event to come to the booth, and then a follow up email was sent with the photo and an invite to visit the local library. And of course, she made sure the library's messaging was on the photo. They were delighted when Congressman Stany Hoyer came to the booth. The congressman's team was so pleased when they received the poster that they tweeted the picture to his 18,000 followers.

Tweeting for dollars?

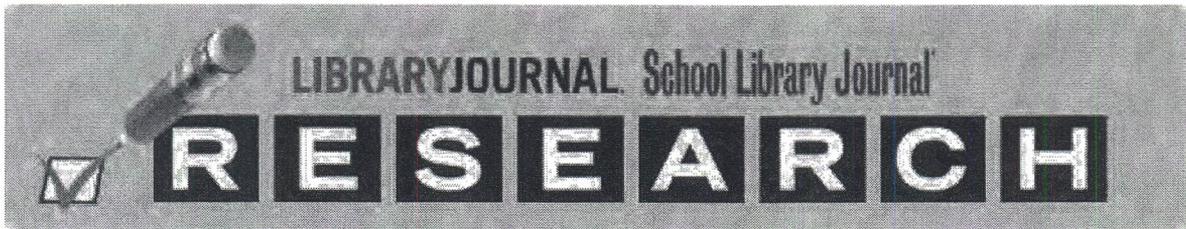
Certainly social media provides access to elected officials' opinions and activities like never before. At the very least, follow your elected officials. You may even want to set up searches on topics relevant to your library. Falcon loves Twitter as an outlet for advocacy. She is connected to every local, county, and state official, and makes sure she retweets anything related to her libraries, including education and jobs. The key to her success is that she connects the dots for readers. A typical retweet would include a message saying, "Our libraries are concerned about this too." Over time she has built an important relationship with the crew that runs her governor's social media. That relationship resulted in an invitation to the governor's first-ever "Tweetup," where she was able to address a significant financial issue her library was facing and gain his support. "There were only 12 people there, and when I was asked if I had any issues, the governor gave me complete attention. I wouldn't have been there had I not used social media as part of my advocacy tools," explained Falcon.

Marketing for Dollars

Obviously, marketing and advocacy go hand-in-hand. Both require you to know what is important to your community, build relationships, and articulate your value. *Library Journal's* survey touches on the gap between a positive perception of the library and the commitment to increase funding, reinforcing the need for libraries to embark on advocacy efforts that are planned, measured, and evaluated.

A Little Inspiration to Get You Going

- **Urban Libraries Unite:** This group is full of amazing ideas. Their latest is The Volunteer Library Brigade, where they will be rolling out tiny mobile library carts to the sidewalks, parks, and subway stations of New York City. They will look stuff up, hand out books, run storytimes for kids, offer directions, advocate for libraries, and more. The carts (kindly donated by Demco, thanks Demco!), will be stocked with reference books, maps, giveaways, WiFi, and more.
- **Library Snapshot Day:** A way for libraries of all types across a state, region, system or community to show what happens in a single day in their libraries.
- **National Legislative Day:** Learn from the pros. Register for the 39th annual National Library Legislative Day (**May 7 & 8** at the Liaison Hotel in Washington, DC), the two-day advocacy event where hundreds of library supporters, leaders, and patrons meet with their members of Congress to champion national library funding.



Public Library Marketing: Methods and Best Practices

In November 2012, *Library Journal* surveyed library professionals from 471 public libraries to gain insights about how they market themselves, the effectiveness of those marketing initiatives, and the resulting engagement within their communities. The results indicate a disconnect between what librarians believe should be happening and what is actually happening.

The majority of the individuals who responded were public library directors and managers. When asked about the marketing and communications channels their library used to sustain a presence in their communities, the usual contenders were ranked the highest - library website, printed materials in the library, the local newspaper and social media. However, when asked to relay how effective these channels were felt to be, the percentages dropped astonishingly low.

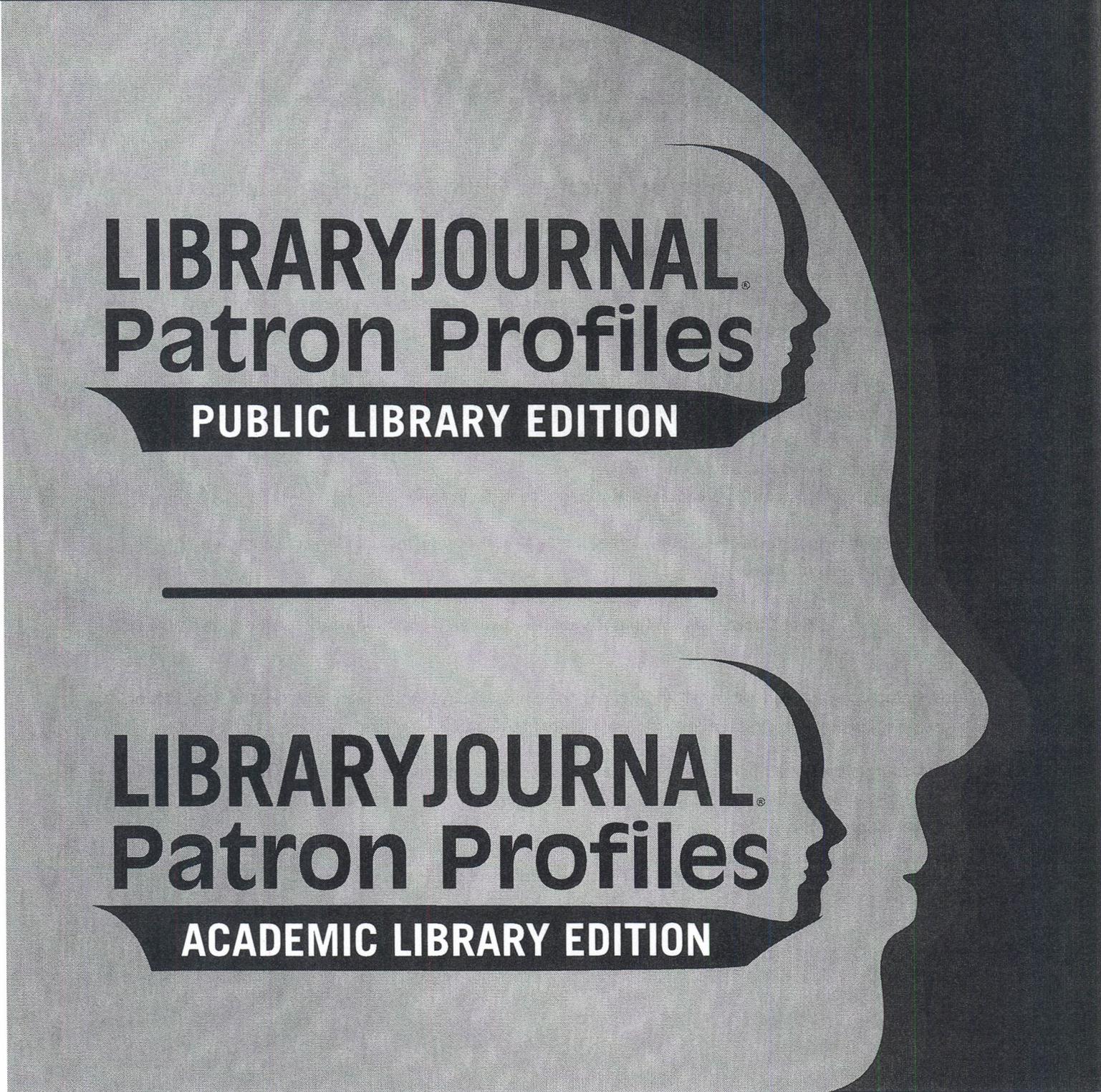
- 77% of respondents completely agree that library marketing increases overall community awareness of the library
 - 47% measure the effectiveness of their communications
 - 46% of libraries say evaluation/measurement is “a great idea, but we don’t have time to do it”

Most notably, fewer than 20% of all libraries reported having a marketing plan in place, and only 11% of those were current and up-to-date. Another 16% are in the process of creating a marketing plan.

Library Journal presents key findings of the survey, broken down by library size, in the hopes that it will help identify which marketing initiatives may be implemented to effectively communicate their value to all stakeholders, from patrons to policy-makers.

For more coverage of this area, bookmark the [Marketing section LibraryJournal.com](#), or subscribe to the [RSS feed](#).

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Public Library Marketing: Methods and Best Practices

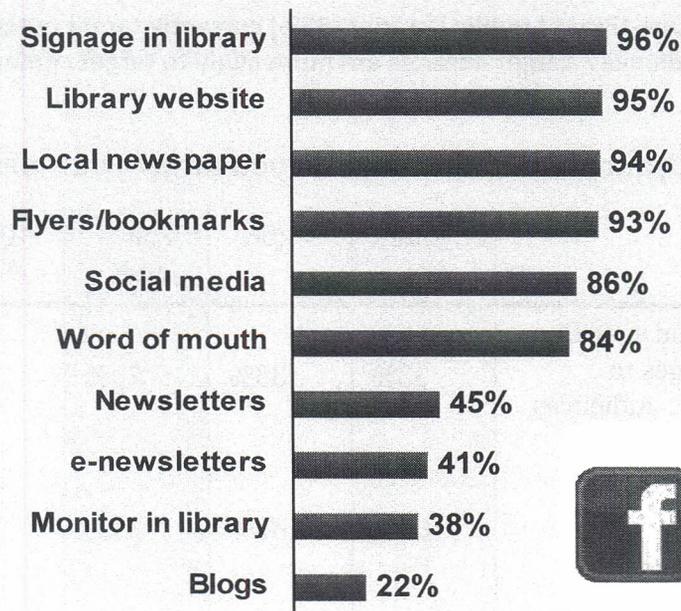
LIBRARYJOURNAL

Responses from 471 public libraries surveyed in November 2012

MARKETING CHANNELS The most commonly used library marketing channels are signage in the library, the library's website, the local newspaper, and handouts such as flyers and bookmarks. Blogs, computer screens in the library, and e-newsletters are the least often employed.

The most effective library marketing channels vary by size of library. For smaller libraries (under 25,000 population served), the most effective marketing channel is the local newspaper. For libraries serving populations over 25,000, the top channel is the library website.

Which marketing/communication channels does your library use to communicate with your community?



86% of libraries use social media; of those that do, Facebook is used most often

What marketing/communication channel do you feel is most effective for your library?

	Total	Population Served			
		< 25K	25K – 99K	100K – 499K	500K +
Total	100%	100%	100%	100%	100%
Local newspaper	24%	27%	15%	14%	14%
Library website	14%	10%	23%	26%	40%
Word of mouth	16%	18%	10%	15%	14%
Flyers/bookmarks in library	10%	11%	10%	14%	5%
Newsletters (printed)	10%	8%	16%	11%	2%
Signage in the library	11%	11%	12%	7%	2%
e-newsletters	6%	6%	6%	8%	9%
Social media	4%	4%	6%	3%	9%
Monitor in library	1%	1%	0%	0%	0%
Blogs	0.3%	0.4%	0%	1%	0%
Other	4%	5%	1%	0%	5%

TARGETED MESSAGES One-third of public libraries (33%) currently target outgoing marketing messages to specific audiences. Larger libraries are more likely to target communications.

When you send out your communications, do you target your messages to specific audiences?

	Total	< 25K	25K – 99K	100K- 499K	500K+
 We send specific messages to specific audiences	33%	33%	29%	50%	64%
 We send our messages to everyone	67%	67%	71%	50%	36%

WHAT IS COMMUNICATED Standard information shared with library communities includes listings of upcoming programs and events, library location/hours, and news/photos of library events. The least commonly offered communications are a reference question forum and librarian blogs. Larger library systems provide more types of information to the community.

What kinds of information does your library regularly communicate (through any communication channel)?

	Total	Population Served			
		< 25K	25K – 99K	100K – 499K	500K +
Total	100%	100%	100%	100%	100%
Upcoming programs and events	100%	100%	100%	99%	98%
Library location and hours	99%	99%	98%	97%	100%
News/photos of library events	90%	88%	95%	92%	95%
Library policies	78%	77%	82%	82%	84%
Databases and other resources	72%	68%	86%	94%	93%
Library services	68%	63%	86%	88%	86%
Announcements of new titles coming to library	64%	63%	66%	67%	67%
Readers' advisory	57%	51%	68%	89%	81%
Library contests/ games	52%	46%	69%	63%	72%
Community service information	53%	50%	60%	54%	77%
News/photos of community events	32%	29%	38%	36%	49%
Librarian blogs	23%	18%	32%	56%	63%
Reference question forum	17%	12%	25%	39%	54%
Other	7%	7%	8%	6%	16%

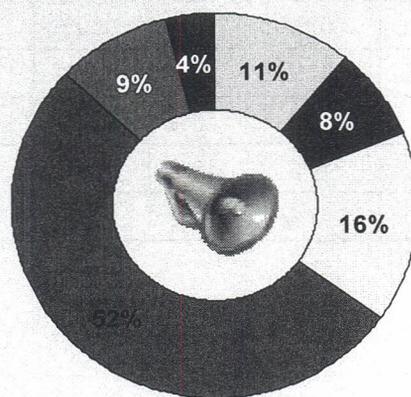
FREQUENCY OF COMMUNICATION About three-quarters of libraries share information with members of the community at least once a month. Generally, the larger the library, the more often communications are pushed out, with the exception of communications to Friends of the Library. The data suggests that small libraries provide information to Friends groups with the same frequency as the largest libraries. The incidence of library communication with elected officials and community partners particularly spikes for libraries serving populations over 500,000.

How often do you communicate with your library's key stakeholders?

NET Once a month or more often	Total	< 25K	25K – 99K	100K – 499K	500K +
Members of the community	74%	71%	81%	83%	91%
Friends of the Library	75%	74%	79%	72%	80%
Elected officials/elected town/city council	48%	46%	52%	51%	64%
Community Partners	45%	42%	53%	48%	60%

MARKETING PLAN Fewer than 20% of all libraries have a marketing plan in place, and only 11% report that it is current and up-to-date. Another 16% are in the process of creating a marketing plan. About half of libraries (52%) admit that they could use a marketing plan.

Does your library have a marketing plan?



64% of libraries have a *strategic* plan in place

- Yes, current & up-to-date
- Yes, but it is not current
- In process of creating one
- No, but we could use one
- No, and don't need one
- Other

Currently have a marketing plan, by population served:

< 25K: 17%; 25K – 99K: 22%; 100K-499K: 35%; 500K+: 67%

EFFECTS OF LIBRARY MARKETING Not surprisingly, three-quarters of respondents completely agree that library marketing increases the community's awareness of the library. Only half completely agree that library marketing results in increased library usage, but 62% feel the benefit lies in the ability of marketing to increase the perceived value of the library. A third of libraries (35%) believe that library marketing results in increased library funding. These benefits are so great that 41% of libraries completely agree with the statement that strengthening their library's marketing efforts is a priority this year.

The larger the library, the more likely it is to have a positive perception of library marketing effectiveness.

Do you agree or disagree with the following statements about library marketing?

% COMPLETELY AGREE	Total	Population Served			
		< 25K	25K – 99K	100K – 499K	500K +
Library marketing increases community awareness of the library	77%	76%	82%	89%	93%
Library marketing increases perceived value among elected officials and the community at large	62%	61%	65%	68%	84%
Library marketing increases library usage by existing cardholders	50%	47%	59%	58%	84%
Strengthening our marketing efforts is a priority for us this year	41%	39%	49%	56%	61%
Effective library marketing results in increased library funding	35%	34%	39%	41%	70%
% COMPLETELY DISAGREE	Total	< 25K	25K – 99K	100K – 499K	500K +
Marketing is not an essential function for libraries	72%	69%	85%	85%	91%

WHO DOES LIBRARY MARKETING? Marketing duties fall on the shoulders of library staff at 88% of libraries. The average number of library staff members with marketing added to their job responsibilities is 3.5. Twenty percent of libraries have *dedicated* public relations/marketing personnel.

Who does the marketing/communications work for your library?

	Total	Population Served			
		< 25K	25K – 99K	100K – 499K	500K +
Staff members take on marketing duties in addition to other responsibilities	88%	93%	79%	64%	31%
Avg # staff:	3.5	2.9	5.1	7.6	24.0
Dedicated public relations/marketing staff	20%	9%	39%	61%	95%
Avg # dedicated mktg. staff:	1.8	1.4	1.3	2.6	4.2
Contract public relations/marketing consultants	1%	1%	1%	3%	10%
Other	9%	9%	9%	7%	7%

DEDICATED MARKETING BUDGET Half of libraries (52%) budget money specifically for marketing, promotion, advertising, printing, etc.

Does your library budget money specifically for marketing, promotion, advertising, printing, etc.?



Population Served	Budget Specifically for Marketing
Total	52%
< 25K	44%
25K – 99K	72%
100K – 499K	76%
500K +	81%

MARKETING GOALS AND MEASUREMENT Fewer than one-third of libraries (29%) set desired outcomes such as attendance or new user goals prior to an event or program. Not quite half (47%) measure the effectiveness of their communications. Some examples of measurement include tracking open rates for electronic communications, conducting a website user survey, or simply asking program attendees where they heard about programs.

As would be expected, goal setting and marketing effectiveness measurement occur more frequently at libraries with dedicated marketing staff.

	Total	Population Served			
		< 25K	25K – 99K	100K – 499K	500K +
How often do you set desired outcomes for your programs (e.g., attendance goals, new user goals, circulation goals, etc.)?					
NET Always/Usually	29%	26%	34%	35%	40%
Do you measure or evaluate the effectiveness of your communications?					
Yes, we evaluate/measure	47%	46%	47%	61%	86%



46% of libraries say evaluation/measurement is “a great idea, but we don’t have time to do it”

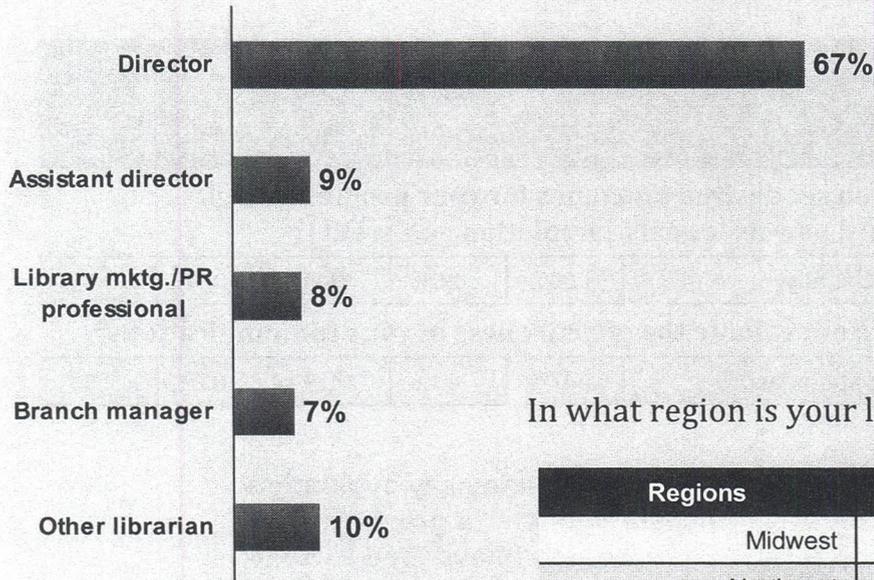
MARKETING EFFECTIVENESS Most libraries (59%) believe their marketing efforts are only somewhat effective. The largest libraries—libraries where they are more likely to maintain dedicated marketing staff and measure marketing effectiveness—are more confident in the effectiveness of their communications.

How would you rate the overall effectiveness of your library’s marketing efforts?

	Total	< 25K	25K – 99K	100K – 499K	500K +
Very effective	4%	4%	5%	7%	24%
Effective	28%	26%	33%	42%	45%
Somewhat effective	59%	61%	57%	43%	29%
Not too effective	9%	9%	5%	8%	2%

SURVEY DEMOGRAPHICS

Which of the following comes closest to describing your job title/function?



In what region is your library located?

Regions	%
Midwest	39%
Northeast	24%
South	19%
West/Mountain	14%
Canada	3%

METHOD A survey invite was emailed on November 16, 2012 to a *Library Journal* list of 3,343, with a reminder to non-responders on November 30. The survey closed on December 10, with 471 completed responses.

Data shown in total was weighted to represent the national sample based on population served as determined by the Institute of Museum and Library Services.
