

A MARKETING PROPOSAL FOR THE CENTRE FOR SCIENTIFIC DOCUMENTATION AND INFORMATION - THE INDONESIAN INSTITUTE OF SCIENCES (PDII - LIPI)

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ABSTRACT

Products and Services from PDII-LIPI should be marketed with an appropriate and careful planning for the sake of the institution's success and users' satisfaction. Principally, marketing proposal is designed to cope with the changing environment, those are government policy, financial community, technology, users, suppliers, surrounding community, and staff union. The analysis of marketing proposal, consisting of marketing audit on PDII and its environment, as well as its target market activities. The idea of marketing mix analyzes products, price, place/distribution, and promotion/communication. The marketing proposal is better followed by management of the process, such as planning, implementation, and control activities. Evaluation and modification should be conducted to measure the finished activities and adjustment for the next activities designed for the changing environment.

INTRODUCTION

Since its establishment in 1965, the Centre for Scientific Documentation and Information - The Indonesian Institute of Sciences (PDII-LIPI) has achieved many progress to strengthen its position as a national centre for documentation and information services in science and technology supporting research activities in Indonesia. Improving library collections, manpower development, networking with other libraries and universities in Indonesia become its priorities. The overseas cooperative microform project with NLA, cooperation with many universities in Australia such as School of librarianship in New South Wales university and Monash university, ASEAN countries, as well as joining international library association such as FID, ISDS, NTIS are carried out to develop PDII reputation.

Inspite of these success, there is still a lack of marketing efforts to promote PDII products and services to meet the users' needs. Changing environment and shrinking budget become main barriers for the development of marketing proposal. The development

of market in relation with the objective of the organization depends on the cooperation of organization's physical and conceptual resources. A marketing plan is suggested as part of PDII strategic planning to enhance :

1. Users' satisfaction
2. Library and documentation centre efficiency.
3. Prove accountability to the parent organization (The Indonesian Institute of Sciences).

There are many definitions of marketing presented by authors reflecting different concept of organizations, but one that is appropriate to library and information centre is presented by Gepp and Steidl (1983) who said that :

"marketing is a planned approach to meeting consumer's needs with an organization's resources in the most efficient and effective way".

Keane (1990, p.117) says that most authors agree that marketing includes both concepts and techniques. The marketing concepts are : a) customer sat-

isfaction, b) exchange - not selling, c) organisational responsiveness, and d) intelligent consumer. While the marketing techniques are the marketing audit, market segmentation, the marketing mix, and the product/service decision.

The concept of marketing for Special library and Information Centre has been presented by Sterngold (1982, p.258) who said that :

“marketing is a planned process of identifying, attracting, satisfying, and gaining the support of specific users group in a manner that furthers the goals of both the institution and organization it serves”.

The underlying concept which emerge from these three definitions is that marketing concerns with products or services which is designed to meet the specific users group. Users’ response is based on the organization’s strategies to attract users. Users’ satisfaction is the main goal of marketing, as well as satisfying the funders that the users are utilising the program offered to their fullest advantage. (Kotler, 1981).

A strong, statement on the function of librarian in achieving users’ need is also stated by De Gennaro (1983) who said that :

“We librarians need to go back to basics and re-discover that our main function is serving users; not building collections. It is not our main function to device and implement new cataloguing codes or online catalogues, or national networks. Like collection building, these are all means of serving users and not ends in themselves”.

Keane (1990, p.118) analyzes De Gennaro’s interpretation on the functions of librarian and Gepp and Steidl’s interpretation of the role of marketing, and draws conclusion that both marketing and librar-

ian have one compatible aim, that is customer satisfaction or meeting user needs.

For PDII case, the goal of marketing is both to achieve users satisfaction as well as to get more income for the organization. An effective marketing plan which consists of analysis, action, and review aspects is needed. This paper will present a marketing plan that consists of 4 stages. Stage 1 is an analysis of PDII condition, followed by stage 2 that describes marketing mix used by librarian (marketer). The management of the process is presented in stage 3, and stage 4 presents the evaluation and modification of the marketing plan.

ANALYSIS

1. MARKETING AUDIT

The marketing audit is aimed to know the strength and weaknesses of the organization

by presenting the condition of the institution, objectives, its environment, structure, available service and users. This information will be used to organize the following marketing strategy.

“marketing is a planned process of identifying, attracting, satisfying, and gaining the support of specific users group in a manner that furthers the goals of both the institution and organization it serves”.

Sterngold

a. Environment

PDII grows in the capital city of Indonesia, Jakarta. The city population is around 8 million people from many ethnics and nations. The political situation is relatively stable because of continuous and effective control done by the government to achieve political stability. There is a difference between institution which get high financial priority and those which are not. It depends on the government concerns to the institutions programmes, their cleverness in proposing budget, and other political reasons. Increasing budget PDII has received since 1991 up to the present time because the government concentrates

on the development of industrialisation and their supporting agencies such as Documentation and Information centres in 27 provinces in Indonesia, some of them under the responsibility of PDII.

Parallel to the Indonesian government programme to "take off" from agricultural country into industrial one, there are many special libraries from private institutions, including banks, which is already automated and have their own users. The role of National library which get more financial support from the government also becomes competitor for PDII development.

The culture of Indonesian people which is based on oral culture should be enriched with the availability of library and information centre. Encouraging reading habit, especially appropriate technology information for rural people, is available in PDII. The changing from oral to literate society still becomes the main duty for libraries in Indonesia.

b. The Institution (PDII)

The objective of PDII is to provide and develop library, documentation, and information service in science and technology to support research activities in Indonesia.

This objective is translated to many activities, as follows:

1. The provision of Science and Technology Information services.
2. The documentation of science and technology literature published in Indonesia and abroad.
3. The provision of library service on science and technology.
4. The collection of Indonesian science and technology publication.
5. The maintenance of a national science and technology bibliographic database.
6. The production of publication to support the information dissemination.
7. Developing Science and Technology networking system among information centres in Indonesia.

From the time of establishment, PDII has not been able to totally devote itself to the task of serv-

ing the researcher because of the incapability of the university libraries to provide services to their students. Consequently, PDII takes this additional responsibility by giving services to students from universities and even High Schools.

The idea of networking system is not yet able to be implemented because there are many libraries having inadequate skilled staff and they do not have strong collection to access. The lack of computer and telecommunication facilities are also the problems of networking.

c. The Organizational Structure

PDII is chaired by the Head of institution, divided into 4 divisions in Jakarta and 1 division in Bandung, and then subdivided again into 24 subdivisions. The description of PDII division are as follows :

1. The Dissemination of Scientific Information Divisions, divided into : a) Current Awareness Service, b) Bibliography, c) Indexing, and d) Abstracting and literature Review Sub Divisions.
2. The Library Division, divided into : a) Acquisition, b) Technical Service, c) Journal and Special Collection, and d) Reader Service Sub Divisions.
3. The Technical Support Division, divided into: a) Bibliographic STI Database, b) Preparation of printing, c) Printing, and d) Micrography Sub Divisions.
4. The Development of Scientific Information Division, divided into : a) Scientific Information Research, b) Networking, c) Training and guidance, and d) Union Catalog Sub Divisions.
5. The Technological Information Service Division (Bajit) which is located in Bandung. This division provide information service similar to the services in number 1.

These divisions are supported by Administration Divisions which is divided into : a) General b) Personnel, c) Finance, and d) Logistic Sub Divisions.

The above organizational structure reflects the objectives of PDII in disseminating Science and Technology Information in Indonesia. The parent organization of PDII is The Indonesia Institute of Sciences.

d. Staff

According to Personnel data in 1996, there are 234 staff consisting of librarians, para professionals, and administration persons. Around 50% of the total staff are librarians, 4 archivists, and 2 computer specialists.

Area of expertise is mainly Science and Technology field (64 persons, sarjana and sarjana muda degree from technics, biology, agriculture, chemistry and other subjects). One Doctor of librarianship, 16 master of librarianship, environment, and women affairs, as well as 22 bachelor degree in librarianship and other disciplines. All of them are key players in disseminating and promoting the PDII services.

5. Building

Most Indonesian people easily recognize the Indonesian Institute of Sciences (LIPI) 's building which has a cylinder shape in Gatot Subroto street, one of the main streets in Jakarta. This cylinder shape is meant to save the electricity to light up the room. PDII is located in the left side of this building, near the main gate. There is a large parking area in front of the building as well as a sufficient sign system. PDII occupies a five storey building with a total floor space of 8,755 square meters. The space for new collection is still a problem, because PDII often receives gift collections from overseas, such as CSIRO and NTIS. Weeding collection is done annually in which the unused books are either destroyed or sent to regional libraries.

6. Current Services and Marketing Activity

PDII services is divided into :

1. The library service : especially for those who directly visit, by correspondence or phone.
2. Dissemination of STI services
This activity includes : Current awareness service, SDI service, Retrieval information service, Selected patent information service, and Information for industrial packages.
Reference tools are : Foreign core of secondary journal, online bibliography, CDROM.
3. Reprography Service : Database of library collections prepared to be accessed by Internet,

printing and micro reproduction facilities.

4. Consultancy Service :

- It is intended for librarians who need CDS/ISIS for maintaining and developing their libraries.
- For STI users, the training is aimed to increase knowledge of information resources and better information use including making index, abstracts, and online searching and database compilation.
- On the job training for newly graduated bachelor in librarianship and other library staff from other departments in Indonesia.

The promotion of PDII service is done through leaflet, informal communication with library attendance, and visit to other departments or universities.

This internal analysis of PDII is primarily to examine its strength and weaknesses of the available service, condition, and marketing system. To get better result, PDII managers should assess the socio-economic and educational condition of the country to match with PDII services. One characteristic of library and documentation centre is that it is in direct contact to users, therefore the users' perception of the organization as well as its services are important aspect to maintain. (Yorke, 1981).

2. SELECTION OF TARGET MARKET

The marketing concept is user oriented. Keane (1990, p.119) refers to Moore's opinion that marketing should distinguish between user needs and user wants. Needs is what user must have, and want is what user think should have. Once librarians recognize that marketing distinguishes between needs and wants, they should be more receptive to the marketing concept of meeting the user needs; as Kotler (1981) also states that marketing seeks to meet both the needs and wants of the customers.

The market research, which is aimed to define the user needs and wants, involves a systematic analysis of actual or potential users based on market segmentation. This idea emerges as a realization that li-

brary cannot satisfy all users at any time, therefore by concentrating to a users at any time, the library's good performance will be achieved. (Gross, 1978).

1. Market segmentation

In PDII, the users are grouped into different segments based on :

- a. Geography
The library attendance are researchers and students from Jakarta and big cities around it like Bandung and Bogor.
- b. Service type :
Books, journals, microforms, Computer, CD, info packages.
- c. Type of organisational unit :
Government department, industry, and university.
- d. Job function :
Researcher, industrialist, student.
- e. Usage rate :
Both previous and potential future use of information service.
- f. Interest :
Science and technology.

For the development of appropriate market segmentation, these aspect of grouping should be involved in the identification of different individual in the community, and grouping them in relation to their need for a particular product. Therefore, the grouping is done in relation to users' needs not those of the librarian.

2. Market positioning

Based on the above segmentation, priority should be given to the researchers, industrialist, and university students. Priority for students will be reduced if the university library already have strong collection to support their activities.

Inspite of recognising users' needs, the librarian should be aware of the behaviour which occur as a result of information need (Martin, 1989). He adds this statement by saying that the behaviour of users change as their information needs change.

THE MARKETING MIX

The development of marketing mix (product, price, place/ distribution, and promotion/communication) is considered as the librarian or marketer's tool in developing a balanced service which is :

1. Composed an appropriate product/service which is suitable to user needs.
2. Fairly priced to be affordable by users and cover the cost recovery.
3. Properly advertized.
4. Weel produced and efficiently delivered. (Shapiro, 1980).

Translated for the improvement of PDII marketing plan, the marketing mix should be :

a. Product

As it has been stated that the products of PDII is service, information, microforms, and consultancy. A changing or modification will happen to this products if the users needs is also changing. Therefore, the librarian who remember the nature of user needs and the behaviour which results from the needs will provide the most appropriate resources and services. (Keane, 1990, p.120).

Library has a range of services which complement each other. For example the CDROM service. By promoting CDROM service, it means that not only is this service alone be promoted, but also the related services emerge from CDROM information, such as Interlibrary Loan, photocopy services, and information packages.

Yorke (1981, p.10) introduces the concept of product or service life-cycle which represents the stages of service development. There is a hyperbolic curve which presents introduction, growth, maturity, and decline stages based on time. The librarian should be aware of a service which is in the stage of maturity (for example card catalog service), because this service will decline with the introduction of OPACs. If a service declines, the librarian should introduce a new service to replace it.

Other solution to eliminate the changing of users' need is by creating a bond or dependency feeling between the service and users, especially

for potential users. There should be an emotional component that the users will feel a lost feeling and incomplete services. This service - user bond - can be managed by the availability of brand strategy.

Farquar (1990) differentiates the notion of product and a brand, as follows :

"A product is something that offers a functional benefit (e.g. library reference service, microform, and bibliography service). A brand enhances the value of a product beyond its functional process".

The goal of the brand is to differentiate a certain service from its possible competitors. The implementation of brand strategy is useful for the future development of PDII marketing plan in relation to the growing of the PDII's competitor, such as university, private sector, and bank libraries.

The number of brand depends on the amount of services which have potential users, each of the service will be branded by special characteristics such as appropriate, quick, and nice format for SDI service, Training which is branded as relevant, convenient, and low cost, etc.

The brand strategy process involves making the potential user more aware of the usefulness of the products. It can be done by developing the image the user has of the brand, especially for new users. The librarian must ensure that the brand will always make a good impression to users.

b. Prices

1. Actual Cost

It is the direct charge of a service that user should pay. Like photocopy service, online service by using satellites facilities, such as Bistinfos (A direct access to Information sources in Britain) in which users should pay both telecommunication cost and searching cost. Costs of the service is considered by Head of each division that conduct the service. It is a difficult decision because the charge should cover cost and benefit against the user capability in paying. PDII also should make sure that the service is priced at a level that justifies its use.

2. Indirect cost

Since PDII is situated in one of the main street in Jakarta, with a large parking area, and near a bustop, completed by a sufficient sign system, the indirect cost such as user time for parking car, access to the library, and finding collections are decreased. Only photocopy service and subject specialist who maintain the information desk should be developed.

c. Place/Distribution

Place refers to the location where the product or service is available and it should be conveniently accessible to users.

Kotler and Levy (1981, p.23) mentions distribution includes the consideration of making library collection available for users, by establishing a large library with complete collection, developing branch library, or even book mobile libraries.

The development of place/distribution for PDII service can be done by developing adequate seating, reading space, and providing discussion room for users. The exact (prompt) location for library collection is also suggested. For quicker distribution, SDI service, Current Awareness Service as well as other information packages should be supported by high technology infrastructure, such as facsimile and electronic mail. The additional charge should be payable by users.

d. Promotion/Communication

Both the promotion for image and product should be conducted together. The image promotion is intended to get a favourable public attitudes, and product promotion is intended to encourage user to use PDII service. The promotion should be conducted for both users and the library staff. The promotion for library staff is emphasized on how to develop a better product, and a sense of marketing as well as developing bond between library and users. PDII can hold an inhouse training, especially for the staff who directly contact with users, with a qualified guest speaker to train staff, for example, how to be a good reference librarian and how to maintain customer effectively.

Concerning with brand strategy which is also

a tool for creating a good image of PDII service, the institution should realize that a brand reputation is the result of all the whole marketing action. By promoting library service as well as functions as a mean for supporting the accountability of brand in PDII service.

Some promotion efforts suggested for the development of PDII service are :

1. Developing product

This effort is supported by the implementation of new technology such as computer, telecommunication facilities, even though funding is still prominent problem.

2. The service quality

It includes both the presentation of the library product (collection, service, consultation) and the staff attitudes to users.

3. Promotions

a. Exhibitions

This event should be held to attract users. Many times PDII current topics in Indonesia, such as ecology analysis, water sanitation, and searching patent information through WIPO software. This exhibitions should be developed based on the available resources. The cooperation with the other departments, libraries, and private companies are suggested.

b. User education

This program is intended for library users in which the librarian will guide about how to use library collection, using card and online catalog, micro reader, etc. This program should be developed in terms of technology, product, and change of users' needs.

c. Joining the other department and universities exhibition by promoting the available service.

d. Sponsoring technology application competition for youth that is held annually by parent organization.

e. Displaying new library collection (books, journal) and other infrastructure such as CDROM, electronic mail, and new software for information searching.

4. Advertising

- a. Formal: by publishing inhouse newsletter, developing "BACA", annual report, brochures of introducing special service, etc.
- b. Informal: presenting logo at all PDII's document and publication. It is a kind of brand strategy to promote PDII.
- c. The signage system installed in inside and outside PDII building.

5. Location

It consists of information concerning the PDII area. The dissemination of card name or leaflet consisting of telephone number, facsimile number, and address is suggested.

All of these marketing mix efforts should be done continuously. The promotion and advertising should be done effectively based on the available funds.

MANAGEMENT OF THE PROCESS

After presenting the suggestion of marketing mix, the implementation of it should be considered. This management consists of planning, implementation, and control.

a. Planning

PDII should organize a committee to manage the implementation of marketing plan. The committee members are Head of divisions, head of sub divisions who directly concern with the service. The Head of PDII becomes head of marketing committee.

The objective of marketing plan is determined, those are :

1. To increase the use of the library and information service by researcher, students, and industrialist.
2. To develop strategies to increase the use of information as an integral part of research and industry development in Indonesia.
3. To develop staff competencies and strategies to operate effectively in delivering the library service.
4. To develop income to PDII by producing appropriate service for users.

Strategies to achieve these objectives are :

1. Improving core user service and responsiveness at service points.
2. Improving provision of relevant information sources.
3. Increasing the dependence of user on the use of information from library for their research and industry development.
4. Improving staff training, workflows, and efficiency.

All of the PDII service that will be marketed should be measured to ascertain their feasibility. For example, marketing CDROM service should include promotion, librarian who will guide users, interlibrary loan service, as well as photocopy service should be prepared. Funding for this service is also prepared to get better performance evaluation.

Tactics for marketing involves the action of communicate the target market. For introducing CDROM service, it can be done by setting poster and disseminating leaflet at the library foyer. Bistinfos service that is useful for industrialist and students can be promoted by visiting company and universities. Brochures and leaflet are sent to users from other city.

b. Implementation

The promotion of PDII service should be conducted continuously, especially for potential users. It can be done every time during the PDII hours.

One aspect should be included in the promotion of PDII service is the promotion of the librarian and information specialist profession that still to be devoted now. By achieving better service that meet the users' need, the role of librarian and information specialist who are responsible to the service is also promoted. Kies (1987) states that :

"We all went into the profession so we shouldn't have to promote ourselves but there is too much competition today for the individual's attention, so everyone must promote"

The increasing of library attendance is still a main target in PDII eventhough it is categorized as special library. This policy supports the gov-

ernment program in improving reading habit and using library collection for students in Indonesia.

c. Control

PDII marketing activities is coordinated by the Head of PDII who will report to the parent organization, the Indonesian Institute of Sciences. The form of report can be oral (regular meeting), and written report (monthly report, or annual report).

EVALUATION AND MODIFICATION

Weingand (1984) and Cronin (1981) said that most libraries now is in the state of reduced funding eventhough building accountability to users and parent organization is still primary target. Therefore, marketing plan should be directed into an effective and efficient way.

Therefore, evaluation to get user response to measure the effectiveness of library service is suggested. Data gathering system can be applied by using questionnaires, telephone and personal interview. The report from data analysis will suggest a strategy that can be managed to better focus on the need of users. Performance indicator, its target, implementation and assessment are suggested.

a. Performance Indicator

It is an attribute of successful outcomes that should be achieved by a program. Based on the objective of marketing plan, PDII service performance indicator are :

1. For library service :

- Total of monograph, journal, and microform used by user monthly.
- Total of user attending the library service monthly.
- Total pages of photocopy service daily.
- Cost of collection development per year.
- Average time taken by user in library a day.

2. Bibliographic service

It should be determined based on the available service, for example :

- SDI service : the percentage of appropriate articles sent to user monthly.

- Online searching : total of users who use this service, the increase of interlibrary loan caused by this service.

3. Consultancy

- Total of PDII visitor
- Total of training in Science and Technology
- Total of seminar and workshop conducted by PDII.

These performance indicator should be associated with standard or target to evaluate its implementation. The decision of both performance indicator and its target is a useful way to measure the service effectiveness and efficiency. It should be monitored if there is changes in service.

b. Reassessment

As it has been stated that this marketing plan is designed for changing, as a direct response to environmental, users, socio-economic, technology, and political influences. Feedback from users should be a main consideration for development. Ideally, PDII marketing plan should be rewritten annually based on the committee's decisions. Monthly meeting among committee members is suggested to monitor the development of marketing plan. Evaluation can be done once a year with an appropriate system achievable for PDII, users, and budget. A written report of evaluation can be a guideline for next year marketing plan.

CONCLUSIONS

The impact of shrinking budget and lack of qualified staff can be seen in today reality that library tend to ignore the real need of users and tend to utilize their outdated collections. PDII operation is not far from this description. With the available collections, and limited qualified librarian and information specialists try to support researchers and students activities in Indonesia. Marketing will change the librarian perspective and PDII focus. The development from static to responsive institution with enthusiastic librarian and effective services to serve their

users is prepared.

To increase the use of library and information service as well as to get more income for their operation. PDII should establish a committee that coordinates the marketing plan and strategy to improve the old marketing system. The committee is chaired by the head of PDII and under the control of parent organization, the Indonesian Institute of Sciences.

The objectives of marketing plan must be clearly defined to achieve its goal. The marketing approach should be directed to improve the image of PDII, including the rule of librarians and information specialists who are responsible to the services. The PDII budget should cover these activities. Both marketing and librarian's main target is the same, that is user satisfaction. It can be developed by regular communication with users, so that PDII will know what the real needs of users is. Developing brand strategy to create dependency between service and users is suggested for face the other competitors' same service.

The other target, showing accountability to the parent organization is also priority, because in order to survive PDII should get funding through the Indonesian Institute of Sciences' collective budgets. The money is converted into product, service, and ideas, and then distribute them to potential users who are researchers, students, and industrialists.

The effective and efficient of marketing plan can be achieved by conducting regular evaluation. Continuous monitoring and modification of service is needed in response to changing environment, impact of new technology, as well as the changing of users' needs.

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Selamat dan Sukses

31 TAHUN PDII-LIPI

1 JUNI 1965-1996

Redaksi

BACA