



Marketing Implementation and Evaluation

In the digital age, marketing is fundamental in libraries, archives, museums, and other information organizations. Marketing is particularly important because information organizations face budget cuts with the decreasing demands of physical collections, their collections are switching to electronic formats, and they compete with the ubiquity of information available online. Marketing is about being proactive and innovative and should be considered as a survival approach as well as a tool to better understand and support various user group needs and wants. The strategic marketing is a circular process of planning, implementation and evaluation, and the basic steps include analysis and development of goals and objectives, strategy development and marketing mix, and implementation and evaluation (Welch, 2006, p. 25). The final stages of an information organizational marketing strategy involve effective implementation and evaluation. This chapter looks at the importance of implementation and evaluation, the marketing implementation and evaluation process, and effective approaches used to evaluate marketing activities.



7.1 WHY ARE IMPLEMENTATION AND EVALUATION IMPORTANT?

According to Etzel, Walker, and Stanton (2001, p. 578) the marketing management process is composed of “(1) planning a marketing program, (2) implementing it, and (3) evaluating its performance,” and they further explained these stages as follows:

The planning stage includes setting goals and designing strategies and tactics to reach these goals. The implementation stage entails forming and staffing the marketing organization and directing the actual operation of the organization according to the plan. The evaluation stage consists of analyzing past performance in relation to organizational goals. This third stage indicates the

interrelated, ongoing nature of the management process. That is, the results of this stage are used in planning goals and strategies for future periods. So, the cycle continues.

Marketing implementation is “the process that turns marketing plans into action assignments and ensures they accomplish the plan’s stated objectives,” and the importance of marketing implementation is that “a brilliant strategic marketing plan counts for little if not implemented properly; strategy addresses the what and why of marketing activities; implementation addressed the who, where, when and how; and they are closely related: One layer of strategy implies certain tactical implementation assignments at a lower level” (Kotler & Keller, 2009, p. 648). Implementation is “a critical link between the formulation of marketing strategies and the achievement of superior organizational performance” (Noble & Mokwa, 1999, p. 57). Marketing implementation is as important as strategic market planning as well as marketing strategy (Pride & Ferrell, 1995, p. 716). The implementation of a marketing plan can reposition the information organization by satisfying the needs and wants of its users. This can create the framework for branding the information organization in the future.

The marketing management process is a circular process. The final stage is to conduct an evaluation and determine if any modification is required to fully address users’ needs and wants in an information organization. It is very important to effectively evaluate marketing activities and efforts because it can enable an information organization to know whether funds have been spent wisely, marketing has shown “a return for the investment in an increase in one or more performance measures,” what works and what does not work (Kendrick, 2006, p. 178; Potter, 2012, p. 34).

In order to maintain control over all marketing processes the implementation of strategies, plans, and actions should be constantly evaluated and monitored in an information organization. Evaluation enables an information organization to better understand whether the implemented marketing strategies and plans have been successful, whether they should be improved, continued, or discontinued, and whether the promotional services and resources are meeting the needs of the target users (Potter, 2012, p. 30). The last activity of a traditional marketing plan giving the direction to the information organization is to evaluate the program and it is fundamental for an information organization to review the feedback about the services and programs and “make recommendations for the

next time” (Dodsworth, 1998, p. 320). Evaluation is a means of reassessing the information organization’s priorities in services and reviewing collection developments. Evaluating results of how successful or unsuccessful any marketing strategy that the information organization chooses to undertake will enable the information organization to determine whether or not those strategies will be used again or a different direction is taken. The implementation of the marketing plan is an ongoing evaluation and refinement process (Welch, 2006, p. 25).

Evaluation can help the information organizations to determine and measure the success of the workshops (Potter, 2012), modify the workshops, services, and resources of the information organizations to ensure that they meet users’ needs and wants (Koontz & Mon, 2014). Evaluation also enables information professionals of an information organization to learn from the marketing experience and allow them to make adjustments for the next marketing plan in which they undertake (Potter, 2012; Welch, 2006). Evaluation is an ongoing process and enables an information organization to measure its performance and success. As Potter (2012, p. 34) stated, “evaluation also serves the essential role of providing evidence of the return on our investment in the promotional process. In order to continue to be allowed to spend funds on marketing, we must prove we are spending them wisely.”



7.2 THE MARKETING IMPLEMENTATION AND EVALUATION PROCESS

The key stages of the strategic marketing process: planning, implementation, and evaluation are closely related, good marketing planning is not enough to ensure success, and the plans have to be effectively implemented (Etzel et al., 2001, p. 602). Marketing implementation refers to “the process of executing strategies,” addresses who, where, when, and how, and ensures the correctness of the activities of internal and external marketing (Pride et al., 2007, p. 609). Internal marketing means “the managerial actions necessary to make all members of the marketing organization understand and accept their respective roles in implementing the marketing strategy” (Pride et al., 2007, p. 610). The marketing implementation process includes such elements as marketing strategy, shared goals, leadership, people, organizational resources, systems, and marketing structure, “all of which must mesh if the implementation is to succeed”

(Pride & Ferrell, 1995, pp. 719–720). While executing strategies, everyone in an information organization plays an important role in implementing the marketing strategy.

Marketing implementation is “the ‘how?’ of marketing strategy” and “involves activities directed at putting marketing strategies into action” (Pride & Ferrell, 1995, p. 716). Implementation activities include, but are not limited to, “detailed job assignments, activity descriptions, timelines, budgets, and lots of communication” (Lamb, Hair, & McDaniel, 2009, p. 47). According to Etzel et al. (2001, pp. 602–603), implementation consists of three main activities:

1. Organizing the marketing effort. Once a strategic marketing plan has been developed an early activity is to organize the people who will implement it.
2. Staffing the organization. For plans to produce the intended results an organization needs skilled, dedicated employees to carry them out well. Thus selection of people is all-important—no matter the type of organization that is being staffed.
3. Directing the execution of marketing plans. Success in this phase depends to a large extent on four important aspects of managing employees—delegation, coordination, motivation, and communication.

To determine whether the marketing plan has been successful, it is necessary to evaluate the effectiveness of marketing activities. Evaluation is an ongoing process. According to Etzel et al. (2001, p. 615) the evaluation process involves three steps:

1. Find out what happened. Get the facts; compare actual results with goals and budgets to determine where they differ.
2. Find out why it happened. Determine which specific factors in the marketing program accounted for the results.
3. Decide what to do about it. Plan the next period’s program so as to improve on unsatisfactory performance and capitalize on the aspects that were done well.

It is important to regularly evaluate how the marketing plan is being implemented and how the services are being received by the internal and external users (Kendrick, 2006, p. 176). A mistake or problem can be corrected or solved, and the following questions can be asked when something goes wrong (Walters, 1992, p. 69):

1. Is there an error in the plan?
2. Were the original objectives valid?
3. Did you analyze each of the strategies?

4. Was there sufficient time allowed for the action steps?
5. What corrective steps are to be taken?

Evaluating the effectiveness of the marketing plan can be established using multiple approaches. Welch (2006, p. 83) suggests that both qualitative and quantitative methods are needed to evaluate marketing activities.



7.3 EFFECTIVE APPROACHES TO EVALUATING MARKETING ACTIVITIES

In the pilot study on the effective approaches used to evaluate marketing activities (Yi, Lodge, & McCausland, 2013, p. 594), it was found that:

Some correlations between independent variables and librarians' approaches to evaluating marketing activities were significant. A negative and significant correlation between education level and the use of a computerized usage tracking method was detected. The more education librarians had, the less likely they were than their counterparts to report that using a computerized usage tracking method was most effective. The predictor of years in present positions was significantly and negatively correlated with the use of focus groups and professional networking methods. Those who had been in their current positions for longer periods of time were less likely than their counterparts to perceive that using focus groups and professional networking method was most effective for evaluating marketing activities. Correlations between the number of different professional positions and the number of library staff and the use of focus groups were positive and significant. Those who had held more positions or worked with more library staff were more likely than their counterparts to report that using focus groups was most effective. There were positive and significant correlations between the number of library branches and the use of a computerized usage tracking method, e-mail listserv advertisements and professional networking methods. Librarians who worked in a library with more branches were more likely than their counterparts to perceive that it was most effective to use a computerized usage tracking method, e-mail listserv advertisements and professional networking methods to evaluate marketing activities.

These results of this pilot study may lack generalizability because of the key limitation of a very small size, a large-scale study to survey academic librarians in other Australian universities using the revised questionnaire based on the results of this pilot study was conducted (Yi et al., 2013, p. 598).

According to Yi et al. (2013, p. 591), academic librarians used face-to-face interviews, phone interviews, client satisfaction postal/phone/email surveys, computerized usage tracking method, focus groups,

financial accounting method, email listserv advertisements, and professional networking method to evaluate marketing activities. The correlation tests of a large-scale study on effective approaches used to evaluate marketing activities were run and the results demonstrated that there existed significant correlations between the independent variables and academic librarians' perceptions of the effective approaches used to evaluate marketing activities.

Table 7.1 demonstrates the correlations between independent variables and dependent variables, which were the effective approaches used to evaluate marketing activities. The predictor of male was detected to be significantly and positively correlated with the use of client satisfaction postal/phone/email surveys. This suggests that male librarians were more likely than female librarians to perceive that client satisfaction postal/phone/email surveys were most effective. There were significant and negative correlations between age and the use of financial accounting method, email listserv advertisements, or professional networking method. This means that those who were older were less likely than their counterparts to perceive that these approaches were most effective.

Table 7.1 Correlation matrix for variables used in the analysis
Effective approaches used to evaluate marketing activities

	A	B	C	D	E	F	G	H
1	.064	.034	.155*	-.035	-.057	-.081	-.047	-.084
2	-.068	-.005	.040	-.127	-.048	-.143*	-.177*	-.235***
3	-.091	-.164*	.018	-.093	-.046	.044	.057	-.087
4	-.075	-.022	.009	-.137*	-.038	-.080	-.023	-.108
5	-.074	-.023	.128	-.098	.035	-.144*	-.118	-.114
6	.047	.096	.121	-.001	.115	-.014	-.052	.026
7	.164*	.194**	.020	-.028	.231***	.007	-.009	.054
8	.177**	.148*	-.019	.164*	.116	.001	.119	.118
9	.123	.160*	.134*	.042	.226**	-.015	.004	.025
10	.055	-.023	.094	.049	.145*	-.030	.099	.099
11	.052	.150*	-.026	.004	.130*	.056	.034	.130*

Notes: A, use a face-to-face interview; B, use a phone interview; C, use client satisfaction postal/phone/email surveys; D, use a computerized usage tracking method; E, use focus groups; F, use a financial accounting method; G, use email listserv advertisements; H, use a professional networking method.

(1) male; (2) age; (3) education level; (4) years of present position; (5) total years of library service; (6) no. of different positions; (7) no. of library staff; (8) no. of library branches; (9) no. of total population; (10) formally studying marketing; (11) attending a workshop on marketing in the last 5 years.

* $P \leq 0.05$; ** $P \leq 0.01$; *** $P \leq 0.001$ (one-tailed test).

The correlation between education level and the use of a phone interview was detected to be significant and negative. This implies that those who were with higher education levels were less likely than their counterparts to think that this approach was most effective. The finding that there was no significant correlation between education level, and use of a computerized usage tracking method is not consistent with the finding of the pilot study (Yi et al., 2013, p. 594). There was a significant and negative correlation between years of present position and the use of a computerized usage tracking method. This suggests that those who had been in their current positions for longer periods of time were less likely than their counterparts to perceive that using a computerized usage tracking method was most effective for evaluating marketing activities. The correlations between years of present position and the use of focus groups and professional networking method were not detected to be significant, which is not consistent with the finding for the pilot study (Yi et al., 2013, p. 594). Total of years of library service was detected to be significantly and negatively correlated with the use of a financial accounting method. This means that those who serviced in libraries of more years were less likely than their counterparts to perceive that using this method was most effective.

The predictor of number of library staff was detected to be very significantly and positively correlated with the use of focus groups. This implies that those who worked in libraries with more staff were more likely than their counterparts to perceive that using focus groups was most effective for evaluating marketing activities. This finding is consistent with what was found in the pilot study (Yi et al., 2013, p. 594). The correlations between number of library staff and the use of a face-to-face interview and a phone interview were also detected to be significant and positive. This means that those who worked in libraries with more staff were more likely than their counterparts to perceive that using face-to-face interviews and phone interviews was most effective. There was a significant and positive correlation between number of library branches and the use of a computerized usage tracking method. This suggests that those who worked in libraries with more library branches were more likely than their counterparts to perceive that using this approach was most effective. This finding supports what was found in the pilot study (Yi et al., 2013, p. 594). The correlations between number of library branches and the use of a face-to-face interview and a phone interview were also detected to be significant and positive. Those who worked in libraries with more

library branches were more likely than their counterparts to perceive that using these approaches was most effective. The finding that there was no significant correlation between number of library branches, and the use of email listserv advertisements or professional networking method contradicts what was found in the pilot study (Yi et al., 2013, p. 594). The predictor of number of total population was detected to be significantly and positively correlated with the use of a phone interview, client satisfaction postal/phone/email surveys, or focus groups. This means that those who worked in libraries with more population were more likely than their counterparts to perceive that these approaches were most effective.

Formally studying marketing was detected to be significantly and positively correlated with the use of focus groups. This implies that those who formally studied marketing were more likely than their counterparts to perceive that using this approach was most effective. The correlations between attending a workshop on marketing in the last 5 years and the use of a phone interview and focus groups were detected to be significant and positive. This means that those who attended a workshop on marketing in the last 5 years were more likely than their counterparts to perceive that using these approaches was most effective for evaluating marketing activities.

However, there was no significant correlation between number of different professional positions and the use of face-to-face interviews, phone interviews, client satisfaction postal/phone/email surveys, computerized usage tracking method, focus groups, financial accounting method, email listserv advertisements, or professional networking method in this study.

The correlations among independent variables are given in Table 1.3 (Part 2) (please see Table 1.3 (Part 2) in Chapter 1, Introduction to Marketing). The variables did not have a high degree of collinearity. The correlations ranged from $-.026$ to $.689$. These three categories of predictors—demographics, human capital, and library characteristics—could be used to predict respondents' perceptions of the effective approaches used to evaluate marketing activities.

The correlation results of this large-scale study found that demographics, human capital, and library variables played a significant role in academic librarians' perceptions of effective approaches used to evaluate marketing activities. Demographical variables including gender and age, human capital variables such as education level, years of present position, total years of library service, formally studying marketing, and attending a workshop on marketing in the last 5 years, and library variables including number of library staff, number of library branches, and number of total

population were significant predictors of perceptions of the effective approaches used to evaluate marketing activities, but this study indicates that the predictor of number of different professional positions did not make any difference.



7.4 SUMMARY

In order to achieve the marketing goals and objectives, it is important for an information organization to ensure the success of the marketing implementation and evaluation processes and activities using effective approaches. Once an information organization's strategic marketing plan has been developed, the next stage of the strategic marketing process is successful marketing implementation. Marketing implementation is important to not only marketing strategy but also strategy market planning. This requires all staff members to accept their roles in the marketing and take responsibility for marketing services and resources to existing and potential users and satisfying user needs and wants. The final stage of the strategic marketing process is marketing evaluation. Evaluation enables the information organization to obtain feedback on the marketing activities and make improvements for future marketing. The evaluation of any marketing plan is important because it allows the information organization to determine whether the goals and objectives are achieved, and whether there are any areas needing improvements. It is vital for information professionals to understand the implementation and evaluation processes so that all marketing activities are undertaken correctly and all goals and objectives are achieved in libraries, archives, museums, and other information organizations. For information organizations to effectively implement marketing plans, there should be a thorough understanding and execution of the elements of marketing implementation process: marketing strategy, shared goals, leadership, people, organizational resources, systems, and marketing structure.

The findings of the large-scale study demonstrate that the face-to-face interviews, phone interviews, client satisfaction postal/phone/email surveys, computerized usage tracking method, focus groups, financial accounting method, email listserv advertisements, and professional networking method are the effective approaches used to evaluate marketing activities. Demographics, human capital, and library variables played a significant role in academic librarians' perceptions of effective approaches used to evaluate marketing activities. The predictors of gender, age,

education level, years of present position, total years of library service, formally studying marketing, and attending a workshop on marketing in the last 5 years, library staff, number of library branches, and number of total population were significant predictors of perceptions of the effective approaches used to evaluate marketing activities, but this study indicates that the predictor of number of different professional positions made no difference.

The implementation of the marketing plan is a process that includes ongoing evaluation and refinement (Welch, 2006, p. 25). It will require the effective evaluation techniques as well as the "... active support of all staff at all levels" (Welch, 2006, p. 76) in order to ensure its success. The techniques used to evaluate whether the marketing efforts are successful or not will include a variety of such effective evaluation techniques as face-to-face interviews, phone interviews, client satisfaction postal/phone/email surveys, computerized usage tracking method, focus groups, financial accounting method, email listserv advertisements, and professional networking method.

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