City of Joondalup Libraries
Marketing Plan
2008-11
Introduction

Welcome to the City of Joondalup Libraries Marketing Plan, 2008 to 2011. This document is a working document and provision has been allowed for revisions as part of the annual business planning process.

It is important to recognise that key influences within the marketing and promotions field will change at regular intervals. Demographic makeup and technological advancements are two areas that will influence service delivery and customer expectations in the future.

“Libraries are changing.........

Gone are the days of dusty books. To be a leading library, be relevant and of high end value to your community and organisation, you need to think outside the box and become an innovator” John Stanley

Over the past five years, City of Joondalup Library staff have been encouraged to think outside the box and position the City libraries at the forefront of public libraries within Western Australia. To provide innovative programs, create bright welcoming spaces for all, focus on customer service excellence, expand stock resources, celebrate achievements and create a recognisable brand image are some of the major achievements within this time.

This Marketing Plan complements our business and budget planning process to maintain areas of excellence, review programs and promotional avenues, analyse the demographics of our suburbs and expand and grow with the changing times.

This Marketing Plan is aligned to the Citys overall marketing strategy and sits underneath that umbrella as a way of improving the current effectiveness of marketing activities.
City Vision
“A sustainable City that is committed to service delivery excellence and operates under the principles of good governance”

Mission
“To undertake all our activities with the endeavour of meeting community expectations and achieving sustainable lifestyles”

City of Joondalup Libraries Vision
“Creating a vibrant connection with our community”
The libraries are dynamic, innovative, and effective community hubs that lead the way in access to a diverse range of information and learning opportunities as well as programs and events that meet the community needs.

Core Values
- Customer service
- Teamwork
- Respect and support
- Leadership
- Innovation
- Flexibility
Strategic Links and Report Recommendations
This Marketing Plan has been developed based on industry reports, state guidelines and reform report recommendations. These include:-

- City of Joondalup Strategic Plan 2008 – 2011
  5.3.2  The City provides high quality libraries and learning programs
- City of Joondalup Marketing Plan 2007 – 2010
- Structural Reform of Public Library Services in Western Australia – 2007
- Library Development Plan 2003 – 2008 (ABRAXA)
  5.2  Brand Identity and Marketing
    Create and market a brand image for the Library Service which increases the service recognition and identity in the community
- Library and Information Services Retail Development Report 2004 - John Stanley

Strengths

- One library service sets standards across all locations, yet allows individuality
- Subject layout of materials – taking on new concepts
- Bright, fun, colourful and interactive spaces
- Customer focus addressing patron needs in a timely & helpful fashion
- Passionate about what we do and encouraging the “Fish” & WOW philosophy
- Current Library brand has good structure, recognition and scope for expansion
- Innovative services and programs
- Strong business and strategic planning ethic to assist future planning and budgeting
- Freely accessible to all residents who live and work within the City
- Support from Management encouraging staff development and training sessions
- Joondalup Library is the largest and busiest public library in the State
- Specialist Reference & Local History Library
Empowering patrons through initiatives such as email reminders to assist in loan management

- Public transport accessibility to all locations via bus, train and local parking
- Consistently high ratings in Customer satisfaction surveys, both Library and City wide

**Weaknesses**

- Dollar value of service is not viewed in line with customer service benefits to residents
- Poor stock management process at State Library of Western Australia
- Inability to access email, web 2.0 and visual media sites on Public access internet terminals

**Opportunities**

- Demographic changes in suburbs allows for assessment and realignment of relevant programs
- Student market increasing through the Learning precinct
- Consortia purchasing with other LGAs
- Promote as an information and tourism location
- Library Management Systems will allow greater interaction with new technologies
- Partnership building with neighbouring Local Governments
- Involvement with State Library of WA initiatives
Current Target Markets/Demographics

The following target markets have been identified in order to demonstrate where we see the strategies being most effective.

- Community – residents/volunteer groups, youth, seniors and community groups
- Organisation – COJ staff
- Learning – Schools, Tertiary facilities, Library Program attendees

Demographics of the City and the Libraries

The City of Joondalup has a population of 157,368 as at the 2006 Census across 22 suburbs. The City has a relatively young population with 38% under 25 and the majority of households consist of couples with children.

Within the Libraries the City has approximately 118,000 members of which approximately 30% are registered as having an address outside of Joondalup.

Within the Libraries some 80% of the stock is funded by the State Library. The City actively contributes to building up the resources that are relevant to the community including DVD’s, CD’s and current releases.

Overview of Brand

The City of Joondalup endorsed the current brand guidelines for Libraries as an official sub-brand in February 2006. The scope was to encompass “a visual identity” which clearly communicated that the library service was provided by the City of Joondalup.

Brand Icons depict emotive responses and are integral to the brand and its emotional responses. They may denote:-

- Feelings
- Perceptions
- Sense of place
- Passion
- Identity
- Fun and adventure
- Something for Everyone
- My Library
- Vision and expression
- Welcoming yet safe for the whole family
Marketing Goals and Strategies

1. Have an interface that is vibrant and clear meeting the needs of our members

   - Review current website structure and content to allow improved access to library services and information
   - Connect with Information Management to implement changes and training where possible
   - Research websites locally, interstate and overseas to capture current technological advancements
   - Assist in the development of the new library website to enhance service delivery and promotion to all members
   - Set up a structure for regular reports to be run outlining website path usage and link currency
   - Further enhance and exploit the promotion of events and services through e-sources, newsletters, message board
   - Investigate and implement interactive media options to assist in communicating with a variety of generation groups
   - Investigate online social networking sites for promotional opportunities to user groups that have been identified as low or non library users
   - Exploit new library management system tools to encourage patron participation and self management of details
2. Have a greater understanding of library resources and our community to encourage utilisation from a wider part of the community

- Analyse population statistics using current data sources to understand our membership base and future target markets
- Review current member feedback sources and implement a standard for data input and analysis. Investigate and action results from feedback sources to implement where possible or plan for future budget development
- Review new resident packs, member packs and school information and update with relevant timely information
- Investigate alternate methods of information gathering techniques to gain an understanding of “difficult” user groups such as young adults and our non-member base
- Prepare targeted customer feedback surveys for new and lapsed members to monitor service levels
- Analyse current collections that are underutilised and set up a plan for future promotion
- Further promote our online resources, specialist collections to members, students and non-members
- Foster an understanding of local history within City and its importance within the City’s culture and heritage
- Continue to provide life-long learning incentives to children and their parents to use the libraries proactively
3. To promote the Library Service and its value to the community through brand awareness and maintain Corporate marketing standards and guidelines

- Assess, review and exploit media and communications options to ensure a relevancy to target markets
- Provide Marketing with an annual calendar of events outlining program, event, promotion and celebration opportunities
- Utilise City event opportunities to promote the Library and its Services
- Outline a merchandise and advertising plan to complement promotion opportunities, event participation and member campaigns
- Review the current brand guidelines to allow for changes in the marketplace and differing target groups
- Ensure internal and external signage remains current, relevant and sustainable to service requirements and adheres to Corporate guidelines.
- Review the marketing plan in line with business plan timelines to keep it timely and allow for future budget implications
- Investigate new methods of promotion through current journals, research and trade outlets
- Review printed materials regularly for currency and brand freshness
- Review internal and external display materials regularly so that new items can be added or replaced to uphold our brand impression and maintain emotive responses in our libraries
- Further develop our brand characters to become recognisable with specific events and promotional opportunities
- Actively participate in State and National initiatives and promotion opportunities
- Proactively schedule time to encourage, investigate and share new marketing and promotion initiatives and provide a forum for this information
- Investigate, develop and nurture promotion and display opportunities through external sources and partners including playgroups, health centres, local hospitals, aged facilities, ECU, TAFE, cultural events and shopping centres
- Promote a sense of pride in the physical environment of our libraries, both internally and externally
- Exploit cross-promotional opportunities between Business Units through a variety of activities and events
4. To provide better service to Library staff, internal Business Units and external partners

- Develop a library staff marketing and promotion information package to complement the corporate induction process
- Provide continued training and information sessions to all library staff to enhance promotion and awareness opportunities
- Celebrate key events with library staff and encourage participation at all levels
- Work effectively with Marketing to further encourage a cooperative approach to marketing and promotion
- Create and maintain strong working relationships between business units
- Provide relevant communication options to inform staff about the library service, programs and promotion opportunities
- Assess the need for a library promotions team to assist and provide a consistent message with branch promotion, displays and program information
- Provide relevant materials to support and promote the “Fish” philosophy to all staff as a motivational mechanism.
- Implement a plan to promote the Community Education Team, their roles and responsibilities
- Participate in State and Local Government partnerships and initiatives as outlined in the Structural Reform Report and similar Plans
- Support opportunities for student and volunteer participation
**Current Communication Channels**

City of Joondalup Libraries have access to many promotional avenues in which to promote library services, programs and events. Many of these have had extensive exploitation over the past few years, however opportunities still exist in which partnerships can be strengthened and promotional methods expanded upon.

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<th>COJ Publications and forums</th>
<th>Press &amp; radio</th>
<th>Joondalup Libraries</th>
<th>Business Units / Sub Units</th>
<th>External opportunities</th>
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<td>Joondalup Weekender and Wanneroo Times</td>
<td>Libraries online e-Newsletter</td>
<td>Community Information and the Community Education Team</td>
<td>University and TAFE open days</td>
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<td>Council News</td>
<td>Perth Child, Parent and Seniors news</td>
<td>Patron bulk email and internal to staff</td>
<td>Leisure and Cultural Services</td>
<td>COJ Events ie Festival, Little Feet</td>
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<td>City Chat</td>
<td>Twin Cities &amp; 94.5</td>
<td>Internal flyers, posters, e-posters and displays</td>
<td>Community Services</td>
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<td>Annual Report</td>
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<td>Displays</td>
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<td>Desk of the CEO</td>
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<td>Marketing and Council Support</td>
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<td>Resident Welcome Pack and Messages on hold</td>
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<td>School events, newsletters and displays</td>
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<td>Website, Event Database and Intranet</td>
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