Library in OverDrive at the Kent District Library
April Holmes
S557 Marketing for Libraries

Photo Courtesy of the Kent District Library Grandville, MI
I. Executive Summary ........................................................................................................... 4
II. Theoretical Foundation ................................................................................................... 5
III. Marketing Audit and Research ..................................................................................... 5-8
    A. Analysis of library customers ....................................................................................... 5-6
    B. Community and competitors ....................................................................................... 6
    C. Current marketing activities ......................................................................................... 6-7
    D. PEST categories to analyze external environments in a library .................................. 7
    E. Strengths, weaknesses, opprtunities, and threats to a library ....................................... 7-8
    F. Staff Observation Form ................................................................................................ 8
IV. Market segmentation ....................................................................................................... 8-9
    A. Characteristics, wants, and needs for adults aged 55+ .................................................. 8-9
V. Service Identification ....................................................................................................... 9-10
    1. OverDrive services that users want/need ...................................................................... 9
    2. How OverDrive connects with adults 55+ ................................................................... 9
    3. OverDrive on BCG Matrix .......................................................................................... 9-10
VI. Library's Mission, objectives, actions, timelines, and budget ........................................ 10-12
    A. Library's Mission .......................................................................................................... 10
    B. Goals and objectives .................................................................................................... 10
    C. Strategies and actions .................................................................................................. 10-11
    D. Timelines ..................................................................................................................... 11
    E. Roles and responsibilities ............................................................................................ 11
    F. Campaign budget ........................................................................................................ 12
VII. Communication: The Marketing Mix .......................................................................... 12-15
    A. Tools and resources ...................................................................................................... 12
    B. Message ....................................................................................................................... 12-13
    C. Brand logo and tagline ............................................................................................... 13
    D. PR strategies ................................................................................................................ 13-14
    E. Publicity Items ............................................................................................................. 14
    F. Advertising/sponsorship .............................................................................................. 14
    G. Role of Advocacy in Campaign ................................................................................... 15
VIII. Internal Marketing Strategies ...................................................................................... 15
    A. Informational Staff Meetings ....................................................................................... 15
    B. Email Communication ................................................................................................ 15
IX. Evaluation

A. Customer Surveys

B. Observation Form

X. Reflection

XI. Addendum

XII. Resources
I. Executive Summary

According to the 2015 Kent District Library Fact Book, the Kent County of Women’s Clubs began a project for library extension in 1927 and, nearly ten years later in 1936, the Kent County Library Associated formed as a department of Kent County. Nearly six decades later, in 1994, the library separated from Kent County to become the Kent District Library, an independent taxing agency with a Board of Trustees that is appointed by the Kent County Board of Commissioners. They celebrated 75 years of serving the eight geographic regions that they represent, and they received a ten-year 1.28 millage approved by voters, as well obtaining 501 (c)(3) status in 2011. They expanded the services of the Library for the Blind and Physically Handicapped with an increase in the number of large print materials, as well as implementing a new SirsiDynix ILS for KDL in 2015. They provide library services for over 395,000 customers in 27 municipalities through the 18 different branches located in the entirety of Kent County.

KDL’s Strategic Plan 2015-2017 “emphasizes connecting people to the services they need and value” (2015 Fact Book, 4). They want to focus of the positive influence of libraries on their surrounding community “with new activities that will help the library achieve the original desired outcomes related to KDL’s service priorities: Engage the Community, Create Young Readers, Support Learning, Cultivated Creativity and Serve Citizens” (4). They include offering more convenient hours at their locations, expansion with early literacy for children and their families, reduce wait time for popular items, especially with eBooks, and offer technology-related programming for their patron base.

The OverDrive campaign would be an effective way to meet the needs of this user-base because it would focus on the convenience of this service for those with different portable devices, such as smartphones or tablets. It would also help with the outreach priority of KDL’s Strategic Plan to offer more technology assistance for the community that may be struggling with it. We would use the increase in the ten-year for this campaign so we could be able to effectively market this campaign to better promote and publicize the vitality of the OverDrive app as a convenient and easy-to-use service. This campaign would utilize free social media sites, word-of-mouth-advertising and our web presence to encourage attendance of the kick-off tutorial event, as well brochures that could be provided at the circulation desk of each branch.
II. Theoretical Foundation

The Buffalo & Erie County Public Library Marketing Plan for 2015/2016 has a similar approach to marketing as my marketing plan does. I would seek to promote Overdrive’s services through sponsored advertising, and I would also incorporate the OverDrive logo into all advertising materials used by the Kent District Library, while recognizing “our brand is more than our name or our logo” (Circle and Bierman, 33). I also used information from the Kent District Library’s Patron and Community Surveys to identify helpful information about my target audience that are older patrons aged 55+ as “marketing today is all about making an emotional that establishes relevance to customers” (Circle, 29). I would use the following mediums to reach current patrons and future library customers: social media posts on Facebook and Twitter, an event posting on the KDL website, flyers, and distribution of press releases in the local newspaper and through radio and TV stations.

The Charlevoix Public Library’s Marketing Plan is also similar in the approach that I would take as “the library welcomes all who enter its doors with quality service, collections and programs. It strives to be a vital community resource and a commons area for its patrons” (CPL’s Marketing Plan, 2). They seek to improve their positive influence on library users by creating an effective marketing plan so that they can establishing helpful strategies to better understand the needs and wants of their surrounding community. They have a Facebook site to provide updates and events as they understand “the most important rule with any institutional social media account is to check it regularly” (Forrestal, 149). Social media sites are an appropriate medium to reach patrons, especially younger patrons, so that they are aware of different programs and events that may meet their interests and needs, such as a tutorial on Microsoft Office, Adobe Photoshop, or OverDrive.

III. Marketing Audit and Research

A. Analysis of Library Customers

- Age
  - 15% are 65+
  - 25% are 50-64
  - 20% are 40-49
  - 19% are 30-39
  - 21% were 18-29

- Race
  - 87% are Caucasian
- 5% are African-American
- 3% are Asian
- 3% are of another race
- 2% are a Mixed Race

- Education
  - 3% less than 9th grade
  - 6% 9th to 12th grade, no diploma
  - 27% High School Diploma/GED
  - 23% Some college, no degree
  - 9% Associate’s Degree
  - 22% Bachelor’s Degree
  - 11% Graduate Degree

- Languages
  - 90% English only
  - 5% Spanish only
  - 2% Other Indo-European
  - 2% Asian and Pacific

- Income
  - 18% less than $25,000
  - 25% $25,000 to $49,999
  - 35% $50,000 to $99,000
  - 22% $100,000+

**B. Community and competitors**

The Kent District Library serves the entire Kent County, which is a combination of rural, suburban and urban areas. Its competitor is the Grand Rapids Public Library as it also serves the urban community of Kent County as it focuses on the different suburban areas of Grand Rapids, MI. Grand Rapids has a large Hispanic population that speaks only Spanish so KDL and GRPL both seek to serve this population.

**C. Current Marketing Activities**

- “By December 2016, reach out to area businesses with resources available to them through the library and KDL classes available to their employees as an outreach component” (KDL’s 2017 Strategic Plan Update).
- “Incorporates early literacy programming related to *Max and the Tag-along Moon* by Floyd Cooper as the picture book companion to the KDL Reads initiative in the spring of 2016” (KDL’s 2017 Strategic Plan Update).
- “Expand KDL Lab Experience by implementing 3-year plan to continue growing this learning opportunity for school age children (and beyond)” (KDL’s 2017 Strategic Plan Update).
- “By November 2016, KDL Tech Trainers will develop and implement a peer-to-peer observation process for all KDL Tech Trainers” (KDL’s 2017 Strategic Plan Update).
• “By March 2016, revamp the summer reading program for adults. By August 2016, increase adult summer reading participation to 10,000” (KDL’s 2017 Strategic Plan Update).

• “By August 2016, KDL Tech Trainers will offer services in at least three additional Senior Centers or Assisted Care Facilities” (KDL’s 2017 Strategic Plan Update).

D. PEST categories to analyze external environments in a library

• Political Factors
  o 49.44% were Democratic
  o 48.92% were Republican
  o 1.65% were Independent or other

• Economic Factors
  o 4.50% unemployment rate
  o 3.20% recent job growth
  o 41.90% future job growth
  o $20,542 income per cap.
  o $39,913 household income
  o $48,357 Family Median Income

• Sociocultural Factors
  o Large Hispanic population
  o 23.5% were Evangelical protestants in 2010
  o 19% were Catholic in 2010
  o 7.9% were Mainline Protestants in 2010
  o 2.6% practiced other religions in 2010
  o 1.4% were Black Protestants in 2010
  o .3% were Orthodox in 2010
  o 45.3% did not practice religion in 2010

• Technological Factors
  o May be an issue for the older patron base as they aren’t as familiar with growing technological advances, such as tablets, smartphones, and smartwatches.

E. Strengths, weaknesses, opportunities, and threats in a library

• Strengths
  o Staff: Teamwork and Communication
  o Innovative services and technology
  o Resources available: OverDrive App
  o Community reputation
  o Positive and supportive environment
  o Adult programming

• Weaknesses
  o Lack of technology during the event
  o Short-staffed for the event
  o Expectations of excellence for the library
  o Technology requires updates and improvements
Technology is too costly
- OverDrive is not user-friendly for older patrons

- Opportunities
  - Better outreach to elderly patrons
  - Increase support base for those who are technological illiteracy
  - Staff visits to local Senior centers and Assisted care facilities
  - More feedback for an older patron base on library programs and services

- Threats
  - Lack of community support for OverDrive app
  - Technological illiteracy
  - Complacency with our programming
  - Changing technology for OverDrive services
  - Lack of funding for these services
  - Unknown needs of older library users.
  - Lack of access for high speed internet

**F. Staff Observation Form**

I would recruit a library assistant to observe the tutorial, and I would have him/her fill out the observation form that I provide. I would also include a section where she would be able to write in additional notes that are relevant to gathering data. I have included the form in the evaluation section of this marketing campaign.

**IV. Market Segmentation**

**A. Characteristics, wants, and needs of adults aged 55+**

Characteristics

- Strong work ethic
- Self-assured
- Competitive
- Goal-centric
- Resourceful
- Mentally focused
- Team oriented
- Disciplined

Wants

- Clear education about different service/products
- Options about the trend of service/products
- Friendly engagement
- Clever and thoughtful marketing campaigns
• Assistance with staying on top of trends and technology
• Clear numbers about worthy causes

Needs

• Alternate living arrangements
• Vision enhancing devices for everyday tasks
• Caretaker/personal assistant
• Simple medical bills
• Senior discounts
• Community service visitors

V. Service Identification

A. *OverDrive services that users want/need*

• eBooks
• AudioBooks
• Videos

B. *How OverDrive connects with users aged 55+*

• Convenience of reading on a smartphone or tablet
• Could read from computer as well
• Audiobooks could also be downloaded to MP3 or iPod

C. *OverDrive on the BCG Matrix*
OverDrive would be a star on the BCG Matrix because it has high growth value and high market share. eBooks, audiobooks, and videos are a continually growing trend, and OverDrive thrives within this highly sharable medium as it is a free service to library card holders.

VI. Library’s Mission, goals, objectives, actions, timelines, and budget

A. Library’s Mission

Ideas, Information, Excitement!

B. Goals and Objectives

- Goals
  - “KDL staff members, departments, branches and partner organizations work together on common goals, communicating regularly” (KDL’s 2017 Strategic Plan Update).
  - “We leverage technology and processes to enhance our internal and external customers’ experience” (KDL’s 2017 Strategic Plan Update).
  - “We continuously evaluate operations and services to ensure they enable strategic priorities, making improvements when identified” (KDL’s 2017 Strategic Plan Update).
  - “Customers and staff members from all walks of life feel welcomed and comfortable at KDL” (KDL’s 2017 Strategic Plan Update).
  - “We encourage the exploration and development of new ideas, embracing and celebrating innovations that improve service for our customers” (KDL’s 2017 Strategic Plan Update).
  - “Our diverse workforce is composed of intellectually curious staff members, eager to learn new ways to improve customer service. We will support change efforts through training” (KDL’s 2017 Strategic Plan Update).
  - “Our internal processes and finances are efficient and transparent. We measure and report on KDL’s return on investment for customers and communities” (KDL’s 2017 Strategic Plan Update).

C. Strategies and actions

- Strategies
  - “KDL engages the community” (KDL’s 2017 Strategic Plan Update).
  - “KDL creates young readers” (KDL’s 2017 Strategic Plan Update).
  - “KDL supports learning” (KDL’s 2017 Strategic Plan Update).
  - “KDL cultivates creativity” (KDL’s 2017 Strategic Plan Update).
  - “KDL serves senior citizens” (KDL’s 2017 Strategic Plan Update).

- Actions
  - “By April 2017, KDL will create STEAM specific outreach tubs that guarantee availability for outreach events” (KDL’s 2017 Strategic Plan Update).
o “By December 2017, marketing of KDL’s early literacy services will result in a 25% increase in web traffic to KDL’s Early Literacy website and increase subscription to KDL’s Early Lit Bits eNewsletter” (KDL’s 2017 Strategic Plan Update).

o “By December 2017, develop a group of ongoing programs that introduces STEAM concepts to children ages 6 and younger, providing a foundation for the continued learning of these concepts in school” (KDL’s 2017 Strategic Plan Update).

o “By April 2017, the Write Michigan Short Story will include a Spanish-language story component for all ages with reviewers and judges” (KDL’s 2017 Strategic Plan Update).

o “By Fall 2017, the KDL Outreach Department will take over this service from the Patron Services Department and expand this service to Senior Meals on Wheels clients from one route to ten routes” (KDL’s 2017 Strategic Plan Update).

D. Timelines

- June 2016
  - Reserve the activity room for June 19th, 2017 for the event’s date/time
- September 2016
  - Initiate communication with other staff members participating in the event
- December 2016
  - Create the press releases and evaluation materials for the patrons
  - Reach out to local radio stations and media outlets to post the press releases
- March 2017
  - Schedules staff for the event
- May 2017
  - Creates other publicity materials and disseminate them to the public
- June 19, 2017
  - Set-up the activity room with assistance from the youth services librarian and the library assistant

E. Roles and responsibilities

- Adult Librarian
  - Main facilitator and presenter for the event
  - Creates all press releases and other publicity materials
  - Disseminates all communication to all appropriate staff
  - Creates evaluation survey, mystery shopper form, and staff observation form
- Youth Services Librarian
  - Assists the adult librarian with event set-up
  - Also helps with revising evaluation material
- Library Assistant
  - Assists the Adult and Youth Services Librarian with hosting the event
**F. Campaign Budget**

<table>
<thead>
<tr>
<th>Description</th>
<th>Expense Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffing</td>
<td>Operations-Personnel Fund</td>
<td>$800</td>
</tr>
<tr>
<td>Press Release</td>
<td>Operations-Advertising Fund</td>
<td>$150</td>
</tr>
<tr>
<td>iPad mini 4</td>
<td>Operations-Circulation Fund</td>
<td>$400</td>
</tr>
<tr>
<td>Snacks &amp; Refreshments for Kick-off Tutorial Event</td>
<td>Friends of the Library Fund</td>
<td>$50</td>
</tr>
<tr>
<td>Surveys and Observation Forms</td>
<td>Friends of the Library Fund</td>
<td>$10</td>
</tr>
<tr>
<td>Promotional Flyers and Posters</td>
<td>Operations-Advertising Fund</td>
<td>$300</td>
</tr>
<tr>
<td><strong>Budget Totals</strong></td>
<td></td>
<td><strong>$1,710</strong></td>
</tr>
</tbody>
</table>

**VII. Communication: The Marketing Mix**

**A. Tools and Resources for Promotion**

The big picture of the Library in OverDrive Campaign is to educate patrons, with a focus on older library users, about the benefits of OverDrive for reading. People of all ages would benefit from this service, and we would be advertising for this campaign through press releases, Facebook event posts for the tutorial, and with a promotional flyer that could be handed at the circulation desk. The tutorial would serve as a kick-off event for this summer campaign to better serve all library users who may not be aware of the convenience of the OverDrive service. The event would be called Library in OverDrive: A Helpful Tutorial for Novel Entertainment, and it would be hosted June 19, 2017.

**B. Message**

Using the AIDA model, this campaign could be described with the following concepts:

**Awareness:** The surrounding community of KDL users in may not be aware of OverDrive and their convenient services with eBooks and Audiobooks. This campaign would strive to inform these users, especially with senior citizens, so that they understand that this app could be used on a variety of different technologies for their benefit.
**Interest and Desire:** Friendly instruction and a tutorial would help to increase interest and desire for OverDrive so that they are able to confidently navigate the app and download different materials to different devices. This campaign would help library users understand that library staff are educated on OverDrive and are able to help them with through the process of learning about OverDrive.

**Action:** Hosting tutorials about OverDrive would provide the necessary support for patrons who may be struggling navigating and downloading materials from this service. This will allow staff to dedicate their time and attention, and it would also provide library users to be more proactive with using eBooks through the app. This campaign seeks to expand users’ understanding that the library is not limited to the physical collection by promoting OverDrive’s extensive services and online materials.

**C. Brand logo and Tagline**

![OverDrive Logo](image)

Library in OverDrive: Striving to provide novel entertainment since 1986.

**D. PR strategies**

KDL’s Book Club in a Bag would be an effective PR strategy because they could include promotional flyers for OverDrive events that are hosted by a number of different branches of
KDL. These book discussion groups are comprised of adults that may not be aware of the convenience of OverDrive, and they could even advertise searching OverDrive for the title to be discussed. This would be a good medium to encourage the WOMM strategy as librarians would easily be able to have the participants of the book discussion group to tell their friends about OverDrive.

Social media is another helpful PR strategy because KDL could promote summer tutorial events on Facebook or through Twitter. This would be useful in reaching out to the entire Grand Rapids community so that both current and potential library customers would feel welcome to attend these tutorials. KDL could also post an online tutorial as a YouTube video, either on the website or on the Facebook page, for those who are unable to attend the event hosted in the physical library. The video could include an elevator speech about the benefits of OverDrive as an introduction for another effective PR strategy.

**E. Publicity Items**

- Facebook event and Twitter post about the tutorial
- Press release to local newspaper and radio station
- Promotional flyer and poster

**F. Advertising/sponsorship**

A variety of low-cost advertising mediums would be used as KDL received an increase in their millage tax. We would post an event description to the KDL for details about the tutorial, a Facebook event on the Campaign’s Facebook page and with a Twitter post, with promotional flyers and posters, and with a Press Release to different TV and radio stations. These would be cost efficient advertising efforts so that we can conserve financial resources in order to spend necessary funds for the events and their required materials.

Sponsorship for the campaign could play a role in the campaign as KDL serves both urban and rural areas of Kent County. We could contact different companies and corporations in the urban area to discover if they would be willing to sponsor the event to ease pressure off of the library budget. We could provide mutually-beneficial advertising efforts, for KDL and the sponsoring company or corporation, so that more potential customers are aware of the OverDrive campaign.
G. Role of Advocacy in Campaign

Kent District Library is dedicated to providing equal access to their materials for all the library users they serve. This includes their eBooks and materials provided by OverDrive as ignorance of this collection hinders this mission. This marketing campaign would provide library users with the necessary information so that they aware that the library is not limited to just their physical collection. Advocating this knowledge is one of the fundamental values of KDL as they seek to educate their users of the benefits of using the e-materials that are provided to them.

VIII. Internal Marketing Strategies

A. Informational Staff Meetings

I would host a number of staff meetings with those who are a part of the campaign to inform them of the different aspects of the campaign, such as the focus group, the creation of the publicity materials, the customer surveys, and to gain input from them about our customer base.

B. Email Communication

Email is another medium I would use to communicate with the staff members that are involved with the campaign. I would use email to keep them informed about dates and times of the staff meetings, the results of the focus groups, and the meeting notes from different staff gatherings.
**IX. Evaluation**

**A. Customer Surveys**

Survey

1. Name ____________________________
2. Email address ____________________________

On scale from 1 to 5, where 1 is the worst and 5 is the best, please rate the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I enjoyed this program.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>The event’s time and date worked with my schedule.</td>
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<tr>
<td>The librarian was informative and helpful.</td>
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<tr>
<td>I had a better understanding of the OverDrive app because of this tutorial.</td>
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<tr>
<td>The librarian was friendly and engaging.</td>
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<tr>
<td>I would OverDrive in the future.</td>
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<tr>
<td>I would come to future technology tutorials the library hosted.</td>
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</tbody>
</table>

How could have we made this event more user-friendly?

Thank you for so much for your valued feedback! We hope to improve your experience with future technology tutorials!
## B. Staff Observation Form

Program Location: _________________________________________________
Presenter’s Name: _________________________________________________
Date: ________________

Please indicate your observation of each of the following:

<table>
<thead>
<tr>
<th></th>
<th>poor</th>
<th>fair</th>
<th>acceptable</th>
<th>good</th>
<th>excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program content</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Presenter’s ability to communicate</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Area of the tutorial</td>
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<td></td>
</tr>
<tr>
<td>Friendly and engaging librarian</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Clear and concise tutorial</td>
<td></td>
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<tr>
<td>Overall, how would you rate this program</td>
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</tbody>
</table>

If you answered “poor” or “fair” to any of the above, please indicate your reasoning below.

If you answered “good” or “excellent”, please indicate your reasoning below

Thank you so much for your valued feedback!
X. Reflection

Change and advances in technology are often difficult to adjust to in any community, and this campaign seeks to provide helpful tutorials to better understand how to use OverDrive as a convenient online service for reading, especially for older patrons. This will help to broaden the library users’ understanding that the library is not limited to their physical collection, and to also be better adjusted to future technological advances. Through the Library in OverDrive Marketing Campaign, KDL will continue to serve as a relevant means for information and entertainment as they encourage patrons to use technology and online resources for their reading interests and needs. By hosting user-friendly tutorials about OverDrive, we encourage patrons to take an active role with using eBooks and other online services so that they can feel confident with reading these online materials wherever they may be.
Come one, come all!

Come join us on Monday June 19 at 6 pm for a hands-on tutorial to learn more about the OverDrive App. Ages 14+ are welcome to learn more about this awesome online reading service. Snacks and refreshments will be provided.
FOR IMMEDIATE RELEASE
June 19, 2017

LIBRARY IN OVERDRIVE

Come one, come all!

Grandville, MI, June 19, 2017– Come and discover the benefits of reading with using the OverDrive app for various electronic media, such as iPads, Nooks, Kindles, and Apple/Android mobile phone devices.

_This is an exciting opportunity for the Kent District Library promote our online collection through this eBook service._

We seek to encourage our patrons to read through innovative technology for the sake of providing them novel entertainment through technology they already possess.

_OverDrive is so convenient, and I love being able to listen to music while I read the latest from J.R. Ward on my Nook through the free service that OverDrive provides._

Information. Ideas. Excitement.

# # #

If you would like more information about this topic, please contact April A Holmes at 616-234-2984 or email at apalholm@iu.edu.
XII. Resources


Presentation to KDL: Results from the Patron and Community Surveys. EMCREsearch.com. 15 August 2013. 14 June 2017.
