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While libraries employ marketing in various forms, the challenge is keeping up with the rapidly changing discourse concerning marketing that exists outside of the library and information science (LIS) field. This research examines an innovative approach to marketing undertaken by the North Carolina Biotechnology Center Library. The case study specifically investigates the implementation of narrative marketing and appreciative inquiry within the framework of previously established best practices for library marketing. This research demonstrates how implementing narrative marketing enables libraries to conduct evidence based librarianship, and documents the entire process used by the North Carolina Biotech Library to create a narrative marketing plan, from its initial development to its implementation. This process included an internal assessment of the library's service offerings, as well as a survey of the library's users. The data gathered enabled the library staff to justify which services to emphasize in the library's narrative campaign.

Headings:

Surveys -- Library surveys

Libraries -- Marketing

Special libraries

Evidence-based library science

Information services -- Marketing

A CASE STUDY OF NARRATIVE MARKETING AND APPRECIATIVE INQUIRY
IN A SPECIAL LIBRARY

by
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Research Questions

- Can narrative marketing and appreciative inquiry be implemented effectively in a

  special library setting?

- What were the pros and cons of this approach at the NC Biotech Center?

- Did library staff and library's users have different views on what services are the

  most important? How was this handled by the library staff?

- What were the outcomes of the marketing study?

Background

Library closings are frequently in the news, and these cuts have impacted special libraries in particular. This list includes popular privately funded libraries such as Time Magazine's research center (Rogers, Oder, & DiMattia, 2001, p. 15) as well as federally funded libraries from a variety of different departments, including the Environmental Protection Agency (EPA delays additional library closures, 2007, p.8) as well as the U.S. Army (News: U.S. & international, 2007, p. 25). Within the recent stringent economic environment, it has become critically important for special libraries to not only create value, but also to communicate that value to their users and their sources of funding. While multiple factors contributed to these specific libraries' closures, Judith Siess criticizes libraries in general for not actively establishing and marketing the value they contribute to organizations. She suggests that librarians have failed to engage in marketing for a variety of reasons. While she acknowledges that many libraries lack the time and resources to heavily invest in marketing, she also contends that many librarians have not grasped the importance of marketing, or simply do not know how to create effective marketing content. Germano (2012) agrees, noting that for many libraries marketing is "something of an afterthought" that is enacted "with enthusiasm, but lacking coherence or strategy" (p. 5). Adeyoyin (2005) argues that librarians often lack a "marketing orientation," and as professionals do not identify themselves as "business people" (p. 496).

A new marketing model called narrative marketing looks promising for libraries (Germano, 2010, p. 8). Narrative marketing theory evolved from psychological studies on memory, which revealed that stories and narratives enable audiences to personalize and remember messages. Using this idea, narrative marketing argues that effective marketing campaigns create stories that are customer focused rather than product or service focused. By focusing on the customer, these campaigns enable consumers to co-create the meaning and value of a product or service. Narrative marketing fits well with the organizational philosophy of appreciative inquiry, which also resulted from the field psychology. Appreciative inquiry argues that organizations should focus on improving what they do well, rather than working towards eliminating what they do poorly; in order to achieve this goal, organizations should invite feedback from all sources, especially employees and customers. While narrative marketing and appreciative inquiry have already been employed in business settings, only limited evidence was found of its use in libraries.

Narrative marketing calls for organizations to craft a service story that encapsulates the unique services it can offer to each individual customer. This strategy has recently gained popularity within the business literature, and Germano argues that it should be applied to libraries as well (Germano, 2010, p. 9). Germano (2010) believes that narrative marketing will allow libraries to create marketing initiatives that pair the needs of users with "the benefits of specific services" offered by the library, which "clearly articulate the library's value to them" (p. 7). In a time where finances are forcing libraries to deal with budget cuts, smaller staffs, and reduced hours, the ability to demonstrate value to users in this way is becoming increasingly important.

Within the information and library science literature, research has begun to establish a rough outline for how to strategically plan and implement a successful marketing campaign. Research suggests that the process involves segmenting the user population and then selecting a target group. Once a target audience has been selected, the institution can conduct internal and external environmental scans. After collecting and analyzing data, the organization should create a strategic plan, and then implement the plan. The strategic plan should include metrics for assessing the success of the marketing initiative. Following the implementation, the library staff must use the metrics to assess the success and failures of the plan, and decide how to move forward (Steiner, 2012, p. 29).

The NC Biotech Library Staff has segmented its users and decided on a target audience: the staff divided its users between internal and external, and has decided to limit this marketing plan to external users. The institution has made plans to conduct internal and external environmental scans. Analysis of current library outreach materials, library usage statistics, and interviews with the library staff will constitute the internal scans; the results of an online survey of external library users will represent an external library scan. Once this data has been gathered, the marketing initiative will move into the strategic planning stage, where narrative marketing and appreciative inquiry will begin to be applied. While all of these steps are crucial for creating a successful campaign, perhaps the most important is administering a survey to current users. By conducting a survey, a library can ensure that users are the ones deciding which services should be emphasized, expanded, or discontinued. Different user groups have different information needs; as a result, librarians must not presume what services they think are important

(Cole, Graves, & Cipkowski, 2010, p. 183). By collecting data on users, the library can look at evidence to determine which services to market, rather than relying upon professional opinions and suppositions.

A user survey will enable the NC Biotech Library to gain insights into user opinions on the current services and resources offered by the library. The survey will be conducted using an online questionnaire. Research has indicated that web surveys can be problematic for a variety of reasons, including lower response rates than other models (Manfreda, Bosnjak, Berzelak, Haas, & Vehovar, 2008, p. 79). However, there are several advantages for using an online survey for this particular study. NC Biotech Library does not see enough walk in traffic on a daily basis for the survey to create a representative sample size; furthermore, many of the library's users only access the library remotely. Because NC Biotech already has email addresses for the majority of the library's users already on file, using an online survey ensures that a high percentage of library users will have the opportunity to participate in this survey. In combination, these specific considerations justify using an online survey, despite the risk of lower response rates.

Setting

NC Biotech is a private, non-profit organization established in 1984 to promote economic development in North Carolina "through support of biotechnology research, business, education and strategic policy statewide" (North Carolina Biotechnology Center [NC Biotech], 2012). In the last three decades, the institution has become "the statewide hub of life-science commercialization" (NC Biotech, 2012). The center has accomplished this goal through a variety of means, including supporting new businesses with subsidized loans, providing funds to recruit faculty to institutions of higher learning, as well as connecting leaders in academia and business with elected officials and policy makers. NC Biotech is funded by the North Carolina General Assembly, and has its headquarters in Research Triangle Park. NC Biotech also has smaller regional offices in Charlotte, Greenville, Winston-Salem, Wilmington, and Asheville.

As part of achieving its mission, NC Biotech has a small, specialized library located within its headquarters in Research Triangle Park. The library is overseen by the Vice President of Library and Information Resources, and employs three full time librarians, a database manager, a web developer, as well as three interns. The library supports the institution and its employees in a variety of crucial functions. One of the library's primary functions is knowledge management; not only does the library staff maintain the organization's Microsoft SharePoint system, but the library staff also maintains and updates a comprehensive contact management database. This database, powered by LexisNexis's InterAction, includes the contact information of thousands of

organizations as well as tens of thousands of individuals related to biotechnology. Maintaining this database constitutes the most significant contribution the library offers to internal staff members. By keeping this information up to date, the library enables staff from other departments to recruit new biotechnology companies or new university faculty to North Carolina. The library also offers other valuable services to NC Biotech employees, such as gathering biotechnology related news, document delivery, and conducting literature searches.

The library has proven itself to be a valuable contributor to NC Biotech's success; the library staff describes the library's resources as consistently well utilized by NC Biotech employees. The library is also open to the public and provides unique services to North Carolinian businesses and entrepreneurs, as well as to students and educators. Among the features offered by the NC Biotech Library is access to market research reports, as well as the ability to hire professional librarians to perform research and create literature reviews. Since the organization has satellite offices and supports biotechnology statewide, the library offers remote access to a majority of its materials. This allows the library to support users whom rarely step foot in the library. In recent months, the library staff determined that they would like to increase library usage by external users, and decided to develop a marketing plan. By increasing usage by external users, the library hopes to demonstrate yet another way that the library contributes value and return on investment to the organization.

Literature Review

A few LIS researchers previously have argued in favor of adopting appreciative inquiry within a library setting. Sullivan (2004) notes that libraries face a litany of organizational challenges, and that the traditional approach to these problems tends to be "deficit based" (p. 219). She suggests that this traditional approach is predisposed to be critical of ideas and people. Sullivan (2004) contends that appreciative inquiry has the "power to unleash the creative energy within library organizations" (p. 218). She offers up the libraries at the University of Iowa, Brown University, George Washington University, the University of Maryland, and the University of Cincinnati as organizations that have successfully integrated aspects of appreciative inquiry into their organizations (Sullivan, 2004, p. 277). Jacobs & Berg (2011) also identify appreciative inquiry as a way to improve library organizations, arguing that the positivistic thinking used within appreciative inquiry can be used to develop information literacy policies (p. 388).

While both narrative marketing and appreciative inquiry have been identified as promising sources of innovation for libraries, neither has an extensive presence within LIS research, despite their prevalence within other fields of research. This phenomenon can be explained in part by Roger's theory of diffusion of innovations. Roger's (2003) contends that several factors impact how quickly an innovation diffuses into a new field, including complexity, relative advantage, compatibility, and observability (p. 229). Rogers also notes that in order for an innovation to be implemented, an organization must

believe that its usefulness with outweigh the disadvantage and inconvenience brought on by deploying it. Additionally, in order for an innovation to be diffused, someone within an organization must first learn of the innovation (Rogers, 2003, p. 290). For librarians, participation in professional organizations, involvement in research, and attending professional development events allow this type of communication to occur.

The current state of LIS marketing research suggests that this diffusion has not yet fully occurred. In 2008, Allen & Allen speak on the importance of libraries identifying the "Four P's" of product, price, place, and promotion (p. 19). Far from innovative, this traditional marketing mix was introduced in the 1960s and had been fully adopted by the 1970s (McCarthy, 1978). However, by the 1990s, McCarthy's 4P classification had become widely criticized and contested (Waterschoot & Van, 1992, p. 83). The traditional marketing mix, which still has a strong presence within LIS research, has since been supplanted by service marketing as the most practiced form of marketing (Gummeson & Grönroos, 2012, p. 480). Recently, traditional service marketing, which focused on the actions of the service provider, has been challenged by more consumer driven strategies. These strategies suggest that producers and service providers should adopt policies influenced by narrative theory in order to co-create value with their consumers. In their 2012 study, Gylling, Elliott, and Toivonen found that a "lack of common understanding" between a service provider and a client can lead to "poor service quality even though the provider aims at meeting clients' needs" (p. 1283). The authors conclude that service providers can improve service quality by consciously avoiding the use of jargon during service interactions, and by viewing their customer interactions through the prism of human narratives (Gylling, Elliott, & Toivonen, 2012, p. 1283).

Narrative theory, initially developed by Fisher, argues that storytelling is the primary way that humans communicate and understand information. Fisher argues that people best comprehend and recall events that can be viewed as story arcs that involve characters and unfold with distinct beginnings, middles, and ends (1986, p. 5-8). This idea was expanded upon by Bruner, who divided human thought into two modes: paradigmatic and narrative. Bruner posits that these modes operate separately and can produce different outcomes. The paradigmatic mode represents the logical, mathematical aspect and functions of the mind, while the narrative mode attempts to organize information in order to produce meaning. The narrative mode attempts to place stories within already existing contexts and worldviews, seeking plausible explanations for why events occurred (Bruner, 1990, p. 111-5). Bruner argues that prior psychological research has focused too heavily on the paradigmatic mode, which has portrayed humans as rational thinkers rather than storytellers. While the paradigmatic mode is important, Bruner (1990) contends that people use narratives to understand their experiences, and that narrative is "one of the most ubiquitous and powerful discourse forms in human communication" (p. 77).

The ability to apply narrative theory to service industries hinges upon the premise that a consumer using a product or a service represents an experience. Holbrook and Hirschman (1982) argue that consumption constitutes an experience, calling the process by definition experiential (p. 132). Using this argument, Padgett and Allen (1997) began to look at customer service as an experience for consumers. Padgett and Allen integrate the ideas of narrative theory and customer service as consumption, and then discuss the potential ramifications of these insights. If consumers perceive services as experiences,

and if they make meaning out of those experiences using narratives, then service providers should consider using narratives within their marketing. Using these premises, the authors argue that narrative advertising, which replaced removed narrators in favor of characters involved in conflict, could be a more effective way for organizations to market their services to potential consumers (Padgett & Allen, 1997, p. 54). Padgett and Allen contend that narratives could be utilized not only to communicate experiences to consumers, but also to create a brand image for services. By creating advertisement material that employs narratives, service providers can address both the functional and the symbolic meaning of services (Padgett & Allen, 1997, p. 55). The authors ultimately conclude that consumer perception of a service is critically important, and that the best way to alter that perception is through the construction and presentation of consumer-oriented narratives (Padgett & Allen, 1997, p. 60).

In recent years, the Special Libraries Association (SLA hereafter) has given significant attention to the importance of user assessments and marketing of services. To commemorate the organization's centennial anniversary, the SLA launched its Alignment Project. The goal of the Alignment Project was to help shape the future of librarianship by defining the value of the profession with "clarity, credibility, and consistency" (Special Libraries Association). Going forward, this project endeavored to provide information specialists with effective methods to communicate the value of the profession in a manner that "resonates with senior executives." To achieve these goals, the SLA contracted the services of Fleishman-Hillard, an international communication research firm. This project revealed that information specialists need to "develop language" that highlights the usefulness and the "variety of services" offered, as well as

find quantifiable measures that demonstrate the impact and value created by information

services (Affelt, 2009). After looking at the result of the Alignment Project, Affelt

summarized the findings by creating a five step process for information specialists: define

your mission and goals, put words into action, seek out champions, promote and sell, and

demonstrate your value (2009). Conducting user assessments and using the results to

create marketing materials is an important component to this process, as it allows

librarians to identify the needs of important stakeholders, promote specific services that

interest those stakeholders, and generate data that shows how often services are used.

Research Design and Methods

This study will utilize two data collection methods: interviews with the library staff and a web-based survey of library users. Each of the three full time library staff members will be given the opportunity to identify what he or she sees as the services the library offered to users, and which of these services they perceive as the most valuable. Participation in the interview process is completely voluntary. However, by agreeing to be interviewed the librarians have the opportunity to be involved in the creation of the survey, and thus ensure that their services are adequately represented. The questions in this interview process were designed to be open ended in order to encourage conversation and to avoid the use of leading questions. Also, the interview guide only consisted of a few questions in order to keep the interview process as brief as possible. By creating an interview process that can be completed in under an hour, this research design encourages full participation from the entire library staff.

After collecting this information, the results of these interviews will be used to create a library user survey. The survey will be administered online using Fluidsurveys, an online survey service that offers powerful statistical analysis tools. The library users will be identified using the library's internal contact management database InterAction. The library staff has visitors to the library sign in, and then stores the names of each user who visits the library within InterAction. Using this database, the library will generate a list of each user who has visited the library in the past three years, and send them an e-mail invitation to complete the survey

Administering this survey through direct e-mail has several advantages over other methods, such as sending an e-mail to a listserv. Primarily, it attempts to mitigate selection bias by systematically inviting each library user within the past three years. Unlike optional opt-in services like listservs, library visitors are required to sign in to user resources, ensuring that each user has an equal chance to participate. Also, the InterAction database can calculate exactly how many individuals were invited to participate, which will enable the calculation of a response rate. Having a response rate assists a researcher in determining if the sample size is representative.

This survey was designed to gather data on:

- Library users' perceptions of the library, library staff, and library resources

- Usage of specific library services

- Demographic data on users, including name, type of employment, and place of employment

- Involvement with social media applications

- What additional services users would like to see added

- Any additional comments users would like to share with staff

Using this data, the library staff will be able to create a marketing plan that is grounded in user evidence, rather than on the professional opinions of the library staff. This survey will identify which services are heavily and lightly used, allowing staff to consider either expanding or eliminating specific services as necessary. The data gathered during this survey serves an additional purpose as well – by collecting library usage data, the library staff will obtain evidence of their impact and usefulness to the organization.

As the literature review demonstrated, many special libraries have been closed due to budget constraints. The data captured by this survey will provide the library with concrete evidence of the value it creates. This information can be shared during meetings with executive management to communicate the library's value to the organization.

A key feature to this survey is the open response section of questions. These questions will allow the library staff to gather data on services to consider adding, as well as the opportunity to capture individual user's experiences. Questions seven and eight in particular were influenced by appreciative inquiry and will enable the library to use narratives as an aspect of its marketing efforts. Question seven asks what additional services users would like to see added. The responses to this question will provide the staff with evidence on what services the library should consider adding. In the future, if the library decides to review the usefulness of the services it offers, it will have options that were generated by current users. By using ideas created by users, the library ensures that its new service offerings will have built in support from important group of stakeholders. As the literature indicated, organizations that consult evidence and co-create meaning with their users, rather than relying on the professional intuition of the organization's employees, generate better service outcomes. Question eight asks users to share "additional comments with the library staff," encouraging users to share how the library has been helpful in the past. However, it does so without using language the leads the users to share only positive experiences. This question attempts to reduce bias by using neutral language, in hopes that submissions will be as organically inspired as possible. The answers generated by this question will then be used to create narratives that can be used in marketing materials. Even with the open response questions, the

estimated time for completion of this survey will be under five minutes. The questions were generated in part by referencing the LibQual+ 2010 survey results from the University of Texas at Austin's library. The survey, which has been approved by The University of North Carolina at Chapel Hill's Institutional Review Board, can be viewed in Appendix I.

Results

The initial invitation to complete the survey was sent out on October 11th and was delivered to 411 e-mail addresses. Twenty-six of those messages were returned as undeliverable, creating a total survey population of 388. During the first week, fifty-one responses were submitted. A follow up reminder to complete the survey was sent on October 18th, and the final survey response was submitted on October 31st. In total, 99 responses were collected, representing a 25.5 percent response rate out of the 388 individuals who received the survey invitation. The survey had a 100 percent completion rate, and took respondents an average of two minutes and forty two seconds to complete. The results of the survey are listed below, with the exception of the open response questions and answers, which are included in Appendix IV. Also omitted from these results are the names, employers, and county of residence for individual respondents. Although survey respondents were not granted or promised confidentiality, their identifying information will not be included in this study out of respect for privacy.

How did you first hear about the NCBiotech library?

Response	Percentage	Count
Toured the North Carolina Biotechnology Center	26%	25
Visited the North Carolina Biotechnology Center website	4%	4
Visited one of the North Carolina Biotechnology Center's regional offices	5%	5
Attended a conference / networking event	16%	16
Recommended by a friend or colleague	37%	36
Other:	12%	12
Total Responses		**98**

What NCBiotech library services have you used in the past? (Check all that apply)

Response	Percentage	Count
Used market research reports	73%	71
Requested articles	34%	33
Hired professional librarian for research	15%	15
Consulted with library staff	72%	70
Searched the library's electronic databases	30%	29
Read print journals or books	31%	30
Subscribed to consortial resources (Science Direct, Business Insights Market Research, etc.)	1%	1
Used the library as a workspace	29%	28
Other:	3%	3
Total Responses		**97**

Where do you use NCBiotech library services most often?

Response	Percentage	Count
Visit the library in person	70%	67
Visit a regional offices in person	3%	3
Remotely access library staff and resources	27%	26
Total Responses		**96**

Please select the option that best describes your opinion, where 1 = strongly disagree and 4 = strongly agree

	1	2	3	4	N/A	Total Responses
The library has resources that are useful to my organization	5 (5%)	6 (6%)	24 (24%)	58 (59%)	5 (5%)	98
The library website is useful	3 (3%)	13 (13%)	23 (23%)	24 (24%)	35 (36%)	98
The library resources at my local regional office are useful	1 (1%)	9 (9%)	15 (15%)	26 (27%)	47 (48%)	98
I would recommend the library's resources to friends and colleagues	5 (5%)	6 (6%)	15 (15%)	70 (71%)	2 (2%)	98

What social media platforms do you use on a regular basis? (Check all that apply)

Response	Percentage	Count
Twitter	15%	15
Facebook	37%	37
LinkedIn	82%	81
Blogs or RSS feeds	11%	11
Other:	2%	2
None	13%	13
Total Responses		**99**

What is your current primary occupation? (Please select one)

Response	Percentage	Count
Student	5%	5
Entrepreneur (small business owner)	30%	30
Employee at a small company (less than 20 employees)	17%	17
Employee at a mid-sized to large company (more than 20 employees)	25%	25
Other:	22%	22
Total Responses		**99**

Discussion

The answers to these questions enabled the library staff to determine how they can find new users, what items to highlight in future marketing endeavors, as well as what services the library should consider adding. An analysis of the data revealed a number of trends that the library staff could share with senior management that demonstrate the value created by the library. Additionally, several of the question results suggested ways that the library can improve its service offerings in the future. Most prominently, the data gathered suggested that the library's current engagement in online activities was lacking, the library's physical space was incredibly important to library users, and library users were overwhelmingly impressed by the professionalism and helpfulness of the library staff.

The first question of the survey was designed to gather data about how external users initially learned of the NC Biotech Library. The results suggested that the vast majority of respondents learned of the Library either by touring the entire NC Biotech facility, while attending a conference at the building, or through the recommendation of a colleague. These three methods accounted for 79 percent of all responses. This seems to suggest that library users discover the library almost exclusively through word of mouth and other informal networks. It also reinforced the importance of NC Biotech employees mentioning the library to visitors, and bringing guests to the library during tours. Only five respondents credited the library's website, which raises the possibility that the library's current web presence is not effectively attracting new users.

Question two asked participants to identify any services they have used in the past. When creating this question, the library staff was asked to list services each staff member provided on a regular basis. The staff anticipated that market research reports would be the most heavily used resource, that the survey results reflected that prediction. However, the staff was surprised to see that nearly a third of respondents had visited the library specifically to use it as a workspace. Considering that the library has in the past had to defend its physical space within the building, this was an incredibly useful revelation. The question also included the answer choice "Other," and asked service respondents to specify what other services they have used in the past. When designing the questionnaire, the library staff hoped that respondents selecting other would highlight library services that the library staff might normally overlook as a useful service provided. While only three participants selected other, a useful response came out of these: searching the archives. The NC Biotech Library maintains the company's extensive archives, which is an often overlooked resource. For students at any of the nearby research universities, these archives are potentially a great resource that can provide a detailed look at the local history of business development in Research Triangle region of North Carolina.

The results from question three reinforced the importance of the physical space of the library. 70 percent of participants noted that they used library resources by visiting the physical library at the NC Biotech's headquarters in Research Triangle Park. Relatively few respondents acknowledged using the regional offices, even though the library offers to ship any of its resources to the regional offices free of charge. This data ostensibly suggests that the library's support of the regional offices is not well marketed enough. However, the survey questionnaire may not have reached enough users who visit

the regional offices, as this survey focused heavily on the services offered by the librarians in NC Biotech's headquarters in Research Triangle Park. A follow up survey could be conducted, which places more emphasis on securing the participation of regional office users from across the state.

The matrix question four revealed a number of useful data trends. Overwhelmingly, survey respondents described the library's resources as useful. 83 percent of respondents either agreed or strongly agreed that the library had resources that were "useful to my organization." Moreover, 71 percent of respondents strongly agreed that they would "recommend the library's resources to a friend or colleague." However, reviews for the library's website were decidedly more mixed. The plurality of respondents selected N/A when asked if the library website was useful, suggesting that they do not use the website at all. While the library had a number of resources that users found valuable and worth recommending to others, the website was not among them. That the library's website was not creating value was even more troubling in light of question five, which looked into the web activities of the library's users. The library's users are heavily engaged in social media and web activities, with more than 80 percent using LinkedIn. Only 13 percent of respondents indicated that they did not use any social web applications, which indicates that the library's user population is comfortable using web technology.

The questionnaire included a number of questions aimed at gathering demographic data, which could be useful for targeting future marketing endeavors. This data also is useful for demonstrating that the library is supporting the organizational mission of creating jobs in North Carolina by supporting entrepreneurs and small

businesses in the biotech industry. The results suggest that the library is succeeding in that endeavor; 30 percent of its users identified themselves as entrepreneurs, and another 17 percent described themselves as an employee at a company with less than 20 employees. The list of employers was diverse, including over thirty different companies involved in biotechnology and several universities across the state of North Carolina.

Question seven marked the beginning qualitative portion of the questionnaire. Question seven asked survey respondents to list any additional services they would like to see the library add. While the library staff is not planning to add any additional major services at this time, this data could prove useful in the future. If funding becomes available to add additional staffing to the library, the library could consider adding additional services at that time. By adding services generated from the suggestions from already existing users, the library has evidence that an important group of stakeholders will support and use those services.

Thirty seven respondents answered this question. The library staff had predicted that the most common request would be greater access to more market research reports. The responses aligned with this prediction – fourteen of the responses were concerned with market research reports. While the library's current negotiated contracts prevent them from providing full text or remote access to market research reports, this data will be considered during the next subscription negotiation. One individual response that caught the attention of library staff was the request for a "small conference room space [for] hold[ing] a 'team' meeting of my small firm." This request aligned with the results of the quantitative portion of the questionnaire, which indicated that the library's physical space was surprisingly important to users. Interestingly, a number of responses suggested

adding services that the library already offered, such as "interlibrary loan with local universities." Additionally, six responses requested offer training and instructional workshops on what library services offered, how to conduct market research, and how to apply for grants. Taken together, these two responses suggest that the library needs to be more engaged in marketing itself and conducting outreach to current and new users. The library needs to more effectively explain what services it offers and instruct users on how to use those services. Ten responses indicated high levels of satisfaction with the current services offered, and suggested that no additional services were needed.

The success of this survey depended in a large part on users electing to answer question eight. This question was heavily influenced by appreciative inquiry, and would be the key to allowing the library to employ narrative marketing successfully. Despite being optional, this question nevertheless generated a number of responses. Twenty-nine of the survey respondents answered this question. This question allowed respondents to share any experience with the library, whether positive or negative. In spite of this option, the responses were overwhelmingly complementary of the library's service quality. A textual analysis of these answers was conducting using FluidSurveys' free textual analysis tool, and this analysis revealed that some of the most commonly used words and phrases from these responses were "willing to help," "professional," "great staff," and "really appreciated." Furthermore, many responses identified staff members by name, and these identifying comments were all positive. In their responses, survey participants described individual library staff members as "a wonderful resource and always willing to help," "awesome and always willing to help me in any way possible," and "very helpful to me in the past." The responses were coded for whether the library should

consider using these stories as part of future narrative marketing efforts. Overall, the library staff was very pleased with the quantity and type of responses generated by this question. 20 of the responses were classified as worth sharing, 6 were classified as potentially worth sharing, and 4 were classified as not worth sharing. Several characteristics were considered during the process of selecting responses for sharing, including clarity, level of detail, and tone of content.

Conclusion

For a special library that engages in an assessment, more important than the data generated is what the library staff does with the data generated. After reviewing the completed survey data, the library compiled a summary to share with executive leadership. This summary highlighted how clients discover the library, demographic and employment information about clients, what resources clients are using, and what clients had to say about the library and its staff. Sharing this information with executive leadership allowed the library to demonstrate its value using both quantitative and qualitative metrics. Using this data, the summary lobbied leadership for additional support. The summary noted that clients who use the library discover the library primarily through word-of-mouth, and that senior executives have an opportunity to increase the value of the library, as well as NC Biotech as a whole, by introducing clients to the library and its staff.

Based on the results of this survey, the library and its staff are launching a concerted effort to improve the library's web presence. This began with a redesign of the library website. The library decided to share some of the responses to question eight of the survey on a page titled "Customer experiences." In order to create these "customer experience," stories, responses to question eight were paired up with the name of the respondent and their employer, if the respondent chose to provide such information in questions nine and ten. The page also includes a web form, which invites users to share their success stories as well. The library staff envisions that marketing these user success

stories will enable current and new library users to imagine how the library staff can help them in the future. These customer stories promote the library's services using first person accounts written in authentic language and generated by real customers, representing a clear example of narrative marketing. Screen captures of the "Customer experiences" page and the web form can be viewed in the appendices.

In order to drive traffic to these user success stories and to the library website in general, the NC Biotech librarians have begun to contribute to the blog operated by the institution's Corporate Communications department. While the library had considered creating their own blog, they ultimately decided that a partnership with Corporate Communications made more sense. Not only do the departments have some overlap in terms of content, but the partnership creates a bigger potential audience for both departments rather than fighting each other for page views. The librarians see their involvement in the institution's blog as a possible solution for users who asked for more workshops and instruction sessions from the library, as the librarians plan on using the blog to advertise valuable resources for library users. Beyond adding the narrative marketing campaign, this staff anticipates that redesigning the library's website and blogging will also address another shortcoming that was pointed out by the survey's results. The library's users indicated that they were involved with social media, and yet found the library's website lacking. The staff anticipates that adding these user stories and advertising noteworthy services and resources through the institution's blog will improve the user experience of the website in general. A screen capture of the blog can be viewed in the appendices.

Limitations

There are several limitations in this study worth noting. Because this research study was conducted as case study, whether the results are generalizable is worth questioning. Additional research into this topic is needed to determine if similar marketing projects could be successful elsewhere. This research focuses on the results at a single site; it is likely that the results of this study would differ greatly at another setting. A multiple site study that compares and contrasts the success of narrative marketing at libraries overtime would be especially useful to expanding the reach of this research. Moreover, this study was completed at specialized library that employs a small full time staff and supports a small number of users. Additional research at settings that feature larger staffs and a large user population would be of value.

This research study only focused on a very specific sub-group of the library's potential users. The research study did not include internal NC Biotech employees who use the library, and did not seek out the opinions of library non-users. Moreover, the population was limited to users who had visited the library within the last three years. Additionally, completing the survey offered no potential benefit to survey responders – the only motivation for completing the survey was the opportunity to "help the library to offer services that are useful to you." These decisions were made for practical reasons – the library was specifically interested in the opinions' of users who had used the library somewhat recently, and funds were not available to offer survey participants financial compensation. However, these decisions did create a survey population that potentially

was weighted towards including users who have had positive outcomes with the library and that plan to continue to use the library in the future. To address these limitations, more research into this topic must be done. Specifically, a more comprehensive study that also attempts to survey non-users and identify reasons for non-use would be of value.

Expected Benefits

      While LIS researchers have written about the potential value of appreciative inquiry and narrative marketing in library settings, very few research studies have been published that demonstrate the application of either theory. This study also will be an example of how libraries can use data to guide marketing endeavors. Additionally, this case will be an example of how a library can use evidence based practice to improve service for users. While the results of this case study may not be generalizable, the study could be expanded and recreated at other settings, making this case a possible starting point for further research into this topic.

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Appendices

Appendix I: Survey Instrument

Appendix II: Survey Invitation and Consent Form

Appendix III: Librarian Interview Guide

Appendix IV: Open Response Questions and Answers

Appendix V: Customer Experience and Web Form Screenshot

Appendix VI: NC Biotech Blog Screenshot

Appendix VII: Literature Review Search Strategy

Appendix VIII: Acknowledgements

Appendix IX: UNC HSL Blog Screenshot

Appendix I: Survey Instrument

North Carolina Biotechnology Center Library – Library User Survey

[0%]

How did you first hear about the NCBiotech library?

- ⦿ Toured the North Carolina Biotechnology Center
- ○ Visited the North Carolina Biotechnology Center website
- ○ Visited one of the North Carolina Biotechnology Center's regional offices
- ○ Attended a conference / networking event
- ○ Recommended by a friend or colleague
- ○ Other: [   ]

What NCBiotech library services have you used in the past? (Check all that apply)

- ☐ Used market research reports
- ☐ Requested articles
- ☐ Hired professional librarian for research
- ☐ Consulted with library staff
- ☐ Searched the library's electronic databases
- ☐ Read print journals or books
- ☐ Subscribed to consortial resources (Science Direct, Business Insights Market Research, etc.)
- ☐ Used the library as a workspace
- ☐ Other: [   ]

Where do you use NCBiotech library services most often?

- ○ Visit the library in person
- ○ Visit a regional offices in person
- ○ Remotely access library staff and resources

Please select the option that best describes your opinion, where 1 = strongly disagree and 4 = strongly agree

	1	2	3	4	N/A
The library has resources that are useful to my organization	○	○	○	○	○
The library website is useful	○	○	○	○	○
The library resources at my local regional office are useful	○	○	○	○	○
I would recommend the library's resources to friends and colleagues	○	○	○	○	○

What social media platforms do you use on a regular basis? (Check all that apply)

☐ Twitter
☐ Facebook
☐ LinkedIn
☐ Blogs or RSS feeds
☐ Other: [_____]
☐ None

What is your current primary occupation? (Please select one)

○ Student
○ Entrepreneur (small business owner)
○ Employee at a small company (less than 20 employees)
○ Employee at a mid-sized to large company (more than 20 employees)
○ Other: [_____]

What additional services would you like to see the library offer?

[   ]

Any additional comments you would like to share with the library staff?

[   ]

What is your name? (optional)

Providing your name is completely optional. If provided, we may include it in future reports or publications. Do NOT provide this information if you would not like it to be used.

[   ]

What company do you work for? (optional)

Providing the name of your company is completely optional. If provided, we may include it in future reports or publications. Do NOT provide this information if you would not like it to be used.

What North Carolina county do you primarily work in currently? (optional)

Providing the county where you work is completely optional. If provided, we may include your name in future reports or publications. Do NOT provide this information if you would not like it to be used.

May we include your identifying information in future publications?

○ Yes
○ No

Submit

Appendix II: Survey Invitation and Consent Form

Dear [Name of Contact – Use "Goes By" Name],

Thank you for using the North Carolina Biotechnology Center (NCBiotech). My name is Alex Carroll, and I am a graduate student at the University of North Carolina at Chapel Hill. As part of an internship, I am working with NCBiotech to assess user satisfaction with its library services.

Because you have used the library within the past three years, we would like to ask you a few questions.

Your feedback is important to us, and your answers will help the library to offer services that are useful to you. Would you please fill out a brief survey that asks about your experiences using the library?

Your participation is voluntary. You may be quoted and identified in a published report. If you do not want to be identified, you do not need to respond to identifying questions, or you can indicate that you do not want to be identified.

Follow this link to the survey
Take the survey

Or copy and paste this URL into your Internet browser:
http://fluidsurveys.com/s/ncbiotech-usersurvey/

Thank you,

Alex Carroll
Library Marketing and Outreach Intern
North Carolina Biotechnology Center
919-541-9366 | alex_carroll@ncbiotech.org

Appendix III: Librarian Interview Guide

Question 1: What services do you offer to external library users?

Question 2: What library service do you think is the most valuable to external library users?

Question 3: What services, if any, do you think the library should consider adding as an offering to external library users?

Appendix IV: Open Response Questions and Answers

How did you first hear about the NCBiotech library? (Other:)

#	Response
1.	While meeting with Joe Nixon he showed me the Library.
2.	Worked with them while at the NC Department of Commerce
3.	I know several NCBC library and other staff
4.	Recommended by NCBC Staff
5.	doing work for Biotech Center
6.	Knew about it through work - Research Triangle Foundation
7.	Recommended by NCBC staff
8.	SBTDC MBA internship
9.	internet
10.	Referred by NC Biotech staff
11.	Launch the Venture at UNC
12.	Employed by a company that supports seminars at the site

What NCBiotech library services have you used in the past? (Check all that apply) (Other:)

#	Response
1.	needed images for an educational resource
2.	searched archives
3.	asked for list of companies in a specific industry area

What social media platforms do you use on a regular basis? (Check all that apply) (Other:)

#	Response
1.	youtube
2.	youtube

What is your current primary occupation? (Please select one) (Other:)

#	Response
1.	University administration
2.	evaluator, curriculum writer, contractor

3.	professor
4.	student and entrepreneur
5.	Life Science Contractor
6.	University employee
7.	Private consultant
8.	UNC Faculty
9.	Unemployeed
10.	drug development consultant
11.	Still unemployed
12.	contractor- communications
13.	State government
14.	University Faculty
15.	University Research Administrator
16.	conultants
17.	director, grants development
18.	unemployed
19.	NGO
20.	consultant
21.	Consultant

What additional services would you like to see the library offer?

#	Response
1.	I would like the option to check out the market reports for at least a day as sitting at the local office to review is not convenient.
2.	I cannot think of any additional services they should offer.
3.	Ability to view reports on-line wihtout going to the actual building.
4.	A few more of the top journals. Interlibrary loan with local universities.
5.	So far, excellent service.
6.	More market reports
7.	More market research reports includung DataMonitor
8.	updates on market reports to stay current in a particular area
9.	More data rich services. For example incidence and prevalence of disease. Financial market data

	- size and growth of market. Is there a way to Link to the UNC Medical Library to access medical journals so I can go to one location when I am researching a project?
10.	n/a
11.	I am fairly new to the area so have not been able to investigate the resources sufficiently to comment
12.	Nothing to add. Received excellent help from the library staff. Always a pleasure to work with them!
13.	I wish I could photocopy the research reports! I can write down all the data in the graphs and recreate them in excel very easily... I don't get why I'm allowed to write down whatever I want and yet I can't simply photocopy the reports.
14.	Market reports on biorenewables (renewable chemical markets)
15.	Any way to inexpensively access market research reports that you might not carry already would be greatly appreciated.
16.	Group access to full articles for online journals, similar to what can be obtained on-site at UNC or NCSU libraries.
17.	None! The library supplies all of my needs and goes much beyond my needs. It is a very rich resource. If I need something not in the library, I use the internet and/or the Duke Library.
18.	Research Reports and Journals on industrial biotechnology, bio based products that are non-pharma related and bioplastics.
19.	Regrettably, I have not explored the library's services enough to know the full range of offerings. The marketing reports, databases, and publications have been extremely useful to my business colleagues. My role is primarily scientific. I can obtain some scientific articles through other sources, but the NCBC library may be useful in expanding my access. I need to investigate.
20.	Provide some general brochures on Bio Processing (free)
21.	Workshopson how to make better use of the resources in the library??
22.	Introduction of new technology
23.	Small conference room space when need to hold a "team" meeting of my small firm when working on a project where library resources may be useful.
24.	Internet access to market research reports for local companies, so it is not necessary to visit the library to do research.
25.	Online data analytics
26.	I truly need to investigate the use of online databases if available.
27.	None
28.	alert for pending patent
29.	Trainings on market research - your team seems to know a good deal about gathering and searching. It would be wonderful if some of that information could be passed on.
30.	more market reports, especially in Ag bio
31.	more research report susbscriptions on a broader topic basis: eg., environmental pollution and

	human health effects, toxicology......
32.	not sure
33.	Information on reports published in variety of topics of regenerative medicine
34.	grant workshops to explain the process and availability.
35.	Borader array of market reports
36.	They do a good job.
37.	None that are actually feasible. In other words more access to more journals ,especially the most current ones. However,I know the licensing arrangements are expensive and that current editions of many journals are not available electronically due to publishers.

Any additional comments you would like to share with the library staff?
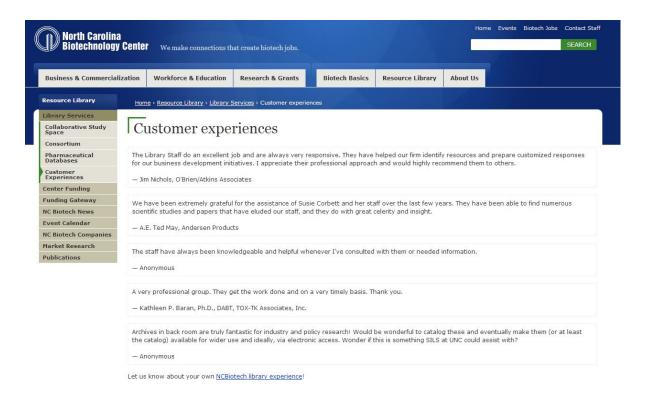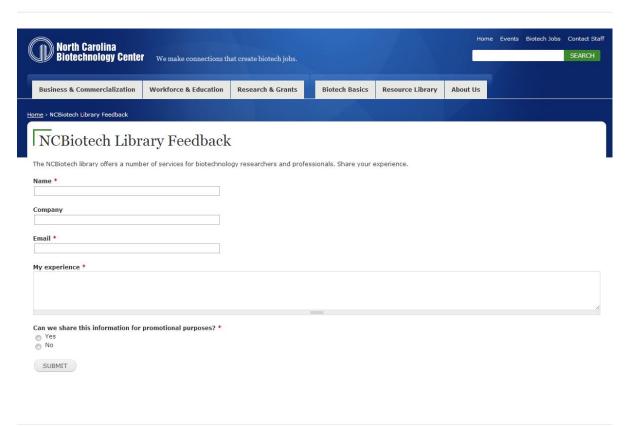
#	Response
1.	Karin Shank has been a wonderful resource and always willing to help.
2.	The Library Staff do an excellent job and are always very responsive. They have helped our firm identify resources and prepare customized responses for our business development initiatives. I appreciate their professional approach and would highly recommend them to others.
3.	I am a cancer survivor 5 years out and still alive thanks to the special people in the Head and Neck Clinic at UNC Chapel Hill, NC. As a result, I suffer from chronic dry mouth caused by the radiation treatment and there were no solutions for this extremely painful and debilitating condition. So, I created one, the XEROS Dry Mouth Pump (drymouthpump.com). It if FDA cleared and I needed scientific/medical documentation/publications to submit for BCBS-NC reimbursement. I want to give VERY SPECIAL thanks to Ms. Susie Corbett for all the help she gave to me. Unfortunately, to my horror, BCBS-NC replied that A SOLUTION FOR CHRONIC DRY MOUTH IS A CONVENIENCE NOT A MEDICAL NECESSITY. Well, they don't live with it every second of every day AND night! Oh well, thousands of North Carolinians just got screwed! In any case, I thank on behalf of my clients the NCBCL from the bottom of our hearts for your hand in trying to help people who already are suffering from battling cancer much less the side effects of treatment. I cannot thank you all enough and ya'll should be very proud of what you do. PS: If you know of any magic to breakdown the walls of private health insurance businesses please let me know. There are a lot of people waiting/suffering for something to happen and it doesn't look good. It is so horrific what they do to these people I cry every time I think about it :O(
4.	I often call upon NCBC library staff for their consultation on projects of importance to the university; they are knowledgeable, key stakeholders to engage in many of our discussions and have been very helpful when called upon for their advice and partnership.
5.	We have been extremely grateful for the assistance of Susie Corbett and her staff over the last few years. They have been able to find numerous scientific studies and papers that have eluded our staff, and they do with great celerity and insight.
6.	Lana Archer is awesome and always willing to help me in any way possible.
7.	The library staff has been very helpful each time that I have accessed the library. The staff is

	friendly and tries to help in any way.
8.	n/a
9.	Archives in back room are truly fantastic for industry and policy research! Would be wonderful to catalog these and eventually make them (or at least the catalog) available for wider use and ideally, via electronic access. Wonder if this is something SILS at UNC could assist with?
10.	The library staff has always been very helpful and knowledgeable.
11.	In 20 years over 5 biotech startup companies, the NCBC and in particular the NCBC library have been a great resource. The librarians, reports and reference assets the library can access have helped me research markets in a very time and cost effective manner. I use them regularly.
12.	Sperry Kruger has been very helpful to me in the past.
13.	I used it to make notes on an article about the strength of the region's biotech cluster. My office is always interested in studies and articles that promote the strength of local industry
14.	The staff is knowledgable and very supportive
15.	I've always appreciated the library and its always helpful staff!! I'm a full-time nursing student these days (2nd career), so I'm not working much with the biotech community, but I still have occasion to recommend NCBC and its wonderful library & librarians!!
16.	The staff has always been quite helpful
17.	Majority of the databases and market research reports are "second tier". It is important to have the leading third party resources to make informed decisions. Taking into account budget constraints, it may be worth while to provide less reports/databases, but at a higher quality.
18.	The NCBC library is a resource that sets NC in front of other states when it comes to support of entrepreneurs.
19.	I visited the library once and the staff was very helpful, giving me a tour of the facilities and resources. I really appreciated your help and taking the time to inform me of all the library had to offer. The only reason I don't frequent your site is because I don't live close enough.
20.	The staff have always been knowledgeable and helpful whenever I've consulted with them or needed information.
21.	Karin has helped me with numerous reports and they have been very beneficial and well done.
22.	A very professional group. They get the work done and on a very timely basis. Thank you.
23.	I really appreciate the helpful and nice librarians and the rich resource available at NC Biotech center.
24.	You folks have been very helpful on my several visits. Thanks
25.	Great resoouces and thanks
26.	Great facility, resource and staff. Keep up the good work.
27.	Great staff
28.	Always enjoy talking with the staff, who have always been very helpful.
29.	keep up the good work. Your services are tremendously useful for our company.

Appendix V: Customer Experience and Web Form Screenshot

Appendix VI: NC Biotech Blog Screenshot

In Forbes' annual "Best States for Business" ranking, published today, North Carolina got bumped from third to fourth. The Old North State switched places with a new North state: North Dakota. But does it really matter?

0 comments | Add new comment

Tags: Business & Commercialization, Statewide, Life Sciences

Inside View: You too can go viral

BY ROBIN DEACLE
DEC 10, 2012

Not quite Gangnam Style. But it is rock star status in the biotech world.

0 comments | Add new comment

Tags: About Us, Research, Resource Library, External, National, Statewide, Life Sciences, NCBiotech

Quickie Quiz: How Do We Get To Vaccine Central?

BY JIM SHAMP
NOV 29, 2012

While you're enjoying a holiday get-together during the next few weeks, listen to the chatter and see how many ways we identify ourselves.

Each person wears many labels: "I work at... I live in... I like to... I drive a... I graduated from..."

I'd like to promote another label, based on a growing phenomenon that already links thousands of people working in labs and factories across North Carolina: "Vaccine Central."

0 comments | Add new comment

Tags: Statewide, Vaccines

Nobel Prize winners with NC connections

BY SPERRY KRUEGER
NOV 26, 2012

List of Nobel Laureates with North Carolina connections

0 comments | Add new comment

Tags: Research, Resource Library, External, Triangle, NCBiotech

« first   ‹ previous   1   2   3   4   5   6   next ›   last »

NEWS FEED

Appendix VII: Literature Review Search Strategy

The literature review began by reviewing completed SILS masters papers on the topic of library marketing, as previous SILS masters students have completed a number of interesting studies on the use of marketing within libraries. While reviewing number of these studies, particular attention was paid to Melanie A. Sturgeon's "Marketing to an Engineering School: Promotion of Library Resources, Services and the Subject Librarian" and Jillian E. Robinson's "A Study of Social Media Marketing in North Carolina Special Libraries." While the research conducted in these studies was interesting, reviewing their literature reviews and works cited was particularly valuable. These SILS alumni prepared comprehensive literature reviews, identifying some of the seminal works in classical marketing literature. Using their literature reviews as a starting point, a review of their cited publications was conducted, with further citation chaining based off of those articles.

Then the search for articles on the topic of library marketing began in scholarly library and information science databases. While searching Library and Information Science Abstracts (LISA) and Library Literature & Information Science, the subject heading "marketing" was utilized. A number of these results were useful, enabled further citation chaining to investigate specific topics in depth. These results created an overview of the current trends in library marketing. This search also revealed a dearth of publications that focused on using narratives to marketing libraries. This trend, which seemed to be in the early stages of its development, might be more established within business resources. Therefore the database Business Source Complete was utilized to perform a search using the keywords "narrative AND marketing." This provided a number of valuable results, including items such as "Co-creation of meaning as a prerequisite for market-focused strategic flexibility" by Gylling, Elliott, Toivonen.

These collective resources reflected the current state of library marketing, and sources that demonstrated that narrative marketing had a presence within business resources. However, a few more elements were needed to tie the research together. To account for the discrepancy between LIS research and business research, a search was conducted in the UNC catalog for diffusion of innovation, which led me to Everett M. Roger's *Diffusion of Innovations*. The goal was to complement the business resources with psychology resources that explained narrative theory and experiences. Using the database PSYCInfo, a search was performed using the subject heading "narrative" and the keyword "marketing," finding a number of studies which demonstrated the use of narratives within marketing. These searches eventually led to Bruner, as well as Holbrook and Hirschman, whose works formed the theoretical foundation for the literature review.

Appendix VIII: Acknowledgements

Much of the inspiration for this project came from the University of North Carolina at Chapel Hill (UNC) Health Science Library's (HSL) innovative blog, called "I Love my HSL." The HSL's blog is the product of an ongoing four person team: Matt Marvin, Communications Manager for the HSL; Barbara Renner, the Allied Health Sciences Library Liaison; Bob Ladd, Media and Design for User Services; and Fran Allegri, Head of User Services. While designing this project, the researcher had the opportunity to interview these library staff members, who shared their experiences creating and managing this blog.

The HSL blog came together because the library wanted to create more qualitative data. When evaluating services, the library staff noticed that nearly all of their data were quantitative and descriptive. The library staff knew that the HSL's library liaison program was successful and making impacts, and they wanted to generate qualitative data to back that up. Additionally, the staff wanted to gather stories that would inspire users, be shared with alumni for fundraising, and used as evidence during budget talks with the provost. However, the majority of the librarians at the HSL were not interested in self-promotion or highlighting every time they helped a user. This blog aimed to bypass the hesitant librarians and go straight to the users; the staff conducted some initial interviews, which demonstrated that students had stories worth sharing about how the library and the library staff had helped them. During discussion, the researcher suggested that this blog project showed that narrative marketing and appreciative inquiry could be applied in a library. The library staff agreed, and acknowledged that appreciative inquiry had heavily influenced their work.

The HSL blog team views the project as a successful endeavor, and encouraged me to use their project as a model. The blog fulfilled a need by creating a way to capture meaningful qualitative data and enabling the library to share this data in a publically consumable way. The blog team was adamant that the blog's user success stories were a strong alternative to stats like gate counts and page visits. The blog can be viewed in full at http://ilovemyhsl.org/, and a screenshot of their project is included on the following page in Appendix VII.

Appendix IX: UNC HSL Blog Screenshot