

Modifying the Marketing Mix of Library Services In Accordance With the Market Mechanism (An Applied Study at Jordanian Universities)

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Abstract

The concept of this research appeals for the library to be a recreational and scientific organization consistent with the local community, and interacts within the framework of the market mechanism qualifying it to face the challenges of the modern era and as well as creating self-funding library.

The traditional presentation of the library services is not in line with the requirements of the marketing concepts. So, the concept of library as service organization has to be modified to meet consumers (customers) perceptions of the present generations through highlighting the library as an attractive organization. The development of the activity of the university library requires providing further additional services; such as photocopy services, cinema halls, and entertainment facilities for children, cafeteria, as well as providing the library with natural landscaping scenes and scientific atmospheres that encourage the educational process.

Enabling the library to play its leading role as a productive organization in accordance with the "supply and demand mechanism" requires also reformulation its marketing mix which allows the library to disseminate knowledge, raise the scientific level of the population categories and delivery of information to the largest number of citizens.

Keywords: market mechanism, self-funding, marketing mix, consumers' perceptions, additional services, service organization.

Introduction

Due the recent development in the communication and information, a rapid development is taking place currently in the service sector, which enables the educational organization to market its services locally and internationally through re-formulation of the marketing mix that concordant with the information wave or third wave (Toffler Alvin, 1970).

The most important activities affected by such development is the library, which is defined as a set of profit or non-profit information institutions aim to meet the desires of the beneficiaries to have access to the information through reading, photocopying or borrowing in addition to

the audio and visual records displays, using the various techniques of the overall presentation provided by authors and different art-producers.

Problem Of The Research

The problem of the research is the traditional approach to the functions of the university libraries as being a public or governmental institution which its role is limited to provide reading and lending services, without paying attention to develop its additional services because of some obstacles; traditional, legislative and administrative which restrain its work and confine its role as an mediator between the intellectual producers and beneficiaries who are seeking to obtain the information in the highest speed and best means as possible.

The Importance Of The Research

The importance of this research is to subordinate the activities of the library to the supply and demand mechanism, and drafting a marketing policy to ensure its administrative and financial independence by making the library a productive, service, scientific and recreational organization attracting the students and citizens as well.

Research Hypotheses

This study is based on the positive correlation between the activation of the additional services of the library and financial and moral returns of all parties. So, the hypotheses are:

1. There is no statistically significant relationship between the traditional policy in the presentation of university library services and the beneficiary consumer satisfaction.
2. There is no statistically significant relationship between the activation of additional support services and the number of university libraries visitors.

Literature Review

No previous studies have been conducted on the marketing mix of the library services as proposed in this study. Some researches addressed the library management in a purely organizational point of view, and others addressed the educational organizations in accordance to the supply and demand mechanism. The most important studies are:

Ball H. (1985) explained the property of information, and concluded that the information itself is a public property, while the material and moral consequences, such as the income, incentives, and scientific awards are private property.

In another side, Lith van Ulrich (1997) addressed the importance of dedicating the market mechanism in dealing with the scientific and educational institutions, and concluded that the subjection of the scientific services to the market mechanism facilitates the process of determining the cost of the product in this sector and the competitive price of the information products which does not justify the monopoly of the public sector to the educational

organizations. This mechanism paves for the required "equilibrium price" in the information markets.

The studies that addressed the pricing policy by the presentation of mathematical models in determining the best price of the library services was from Oz. sh. (2000) and Johnson W. (1985)

It has been benefited from Arabic literatures, Olayan, Ribhi (2005) about the Management and Organization of the Libraries.

Specifying the Status of Organizations to the Public or Private Sector ⁽¹⁾

The views emanating from dependency need of some economic activities for the public sector; such as the defense, health, and education services, and the need for the retention of the state of major duties of supervision, financing and legislation and controlling based on the following scientific bases ⁽²⁾:

1. Equitable Revenues of National Resources (Allocate Argument)

The state is deemed the sole guarantor of the equitable distribution of the financial resources in accordance with the achievement and national responsibility criteria by the consecration the social security, as well as the provision of ethical and behavioral framework in the work and production, and the prevention of legal abuses that affect the freedom and ownership of institutions and individuals.

2. Covering the Market Deficit (Imperfect Market)

Imperfect market is represented in the absence of the ability or willingness of the private sector to invest in the areas and regions which do not enjoy the economic productivity or investment profitability; such as building a university, a school or hospital in small towns. For this reason and national reasons the state retains for itself the monopoly of some economic activities to ensure meeting the increasing demand of educational and health services, in addition to the provision of infra structure.

3. The Positive Effects of the Educational Process (Positive Externalities)

Some economic schools protest with the positive returns of the educational process on all categories of the society, represented in the individual creativity in all areas. The state has to intervene in order to publicize the anticipated benefits and to ensure the financing of education and scientific research by the tax funds as well as to ensure the support of the community institutions. This requires the governmental coordination and control to achieve this target.

4. International Interrelation

The assurance of the supervision of different forms of international cooperation and the regional coordination in the various areas through the Embassies and Educational and Commercial Attachés and other Bodies.

The other points of view that propagandize to limit the monopoly of the state in some economic activities, including the education sector, consider this unstudied intervention negatively affect the economic recovery and sometimes described as "Government Monopoly". The most significant concepts that the scientists of this trend rely on are (David Coombes, 1970):

1. Participation of the Private Sector in the Investment

The economic revitalization primarily depends on the speed of the financial cycle in the society, and avoiding the fundraising with banks or organizations, by enabling the private sector investments that would revive economic activity by development of the products.

2. Covering the State's Deficit to Supply Services (Deficit in Supply)

No one can deny the importance of the private sector in offering many services, as this sector proves its complementary role to the public sector to recover the increasing demand in the education, health, communication and transportation areas.

3. Activating Competition among Similar Institutions in both Sectors

In addition to the complementary role of the private sector, it represents an important tributary to activate the competition, which is the basis of all development, especially in challenging what is known as inefficient condition occurring in public institutions.

4. Production Cost Management

The private organizations try to obtain the highest profits as possible by reduction of the production cost through the feasibility study, identical analysis of the relationship between the revenues (R: Revenues) and cost (C: Cost), equation (1), which is incomparable with the mechanism followed by the public institutions:

$$\text{Max [R - C]} = \text{Max Profit} \quad (1)$$

5. Determination the Equilibrium Price of Offered Services

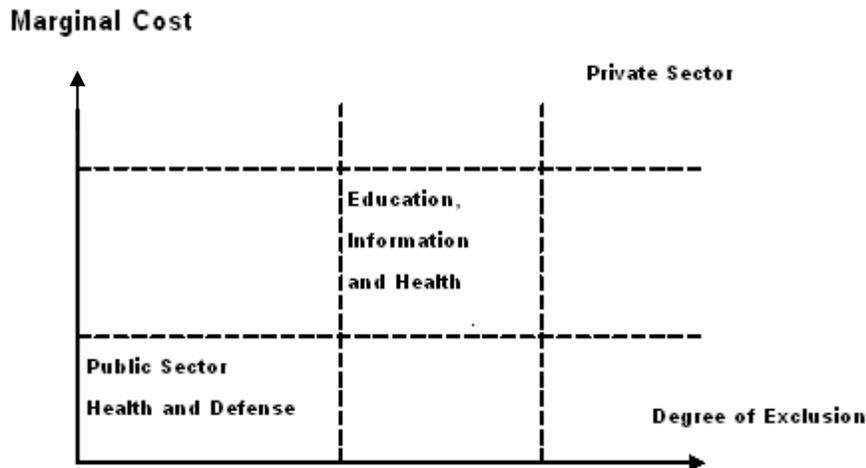
The determination of the equilibrium price for any supplied service can be achieved only by devoting the mechanism of supply and demand as the sole guarantor to determine the breakeven point which represents the consistency of both sides of the market.

This obvious controversy about the determination of some service activities to one of the two sectors evokes the search for independent scientific standards in terms of time and place which determine such scientific process. The following study (Woll, A, 1978) based on the horizontal and vertical dimensions namely: marginal cost and the degree of exclusion.

The higher the marginal cost is and the degree of exclusion is, the economic activities are closer to the private sector and vice versa. This study demonstrates that the ultimate controller in determining the affiliation of economic activities to one of the two sectors is the supply and

demand mechanism, which embodies the goals of producers' access to the largest amount of profit or public services, and helps the consumers to achieve the greatest benefits (Figure 1).

Figure 1: Specify the Economic Activities to the Public or Private Sector



Stiglitz, J. E.

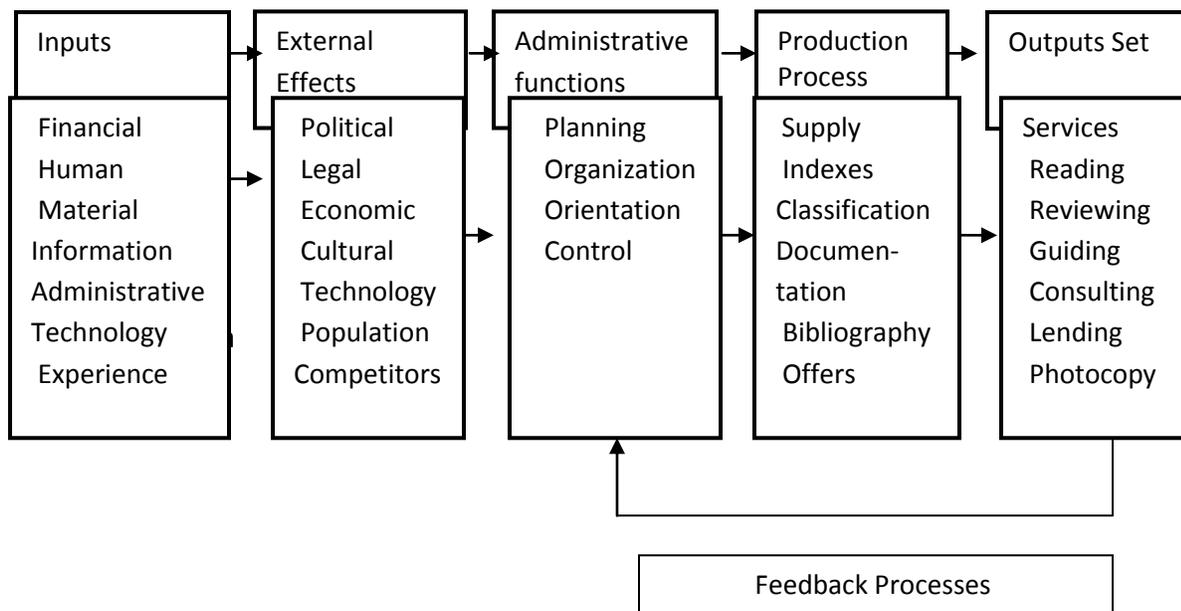
Classification the Nature of the Library Activity

Subjecting the library services to "supply – demand – mechanism" paves the way for a marketing policy that enables the library to act as a mediator and participant in the information markets. The excellence of library services with the features of the private and public sectors deepens the conception of the productive function of the library within the following classification of information institutions:

1. Scientific Institutions for Information Production: universities and scientific research centers.
2. Business Institutions for Information Trading: Photocopy centers, journals, publishing houses, broadcasting, television and the private commercial libraries.
3. Mediating Information Institutions: playing the role of disseminating information as public or university libraries.

Figure (2) illustrates the applicability of all management concepts related to the organization, including the input elements of the production process that requires the activation of the managerial functions; including planning, organization, orientation and controlling to obtain outputs consistent with the external environmental factors, and in harmony with the consumers needs.

Figure 2: The Production and Marketing Process of the Public Libraries Activities:



The library, as a productive organization, requires the application of all productive efficiency standards. The success of each productive process; whether commodity or service, depends on the administrative skills of the optimum use of available resources (human, material, and information) to obtain the biggest change (Δ) in the outputs compared to the inputs to reduce cost as possible and gain the maximum revenues. The steps of maximizing the efficiency of productivity of the library services ($\Delta O/\Delta I$) are:

1. Reducing the inputs ($I_1...I_n$) to limit the rising costs ($C_1...C_n$) which reduce the total costs:

$$\text{Min } (I_1 + \dots + I_n) \rightarrow \text{Min } (C_1 + \dots + C_n) \dots\dots\dots(2)$$

$$\text{Min } \sum I \rightarrow \text{Min } \sum C \dots\dots\dots(3)$$

2. Attempting to provide the best quality of library services to maximize the added value, known as the difference between the product values based on the difference of quality, which relies on the administrative skill of utilizing the same inputs.

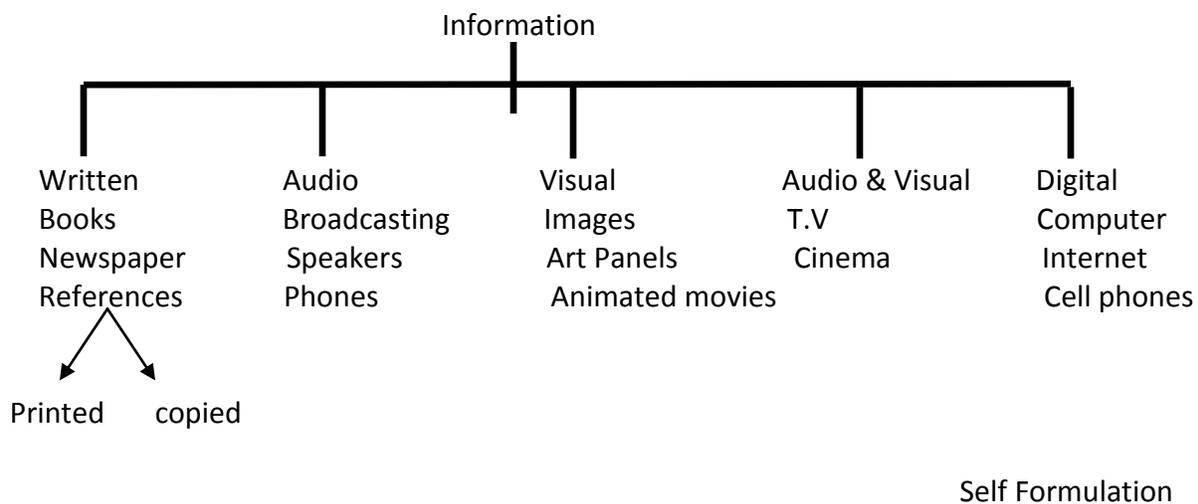
Modifying of the Marketing Mix for the Library Services

Enabling the library to play its leading role in the society, as well as making it a productive organization responding to the dynamism of the market in accordance with the supply and demand mechanism requires reformulation its marketing mix which enables the library to offer its planned activities; to disseminate knowledge, raise the scientific level of the population categories and delivery of information to the largest number of citizens. The elements of the marketing mix of the library services can be formulated according to the following conceptions:

1. The Product

While information is deemed the product of educational institutions, the role of the library is limited to provide its products in the form of information services. Whereas the main consumer benefit is in the intangible intellectual information rather than in the framework containing the information. One of the most important duties of the marketing director of the library is the determination of the information services product which meets the interests of the public at present and future times in the light of the information classification. Reading and knowledge remain the significant service of the library role, while the services including lending books, photocopy, internet services and other additional services are considered supporting services which are not less important than the main service to attract the largest number of the readers and knowledge seekers. The following Figure highlights the classification of the information which forms the core of the library services.

Figure 3: Classification of the products (information) of the library services



2. Pricing

Generally, the university libraries depend only on the annual fees and delay fines in pricing their information services, ignoring completely the cost coverage or making profits due to the traditional outlook which considers the library a public institution, or at least a non-profit organization affiliated to the university, and never considered an independent organization in terms of self-funding.

The organization of the university library denies any role of buying the information products directly, such as the book with full copyright or information multiplication. Buying the book for 200 JDs (Jordan Dinar) with the copyright is much better than buying the same book for 10 JDs without the copyright. This applies also to all information products; such as audio records, films and art galleries.

The library services price or the fee can be linked to a bundle of benefits and additional services to the public and students, so as the visitor would enjoy a number of offers such as reading, knowledge, cafeteria, documentation, cinema, permitted photocopy ...etc for a certain price or annual fees varying between the students and citizen, or the student and rich employees, and the offer of high price to the organizations, companies and public institutions.

3. Distribution

The distribution of the library services depends on facilitating the access or travel of customers through different means of transportations, or by choosing the proper location; such as nearby public transportation stations, or linking the annual fees and the university tuitions with a trip ticket to the bus or train stations, as well as the allocation of special parks for cars and bicycles, in addition to the use of a Library Mobile shuttling to remote areas to offer their information to the citizens, specially children. The use of mail services to deliver the scientific material, including books or other forms, is one of the most common way to deliver the library products, or through Online lending system against certain cost paid upon specific method of payment.

4. Promotion

The real promotion of the library activities is implemented by choosing the best interaction between the library staff and visitors by showing the library sections, its facilities and advantages of different offerings. Promotion of the library also requires the use of all promotional means used by the organizations and businesses companies, including ads, public relations, personal selling, as well as the use of traditional means of trade-communication through radio, television and phones, and using websites in addition to the written communication with the companies and public institutions. We must take into account that photocopied articles are another mean of promotion to the library and its products.

5. The physical and incorporeal environment and the interaction process with the costumers

The special section for photocopy, places for reading, entertainment spaces for children, cafeteria, as well as hiring well trained staff to deal with customers would increase the attraction of the students and citizens to university libraries, and Providing the library with stunning sightings, internal flower garden and pictures of scientists would encourage the students to read and to spend longer time in the library. In this context, the researcher calls to avoid the idea of close walls which characterize the public libraries in many countries.

Statistical Analysis

This research depended on 100 questionnaire distributed to the Jordanian University Students in Irbed city as a sample of the research fully responded. The community of the study is composed of Jordanian students.

Stability of the Study Tool

To ensure the stability of the study tool, Chronbach Alpha internal consistency coefficient has been calculated which ranged (0.71- 0.77). Table (1) shows these correlations, and the ratios were considered suitable and appropriate for the purposes of this study.

Table 1

Chronbach alpha internal consistency parameter

Area	Internal consistency
Paragraphs forms the first Hypothesis	0.73
Paragraphs forms the second Hypothesis	0.71
The tool as a whole	0.77

First Hypothesis: "There is no statistical significant relationship between the traditional policy of offering the university library services and the satisfaction of the beneficiary; consumer".

To ensure the validity of this hypothesis, the arithmetic means and standard deviations for performance of the sample for the paragraphs related to the first hypothesis, have been calculated as shown in the table herein under.

Table 2

The arithmetic means and standard deviations for performance of the sample of the study for the paragraphs related to the first hypothesis

Rank	No.	Paragraphs	Arithmetic means	Standard Deviation
	1	There are no attractiveness in offering the university library services	3.71	0.91
	2	Library fees and fear of delay fines prevent the student to enjoy the benefits of the university library services	4.28	0.73
	3	The complexity of the regulations and instructions ,and poor cooperation among all university libraries hinder the student access to information	3.87	0.69
	4	Weak usage of various promotional means diminishes student's motivations to visit the university library	3.87	0.76
	5	The lack of library's physical and moral environment weakens the student's desire to visit the library frequently	3.95	0.96
		Paragraphs related to the first Hypothesis as	3.94	0.36

	a whole		
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Table (2) shows the arithmetic means and standard deviations of the paragraphs that make up the first hypothesis. The arithmetic means have ranged between (3.71- 4.28); paragraph (2) which states that "Library fees and fear of delay fines prevent the student to enjoy the benefits of the university library services" was ranked first with arithmetic mean (4.28), while the paragraph (1), which reads " There are no attractiveness in offering the university library services " was ranked the last with arithmetic mean (3.71). The arithmetic means of the first hypothesis as a whole was (3.94). The arithmetic mean of the paragraphs make up the first hypothesis has been compared to standard point (3) – the standard of the hypothesis acceptance - by using the test "t- test" as shown in following Table (3)

Table (3)

The arithmetic means and standard deviations and t-test for the paragraphs make up the first Hypothesis compared to the Standard (3)

	Number	Arithmetic Mean	Standard Deviation	Value of T	Degree of Freedom	Statistical Significance
First Hypothesis	100	3.94	0.36	25.800	99	0.000

The above table shows that there are differences of statistical significance ($\alpha=0.05$) between the arithmetic mean and the standard point (3) whereas the value of the "t" has been 25.800 with statistical significance 0.000, which indicate the rejection of null hypothesis and the acceptance of the alternative hypothesis.

3. The Second Hypothesis: "There is no statistically significant relationship between the activation of additional services and the number of the university libraries visitors".

To ensure the validity of this hypothesis, the arithmetic means and standard deviations for the performance of a study sample on the paragraphs relating to the second hypothesis, have been calculated as shown in the following table herein under.

Table (4)

The arithmetic means and standard deviations of performance of the study sample on the paragraphs make-up the second hypothesis

Rank	No.	Paragraphs	Arithmetic means	Standard Deviation
	1	Permit photocopy and lending in a flexible manner encourages the student to read	4.19	0.80
	2	Providing the library with relaxing places, cinema halls and cafeteria increase the visitors	3.79	1.25
	3	Providing the library with stunning sightings, internal flower garden and pictures of scientists encourage the students to read and to spend longer time in the library	3.85	1.01
	4	Opening the library doors to all citizens in different times increases its effectiveness as a service useful productive organization to the local community	3.95	1.03
	5	Hiring trained employees and experts in dealing with the library visitors encourages visiting and utilize its services	4.08	0.81
		Paragraphs related to the second Hypothesis as a whole	3.97	0.64

Table (4) shows the arithmetic means and standard deviations of the paragraphs that make up the second hypothesis. The arithmetic means have ranged between (3.79 - 4.19); paragraph (1) which states "Permit photocopy and lending in a flexible manner encourages the student to read" ranked in the first with arithmetic mean (4.19), while the paragraph (2) which reads "Providing the library with relaxing places, cinema halls and cafeteria increase the visitors" ranked the last with arithmetic mean (3.79). The arithmetic mean of the second hypothesis as a whole was (3.97). The arithmetic mean of the paragraphs make up the second hypothesis has been compared with the standard point (3) – the standard of acceptance the hypothesis - by using the "t-test" as shown in the table (5)

Table (5)

The arithmetic means and standard deviations and t-test for the paragraphs make up the Second Hypothesis compared to the Standard (3)

	Number	Arithmetic Mean	Standard Deviation	Value of T	Degree of Freedom	Statistical Significance
Second Hypothesis	100	3.97	0.64	15.082	99	0.000

The above table shows that there are differences of statistical significance ($\alpha=0.05$) between the arithmetic mean and the standard point (3), whereas the value of the “t” has been (15.082) with statistical significance 0.000, which indicate the rejection of null hypothesis and the acceptance of the alternative hypothesis.

Pearson correlation coefficient of the relationship between the total paragraphs that represent the two hypotheses it reached was calculated, which was 0.317. It is positive and indicates statistically significant, and this result positively supports the idea of the research.

Correlations

		H2
H1	Pearson Correlation	0.317
	Sig. (2-tailed)	0.001
	N	100

* Correlation is significant at the 0.05 level (2-tailed).

Results and Recommendations

- 1) Clarification of the point of views relevant to the exclusion of the library association to the public or private sector based on scientific criteria identifies such affiliation.
- 2) Since the library is deemed a productive organization, therefore, all definitions of organization are applied on it, enabling it to act as a mediator in the market between the intellectual producers and the beneficiary reader. So, it is necessary to skip the traditional role confined to the presentation of the scientific materials without taking into account the external environmental variables and changes of consumer perceptions influenced by the facilities offered by the information revolution.
- 3) Activating the additional services of library, in particular photocopy permits, deepens the interest of all parties in the information markets; producer, consumer and the library as a

mediator. This will enable the library of self-funding and to develop its prospects to participate in the revitalization of the national economic.

- 4) Expansion prospects of the physical and non physical environment of the library through the presentation of additional services, by which the library becomes an informational service organization, attractive to students and citizens visitors, as well as a productive organization offering its activities according to the mechanism of supply and demand with administrative and financial independency.

Footnotes

1. Anagreh, B. (2009). The role of the Private Universities in the Development of the Higher Education in Jordan and Marketing the universities locally and internationally. *Economic Journal, Egypt* , P.189.
2. Lith, u.v. M. (1983). *Persoенliche Freiheit und die Ordnung des Bildungswesens*. Tuebingen, Germany, P.8-20.

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