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Marketing partnerships in Greece between libraries, archives and museums. A new age has just started.

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Abstract:

Our paper includes a proposed model for Marketing partnerships in Greece between libraries, archives and museums related to statistics according to the Greek public and academic libraries and museums. We demonstrate evaluation practices and mainly best-practice and “best-vision” strategy encouraging the improvement in the provision of electronic services not only in Greece but in a generally implemented framework. Greece is making a great effort to achieve a continuous improvement of the libraries' services. The paper aims to demystify marketing for librarians. Practical solutions are provided on how to implement a marketing strategy, with particular emphasis on the value of using electronic information resources inside a “comfortable” partnership between libraries, archives and museums. It also shows the link between promoting library services and raising the profile of the similar cultural organizations.

In an age where we need to compete among the myriad of Internet content providers and fight for the limited attention span of our library patrons, marketing and promotion of our services are paramount to our best well-being. While special libraries may tailor their services to their specific target audience, public libraries and academic libraries, by definition, is catered to the general public and to the big academic and student community at large. Because of their heterogeneous market, satisfying the customers' needs of libraries, museums and archives can be very challenging. So, with the active collaboration with The Greek Ministry of Education and especially with The Special Secretary for Libraries and Archives, we gathered statistics and attention is given to the following parameters:

- 1. Promotion:**
- 2. Understanding Customer's Needs**
- 3. Community Profiling**

And as a consequence designing:

- 1. Market Segmentation**
- 2. Marketing Plan**
- 3. Marketing Audit**
- 4. Objectives and Strategies**

A good marketing plan begins with a mission statement that defines the objectives of the library or the information centre, which includes an identification of the target market segments. Realistic and measurable targets set should be subjected to ongoing evaluation process as part of the marketing plan, and used to adjust or revise the marketing activities. Evaluations can be in the form of official measurement systems including financial accounting, computerized usage tracking, user satisfaction surveys, or the less structured methods of verbal or written feedback from users.

As librarians we should be actively marketing and promoting our services. The basic aim of marketing is to know and understand our users in order that the cooperative schema is able to satisfy those needs in an effective way. A marketing plan is an essential tool which will enable us to focus our efforts. The market plan should assess where you are now (market research), where you are going (objectives) and how you are going to get there (strategies).

I. Introduction

It is clear that the cultural institutions such as libraries, archives and museums share similar goals and, in some cases, working together can result in improved services, increased communications and mutual respect. An effective marketing plan could by its implementation to promote communication, the sharing of resources and collaboration. In collaboration with diverse institutions our proposal sought to develop, document, and disseminate both the processes and products of a Model Program of Cooperation between museums, libraries, archives and schools, thereby demonstrating how access to innovative technological resources could enhance educational programs. Greek curators, archivists and librarians indicate that they are motivated to join the idea because it will provide them with the impetus to do a number of things that they considered were institutional priorities but often had been un-funded mandates, including focusing on a community outreach project, forming new partnerships with previously un-served or under-served groups and identifying and assessing collections for digitization. The database framework would provide museums, libraries and archives with a basis for identifying common ground among their collections, experimenting with formats, developing best practices, and determining new ways in which they would provide digital access to their materials. In Greece we want a concrete avenue for community outreach, offering a good fit for a model set at the national level with state and regional partners collaborating with cultural and educational foundations, as well as made the endeavor concrete, manageable and useful for standards. Services, partnerships, management and marketing plans in our digital world utilise not only the dissemination of information but mainly the dissemination of culture and real knowledge.

II. Greek Libraries – Basic Elements

A. Legal Status.

Greek libraries are under the authority of the following bodies:

1. Ministry of National Education and Religious Affairs

It is responsible for the Greek National Library, 45 Public Libraries all over the country, 32 Academic Libraries of higher education institutions (Universities and Technological Educational Institutions - T.E.I.), 20 libraries of the Organization for the Establishment of Child and Adolescent Libraries, and all the 499 School Libraries. 19 Libraries are Central ones and they have a greater area under their responsibility. In those areas special converted buses function as lending libraries and serve the remoter places. These 19 libraries have entered the 3rd Finance of European Community having as a goal to support schools at Secondary Education. This project allows them to expand the current network. Each public library is administrated by an Ephorate appointed by the local Prefecture. Public libraries have 2.600.000 books approximately. There are also 22 library buses lending collections of 150.000 books. Also there are the 32 Academic Libraries. These are the libraries of the Higher Educational Institutions and they are under the responsibility of the Senate of the Institutions. There are 21 Central Libraries, 29 Departmental ones, 23 Sectoral ones and 200 libraries that function like study rooms. The Technological Educational Institutes have got a Central Library. The Academic Libraries have got about 4.500.000 books and 15.000 subscriptions in scientific periodicals and magazines. The regulation of their organization is not uniform and they operate independently. There are 45 Public Libraries in Greece financed and supported by the Greek Ministry of Education. The libraries are located in main cities across the country. Twenty six of these libraries are characterized as “Central” offering expanded services through bookmobiles, to the whole prefecture that they belong to. Bookmobiles visit remote areas and small rural and island communities. The 32 book mobiles travel across the country serving approximately one thousand small rural communities. The book mobile project has been financed by E.U and the national budget.

As part of library development and restructuring, three projects were put into action: a) the creation of electronic information stations within libraries. There are offering internet access to the public; also they provide information on educational, cultural, business, sports and entertainment issues at local, prefecture and national level. b) the creation of a web portal where around 60 public libraries (state and municipal) will have section providing information about their institutions, the local community and government information and c. the wireless network between central libraries and Mobile libraries, which at the moment are visiting remote areas. In that way, people who are using those services will get also access to Internet and new technologies. All three projects are financed by the E.U. “Information Society Program”. That program is the main vehicle though which library image is changing: from a traditional institution to a dynamic information organization.

2. Ministry for Research and Technology

It is responsible for Specialized Libraries and the Libraries of the Academic Research Institutes. These are 90 Libraries all over the country and they have 3.000.000 books approximately.

3. Ministry of Interior, Public Administration and Decentralization

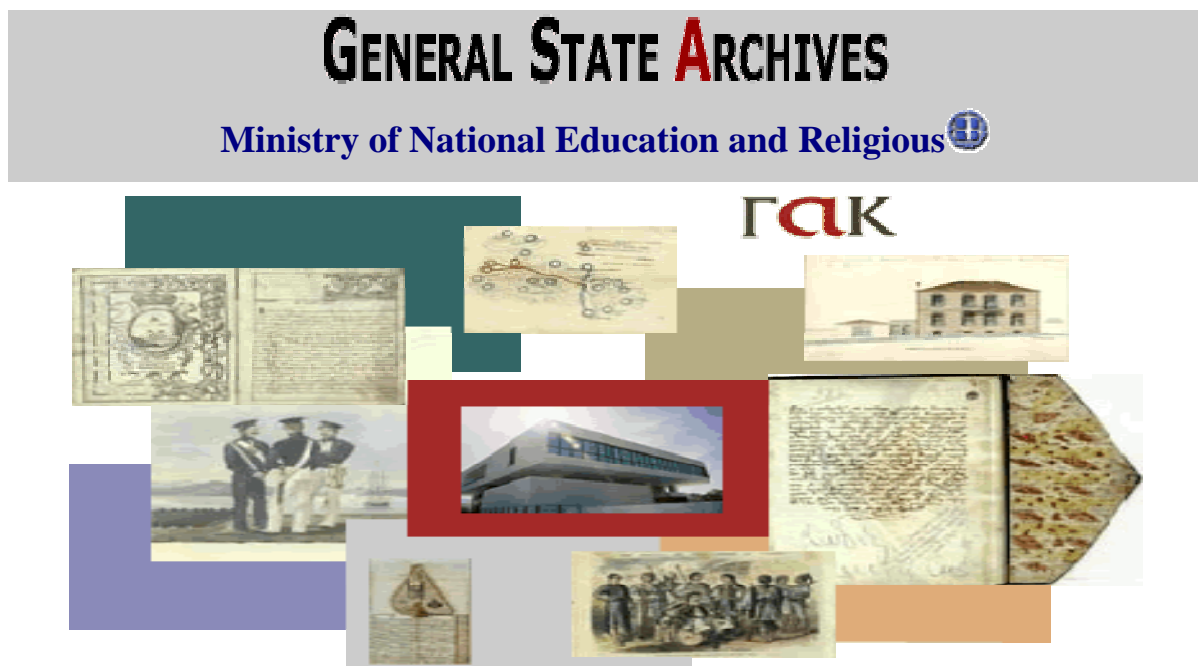
It is responsible for Municipal and Community Libraries that lie under the authority of the Organisations for Local Communities. The Ministry is responsible for the distribution of funds. However, the whole organization and running of libraries is regulated by the Local

Administration Authorities. Some of these Libraries are legal entities of public law, other belong to the Municipal Cultural Centre and other function as a Municipal Business. There are 650 libraries all over the country and have collections that exceed 4.600.000 books.

4. *Other Libraries:* Libraries of Legacies, Foreign Institutions and Delegations as well as Private ones falls into this category.

Co-operation between Libraries: The co-operation among libraries is not regulated by any legislation although it exists mainly through network interconnections. The 45 Public Libraries of the Ministry of Education have a co-operation among them as well. Libraries - Participation in European Community Programs - Co-operation with other Institutions: Most Academic and Special Libraries have developed intensive involvement both in the domain of Co-operation with Institutions and participation in Community programs.

III.Archives



The General State Archives is the Greek national archive service. It was established in 1914 by the Eleftherios Venizelos government and aimed at "the collection and supervision of all historical and public archives, including documents dated up to 50 years ago". The GSA have been since then, with the exemption of a short period (1971-1985), under the jurisdiction of the Ministry of National Education and Religious Affairs. The state archive service was reorganized in 1939 by an act in force until 1991, when it was substituted by the law 1946/1991. The Special Secretary of the unified Administrative Sector of Teaching Aids, Educational Radio -Television, Libraries and Archives manage the archive matters, having the administrative support of the Department of Historical Archives of the Ministry of Education. This unified Service is divided into the Central and the Regional Services. The regional services are distinguished into the Archives of the prefectures seated at the capitals of the prefectures and having the name GSA- Archives of the Prefecture of..... and to Archives operating in towns of the Prefectures and having the title GSA- Local Archives ofThe responsibilities of the regional services are relevant to those of the Central service. The Director of the GSA co-ordinates the activities of the Central Service as well as those of all regional services. According to the Law 1946/91 archival services are established in all

the capitals of the prefectures. At the present the Central Service, 43 archival services at the capitals of the prefectures and 12 local archives operate all over Greece.



Archives in any kind or form, of all public agencies, of judicial authorities, municipal archives, archives of educational institutions, notaries and ecclesiastical archives are collected and deposited in the General State Archives. GSA keep private archives as well and consider their acquisition of great importance. For that reason an effort is made for the enrichment of the private archives by purchasing archival material and by seeking active collaboration with donors, holders or owners of private archives. The General State Archives of the Prefectures collect and keep records of the prefecture, municipal records, judicial records, notaries, ecclesiastical, educational records as well as private collections.

IV. Museums

Greece is the country of a great and a long history. Precious and unique antiquities are housed in various types of museums.



The most important museums are:

[National Archaeological Museum](#)
[Byzantine Museum of Athens](#)
[Epigraphical Museum](#)
[Museum of Byzantine Culture in Thessaloniki](#)
[Greek Folk Art Museum](#)
[National Historical Museum](#)
[Centre for the Study of Traditional Pottery Historical and Folklore](#)

[Museum of Corinth](#)
[Historical and Folk Art Museum of Rethymnon](#)
[Nautical Museum of Greece](#)
[National Museum of Contemporary Art](#)
 Benaki Museum

[New Acropolis Museum](#)

Archaeological and Byzantine Museum of Larissa
 Archaeological Museum of Kalymnos
 Archaeological Museum of Kimolos
 Byzantine Museum of Areopolis

Museums under construction



The Melina Project. It is a joint project, started in 1994, of the Hellenic Ministries of Culture and Education that is trying to ingeniously incorporate Art into the curricula of the schools and bring children closer to Culture from their first years of elementary education.

V.Co-operation Activities:

1. Hellenic Public Libraries Union Catalogue

Web site: [http://vivl-livad.voi.sch.gr/sylogikoskatalogos/:](http://vivl-livad.voi.sch.gr/sylogikoskatalogos/)

The database "Hellenic Public Libraries Union Catalogue" aims to be a collective, unified catalogue including records from collections of all Greek public libraries (apart from the National Greek Library). "Hellenic Public Libraries Union Catalogue" covers all the domain of human knowledge. It is a project of Special training program – supporting education through book mobile of of Levadia Library, started on June 1999 and financed by the European Union. It will be continued up to December 2006.

2. **The National Documentation Center (EKT)** has created *ARGO*, a web – engine machine that includes:



- **EKT's Databases** : Databases produced or hosted by the National Documentation Centre (e.g. Hellenic Ph.D. Dissertations Thesis, etc.)
- **Humanities Libraries in Greece**: Contains the library catalogues of historical research centers and foreign archaeological schools and institutes based in Greece
- **Hellenic Academic Libraries**: Library catalogues from Hellenic universities and TEI
- **Public Libraries**: Includes the catalogues of Hellenic public libraries
- **Libraries from the World**: Includes catalogues and union catalogues from libraries all over the world (e.g. Library of Congress, MELVYL union catalogue, COPAC, etc.)
- **Serials Collections**: Serials (periodicals) collections (e.g EKT's Serials Union Catalogue, EKT/NHRF Library - Electronic Journals, etc.)
- In collaboration with 200 Greek Libraries has developed and updated the online database of the Union Catalogue Periodical (UPC) of the Greek Science and Technology Libraries (HERMES).

3. **Greek School Network**

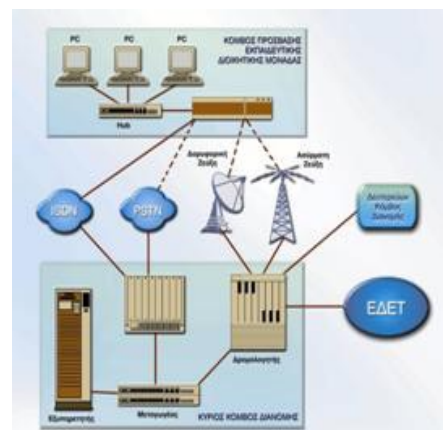
The Greek Schools' Network (GSN - www.sch.gr) is the educational intranet of the Ministry of Education and Religious Affairs (www.ypepth.gr), which interlinks all schools and provides basic and advanced telematics' services. Thus, it contributes to the creation of a new generation of educational communities, which takes advantage of the new Informatics' and Communication Technologies in the educational procedure.

The implementation of the Greek Schools' Network is funded by the Framework Programme for the Information Society (www.infosoc.gr), in close cooperation between the Ministry of Education as well as 12 Research Centers and Highest Education Institutes, specialized in network and Internet technologies.

Educational Exploitation of the Greek Schools Network

The current design and implementation of the Greek Schools Network focuses in providing useful services to all members of the basic and middle education community, fulfilling among others the following goals:

- Access to telecommunication and informatics services
- Access to digitized educational material
- Distance learning, e-learning
- Encourage collaboration



- Conduct of thematic discussions, seminars, lectures, etc.
- Access to digital library services
- Communication and Cooperation of all educational degrees
- Communication with European educational networks
- Facilitate complimentary educational programs
- Provide education to individuals with special needs or disabilities

4. **E-Trikala:** Trikala announced as the first Digital City in Greece by the Greek Vice Minister of Economics C. Folias late last year -- will finish its first phase of development by the middle of 2006, with funding from the [Greek Information Society Framework Program](#). The Digital City ICT applications aim to improve everyday life by simplifying public transactions, reducing telecommunication costs and by delivering new services related to the local way of life. Those ICT applications also offer new methods to enable citizens to participate in policy-making, and help ensure local government and public authorities as guarantors of the local society's proper operation. Every medium-sized city has its own social, economic, geographic or political characteristics. For this reason the digital city can vary from region to region, so that ICT applications enhance local characteristics rather than detract from them. The Municipal Library of Trikala is one of 30 selected in Greece, to join the Greek National Network of Public Libraries. Via this network, the library will have access to catalogues of all Greek public libraries, to special Web portals, but also to a "digital depository of books and periodicals" developed at the national level. Users of the Municipal Library will access a helpdesk located in-house, where PCs with controlled Internet access are installed, in order to view or order articles and books in digital form.

Promotion of Broadband Use

The Digital City will be a successful project only if users become active members and participants of digital affairs. For this purpose "Promotion of Broadband Use" is the first project under development. DSL technology, upgrades the existing cable networks, to ones that can rapidly deliver large pieces of digital information such as photos and video. Two kiosks will be located in public buildings, operating for 10 months to present broadband advantages. In the meantime, special events will be organized to present specific applications based on broadband solutions, oriented to groups of citizens (as professionals, lawyers, students, etc.).

5. **The Institute of Book and Reading** became one of the institutions of the [National Cultural Network of the Cities](#) in 1995, when a policy contract was signed between the Ministry of Culture and the Municipality of Kozani.

The goals of the Institute of Book and Reading are:

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|---|---|
| <ul style="list-style-type: none"> ◆ bringing forth, writing down and filing the written material of the Kozani Municipal Library and other Libraries, Museums and Archives in the prefecture ◆ creation of an audio-visual archive of literary men | <ul style="list-style-type: none"> ◆ conducting research and studies on the reading patterns of the public ◆ the creation of a network of choice views for the promotion of reading in the neighbourhoods and schools of the town, and in places of large public gatherings |
|---|---|

- ◆ organization of theme exhibitions, lectures and literature evenings
- ◆ accommodation of writers in the city so that they can prepare their works
- ◆ the development of human potential with the creation of a department for training in jobs concerning books
- ◆ creation of a museum of the press and press printing

6. The overall objective of CALIMERA (Cultural Applications: Local Institutions Mediating Electronic Resource Access) is to ensure that local cultural institutions right across Europe are well-placed to benefit from and contribute to the goals of the new RTD framework program 2002-2006 in enabling ‘anywhere, anytime, natural access to IST services for all’ through provision of advanced and intelligent systems which improve access to Europe’s knowledge and educational resources and generate new forms of cultural and learning experience, helping establish a stable pan-European infrastructure for distributed repositories of digital content and community memory within 5 to 10 years. The goals of the FP6 IST cultural heritage research work program are of key significance for local institutions (public libraries, museums and archives) in Greece where The Public Library of Veroia is participating actively bringing together the library with the other cultural institutions of the region by applying innovative technologies and strategies from the priority research areas and transforming them into helpful services which can be easily used by ordinary citizens in their everyday lives.

7. Educational Triangle Project (museums, libraries, adult education institutions)

The objective of this project is to bring together three different types of institutions – museums, libraries and adult education institutions, which are all involved in formal, non-formal and informal learning processes for adults. This project will take place in seven countries. Every partner creates its national “triangle” of a museum, a library and an adult education provider. The first year of the project is to define: - target groups of adult learners, their needs and expectations, - ways of how participating institutions could cooperate by integrating their potential and expertise. The next stage will involve the partners meeting to share their ideas and results and to develop educational activities within “triangles” – exhibitions, lectures, meetings, performances, educational programmes etc. Expected outcomes:

- a methodology for museums, libraries and adult educators to co-operate in the context of lifelong learning according to the needs of the learners.
- dissemination of the project results through the published project report, at websites and at the final international conference.

7.1. Project Typology

Strategy for stimulating adult learners' demand for learning

- Guidance / counselling or other support services
- Experimentation with new pedagogical approach(es)
- Active citizenship
- Environment Intercultural issues: Arts, music, culture
- The media Education for parents
- European countries / European Union other: Cultural identity
- Persons living in rural or disadvantaged areas Migrants / travellers / ethnic or other minorities
- Young adults (15-25 age range) at risk of social marginalisation /

Senior citizens / Local community
groups / Women / Disabled persons
/ Economically or socially

disadvantaged groups, unemployed
persons, persons in prison

7.2.Greece

This national “triangle” created a special information package was put together and distributed to the members of the staff of all three institutions and to the learners of the art education centre. The information included presented the nature and activities of the three institutions. In addition informal meetings were organized to inform the members of the staff about the participation in the program, its goals and different stages of organization in order to participate actively. The target groups were specified. Following the results of the preliminary survey organized the first planning of the educational activities. The proposal refers to an educational program based in the philosophy of the “project method” because it represents an open-learning procedure. The educational activities will be carried out in three stages:

I. Information and awareness

- Informing the learners about museums and libraries as institutions for lifelong learning and as alternative places for accessing and assimilating knowledge
- Visiting the library: an introduction to how to use and make the most of the material
- Visiting the museum: choosing subjects and works that interest them

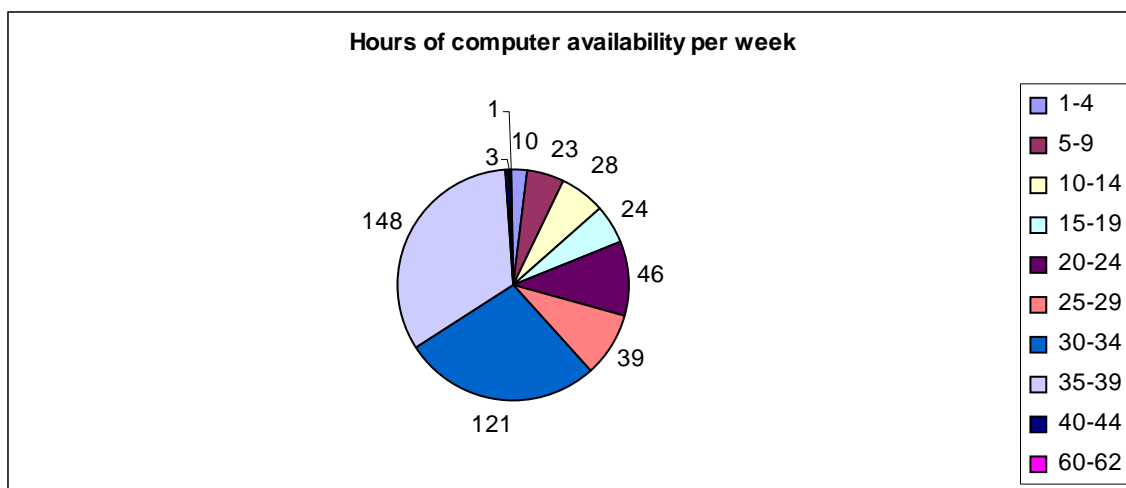
II. Carrying out research in the library and the museum

III. Producing material and sharing the findings

VI. Statistics:

According to the [Report on the situation of libraries, museums and archives](#) prepared in January 2005 for the European Commission's Libraries Sector, DG Information Society Cultural Heritage Applications Unit Digidult, in Greece the situation in Libraries Section can briefly described as the following:

- ◆ In 2005, Greece had 10.4 million inhabitants and an area of 131,990 sq. km., giving a population density of 79 inhabitants per square kilometre. Greece spent, in 2000, 0.30% of its GDP on libraries.
- ◆ Public libraries in Greece had 669 service points in 2003, 24 per cent of which (about 142) in the Attica region, with 64,501 registered users. The number of volumes in book collections was 9.6 million and 226.3 thousand volumes were added.
- ◆ With the exception of a few major libraries (National Library, Library of Greek Parliament) all the other libraries have a restricted number of books. The rate of automation is not very high. The majority of libraries rely on simple software in order to perform simple tasks. Few libraries permit on line access and not all of them have a web site (mainly university and research libraries have).
- ◆ All libraries have [computers](#) – between 1 and 5, were most of them have 3 computers. Two of the computers of each library have dialup access to the Internet, in most cases
- ◆ The computers are available to the users from 0 up to 62 hours per week, with an average of 27 hours per week, according to the following distribution:



VII. Plans – Proposals:

1. **Select Committee Report on Libraries – Museums and Archives:** The Greek Ministry of Education and especially with The Special Secretary for Libraries and Archives has produced a report on Greece's public library service. The report suggests that the use of technology is presenting public libraries with an extended role, where new technologies can provide a broader social exchange mechanism. ICT can be used as a tool, for example, in life-long learning initiatives, civil society and e-government services. The changes identified in the report will have a profound impact on the nature of the library workforce, which will need a range of capabilities, dispositions and skills to be effective in the future. Its key recommendations are designed to focus attention on libraries', archives' and museums' fundamental role in promoting reading and distinguishes between core functions and desirable add-ons. The report calls for far stronger links between national library standards and effective mechanisms to encourage and enable library services to meet, if not surpass, them. It also recommends an action plan for the digitalization of the nation's public library, state archives and national museums' collections.
2. **Creation of a national database** that brings together information about books, pictures and archives produced in accessible formats. In this way users can be signposted to organizations that can supply material. A complementary Register of Suppliers will give information on the terms and conditions under which resources are made available and how to get hold of them. This will be extremely useful for the users of the public libraries, archives and museums.
3. **Social Inclusion and Social Exclusion Library Report:** Among its new initiatives, YPEPTH is planning to produce a report on libraries and community cohesion. A major section of the report looks at social inclusion and social exclusion and how libraries fit within national and regional “community” agendas. As well as providing a detailed analysis of the background to social inclusion/exclusion, the report can act as advocacy material as well as making recommendations on priorities for future development.
4. **Learning Packages:** The design of packages consisted of directed learning journeys through the new Greek Public Libraries' and Archives website content. They can be used independently by individual staff, ideally with support from a local mentor, or as part of an authority's organized training on work with young people. Significance must be given at why reading and libraries are so important for young people, and at simple and practical ways to welcome and engage young

readers and their families. Also the packages aim to increase staff awareness of the library and reading needs of young people and their families - both users and non-users - and to help staff to develop skills and ideas for meeting those needs through the welcome provided by library content, display and activities, and by everyone working in the library, the museum and the archive.

5. **Schools, Museums and Public Libraries Urged to Collaborate in Supporting Young Readers:** New resources are going to be launched to help public libraries, museums, archives and schools work together to give young readers seamless support. Library staff will be provided with practical ideas for building partnerships with schools. It will also outline the policy and research rationale for a much more joined up approach to supporting children's reading. Reading clubs in schools could act as the basis for partnerships with public libraries.
6. **Virtual Reality, Museums, Archives and Libraries:** Our last year report examined the many elements that make up a library, and identifies the trends that are reshaping our ideas of what a virtual public network can be. It also projects a series of future scenarios, examining the issues, drivers and trends that could have a crucial impact on the future of the virtual reference provided by Greek public libraries.

6.1. Service Philosophy: The Greek Virtual Reference Service will be created in order to provide a new method of delivering reference services to the clientele of the participating Public and School Libraries, General State Archives and National Museums throughout the country. It is an additional way to reach users, who use chat software in their daily communication with others. This additional way of providing reference enhances the traditional service philosophy of academic libraries which consider instruction and teaching an integral part of providing reference assistance. The co-browsing function of the software helps support this philosophy by allowing librarians to instruct the patrons in the use of particular databases.

6.2. Service and Performance Standards:

Each library must contribute a certain predetermined number of hours to the GVRS (Greek Virtual Reference Service). During these assigned shifts, the librarian online will answer questions from all participating libraries. At other time, an individual library may choose to offer the service only for its own clientele. There is no time limit for answering a question, although the librarian should keep in mind that other patrons might be waiting. If a question requires more than 15 minutes, referral to a local librarian may be more efficient. The librarian on duty is not required to answer more than one question at a time. If a second question appears in the queue while the librarian is already answering a question, it will be routed after a few minutes to another online GVRS librarian. If no other librarian is online, the question will be picked up by the Librarians by Request GVRS staff (Tutor.com). Suggestions for appropriate electronic or print resources to help find information for a project or research paper or help in constructing a search statement. Assistance in the use of electronic resources. For in-depth reference questions or if detailed research assistance is needed, the librarian on duty can choose to follow up by email or can refer the question to a librarian from the patron's host institution. The service is designed to answer reference questions, but general circulation or directional questions may be answered using the library policy pages provided by each institution and available on the GVRS Virtual Reference web site.

6.3. Communication Channels

Ongoing communication is critical to ensure the success of a virtual reference project in a consortial environment. The coordinators at each institution, as well as all the librarians involved in providing virtual reference for the consortium should be subscribed to the GVRS and use it to ask questions, discuss issues with their colleagues, or provide needed information about their libraries.

6.4. Duties of Participating Institutions

1. Policy Page each institution is responsible for creating and keeping up to date a library policy page providing information such as hours, circulation policies, reference email contact, list of databases, list of electronic journals, etc.
2. Staffing: each institution is responsible for staffing the number of hours agreed upon with professional librarians who have been trained in the use of the software.
3. Initial training will be provided by Tutor.com, but individual institutions will then be responsible for training new staff members, and keeping their staff current on changes in the service and the software.
4. Annual report and statistics: each institution is responsible for writing an annual report using the statistics and reports provided by the software and detailing the problems and successes of the service at their university. These reports will be used by the consortium to improve service
5. Access and marketing: Each institution is responsible for providing access to the service through their library home page or other media, and to market the service to its community. The GVRS consortium will be providing guidelines to help market the service. The goal of a marketing plan is to assure marketing goals and objectives are being met, identify changes needed in the marketing mix strategy along the way, and ultimately identify how to increase customer satisfaction.

VIII. Steps in The Marketing Plan:

1. **Our Corporate Vision and Ambition for the Public Library Service.** The purpose of the Greek Virtual Public Library Service is: *“To help deliver the Country’s Public Libraries, Archives and Museums strategic objectives, by promoting learning, by encouraging reading and literacy, by providing access to information and to digital skills and services, by helping to build community identity, and by adding to the cultural and recreational life of Greece by offering services accessible to all and by making best use of available resources. In doing this we endeavour to ensure our services are accessible to all and that the resources available to us, whether human, financial or material are used and promoted in the most effective, imaginative and innovative ways to ensure value for money. ”*
2. **The scope:**
 - Provide comprehensive, efficient and modern Public Libraries and Framework for the Future
 - support their achievement helping to raise standards in schools
 - improve the quality of life
 - build safer and stronger communities
 - promote healthier communities
 - support the economic vitality of localities

It is all part of a plan to make sure libraries remain topical and relevant for young people, not only by involving them in running public libraries, but also by matching reading, learning and information support to their needs.

3. **Underlining the Benefits:** Reasons for the increase include the opportunity for the patron to ‘learn from home,’ and especially “learn how to learn”. Another added incentive from GVRS, is the offer of public long-life learning for all distance educated elderly men and women, no matter where they reside. In light of these goals and objectives, the National Statistic Service in an effort to increase enrollment to the real-time procedures, is gathering data to facilitate meeting these objectives. In scanning the external library environment, marketing staff garnered information in order Greece to remain competitive.
4. **Marketing research** is the function that links the information professional to the customers’ wants and needs. In this process relevant customer-related data is identified that the Greek Public Libraries’ organizational schema already has access to, as well as data that is needed and how it will be collected.
5. **Marketing Mix 5S’s:** Moving on this next step, significance must be given to the marketing mix which is the development of the service, the scope, the strategy, the system and the solution this collaborative interactive virtual technology provides.

Here is a review of each component:

- ◆ **Service:** The VRS provides items including: 1) email reference; 2) and real-time assistance using chat software; and 3) 24/7 access to online resources.
 - ◆ **Scope:** This service will be built and adjusted especially to the Greek reality of the public libraries, state archives and museums helping both patrons, curators, librarians and archivists finding the best and more accurate resources in the minimum time
 - ◆ **Strategy:** Evaluating the 45 Greek Public Libraries, the 499 School Libraries, the 52 branches of the General State Archives and the 14 Main National Museums their in our days services, we will all agree that a new national strategy and its promotion is absolutely necessary for their “renovation”.
 - ◆ **System:** Digital technology gives us the key for the creation of a new virtual reference system that can answer to the challenges of the new virtual époque when everything is taking place in real time *and*
 - ◆ **Solution:** Through the use of marketing communication tools such as advertising; media/public relations; printed materials; internet communications; special events and featuring a daily web page of public libraries’ news, called “My GVRS”, the new service will be considered as a solution the increased access to online resources, and the new 24/7 VRD services. The “My GVRS” page pops up each time a patron logs onto an online environment and is frequently used for distributing timely news.
6. **Gathering Current and New Evaluation Criteria:** The staff knows that the detailed records and logs that online transactions offer will yield good evaluation criteria, and that overtime they will be able to add to the initial criteria established. Long term usability and satisfaction will also have to come from the mouths of users. The Greek patrons always complaining for the non-existence of a national system that will enable their hard effort in the hunting of information. Librarians know that the web is not enough and that they can, inside a well –organized network, to provide the right and accurate information showing the paths not only to information but also to knowledge.
 7. **Measuring Customer Satisfaction:** To measure customer satisfaction, on a monthly basis, for eight months, on the “My SSU” page, a survey will pop-up

asking those using the library's new VRD service to assess satisfaction with the service. A performance measure objective for customer satisfaction could be at least 80% of those answering the survey offered a rating of good or excellent in areas of professional expertise, wait time, quality of resources. Based upon review of the performance measures and customer satisfaction results, the project team will implement changes as needed and as resources allow. In Greece especially in The University of Macedonia and The University of Crete has made few but quiet serious steps by implementing e-reference systems, like Ask a Librarian, via email or telephone. It is indicated a demand for the expansion of this service throughout the country.

8. Measuring Customer Behavior

Customer behavior is best measured by criteria that are related to the participation in or completion of a task or activity. Thus the following initial criteria are for the target market online group (elements were gathered by online virtual patrons in the 24/7 Ask a Librarian System of The University of Macedonia):

<u>Evaluation Criteria</u>	<u>Performance Measure Objectives</u>
Number of eligible participants identified	To identify 100% of eligible participants.
Number of registrants to participate	At least 50% participate during 6 month period
Time from initial request to answer	Email and live chat sessions turn around time
Subject categories requested	Subject categories requested, ranked from most to least

9. Review: statistics, and customer satisfaction surveys *and*

10. Campaign – Time for Action: In our vision these separately functioned e-services models can be unified in one, a national one in which each member can deliver, depending to its collection, questions and from general users, and from students, especially Open University's students, and from pupils following the example of e-tutor that the last 3 years is successfully applied in Boston within the cooperative schedule of The Boston Public Library, Harvard University, City of Boston and Massachusetts Consortium. A National Campaign from the web site of The National Library of Greece, or from the formal web site of The Greek Ministry of National Education, can underline the sense that this service is for the public's good.

IX. "Marketing and Management" The Future of Library Services in Greece:

The future holds demand for more and more service. The relationship of available time and money as well as use policy considerations will ultimately either facilitate or restrict the progress of electronic library services. Reduced funding has resulted in the downsizing of staff/services and an emphasis on rationalization and cost-recovery. Our present and mostly, our future requires a responsive, up-to-date library service. The increasing number of cooperative ventures it is time to be driven politically and financially as libraries and educational organizations become more cooperative-conscious. Public Libraries, School Libraries, Academic Libraries, State Museums and State Archives will be making agreements among themselves examining to justify their needs and working for the common good. Promoting the usage of the GVRs and its advantages such as saving currency and man-hours, exploitation of the existing material, expansion of the number of users of each library, reduction of the expenses, rational usage of the budget of the libraries, underlines the significance of a good marketing plan.

Library staff, with appropriate training, can enjoy surmounting the challenges, knowing that their work truly makes a difference for remote users, especially students, so let's see its [The Role of Librarians](#):

- Reinforcement in the librarians' educational mission is necessary. Greek National Virtual Desk could use the following online tools and resources: 1) the electronic classroom (virtual classroom through split-screen technology); and 2) the electronic library (catalogue and delivery service).
- Greek librarians should embrace these new opportunities to redefine their roles as teachers, as advocates for information policy development, as organizers of networked resources, as social human beings and take a proactive stance, as eagerly as they welcomed and grasped the technological innovations that so rapidly are changing their libraries

X.Conclusion: Public Libraries work together with Museums, Archives and other institutions in local level in order to provide better services to the citizen. In Greece, at the same time, there are obvious movements towards a more active role of Public Libraries within the local community. The question is how much can we talk about a real change. In what extent people get what they want from a public library service. More and more the discussion about Libraries moves from the development of the collections to the services offered. All new changes need to be discussed and should work towards the development of human and virtual networks, which apparently will support the developments in local cultural institutions in general. The GVRs is a first step towards a truly virtual library and extends the access rights of the users of each library. Marketing is one of the primary forces of any successful business and every type of successful library. True marketing is a process which is conducted over and over again, a systematic approach for matching services and products to a customer's wants, needs and desires. Marketing planning gathers information that is infinitely invaluable for creating long term "customer satisfaction". This is what we now need in Greece. Having the best and most appropriate service to satisfy our distant patron of any age, any nationality.

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