

DeSoto Parish Library

Marketing Plan

2023-2025

Executive Summary

The DeSoto Parish Library has undergone great changes over the past two years.

Our 2019-2023 strategic plan was built around this project and the resultant environment. Wishing to actively seek out and meet the needs of our dynamic community, we have developed this marketing plan, which is closely tied to our strategic plan's goals and objectives.

The main thrust of this marketing plan is four-fold involving re-branding the library, redesigning our social media presence (library website, Facebook, twitter, etc.), revitalizing our general marketing and promotion, and providing internal marketing for library staff and volunteers. The process has been divided up into three phases:

- Branding: community analysis and re-branding
- Positioning: continuing community publicity and involvement
- Promotion: social media inauguration

Internal marketing will occur throughout all phases.

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Introduction

The purpose of this marketing plan is to outline and detail the process of a small, public library located in the Northwest Louisiana as it undergoes a complete brand transformation. The changes will increase visibility for the library within the community as well as in the digital environment.

Over the past several years, DeSoto Parish Library has undergone an expansion process. In spite of adding additional space, the percentage of the community population that holds library cards still only hovers around 25%. In an effort to encourage more residents to utilize the library, the library's board of control and staff would like to increase the amount of programming offered by the library, expand the collection in areas that have shown to be lacking, and capitalize on the physical location and appearance of all DeSoto Parish Library locations.

The plan includes market research to supplement what has already been made available by studying community demographics, researching the need to hire a marketing manager to manage the marketing plan, increase job duties of current staff, increasing DeSoto Parish Library's presence on the internet using various web tools and take advantage of social media platforms so readily accessed by the public.

The timeline for this transformation has been categorized into three different phases. It will begin in February 2023 with the marketing plan presentation to the library board of control meeting, continue through 2023, and will commence November 2023 with the unveiling of our new brand.

DeSoto Parish Library has the support of its staff, volunteers, patrons, library board, as well as community leaders and professional colleagues. All parties involved recognize the importance of the library to adapt to changes in information access and the needs of its patrons. DeSoto Parish Library is prepared and motivated to increase its involvement in social programs, reflect the diversity of its patrons, and offer enriching programs to heighten the sense of communities in DeSoto parish.

I. Target Market

Over the past decade, DeSoto Parish Library's population has experienced minimum growth, 24,494 in 2000 to 26,919 in 2021 (est.).¹ The growth is mainly attributed to the Natural Gas industry construction and new business and residential construction in the northern part of the parish.

The DeSoto Parish school system has adapted well, expanding schools throughout the parish. Since 2010, DeSoto Parish Library has likewise expanded all their locations, relocating and completely rebuilding three of its location. The main location was expanded in 2017.

The demographics have been consistent throughout the growth trends:

- De Soto Parish's population increased 9 out of the 11 years between year 2010 and year 2021. Its largest annual population increase was 0.9% between 2011 and 2012. The county's largest decline was between 2019 and 2020 when the population dropped 2.1%. Between 2010 and 2021, parish grew by an average of 0.1% per year.
- In 2021, the largest racial or ethnic group in De Soto Parish was the white (non-Hispanic) group, which had a population of 16,049. Between 2010 and 2021, the white (non-Hispanic) population had the most growth increasing by 926 from 15,123 in 2010 to 16,049 in 2021.
- In 2021, De Soto Parish was more diverse than it was in 2010. In 2021, the white (non-Hispanic) group made up 59.6% of the population compared with 56.7% in 2010. Between 2010 and 2021, the share of the population that is white (non-Hispanic) grew the most, increasing 2.9 percentage points to 59.6%. The Black (non-Hispanic) population had the largest decrease dropping 5 percentage points to 34%.
- A portion of the community can be considered as low income. Median household income in DeSoto is \$45,364. This is significantly below both state (\$55,571) and national (\$69,021) averages. 19.6 %² of families are below the poverty level.

Community research has shown the need for more social interaction and community events, as well as cultural exposure. Because many residents are new to the area, there is opportunity to develop a more cohesive environment for the people of the DeSoto parish community.

¹ "DeSoto Parish, Louisiana." Wikipedia, Wikimedia Foundation, 21 Jan. 2023, https://en.wikipedia.org/wiki/DeSoto_Parish,_Louisiana.

² U.S. Census Bureau Quickfacts: De Soto Parish, Louisiana. <https://www.census.gov/quickfacts/desotoparishlouisiana>.

II. Marketing Audit

A. THE COMMUNITY

THE PLACE

DeSoto Parish Library's current products and services are being obtained by our patrons at our newly renovated library facility.

NEGATIVE SERVICE BARRIERS:

- Lack of community outreach (*We plan to take our products and services to the community so that they can learn of all that we have to offer*)
- Significant gaps in the collection (*Spanish language materials, Audio visual, Assistive technology*)
- Outdated Technology (*Patrons who do not own a home computer are unable to keep up with the latest technological advancements because we do not have these devices to offer them.*)
- Low staff levels and high volunteer rates (*Patrons do not always encounter staff trained specifically to meet their information needs.*)
- Online Patron Catalog website (*Since our OPAC (**Enterprise**) is new, it difficult to use and staff are unfamiliar with it is functionality*)
- Lack of community relationships/partnerships (*local government, local businesses, school district, and homebound*)

COMPETITIVE ALTERNATIVES:

For those patrons in our community who own their own computers our competition in information retrieval services is online search engines such as Google

PRODUCT/SERVICES

Several years ago, a simple survey regarding patron satisfaction. This survey was completed by patrons at each of DeSoto Parish Library locations.

THE RESULTS ARE AS FOLLOWS:

- 93% of those surveyed stated that they thought our service was efficient and friendly
- 45% were happy about the amount of materials we hold
- 25% were happy about the variety of services offered
- 100% said that they were willing to participate in focus groups designed to help DeSoto Parish Library better meet our patron's information needs

RELEVANT BACKGROUND

DeSoto Parish Library administration feels fortunate to have a wonderful staff. In 2023, there is the potential for some key staff to retire which will present administration some challenges. The staff is aware of the situation. They have been cooperative and forthcoming in shuffling responsibilities, taking on new roles in the library work place, and dedicated to operating as efficiently as possible while maintaining a quality service environment.

B. SWOT Analysis

SWOT analysis is a technique developed at Stanford in the 1970s, frequently used in strategic planning. SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats and is a structured planning method that evaluates those four elements of an organization, project or business venture. A SWOT analysis is a simple, but powerful, framework for leveraging the organization's strengths, improving weaknesses, minimizing threats, and taking the greatest possible advantage of opportunities.

With the SWOT analysis, library management team identify the internal and external factors that will affect the library's future performance. It also helped us to identify what is happening internally and externally, so that we can plan and manage the library in the most effective and efficient manner.

Below we have identified the strengths of our collections and services, determined the weaknesses of our library, found opportunities for our library, and brought awareness of the threats to the products and services of DeSoto Parish Library

LIBRARY BUILDINGS/FACILITIES

STRENGTHS

DeSoto Parish Library offers facilities and locations that are above average.

WEAKNESSES

At some of our locations the appearance of buildings has some minor deterioration issues. Because of population growth, some lack adequate space. The flow on maintenance of facilities needs improving. There is a need for furniture to help with overflow items to help display better.

OPPORTUNITIES

A willingness to make better use of available space to address identified community needs. With the increase in population in the northern part of the parish, research the need for expansion at the Stonewall location.

THREATS

Since COVID, we have had a decline in participation and patronage but in 2022 numbers are beginning to improve.

LIBRARY COLLABORATIONS

STRENGTHS

DeSoto Parish Library has great rapport with schools and teachers.

WEAKNESSES

DeSoto Parish Library needs to be proactive about discovering collaboration opportunities.

OPPORTUNITIES

Several opportunities for collaborations are available for DPL. First is to contact schools for dates of library activities and programs. Second is to develop alliances with: Schools, Technical College, Homeschoolers, Parks & Recreation; Civic Groups; Homebound institutions; Religious organizations; Social Service providers; and business community. The library can create a community connection through volunteers.

THREATS

DeSoto Parish Library has no apparent immediate threats.

LIBRARY COLLECTIONS/RESOURCES

STRENGTHS

DPL has a multipurposed collection. The library offers books; audio and video; magazines; programs and digital collection.

WEAKNESSES

Library collection/resources are underutilized. More people are going to a digital version of collection items. Collection does not accurately meet specific ethnic needs of the community.

OPPORTUNITIES

Regardless of the format(s), a library must have good collections if it is to service the population adequately. This is of extreme importance. The collection should be marketable to customers. The can be achieved by targeting groups that have the highest probability of using collections.

THREATS

DeSoto Parish Library system of book fines charged to patrons needs updating.

LIBRARY COMMUNICATION/PUBLIC RELATIONS

STRENGTHS

DPL does a good job of promotion. Newsletter and Facebook are some of these formats.

WEAKNESSES

DPL needs better communication/public relations with the community and within the library. Communication can be inconsistent and weak at times. This includes marketing to teens and communication with schools. DPL must discover how to have community involvement in the library (*Give them ownership*). The library is not perceived as a community center.

OPPORTUNITIES

DPL MUST go into “marketplace” to promote all library services/programs. This could include: Reaching children with fun programs; become leading advocate for reading and literacy; create a platform for patrons to speak about their library; cultivate Library advocates. DeSoto Parish Library will create a process for staff to follow up with patrons. The library staff will become salespeople for promoting the library. Word of mouth is still the best marketing tool to get information. DeSoto Parish Library’s strategic plan includes hiring a Marketing/PR person.

THREATS

Lack of communication to public about the library and all services offered is a major threat.

LIBRARY CUSTOMER SERVICE

STRENGTHS

DPL provide great customer service. Staff are friendly, helpful to patrons, the community is familiar with the staff. Staff do a great job of getting to know patrons on a first name basis.

WEAKNESSES

Not all DPL staff can help customers when they need assistance. This includes computers and Wi-Fi printing. When customers need help, ALL staff must know how to support the customer.

OPPORTUNITIES

See Library Staff

THREATS

Poor customer service leads to vulnerability. Some staff are not knowledgeable in positions. Covid19 caused a decline in attendance. If we don’t have people in the library, we don’t have the necessity of a library. Taxpayers don’t want to pay for something they’re not using.

LIBRARY PROGRAMMING

STRENGTHS

DeSoto Parish Library offers excellent programs.

WEAKNESSES

At some locations adult and TWEEN programming is lacking.

OPPORTUNITIES

With COVID, we had the opportunity to mix up programs (virtual, Craft take & make, etc.). We would never have done them if we didn't "have to" do it. We could be doing much more in the virtual department as well as being more creative in the in-house programming department. The library can enhance programming and outreach. Outreach could open doors to new cooperative endeavors within our community. The library needs to bring awareness to *Homework Help*. The library needs to generate programs that are specifically focused on teens and tweens. The library needs assist patrons in college application process; parenting classes for teen parents.

THREATS

LIBRARY STAFF

STRENGTHS

DPL staff get along with each other.

WEAKNESSES

Some DPL staff are not able to assist with basic library functions (e.g. knowledge of basic computer skills, printers, email, scanning, etc.). The library does not do an adequate job of training new staff. Staff support is not available for some services, especially technology.

OPPORTUNITIES

DPL can develop and implement a training schedule for a more knowledgeable staff. The library can provide cross-training for staff.

THREATS

DPL faces several present threats. Library staff can sometimes be reluctant to change. The library

LIBRARY SERVICES

STRENGTHS

DeSoto Parish Library currently offers community programming/outreach. The library is a rural parish with not too many activities to offer. Programming and outreach are our best contributions currently offered. The library offers face to face programs. The library programs accommodate library patrons. The cost of faxes, copies, etc. is least expensive place in parish. Some of our locations have an active Friends of the Library and book clubs.

WEAKNESSES

DeSoto Parish Library does not have a librarian/staff member dedicated to local history and genealogy. The library's community outreach is very limited. The library has excellent materials & programs for young children and teens, but does not target tweens. The library is often seen as midpoint for accessing social services (Snap, Welfare, Social Security, etc.) but staff are not trained to assist patrons. Traditional SRP has become monotonous. There is not a lot youth participation in library. There is a lack of staff participation in programs.

OPPORTUNITIES

DeSoto Parish Library needs to provide staff with time for planning programs; training; learning; webinars. Market to the public that we have meeting rooms available. The library needs to expand and be open to new Summer reading ideas. The library needs to consider waving fines. DeSoto Parish Library needs to create and implement on demand formats; print on demand, etc. The library needs to research and find its niche in the marketplace for its library services. Develop and implement more adult education programs (e.g. History, art, etc.) The library needs to establish a parish wide Teen Advisory Group (Use Zoom as the meeting platform). Offer curbside service as a permanent service. Revive the homebound services program. The library needs to increased outreach to community. The library needs to rebrand itself as a focal point for community – venue for arts, exchange of ideas, learning place, family destination.

THREATS

DeSoto Parish Library faces several threats now and in the future. The community offers a myriad of sports activities year-round. It seems the library is in competition for the community residents' time – many options for leisure, information access and entertainment. Competition with other community activities. There is a reduced time for traditional family activities – including library trips. There is a more fragmented market for library services. There is a growing number of seniors who are not a mobile as they once were. User perception that they have the answers because they have internet/Google. Young people are NOT using the library. If we don't get young people in the library, the library will die. There is a lack of job opportunities and apprenticeships.

LIBRARY TECHNOLOGY

STRENGTHS

DPL currently offers many technology resources. These include: E-Resources, fax services, copy/printer services; computer help; and free Wi-Fi. The library has a variety of media to offer patrons along with Libby (OVERDRIVE) and Hoopla.

WEAKNESSES

DPL needs to offer more, easy access online services. The library needs to increase its online presence. DPL is not serving gamers. DeSoto Parish Library is not currently offering computer classes. Some of our equipment needs updating. The library offers no card card/debit services.

OPPORTUNITIES

DPL MUST adopt and fund retail model for library site allowing online registrations, online payments, notifications, mail delivery and fee-based delivery options. There is a great need to increase the community's awareness of online resources. Concerning the social platform, the library needs to consider adding Instagram, Twitter, etc. This could include alternative communications such as blogs. DPL MUST research the effectiveness of offer mobile hotspots to patrons that would help them have access to more of our services as well as help with them to reach other areas such as online employment applications and help for students to access online resources for school. The library needs to: (1) Reinvent our Mobile-lib service. (2) Create a teen advisor board to develop technology (3) Create exposure to new technologies (4) Relaunch the Makerspace program. (5) Create programs that would offer DIY instructions to the community.

THREATS

DPL faces several threats now and in the future. Some of these are:

- Bridging the digital divide that continues to widen
- Fears that the Library will close because of technology
- More people are reading eBooks
- Access to electronic and virtual services are easily available
- Information and the Internet. Patrons can figure out needs faster than library staff.
- Library services provided elsewhere with greater ease.
- Other systems have a much more user-friendly website/mobile site/Facebook/YouTube.
- Different age groups use library differently
- Demand for more sophisticated technology in all aspects of life
- The constant need to understand, maintain and update technologies
- Home technology is often as good or better than library technology
- Library technology has become obsolete

III. Marketing Goals and Objectives

A. Goal #1: Complete Branding Process for Library

Objective 1.1 Identify Team Members

ACTION ITEMS:

- Library Patrons
- Library Staff
- Library Board Members
- Community Stakeholders

Objective 1.2 Develop Brand Message and Tagline

ACTION ITEMS:

- Conduct and Update Community survey and demographics
- Library usage statistics
- Focus groups
- Marketing segmentation (age groups)
- Identify Brand's story

Objective 1.3 Develop Brand Image or Logo

ACTION ITEMS:

- Incorporate new graphic within the library
- New name tags and t-shirts for staff
- Include on bookmarks and Storytime flyers
- Update stationary with new logo

Objective 1.4 Develop Transition Plan for Implementing Use of New Branding Materials

ACTION ITEMS:

- Choose organizational fonts
- Create flyer templates
- Organizational Letterheads
- Logo usage standards

Objective 1.5 Present to DeSoto Parish Library Board of Control

ACTION ITEMS:

- The new DPL brand will be presented to board in August or November 2023

B. Goal #2: Position the Library in the Community

Objective 2.1 Finding Our Position in Marketplace

ACTION ITEMS

- Selecting Our Targets
- Crafting an Action plan

Objective 2.2 Train Staff

ACTION ITEMS

- Develop and facilitate staff learning opportunities and awareness

Objective 3.3 Keep Staff Informed

ACTION ITEMS

- Continue the use of staff Intranet by providing the staff with policy and procedure information
- Continue to keep staff updated with information about what is happening in the library.

C. Goal #3: Revitalize Marketing and Promotion of Library

Objective 3.1 Utilize Social Media Tools

ACTION ITEMS:

- Explore the need for a library blog
- Explore the need for a library podcast
- Update and Engage Library Facebook Page

Objective 3.2 Build partnerships with local businesses and organizations

ACTION ITEMS

- Create a library page in the local newspaper
- Create an outreach program with senior centers, daycares, and the school district
- Create a bridge between library and the homeschool community

Objective 3.3 Market Segmentation

ACTION ITEMS

- Early Literacy awareness / Story times (parents, caregivers, educators)
- Computer Education Classes (adults, seniors)
- Cultural / Art programs (children, teens, adults, seniors)
- Book groups (children, teens, adults, seniors)
- Game nights (children, teens, adults, seniors, cross-generational)
- Health awareness programs (teens, adults)
- STEM awareness
- 3D creation and printing

Objective 3.4 Utilize Community Engagement Platform (CEP) Events

ACTION ITEMS

- Develop and facilitate staff learning opportunities and awareness
- Assign a staff member to create events
- Update/upgrade job description and position (One staff per location)
- Train staff on use of creating events
- Selecting Our Targets
- Crafting an Action plan

Objective 3.5 Utilize Community Engagement Platform (CEP) Marketing

ACTION ITEMS

- Develop and facilitate staff learning opportunities and awareness
- Crafting an Action plan
- Train staff on use of marketing library events
- Selecting Our Targets

D. Goal #4: Market and Promotion Using the Library's Website

Objective 4.1 Optimize Website

ACTION ITEMS

- Perform a website design review
- Optimize website for SEO (*Search engine optimization*)
- Optimize website for social media
- Create a content marketing plan
- Promote website on social media networks
- Use Paid Ads to reach more customers
- Utilize email marketing to engage with your audience
- Use remarketing to get users back to your website
- Keep website and content up-to-date and move forward

Objective 4.2 Update Enterprise

ACTION ITEMS

- Work with ILS provider to update online public access catalog (***Enterprise***)
- Provide more web 3.0 tools (adding reviews, tags, creating custom lists)

Objective 4.3 Add more content to home page

ACTION ITEMS

- Interactive calendar of events with email reminder feature
- Current programs highlighted on home page
- Library policies, board minutes, strategic plan available for patrons to view
- Create teen space (features – online book club, suggestion box, readers advisory)
- Local Community Info

E. Goal #5: Hire a Library Marketing Manager

Objective 5.1 Research the need for position

ACTION ITEMS

- Build and maintain DeSoto Parish Library's brand
- Boost public attendance, and participation in library services
- An opportunity to market and promote new library collection and services
- Effective way of engaging customers
- Marketing manager as a principal communication channel
- Provides actionable insights for DeSoto Parish Library

Objective 5.2 Develop and Implement Justification Strategy for Marketing Manager

ACTION ITEMS

- Conduct market research and analysis for DeSoto parish to understand customer's needs and hardship points to offer a product or service that meets their demands.
 - completing surveys
 - collecting data
 - assessing library trends,
 - tracking previous campaigns

- Organize purpose statement and marketing objectives for the library

- Develop marketing strategies
 - Segmentation: Identify potential customers use the library's product/service.
 - Targeting: Once segments identified, target specific services to that segment.
 - Positioning: Position library for positive use in terms of use and collaboration.

- Implement library's marketing plan
 - spreading awareness of product/service by social media, or advertising.

- Monitor, Measure, Modify and Evolve
 - monitor, analyze and track the progress
 - customer feedback
 - brand positioning
 - no. of website visitors
 - engagement rate on social media

Objective 5.3 Present to Library Board of Control

ACTION ITEMS

- Library Manager job description
- Develop, upgrade and add job duties to Library Assistant classification

IV. Evaluation Plan

A. Goal 1: Complete Branding Process for Library

How visible is our new look? An informal survey will be taken by a library staff member of all community organizations that were sent new marketing materials in August 2023. This survey will take place approximately 60 days after the publicity campaign to create partnerships between area businesses has been completed. As part of the survey, an invitation to link to the business's home page or to include their logo showing support within the library will be made. Also included will be the opportunity for the business to sponsor one of the new library programs for the upcoming year. Sponsorships can be in the form of merchandise, prizes, gift cards, or general marketing materials highlighting the support of the library.

B. Goal 2: Position the Library in the Community

Finding the library's position in the community will be evaluated by statistical and analysis of library services offered to the community.

A short survey will be designed for each of the new service, asking how the patron was affected by the service, if the service was what they were expecting, and how likely the patron will participate in future library services.

C. Goal 3: Revitalize General Marketing and Promotion

The results of the innovative marketing and promotion changes will be evaluated by statistical analysis of library programs, social media stats and library website. Beginning in September 2023, as the marketing campaign is gaining momentum, interest sheets for each program will be available at the library circulation desk for patrons to sign-up for further information. A database will then be established via CEP (Community Engagement Platform) for future library emails and mailings.

A short survey will be designed for each of the new programs, asking how the patron heard about the program, if the program was what they were expecting, and how likely the patron will participate in future library programs. A space for comments and suggestions will also be provided.

D. Goal 4: Market and Promotion Using the Library's Website

A survey will be assessible on the website that will ask users the following:

(1) Was the website easy to use?

We will measure the usability looking at the degree to which the website helped the customer achieve their purposes efficiently.

(2) Has the purpose of the website been met?

Clear intended audience– Can you easily discover this? Such as adults, teenagers, women, men?
Easily identifiable purpose– Is it to persuade, inform, etc.? Being able to locate both this and the point above would suggest the company has carefully taken into consideration their customers' needs in the design of their website. Can the customers meet their needs and wants?

(3) Is website well designed?

Is the text easily readable – If people cannot read the content, they will not be able to find what they need! Does the website have a good visual appeal? Is the site cluttered with unnecessary information?

(4) Is the site reliable?

We will evaluate the sites effectiveness. One of these is reliability. This is important because if the website has aspects that do not function properly, the customers may not be able to achieve their purpose for visiting the website. Is there any dangling, invalid and/or unimplemented links? When searching for information, do any search errors occur?

(5) Is the website up to date?

Identifiable creation date– When was the information written? Frequent updates?

E. Goal 5: Hire a Library Marketing Manager

Each staff are part of an annual evaluation of performance. The Library Marketing Manager will be part of this process.

The marketing manager will periodically meet with the Library Director to marketing efforts.

They will review the progress and make suggestions on how to meet goals.

Unforeseen developments in the environment or on the competitive front that occur after the implementation of the marketing plan will be dealt with in the following manner:

The marketing manager will hold a special meeting to discuss the unforeseen development and decide on an action plan. Changes made to the overall marketing plan will be communicated to staff members and will be open for suggestions and concerns.

If there is no concern that needs to be addressed then the necessary changes will be made and a new marketing plan with the changes added.

The new marketing plan will be available for staff and the public to review. If there is a concern from staff that cannot be easily remedied or if a majority consensus occurs then the library board of control will review the information and make an executive decision.

Concluding Remarks

DeSoto Parish Library recognizes that excellent library services and a courteous well-trained staff that meets the needs of library patrons are the heart and soul of any marketing effort. We will design and fund public relations programs using various approaches to publicity with visually attractive print and electronic materials, signage, and graphics.

The public image of library services, staff, and programming will be evaluated. We strive to understand, target, and meet the needs of special groups within the community as well as the general demographics of the community. If presenting library services to the community is not a priority, there will be many community residents who do not know what the library has to offer.

DeSoto Parish Library has numerous internal strengths to draw from; however, we view our greatest resource to be the community which we are part of. Our highly dedicated staff looks forward to developing meaningful relationships with community groups and individuals in a way that facilitates widespread cultural and educational enrichment for a greater number of library users, ranging from long-time residents to the young families who have recently moved here.

We are eager to explore new and forward-thinking strategies to utilize the space created with the recent renovation of DeSoto Parish Library, as well as ways that we can improve service and outreach to our diverse and previously under-served population.

While we deeply cherish the past, we are looking forward to a bright future in which we embrace changes in staffing, technology, and programming to become a pulse-point of the community.

Sources Used for Development of Marketing Plan

1. *Creating Your Library Brand* by Elisabeth Doucett
2. *Breakthrough Branding: Positioning Your Library to Survive and Thrive* by Suzanne Walters and Kent Jackson
3. *Power Branding* by Steve McKee
4. *Bite-Sized Marketing: Realistic Solutions for the Overworked Librarian* by Nancy Dowd, Mary Evangeliste, Jonathan Silberman
5. *Blueprint for Your Library Marketing Plan: A Guide to Help You Thrive and Survive* by Patricia Fisher and Marseille Pride