Empathy by Design

Empathy-Driven Marketing for Libraries

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Appendices

APPENDIX A: EMPATHIC LIBRARY MARKETING SOLUTIONS TOOLKIT

This toolkit includes strategies, tactics, and resources that you can use to create an empathy-driven library marketing plan. You'll find ideas for understanding the customer journey, creating an empathic library brand, and creating empathy-driven marketing strategies, campaigns, content, and tactics.

Empathic Library Brand

Developing an empathic library brand is an important part of library marketing. It requires the library to think about how its services can be more tailored to the needs of its users. To do this, the library must start by recognizing its audience and understanding their needs. It can then use this knowledge to create a welcoming, supportive brand that resonates with its users by expressing empathy. This is done by listening to feedback and adapting services to meet the changing needs of its users. In addition, the library should create a warm and inviting atmosphere that encourages people to come in and explore its offerings. This is done by offering a range of activities, events, and services tailored to the library's users.

How to Develop a Library Brand

1 Conduct Market or User Research	2 Create and/or Identify Values	3 Develop Branding Strategy
• Conduct customer interviews' • Conduct focus groups • Conduct surveys • Create empathy map • Create user journey map	• Identify your purpose • Write mission and vision statement • Define marketing goals	• Develop a unique logo, tagline, and other images that show what the library is and what it stands for.
4 Create an Outreach Plan	5 Create a Communications Plan	6 Create a Marketing Plan
• Develop a plan for responding to user feedback, solving user problems, and building meaningful relationships with users through outreach activities.	• Focus on creating marketing messages consistent with your library's mission and vision and that reflect your target audience's values. • Develop a tone of voice if possible.	• Include tactics such as content marketing, social media marketing, and email marketing to reach your target audience. • SWOT Analysis

Figure 12. The six steps to developing a brand for your library.

The library should also focus on creating a sense of community. This is done through activities and events that encourage users to socialize and build relationships with each other. It is also important to ensure all library services are easy to access and use. This includes creating a library website that is easy to navigate and provides clear information on all library services.

Libraries should foster an internal culture of empathy by ensuring that library professionals are trained to be sensitive and understand patrons' needs. It also means creating a welcoming and inclusive library environment, being aware of its users' diverse needs, and striving to make its services accessible to everyone. This includes creating a library that is wheelchair accessible, providing books in multiple languages, and creating inclusive programs. Finally, the library should strive to develop relationships with its users. This is done by engaging with them on social media, responding to feedback, and offering personalized services. This will result in a library brand that is not only concerned with marketing its services but also with developing relationships with its users.

There are six steps to create a brand for your library.

- Step 1. Conduct research and collect feedback.
- Step 2. Create, refine, or revise the library mission statement.
- Step 3. Develop a library branding strategy.
- Step 4. Create an outreach plan.
- Step 5. Create a communication plan.
- Step 6. Create a marketing plan.

Let's look at each step in more detail.

Conduct Research and Collect Customer Feedback

This research should focus on understanding the needs of the library's users and what makes them unique, including their interests, motivations, and preferences. Make sure to measure the success of your library marketing branding efforts. Collect data and analyze it to understand how your target audience is responding to your library brand. This will help you adjust and finetune your library marketing strategy. Here are some tips for collecting customer feedback:

- Use surveys to gain insight into what your customers are looking for and how you can best meet those needs.
- Monitor social media to listen to your customers and respond promptly.
- Use feedback forms to gain insight into what your customers are looking for and how you can best meet those needs.

Create, Refine, or Revise the Library Mission Statement

Your mission statement should be concise, communicate the library's purpose and values, and highlight how the library will serve its patrons. The mission statement should be used as a guide for all library marketing efforts.

Develop an Empathic Brand Strategy

To ensure that your library's customers feel understood, respected, and heard, it's important to take the time to plan and execute an empathic library brand strategy.

- Take the time to survey library patrons and ask questions about their library experiences, what they want from their library, and what they think could be improved. This will give you valuable insight into how to create an empathic library brand that resonates with your target audience.
- Make sure your library's messaging and marketing materials reflect your empathic brand. Use language that conveys understanding, respect, and support. Share stories of how your library has positively impacted people's lives or how it has made their day a little bit brighter. Show your customers that you understand their needs and that you're taking action to meet them.
- Brand message and materials include making a unique logo, tagline, and other images that show what the library is all about and what it stands for. This branding strategy should be used in all the library's marketing materials, including its website, social media, and printed materials.
- Create a library atmosphere that reflects your empathic brand. Make sure your library marketing is organized to reflect your commitment to customer service. Encourage library professionals to engage with users in an empathic way. This could mean conversing with patrons about their interests, taking the time to answer questions, or offering helpful suggestions.
- Keep your users informed about upcoming events, new services, and other initiatives. Ensure your library's website, social media channels, and other marketing materials are regularly updated and feature content that reflects your empathic library brand.

Create an Outreach Plan

Your outreach plan should be about how the library will talk to its users and ensure they understand its benefits. This plan should include ways to respond

to user feedback, solve user problems, and build meaningful relationships with users through outreach activities.

As academic libraries evolve, continued outreach efforts have become increasingly important. Libraries are necessary community resources, and libraries typically offer a variety of outreach programs to encourage use among all population segments. By definition, outreach is actively engaging with potential library users who may not be aware of the available resources and services. This can be done in various ways, but standard methods include promoting library events and programs, tabling at campus events, and conducting classroom presentations.

An outreach plan should start with a needs assessment, which can be conducted through surveys, focus groups, or interviews with faculty, staff, and students. Outreach efforts can be time-consuming and require a significant investment of resources, but when done correctly, they can increase awareness of and usage of the library. An effective outreach plan is essential to any academic library's marketing effort.

Once the community's needs have been identified, you can develop outreach programs and services that address those needs. For example, if a faculty member report needing more support for classroom instruction, the library could develop a program of outreach services, including workshops on using library resources for teaching. By taking a needs-based approach to outreach, academic libraries can ensure that their programs and services are responsive to the changing needs of the university community. Developing an effective outreach plan requires careful consideration of the target audience.

Consider:
- Who are you trying to reach?
- What are their needs?
- What are the best ways to reach them?

Once these questions have been answered, setting realistic goals and objectives is essential.

- What do we hope to achieve through our outreach efforts?
- How will we measure success?

Outreach plans may include special programs for specific groups, such as seniors or children, or focus on promoting awareness of library resources and services through marketing and community partnerships. Whatever the approach, developing and implementing an effective outreach plan requires careful planning and execution. A library's outreach plans are essential because they help define the library's role in the community and identify opportunities for engagement.

Communication Plan

Focus on creating library marketing messages that are consistent with your library's mission and vision and that reflect the values of your target audience.

When it comes to communicating with your library's audiences, it's important to have a plan in place. A well-written communication plan will help to ensure that your library is effectively communicating with its audiences. A library communication plan helps to ensure that your messages are clear, concise, and on-brand. It also helps to ensure that your team is on the same page and that everyone knows who is responsible for what tasks.

A communication plan is a written document that outlines how an organization will communicate with its audiences. A communication plan should be a living document that evolves as circumstances change and new opportunities arise. The plan should include the organization's goals and objectives, who will be responsible for various tasks, and what communication channels will be used. The first step in developing a communication plan is to segment the target audience. Is the library trying to reach students, faculty, or both?

Once the target audience and messages have been identified, the library can then determine the most effective channels for reaching those groups. For example, a message promoting the library's research resources would be most relevant to faculty, while a message highlighting the library's study spaces would be more appropriate for students. By developing an effective communication plan, academic libraries can ensure that their users are aware of the resources and services available to them. When developing a communication plan for libraries, consider the following:

- The mission/vision/values of the library. What is the library's mission? What does it aim to achieve?
- The target audience. Who is the library's target audience? Once the target audience has been identified, the library can then develop messages that are relevant to that audience.
- Create a communication plan:
    - Start by identifying your goals and objectives.
    - What messaging do you want to communicate and to whom?
- Identify your communication channels.
    - Will you be using social media, email, direct mail, or a combination of channels?
- Identify who will be responsible for each task.
    - Assign roles and responsibilities so that everyone knows what they need to do.

- What are the users' needs and wants?
- The resources available. What resources does the library have at its disposal? This includes both physical and human resources.
- Create a timeline for implementing your plan and setting deadlines.
- What is the budget? How much money is available to spend on the communication plan?

COMMUNICATION PLAN SECTIONS

A simplified communication plan focuses on key components that help you establish clear objectives, strategies, content, and a method for evaluating the effectiveness of your library's communication efforts and generally consists of four sections:

1. **Objectives and target audience** outline the specific communication objectives you aim to achieve, such as increasing library membership, promoting upcoming events, or improving community engagement. Be sure to make your communication objectives specific, measurable, achievable, and timebound (SMART). Also, define your primary target audience, highlighting their demographics and communication preferences. Audience identification and targeting involves understanding the primary recipients of your library's communication plan and how best to reach them.

2. **Strategies and channels:** describe the strategies you will use to reach your objectives, including the use of various communication channels. Communication channel selection determines which communication methods to use to ensure the message is spread effectively. This could include email, social media, web pages, posters, radio, etc. This section should provide an overview of how you plan to get your message across, whether it's through social media, newsletters, community events, or other means.

3. **Content and messaging** detail the types of content you will create and share in your communication efforts. Establish an effective message that resonates with the targeted audience. Include key messages aligned with your library's mission and goals. This section can also include a content calendar outlining when specific messages or campaigns will be delivered.

4. **Metrics and evaluation** will explain how you will measure the success of your communication plan. Define key performance indicators (KPIs) and explain how you will track and analyze them. Include metrics like website traffic, social media engagement, event attendance, and any

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other relevant data points. Performance evaluation looks at how successful the library communication plan is and how it could be improved in the future. This includes analyzing open/clickthrough rates, engagement metrics, and user feedback.

An advanced communication plan for a library should include an executive summary, introduction and background, situational analysis, goals and objectives, target audience segmentation, key messages and value proposition, communication strategy, tactical plan, content strategy, multichannel integration, and budget and resource allocation. It should also include a detailed budget breakdown for each communication activity, KPIs), crisis communication plan, community engagement and feedback mechanisms, partnerships and collaborations, training and development for library staff, legal and compliance considerations, technology and tools, sustainability and growth strategy, and regular review and reporting.

VALUE PROPOSITION AND POSITIONING STATEMENT

A positioning statement and a value proposition are related but distinct concepts in marketing. They both play a crucial role in conveying a brand's identity and value to the target audience, but they serve different purposes:

A **positioning statement** is an internal strategic statement used to guide the overall brand or product strategy. It defines how a brand or product wants to be perceived in the market and among its competitors. It may include elements like the target audience, the market segment the brand wants to occupy, and its unique selling point. A positioning statement sets the direction for marketing efforts but may not be directly communicated to the external audience.

A **value proposition** is an external message directly communicating a resource, program, or service's unique value to its target audience. It is user-centric and focuses on the benefits, solutions, and advantages that a resource, program, or service provides to meet customers' specific needs and desires. The value proposition is often used in marketing and advertising materials to attract and engage customers. It's a concise, customer-oriented statement that answers the question, "Why should I choose this resource, program, or service ?"

In summary, a positioning statement is an internal guide that helps shape a brand's overall strategy. At the same time, a value proposition is an external-facing message that directly speaks to customers about the specific benefits and value they will receive. Both are essential in conveying a brand's identity and attracting customers, but they serve different roles in the marketing and branding process.

SOCIAL MEDIA PLAN

Now that almost everyone has a smartphone, it's no surprise that libraries are considering incorporating social media to reach out to their users. After all, social media provides an easy way for users to connect with librarians and library professionals. When developing social media plans for libraries, there are a few key things to keep in mind.

- What are your goals? Consider what goals you hope to achieve through your social media presence. Only when you clearly understand your goals can you begin to develop a plan that will help you achieve them. For example, a common goal for a library social media plan usually includes raising awareness of the library and its services, promoting events and programs, and connecting with the community. Keep these goals in mind as you develop your plan.
- Who is your audience? Before you start creating content, it's important to consider who you are trying to reach with your social media efforts. Are you looking to engage with potential library patrons who may not be aware of your services? Or are you looking to connect with current library users and promote specific events or programs? Knowing your audience will help you create content that is relevant and engaging.
- What platforms will you use? There are a variety of social media platforms out there, and it's important to choose the ones that make the most sense for your library and your audience. If you want to reach a wide audience, platforms like Facebook, Instagram, and Twitter may be good choices.
- What kind of content will you create? Once you've identified your audience and chosen your platforms, it's time to start thinking about the kind of content you want to create. Keep your audience in mind. What kind of information do they want to see? What would be most useful to them? Be sure to create content that is both informative and engaging. Will you post updates about new books and materials at the library? Will you promote upcoming events? Will you share interesting articles and resources? Planning out the kind of content you want to create ahead of time will help you stay on track and ensure that your social media efforts are effective.
- How will you monitor your efforts? Don't forget to monitor and adjust your plan as needed. Social media is always changing, so staying on top of the latest trends is important. Regularly evaluating your social media

presence ensures that you're always providing the best possible service to your community.

Social media can also promote library services and events and provide updates about changes or closures. However, it's important to remember that not all social media platforms are created equal. For example, academic libraries might want to use LinkedIn to connect with alumni or Twitter to share news and information in real-time. Ultimately, the best way to incorporate social media into your plans will depend on your library's unique needs and goals. As you look to social media to engage with users, develop and implement strategic, consistent, and sustainable plans.

To be effective, social media plans should align with the library's overall mission and goals. In addition, they should consider the needs of the library's user base and the staff members responsible for carrying out the plan. Furthermore, it is essential to clearly understand the platform or platforms on which the library will be active. Once a plan is in place, monitoring and evaluating results regularly is important to make necessary adjustments.

Social media also has several advantages. First, it is a low-cost way to reach a large audience. Second, it allows academic libraries to promote their services and events to a wider audience. Third, it allows academic librarians to engage with students in an informal setting. Developing a library social media plan can be a great way to connect with potential patrons and promote library services and events.

Social media can be time-consuming, requiring consistent posting to build an audience. Still, developing a concerted effort on social media has many potential benefits, including improved communication with patrons, increased library visibility, and enhanced marketing and outreach opportunities. However, social media can also be a time-consuming and resource-intensive endeavor. As such, it is important for libraries to carefully consider their goals and objectives before embarking on any social media initiatives. By developing a well-thought-out social media plan, academic libraries can ensure that their use of social media is strategic and impactful.

Empathy-driven Marketing Plan

Your marketing plan should focus on how the library will promote itself to its patrons. This includes developing marketing campaigns, creating marketing materials, and using digital marketing tactics. Make sure to include tactics such as content marketing, social media marketing, and email marketing to reach your target audience.

A marketing plan is a detailed roadmap that outlines your marketing strategy, tactics, goals and results over a period. Your marketing plan should start with an executive summary a brief overview of your plan highlighting the key points. Next, you'll want to include an overview, your target market analysis, and your marketing objectives. After that, you'll want to outline your marketing strategy, including your communications mix, positioning statement, and value proposition. Finally, you'll want to detail your marketing tactics, including your communication channels, promotional mix, and budget.

Here are some tips for creating an effective empathy-driven marketing plan:

- Research your audience. Research their needs, wants, and concerns to gain insight into what they are looking for and how you can best meet their needs.
- Identify your customers' pain points. Understanding their challenges and struggles will help you create a plan that addresses their needs and resonates with them.
- Leverage social media. Social media is a great way to connect with your customers and demonstrate empathy. Use it to listen to their feedback and respond in a timely manner.
- Test and measure. There are essential tasks for understanding what resonates with your customers and what doesn't. This will help you create an effective empathy-driven marketing plan.
- Analyze and evaluate user feedback. Analyzing feedback is a great way to gain insight into what your customers are looking for and how you can best meet their needs. Use this information to create an empathy-driven marketing plan that resonates with them.

Your marketing plan should cover all aspects of your marketing activities, from your overall brand strategy to specific marketing initiatives and campaigns. It should also include your target market, positioning and messaging, marketing mix, and budget. A marketing plan for libraries can vary depending on the size and budget of the library but should generally include a mix of traditional and digital marketing tools and tactics. Traditional marketing tools may include print ads, direct mail, and public relations, while digital marketing tools may include website optimization, email marketing, and social media outreach. The key is to create a mix of marketing activities that reach the library's target audience most effectively. The plan should consider the library's budget, staffing, resources, and the needs of the community it serves.

Some elements that could be included in a library marketing plan include the following:

- Develop a tagline or slogan that accurately reflects the library's mission and brand.
- Design eye-catching and informative collateral materials, such as flyers, posters, and postcards.
- Utilize social media platforms to engage with potential users.
- Create engaging and educational programs and events that highlight the library's unique offerings.
- Partner with departments and local organizations to promote the library to their users and members.
- Develop marketing campaigns around specific themes or holidays.
- Conduct market research to identify the needs and interests of the library's target audience.

Creating a comprehensive marketing plan can seem daunting, but it's important to remember that it doesn't have to be perfect. The goal is to get started and to continue to refine and adjust your plan as you go.

Here are a few tips to help you get started:

- Define your goals. What do you want to achieve with your marketing efforts? Be specific and realistic in your goals, and make sure they align with your library marketer goals.
- Research your target market. Who are your ideal users? What are their needs and wants? What are their usage habits? The more you know about your target market, the better you'll be able to reach them.
- Develop your positioning and messaging. What makes you unique? What benefits do you offer to your users? Your positioning and messaging should be clear, concise, and compelling.
- Choose your marketing mix. What marketing channels will you use to reach your target market? What type of content will you create? What other marketing initiatives will you undertake? There is no "one-size-fits-all" answer to this question, so choose the channels that will be most effective.

EMPATHIC COLLATERAL MATERIALS

Here are some tips for creating empathic collateral materials:

- Put your customers first. When creating collateral materials, focus on your customers first. Think about what they need and how you can best meet those needs.

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- Use real visuals with diverse people. Use real visuals that are eye-catching with diverse people that are engaging to help your customers understand your message.
- Tell a story. Storytelling is a powerful tool to connect with your customers. Use storytelling to create an emotional connection with your customers and make your message more memorable.
- Keep it simple. Keep your collateral materials simple and easy to understand. Avoid using jargon and complex concepts that may confuse your customers.
- Use positive language. Use language that is uplifting and encourages your customers to act.
- Show your customers that you appreciate them. Use visuals and language that convey your appreciation for their library marketer.
- Use humor to connect with your customers and make your message more memorable. Use humor to make your message more engaging and lighthearted.
- Invite feedback from your customers to gain insight into what they are looking for and how you can best meet their needs.

TYPES OF COLLATERAL MATERIALS FOR EMPATHY MARKETING

Many types of collateral materials can be used for empathy-based marketing. Here are some of the most popular types of collateral materials for empathy marketing:

- Brochures. Brochures are a great way to provide valuable information to your customers. Use them to showcase your products and services in a way that resonates with your customers. Create brochures focusing on the customer's needs and how your resource, program, or service can help them. Use visuals and language that are engaging and will resonate with your customers.
- Posters. Posters can create an emotional connection with your customers. Create posters focusing on your customer's pain points and how your resource, program, or service can help them. Use visuals that are eye-catching and engaging to help your customers understand your message.
- Flyers. Flyers are an effective way to get your message out to a wide audience. Create flyers focusing on customer appreciation and how your product, resource, or service can help them. Use visuals and language to resonate with your customers and make your message more memorable.

- Email. Email is a great way to keep in touch with your customers and provide them with valuable information.
- Videos. Videos can tell stories and create an emotional connection with your customers when you share them on social media, email campaigns, and the library website. Use visuals and language to create an emotional connection with your customers and make your message more memorable.

BENEFITS OF EMPATHETIC COLLATERAL MATERIALS

Using empathetic collateral materials can help you connect with your customers and foster loyalty. Here are some of the benefits of using empathetic collateral materials:

- Increased engagement. By connecting with your customers on an emotional level, you can create a relationship of trust and loyalty.
- Improved customer experience. By understanding your customers' needs and creating materials that meet those needs, you can create a more positive customer experience.
- Increased sales. By connecting with your customers on an emotional level, you can create a relationship of trust and loyalty, which can lead to increased sales.
- Improved customer retention. By understanding your customers' needs and creating materials that meet those needs, you can create a more positive customer experience and foster loyalty.
- Improved brand awareness. Empathetic collateral materials can help improve brand awareness by creating an emotional connection with your customers. This can help you stand out from the competition and increase your visibility.

EMPATHIC BUT STRATEGIC MARKETING CAMPAIGNS

Every marketing decision should be strategic, but what does that mean? In the case of libraries, it means making decisions with the library's mission in mind. What are the goals of the library? How can marketing help to achieve those goals? It also means taking an empathic approach, understanding that each person who comes to the library has different needs and wants, which can help develop targeted marketing plans that resonate with them personally. One of the biggest challenges is figuring out where your resources are going and how to allocate them. To help you with this process, there are three major points that you should consider.

- Know what your goals are before you start. You should know exactly what you want to accomplish by launching a new library marketing campaign. If you don't have an idea in mind, it will be much easier to get frustrated during the process. So, it's important to have a clear goal in mind when starting any new marketing initiative.
- Know your audience before you start. Knowing who your target audience is can help you shape your marketing strategy and make it more effective. For example, if you know that people in your community love to read but don't visit the library as often as they should, then you might want to try some different tactics to encourage them to use the library more.
- Be realistic about how much time and money you can afford to put into new marketing initiatives. It can be daunting to imagine how much money and time you're going to need for a new library marketing campaign. But remember that there are ways to save money and do more with less (such as working with volunteers, students, interns, etc.).

ANALYZING AND REFINING THE PROTOTYPE

Developing a library marketing solution that is effective can be a daunting task. However, by using iterative prototyping and iterative thinking, you can create a solution quickly and efficiently. By following the principles of iterative prototyping and creating an action plan for the solution, you can ensure that the solution is effective and meets the needs of the target audience.

Once you have launched the library marketing solution, it is important to analyze and refine it regularly. This will help ensure that the solution is always effective and meets the needs of the target audience. Analyze the data from the tests and make changes to the prototype accordingly. Also, look for feedback from users and make changes to the prototype as needed. This will help ensure that the solution is always effective and meets the needs of the target audience.

TESTING AND ITERATION OF LIBRARY MARKETING PROTOTYPES

Once a library marketing prototype has been developed, it's important to test it and iterate on it to ensure that it meets the needs of the patrons. Testing and iteration are essential parts of the prototype development process, as they allow you to make changes to the prototype based on feedback from patrons, library professionals, and other stakeholders.

Examples of some prototype designs include empathy maps, journey maps, affinity diagramming, and user personas. Each of these prototypes presents distinct opportunities for reaching diverse target audiences and measuring results concerning promotions, engagement, and referrals. By studying how readers respond to such prototypes, libraries can create successful communications that drive participation and loyalty.

EMPATHY MAPS

Empathy mapping is a tool that helps you understand users' needs by putting yourself in their shoes helping you develop new programs and services that better meet their needs. An empathy map helps identify customer needs and expectations, motivations, and pain points and can better understand customer behavior, attitudes, and emotions. Creating an empathy map begins with four essential quadrants: think, say, feel, and do.

Empathy Map   User:

What do they think?
List out what the users think about your
library, its services, and its marketing.

What do they say?
list out what the users say
about your library, its
services, and its marketing.

What do they feel?
list out how customers feel
when interacting with your
library, its services, and its
marketing.

What do they do?
list out what users do when interacting with
your library, its services, and its marketing.

Gain

Figure 13. The empathy map.

- First, observe the user in their natural library environment. This can be accomplished through direct observation, reviewing video footage, or other data.
- Next, it is necessary to listen to the users to gain an understanding of their needs and challenges. This can be done through interviews or focus groups.
- Write down the needs and wants. Start by writing down the needs and wants of your target audience on a large piece of paper or whiteboard. Then, create four "quadrants" on the paper or whiteboard. Label each quadrant with a different motivational factor, such as—"think," "say," "do," and "feel."
    - In the "think" section, list what the users think about your library, its services, and its marketing.
    - In the "say" section, list what the users say about your library, its services, and its marketing.
    - In the "do" section, list what users do when interacting with your library, its services, and its marketing.
    - In the "feel" section, list how customers feel when interacting with your library, its services, and its marketing.

JOURNEY MAPS

Journey mapping is the process of creating a visual representation of the steps a user takes to complete a task or goal, moving customers through the stages of awareness, interest, decision, and action. By understanding each stage of the customer journey, library marketers can create tailored experiences that build trust and foster loyalty. Empathy is key to understanding the customer journey and creating meaningful connections with library patrons. This can be applied to both digital and physical experiences, and it can be used to improve user retention and satisfaction as well as identify potential areas for improvement. Journey maps can be used to identify user pain points and optimize the user experience.

Creating a customer or user journey map can provide an understanding of the customer's journey and how they engage with the library's marketing activities—it's a visual representation of the journey a customer takes when interacting with a library's marketing content. It involves mapping out the touchpoints, or points of contact, a customer has with the library, including physical and online channels.
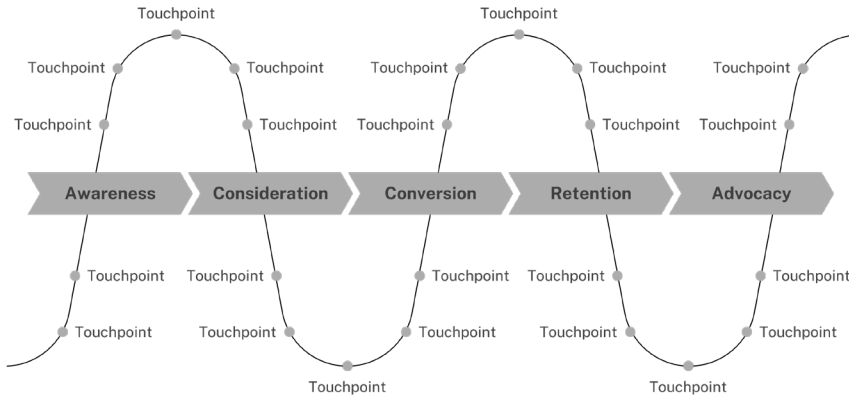
Journey Map

Figure 14. The user journey map.

To create a customer or user journey map, the first step is to identify the touchpoints at which they encounter the library's marketing activities. These include library websites, social media, email campaigns, and physical locations. Once the touchpoints have been identified, consider the customer's experience at each touchpoint. This could include the content they consume, their reactions and emotions, and how they interact with the library's marketing activities. This may include the initial contact, browsing the library website, researching library materials, purchasing the materials, and finally, the post-use experience. Once the various stages have been identified, the library marketing team should create a timeline outlining each stage. This timeline should include the customer's touchpoints at each stage, such as what information they are looking for, their actions, and how they feel.

Here are the steps in creating a user journey map.

- Step 1: identify the user touchpoints. In this step, you are plotting the user journey—the interactions that users have with your library, resource, program, or service. Touchpoints can include online, service desk, appointment, in-person, etc. Once you have identified the touchpoints, plot them on the map chronologically.
- Step 2: identify opportunities for improvement. Are any steps in the user journey causing pain points, frustration, or friction? Are there any areas where users need help or clarification? This involves understanding what users want and need from their library and creating marketing materials that resonate with them.

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- Step 3: create a visual representation of the customer journey. This step can be done using various tools like flowcharts, diagrams, or a storyboard. Include as much detail as possible in the visual representation so the library marketing team can understand the customer's experience. Including comments or notes to provide further context and insight is also helpful. Once the customer or user journey map has been created, it can be used to identify any potential pain points or issues that the customer may experience. The user or customer journey has five stages: awareness, consideration, conversion, retention, and advocacy.
  - Awareness. During this stage, the customer becomes aware of the library's services and offerings through advertising, word-of-mouth, or other forms of outreach. This critical stage requires library marketing professionals to focus on creating a strong, positive first impression.
  - Consideration. During this stage, the customer considers the library's services and decides whether to use the resources and services or attend the program. This is where library marketing professionals should focus on creating a strong value proposition and demonstrating the library's commitment to customer service.
  - Conversion. During this stage, the customer has decided to use the library's services, and the library marketing team should focus on delivering a positive customer experience. This could involve offering special outreach initiatives, helpful customer service, or incentives to encourage users to return.
  - Retention. At this stage, the library marketing team should focus on building customer loyalty and creating a strong connection with the customer. This could involve providing personalized customer service or sending follow-up emails to ensure customer satisfaction.
  - Advocacy. At this stage, the customer has become a strong advocate for the library's services and will likely recommend them to others. This is a great opportunity for library marketing professionals to capitalize on the customer's enthusiasm and create a powerful word-of-mouth marketing campaign.

User Journey Map Worksheet

		Awareness	Consideration	Conversion	Retention	Advocacy
Objectives	User's desired outcome and the steps they will take to achieve it.					
Needs	User's current needs and the actions they need to take to achieve them.					
Feelings	User's current and anticipated feelings throughout the customer journey.					
Barriers	Any obstacles that the user may encounter while trying to reach their desired outcome.					

Figure 15. The user journey map worksheet.

The user journey map worksheet provides a deep understanding of customer objectives, needs, feelings, and barriers to progress in alignment with each user or customer journey stage.

- The objectives section of the customer journey map worksheet should include the customer's desired outcome and the steps they will take to achieve it, including the desired duration of the journey. It should also include measures to track progress and ensure the customer's needs are met.
- The needs section should include the customer's current needs and the actions they need to take to achieve them.
- The feelings section should include the customer's current and anticipated feelings throughout the customer journey. This includes their current level of satisfaction, their views on their progress, and their expectations. It should also include the customer's anticipated feelings at each journey stage and the expected response.
- The barriers section should include any obstacles the customer may encounter while trying to reach their desired outcome. This includes physical, financial, or psychological barriers that may hinder progress. It should also include any external factors such as competition, regulations, or market conditions that may affect the customer's journey.

AFFINITY DIAGRAMMING

Another way to help you identify patterns and trends in the data is by using affinity diagramming. Affinity diagramming is a way to organize data into groups. To create an affinity diagram, write all the data points on sticky notes, then group similar ones. For example, suppose you are collecting data about user needs. In that case, you might group the data points into categories like "needs more information" or "needs an easier way to do X." After you have grouped the data points, you can start to identify patterns and trends. These patterns and trends will help you create a persona based on real data from your users.

USER PERSONAS

Personas are fictitious characters that represent a real segment of your users. They are based on data gathered from user research, such as interviews, surveys, and focus groups, and they embody your users' goals, needs, and frustrations. This data can come from user interviews, surveys, observations, and focus groups. Once you have this data, you can start to see patterns emerge. These patterns will help you identify your users' goals, needs, and frustrations; then, you can start to design solutions that address those needs. Understanding our users on an emotional level will also help build strong relationships with them.

Users who feel understood and valued are more likely to use and value your services. But what about users who don't fit into the persona you've created? What about users with disabilities, users from different cultures, or users with different needs? The answer is simple: create multiple personas. By creating multiple personas, you can address the needs of all your users. You don't need a separate persona for each user, but you should have enough variety to cover all your bases. Developing personas can help you answer important questions that you should be asking: Who are your users? To whom are we providing services? What are their personalities, motivations, key facts, and preferred communication channels? Do you have direct quotes from these users? Include them in your persona.

When developing personas, remember that they should be based on actual data you have collected. Do not make assumptions about your users; let the data guide you. Avoid stereotypes. Every user is an individual with unique needs and goals.

Once you have developed your personas, you can use them to guide your marketing decisions. When making changes to your resource or service, ask, does this benefit my user? If the answer is no, then the change is not worth making. By continuously keeping your users' needs in mind, you can ensure that your resource or service meets their needs and provides a positive experience.

USER NAME

PROFILE

Age	:	18
Education	:	Bachelor's degree
Occupation	:	Student
Location	:	North Miami, FL

Add an image that represents the user

❝ *Add a real quote from user*

KEY FACTS

MOTIVATIONS

GOALS

FRUSTRATIONS

PERSONALITY

Introvert — ● Extrovert

Thinking — Feeling

Judging — ● Perceiving

Sensing — ● Intuition

PREFERRED CHANNELS

Email

Social Media

Mobile App

Referral

Outreach and PR

Mobile App

Figure 16. Create personas to help identify patterns in your customer base.

TESTING AND ITERATING LIBRARY MARKETING SOLUTIONS

Once libraries have developed a prototype, they need to test and iterate their library marketing solutions to ensure they are effective and engaging for their target audience. They can also use user testing to get direct feedback from their target audience and use analytics tools to track user behavior and identify areas for improvement.

Many methods are available to test marketing solutions, ranging from simple A/B testing to more complex approaches, such as the 8D approach for libraries or the Six Sigma process. Each solution provides a unique way to ensure marketing solutions are successfully tailored to its target audience. While these options provide a good start, there may be other easier or more effective methods depending on the project context. Ultimately, exploring all potential options for maximizing results when testing marketing solutions is important.

A/B Testing. A/B testing involves creating two versions of a resource, program, or service —version A and version B—and testing them against each other to determine which yields better results. For example, if a library marketer wanted to test two different versions of an email campaign targeting new memberships at a local public library branch office, they could use A/B testing techniques by sending out version A of their email campaign to half of their target audience while simultaneously sending out version B of their email campaign to the other

half of their target audience and then measuring the response rate from both groups to see which version was more successful.

The 8D Approach. The 8D approach employs eight steps that focus on using data collection and analysis as well as team collaboration for problem identification, root cause analysis, and corrective action development:

- define
- describe
- discover (data collection)
- diagnose (root cause analysis)
- design (corrective action development)
- develop (implementation plan)
- deliver (results measurement)
- disposition (verification of results)

By following this approach, librarians can ensure they have considered all relevant factors before deciding on a solution.

The Six Sigma Process. The Six Sigma Process involves five steps (DMAIC):

- define
- measure
- analyze
- improve
- control

This framework helps organizations drive improvement by focusing on user requirements through data collection and analysis to address any potential issues or opportunities quickly and efficiently. By utilizing this process, libraries can focus on improving user satisfaction while simultaneously reducing costs associated with marketing efforts.

EXAMPLE EMPATHIC SURVEY QUESTIONS

- Triggers of use. What made you use the library today?
- What was your experience with using the library?
- User customization. How do you reinvent your use of the library?
- What are some intangible attributes of the library? How do you use the library?
- Unarticulated user needs. Are there any areas that you always need help with?
- Here are four questions that can help you gain insights into your users' emotions and needs:
    - What are the user's unspoken needs?

FOR REVIEW ONLY

- ○ How does the user feel in this environment?
- ○ What are the user's values?
- ○ How can we put the user first?
- Here is a second set of preliminary things that you should know that can help you consider how to market the library to your communities with empathy:
  - ○ What is the library's mission?
  - ○ How does the library serve its community?
  - ○ Who is your target audience?
  - ○ What needs does your target audience have that the library can address?
  - ○ What are the unique selling points (USP) of the library?
  - ○ How can we communicate the value of the library to our community?

See also Appendix C for more marketing plan information.