Embracing Twitter
Marketing the Public Library on Social Media

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Abstract
The aim of this master's thesis is to study public libraries' marketing on the social media site Twitter. To achieve this goal, the Twitter accounts of four Swedish public libraries were studied for several months. The four libraries that were studied consist of Stockholm library, Lidingö library, Malmö library, and Gothenburg library. The marketing theory that inspired me is called the seven Ps of marketing, which is a marketing mix that is specifically developed for service industries. My main sources in the application of the theory have been the works of Ned Potter and Eileen Elliott de Sáez, which combine marketing with the field of library and information science. Netnography, a qualitative method that studies online communities, has been applied as methodology. The methods that have been used consist of online observations and e-mail interviews.

It was seen that the libraries use Twitter as a marketing tool to attain more users and to strengthen their ties with the existing users. Through Twitter, libraries promote their products to users. The communication between the library and its users becomes an important factor in marketing the library on Twitter. It was observed that users play an active role in marketing the library on Twitter. Users not only shape the marketing of the library through their responses but they also contribute to the marketing of the library by retweeting libraries' tweets or "mentioning" the libraries on Twitter.

This is a two years master's thesis in Archive, Library and Museum studies.

Svensk abstract

Resultaten visar att biblioteken använder Twitter som ett marknadsföringsverktyg för att nå fler användare, göra reklam för sina produkter och för att stärka sina band med de befintliga användarna. Kommunikationen mellan biblioteken och dess användare blir en viktig faktor i marknadsföringen av biblioteket på Twitter. Användarna spelar en viktig roll, eftersom de både formar marknadsföringen av biblioteket genom sin respons och bidrar till ökad reklam för biblioteket genom att retweeta deras tweets eller nämna biblioteken i sina egna tweets.

Detta är en tvåårig masteruppsats inom programmet Arkivvetenskap, Biblioteks- och informationsvetenskap samt Musei- och kulturvetenskap.

Ämnesord
Marknadsföring, Sociala medier, Bibliotek, Biblioteksanvändare.

Key words
Marketing, Social media, Library, Library users.
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Context of study

The rapid development of the Internet within the last decades has irretrievably altered the world. This improvement has had an impact on every aspect of everyday lives, i.e. private lives and business lives of people all around the globe. The development and the expanding usage of the Internet has caused information to be easily accessible. Nowadays, people often do not have to travel from their homes to acquire information unless they wish to. If they choose to, people can search literature at home on their couches, or on their phones at any location. They can download e-books on the same devices. As a result, it is feared that people might not use libraries as much as they did before. Statistics show that the number of library loans have decreased\(^1\). It is being discussed by librarians whether libraries are going to exist within twenty years (Borgin 2011). Therefore, it is essential that libraries adjust to the trends and technology of the Internet. It is not adequate merely to upgrade databases or provide the users with a wide selection of e-books. Libraries should aim to appear where the users are to remind them of their existence and all the services they can provide. One way of pursuing this aim in the online world is through social media. Social media have become an indispensable part of the lives of many. A few examples of social media sites can be listed as Facebook, Flickr, Tumblr, and Twitter. In this thesis, I am investigating whether it is important that libraries market themselves through such media. After all, the fact that there are more information resources out there does not mean that libraries are not needed anymore. On the contrary, libraries still have an important role, since too much information can be as dangerous as too little information. People need the assistance of libraries and librarians in order to access credible information. Libraries need to market themselves on social media to be present for the users, to promote their products, and to assist the users with their information needs.

\(^1\)Kungliga bibliokets hemsida > Bibliotekssamverkan > Statistik och kvalitet > Biblioteksstatistik > Folkbibliotek 2008 > Diagram 10.
Aim and objectives

In this study, libraries’ use of Twitter is going to be observed. Twitter is a social media site based on microblogs, each consisting of maximum 140 characters. Through these microblogs users can not only state their opinions but also insert photos or their location information. Moreover, users can post links to any website, such as personal blogs, online newspaper articles, Facebook accounts, etc. Twitter enables its users to interact with websites such as Facebook and LinkedIn. I have chosen to limit my study to Twitter, for it is one of the most used social media sites, and a lot of libraries use it on a daily basis. Besides, no one in Sweden had written a thesis specifically about how libraries are marketed on Twitter.

I aim to study libraries' marketing on Twitter for several reasons. First of all, I am interested in investigating whether libraries follow the technological trends of the Internet. I intend to observe how libraries adjust to using online technologies, and whether they reach out to users by utilizing the social media site Twitter. Moreover, I am interested in how libraries apply marketing. As I mentioned earlier, since information has become easily accessible, library loan rates are decreasing. Therefore, it is important for libraries to promote their products. I am interested in finding out whether the libraries succeed with marketing their library on Twitter.

The Twitter accounts of four Swedish public libraries have been observed for several months. Qualitative methods are going to be used in order to investigate how the libraries are marketing themselves on Twitter. The observations are going to be applied according to Kozinets’ netnography method. Furthermore, e-mail interviews are conducted with librarians that tweet on behalf of the libraries to complement the data that is gathered from the observations. Libraries’ tweets are going to be evaluated via the marketing theory called the seven Ps of marketing. The theory is a developed version of the four Ps of marketing that consists of the following elements: product, price, placement, and promotion. The three Ps that were added later include participants, process, and physical evidence.

The issues that are going to be discussed can be gathered under two main topics. It is going to be investigated how the public libraries apply marketing to Twitter. Moreover, it is going to be discussed whether the libraries benefit from marketing the library on Twitter.

Disposition

The thesis is going to proceed with the "Background" chapter, where information about Twitter and the libraries that were chosen as subjects for the study are going to be presented. The "Background" chapter is followed by the "Literature review"
that summarizes earlier studies that were meaningful to this thesis. Afterwards, relevant theory is going to be described and related to the way the libraries use Twitter. The "Theory" chapter is going to be followed by the "Methodology" chapter, where the methods that were chosen for this study shall be articulated. Afterwards, the "Investigation and analysis" chapter shall follow, where the libraries' marketing activities on Twitter shall be analyzed. This chapter shall be followed by the "Final discussion" and the "Conclusion" chapters.
Background

The aim of this chapter is to present a brief description of Twitter and terms that are related to this particular social media site. Moreover, the four libraries that were chosen as subjects for this study are going to be introduced.

Twitter

Before starting to explain the choice of theory and method, I decided to dedicate a chapter to Twitter. Since specific Twitter terms are going to be used throughout the thesis, it is necessary to explain the most basic ones for the sake of the reader.

Launched in 2006, Twitter has rapidly established itself as one of the most widely used social media sites around the globe. At the time this chapter was written Twitter had 500,250,000 active users around the world. According to the same statistics, 150,000 new users sign into Twitter every day. According to the statistics study "Twittercensus", the estimated number of Twitter users in Sweden is 475 000 (Brynolf 2013). According to Brandel, the number of Twitter users has doubled since 2012 (2013).

Twitter is defined as a type of social media. According to Potter, "the term 'social media' describes any kind of online platform in which the users can exchange content" (2012, p. 91). Among the types of social media Twitter belongs to a group that is called microblogs. Microblogs consist of shorter status updates. In Twitter's case a tweet can contain maximum 140 characters. However, a tweet does not necessarily have to include only text, one can post even photos and videos in tweets.

When a user inserts an entry, it is called a "tweet". The act of inserting an entry is called "to tweet". When a user signs into Twitter, one gets a user name of

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2 Twitter > Business > Twitter Glossary > Visit the Glossary.
3 Wikipedia, the English version, go to: Twitter (2013-02-04).
4 Statistic Brain > Company > Twitter Statistics.
5 Twittercensus > Twittercensus 2013 > Continue Reading.
6 On Twitter not all the users enter their location. As a result, in order to predict the number of Swedish users Brynolf applied a quantitative study. He downloaded all the users on Twitter, and checked their last hundred tweets. Afterwards, he checked all their friends to see whether they tweeted in english or swedish. Consequently, it can be stated that the results are approximate. The study might have missed some of the Swedish users.
7 In Swedish, "att twittra".
one's choice. Twitter automatically adds an "@" sign before each user name, such as "@student". This prefix has a specific function. Via this prefix one can see if one was mentioned by another Twitter user. If a user tweets to another user, it also happens via mentioning them with their user name. In such cases the information is accessible to all Twitter users. However, private contacting is also possible through "Direct Message" option, a.k.a "DM".

Once someone becomes a Twitter user, she can start following other Twitter users. Since Twitter is a microblog and not a social networking website, a user can follow any Twitter user that she chooses, whether the other user follows her or not. It is not necessary for the users to know each other in order to follow each other on Twitter. A Twitter user can not only follow private users but also public figures, such as politicians or writers. Moreover, a Twitter user can follow the Twitter accounts of companies, organizations, institutions, etc. When someone logs into her Twitter account, she sees a "timeline" of all the tweets that the users she follows tweeted in real time on the homepage. The tweets include both the tweets of the followed users and other tweets the followed users found worth "retweeting". When a user regards a tweet worth sharing with her followers, she can choose the "Retweet" option under the tweet. This way, all her followers can see this tweet whether they follow the original tweeter or not. Thus, "retweet" is maybe one of the most important functions of Twitter in the case of libraries. For instance, if a user retweets certain information posted by the library, this serves as free advertisement for the library. Moreover, via the retweet, other users that did not know that the library had a Twitter account might start following the library. One can also "favorite" a tweet. This function reminds one of the "Like" function in Facebook. However, unlike "Like" in Facebook, when a tweet is "favorited" it does not appear in the timeline of the followers. It is "retweet" that fulfills this function. When one decides to "favorite" a tweet, it appears on the menu on the left side of one's profile page as a title. Only if a user looks under the title can they see all the "favorite" tweets of another user.

Another important characteristic of Twitter is the use of "hashtags". Within a tweet one can choose to add "#" and suffix the sign with a word that serves as the theme of the tweet. For example, if a library tweets about e-books, and writes "#e-books" within the tweet, any Twitter user that wants to discover what tweets there are about e-books has access to it. Moreover, the trending hashtags within the location of the Twitter users are published on the left side of the homepage of all users. Therefore, if certain amount of tweets in Sweden were to include "#e-books" within a certain time limit, all active Twitter users in Sweden would be able to see this. The users one chooses to follow also help shape up the trends that are presented on one's homepage.

Another important aspect of Twitter is that one can include URLs in a tweet. Since a tweet can consist of a maximum of 140 characters, one can use URL
shorteners to render the URL in tweets shorter. By adding URLs in a tweet one can direct their followers to any link. For instance, a library can direct the followers to a specific page on its website. Even though one can add any URL to their tweets, Twitter cooperates with some other important Web 2.0 tools. This way users can easily share various kinds of information on Twitter. One of these websites is YouTube, through which users can tweet videos. Another important portal Twitter collaborates with is Foursquare, through which tweeters can share their check in points with their followers. Users can also connect to their Flickr account to share their pictures. When someone connects her Twitter account to her account in one of these sites, the followers do not have to click on a link and end up on a new website. Instead, the content appears within the tweet by expanding it. Moreover, a Twitter user can choose to connect her Twitter account to Facebook so that her tweets can be read by their Facebook friends as well. A user can even add a Twitter account or Tweet buttons on her personal website or blog. How some of these sites can be used in a productive way for the marketing of the libraries on Twitter is going to be discussed later in the thesis. It should also be mentioned that Twitter works on mobile phones as well, which is an important function since a lot of social media users check their accounts on their mobile phones.

A useful aspect of Twitter is that depending on the interests of the users, and the accounts that they follow, a list of users that might be of interest to the user is proposed on the homepage. This can be of benefit for the libraries, since users that did not know the library had an account on Twitter might start following the library.

Twitter has made a special page for users that are interested in using the site for business interactions and marketing. It is explained how Twitter can be used for business purposes in the most fruitful ways. In addition to this, Twitter presents special options for marketers and small businesses.

The libraries

In this chapter, the four libraries that were chosen as subjects to this study are going to be briefly introduced.

Stockholm library

Stockholm library belongs to Stockholm city, which has Sweden's biggest population with a total of 881,235 residents. Correspondingly, Stockholm library can be defined as the biggest public library in Sweden. The library is responsible for its

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8 The term Web 2.0 denotes web applications that reinforce user-interactivity and user-generated content (Potter 2012, p. 197).
9 Twitter > Business.
10 Stockholms stads hemsida > Om Stockholm > Statistik, Fakta och Kartor.
forty branches, the International library, the digital library (biblioteket.se), and the mobile website. The library has its own website, which can also be used from mobile phones. On the library website, users can check/renew their loans, borrow e-material, and learn about how to use the library both online and at the physical place. There is also information about commonly searched material, such as e-books in Swedish, new detective novels, and top lists for fiction, children's books, etc. One can also apply for interlibrary loans and enter a purchase request through the website. The library website also includes information about how to contact the library. Not only is there the contact information of all the library branches but there is also contact information of the library's customer services, which can be contacted by telephone and e-mail. Moreover, the library has a heading that appears at the bottom of all the pages that reads "We are also here", where links to the library's Twitter account, Facebook page, and blog are included. The library is considering preparing a poster campaign that includes QR codes to promote their social media accounts in their library buildings (Interview with informant 1).

Lidingö library
With a population of 44,434, Lidingö city is the smallest among the cities mentioned in this chapter. The city has only one library, which has no additional branches. The library website is connected to the city's website. On the library website, one can find information about how to benefit from library services, check out tips from librarians, book tickets for library events, and monitor the library's social media accounts. Moreover, the library website has special headings for children and youth, where links, activities, and tips are provided for younger users. The library blog "Biblioteksbella" can also be found under the "Youth" heading. Lidingö library markets some of their activities by hanging posters with QR codes in the library building (Interview with informant 2). The library stated that they are considering creating posters to promote their Twitter accounts in the same way (Interview with informant 2).

Malmö library
Malmö library is a part of Malmö city, which is Sweden's third biggest city. Malmö city has a population of 307,758 residents. Eleven branches and a book

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11 Stockholms stadsbiblioteks hemsida > Om oss > Organisation.
12 Stockholms stadsbiblioteks hemsida > Kundtjänst.
13 "Här finns vi också".
14 QR (Quick Response) codes are codes that are similar to barcodes. They can be scanned with smart phones to get to a certain website (Potter 2012, p. 124).
15 Lidingö stads hemsida > Stad och Politik > Statistik och Fakta > Statistik > Befolkningsstatistik.
16 Lidingö stads hemsida > Om biblioteket.
17 Malmö stads hemsida > Kommun & Politik > Befolkning > Folkmängd > Befolkning i stadsdelområden, stadsdelar och delområden i Malmö 2012-12-31.
bus" belong to Malmö library. The library website is a part of the city website. Through the library website, users can search in the catalogue, get information about library activities, manage their loans and request purchases. In addition to this, one can find information about classic literature, newly purchased books, interviews with writers, and other useful information directed to the users. The library's Twitter account can be viewed on the main page of the library's website, where one can read the latest tweets that were posted by the library. Malmö library explains that when they want to draw attention to digital services and digital material they promote them on the digital monitors in the library building (Interview with informant 3).

Gothenburg library
Gothenburg library is a part of Gothenburg city, placed on the west coast of Sweden. Gothenburg is Sweden's second biggest city after Stockholm with a population of almost half a million". The library contains twenty-eight branches in addition to two book buses". The library website is a part of the city's website. One can apply for a library card, search in the library catalogue, borrow certain media – such as e-books –, learn about library activities, etc. on the website. Furthermore, the library website has specialized headings for children, and youth, where they include useful information and tips for users within those age ranges. Moreover, the library has a blog" separate from the website. The blog consists of tips about literature, films, music, etc. One can browse among blog entries according to categories, subject headings, or the time the entries were posted. The blog is also connected to the library's Twitter, Facebook and Youtube accounts. The latest entries the library posted on these social media can be seen on the library blog. Gothenburg library stated that they do not use posters to market the library's Twitter account in the library building (Interview with informant 4). However, on the public computers of the library, its blog site is used as the default homepage on the browsers, where users can see the Twitter flow of the library (Interview with informant 4).

18 Malmö stads hemsida > Biblioteken.
19 Göteborgs stads hemsida > Kommun & Politik > Kommunfakta > Invånare.
20 Göteborgs stads hemsida > Bibliotek > Hitta biblioteken.
21 Stadsbiblioteket Göteborgs blogg.
Literature review

While seeking literature in the field of library and information science I realized that there is myriad of literature about libraries and marketing. There is also a lot of literature about libraries and social media. However, the literature that covers the combination of the three topics, i.e. libraries, marketing, social media/Twitter, is limited. In this chapter, I decided to present the most relevant literature to this study. I chose to present it under the subtitles "Theses" and "International Publications", since the former consist of the research of Swedish students, whereas the latter consists of international literature that were written by researchers.

Theses

When one browses through the theses that are written in the library and information science departments of different Swedish universities, one notices two different paths among the theses that can be related to this study. On one hand, there are theses that investigate how libraries apply marketing to various contexts. On the other hand, there are theses that study how libraries utilize social media. Among the theses that study marketing, I was inspired by those that apply marketing mixes\textsuperscript{22} to their research. Among those that examine libraries' relation to social media, I decided to present the ones that focus on Twitter.

Libraries and marketing

In her master's thesis \textit{Vi kan inte sitta här och tro att folk ska komma till oss}, Bergström studies how the Children's Library in Halland is marketed. The author applies the marketing mix in order to perceive which aspects of the library can be used in marketing. Bergström is inspired by the four Ps\textsuperscript{23} of marketing, and she benefits from de Sáez and Rowley's literature in the application of this marketing mix. Moreover, she uses the theory of Jochumsen and Hvenegaard Rasmussen that investigates the library as a space in order to perceive its different functions. As a result of the study, Bergström concludes that both the librarians and the users

\textsuperscript{22} Detailed information about marketing mixes shall be presented in the "Theory" chapter.

\textsuperscript{23} Created by McCarthy the four Ps of marketing consist of "product", "price", "promotion", "place". These marketing concepts are going to be elaborated in the "Theory" chapter.
have a vague perception of marketing. Bergström points out that it is necessary to discuss the concept of marketing and its relation to the libraries more deliberately. As a result, it would be possible to apply marketing more consciously, and receive better results in communicating with the users.

In her master's thesis *Marknadsföringen biblioteket – En fall studie om Broby biblioteket*, Persson discusses the effects of marketing theory on the library's activities. She creates a case study of Broby public library to study these effects. The author applies the four Ps of marketing as they are presented by Kotler. Since the library can be perceived as a service organization, the author also benefits from Grönroos's theory that investigates marketing in the service industry. Persson claims that even though the library provides additional services, users mostly perceive the library as merely a source of material books. As a result, she suggests that the library should create an awareness of its additional services among its users.

In their bachelor's thesis *Att spegla sin omvärld – en exemplifierande fallstudie av Haninge kommuns bibliotekverksamhet*, Nyqvist and Svensson aim to study which aspects of the library are affected by its local community. A case study of Haninge municipality's libraries is used to study these aspects. They apply PEST analysis (Political, Economic, Social, Technologic analysis) in order to underline the issue. Moreover, the authors apply the four Cs of marketing to their case study. The four Cs of marketing is a different version of the four Ps of marketing. While the four Ps of marketing focus on the process of marketing from the point of view of a company, an organization, or an institution, the four Cs of marketing focus on the perspective of the customer/user. As a result of their research, Nyqvist and Svensson conclude that the local libraries' surroundings affect the libraries' products, however they are not concretely available in the library plan. The authors claim this aspect should not be disregarded, and more articulate work should be devoted to the subject.

In their master's thesis *Presentation av en marknadsföringsmodell för folkbibliotek*, Bäckström and Wasserman apply the seven Ps of marketing to a case study of Bollebygd library. The purpose is to render the potential of marketing visible for public libraries. In order to do this the authors aim at adapting the seven Ps of marketing to the library context. They claim that the seven Ps emphasize different aspects of library marketing unevenly, therefore they suggest a seven Ps model of their own for the library context. According to the authors, the new seven Ps consist of: the goal work, the room, the user, the staff, daily work, campaigns, and the website. The effort of the authors to create a more convenient marketing strategy for libraries should not be disregarded. However, I doubt creating such an ambitious strategy can be reliably based on only one case study – especially in a one

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24 Since I investigate the perspective of the library in the process of marketing, I decided not to employ the four Cs in my study.
year master's thesis level. The study is promising, yet in my opinion it would require a longer period of research and more case studies to prove its efficiency.

The bachelor's thesis *Marknadsföring av ungdomsverksamhet på folkbibliotek* by Lindqvist and Magnusson also relies on reflections of de Sáez and the marketing mix as a base for their study. They also benefit from the seven Ps of marketing based on Bäckström and Wasserman's thesis. As a result, the authors infer that communication with the users is an important aspect in marketing the library for young users. Furthermore, they confirm my opinion about Bäckström and Wasserman's model by asserting that their study remains unfinished due to inadequate testing.

In their master's thesis *Att marknadsföra ett bibliotek på Facebook*, authors Lindberg and Odham examine how libraries employ the social networking website Facebook for marketing the library. Even though this thesis applies a marketing theory other than marketing mixes, I chose to include it under the "Libraries and marketing" chapter, since it applies a marketing theory to a social media site. From this point of view, I regard this thesis to be relevant to my study, since I also aim to study the libraries' marketing on social media. In the thesis, the authors question whether Facebook is a useful tool for marketing the library. In order to pursue the investigation, the authors choose to utilize relationship marketing as theory. They benefit specifically from Gummeson's theory based on the motto "from the 4Ps of marketing to 30Rs" (i. e. 30 relationships) that emphasizes the importance of relationships in marketing. The authors explain that relationship marketing deals with the relationship between the client and the supplier. The important point in this theory is that both parts are perceived as equals. Therefore, it is suggested that marketing should focus on the relationship between the company and its customers – in our case the library and its users – instead of focusing on marketing the products. The aim with this type of marketing is to achieve customer loyalty. The authors assert that it is important to emphasize the libraries' role as information providers. They believe that Facebook is a convenient place for marketing this aspect of the library, since a considerable amount of people use Facebook. Another reason to employ Facebook for marketing is that Facebook – being a social networking website – is about relationships. Finally, Facebook is a strong candidate, since it is customer-friendly. As a result of their study, the authors conclude that Facebook has a great potential for marketing the library. However, they point out that it is hard to create a specific guideline, since each individual library should pay attention to the specific needs and demands of their users. It is the libraries' task to find out about these needs and demands and provide their users with them.

Another thesis that applies Gummeson's relationship marketing to libraries' use of social media is *Det gäller att hänga på – en studie om marknadsföring av folkbibliotek via sociala medier*. It is a bachelor's thesis written by Andersson. In
this study the author partly investigates how the marketing of the library through social media works, however she is mostly interested in what librarians think about marketing the library through social media. The author conducts four interviews with five librarians in order to gather data on the subject. Four libraries are chosen as subjects, whose use of social media vary. Two of the libraries employ several social media sites in marketing. One of the libraries uses Facebook and blogs. One library uses only blogs. Andersson does not focus on how each individual social medium is used by the libraries. She presents a general picture of how libraries use social media. The author states that most libraries use social media, yet for various reasons. She points out that librarians have mostly a positive perspective on marketing the library on social media. According to the study, librarians claim that it is easier to connect with users via social media. Moreover, librarians believe that using social media can create a good relationship with the users.

There are several other theses that benefit from de Sáez' and Kotler's opinions of the four Ps of marketing in the context of library and information science. These theses are: *Hur marknadsför sig biblioteket PUNKTmedis?* (Pettersson & Schaffer 2007), *Bibliotekstudenternas attityd till marknadsföring på bibliotek* (Enarsson 2012), *Vad sägs om marknadsföring – En studie av 20 artiklar i svensk bibliotekspress* (Ölander 2007), and *Att blogga biblioteket – en kvalitativ studie om marknadsföring av folkbibliotek via bloggar* (Boberg & Ragnestam 2008). In my opinion, these theses have not provided me with any new information on the subject, therefore I choose not to summarize their content.

**Libraries and Twitter**

In their master's thesis *Vad gör biblioteken på Facebook och Twitter*, Anderson and Muttala aim at investigating how and with what purpose libraries use these two social media. They employ Jochumsen, Rasmussen and Skot-Hansen's model "library as 'space' in the knowledge and experience society" as theory. They observe the Facebook and Twitter accounts of four libraries for several months, and conduct interviews with the responsible librarians on the subject. As a result, the authors gather the activities of the libraries on these social media under six main topics. According to this division, the libraries use Facebook and Twitter for marketing their activities, informing their users about the libraries' activities and services, communicating with the users, teaching, inspiring the users via reading tips, and presenting the library as a meeting place. I believe all these aspects can be gathered under the title of marketing. How my assertion is relevant shall be clarified within the theory chapter even if I do not refer to Anderson and Muttala's thesis. I believe my explanation of what marketing is and my choice of marketing mix is going to suffice in proving my assertion.
In the master's thesis *Twittrande bibliotekarier*, Duffner-Ylvestedt conceives a research within the field of Personal Management (PIM). The aim is to study the behavior of librarians on Twitter. The author gathers a large sum of tweets from twenty librarians – ten male, ten female – within a month. She applies Csikszentmihalyi's flow theory to the collected tweets. The conclusion is that Twitter has an aspect of information management. Moreover, the author argues that this conclusion points to a relationship between PIM and flow theory.

**International publications**

One of the most substantial sources for my study is de Sáez' book *Marketing Concepts for Libraries and Information Services*. In this book, de Sáez introduces marketing, and the important terms that relate to it, marketing mixes, etc. In addition to this, she relates these concepts to the field of library and information science. The second edition of de Sáez' book was published in 2002, which means that social media was not invented by the time the book was published. Therefore, the digital marketing mix that de Sáez invents for library marketing based on McCarthy's the four Ps of marketing is not thoroughly relevant today. She seems to foresee this possibility, since she writes, "the marketing concepts discussed through this book are the foundations for the specific online marketing techniques of the digital environment" (de Sáez 2002, p. 136). Even if the digital environment has altered within the last eleven years, the marketing techniques still serve as a foundation for libraries. Besides, her insights on traditional marketing concepts, the marketing mixes, and how libraries might benefit from marketing are still applicable.

Another book that has been of great importance to this study is Potter's *The Library Marketing Toolkit*. Potter's book was printed in 2012, which means it is quite contemporary in relating marketing with social media and libraries. The book includes relevant information not only on marketing but also on social media, and how these two concepts might be combined within the context of libraries. Potter applies marketing concepts to the context of libraries, and exemplifies his points with case studies. Furthermore, he articulates terminology and concepts that are related to social media. He describes various types of social media that can be useful in library marketing, and exemplifies how goals can be achieved with these tools.
Theory

Since the aim and purpose of the thesis is to study how Swedish public libraries are marketed on Twitter, I decided to apply a marketing theory to investigate the process. I have not studied marketing before, nor do I have any professional experience in the field of marketing. Therefore, in order to appoint the most relevant theory, I benefited from earlier research in the field of library and information science that applies marketing theories to their studies. These sources included both master's theses within our field and international publications. As a result of this investigation, I came to the conclusion that the marketing mixes are the most relevant theories to my topic. Moreover, they are one of the most applied theories among the earlier research in the field. I have been inspired specifically by the seven Ps of marketing. The depictions of Potter and de Sáez were my fundamental sources in the application of these marketing mix elements.

Before embarking upon explaining the concept of marketing mixes, and elaborating on the choice of the specific marketing mix, I would like to briefly explain what marketing is and how it is relevant for libraries. Moreover, I would like to articulate several marketing concepts that might be useful while reading the thesis. Since marketing is not exactly a part of our field, nor is it taught in our department, I find this brief introduction necessary so that the reader is not estranged while reading the thesis.

Marketing

De Sáez begins the chapter called "What is Marketing?" with a citation from The Chartered Institute of Marketing, "marketing is the management process which identifies, anticipates and supplies customer requirements efficiently and profitably" (2002, p. 1). The point that should be highlighted in this identification is supplying the customer requirements. In our case I would rather use the word "user" instead of "customer". Even if some in the field of library science prefer the term "customer", among other terms such as "visitor", "borrower", "patron", etc., I decided to employ the term "user", since it is both applicable to the library user and Twitter user, which, in the thesis, refers most of the time to the same person. When it is noted that supplying for the needs of the user is the most important as-
pect of marketing, it should be articulated who the user is. De Sáez states, "the 'user' includes the regular user, the irregular user, the non-user and the potential user" (2002, p. xiv). Thus, in the process of marketing, the library should regard the needs and demands of both the existing users – whether they might be regular or irregular users – and the potential users. The user that is referred to in this thesis corresponds to this definition made by de Sáez. De Sáez reiterates the importance of the user by citing from Kotler that, "marketing deals with identifying and meeting human and social needs" (2002, p. 2). Hence, the user being the focus of marketing. It is what the user values that should be marketed. Potter also emphasizes the importance of the user. He states, "marketing is understanding your customers, and creating products and services for them – that only you can uniquely provide" (2012, p. xiv).

Potter indicates that marketing is often misunderstood. He points out that marketing is often confused with advertising, promotion, publicity, or PR. He articulates the difference of these elements,

What marketing is not, is simply a poster featuring details of a new database. That's advertising. It's not simply an online campaign about a new service, either: that's promotion. It's not an article in the newspaper about the head librarian: that's publicity (and if the article is about the librarian welcoming a famous celebrity to the library, that's PR). And what marketing really isn't, although visiting many libraries across the world might make you think otherwise, is an A4 piece of coloured paper with a promotional message about new books printed on it in Comic Sans font (2012, p. xiii–xiv).

He emphasizes that marketing cannot be reduced merely to one of these elements. On the contrary, marketing is a collection of all the elements. He defines marketing as, "an ongoing conversation with your target audience, which combines promotion, publicity, PR and advertising, in an organized strategic way" (2012, p. xiv).

Secondly, there is the question of what can be marketed. De Sáez answers this question simply by stating, "anything can be marketed: products, services, organizations, people, places, social issues" (2002, p. 7). For instance, libraries can market databases, books, information services, library as a meeting place, librarians, activities, etc. Therefore, libraries can market not only their products but even their services. As a matter of fact, Potter observes that, "increasingly, libraries are moving towards marketing services rather than products. [...] Books are available from myriad sources; specialized help in finding the right one is not (Potter 2012, p. 2). It is true that the development of online technology has rendered access to books easier. One can order books on the Internet without having to leave their home, read e-books on one's mobile phone, or use Google to search for vital information. Yet, this development has also caused an information overload. When one searches for information on a specific topic, one might retrieve millions of possible results. As a result, it is harder for many users to differentiate between credible
information and information that is not peer-reviewed. This is where the libraries and librarians enter the picture. Libraries need to make clear that their services are needed to retrieve relevant and credible information. In order to make their voice heard and attract users, they need marketing.

There are other reasons for libraries to employ marketing. As mentioned earlier, over the last decade online technology has improved tremendously. The widespread use of the Internet and the invention of social media and web 2.0 tools have forever altered the world. Communication has never been more accessible. The online lives and the so-called "real" lives have integrated so much that it is pointless to make a distinction between the two. Library products and services have also altered and evolved with the development of this technology. The variation of products and services that are offered has increased. For instance, it is possible to search for literature, borrow it and re-borrow it on the Internet. It is even possible to ask a librarian for help on the Internet. Despite all the developments, Potter accentuates that "public perception is at least ten years behind the reality of what we do and how we do it" (2012, p. xv). As he emphasizes, the majority of the society has a different perspective of what librarians do. Many might not be aware of the potential of services that they might benefit from by using the library. Therefore, it is important for the libraries to market and let people know about everything the library has to offer.

An important term in marketing is segmentation. Segmentation can be defined as separating the library's market into smaller groups with similar characteristics (De Sáez 2002, p. 115). Marketing mixes can be adjusted in order to serve the interests of these groups. Some of the methods of segmentation are geographic segmentation, demographic segmentation, geodemographic segmentation, and behavioral segmentation. However, the relevant segmentation in our case is Internet segmentation. The groups of Internet users can be segmented according to their information literacy skills on how they use the Internet, how often they use the Internet, and how they access to the Internet, etc.

It should be noted that despite the wide range of use of the Internet, not everyone has access to it from their homes, tablet computers, or mobile phones. Therefore, in order to address all possible users, libraries should apply not only online marketing but also traditional marketing. Potter claims that social media marketing "works best when it is combined with more traditional promotion" (Potter 2012, p. 94). The purpose should be to simultaneously market for diverse groups with diverse backgrounds. However, in this thesis, as the focus is going to be on how libraries are marketed on Twitter, I am going to observe whether the libraries segment their Internet users.

One of the most attractive aspects of marketing in social media is that it is a free marketing process. Most public libraries have a low budget, therefore social media is an attractive marketing tool. In addition to this, libraries should use so-
cial media, since there are a lot of users on these platforms. As mentioned earlier, the user is an important part of the marketing process. Marketing is basically employed in order to attract users to use the library. Therefore, libraries should be anywhere and everywhere where the user is. Furthermore, many users expect the libraries to be on social media. Social media can not only be used to advertise and promote products and services to the users without a cost, but it also is a good tool for communicating directly with individual users. Due to its structure, social media is a convenient tool for rendering two-sided communication between the library and the user. Even if some of the libraries have customer support services, for some users it is much easier to ask a question about loans, activities, etc. via social media rather than by calling the library directly. Moreover, it is essential for libraries to exist in social media sites, since it indicates that libraries are following the latest technological trends, and they can guide the users even in the use of these tools.

The marketing mixes

The marketing mix can be defined as a "planned package of elements" through which a product is delivered to a market (de Sáez 2002, p. 51). It can be used in order to assist the library in reaching its target market. The marketing mix approach started to take shape in the 1950s- and 60s (Little and Marandi 2003, p. 10). The four Ps of marketing were introduced by Edmund McCarthy in 1964 (Mohammed and Pervaiz 1995, p. 4). Since then it has been one of the most applied marketing theories. Over the years various versions of this marketing mix have been introduced by other theoreticians in order to apply marketing mixes in various contexts. Some of the suggested marketing mixes can be listed as, the four Cs, the five Ps, the six Ps and the seven Ps (Little and Marandi 2003, p. 12). Little and Marandi explain that, "a list cannot possibly include every relevant element applicable in every situation", therefore several variations of the mixes are being suggested (2003, p. 12). As a result, it is important to choose the most applicable marketing mix for each individual field and situation. De Sáez focuses mostly on the four Ps of marketing, however she does not sustain from mentioning that librarians "will need to know that extra 'P's have been added to marketing mix considerations for service marketing" (2002, p. 53). She introduces a short explanation of the three Ps that were added later on. Potter chooses to apply the seven Ps of marketing and states that Booms and Bitner – the creators of this marketing mix – endeavored to expand the mix with the last three elements "specifically for service industries (like ours)" (2012, p. 7). Mohammad and Pervaiz also acknowledge that "Booms and Bitner's extension of the four Ps [...] has gained widespread acceptance in the services marketing literature" (2003, p. 4). As mentioned earlier,
supplying services is an important part of libraries' tasks. Moreover, it is one of the most outstanding elements that should be promoted in the marketing of libraries. As a result, after recognizing that the seven Ps of marketing are the most applicable marketing mix to our service industry, I was inspired by the seven Ps of marketing in the process of writing this thesis.

Over the years, the supporters of the four Ps have claimed that it is unnecessary to extend the four Ps. They suggest that the supplemented "P"s can instead be incorporated into the four Ps. Booms and Bitner accept that an incorporation is possible, however they reiterate that the separation of the supplemented "P"s is essential, since the extensions highlight the elements that are of importance to service industries (Mohammed and Pervaiz 2003, p. 7).

In order to acquaint the reader with the seven Ps of marketing, I am going to introduce a brief explanation of each element.

Product
Product consists of all the things that are offered to a market in order to satisfy the customers and/or to get their attention. It includes not only all the products but also all the services that – in our case – the library has to offer. Therefore, as de Sáez points out, even information is a product, and in our case an important product (2002, p. 57). Different products can be marketed to different target groups. For instance, an event that is going to be marketed to seniors is bound to be different than an event that is going to marketed to teenagers, since they have different interests and different levels of literacies.

Price
Price is perhaps the most difficult element to consider since it indicates a purchase. However, it does not necessarily have to denote a financial transaction. De Sáez states that "price does not necessarily imply cash value: marketing is an exchange process and the price paid could be in terms of time, energy or other opportunity or activity forgone" (2002, p. 67). Potter remarks that in our industry, the price that people pay is the "opportunity cost", which means that people choose to spend their time at the library rather than doing something else (2012, p. 8). As a result, price indicates users spending their time or energy with the library products. It does not indicate spending money within the context of libraries. It should be noted that in order to attract users to spend their time at the library, the product needs to be attractive. Therefore, marketing is important in combining the relation among the marketing mix elements.

About marketing on the website, de Sáez writes, "Cost to the user includes time spent at the site. [...] Users are self-electing: they have chosen to visit the site [...], but time spent at a site must be of value to the user" (2002, p. 155). This

25 From this point on, when the word "product" is used in this study, this definition is meant with it.
statement can be applied to libraries' Twitter accounts as well. The marketing mix elements should be combined and presented in such a way that is going to be of value to the user so that they choose to follow the library on Twitter.

**Place**

Place refers to where a product is marketed. In the case of libraries, it can refer to the library building, or the library website, etc. In the case of this study, place corresponds to Twitter. It is important to render the service convenient for the user via place (De Sáez 2002, p. 59). Twitter is a convenient place for marketing for several reasons. To begin with, it is a type of social media. Social media are widely used and easily accessible from computers, tablets, and even cell phones. Moreover, Twitter consists of microblogs, which means that the user does not have to spend a lot of time reading through a text to know what each post is about. However, they can access a longer text if they wish by clicking on a URL in some cases. Besides, unlike visiting the library building, Twitter is not limited by opening hours. It might not be possible to get an answer from the libraries' Twitter accounts after working hours, yet one can always visit the Twitter account to benefit from the information that was posted earlier. Moreover, the informal use of language on social media might render connecting to the library more appealing to some users.

Twitter is a convenient place not only for users but also for libraries. Potter writes that according to recent research, users are more likely to engage with libraries on Twitter than on any other social media (2012, p. 99). Users are also said to have the potential to draw attention to a brand on Twitter more than on any other social media (Potter 2012, p.99). This renders Twitter a convenient place for libraries, since – as it shall be observed later in the thesis – users' influence play an important role in library marketing.

**Promotion**

In the context of this study, promotion refers to the communication between the library and its users. Display of new books, the way the website is formed, and employing social media are some examples of promotion. Both De Sáez and Potter emphasize that it is the two-way conversation that should be applied in libraries rather than a one-way broadcast (De Sáez 2002, p. 70; Potter 2012, p. 9). Therefore, social media are convenient places for the libraries to promote their products. It is possible to maintain a two-way communication with the users on Twitter. It should be mentioned that public relations and advertising are also a part of promotion.
Participants
Participants are the users and the library staff. In other words, participants are all the people that have a role in the context of the library. The desired communication form among the participants is a two-way communication, since the users' opinions affect how the marketing is performed.

Physical evidence
Physical evidence means the environment in which the product is promoted. Normally, it can refer to the library building. The physical environment has a role in how users perceive the library. The decor and the furniture can affect whether they think it is pleasant to visit the library or not. In our case, physical evidence refers to the Twitter accounts of the libraries. The profile picture and the background design can be exemplified as physical evidence in our context.

Process
Process refers to how the users experience the service that is given. Process is important because the experience can cause the users to associate the library with negative or positive connotations. Not receiving an answer to an inquiry on Twitter can lead to negative connotations, whereas receiving a proper answer can lead to positive connotations. Therefore, libraries should not make any promises that they cannot keep during the marketing process. For instance, marketers "have to ensure that customers understand the process of acquiring a service and that the queueing and delivery times are acceptable to customers" (Mohammed and Per-vaiz 2003, p. 7). It can lead to negative opinions if a library promotes fast delivery of reserved books when this is not possible. It is important to be honest. Otherwise, it could harm the credibility of the library.
Methodology

This study endeavors to understand how public libraries use the social media site Twitter in order to market themselves. Since most of the research consists of studying the libraries' Twitter accounts, the most appropriate method appeared to be netnography. In this chapter, why netnography was chosen as the methodology for the thesis is going to be explained. Furthermore, how netnography is going to be applied to the study is going to be articulated.

Netnography is a qualitative method developed by the marketing professor Robert V. Kozinets. The word is derived from a mixture of "net" – as in Internet – and "etnography". The title of Kozinets' book Netnography- Doing Ethnographic Research Online articulates where the name of the methodology is derived from (2010). In other words, netnography is a method used for observing social worlds on the Internet. The technology of the Internet has improved tremendously over the last couple of decades, which resulted in the formation of online social worlds. As Kozinets explains, in order to understand a society, it is essential to observe its online social activities (2010, p. 1). According to Kozinets, the online social world and the so-called "real life" can no longer be separated from each other, since they are "blended into one world" (2010, p. 2). As a result, development of new methods is necessary to be able to meet the needs of this new era.

Netnography was not considered appropriate for the thesis only because it explores online social worlds. Another reason is that netnography has initially been developed for the area of marketing, and the thesis focuses on the marketing behavior of the public libraries on Twitter. It should be mentioned that even though netnography was originally developed within the area of marketing, today it is used even within social sciences and other fields that pursue research on online communities and cultures.

A netnographic research project follows five steps:

Step 1 - Definition of Research Questions, Social Sites or Topics to Investigate.

Step 2 - Community Identification and Selection

Step 3 - Community Participant- Observation and Data Collection

Step 4 - Data Analysis and Iterative Interpretation of Findings
These steps were followed in the study.

Netnography can be used in order to study various kinds of alternatives that can be found on the Internet, such as social networking sites, blogs, forums, chat, podcasting communities, photographic communities, etc. In the case of this research, the aim is to study certain communities of the microblog Twitter. The online communities that are constructed around certain public libraries are going to be studied.

Netnography uses various existing qualitative methods, however its difference from other qualitative methods is that the netnographic methods are exercised online. In this thesis, information is going to be derived from online observations and interviews. The online observations are going to be based on the Twitter accounts and tweets of four public libraries. Since the tweets are gathered on the libraries' Twitter accounts, it was not necessary to collect the data separately. The tweets can be viewed in a chronological order on the libraries' Twitter default page. However, while I was collecting the data, I organized them by placing tweets within separate Word Processor files according to their topics. As Kozinets points out, "information overload is an important netnographic problem" in the gathering of archival data (2010, p. 104). Therefore, it was essential to apply certain restrictions to the time period of the observations and the number of objects that were to be observed. The Twitter accounts were observed within a four month period from the end of October 2012 to the beginning of March 2013. In the beginning, ten libraries were followed. Some of these were research libraries, and others were public libraries. After a month and a half, it was decided to pursue the research within public libraries, since public and research libraries have different motives and techniques of communicating with their followers. Afterwards, the number of public libraries that were being observed was decreased to four. The study was restricted to only public libraries to be able to compare information from similar kinds of sources. The four most active libraries were chosen to be observed. Three of these libraries are the biggest public libraries in their region, and their Twitter accounts represent not only the main library but also the smaller branches. One of the libraries is the only public library of its city, however its activity on Twitter led to it being chosen as one of the libraries that were going to be observed.

A brand new Twitter account was opened under the nickname "Student (@Student98845722)" to pursue the observation. Kozinets states that the observer can either choose to interact partially with the community, such as informing it about your study, or interact as a full participant (2010, p. 92).

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26 24-10-2012 – 05-03-2013.
I included information on the biography of my Twitter account that I am a library and information science student that is observing how libraries use Twitter. After I started following the libraries, some of them followed me back, which proves that I was visible to the other community members. Other than that I did not interact with the libraries or the users during the observation process. It should also be mentioned that in the screenshots that were inserted to exemplify the users' interactions with the library, users' account names and photographs were blurred so as to protect their privacy.

Another method that was used was the netnographic interviews. The difference between netnographic interviews and regular interviews is that the former are carried out online. In some cases, online interviews may have disadvantages compared with face-to-face interviews, such as the interviewer not being able to observe the body language or the mimics of the informant. However, the lack of such information did not seem to affect the results of the study, since the aim of the study is not to get a deeper understanding of the perception of an individual. The study is rather interested in how the library as an institution is being marketed on Twitter. Thus, the online interview was not regarded as a negative factor in this case. Online interviews can be carried out in several ways, such as via e-mail, video calls, or chat. In this case, e-mail interviews were chosen as the method so that the informants could take their time to consider and answer the questions. All the libraries were contacted, and e-mail interviews were carried out with the responsible employees of all four libraries. The identities of the informants are going to be anonymous in the study. The interviews were useful in developing an understanding of how the libraries organize who is responsible for the Twitter accounts. In addition to this, the interviews were necessary to achieve an understanding of the libraries' relation to important marketing components, such as market research, market segmentation, marketing strategy, etc.
In netnography, two options are available for data collection. The data can be collected either on a Word Processor by copying and pasting, or by saving a visual image of the data. As I mentioned earlier, since Twitter saves all the information in a chronological order on the account pages, it is not an absolute necessity to gathered the data on a special document. Yet, in order to facilitate the data analysis, the tweets were gathered on Word Processor files under various topics. I chose to present some sample tweets as visual images as well, which is an advised method for saving data on microblogs, wikis, forums, etc. (Kozinets 2010, p. 99). This way the readers are able to catch a glimpse of the context of the tweet and observe how it appears on the followers' screens. Moreover, since social media alters continuously, if the appearance of the Twitter page were to alter in the future, it would serve as an example of how the site looked in 2012/2013 to the future reader.

Once the netnographic data is collected, it can be analyzed. Kozinets defines data analysis as "turning the collected products of netnographic participation and observation – in the various downloaded textual and graphical files, the screen captures, the online interview transcripts, the reflecting fieldnotes – into a finished research presentation" (2010, p. 118). With the analysis of the collected data, the aim is to bring a new understanding to a field.

One of the aspects that is going to be investigated is whether the libraries have a strong tie or a weak tie with their users on Twitter. Kozinets articulates that online communities might have strong or weak ties depending on their communication on a certain platform of the Internet (2010, p. 52). Weak ties can be exemplified by Twitter users following a library but not commenting on their tweets or retweeting them. As explained earlier, the marketing dialogue with the audience can be one-sided or two-sided. In the field of library and information science, two-way communication is desired to satisfy the needs of the users more effectively. Thus, it is going to be inspected whether the four libraries succeeded in constructing strong ties with their users on Twitter where the two parties interact with each other.
Investigation and analysis

The chapter is going to begin with the "Setting Goals" subheading, where the importance of setting goals in marketing shall be discussed. It shall also be investigated how the four libraries handle setting goals in marketing their library on Twitter. In the second subheading of this chapter, the focus is going to be on product and promotion from the seven Ps of marketing. Having briefly explained what the seven Ps correspond to in the "Theory" chapter, I would like to suggest that it is quite clear who the participants are in our context. The interaction among the participants and its consequences in relation with library marketing shall be discussed in the "Communication" subheading. Physical evidence is also going to be discussed within this subheading.

Process, place, and price shall not be overtly discussed in this chapter. These elements shall be discussed more overtly in the "Final Discussion" chapter, according to the conclusions that are drawn in the "Investigation and Analysis" chapter.

Setting goals

Setting goals is an important part of marketing. Potter asserts that "libraries' competition includes anything the user could do instead of visiting the library". (2012, p. 18). Therefore, the ultimate goal for libraries should be to ensure that libraries are considered first when users think about the services that libraries provide (Potter 2012, p. 17). The four libraries appear to set goals in marketing the library. Lidingö library stated, "It (Twitter) is a fast marketing channel where we can get across our message fast" (Interview with informant 2). The informant added, "We see Twitter as a way to promote our library and Lidingö to the outside world" (Interview with informant 2). Stockholm library stated, "Twitter is a channel to get people talking about the libraries. In the long run, we see Twitter as one of many channels to communicate with our visitors, where they quickly can find an answer to any question" (Interview with informant 1). The library also pointed that today the most frequent Twitter users in Sweden are journalists, politicians, and other people with a lot of influence (Interview with informant 1). The library added that aim is to reach these people and via them reach a broader public (Interview with
informant 1). Gothenburg library stated their aim is to "nå ut med det vi gör till politiker, media och användare. För att visa upp personalens kompetens. För att kommunicera med våra användare" (Interview with informant 4). Malmö library stated that their aim is to reach an increasing amount of users by being retweeted, mentioned, and favorited (Interview with informant 3). The library also mentioned that in the beginning, they used Twitter as a tool for sending out library news (Interview with informant 3). However, Twitter soon became an important communication channel for the library (Interview with informant 3).

All in all, it was derived that the main aim of the libraries is to increase their amount of users. This can be done both via help of other library users and by the influence of powerful public figures. Yet, it appears that the libraries did not set goals when they started to use Twitter. On the contrary, they appear to be discovering the purpose of using Twitter later on. I believe that setting goals from the start could lead to a more successful marketing, since, this way, the libraries would know which marketing aspects to focus on.

Product and promotion

In this subheading, I aim to clarify what kinds of products the libraries promote to the users on Twitter. Moreover, I am going to endeavor to elaborate how these products are promoted as I discuss the various products. As I mentioned earlier in the "Theory" chapter, product does not refer only to books, periodicals, etc. in the context of libraries. Product also means the services the library has to offer. According to the tweets of the libraries, I divided the products that are promoted by the libraries into the following groups: physical holdings, e-media, activities, and announcements.

Physical holdings

Physical holdings are an important part of the library. One can claim that many still imagine books and periodicals when they think about the library. Rabe argues that the library has been trapped in an identity crisis between being a collection of dusty book stacks and hypermodern information centers (2010, p. 143). I would suggest that the library does not have to be either. The library can and should include both classic and contemporary literature within its holdings. The library can also contain both physical and digital products.

How are the physical holdings presented by the libraries on Twitter? Even if I suggested that many associate libraries primarily with books, when one looks at the tweets of the libraries in general, one notices that there is no specific focus on books. Books are not tweeted about more than activities, or other announcements.

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27 To reach politicians, media, and users. To show the staffs' competence. To communicate with the users.
Within the period I studied the Twitter accounts, periodicals were mentioned only once by Malmö library in the form of tips. Books are mentioned the most among all the physical products. Books are mostly tweeted about in the form of reading tips. The tweets include links that lead to related sites. The links lead often either to the library website where one can see where to borrow the book, or the library blog where the staff writes a review of the related books. Lidingö library has a heading on its website for tips, thus their reading tips often lead to that section of their website if they do not lead to their blog. In the case of Gothenburg library, some of the reading-suggestion links lead to YouTube, where the staff are recorded giving their book tips. This is a very innovative way of promoting the library holdings. Potter emphasizes the importance of trying innovative tactics in marketing the library. He claims that "to generate a buzz", libraries need to promote "a new service or resource, or a new and exciting way of communicating the value of an existing one" (Potter 2012, p. 141). As discussed by Fernandez, the users do not see the librarians on social media. Without the face-to-face contact, it is easy to forget that the tweeting librarian is an actual person. Introducing the librarians on visual social media such as YouTube is a practical way of reminding the user of this fact (Fernandez 2009, p. 36). Moreover introducing the librarians to the users can contribute to creating a community around the library.

Stockholm library did not seem to tweet much about library holdings. There was only one tweet on International HIV/AIDS day, when they tweeted about books on HIV/AIDS that can be borrowed from the library. They also tweeted some book tips during the period of Stockholm's yearly book sales, reminding users that many books can be read for free at the library. Stockholm library tweets only once about audio books, a material none of the other libraries mention (except for a retweet by Gothenburg library) in the period the accounts were observed. Judging from personal experience from my internship at Stockholm library, I can claim that audio books are a very demanded product of the library, and it is important that more users are informed about their presence. Even if audio books are only available to readers that experience reading difficulties, friends or family of such users might be interested in the tweets and inform them about audio books.

Lidingö library has plenty of tweets mostly in the form of book tips by the staff. Malmö and Gothenburg libraries have creative tweets about physical holdings. Potter highlights the importance of making the Twitter feed as interesting as possible so that more people shall be interested in following the library (Potter 2012, p. 93). For instance, Malmö library posts tweets that might get the attention of the user, instead of simply tweeting "tips from the staff". In one tweet the library posts which books one of their librarians would take with her to a deserted island.
Malmö library's book tips: "Suzanne Mortensen from the City Library recommends books that she would take with her to a deserted island."

Twitter, Malmö library's Twitter page [2013-01-31]

Reading such a tweet might be more appealing to the follower instead of a simple "librarian's tips". Another good idea can be to have themes for the reading tips. For instance, in one tweet, Malmö library posts that librarian Nina Olsson recommends her favorite books from Italian literature (2012-11-05). Such a tweet might be interesting for the reader not only because it has a theme – i.e. Italian literature – but also because they name the librarian. It might have positive connotations to name the librarians, thus rendering the digital space more familiar for the user. As I mentioned before, since the user is not in the physical space of the library, it might be a good idea to remind the user that it is real people that are tweeting and giving tips about books. Gothenburg library tweets not only the tips of librarians but other staff as well, such as the book bus drivers, the media pedagogue, etc. Therefore, they introduce the user staff members other than the librarians, and familiarize the user more with the library.

Introducing the librarians' names in the tweets or posting their book tips via video can be regarded as marketing not only the library but also the librarians. Hellinsky mentions a concept that has been raised that proposes the marketing of the librarians rather than the marketing of library (2008, p. 57). She articulates the motive behind this concept, "after all it is the library staff who make the difference" (Hellinsky 2008, p.57). Although I would have to argue against solely marketing the librarians, I believe that marketing of the librarians strengthens the marketing of the library. I agree with Hellinsky on the point that it is the librarians that make the library the institution that it is. On the other hand, I would argue against marketing only the librarians, since the users are not interested in only contacting the librarians. The library has other aspects to offer than the help of librarians, such as holdings, activities, the library as a meeting place, etc. – even if these depend on the organization of librarians.

Like Malmö library, Gothenburg library also has creative tweets to get the attention of the user. Moreover, Gothenburg library has the highest amount of tweets about physical holdings. The library tweets both occasionally and on special times of the year with a theme. The library takes advantage of special days like Christmas, Halloween, and Valentine's Day to remind the users of all the material the library has to offer on these occasions. Gothenburg library also seems to use hashtags in their earlier tweets (around December) about physical holdings, however lately they do not seem to apply hashtags. It might be due to their hash-
tags not trending. However, I believe it is important to apply hashtags. The users might sooner or later get used to following them.

The libraries tweet about book tips in other forms as well. All the libraries tweet with the theme of "the most borrowed books/ children's books/ films of 2012". I consider this type of application as a democratic approach, since via these tweets the user is not limited solely to the tips of the librarians or library staff. On the contrary, the user can observe what the rest of the community reads or watches and evaluate the results according to their own interests.

In addition to this, it is important to inform their users that the library can offer information not only on books but also on other types of media. During the observation period, among all the libraries, only Gothenburg and Lidingö libraries tweeted about physical holdings other than books. Film, music collections, and even games are an indispensable part of public libraries’ physical holdings, and they should not be forgotten by the librarians while they are marketing via Twitter. Promoting different types of products can display the users the variety of the libraries’ physical holdings.

E-media
E-books, e-periodicals, online databases, etc. are referred to with the category of e-media. Online databases and e-periodicals are not mentioned at all by any of the libraries – with the exception of one tweet by Gothenburg library about a certain database – even if they all provide access to such e-media for the users that possess their library card. The libraries tweet only about e-books among all possible e-media. The libraries post merely a few tweets/retweets about e-books with the exception of Stockholm library. As a matter of fact, Stockholm library appears to be invested in promoting e-books to their users. Digital natives28 who from an early age grow up with computers and other digital devices might be more interested in borrowing e-books than printed books in the future. Thus, there is a future in e-book promotion for the libraries. E-books are promoted not only for digital natives but also for digital immigrants, i.e. users that were born before computers were commonly used and adapted to using them in daily life as well.

Promotion of e-books: 
"Every fifth digital borrower has gotten a library card only to borrow e-books. More about this in the e-book survey. More on...

Twitter, Stockholm library’s Twitter page [2012-10-24]

28 The terms "digital natives" and "digital immigrants" were inspired by Palfrey & Gasser (2010). The description of the two terms can be found on the first and the fourth pages.
In the picture above, Stockholm library is promoting the possession of a library card even if it is only to borrow e-books. The user that does not visit the library is encouraged to become a borrower. Moreover, the user that has not tried reading e-books is invited to do so.

E-book loan is still quite new for the libraries, as it is for the rest of the world. Because of high taxes in Sweden, publishers have to pay for selling e-books and libraries need to pay a certain amount of money to Elib – the company that the public libraries work with for e-books – every time an e-book is borrowed (Fleischer 2011, p. 27). As a result of this, on November 5th 2012, Gothenburg library tweets that the amount of weekly e-book loans is going to be decreased from three loans per person to two. It appears that this tweet got a lot of attention. Some of the users are confused and think the restriction includes any type of material, while others expect an explanation as to why the library chose to take such a step. It shall be discussed later in the "Communication" chapter that it is important to answer questions on social media within a few hours or at least within the same day. Gothenburg library seems to have answered all the questions on the same day. The library explains that some of the e-books are very popular and cost the library a lot of money, since they have to pay Elib a fee for each e-book loan. Therefore, it is understandable that the library needs to take such a step. Yet, most of the users are not aware of these regulations, therefore it is important to clarify for them the reasons for taking measures such as decreasing the amount of weekly e-book loan. For instance, Stockholm library informs the users about the problems of the relationship between borrowing e-books and publishers by retweeting articles from relevant sources. After a while they herald the users their agreement with a certain publisher that is going to give access to 300 new e-books, which implies that they are working on resolving the issue (2012-11-23).

According to the latest news from Sweden's national library, Kungliga biblioteket, the number of e-book loans has increased in the last years. The library reports that the e-book loan has increased several hundred percent since 2009. Between 2011 and 2012, the e-book loan has increased by 89%\(^2\). Therefore, it is important for libraries to invest in promoting e-books.

### Activities

In this section, I refer to all sorts of activities the libraries promote to their users. An activity can be a visiting author or a lecturer, a language café, story time, or spring break activities for children, etc. There seems to be a variation of the amount of tweets and their contents about promoting the library activities on Twitter. Some of the libraries seem to be tweeting a lot and repeatedly, whereas others seem to be tweeting much less about activities.

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\(^2\) Kungliga bibliotekets hemsida > Aktuellt > Nyheter > Färre bibliotek, färre låntagare [2013-03-19].
For instance, Stockholm library seems to be tweeting about activities less than any other library despite the fact that it has more library branches than any other library that is included in this study. Lidingö library tweets the most about activities even though the library does not have any branches. If one were to compare the amount of tweets of the four libraries regarding activities one would see that Stockholm library has tweeted merely five times, whereas Lidingö library tweeted eighty-three activity related posts. Malmö library seems to have tweeted fourteen times, and Gothenburg library tweeted eighteen.

In the case of Stockholm library, the problem with tweeting so little about their activities is that it means too little promotion. Stockholm library's Twitter account represents at least the forty library branches and some other related libraries. All the branches prepare various activities. Some of the branches have more activities than others depending on how big the library is, the library's geographic location, and approximately how many users visit per day. Yet, the Twitter account representing these libraries seems to have tweeted merely five tweets that promote activities. This might depend on some of the branches being already active on Twitter and other social media with their own accounts. However, this does not mean that their activity tweets should go unmentioned by the main account. One can, for instance, retweet the activity announcements of the branches. Lack of activity promotion might also depend on the library thinking not enough users follow their Twitter account, and therefore they do not feel the necessity to tweet and retweet about activities. However, in my opinion this should not hinder the library. The more tweets there are about interesting activities, the more likely it is that new users are to discover and follow an account.

As mentioned in the statistics above, Lidingö library seems to tweet the most about activities among the four libraries. They do not tweet only once about an activity, on the contrary they remind their users as the time for an activity approaches. Moreover, they seem to be tweeting about activities that appeal to users of all ages and background. For instance, they tweet about Swedish language cafés for parents on maternity leave, game day for younger users who are on spring break, author visits, etc. The variation of the tweets can be observed in the case of Malmö and Gothenburg libraries as well. However, what is innovative about the activity tweets of Lidingö library is that they tweet about work related activities of the librarians as well. For instance, they tweet about visiting a library at a different municipality, the education they receive for the upcoming classification system, or lectures they attend. They contain photographs in these tweets to demonstrate to the user what their workday looks like. In the interview, the informant of Lidingö library states that their Twitter followers consist mostly of other libraries and librarians at the moment (Interview with informant 2). The reason they share such information might be related to this fact. Yet, I believe such tweets
demonstrate to the user that the librarians are developing their knowledge and skills constantly to provide a better service for the users as well.

Malmö library has also an innovative method in the promotion of some activities. They contain not only photographs but also videos of some activities. They broadcast some of their activities live through the social media tool Bambuser. These videos are available through the same site even after the activity is finished. Moreover, some activities are broadcasted solely non-live through the social media site YouTube.

_Malmö library's activity tweet: "Now Linn Ullmann is going on the stage, and we are live on Bambuser."_

It can be observed in the sample tweet above that the library informs their users about both the event and how it can be available to them. As mentioned I earlier in the thesis, one of the advantages of marketing via social media is their convenience. The users do not have to visit the library to get information unless they want to. Therefore, promoting products such as conferences with the help of other social media is a valuable method in rendering services convenient and available for the user. Not only can users living in Malmö benefit from these activities but users from all over the country have the opportunity to benefit from useful information. Thus, the library creates a democratic environment, rendering important services accessible to users from different parts of the society. Besides, a user that watches such an event online might want to take part the next time an interesting event is organized.

Announcements

Announcements are not exactly library products. However, libraries post them to the users, since announcements are considered to be information that can be useful for the users. Therefore, announcements function as promotion for libraries, since libraries provide a type of service by announcing useful information to users.

Announcement tweets consist of two kinds: either they are related to information about the library building or the libraries announce other kinds of information that can be of interest to the user. The tweets belonging to the first group might be information about a broken printer, technical problems, cancelled book bus tour, etc. Yet, such announcements do not always have to inform about malfunctions. The libraries also tweet about opening hours or altered regulations. Moreover,
they tweet about developments, such as having faster Internet connection, or opening an account for the library on other social media sites, such as Instagram, as they invite the users to connect with the library on such platforms. Sometimes they tweet about a video they recorded that demonstrates how one can download and borrow e-books.

Moreover, libraries post job announcements. After all, there are different kinds of library followers on Twitter, and the online community does not consist only of ordinary library users. Other librarians, library and information science students, etc. might also be following the library. Additionally, libraries also appear to be heralding newly hired staff, and introducing them to the users on Twitter.

Libraries also inform the users about new branches that are going to be opened, or renovation/construction work about certain library buildings. Stockholm library allows the users to state their opinions and suggestions about the renovations. They inform the users about this possibility by tweeting about it. In such cases, the library buildings that are going to be reconstructed have a ballot box that the users can insert their opinions into.

Tweeting about library book sales seems to be very popular. Sales of the material that is withdrawn from the collections is quite common. It is a practical way of withdrawing the material that cannot be a part of the library collections anymore. My point is that informing the user via social media about sales of the withdrawn material is a convenient way of reaching out to more users. As a result, the users can purchase books with little cost, and the library can earn some money that can be used to develop services or collections.

In addition to all this, Lidingö library informs the users about the new classification system the library is going to implement. In Sweden, the conversion of the Swedish classification system SAB to a Swedish version of the international Dewey Decimal Classification (DDC, Swedish version DDKse) for the public libraries has been discussed for a while. In their tweets, Lidingö library heralds their users about the developments around this subject. They inform the users about what DDKse is. Moreover, they tweet about the education they receive, the meetings and study visits in relation to DDKse. They use the hashtag "#DKKse" so that the users can follow all the tweets about the subject. Thus, if this topic becomes popular, it can contribute to the marketing of the library. Lidingö library tweets also about being chosen the best library of the year. Announcing users such news is a good opportunity for advertising the library.

The libraries seem to be tweeting about news or information that the users might be interested in as well. For instance, they tweet about Valentine's Day, or World HIV/AIDS day, with reference to the related material at the library. Furthermore, they tweet about international days related to the library world, such as "hug a librarian" day. All the libraries seem to be following news about Swedish
literary awards – and in some cases Swedish film awards. They tweet about both nominations and winners. While they congratulate the winners, they remind the users that the material of the nominated persons or winners can be borrowed from the library. They do not overlook if an award was received within the library context. For example, Lidingö, Malmö and Göteborg libraries congratulate Bibblan Svarar*, Swedish libraries' online free answering service, for winning an honorary award for Sweden's best websites.

Not all the announcement tweets need to be directly library related. For instance, Lidingö library retweets Lidingö city's tweet about a Valentine's Day themed flash mob that is going to take place out of the city hall. The library retweets some other tweets of Lidingö city that might be of interest for the users.

Potter claims that communicating only important messages can lead to the users evaluating the library social media account to be boring, which results in reaching out to fewer users (2012, p. 93). Therefore, it is important to tweet and retweet information that might be of interest to the user even if it is not 100% library related.

Some of the tweets of the libraries serve as means of public relations and/or publicity medium as well. As De Sáez states, there are several ways to communicate with the users, such as print, broadcast and the Internet, and the essential point in marketing the library is to "integrate these various methods into a cohesive programme" (2002, p. 79).

"How is working as a librarian? Today, Maria from our library is writing about it on DN".

Twitter, Stockholm library’s Twitter page [2013-03-03]

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* Bibblan svarar.
Stockholm library's tweet displays the library's publicity to its users. One of the librarians participates as an informant in one of Sweden's most established newspapers. This provides the library publicity. When the library tweets about their publicity including a photograph of the newspaper article, the publicity serves as promotion for the library and its librarians.

The libraries also retweet tweets from other sources that include articles published in the press about their library, or in some cases about libraries in general. By tweeting and retweeting about their publicity, the libraries promote their place, products, and participants. Tweeting and retweeting about articles on libraries in general also contributes to the publicity of the library. There are some public relations related tweets about the library as well. For instance, Lidingö library tweets about the head librarian being the guest of a radio program, and they inform the user where and when they can listen to the broadcast (2013-2-22). Some podcasts with topics related to library users or literature in which the librarians take part are also tweeted by Lidingö library. De Sáez writes, "a good relationship with the various forms of media will always produce results in making publics aware of the library" (2002, p. 87). Therefore, the combination of using Twitter with other media can improve the marketing of the library.

De Sáez names search engine services of the world wide web as threats to libraries (2002, p. 138). De Sáez' concern is understandable, since such search engines have become the most common way of searching for information. During the observation period, it was noticed that the announcements did not contain any information regarding library services such as "Book a Librarian" or purchase requests. These are vital services, and it is possible that not many users are aware of their presence. It is important to promote their presence to the users. "We know what we have to offer and what services we perform, but sometimes our patron's don't. The goal of marketing is to educate our patrons, as well as to attract new ones" (Marquez 2011, p. 1). Marquez highlights an important aspect about marketing. Marketing is not applied merely to attract new users. It is important to promote the existing services to the existing users as well. It might be simple for users to seek information on a search engine, however it might be difficult to evaluate the results. In order to reach credible information, users might need librarian's help. According to the information derived from their websites, all the libraries except Lidingö library appear to offer the "Book a Librarian" service. In order to reinforce the users' knowledge about library service and what librarians do, it is important for libraries to promote such services. "We know our value lies in our expertise, but our approach to marketing seldom reflects that. We are still just promoting books and databases most of the time" (Potter 2012, p. 5). Purchase request is another important service that should not go unmentioned on Twitter. If a user searches for a book and cannot find it, she should know that she has the op-
portunity to request the library to purchase it on her behalf. It is an important ser-
vice that could reinforce the use of the library.

Communication

In the previous chapter, the content of the four libraries' tweets in relation to the
concepts of product and promotion was elaborated. In this chapter, through these
tweets, the communication between the library and the users is going to be dis-
cussed. It is my intention to investigate what kind of environment is created for
the users in the libraries' Twitter accounts, and how this environment affects mar-
keting the library on Twitter. The aspects discussed in this chapter are closely re-
lated to process, which corresponds to how users experience the communication
with the library.

Language

It is necessary to investigate what kind of language libraries use in marketing the
library via Twitter, since social media is said to require a more informal language
than institutions regularly use in other contexts. Potter defines the desirable lan-
guage combination for libraries using social media as, "What you should be aim-
ing for is informal but not overtly familiar, friendly but not overtly personal, col-
loquial but grammatically, syntactically and orthographically correct", and he con-
cludes that it is hard to maintain this balance (Potter 2012, p. 93). The four li-
braries seem to be aware that they should be using a more casual language on so-
cial media, since they all responded in the interviews that they take language into
consideration when they tweet. For instance, Stockholm library answered, "Twit-
ter and Facebook have a more informal approach and we try to keep it that way"
(Interview with informant 1). It can also be observed in the tweets that the lan-
guage is rather informal.

Potter mentions that social media consists of a dialogue, thus the tone that is
used should be conversational (Potter 2012, p. 92). The libraries need to use a ca-
usal language that invites the users to converse with them on Twitter. It is impor-
tant for libraries to decide on how to balance their tone. Deciding the tone of the
language on Twitter can help the libraries find their own voice. The informant
from Göteborg library states that they have a guideline about what kind of tone
they should have (Interview with informant 4). According to this guideline, while
tweeting, the tone should be friendly and welcoming but not judgmental; personal
but not informal (Interview with informant 4). Although I agree with most of the
qualities the informant mentions, I believe that the nature of social media can tol-
erate institutions such as libraries to tweet in a rather informal language as long as
correct grammar and syntax is applied. Hastings advises the librarians, "Allow a
human voice to come through in your social networking conversations. Do not limit yourself to 'organization speak', and do not let staff post in their own voice" (Hastings 2010, p. 68). I agree with Hastings that the libraries should not limit themselves to "organization speak" in their tweets. The libraries should develop a voice of their own. However, it is also important that libraries acknowledge that libraries are institutions and not private agents while they tweet on social media. Therefore, even if they embrace an informal language, it is essential not to omit the organizational posture/attitude of the library. For instance, Stockholm library writes, "We do keep in consideration that we are a part of the political organization of the city of Stockholm and therefore we try to have a personal approach but not private" (Interview with informant 1).

"Does anyone know what the book Tusen gånger starkare is about?", "Damn good, on breaking norms, standing up for who you are, and to getting others to be a bit cooler".

Even if it cannot be directly translated into English, it can be observed in the example that the library answers to a book query of a teenage user (it can be observed via the picture and the language the user applies) by tweeting in a slang language. I agree that libraries can adjust the tone and language they use according to the audience they are addressing in different tweets. However, it is also important that the librarians remember that they are responsible for an institution's Twitter account rather than a private one. Even if it is acceptable to write in an informal language, using a phrase such as "skitbra" might be harmful to the organizational posture.

It is also important to pay attention to punctuation in the tweets. It is crucial to use correct punctuation. Since it is difficult to comprehend the tone of words in online communication, punctuation may serve as a determiner of the tone of a sentence.
The user's reaction to the library's use of exclamation point.

In the sample above, it can be observed that the library answers to the tweet of a user by presenting a link, and adding that the necessary information can be reached via the link. The library ends the sentence with an exclamation point. As a reply, the user thanks the library, however she adds that the library does not need to "scream" with an exclamation point, since it might frighten users. It can be observed that the unnecessary use of an exclamation point might be misunderstood by a user. If the user associates negative connotations to the use of the exclamation point, this might cause the user to be discontent with the library services.

Another important aspect in applying the right language in Twitter is deciding how to tweet the terms that are used in the context of library and information science. Most users are not thoroughly familiar with all the terms that are used in libraries. If the users come across terms that are incomprehensible to them, this might result in their losing interest in following or contacting the library on Twitter. Therefore, it is essential to use library terms that the users can understand. Potter criticizes libraries for not acknowledging this fact,

Everyone knows plain, simple language is best and that jargon and acronym-heavy dirge should be avoided, but it's still a rule commonly ignored in libraries. (...) Take a step back: would you know what terms like 'circulation', 'hold' and 'periodicals' meant if you weren't a library employee? There is not much wrong with 'loan', 'reservation' and 'journal'. (...) People want simple, clear instructions and titles (Potter 2012, p. 51).

As opposed to the British libraries that Potter criticizes, Swedish libraries do not seem to be using terms that can appear to be complicated for the users. Not many tweets contain library specific terms, and when such terms appear they do not seem to be ones that can be regarded as complicated by the users. The libraries tweet about reservations, or they name the library's online catalog, etc. When Lidöngö library mentions the new classification system (DDKse), the library includes a link that explains what this system is for users that would be interested in the subject. The informant from Malmö library informs me that their goal in commu-
nication is to apply an easily comprehensible Swedish. Thus, it appears that Swedish public libraries focus more on using a simpler language instead of overwhelming the user with library terms (Interview with informant 3).

In all the libraries more than one person seems to be tweeting on behalf of their library with the exception of Stockholm library. In such cases it is important to discuss the tone of the library and what kind of language is going to be used in order to be consistent. One of the informants states, "Since we are four individuals we need to keep somewhat a consistent language as we don't use our own names when posting" (Interview with informant 2). Signing tweets with names is not common in Twitter – as opposed to Facebook – therefore, it is important for the librarians to discuss what kind of language is going to be applied beforehand, and tweet according to these decisions.

In conclusion, it is crucial to apply the right kind of language in marketing the library on Twitter. It is important to find the right balance between using informal but not impolite language as well as paying attention to grammar and syntax. As one of the informants suggests, librarians should "try to use as informal language as possible but at the same time consider that we represent the library" (Interview with informant 2). It is important for libraries to have a tone that is consistent and appropriate, while it is beneficial if they find their own unique voice in the tweets. Marketing the library via Twitter requires planning, and using the right language is an indispensable part of this process.

Interaction among the participants

In the context of this study, participants can be defined as the librarians that tweet on behalf of the libraries, and the users. The importance of the interaction between these participants in the process of online marketing is highlighted by several researchers. Fernandez emphasizes the importance of participants by pointing out that library users are connected with librarians on social media, which reiterates that "libraries are not just about tangible objects; they are also about people. (Fernandez 2009, p. 37). The importance of the role of the user in the new media is also highlighted by De Sáez, who states that the difference between traditional and online marketing is the altering role of the user (De Sáez 2002, p.146). "The key to success in the new digital world is to cultivate customer relations, to turn the client, the user, the customer into a partner, in a mutually beneficial relationship" (de Sáez 2002, p. 141). It can be asserted that the role of the user alters from passive to active, which renders her a partner in marketing via social media. This does not necessarily mean that the user has a direct role in how the library is marketed on Twitter. Yet, the opinion of the user can be decisive in how the library chooses to market its products. In this chapter, I am going to focus on how the libraries handle their relationship with the users while they are marketing the library on Twitter.

43
Dialogue on Twitter and market research

The structure of Twitter allows creating dialogue between users, which is an opportunity for the libraries to interact with the users. Gunton&Davis warn librarians not to merely focus on marketing by broadcasting, but to take advantage of the "two-way conversational channel" characteristic of Twitter in order to succeed marketing via this new media (Gunton&Davis 2012, p. 224). It is an opportunity for libraries to benefit from the conversational structure of Twitter, since the libraries have the chance to read about the opinions, needs, and the comments of the users and arrange their services according to these responses. Fernandez reiterates the vitality of the input from users, since it is the users' input that helps the libraries make the "strategic decisions to provide optimum services to their clientele." (Fernandez 2009, p. 36).

Potter defines marketing as an "ongoing conversation between marketer and the target audience, so social media platforms are a fantastic way to listen to what is being said by that audience. Imagine how many focus groups you'd have to set up to garner as much feedback as you can from asking questions to hundreds of followers via social media" (Potter 2012, p. 93). Potter has a point when he states how much time librarians could gain by benefiting from the feedback of the users. According to my interviews, the four libraries do not seem to be employing market research. Upon my query on the subject, one of the libraries replied that they do not employ any marketing research at all (Interview with informant 3). Even though the library answered they did not apply market research, about two weeks later they posted the following tweet.

Malmö library invites the users to a dialogue. They want to hear how well they meet the needs and the wishes of the users.

![Twitter](https://twitter.com/malmobibliotek/status/462454207036642817)

The link leads to a page on the library's website, where they invite the users to take part in a focus group study about various services of the library. Upon my query, another library answered that they have not done any market research, yet it is a possibility in the future (Interview with informant 2). One library answered that they invited their users to watch the movie "The Social Network" a few years ago during which the users were asked how the library should use social media, and the users were given a survey (Interview with informant 4). Although it appears to be a nice initiative to invite the users for a free movie evening and valuing their opinions on the subject, online technology seems to be altering rapidly...
and the users' opinions might have altered since the survey was given. One library responded that they are planning a pilot project, where they are going to hold focus groups and surveys in the local communities of Akalla and Bredäng (Interview with informant 1). The library expects this project to inspire them to create new and better social media strategies for all their libraries (Interview with informant 1).

The libraries seem to be considering traditional methods when their market research habits are questioned. As opposed to gathering focus groups together or preparing surveys, getting feedback from users via Twitter takes less time and effort. Moreover, it is cost-free. The librarians can state their questions from their office, and evaluate the answers of the users, who also do not need to change their location. It can be seen from the interviews that the libraries do not seem to be investing much on market research. Therefore, benefiting from the conversational quality of Twitter is a golden opportunity for them to receive data that can be gathered via traditional market research. However, the libraries do not seem to be asking the users' opinion about library services. Mostly, they answer the questions of the users, and/or respond to the users' comments. The libraries should benefit more from the "two-way conversation" characteristic of Twitter, since this way they could learn more from the users about what the users want. Even if the librarians do not deliberately direct questions to the users about their wishes – with the exception of a few tweets, the "two-way conversation" characteristic of Twitter still results in the libraries finding out more about what users want. As I previously quoted from de Sáez, the users are active rather than being passive on social media, which results in the users' taking initiative to contact the library about their concerns. This happens either when they respond to one of the library's tweets, or when they decide to contact the library about an issue that they want to discuss.

Word-of-mouth marketing

It is possible that occasionally the library is mentioned by users. In such cases the followers of the users would read the tweeters' opinion about the library. Such actions might generate a phenomenon that is called "word of mouth", which is going to be discussed in this subchapter. The role of word-of-mouth in marketing the library on Twitter shall be discussed.

Gunton & Davis explain that online communities connect people from different settings according to similar interests (2012, p. 226). This results in people's receiving information in social media spaces through their interactions with other users – just as they receive information in physical interactions with others (Gunton & Davis 2012, p. 226). It was explained earlier in the thesis that Twitter is an effective tool in connecting people with similar interests. Users with similar interests or similar followers/followings are suggested by Twitter to follow each other. The connection of users with similar interests results in a concept that Hartzel et.
al refers to as "word of mouth" (WOM) (2011, p. 52). Potter defines "word-of-mouth marketing (WOMM) as "one or more people telling others about a product, service, institution or brand. In effect, it is the process of letting others market on your behalf, in this case by telling their friends and acquaintances about how good your library is" (2012, p. 139). The quality of the interaction among participants is important, since it affects the WOMM that is going to be applied by the users. Hartzel et. al emphasize that users that are extremely satisfied or dissatisfied tend to generate WOMM more than customers that are rather moderately satisfied or dissatisfied (2011, p. 52). While satisfied users can lead to positive WOMM of the library, dissatisfied users can lead to negative WOMM. Once WOM is posted it can spread over Twitter rapidly by retweets and mentions. Therefore, it is important to endeavor to keep the users as satisfied as possible on social media like Twitter. One of the ways to do this is to answer the users' inquiries as quickly as possible. Forrestal states checking one's account regularly as the most important rule with having an institutional social media account, since users that do not receive an answer get frustrated with an organization that ignores their queries (2011, p.147). As a solution, Forrestal suggests libraries have a point person that is responsible for checking and updating the social media accounts (2011, p.147).

The four libraries have various ways of dealing with social media accounts. Stockholm library has a communication department and at the moment one person is working in this department who is in charge of the library's social media accounts and the website (Interview with informant 1). She also coordinates the editors of the branches' individual Facebook accounts (Interview with informant 1). Lidingö library has a social media editorial team consisting of a Head of Digital resources, a PR librarian, a children's librarian, and an assistant librarian (Interview with informant 2). Malmö library has a team of three web editors and librarians (Interview with informant 3). Gothenborg library states that everyone who wishes to tweet is allowed to do so, however at the moment it is five people that tweet (Interview with informant 4).

The libraries seem to be taking their Twitter accounts seriously. Each library seems to have key persons that can be held responsible for the Twitter accounts. This is reflected on libraries' Twitter accounts as well. Whenever someone directs a question to the libraries or someone mentions the libraries on Twitter, they seem to be responding to all the tweets. When a question is asked it can be observed that libraries answer them as quickly as possible within office hours. In case of a late answer (in very few cases), the libraries apologize for the inconvenience. Yet, the libraries seem to reply to the users' queries within the same day, or the next day if the question was stated out of office hours. The libraries respond to the tweets of the users and acknowledge them whatever the content might be. The users might be asking for information about certain books, or complaining about a
service. The users might also praise the library services and collections, or sometimes they mention the libraries in library-irrelevant-contexts, such as:

"It works fine to use the library card as a cheese knife." The library answers, "we are happy that our card was the most nearby object."

![Twitter](https://via.placeholder.com/150)

"It works fine to use the library card as a cheese knife." The library answers, "we are happy that our card was the most nearby object."

Twitter, Stockholm library's Twitter page. [2012-10-29]

It can be observed that the library finds an enthusiastic way to respond to the humorous tweet of the user. It is important to respond to the tweets even if they do not necessarily contain a query, since doing otherwise might seem to the users as if they are being ignored. This could lead to the users losing interest in following the library or negative WOMM. Moreover, it is important to always answer the users, since this could help the user trust the library.

However, the libraries can benefit from the comments of the dissatisfied user as well. Helinsky claims that the satisfied user helps the library, yet more can be learnt from the less satisfied user (2008, p. 52). The libraries should always acknowledge the negative comments of the users. They should endeavor to approach them in a reasonable way, and offer solutions to assist the user to solve the problem. For instance, a user complains to one of the libraries that it took him fifteen minutes to be able to pay for the toilets with the mobile phone application Wy Wallet. The library responds that they are sorry it took such a long time, hope that
it works better for him the next time, and they inform the user that it is still possible to pay for the toilet with coins (Stockholm library's Twitter page, 2013-02-28). Via such tweets librarians have the chance to learn more about the problems the users encounter, and create solutions for these.

Forrestal emphasizes the importance of becoming a participant in the online community, since this breeds trust (2011, p. 149). It is important that the users trust the library, for this leads to loyal users. In order to sustain trust, it is important to listen and respond to the users' needs and wishes. Therefore, interaction among participants is a very important aspect in marketing the library on Twitter. "Satisfied users and readers, comfortable in their relationships with the library or information center, will remain loyal and they will become a sales force themselves, attracting colleagues, family members and other students to the services." (de Sáez 2002, p. 157). Thus, keeping the users satisfied might result in not only loyal users but also new users gained by WOMM. The four libraries seem to be quick in responding to the users' comments and queries. The users seem to be content with the response they receive from the libraries. However, more investment can be made to sustain a more active two-way conversational structure in the Twitter accounts. This might result in library being accepted in a wider online community. Moreover, it might lead to positive WOMM that could attract more users for the library. On Twitter, users often retweet posts that are important to them, or share their experiences instantly. Therefore, it is important to keep the users satisfied via interaction/conversation to avoid negative WOMM and receive positive WOMM.

**User loyalty**

According to Fernandez, "just as businesses are using social media to develop customer loyalty, libraries are using social media to develop user loyalty" (2009, p. 36). If the communication between the participants is well-established on social media, this might turn the satisfied customers into loyal library users. Circle also hints at the loyalty factor by stating, "If people are interested enough in your brand personality to follow the library on Twitter, these are your über advocates, and they are your new best friends" (2009, p. 26). On the other hand, Fernandez points that "social media users can easily unsubscribe at the click of a button" (Fernandez 2009, p. 37). Therefore, it is important to keep an active Twitter account that tweets interesting information for users with various backgrounds, ages, etc. Fernandez advises libraries not to diverge from their original mission of connecting users with services and information, since this would result in the library becoming irrelevant, which means it would lose its followers (Fernandez 2009, p. 37). In addition to this, he advises librarians to keep their sites relevant (Fernandez 2009, p. 37). Hastings advises libraries not to follow and then unfollow users, since this could result in the users unfollowing the libraries (Hastings 2010, p. 60).
Moreover, it could cause negative WOMM, if the users are upset about being unfollowed.

Reference services on Twitter
Fields suggest that Twitter can be used for providing the users with reference services as well (2010, p.14). It is not common for the four libraries to use Twitter for reference services. This might be the result of the users not asking reference questions on Twitter. This situation might imply that the users do not think they can state reference questions to the library on Twitter. However, if the libraries encourage the users to ask reference questions the situation might alter. Answering reference questions is not directly marketing the library. Yet, by supplying reference service on Twitter, the libraries can promote the reference services they provide the users outside Twitter. Moreover, some users might find contacting the library with such questions more convenient than traveling to the library or calling, which would also contribute to the marketing of the library services.

However, in the case of reference questions a disadvantage of Twitter is the length of the tweets. Since a tweet can consist of a maximum of 140 characters, the users might consider fitting their questions into this limit difficult. The situation might be similar when the library answers users' reference questions. Thus, the microblog characteristic of Twitter might be regarded as a shortcoming in the case of stating and answering reference questions. Therefore, for instance Facebook might be a more convenient social media for asking reference questions that require a longer content. Yet, as it was mentioned above, it is still possible to supply this service via Twitter. By adding URL links, or replying with shorter answers the libraries should take advantage of promoting their reference services on Twitter.

User segmentation
Market segmentation is dividing the target groups into different categories. Potter defines market segmentation as, "creating different offers for different groups of users and would-be users. The process is two fold: it involves first deciding how best to divide up the groups of people to whom you are marketing, and secondly developing different value propositions for each of them" (Potter 2012, p. 27). After dividing them into two groups, i.e. users and not users, they can be segmented into smaller groups. Segmentation can be applied in various ways in different contexts. Some of these were exemplified in the "Theory" chapter. In this chapter, it shall be endeavored to articulate whether the libraries apply conscious market segmentation, and how it is applied.

The aim of market segmentation in the context of libraries is to promote products that are attractive for different kinds of users. Users have different expectations from the libraries. Some users prefer to visit the library since it is quiet,
whereas others prefer to use the library as a meeting space. Some users need information to do research, whereas others borrow books for their children. According to Potter, it is the good marketers that can deal with marketing to these users with different needs simultaneously (2012, p. 14).

De Sáez remarks that the content of segmentation has altered in digital marketing (2002, p. 147). According to her, while there is segmentation among users in traditional marketing, the term has transformed into "communities of the like minded" in digital marketing (de Sáez 2002, p. 147). It was elaborated earlier that online communities consist of users with similar interests. Therefore, de Sáez' assertion can be applied to the marketing of libraries on Twitter. For instance, when asked if they apply market segmentation on Twitter, Stockholm library answered that they do. Some examples of the library's segments are: "the visitor, the passionate reader, the lifelong learner, the social media guy, the media beginner" (Interview with informant 1). It can be observed that the segments consist of groups with like-minded users. In order to market to these various groups simultaneously, the library applies the following method:

We have started to define different personas that match the needs of our target groups. A persona method has been used to map and evaluate our conversations and outreach on Facebook. A modified version of persona method will be used to plan our upcoming efforts to reach out to our customers (Interview with informant 1).

It can be derived that the library is in the process of developing the persona method. On the library's Twitter account, a clear persona method is not observed. Yet, this might depend on the method being developed by the library. Lidingö and Gothenburg libraries answered that they do not apply market segmentation on Twitter (Interview with informant 2; Interview with informant 4). Malmö library answered that they do not apply a specific market segmentation. However since a lot of journalists follow them on Twitter, they adjust some of their tweets accordingly (Interview with informant 3).

All in all, it was noticed that most of the libraries do not apply market segmentation. It should be noted that the libraries' tweeters are usually librarians, which means that they are experienced in working with the information needs of various types of users. However, it could be useful to apply market segmentation in the context of marketing the library via social media, since the interests of the online community might differ from the needs of the local community. It should also be acknowledged that online market segmentations are bound to be temporary, since the technology and trends constantly alter. As a result, when libraries segment their users on Twitter, they should be prepared to review their market segmentation from time to time so as to meet the information need of all the users.

31 For the sake of rendering the text simpler to read, I shall continue to use the term "market segmentation". However, the meaning can be considered as "communities of the like-minded" as proposed by de Sáez.
Retweets
Retweet is an important aspect of Twitter, since via retweeting a message can be passed on to many people instantly. Retweets are useful in marketing the library both when users retweet the library's posts, and when the library retweets other sources' posts on their Twitter account. While I formerly discussed how users' retweeting may be beneficial for the library, I have not yet discussed how the libraries apply retweeting. Retweets are being used in three main ways by the four libraries on Twitter. Initially, they retweet news that is published about the library on various media. By doing so, they contribute to the publicity of the library. As it was mentioned earlier, publicity is a part of promotion. Secondly, retweets are being used to inform the users about various subjects. Information is a product that is promoted by libraries as well. Finally, retweeting is being used to promote the library by retweeting users' opinions about the library. In this chapter, I am going to elaborate how retweets are used for marketing purposes.

De Sáez asserts, "a good relationship with the various forms of media will always produce results in making publics aware of the library or information service. Producing good press releases to distribute to the media is a communication skill" (de Sáez 2002, p. 87). Once information about the library, or even libraries in general is published in media, and shared by the institutions' Twitter accounts, the libraries seem to retweet them. This is an effective way of marketing the library, since not all the users can follow all the newspapers, magazines, television channels, or websites. Retweeting one's publicity to other users helps support the libraries' public image. Publicity helps establish that the libraries are active, and it is a functional way of advertising the products. By retweeting them more people are able to see and learn about the library. Two of the libraries seem to have retweeted several posts with such content, whereas the other two do not have any retweets in this direction. Even if retweeting such content may contribute to marketing the library as it is explained above, this type of retweeting does not seem to be the most popular way among the libraries. Because of the reasons above, libraries should apply this type of retweeting more often.

Libraries also retweet what the users tweet to promote their collections and services. Some of these tweets specifically mention the library, while others consist of tweets about reading. Books and reading can be regarded as maybe the most important aspect of libraries, therefore retweeting information about this aspect still contributes to the promotion of this function of the libraries. The user tweets generally consist of satisfied library user that praises the library or its services. Retweeting what the users say about the library is also an effective tool for marketing the library, since the users get to read the opinions of other users regarding the library. The libraries do not merely retweet the library users' posts. Sometimes tweets of journalists or various organizations that contain library or
reading related content are retweeted. This contributes to the publicity aspect of marketing the library.

The libraries also seem to retweet information that can be of interest to the users. Some of these are related to reading, whereas others are not. For instance, some of the retweets consist of witty tweets by famous writers. Other tweets might contain information about other libraries' or publishers' job announcements. There are also retweets that are not related to the library field at all, yet that can be interesting for the local community or the online community. For instance, there are retweets about a visiting blood bus, or flash mob in the library's neighborhood, etc. that can be interesting for the local user. These types of announcements do not directly promote the library. Yet, they still serve as marketing for the library, since they show the users that the library cares about them.

An important part of the retweets include information about books and e-books, which implies that the promotion of reading is still considered an important aspect of libraries. Furthermore, it is noticeable that most of the retweets with a book theme involve information that promotes e-books. This hints once again that libraries are investing in promoting e-books. It can be suggested that e-books are expected to be an indispensable and important part of the library collections in the future. By promoting e-books, the library indicates that they are following the technological developments and providing them in their collections. They announce the users that it is possible to borrow e-books from the library. In addition to this, by promoting e-books to the users they can increase the amount of e-book readers, which could increase the amount of library users.

Libraries also seem to retweet information from film and literary awards' Twitter sites. By retweeting such information not only do the libraries inform the users about the news in these fields but they also suggest that their library is up-to-date in these fields and that the products of the winners or nominees can be borrowed from the libraries.

The Twitter accounts as physical evidence
As it was explained in the "Theory" chapter, physical evidence normally refers to the library building in the context of libraries. However, in the case of this study, physical evidence is the Twitter account of the libraries. The physical evidence can affect the users' perception of the library even in the case of Twitter accounts. Forrestal suggests that when the libraries open a Twitter account, they should make sure to "have a picture, a bio, and a link to your website, if available, for credibility. Make sure the appearance of your page matches with your overall branding scheme by using your logo and official colors" (Forrestal 2011, p. 149). I would like to highlight the word "credibility" in Forrestal's statement. When the libraries open a Twitter account, their photographs and their biographical information contributes to the credibility of their Twitter account. One of the disadvan-
tages of social media is that anyone can pretend to be someone they are not. Therefore, it is important that the libraries have a profile picture and a background design that confirms the library's identity for the users. The picture and the logo they employ should be in sync with their library building and their website. Moreover, as Forrestal suggests, the web address should be included on the biography so that the users can have easy access to the library website for further information. Besides, this could contribute to the verification of the library Twitter account. It is important that there is consistency among various platforms the library appears on. They should include the same logo and/or photograph for all social media accounts so that they can establish credibility.

After having explained what is expected from the libraries in having their Twitter account as physical space, their Twitter pages can be examined correspondingly. Stockholm library uses the same picture for their profile and their background. It consists of the Stockholm underground map. However, instead of all the stations only the stations that have the library branches are named on the map. On these pictures a logo of Stockholm city can also be perceived, with "Bibliotek" (Library) written in the same font that all the Stockholm library branches have on their physical buildings. The library does not have this map on their website, however anyone who pays a visit to any of the branches can perceive that the map image is being used in promoting the library. Stockholm library also uses the map image on their Facebook accounts.

Lidingö library also uses their library logo that consists of the drawing of an owl for their profile picture and background. Additionally they have a header picture, which is a photograph taken presumably in the library building that shows a row of books on a shelf and the back of the head of a woman. The same photograph can be perceived on the main page of the library website and on their Facebook account as well. Malmö library has only a profile picture, with a photograph of the library building exterior. They do not use any header or a background picture. Likewise, Gothenburg library has neither header nor background picture. They have a profile picture that displays a photograph that shows the head of a monument, which presumably is located in front of the main library building. Neither Malmö nor Gothenburg libraries seem to have a logo, and the related city logos are not used on their Twitter accounts either. Malmö library does not seem to have a Facebook page, whereas Gothenburg library does, where they use the same picture as in Twitter. The former two libraries present logos, and their pictures correspond with their Facebook accounts. Nevertheless, they do not have a photograph of the library building. Lidingö library seems to have a picture that is implied to be the library building interior, however it does not cover enough space to overtly show that it is the library. The latter two libraries include the photograph of the library building exterior, yet they do not include a library logo or the city
logo in their pictures. It can be suggested that a more thorough combination could consist of having both logo and library exterior photographs.

In Twitter, the biography section is limited to a maximum of 160 characters. Location and website can be filled in the related boxes. On their biography, Stockholm library writes "40 bibliotek, biblioteket.se, m.biblioteket.se, Internationella biblioteket, Regionbiblioteket och bibliotekstjänster på drygt 50 platser". They write the place the library is located in i.e. Stockholm and include a link to their website. It can be asserted that the library includes all the necessary information on the biography section. It is demonstrated who the library represents with the Twitter account and where the library is located. The library web address is included both for regular Internet users and mobile phone users. It is important for the web address to be included not only for credibility but also for the users to enter the website and search for literature or read about borrowing regulations, etc.

On the Twitter account biography of Lidingö library, it is written that the staff tweets about everything that happens at Lidingö library. They also recommend users to visit their blog Biblioteksbella, and present a link for it. Location of the library is stated as Lidingö, Sweden. The library web address is introduced as well. The information on the biography seems to be efficient for supplying the credibility of the library. Furthermore, the information is convenient for the users.

Malmö library writes on their biography that the account is a "news feed about this and that happening in our libraries. For reading, watching, and listening tips you can follow us also at @malmobib_tipsar". The information that can be expected from the library's Twitter account is presented on the biography for the acknowledgement of the users. The library also introduces another Twitter account that they possess solely for recommending all sorts of media. Location for the library's Twitter account is given as Malmö, and a link of the library website is introduced.

Gothenburg library states on their biography that, "Gothenburg library writes about literature, film, music, technology, etc.". Similar to Malmö library's biography, the information hints the user what to expect from the library on Twitter. Location is given as Gothenburg. As opposed to the other libraries, instead of the library website, only the link of the library's blog is introduced. This could be misleading for the users, since one might initially expect to reach the library website via this link. On the other hand, when one enters the blog, one can see on the right side of the page that the link to the library website is given, even if it is in a rather small font.

To tweet or not to tweet – how often do the libraries tweet?
It was explained in the "Interaction among the participants" chapter that it is important to sustain an ongoing contact with the users on Twitter. It is also important to be tweeting frequently to sustain satisfying e-public relations. In this chapter,
the aim is to observe generally how often the libraries tweet, and discuss how the frequency of their tweeting might affect the libraries' public image. Tweets that function as a reply to users are not going to be a part of this observation, since they are directed at one user. The aim is to observe the tweets and retweets that the libraries posts for all users.

De Sáez declares, "Sites that contain news sections but that are not updated continually are harmful to any organization's image, even more so to a library, or information center whose lifeblood is information" (2002, p. 92). This notion can be applied to the four libraries' Twitter accounts as well. Libraries need to tweet often enough to give users a reason to follow them. As DeVoe states, "all that is required of microblogging is the ability to send updates (known as "tweets" in Twitter) quickly, repeatedly, and succinctly" (2009, p. 213). An account needs to be updated often enough to display the stability of the library Twitter account. Moreover, it is necessary to remind the users of the library's existence on Twitter. However, even if it is recommended that the libraries tweet frequently, it should not exceed to the point of spamming2 the users with tweets either (Hastings 2010, p. 70). It could be harmful for the libraries to tweet too frequently – especially with same or similar content. This type of activity might be regarded as spam tweets by the users, which could cause the users to not to take the tweets of the library seriously. It could even lead the users to unfollow the library on Twitter, if they are overwhelmed by the too frequent information flow.

In the beginning of my observation period, the frequency of the Stockholm library's tweets are rather inconsistent. They do not seem to be tweeting every day, and sometimes they do not tweet for several days at a time. However, after they hire a point person, the frequency of the tweets become overtly consistent. The library starts to tweet almost everyday, and often several tweets a day. It should also be noted that after the end of my observation period the library started to tweet even more frequently. The library appears to tweet several tweets everyday, however since this period is not a part of my observation period, it is not going to be considered in the evaluation in this data. Lidingö library tweets almost every day, and the staff often posts several tweets a day. Malmö library does not necessarily tweet everyday, however their tweeting rate is frequent enough to be evaluated as consistent. It can be asserted that the library aspires to tweet almost every day. When the library tweets, sometimes it is one tweet per day, sometimes it is several tweets. With the exception of a week's gap in November, Gothenburg library appears to tweet everyday, and often several times a day.

When the libraries' tweet statistics are compared to the information/discussion that was presented earlier in the chapter, it can be deduced that the libraries endeavor to remain as active as possible on Twitter. It is observed that they aim to

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2 "To spam is defined in the Oxford English Dictionary as 'To flood (a network, esp. the Internet, a newsgroup, or individuals) with a large number of unsolicited postings, or multiple copies of the same posting. Also intr.: to send large numbers of unsolicited messages or advertisements.' “ (Hastings 2010, p. 70).
tweet at least every day, and if possible several times a day. Even though the libraries often tweet several times a day, the content and the number of the tweets do not reach a level that could be interpreted as spam by the users. The tweeting activity of the libraries on Twitter appears to be adequate enough to convince the users that the library is worth following on Twitter.

Followers
In this chapter, whom the libraries' Twitter followers consist of shall be discussed. Followers are the Twitter users that choose to follow the libraries' Twitter accounts. Followers consist of not only library users but other libraries, librarians, library and information science students, journalists, publishers, etc. Even if all the followers are not library users, other types of followers are still essential since they might contribute to the marketing of the library via their Twitter accounts, blogs, websites, etc. The followers are an important aspect of the library Twitter account, since without them the library cannot connect with its users. Followers are important, since marketing is directed to them. It is important to apply the right kind of marketing to sustain the existing users, and attain new users.

Follower statistics
Stockholm library has 621<sup>33</sup> followers in total. Lidingö library has 519<sup>34</sup> followers. Malmö library has 2115<sup>35</sup> followers. Gothenburg library has 1921<sup>36</sup> followers. According to these statistics, the two libraries in Stockholm appear to have much lower follower amount than the other two libraries. However, the reader should bear in mind that Lidingö library is a smaller library and it does not have any branches, which can explain the lower amount of followers. Besides, Stockholm library's Twitter account, which covers all Stockholm city libraries was launched rather recently compared to the other libraries. According to the Twitter analytics site Followerwonk<sup>37</sup>, Stockholm library's Twitter account has existed for 329<sup>38</sup> days, whereas Lidingö library has been on Twitter for 1413<sup>39</sup> days, Malmö library for 1400<sup>40</sup> days, Gothenburg library for 1586<sup>41</sup> days. It can be observed that Stockholm library has had an account on Twitter for almost three times less the amount of time the other libraries have. Thus, it can be deduced that the geographic location does not have any effect on the amount of followers the libraries have – in the

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<sup>33</sup> Twitter > Stockholm stadsbibl.
<sup>34</sup> Twitter > Lidingö bibliotek.
<sup>35</sup> Twitter > Malmö Stadsbibliotek.
<sup>36</sup> Twitter > Stadsbiblioteket.
<sup>37</sup> Followerwonk.
<sup>38</sup> Followerwonk > ssbnu (2012-04-09).
<sup>39</sup> Followerwonk > LidingoBibblan (2012-04-09).
<sup>40</sup> Followerwonk > malmobibblan (2012-04-09).
<sup>41</sup> Followerwonk > stadsbibliotek (2012-04-09).
case of the four libraries. However, that the library covers a bigger area, and that it has more branches might cause the library to have more followers on Twitter.

According to the statistics from Followerwonk, most of the libraries appear to have more female followers than male followers. 46.1% of Stockholm libraries consist of females, 14.2% of males, and 39.8% undetermined—i.e. those who did not give out their gender information. 36.2% of Lidingö library's followers are female, 14.8% is males, and 48.9% is undetermined. 35.9% of Malmö library's followers are female, 20.8% is male, and 43.4% is undetermined. 34.9% of Gothenburg library's followers are female, 18.7% is male and 34.9% is undetermined. It can be observed that a great amount of users chose not to include their gender specification. However, based on the rest of the percentage it can be inferred that female users seem to be following the libraries more than the amount of male users. Whether this has an effect on library marketing on Twitter cannot be observed.

Twitter does not have an option in user profiles where the users are required to fill in their birthdays- or years. As a result, it is not possible to calculate an exact statistic in order to study the age profile of the followers. However, research has been made in the field of LIS. Herring refers to a study that was carried out in 2010, in which nineteen social networking sites were studied (Herring 2010, p. 77). According to this study, "fully one quarter [of the users] are 35-44, if you stretch that to 55, that age bracket accounts for nearly 45% of all users" (Herring 2010, p. 77). It can be perceived in this study that almost half of social media users are adults from their thirties to fifties. However, since social media has been rapidly developing, it should be considered that the results of the study might have altered by the year 2013.

If you are aiming toward a younger audience, those in their early 20s to early 40s you may find they do not read the newspaper, watch television commercials, or listen to the radio in the car. There is a good chance that folks in this age group get their news from the Internet" (Hastings 2010, p. 61).

It can be perceived that Hastings includes the users that are in their twenties as a target audience in marketing with social media as well. If we assume that Hastings's assertion is accurate, using social media, such as Twitter is a very essential tool in communicating with a wide range of users.

On the other hand, according to Herring, using Twitter is not common among younger users i.e. teenagers. Herring states that it is usually the tech-savvy people that use social media, such as Twitter and Facebook rather than the digital natives. He means that the digital natives are not necessarily tech-savvy. On the contrary,
it is people in their twenties and thirties that can be identified as tech-savvy. He explains that the digital natives chose to attend "the university of Google" to seek information, whereas the tech-savvies are more competent in evaluating information sources. In addition to this, Herring reiterates that "the social network one uses correlates to one's age. If you have a Bebo account, you're probably 17 years of age or younger. On the other hand, if you have a Facebook or Twitter account, you are likely to be 35 years of age, or older (Herring 2010, p. 77-78).

Brynolf, the creator of Twittercensus Sverige 2013, claims that most Swedish Twitter users are around their thirties and forties. However, there is a growth in the amount of users that are between fifteen and thirty (Tweet from Hampus Brynolf). I have not discussed the details of his method in achieving these results with Brynolf. However, it can be observed from the responses or queries the libraries receive on their Twitter accounts that younger people seem to be using Twitter as well. As it was discussed earlier, the libraries promote products for people from all age ranges. For instance, they give book tips for both adults, teenagers, and children. Even if children do not use social media, since the parents mostly decide on the books their kids are going to read, it is still a useful tactic.

**Tactics for getting new followers**

Most users include information about their work and/or interests in their Twitter biography. Via users' biographical information, it was observed that many librarians chose to follow libraries via Twitter. Even if librarians cannot be classified as users in this context, it is still fruitful for the librarians and libraries to follow each other. By following other libraries librarians can exchange ideas and get inspiration from each other.

Fernandez mentions that it can take time for libraries to build a large amount of followers on social media sites (2009, p. 36). As a solution to this problem, Potter's view about "social proof" can be presented (2012, p. 95). Potter suggest that the librarians should follow the library Twitter account with their personal accounts, and request their friends and other library staff to do the same when they launch the library Twitter account (2012, p. 94). He supports his argument by referring to the phenomenon that is called "social proof" (Potter 2012, p. 95). Potter explains that via this phenomenon "people copy the actions of others because they assume those others must know what they are doing" (Potter 2012, p. 95). Potter's strategy can be pursued until the library starts getting actual followers, since the more followers the library has the more likely others are going to be interested in following it. It can be observed that the four libraries seem to be applying this tactic to their Twitter accounts. For instance, when Stockholm library hires a new digital editor, the conversation between her, the library and another person that works at the library can be witnessed on library's Twitter account. Whether the staff follows the library they work at can also be traced via checking the Twitter
biography of the followers. It was not checked one by one how many of the library staff followed the library they work in via their private accounts. Yet, it was observed that all the libraries had librarians that followed their work places via their private accounts.

It is possible for libraries to apply other tactics to get new followers. For instance, it was observed that on several occasions the libraries organized contests with small prizes, such as books, to attract more users. Such initiatives might bring the library not only followers on Twitter but also users to the physical library.

Retweet rank
Followers are important not only for marketing the library to these specific individuals but also to create WOMM to get more followers. Positive WOM might cause an increase in the library followers. WOM can be spread in two ways on Twitter: either a user can mention the library account, or a follower can retweet the information posted by the library. In the case of the latter possibility, all the followers of the user that retweets the library's post would view the tweet on their timeline. As a result, if these users consider that the information is interesting, the library might gain more followers.

In order to rate the retweet rank of the libraries, the measurement tool Retweet Rank46 was used. According to the data achieved form this tool, the libraries' retweet ranks appeared as the following: Stockholm library appeared to be the 375,596th most influential user on Twitter, Lidingö library was 557,709th, Malmö library the 356,195th, and Gothenburg library the 397,175th most influential user on Twitter. The results are in direct proportion with the libraries' follower numbers. Since Lidingö library is a smaller library and has less followers, its retweet rank is the lowest. However, Stockholm library seems to have around the same ranking as Malmö and Gothenburg libraries even if its follower rate is almost one forth of these two libraries. On the "Background" chapter statistics of the number of Twitter users around the world were presented. According to this previously presented data, Twitter has 500,250,000 users around the world. When one compares the retweet rank of the libraries to this number, it can be claimed that the libraries have a rather high retweet rank. Unfortunately, it is not possible to restrict the retweet rank to the amount of users in Sweden in order to evaluate the success of the libraries within Sweden.

A further ranking system is presented on Retweet Rank that can be used to evaluate the retweet rank of the four libraries. This ranking system is called "per-
Retweet Rank defines percentile as a score that indicates how one user scores relative to other users. Percentile ranges from 0 to 100, and 100 percentile is stated as the highest percentile a user can achieve. The formula of percentile is:

\[
\text{Percentile} = \frac{(\text{Total Users on Retweet Rank} - \text{User Rank}) \times 100}{\text{Total Users on Retweet Rank}}
\]

According to the calculations of Retweet Rank, the approximate percentile of the libraries are: Stockholm library 92.9 percentile, Lidingö library 89.45 percentile, Malmö library 93.27 percentile, and Gothenburg library 92.49 percentile. As a result the libraries seem to have a high amount of retweet percentile, which implies that they influence the users with their tweets and by being retweeted.

The results from Retweet Rank provide an interesting approach to the market analysis of the library. However, it should be noted that they are results from only one source.

Conclusion
As it was elucidated in the "Communication" chapter, creating a fruitful interaction with the user is an important aspect of social media, such as Twitter. In order to obtain an interaction, the library needs to attract the users to be their followers. Following the library can work in both ways for the users. Both the library user can choose to follow the library on Twitter and the Twitter follower can choose to use the physical library. In either case marketing results for the benefit of the library. When the existing library users follow the library on Twitter, they are kept updated about library products. Likewise, when the social media user follows the library, they might discover more about library products and start using them more actively.

The library as a follower
DeVoe claims that both the users and the library can benefit from the information exchange on microblogs (2009, p. 214). "Not only can your users find out about exciting library happenings, but libraries can also find out what their users think about and do while in their libraries" (DeVoe 2009, p. 214). Whom the libraries follow on Twitter and its consequences are going to be discussed in this chapter.

I would like to reiterate that Twitter users do not necessarily consist merely of library users. While it is beneficial to follow the users – that can be defined as library users – so that the libraries can find out more about the users' interests and wishes, it is also beneficial for the libraries to follow other kinds of Twitter users.

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51 Retweet Rank > About > What is percentile.
52 Retweet Rank > About > What is percentile.
53 Total users on Retweet Rank corresponds to all the user accounts on Twitter on the day an accounts retweet rank is calculated.
54 Retweet Rank > About > What is percentile.
The purpose of following other types of users is to transfer information that is relevant to the users whether it might be library related or not. For instance, the libraries should follow "several institutions that regularly feature retweetable content" (Potter 2012, p. 101).

These institutions include Twitter accounts of newspapers and news organisations, and local institutions. (...) The idea is that your followers will come to appreciate that you will keep them in the loop with important events, as well as just library-related matters. It adds value to your account" (Potter 2012, p. 101).

It can be observed that the libraries apply this approach in their Twitter account. The retweet content of the libraries was discussed in the "Retweets" chapter. The libraries not only follow other institutions but they follow journalists, writers, etc. Following such public figures could be useful for the library, since this way they can follow cultural news and trends. As a result, both the libraries stay updated by following public figures and they update the users by retweeting their posts. Additionally, the libraries can follow such accounts to trace if library related information is tweeted. If such information is tweeted, they can retweet these posts and benefit from free advertising. Gunton & Davis suggest that "libraries should look at other industries for examples of Twitter as a channel for customer service delivery" (2012, p. 224). This way the libraries might get inspired and develop their interaction with the users. Moreover, they promote their library's customer services.

When the libraries were asked during the interviews whether they follow institutions or companies from other industries, Stockholm library replied, "We are continuously looking for external examples of social media usage in the library world, for inspiration and learning" (Interview with informant 1). "We look at different industries, organizations and companies to get inspired" (Interview with informant 1). The library does not specify which industries they choose to follow. One can notice the emphasis on the word "inspire" and "inspiration" on justifying why the library follows companies from other industries. Lidingö library replied that they follow firms from other industries as well, yet on a limited scale (Interview with informant 2). The informant stated, "We follow the latest social media trends and examples of successful marketing strategies, but not any certain field of industry" (Interview with informant 2). Thus, depending on the answer of the two libraries it can be concluded that if the libraries choose to follow companies from other industries, the choice of who to follow is not necessarily based on the kind of industry but rather on the quality of the companies' Twitter accounts. Gothenburg library stated that they do not follow industries that are totally irrelevant to the field of library and information science (Interview with informant 4). However, the library follows newspapers and publishers (Interview with informant 4).
The libraries seem to follow libraries and personal accounts of other librarians. Potter encourages the libraries to follow "other library and archive Twitter accounts who successfully engage with and market to followers, so you can pick up some tips for best practice from watching them operate" (Potter 2012, p. 101). By following other libraries and librarians, the libraries can learn from each other, get inspired, get tips, and support each other. They might attain more followers and retweet rate by following each other. Lidingö library writes, "Yes, we research other libraries' accounts to get inspiration. It is mostly on a national basis but it can also be international" (Interview with informant 2). Following libraries from other countries might inspire the libraries in ways they did not consider before.

The libraries follow library users on Twitter as well. Following users might happen in two ways. Either the users follow the library first and the library follows them back or the library searches for potential users to follow – who shall hopefully follow the library back. Potter suggests a useful tactic for proactively seeking users. According to him the librarians should endeavor to find out who is talking about the library (Potter 2012, p. 101). The libraries can achieve this information by following hashtags about library related issues. They can also use Twitter's search box to search if their library name was mentioned.

As a result, it can be concluded that libraries follow companies from other industries, other libraries, library related institutions and library users in order to get inspiration about marketing the library on Twitter.

Analyzing the library's Twitter use

It is possible for libraries to get assistance from other tools to analyze their Twitter accounts. There are several tools that can be used to evaluate the libraries marketing outcomes. Some examples of such tools are Klout®, Twocation®, and Tweetstats®. Followerwonk and Retweet Rank that I utilized can also be employed. Gothenborg library explained that they use a site called bitly® to shorten their links, which presents them statistics of how many users clicked on their links (Interview with informant 4). The library also expressed that the staff manually checks the library Twitter account every month to evaluate how many followers they gained, how many times they have been mentioned and retweeted, and how much they have tweeted (Interview with informant 4). Malmö library expressed that they do not apply such tools, since they believe it is possible to evaluate the library's Twitter use manually for the time being (Interview with informant 3). Stockholm library stated that they experiment with such tools, yet they did not name any specific tool that they constantly employ (Interview with informant 1). Lidingö library explains, "We don't use any such applications mostly because we

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56 Klout measures users' ability to influence others by checking whether they create action on social media.
57 Twocation is a tool that displays where one's followers are located.
58 Tweetstats can be used to view how much of an account's tweets consist of mentions and retweets.
59 bitly.
have limited time resources for our work with social media, as all of us have a lot of other works assignments and need to prioritize the daily running of the library. It is possible that we will use a statistics application for Twitter in the future, but it depends on the time that we put on working with social media being less limited" (Interview with informant 2). It can be inferred that the libraries have a tendency to apply Twitter analysis tools. However, because of lack of time, they have not been able to dedicate a thorough work on working with analysis tools. The tools can be useful for developing library's marketing strategies. Libraries can monitor the activity of their Twitter account, and evaluate how the users react to their tweets. The libraries can develop their marketing tactics by taking the results retrieved from such tools into consideration. Therefore, it would be beneficial for the libraries to apply such tools in marketing analysis in the future.
Final discussion

In his article "Netnography 2.0", Kozinets writes that the launching of ARPANET*, the first computer network, in 1969 led to the alteration of human societies (Kozinets 2006, p. 129). Since then the technology has swiftly evolved, and what started as four computers that were remotely connected to each other led to the invention of the Internet. The use of the Internet spread rapidly. Today it has become an important means of communication for many, both in private and business spheres. Within the last decade new forms of communication have played an important role on the Internet. The concept of social media may not have been invented a long time ago, however social media have become important means for communication. Social media consist of online platforms where users can exchange information. Social media were originally intended mostly for private use. The intention was to present people a convenient way to create new social networks and to participate in online communities. Yet, soon social media started to be used for business purposes. Politicians started to run their campaigns on social media in addition to the traditional methods. Companies, artists, and organizations began using various social media for marketing purposes.

Meanwhile, libraries – which can be defined as important sources for information – have been developing as well. "Moving from clay tablets to card catalogs, and then to digital catalogs, libraries have always played a very important role in purveying information as a social commodity" (Fernandez 2009, p. 35). Libraries not only have followed technologies in order to purvey information but they have followed technologies to transmit information. As the development of the digital technology led to the Information Age, information has become easily accessible. Today individuals are able to access any kind of information as quickly as possible without needing to change their location. This led to a decrease in library visits and loans, which is a concern for many in the field of library and information science.

The problem with easily accessible information on the Internet is that many users are not able to evaluate the information they retrieve. Many users do not reflect on the credibility of the sources they encounter on the Internet. The "library of Google" is being used by many as a main information seeking source. The verb

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* ARPANET is a computer network that connected four remote computers in universities in USA. It was initially built as a national defense project.
"to google\textsuperscript{61}" has become a commonly used term. Yet, the results that are retrieved by searching at Google are not being questioned. Are the sources peer-reviewed? What are the sources of the information that is accessed? On the Internet, anyone can state their opinions about anything and even represent them as facts without a certified knowledge. This causes a problem, since individuals cannot know whether the information they access is credible or not. This is where the libraries enter the picture. Libraries are equipped with educated staff that specialize in information-seeking and information-retrieval. Libraries are not only sources for information but they are also equipped with staff that are trained to deal with information overload. However, most users are not aware of this aspect of libraries. Users might not be aware of the variety of media libraries can offer as well. Many users consider libraries merely a source for borrowing books. Books are an important part of the libraries' holdings, yet libraries have much more to offer. One can borrow films, music media, series, e-books, etc. from libraries. In order to make users aware of the services and collections – in other words products, libraries should pursue marketing on social media like many other companies and organizations.

Social media marketing is a useful tool for libraries for various reasons. Initially, it is convenient for most of the users. An important amount of users, especially those who are between the ages of 20-50, use social media on a daily basis. Although not all the library users are social media users, a large amount of people use one or another form of social media today. Therefore, the libraries should combine traditional marketing methods with social media marketing. Many of the users that are in their twenties and thirties use social media as a source for gathering daily information. This means that they check one or several social media accounts repeatedly during the day. Since users are already on the social media, marketing the library on social media is convenient for both the users and the library. Another reason why it is convenient for the libraries to market on social media is that it is free. Public libraries often work on a low budget, and traditional marketing requires financial commitment. As opposed to traditional marketing methods that require a budget, social media marketing is free. Moreover, most social media sites are easy to use. With a little time and effort the libraries can create a social media account. Furthermore, seeing the library on social media proves to the user that the libraries follow the recent trends and the new technologies of our time. According to Marquez, another reason for librarians to market is to remind themselves that libraries do not merely consist of core services such as circulation and reference (2011, p. 1). Libraries provide myriad of services and activities for the users, which should be highlighted so that they are not overlooked. A further reason for employing social media is that social media marketing goes hand in hand with customer (user) loyalty. If a user decides to follow the library on Twit-

\textsuperscript{61} In Swedish, "att googla".
ter, it indicates that the person is a loyal library user. Following the library on social media, such as Twitter, reinforces the user's relationship with the library.

Twitter is one of the most used social media forms whose amount of users are constantly increasing. In the context of this study, Twitter corresponds to place from the seven Ps of marketing. Place should provide conveniency for the user. For several reasons, Twitter can be stated as one of the most convenient social media for library marketing. For instance, as opposed to the social networking site Facebook, Twitter users do not necessarily know each other. Facebook creates a network for people who already know each other. People who already are friends become friends on Facebook. Whereas on Twitter, in order to follow other users, individuals do not have to know them in person. Politicians, musicians, organizations, institutions, companies have accounts on Twitter, as well as private persons. One can read a Twitter user's biography and choose to follow them because they have similar interests. Thus, Twitter creates online communities for people who are like-minded. Users can follow other users according to their interests on Twitter. Not only can users look for others to follow but Twitter also encourages users to follow others by presenting each user an individual list of users with similar interests. Twitter's suggestions are based on the biography of the users and the Twitter users they follow. The advantage of online communities with like-minded people is that information spreads among these communities rapidly. Once users find the content of a tweet interesting, they might retweet it to their followers or "mention" the library to their followers. Libraries can benefit from such advertisement, since the followers of these users become also aware of the library's presence on Twitter. This might provide more followers i.e. more users for the library. In addition to this, both users that already follow the library and their followers might get more information about library products.

Setting goals when launching a Twitter account for the library can also contribute to the library marketing. When libraries know what they are aiming for, it can be easier to apply marketing accordingly. The four libraries' goals are mainly to reach more people and therefore increase the amount of their users. However, it was observed that the libraries did not set concrete goals when they start using Twitter. They appear to discover the purpose of using Twitter after they start using it. This could be problematic since setting goals from the beginning would lead to a more effective marketing for the libraries.

It was observed that promotion of products was an important part of the libraries Twitter accounts. Product refers to all the things the library has to offer. Product refers to collections, services, activities, etc. The four libraries mostly promote books, e-books, and activities such as visiting authors, language cafés, etc. Libraries should promote the variety of their products to the users, since some users might consider libraries as a mere source of books. Libraries have myriad of products to offer to the users. However, it was observed that the four libraries did
not take advantage of Twitter to promote the variety of their products. Within physical holdings mostly books were promoted. Books may be an important part of libraries' physical holdings, yet films, periodicals, music collections, etc. are also important part of this type of holdings. In order to display the users the variety of the libraries' physical products, libraries need to promote them more often on Twitter. The variety of e-media was not promoted either. It was observed that some of the libraries invested in the promotion of e-books. It is useful to promote e-books, since it proves that the libraries include the new media in their collections. However, I believe that online databases and online journals should also be promoted so that the users can be aware of their existence. Libraries mostly promote activities in the form of announcements. It was observed that various types of activities were promoted by the libraries. It was observed that one of the libraries did not promote the activities of the library branches despite the fact that they state that they represent all the forty branches of the library. It can be perceived on the library's website that all the branches prepare various activities, which should be promoted on the library's Twitter account. It was also observed that some of the libraries combine their Twitter accounts with their library's other social media accounts in order to promote their products. This type of promotion reinforces the marketing of the library.

I mentioned earlier in the chapter that librarians are competent information seekers- and retrievers who can deal with information overload. It was observed that libraries did not promote services that are related to this aspect of the libraries. Services such as "Book a Librarian" was not mentioned by any of the libraries' Twitter accounts. I believe it is important to promote such services, since many users are not aware of their existence.

Promotion is a means of presenting the library products to the users. Thus, promotion is a way of communicating with the users on social media. In fields such library and information science, it is important that two-way communication is applied in marketing rather than a one way broadcast, since libraries are a type of service industry. It is important for libraries to create a dialogue with their users and listen to their opinions. By using two-way communication, libraries can receive response from their users and adjust their marketing according to the feedback they get from their users. Social media already have a structure that reinforces communication, therefore they are convenient tools for marketing the library on the Internet. The communication among the participants is highly related to the process element of the seven Ps of marketing, since process stands for how a given service is perceived by the users.

The four public libraries appeared to pay attention to their users' opinions. If a user comments on one of their tweets, they respond to the user's comment as soon as possible. It is important for libraries to respond to their users' reactions as quickly as possible when they are marketing on social media. Social media is built
on communication and its structure requires responding quickly. Therefore, if users do not receive any response from the libraries, this might result in users' "unfollowing" the library on Twitter or in negative WOMM. However, if users receive response to their concerns and comments, it might lead to positive WOMM. Positive WOMM is important, since it might bring the library more followers, thus more users. Users may spread WOM in two ways on Twitter. Users may either mention the library's name and comment on a library product or the users may retweet information that was tweeted by the library. According to the statistics that were received from the Twitter analysis tool Retweet Rank, the four libraries are often being retweeted by their users. Thus, it can be verified that the retweet aspect assists the marketing of the library on Twitter. Libraries can benefit from tools such as Retweet Rank to analyze their Twitter accounts, since they can work on improving their marketing strategies based on the results they receive from various tools. Most of the libraries do not use tools to analyze their library's Twitter account. The reasons for not employing such tools are stated as not having enough time and being able to analyze their Twitter account manually. Some of the libraries stated that they experimented with Twitter analysis tools, however they did not utilize them on a regular basis. Yet, according to the interviews, the libraries appear to have a tendency to utilize such tools in the future, which could assist the libraries in developing their marketing strategies.

Another way to reach out to more users via marketing is by applying market segmentation. Even if online communities are said to consist of like-minded individuals, users might have different information needs. For instance, a toddler parent is likely to have different information need than that of a retired user. As a result, applying market segmentation can be useful for satisfying users' needs. Traditional marketing segments users according to their geographic, demographic, geodemographic, and behavioral situations. It is more convenient to apply Internet segmentation while working with online marketing. According to Internet segmentation, users are divided into groups according to their Internet usage behavior. Different segmentations are bound to be applicable for different fields. The reason and the way the users use the Internet – in our case Twitter – are the determining factors in applying user segmentation. Among the four libraries only one of them applied a thorough segmentation to its users. According to this segmentation, users were divided into groups according to their information behaviors at the library and on the Internet. The library stated that they use different personas on marketing with social media to reach different user groups. The library adds that their segmentation strategy is still in the process of being developed. Other libraries did not segment their users in separate groups. The reason might be that most of the staff that work with marketing their library on Twitter are librarians. Due to years of experience, librarians are familiar with different user groups and
their information needs and behavior. However, it can still be useful to apply market segmentation to achieve better results in marketing the library on Twitter.

In the "Methodology" chapter, I mentioned that I intended to study whether the libraries have a strong or a weak tie with the users on Twitter. As a result of the investigation, it was not overtly observable whether the libraries have a strong or a weak tie with their users. However, it is observed that there is a two-way communication between the participants. Users seem to be responding to the libraries' tweets. Libraries answer the users when they ask questions. According to the observations, users appear to be content with their communication with the libraries on Twitter. These aspects of communication between the participants indicate strong ties. On the other hand, not all the tweets the libraries post receive comments by the users. In addition to this, one of the libraries stated in the interview that most of their followers consist of journalists and other librarians rather than library users. This might indicate weak ties, since a larger amount of followers are stated to be journalists and librarians instead of library users. Twitter is a social media site whose user numbers constantly increase. Therefore, it can be asserted that there is a potential for marketing the library on Twitter – even if it is possible that Internet trends might alter. Thus, libraries should invest on gaining more users on Twitter to form stronger ties with them. For instance, the library Twitter account can be rendered more visible in the library building. The library websites included information about the library Twitter account, yet even these can be rendered more visible for the users that visit the website.

Another aspect of marketing via Twitter that is related to process is the application of language, which is also a part of the communication with the users. The structure of social media requires application of causal language. It is important to address the users with an informal language, since the kind of language that is used affects the experience of the user on Twitter. Most of the users that sign up with private accounts expect a friendly and non-formal approach on Twitter, especially if they are using the social media on their free time. One of the factors that render social media marketing more convenient for the users as opposed to traditional marketing is language. The application of a simpler language is more user friendly, and users are not estranged by complicated terminology. As a result, language with a pure organizational approach is not appreciated by users on Twitter. However, as an institution, libraries should not merely apply an everyday language either. It is important to blend the informal language with the institutional approach. The four libraries state on the interviews that when they tweet, they take the language factor into consideration. In general, they tend to find a balance between using a daily language and representing the library. It is hard to attain the balance. Sometimes libraries tend to be too informal when they use slang language. The use of punctuation should not be disregarded. It was observed that an unnecessary use of an exclamation point may upset a user. All in all, libraries are
aware of what kind of language should be used. However, more attention can be paid to the application of language while interacting with the users.

Process is closely related to physical evidence as well, since the environment where the products are promoted affects users' perception of the library. The libraries' Twitter profile pages correspond to physical evidence in the context of this study. The profile picture, background design, biography and location information contribute to how the users perceive libraries' Twitter account. Since anyone can open an account on the Internet under false pretenses, the combination of these elements contribute to the library's credibility on Twitter. They need to be in sync with the library's website, the library's other social media accounts, and the library building. The four libraries appeared to be abiding by these factors on their Twitter accounts. Their profile pictures and/or logo appear to be in sync with the library website, and their social media profiles. Biographies include information about what users can expect from the libraries' Twitter accounts. Libraries' location and website URL are presented on their physical evidence as well. Not only does this verify the libraries' credibility but it also renders easier access to the library for the users.

The aspects that have been recently discussed, such as product, promotion, participants, place, physical evidence, and process all affect price. In the context of library marketing on Twitter, price contributes to users' choice to follow a library on Twitter. The libraries' Twitter accounts should both post valuable information and create a two-way communication with the users so that the users consider it is worth following the library on Twitter. Therefore, it is important for libraries to promote the variety of their products. It is also important for libraries to respond to the users' comments, since communication is a determining factor on whether the users follow or unfollow a library. The information on a library's Twitter account should be organized in such a way that following the library should be of value to the user.

As a result, it was observed that the users play an important role in marketing the library on Twitter. Users play an active role within online marketing contrary to traditional marketing where users are passive. Users can provide free advertising to the library by retweets and mentions, which might bring more users to the library. Moreover, not only can users follow the library on Twitter but libraries can follow them and learn about their information needs. There is a two-way communication between the participants – i.e. users and the library – on libraries' Twitter accounts. Thus, by taking users' responses into consideration libraries can work to improve their marketing strategies.
Conclusion

The aim with this thesis has been to study public libraries' marketing on the social media site Twitter. Various types of social media have evolved with the development of the Internet, and they have become important sources of communication for many people around the globe. Not only have the social media become a means for communication but they have become marketing tools for various companies, institutions, organizations, etc. Since information is easily accessible through the Internet, library statistics point to a decline in the borrowing rate. One of the ways for libraries to survive in the Information Age is to apply social media marketing. In this study, the Twitter accounts of four public libraries were studied for several months. The marketing activities of these libraries were investigated. While studying the libraries' marketing activities, I was inspired by the seven Ps of marketing, which is a marketing mix that is specifically developed for service industries. In order to analyze the material according to the marketing mix, the main sources that I used were Potter and de Sáez' books. These two sources connect the marketing mix theories with library and information science. Other international publications were also used in order to support the arguments throughout the thesis. Kozinets' netnography was applied as methodology. Netnography is a qualitative method that was developed by the marketing professor Kozinets in order to study social worlds on the Internet. Observations were used in order to study the four libraries' Twitter accounts. Moreover, e-mail interviews were used in order to support the data that was gathered via the observations.

As a result of the study, it was seen that libraries mostly use Twitter to attain more users and strengthen their ties with the existing users. Through Twitter libraries promote their products to users and potential users. Moreover, it was observed that users play an active role in marketing the library with Twitter. The communication between the library and its users becomes an important factor in marketing the library on Twitter. The structure of Twitter contributes to users' activity. Whenever users retweet or mention a library, they provide free advertising for it. Furthermore, users' responses to the tweets of libraries might inspire the libraries in developing their marketing strategies.
Käll- och litteratursförteckning

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Appendix

E-mail interview questions

1. Can you state which library you represent?
2. Do you have a team for marketing the library on Twitter/social media? Which title(s) do the responsible staff hold?
3. Do you use any kind of marketing strategy?
4. If you do, what kind of marketing strategy do you employ?
5. What kinds of goals do you set for marketing the library on Twitter?
6. Do you apply market research? If so, what kind and how? (Do you apply surveys, or have focus groups, etc.?)
7. While using Twitter for marketing the library, do you use any kind of market segmentation for the users? Do you use Internet segmentation?
8. If you use segmentation, can you give examples to what kinds of groups the users are segmented into?
9. Do you benefit from applications such as Twocation, Tweetstats, or Klout to measure the response you receive on Twitter? If you do, which ones and why? If you don't, why and would you consider using them?
10. Do you take what kind of language you use into consideration while tweeting? (Formal, informal, something in between? How do you feel about smileys?)
11. Do you have a slogan for the library?
12. Do you use QR codes for marketing the library within the library building? Do you use them, for instance, for marketing the library's Twitter account?
13. If you do not use QR codes, do you have flyers in the library to let the users know that the library has a Twitter account?
14. Why do you use Twitter?
15. Do you look at other libraries' Twitter accounts as examples? If so, is it on a national or international context?
16. Do you look at how other industries deal with using Twitter for marketing? If you do, would you mind elaborating on which ones, and why?
17. If there is any other information you would like to share regarding library marketing on Twitter, you are welcome to do it here.