

LIBRARY MANAGEMENT AND MARKETING Surplus Seminar

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New trends in the modernisation of libraries (automation, new means of information) led to changes in the structure of collections and staff, the organisation of work and the cooperation of libraries. Therefore staff training and their permanent formation is one of the main objectives of library activities. The Library Management and Marketing Seminar in 5-8 October 1997 was organised in Cluj, a town which has a large span of libraries. It was an excellent occasion for presenting and discussing the issues mentioned above. It took place in the beautiful building of the Physical Education Department of the “Babeș-Bolyai” University, in the Iuliu Hațieganu park on the bank of the Someș river, thanks to the kindness of the Dean, Professor Mircea Alexei.

The seminar was organised by the International Relations Office of the German Librarianship Institute (Bibliothekarische Auslandsstelle des Deutschen Bibliotheksinstitut) from Berlin, in collaboration with the “Babeș-Bolyai” University, the “Lucian Blaga” Central University Library, institutions under the auspices of the Ministry of National Education, the Cluj County Council, the “Octavian Goga” County Library, the German Democratic Forum, Cluj branch, the German Cultural Centre and the Soros Foundation for an Open Society, Cluj branch.

The seminar was initiated by Mrs Elisabeth Simon, representative of the International Relations Office in Berlin. She maintained relations with the “Lucian Blaga” Central University Library and the “Babeș-Bolyai” University, beginning with 1991. We must underline her enthusiasm, personal commitment and her efforts in creating the possibility for this project in Romania, in Cluj and in Bucharest as well, on 14 October. She has undoubtedly a great

experience in librarianship. Beginning with 1990 she organised seminars for Eastern and Central-European countries. The results and papers presented on these seminars were published in bilingual volumes. She was named honorary member of the British Librarians' Association in 1997 for her activity in the field of cooperation between libraries.

Other participants on the German part were Mrs Hildegard Bronsch, from the Bilbiothekarische Auslandsstelle, Dr Gisela Claius, Head of the Collection Development Department of the University Library, Köln, Dr Norbert Kamp, Director of the Town Library, Düsseldorf, Dr Heinz Bartel, researcher at the German Institute of International Pedagogy in Frankfurt am Main, Mrs Anghelika Thiele, representative of the Leipzig Book Fair, Mr Peter Helferich, Director of the Springer Publishing House and Christian Willmer, student at the Librarianship Studies Department of the Humboldt University in Berlin who came in order to collect material for his diploma work entitled "Forms and Possible Ways of Collaboration between German and Eastern-European Scientific Libraries".

The program which was rigorously drawn up by Mrs Elisabeth Simon contained lectures, workshops and presentations of projects, dealing with various aspects of the subjects discussed: the amazing expansion of the information market due to the vertiginous growth of published information, the development of networks, on-line catalogues and databases, the rapid growth of electronic media, CDs and diskettes, the raising price of scientific literature, reducing budgets and staff, strategies for finding new resources, tailoring offers to users' needs, cooperation between libraries on a local, regional, national, European and international level. These are only a few essential problems which concern scientific as well as public libraries.

The meetings, workshops and plenary sessions were interesting, live and useful. Participants had the possibility to exchange their ideas and experiences in various fields. The seminar was an opportunity to learn and think about future perspectives of libraries in general and cooperation between the 50 participants who came from different towns of the country and libraries with different focus. Directors and Heads of Departments of university libraries,

county libraries and research libraries from Alba Iulia, Baia Mare, Brașov, Botoșani, Cluj, Satu Mare, Sibiu, Timișoara, Deva, Petroșani and the Moldavian Republic participated in this seminar.

The proceedings of the seminar will soon be published by the Goethe Institute in Bucharest, in original and in translation as well, therefore we make only a brief presentation of them.

The opening speech was delivered by Mr Andrei Marga, Rector of the “Babeș-Bolyai” University, Mr Doru Radosav, Director of the “Lucian Blaga” Central University Library, Mr Wilfried Schreiber, President of the German Democratic Forum, Cluj branch, Mrs Ana Todorean, Project Coordinator at the Soros Foundation for an Open Society, Cluj branch and Elisabeth Simon, representative of the Bibliothekarische Auslandsstelle. Mr Wolfgang Breckner, Pro-rector of the German Section of the “Babeș-Bolyai” University was also invited.

Political context, superior forums and general political conditions was the first topic for discussion. There were three lectures in this section: they gave an insight into the library system of Germany and the problems they face at present (the growing price of publications, the cutting of the budget, introducing new media, the requirement of changing the image of libraries. *Mr Norbert Kamp* presented a statistics of public libraries: there are approximately 13.500 public libraries in Germany. According to the questionnaires they serve one third of the population which became 80 million after the union. The communities are their superior forums. These libraries offer not only publications but other media as well in order to fulfil their mission, their threefold objective of education, information and the organisation of free time. Therefore 10% of the 106.479.674 means of information recorded were not traditional. 21% of a number of 261 million loans were new media loans. This means that besides the promotion of traditional literature and reading, the purchase of various means of information became a main preoccupation of public libraries. Collaboration with scientific libraries has extended from inter-library loans to the integration of public library catalogues into scientific library catalogues. Mr Kamp pointed out that in the present period of financial recession librarians must be highly responsible.

The way of presenting services and the image of the library must be changed as it is influenced by marketing. *Mrs Gisela Clajus* made a short presentation of the most important scientific libraries in Germany. She pointed out their mission and importance in the system of German libraries. She emphasized the role of national libraries such as the Deutsche Bibliothek in Leipzig and Frankfurt am Main, the Deutsche Staatsbibliothek in Berlin and the Bayerische Staatsbibliothek in München as well as the four central university libraries specialised in different fields: technics (Hannover), medicine (Köln), agricultural science (Bonn). She said that loan is the most important activity of these libraries. Traditional inter-library loan proves to be too slow, it is also expensive for libraries. Therefore they tried to use the JASON procedure for transmitting the summary of periodicals. The SUBITO project aims to introduce the electronic delivery of documents. *Mr Heinz Bartel* pointed out aspects of libraries on the territory of the former GDR, before and after the union. He spoke about projects which aimed to help these libraries, the formation and training of librarians. He pointed to the library complex of the German Institute for International Pedagogy in Frankfurt am Main and Berlin as an example. These are the most prestigious special libraries in Europe.

As *Mr Wolfram Neubauer*, Director of the ETH Library in Zürich could not come to the seminar, his works about *management based on economic, administrative and librarianship aspects* were presented. In order to get a general view of management issues, we must view each of them separately. We must draw a distinction between management issues regarding the staff and the objective issues which concern the leadership. The important fields are: human resources, organisation, planning, coordination, informing, communication, marketing, data processing and control.

There was a brief presentation of a concept of strategically oriented management. The most important aspects of human resources management were also pointed out. Management strategies are yet an unusual exercise for libraries, said the speakers, however, in the near future libraries must take into consideration the application of enterprise economy. He underlined the importance of the mission of

libraries: the offer of products and services is among the tasks of libraries. The characteristics of productivity which are relevant in the process of evaluation in libraries were presented: satisfying users' needs, economy, efficiency, effectiveness, promptness, the quality of products and services, accuracy, costs, price per copy, effects, price per piece, productivity, circulation. It has been said that it is important to inform the collaborators about the results of evaluating users' needs so that they would be interested in determining the characteristics of services. The Public Relations Service was pointed to as an example. The speakers underlined the necessity of the comparison of performances with the aims of the library in order to analyse the optimal use of resources. Measure indexes which mark the mission must be used. If they point to drawbacks, the organisational process and the human resources management must be reconfigured. The most difficult task is the adaption of the library's aims to the new requirements.

The effect of changes in science on scientific libraries in Germany and Switzerland raises specific problems of library and information services management. The social and political conditions of work in libraries of industrialised countries underwent radical changes in the last few years: the idea that their products and services should meet users' needs led to modifications in the concept of libraries. Besides literature that can be read on the spot libraries must place other sources of information at the readers' disposal: collections of information on servers on the Internet, the stock of other libraries, etc. Modern information management means the efficient administration of information. This can only be done successfully by a modern management of costs through the application of enterprise methods (observation, market analysis, the evaluation of offers). Marketing and control becomes the instrument of every professional informational unit. Users will pay for services, however, certain categories of readers, students for example, will benefit from certain subventions.

The speakers underlined the relevant features of human resources management such as the appearance of new professional groups (computer operators, informaticians, experts in the digital

processing of image), the importance of communication, the formation of task force groups which will replace traditional structures, the reduced number of training courses because of the lack of financial resources, the need for an intense work in human resources management. The speakers gave a definition of leadership. After the presentation of a model of formal leadership they passed on to concrete examples.

The Development of the Aims of the Library and the Staff was also on the agenda of the seminar. In her paper entitled "Using Human Resources According to the Aims of the Library" *Mrs Gisela Clajus* dealt with the problem of staff in scientific libraries. She contended that material and human resources must be perfected in the circumstances of the rapid development of information market. Library services must be tailored to the needs of users (of potential users too), so that the library can fulfil its tasks efficiently. The use of human resources has a quantitative and a qualitative aspect. In Germany there are no daily quotas for library activities: quality management is important which aims to improve library services. Besides the quantity of information placed at users' disposition promptness is relevant, the rapidity of performing this activity. Libraries must examine the processes which require simplification and improvement so that the staff will perform its activities more efficiently. The introduction of new technologies implies an active process of learning and training. Statistics show that 40% of the library staff is engaged in the Public Relations Service, 14,87% in Collection Development and 13,89% in Cataloguing, the other activities oscillate between 6-8%.

In his paper "The Aims, Tasks and Human Resources of a Library - The Library of the Historical Research of Education/ BBF, Berlin" *Mr Heinz Bartel* presented important methods for establishing the human resources needs of a library such as the procedure of evaluation, the prognosis of requirements, indexes, workplace planning. He also pointed out that libraries must be organised on the enterprise model. He presented the principles of planning, control and the direction of human resources costs in a detailed fashion. The Public Relations Service of the forementioned library provided an

example for his statements. He drew the conclusion that quality work is endangered by the gap between the growing spectre of problems in libraries and applying the principles of the economy of human resources.

The next subject, *From Collection Development to Resource Development. Concepts and Ideas, Costs and Prices* was introduced by Mr Norbert Kamp. His paper, "Librarians Become Information Specialists" commenced with the observation that although library stocks show a great variety according to the focus of the library, there are common trends in the development of the means of information. He dealt with public libraries in towns, such as the Stadtbücherei in Düsseldorf. In the near future libraries will become centres with diverse modern means of information besides the traditional ones. Media diversification entails the sorting of materials according to their content (not their format), a diverse and more complicated information processing, the growing number of information packages, the investments for insurance against their misappropriation, the introduction of payment system (loan fee), the change of the profile of collections in the central unit as well as the branches (new items like video cassettes with documentaries become more and more important). The digitalisation of information and long-distance data transmission will compel libraries to change their stock and services. The access to other libraries or information providers will be accelerated by digital data transmission. The Internet offers already multiple possibilities. There is a tendency in Germany to replace traditional loans with the digital transmission of documents. The question arises if we can still describe the profile of means of information by the physical units which can be found in a library. The means of information will not be physically in the library, there will be virtual libraries. Therefore librarians must become multimedia specialists.

Mrs Gisela Clajus dealt with the same issues in scientific libraries, focussing on changes determined by social and financial conditions. Collection development is the basic activity of libraries; the size and diversity of the stock determines the value and importance of each library. The doubling of the number of printed publications in the last 10-12 years (there is a medium of 70.000 new

publications per annum), a number of more than 180.000 relevant scientific periodicals, more than 600.000 publications a year in Chemistry, establishing on-line catalogues and databases, diskettes and CDs with important information, the appearance of new forms of communication between scientists, an offer of more than 6000 electronic media by a single agency - all these mark the amazing growth of the information market. Libraries' offer of electronic information devices has also grown, however, they must face the problem of tight budgets. Budgets are decreased or stagnate whereas prices in the field of scientific literature increase, CDs are more expensive than printed versions and imply extra costs for network licence. Libraries cannot buy everything, they must make a rigorous selection. They try to define the necessary products and the level of satisfying users' needs. Conducting research on users and their needs becomes a central issue in the annual development of collections. The market-oriented planning of collection development in scientific libraries is based on the following criteria: identifying user groups and their field, the focal points of research, the aim of the use of collections, resource analysis. Acquisition in market-oriented collection development is done according to the importance of disciplines and fields of research. Libraries will not purchase duplicates and will not subscribe to very expensive periodicals. Cooperation with other libraries creates resources for purchasing new information and offering new services. Thus the scope of libraries develops.

Mr Heinz Bartel focussed on data banks in his paper "The Development of Data Banks and the Development of an Information Transmission Centre". He presented the Information Service of the German Institute for International Pedagogic Research in Frankfurt am Main and Berlin and said that they wish to collaborate with similar institutions in Romania. He underlined the growing information requirement and pointed out that in this period of globalisation and European integration, European and international comparison will have a decisive role as a source of inspiration in the field of research: users' needs will be modified. They will require

“semi-manufactured” products (prepared by analysis, comparison, summary, references) instead of mere bibliographical data.

Regarding ‘cooperation’ the three Lecturers made a synthesis of the principles presented by all the other papers. They underlined the necessity of collaboration between public libraries, schools, bookshops and other libraries, scientific libraries for example, in order to compile common catalogues and facilitate inter-library loan. Scientific libraries must compile common catalogues, establish conventions between libraries in this respect, organise annual meetings of the Heads of Departments where the issues of cataloguing and classification are discussed, reach an agreement regarding expensive subscriptions and the acquisition of CDs, maintain relations with publishing houses in order to purchase low-price publications. Inter-library loan is another form of cooperation: there is a tendency to renounce to traditional ways of loan. Summaries are transmitted by e-mail. This service is not free, but you can obtain any article in 48 hours. One of the results of the cooperation between scientific and research libraries in Germany is a CD with 400.000 titles in the field of education.

Mr Heinz Bartel presented the library programmes of the European Union in his paper “Ways of Development in Central and Eastern European Libraries in the Programmes of the European Union”. Library development is facilitated by TEMPUS programmes initiated in 1990 which aim to develop and restructure higher education in Central and Eastern Europe and to establish links between partners in these countries and in the member-states of the European Union, by common projects and mobility schemes. The five-year TEMPUS programme was initiated by the Council of Ministers of the European Union and is part of the PHARE programs of assistance for economic reconstruction. In the second stage of the program (in 1993) there were modifications and in 1996 they decided to prolong it until 2000. Within three years the higher education syllabus will be changed, equipment and books will be purchased, a new part of the institution of education will be created, there will be an exchange of lecturers and students. The development of libraries

and points of documentation as well as the training of librarians and information specialists becomes possible in this context.

Mr Peter Helferich, representative of the Springer Publishing House (Berlin) for Romania dealt with the same issues of collaboration in his paper "The Future: Electronic Periodicals and the Cooperation between Publishing Houses and Libraries". We must mention that some Romanian libraries got free access to the database of the Springer Publishing House until the end of this year. The Publishing House also stipulated the organisation of a scientific book exhibition in Cluj in 1998.

Four workshops followed these presentations: applications of theoretical issues were discussed. The participants were divided into three groups, according to the subjects discussed: management tasks in a library, the difference between management and administration; the mission of a library, staff training, the changing medium and the formation of the staff according to the new requirements; the actual state of libraries and future perspectives; the aims of a library, collaboration, co-operative cataloguing, the advantages and drawbacks of cooperation, the document delivery system, national and international systems used by libraries. The conclusions were presented by the spokespersons of each group.

Besides the issues presented by the Lecturers' papers and discussed in workshops we must mention an extremely important issue, the **Leipzig Book Fair** which is relevant for our future collaboration with Germany.

Angelika Thiele presented the traditional spring event, the international exhibition of books organised under the patronage of the Deutsches Börsenferein. She announced that an important European cultural country, Romania will be presented on the 1998 Leipzig Book Fair. (See the Appendix). Besides marketing there will be cultural meetings, round-table discussions, exhibitions, films and concerts which will outline the image of Romanian culture.

The seminar was undoubtedly successful. It impressed us by the new way of its organisation, the competence of participants, the presentation of new perspectives and models of collaboration, as the questionnaires evaluating the seminar show it. We must not forget the

leisure activities during this exchange of experience, the trip to the Călnic fortress, the visit to the book exhibition at the Art Museum in Cluj, the Documentary Library in Aiud, the historical centre in Alba Iulia, the common meals and the documentaries on video.

APPENDIX

LEIPZIGER BUCHMESSE

LEIPZIG BOOK FAIR . FOIRE DU LIVRE DE LEIPZIG

26. - 29. 3. 1998

N e w s l e t t e r

THE LEIPZIG BOOK FAIR

The 1997 Leipzig Book Fair

Leipzig is a really valuable fair, this was the "verdict" of specialists and the mass media at the beginning of this year. 1567 publishing houses from 29 countries, 40.000 visitors (8000 specialists) - no wonder that the exhibition halls in the centre of the town were filled. According to a poll, 90% of the exhibitors was pleased with the way the fair was organised.

Bridge between East and West

Leipzig which is in the heart of Europe fulfils the function of a bridge between the Eastern and Western fair. Central and Eastern European countries always considered the Leipzig Book Fair an important link in the East-West business world.

The culture and the editorial 'landscape' of the three Baltic states, Estonia, Latvia and Lithuania was the central theme of the 1997 Fair. 102 publishing houses presented their books and authors at Leipzig. Besides these there were 99 publishing houses from Poland, 48 from Russia and 50 from the Czech Republic. The public as well as the

mass media give special attention to the Central and Eastern European book market.

Publishing houses from Great Britain, France, Austria, Scandinavia, China and Switzerland were also present, by great collective exhibitions. The international importance of the Leipzig Book Fair was confirmed this year as well by the massive presence of a German and international public of specialists and 956 journalists from 25 countries.

THE LEIPZIG BOOK FAIR - 26- 29 MARCH 1998

The new exhibition complex in Leipzig

The former place of the Fair in the centre of the town cannot be used any more as it has a limited space. Therefore, in 1998 the Fair will take place for the first time in the new exhibition complex.

The most modern exhibition complex of the world is functional and aesthetic at the same time. It offers a wonderful framework for the Leipzig Book Fair (which focusses on book marketing at the beginning of the year and literary manifestations) and enhances contacts between Eastern and Western businessmen.

Therefore the Fair will be enriched by the new quality of the program and the presentation. There will be a bookshop of the fair for the first time in Germany: publishing houses will have the opportunity to sell the books exhibited by them.

THE CENTRAL THEME: ROMANIA

The Leipzig Book Fair presents an important cultural nation

Beginning with 1995, Central and Eastern-European book markets and culture were the main issues at the Fair. After the successful editions which focussed on the Czech Republic, Poland and the Baltic States, the 1998 Leipzig Book Fair will present Romania.

Germany is the most important economic partner of Romania and the greatest foreign investor, with 220 million dollars. On account of its economic growth and the process of privatisation Romania became an interesting business partner for Germany. After Poland, Romania is the second most attractive market for German investors: according to a recent poll conducted by the Stock Exchange Union in 1996, licence granting to Romania has doubled since 1991.

Besides a complex presentation of Romanian publishing houses, a German-Romanian editorial Symposium will be organised in

collaboration with the Foreign Trade Committee of the Stock Exchange Union of German booksellers. This Symposium will be a good opportunity for editors, booksellers and librarians to discuss the topical issues of book-market development and collaboration beyond frontiers. At the same time it will be a platform for the spiritual and material meeting of German and Central and Eastern-European editors interested in the international exchange of licences. The program contains other activities as well, addressed to booksellers and librarians.

However, the Leipzig Book Fair is not only a marketing event. In Leipzig there is time for cultural meetings focussed on Romania. Round-table discussions, exhibitions, films and concerts will outline the image of Romanian culture.

Centre for East-West contacts

The East-West contact centre of the Leipzig Book Fair offers various services to make your stay at the Fair more efficient:

- translation services (German, English, Russian, Romanian and other Central and Eastern-European languages)
- telephone and fax
- contact mediation before and during the Fair
- Who's Who containing all Central and Eastern-European participants
- places for individual discussions and negotiations

Means of transport at the Fair

The new exhibition complex is easy to reach. The Leipzig/Halle international airport which has links with every European capital city can be reached in 10 minutes by cab or shuttlebus from the exhibition complex. The railway station and the town centre can be reached in 20 minutes by tram.