Research on the Value Positioning of University Library Based on Customer Delivered Value

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Abstract   With the rise of various new reading media and the rapid development of the digitization of paper resources, the traditional function positioning of university libraries based on information query is facing unprecedented challenges. How to deal with the change of social information? The library should be demand-oriented, re-examine its own value and find a new starting point. With the help of the concept of customer delivered value and based on 4P theory, this paper constructs the value chain of university library from the dimensions of product, image, personnel and service, and forms a multi-dimensional development positioning system.

Key words   University, Library, Customer delivered value, Positioning

1   Introduction

Discipline construction is an important symbol to measure the standard for running a school and overall comprehensive strength of colleges and universities, an important weight for colleges and universities in the fierce competition, an important base for training high-level professionals and carrying out scientific research, and also an important carrier of school-running characteristics, discipline advantages and scientific research level. The construction of literature and information resources plays an indispensable role in supporting discipline development, and high-quality resource structure and academic support are also the organic components of discipline construction. Practice has proved that the construction of literature resources in university libraries can produce good economic and social benefits only if they are combined with discipline construction and cater to the reasonable needs of readers. Therefore, in the construction of library resources, we should accurately grasp the needs of discipline development, fully understand the information of the publishing market, accurately and reasonably allocate the proportion of literature purchase funds in accordance with the characteristics of professional literature information resources of various disciplines, and carry out effective purchase in order to meet the needs of discipline development for literature information resources.

According to the real-time database of the university library of the Ministry of Education, the average purchase cost of literature resources in 1 256 universities in 2019 was 5.156 million yuan, and the average purchase cost of paper literature resources in 1 244 universities was 2.211 million yuan; the average purchase cost of literature resources in 1 207 universities in 2020 was

6.025 million yuan, and the average purchase cost of paper literature resources in 1 192 universities was 2.059 million yuan. While the average cost of the overall purchase increased by 16.9%, the average cost of purchasing paper literature decreased by 6.9%. From the point of view of the utilization of paper resources, the borrowing amount of books by ordinary undergraduates is not large. Taking a university in Beijing as an example, the circulation of paper books shows a downward trend, and the number of books borrowed per student has dropped to less than 3.

In order to facilitate teachers and students' access to resources, university libraries tilt funds to electronic resources. With the prevalence of new reading media and the rapid development of the digitization of paper resources, young people are increasingly fond of fragmented reading of electronic products, and some people even put forward the argument that electronic libraries will eventually replace paper libraries. However, this is not the case. From the report on the retail market of Chinese libraries, we can see that the overall retail market maintained a growth rate of more than 10% from 2015 to 2019. According to 2019 *China Book Retail Market Report*[1], the total fixed price of China's book retail market continued to maintain double-digit growth in 2019, up 14.4% from the same period last year, reaching 102.27 billion yuan. Despite the impact of COVID-19, the total fixed price of China's book retail market showed negative growth for the first time in 2020, down 5.08% from the same period last year, with the size of 97.08 billion yuan[2-3]. But in 2021, the total fixed price of book retail market increased by 1.65% compared with the same period last year, with a size of 98.68 billion yuan[4]. It can be seen that although the utilization of paper resources does have a downward trend due to the impact of various factors, the borrowing rate of some books is low, which to a certain extent reflects the disconnection between the supply and demand of paper resources and reflects that the promotion service of paper books is not in place under the construction of smart library. The university library is facing a new positioning choice.

2 Interpretation of library value under the customer delivered value

Customer delivered value, proposed by Philip Kotler, refers to the actual value felt by customers, that is, the difference between the total customer value and the total customer cost. Total customer value refers to a group of benefits expected by customers to purchase a product and service, including product value, service value, personnel value and image value, *etc.*; total customer cost includes monetary cost, time cost, mental cost and physical cost, *etc.* The greater the customer delivered value, the higher their satisfaction and loyalty. Readers are the "customers" of the library. If the library can attract "customers", it will naturally increase the utilization rate of resources.

2.1 Total customer value According to the analysis of the customer value provided by the library, the library resources produce product value, including the quantity of collected literature, the types of collected resources, the value of collected resources, *etc.* Library hardware and software construction provides service value, including library building environment, intelligent equipment, library service items, *etc.* The library staff constitute the personnel value, including the subject service ability of the librarian, the consultation service ability of the administrator, other guarantee service ability, *etc.* The comprehensive level of the library determines the image value, including the sense of beauty, history, fame and value-added services, *etc.* presented by the library.

2.2 Total customer cost According to the cost analysis of readers using the library, the university library is a non-profit organization, and the readers who generally use the university library (mainly teachers and students) have no monetary cost, and the time cost is very complex. It is not only restricted by the convenience of the service provided by the library and the information literacy of the readers themselves, but also affected by the purpose of readers going to the library, and the mental cost and physical cost are more determined by the service attitude and service level of the library.

To sum up, the most important thing to maximize customer delivered value is still "resource". Striving for more funds to provide sufficient high-quality resources is the most basic value of the library. From the analysis of customer delivered value, the positioning and publicity of university library focus on the development of product value. Although the library industry has been seeking innovation and transformation and made great progress in embedded discipline service, reading promotion, open access, *etc.*, the efforts in service value, personnel value and image value are still insufficient. Therefore, if the university library wants to achieve sustainable development, it is imperative to improve readers' awareness, recognition and positive evaluation of the library.

3 Reconstruction of library value

3.1 Construction of product value The construction of the product value of university libraries is more about the construction of resources, and it should tend to be diversified for more development opportunities. The open access resources platform should be built by means of "direct link" and "self-built open resources platform" so that readers can easily access resources[5]. It is necessary to build a new media resources platform, and professional librarians should collect all kinds of useful open resources and provide various forms of fragmented reading resources combining discipline and leisure based on various new media, so as to achieve the impression that the demand for information resources is bundled with the library. In the periodical area of the library, abundant leisure and popular science reading materials should be properly provided to attract more readers to the library. On the basis of the construction of professional resources, students' leisure and entertainment needs should be taken into account, so as to provide richer reading experience for teachers and students studying in the library.

3.2 Construction of service value Service value is the part where customers are easy to leave an impression and produce subjective evaluation, and the construction of service value has a lot of room for operation. The first impression of most readers on the library is its environmental layout, and the value of the environment lies in that it will have an intuitive impact on the readers and directly determine the "popularity" of the library. The layout design of library space is the second creation on the completion of basic construction, and is the core element to be close to readers and meet the needs of readers[6]. Therefore, the environmental layout of the library is particularly important.

The survey of readers shows that the quiet environmental layout of the traditional library can no longer meet the life and learning needs of teachers and students in the new era, and needs more flexible spatial function planning. Around the construction of the intelligent library, the university library has made a good attempt, for example, China Agricultural University (East Campus) is more flexible in library layout and furniture procurement, and has equipped seminar rooms, conference rooms, audio areas and other characteristic areas. Readers' demand for library service tends to be more "humanized". Borges, a famous poet and former director of the National Library of Argentina, once said: if there is heaven, heaven should be what a library looks like. So the Oodi Library in Helsinki, Finland, is an eye-catching library where we can drink coffee, watch movies, go for KTV, and even take the baby here for fun, sew and cook. However, as soon as it is opened, it has attracted tens of thousands of people a day and has become a world-famous Internet-famous library. It is believed that college students, as young students, are in the stage of being most sensitive to new things, and they are also in the stage of pursuit of novelty.

Based on this, the positioning of university libraries should break the traditional inherent pattern and carry out brand-new positioning. First, separating quiet area from sound area. The "sound area" and "quiet area" are separated in the library. The floor can be used as a unit to achieve the goal of clear functional

zoning and no influence on each other. If the space is limited, different functional areas can be distinguished according to decibel level on the same floor. The sound area can set up a comfortable coffee and dessert leisure area, a vast exhibition area, a smart multi-functional open and free activity area, a seminar room, a handicraft room, a screening room, a 3D printing room and even a small conference room, an intelligent classroom and other areas, with motion in quiescence and quietness in a noisy neighborhood. While meeting the various needs of teachers and students, we should pay attention to the rationality, fashion and aesthetics of the design. The quiet area is closer to the traditional library, considering multi-function and fashion on the basis of building a quiet and bright learning and reading space. Second, setting up a personality exhibition area. The library can design personalized exhibition areas such as specimen exhibition area, characteristic collection exhibition area (ancient books area) and art exhibition area according to the discipline characteristics of the school, and reserve exhibition space at the same time to provide space for all kinds of exhibitions and enhance the influence of the library. A library with a long history can also set up a library history exhibition area, so that the library has academic, art, and history elements. Third, providing a service environment. Self-service library navigation, self-service information literacy training and other service spaces can be provided in the library, for example, self-service robots are set up in the hall on the ground floor for basic navigation services, and self-service information literacy training rooms are also provided. Students can make an appointment to swipe their cards to enter, watch through videos and programs prepared in advance in the library, and learn interactive information retrieval courses. It can be seen that the diversification of service value comes from the diversification of readers' needs.

3.3 Construction of personnel value

Librarian is the soul and core of library service, which is the invisible value and also the key value. This paper mainly discusses the service value construction involving interaction with teachers and students.

Teacher-student interaction service involves embedded discipline service, embedded teaching, information literacy training and other service items. In recent years, from theory to practice, there is no lack of research of various types, different directions and different perspectives in the library. Especially since 2012, embedded discipline service research has been developing by leaps and bounds, and practical exploration has been carried out gradually. For example, the library of Tsinghua University is embedded in the user's virtual community and uses WeChat Mini Programs to carry out "warm information literacy education". Students can easily book lectures, share courseware and exercises, and award a bonus and post real-time comments, which are well received by users. The library of Peking University has set up a research support center to provide embedded scientific research support services, including information literacy education, discipline services, scientific research support, data services, etc., with high user recognition[7]. However, in practice, there are still some aspects to be improved, such as insufficient "embedding" degree, and weak "sense of participation". Therefore, the university library should change from passive to active based on information literacy education and the supply of information resources. It should also become the manager of information and the leader of discipline construction, and actively participate in teachers' scientific research activities. In the whole process of topic selection, research process and conclusion, it is necessary to provide cutting-edge information and give suggestions on the future development of the topic. In the whole process of the project research, it is necessary to provide relevant information resources reference and analysis, assist in the cultivation of information literacy, retain the data of the whole process of scientific research of university, summarize the experience of discipline construction, and form the discipline resources database of university through data processing and platform construction in order to become the manager and processor of information. Furthermore, the library can deeply analyze the frontier trends of disciplines and market demand information, and provide effective services for the transformation of school scientific and technological achievements, thus becoming a bridge of information communication between schools and enterprises, and highlighting the academic value and market value of the library.

3.4 Construction of image value

Library is known as the holy place of academics, the palace of knowledge, and even becomes the symbol and business card of schools. However, the university library is a high-end "ivory tower" far away from socialization, and its importance is far underestimated and even ignored because of the narrowness of traditional positioning. Therefore, the library urgently needs to attach importance to the shaping of image value and consciously show its own value so as to attract more "customers".

3.4.1 Improving the artistic value of library. The library can regularly carry out all kinds of art exhibitions, celebrity lectures and art films with high aesthetic value, so that teachers and students can read beautiful epics, enjoy beautiful art and feel the value of beauty in the library, so that the library can be not only the academic center of knowledge, but also the classroom of art aesthetics.

3.4.2 Giving full play to the value of library reading communicators. It is necessary to actively respond to the national initiative, rely on the rich information resources in library to vigorously carry out reading promotion activities, and give full play to the value of reading communicators. In the reading promotion activities, we should give full play to the role of the library as the second classroom in colleges and universities, and combine it with traditional festivals and public welfare activities to improve readers' basic knowledge reserve and humanistic literacy. For example, the library of Beijing University of Agriculture has carried out a series of activities such as book recommendation and donating books to left-behind children, which not only increases the knowledge of history and traditional culture, but also stimulates the enthusiasm of book reading.

3. 4. 3 Properly marketing its own value brand. On the one hand, it is necessary to shape the external image value. The service image of librarians and administrators should be professional and skillful, the complaints of readers should be dealt with quickly and properly, web pages and new media should display library information in time, publicize library services, explain library functions, provide readers with a smooth way to understand the library, and establish a good library image. On the other hand, it is necessary to enhance the image value internally. The library should be improved from management system, librarian quality, service items, *etc.* Only by repairing both inside and outside, can we constantly enhance the reputation and image of the library, shape the library brand and win the reputation.

4　Conclusion

　　The construction of library value dimension based on customer delivered value is a modern marketing philosophy guided by the needs of readers. The sustainable development of the library must adhere to the reader-centered principle, re-examine and establish its own value positioning. In the construction of resources and reader service, it shoulder the mission of cultivating talents useful to society.

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ucation activities can be carried out regularly, and the forms of activities should be diversified, such as lectures, movie appreciation, debate competitions, elective courses, *etc.*, to guide students to realize the true meaning of life.

7　Conclusions

　　According to the existing research data and results, the life safety education methods of college students in China mainly lie in three aspects：school, family and society. Life education mainly revolves around schools. China's major colleges and universities mainly focus on theoretical research in life safety education, and there are relatively few practical researches on the real practice of life safety education. Therefore, future research on life safety education can focus on the practical level. It is recommended to actively explore and develop the specific practice mode of life safety education, truly implement life safety education in the actual life of college students, and turn life safety education from theory to practice. College students are the most energetic, creative and active group in the whole society. They shoulder the mission of realizing the Chinese dream of the great rejuvenation of the Chinese nation. College students are the mainstay of the country and the nation, and the healthy growth and all-round development of college students is the common expectation of the whole society and the whole people. The life safety education of college students is related to national rejuvenation, social development and national progress. Thus, it cannot be ignored. Long and difficult as the journey of life education is, sustained actions will take us to the destination. The life education requires the attention and efforts of all walks of life in our society.

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