Characteristics of the Library Services Market*

도서관 서비스 시장의 특성

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ABSTRACT

The purpose of this conceptual paper is to identify the library services market and its characteristics versus the common commodity market so that marketing and management in library services can be more fruitful in terms of research and development. Based on the developed hypothetical market, a library services market is identified; the market is then characterized in comparison to the common commodity market using three theoretical characteristics of the library services market: indirect exchange, limited competition, and time-lagging exchange. Based on these characteristics, two possible research directions are suggested: development of goals for library management and consideration of applications in library marketing.

초 록

이 이론적 논문의 목적은 도서관서비스 시장을 확인하고 일반 상품시장과 대비되는 도서관서비스 시장의 특성을 파악하여 연구 및 실천 부분에서 도서관 마케팅 및 경영의 논의를 더욱 풍성하게 하는 데에 있다. 도서관서비스 시장은 일반 시장의 모형을 기반으로 확인하였으며, 일반 상품시장과 비교하여 도서관서비스 시장은 간접 교환, 제한 경쟁, 그리고 시차적 교환이라는 특성이 있음을 밝혔다. 이러한 특성에 기반하여 도서관 경영의 목표 및 목적의 개발과 도서관 마케팅에의 적용이라는 두 가지 연구방향을 제안하였다.

Keywords: library services market, tripartite market, value circulation, limited competitive market, time-lagging exchange
도서관서비스 시장, 삼자간 시장, 가치순환, 제한경쟁시장, 시차적 교환

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1. Introduction

The concept of marketing was originally applied in for-profit organizations. Marketing has now been adopted in other areas, including public and nonprofit organizations. Nonprofit marketing is defined as “the use of marketing tactics to further the goals and objectives of nonprofit organizations” (Wymer, Jr. et al., 2006, p. 19). In other words, nonprofit marketing is the use and application of techniques associated with for-profit marketing in nonprofit organizations. This approach to marketing in nonprofits can be used in the area of library services. Library marketing can be defined as the use of marketing tactics to further the goals and objectives of library management. The approach seems to have a tacit but critical premise that the market in nonprofits or library services is the same as the market in for-profit areas. However, it is hard to locate studies that prove or clarify this premise.

At this point, several questions about adopting marketing techniques for library services arise. Does a library services market exist? If so, is the library services market the same as the common commodity market? Can the techniques used in for-profit marketing be effective in library marketing? What are the background problems in library services that may affect adoption of various marketing techniques? In terms of the library services market, these questions build the research problems in this conceptual paper: What is the library services market and what are the characteristics of this market versus the common commodity market?

While answers to these questions have not been clearly determined, some adopted marketing techniques have yielded effective results and been recommended for use without empirical evidence to support them. In this article, we clarified the premise that the market in nonprofits or library services is the same as the market in for-profit areas to answer these questions not only to tailor marketing techniques for the library services market, but also to develop appropriate marketing techniques and marketing management for libraries. That is, the purpose of this study was to identify the library services market and its characteristics so that marketing and management in library services can be more fruitful in terms of research and development.

For this purpose, first we define important concepts, such as market, value, and marketing, to identify the library services market. Next, we identify three characteristics of the library services market versus the common commodity market. Finally, implications based on the identified characteristics are suggested. In addition, the approach to identifying the market and its characteristics is conceptual and based on previous related research so as to develop an appropriate conceptual framework for library marketing. Therefore, the main research method adopted in this study is a literature study

2. Definitions: Market, Value, and Marketing

Intuitively, the term marketing can be understood as certain actions or movements related to a market.

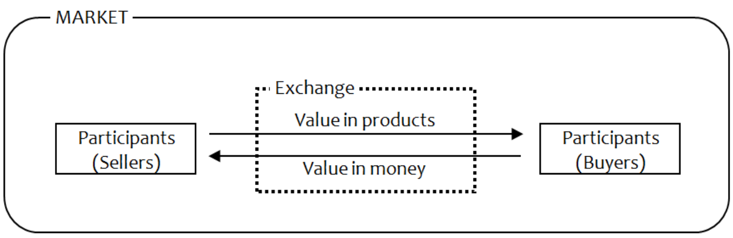
Despite the plethora of definitions of marketing in textbooks, we first attempted to define the term market so as to achieve a better understanding of marketing. While scrutinizing definitions of market used in economics and marketing, we noted that several terms are used frequently in the various definitions:

- "A group of buyers and sellers of a particular good or service" (Mankiw, 2008, p. 66)
- "A public place where buyers and sellers make transactions, directly or via intermediaries" (Investersworld.com, 2011)
- "Any place where the sellers of a particular good or service can meet with the buyers of that good and service" (About.com Economics, 2011)

In these definitions, some common terms and concepts can be identified, including place, buyer, seller, goods, and services. Goods are tangible products and services are intangible products. Products are things or items produced and exchanged in a market; in this paper, product and commodity are used interchangeably. Buyers are people who usually acquire a product in a market by paying for it. In other words, buyers participate in a market by exchanging monetary values for the products of others (in this case, sellers). In turn, sellers participate in a market to exchange their products for the monetary values of buyers. Both exchange their values with the other's values. Consequently, a market can be defined as a place where participants exchange their values with others' values. Core elements of a market include participants, values, and exchanges: two types of participants (buyers & sellers), values in two forms (products & money), and exchange. <Fig. 1> illustrates the core elements of a market.

In the schema illustrated in <Fig. 1>, exchange is defined as an activity consisting of two sub-activities, acquiring and providing. The exchange occurs at a specific point in time. In other words, value-acquiring and value-providing occur concurrently.

In addition, a market is assumed to be competitive in the field of economics. A competitive market is defined as "a market in which there are many buyers and many sellers so that each has a negligible impact on the market price" (Mankiw, 2008, p. 66). From a marketing perspective, however, a seller competes on the market price not only against buyers but also against other sellers so as to provide greater customer value and satisfaction (Kotler & Armstrong, 2008) to secure profit. The other sellers are called competitors.



〈Figure 1〉 Common Commodity Market Schema.

Here, it is appropriate to consider the concept of value. Value is usually defined as the "intrinsic worth or price of a good or service" (Rutherford, 1992, p. 481). Intrinsic worth is understood as value in use, or use value, and price can be interpreted as exchange value, even though price is known to be affected by other factors.

A newer concept of value, called customer value, consumer value, or perceived value (CV), began to be developed in the marketing area in the 1980s; CV was later introduced into the area of library services. Although CV has been studied by scholars in the area of library services, it has been used as a term without a clear definition (Rowley, 2006), as a concept without a clear term (Kendrick, 2006), and as an underestimated concept (McKnight, 2006). Customer value has also been adopted in practical valuation studies without a clear definition (Carnegie Mellon Center for Economic Development, 2006).

The stream of conceptualizing CV in the marketing area can be regarded as a chain of arguments. Because of the number of participants in the arguments, various reviews on conceptualizing CV have been published (Khalifa, 2004; Lindgreen & Wynstra, 2005). In the stream, some researchers have argued that CV is a one-dimensional concept while others see it as a multi-level or multi-faceted concept (Sánchez-Fernández & Iniesta-Bonillo, 2007). While definitions and conceptualizations are still competing (Smith & Colgate, 2007), the multi-faceted and multidimensional conceptualizations have become dominant (Sánchez-Fernández et al., 2009; Fiol et al., 2011) with respect to various aspects of CV, such as efficiency, excellence, aesthetics, ethics, and esteem.

We assumed that a simpler definition would be more appropriate than a complicated definition because the simpler definition could be more generalized and more applicable to various situations. Zeithaml (1988) created one of customer value's initial definitions: "the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given" (p. 14). Despite arguments about dimensions, aspects, and facets of the concept of CV (which correspond with the latter part of the definition, "based on perceptions of what is received and what is given"), the concept of CV itself (which corresponds to the former part of the definition, "the consumer's overall assessment of the utility") is accepted in the following arguments. In addition, CV is defined as perceived preferences for use of a product in terms of achieving the customer's goals (Woodruff, 1997). Based on these definitions, an integrated definition of CV was developed and adopted in this paper: *estimated and/or expected value of a good or a service for a customer by the customer based on the customer's perception.*

When we defined CV, we were also interested in the relationships between CV and other existing values, such as use value and exchange value. While it is hard to locate evidence for the relationship in the literature, we divided the various types of value into two categories: existing value and perceived value. When use value is understood as the worth of an item, the value exists whether it is perceived or not. For instance, water is necessary for human survival, regardless of its being perceived. This type of value is existing value. Existing value seems not to be measured in degree but to be categorized as required or optional. For instance, when several items are considered necessary for human survival, some are identified as required, such as water and oxygen, while others are identified as optional, such as soap and pen. It is hard to determine the degree of water's value for human survival, even compared with oxygen, since humans cannot survive without even one of the required items. In other words, the degree of existing values for required items should be the same.

On the other hand, customers should acquire items from others by paying for them, regardless of the method of payment, at least in market economics. The customer should decide the size of payment to acquire a needed item. This decision can be regarded as an estimation of the expected value of the needed item and of the payment so that the customer can exchange the value for the payment. The estimation is based on the customer's perception. Some characteristics of the estimated/decided value are (a) for the estimator, (b) by the estimator, (c) based on the estimator's perception, and (d) for exchange with another item of similar value. This type of value is perceived value. Since the acquired item should be exchanged with a similar size of value, a certain degree of value should be estimated. A common unit for this value is a monetary unit. Along this line, CV and exchange value can be categorized together within perceived value. Furthermore, the values measured in various valuation studies should be perceived values. The perceived value is independent of the existing value. The degree of value for a required item does not need to be higher than that for an optional item. Rather, perceived value is decided based on various factors, including competitiveness and relative number of buyers and sellers.

One thing to be clarified at this point is a common sequence of market activities. The importance of CV in marketing is that it causes exchange in a market. In other words, CV is critical to the exchange. It is clear that CV estimation/perception should occur before the exchange so that the estimation can be regarded as *value expectation.* After the exchange, the customer can compare the expectation with his or her usage experience (perception) of the exchanged/acquired item, and the result of the comparison is usually called *satisfaction.* Therefore, a sequential model of the common commodity market can be called the perception-exchange-satisfaction (PECS) model. This is a critical point in differentiating the library services market from a common commodity market; this point is discussed later.

Finally, we can define marketing based on the discussed concepts of market and value. Marketing can be simply defined as an activity related to a market. One purpose of marketing is to vitalize the market. Therefore, marketing was, in this paper, defined as *market activities for vitalization of the market.* Market vitalization can be regarded as an increase of exchange in the market. There are two ways to increase exchange: (a) increase the number of participants, especially buyers, and (b) increase CV so that buyers are willing to pay for the value.

It is worth noting that CV is based on perception, and perception is a form of cognition. An increase in CV is regarded as a change in cognition, and the change can be caused by communication in any form, including experience, dialogue, and advertisement. Thus, a critical point in marketing could be to identify factors of effective communication to change the cognition of customers. Based on the concepts discussed, such as market, value, and marketing, we attempted to identify a market of library services and to characterize that market.

3. Identification of a Library Services Market: A Tripartite Market

When we assume the concept of market for library services, we must identify the elements required in a market. As defined, the required elements are participants, values in different forms (such as product and money), and exchange. There are at least two groups of participants in library services: libraries and their customers/users. There is a form of value, library services, and the services are provided by libraries for their customers. In this situation, there is only one form of value and the value transfer is not a form of exchange, but a one-way provision (Kim, 2008). Libraries also need value in any form to continue providing services, or, in other words, to survive. These needed values are usually called managerial resources, and libraries acquire such resources from their governing bodies. The governing bodies usually allocate a part of their values, which were originally acquired from the customers of the libraries, to their libraries.

In this situation, when a library is regarded as a part of its governing body, such as a section or a department, the value exchange is bi-directional between the customers and the governing bodies. In contrast, some types of libraries, such as public and academic libraries, are autonomous and maintain relative managerial independence from their governing bodies. For other types of libraries, such as special libraries which can be seen as part of an organization, the libraries' customers are not the parent organizations' customers but the staffs of the parent organizations. In other words, three actors are related within a special library in an organization: the library itself, staff members of the organization as the library's customers, and the head of the organization as the governing body of the library. Consequently, a library can be seen as an actor that is autonomous and independent from its governing body.

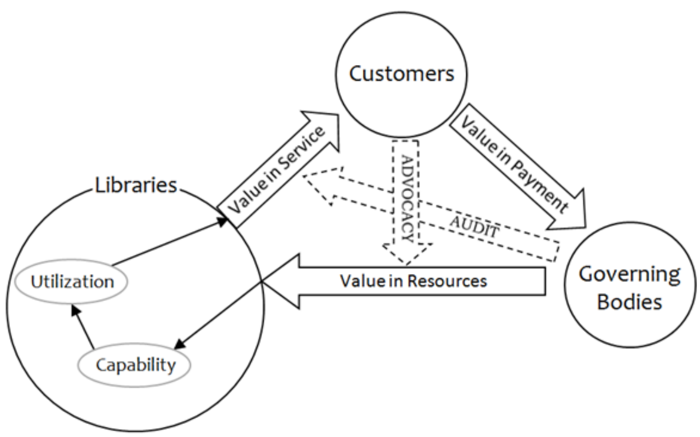
We can assume three types of participants in library services: libraries, customers, and governing bodies. Within this tripartite relationship, values are not directly exchanged between two of the participants but flow in a one-way direction: from libraries (in the form of library services) to their customers (in the form of benefit) to the governing bodies (in monetary unit) and to the libraries (in monetary unit), recursively. Libraries acquire values in resources from their governing bodies for their continuous service provision, or survival, and provide values within their services to their customers. Customers acquire values in library services from their libraries and provide monetary values in payment to the governing bodies.

Clearly, three types of participants and values are exchanged. We can conclude that a market related to library services exists and this market can be called the *library services market.* The market has characteristics that differ from the common commodity market - indirect exchange, limited competition, and time-lagging exchange - as described in the following paragraphs.

3.1 Trait 1: Indirect Exchange

One difference between the library services market and the common commodity market is the number of participants. The library services market has three types of participants: libraries, customers, and governing bodies. In contrast, the common commodity market usually includes two types of participants: consumers and providers or buyers and sellers. Libraries do not sell their services. Even though libraries require customers to pay for some services, such as photocopying services, the payment only shifts the service cost to the customer because libraries do not take a profit from the payment. Also, photocopying is not a core service in a library; it is an optional service so that its non-existence is not likely to affect the library. Customers do not pay the library directly for library services. Among the three types of participants, there are no sellers or buyers. There are, however, libraries as service providers, customers as service acquirers, and governing bodies as payment collectors and service auditors.

The number of participants in the library services market affects the value circulation. It can also be an *indirect value exchange* among the three participants versus a direct value exchange between buyers and sellers in the common commodity market. Therefore, the indirect exchange as Trait 1 is derived naturally fron the number of participants in the library service market. The indirect characteristics of the value exchange in the library services market were initially schematized by Kim (2011) and can be modified as illustrated in <Fig. 2>, a tripartite schema of the library services market.



〈Figure 2〉 Tripartite Schema of the Library Services Market.

The value flow within libraries illustrated in <Fig. 2> - from resources to capability, to utilization, and finally to value in services - was suggested by Orr (1973). In this schema, hidden or indirect effects are identified. Even though customers cannot provide values to libraries directly, they can influence the value transfer from governing bodies to libraries. This indirect effect of customers on the value transfer can be called *advocacy*. Another possible hidden effect is that of governing bodies on the value transfer from libraries to customers, which can be called *audit*.

Within the proposed tripartite schema with three types of value transfers and two indirect effects, such as the effect of customers on the value transfer from governing bodies to libraries and the effect of governing bodies on the value transfer from libraries to customers, various research problems can be identified. Identifying the effect of libraries on the value transfer from customers to governing bodies is one research avenue, and library outcome and impact studies (Aabø & Audunson, 2002; Debono, 2002; Grieves, 1998) can be seen as this type of study within the schema.

Another possible research topic is advocacy. Thus far, advocacy has been discussed as an activity usually practiced without a clear definition. According to the Library Advocate's Handbook, library advocacy can be understood in two ways: as a type of library activity designed to change customers into advocates and as customers' supportive activities for libraries (American Library Association Office for Library Advocacy, 2008). The original meaning of advocacy involved customers' supporting activities and the libraries' activities formed the marketing activities for customer advocacy. When advocacy is defined as a characteristic of customers, which can be an effect of libraries' marketing activities and a cause of customers' advocacy activities, it is necessary to define the concept operationally to measure the degree of advocacy. This may open the door to a fruitful research area for improving practices. The measure of advocacy can be developed as a performance measure for library activities.

3.2 Trait 2: Limited Competitive Market

As mentioned earlier, in economics and marketing, competition is regarded as not only natural but also a required characteristic to achieve an optimal state in a market. When a participant competes on price and exchange, competitors can be other participants in the same type or in a different type of activity. For instance, a seller competes with both other sellers and buyers. Developing the concept of CV changes the conditions of competition. A seller's purpose can be understood as transferring larger value to its buyers based on CV, so that the area of competitors shrinks to only the other sellers.

Competition is based on two assumptions: (a) values in a market are limited and exclusive, so that two or more participants cannot own a product or an item jointly with other participants; and (b) each participant wants a bigger part of the value than others receive. Again, when value exchanged in the market is limited and exclusive and when one of the libraries' goals is to secure more value, libraries can be regarded as being in competition and the library services market can be seen as a competitive market. Based on this interim result, an immediate question should be: Who are libraries' competitors in the library services market? To answer this question, we must first identify the forms of value exchanged in the market, and then identify other participants as competitors who share the value.

As discussed, three types of value are circulated: value in service, value in payment, and value in resources. Among them, value in payment is not directly related to libraries so we can ignore it for this discussion. Value in service has been discussed mainly in previous publications. Rowley (2006) defined the market libraries involved into as an information market, so that library services were regarded as information provision and identified information providers as libraries' competitors. Bookstores are another candidate for library competitor. Woodward (2005) argued that information providers, including bookstores, have become competitors of libraries based on the influence of developments in computers and related fields. She then suggested a new model of library management based on bookstore management, called the bookstore model.

Even if information providers are regarded as competitors who share the value in service with libraries, and even if we *feel* that the competition could affect value in resources of libraries, the effect of the competition of value in services on the value in resources is not clearly identified, mainly because there are other types of competitors for the value in resources.

Governing bodies do not usually govern libraries only. A governing body governs a community, such as a regional community, a campus, or a company, and a library is a part of that community. There are other required parts in a community. These parts can be regarded as functions in the community, and balance among the functions can be the most important requirement of a governing body. In this situation, libraries compete with other functions in communities for value in resources.

This competition for value in resources is affected by the competition for value in services; however, the effect has not been clearly identified. Kim and Yu (2011) argued that the effect size (R^2) of managerial activities, including value in service (use), on value in resources (revenue) is about 14% in American public libraries, and this means that about 86% of variability of value in resources is not explained yet.

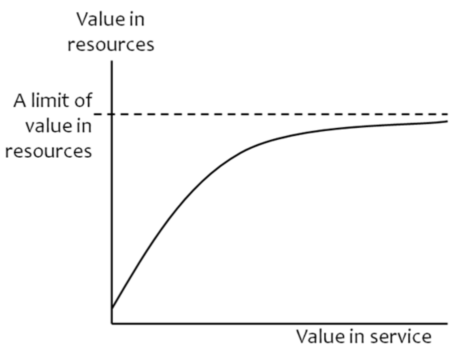
Clearly, there are two types of competitors for libraries: information providers for value in services and other functions in communities for value in resources. Between these two types of competitors, libraries would be wise to focus on the latter since value in resources is required for continuous service provision, or survival.[1)]

Again, the governing bodies' ultimate goal is to balance the functions in their communities. As libraries usually understand this situation well, their goal for revenue is not to take more revenues than the other functions in their communities. For instance, a public library's goal for revenue is not taking 100% of the resources allocated by its community government. Rather, its goal for revenue is to secure an appropriate

1) Note: This does not imply that the value in service is not important. The value in service is clearly a significant factor in the value in resources.

amount of revenue so that it can continuously provide services at an appropriate level to its customers. At the same time, the local government attempts to maintain balance in allocating resources to its functions, including library services, senior services, and policing services, among others.

In this context, from the perspective of its governing body, a library should receive a limited level of library revenue. Thus, the competition for value in resources among functions (including a library) in a governing body is limited (limited competition), so the relationship between value in services and value in resources is, at least theoretically, not linear because of the maximizable value in service and the limited value in resources (non-linear relationship between a library's activities and its acquired revenue). Therefore, limited competitive market as Trait 2 is based not only on the indirect exchange but also the difference between competition for resources and competition for services in their competition environments. This relationship can be seen in <Fig. 3>, where the dotted line is the limit in value in resources.



〈Figure 3〉 Curvilinear Relationship Between Value in Resources and Value in Service

Based on these points, several research problems can be developed. Thus far, the goals of libraries (not missions) have usually been set as maximization of value in service, so libraries have usually shown the results of service provision, such as number of books in circulation and number of visitors, as performance measures. Based on the point of competition, the focus can be shifted from use measures (value in services) to measures for value in resources.

One goal of library management can be transferred from maximizing value in resources to elevating the library's priority in budget allocations of the governing bodies by maximizing value in service to acquire appropriate value in resources. This theoretical non-linear relationship would provide a new way to measure the performance of library management. The limited competition would suggest that a library can apply not only a competitive strategy (Poter, 1998) but also a partnership strategy for its success in management. In addition, we can clarify the realization of value in service in practice in terms of value in resources.

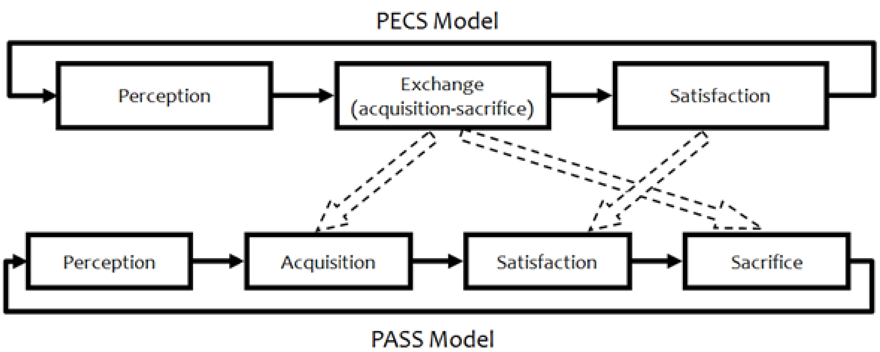
3.3 Trait 3: Time-Lagging Exchange – PECS vs. PASS

The perception-exchange-satisfaction (PECS) model was described earlier. The emphasis of PECS is exchange. Due to its direct characteristics, exchange is usually considered an activity or a stage in a process. Exchange can be decomposed into two sub-activities, such as buying and selling, obtaining and paying, or acquisition and sacrifice. That is, exchange is a synthesis of two sub-activities. According to the indirect characteristics of the market for library services, the two sub-activities occur at different time points in the library services market. A typical value exchange process in the library services market is (a) a customer perceives expected value of a library service (perception), (b) the customer acquires the library service (acquisition), (c) the customer compares the expected value with his or her experience (satisfaction), and (d) the customer pays for the service (sacrifice). This indirect value exchange process can be called the perception-acquisition-satisfaction-sacrifice (PASS) model. In addition, PECS model and PASS model are named by the author. <Fig. 4> illustrates the PECS and the PASS models.

One notable difference between PECS and PASS is the location of satisfaction in the process. In PECS, satisfaction comes after exchange (acquisition-sacrifice), so it can be called *ex-post* satisfaction. Basically, ex-post satisfaction cannot affect the payment. It affects only the perception in the next process. This could explain why marketing in the usual commodity market has focused on perception (CV) to encourage exchange.

On the other hand, the location of satisfaction in the PASS model is between acquisition and sacrifice, so it can be called *ex-ante* satisfaction. This means that satisfaction, which is the result of favorable comparison between perception and experience by acquisition, affects the sacrifice. This situation seems similar to a promotion in the commodity market in which a test experience is provided before an exchange. The PASS market is in a constant state of promotion.

This difference between PECS and PASS can provide meaningful insight into library management. Library use, such as collection use and space use, has usually been considered an equivalent of exchange in the commodity market. This means that the PECS model has been applied to the library services market implicitly. Focusing on the use of library services in this model would be appropriate because when use is equivalent to exchange, libraries may secure value in resources as much as value in use. When the PASS model is, however, appropriate for the library services market, library use and information provision cannot be equivalent to exchange but only to acquisition. Thus, the relationship between



〈Figure 4〉 Comparison of Market Models: PECS and PASS acquisition and sacrifice, the influence of satisfaction on sacrifice, and the characteristics of sacrifice in the library services market could be explored in future studies.

Additionally, sacrifice could be expanded to more than just the value in payment in the tripartite schema (see Fig. 1). The value in payment is based not only on the value in service by the library but also on other services by various functions in the community. In this situation, the value in payment would not be a good indicator of the sacrifice. Rather, advocacy, an indirect effect of customers on the value transfer from governing bodies to libraries, should be a dominant candidate of sacrifice for the acquisition of value in service.

4. Discussion and Conclusion

Thus far, we have discussed the existence of the library services market by identifying the existence of elements required for the market, such as market participants (libraries, customers, and governing bodies) and value circulation among the participants. The library services market can be characterized in contrast to the common commodity market by three traits: indirect exchange, limited competition, and time-lagging exchange. Research agendas related to implications of the traits are suggested, such as advocacy as a characteristic of library customers based on indirect exchange, priorities in budget allocation based on limited competition, and the form of customer sacrifice based on time-lagging exchange.

The agendas suggested should not be separated but rather integrated into two research directions: goal of library management and means of library marketing. Thus far, one goal in library management has been maximum benefit provision, which can be estimated by the degree of library use factors, such as circulations, reference services, and visits. In other words, when a library shows a high degree of use by customers, the library will be regarded as providing a large benefit to its customers. Since the 1990s, however, libraries have searched for performance measures other than the library use measures, such as quality (Cook & Heath, 2001; Cook et al., 2002), value (Aabø, 2009; Kim, 2011), social impact (Debono, 2002), and social capital (Vårheim, 2007). Some of these measures have been successfully applied to practices and others have not. These efforts for new performance measures suggest that we need a new perspective on the goal of library management conditioned on an understanding of the library services market.

Based on the discussion in this study, libraries should acquire not the maximum level but the appropriate level of managerial resources for continuous provision of their services. For example, when the governing body allocates funds, it should prioritize funding the library. This higher priority can be affected not only by the governing body but also by the advocacy of library customers. Consequently, one goal of library management can be to maximize customers' advocacy (see Figure 2). Thus, a measure of advocacy should be developed by identifying elements related to customers' advocacy.

Second, customer advocacy can result not only from the use of a library but also from customers' perception that the use is beneficial to them. In other words, the advocacy can be affected by both customers' experience and their perception. In this vein, library marketing, which aims to increase customers' use and change their perception, is important in current library management. The applications of library marketing in practice have been based on marketing techniques for the common commodity market (Rowley, 2006). Because of the differences between PECS and PASS (see Figure 4), however, the marketing applications for PECS might not be appropriate for PASS. In PECS, customer value (CV) is formed prior to the exchange (acquisition sacrifice), so CV can affect both customer acquisition and customer sacrifice. In contrast, CV only affects customer acquisition (which is the same as library use), and customer sacrifice (which is the same as customer advocacy) is affected by satisfaction in PASS. When library use is the final goal of library management, marketing to increase CV is acceptable. However, when managing resources is the final goal, marketing only to increase CV is limited. Thus, when we adopt marketing techniques for the common commodity market in the library services market, we should not adopt them directly but adapt them based on the characteristics of the library services market.

In addition, the concept of advocacy as a measure of library management should be refined, especially in comparison with similar concepts such as loyalty. The concept of advocacy in library services is distinguished from that of the common concept of advocacy, that is, "the act of pleading or arguing in favor of something." (Pickett, 2006, p. 26) The concept may also be distinguished from the concept of loyalty, which is usually understood as repurchasing in the discipline of marketing. We must develop a new concept of advocacy with the operational definition as a key concept in the library services market.

Various problems associated with library management derive from the absence of appropriate measures of library performance to provide an estimate of the future state of the library. The absence of performance measures is related to unspecified and superficial purposes in library management because the performance measure is a tool to illustrate the degree of attainment of the purpose. It is hoped that the identified characteristics of the library services market in this conceptual study provide a fundamental framework for developing a concrete and clear purpose in library management to contribute an appropriate measure of library performance and to provide new research directions and agendas.

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