# Making Virtual Library Visible in the Information Age

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*Abstract:*

*Purpose***: This paper examined making virtual library visible in the information age and the features of the information age. It also highlighted the change in the role of library and library service providers as regards the visible presence of clientele in the library building. The introduction of information technology into information retrieval systems and radical referencing in the information age has broken down boundaries between information sources and users globally. This has necessitated the need for a visible virtual library to meet the information needs of the present-day library patrons located in different geographical locations around the globe. Crucial issues were considered in making virtual library visible in this paper.

*Design/Methodology & Approach:* **The methodology adopted was a contextual analysis that involved the review of materials ranging from publications, textbooks, and the relevant internet sources.**

*Implication:* **Turning blind eyes to the imperative of making virtual libraries visible by the Library and Library Information System (LIS) professionals would render their functions ineffective and irrelevant in the present-day digital age.**

*Originality/Value:* **This paper concludes that making a virtual library visible in the information age is a necessity that would enable the library to meet the information needs of patrons in real-time using the present-day cutting-edge technology.**

*Keywords:* **Information age, Library, Visibility, Virtual Library**

*Paper Type:* **Conceptual research.**

## I. INTRODUCTION

1. Libraries traditionally have played a significant role in education and giving access to information and knowledge to different users (clientele). The different libraries perform different functions for both potential and existing users. The vast information resources available in libraries ensure different access to scholarly information for the members of the community. According to Abdulsalami et al., (2013) libraries have acquired great importance in knowledge societies. Libraries which have been previously referred to as the purveyor of information, custodian of knowledge, and the house of learning plays a vital role in the development of any society by catering to the information needs of thousands of people within a particular community. The main goal of a library, therefore, is to acquire, process, organize, preserve and provide easy access to knowledge and information to patrons in the most convenient way. Information according to the Concise Oxford English dictionary (10th Edition, 2002) is "facts or knowledge provided or learned as a result of research or study conveyed or presented by a particular sequence of symbols, impulses e.t.c" Encarta dictionaries also defines

"information as a definite knowledge acquired or supplied about something or somebody, gathered facts which are collected about a specific subject". Information could therefore be any knowledge, facts/rumor available to a person for use. Hence, the need for the existence of libraries and the library services to bridge the gap between information sources and accessibility to the users. However, with the recent introduction of technology into information retrieval and dissemination, individuals have access more easily and on time. According to Leheman, (2011), the future of the library will be as a dynamic knowledge center where not only the librarian, the books (whether real or virtual), and the users engage in the interchange of ideas with the adoption of cutting edge information technology.

The interconnection of the world through the use of the internet and web has changed the fundamental roles, culture, and paradigm of libraries worldwide in the present day information age. The idea of the information age is heavily linked to the concept of a digital age or digital revolution and carries the ramification of a shift from traditional industry through the industrial revolution to an economy based around the manipulation of information with information technology (IT) and information and communications technology(ICT) gadgets. Consequently, library, library resources, and services have to adapt the information technology to remain relevant in providing satisfactory and efficient services to library patrons in today's world information age

### *Today's World: Information Age*

The information age, also known as the computer age or information era is an idea that the current age is characterized by the ability of the individual to transfer information freely and have instant access to knowledge that would have been difficult or impossible previously. The information age is said to have begun in the latter half of the twentieth century. The term has been widely used around the late 1980s and 1990s up till today. This information age has its advantages over traditional library services. The merits of IT and ICT in this era are numerous. For instance, ICT has created an avenue for a knowledgeable society. The face of modern science and technology research has changed with the development of ICT. This has required our research organization to be linked to others through an advanced network that is connected to the rest of the world. This has also provided ready access to safe, secure, and affordable communications infrastructure that enables national and international collaboration. (Stanford's Key to Information Literacy, 2021).

Today's information age is characterized by constant change, uncertainty, disruption, and discomfort. Less money is available in the public sector, with higher costs leading to reduced purchasing power, downsizing, optimizing, pressure for accountability, and coherency of the value the Library adds to its parent organization. The present information age is distinguished by a cloudy mobile visual wireless world and mobile technology. There is increasing democratization of knowledge; all information sources are readily available electronically. The demise of newspapers gave birth to open access, changes in publishing and scholarly communication, games, apps, and developments like Google Glass. There is a greater emphasis on user engagement and the use of social media with new modes of research, teaching, and learning process. A key reality in the 21st century is that higher education has been intensely affected by the progressively integrated world economy. New information and communications technology (ICT) has led to an immediately connected world. Universities have responded with more flexible, fluid, and accelerated ways of teaching resulting in the integration of online, hybrid, and collaborative learning. There has been a rise in data-driven learning and assessment and a shift of students from consumers of information to being creators of content (Ernest and Young, 2012).

Higher education institutions will need to transform their business models to survive, according to an industry-wide study of Australia's higher education sector (Ernst and Young, 2012). The NMC Horizon Report: 2014 Higher Education Edition (NMC Horizon Report, 2014) has identified four important developments. The learning environment constitutes social spaces where students actively participate, critique, and problem-solving in the classroom that gives rise to the flipped classroom model. This allows more collaborative and personalized experiences in-class time. Students benefit from customized time to explore content on their own at home and to problem solve with teachers and students during the valuable time in class which is devoted to active project learning and working together to solve local and global challenges. Effective use of data is vital for success and education to track student performance and enhance learning experiences. Two emerging technologies are 3D printing and gamification. In 2011, Gartner predicted that over 70 percent of Global Organizations will have at least one gamified application by 2014 (Gartner, 2012). This development will undoubtedly change the outlook of the traditional library to remain relevant and a repository of information sources in all disciplines globally.

*Today's Library Clients*

Today's library clients do not carry pencils and notebooks to a library. They no longer want to concentrate on deep study or contemplative reading in isolation – they want connections. Today's Library users "lookup" rather than "view in-depth", they plug in, power up and prowl the internet, watch movies, listen to podcasts, read, review resources, chat with friends, family, teaching staff, and complete strangers via email, SMS, blogs and social networking sites. They seek ideas, inspiration, solutions, solitude, solace, and company online. They are information creators as well as consumers. Their learning is a blend of formal, informal, and interactive learning.

People want online research services like "ask a Librarian", apps to access library services, Amazon-like delivery times, better support in using technology (digital literacy), they want GPS apps to navigate the library and its collections including QR codes, Near Field Communication (NFC) transactions and even augmented reality. They also like personalized, Amazon-style recommendations, pre-loaded e-book readers, digital media labs, meeting rooms, and interactive spaces (Rainie, 2013a). Clients want libraries to coordinate with schools, provide literacy programs, including school preparation, comfortable spaces with separation for different types of use. They want a broad selection of e-books, access to technology, including maker spaces and interactive learning experiences. Clients also want help with the digitization of family treasures, online help from home, friendly helpful staff – they want automated services they can operate for themselves and still want to borrow real books (Rainie, 2013a).

Clients want answers to questions, solutions to problems, ideas, and support for good work outcomes, results, research support, and inspiration. They want successful outcomes to study and research, and they want everything delivered to them on time and on target, wherever they are. They want personalized service – just for me, responsiveness, timeliness, and honesty. CARE – Customers Are Really Everything. I do not care how much you know until I know how much you care. Never forget that Most users do not know what is on offer and cannot easily find what we provide – know what they get, not what they could get. The information age library clients greatly contrast the conventional library in terms of their services required (Rainie, 2013a).

## II. LIBRARY

Leheman, (2011) posited that a public library is a welfare center that gives useful services to the community by fostering education, promoting culture providing scope for healthy recreation, and disseminates information to all sections of the society. The library and services rendered have undergone a revolution in recent years and yet current perceptions of libraries and librarians seem to be firmly rooted in the past. The word "library" seems to be used in so many different aspects now, from the brick-and-mortar public library to the digital library. Public libraries and indeed, all libraries are changing to dynamic places where librarians help people find the best source of information whether it's a book, a website, or database entry (Leheman, 2011).

The word Library has been derived from the Latin word "Libraria, which means a place where books and other reading materials are stored. According to the Oxford English Dictionary "Library is a building, room or set of rooms, containing a collection of books for the use of the public or

some particular portion of it, or of the members of some society, or the like; a public institution or establishment charged with the care of a collection of books, and the duty of rendering the books accessible to those who required to use them"(Oxford English Dictionary). Furthermore, the collection of written knowledge and information in the repository is a practice as old as civilization itself. The name of such a repository became known as the library. Again, the word library is derived from the word "liber" meaning book which can be described as an organized collection of published and unpublished books and audiovisual materials with the aid of services of library staff that can provide and interpret such materials as required to meet the needs of its users. Also, libraries are regarded as agencies through which sources of information, accumulated knowledge, and experiences are selected, acquired, organized, preserved, and disseminated to library users (UNESCO, 1994 in Kaliya Perumal and Bahskarn, 2010).

Accordingly, Onwubiko and Uzoigwe, (2004) defined the library as an information center located in an organization, institute, agency, industry, etc to satisfy the information needs of the individual clients and the realization of the broad goals and objectives of the parent organization. Also, George Eberhart, (2010) posits , that "A library is a collection of resources in a variety of formats that is (1) organized by information professionals or other experts who (2) provide convenient physical, digital, bibliographic, or intellectual access and (3) offer targeted services and programs (4) with the mission of educating, informing, or entertaining a variety of audiences (5) and the goal of stimulating individual learning and advancing society as a whole". Thus, a library is a place where the experience and expertise of the past can meet the needs of the present. In the last decades of the twentieth century, the picture of library service providers or Librarianship has rapidly changed under the influence of advances in the computer and communication fields. The paper collections have given place to networked, computer residents, user searchable collections like bibliographic databases, Online Public Access Catalogues (OPAC) obliterating the need for information users to visit the library building. With the digitalization of an ever-increasing number of collections and advances made in computer/communication hardware and software, seamless access to digitized information located in geographically diverse locations has become a reality. The walls of the library are thus pulled down and a "Virtual Library" in Cyber Space came into existence. The Virtual Library brought with it varieties in the form of digitalizing not only printed materials but also pictures, maps, scenarios, paintings, and sounds, presenting them in a theatre-like environment; History, Evolution and Impact of Digital Libraries. Thus, the concept of a virtual library has given rise to virtual library customers/patrons (Candela, Castelli, &Pagano, 2011) .

This is the age of the virtual customer. A silent virtual revolution has led to deafening and uncontrollable changes in environmental, financial, educational, and information

environments. As the Library becomes increasingly virtual, it is becoming virtually invisible and so also are library customers/ patrons. Libraries are redefining their roles, managing their migration from the print past to an online future in a time of spiraling costs and declining incomes, redefining their products and services, and refocusing on their customers, many of whom they rarely ever see. This development, therefore, poses these questions to the Library Information Systems (LIS) professionals like the librarians. How do we position the Library in the marketplace? What is the message to be conveyed to a new generation of customers/patrons? What is information needs to be met? What are the Library's products and services? What is the story to be told? How are the Library's products and services most effectively marketed? What communication strategies should be used to bridge the virtual and the real worlds?

The paper explores ways in which the Library and its message can be "flipped" roll over or turn over. In this regard, the promotion of goods and services that simplify client experiences is one direction as less can be more. Ways of rebuilding relationships and establishing rapport with clients are presented in this paper to make virtual library visible and efficient in meeting the information needs of library patrons. Possible approaches to the development of meaningful and engaging content for particular audiences are outlined as well as the identification of strategies in use by leading-edge libraries. Uses of social media in marketing and improving website content are unmistakable strategy. Designing product and promotional means for mobile devices is an essential component. Collaborating with others and using "influencers" and recommender services will enhance capacity. These will no doubt make way for the virtual library to be visible and telling the story effectively in a largely invisible domain and have a transformative impact on library patrons. Thus, the paper carefully x-ray the LEGO Group marketing strategies of their products and services and the opinion of Borgman,(2003) on the need for a library to be more visible in the present information explosion age.

*Challenges of The Traditional Library In The Information Age*

According to Dempsey, (2009) the challenges of the library could be summed up as visibility and brand challenges.  As libraries become more embedded in the information infrastructure of universities, communities, governments, corporations, and other entities, the less visible they may become to their users, funders, and policy-makers. Libraries must be integral components of the information infrastructure of their organizations if they are to provide the most effective, efficient, and appropriate services to their user communities. This is because independence and isolation are not suitable alternatives to make the library visible in the present information age.  Since 2003, the Library's collections have gone almost completely online. Few faculty visit the Library in person and when using the digital library, frequently think the resources are available gratis through the internet. The University Leadership Council has postulated that there is no

need for traditional librarians, that users are going elsewhere for information, and that academic libraries will never beat Google (University Leadership Council, 2011). Most visitors to a library today do not see a librarian. The move to self-service machines for loans and the changing patterns of reference service delivery with the removal of inquiry desks and the use of online help services tend to make librarians invisible. The position of the Library is buried on many organization charts within their institutions, and the position of University Librarian is lower in the hierarchy than it used to be, reporting to Research, Education, Technology or Administration Managers. Learners and researchers alike rarely begin their searches for information from their local library catalogs. Libraries have not made the same advances in information resource discovery as others and search engines have done (Gil, 2014). Many other sources e.g. Google Scholar, Trove, Goodreads, are the entry points for users seeking information. The retail world is experiencing significant change with online shopping destroying sales of bricks and mortar shops. The same fate may well be shared by libraries. The library enterprise, like many retail enterprises, is not too big to fail if concerted effort is not made by the Library Information Services (LIS) professionals to make the library more visible in the present information explosion age (Borgman, 2003).

On the other hand, some studies emphasize that libraries are still important to their communities and are highly valued by their users. Lessons from such studies (Admin's blog, 2013) reveal that while libraries may not be invisible, they do have public relations and opportunity problems. Libraries need to enhance their publicity, outreach efforts and better market their print and digital services. In the present dispensation of the information age, has Borgman's perception come to pass? Have libraries remained stubbornly independent and isolated and therefore less visible to date? Have librarians and library collections become invisible to library customers who access resources and services remotely? Is the virtual library virtually invisible? If so, what is the redefined role of the Library and how must the Library position itself in today's world? How should the Library market its products and services? How can better engagement with library clients be achieved? Where can inspiration be gained for the present-day library users who access information sources remotely? Recent educational thought has emphasized the "flipped classroom or rollover classroom" (Trish,.,and Anthea, 2013). Traditional teaching is reversed. Students gain new knowledge outside the classroom and use class time to assimilate knowledge through discussion and debate. Focusing on the "flipped library" and reversing traditional approaches are suggested as ways of forging a successful future, with the Library "coming out" (visible) from its hiding place to engage positively with its clients and establish itself as a vital component of the social and educational fabric.

This paper suggests that lessons on visibility can be learned from the LEGO group, particularly from its recent extremely successful movie (http://www.theLEGOmovie.com/).

*Inspiration of Visibility- The Lego Story*

How do libraries and librarians become awesome, extraordinary, and special, avoiding death and destruction? LEGO, particularly given their recently released and highly acclaimed movie is one source of inspiration. The history of LEGO spans nearly 100 years and its brand has become iconic and synonymous with quality, originality, and excellence. The word LEGO comes from the Danish word "leg godt" meaning "play well". It also means "I gather together" in Latin and "I connect" in Italian. Most people alive today have had a LEGO experience in one way or another. Its bricks and mini-figures are ubiquitous and on average, every person on earth owns 94 LEGO bricks. The company was founded in 1932 and remains a family-owned company (Kirk Kristiansen) based in Billund, Denmark. It began with the creation of small wooden toys in the early twentieth century and plastic bricks in 1947 and provides toys, experiences, and teaching materials for children in more than 130 countries. The LEGO brand is more than its familiar logo. It is the sum of expectations that people have towards its products and services and the accountability that the LEGO Group feels towards the world market around it.

It is the company's philosophy that quality play enhances a child's life and lays the basis for sound adult life. The more LEGO bricks you have, the more fertile your creativity can become (LEGO Group, 2014). Only the best is good enough. The company's focus is on innovation and global expansion, through the establishment of regional production sites.

The company's values are:

- Imagination – dreaming, curiosity, What if?
- Creativity – new, surprising, and valuable ideas and things.
- Fun – full engagement in goal achievement and process, surprising oneself and others.
- Learning – opportunities to experiment improvise and discover – hands-on and minds-on.

Caring – making a positive difference in the lives of others, going the extra mile, not thinking less of ourselves but thinking of ourselves less.

Quality – trusted by all, continuous improvement to be the best for children and their development, and the rest for community and partners.

The range of clients and the products available from LEGO are extensive. Duplo is aimed at young children. The ' Friends' products aimed at girls have been remarkably successful. The products available extend beyond the toys themselves to building instructions, clubs building networks of like-minded LEGO players, videos, computer games, applications, and message boards and galleries. LEGO has established theme parks with LEGO lands on several continents. VIP clubs, expert advice and assistance, online shops, and worldwide distributors extend their services to

LEGO. The online shop is searchable via age, several pieces, price, theme, or category. Spare parts are available along with recommended items, special offers, and exclusives. The ' Pick a Brick' slogan is an obvious one to create and share builds and shares ideas. The success of LEGO's approach has been demonstrated by steady growth in the company's bottom line (LEGO Group, 2013). The successful marketing strategy of the LEGO Group is adapted from Philip Kotler; the father of modern marketing.

*Modern Marketing Strategy for Products And Services*

The father of modern marketing, Philip Kotler,(2005) posits that organizations must understand the needs, wants and interests of their target clients. Products and services meet needs through an exchange process, delivering value and satisfaction to clients at a satisfactory price. This is imperative for library products and services to be visible and satisfy the needs of the invisible clients in the present information age. The organization must operate more effectively and efficiently than its competitors and enhance society's well-being (Kotler, 2005). Accordingly, he asserts that marketing is about the 4Ps and sometimes 8Ps. Product, Promotion, Price and other outlays, Place and Time, Process, Physical Environment, People, Positioning. Others have introduced the term SIVA (Solution, Information, Value, Access), considering this description more customer-oriented (SIVA,2019) https://www.boundless.com/marketing/an-overview-of-marketing/introduction-to-

Improving marketing involves focusing on its various facets. These include creating the appropriate service or product, market segmentation, designing the communications mix, ensuring appropriate distribution of services, branding, improving the role of intermediaries, and crafting the service environment. It as well entails managing people for service advantage, building relationships, and loyalty, improving service quality, and positioning services in competitive markets. While marketing basics remain the same, new approaches focus on such aspects as relationship marketing, content marketing, and digital marketing, particularly with the use of social media ( Kotler, 2005). The LEGO Movie is an example of content marketing. Customer relationship management software tracks the progress of customer activity. The value of brand advocacy has been recognized – the Duchess of Cambridge can sell a High Street dress in seconds. A recent article highlighted marketing trends for 2014. The use of "rich snippets" (Google Webmaster tools) on websites improves searchability and social media enhances site referral with Facebook leading the way (21%), followed by Pinterest (7%) and Twitter (1%) while "Guest blogging" gains user commitment (De Mers, 2014). Other trends include gamification, visualization, the need for skills development, and careful management and use of technology(Spenner, 2014).

*The Lego Story: Learnings for Libraries*

What do all these mean for libraries? Libraries have proud traditions and aspirations, develop strategies, make promises, and identify values. They espouse sustainability, quality, and act socially responsibly. They provide products and services and engage with a wide range of clients with diverse needs. Libraries operate globally and build partnerships with others, marketing themselves via the website and other means. Why are libraries not as effective as they could be? They seem to be way behind on their marketing thinking. LEGO clearly is closer to their clients in developing relationships, in understanding needs, and ensuring that the range of products available grows and expands to client needs. LEGO understands the value of its brand and markets it accordingly. LEGO uses its website effectively to engage with its clients and promote its services and products and uses content and digital marketing superbly to reach its client base and maximize value. Libraries can learn from LEGO and others to do the same to enhance their visibility.

*Library Products and Services*

Learning from LEGO, the Library must identify clearly the Library's brand and values, operate globally, and work in partnership with others to satisfy client needs. The Library over the past years has focused on its collections and not client experiences. Colegrove, (2013) reflected on his work at the DeLaMare Library at the University of Nevada and states; "If you look back at libraries over 2,000 years - including the Library of Alexandria - you'll see that they were involved in buying technology that many people cannot afford and making them more accessible. Along the way, it became all about having the biggest and best book collection so you ended up having identical libraries. We lost our way". Hidalgo, (2012), buttressed this fact that the emphasis was on products and not user-centered satisfaction experiences. The present information age encourages the need to operate libraries without boundaries giving birth to virtual libraries operating user-centered library services online.

*Virtual Library Resources and Services*

According to Holly, M. Riccio, (2001), A virtual library is one in which the holdings are in electronic format. It is a library that exists without regard to physical space or location. It is technology-driven by bringing together the resources of various digital libraries and information services, but internal and external all in one place to enhance easy access by library users. The virtual library is a collection of resources available in one or more computer systems where a single interface or entry point to the collections is provided. It is more than just a means of collecting electronic resources (full text, materials, databases, media, and catalogs) it also provides user assistance services. These services include references, interlibrary loans, technical assistance. Moreover, the entire content of  (digital) library made accessible via the internet is a virtual library whose content is from various information providers  https://igi-global.com

These Library resources might be books and journals in varying formats like the LEGO's bricks and be virtual to meet the needs of clients who are mainly virtual in the present information age. Therefore the Library must also provide the wherewithal for clients to become master builders in constructing knowledge and learning. The Library is to impart skills in locating, reading, writing, and using effectively information resources and information technology. Also, provide advice and help provided in person, online, and through FAQ, chat, and Ask-a-librarian services. Time-saving, speedy and cost-effective access to ideas, learning, solutions and factual data is the business of the Library. Self-service tools should be provided for those who want no personal intervention. Suggestions for new services abound – skills training in new literacy, pre-school programs, after-school programs, help for entrepreneurs, ESL, and lifelong (or life-wide) learning, for example (Rainie, 2013b).

New approaches to product and service development by libraries include:

- e-publishing (http://cuizine.mcgill.ca/)
- opening up content through the use of creative commons licenses (http://studysmart.library.qut.edu.au/module6/6_4/6_4_3.jsp)
- data management (http://monash.edu/library/researchdata/)
- digital repositories (http://www.library.qut.edu.au/services/quteprints/)
- print on demand (http://www.youtube.com/watch?v=Wte2vdmxOk4),
- games,(http://www.library.illinois.edu/gaming/)
- podcasts. I-tunes, vodcasts, point of use instruction videos http://library.mcmaster.ca/itunesu)
- plug-ins and widgets (http://www.lib.utexas.edu/tools)
- blogs (http://www.lib.uts.edu.au/blog/research)
- online reserve collections (http://www.rmit.edu.au/library/course-reserve)
- answers to inquiries (http://www.lib.uts.edu.au/answers)
- e-textbooks ( https://www.library.uq.edu.au/_/about-us/e-textbook-faqs)
- 3D scanning and printing (http://campusguides.unr.edu/3dprinting)
- links to mobile devices and use of QR codes (http://yprl.vic.gov.au/)
- highlighting of search engines like Google Scholar as part of search approach(http://www2.bgsu.edu/colleges/library/)
- visual and pictorial resources and links using sources like FlickR, YouTube, and Vimeo (https://www.flickr.com/photos/statelibraryqueensland/)
- links to collaborative websites and communities like Historypin

(http://www.historypin.com/channels/view/43505/#!photos/list/)
- support of MOOCs (https://www.libraries.psu.edu/psul/researchguides/MOOC.html)
- demand-driven acquisition and client built collections (http://guides.library.ucsc.edu/dda)
- client-driven subject and research guides http://www.lib.uts.edu.au/research/tool)
- links to and from learning management systems (http://www.latrobe.edu.au/library/teaching-services/online-learning/add-links-to-lms)
- crowdsourcing to enhance access through collection tagging (http://www.bl.uk/maps/georefabout.html)
- links to social tagging sites like LibraryThing, Goodreads, Digg, TumblR or Delicious (http://www.wlaf.lib.in.us/index.php/teens)
- encouragement of Wikipedians and wikimedians ((IFLA blogs, 2013)
- apps (http://www.mcgill.ca/library/services/computers/mobile)
- provision of advice in specific areas e.g. copyright (https://www.library.uq.edu.au/_/copyright)
- online training programs, including classes in other languages.

*Making Virtual Library Services and Resources Visible*

The Library's services and products are excellent but frequently under-utilized. Ideas emerging from the flipped classroom discussions and LEGO's "hands-on, mind-on" approach provide sources of inspiration about new approaches to branding and promoting the Library's products and services. LEGO trades on brand values and appeal – imagination, creativity, fun, learning, caring, and quality – and of course integrity, warmth, friendliness, excellence, objectivity, and reliability. Telling stories about the Library's products and services and using key advocates promote use. Oprah Winfrey has done more for libraries than most libraries do for themselves (Kniffel, 2011).

Physical library facilities remain a significant component of the positioning and placement of library services and products but lie outside the ambit of this paper. Accessibility via mobile devices is vital. The positioning of librarians is important and concepts like the embedded librarian and the roving librarian have focused on this aspect. Some libraries promote the online availability of their staff e.g. https://personal-plans.com/inquiry Some libraries have worked hard to re-develop their positioning statements (or unique selling propositions) and clarify their branding (Gibbons, 2012). Ideally, such statements reflect the products and services, customer needs and identify distinctive benefits. Some library positioning statements are:

- Find facts fast.
- Success and solutions at your library,
- Connecting you – locally and globally.

- Linking you to information.
- Information, innovation, service.
- Explore the world's knowledge.
- Educate! Inform! Promote!
- Bringing the world to you.
- Your library in your pocket.
- Facts at your fingertips.

The highly successful @your library campaign (http://www.atyourlibrary.org) has many ideas and suggestions for the effective promotion and positioning of libraries. The University of Bedfordshire Library has focused on its invisibility in its branding (https://lrweb.beds.ac.uk) and also branded its use of mobile devices as the Library Anywhere, our libraries in your pocket. The University of Michigan brand is the MLibrary (https://www.lib.umich.edu/database/link/10049 ) The Bowling Green State University Library, like many others, recognizes the value of branding and positioning its library staff expertise with a comprehensive Ask us page (https://www2.bgsu.edu ).

The Library's website provides entry to the virtual library and is more heavily used than its physical front door. Examples of excellent library websites are difficult to find. Few seem to learn from the plethora of successful websites provided by LEGO (http://www.lego.com/en-us ) and organizations similar to libraries, for example, the BBC (https://www.bbc.co.uk ) who describes its website as its gateway. There is little commonality across library websites.

Websites should identify products and services clearly and target key clients. Website analytics will inform future development better than supposition and guesswork. Careful analysis of loans and inquiries will identify common themes for content development, including FAQs. Feedback buttons help. The user must be able to comprehend terms instantly; 'Getting Started', Beginning Research. Clarity, conciseness, and consistency are obligatory. Quality graphics and strong visual impact are essential. A library website meeting many of these requirements is the University of Technology Sydney website (https://www.lib.uts.edu.au ) As noted already, given that library clients access information resources through search engines and social media links, the inclusion of "rich snippets" on library websites and links to and from partnership and influencer websites will improve discovery and lead to greater effectiveness.

Partnering with others is vital in product development, promotion, and positioning. LEGO has partnered with educational research institutions and art galleries, movies like The Hobbit, Star Wars, and Lord of the Ring. Libraries can collaborate with publishers, with other libraries, and institutional components like the Students Union, Research Office, Student Services, and Teaching and Learning Services. Some libraries position themselves closely with their partners, particularly in the support of teaching and learning, and have introduced novel approaches to include library services in online classes across an institution, integrating tutorials, information access, and resource guides (Wright, 2013). Libraries can and must engage as both participants and drivers in the use of online learning (Calder, 2013).

*Flipping The Library*

How do we make the changes and move to the future where the Library's services are visible, well-known, and actively used? The flipped classroom concept is leading to changes in teaching. The term flipped library is being used to encourage re-thinking of the role of the Library and its positioning and to encourage further thinking about reshaping the visibility of the Library. Flipping the Library involves the development of problem-based services, personalized approaches, maximum use of social media, and delivery of services to clients through partnerships both within the organization and outside of it. It also involves a sharper focus on ensuring hands-on experiences within libraries, as well as minds-on. Most importantly, it focuses on the importance of developing staff to ensure they have the knowledge and skills to make the forward journey. Almost everything is up for grabs and the possibilities are limitless (Trish,and Anthea,2013).

## III. CONCLUSION

Dempsey summarizes the issues superbly and succinctly that the library has a visibility and brand challenge. On the one hand, services need to be available which integrate well with personal and other work environments, and consequently, maybe less visible to the user. At the same time, the continued competition for resources means that the library needs to be as visible as possible. This is not easy and calls for heightened marketing engagement and local political skills. The library needs a brand that is meaningful and engaging, which communicates its value, and which transcends the caricatural impression many have based around the building and print collections. Thus, considering the LEGO success story and other modern marketing strategies, flipping the library has become an imperative for the library to be visible. Stop focusing on what libraries do; collecting and organizing stuff. Let us learn from Lego and flip the library to focus on what libraries are for, helping organizations and individuals succeed by opening up the digital world and using client-driven products and promotional strategies. This way virtual libraries will become visible and relevant in the present information age.

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