

Construction and Application of Brand Marketing Models for Public Libraries in China (Post-print)

Authors: Li Yao, Li Fei, Ke Ping

Date: 2023-04-01T16:15:57+00:00

Abstract

[Purpose/Significance] In the context of China's new era of cultural and tourism integration, and with the people's growing needs for cultural life, libraries' implementation of brand marketing that conforms to regional cultural traits can enhance the social reputation of libraries on the basis of meeting user demands. [Method/Process] Through a review of domestic and international public library brand marketing hotspots in the past five years, this study employs SWOT analysis to systematically analyze the strengths, weaknesses, opportunities, and threats of brand marketing for public libraries in China. Based on the above research findings, a brand marketing model for public libraries is constructed on the foundation of 4C marketing theory, with empirical validation conducted using the Shanghai Library (winner of the IFLA International Marketing Award) and Guangzhou Library (with a user base exceeding 3.5 million) as case studies. [Results/Conclusion] The constructed brand marketing model for public libraries in China possesses operability and demonstrates strong application value for urban public libraries. Public library brand marketing should focus on reader needs and intensively cultivate the three dimensions of communication, cost, and convenience.

Full Text

Construction and Application of Brand Marketing Model for Public Libraries in China

Li Yao¹, **Li Fei**^{1, 2}, **Ke Ping**² ¹School of Political Science and Law, Changchun Normal University, Changchun 130032 ²Business School, Nankai University, Tianjin 300071

Abstract: [Purpose/Significance] In the new era of cultural and tourism integration in China, as people's cultural needs continue to grow, public libraries

that conduct brand marketing aligned with regional cultural characteristics can enhance their social reputation while meeting user demands. [Method/Process] Through a review of public library brand marketing hotspots from the past five years both domestically and internationally, this study employs SWOT analysis to systematically examine the strengths, weaknesses, opportunities, and threats facing public library brand marketing in China. Based on these findings, a public library brand marketing model is constructed using the 4C marketing theory, with empirical validation through case studies of Shanghai Library (IFLA International Marketing Award winner) and Guangzhou Library (with over 3.5 million registered users). [Result/Conclusion] The constructed brand marketing model for China's public libraries is operable and holds strong application value for urban public libraries. Public library brand marketing should focus on reader needs and deepen efforts across three dimensions: communication, cost, and convenience.

Keywords: public library; library brand; brand marketing model **Classification Number:** G258.2 **DOI:** 10.13266/j.issn.0252-3116.2020.14.003

Research on library marketing began in the United States in the 1990s. In China, Professor Ke Ping first proposed this concept in 2007, stating that “effectively promoting the utilization of digital resources in university libraries by applying marketing theories tailored to their characteristics would be an effective approach” [1]. Since 2003, the International Federation of Library Associations and Institutions (IFLA) has annually presented the International Marketing Award to recognize libraries with outstanding marketing contributions. Shanghai Library won second place in 2017, becoming the only Chinese public library to receive this honor in recent years [2]. Tracking research on public library brand marketing by domestic and international scholars over the past five years reveals that China's public libraries have engaged in diverse brand promotion and cross-boundary integration since the official opening of new facilities in 2013, establishing brand advantages. Some institutions have been recognized as “Top Ten Global Public Libraries.” Both domestic and international cases confirm that libraries can create new opportunities for urban development through cultural services [4].

1. Public Library Brand Marketing

1.1 Concept of Public Library Brand Marketing

P. Kotler, an authoritative American marketing expert, defines a brand as a name, term, symbol, or design, or a combination of these elements [5]. Brand marketing has become essential for organizational development. Xiong Xiaojie proposes that brand marketing uses an organization's identifier as the marketing subject, with strategies focusing on five elements: product supremacy, service excellence, precise positioning, clear personality, and effective communication, emphasizing that brand competition lies at the core of market competition [6]. Traditionally, marketing has primarily targeted economic markets, with non-

profit organizations rarely participating. Regarding non-profit brand marketing, Ding Yuling argues that such organizations must first clarify marketing purposes, have a clear understanding of marketing targets, and establish clear organizational positioning to attract more attention, win more users, and secure more funding for better development [7]. Extending to library brand marketing, Ma Yujia notes that a brand is not self-promotion by libraries but depends on readers' genuine evaluations. A strong library brand creates lasting impressions in users' minds, and achieving such positive evaluations and trust requires appropriate marketing methods [8]. Synthesizing these definitions, public library brand marketing refers to the process where public libraries, based on focusing on user needs, clear positioning, and identified advantages, shape certain characteristics into a brand and employ professional marketing promotion methods to gain user preference and social attention.

1.2 Hotspot Tracking in Public Library Brand Marketing Research Over the Past Five Years

1.2.1 International Research Hotspots (1) Establishing management guidelines and improving self-image to standardize public library brand marketing. I. Krom argues that public library brand marketing requires establishing brand behavior standards and management guidelines integrated with organizational brand culture. For example, Scotland's public libraries built their brand behavior through strict and meticulous management styles, systematic goals, and incentive mechanisms, providing a foundation for library brand marketing models [9]. P. Ross proposes that public library brand marketing development requires establishing brand image, improving organizational culture, and clarifying positioning. Brand image construction should closely integrate with collection image to match library characteristics and reflect brand features [10]. J. Yun views public library brand image as fundamentally a mental image existing in users' minds—a subjective cognitive experience and associative thinking about the library brand. Proper brand image construction profoundly impacts marketing effectiveness [11].

(2) Incentive orientation and meeting user needs to visualize public library brand marketing. M. Thongmak's research on Irish libraries found that incentive function is crucial among library functions, requiring staff to fully understand marketing goals and actively build library cultural brands to establish brand image, thereby visualizing brand marketing effects and achieving strategic goals of enhanced brand competitiveness [12]. B. Travers' study of California public libraries suggests libraries need to strengthen brand guidance for users by enhancing services to improve comprehensive brand image. Additionally, libraries must continuously expand collections and create quality, efficient services through rich cultural connotations and thoughtful services to enhance brand marketing capabilities [13].

(3) Strengthening distinctive features to build user brand loyalty and specialize public library brand marketing. S. Fedyunina proposes that

public libraries need to strengthen brand protection to ensure differentiation from other libraries, using legal means to protect operational status and solve various problems during brand model construction [14]. R. Odom suggests that public library brand image reflects users' memory-based brand perceptions through certain profiles, with user attitudes and loyalty serving as evaluation criteria [15]. E. Eppererson believes public libraries need clear characteristic positioning—clear brand positioning can better attract users and foster brand loyalty and preference [16].

1.2.2 Domestic Research Hotspots (1) Integrating public library brand marketing with market marketing. Zhang Haoru argues that public library brand marketing should combine with market marketing, covering brand creation, cultivation, registration, and promotion. In the big data era, libraries must systematically analyze all data from a big data perspective to determine brand image and clarify relationships [17]. Sun Yu points out that under market economy conditions, China's public libraries should combine marketing theories and methods with collection characteristics to build distinctive cultural brands that maximize user satisfaction [18].

(2) Emphasizing brand communication and promotion in public library brand marketing. Li Guangyuan proposes that public libraries need to establish complete brand standards and codes of conduct, formulate clear and strict staff behavior norms and professional ethics standards, and constrain staff behavior to align with library brand marketing activities for effective brand communication [19]. Ren Jing notes that during brand communication, libraries must clarify the importance of various communication methods, identify primary and secondary channels, and promote brand dissemination [20]. Zhang Bo suggests public libraries should select influential online platforms for brand communication, emphasizing both content and methods while designing topics to promote user brand impression and preference [21].

(3) Clarifying distinctive features and establishing brand image in public library brand marketing. Wang Yi and Ke Ping argue that public library brand images in the new era should integrate with traditional Chinese culture and feature distinctive elements reflecting organizational characteristics. They should also adapt to regional culture promotion and development, considering user needs to shape appropriate images for different reader groups [22]. Jiang Yongfeng believes public library brand image is crucial for reflecting readers' subjective cognition and feelings. To create a beloved public image, libraries must establish personalized, recognizable brand images and construct complete marketing models in their development [23]. Ke Ping proposes that domestic public libraries have entered a “post-evaluation era” characterized by environmental innovation, scaled operations, and elevated standards. In this era, focusing on service brand nourishment is an indispensable strategic priority [24].

Tracking research hotspots reveals that studies primarily discuss libraries' in-

tegration with marketing, brand image, brand communication, and staff professional ethics standards. However, few address the application of marketing theory to public libraries or empirical cases of brand marketing implementation, leaving the field largely at the stage of exploring significance and theoretical construction. Therefore, integrating marketing theory with public libraries to develop specific operational models for China's context holds clear significance.

2. SWOT Analysis of Public Library Brand Marketing in China

Tracking brand marketing hotspots over the past five years shows that library brand marketing has become a consensus in the field and an important development component. China's cultural and tourism integration has created a new historical opportunity. Analyzing strengths, weaknesses, opportunities, and threats forms the foundation for brand marketing. SWOT analysis, a classic marketing method, enables comprehensive systematic analysis of internal and external environments to inform brand marketing strategies.

2.1 Internal Strengths

Public libraries under the Ministry of Culture and Tourism preserve and transmit human cultural heritage. Their rich collections, cultural essence, and hardware/software facilities accumulated over time provide a brand marketing foundation.

(1) Rich collection resources facilitate information services and brand advantage building. Public libraries' essential function of preserving cultural heritage receives increasing government support, ensuring collection quantity and quality that effectively meets diverse reading needs and supports various information services [25].

(2) Public libraries' free service model easily generates brand preference. Public libraries' information services remain free, attracting many users and making brand marketing more appealing and influential. Free brand services can significantly enhance libraries' influence while strengthening promotion and expanding marketing scope [26].

(3) Sufficient reading space and quality reading environment strengthen brand image. Public libraries generally occupy large areas with ample reading space, often featuring aesthetic spatial decoration that meets users' aesthetic needs. This favorable reading environment and abundant space resources represent an undeniable advantage for brand marketing [27].

2.2 Internal Weaknesses

(1) Traditional concept fixation constrains public library brand marketing. Public libraries are traditionally viewed as reading, collection, and cultural inheritance venues unrelated to brand marketing. This mindset, treating

marketing as an economic term parallel to library functions, greatly constrains some libraries, causing them to take detours in marketing activities and struggle to identify their strengths [28].

(2) Inflexible management modes reduce adaptability in brand marketing implementation. Traditional public libraries have detailed departmental structures with cumbersome approval procedures, lacking flexibility and adaptability. Simple brand marketing activities may require multi-level review and coordination, causing delays that affect user service perception and brand image [27].

(3) Low proportion of highly educated staff leads to insufficient innovation and lack of specialized marketing personnel. Public libraries have many staff but few with advanced degrees. In the digital information era, higher education often indicates stronger information updating capabilities that positively impact service brands [25]. The absence of specialized marketing talent results in less professional marketing strategies. Most staff have library science backgrounds, lacking marketing expertise. This personnel-demand mismatch affects overall brand marketing implementation, though libraries can provide marketing training to enhance staff capabilities [29].

2.3 External Opportunities

(1) Favorable policies and international environment facilitate brand marketing implementation. From the 2009 “Guiding Opinions on Promoting Cultural and Tourism Integration” to the 2018 ministry integration, policies have driven cultural-tourism fusion. The 2019 directive to fully integrate concepts, functions, industries, markets, services, and exchanges provides a historical opportunity [30]. IFLA’s International Marketing Award, established in 2003, recognizes innovative marketing libraries worldwide, offering new directions for Chinese libraries [2].

(2) Enhanced public cultural awareness benefits brand marketing. The 2018 National Reading Report shows comprehensive reading rates rose from 76.7% to 80.3%, and minors’ reading rates from 74.1% to 84.5% [31], indicating strengthening reading consciousness that creates opportunities for information services and brand marketing activities.

(3) Rapid smart technology development provides technical support. Technologies like automated borrowing/returning machines, 24-hour self-service libraries, intelligent book locators, and 3D printing enhance user experience and satisfaction. Libraries can leverage these technologies to improve service levels, meet user needs, and build brand images [32].

2.4 External Threats

(1) The big data era significantly diverts public library users. As information access becomes more convenient, users’ dependence on libraries de-

creases, preferring digital resources at home. This poses a major challenge, requiring libraries to consider how to build competitive and cooperative ecosystems with digital resources and establish brand advantages [27].

(2) The proliferation of information consulting companies challenges public libraries' information service capabilities. These companies offer paid services that save users time while providing valuable resources. Their information analysis services help users systematically evaluate overwhelming information to identify optimal solutions. Compared to these services, public libraries lack timeliness and accuracy, making the rise of such companies a significant threat [25].

3. Construction of Brand Marketing Model for Public Libraries in China

SWOT analysis reveals internal and external factors, providing environmental awareness for model construction. Research on existing marketing theories shows that 4C marketing theory aligns with Chinese public libraries' user-focused reality. Therefore, based on 4C theory's focus on Customer, the model is constructed around Cost, Convenience, and Communication dimensions.

3.1 4C Marketing Theory

4C marketing theory evolved from traditional 4P theory. In the 1990s, American scholar R. Lauterborn first proposed 4C theory, representing Customer, Cost, Convenience, and Communication. This customer-centered theory judges marketing success by the degree of customer need satisfaction. Cost refers to what customers are willing to pay to meet their needs. Convenience indicates how easily customers can meet their needs. Communication refers to interaction between customers and marketers during need satisfaction [33]. 4C theory requires marketers to fully understand customer needs, minimize customer costs, maximize convenience, and ensure smooth communication—all to satisfy consumption needs, achieve high satisfaction, and enhance brand reputation.

4Ps theory (people, processes, programs, performance) supplements traditional 4P theory by adding marketing talent and performance evaluation. Since brand marketing is innovative rather than routine for most libraries, marketing talent is currently lacking. While performance evaluation exists in libraries, it is not yet a main component of product marketing. Therefore, compared to 4P and 4Ps theories, 4C theory, rooted in user needs, better suits current Chinese public library brand marketing. As brand marketing becomes essential for library development, marketing talent and performance evaluation should be considered.

The integration of 4C theory with public libraries is interpreted as: the marketing subject is the Customer—registered in-person users, online users, and potential users. Libraries must constantly focus on user needs, using user satisfaction as the success criterion, echoing Ranganathan's Five Laws of Library Science.

Cost refers to time and material costs users are willing to pay. Convenience means the ease of obtaining library information, participating in activities, and accessing library locations. Communication includes user-staff interaction, user-user interaction, and user-information interaction.

3.2 Construction of Public Library Brand Marketing 4C Model

Public library brand marketing aims to satisfy user information needs as quickly and inexpensively as possible. With digital intelligence technology improving service convenience, effective user communication and better information services represent future research priorities. Figure 1 [Figure 1: see original paper] presents the public library brand marketing 4C model integrating library characteristics with 4C marketing theory.

3.3 Implementation Process for Public Library Brand Marketing

Based on SWOT analysis and the 4C model, brand marketing requires three stages: brand positioning, brand shaping, and brand promotion.

(1) Brand positioning stage. This stage involves determining brand philosophy through comprehensive analysis of library strengths and user needs. Effective communication with users via surveys and interviews clarifies brand marketing content that satisfies user needs for low cost and convenience.

(2) Brand shaping stage. Based on positioning, libraries interact with users through various activities and platforms, ensuring convenience, easy participation, and low costs. Such brand shaping caters to user preferences, facilitates content integration, strengthens brand image, and updates brand behavior patterns.

(3) Brand promotion and publicity stage. This stage requires libraries to center on user needs and desires, considering cost, convenience, and communication dimensions that are interlinked—problems in any dimension affect user satisfaction. Therefore, activities should avoid complexity, participation methods should be simple, venues should be accessible via public transportation, and themes should be clear. Effective two-way communication is crucial for accurate understanding of user needs regarding cost and convenience. The implementation process is shown in Figure 2 [Figure 2: see original paper].

4. Empirical Analysis of Public Library Brand Marketing in China

4.1 Shanghai Library: IFLA International Marketing Award Winner

Since its establishment in 1952, Shanghai Library has kept pace with the times, maintaining interactive communication with users and understanding their needs, ranking among China's top ten libraries [34]. Shanghai Library won second place in the 2017 IFLA International Marketing Award for its "Open

Data 2016 Application Development Competition: Genealogy Root Searching” activity, the only Chinese public library to receive this honor in recent years. The competition invited public participation, providing a new entrepreneurship platform—the Genealogy Knowledge Base Data Service Platform—based on user needs (Customer). By mining and developing public genealogy data, the activity stimulated user interest. Convenient and flexible registration methods reduced time costs (Cost) for public participation. The competition promoted Chinese character culture and family culture, benefiting traditional cultural development. As the organizer, Shanghai Library facilitated precise and effective communication (Communication) among participating teams and the tens of thousands of ordinary people who followed the competition, stimulating public interest in genealogy and traditional culture while enhancing Shanghai Library’s social status as a brand symbol [35].

Shanghai Library’s service characteristics also align with 4C theory. The new Shanghai Library building satisfies users’ visual and sensory needs with its magnificent architecture, exquisite interior design, and comfortable reading environment. Its rich collections and personalized reading spaces meet literature needs. From a convenience perspective, the library’s rational space utilization features various reports, exhibitions, academic conferences, and media broadcasts in different areas, forming branded activity zones for convenient service delivery that helps users develop brand preference. Convenient transportation, easy borrowing/returning systems, and simple digital library page design demonstrate collection resource advantages and cultural communication capabilities [36]. Cost-wise, the library provides targeted reading activities, lectures, and interactive events for various groups, with users able to check activity guides and book availability through official websites and platforms, greatly reducing time and material costs. Communication occurs through social media interaction, enabling the library to formulate marketing plans based on effective research and maintain positive user interaction. The IFLA award demonstrates international recognition of Shanghai Library’s approach.

4.2 Guangzhou Library: Over 3.5 Million Registered Users

Guangzhou Library’s new facility opened in 2013, and by the end of 2019, it had over 3.5 million registered users. Occupying over 20,000 square meters, it is one of the world’s largest libraries. The library’s innovations have won it loyal users and first-grade status in 2018 national evaluations. Guangzhou Library consistently innovates with user satisfaction as its purpose, aligning with 4C theory requirements.

From the Customer dimension, Guangzhou Library spent four years developing strategic plans starting in 2011, using questionnaires to understand citizen needs and suggestions [37], gaining comprehensive understanding of reading preferences. The building’s beautiful design satisfies visual needs, while its vast collection meets general reading needs and includes specialized children’s playrooms and visually impaired reading rooms, enhancing satisfaction for these

groups. Regarding Cost and Convenience, the library's central location provides convenient transportation, reducing user time costs. Collections are organized by type with dedicated staff assistance. The library offers children's parks, restaurants, exhibitions, and regular activities for different audiences, even providing free reading services for homeless individuals—measures that reduce activity costs and facilitate participation. The 24-hour self-service system and numerous interconnected branches throughout Guangzhou save costs and provide convenience.

From the Communication dimension, Guangzhou Library's successful application of Customer, Cost, and Convenience relies on effective communication through social media (Weibo, WeChat, Douyin) for real-time interaction, timely understanding of hot topics and user concerns at different times. This coordination between digital and physical libraries allows users to check upcoming activities with one click on the digital library's user-friendly page and leave messages about interests. The digital library promotes the physical library through articles and images, enabling users to develop brand preference without leaving home.

The soft power of both Shanghai and Guangzhou libraries constitutes important brand marketing components. Guangzhou Library's specialized reading rooms for visually impaired and disadvantaged groups, along with voice reading features in its digital library, demonstrate humanistic care. Shanghai Library, as a cultural window, created cultural and creative products for the World Expo, showcasing its cultural soft power. Both libraries have become iconic tourist destinations in their regions, serving as excellent brand marketing cases and successful examples of cultural-tourism integration. Examined through 4C theory's four dimensions, both libraries center on user needs, conducting user demand research, reducing satisfaction costs, improving information service convenience, and implementing comprehensive communication before formulating brand marketing strategies. Thus, the public library brand marketing 4C model, though derived from marketing theory, proves highly applicable to public libraries.

References

- [1] Ke Ping, Li Qiong. Research on Digital Resource Marketing Strategies for University Libraries: A Case Study of Nankai University Library[J]. Shanxi Library Journal, 2007(2): 1-6.
- [2] Zhang Ruhao, Fu Wenqi. Library Marketing from an Effectiveness Perspective: Cases of IFLA International Marketing Award Projects[J]. Library Forum, 2018, 38(2): 126-134.
- [3] Admont Abbey Library[J]. Library Construction, 2015(9): 2.
- [4] Shao Jiqun. Research on Cross-boundary Cooperation in Public Library Reading Promotion: A Case Study of Jiading District Library[J]. Business Conditions, 2017(20): 174-175, 235.
- [5] Yu Mingyang. Brand Communication Studies[M]. Shanghai: Shanghai Jiao Tong University Press, 2016.
- [6] Xiong Xiaojie. Analysis of Enterprise Brand Marketing Strategies[J]. Enterprise Economy, 2009(8): 93-95.
- [7] Ding Yuling. Current Situation and Countermeasures of Non-profit Organization

Brand Marketing[J]. *Modern Marketing (Late Issue)*, 2019(10): 81-82. [8] Ma Yujia. On New Approaches to Public Library Cultural Service Brand Marketing[J]. *Library Science Journal*, 2015, 37(9): 47-49. [9] KROM I. The role of marketing in the promotion of the Istanbul brand[J]. *Journal of academic social science studies*, 2016, spring III(45): 159-172. [10] PETTY R. The US battle against brand marketing: circa 1930-1980[J]. *Journal of historical research in marketing*, 2018, 10(1): 60-85. [11] YUN J, DUFF B, VARGAS P, et al. Can we find the right balance in cause-related marketing? analyzing the boundaries of balance theory in evaluating brand-cause partnerships[J]. *Psychology and marketing*, 2019(2): 1-14. [12] THONGMAK M. Engaging facebook users in brand pages: different posts of marketing-mix information[C]//International conference on business information systems. Berlin: Springer, 2015: 299-310. [13] BANSAL-TRAVERS M, ADKISON S, RICHARD J, et al. Attention and recall of point-of-sale tobacco marketing: a mobile eye-tracking pilot study[J]. *Aims public health*, 2016, 3(1): 13-24. [14] FEDYUNINA S, PANICHKINA G. Formation of regional brand: geomarketing and image resources of the territory[J]. *Social science electronic publishing*, 2016, 9(12): 6524-6530. [15] ODOOM R. Brand marketing programs and consumer loyalty-evidence from mobile phone users in an emerging market[J]. *Journal of product & brand management*, 2016, 25(7): 651-662. [16] EPPERSON A, HENRIKSEN L, PROCHASKA J. Natural American spirit brand marketing casts health halo around smoking[J]. *American journal of public health*, 2017, 107(5): 668-670. [17] Zhang Haoru. Library Brand Building and Marketing in the Big Data Era[J]. *Library and Information*, 2016(5): 70-75. [18] Sun Yu. Research on Marketing Strategies of Chinese Libraries in Media Convergence Environment[D]. Changchun: Northeast Normal University, 2018. [19] Li Guangyuan. "Winning" Marketing: Research on Library Experience Marketing Theory and Practice[J]. *Library Science Journal*, 2017, 39(8): 19-23. [20] Ren Jing. Research on Public Library Brand Building in Government Purchase Environment[J]. *Henan Library Science Journal*, 2018(12): 11-13. [21] Zhang Bo. Library Brand Management in Big Data Environment[J]. *Research on Communication Power*, 2018, 2(30): 255-256. [22] Wang Yi, Ke Ping. Research and Analysis on Cultural Creative Product Development Categories in Public Libraries[J]. *Library and Information Work*, 2018, 62(3): 21-32. [23] Jiang Yongfeng, Xiao Keyi, Xing Wenming. Research on Reader Participation in University Library Reading Brand Creation[J]. *Library Science Journal*, 2011, 33(8): 138-140. [24] Ke Ping. Strategic Priorities and Development Directions of Public Libraries in the "Post-Evaluation Era"[J]. *Library Forum*, 2019, 39(7): 1-12. [25] Chen Guixiang. SWOT Analysis and Countermeasures for Intergenerational Reading Services in Public Libraries[J]. *Shandong Library Science Journal*, 2019(3): 79-83. [26] Hu Donghui, Du Yuehua. Literature Review on Library Information Marketing[J]. *Library Science Journal*, 2019, 41(7): 78-81. [27] Hu Jingjing, Qiu Huifang. SWOT Analysis of Public Library Marketing[J]. *Science and Technology Intelligence Development and Economy*, 2012, 22(10): 23-25. [28] Xu Jian. Construction and Improvement of Shared Reading Spaces in Public Libraries[J]. *Library Science Journal*, 2019, 41(3): 19-22. [29] Peng Shuangmei. Research on Improving

Public Cultural Service Levels Based on SWOT Analysis: A Case Study of Public Libraries[J]. Cultural Innovation Comparative Research, 2019, 3(16): 164-165. [30] Han Ye, Hu Juan, Yin Yuxuan. Research on Practice and Models of Cultural-Tourism Integration in Public Libraries[J]. Library, 2020(2): 27-34. [31] Jiang Wei. Research on Digital Reading Behavior Characteristics of Chinese Adults in the “Internet Plus” Era: Based on Analysis of the 12th-16th National Reading Surveys[J]. Agricultural Library and Information, 2019, 31(9): 5-12. [32] Dong Yan. Research on Library Knowledge Service Innovation Under Artificial Intelligence Background[J]. Library Science Journal, 2019, 41(7): 78-81. [33] Wang Zhukang. Application of 4C Marketing Theory in Library Weibo Services: A Case Study of Chongqing Library[J]. Library Theory and Practice, 2015(9): 83-86. [34] Chen Chao. Magnificent Writing for 70 Years, Beautiful Reading in the New Era: Review and Prospect of 70 Years of Library Development in Shanghai[J]. Library Journal, 2019, 38(10): 4-15. [35] Feng Ting. Research on Innovative Strategies for New Advertising Campaigns in Libraries in the New Media Era: Taking the Top 3 Projects of IFLA International Library Marketing Award in Recent Five Years as Examples[J]. Library Science Research, 2017(23): 2-10, 19. [36] Liu Yexin. Analysis of Shanghai Library’s Public Diplomacy Practice[J]. Media Forum, 2019, 2(9): 154-155, 158. [37] Ke Ping. Library Strategic Management[M]. Beijing: Ocean Press, 2015.

Author Contributions: Li Yao: Data collection, paper writing; Li Fei: Framework determination, paper writing; Ke Ping: Framework guidance.

Note: Figure translations are in progress. See original paper for figures.

Source: ChinaXiv — Machine translation. Verify with original.