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# MARKETING *Treasures*

Ideas and Insights into Promoting Library & Information Services

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TM

## Library Marketing In the Reengineering Environment

by Anne C. Tomlin

Libraries are buffeted by the same winds of change that rattle their parent organizations. Total quality management, continuous quality improvement, performance indicators, benchmarking, vision statements—these are all terms that define a dizzying array of methods and concepts tried by corporate America in recent years to improve output, shore up the bottom line, consolidate, remain competitive, and build market share. Reengineering may be the next process to be weathered by your library. Batten down the hatches!

### What is Reengineering?

As defined by Hammer and Champy in their book **Reengineering the Corporation: A Manifesto for Business Revolution**, it is "the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed." The words "radical" and "dramatic" do not indicate incremental or piecemeal change.

As suggested by the term "contemporary measures of performance," traditional methods of assessment seldom apply anymore. The number of widgets produced, or reference questions answered, is nearly irrelevant. Reengineering asks not only how we do something but why we do it at all. It is process-oriented, not task-oriented. It doesn't look at the particular jobs performed or the individuals performing

them. Reengineering looks at the end results as perceived by the organization's clients, and at how to improve the outcome.

### What do Reengineers Consider?

The first performance measure mentioned above is cost, and however much the other factors are touted as the reasons for initiating the process, the bottom line is still the bottom line. Little wonder so many employees see "reengineering" as a synonym for "lay-off." When all is said and done, there will be individuals—even entire departments—who will be left by the wayside. Libraries have no immunity here.

Quality is the second factor reengineers examine. Quality can be defined as a standard of excellence. It is what separates your work from the rest, sets it above the competition, makes people willing to pay a little more because they believe they are getting their money's worth. "Quality" isn't simply a slogan or label to be slapped on a product or service as a piece of public relations. Proven quality of product or service is a potent selling point, and it must be demonstrated on an ongoing basis, so that clients know they can rely on you each and every time. Librarians who filter information to their clients' specifications, providing timely and accurate targeted data on request, need to advertise this fact.

Another performance measure is service—something that we as librarians understand completely. Ours is a service industry. Traditionally our clients have come to us for assis-

*"Reengineering may be the next process to be weathered by your library. Batten down the hatches!"*

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## Pearls of Wisdom

**F**or a quick primer on trade shows, look at the Fastsigns tradeshow ideas web site: <<[www.fastsigns.com/trade1.html](http://www.fastsigns.com/trade1.html). Their worksheets will take you through all stages of tradeshow planning, and their products can be rented or purchased. Fastsigns is franchised, so you may have a local store. If you don't, call 800-909-SIGN for a catalog and more tradeshow information.

**T**he difference between the right and the almost right word is the difference between the lightning and the lightning bug." Mark Twain knew what he was talking about, and you can too if you sprinkle your publications with literary quotations. Bartlett's Quotations is the classic print source, of course, but now you can also find many quotations on the Internet. If you can only remember a fragment of a quotation and don't have Bartlett's on your shelf, try a Web search through a search engine such as Metacrawler (<<[www.metacrawler.com](http://www.metacrawler.com)). You'll be amazed and amused at what is out there. A recent hunt for the rest of the quotation, "He who plants a tree, plants hope" turned up the entire Lucy Larcom poem. If you need a quote about a specific topic, look at <<[www.lexmark.com/data/quote.html](http://www.lexmark.com/data/quote.html) for the elusive right words.

**W**e'd be nuts not to tell you about this gem! It's a biodegradable, totally natural, nutty promotion: real walnuts imprinted with your library's message--just a straight logo and library name, or a silly saying like "Nuttin' but the best," "Reference Nut," or "Nut a problem!" You can order a 1-lb. sack of nuts with a nutcracker or individual walnuts in their own hexagonal giftboxes. Buy pretty baskets, line them with a napkin, and pile in the walnuts. You'll have your customers cracking up. A great idea from Colony Specialty Printing, telephone 301-662-5790, or fax 301-620-7136.

**E**xpert Software takes clip art into the next dimension with their new Clip Art 3D with perspective lines drawn in. The 3-dimensional images are in color and can be viewed from any angle--a big plus on web sites! The photos are a bargain: 2,200 images for \$19.95. You can even buy a clip-art headline collection in a variety of colors and fonts. A great way to add sparks to your web site and interest to your publications. Contact Expert on the Web at <<[www.expertsoftware.com](http://www.expertsoftware.com), or call 800-759-2562.

**L**ook at logos and see what makes them work. The Federal Express logo is a gem--have you spotted the arrow? It's in the white space between the "E" and the "x." No wonder you associate the company with speed. This logo has graphic designers marvelling over the creative use of negative space. FedEx's logo works well on surfaces of all sizes, from business cards right up to the side of an airplane. Keep these pluses in mind when you need a new logo. You never know when your business will take to the air.

**R**ewarding your best staffers isn't always easy, but for that special person or once-in-a-lifetime event, think Waterford. Yes, those exquisite crystal gifts can be ordered for under \$50 or as high as your budget will allow. Call Waterford at 800-933-3370, or fax 908-938-6365.

**T**he presentation folder goes personal, with front covers that can be printed with your logo, company name, contact information, or anything else you wish or can accomplish with a laser printer. Color, metallic print, and sharp graphics are all within reach. And once you've printed the cover, assemble the folder with a back cover that has a pocket and business card die cut. You could hardly ask for more. Paper Showcase offers these presentation folders in ivory and white 65-lb. cover stock. Call 800-287-8163 for the catalog. ■



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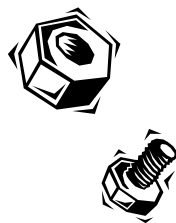
tance, and we have guided them to the information they require. We have always offered a range of services based on (1) available resources (both staff and materials); (2) our individual strengths and interests; (3) what we divined our clients' needs were, a judgment rooted in prior experience with them and others like them; and (4) what was decided for us by those higher up in the organizational chart (e.g., if the CEO wants current awareness service, we do current awareness service.) While our services have been strong, our marketing efforts have been weak. Nudged by an impending accreditation visit or inspired by a professional seminar speaker, we dipped our toes in the unfamiliar waters of evaluations and analyses, the results of which were fitfully implemented or left to die a quiet death, the final report dropped in a folder to be filed with previous, similar studies. Sporadically we surveyed our current clients' satisfaction levels, adding or (reluctantly) dropping programs accordingly. Using newsletters, fliers, and in-house promotions (especially during National Library Week), we'd modestly announce our new or improved services.

**There's a New Day Dawning**

Competition is a major force in the organizational drive to reengineer. "Better," "faster," and "cheaper" are the bywords to live or die by in a market-driven environment.

The goal of reengineering is to simplify the process of getting goods and services to the client as quickly and cost-effectively as possible. Done right, this should reduce duplication of services, cut clutter, and redirect our time to serving our clients rather than working elbow-deep in paperwork. But while the process itself will be streamlined, the jobs will become multidisciplinary and cross-functional. We'll need the flexibility of Gumby to "go with the flow" both personally and in the processes we design.

Libraries, which once held the keys to the information kingdom, no longer have any monopoly on access to information. More and more vendors out there are ready and willing to jump in and step over those who are slow to act. Today, thanks to such technological advances as CD-ROM products, online databases, intranets, and Internet search engines, we need to actively solicit many clients who have direct access to information from their desktops.



Convenience and cost count. We need to show our clients that we can do in-depth research more quickly and economically than any other source. As the golden rule of show biz says, give 'em what they want, and leave 'em wanting more. If we can't give them what they want, when they want it, and at a suitable price and format, they can and will take their business elsewhere.

**Fighting Back and Keeping Our Clients**

Reengineering assumes the process is customer-driven. We need to market our services on the basis of what our clients tell us they need and want, not what we're accustomed to offering. And this doesn't mean sitting back and waiting for them to drop us a hint, but requires us to actively and repeatedly canvass our public. It requires us to learn new skills such as statistical analysis and right-to-left thinking (working the process backwards, from final desired outcome back to where the whole process starts.) Flexibility is a key trait.

**The Nuts and Bolts of Bringing Clients into the Reengineering Process**

So who are our clients? If your library is already actively engaged in marketing its services, you will have already determined that your client base includes not only the usual suspects—walk-in and telephone clients—but also other individuals and departments in the parent organization, vendors, professional colleagues, and community members. Its clients include potential, or future, users as well.

It is imperative that you include your clients in the reengineering process. They are your partners. Without them, it's like planning a trip without a destination. Tell them what you're doing and why. Focus on the positive impact you hope to have, the goals you are aiming for. Most likely they'll be pleased and flattered at the efforts you are making on their behalf. Listen with both ears to their suggestions, and don't leave them wondering. Follow through on promises to follow up, especially in problem areas specifically targeted by clients. Feedback to your clients is as important as feedback to your employees. Issue progress reports regularly. Remember that reengineering is an ongoing process, not a one-shot deal. Fine-tune the process, concentrating on kinks in the system where reengineering can

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**Reengineering...** *continued from page 3*

give you the biggest bang for your buck and make the biggest difference in client satisfaction.

**Market the Reengineered Product**

Use basic marketing principles to gain and maintain a solid foothold:

**Be proactive.** This is not the time to head for the bunkers and hope for the worst to blow over. Maintain high visibility. Raise the library's profile with your administration and with your clients. Serve on task forces, volunteer the library's space for meetings, participate.

**Cost out your services.** You know your product (information) better than anyone else. Be sure the powers-that-be understand in dollars and cents the value of the services you provide. Tell them what the replacement costs are in time and money if a program or service is to be outsourced. They may discover that what gets cut from one area winds up costing more on the other end

**Look for opportunities** to add to what you're already doing (that sound you just heard was solo librarians everywhere dropping over in a dead faint.) If the thought of doing more makes you feel weak in the knees, remember that you too can free up time and staff by jettisoning programs or services no longer in sync with corporate needs. Ask yourself, is this service necessary? Can it be done by someone else? Does it need to be done at all? Taking on additional duties selectively (teaching, writing, research and analysis, for example) adds value to the library in the eyes of your administration.

**Keep clients informed.** Rally your supporters—your stakeholders. Remind them that they, too, have a stake in what happens to the library. Loss of staff or other resources may directly impact how they do their work. Ask them to estimate the cost in time and productivity needed to replace the information support currently supplied by the library.

**Show and tell.** Publicize successes. Tell how a service or program saved X dollars or facilitated the institution's earning of grant monies.

**Be the in-house information expert.** There's a lot of competition out there these days. If you don't do it, somebody else will. Advertise your

staff's skills (Internet and database searching, web page production, writing and editing.)

**Consider charge backs,** if you are not already doing so. Charging back all or part of specific services provided to the user serves a twofold purpose: (1) the library becomes a revenue center instead of solely a cost center, and (2) your clients understand in bottom-line terms that information is NOT free. It has a monetary value. Users become more selective in what they ask for if there is a price tag attached. You may be able to trim or even drop a service if the demand drops due to cost. If they're not willing to pay for it, it may not have been that valuable in the first place.

**Prepare Your Staff for the Process**

Be prepared for heavy emotional weather if your library engages in reengineering. There are numerous pitfalls to watch out for during such a sea change. Poor communication tops the list. Rumors and misinformation spread like wildfire in the wake of uncertainties. Lack of adequate feedback (remember the Ed Koch "How'm I doin'?" question) is another. Employees need to know that their efforts are having positive results, and management needs to be encouraged to report—early and often—on improvements. Finally, staff will need emotional support as they mourn the passing of what was, while preparing for what will be. Their skills may no longer be required as the parent organization revamps its work requirements cross-functionally, and if this is the case, affected staff will be acutely aware of it. Survivor guilt is not uncommon after the shake-out, and it colors the working atmosphere for some time after.

Reengineering changes the way we interact with each other as well. Educate your staff about the reengineering process before beginning any team building or analysis. Make sure they know there will be no "sacred cows" and that personal agendas must be set aside. Teamwork is essential to effect lasting change. The hardest part of initiating a reengineering process is often gaining the trust of all participants, getting everyone to buy in. People are territorial, accustomed to their own psychic space, and may feel threatened when "their" job is perceived to be under scrutiny. While there are those thrillmeisters among us who thrive on the uncertainty of change,

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If you dread the thought of adding to your work load, then we recommend you read our article "Overworked? Understaffed? Don't Stop Marketing!" You can get a free copy from our web site at [www.chrisolson.com/tickledpink.html](http://www.chrisolson.com/tickledpink.html)  
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## Inside Treasure

### Now that You've Been Reinvented —It's Time for Marketing!

You may be wondering why a newsletter devoted to library marketing is featuring an article on reengineering. On the surface, marketing and reengineering don't seem to have a lot in common. But after all the dust settles on reengineering strategies and reinvention activities, marketing management takes over to reposition the organization, to define new services, and to communicate new messages.

Whether libraries are reinvented as part of an overall organizational effort, or they undertake the activity on their own initiative, the tools of marketing management play an important role in launching the reinvented library. And for some libraries that have never really implemented a full scale marketing program, the reinvention effort gives them the needed incentive to get their marketing-act together—or risk failure.

If your library is about to undergo or has recently completed a reinvention effort, it is extremely important for you to remember that marketing is more than just promotion. The successful rollout of your new, reinvented library will require every aspect of marketing management. From target marketing to positioning to a complete ensemble of marketing mix elements carefully orchestrated for maximum results, the marketing strategies you employ need to be well considered, integrated and implemented to ensure success. You also will need to wear your marketing glasses every day to seize opportunities and to avoid sliding back to pre-reinvention routines and behaviors.

#### A Communication Strategy is Critical

If you have embraced reinvention, then you most likely have developed and adopted new vision, mission, value, and critical success factor statements. These need to be conveyed to your customers, stakeholders, management, staff, vendors, and others in a carefully crafted and implemented communications program.

If marketing has taken a back seat in your library management, then now is the time to turn over a new leaf and pay careful attention to your marketing, especially to communications. It will not be enough to post your newly adopted vision and mission statements in your newsletter or in a global email message

*“...the tools of marketing management play an important role in launching the reinvented library.”*

*“Communications includes visual imagery as well as the written word.”*

and call it a day. Instead you will have to carefully review all the communications options available to you and consider how messages are to be crafted for each target audience and for each medium. It's likely that you will want to stagger your messages over a period of time, so work out a release schedule and the main points to be covered each time.

#### Adopting a New Name and a New Image

If your library was turned inside-out and totally overhauled so that it's a radically different service than it was 12 months ago, then it is likely that your library emerged from metamorphosis with a new name. The official adoption of a new name can be the most challenging aspect of a communications program. Everyone wants to call the library “the library,” and yet it may not accurately project the new image and services of your reinvented organization. It will be the supreme test of your communications program to replace your old name with your new name in the marketplace.

Communications includes visual imagery as well as the written word. Here's where a logo and graphics system come into play. A logo and the graphics that accompanies it visually reinforces your written messages. Whether your reinvention activities instigated a shift in information services or the adoption of a new service paradigm, nothing can communicate the “new you” better than a new visual image. If you had a logo before, then it's time to change it completely. If you never had a logo, then now is the time to adopt one and use it in your visual communications program.

But a logo alone will not change your name. Only if the new logo is accompanied with supportive written messages will your customers begin to link the new logo with your reinvented self. Typically the written message associated with a logo is a slogan. Slogans when well constructed, are concise statements that convey the essence of a message. For your reinvented library, the new mission and vision statements can form the basis of an inspired slogan, reflecting the future and supporting the newly adopted service name.

#### Communicating New Services and Products

Another concern of your communications message will focus on the revamped and new services and products introduced as a result of reinvention efforts. During the

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**Reinvention...Marketing...** *continued from page 5*

process of benchmarking and evaluating old library services and products, some may have been cut, others may have been augmented, while others may have been developed from scratch. The resulting products and services should have been molded into "real" products and services with careful attention paid to their characteristics—brand name, packaging, pricing, distribution, target market, positioning—all the elements of product development.

How well you accomplish the task of product development will impact, in part, your communications efforts and ultimately the success of your newly reinvented information service. Develop unique and memorable brand names for your products so it will be possible to tell your target market what is available. Be sure to package your products and services so they are not overlooked and taken for granted. Packaging also gives you the opportunity to reinforce your new image via your logo and slogan. Consider the position you want each product to attain with each target market, so you have specific messages to convey in your communications. A reinvented information service needs its management to pay careful attention to revamped and new products and services, for the characteristics and attributes assigned to them form the basis for communications.

**The Parallel Communications Trick**

About midway through the process of most reinvention initiatives, it becomes apparent how the old "library" will be changed into the newly reinvented service. You may agonize over whether you should begin rolling out your reinvented activities, or wait until they are completely done. But most likely you will not have a choice because the ultimate success of your reinvention activities will be based on customer, staff, management and stakeholder support. And of course, unless you have been conducting your reinvention activities in a cave, many of your customers surmise something is afoot and naturally, your management knows.

So don't agonize, instead plan and act. Now is the time to construct a communications plan that nips rumors in the bud and sets the stage for a positive transition. Because your library services didn't stop when you began your reinvention effort, you have continued to provide the services and products you always offered. For that reason, communications have contin-

*"Now is the time to construct a communications plan that nips rumors in the bud and sets the stage for a positive tran-*

ued on a normal course. But now you need to introduce your reinvention activities, tell people how and what you will be changing and when.

Assuming you had a strong communications program before your reinvention effort, your plans will begin to integrate messages from your reinvention activities. Your communications program will have two tiers which will eventually merge into one as your reinvention efforts come to a close. The trick will be not to confuse your customers while you keep communications going about current services and products, and you begin to roll out the new messages about your reinvented library services.

The key to this approach is timing. Take your cue from the reinvention schedule. If your library has zipped through the reinvention effort and the staff has enthusiastically embraced the results, then your transitional communications program will be a lot shorter than another library which is taking twice as long. The most important aspect of your communications schedule is lead time. Make sure there is plenty of it to allow for unforeseen hurdles.

It's not enough to reinvent your library and call it a day. The careful planning and execution of your communications program plays a critical role in the ultimate success of your reinvention efforts. ■

**Reengineering...** *continued from page 4*

most folks get very nervous when "the way we've always done things" gets tossed out the window.

Libraries facing reengineering need to shift their focus from the internal (the way we've always done things) to the external (how the client wants things done). Understanding their market and customer base will enable libraries to not only survive but thrive. ■

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## Worth Its Weight in Gold

### Keeping Satisfied Customers

**Y**ou finished the job, produced that first-rate competitive intelligence report, delivered the document. Now you can rest on your laurels. right?

Wrong. A satisfied customer is the best candidate for more business. It costs 5 times as much to win a new customer as it does to bring a satisfied customer back. So how can you generate more business from that happy person?

A follow-up phone call a few days after the job is completed is a great time to ask, "Is there anything else I can get for you?" Good information often leads to a need for more information and if you are not only available, but make it easier to supplement what you've done, you can generate more business without overstraining your resources. After all, you've already worked with this customer and researched this topic—you're dealing with familiar territory.

You can keep a current-awareness watch going for a short time and when something new comes in on a topic which a customer had earlier requested, alert him or her to the new information available—and offer to keep track of new development. People are flattered to know that you're keeping an eye on their interests.

Sharing a resource can also bring benefits. Putting your satisfied customer in touch with the right expert, web site, or in-house resource can win you points and assure that the next time that customer thinks of this project or uses this resource, your customer is also quite likely remembering you.

A note printed with your logo, on note-card stock is a special message of thanks for a big job—worth the cost of the stamp, paper and envelope. You can buy laser-printer note cards at office supply stores, and quickly turn out a personal, yet elegant note.

And what can that satisfied customer do to thank you? The successful conclusion of a big project is a great time to ask for a testimonial—and make sure you send a copy, with a note of thanks to the customer who gave you the good words. ■

*"It costs 5 times as much to win a new customer as it does to bring a satisfied customer back."*

*"Think of the web page as a menu rather than a cookbook."*

## Promotion Gems

### From Paper to Web

**H**ere you are with your snazzy, literate, informative brochure, and you have an opportunity to put your library information on the World Wide Web. Electronic marketing has arrived. It sounds easy, but there are traps to avoid.

First of all, don't print your entire paper document on the home page. People read computer screens differently than they read paper pages, so you need to simplify your style, cut your verbiage, and make the page visually interesting as well as verbally informative.

Pull out your abstracting skills. Instead of enjoying the luxury of unlimited linguistic self-expression, just hit the high points. For example, instead of lists separated by commas, use bullets; instead of explaining your philosophy, use a slogan. The object of the web page is to bring in customers for a closer look, so tantalize, don't overexplain. List your services and prices (if they're standard), but don't describe them in detail. Think of the web page as a menu rather than a cookbook.

Stick to active language. Subtlety is not a virtue on the Web. Say what you mean, crisply and directly. People using the Web aren't necessarily enthusiastic readers. They are looking for fast, precise information. They'd rather be told than cajoled.

Once you've pared down your written information, consider the other aspects of good Web marketing. Links turn a home page into a web site and make it come alive, so look for the natural divisions in your information and create separate linked pages for these topics. For instance, you might have as separate pages your price list, a "meet our staff" page, or links to favorite information resources. Just beware of the dreaded "link rot"—links that disappear without warning. If you create links to outside resources, check them frequently to make sure they haven't vanished.

What is the one great virtue of the Web over paper? It's interactive! Let your customers interact directly with you, by sending email directly from the web page or by filling out a research request online. Give them every opportunity to save time, including by getting a quick response from you. A web site can be a great marketing tool if you use its strengths and avoid its pitfalls. ■

## Sparkling Reviews

**Leading Change.** John P. Kotter. Harvard Business School Press. Boston, MA 1996. ISBN 0-87584-747-1.

John Kotter is one of the management gurus everyone listens to—and for good reason. This pithy, pointed book lays out the process of successful change which Kotter believes all organizations need to pursue as they move into the next century. For those looking for a brief, sound review of both the philosophy and mechanisms of change, this book is the place to start.

What does *Leading Change* say about marketing? How does it address our situation in libraries? Kotter doesn't talk about libraries at all, and speaks of marketing mainly as an internal matter. But read on—MT has gleaned some marketing gems for you, which Kotter recommends to sell the vision of change within the organization, and which apply equally well to the general task of marketing.

The core elements of communicating the change vision are simplicity, metaphor, multiple forums, repetition, leadership by example, explanation of seeming inconsistencies and two-way communication. In any marketing effort, you'd do well to use these tools, and if you're marketing a reinvented library, these are all critical. Leadership by example will calm your staff and reassure your clients, if you behave as though you are committed to the new vision. Kotter says, "Nothing undermines the communication of a change vision more than behavior on the part of key players that seems inconsistent with the vision."

The reinvention process is full of inconsistencies and miscommunications, so make the extra effort to assure two-way communication. Otherwise, staffers won't know what's going to happen and customers will feel that they're being left out of the process entirely. This is a time to give especially good service, effectively saying to your customers, "we still have what it takes!"

Kotter encourages the use of short-term wins to shore up enthusiasm for the long-term goals. Take note of your staff's successes and acknowledge them. Every milestone successfully achieved is worth recognizing to keep up staff morale and customer satisfaction. Good marketing, both internal and external, will help smooth the course of change. ■

*"The core elements of communicating the vision are simplicity, metaphor, multiple forums, repetition, leadership by example, explanation of seeming inconsistencies and two-way communication."*

■  
Calling all proud library marketers! Let us hear from you! We're planning an article called "Brag Time"—and we want you to share your best marketing efforts. What worked spectacularly? What marketing action brought in the most new customers? What has raised corporate consciousness about your library? What has preserved your library in the face of reengineering, mergers or downsizing?

Send your success stories to Marketing Treasures, 857 Twin Harbor Dr, Arnold, MD 21012, or fax them to 410/647-0415. You may also email those winning ideas to Chris Olson: [olson@access.digex.net](mailto:olson@access.digex.net) or to Suzanne Moseman: [moseman@swva.net](mailto:moseman@swva.net). ■

## Treasure Tips

### Borders Add Visual Interest

One of the quickest ways to draw attention to a document is to include a border. Borders set information apart, they get away from the mere "memo" form and begin to resemble a poster. A simple border can generate interest and a spectacular one can add class. Even word processing programs are now equipped with basic border tools, and with a graphics program and color printer you can go hog-wild.

Some style points to consider if you're using a border:

- Don't let the border overwhelm the content. You want people to read the words, not stare at the decorations.
- Select a font which compliments your border. A light, floral border looks mismatched with a heavy, bold sans-serif typeface. A formal geometric border clashes with a playful fun font.
- When in doubt, simpler is better. For a brochure, memo or simple announcement, a word-processor border might be best. A little shadow effect or an understated double line is less distracting than curlicues or a two-inch border. Save the fancy ones for special events—not for regular use on your stationery.

### I'm Not an Artist, but I'd Like a Border...

Fortunately, if you've exhausted the possibilities of your computer programs or your willingness to draw your own borders, there are plenty of borders available as clip art or preprinted on papers. The latest release of Olson's Library Clip art (volume 4) has a very nice information border. It also has images which you can combine to make your own border. Companies like PaperDirect (800-A-PAPERS) and Paper Showcase (800-237-8163) have "frames" stationery—pages which coordinate with letterheads, business cards and brochures, but which carry the design all around the page. If you frequently post announcements or distribute fact sheets, "frames" which match your other library publications are a good selection.

Once you've committed to a border, don't put the contents in limbo. Relate the headlines and body text to the border—a strong right or left alignment along the border is more interesting than merely centering all the information. ■