

The Application of Quality Management in Marketing Services

*By Joy Greene, Information Specialist
Amoco Corporation*

(Editor's Note: The 9th Annual Services Marketing Conference was held in October in Chicago. Its theme, "Stayin' Alive Through '95: How to Thrive and Not Just Survive" promised to explore a broad range of issues pertinent to the marketing and promotion programs of libraries. Joy Greene, Information Specialist with the Central Research Library of the Amoco Corporation, Chicago, attended the conference and files this report.)

The Japanese call it "Kaizen." In the U.S., the term is quality management. Throughout American business the application of "quality improvement" is being used to effect a change in the culture of the way we do business. The Services Marketing Conference offered a series of presentations on quality management specifically directed to its implementation in the business of services and highlighting a need for change in our business culture. Four of the conference sessions are summarized here for fellow *Marketing Treasures* readers:

The Application of Quality Function Deployment to Services. Joseph L. Orsini, Professor of Marketing, California State University, Sacramento, CA.

Professor Orsini talked about the need for designers of services to consider customer requirements before they begin to plan such services. He described the design of a banking service using quality function deployment (QFD), a Japanese management method. This method involves using an evaluation matrix, based on criteria termed the "Voice of the Customer." This is the application of a quality management system, traditionally used by manufacturing businesses, to the service sector.

One Size Doesn't Fit All. Don Mizaur, National Director of Service Management, and Jim Cummane, Manager of Total Quality, Laventhol & Horwath, Chicago. Corporate efforts to achieve service excellence in the past were grouped into three categories: cosmetic, standards based, and culture based. Business is now begin-

ning to realize that culture-based efforts are the only efforts that yield a differentiated customer experience.

This presentation included a description of the concepts and methodology of the total quality service (TQS) process as outlined by Karl Albrecht. The concepts are:

- Outstanding service quality can give any organization a competitive edge.
- Establishing a superior level of service quality is a challenging undertaking.
- Service excellence begins with management excellence.
- TQS must be achieved through constant concerted effort. Strategy, people, and systems must work together to provide the customer with a service experience that is truly different and better.
- There must be a total organizational effort affecting the daily working life of everyone in the organization.
- Remember the words of J. W. Marriot, Sr.: "Success is never final." Keep practicing the methodology.

The TQS process stresses that it is important to *avoid*:

- Lack of top management impetus
- Fluffy and/or bureaucratic approaches
- Organizational and/or middle management inertia
- Employee cynicism

Two well-known methods of quality management are "total quality assurance," based on the work of W. Edwards Deming and J. M. Juran and put into practice by Phillip Crosby, and the Japanese "Kaizen" approach, from Masaaki Imai, of the Cambridge Institute in Toyko. TQS is a variation based on: (1) assessment, measurement and feedback, (2) market and customer research, (3) strategy formulation, (4) education, training, and communication, and (5) process improvement. The value of TQS is that it can be customized to fit the needs of the specific organization where it is being implemented.

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Pearls of Wisdom

The Library Public Relations Council is sponsoring its library marketing competitions again this year: "Share the Wealth" packets and the "L. PeRCy Awards". Promotion items entered into the "Share the Wealth" competition and selected for display at the American Library Association conference in Atlanta will be awarded Certificates of Merit. Deadline for entries is March 15th. The L. PeRCY award will be presented to the best annual report, service brochure, newsletter, stationery, library/friends special event, and materials/book list. Deadline for entries is April 15th. For further information contact: Freda Campbell, The Library, 2 Jean Walling Civic Center, East Brunswick, NJ 08816, 302/656-5710.

Looking for something to jazz up your poster and flyer announcements? The Alvin company might have just what you need. Their recently introduced line of DECdry "print" papers, for use with photocopies and laser printers, offer an assortment of attractive graphic border designs including clouds, ocean waves, trees, fireworks, birthday motif, toys, mountains, and skylines. They also have colored papers without border designs, but on which the color graduates from a darker to a lighter tint. The prices range from \$3.75 to \$4.50 for a 10-sheet pack, to \$39.95 for a box of 100 sheets. If your office supply store doesn't carry this product, you can receive additional information and a sample from the company; Alvin Corporation, P.O. Box 188, Windsor, CT 06095, or phone 203/243-8991.

The latest ALA Graphics Catalog is available now. It presents a wide assortment of posters and promotion materials, including this year's theme for National Library Week: "Read. Succeed. Kid's Who Read Succeed." For a copy of the catalog contact: ALA Graphics, 50 E. Huron Street, Chicago, IL 60611.

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Missing issues must be reported within 3 months of issue date. Missing issues requested after this time will be supplied at the regular back-issue price.

Add to your clip-art resources with Dover Publications' latest clip-art books. With over 450 books of copyright-free illustrations and designs, you're sure to find something that can make your library materials eye-catching. All the artwork is printed in black on glossy white paper, and printed on one side of the page. For a copy of the catalog showing all the different types of graphics ready for your scissors, contact: Dover Publications, 31 E. 2nd Street, Mineola, NY 11501. Ask for the Complete Dover Catalog # 59069-0.

While browsing through an office supply store the other day, your editor picked up a set of 50 Rolodex cards pre-printed with toll-free phone numbers. The cards are divided into subject categories and list familiar companies and services with their 800 numbers. While an excellent product in and of itself, it occurred to me that a condensed version of the product might be a good promotion item. Imagine having a set of five cards with the 800 numbers of major hotel chains and airlines, each card would be designed so that your library's phone number and address appear on the card as well. Not only do you get your phone number into your customers' telephone files, but you also provide useful information. Or you could create a larger set of cards and conduct a "card of the month" promotion with the theme of "collect the whole set." If you would like to purchase the set of cards that got your editor thinking, contact the people at Metro Files, a division of Rolodex. (Sorry, there's no phone number for Rolodex on the package!)

The latest issue of the Highsmith Catalog (Number N32) offers a potentially useful item for librarians who want to display their library brochures and flyers on bulletin boards, posters, and other vertical surfaces. Page 50 in the catalog describes the "A Pops Holders," a clear plastic holder with an adhesive backing that can stick to any surface. If you need an easel, they offer those too. For a copy of the Highsmith Catalog, contact: Highsmith Company, W5527 Highway 106, Fort Atkinson, WI 53538-0800, 800/558-2110. (Highsmith is selling National Library Week banners too.)

The Special Libraries Association (SLA) is offering an attractive package of promotion goodies to help observe International Special Librarians Day (April 18th). The green and blue graphics are available on a number of promotion items to help special librarians position their resources on an international scope. For more information contact: ISLD Product Information, SLA, 1700 18th Street, Washington, DC 20009.

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Service Quality: Preeminence Through Partnership. Susan Hodgkinson, Senior Product Manager and Sandra Drought, Director, Customer Service, Bank of Boston, Boston, MA.

The Bank of Boston is the 16th largest bank in the U.S. with \$39 billion in assets. Its "Partners in Services Excellence" program is a multifaceted one designed to improve service between operations and the front-line people. The mission is to become the preeminent bank in New England through strong corporate and retail relationships. For this program, The Bank of Boston performed research on customer wants and needs, using customer surveys. The results showed that customers want service that is accurate, timely, enthusiastic, professional, friendly and efficient.

To ensure the effectiveness of their efforts, the bank determined that service-driven support processes involved management responsibilities for:

- (1) Institutionalizing service through employee communication and performance planning
- (2) Empowering employees to provide excellent service
- (3) Coaching and modeling the results expected
- (4) Providing information and structuring the workflow
- (5) Recognizing employee accomplishments

Training programs were instituted that dealt with service expectations, communication skills, service excellence in difficult situations, and building teams. At the end of the eight month program, studies were done to validate the customer definitions of service in the original study and correlate changes in service due to customer perception.

Measuring Internal Customer Satisfaction. Diane H. Schmalensee, Opinion Research Corporation, Washington, DC.

Your "internal customers" are your employees. Internal customer satisfaction is critical to a successful services marketing program. Composed of three primary aspects: involvement, enablement, and pure internal customer satisfaction – internal customer satisfaction is so important, that 20 percent of the points for the Malcolm Baldrige National Quality Award (*ed. note: Established by Congress, the Malcolm Baldrige Quality Award was established to recognize companies whose pursuit of excellence sets the highest standards in American industry.*) is given for the way a firm's human resources

are motivated, trained, communicated with, and enabled. Internal customer satisfaction ranks second in importance only to external customer satisfaction.

Involvement. A key feature of internal customer satisfaction, involvement addresses the willingness of employees to participate actively in quality-improvement efforts. Measuring and building involvement have as goals to increase participation in quality programs. One way to do this is to query employees on what they think management's goals are and what they should be.

The speaker elaborated that the subjects of the query can include service quality, teamwork, on-time performance, and reduction of costs. An example was used to illustrate how customers had told one company's management that on-time delivery was their number one priority, but management had not communicated this definition of service quality to their employees. Employees thought that because management stressed cost reduction they were not very interested in quality.

As a result of these queries, management stopped stressing cost reduction and allowed cost savings to occur naturally through increased employee participation in quality-improvement efforts. Managers also listened to employees concerning the importance of teamwork in delivering services. Within a year, it was noted that employee involvement had increased radically. A drop in costs and a rise in on-time performance accompanied this change.

Enablement. The concept of enablement goes beyond empowerment to include not only employees' authority to serve customers but also their ability to serve given the tools and processes at their disposal. One reason for studying enablement is to eliminate faulty equipment, or processes or insufficient training that might cause employees to perform poorly. Another is to define the limits of authority. As a result of increased enablement, job satisfaction can be increased and costly mistakes can be avoided.

Pure Internal Customer Satisfaction. In order to increase the satisfaction of internal customers, employees must know what customers want, and they must have clear quality goals so that performance can be measured. There are two kinds of customer satisfaction: *functional*, which deals with the ability of an

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ternal functional group to satisfy internal customers, and *key*, which deals with the ability of employees to satisfy key employees whose activities directly affect external customer satisfaction.

Why has internal customer service not been measured in the past? Because most managers believed poor service was the result of lazy employees rather than of poor process design or planning. Quality experts have now shown that 85 percent of service quality problems are due to lack of proper job support (materials, training, etc). Taking the following three steps will aid in achieving internal customer satisfaction:

- Devise ways to measure internal customer satisfaction and tie the mission of satisfaction to the firm's overall quality goals.
- Use the Baldrige Award criteria as a training and motivational tool.
- Collect evidence that many costly problems could have been avoided if employees had been enabled to do their jobs.

Some common threads ran throughout the sessions on quality management and its place in the marketing of services:

- Service quality makes or breaks client relationships.
- In implementing the principles of quality management, focus on internal customers first. Everyone is a customer in some way or other. Every customer has a "report card in mind" for your service.
- Service quality is everyone's responsibility.
- Measure to find out where the problem areas lie.
- Compare your service to a set standard for the purposes of accurate measurement.
- Establish a set of skills that includes the abilities to define your service, to communicate and to deliver service excellence in difficult situations.
- Work with your Human Resources department.
- Use the Baldrige Award criteria as a guide.
- Start small and set priorities.
- Get commitment FIRST - from management and employees.
- Use capable people to drive the program.

- Recognize that quality management involves a change in culture.
- Listen to your customers.
- Quality service means doing the unanticipated things, too.
- Once you understand what is important take action for change.
- Continue to measure.
- Enable employees and reward them for improvement.
- Aim for the top or your won't get there.
- Allow a year to year and a half to see changes.

A compilation of the papers presented at the conference are available from the American Marketing Association, Order number 364. Price: \$25/member, \$30/nonmember. Phone 312/648-0536 for purchasing details.

Assistant Editor Newsletter Service

It has come to your editor's attention that the mailing we did in November announcing *Assistant Editor* didn't reach as many people as anticipated. (The Post Office performance rate on bulk mail advertising is about 80% and they are raising the rates!) If you never received the bright pink envelope that delivered the *Assistant Editor* brochure or if you misplaced it, and you're interested in learning more about our new library newsletter article and clip-art service, just give us a call or drop us a note, and we will mail out the information to you.

Last Call for Library Guide Samples

The March issue of *Marketing Treasures* will feature tips for writing and producing "user friendly" library/information center guides - just in time for April's National Library Week. If you would like to share your guide with *Marketing Treasures*' readers, or if you would like ideas on how to improve your guide, send a copy of your guide to the *Marketing Treasures*' office (address on page 2), c/o March Guide Issue.

If you wonder where you got your creative ability, maybe it was from using crayons as a child. A study reported by the Pantone Color Institute shows that 65 percent of children ages 2 to 7 color an average of 27 minutes each day.

Worth Its Weight in Gold

When you sit down with a designer to go over your new brochure or logo design, you may hear the acronym "PMS" used to identify the colors. "PMS" stands for the Pantone Matching System, a standardized system for identifying specific colors.

The system was created over 25 years ago to organize and coordinate the process of specifying color – so that a printer and a designer had a common understanding of a color like "pumpkin orange." In fact, when the system was implemented, the color descriptions were done away with altogether and replaced by the identifying numbers of the Pantone Matching System. Today, designers and printers work with Pantone Matching System specifiers – books that show the actual color as it will appear on a type of paper surface. To ensure the print run will be true to the color, a designer will include printed paper swatches of the correct PMS color. These "color chips" are used by the printer to evaluate the color being printed, its intensity, and even ink color coverage.

Originally the system consisted of 515 colors made from eight basic colors plus black and white. Today there are more than 747 colors in the basic color palette. These basic colors are modified by combining two colors, adding black screens, and graduating the colors into tints. In addition, the selection of color available to clients and designers has recently been enhanced with the introduction of metallic colors and a whole range of pastel colors.

If you want to review the range of colors available to you, ask your designer, printer, or communications or art department for the Pantone Color Formula Guide 747XR. This is the basic color selector tool and is in the format of a fan so you can see the full range of colors at one glance. The colors in the Formula Guide are printed on two different types of white paper – uncoated paper that absorbs ink, and glossy, coated paper where the ink "sits" on top of the paper. You'll be able to see how your color selections will look on the type of paper you select. If your materials will be printed on a coated matte paper, ask for the Formula Guide printed on matte paper. When you get the guides in front of you, you'll realize just how important it is to see the color printed on the correct type of paper *before* you go to press. Your editor has had many a client who remarked how "dull" the color looked when reviewing the uncoated paper section of the guide.

The Pantone Color System is used in interior design, too. You can coordinate your promotion materials with your new library, if you want to. For more information contact: Pantone, Inc., 55 Knickerbocker Rd., Moonachie, NJ 07074, 201/935-5500.

Promotion Gems

The law library at Sidley and Austin in Chicago produces an interesting newsletter, complete with photos of staff members, meetings, cartoons, and crossword puzzles. Even though the newsletter is produced on the photocopier, the photos aren't bad. As far as the crossword puzzles go, what a great idea! Educate and test your customers on their library knowledge all at the same time. Here are some word clues from the January '89 issue of the library's newsletter.

"_____ the Law" (movie)
doctrine
Database for odds on bill passage
Case finder
Star of "Kramer vs. Kramer"
Author of *The Judicial Humorist*

Obviously, all the examples here are related to a law library, but you could easily develop similar word clues for your own particular information specialty. Take this idea one step further and sponsor a crossword puzzle contest during National Library Week. Use clues that are answered in your promotion materials. Then you can find out how many people read your materials!

New Logos!



The Johnson County Library in Shawnee Mission, Kansas now sports this new logo. The colors are yellow and green on cream paper.
Jan Solmes, Designer

The Library of J.T. Baker Company adopted this new look and the slogan: Information and People: The Partnership for the Nineties. Colors are aqua and purple.
Marian Bloom, Designer



Sparkling Reviews

The Print Production Handbook. David Bann. North Light (Writer's Digest Books), Cincinnati, Ohio, 1985. ISBN: 0-8913444-160-9 \$14.95

This is a timeless and indispensable reference book for anyone who has to deal with printers and printing processes. Its coverage is comprehensive, starting with an overview of the printing process. Each chapter takes the reader on to the next step in the print production process, eventually covering preparing materials for printing, typesetting, paper and ink, binding, and buying printing.

The text is well written, straightforward, and easy to understand. Illustrations, diagrams, charts, and photographs augment the text, and a glossary of more than 26,000 words in the back of the book helps to demystify printer's jargon.

This book is highly recommended for librarians who will be working with printers either directly or through other parties. Refer to it when you don't know the meaning of "half tone," "cromalin," "trim marks," or other terms in the printing process – and how they might impact your printing job!

The Crystal Ball

March 1 "Producing, Designing, and Writing Newsletters". A seminar in Washington, DC. Sponsored by The Newsletter Factory. Contact: 404/977-8761.

March 4-6 "Effective Executive Speaking". A seminar in Orlando, FL. Sponsored by the American Management Association. Contact: Joshua Martin 212/903-8231.

March 5 "Questionnaire Construction Workshop". A Burke Institute seminar in Chicago. Contact: 800/544-7373.

March 6-8 "Competitive Strategies: How to Develop Marketing Plans, Strategies, and Tactics". Seminar in San Diego. Sponsored by the American Management Association. Contact: Lisa Wallace, 212/903-8129.

March 8 "Mainstreaming the Special Library". Seminar by Alice Warner for SLA in Kansas City, Missouri. Contact: Joy Lerner, 202/234-4700.

March 9 "The Information Broker's Seminar: How to Make Money as a Fee-Based Information Service". Led by Sue Rugge in Phoenix, AZ. Contact: 415/649-9743.

March 20-23 Public Library Association National Conference in San Diego.

Program topics include "Retailing in Libraries", "Marketing for Beginners", and "Cost Finding". Contact: 800/545-2433, ext. 5PLA.

March 14 "How to Write, Design & Edit Newsletters". A seminar in Philadelphia. Sponsored by the Business & Professional Research Institute. Contact: 802/757-3261.

March 25-26 "What's Your I.Q. (Image Quotient)?" and "Image Management Essentials". Led by Kaycee Hale in New York City. Sponsored by the NY/NJ Chptr of the Medical Library Association. Contact: Ellen Poisson, 212/420-2855.

March 27 "Enhancing Personal Effectiveness". Led by Kaycee Hale in Kent, Ohio. Sponsored by the Ohio Library Association. Contact Ann Yancura, 216/652-1704.

April 7-9 Third Annual Customer Satisfaction and Quality Measurement Conference. In Washington, DC. Sponsored by the American Marketing Association. Contact: 312/648-0536, ext. 232.

April 9 "Image of Excellence". Led by Kaycee Hale in Fresno, CA. Sponsored by the Fresno Area Library Council. Contact Sharon Vandercook, 209/488-3229.

April 10-12 The Fourth Annual U.S. Pricing Conference in New York City. Sponsored by the Pricing Institute. Contact: 212/826-1260.

April 13 "The Information Broker's Seminar: How to Make Money as a Fee-Based Information Service". Led by Sue Rugge in Miami. Contact: 415/649-9743.

April 15-17 "Marketing & Public Relations". A two and half day seminar led by Arlene Sirkin in New York City. Sponsored by the Special Libraries Association as part of the Middle Management Institute. Contact: Joy Lerner, 202/234-4700.

April 16 "Personal and Professional Image Projection". Led by Kaycee Hale in Indianapolis. Sponsored by the Indiana Library Association. Contact: Chris Miller, 317/845-3780.

May 10 "Mainstreaming the Special Library". Seminar by Alice Warner for Special Libraries Association in Minneapolis. Contact: Joy Lerner, 202/234-4700.

May 13-14 "Value-Added Selling". Seminar in Chicago. Sponsored by the American Management Association. Contact: Pamela Wilson, 212/903-8229.