

MARKETING

Treasures

The newsletter that helps librarians market the services of their libraries and information centers.

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Librarians and Consultants Share Words of Wisdom & Promotion Tips

Marketing Treasures is going into its sixth year of publication! To celebrate what this newsletter is all about—marketing, marketing, marketing!—your editor went to the 'source' for this issue, by inviting a group of successful information specialists to share their marketing tips with us. What follows are interesting and informative snapshots of proven marketing and promotion ideas, offered for your consideration by your colleagues on the front lines.

Robyn Frank of the National Agricultural Library (NAL) stresses the importance of a consistent visual image: maintaining the same look and feel throughout all items that carry the library name. And, she suggests hiring extroverted staff members. They can do outreach presentations and communicate with target communities to identify community information needs. Above all they can serve as positive, visible representatives for the information center. As a further image tip, Robyn advocates that staff members have their colors analyzed. She explains that "color analysis is something they can do on their own to help gain confidence and project a positive self-image."

Publications are a high priority for Robyn. She advises producing them in various formats, from the newsletter to the electronic bulletin board. Listings of the library's subject resources and directories are good staple publications, but she advocates doing something special now and then, too. For instance, the Aquaculture Information Center at NAL produced a publication for schoolteachers containing aquaculture experiments that could be performed in class. Another suggestion from Robyn: Instead of relying on traditional user surveys, set up informal, ad hoc groups from communities that use the library and ask them for feedback and advice.

Exhibits at professional conferences have brought Robyn the best promotional results. She uses a coordinated tabletop display, distributes brochures and the popular rolodex cards, and has computers available for online searching. Robyn's marketing techniques won the NAL Food & Nutrition Information Center staff the American Library Association's John Cotton Dana Public Relations Award in 1986 for "a well planned, comprehensive public relations program

which resulted in many promotional items of lasting value, a large increase in lending requests, and an usage increase of technical and reference services of the information center."

Consultant **Alice Sizer Warner of the Information Guild** sent *Marketing Treasures* readers these invaluable tips:

- Write about what you do and about your services. Make sure that what you write gets published.
- When you write about what you do, use simple language. Alice reminds us that "librarians and information people are not very good about this. We consistently use library/info jargon—even when that jargon is not comfortable language for our clients." Example: the boss who thought 'Bibliographic Citation' was a race horse!
- When speaking and writing, give examples and tell stories about what your library can do. Concrete examples help your audience understand your services and relate to your work.
- Spend more time among your clients than you spend with your colleagues. Example: the special librarian who enthusiastically hand-delivers search results.

From the information center at **Cargill, Inc.** in Minnesota, **Julia Peterson** advises structuring the information center to mirror the larger organization. For example, the Cargill information center is divided into sectors that match the corporation's configuration. Each sector concentrates on the needs of its company counterpart. Julia also urges the staff to join committees and other company associations, pointing out that the "ability to get on task forces and committees is really important for visibility and credibility."

Furthermore, Julia advises center staff to participate in company meetings. Information center professionals can use these meetings as opportunities to make informational presentations on meeting topics, demonstrating both the importance of what the center can provide and increasing company recognition of the center. In the same vein, the information center should initiate regularly held meetings in all areas of the corporation for center staff to meet with high-level company people to discuss company goals and projects and to plan the role the information center will play.

Continued on page 3

Pearls of Wisdom

Tired of fighting with sticky, messy glues and cements? If you are, then order new DryBond dry adhesive from Chartpak. Place the item you want to glue face up on a sheet of DryBond and rub it all over. Then peel it off and position it. You can reposition the item simply by peeling it up and placing it again. Excess adhesive is removed by rubbing it with an ordinary eraser. You may order pads of 25 or 50 11' x 17' adhesive sheets (the 25-sheet pad is equivalent to two cans of spray adhesive). For more information, write Chartpak, One River Road, Leeds, MA 01053 or call 800/628-1910.

Conventional wisdom has it that when you write something—a report, an article, whatever—you should always begin by creating an outline. The outline helps you focus your thoughts and establish a clear sense of direction. However, if you often find yourself bogged down in the process of creating a traditional, orderly outline, and you wind up procrastinating and wasting time, you need to come up with another way to get the job done. Rather than dispensing with outlines altogether, consider using a different approach. Mind-mapping, a circular outlining process is designed to allow your thoughts to flow. Here's how to do it:

- (1) Write your topic in the middle of a piece of paper and circle it.
- (2) Around the central topic, begin writing down the thoughts that occur to you when you think about the topic.
- (3) Draw lines connecting the main points to the central topic.
- (4) Draw lines connecting subpoints to the main points.
- (5) Link related thoughts together with lines drawn in a different color, to remind you, while you write, that the thoughts are associated.
- (6) Begin writing your rough draft by following any thought.

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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.

Starting with Volume 5, Number 1, issues reflect the months spanned by the number i.e., September-October, November-December, etc.

Ever look at your document delivery sheet and wish you could add a little zip to it? Now you can give your notices, cover sheets, invitations, announcements, and memos an extra something by using Flash Bulletins from VALCO. Flash Bulletins are 8.5' x 11' sheets with artwork and captions spread across the top. One Flash Bulletin depicts a newspaper boy shouting, "Extra! Extra! Read All About It." Another shows, from the knees down, a man running along and kicking up dust. The caption reads "Special Delivery." Matching envelopes can be ordered with the bulletins. One hundred bulletins cost \$10 and 100 envelopes cost \$11. Contact VALCO Reproduction and Mailing Service Inc., 1535 Hart Place, Brooklyn, NY 11224 or call 718/372-0100.

The October issue of *College and Research Libraries News* has a brief article on pages 568-570 describing this year's winners of the John Cotton Dana Library Public Relations Awards. A total of 16 awards for library public relations and 14 special awards were presented. Of the 106 total entries for the 1992 contest, 21 came from college/university or special library categories. The Mac Neal Hospital Health Sciences Resource Center received an award for its entry "The phone is our front door." (see page 4 in this issue of *Marketing Treasures* for "words of wisdom" from Rya Ben Shir of the resource center.) Deadline for next year's contest is February 1st. Call the *Marketing Treasures* office for details.

When you're working on the format of your next user survey, think about sending a postcard to your customers. Here are some sample questions you might include:

- Were the services and resources what you expected?
- Did you receive the information in good time?
- Was the information in a ready-to-use form?
- If there was a problem, was it resolved to your satisfaction?
- Was the staff courteous and friendly?
- Was the staff knowledgeable?

As information specialists, we deal regularly with customers on a purely professional basis—providing them with the information they need to do their jobs well. But how about providing your customers with information that can improve their personal lives as well as the lives of their friends and families? A new series of pamphlets, produced by the American Library Association, called "Building a Home Library," offers annotated lists of suggested books for different age groups: preschoolers, early school-age, middle readers, and young adults. Three adult reading lists are also available. The pamphlets cost \$24 per hundred. To order write ALA Graphics, 50 E. Huron, Chicago, IL 60611 or call 800/545-2433 and press 8. Specify age group when ordering.

Words of Wisdom continued from page 1

The Cargill information center earned the American Library Association's John Cotton Dana Public Relations Award in 1988 and in 1990. The first award was for a "comprehensive public relations program which promotes services of a corporate information center and its professional staff to the employees and management of a multinational agribusiness firm." The second awards praised the information center for "producing a professional video program which increased the use of the company information center by educating company managers in locations around the world about the center's resources." From the nature of the awards, one can surmise that Julia advises effective customer targeting!

The promotional activity that has recently produced the best results for Julia's information center was a 1992 customer satisfaction survey that the library had professionally (statistically) analyzed. Because of the survey, the center staff learned which resources the users didn't know about and which services the users thought the center lacked. To remedy the first problem, the information center now sends an electronic mail broadcast message twice a month to company offices and plants worldwide. One broadcast theme that has produced outstanding results has been "Briefing Books" which the information center prepares for executives who are to travel overseas. Each book describes the economic, political, investment, and financial outlooks, of the countries to visited. To bring its services up to user expectations, the information center has also embarked upon a three-year project to integrate the library system into the corporate system allowing library resources to be accessible at the desks of executives and managers.

Carol Ginsburg of Bankers Trust Company emphatically tells fellow librarians to "do what you say you're going to do. Then people know they can depend on you." She explains that if you say you're going to get something to a client in an hour, you'd better get it there in an hour. And if you can't get it there in that time, make sure you warn your client. Carol also recommends providing as many library resource listings as possible. One in particular that is especially helpful to customers: a list of information sources they can seek out when the library is not open. Another helpful hint is to push to get positive articles published about the information center and its staff, both in company newsletters and in outside publications. When an in-house publication runs an article about the information center, the company becomes more aware of the treasure within its own boundaries. And when an external publication writes about the library, the library, as well as the parent organization, gets publicity—and the company always appreciates good publicity.

Carol sends out welcome letters with the library's brochure to all newly hired employees in the company, and this, she says, is the promotional technique that has brought her the best results. Included with the letter is a coupon for fifteen minutes of free research time. Another successful activity has been teaching a business reference course to newly hired Bankers Trust professionals. Carol says that often clients who have attended the course later come into the information center to familiarize themselves with its resources. In 1991, the Special Libraries Association honored Carol with an award for "excellence in public relations." Recognizing her outstanding contributions to public relations goals of the association.

"Realtors call it 'Location, location, and location.' Marketing experts use the mantra 'Image, image, and image,'" notes Kaycee Hale, the internationally recognized image and public relations consultant from the Fashion Institute of Design and Merchandising in California.

"Your image is a mirror reflection to your colleagues and to your customers. Either your library is an dull department where books are checked out or it is an exciting hub of research and information exchange. Either library personnel project a business demeanor or they just show up for work in whatever was convenient when they opened their closet doors. Either the tasks you perform express the library's image of lip service or customer service or it exudes customer satisfaction. Either you have a clearly defined image for every component of yourself, your library, your staff, and your services, or you are missing opportunities, events and situations that could be essential to both your survival and your success."

Kaycee continues, "Image is a composite blend of everything that can be sensed in your work environment. It is not merely that which can be read. It is what is seen, heard, and felt. It is a blend of appearances, professionalism, poise, self-confidence, expertise, energy and behavior."

"Noted linguistic expert, Dr. Albert Mehrabians's research indicated that in any message delivered, the perceiver judges it by 7% words, 38% voice, and 55% non-verbal communication. Any way you slice it, that means that only 7% of your message is deciphered by the words you use. The remaining 93% of your message is experienced and decoded by some other means."

Continued on page 4

Words of Wisdom continued from page 3

Kaycee recommends "taking off the rose-colored glasses; start at your front door; start with your circulation clerk. That's where your departmental image begins and ends. Remember that first and last impressions are lasting impressions. If you like what you see, you're way ahead of the game. If you don't then go to your desk and think about what kind of role model you are. Think about your image and then think about why it is that we believe so firmly that if only the rest of the world would change, things would be right . . . but we rarely think of starting that change with ourselves."

"Managing the image of you library, your staff, and yourself is a vital aspect of any successful public relations and marketing program. Image, image, image . . . is yours adroit or adrift?" asks Kaycee.

From the law library of **Holland & Knight** in Florida, **Linda Will** says establish your library as "information central"! She uses several promotion tools to accomplish her goal. A monthly bulletin—always desktop published—uses graphics and colored paper to capture reader attention. Linda also recommends sending quick messages regarding library resources through electronic and phone mail.

The bulletin functions as a vehicle for announcing recent library acquisitions. Linda suggests including the catalog numbers and locations of new resources to make it easier for readers to get their hands on what they want. On the back of the bulletin she lists journal holdings. Attorneys can circle what they'd like to take a look at, and then Linda or one of her staff members promptly sends the material to them. Linda says that good service such as this—even if it means working overtime—is the secret to gaining the trust and credibility that encourages customers to use the information center.

Linda always issues an annual report, knowing that this is an excellent way to emphasize the presence and importance of the library, as well as providing information to the law firm. She also promotes the information center's online services, and had a brochure printed that targets both the firm's attorneys and the firm's clients, describing the information resources readily available through the information center.

Linda carried out most successful promotion activity at a firmwide attorney retreat where she demonstrated the networking system within **Holland & Knight**. As a librarian who emphasizes the value of inviting vendors to demonstrate their goods (she points out that you can always get vendors to provide at least one free lunch, and you can always get customers to come to eat!), Linda invited vendors

such as **Weslaw**, **Lexis**, and **Information America** to set up their computers in the display area at the retreat. Linda says it was a huge success, with "partners crawling all over" to see the demonstrations. She said it was an excellent opportunity to introduce herself to the many attorneys she comes into contact with solely over the telephone.

Sharon LaRosa, editor of the *MLS: Marketing Library Services* newsletter, had these promotion tips to share:

- Write a newsletter—it's an excellent way to showcase your ideas and expertise.
- Make presentations at conferences, library association chapter meetings, and similar events to share your experiences and make new contacts with colleagues and potential clients. Sharon says that she responds "to as many invitations to give presentations as possible."

Rya Ben Shir of **Mac Neal Hospital's Health Sciences Resource Center** in Illinois underscores the importance of running the library on a business model. She urges information specialists to think of marketing as giving customers more of what they want and less of what they don't want. "What they don't want," she says, "is hassles." In order to do this, Rya recommends maximizing available technical resources: online database services, fax, the telephone, etc. She also tells information professionals not to be passive—to be aware of their organization's business cycles. For example, because the average hospital stay for patients nationally is just six days, the resource center aims at getting search results to the treatment team within four hours of the request and provide documents within twenty-four to forty-eight hours. This is far shorter turnaround than the national average in hospitals. The information is then available in time to make "a positive impact on decision making and patient care." The point is to help solve the problem while the customer can still make use of the solution and has the opportunity to appreciate your help.

Comfort and ease when accessing the information center is, according to Rya, of paramount importance. In fact, Rya has championed a way to make the library ultimately easy and comfortable to use, without even having to physically go there: She has elevated the use of the telephone at the resource center to the point that it is now considered the center's "front door." Her argument is that the library is not convenient if you have to walk to it—and no library is convenient to *all* potential users. The telephone, on the other hand, can be used from the privacy and comfort of the customer's home or office. Appropriately, one of the re-

Words of Wisdom continued from page 4

source center tag lines, tells customers to view the library as "an extension of your office, accessible by phone."

The promotional activity that has been most successful for Rya—a program called "HealthAnswers"—relies on the telephone. (Rya has asked *Marketing Treasures* to point out that all of the Resource Center's service names—such as HealthAnswers—and all mottos, logos and slogans are registered service marks in Illinois. They, and HealthAnswers in particular, should not be used by other libraries as if they were generic labels.) HealthAnswers serves fifteen communities in the metro-Chicago area and is marketed mainly through public libraries which provide customers a phone number to the Mac Neal Hospital Health Sciences Resource Center so their specific health related questions can be answered in detail.

Rya implemented the service not only to promote Mac Neal Hospital but also to serve a need in the population, thus illustrating an important principle of successful marketing: You will succeed if you serve a real need of the target market. Your organization will prosper by helping others to prosper. The service, states Rya, is based on the philosophy that consumers need to be informed about their health care decisions. "When their bodies have betrayed them," she says, "information helps them feel less out of control." In recognition of its accomplishments, Mac Neal Hospital's Health Sciences Resource Center was awarded a John Cotton Dana Award in June of this year for "innovatively promoting the library's telephone accessibility to both the medical and general communities. Of special note were the unique graphics and materials and the HealthAnswers telephone reference service."

In their roles as coordinators of the relationship between Mead Data Central and its librarian clients, Corilee Christou and Debbie Norris indicate that the most crucial marketing step an information professional can take consists of a change in attitude: "The key to success in the future is to stop thinking about library needs and think about user needs," notes Corilee. She strongly recommends performing information audits and needs assessment analyses as well as traditional user surveys. Corilee also points out that perfecting reference interview skills (such as listening interactively and learning what questions to ask) can significantly increase the value of the information center. Debbie further recommends that information professionals "understand the critical success factors of the company." That is, understand the company's product and you will understand and be able to meet the company's information needs.

Andrew Berner, managing editor of *The One-Person Library* offers these words of advice.* Self-promotion is vital for any library, especially in a one-person information center. Andy warns, however, that in "blowing your own horn" there is a fine line between self-promotion and boastfulness. Here's his advice on how to stay on the self-promotional side of the line.

- Know what to promote. If you have any noteworthy accomplishments, professional as well as personal, let people know about them.
- Know to whom you should promote. Don't waste valuable time by promoting to all and sundry. Target your users, your supervisor, senior management (e.g., trustees), and anyone involved in allocating money to the library.
- Know how to promote. Do so through library publications and newsletters (making sure that your name and biographical data appear in them), through reports in which you actively stress your work accomplishments, and through verbal communication. And remember, when you talk, talk about your ideas and projects and what you'd like to see done. Never complain.

"Diffidence," says Andy, "must be banned from the library. Shyness has no place."

*Excerpted with permission from "Don't Be Invisible—Blow Your Own Horn," *The One-Person Library: A Newsletter for Librarians and Management*, Vol. 5, No. 3, December 1991.

In closing, your editor has a few words of wisdom of her own. Remember that your library is a business. It operates in the microeconomic conditions of an organization. All the principles and techniques of managing a business apply to your library, its services, and products. You investigate promising new endeavors that position you as the leader and you rely on current, popular services and products to "finance" new releases. You juggle resources to meet demand and you generate demand to expand your resources. And like all successful business managers, you have to "think on your feet" matching creative solutions to demanding challenges.

As the manager of a library business you never quit looking for and taking advantage of promotion opportunities—your paycheck depends on it. Being a marketing-oriented library business manager is a full time job. I hope this issue of *Marketing Treasures* has helped to make your job easier by providing ideas and insights that you can incorporate into your marketing program today.

Chris Olson

Sparkling Reviews

Marketing Corporate Image: The Company As Your Number One Product. James R. Gregory with Jack G. Wiechmann. NTC Business Books, Lincolnwood, IL. 1991. ISBN: 0-8442-3282-3 \$39.95

This book is about the use of image advertising to solve corporate problems. The authors wish to show that no matter how big or small the corporation, and no matter what image problem the corporation might have, the perceptions that customers, employees, and shareholders hold are critical to the corporation's success.

Marketing Corporate Image is targeted at advertising firms and students. The format of the book, which explores "key aspects of classic image campaigns, both present and past," bears this out: although each chapter deals with a particular subject (chapters 2-8, in fact, examine in turn seven basic missions for image advertising), every chapter also contains in-depth analyses of notable image campaigns carried out by corporations such as Westinghouse, Mobil, Chemical Bank, International Paper, and Readers' Digest.

The book concentrates on the seven basic missions for image advertising mentioned above. According to the authors, "properly conceived and implemented, image advertising can be the leading edge of corporate strategy." One of the seven ways in which it can help is by building public awareness and acceptance, thereby establishing a more favorable position in the marketplace. In other words, when a company has a good image, the public will assume that the company's products or services are good.

The public will also be willing to pay more for those products and services. Gregory and Wiechmann also indicate that image advertising can help a company by influencing shareholders and the financial community. Some research, for instance, supports the belief that image advertising can increase stock prices by as much as 4 percent.

A third mission of image advertising is to establish the company's position on issues. So-called "advocacy" advertising, spearheaded by a company editorial-type statement about social, political, or environmental issues, can improve corporate image by showing that a company is concerned about and involved in matters that touch the public deeply.

Other points discussed in the book include the ingredients for a successful image advertising campaign. One ingredient is direction or focus, which involves research to discover the audience the corporation wishes to influence, expression of a corporate mission and goal setting, and selection of the best medium (print, radio or television) for advertising. Another ingredient is creativity—generating advertisements that will be noticed, remembered, and acted upon.

This book promises to be educational as well as entertaining for those who enjoy reading case studies. Because it provides a fascinating and helpful insight into the world of corporate marketing, it is recommended for librarians who want to grasp the concept of corporate image for themselves and their information services.

The Crystal Ball

November 4 "Demystifying Marketing: Fundamentals of Marketing for Libraries." A CAPCON continuing education workshop presented by Arlene Farber Sirkis in Washington, DC. Contact: 202/331-5771.

November 9-13 "Marketing for the Non-Marketing Manager." A five-day seminar at the University of Michigan, Michigan Business School in Ann Arbor, MI. Contact: Pamela Stalon, 313/763-4229.

November 13 Marketing Conference coordinated by the Colorado Library Marketing Council. Kaycee Hale and Sharon LaPosa are among the speakers to address various library marketing topics. Contact: Mark Estes, 303/961-7000.

November 19 "Designing Library Publicity Materials." A one-day workshop led by Jane Pearlmuter at the University of Wisconsin-Madison School of Library and Information Studies. Contact: Jane Pearlmuter, 608/262-6388.

November 20 "The Basics of Design Using Desktop Publishing." A one-day seminar sponsored by Padgett-Thompson at the Radisson Hotel in Toledo, OH. Contact: 800/225-4141 or 913/451-2900.

December 9 "Design for Desktop Publishing . . . An Advanced Perspective." A Lou Williams seminar led by William Morse at the Stouffer Concourse Hotel in Arlington, VA. Contact: 800/837-7123 or 312/565-3900.