

Selling To Upper Management: Prepared Presentations For A Crucial Target Market

You're an experienced marketer. You can't remember the time when the words "features and benefits" were unfamiliar. You're accustomed to segmenting your markets, positioning products, and developing pricing strategies. You rarely think of a new service without immediately envisioning the markets you'll target it for. Yet no matter how advanced your marketing strategies have grown, no matter how close to second nature marketing has become, *Marketing Treasures* is willing to bet that there is one target market you have either overlooked or found difficult to reach.

Who makes up this group? Upper management and board members. Why are these folks not targeted? Because for the most part, they are not direct users of library services. Well, you might ask, if they aren't users why would I promote services to them?

The answer lies in the purse strings—upper management's access to and control of them. If these important groups don't see the benefits of your services—no matter how good they are, no matter how perfectly planned and executed your marketing program is—a loss of funding could spell their doom. Though some might question the legitimacy of spending time and money to market toward a non-user group, they must see this market in the total context of their library. No budget, no business. No support, no services.

Still, if you're a librarian with a shrinking budget and dwindling resources, even after grasping the importance of this target market, you might not be able to find funds or man-hours to market to it. *Marketing Treasures* has found some allies for you. In some cases they have your interests at heart, and in others, their interests coincide with yours. Who are these friends in need? And what can they do for you?

There are many such friends for the librarian. The first group is library associations such as the Medical Library Association (MLA), and the Special Libraries Association (SLA) which, since they are made up of librarians, have interests identical with yours. Others allies are information

vendors whose profits depend on your ability to find funding. How can they help? Members of both groups have developed materials you can present to non-user target markets to gain support for your library and give those markets an appreciation and understanding of its work. Some have made videos, some have developed slide presentations, some have written brochures specifically for these markets. Sue Jackson Felber of the Medical Library at Naples Community Hospital points out that such materials are "helpful for crystallizing promotion ideas in a short period of time." Their ready-made format also appeals to practicality. "After all," she asks, "who wants to reinvent the wheel?"

Prepared Presentations: A Brief Preview

From Mead Data Central, provider of Lexis/Nexis services, there is "The Information Partnership: Recognizing A VIP." This video employs an interesting approach: From each organization participating in the video (including the Hayden Planetarium, MacNeal Hospital, and William M. Mercer, Inc.), both a librarian and a key executive address the same issues, namely the value of maintaining a responsive resource center staffed by knowledgeable professionals. Mead Data Central includes brochures with the video that reinforce these points.

From MLA, a slidescript presentation: "The Library's Contribution to Quality: The Bottom Line." This is a thorough, well-organized package of slides, scripts, and slide descriptions. It includes a helpful introduction that reviews the basics of presentations and public speaking. The introduction also provides advice on customizing the presentation to suit your library and target market.

The MLA package is actually three related presentations: one for management, one for boards of directors, and one for medical staff. The management portion focuses on the library's ability to increase cost efficiency. The board of directors' part focuses on the library's role in improving patient care. The medical staff segment outlines how the

Pearls of Wisdom

Facts worth facing: A Gallup poll released this summer revealed that Americans believe that funding for public libraries should be \$34 per capita—double the current per capita amount of \$17. Among the library roles ranked “very important” by survey participants were educational support center, research center, community information center, community business information center, general information center, and community activities center. For information about obtaining a copy of the report, write to the Urban Libraries Council, 1800 Ridge Avenue, Suite 208, Evanston, IL 60201; or fax 708/866-9989.

It's a highlighter! No, it's a calculator! No, it's a promotion item! Actually, it's a promotion highlighter calculator, one of a wide range of products available in the Sales Guides catalog. From the straightforward pens and lighters through ranger knives, frisbees, and mousepads, you'll find them all here, ready to spark your imagination and get your promotion juices flowing for this fall. Call Sales Guides at 800/352-9899 or fax 800-352-9501.

Marketing, it can be said, is about communication. And even if your communication skills are impeccable, remember that everything, both intended and inadvertent, that any member of your staff communicates to customers or prospective customers affects your marketing efforts. Communications Briefings has published a 16-page tip book to help you guide your staff and remind yourself of the basics of communication. The booklet, titled “Do you make these mistakes when you communicate?”, covers common communication mistakes, including failing to listen well, sending the wrong verbal signals, and lacking knowledge of audiences. Call for information at 800/888-2084; fax 609/232-8245.

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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.

Sweeten your image with Corporate Candy, hard candy graced with the name or slogan (up to 16 letters) of your information center. Billed as “Public Relations by the Pound,” we see these colorful treats adorning candy dishes throughout your organization, dropped routinely into library correspondence (soon people will fight to open your envelopes), and taped onto overdue notices to soften their sting. Call 800/562-4448.

Photocopy tip: Reduce showthrough in two-sided photocopying by backing the original with black paper.

If you'd like to have your clients remember the library on all fronts promotional T-shirts may be the answer. *Marketing Treasures* has located an inexpensive source that will custom-imprint 36 shirts for \$199.99—\$5.56 per shirt. You send them your camera-ready logo and 10 working days later they send you the T-shirts. Promotional pens are nice, but let's face it—sometimes your clients will use them while working on a frustrating project or glance at them as they're losing an account. But who knows with a library T-shirt? Maybe they'll wear it the day the baby takes his first steps, or when they hit the winning run in the company softball game, or—anyway, you get the picture. Call 800/344-2010 or fax 800/569-8290.

Misplace, funnyface, steeplechase . . . DATABASE. Barbarian, samaritan, vegetarian . . . LIBRARIAN. Annotation, bifurcation, procreation . . . INFORMATION. Though most of the world leave rhymes behind in grade school, marketers find themselves with a sometimes disturbing need to find rhymes. Sometimes its for an ad, sometimes a slogan; for the truly creative it might be the right word to complete a jingle. Now you no longer need to rack your brain—a piece of software can help you out. You need never leave your desk or strain a brain cell. The software's called “A Billion Kajillion Rhymes,” is simple to use, and spits out a list of rhymes at the click of a mouse. For information call Eccentric Software at 800/436-6758.

Seen at SLA: Chris Olson & Associates clip art in the Saskatchewan Legislative Library's Members' Newsletter. It looks great! If you'd like to share a particularly creative or effective use of *Marketing Treasures* clip art, don't hesitate to send it in.

As we go to press your editor would like to you to know that we are now on the Internet. We check our mailbox every morning. Our address is: Olson@access.digex.net.

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library can help the medical staff use medical literature to its greatest advantage without being overwhelmed by its quantity.

Dialog produces a pamphlet on library open houses. Although the pamphlet focuses on traditional target markets, it suggests enlisting sympathetic department managers and vice presidents early in the project to help make your open house a success.

The National Library of Medicine has a videotape of a two-day infostat satellite broadcast. *Marketing Treasures* was unable to obtain a copy of the tape in time for publication. Look for a review in the September/October issue.

As these non-user, yet important upper management target markets begin to receive the attention they deserve, we hope to see more presentations developed.

Customizing Your Presentation

Although these materials were developed for librarians who lack the time and resources to create their own presentations, they are not one-size-fits-all. Sometimes rewriting is necessary for text that would appeal to one group but alienate another. Customizing is important for hitting the right buttons, emphasizing your library's strengths, and detailing the information needs of the organization. Karen M. Zundel of the Health Services Library at McKeesport Hospital inserted several of her own slides into the MLA package. An important addition was a slide showing her with hospital residents. This picture of direct interaction with library customers positions the librarian in the minds of upper manager as a professional who plays an important role in the everyday operations of the hospital.

As the MLA slidescripts introduction points out, "the amount of time and effort the librarian spends to tailor the slides and content of the presentation will determine the dividends." By running through some customizing suggestions, *Marketing Treasures* hopes to help you increase those dividends. Remember, you will be customizing in two respects: making the presentation appropriate for your library and making it appropriate for your target market.

Slide-Show Customizing For The Library:

1. Adapt the language to the culture of your organization. You may need to formalize it, or you may need to loosen it up.
2. Insert user comments. Testimonials have great impact.

3. Include annotated statistics from your library (number of searches performed yearly, average turn-around time, scope of materials available). Don't just throw out numbers! Make sure the statistics relate to a particularly important project, the bottomline, etc.

4. Describe research performed within the larger organization and detail the library's contribution.

5. Explain the technology used and the number of hours you estimate it saves.

Slide Show Customizing for the Target Market:

1. Include peer (i.e., peers of the target market) quotes about library usefulness.

2. Focus on the library's effect on the bottom line. (The MLA presentation cites a malpractice suit that was settled in the doctor's favor based on evidence supplied by the library. Even if you have nothing this dramatic in your files, highlighting benefits such as this delivered by any library adds to the stature of your own.)

3. Encourage non-users to use the library for their own benefit. Stress nonprofessional materials and services that they, as members of the organization, have access to.

4. Include a slide of a high-profile member, or group, of the target market.

5. Before presenting to a group, ask a library-supportive member of the target market to preview your presentation.

Customizing Video Presentations

If you're presenting a video, customizing could take the form of an accompanying brochure. Quote from the video in your brochure, and then elaborate upon each quote with the specifics of its relevance to your organization and the library. This approach both customizes your presentation and ties your brochure to the video, making them partners in a single presentation.

Once you've made your pitch, you'll have a new target market, more sympathetic to your needs and supportive of your challenges. Don't neglect these new supporters. Include them in your mailing list. Mention them in your newsletters. Keep them up-to-date on library events. Marketing is an ongoing process. Now that you've initiated that process with this key group, spend the time and energy it takes to keep it alive.

For More Information:

MLA: 312/419-9094

Mead Data Central: 800/253-5624

Dialog: 800/3-DIALOG or 415/858-3785.

Library Promotion Samples Seen at ALA & SLA Conferences

We saw lots of interesting and creative materials at the library conferences this year. Some materials indicated new trends, others illustrated resourceful approaches to promotion challenges. Each had a lesson to teach the astute observer about library and information service marketing. In this article, *Marketing Treasures* aims to survey some of the materials exhibited to discover their lessons.

Why do fools fall in love? What's that pointy bone on your ankle called? How do you keep your shoes from smelling? These questions were just a few of those raised on the attention-grabbing, quirky, and fun-to-read brochure produced by the R&D Library at Nike. Its use of color blocks and non sequiturs echoes the Nike promotional campaigns. By running text in different directions while jumping from one subject to the next, the brochure conveys a sense of motion appropriate for an athletic shoe company. The lesson here? Library brochures need not be boring.

The American Hotel & Motel Association graced its cover with, marketingly speaking, magic text. Aside from the association name and logo, the cover simply reads "AH&MA's Best Kept Secret/A Free Membership Benefit." In the space of seven words, this brochure manages to cram in four winners: Best, Secret, Free, and Benefit. And the benefit is, of course, the use of the information center. The library is not merely a resource, it is a benefit of membership. This is excellent positioning.

Primary colors and a readable yet childlike typeface work well in the brochure from the National Center for Education in Maternal and Child Health. Their secret for employing such a specialized typeface? Judicious use. Much of the rest of the brochure is typed in a more conventional, straightforward font, keeping what might seem a gimmicky typeface from becoming too cloying.

"Knowledge is of two kinds. We know a subject ourselves or we know where to find information upon it." This quote by Samuel Johnson appeared on the covers of at least two brochures at this year's conferences.

Okay, maybe "Minerals In America" is not the sexiest title for a publication. Yet our fingers did itch to pick it up, and it's the kind of publication we would keep around for longer than our interest in the subject merits. The reason? Its format. This U.S. Department of the Interior, Bureau of Mines, Office of Public Information pamphlet is 6 3/8" x 3 5/8", and consists of 64 pages and a glossy cover with an attrac-

tive yet simple design. Although the title is daunting, the small size assures potential readers that no chunk of information will be larger than bite size. One has only to stand at the checkout counter of any bookstore to see the impulse-buying appeal of miniature books. Congratulations to the Bureau of Mines, Office of Public Information for capitalizing on this retail trend.

The creative fold prize goes to the Library of the Port Authority of New York and New Jersey. The designers printed an information flyer on 8 1/2" x 14" stationary-quality paper in a pale pink. An uneven trifold, gives the piece the look of an envelope. The subdued shade and slightly heavy weight of the paper make it look like an invitation. What's one to do with an invitation but open it up—the first aim of any promotion piece.

The Library Co-op of Edison, NJ, distributed litterbags in an effort to bring "the uncluttered look" to their library and their name before their patrons.

Pitney Bowes distributed a coupon offering its customers the chance to "have a cup of coffee or tea on us" at the company cafeteria. This gives library customers the chance to think of the library when they're taking out time to relax rather than when they're swamped with work.

The Corporate Library and Information Center of Blue Cross/Blue Shield of Florida has several noteworthy materials in its information packet. Among them is a special newsletter for secretarial and support staff. The question posed in the newsletter is "What's in the library for me???" and the answers include statistics verification, phone number and zip code information, road maps and hotel/motel directory for business trips, association information, and professional development. Congratulations for seeking out this often overlooked target market. Also among the materials is a computer search evaluation, both a tool for market research and a reminder to users of the importance of their input. The key phrase in this evaluation? "Estimate time saved by having this search run." This is helpful in determining and establishing value, a concept that becomes more important as cost recovery plays a larger role in libraries. Even if cost recovery never rears its head around your information center, an estimation of staff-hour value is useful for budget and funding concerns.

We can all learn a lesson from the 10 or so pamphlets the Cleveland Public Library had on display. Why so many pamphlets? For all the departments and services. The library

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Worth Its Weight in Gold

This issue of *Marketing Treasures* includes your new Cut & Paste Clip Sheet. The sheet presents original artwork in camera-ready form. If you would like previously published clip art sheets, ask for the Cut & Paste Clip Art Order Form. It shows all the clip art sheets that have appeared in *Marketing Treasures*.

I Should Have Called the Resource Center. Use this graphic as a poster or an ad, or to adorn a flyer. Few library clients will have any trouble identifying with the frantic frustration of an all-night project gone haywire.

We're on Your Team. Use this graphic during football season, when you're ready to "kick off" a new service or to congratulate a department that's recently "scored big" with the help of the library.

Information Cornucopia. This autumn, encourage library users to harvest information. This graphic works throughout the season, from the first day of fall, through Halloween, right up to Thanksgiving.

Graffiti Wall. Tell library clients: With information services this good, the word really gets around.

Ducks in Formation. This visual pun, while not selling anything, can stand alone to arouse interest or a chuckle. Pin it to the bulletin board. Hang it above the information desk.

Fall Back for Daylight Savings Time. Put this graphic in your newsletters, overdue notices, ads, and all interoffice correspondence the week before the big day.

At Your Service. This graphic is appropriate for ads of any kind, particularly those stressing the ready availability and easy access of library services. Try it in in-house publications and on bookmarks.

This Material Comes to You Courtesy of . . . This graphic was suggested by one of our readers who wanted to include a note card with document delivery packages that acknowledged the source of the materials. We've given you two corner graphics and the words. Add the library's name or the name of the person who fills requests.

Looking for graphics that depict library services for individuals with disabilities? Check out our latest collection of clip art. *Olson's Library Clip Art, Volume 2* has 56 images depicting disabled individuals using various library services, plus ADA symbols. Contact our office at 410/647-6708 or fax 410/647-0415 to receive a brochure.

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has departments of science and technology, public administration, government documents, photographs . . . we could go on, but then again, so could they. The point is, they have divided their collection into departments (giving more mileage to the same set of books) and presented them professionally. Which brings us to our second observation. Too often librarians, particularly in organizational and academic settings, feel that they are without competition. This is not true. There is always competition. When public libraries produce materials like those of the Cleveland Public Library, and professionally present their collections as separate departments, special librarians need to take notice.

Speaking of public libraries, the Johnson County Library of Shawnee Mission, KS, put together an excellent fact sheet about the library bond issue that county residents are currently considering. The fact sheet explains the issues clearly while making its case solidly. The request is for \$12 million, which sounds like a lot to anyone's ears, but this number is concretely broken down for the reader to an annual rate of \$5.89 for the owner of a \$100,000 home, and then further translated as approximately the price of a paperback book. Who wouldn't trade the price of a book for a whole library full of them?

And the winners are . . . The SLA Swap & Shop Best of Shop Materials awards went to Cindy Romaine of Nike, Inc.; Advanced Information Management; and the Port Authority Library. The Poster Session winners were Angie Bowie from Cleveland Research Center, Cleveland Public Library; Jan Dommer from Upjohn Company Business Library; and Renee Massoud from Lockheed IMS.

ALA John Cotton Dana Library Public Relations Awards went to the Indiana Library Federation; the San Juan Capistrano Regional Library of the Orange County Public Library System; the School District of Lancaster, PA; Indiana University Libraries; Kentucky Department for Libraries & Archives; the Palm Beach County Library Association; the Allen Parish Libraries; the NOLA Regional Library System; and the public libraries of Nappanee, IN, Birmingham, AL, Brooklyn, Columbus, OH, Worthington, OH, and the County of Los Angeles.

Winning notebooks of the ALA awards can be borrowed from the ALA library. Call the ALA at 312/944-6780.

As usual we have compiled the new crop of library promotion samples into a new *Marketing Treasures Sample Promotion Notebook*. The notebook is available on a first come, first served basis. Plan on the postage to be about \$8-10.

Sparkling Reviews

The Management of Marketing. 2nd edition, Mike Wilson. Gower Publishing Co., Brookfield, VT. 1990. ISBN: 0-566-02884-0. \$69.95.

Each and every one of us is in one of the following positions: We either know we want to beef up and streamline our marketing campaign because the world keeps changing out there and we need to keep up with it, or we know we need to start such a campaign.

Given this fact, we could all use a copy of *The Management of Marketing* on the reference bookshelf. In this well-written, extremely detailed account of how to manage a marketing program the author spells out, step by step, how to assess marketing needs, develop strategies to meet those needs, and translate your strategies into reality.

Wilson points out that today those who map out the routes of marketing in companies have a more difficult time than their predecessors. Paradoxically, he says, this is because in this day and age marketing strategies are well known and well accepted. As he puts it, while "in the production-oriented country of the blind, the one-eyed marketing company could be king, in a world of virtually universal vision, such simple advantages have disappeared." The fact that we must market ourselves in a world of "universal vision," and face competition of ferocious intensity, has made the management of marketing, and not strictly marketing itself, the critical key to success.

The book is divided into three parts. In the first, appropriately titled "Where Are We Now?", Wilson discusses marketing in a changing world: economic and political change, technological change, and distribution pattern change. In this section he presents the extremely useful concept of the "marketing audit," a tool consisting of checklists and questions that enables management to evaluate its organization's status prior to charting the marketing path of the future.

Part Two examines the factors involved in deciding which direction should be taken in marketing. Wilson discusses setting marketing objectives, translating those objectives into goals, and selecting strategies. In Part Three he explains how to translate objectives and strategies into concrete plans, for instance, how to build a marketing organization and staff it, manage the organization, and evaluate and control marketing. At the end of the section the author describes a handy "systematic program for reviewing and improving marketing activity."

The book is well laid out in a logical progression of chapters and sections. Helpful graphs, charts, and checklists, and an epilogue that lists the key characteristics of the successful marketing director, make *The Management of Marketing* an accessible font of knowledge about how to address the many "how to" questions of marketing management. It may help you ask the right questions about marketing your library or information center.

The Crystal Ball

October 4-6 "Marketing Value-Added Services: How to Compete Against Price." A 3-day course presented by the American Management Association in New York. Contact: 518/891-0065.

October 4-8 "Business-To-Business Marketing Strategies." A 5-day program sponsored by The Michigan Business School in Ann Arbor. Contact: 313/763-1000.

October 6-8 "Public Relations: Strategies for Success." A 3-day course presented by the American Management Association in Atlanta, GA. Contact: 518/891-0065.

October 16 "The Information Broker's Seminar." A 1-day seminar given by Sue Ruggie in Los Angeles. Contact: 510/649-9743.

October 17-22 "International Marketing Strategies." A 6-day program offered by the J.L. Kellogg Graduate School of Management, Northwestern University, Evanston IL. Contact: 708/866-1900.

October 27 "How Will They Ever Love the Present If They Don't Want to Unwrap the Package?." The keynote address by Chris Olson at the annual meeting of the Kentucky Library Association in Lexington, KY. Contact: 502/223-5322.

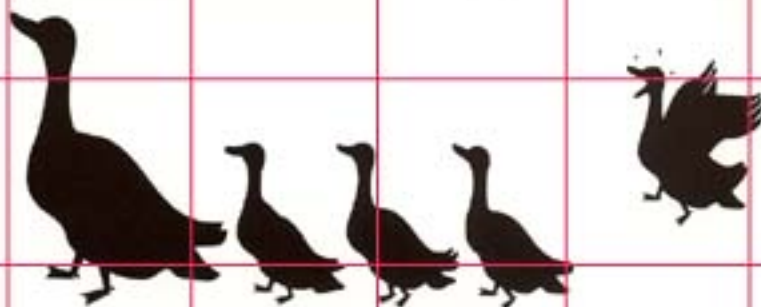
October 31-November 5 "Consumer Marketing Strategy." A 6-day seminar offered by the J.L. Kellogg Graduate School of Management, Northwestern University, Evanston IL. Contact: 708/866-1900.

November 5 "Designing Library Publicity Materials." A 1-day course offered by Jane Perlmutter in Green Bay, WI (immediately following the Wisconsin Library Association annual conference). Contact: 608/252-6398.

November 12 "Getting Your Message Across." A one-day library public relations workshop sponsored by the Colorado Library Marketing Council in Denver, CO. Contact: Dorothy Norbie 303/689-8737.



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on your
team!



At Your
Service



Sunday, October 31
—Fall Back



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.....	1	5	1	3
Upper management, marketing to	1	1	1	4
.....	3	6	Services	2	2
.....	6	1	Software	6	2
Recommended Reading & Viewing					
<i>Advanced Imaging</i> magazine	5	5			
"Building a Home Library"	1	2			
<i>College and Research Libraries News</i> October issue	1	2			
<i>Developing New Markets for Information Products</i>	5	6			
"Do You Make These Mistakes When You					
Communicate?" booklet	6	2			
"Don't Be Invisible—Blow Your Own Horn,"					
<i>The One-Person Library</i> newsletter	1	5			
"Hypermedia for Performance: An Introduction,"					
<i>Performance and Instruction</i>	5	4			
"The Information Partnership: Communicating with					
Upper Management" video	3	6			
"The Information Partnership: Recognizing a VIP"					
video	6	1			
"The Library's Contribution to Quality: The Bottom					
Line" slidescript presentation	6	1			
<i>The Management of Marketing</i>	6	6			
<i>Marketing Corporate Image: The Company As</i>					
<i>Your Number One Product</i>	1	6			
"Marketing Your Law Library: Public Relations					