MARKETING Treasures

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Journey from Science Information Center to InteliQuest

By Joanne Lustig, Director

Editor's Note: *The information services of Knoll Pharmaceutical Company have recently undergone a dramatic transformation. Over a period of 18 months the staff and management of a traditional pharmaceutical library reinvented themselves into InteliQuest, featuring information consulting aligned with the company's business interests. Here now, recorded for the first time, are highlights of the project—the steps involved, the decisions made, and the pressures faced as the staff and management of the Knoll Science Information Center transformed themselves into InteliQuest.*

As the saying goes, "no guts, no glory." More and more corporate libraries and information services are looking for opportunities to shed their traditional image and activities, to align themselves with their organization's core strategies and add value to the bottom line in visible, tangible ways. The management tool of reinvention offers us, as leaders of corporate libraries and information centers, a systematic approach to transforming our information services. It isn't easy. It isn't for the faint of heart. But it is definitely worth it—and our companies need it.

Our reinvention, from traditional corporate library to corporate information consulting service, brought a whole new dimension to the management and value of information resources within our company. And it all started with an idea.

Old Ways Weren't Working Anymore

In the summer of 1996, I was bothered by the nagging feeling that our library, known as the Science Information Center, might be falling behind the rest of the company. We had recently merged with another company and a feeling of change

Our reinvention . . . brought a whole new dimension to the management and value of information resources within our company. And it all started with an idea.

and uncertainty was in the air. We'd always been a traditional, place-centered pharmaceutical library. We were very good at providing support to Research and Development departments and we had a

Reinvention Print Resources

The Reengineering Handbook.
A Step-by-Step Guide to Business
Transformation.
By Raymond L. Manganelli and
Mark M. Klein
©1994, AMACOM, American
Management Association

A helpful guide to understanding reengineering, this book offers a clear explanation of what "reengineering" really involves. It also provides a detailed methodology that shows potential reinventors how to start and follow through on a reengineering project. The authors have created a road map to reengineering that helps to avoid confusion among staff members and managers. The Reengineering Handbook is a great place to start exploring the ins and outs of reinvention.

Best Practices in Reengineering:
What Works and What Doesn't
in the Reengineering Process
By David K. Carr and
Henry J. Johansson (Contributor)
©1995, McGraw-Hill

Authors Carr and Johansson address the reasons some reengineering efforts succeed while others fail. Based on an in-depth survey by Coopers & Lybrand that sought to resolve this frustrating question, the authors detail the turnaround strategies that have boosted performance at such major companies as Aetna, Ford, and FedEx-and also spell out why reengineering attempts so often go wrong. They offer an assessment of every key planning and control aspect of reengineering, including: the how and why of team building; process selecting and visioning; managing change; using tools; building links to business strategy; assessing the competition; listening to customers; much more.

small, loyal customer base who thought we did a "great job."

But we were reactive. We responded in traditional ways to information requests, and I was discovering, especially because of the merger, that many potential customers didn't know what we had to offer. And to be honest, we didn't know what they might need. The Science Information Center, along with its staff, were seen collectively as "the library" — a place, passive and abiding, there when needed…if someone happened to think of it!

Amidst the fever and rush of the merger, I saw clearly how trapped we were by old ideas and assumptions. We were an old construct in a new, vibrant organization and in real danger of becoming an afterthought. Our knowledge of our clients was diminishing. Our talented staff was underutilized. I knew we could offer the company tremendous information services. But to do that we needed to think about and present ourselves and our offerings in radically new ways.

We needed to reinvent ourselves.

Easier Said Than Done

Reinvention. What would it mean? How would it look? What would it take? How do we start? The idea for a reinvention was so radical to me, so risky, and so important that I wanted expert help. In January 1997, we brought in a team from Chris Olson & Associates to help us develop a process for defining, planning, and implementing change. We knew we wanted the Science Information Center to go from being a "nice resource to have" in people's minds to being "vital, absolutely necessary—how-did-we-live-without-it." We knew we wanted to be the first and last—and the only—stop for

our company's information needs. But we didn't quite know how to get there.

To lay a solid, lasting base for a thorough reinvention, it's important to do a lot of thinking and planning from the very beginning. I had observed bold new initiatives teetering precariously because they were built on uncertain foundations, a patchwork of cosmetic changes that left everyone frustrated and disillusioned. We wanted the real thing and we knew that would mean putting in time thinking through and discussing the changes that we wanted. We would be the authors of our transformation and the reinvention consulting team would be our guides.

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Reinvention Web-based Resources

@brint.com
www.brint.com/

Part of the Biztech Network, this portal site offers a vast array of links and information on business, technology, and knowledge management. According to its website, @brint.com is rated a Best On-line Resource by many organizations including the Wall Street Journal and Harvard Business Review. The site is divided into several sections: a quick search feature on the sidebar, a BizTech research library, a knowledge management library, a general library and an on-line bookstore. Each library features extensive, full-text on-line articles and many useful links. @Brint.com also offers various on-line forums and communities where users can post questions, participate in discussions, and review stories from others involved in on-going projects.

Business Guide to Reengineering Books: A Complete Reference List for Business Process Reengineering Teams
www.reengineering.net/

This is a great starting place for people interested in finding the most recent and most thorough reengineering references on the Web. This well-organized site bills itself as the "most comprehensive listing of texts available to assist with organizational redesign and major change initiatives." It provides extensive listings, detailed descriptions, and ordering information for up-to-date books, toolkits, and reference articles for business teams and consultants. The site also features excellent links to best practice and benchmarking publications in the areas of customer service and human resources.

Process — Mission, Vision, Values

Throughout the Winter and Spring of 1997, the consultants led us through a series of thinking steps to help us answer the fundamental question: What did we want our new information service to be? The whole staff—from secretaries to managers—was involved in exercises and brainstorming sessions throughout the entire process.

At the core of any organization is its purpose—its mission. And this is where we began. The mission provides direction for developing strategy, defining critical success factors, searching out key opportunities, making resource allocation choices, and pleasing customers. It gives us a consistent focus, guides our actions and defines for customers how we see our business. It also

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gives staff members confidence and signposts for decisions. It explains not just what we do, but why. Developing our mission was one of the most challenging activities in the process phase.

Our mission statement—To act as a catalyst for creating healthcare solutions by connecting people to information and helping them transform it into knowledge—led us into the next step: creating our vision.

Vision is where tomorrow begins. It is a realistic, credible, attractive future

for your organization, a carefully formulated statement of intentions that define a destination or desired state of affairs. It's an organized way of thinking about the future—somewhere between pleasant wouldn't-it-be-nice scenarios and serious, benchmarked goal-setting. Think of Henry Ford's vision of a car in every garage or President Kennedy's 1960 challenge to have a man on the moon by 1970.

To help develop a vision for our reinvention, the staff worked together on various exercises. We talked about personal visions for our lives, our visions for our department's future, and for the company's future. Starting small (with ourselves) helped us to look beyond the status quo and to open the doors of imagination to a future without the restraint of old expectations or notions.

We tried to think in new ways. In our visions for the department, one staff member wrote that we would "bring strategic value to company initiatives." Another envisioned a continuous learning environment that would "create a dynamic team of expert consultants." We tried to think five years ahead and called our project Vision 2002. We thought about how we wanted to be perceived, the kinds of contributions we wanted to make, and what mattered to the

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Change Management Resource Library
www.change-management.org/

This clean, uncluttered site features a "complete" bookstore listing all published books on managing change and is similar to the previously listed site. But it also includes a listing of full text on-line articles about change management that readers can access immediately. It also features links to other change management sites and information resources.

The Electronic College of Process Innovation
www.dtic.mil/c3i/bprcd/

This information intensive web site is part of the Department of Defense on-line network. It provides extensive links to various sites and helpful answers to Frequently Asked Questions about reengineering. Though it is geared to Department of Defense employees, many of the points and explanations are applicable to a variety of institutions. A Main Library section serves as the knowledge center for a comprehensive set of documents, tools, and guidebooks currently available on business process change and innovation. You'll also find well-screened links to other reengineering web sites through its BPR Internet Resources Kiosk. ▼

corporation. There was a real sense of power and control that came from defining ourselves rather than being defined by the old stereotypes of libraries and librarians.

Establishing a mission and vision was critical to our strategic planning. Our strategies were deliberate and proactive. They cleared the way to creating our own opportunities and opened the doors to innovation and change. Our mission had given us a purpose. Our vision was a blueprint for the future. We knew why we were here and what we wanted to build. But we needed something else to ensure a strong foundation. We needed to talk about values.

What do we stand for? What do we believe in? A set of clearly understood, shared values would create the framework for decision-making and serve as a continuing guide for our actions. In the face of so much change, working to define what mattered most and what had to stay intact, cemented the team together.

Finally, we knew that for our vision to be realized, we had to make sure that all the pieces would fall into place. We created a list of factors we believed to be critical to the success of the reinvention. On our list were things such as providing continuous client satisfaction, continuous learning, motivated and committed staff, and resources commensurate with requirements, including management commitment. After defining what we wanted to be, we were able to vocalize what it was going to take to get there, and know when we had arrived. Our array of success criteria was not a wish list. It was a keystone of the reinvention, without which everything else would dissolve into discussion and philosophy. Thus, with our foundation firmly

in place, we set out to follow the blueprint of our new vision.

So What's New?

Throughout the Winter and early Spring of 1997, while we worked setting the foundation for the reinvention, we were quiet. We didn't share our discussions or progress with anyone. By April it was time to share the fruits of our labor with individuals outside our department to determine if what we envisioned truly fit with the company's needs and plans. We assembled an Advisory Team, comprised of employees recruited from different departments such as Human Resources, Strategic Planning, and Information Systems. Some had supported our traditional library services in the past, and some were influential people and executives within the organization. All had agreed to listen to our reinvention plans now, and to offer suggestions and comments.

Making the presentation to our Advisory Team was a risky proposition. It was the first time anyone outside of the staff heard our plans, our hopes and dreams. We were laying it on the line. We revealed our reinvention goals to the group, anxiously watching and listening. We held our breath for what seemed forever and then, as we looked around the room, we saw heads nodding in agreement, folks excitedly affirming everything we had proposed. The Team not only supported our reinvention efforts, they vocalized their requirement for a service that could disseminate strategic information and quickly identify and meet changing needs. They were visibly charged about the benefits the new information service model could offer their departments

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and the company. To hear this from influential company leaders was a great validation of our project and a tremendous boost to our confidence. It was evident that our reinvented service model would enable us to contribute to the company's business in visible, meaningful ways.

Surveying Stakeholders and Non-Customers

Now that we had let the cat out of the bag, our project began to take on a life of its own. But we still had plenty of work in front of us to realize our plans.

We had to speak with our stakeholders, the people who had the power to exert influence on our department or who might be strongly influenced by our actions, and we had to touch base with our non-customers to discern what we could do to gain their support.

First we held focus groups with a representative sampling of our non-customers—folks who had either never used our information services or had minimal interaction with us. The groups were lead by our

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We found the focus groups to be windows to opportunities that we never anticipated, and many of the recommendations that came out of this survey effort are reflected in our reinvention efforts.

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consultant team, who uncovered expectations, resources, perceptions, constraints, requirements, needs, and ideas that no paper-based survey would have ever revealed. We found the focus groups to be windows to opportunities that we never anticipated, and many of the

Send Us Your Stories

In this issue of *Marketing Treasures*, we have featured an article by Joanne Lustig on the successful reinvention of Knoll Pharmaceutical's Science Information Center. We would like include other "how we did it" articles in future issues of the newsletter. They don't have to be full-blown reinvention tales (though those stories are very welcome). Send us your stories and ideas on any project you think your colleagues might find interesting and helpful—from revamping a web site to creating a new logo and slogan to getting customers to pay for services they formerly received for free. We're interested in all types of stories, even tales of projects that perhaps didn't quite work out as they were expected. Sometimes we learn more from our mistakes than our successes.

We want this to be your newsletter, your forum for sharing ideas and concerns. Please send your stories, comments, and questions to either Chris Olson, Publisher or Cara Byington, Editor at marketingtreasures@chrisolson.com. ▼

recommendations that came out of this survey effort are reflected in our reinvention efforts.

Another group of people who were surveyed were our stakeholders. These included the vice presidents and directors from Marketing, Sales, Business Development, Strategic Planning, Finance, Human Resources, Research & Development, Clinical Evaluations and Financial Planning. In August 1997, members of the consulting team conducted personal interviews with 16 stakeholders. The goals were to review our reinvention plans and get feedback, as well as learn about their own information-seeking behavior. We wanted their input, their ideas, and their reactions and comments to our vision. We also wanted to try to uncover support, criticism, and expectations for

reinvention activities.

One unexpected benefit of the interviews was the opportunity to establish a connection with people who were using resources supplied by the then-existent Science Information Center but who often had no idea from where the information had originated.

Once the stakeholders heard our plans for reinventing ourselves into an information consulting service, they pressed us to speed up the changes. They wanted a new information service. Because our foundations of mission, vision, and values were firmly in place, we were prepared to move forward quickly on our reinvention. Now our project not only had a life of its own, it

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Appealing to the Senses

The messages you send to your library customers and potential customers are encountering interference and are being diluted in today's communication's intensive environment. To make sure your message stands out of the crowd, consider the following results of a study from Columbia University which reveals how specific each sense is when interpreting messages.

80%	visual
11%	auditory
6%	smell
1.5%	taste
1.5%	touch

assumed a terrifying momentum and it was all we could do to hang on. We were on our way.

Uh, oh. This is Real!

Now our staff began to feel the full brunt of the reinvention project. All the plans on paper were becoming reality and everyone was feeling the stress of change. No matter how eagerly anticipated, welcomed and planned, change can also bring with it fear of the unknown, a crisis of confidence, and that biggest of all reinvention bugaboos — the specter of failure. To help everyone deal with their fears and concerns, a member of the consulting team held a private staff meeting. It opened up discussions on how staff members felt about the reinvention.

Some staffers mentioned that they were having trouble sleeping at night, or that they were concerned they wouldn't be able to meet the new demands. There was a lot of anxiety about how we were going to transition from our old service model to the new one. Talking about these fears in a safe environment helped the staff see that they all shared similar concerns. By addressing the fear that comes with change, we helped to alleviate some of it. Keeping a finger on the pulse of the staff and ensuring open communication were critical to the success of our reinvention.

From Librarians to Information Consultants

In many ways, our new vision for information services hinged on a move from a traditional library model to a consulting model. Our librarians would become information consultants, providing targeted, proactive, client-driven services. In this new model, the staff information specialists would become integral contributors to company product, research, or project teams, developing subject, product and business knowledge along with information resources, content, and technological expertise.

Integrated within the teams, information consultants would be well-positioned to contribute effectively to the decision-making process. As they grasped the context of business strategies and directions and understood plans and objectives, they could apply their expertise in information and knowledge management to support team goals.

For the information consultant model to be successful, we needed to cultivate new skills and characteristics. We learned to be flexible. We learned to think more about results and less about libraries. We pushed ourselves outward. As confidence grew, our consultants began to follow their hunches and present ideas for improving product and knowledge management. We developed a new commitment to customer service. It was no longer enough to just provide the information and walk away. We participated on company teams and helped our colleagues analyze, interpret, and recognize growing trends and emerging threats and opportunities.

Birth of InteliQuest

As we began to cast ourselves in our new roles, we realized we needed to give our activity a brand name. We needed a name that could stand on its own. A name that would move

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inteliQuest
The information works.

Library Marketing Campaigns Receive Recognition

The Swap and Shop session at the 1999 Special Libraries Association Annual Conference in Minneapolis was rich with clever marketing ideas and resources. More than 64 entries were received for the competition, and all were displayed for review and judging by several hundred Swap and Shop attendees. Winners were chosen in four categories print, non-print, web site, and marketing campaign.

According to this year's Swap and Shop Coordinator, Lisa Pergolizzi-Brock of Ernst and Young, the

Lisa celebrates the success of the Swap & Shop

marketing campaign category is one of the most popular. "This year we also wanted to encourage people to submit all types of marketing campaigns," she said. "Especially samples of "quick hit" campaigns because we are busy and sometimes these quick campaigns are all we have time for."

Congratulations to the prize winners listed below! The Swap and Shop and it's prizes are generously sponsored by Lexis/Nexis. Binders containing the entries can be borrowed from the SLA Information Resource Center.

Winners in the Consultant Category

PRINT

First place: Chris Olson and Associates for Knoll Pharmaceuticals

Second place: The Library Co-op

NON-PRINT

First place: Library Co-op

Second place: Chris Olson and Associates for Knoll Pharmaceuticals

WEB SITE

First place: Chris Olson and Associates for Carr Research Group

Second place: None

Marketing campaign

First place: Chris Olson and Associates for Knoll Pharmaceuticals

Second place: None

Winners in the Medium/Large Library Category

PRINT

First place: Arthur Andersen

Second place: Ernst & Young

Non-print

First place: Ernst & Young

Second place: Intel Corporation

WEB SITE

First place: Guidant Corporation

Second place: Rand Corporation

Bethany Paine (left) and Beth Boehmcke of Knoll Pharmaceutical Co. take a brief break at the Swap & Shop

Marketing campaign

First place: Rand Corporation

Second place: Astra Pharmaceuticals

Winners in the Small Library Category

PRINT

First place: General Instrument

Second place: Tie -
Denver Museum of Natural History
Nokia Mobile Phones

NON-PRINT

First place: Howard Hughes Medical Institute Library

Second place: Salt River Project

WEB

First place: United States Environmental Protection Agency NEIC Library

Second place: Howard Hughes Medical Institute Library

MARKETING CAMPAIGN

First place: National PTA

Second place: Strong Funds ▼

Singing Your Praises

Preparing to sing the praises of your information center in a promotional piece? Remember that prospective—and current—clients are far more likely to listen when a satisfied client weighs in on your worth. That's why testimonials are so valuable and why it's worth precious time and effort to solicit and collect them. A clunky, awkwardly-worded testimonial is more persuasive than the most cleverly crafted ad copy. But there's no need to settle for clunky and awkward. By implementing an ongoing strategy for testimonial solicitation, you can develop a portfolio of client comments that sing your praises louder than you yourself could ever shout. While busy professionals tend to think about testimonials only while they are developing communications pieces, it's wise to start gathering them long before a piece reaches the earliest planning phases.

Otherwise, you'll find that some satisfied clients will fade from your memory, some will no longer be available for comment, and some will be temporarily away-at a conference or on vacation-just when you need them. In addition to these practical concerns, there are other, more broad-reaching reasons to start a program of testimonial solicitation:

- Such a program keeps you in touch with your clients, letting them know that you care what they think and making them partners in your endeavor.

- Having a thick file of testimonials on hand encourages their use.

- As you use more testimonials, you encourage your current clients to lend their words to your marketing program. When they see their colleagues' words adorning your communications pieces, they are not only more likely to think

favorably of your services, they may also be more willing to add their voices to the crowd of those who speak well of you, making future testimonials even easier to gather.

- Ongoing solicitation enables you to build up a portfolio of testimonials that speak to your full range of services. When you pursue testimonials for an immediate need, you have to take what you

can get. But if you have made testimonial gathering part of your standard operations, you will target clients who can favorably discuss areas of your practice where testimonials are lacking.
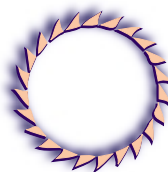
Tuning Up

The best way to tune up your testimonial cultivation skills is by approaching clients who have already praised your work—whether directly to you, at a meeting, or through a memo or thank-you note. When you get an enthusiastic letter from a client, write back asking if you may use a portion of the letter in a future communications piece. If you get a go-ahead, excerpt the part you would like to use, dress it up to suit your needs (keeping as close to the original as possible), and send the text to the client asking her to sign off on its use. If the compliment came verbally, either directly to you or through a comment at a meeting, again send a letter. Begin by thanking the client for the compliment, then write down what you remember of it (edited to

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Marketing Communications Plan Tips

Make sure your library's marketing plan has a long-range focus on creating future results. Short term goals are fine, but it's the forward-thinking, far-sighted goals that yield a solid foundation. Educating customers, communicating the benefits of using your library's services and products, and branding your library are three important long-range goals that your short-term marketing activities should support throughout the year. ▼

meet your needs), and ask for permission to use it.

Developing Your Repertoire

Once you've solicited this first round of testimonials, it's time to think about how to approach an ongoing solicitation system. Most systems will have several elements in common:

• Clients will be asked to comment on your work.

• These comments will be reviewed with an eye towards their use as testimonials.

• The edited comments will be submitted to the client with a request for permission to use them for promotional purposes.

• The final comments will be categorized according to the benefits of your work that they praise. This will not only enable you to select easily the right comments for your communications pieces, it will also help you target future testimonial solicitations to focus on benefits that are underrepresented in your collection.

Where solicitation systems differ is in their style of approaching clients. Depending on your corporate culture, the size of your client list, and your comfort level with a direct request, your approach will fall somewhere on a spectrum between highly personal and completely automated. At the highly personal end, you might discuss testimonials with clients over lunch or a cup of coffee. The completely automated approach would consist of a survey or comment card sent to all clients immediately after work is delivered. While the personal approach generally yields higher-quality testimonials (and is harder for clients to turn down), the automated approach can ensure that all clients are solicited and it is appropriate for those who are uncomfortable making such requests in person. Between these two poles lie a wide range of possibilities: You might use the personal approach for a few key clients and automated requests for the rest, you might make your requests through personal letters, or you might implement a system where automated requests are followed up with phone calls.

Hitting the Right Note– From Web Pages to Bookmarks

Most testimonials tend to show up only on print ads and brochures, but you can find a whole world of uses beyond that. Testimonials can be sprinkled throughout your website, accompany your email signature line, and pop up on library screen savers. You might use them to spice up your annual report, strengthen budget proposals, and highlight key services in orientation materials. You can also add them to bookmarks, price lists, and memos. Whenever you plan to trumpet your services, remember that the words of satisfied clients will always hit the right note.▼

the focus away from our group as a place—as a traditional library—and instead emphasize our new mission. With the help of our consultants we engaged in name brainstorming, scouring all types of sources for ideas. After weeks of consideration we concluded that the Science Information Center was a thing of the past. We were now InteliQuest, with the slogan of "The information works." The date was December 5, 1997.

Moving Ahead

It had taken us 12 months to reach the end of the first phase of our reinvention project. When we began our project, I had envisioned a dream, a plan, and a structured implementation. Instead, I got reality. On paper, change is a lovely, linear outline, but in real life it's messy and stressful. Throughout our reinvention, throughout all the upheaval, we had to keep delivering products and services. The problem is that as you're working to redefine, you start wanting to implement. And there are outside pressures telling you "enough already, just do it!" You want action when you still need thought.

It was like walking a tightrope. As opportunities presented themselves, we assessed their value, following up on some with new InteliQuest services, other times putting the request on the back burner to wait for InteliQuest services to mature. InteliQuest hadn't been officially launched yet, and already we had demand for our new information consulting services. We were poised to enter our marketing stage with a company-wide rollout.

Next issue

In the next issue of *Marketing Treasures*, We will outline the InteliQuest rollout, new products and services offered to the company, and how we're doing today.

About the Author: *Joanne Lustig is the Director of InteliQuest at Knoll Pharmaceutical Company located in Mount Olive, New Jersey. Joanne can be reached at lustigj@knoll-pharma.com, or 973-426-5562.*

Footnote: I am proud to say that my associate, Robyn Frank, and I have guided the Knoll information services reinvention through its various stages. Even for two veterans like ourselves, this reinvention project has been exhilarating and scary at the same time. The introduction of InteliQuest represented a radical departure from the traditional library services the company had been receiving. It is interesting to note that although the Science Information Center had received good comments, compliments and a high rating on a customer survey, when a new approach to information services was offered, people leaped at the offering and never looked back.

As professionals the project brought to our attention the dilemma we face – how well we meet the expectations of the traditional library model is what we are judged on, but in reality that model may not be what is needed. In the case of InteliQuest, it wasn't until we created a new service model aligned with the real needs of customers and the organization that we began to hear and observe what people really needed in the way of information services and support. It was as though the shackles of traditional library expectations had been released and now everyone was thinking creatively.

It leads me to contemplate the possibility that traditional library models in organizations will evolve into unique services so customized to the organization's culture and marketplace that information services will look and behave differently from one organization to the next. Will our colleagues in the year 2100 wonder what took us so long to figure it out, or will they be witness to the end of a cycle where traditional libraries evolved into various shapes and sizes only to be recast into a 21st century version of a traditional library? Wouldn't it be fun to be around to see how the story turns out! ▼

Chris Olson
Chris Olson
Publisher

Em dash, en dash and hyphen... which goes where?

Use an em dash (—) when there is a break in voice or thought.

Windows:	Alt + 0151
Mac:	Option + shift + hyphen

Use an en dash (–) when separating a range of numbers or times.

Windows:	Alt + 0150
Mac:	Option + hyphen

Use a hyphen when: combining adjectives (e.g. first-rate) pairing nouns (e.g. scholar-athlete) using prefixes with capitalized words (e.g. post-Renaissance). ▼

Articles we are writing for the next issue of Marketing Treasures…

"Share Good Books" Campaign of the Jackson County Law Library

The InteliQuest Rollout

Review of the MLA DocKit #12: Marketing the Consumer Health Information Service

Introducing The Library Marketing Village

Building a Virtual Library Community

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