

Defining the Value of Information Services

The time has come. The red pencil has reduced your proposed annual budget figure by 20%. At first stunned, you regain your composure, determined to prove the value of your library's services to management, and to prove its value to the organization. But where do you start?

First, let's define value. Value is an elusive perception based on many inputs, among them quality, need, expectation, and price. These inputs are some of the key attributes of your library's products and services, and include benefits as perceived by the customer. Concepts that contribute to a customer's definition of value include:

1. Quality. Quality is strongly linked to value. In fact, many customers may see quality as the point from which value is defined. By consistently supplying high quality services, your library can reinforce a customer's perception of value.

2. Something extra. Value is also expressed as getting something extra. "A real bargain" is frequently used by customers who would have paid more to obtain to get what was received. As we'll see later, "paid" doesn't have to refer to money.

3. Need. For many customers, need defines value. For the service to be valuable, it must be needed. When the service fits the need, customers will perceive a value. No matter how valuable you perceive a service, if the customer doesn't perceive a need, the customer will not perceive value.

For many *Marketing Treasures* readers, defining need may be required before a marketing program can be established to communicate value. Even when the service or product is perceived to be free, customers will not relate value until it meets their needs. How do you determine need? The best way is to get to know

your customers! What do they want? How do they want it? When do they need it?

4. Expectations. Customers will recognize value when a service meets or exceeds expectations. Again, research will reveal what a customer anticipates in the way of service. Your communications messages establish most expectations, but a customer's experience and needs also play a role in defining value based on expectations.

5. Interaction. Most library services rely on human interface, making personal interaction an important determinant of value. Library staff members, who interface with customers, provide information, answer questions, show care and concern, and make customers feel good, influence the degree to which customers value the service they receive.

6. Price. Many customers link value to price, i.e. what is given up or sacrificed to obtain a service. Price, normally perceived in terms of money, is where many librarians stop worrying about value. Because most libraries do not charge for their services, price is not perceived to be a value issue. But look at the definition again. It doesn't mention money. It says "sacrifice to obtain a service". Non-monetary prices can be time costs, effort costs, and psychic costs. Value can be defined by a customer in economic and qualitative terms.

If the preceding definitions of value seem to be elusive, they are. Value is an intangible yard-stick by which customers measure similar services against one another. An overall definition reads: **Perceived value is the customer's overall assessment of the utility of a service based on perceptions of what is received and what is given.**

Pearls of Wisdom

Marketing Treasures reader Bill Wilson has alerted us to an interesting marketing article by O. Gene Norman in the Spring 1989 issue of *Reference Services Review*. Entitled "Marketing Library and Information Services: An Annotated Guide to Recent Trends and Developments", it is a review and annotated bibliography of the library and information marketing literature since 1981. In his introduction to the bibliography, Norman combines the results from a survey of 20 libraries in Indiana and Illinois regarding their use of marketing techniques, with an overview of the recent marketing literature. The annotated bibliography makes this a worthwhile addition to your personal reading file.

The American Marketing Association (AMA) is currently offering two interesting items. First, the April 24th issue of *Marketing News* contains the annual directory of computer programs for supporting marketing research projects. Librarians and library customers with an interest in marketing research software may find this directory to be exactly what they need. Directory entries include: company name, address, a brief description of the software, computer compatibility, and price range. For a copy of the directory issue of *Marketing News*, contact the AMA, *Marketing News*, (address to follow).

The AMA has also published a booklet entitled "Marketing Is You". It offers 11 marketing tips for staff members who interact directly with customers. Because your library's image and service quality is influenced

by your staff, this booklet can help acquaint staff members with their role in your library's marketing program. To get a free sample copy, contact the AMA, Publications Order Dept., 250 S. Wacker Drive, Chicago, IL 60606-5819 or phone 312/648-0536.

One way to capture the attention of your brochure's audience is to use metallic inks. The Neenah Paper Company is offering printed samples of metallic ink on their Classic paper line. To get the package of letterhead samples, write Neenah Paper, Neenah, WI 54956 or call 1-800-992-0412 ext. 400 for the name of the Neenah paper merchant closest to you. Ask your paper merchant's sample department for Classic Linen Writing letterhead folder NP-400.

The American Hospital Association (AHA) Resource Center is offering a poster and bookmark displaying the theme "Put Information to Work for Your Patients . . . Contact Your Hospital Librarian". The 11" x 17" poster and bookmark depict a variety of administrative and clinical scenes, and have space for customized messages. Call 800/AHA-2626 or write: AHA Resource Ctr., 840 North Lake Shore Drive, Chicago, IL 60611.

When you design a brochure, you always have the option of printing a color ink on a colored paper. But then you begin to wonder, "What will gray ink look like on yellow paper?" Now there's a way to check your color combinations before printing. The Mohawk Paper Company and Pantone Inc. (manufacturers of standardized ink colors — Pantone Matching System) have collaborated to produce the *Pantone on Mohawk Color Selector*. It will show you 24 ink colors on 55 different shades of Mohawk paper. If you don't know that gray ink on yellow paper will yield a sick-looking green, then you should invest the \$49.95 for this book. Contact Mohawk Paper Mills, Inc., P.O. Box 497, Cohoes, NY 12047-9987.

Just Announced! The theme for National Library Week 1990 is: "Reach For A Star. Ask A Librarian." The new campaign materials will be introduced at the National Library Week Workshop on Monday, June 26th at the American Library Association Conference in Dallas.

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Missing Issues: Please report the nonreceipt of an issue within 30 days of normal receiving date. Missing issues requested after this time will be supplied at the regular back-issue price.

The Marketing Treasures office may be reached via FAX. Dial 301/647-0415.

Profile

Ideas...And More Ideas!

Many *Marketing Treasures* readers are producing attractive and interesting marketing materials. Since the Sample Promotion Notebook is having a hard time meeting its schedule, I thought I would share some of our readers' great ideas.

Caryl Congleton, manager of the Florida Power & Light Company library, has created a memorable headline that can form the basis of an entire image campaign. Her guide to services, a pocket folder holding multi-tiered cards describing the library's services, proclaims: "Your Corporate Library Is A Service . . . Not Just A Place!" Like all great headlines, it gets your attention, delivers the message, and makes you want to open the folder to find out more.

**Your Corporate Library
is a Service...
Not Just a Place!**



NATIONAL ASSOCIATION OF CONVENIENCE STORES

The new logo design for the Information Center of the National Association of Convenience Stores is an example of a memorable logo that doesn't rely on book images or computer terminals to convey its message. The typeface used for "Information" is strong, but not overpowering. Its thin and thick letter design allows your eye to read the word easily. This is a classic logo design that deftly incorporates the association's logo design. Unfortunately, we are unable to reproduce its bright blue and red color, which add an extra dimension to the design. Good job Marie Snyder!

Share your latest marketing ideas. Send us samples of your marketing materials.

Please help us evaluate the Technical Library services. Mark the face that most accurately reflects your opinion about each service. If you have not used a service, please draw a circle around the "NU" (not used). THANK YOU FOR YOUR HELP!

					NU	REQUESTING INFORMATION
					NU	REQUESTING ONLINE LITERATURE SEARCHES
					NU	USING THE BOOK COLLECTION
					NU	USING DIRECTORIES
					NU	USING THE MAGAZINE COLLECTION
					NU	USING THE IBM MANUAL COLLECTION
					NU	USING THE NON-IBM VENDOR MANUAL COLLECTION
					NU	USING THE BA MANUAL COLLECTION
					NU	YOUR OVERALL EVALUATION OF THE LIBRARY

Comments: _____

Every marketing-oriented librarian knows the value of customer feedback, but collecting it sometimes leads to time-consuming major survey research projects. While a comprehensive survey is important to a marketing program, so too is immediate feedback on services and products. Jeanette Glynn at the Bank of America has adopted an easy, every-day approach to obtaining continuous feedback on her library's information services that helps to identify problems and opportunities.

Value of Information Continued from page 1

Establishing the value of your library's services should permeate your marketing program activities. It behooves you to make the value of those services as tangible as possible. And because customers tend not to think in linear, logical ways, but rather holistically, your approach for conveying value has to encompass a variety of strategies. In marketing terms, establishing value can be translated into a positioning strategy. You want your library's services to be recognized and remembered by your target audience as being valuable. When customers think of your library's services, you want them to perceive value — by using any or all of the previously mentioned value attributes.

What are some of the most important value attributes of your library service? While each library service has a unique set, here are some variables that most libraries should consider. (It is advisable to conduct research to define terms and variables so your value positioning strategy will yield the best results for the audience you are targeting.)

- ❑ 1. Customer service, accuracy, and timeliness influence a customer's perception of quality.
- ❑ 2. Intrinsic attributes involve the composition of the service — its convenience, resources, and presentation.
- ❑ 3. While not part of the service itself, extrinsic variables are service-related, and affect customer perception. Packaging, brand name, advertising, and communications all contribute to a customer's perception of the service.
- ❑ 4. If your library charges for services, then the monetary definition of price will affect customer value perceptions. If you don't charge for library services, but your target market for a "value positioning strategy" are managers who approve your budget, then you should address the role monetary price plays in your positioning strategy.
- ❑ 5. In the exchange for library services, customers can "give up" time, control, effort, and psychic security.

To put a positioning strategy in place that emphasizes value, you'll need to make a comprehensive statement that covers your service description/characteristics, the target market, the competitive frame, and the value benefits. This statement will guide your communications program and its messages. For example, a value positioning strategy targeted at upper management could be stated as: "The library's services are better than internal services, external services, and personal files for managers who derive a feeling of satisfaction from operating their organization in a viable business manner, because our library service provides a convenient way to stay informed as a result of a variety of quality information services, resource choices, convenient delivery, the reassurance of making informed decisions, and the pride of operating a successful business in a competitive marketplace."

Tailored to your specific library situation, this statement reflects key value variables presented in this article. By using this statement as a basis for your library's advertising campaign aimed at upper management, you will be able to increase the perception of value by emphasizing what the customer "gets" in the service exchange process — not what it costs.

As much as this article tries to convey how to position your library as a valuable resource in your organization, it can not address specifics. Every library situation is a unique combination of personalities, services, products, and political and economic conditions. To achieve a position of perceived value, you must tailor this article's concepts to your target market's value definitions. Many times these definitions will reflect service benefits. Using terms and definitions familiar to the targeted market, create comprehensive communications that emphasize value. In other words, find out what the target market considers to be valuable, make sure your services meet the criteria, and send the value message to the target audience using its members' own terms and definitions. By following this approach, the target audience will recognize the message statement, agree with its message, and begin to think and perceive library services as valuable.

Note: Some of the concepts presented in this article were derived from papers published in 1987 from the 6th Annual Services Marketing Conference Proceedings entitled "Add Value To Your Service", edited by Carol Surprenant. The papers are available from the American Marketing Association.

Worth Its Weight in Gold

How many times have you been tempted to take a design from someone else's brochure and use it for your own material? Did you know that work produced by artists and designers are protected under U.S. copyright laws? Free-lance writers, graphic designers, illustrators, and photographers own the rights to their creative works. A logo, technical drawing, or photograph is the property of the artist who made it, even when the image was made on commission for a client.

Copyright protection extends to services that many people may not regard as creative. For example, when printers generate a set of negatives for a printing job, they own the rights to the negatives.

Often clients assume incorrectly that paying for creative work automatically entitles them to use it any way they wish. Under the copyright law, clients buy licenses to use creative work with specific products. For example, if you commission an artist to develop a poster design, the artist has the right to an additional fee when the design is used in a brochure. Of course, the artist could agree to sell you "all rights" instead of merely "poster rights".

When negotiating with a graphic designer, it is wise to define the copyright arrangements. As the client you may request that all rights to the finished artwork be granted to you upon completion. You may also buy the rights to all the rough designs the artist develops before the final design is selected. Under copyright laws, the artist retains the rights to rejected designs as well as the approved artwork. Whatever the agreement, express the arrangements clearly in writing before work begins.

If you own the rights to a design and want to protect it, just put your name, the copyright symbol, and the year of creation on the work itself. The fact that a creative work carries copyright information when it appears in public means that it is protected. Of course, you can register your design with the Copyright Office at the Library of Congress.

If you want to learn more about protecting creative work, *The Copyright Book* by William Strong, MIT Press, 1984, will prove to be "worth its weight in gold."

Promotion Gems

Many *Marketing Treasures* readers find themselves producing artwork for brochures, bookmarks, posters, and flyers. Whether you create artwork on a regular basis or just every once in a while, you may find the following items that I keep on my desk to be useful.

Glue stick• As the name implies, this is a clear, wax-like glue that comes in a small tube. It's non-toxic and can't spill or leak. A glue stick is particularly handy when you have to paste up many small pieces of paper. A variation to the glue stick is Pentel's "Roll'N Glue". It comes in a bottle that has a roller ball at one end. Just like roll-on deodorant, you roll the glue onto the surface. If you do a lot of paste-up work, you may want to invest in a can of Spray Mount adhesive.

"X-Acto" knife• Scissors can be awkward when you have to cut small, detailed images. "X-Acto" knives are much easier to use. The knife blades are surgically sharp and replaceable. Some knives come with retractable blades that work like a retractable pen, making them easy to keep handy in your pencil cup.

Graph paper• Laying out artwork so that it's straight can be a real challenge. I tape down a large sheet of graph paper on my desk, with one edge exactly even with the straight edge of the desk. It's easy to line up a smaller piece of paper on the graph grid, and use the grid lines to line up my ruler on a sheet of paper.

Removable tape• The Scotch Brand Company makes tape that is removable. Use this tape when you need to anchor a piece of paper temporarily. The tape won't tear the paper when its removed.

Pens• For marking up artwork, the Eberhard Faber pen is perfect. It produces a "non-reproducible" light blue line — most photocopiers can not detect this particular color of blue. It's great for putting guidelines on artwork without reproducing in the printed piece.

T-square ruler• This is the best ruler you can have on your desk. The "T" allows you to line up two sides at the same time, making it nearly impossible to produce a crooked line (Used with graph paper, your chances for a straight line improve 100%). Get a see-thru plastic T-square ruler — it's easier to use.

Sparkling Reviews

Design for Desktop Publishing: A Guide to Layout and Typography on the Personal Computer by John Miles. Chronicle Books, 1987. ISBN:0-87701-479-5

Librarians who are using desktop publishing or contemplating its purchase will find this book to be a welcome addition to their reference libraries. The author covers the basics of: typeface selection and usage; page layouts and grid systems; emphasis techniques, rules, boxes and other devices; and how to structure a document with main headings and subheadings. The book also includes chapters on illustration, cover design, color, binding, paper, and printing everything you need to know to produce a document from start to finish.

The book is well illustrated and presents its information independent of any particular desktop publishing system. Although Marketing Treasures readers who use less sophisticated systems may not be able to reproduce some of the book's examples, it's still a good illustrated resource of basic design and layout principles. If you are responsible for a newsletter that has multiple contributors or changing editors, there is a chapter on establishing standards to maintain a consistent look.

While this book is targeted for desktop publishing, it is such an excellent introduction to the basics of design that readers not using desktop publishing will also find it useful for its step-by-step approach through the elements of publication design, layout, and typography.

Come visit us at the Special Libraries Association conference in New York City!

From June 11 to 14, Chris Olson & Associates will have an exhibit booth (#288) in the Hilton. We'll be holding drawings for FREE subscriptions to *Marketing Treasures*. You'll get a chance to make suggestions to your editor, see the Promotion Sample Notebook and submit materials for make-overs and profiles. Stop by and say hello! (If you're not planning to attend the conference, just use the enclosed free pass to get into the exhibits.)

Your *Marketing Treasures* editor has had an essay on marketing recently published in the 2nd edition of the *Basic Business Library: Core Resources*, edited by B. Schlessinger and published by Oryx Press. While the 10 page essay is entitled "Marketing Considerations for the Business Library", its discussion of marketing techniques can be applied to all types of libraries. The essay may be of interest to readers who are looking for a condensed presentation of library marketing tools..

The Crystal Ball

May 19 "Questionnaire Development: Collecting Data for Library Decision Making". Led by Charles McClure at the Medical Library Association (MLA) conference in Boston. Contact: MLA 312/419-9094.

May 20 "Marketing Library Services". Led by Lynn Fortney at the MLA conference in Boston. Contact: MLA 312-419-9094.

May 24 "A Library's Relations with the Public - Who's in Charge?" A presentation by Charles Robinson at the Library Public Relations Council meeting in New York City. Contact: Steve Kochoff 212/254-4454.

June 10 "Winning Marketing Techniques". Led by Sharon Dean at the SLA Annual Conference in New York. Contact: Joy Learner 202/234-4700.

June 10 "Design and Development of Promotional Materials". Led by Chris Olson at the SLA Annual Conference in New York. Contact: Joy Learner 202/234-4700.

June 16 "Marketing Library Services". Led by Barbie Keiser and Sharon La Rosa in New York City. Contact: 617/871-6288.

June 23 "Take the Marbles Out of Your Mouth and Make Effective Presentations". Led by Anni Lipow. A

preliminary program at the American Library Association conference in Dallas. Contact: Margaret Morosour 312/944-6780 ext. 495.

June 25 "The Best Little Swap & Shop in Texas" American Library Association conference in Dallas. Contact Lisa Wolfe 509/ 838-3361.

June 26 "Be A Star: National Library Workshop" American Library Association conference in Dallas.

June 27 "What's Hot? What's Not?: Using the Product Life Cycle To Know When To Add to Drop Library Services" American Library Association conference in Dallas.