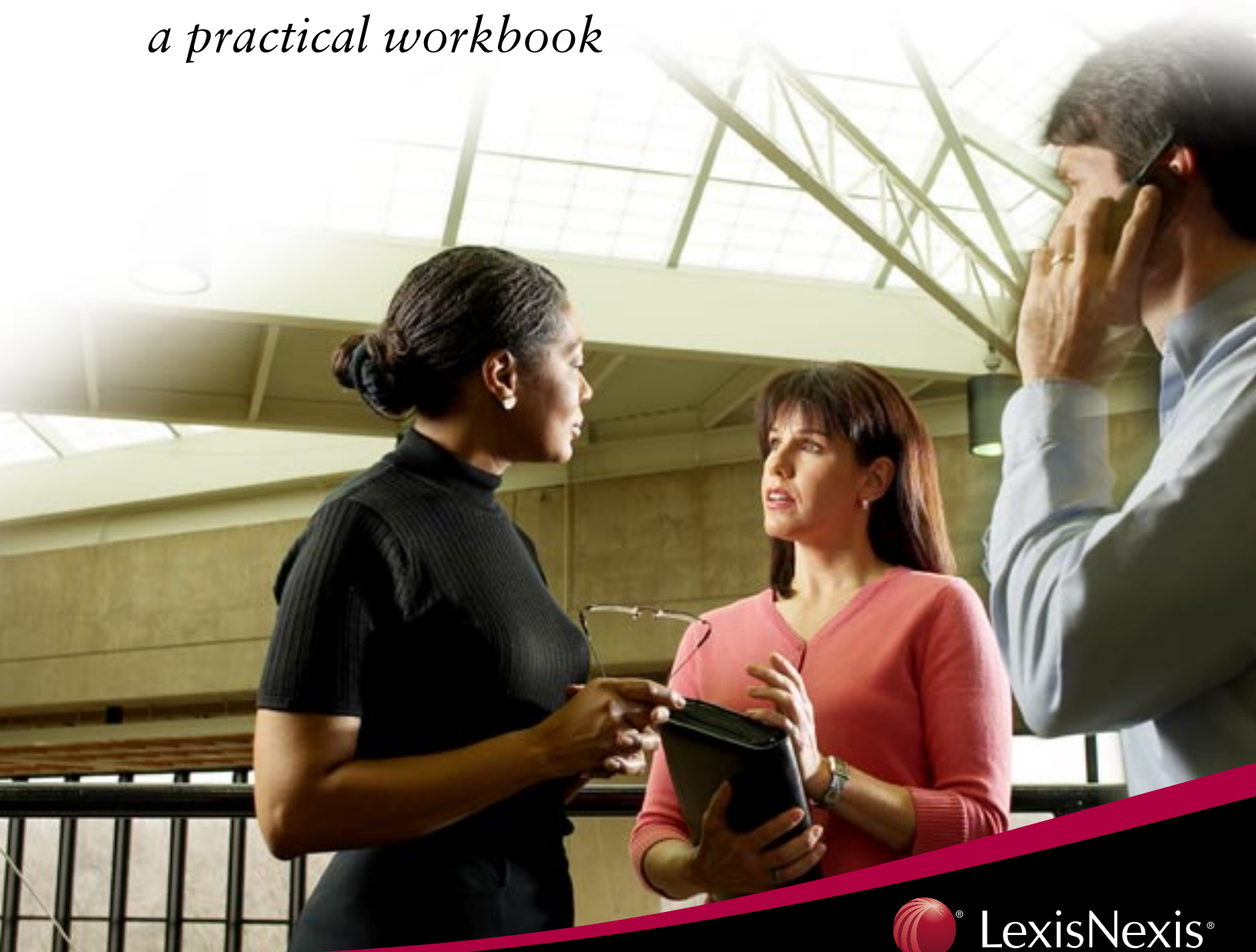

Marketing Tips

For Information Professionals

a practical workbook



Marketing Tips

For Information Professionals

a practical workbook

Written by:

Charlotte Wilson, M.B.A., M.L.S., Dairy Management, Inc.

Roger Strouse, M.S.L.I.S., A.T. Kearney, Inc.

Adapted and updated from a workbook written by:

Peggy Carr, Carr Research Associates

Charlotte Wilson, Dairy Management, Inc.

Corilee Christou, Cahner's Publishing

LexisNexis Staff

ISBN: 0-926578-15-4

\$7.95



LexisNexis and the Knowledge Burst logo are registered trademarks of Reed Elsevier Properties Inc., used under license. It's How You Know is a trademark of LexisNexis, a division of Reed Elsevier Inc. © 2005 LexisNexis, a division of Reed Elsevier Inc. All rights reserved. LB09841-0 0805

Preface	Page 7
Getting Started.....	Page 9
Building a Marketing Strategy	Page 10
Reviewing the Current Situation	Page 10
Mission Statement	Page 10
Organizational Placement	Page 11
Target Markets	Page 12
Information-Gathering Habits	Page 13
Services	Page 14
Information Center Components	Page 15
Articulating Your Marketing Objectives	Page 17
Developing an Action Plan.....	Page 18
Conducting Research	Page 19
Choosing Action Tools.....	Page 22
Budgeting.....	Page 25
Evaluating and Reviewing Your Marketing Strategy	Page 26
The Librarian as Marketeer	Page 26
Selected Bibliography	Page 27

I'm a Librarian, Not a Marketeer

Why should you, an information professional, be interested in marketing techniques? They weren't taught at library school and don't seem to have anything to do with running a library. Information can't go out of style, after all. It's fundamental to the success of any organization. In fact, you could argue that one unique quality that defines what it means to be "human" may be the ability to discover, collect, preserve, and distribute information. Over the centuries, centralized information collections (libraries) fulfilled the requirements of information collection and distribution within the restrictions of geography, finances, language and so forth.

Your world continues to change, however. You can no longer afford to be merely a librarian. You are an information professional and the manager of a department. You run an expensive and important business unit. You operate in a business environment and, therefore, you must play by the rules of business. The number one rule of business is that *everything relates to the bottom line*.

The advent of the Internet and the Web has removed many geographical and other restrictions on information collection and retrieval. Many other members of your organization have access to the same resources available in your Information Center. In this era of budget cuts, your organization's management may view a separate Information Center as an unnecessary expense.

After all, anyone within reach of a personal computer and a modem can obtain enormous amounts of information quickly and with no intermediary. Why then should people bother going to a library or even calling on the telephone when they can get the answers they want immediately and on their own? Isn't the concept of an Information Center a little out-of-date, now that its product is so widely available?

Not quite. All is not perfect on the World Wide Web. The wonderful bounty of information available on the Internet has brought many individuals face to face with the problems of information management—classifying, preserving, retrieving, and distributing it. They struggle daily with these tasks, totally ignorant of the existing, proven methods for dealing with these problems that any trained information professional uses as a matter of course—that you and your staff use daily in your own Information Center.

The number two rule of business is *you must market your product to be successful*. To ensure your Information Center's continued role within your organization, it's time to promote its real product—the staff's expertise in information organization and retrieval—to your customers. Marketing's importance to you is that it can help you show how you and your staff's expertise furthers your organization's mission, promotes productivity by quickly and efficiently finding the right information at the right time, and adds value to your organization's products. Without a promotional effort on your part, some key individuals within your organization may not be supporters or even users of the Information Center.

In his classic work, *Marketing Management*, Phillip Kotler defines marketing as the art of identifying and understanding customer needs and coming up with solutions that satisfy those needs while producing profits for stockholders. This booklet is designed as a basic framework for your marketing effort, and by working through it, you will learn ways to demonstrate how your Information Center adds value to your organization, both for management and for users.

Kotler also defined the four parts to any basic marketing strategy—the *Four P's*:

- **Product.** As discussed previously, your Information Center's real product is the expertise that you and your staff apply to the services and resources you offer.
- **Price.** The amount your organization is willing to pay for an Information Center and its services—anything related to your budget, your organization's bottom line, and your value proposition (that is, the methods you intend to use to ensure that target customers consistently judge your product/service package to be of greater value than those of your competitors).
- **Place.** Not only your physical location and your Information Center's place on the organizational chart, but also how important its services are to the rest of your organization.
- **Promotion.** The tools you use to implement your marketing strategy—advertising, public relations, promotional activities, packaging, and so forth.

As you approach the Marketing Strategy Worksheet that follows, keep the Five A's in mind:

- **Ambition.** Decide to be successful for yourself and your organization.
- **Assertiveness.** Demonstrate your value to the organization clearly, strongly, and at every opportunity.
- **Aggressiveness.** Take the initiative; work boldly and actively on your own behalf.
- **Appearance.** Ensure a professional appearance for you, your staff, and your Information Center, in line with your organization's culture.
- **Attitude.** Believe that your actions make a difference. See that the Make-a-Difference attitude permeates all your marketing and other professional activities.

Get comfortable with these concepts. Incorporate them into your professional conduct. The Five A's frame of mind can carry you through the tough times as you implement the marketing strategy you're about to create

BUILDING A MARKETING STRATEGY

The process of creating a marketing strategy can be divided into five broad steps:

- *Reviewing the Current Situation*
- *Articulating Your Marketing Objectives*
- *Developing an Action Plan*
- *Choosing Action Tools*
- *Evaluating and Reviewing Your Marketing Strategy*

Using the marketing Strategy Worksheet, review each of these steps and begin creating a marketing strategy by relating the steps to your own situation. These questions are not easy to answer, but by finding the answers, you can gain invaluable insight into your organization. If you get stuck on any part, complete the rest of the worksheet while you investigate the sections you left unanswered.

MARKETING STRATEGY WORKSHEET

REVIEWING THE CURRENT SITUATION

Reviewing the current situation is much like looking out from the Information Center with binoculars at the rest of the organization. Answer the following questions about your own Information Center to create a Situation Review document. Later in this workbook, the section *Developing an Action Plan* describes how to use market research to confirm your answers to these questions.

Mission Statement

Look at how your Information Center's mission and goals align with your parent organization's overall mission and goals. If you don't know your organization's mission statement, find it out immediately. If your Information Center doesn't have a mission statement, it's time to articulate one.

Information Center mission statement, goals, and objectives

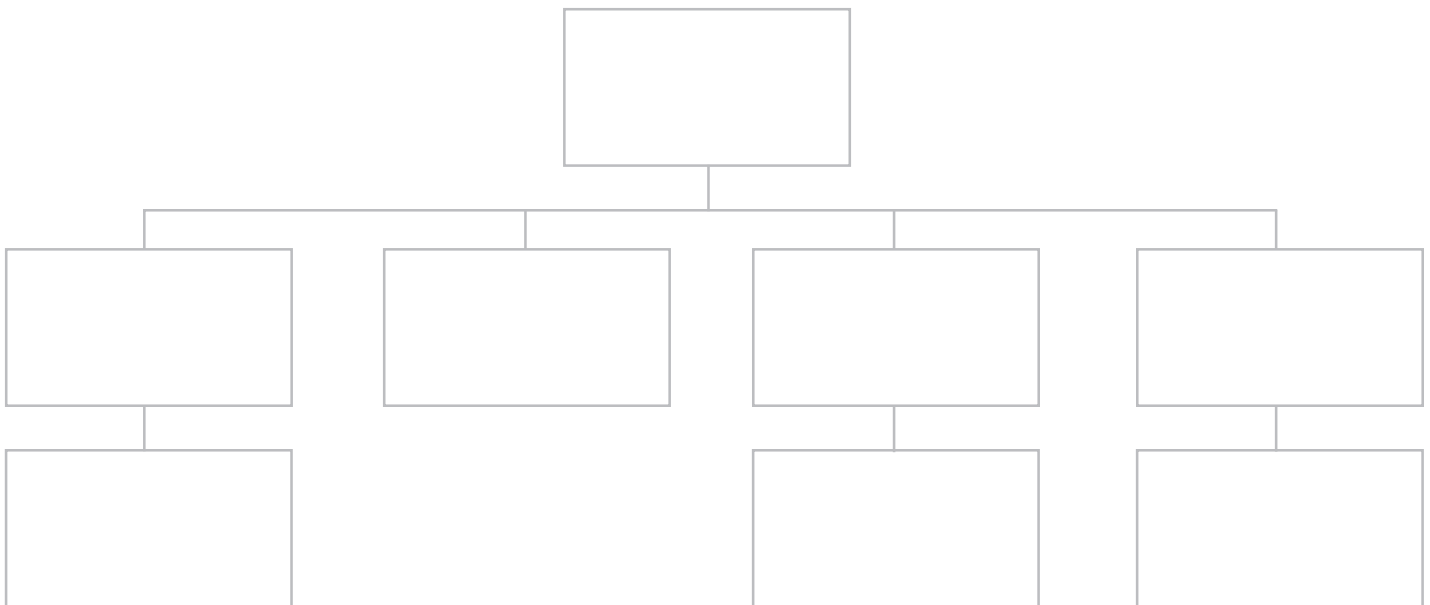
Parent organization mission statement, goals, and objectives

Organizational Placement

What does your organization “look like?” What is the position of the Information Center within the organization? To whom does the Information Center report?

An understanding of the position of not only the Information Center but of the department to whom the Information Center reports can help you better understand the power structure of your corporation or firm, and how you fit into that power structure. This understanding allows you to find the right people within the organization to support you and your plans for the Information Center.

Use the space below to draw a simple chart of your organization, with particular emphasis on the areas of the chart above and beside the Information Center.



Target Markets

Now that you've drawn your organizational chart, identify those departments and individuals that hold the power in your company—the ones that seem to get whatever they want (the money for new projects, the staff, the equipment, and so forth). They are your primary target market—the people you need to cultivate in order to promote the Information Center's own objectives. List those people/departments below. Also note whether they need the Information Center's services directly, or if they simply need to be aware of the center's value to the organization.

Primary target market

✍

✍

✍

✍

✍

✍

✍

You also have a secondary target market—individuals and departments that are not currently using Information Center services, but should be. Look at your organizational chart and list nonusers you'd like to have as customers.

Secondary target market

✍

✍

✍

✍

✍

✍

Information-Gathering Habits

A thorough knowledge of your potential and actual patron base is essential in both formal and informal marketing. What are the typical information-gathering habits of your current and potential client base? In particular, where are they going other than the Information Center for their information? The following list shows some typical alternatives. Mark those that pertain to you and list others that you think apply to your organization.

Alternative information sources

- Personal contacts, business colleagues, friends
- Information brokers
- Personal clipping files
- Personal reading (daily New York Times, for example)
- Personal experience (what they already know)
- Personal access to databases, including the organization's Internet/Web services and personal subscription to consumer services such as America Online, CompuServe, and so forth

✍

✍

✍

✍

✍

✍

Rank the alternative information sources you've listed based on their importance to the users. Can you fill gaps in their knowledge resources? Can you fill their needs more quickly, more cheaply, or in a more appropriate format?

Answer the questions, "Why are potential Information Center clients getting their information elsewhere? Why aren't they using the Information Center for gathering this information?" The following list shows some common answers. Mark those that you think might be true of your organization and add your own to the list.

Reasons for using alternate information sources

- Don't know what the Information Center has to offer.
- Think it will cost too much money.
- Don't want to bother the librarian.
- Simply not in the habit of using the Information Center.
- Don't trust the Information Center, or don't think its staff has the capability.
- Previous bad experience with this or another Information Center.



Services

Now ask yourself, "What types of information and services would these potential clients need?" Below the examples, list your own ideas.

Secondary target market

- Competitive intelligence
- Quick reference
- Comprehensive studies
- Database design
- Current awareness products



Information Center Components

Finally, for a total understanding of the current situation, focus on the three major components of your Information Center: services, resources, and staff. Keep in mind that conventional wisdom says an emphasis on services first can favorably influence how potential customers perceive the Information Center. Such services depend strongly on your staff's expertise, of course. Although important, resources function only as support to the Information Center's primary mission—service.

First, list the main services your Information Center provides.

Then, rank the services on frequency of use and cost-effectiveness:

Current Information Center services

SERVICE	FREQUENCY	COST-EFFECTIVENESS
/		
/		
/		
/		
/		
/		

Which services are *low-value*? Low-value services are skill-based, to which the research worker adds comparatively little intellectual content. Examples: searching online databases for known items, retrieving documents through interlibrary loan processes, and managing periodicals collections. Mark them as possible services you could drop in favor of higher value ones. Alternatively, evaluate how such services are delivered. For example, consider setting up online forms on your organizations Intranet so that users can do more interlibrary loan requests themselves.

Second, consider what services you could offer that you currently do not. What *high-value services* would improve the professional image of the Information Center? High-value services go beyond the use of skills and play on the specialized knowledge base of the research worker. Examples: analysis or summary documents added to a research product, consultation with knowledge workers on information needs and best practices, management of proprietary/internal knowledge bases. List important talents and skills—unique to you and your staff—that would have a positive impact on the bottom line and that you could offer as a service.

Primary target market

✍

✍

✍

✍

Find a way to offer the above services instead of those you indicated were *low-value* on the previous list.

Third, evaluate the roles and functions of your Information Center staff (either individuals or categories of workers). Where are they spending their time? Are they working primarily with services or resources? How could they be used more efficiently and effectively? Do they understand and accept the importance of the business/political side of the Information Center, and especially its marketing strategy? ***Does each staff member contribute to the organization's bottom line?*** List each staff position and note the answers to these questions.

Current Roles of Information Center Staff

EMPLOYEE	% OF TIME ON SERVICES	% OF TIME ON RESOURCES
✍		
✍		
✍		
✍		
✍		
✍		
✍		

As you focus on marketing your Information Center, your expectations of your staff will change. It is important that each staff member understands the value of having and following a marketing strategy. It's easier to work on staff acceptance during the early stages than to face possible resistance later.

To succeed, any effective marketing strategy must have measurable goals. Based on the Situation Review that you have just completed, formulate objectives for your Information Center. The following list shows some common goals, but feel free to cross out ones that don't apply to you and add your own to the list. Rank your objectives in order of their importance to the success of your marketing strategy.

Marketing strategy objectives

- Increase market share of library over other information sources
- Develop new products and services
- Win support and recognition of top management and influential organization members
- Establish the Information Center as the focal point for information gathering
- Improve the perception and reputation of the Information Center
- Increase budget allocation for new resources, staff, services, and so forth

✍

✍

✍

✍

How will you measure success in each of the listed objectives? Percentage increase? Dollar amounts? Launching of a product or service? For each objective listed, note a possible measurement of whether it's been a success.

Strategy success measurements

EMPLOYEE	% OF TIME ON RESOURCES
✍	
✍	
✍	
✍	
✍	
✍	
✍	

The typical first step in deciding on a plan of action is to uncover specific issues that the plan should address. Conduct an “information audit” of patrons and potential patrons to determine if they would answer all the questions about services and resources in the Situation Review in the same way that you did.

Surveys may be done through written questionnaires or through telephone interviews, one-on-one interviews, or group interviews (for example, as part of a department’s meeting). No matter what method you use, prepare a written script of questions so that you get the information you want, and so that you ask (relatively) the same questions from person to person. The questions would be designed to elicit information that confirms or embellishes what you already know about the current situation, but also to bring out new information and answers. Use the Situation Review to help you formulate your survey.

The survey should help you determine:

- The information needs of the organization (beyond what your intuition tells you)
- What competition the Information Center has
- Which services, resources, and staff are viewed favorably or unfavorably
- Which services are asked for but not offered
- If users see a time or money savings by using the Information Center
- Desired characteristics of information delivery (that is, packaging, speed, and so forth)

You can undoubtedly think of other information you want to get from your survey.

Create your survey carefully, because it is a time-consuming project and the answers you get from it will direct your plan of action. For example, if the most outstanding feedback is that potential patrons simply do not know that the Information Center exists, you will take one plan of action. If, on the other hand, the problem is that a needed service is not offered, you will take a different plan of action. At any rate, you will proceed with a plan that is based on objective, not subjective, information.

Conducting Research

Generally, there are four steps (phases) to conducting market research.

1. The Planning Phase

The planning phase consists of people you will survey (the sample) and what method(s) you will use to do so.

Determine your sample. The **Articulating Objectives** section can help direct this decision.

- Entire organization
- Specific departments or functional groups within the organization
- Random sample
- Certain user types (powerful nonusers, high users, and so forth)

Determine your method. You may use live interaction methods if your objective is to uncover new information or if your sample consists of current nonusers. Written surveys might work best if your objective is to confirm your instincts about products and services, or if your sample consists of regular users of your library. Written surveys are easier to process, can accommodate a broader sample, and lend themselves to simple, straightforward questions. Interviews are harder to analyze and more time-consuming to conduct, but they make it possible to ask more in-depth questions and often uncover surprising or unsolicited information. They also work best if your sample is made up of nonusers.

- Written survey (hand-delivered, interoffice mail, and so forth)
- Exit survey as users leave the library
- Survey attached to research project
- Phone call to follow-up research project
- Focus group
- In-person interview

2. The Development Phase

The development phase consists of designing your survey or formulating questions to ask your sample.

Survey design. Survey design can be creative and original, but there are a few rules of thumb:

- Survey questions should progress from broad areas to specific ones.
- Written surveys should consist primarily of closed-ended or multiple-choice questions.
- Survey rating scales should be a maximum of 1-5 or 1-7. (A scale of 1-10 just encourages the subject to spend too much time trying to decide between an “8” and a “9”, rather than concentrating on the survey itself!)
- Surveys should always be pretested on a small sample to uncover problems before wide distribution.

Interview design. Live interviews are both more difficult and more rewarding than written surveys. Bring a script to each interview, but be prepared to go “off script” if the interview takes an interesting turn. The beauty of an interview over a survey is that you can wander. If you’re planning to ask a strict set of closed-ended questions, you might as well use a written survey. When conducting a live interview:

- Listen first, then write.
- React to what the interviewee said, asking unscripted follow-up questions.
- Ask “why?”
- Ask mainly open-ended questions.

3. The Data Collection Phase

The data collection consists of administering your survey or interviews. This process varies greatly from organization to organization, and its comparative ease depends largely on corporate culture. If senior managers encourage their departments to participate, that is helpful, but in most cases, it will be left to you to gain participation from your sample. Again, depending on your method, there are some rules of thumb to help with data collection:

Telephone

- Make three attempts to call. (If they haven’t called you back after three, they’re not going to.)

Mail

- Use two-sided copies if the survey is longer than one page. (One-paged, two-sided surveys are perceived as shorter than two-paged, one-sided surveys!)
- Print surveys on white or off-white paper only.
- Include a cover letter.
- Follow-up with people who don't return their survey.

Interviews in Person

- Make the initial appointment two weeks before the interview. Since you probably want to talk with a specific individual for a specific reason, give your interview subjects plenty of advanced notice to ensure their participation.
- Confirm the interview the day before the interview.

Focus Groups

- Five to seven participants per focus group is optimal.
- Recruit twelve participants approximately one week prior to the focus group date to ensure that enough of them will show up. The one-week lead time should be sufficient, since focus groups depend on having a number of participants to secure valid results rather than on the participation of specific individuals.
- Offer incentives to increase participation, such as offering a lunch or conducting the interview in a pleasant, off-site location.

4. The Data Analysis and Reporting Phase

The data analysis phase consists of entering your research results into a spreadsheet or database format, or using a written summary sheet, so that you can tabulate the information and perform statistical analysis on it. If you used interviews or another method that resulted in open-ended, non-directed answers, you should categorize and code those results so you can analyze them numerically.

The reporting phase consists of presenting the results of the survey analysis. This report, in itself, can be a marketing tool. But most importantly, it is an organized synthesis of your market research that will help you confirm your knowledge and instincts about your current situation. It is key tool in choosing an appropriate action plan.

Your survey analysis will suggest to you which action plan tools or activities you need to implement. The tool(s) you choose to use first should match up with the most outstanding issue(s) identified in the survey. Prioritize activities that will bring the most *positive press* to your organization's decision-makers. Keep bottom-line results in mind!

The following sections describe some of the most commonly used action tools. Always be on the lookout for other ideas for marketing your Information Center.

1. Brochures

Brochures, as a category of promotional literature, should be short and to the point. You may want to consult with your organization's advertising, communications, or printing departments, or even an outside consultant, for design advice. The *look* of a brochure will determine if a potential patron decides to read it, so it should look professional.

As for content, consider:

- Key services
- Key resources
- Information Center's Mission Statement
- Description of service categories (that is, current awareness, ad hoc research, and so forth)
- Qualifications of professional staff
- Use of corporate logo or "theme"

2. Special Mailings

A special mailing, targeted to a specific audience (or promoting a specific resource or service), can be highly effective and yet cost-efficient. Unlike a routine mailing, a special mailing doesn't get distributed in a "blanket" fashion to a whole organization. Because it is more carefully tailored, the payoff is higher.

3. Routine Mailings

If routine mailings, such as library newsletters or news clipping services, are not short and to the point, no one will read them. Of course, routine mailing function as ongoing reminders of the Information Center's existence. However, in particular, news clipping services demonstrate to patrons that the Information Center is in tune with the larger concerns of the organization. Library newsletters should always emphasize services and not become simply a list of new acquisitions. Whether you choose to distribute a mailing via e-mail or as printed material depends on your organizations's culture.

4. Promotional Presentations

Generally, promotional presentations are opportunities to speak directly with your patron and non-patron base. Information Center staff should never miss such an opportunity. Some examples:

- *Staff meetings.* Arrange to get on the agenda for staff meetings. These meetings are particularly productive because the group is smaller, and the presentation can be tailored to the department's specific needs. Also, departmental staff meetings typically will be made up of a group of library users or nonusers, but not a mixture, so you can tailor your presentation in that way, as well.
- *Employee orientations.* This opportunity presents the “get'em while they're young” approach, slightly altered. If you can be a regular part of the orientation process, you will see almost every new employee coming into an organization — and, more importantly, they will see you. It is critically important at employee orientation presentations to be short and sweet. New employees are already being bombarded with information, so stress your range of services and your staff's qualifications, not specific resources or policies.
- *Open houses.* These events are excellent tie-ins to national events, such as International Special Librarian's Day. The primary advantage of an open house is that patrons physically enter the library, the best way to introduce them to specific resources. Open houses often can accommodate many more people than formal presentations. Don't allow an open house to become merely a party though, or that is the impression potential patrons will retain. Don't hesitate to leverage vendors to help you host an open house.

5. Product Packaging

First and foremost in the product packaging category, whatever you present should be easily recognized as an Information Center product. You can accomplish this identification with a stamp, a cover page, a special folder, stationary, or stickers. (The best of these choices, for obvious reasons, cannot be separated from the information.) Strive for a consistent, professional look.

Second, *more* is not necessarily *better*. Tailor research results to focus very specifically on the needs of the patron. A stack of 20 articles is meaningless to a busy manager or executive who simply wants an answer to a question.

Finally, the Information Center should always add some value to research results before handing it over to the patron. This value can be as simple as a verbal comment on the importance of one particular document, or as complex as reformatting data from a print article into an electronic spreadsheet. The act of simply handing over a stack of articles to a requester says that the Information Center has nothing to contribute to the process.

6. Follow-up

By following up with a patron after delivering a project, the Information Center demonstrates an interest in meeting the patron's need. Follow-up provides a method for getting more business, too. More importantly, a follow-up telephone call or memo provides more information relative to the action plan survey. It's an ongoing survey method, really, and is an easy way to make sure the Information Center remains relevant.

7. Annual Reports

An annual report, or other form of summary report, is an excellent tool for communicating the value of the Information Center to upper management. It is the opportunity for the Information Center to publish successes, testimonials, and Information Center contributions to the larger organization's accomplishments. Successful reports do not simply report statistics; the fact that a library handled 1,000 information requests in a year is meaningless to executives. What they really want to know is how the Information Center contributed and why it is a necessary expenditure.

8. Internet and Intranet Web Pages

Internet and Intranet home pages are becoming the marketing tools of today. With more and more people (potential customers) "surfing the 'Net," especially if your parent organization has a Web site, this item is a great, passive tool for marketing your Information Center. It demonstrates that you're part of the information revolution. Functioning much like a brochure, a home page can tell potential customers what services you offer and give you an opportunity to present your Information Center in the best light. For the ambitious, you may want to create a link to your e-mail so browsers can send messages or questions to you directly from your home page.

9. Committee Participation

If your organization operates in teams or is highly matrixed, participation on teams and committees is a great way to let people know what the Information Center can do. Once a team or committee realizes what an information professional can do for it, other teams will want you, too. You will reap the additional benefit of learning more about your organization and its customers.

10. Personal Selling

Last, but most certainly not least, is informal marketing to individuals. This kind of marketing happens in the hall, in the elevator, and even in the parking garage. Always know what message you want to convey in these chance encounters. For example, you want a more active presence in introducing and working with your organization's efforts at understanding the role of electronic information delivery (currently, via the Internet). Early one morning, you find yourself alone on the elevator with the VIP on the Technology Team, who asks vaguely how things are going. Tell her! Enthusiastically describe your staff's knowledge of the 'Net. Give examples of your training and your plans to use Intranet applications to deliver information to the staff's desktops. Remember, you only have one minute to make your point, so practice a little! Surprising referrals and support often follow just such an encounter.

Budgeting

One final note on marketing tools: don't forget to budget for them! In the budgeting frenzy, it's an easy item to overlook.

EVALUATING AND REVIEWING YOUR MARKETING STRATEGY

The only way to know if your marketing plan has been successful is to evaluate it periodically. If you were diligent in noting methods by which you can measure the success of your strategy in *Articulating Your Objectives*, the evaluation and review process will go much more smoothly. It is good to repeat the *Situation Review* at least yearly, or whenever there is a major organizational change. This will usually result in changes to your action plan, as will the feedback you consistently receive in contact with patrons.

Marketing plans have a natural life cycle. New methods, new media, and new challenges continually present themselves and your Information Center will outgrow the marketing plan you've created. If it doesn't, then your plan hasn't been successful. Therefore, creating and nurturing a marketing plan is an ongoing task—a frame of mind, really—rather than a onetime activity.

THE LIBRARIAN AS MARKETEER

As you've worked your way through this book, you've learned why you should be interested in marketing techniques. Far from being irrelevant, sensible marketing can become a vital tool for solving some of the most crucial problems you face as a creative, innovative librarian.

In making the commitment to formalizing your marketing plan, remember that it doesn't matter how good your services, resources, and staff are if no one knows about them! Marketing, in many cases, is just selling something that is already great.

If you are successful in marketing your product, you will be serving key decision-makers and working on critical projects. Today's information professionals must demonstrate their expertise in information management and their contribution to the bottom line fully and continuously. Good luck in executing your marketing strategy. Enjoy the process. Have faith in yourself, and look to those who have gone before you. You can be successful. *Make a Difference.*

Selected Bibliography

This bibliography contains selected articles relevant to the topics discussed in the Marketing Tips booklet. This selected bibliography was compiled from the LEXIS-NEXIS services. Both the classic path and the graphic path (for Research Software v7.x and LEXIS®-NEXIS® Universe) are shown. Please consult the Special Libraries Association's Resource Center as well as other sources for additional comprehensive materials on marketing your information center.

Bibliography

Balas, Janet L. (1998, September). Using the Web to market the library. *Computers in Libraries*, 18, 46ff.

Classic: NEWS; MAGS

Graphic: News/Magazine Stories, Combined

Bates, Mary Ellen. (1997, December). Outsourcing, co-sourcing and core competencies: what's an information professional to do? *Information Outlook*, 1, 35ff.

Classic: NEWS; MAGS

Graphic: News/Magazine Stories, Combined

Bell, Hope A. (1998, April). The librarian as trainer: Internet training - lessons learned. *Information Outlook*, 2, 17ff.

Classic: NEWS; MAGS

Graphic: News/Magazine Stories, Combined

Berman, Saul. (1994, November/December). Strategic direction: Don't reengineer without it. *Planning Review*, 22, 18-23.

Classic: BUSFIN;ABI

Graphic: News/By Industry & Topic/Banking & Finance/ABI/INFORM

Booth, Jennifer. (1993). The library's image: Does your library have YOU appeal? *Library Management*, 14, 11-14.

Classic: BUSFIN;ABI

Graphic: News/By Industry & Topic/Banking & Finance/ABI/INFORM

Brown, Suzan A. (1997, July). Marketing the corporate information center for success. *Online*, 21, 74ff.

Classic: NEWS; MAGS

Graphic: News/Magazine Stories, Combined

Carpenter, Beth. (1998, September). Your attention, please! Marketing today's libraries. *Computers in Libraries*, 18, 62ff.

Classic: NEWS; MAGS

Graphic: News/Magazine Stories, Combined

Catt, Martha E. (1995, January). The Olympic training field for planning quality library services. *Library Trends*, 43, 367ff.

Classic: NEWS; MAGS

Graphic: News/Magazine Stories, Combined

-
- Cihak, Herb. (1997, June). Marketing CD-ROM and other electronic library services: librarians must utilize multimedia to help market their libraries to ensure growth and survival. *Computers in Libraries*, 17, 73ff.
Classic: NEWS; MAGS
Graphic: News/Magazine Stories, Combined
- Cram, Laura. (1995, January). The marketing audit: Baseline for action. *Library Trends*, 43, 326ff.
Classic: NEWS; MAGS
Graphic: News/Magazine Stories, Combined
- Gorchels, Linda M. (1995, January). Trends in marketing services. *Library Trends*, 43, 494ff.
Classic: NEWS; MAGS
Graphic: News/Magazine Stories, Combined
- Hamon, Peter G. (1995, January). Marketing and the political environment. *Library Trends*, 43, 431ff.
Classic: NEWS; MAGS
Graphic: News/Magazine Stories, Combined
- Hedden, Carole. (1996, May). Build a better image. *Marketing Tools*, 68ff.
Classic: NEWS; MAGS
Graphic: News/Magazine Stories, Combined
- Hedden, Carole R. (1996, January/February). Getting started. *American Demographics*, 58-61.
Classic: BUSFIN;ABI
Graphic: News/By Industry & Topic/Banking & Finance/ABI/INFORM
- Hester, Edward L. (1996, April). Successful marketing research: Know your market and your competition. *Potentials in Marketing*, 29, 10ff.
Classic: NEWS; MAGS
Graphic: News/Magazine Stories, Combined
- Jaillet, Helene F. (1993, July). Corporate politics and the information professional. *Online*, 17, 48-51.
Classic: BUSFIN;ABI
Graphic: News/By Industry & Topic/Banking & Finance/ABI/INFORM
- Johnson, Diane T. (1995, January). Focus on the library customer: Revelation, revolution, or redundancy? *Library Trends*, 43, 318ff.
Classic: NEWS; MAGS
Graphic: News/Magazine Stories, Combined
- Johnson, Heather. (1994). Strategic planning for modern libraries. *Library Management*, 15, 7-18.
Classic: BUSFIN;ABI
Graphic: News/By Industry & Topic/Banking & Finance/ABI/INFORM
- Matthews, James R. (1994, November). The effective use of consultants in libraries. *Library Technology Reports*, 30, 745ff.
Classic: NEWS; MAGS
Graphic: News/Magazine Stories, Combined
- McCarthy, Grace. (1994). Getting to know your non-users. *Library Management*, 15, 30-34.
Classic: BUSFIN;ABI
Graphic: News/By Industry & Topic/Banking & Finance/ABI/INFORM

-
- Morgan, Eric Lease. (1998, September). Marketing future libraries. *Computers in Libraries*, 18, 50ff.
Classic: NEWS; MAGS
Graphic: News/Magazine Stories, Combined
- Muir, Robert F. (1993, July). Marketing your library or information service to business. *Online*, 17, 41-46.
Classic: NEWS; MAGS
Graphic: News/Magazine Stories, Combined
- Nichols, John V. (1995, January). Using future trends to inform planning/marketing. *Library Trends*, 43, 349ff.
Classic: NEWS; MAGS
Graphic: News/Magazine Stories, Combined
- Powers, Janet E. (1995, January). Marketing in the special library environment. *Library Trends*, 43, 478ff.
Classic: NEWS; MAGS
Graphic: News/Magazine Stories, Combined
- Reese, Shelly. (1996, January/February). The very model of a modern marketing plan. *Marketing Tools*, 56ff.
Classic: NEWS; MAGS
Graphic: News/Magazine Stories, Combined
- Robinson, Barbara M. & Robinson, Sherman. (1994, January). Strategic planning and program budgeting for libraries; library finance: New needs, new models. *Library Trends*, 42, 420ff.
Classic: BUSFIN;ABI
Graphic: News/By Industry & Topic/Banking & Finance/ABI/INFORM
- Smith, Duncan. (1995, January). Practice as a marketing tool: Four case studies. *Library Trends*, 43, 450ff.
Classic: NEWS; MAGS
Graphic: News/Magazine Stories, Combined
- Tanui, T. & Kitoi, A. (1993). Why marketing? The Experience of Moi University Library, Kenya. *Library Management*, 14, 43-47.
Classic: BUSFIN;ABI
Graphic: News/By Industry & Topic/Banking & Finance/ABI/INFORM
- Tilson, Yvette. (1994). Income generation and pricing in libraries. *Library Management*, 15, 5-17.
Classic: BUSFIN;ABI
Graphic: News/By Industry & Topic/Banking & Finance/ABI/INFORM
- Weingand, Darlene E. (1995, January). What do product/services cost? How do we know? *Library Trends*, 43, 401ff.
Classic: NEWS; MAGS
Graphic: News/Magazine Stories, Combined
- White, Marilyn D. & Abels, Eileen G. (1995, January). Measuring service quality in special libraries: Lessons from service marketing. *Special Libraries*, 86, 36ff.
Classic: NEWS; MAGS
Graphic: News/Magazine Stories, Combined
- Whitwell, Stuart C.A. (1995, June). Redeeming value; need for libraries to adopt a marketing approach. *American Libraries*, 26, 555.
Classic: NEWS; MAGS
Graphic: News/Magazine Stories, Combined

Wolpert, Ann. (1998, June). Services to remote users: marketing the library's role; academic libraries can benefit from distance learning via computer. *Library Trends*, 47, 21ff.

Classic: NEWS; MAGS

Graphic: News/Magazine Stories, Combined

Young, Peter R. (1994, June). Changing information access economics: New roles for libraries and librarians. *Information Technology & Libraries*, 13, 103-114.

Classic: BUSFIN;ABI

Graphic: News/By Industry & Topic/Banking & Finance/ABI/INFORM





LexisNexis®

It's how you know™

9443 Springboro Pike
Miamisburg, OH 45342 U.S.A.

<http://www.lexisnexis.com>