I. MARKETING AND SURVIVAL: THE NEW REALITY

The challenge: Thrive in today's demanding environment.

- How has the environment in which your library exists changed?

- What impact do your products and services have on the customer you are serving?

- Are you able to prove the value of what you do and the products and services you offer?

- Is your influence increasing or decreasing?

I. MARKETING AND SURVIVAL: THE NEW REALITY

What was it like to be a corporate librarian in the old days?

1 .O The librarian reacted to information requests.

The word *librarian* brings to mind a certain picture: Someone sitting in **a** small room, surrounded by neat shelves of books and reacting to information requests. Nothing originates from this library; it is responsive in nature. Most of the requests for information come in writing or by telephoning; few decision makers know where the library is located or what is in it.

In the past, when executives received answers to their questions, they had no idea where the data originated. When top management wanted information, the request was relayed to a lower level of management. Middle managers asked their subordinates to take care of the matter. It was only then that the librarian became involved in the data collection component of the project.

The librarian gathered what was presumably the appropriate material, based on a limited knowledge of the entire project and how this information was to be used. Most of this was pure guesswork, even if they were educated guesses.

2.0 Finding information was a trial-and-error process.

The material was passed on to a supervisor who digested the facts, repackaged the data, and forwarded it to the middle manager. This middle manager was responsible for writing a cover memo and relaying the report to top management. If it was not what was originally intended, the cycle began anew.

What was it like to be a public librarian in the old days?

1 .O Use of the public library was a right and deemed free. The concepts of value and worth were never addressed.

The local library was simply there, an accepted fact. It was a place where the public came to check out the latest bestsellers and school children came to do research for their term papers. Information requests were minimal, as were the services offered.

2.0 There was a concept of no competition. The services provided by the public library were thought to be unique.

3.0 The public library's funds were dependent upon the affluence of the community and its willingness to support the library. All towns wanted a library and, essentially, all libraries were identical; one was as good as the next.

Management and the library 10 years ago.

1.0 All decisions were made at the top and then handed down to middle managers who carried them out.

These mid-level managers found it difficult to determine how individual tasks fit into the larger picture.

2.0 Information requested was most often tactical in nature. Management asked for data to help determine an appropriate response to a problem.

Problems were not anticipated, nor were their potential solutions. Planning was short-term in nature and information supported this short-range focus.

3.0 The value of information was not recognized.

Information functions were part of the corporate support staff, which is overhead; and their value to the organization was simply assumed. One justified the library's existence in terms of library statistics: The number of monographs circulated, reference questions answered, and patrons visiting the library.

4.0 Budgets increased along with inflation but only if the library fought for more money.

The library was dependent upon the good will of one or two powerful individuals high up the corporate ladder who liked the department.

It's a different game today.

Today's business world differs markedly from the past. We live in an era dominated by changes in technology, changes in management techniques, changes in economics. What held true in the past is no longer valid.

We now must deal with a totally new business environment, and it is imperative that we attempt to understand this new environment in which we operate.

1.O Technology is changing the world around us.

In this age of supersonic jet transportation, it is faster to fly from New York City to Washington, DC. than it is to commute into New York City from the suburbs.

1.1 Conference calls, connecting people in three or four cities at once, are easily arranged.

1.2 Overnight courier and express mail services are so commonplace that we expect even routine memoranda and documents to be delivered by 10 am.

It's not unusual for someone in an office on Wall Street to send a Federal Express package to a colleague whose office is located in the same building.

1.3 Facsimile machines let us share lengthy documents with colleagues in other cities. The fax chip on computer boards will expand the use of this technology.

1.4 Electronic funds transfer has almost replaced the Western Union service of wiring money.

Funds can now be transferred from an account in one nation to an account in another simply by using a telephone or dialing up the bank on your home computer. You can even specify the currency to be used in the transaction to take advantage of the most favorable conversion rates.

1.5 Electronic mail and voice mail services are giving the average person more control over the working day.

1.6 Advances in computing have put the power of a mainframe on the desk of the end-user.

Networking between personal computers is increasing cooperation between individuals and departments. Executive Information Systems are expanding the use of technology by end-users.

2.0 The new global economy is increasing competition among nations as well as individual companies.

Many believe global operations to be essential for long-term success.

2.1 Nations are supporting their industries through subsidies, tax incentives to encourage research and development, and the creation of selective trade barriers.

2.2 Overseas firms are expanding their operations by attacking the US. market.

2.3 Traditional competitors, in an attempt to increase their market share, are aggressively seeking the contracts that once came automatically.

2.4 Suppliers and customers are becoming competitors as they see an opportunity to expand their businesses by providing information. Industry structure is changing as the lines distinguishing you from your suppliers and customers disappear.

2.5 Conglomerates are entering the market through the acquisition of companies already participating in it.

Mergers and acquisitions are creating larger, more viable companies. The new entities strive to integrate their operations vertically and horizontally. With access to cash and support from other subsidiaries of the conglomerate, these companies gain stature in the industry due to their increased size and ability to put pressure on the market.

3.0 Corporations are restructuring to meet the demands of global competition.

3.1 Corporate staffs are being downsized.

Economics have forced management to take a hard look at the importance of each individual and activity. Where duplication of effort is discovered, two jobs are combined into one. Companies are cutting their official headcount through the use of temporary workers on a full-time basis (for example, the increased use of AccounTemps, particularly by the start-up companies in Silicon Valley and in many financial centers.) Technology and automation increase productivity which in turn allows downsizing.

3.2 Organizations are gradually becoming more horizontal in structure with a shrinking middle management level.

Work is being coordinated across lines of reporting authority, and reward schemes which encourage this practice are becoming more common.

Advances in telecommunications and information technology enable a corporation's executives to monitor what is occurring all over the world and to make decisions based on the sum total of that knowledge. It's no longer necessary to go through corporate headquarters to find out what's happening in the firm's other plants. Executives can communicate directly with their peers, thereby eliminating the time-consuming middle step. This ability to communicate and act upon reliable information in a timely manner will yield greater profits in an increasingly competitive environment.

Access to information is more democratic than in the past. Both lower-level personnel and top executives have access to the information and technology that helps them make informed decisions. Expert systems have enabled all levels of personnel to determine the appropriate action given a particular set of circumstances. The need for middle managers to analyze results for top management is gone, as is the need for them to interpret precisely how lower level personnel should respond to a particular problem.

3.3 Authority is shifting to local, **onsite** middle management teams which can respond quickly to opportunities.

   The new organization chart encourages Intrapreneurship, which allows local managers to take greater responsibility for the efficiency of their manufacturing operations, the success of their marketing plans, and the activities of their sales force. The local team's ability to respond to op portunities and speed up the development cycle of new products becomes more highly valued in this new environment: for example, see the article in March 6, 1988, issue of New York Times (Business Section) describing Kodak's use of this technique.

3.4 Marketing expertise is more highly valued than in the past.

   An increasing number of executives with marketing expertise are moving into the top positions of major corporations. This is in contrast to the past, when financial executives rose more quickly through the ranks. In a highly competitive, global marketplace, marketing experience will make the difference.

3.5 Funding priorities are shifting.

   As a result of economic realities, the coffers are no longer full, and the days of unlimited support without justifying the need are over. Funding decisions hinge on what is needed as opposed to what would be nice to have. Projects which contribute directly to the profitability of the company must take priority over others; those which support the firm's strategy and point the way toward the future will receive the lion's share of available funds.

4.0 New marketing techniques are developing.

4.1 Mass marketing, where you sell the same product to everyone, has had its day.

   Today, everyone wants to feel that you are selling a product designed for one's specific needs. In Thriving on Chaos, Tom Peters has said that the opportunities of tomorrow lie in niche markets. Take the example of Camp bell's Soup. In the past, the company differentiated its products on flavor; for example, Chicken Noodle or Vegetarian Vegetable. Now the difference is in the modification of the product and the selling technique: low sodium soups, soup-for-one and hearty soups.

4.2 More companies are forming strategic alliances.

   To get an edge over their competitors, firms with complementary products and services are engaging in joint advertising and promotional campaigns.

4.3 Product definition is being used to differentiate one product from a **competitor's.**

Tailoring a product to the needs of a particular customer binds him to you and helps guarantee sales. Competition is forcing companies to offer their customers more than the next company and more than has been offered in the past. Companies are adding value to their products, even if it raises the price. Many firms have used information and information technology to provide that added value.

5.0 Price competition is forcing businesses to cut manufacturing costs wherever possible. Strategies include:

5.1 Moving operations offshore to lower wage costs.

Advances in technology have made it possible for companies to manufacture in one-country, perform test and assembly operations in another, and distribute in yet another region of the world; for example, Motorola's approach to electronic equipment fabrication and assembly.

5.2 Changing raw materials without decreasing quality.

New materials and manufacturing techniques have allowed manufacturers to alter their products and the methods used to manufacture them.

5.3 Upgrading manufacturing technology.

Companies are using such tactics as automated inspection to increase the quality of a product; introducing robotics into the workplace; and employing just-in-time manufacturing techniques to keep inventories low.

5.4 Increasing worker productivity through the use of information and information technologies.

The home office has become a reality through corporate subsidies of personal computers. Not only do you save time by automating **a** task, but the time saved can be applied to the performance of another task, yielding a double boost of productivity.

We can and must respond to these changes by altering the way in which we operate and the way in which our function is perceived.

Each change cited above represents an opportunity for us to expand our operations and areas of responsibility, leading to greater recognition of our value by our organization's management.

1 .O Global operations require a new set of information sources and a heavy reliance on information technology.

Information will provide the key for future growth, and the information professional's role within the corporate environment should expand accordingly.

2.0 Changes in corporate structure are producing new and different information needs.

2.1 Downsizing offers opportunities to expand what we do for the organization by absorbing information-related tasks formerly accomplished by others. These tasks should be chosen carefully, considering their importance to the firm and your own abilities to accomplish them successfully.

2.2 A smaller corporate staff means management hasn't the time to do what you can do better; that is, gather and organize information.

You can expand your operations by helping this reduced staff understand the advantages of using the information available to them. Employ your presentation and teaching skills to demonstrate how the application of information technology can help them.

2.3 The shifts in decision-making authority yield an increased number of potential new users for your services.

Make certain that this new level of management is aware of the library and its capabilities. Position yourself, not as a threat, but **as** a partner wishing to help others succeed. Show prospects and clients how information can help them meet their'needs.

2.4 Marketing requires accurate information.

As marketing executives move up the corporate ladder, their information needs may change, but their appreciation of the value of information and its contribution to their success will not wane.

2.5 The shift from tactical to strategic management requires that you must also shift--from providing isolated facts to creating a comprehensive body of information in useful formats.

This can be accomplished by analyzing the information, preparing cover memos, compiling data into charts and graphs or distributing information on computer diskettes.

3.0 Changes in funding are commonplace.
As competition for shrinking dollars intensifies, you will have to fight harder and smarter for funding, using the same techniques as other groups within your organization. Such library statistics as the number of reference questions you respond to each day tell nothing of the relative difficulty or importance of the question or how that information was used. You must transform library data into statistical analyses that management can understand.

3.1 Prove that you are worthy of increased funding by pointing to tasks you've absorbed from other departments.

3.2 Use value analysis as opposed to cost-benefit analysis to avoid becoming a victim of budget cutting.
The true worth of information can be calculated by deducting the direct and indirect costs of providing the information service from the benefits derived from the use of it, taking into account the risks incurred by not using the information available.

3.3 Create products which give management more information for the buck.
Adopt strategies that add value to your products. The technique of adding value to a product has been proven effective.

3.4 Show management how the use of information, especially your services, will help them add value to their own.
Attempt to understand the products and services being provided by each department and demonstrate one or two ways that information might help them to increase their value, either by decreasing the time it takes to provide them or by increasing the number of users of those products and services.

1 .O The new librarian seeks to expand the activities beyond the four walls of the library itself.

The person is proactive, not reactive, and works to promote the value of information as an integral component of the business. As a result of vision and leadership, information is recognized as an integral component of the business. This librarian speaks the language of business, not just librarianship and technology. The librarian uses business management techniques to manage the library and information.

1.1 Planning.

Organizations have adopted a long-range, strategic approach to their operations and so have libraries. Operating without a strategic plan is risky and can prove to be costly in the long run. The new librarian looks to the future, putting together detailed plans for the products and services to be offered.

1.2 Value analyses, not book counts, are used to justify budgets.

The movement has advanced past cost/benefit justification toward value/benefit analysis. This method takes into account the value of using information, as well as calculating the risk involved had the information not been used.

2.0 The new librarian anticipates requests for information and spends time determining specific information needs.

This change is a response to the way decisions are now made and to the type of information required to make both strategic and tactical decisions. Management by crisis is ineffective in today's business environment.

3.0 The new librarian takes on a strategic support function within the organization, supplying more analytical and strategic information than in the past.

Data are no longer gathered, placed into **a** folder and dumped on someone's desk. The new librarian is an aggressive manager of information, one who not only collects it, but who analyzes it, points out discrepancies, and presents it in useful formats.

4.0 The new librarian continually reinforces to management the value of information. Management responds by treating information as a valuable resource.

The heightened awareness of the importance of information leads to the increased involvement of librarians at each and every level. Information is no longer targeted only to top management or a few selected individuals.

5.0 The new librarian develops products that are unique and identifiable, making sure everyone is aware of the library's contribution to each project.

The products are tailored for each group and objectively customized so that each group thinks it was designed specifically for them.

6.0 The new librarian recognizes the threat of competition and develops strategies to deal with it.

An increasing number of external databases are now marketed to the end-user, who can easily circumvent the library in the acquisition of information.

With this trend likely to continue, the new librarian finds ways to become more involved by acting as an internal consultant in the selection of appropriate information sources to solve a particular problem.

7.0 The hew librarian understands the needs of information users.

This person has highly developed communication skills and can articulate those needs, even if the users cannot.

8.0 The new librarian understands the art of negotiation and can cope with the wide range of educational and technical abilities one encounters in moving between individuals and organization levels

The librarian works with others, as opposed to competing with them and helps other groups in the organization work together.

9.0 The new librarian interacts with executives during meetings of corporate management, and the decision makers are frequent visitors to the library.

10.0 The new librarian accepts the role of educator.

Rather than performing information searches each and every time, the librarian takes on the responsibility of teaching others how.to do it.

11 .O The new librarian takes advantage of all advances in information technology.

This includes hardware and software; the integration of office automation, data processing and telecommunications; improved communications capabilities (for example, electronic mail); the development of inter-company and intracompany information networks.

12.0 The new librarian acts as a catalyst to broaden the vision of others.

The librarian encourages the use of information in innovative ways throughout the organization, at all levels.

The librarian becomes a facilitator, helping management to remain sensitive to the changing world by raising questions which require a response. The new librarian provides information which stimulates action.

How does the public librarian deal with a changing environment?

1 .O Increase your visibility within the community by participating in its activities.

Expand your charter by taking on new roles within the community. This may mean opening up the library to other groups providing services to the community, for example, tax preparers or adult literacy groups.

2.0 Target your products and services to specific groups in the community (for example, small businesses) and make certain that they are aware of your efforts on their behalf.

Form partnerships with community groups using your services. These groups may be influential in support of your operations in the future.

3.0 Take advantage of new technology to introduce profit-making services to your community.

While the community expects the traditional services of the library to remain free, it has no such concept when it sees the advanced technologies and the services you provide using them. Mere payment of taxes does not entitle one to all of the services the public library now offers its community.

4.0 Take advantage of assistance, especially discounts provided to you by publishers and database vendors.

Make them a partner in your efforts to promote the use of their products and services to your community.

5.0 Be aware of your competitors.

5.1 Databases are offered directly to the end-user.

The use of computers in the home, school and office means that library patrons have other avenues to obtain information. Develop educational information services which give the library user a skill to take with them and apply outside the library setting.

Try to compete on price by passing along the discounts offered to public libraries by the database vendors or by offering an added-value for using the library's database searching service. For example, provide the full-text of articles retrieved at no charge to the searcher.

5.2 Information brokers selling their services within your community. Can you offer similar services at competitive prices?

6.0 Adopt some of the marketing techniques used by for-profit information brokers.

These include writing articles for the local newspaper and advertising your special services by distributing leaflets, fliers and brochures throughout the community.

How do we get there?

Librarians should not fear change. See these changes as opportunities to expand your role within your organization. Marketing your skills and the capabilities of your library will facilitate this expansion.

Don't feel locked into one area just because a title, job description and salary put you there when you were first hired. You have the power to expand your role and can accomplish this by moving towards this model of the new librarian or information manager.

1 .O The problem librarians have faced in the past has been one of perception.

Librarians were not considered good business managers; they managed support functions in an organization as opposed to profit centers. However, you need not operate a profit center to show that you are capable of conducting your information services as a business. By formulating a comprehensive plan to assess your organization's information needs, you will demonstrate that you are an asset to any management team by devising:

- Long-range plans, outlining where you'd like to position your service in the future
- Short-term, action&oriented plans, detailing the strategies you will employ to achieve those goals.

2.0 This workbook will help you make a difference.

The workbook is designed to help you determine where in your organization you will be able to make the most impact; how you can develop information services best targeted to your potential client base, and how to market those products and services most effectively.

2.1 Chapter II.

Information Needs Assessment suggests a way to help understand the information needs of your market, whether it is a corporation, a local community or a school.

2.2 Chapter III.

The Information Audit gives a bottom-up approach to information management. The information audit will help you identify your library's strengths

and weaknesses, and determine the information products you are best capable of offering.

Businesses perform audits to get a clear and accurate picture of their assets. Since assets indicate the underlying value of an organization, all property and operations which contribute to the value of the entity as a whole must be included in the auditing process.

Information is a valuable resource of any organization but is often overlooked in the auditing process. Periodic audits of an organization's information operations are appropriate actions for a responsible management.

2.3 Chapter IV.

Market Opportunity Analysis helps you identify the opportunities which exist in the marketplace for the information products and services you are capable of providing.

2.4 Chapter V.

The *Marketing Mix* presents the methods you can use to market these products.

2.5 Chapter VI.

The Marketing P/an contains a detailed outline of how to develop a marketing plan for the products you have decided to offer.

2.6 Chapter VII.

Evaluating Your Products and Marketing Plan shows how to evaluate the products and services you have developed, your effectiveness in meeting the needs of your customers and the effectiveness of your marketing program.

2.8 Chapter VIII.

The *Bibliography* contains a list of significant marketing references used in preparing this workbook.

The Opportunity

- Use your ability to create information packages that provide real solutions, and information services that provide real value.

- Establish now a leadership role in the delivery of information.

- Employ information to reduce the uncertainty of others, by communicating what did, and could happen.

We have developed a hypothetical competitor intelligence service, "Competitor Watch," to serve as the case study for this workshop.

At the close of chapters one through six of this workbook, we will point out how the service responds to the arguments set forth in that chapter or provide examples relevant to the case; for example, a sample marketing plan. Let's address how the development of "Competitor Watch" answers the strategic needs of the organization.

- It is a service comprised of many parts, sections of which are needed throughout the organization.

- It requires cooperation between the library staff developing the service and the individual customers of the service to determine its content and format.

- It can be offered to different departments utilizing a variety of media.

- "Competitor Watch" will incorporate proprietary information as well as publicly-available information.