inside this issue:

- Marketing: Realistic Tips for Planning and Implementation in Special Libraries
- Identify Your Brand, Before You Market
- What's in It for Them? Communicating the Value of Information Services
- Building a Message: A Small Colorado Group Helps Librarians Branch Out
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Features

Marketing: Realistic Tips for Planning and Implementation in Special Libraries
While many librarians are aware of the need for marketing, very few have the time to institute a program. This is a mistake, according to Amelia Kassel. She says that marketing and writing a marketing plan are critical to the future of the information profession.

Identify Your Brand, Before You Market
To add full impact to their marketing programs, librarians must know their brand, according to Laura Cleggert. Among the things she urges librarians to look at are who buys their brand and why, who the competition is, what their brand offers against the competition, what their brand stands for, and why people should believe in it.

What's in It for Them? Communicating the Value of Information Services
One of the keys for information services to remain valuable in the eyes of their users is being able to communicate their value. Chris Olson thinks libraries must establish their value with their target market and determine how they see value. Once this is determined, information services should look at ways of communicating and branding value.

In recent years, marketing has been gaining importance in libraries throughout the world, according to Dinesh K. Gupta and Ashok Jambhekar. Reasons for this include self-support policies, increasing competitiveness in the marketplace, rising customer expectations, and widening access to information.

Building a Message: A Small Colorado Group Helps Librarians Branch Out
When they noticed that librarians in Colorado needed better marketing skills, Dorothy Norbie and Christine Hamilton-Pennell knew they had to do something. What the two librarians did was create the Colorado Library Marketing Council (CLMC), an organization that provides seminars and online learning opportunities to librarians in Colorado.

Columns

Executive Outlook
Greetings, Everyone

Conference Countdown
Start Spreadin' the News...

Communications Outlook
Homeland Security Should Be on Everyone's Agenda

Copyright Corner
Maps and Copyright

Strategic Learning Outlook
Get More Learning for Your Dollar!

Information Trends
Marketing Searchers in the Shifting Sands of Search

Making News

Departments

Coming Events
Advertising Index
Don't miss SLA's 94th Annual Conference in New York
June 7-12, 2003
Greetings, Everyone

I have just spent much of the past week or so going over a lot of knowledge management-related reading, particularly material about KM as an organizational culture issue more than a technology or information issue. Some of the cultural concerns that can affect the success or failure of a KM system are also relevant to us in making the association an asset to as many members as possible.

There is nothing particularly new or startling about any of this. It is simply something that should be repeated from time to time so we don't lose sight of reality as we get involved with the details of keeping our chapters functioning, programming division activities for the next annual conference, and doing committee-related work.

One of the challenges of functioning in an association context like the one we have at SLA is that we all come from different organizational and social/personal cultures, which motivate us to do and say certain things. These cultures, in turn, interface with the association's culture, and from that base we try to keep things functioning. But what often results is a lot of confusion and miscommunication, because communication is very much culturally driven. So we go to the annual conference or local chapter events and read submissions on a chapter or division listserv and wonder how anyone could say something so absurd. Chances are we don't know the person very well, or at all, so we are responding with little or no knowledge of the organizational and social cultures that are motivating this person.

I think it is important for us to approach our involvement with SLA from one fundamental premise: Anyone who takes the time and makes the effort to get involved in any association-related activity, even as simple as posting a message to a listserv, is doing so out of a genuine interest and concern for the profession and the association. Another person may not express that interest the same way you or I would, but he or she is concerned nonetheless, and we all need to be attentive to that concern.

As an association, we will be addressing a number of critical issues over the next few months, primarily finding a new executive director and re-branding SLA. These are issues about which there is and will continue to be a wide range of opinion. As our colleagues express their opinions on these and other issues, we should thank them for their input and make an effort to understand how and why those opinions were formed. One way of looking at this situation, expressed by someone writing about motivation, is this: "We all judge ourselves by our motives, but we judge others by their actions." The best way for the association to move forward is in an environment that is accepting of open, honest, and nonjudgmental discussion. We all have the right to state our opinions, and we owe each other the respect of acknowledging all the views expressed.

Bill Fisher
Marketing: Realistic Tips for Planning and Implementation in Special Libraries

Market the importance of Librarians, the caretakers of knowledge.

Librarians adapt to the ever-changing forms of knowledge.

By Amelia Kassel

Amelia Kassel, MLS (UCLA, 1971), is president and owner of MarketingBase (http://www.marketingbase.com), a successful business, marketing, and competitive intelligence research and information consultancy firm. Amelia is a recognized author and national and international speaker. She is a frequent presenter and gives workshops for library and information conferences and associations. She has taught at the University of California Berkeley Extension for more than 15 years, first in the Library Science Division, and more recently for the Business and Management Education/Marketing Program. Amelia is author of The Super Searchers on Wall Street and many articles in Searcher Magazine and other Information Industry journals and newsletters. She can be reached at Amelia@marketingbase.com or 707-829-9421.
MANY LIBRARIANS ARE AWARE OF THE NECESSITY FOR MARKETING, and yet they are not able to find the time for it. But some of the wisest know an exceptional secret: Marketing and writing a marketing plan (which serves as a guide to implementing marketing goals) are critical to the future of the profession and to increased support for libraries.

While this may sound great, most librarians still have a number of questions and concerns, such as these:
• How do you find the time for marketing?
• Isn’t writing a marketing plan boring?
• Who will do the marketing?
• I just don’t have time.
• I don’t have a budget.

Fortunately, there are a number of librarians out there who have dealt with these issues. Some conduct low-cost marketing and promotional events, and others write marketing plans or study various marketing methods. They plan and then implement their ideas. Some have learned marketing through osmosis or trial and error, whereas others budget for and retain consultants who play an invaluable supporting role. Included in the group are solo librarians and consultants, as well as corporate librarians, who share marketing responsibilities with other staff or a team or are solely responsible for marketing.

Various library types, settings, and job functions differentiate these people, but one commonality is that all have found a way to allot time and funds for marketing. Moreover, all enjoy marketing and are enthusiastic about sharing their knowledge with others. Planning and preparing to market your library or information center does not have to be agony, although that’s a common perception. The words of wisdom of these people will encourage those of you embarking on this new adventure and, at the same time, support you with practical and realistic techniques.

Finding Time
Laura Claggett (UOP LLC and formerly librarian at Helene Rubenstein Library for 18 years) summarizes a not especially obvious yet remarkable way to find time for marketing: “Marketing is part of the fabric of a normal day.” Claggett has integrated marketing into her daily professional life; she doesn’t consider it an extra activity. “Marketing is a way of thinking and acting,” she said. “It’s about getting the word out, always.”

Others admit that marketing activities are time-consuming. Although it takes dedication, Laura Zick (formerly of Clarion Health Partners Medical Library and Informatics Training Program and now at Eli Lilly and Company) says, “You gotta do it, no way around it.”

Lorene Kennard, librarian at Morningstar, conducted a user survey that gave her good ideas for a marketing plan. Then she sent out daily “Did You Know?” e-mails describing services during National Library Week. They were well received—users told her they couldn’t wait for the next one. She says that, for the solo librarian, marketing and PR fall under the category of “be careful what you wish for.” Kennard says, “I put off marketing for a long time because I was already swamped and I was afraid of being overwhelmed.” She admits, however, that it must be done.

Budgets and Marketing
Marketing can be low-cost or sophisticated, but it should be considered imperative. Each organization must realistically assess the financial and staff resources necessary for an investment in marketing programs. Ann Swing Kelly’s paper, “Marketing Information Products for Your Library/Organization: From Nickels and Dimes to Dollars,” focuses on marketing strategies with a variety of price tags.

Debbie Hunt, library consultant and one-time solo librarian for an engineering firm with 300 employees, has some practical suggestions. “Walk around to see what employees are working on,” she said. “Find ways the library can help.”

Judith Siess, publisher of the OPL (One Person Library) Newsletter (http://www.ibi-opl.com), calls this “personal touch PR” and covers the topic in her upcoming book about marketing and advocacy. Hunt says that while focus groups can be time-consuming and difficult to put together, monthly brown bag lunches asking for user feedback worked like a charm and helped create word-of-
mouth referrals for library services. Hunt suggests a newsletter and signs publicizing library services created with desktop or wordprocessing software using colored paper and large type—something that just about anyone can do.

At the engineering firm, relationships developed between employees who otherwise did not see each other regularly, which ultimately affected the company's bottom line. The CEO backed the library and recognized its value. Support from upper management makes a huge difference; if you don't have it, one of your first tasks should be to communicate your value. Indeed, part of marketing is making everyone, especially CEOs, aware of how information services can increase profits, advance new product development, prevent disasters through due diligence, and safeguard a company's market share with competitive intelligence research.

Kristine Dworkin, marketing specialist for the Global Library and Information Services (GLIS) at Hewlett-Packard Laboratories, writes about the Coffee Schmooze and the High Tea Talk Series.2 "The series has since expanded from putting on events dealing with issues such as electronic copyright, news retrieval technologies, and patents to include experts on everything from tacit knowledge to venture capital and technology spin-offs," Dworkin says. "This has not only led to lively discussion, it has elevated the library's image as a place that challenges and feeds employees' intellect."

Margaret Yussack was hired to market the Canada Ontario Business Service Centre, which provides information services to businesses in Thunder Bay, Ontario, and three surrounding communities. She didn't have a big budget, so she secured free advertising from regional business newspapers. Yussack also developed strategic alliances with organizations that could use the center's services—or whose constituencies could—such as economic development offices, libraries, funding institutions, government information centers, and other service organizations. These groups became part of an unpaid, informal marketing team and were a significant source of word-of-mouth referrals. Without a marketing background, Yussack used networking skills to meet people in the community and successfully promote the information center.

**Outside Consultants**

A number of organizations commit to a significant budget for a consultant to help develop or write a marketing plan, advise about marketing programs, or conduct surveys or focus groups to gather customer input. They view this commitment as an investment that is important to their future. Barbara Wilson of the Rohm and Haas Company Knowledge Center retained a communications consulting firm—CRA, Inc., based in Valley Forge, PA—to develop a communication strategy rather than a marketing plan. One assumption in the strategy is that it's critical to prioritize important stakeholders in the company and build relationships with them. To accomplish this, the consultant suggested using a disciplined approach for one-on-one contact rather than the more common mass communication techniques. The goal is to encourage employees to "buy in to the library" and feel a sense of ownership. Library staff are charged with building relationships with both existing users and potential customers (the consultant calls this "structured relationship management"). A library staff member is assigned to develop a relationship with a prospective client according to a flexible plan for the frequency of contacts. The outreach librarian serves as "relationship manager."

When Peggy Carr (Carr Research Group, http://www.carrresearch.com) was manager of the Business Information Center at Martin Marietta Corporation, she hired Chris Olson and Associates (see article by Olson on page 18), a marketing firm that specializes in promoting the services and products of libraries and information professionals to develop brand identity.

"This was dynamite," Carr says. "We received three PR awards and flowed into a wonderful routine marketing program."

**The Marketing Plan**

Market planning is a continuous process. It's true that preparing a business or marketing plan can be daunting (and some would say boring), but you don't have to let it get the best of you. Debbie Hunt recognizes that there are experts who write marketing plans for a living but says, "I know the library and the people." Identifying and developing a body of knowledge about your target markets cannot be emphasized enough. To learn what your market wants, keep abreast of trends that affect it. Stay on top of what people need, either informally, through ongoing daily contacts, or through user surveys that are conducted periodically or cyclically as corporate goals change. Becoming familiar with your clients' requirements is just the start. You also have to learn the buzzwords and what makes the target market tick or respond. Then you must communicate the benefits of your services in various formats, either print or electronic, in a way that your market can relate to. Hunt describes the marketing plan as a "living document." She suggests putting it where you can see it, reviewing it monthly, and evaluating whether it's working. A marketing plan must be revised annually, on the basis of what's working and what's not, and according to new goals, services, or target markets. Remember that it's necessary to assess your changing goals and target markets in the context of your organization, and to offer new products and services as needed.
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Whereas Hunt encourages a simple marketing plan, Laura Zick developed an extensive plan for her organization, covering many details. The nearly 40-page plan includes the following:

- Executive Summary
- Description of Program Environment
- Tasks
- Task Implementation Timeline
- Financial Considerations of Task Implementation
- Survey and Survey Results
- Appendix One: Focus Group Questions
- Appendix Two: Prototype E-Newsletter
- Appendix Three: Example of a Virtual Reference Center

Zick says that the planning process generated marketing ideas, but the major advantages were that it coalesced staff thinking and got the staff behind the plan. She says, "The work of creating a marketing plan (or just knowing that it's being written) often pushes some staff outside their comfort zones." To cope with the issues that come up, Zick offers the following advice:

- Explain the reason for the plan and emphasize its importance (i.e., it is not an "extra" but a critical piece of work).
- Involve users in the plan. Brainstorm with them to see what marketing techniques have worked for them.

Zick believes that users are often clamoring—or worse, silently wishing—for services and resources that are already available. They just don't know that what they want is available. A lot of a marketing strategy is about communicating to users what already exists.

She also believes that marketing should never stop. Don't decide to prepare and implement a marketing plan without accepting the fact that marketing must be repeated, ad nauseam.

And most important, she says, remember that "Every interaction with a customer is a marketing moment."

When Marketing Doesn't Work

As a librarian for a special library within a public library system, Uri Toch says, "We never had a clear marketing plan, and this hurt us." Although the library is no longer functioning, he cites the basic problem as "no lines of communication" with their patron base and believes that more aggressive marketing to decisionmakers would have been the answer to the problem. Uri's assessment explains it all—a marketing plan and regular and consistent marketing to the right target market, and with the right message, is the answer.

Product Shows

Lisa A. Zwicky, senior research specialist at J.J. Keller and Associates, Research and Technical Library, says her library has gotten an overwhelmingly positive response to its marketing efforts. The library participates in a quarterly in-house trade show featuring new product offerings and showcasing internal capabilities for sales representatives and other employees. Library staff highlight new library materials, library-produced reports, new research tools, and, most recently, a virtual tour on the library intranet. Each staff member takes his or her turn at the booth during the show. They take requests for materials and research and give away books and other prizes.

Conclusion

Whether you're working on a shoestring budget or with sizeable financial and staff resources, dedication to the marketing process and to creating a marketing plan will make a difference. Those in the know agree that this is an investment for a successful future.

Additional Resources

- Laura Zick's website bibliography: http://www.doczti.com/bibs/market.html
- Amelia Kassel speaks about marketing and conducts a seminar: "How to Write a Marketing Plan."

1 See http://www.wpi.edu/Academics/Library/InFire Conferences/1999/Kelly.pdf
2 Dworkin, Kristine D. Library Marketing: Eight Ways to Get Unconventionally Creative, Online, January 2001
3 See http://birch.palni.edu/~cihsic/CMLmarket/cmlmarket.html
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Laure Claggett has a master’s degree in library and information science and a master’s degree in business administration. Formerly the library manager at Helene Curtis Unilever Home and Personal Care, she is now the manager of library and information services at UGP LLC in Des Plaines, IL. She was president of the Special Libraries Association Illinois Chapter (2000–2001), is chair of The Conference Board Information Services Advisory Council, and is a director on the executive board of the North Suburban Library System. She lectures on special librarianship and knowledge management and will be teaching the Special Library Administration course at Dominican University in spring 2003. You can contact the author at claggett@mindspring.com.
Mark Your Brand

If librarians hope to stay in business (and I think we do), it is in our best interest to examine our brands and ourselves so we know what we're marketing before we market. Many librarians are astute marketers. We have planned, developed, and used a wide range of marketing media. To add impact to our marketing, whether we are new or experienced marketers, it is paramount that we understand our brand. We need to know who buys our brand and why. Whom do we compete with and what value does our brand offer against the competition? What does our brand stand for and why should people believe in it? When you know the answers to these questions, your marketing message can be more powerful, more meaningful, and more customer-focused.

During my 18-year career with a major consumer products company, I learned that to sell a product successfully you need three things—quality ingredients, a good brand-driven marketing strategy, and luck. Creating a brand-driven marketing strategy involves understanding your brand and the customers who buy it.

Having done the typical library marketing for many years—newsletters, brochures, alerts, surveys, open houses, presentations, intranets, and lots of giveaways—I wanted a fresh approach when Unilever acquired Helene Curtis. We had new users who were unfamiliar with our services, and we needed to send a strong, solid message to them. Since the company had top-notch marketers, we turned to the marketing department for help. What they shared with us was easy to apply to marketing the library.

An often-heard mantra at the company was “We don’t sell products, we sell brands.” Think about it. We don’t buy soap; we buy Dove, OI of Olay, or Irish Spring. A library or information center is like a well-known store brand. The library stands for something to our customers, and has a personality that conveys a message, whether we acknowledge it or not. The library competes with other products in the information marketplace, and we have loyal clients who choose our brand instead of the competition’s. We also have qualitative and quantitative measures to prove our brand’s position in the marketplace.

Exploring six key areas will help you identify your brand: competitive environment, target consumers, insight, values/personality, reasons to believe, and discriminator. To understand the library as a brand concept, substitute the word “library” wherever you see the word “brand”—it works 99 percent of the time.

Competitive Environment—the market and alternatives for the consumer, and the relative value your brand offers in that market. For most, or maybe all, brands, there will always be competitors. In the supermarket, there is an overwhelming variety of spaghetti sauces on shelf; more cold cereals than I could ever imagine eating; and the abundance of snack chips now fills a whole aisle.

The market that special libraries compete in offers consumers many alternatives:
- Book stores
- Consultants
- Our consumers’ colleagues
- Information brokers
- The Internet
- Other departments in the company (as you compete for funding)
- Outsourcing firms
- Public and academic libraries

Don’t fool yourself by thinking that your company’s employees don’t have a free marketplace when it comes to library services. Their budgets may keep them from using external information brokers, but other libraries and the Internet are often-used options, especially when the benefits are just as good as the library’s.

Is your brand better than the competition’s? “Different” might be a better word. If you prefer Dove soap to Irish Spring, it's because you like the moisturizing effect, the fragrance, and/or the way Dove feels on your skin. Dove is a better brand for your particular needs, because it's
different from any other soap on the market. It offers you something you can’t buy elsewhere.

The relative value librarians offer varies from being experienced, knowledgeable information specialists, to providing the right information when it’s needed, to analyzing search results and offering just-in-time delivery. Our competitors may offer some of the same services, but none of our competitors could match our expertise in the subject area we specialized in. Few other information specialists—and no fee-based outside information sources—knew the science, the marketplace, the history, and where to find information as well as we do.

**Target Consumers**—the individuals and needs for which the brand is always the best choice, defined in terms of consumers’ attitudes and values, not just demographics. Smart competitors know that it’s unrealistic to expect every shopper to buy their brand. There are so many different brands on the supermarket shelves because there are so many different consumers to buy them. It is virtually impossible to be everything to everybody. You are better off knowing the consumers who prefer your brand, and tailoring your products and marketing efforts to keep them.

In the corporate library, when we tried to provide information services to all areas of the company (legal, marketing, manufacturing, human resources, competitive intelligence, administrative services, sales, information technology, research and development, public relations), we diluted our own knowledge, our collections were harder to manage, and we lost focus of our major customers’ needs. (When 20 percent of the company’s employees are 80 percent of your business, you need to measure your return on investment to see if serving others is a good or bad business decision.)

Who are your major consumers? They are people who use most of your services frequently and suggest new additions to the library often. Almost all of our major consumers worked in marketing, competitive intelligence, or research and development.

Here are some of the attitudes and values of our library’s target consumers:

- Appreciate good customer service
- Can’t find it elsewhere
- Driven to learn
- Don’t have time to do it themselves
- Don’t know where to go for information (not always a new employee)
- Have cost constraints in their own budgets
- Need information expertise, guidance, and direction
- Need information yesterday
- Need patent protection
- Need to validate information

**Insights**—all you know about your target consumers and their needs; the knowledge on which the brand is founded. After you have identified your target consumers and their needs, think about what attracts them to your library. If the competitors you identified are readily available, why do your customers still choose to use your library? What keeps them loyal?

In our library, we identified the following:

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We know what’s important.

We let customers know that they are the library’s number-one priority.

We understand RUSH.

We understand the company’s information needs and have anticipated those needs in many cases.

Values/Personality—the brand’s values, what the brand stands for and believes in, and/or its personality. The values and personality of the library may be the most interesting and revealing aspects to benchmark with your customers.

Do they see you the way you see yourselves? We identified the following values/personality for our library:

- A can-do attitude
- Cutting-edge services
- Ethics, honesty
- Flexibility, non-bureaucratic
- Friendliness
- A more efficient way for employees to use their time
- Knowledge, experience
- Outstanding customer service
- Accurate information
- Pride in what we do

Reasons to Believe—the proof you offer to substantiate your brand’s position.

Go back to what you identified as insights and values/personality and think of ways you would prove those positions. Here is some of the proof we had:

- Customers’ deadlines met or exceeded
- Providing services tailored to customers’ needs
- Lots of experience and knowledge in the industry (55 years)
- No forms to fill out when requesting information
- Part of the company community, which gives us credibility

Striving for the same corporate goals as others in the company

Staff attends relevant training on a continuing basis

Having materials on the shelves when needed

Positive attitudes

Positive word of mouth/large number of repeat customers

Many customer success stories for improved productivity/decision making by using the library

24/7 access to the library

Discriminator—the single most compelling reason for the consumer to choose your brand.

It is difficult to pick only one reason for the consumer to pick your library, but in doing so you will find that you have a credible message to communicate and a position to uphold. Our discriminator: We are highly knowledgeable information experts in all facets of our industry with 55 years of combined experience.

Conclusion

To do this exercise, you need to be open, honest, and immodest. If you’re good, you’re good. Don’t be too shy to admit it. Our library team spent an afternoon brainstorming all six key areas. A few days later, we got together again and condensed our responses. We ended up with an understanding of who we are, who our customers are, and how our library differs from the competition.

The next steps in a logical and thorough brand strategy would be to do the same exercise with customer focus groups and then perform metrics (see sidebar) to measure the effectiveness of your branding efforts.

Marketing is a never-ending process. Even a casual conversation about the library, with the right person at work, is marketing. Identifying our brand results in shared knowledge from which everyone benefits. It gives us a unified understanding of who we are and what we do, and ensures that everyone on the library team communicates the same message.

Note: If you don’t think this exercise (if right for your team, you may want to consider a SWOT (strengths, weaknesses, opportunities, and threats) analysis instead. Identifying strengths and threats will be similar to some parts of this branding exercise; identifying the group’s weaknesses and opportunities can be tough but is very valuable to do. Management gurus who have written about SWOT analysis include Phillip Kotler, Henry Mintzberg, and Michael Porter.
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What's in It for Them? Communicating the Value of Information Services

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Establish Value

A COUPLE OF YEARS AGO, DURING AN ANNUAL CONFERENCE VENDOR RECEPTION, I found myself listening to a librarian explain that she didn't promote the library's services because she felt she would be overwhelmed with requests. When I suggested using targeted promotions and pricing strategies, she responded that she was afraid to tell people what information services really cost for fear they would stop using the library's services. Our ensuing discussion got me thinking: How can information professionals communicate value on a daily basis to influence the perceptions of customers and decisionmakers?

What Is Value?
The word "value" is tossed around a lot these days, but what does it mean? Dictionary definitions include words and phrases like "worthwhile," "desirable," and "a suitable equivalent for something else."

"Equivalent" is the key word here. Like anything else, information services are considered valuable when they are perceived to be equivalent to the funds spent on them. It's the basic premise that fuels all transactions: I have something you want and you have something I want. When each party sees the other's offering—be it goats or money—as equal to or better than, an exchange occurs. We trade our offerings and we walk away with two important perceptions. First, we believe we own something of value, and second, we have memories of the transaction.

The exchange process is a fundamental concept in marketing and communications. In fact, the objective of marketing is to facilitate the exchange. With its product development activities, target market strategies, communication messages, and other tools, marketing affects the exchange process on many different levels. The implication for information service providers looking to establish and reinforce the value of their services is that numbers alone (presented once a month or each quarter) do not and cannot convey the entire value picture.

Numbers address the quantitative side of value—statistics and dollars measured against milestones and budgets. But the other dimension of value—perception—is open to influence by skillfully applied marketing tools. It's the invisible, intangible perceptions that people form and remember regarding a library's services and products that can mean the difference between a budget getting approved and an information service getting axed.

What influences the perceptions of value of information products and services? Previous customers remember aspects of past exchanges and the products they received and measure the results against their value criteria. Noncustomers rely on what they observe and what they hear to form perceptions of value, and they use these perceptions in making the decision whether to use a library service or not. Established and new customers alike walk away from an exchange with a perception, including a level of satisfaction, that they use to form their opinion of value and then store in their memories. Perceptions are influenced every day with every library service encounter, every use of a library-sponsored product or library-provided service, every comment by customers, and every visual and written library communication. At the end of every day, value perceptions have been formed. Here then, is an opportunity for a library to influence its destiny—to define its value and to shape the value perceptions that are formed.

Understanding Target Markets
Embarking on a program to influence perceptions and establish value requires careful planning, diligence, and patience. It is not a one-shot campaign. nor can it be executed when the grim reaper is at the door. Above all, the effort does not focus on promotion; brochures, e-newsletters, and presentations are not the answer. Establishing and communicating value begins at the grassroots level of marketing, starting with a decision about who is going to be the target of the effort.

A library cannot be all things to all people. An information professional who is experiencing difficulty with value perceptions may find that the library's target markets need to be reduced, narrowed, or redefined. The set of features used to define a target market should include shared value criteria. Among the members of the target market, what are the common criteria used to determine value?
For instance, a possible target market could be the decisionmakers to whom information professionals report, the people who influence the library budget and its operations. Many librarians assume that the value criteria for this market are simply favorable financial figures and statistics. But many values held by information professionals are not necessarily shared by decisionmakers. Research reveals that many of the cost concerns of information professionals are incidental to management if the service or product deliverable is perceived as being vital to management activities and decisions. In addition to cost criteria, other features of an information service or product considered important by librarians are not even on the radar screen of c-level and mid-level management.

For example, circulation systems are valued by some librarians because they foster sharing, thereby increasing the return on investment of book and report purchases. But some managers think the circulation system has little value. They think it's less expensive to purchase another copy of the book or report and get the information immediately than to put in a request to the library and wait for the book to show up. They also point out that for the time and energy they perceive it takes to acquire and maintain a circulation system, hundreds of books and reports could have been acquired. Such a divergence in value criteria should not be unexpected, given the backgrounds and objectives of senior management and information professionals. The difference between an information professional's value criteria and those of management points up the advantage of creating and using value profiles of decisionmakers to craft information services and value messages.

**Embarking on a program to influence perceptions and establish value requires careful planning, diligence, and patience.**

Developing Value Profiles

Discovering the criteria people use to determine value can be an eye-opening experience. A value profile identifies the criteria people use to evaluate their exchanges with the library, usually expressed as levels of satisfaction. If this sounds like research, that's because it is. The objective is to gain an in-depth understanding of how members of the target market determine value, what comprises value for them, and how they express it. Armed with a value profile, an information professional has the advantage of insight—of knowing what it takes for information services to be perceived at the highest levels of satisfaction.

Most research endeavors use predetermined lists of adjectives to describe satisfaction. Since the goal of creating value profiles is to influence value perceptions, researchers should first capture the vocabulary and definitions used by the target market to describe value perceptions. Then they should incorporate the vocabulary in research endeavors. These studies need to tease out what features of an information service are valued most highly by the market, and how market members define and measure value. What are their units of value? What does it take to go from one level of value to the next?

Asking people to identify an information service or product that they consider to be of exceptional value and then initiating a discussion of the attributes affecting that perception is one way of uncovering value definitions and vocabulary. Another approach engages people in a conversation about competitors. What or who is a competitor to the library’s information services? How is the competitor perceived in terms of value?

Regardless of the questions, seeking to understand a target market’s value criteria and perceptions and building a value profile require objectivity and personal interaction. This is not a job to assign to a staff member or one that can be accomplished with a written questionnaire or focus group. Having an outside organization conduct personal interviews to uncover value criteria will yield the most productive and reliable results.

**Understanding Expectations and Gaining Trust**

Value perceptions are influenced by an individual’s background. Everyone brings different experiences to an exchange, and therefore everyone employs somewhat different value criteria, even within one target market. This phenomenon can be observed when inquiring about the value perceptions of research service deliverables. People who hoard information will praise a service that gives them stacks of printouts; they value quantity over quality. Others, preferring to receive summarized information in easy-to-scan formats, would be extremely dissatisfied if a disheveled stack of paper was delivered to their desk. The question is, how did these people arrive at their different value criteria?

Again, value perceptions are at least partially based on expectations established by experience with similar situations and conditions, observations, input from acquaintances, and messages broadcast in communications. As many astute corporate information professionals have noticed, customers and potential customers establish expectations based on their experience in academic environments, services received at previous employers, the public library, and the Internet. It’s been said that satisfaction is
the difference between what is expected and what is received. The trick to achieving a highly valued library service is to close that gap. The secret, however, is to set the expectations and use the value criteria implicit in them to define information products and services.

Working in tandem with expectations is trust. It’s conceivable that people who hoard information do so because they don’t trust information professionals to select or organize the needed information. These may be the same people who generate broad search requests, because they don’t trust a librarian to have the requisite knowledge to pinpoint what they are looking for. One of the difficulties of conveying the value of an information service is that the service is intangible. Like all intangibles, a library service deliverable can’t be inspected before engagement. Samples can be reviewed and demonstrated, but in the end an information service is a promise. Promises not only invoke trust, they also set up expectations. Herein lies an opportunity for information professionals to affect value perceptions. By setting expectations with target market value criteria and meeting those expectations, trust is built. The ultimate result is a positive influence on how valuable customers perceive information services to be.

Broadcasting Value

Strategies for communicating value should be an integral part of every information service and the products it offers. Attention must be paid to the nuances of managing and offering information services to ensure that every opportunity is taken to project value messages and influence value perceptions.

Opportunities for communicating value are frequently overlooked or mismanaged during information service operations. Hampered by time constraints, limited knowledge and resources, or an attempt to provide services to everyone, many information professionals do themselves a disservice by failing to seize the multiple opportunities to establish and enhance value perception.

A good example of an underutilized opportunity for communicating value is product and service packaging. Many librarians don’t assign high value to packaging, and consider it to be a luxury, citing “just give me the information” comments from researchers and other customer groups as justification. Instead of using this sentiment as an excuse for not packaging information products, information professionals should recognize the ominous value perceptions revealed by such statements and implement...
Say the word “packaging” and most people think of the physical wrapping or features that distinguish one product from another. As the most visible aspect of packaging, physical features (such as design, layout, color, and typeface for printed materials) do affect perception of value. For a phone-based reference service, “physical packaging” may include the volume and clarity of a person’s voice, and ring-response time.

First impressions do count, and physical packaging establishes immediate expectations. Whether it’s through the thickness of a report, the arrangement of images and text on a website, or the folder used at new employee orientations, every encounter between a member of the target market and an information service is immediately influenced by physical packaging. Information professionals who don’t take the time to package their products and services in a consistent and careful manner run the risk of generating low value perceptions.

Complementing physical packaging are the less tangible attributes built into the product or service that speak directly to the value criteria of the target market. Features such as timeliness, scope, insight, and analysis are packaging attributes that help define the product or service. Packaging can deliver other value messages, such as pride in the product and the expectation that it will succeed. People respond favorably to signs of success and confidence. By investing time in packaging, librarians convey that they regard their services as valuable, which reinforces the message that an information service is a worthwhile investment.

To realize the multiple dimensions of value a product can communicate through packaging, consider this remark from the marketing director of a large pharmaceutical company:

“I always look for the purple and green covers on reports and put those immediately into my ‘Read’ pile, as opposed to plies of data in black and white reports.”

His comments mention several product features that convey value and “play” to his value criteria. The physical packaging of purple and green covers helps him identify a report from the information service, making it easy for him to select that report and know when it was received. It allows him to cull important, must-read information from his in-basket, enabling the information service to meet the value criteria of providing timely information. The packaging has also come to represent a quality product. The director now associates these colors (one of the physical attributes used to brand the product) with his experiences with the previous reports that shaped his expectations. Now the appearance of each quality report meets the promise of those expectations. The resulting perceptions produce a recall that the information service report product is highly valuable.

Branding Value

Information professionals looking to improve value perceptions should pay significant attention to branding. Branding includes both physical attributes and intangible features that have the power to influence perceptions and establish unquestionable value.

Most of the concepts and considerations outlined in this article can be traced to branding practices. In fact, perceptions, memories, and recall are all managed by branding tools and strategies. Branding is a dynamic management system that uses disparate marketing tools and reconfigures them into a powerful strategy designed to create and affect the image perceptions and recall of target markets. Branding builds a relationship with people by creating and using a unique set of associations to represent what a brand stands for and its implied promise. As demonstrated by the marketing director, brand associations can be based on experiences, perceptions, and expectations. Hear a song and memories come to mind. Look at an image and perceptions produce certain thoughts. Read an advertisement and expectations are established.

Successful branding strategies use a range of communications to build and strengthen favorable associations with brand names, products, and services. These strategies are carefully crafted to reinforce desired perceptions from all perspectives.

Ask a group of information professionals if they have implemented a branding strategy in their services, and more than half will respond affirmatively. Ask the brand
practitioners to provide examples of their branding programs, and most will list logos and everything a logo can be put on. The value perceptions held by target markets are not going to be significantly altered or improved by a logo. While logos are part of a brand’s identity, to effectively communicate value, logos must be supported by a 360-degree branding strategy that includes the brand name, personality, position, and credibility.

One word of caution: branding can backfire on an information service that doesn’t take the time to determine its target markets and their value criteria and then offer products and services to match. Branding can represent poor products or services. If an information service is experiencing low perceptions of value, it’s conceivable that branding has already worked its magic against the library. Ignoring branding is not the answer. Whether a library manages its brand identity or not, it projects an image and creates perceptions. The question is, do information professionals who want to communicate value control the tools to chisel an image or do they let circumstances outside their control determine their worth?

Looking Beyond the Numbers
The worth of an information service is an intangible asset determined by a series of value criteria applied by the target market. Communicating the value of an information service involves a thorough understanding of the target market’s value criteria and a complex set of activities involving marketing, communications, and branding.

Can information professionals communicate value on a daily basis to influence the perceptions of customers and decisionmakers? Yes! Know your target market’s value criteria and understand how they are determined. Learn about their perceptions and expectations. Apply what you learn towards developing valuable products and services. Communicate value using marketing tools such as packaging and branding strategies to incorporate and exhibit target market value criteria. Build the library’s reputation by setting expectations and then meet them, time after time.

Is this a tall order? Consider the ramifications of not being recognized as a professional who provides valuable services. Communicating the value of information services goes beyond reading statistical charts and budgets. It involves managing the multidimensional, intangible character of information services. It’s not easy and there are no shortcuts. But, then again, as we all know, anything valuable is worth doing right.

By Dinesh K. Gupta and Ashok Jambhekar

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WHAT DOES MARKETING MEAN FOR LIBRARY AND INFORMATION PROFESSIONALS?

In recent years, marketing has been gaining importance in libraries throughout the world. Self-support policies, increasing competitiveness in the marketplace, rising customer expectations, and widening access to information are some of the main reasons for this trend. To survive in such an environment, library and information centers must identify their users' needs and integrate this information into the everyday workings of the library.

The first requirement for successful marketing in library and information services is a clear appreciation for what marketing is and what it can do. Although marketing is not new to library and information services, there are many opinions about what role it plays. Some people equate it with the pursuit of sales rather than customer satisfaction. Others view it as the production of brochures and other low-level marketing communications.

The term "marketing" is established in our vocabulary, although it has been less than three decades since marketing was first applied to the field of library and information services. The premise of marketing is simple and appealing: The customer is at the center of every library activity. This idea is not new—library science thinkers and philosophers were advocating such a philosophy as far back as 1880.

Marketing as Metaphor
There is continuing debate as to whether concepts derived from the business world can readily be transferred to public service organizations such as universities, hospitals, and libraries. It is argued that conventional organizations are funded differently, have different objectives, and operate in a different environment. But while in the past libraries might have been slow to respond to outside influence, they are now as active as their business counterparts in adopting a strategic marketing and commercial outlook. Examples of this activity are the growing interest in marketing techniques, the revamping of services, and the production of corporate videos. At the same time, librarians are also more concerned about having a good reputation and a positive public image.

Satisfying the customer is the primary concern in the marketing process. Users will only come back for more service if they are satisfied; if they are not, they will find a different resource. Thus, the ethos of the organization should value satisfying the customer, and everyone should have a role to play in rendering maximum satisfaction.

A library has to have sufficient understanding of existing and potential users to create superior value for them. This value comes through increasing the benefits to the users. One way to do this is at a customer orientation, which requires that the library understand value to the customer as it is today and as it will evolve over time. This makes marketing more than just finding customers for the available information sources, services, and technologies. It makes marketing a partnership with the user, who becomes a central part of the total service efforts.

Marketing as Philosophy
Philosophy is an inquiry into truth. The philosophy of librarianship encompasses the fundamental principles on which the practices, techniques, and activities of libraries and information centers are based. These principles serve as guidelines for successful librarianship and as a means for resolving problems. The integration of marketing into library services is helpful because it reinforces and reiterates the basic values and beliefs of the profession in a changing environment.

The most widely held belief about library services is that the primary aim is to provide the right information to the right user at the right time. Achieving this goal means reducing barriers to access, enhancing the use of information, and empowering users to access information on their own, particularly through the use of modern technologies.

Approaching marketing from a philosophical standpoint can help any organization achieve the objectives for which it was established. In library and information services, marketing can help us clarify the following aspects of our work:

- A focus on the users' goals and on helping users articulate these at every level.
- A focus on providing an environment in which users can study and work.
The belief that each user has unique needs, requirements, and expectations when she or he visits the library.

A commitment to helping the user develop skills to acquire information from various sources.

Marketing library service is not just a question of money, but of the attitudes of the staff and the entire organization. Goods are used, but service is experienced. The public image of service is born primarily out of the experiences of the people who receive the service. This image crystallizes gradually.

We work in the library are the most important marketing resource. The deciding factors for success are our attitude and our commitment to our users, clients, customers, patrons, or employers. Implementing a marketing approach requires that top management establish the marketing concept and that the frontline departments share responsibility for the customer with the rest of the organization. The marketing concept must guide all functions and departments of the library and must be understood and accepted by everyone—from the chief librarian to the circulation clerk. This process must also establish carefully designed measures of customer satisfaction.

We must remember that marketing library services is not a separate function—it belongs to everyone: It is a way of working and a way of living.

Marketing as a Set of Techniques
Marketing is a series of techniques that make the whole process possible. The process entails defining the objectives of the library, devising the overall strategy to achieve these objectives, making short-term plans and taking action. The following are the key elements:

- An assessment of who the customers are, what services they want now and in the future, and what benefits they are seeking.
- An analysis of the library's strengths and weaknesses.
- An assessment of the strengths and weaknesses of competing library and information agencies.
- An understanding of what the real differences are between this organization and the competition.
- An action plan that draws on this understanding of the marketplace and sets out measurable actions to achieve the objectives.

To successfully use these techniques, you will need market research, pricing strategies, product development, distribution management, and communication.

This approach is oriented toward competitors, which means you must know the short-term and long-term strengths and weaknesses of other libraries and information agencies that are in the same type of business.

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PEOPLE POWERED SEARCHING
attitude, and information resources—is closer to the customer than in manufacturing. In manufacturing, there is a clear distinction between the manufacturer and the distributor; and between those who sell the product and those who buy it. But in services, customers are often physically exposed to the service operation and usually interact with employees. Purchasers of goods rarely see the factory where the product is manufactured; purchasers of services, by contrast, often visit the factory to consume the product.

There is an extreme interdependence between marketing and the trinity of library and information services (acquisition and organization and delivery). The service trinity includes the following key relationships:

- A library's service strategy must be clearly communicated to its customers.
- The service strategy must be communicated to all employees, from circulation clerks to top management.
- To maintain consistency in services, the strategy must include systems to run the day-to-day operations of the library.
- Organizational systems must support the service staff, and their impact on customers must be understood.

Common Threads

Many individuals within the library organization—not just the frontline staff—are responsible for creating value. A marketing orientation requires that the library draw upon and integrate its human and physical resources effectively and adapt them to meet user needs.

Despite the variety of perspectives on marketing, there is consensus on several points: (1) marketing is essential to survival; (2) an organization that has marketing insight has a greater chance of success; and (3) marketing is an ongoing, essential process for library and information services.

Marketing must be understood and implemented in a comprehensive way. The basic stages—advertising, organizing the marketing sector, and strengthening the market orientation of individual divisions of the library—are not enough in today's environment. Rather, all activities must be oriented toward customers. Ecological and social requirements also must be taken into consideration. These requirements might have been voluntary or optional in the past, but they are compulsory now. In order to survive in such an environment, library and information centers need to evaluate their activities in the context of the external environment, get in touch with the users' needs and integrate this analysis into everyday working of the library.

No single conceptual model of marketing can embrace all libraries and information services. Much confusion arises because people do not always realize that these marketing concepts are interrelated, and one cannot be practiced effectively without the other. Also, these techniques lose a lot of their value if they are used by an organization that has not fully embraced the philosophy of marketing.

While there is no particular sequence in which these concepts must be applied to library and information services, Christian Gronroos (Lexington Books 1990) suggests the following order of importance:

1. An attitude or philosophy guiding the overall thinking in the organization, in decisionmaking as well as in execution of plans.
2. A way of organizing various functions and activities of the organization.
3. A set of tools, techniques, and activities, to which customers and other publics of the organization are exposed.

Marketing as a philosophy and the marketing concept must guide all functions and departments of an organization; libraries can no longer afford to maintain barriers between functions and sections. The marketing philosophy must spread throughout the organization, and organizational solutions must support this philosophy. Thus, marketing is a set of ideas that must be integrated throughout the entire organization and overseen by top management.
Successful marketing requires an organized library. Various functions and sections of the library have to be able to compare notes and coordinate planning and execution.

Where Do Capabilities Reside?
Marketing alters the ways in which libraries provide services and information to users, and a library that recognizes marketing concepts will be close to its users. To achieve this closeness, libraries must attend to the following aspects of marketing:

1. Libraries must apply the marketing philosophy to real-world business situations, including issues relating to free service and pricing, basic and value-added services, staff assistance and self-service, in-house and outreach services, and mass customization and individualized services. On the organizational front, libraries must be global and local, differentiated and integrated, tight and loose. They must plan for the long term yet stay flexible. Workers should be on the one hand more autonomous and on the other more of a team. And we must not be confused by the seeming contradictions; we must reconcile the opposites instead of trying to choose between them.

2. Customers, resources, systems, and people are the most important parts of the library environment. When they are considering what sorts of innovations to embrace, library managers must assess how each of these factors might affect the overall capacity of the organization to change.

3. The values of an organization are also important: All employees at all levels must make decisions based on these values.

4. The marketing concept is also important with regard to resources such as information, brand, design, and relationship with suppliers, customers, and end users. Marketing cannot be independently considered without considering resources such as information, brand design, and relationship with suppliers, customers, and end users. Considering these factors will not only improve our image, but will help us identify, understand, and meet their demands. Good marketing efforts take care of all resources and how they can be used efficiently.

5. The organizational systems include well-defined routines and processes, particularly with regard to acquisition and organization. Less visible work processes (such as those performed by library support personnel) can also have a great impact on the organization’s performance. These processes are very much influenced by each person’s capabilities and disabilities.

6. Our work requires ever-increasing skill levels and better information technology. Within the context of a marketing orientation, our users will benefit from these improvements in every sphere of library services.

The reasons for adopting marketing in library services are many. At this juncture, there is a need for consensus among information services professionals on marketing concepts, orientations, and practices. We must look at marketing as a way of doing business and an approach that will help us manage better. ☐

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Building a Message: A Small Colorado Group Helps Librarians Branch Out

By Leslie Shaver

Leslie Shaver is editor of Information Outlook magazine.
Many Special Librarians Can Learn From the Story of Laurel Penwell, a public librarian. Penwell manages a small branch of the Durango Public Library in southwestern Colorado. But the branch, which serves Hesperus, a farm community outside of Durango, is “hidden” in the Fort Lewis Mesa Elementary School.

“If you didn’t have a kid in school, you didn’t know there was a public library in there,” Penwell said. “We needed to figure out how to get those members of the community who didn’t have kids in school involved in the library.”

Drawing townsfolk from this tiny community into the library took some creative marketing, but Penwell was up to the challenge. She began by looking for a place where she could tell community members about the library.

“The one place in the community that was close to the school was this little country store,” she said. Penwell asked the owner if she could use the store to help promote her library. The owner agreed and, Penwell established a satellite library at the store, with a display of about 30 books and a stack of library card applications. When customers entered the store, Penwell would ask them questions designed to gauge their knowledge of the library.

How did Penwell think of using the store to promote her library? The exercise was actually a project for her library marketing class with the Colorado Library Marketing Council (CLMC). Since its inception 10 years ago, the CLMC has used seminars and Web courses to help more than 500 Colorado librarians develop, hone, or completely revamp their marketing strategies.

The council grew out of the 1990 Colorado Governor’s Conference on Library and Information Services, which was a precursor to the 1991 White House Conference on Library and Information Services. Two delegates, SLA members Dorothy Norbie and Christine Hamilton-Pennell, attended the conference hoping that the pressing need they saw for library marketing would be recognized.

“We pushed for a platform plank on library marketing, but it was not supported,” Hamilton-Pennell said. “In a follow-up meeting in 1991, we continued to press our case and were commissioned to start a committee to look at library marketing issues in Colorado. We decided to call the committee the Colorado Library Marketing Council.”

The duo’s first goal was to obtain support for their project from all five major library associations in Colorado (medical, legal, special, school, and academic). After getting both verbal and monetary support from all five in early 1992, they were ready to tackle bigger issues.

“We began by looking at what we needed to do to get librarians in Colorado more aware of marketing issues,” Hamilton-Pennell said. “It was clear to us that most librarians had never applied proactive, user-defined, service-oriented principles to library services. Most librarians don’t understand how to use marketing principles in their own institutions. We wanted to address that need.”

Their first opportunity to address this came later in 1992, when the CLMC delivered a workshop called “Marketing Your Library.” The workshop, keynoted by long-time SLA member Kaycee Hale and sponsored by LexisNexis, drew more than 200 librarians from all types of libraries. It covered everything from marketing and public relations to identifying clients and developing a marketing plan.

In post-workshop surveys, Hamilton-Pennell and Norbie noticed that the marketing and public relations portion of the seminar generated the greatest interest among attendees. This led to a follow-up seminar titled “Getting Your Message Across: The Public Relations of Marketing.” The event featured 10 speakers and drew a large crowd.

Their third project was the “Redefining Librarianship” institute in 1995. This program, delivered through the American Library Association’s Library Administration and Management Association (LAMA) shifted the focus from marketing and public relations to the librarians themselves.
The Next Big Step
The “Redefining Librarianship” institute gave the CLMC organizers a chance to look deeper into the profession, and this search uncovered some surprisingly negative attitudes among librarians.

“We discovered that the problem was really among the people in the profession itself,” Hamilton-Pennell said. “We kept hearing people say about their managers or clients, ‘They don’t understand what we do’ or ‘They don’t appreciate us’ or ‘We don’t ever get the budget we need.’” Instead of looking outside for answers, CLMC wanted to encourage librarians to look inside for solutions and to accept responsibility for improving their own situation.

CLMC decided to address this need by creating a two-part seminar, “Creating Change In Challenging Times: Marketing Tools for Library and Information Specialists.” This seminar was produced as a pilot project in the fall of 1997 and involved 25 school library media specialists. Keith Lance of the Colorado State Library’s Library Research Service developed a rigorous evaluation component to test the effectiveness of the course. Participants completed a pre-test, post-test, and six-month follow-up survey. The course consisted of two main parts:

1. Presentations on locus of control and marketing research tools: Librarians learned how to develop effective self-management, do market research, and develop and implement a market research project. Before their next meeting (six weeks later), they were expected to use these skills by conducting a small market research project. The goal of the project was to increase their confidence and skill levels by putting their newly learned marketing and customer service lessons into practice.

2. When the students gathered six weeks later, they were expected to report on their projects to their colleagues. The class offered feedback on each project.

Course teachers were Pat Wagner, a trainer who specializes in library marketing and public relations, and Claudine Paris, a corporate communications consultant who had developed a course on self-management.

The evaluation results showed that the course was successful in reaching its goals. The CLMC then applied for and received a Library Services and Technology Act (LSTA) grant to offer the course four more times in various locations throughout Colorado. During 1998 and 1999, the course was delivered to almost 100 school, public, academic, and special librarians across the state. The group also produced the seminar as an online course, which was offered four times in 2000 and 2001.

“There was definitely a change in people’s awareness of marketing and locus of control as a result of taking this class,” Hamilton-Pennell said. “Students became more data driven and more customer driven.”

By exploring user needs, Hamilton-Pennell hopes CLMC students will discover the essence of marketing. “What we’re trying to do is not have people just promote their library,” she said. “We want you to find out who your customers are, what they need, and when and how they need it. If you don’t ask these questions, you can become irrelevant. We want you to figure out where your target market is, then position yourself, develop a plan, and promote it.”

Following the Blueprint
While libraries look for ways to meet the needs of their users, the CLMC continues to seek ways to meet the needs of librarians. The council’s upcoming offering, which will address needs assessment and marketing for diverse communities, suggested itself as a result of an examination of Colorado’s changing demographics. “We realized that Colorado is becoming more diverse but librarians are not,” Hamilton-Pennell said.

This workshop is the only future project that is set in stone, and Hamilton-Pennell wouldn’t have it any other way. “I think being flexible is very important,” she said. “It’s about looking at your customers and what they need.”

The flexibility of the organization is at least partly fostered by its leadership structure: It is an all-volunteer group that currently includes 12 members from nine associations and library advisory groups in Colorado. “It’s basically just a group of us that gets together and brainstorms,” she said. The fact that we’re ad hoc and have never had a real organizational structure has given us free rein to come up with what whatever we want to.”

But the group does not operate haphazardly. There is always a chair (or co-chairs) to convene meetings. These chairs have represented special, legal, medical, and public libraries and have included SLA members: Mark Estee, Wanda McDavid, Norble, and Hamilton-Pennell. The current chair, Marti Cox, worked for many years in the advertising field before becoming a librarian.

Funding for the early projects was provided by the supporting library associations and a major sponsorship from Mead Data Central (now LexisNexis), as well as several other library vendors and Colorado’s regional library systems. The attendance at the early sessions supplied income for even more educational opportunities, and the LSTA grant provided capital to start a website (www.clmc.org) and develop the online course. With these sources of income and the money earned from exporting “Creating Change in Challenging Times” to the North Suburban Illinois School District, CLMC continues to run a positive balance.
In order to move forward, you sometimes have to take a step back.

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Start Spreading’ the News...
By Alicia Cronin Dimalo

New York City is SLA’s destination for the 94th Annual Conference and INFO-EXPO. What better setting than the Big Apple to experience thought-provoking educational sessions, intriguing general session speakers, and stimulating networking opportunities?

With more than 300 years of living history, there’s something for everyone in New York, with no end to the sights, views, excitement, and surprises. Here are a few of the many things the city that never sleeps has to offer.

Libraries galore! There are 91 special libraries in the New York metropolitan area. There are libraries to fit everyone’s needs, from the American Kennel Club library to the Horticultural Society library to the New York Stock Exchange library.

For more information, the Metropolitan New York Library Council (www.metro.org) has a full list of the libraries located throughout the state.

Explore our nation’s history. New York is full of attractions for visitors who love exploring the past. Here are just a few of the historic sites that await you:

Ellis Island—retrace the footsteps of millions of immigrants who entered the country through this port. Maybe you’ll find the first member of your family to enter the United States.

Statue of Liberty—one of America’s most recognized and beloved symbols.

United Nations—learn about the UN’s history, including its peace-keeping missions and humanitarian efforts around the world.

Morris-Jumel Mansion—Manhattan’s oldest house. The building served as a command post for George Washington during the Revolutionary War.

South Street Seaport—the renovated port district that now houses trendy shops and restaurants in a history-laden atmosphere.

A museum for everyone. New York is home to hundreds of museums of all shapes, sizes, and flavors—surely there is one that’s right for you. If you aren’t sure where to start, consider this small sampling of what the city has to offer.

Metropolitan Museum of Art—The Met is the Grande Dame of New York museums, housing more than three million items. Log on to http://www.metmuseum.org for a preview of what awaits you there.

Lower East Side Tenement Museum—This is an actual tenement that was home to more than 7,000 immigrants between 1863 and 1935.

For a virtual tour, visit http://www.tenement.org.

Solomon R. Guggenheim Museum—This Frank Lloyd Wright–designed building (depicted in our conference logo) is as famous as the museum’s collection of modern art. To see what’s on display, click on http://www.guggenheim.org/new_york_index.html.

Museum of Radio and Television—Here visitors can select from more than 50,000 radio and television program tapes to listen to or watch at one of the 96 radio and television consoles. Find your favorite childhood program at http://www.mtr.org

Museum of Modern Art (MOMA)—This museum is home to the largest collection of modern art (artwork created since 1880) in the world. To see what exhibits are currently scheduled or shop at the online store, go to http://www.moma.org.

Spectacular, spectacular! After a long day of sessions and visiting the exhibit hall, what better way to cap off your evening than with a show? New York is home to Broadway—the most famous theater district in the world. Thirty-nine theaters are currently in operation. Whatever your theatrical taste—drama, comedy, musical revue—you can find it among the neon lights of Broadway. For a list of upcoming shows and to purchase tickets, go to www.playbill.com.

In the coming months we will continue to tell you about interesting things to see and do in New York. We hope you plan to join SLA in New York City for the 94th Annual Conference, June 7–13, to experience all the excitement SLA will bring to the Big Apple!
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Homeland Security
Should Be on
Everyone's Agenda
By Anthony Blue

The October communications column featured an article urging SLA members to get involved with SLA's Homeland Security Initiative (see the front page of virtual SLA). This month, we have decided to follow up that column by sharing the first of several letters SLA will be sending to the powers that be.

SLA is not endorsing the Homeland Security terminology or the various components of the bill before Congress. Our initiative is related solely to the value that special librarians and information professionals can offer in the functions related to knowledge management, content management, competitive intelligence, etc. We seek to inform executive, legislative, and corporate decision makers in the process.

Dear Tom Ridge,
I write to you on behalf of thousands of information experts who are ready to put their knowledge and skills to work to protect our freedom. Following the events of September 11th, it became abundantly clear that the efficient management of information would be a vital component of President Bush's National Strategy of Homeland Security. The Special Libraries Association represents thousands of information resource experts who are responsible for collecting, analyzing, and disseminating information to facilitate accurate decision making in their organizations. Using the Internet and other innovative technology as their resource tools, they organize, package, and present information in a way that maximizes its usefulness. Employed most frequently by corporations, academia, and government, these experts understand the vital role of credible information with respect to our nation's security and possess the best competencies to serve those needs.

In closing, ensuring homeland security is an enormous task that will not be accomplished overnight. It will require fundamental cooperation, information sharing, innovation, and knowledge exchange. If we are to succeed in this task, we must aggressively seek solutions to existing and future problems. It is our obligation and our national responsibility.

Sincerely,

Lynn K. Smith, CAE
Acting Executive Director
Special Libraries Association

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Maps and Copyright
By Laura Gasaway

Geographical maps have been eligible for copyright protection in the United States from the first copyright statute in 1790. To qualify for protection, a map has to meet the standard requirements for copyright found in Section 102(a) of the Copyright Act. It must be an original work of authorship, which means that the cartographer (deemed the "author" for copyright purposes) did not copy the work from someone else. Included in the originality requirement is a creativity standard—the work must possess at least minimal creativity in order to satisfy the originality requirement. The second requirement is fixation. A work must be fixed in a tangible medium of expression, now known or later developed. Maps have little difficulty meeting the fixation requirement, since by their nature they are fixed in a printed graphic format or stored on a computer server to be accessed repeatedly. The originality/creativity requirement is not always so easy for maps to satisfy.

The Copyright Office Regulations broadly define the word "map" to include "all published cartographic representations of area, such as terrestrial maps and atlases, marine charts, celestial maps and such three-dimensional works as globes and relief models."

Maps are a type of compilation. Section 101 of the Copyright Act defines a compilation as "a work formed by the collection and assembling of preexisting materials or data that are selected, coordinated, or arranged in such a way that the resulting work as a whole constitutes an original work of authorship." The elements that comprise a map are geographical features, graphic displays, and usually at least some minimal explanatory text. Feist v. Rural Telephone held that the compilation itself must be creative in order to qualify for copyright, although the standard for creativity is low. What makes a compilation original is selecting, arranging, indexing, or adding value to the work. One problem maps may encounter is that they are compilations of facts, and facts are not copyrightable, according to Section 102(b). Moreover, the way the geographic facts are displayed graphically is somewhat dictated by custom in the map-making industry. These problems have resulted in courts holding that maps have only "thin copyright" protection. Additionally, courts have been sensitive to the fact that protecting maps poses a greater threat of monopoly over geographic facts than protecting more fanciful works.

Early maps displayed much more creativity than maps today do. First, cartographers often were unable to observe all the topographical features of a given area and thus, had to guess how the land looked. Second, the standardization that now exists in the way certain geographic details are depicted is relatively recent.

Some modern maps, including those from satellite photographs, are totally factual. Such maps would lack the requisite creativity to qualify for copyright. Additionally, a huge number of maps are within the public domain. Maps produced by federal agencies such as the U.S. Geological Survey are among those in the public domain. Compilations of maps may be protected even though the individual maps do not qualify for protection; for example, a compilation of county maps that individually lack the necessary originality but that are assembled into a volume. The volume might also contain a number of indexes, a written history of each county, and facts and figures taken from the latest census. The compilation clearly has enough creativity to qualify for protection.

Some courts have required a higher standard of originality for a map. If the map consists of depictions of the 100 largest cities in the world, it would not be copyrightable. The selection of these cities is based on a fact (population size) and therefore would not be generally copyrightable. An original presentation of these cities on a map—such as using one city as the focal point and plotting the other 99 cities in a circle around it—would be original.

Libraries often have maps in their collections. Unfortunately, copyrighted maps are excluded from the Section 108 exemption that permits libraries to reproduce and distribute works under certain circumstances. Librarians likely would believe that reproducing one map from a collection such as the Rand McNally Road Atlas would be permitted under Section 108(d), but 108(f) says that the rights granted to libraries under Section 108 do not apply to pictorial, graphic, or sculptural works, except for preservation and those that are published as illustrations to works covered under subsection (d'), such as journal articles, books, and so on.

Thus, the only reproduction and distribution of maps that could be done for a user is under fair use, though this is much more likely to apply if only a portion of the map is copied.

3 1 Nimmer on Copyright § 208[A][3][b] (2002).
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Recognizing that we need programs that are interactive, cutting-edge, and low-cost, the Strategic Learning Team has developed the Virtual Seminar Series.

We have a very exciting lineup of learning experiences for you this year. These seminars—which use Web-based visuals and audioconferencing—are a great way to learn without leaving the workplace. Better yet, you can invite your colleagues to learn with you at one low tuition rate! If you are a member, you can purchase a seminar for only $185.

If you are not available at the time of the scheduled event, you can purchase a V-Pak (handouts, audiotape, and instructions for downloading the PowerPoint presentation). The cost for members is $95; for non-members, $145. The V-Pak makes it easy to view the seminar at your leisure. The best part of our seminar series is how easy it is. You can register today for our Virtual Seminar Series in only minutes.

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To learn more, or if you have any questions, e-mail us at learning@sla.org, call the Strategic Learning Hotline at 1-202-939-3627, or visit www.sla.org.

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**Upcoming Virtual Seminars**

**February 26, 2003**  
Speaker: John Deveney  
Topic: “Crisis Communication”

**April 23, 2003**  
Speaker: Randy Enghund  
Topic: “Organic Approach to Project Management”

**September 14, 2003**  
Speaker: Chris Olson  
Topic: “Library Branding”

**October 19, 2003**  
Speaker: Michael Kull  
Topic: “Knowledge Management”

**November 10, 2003**  
Speaker: Judy Seiss  
Topic: “The Invisible Librarian”

**December 3, 2003**  
Speakers: Jane Dysart & Rebecca Jones  
Topic: “Business Planning”
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On-the-Job Research: How Usable are Corporate Research Intranets?
by Alison J. Head with Shannon Staley

This full color industry report focuses on the usefulness and usability of research intranets—specialized internal and secure sites that make both internal and external research resources available to employees online. Based on a research study conducted at seven major companies in diverse industries, On-the-Job Research offers:

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- 32 major findings from sessions with employees at seven major corporations who tested their intranets with us.
- 24 recommendations for creating sites that are easier to use.
- Three case studies of sites are featured.

This report is a must-read for anyone who designs, manages, develops or evaluates corporate intranets.

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**Marketing Searchers in the Shifting Sands of Search**  
by Stephen Abram

Consider these three contradictions in the daily life of the professional searcher:

1. Many search pros find themselves teaching searching skills to end users, but the real gap in teaching is actually where to search.
2. Finding is what users want and what drives their search satisfaction; searching and rigorous, high-quality process is what librarians excel at. These are two very different value systems.
3. Effective searching (i.e., input) is only half the equation; search result display (i.e., output) is equally important. The search industry development action now is in understanding default displays and where the value lies, and manipulating display.

Ambiguity rules. How do we market professional searching skills if, by their very nature, there is an inherent contradiction between these skills and what the market needs and values? Selling ourselves as “search pros” when the buyers value “finding” is a disconnect. Selling input skills when buyers want the outputs is a disconnect. And marketing our narrow searching skills instead of our high-level search environment competencies is also a disconnect. The solution may be rather simple. We must doff our librarian prejudices and change our communications about what we offer by

1. Choosing searching tools that mitigate the mistakes of novice end users (Forgive them, Father, for they know not what they do.)
2. Never implying that our high-level searching skills are more than casually related to the armies of Googlers pounding their eager fingers on keyboards.
3. Developing a new language to discuss and market the key differences between free Web searches and finely tuned subscription search styles and skills. Advanced searching definitely doesn’t just mean more search boxes in the search form or enabling a few plug-in search buddy applications.

It’s the Context, Stupid

One challenge our end users face is seeing the breadth and depth of their searching “words” in the context of the big picture—the word stuff we eat and breathe (thesauri, dictionaries, authority files, dreaded ‘nym, etc.). There has been some real progress in this area. We know through search tracking that the average user almost always just types in a simple one- or two-word search—guilelessly unaware of the dangers of the unhinging pressing of the Enter button. Try the following two sites to see some pretty neat ways of providing context for simple word searches:

- **Kartoo** (http://www.kartoo.com/) is a multilingual (English, Portuguese, Italian, and French, so far) search engine that displays a simple search result as a solar system–style representation of the information domain you’re seeking. For instance, searching “Ostrogoths” results in a detailed display of all related terms organized around the central concept, additional information in float-overs, and simple drop-down access to hierarchically arranged metadata. It’s visually appealing and far more intuitive to end users who haven’t been corrupted by a professional education. It also understands the language context for those global searchers out there.
- **WiseNut** (http://www.wisenut.com/), now owned by LookSmart, is a similar concept, but it avoids the visual feel and sticks to a text result display. Again, it’s multilingual, with more than 25 languages, and is often listed in those speculative predictions of “Who’s the next Google” killer? Simple searches result in the usual list of the top 10 sites that match your request. The brilliant innovation is the addition of a list of metadata derived from the WiseNut categories. For instance, if the end user searches on “stock,” the top results are for stock market–type sites, but the WiseGuide Categories alert the user: to more than 120 other ways to refine the search or to find stock photography, stock in soup recipes, stock cars, or livestock on farms. This brings value and efficiency to the initial search while adding no steps or confusion.

Visually Identifying Whether I’m in the Right Place . . .

Have you searched and searched—only to find that you were searching a file or data set that was just the wrong place to be? It’s like trying to find a subway station in New York with a map of Toronto. Try some of the pilot demonstrations of the tools at *Antarcti.ca* (http://antarcti.ca/), where you can see an amazing implementation of *Antarcti.ca*’s **VisualNet software** on PubMed’s version of Medline. For instance, newbie searchers might try to search PubMed for information about hospital administration—after all, it’s all about medicine, right? **MESH**, viewed through the *Antarcti.ca* maps, shows you visually and simply—through the size of the colored
maps—the actual volume of information in the database on the topics it chooses to cover and focus on. This clearly is not Medline’s forte. Drilling down through topics where PubMed excels is a pleasure, as additional Antarctica algorithms lead you to key articles and references in the context of the whole body of information in the database. For end users who will never, ever learn MESH, this software has the potential to inoculate them from some, though not all, of the biggest searching mistakes.

Evaluating Quality—It’s Not Easy

It’s actually quite hard to evaluate quality in this world, where old brand names may or may not tell you something about the quality of their info, and new brands may still need to build their track record. There are a few emerging tools that can help us highlight some of the things we want end users to be aware of. I’ve found that Alexa Search is a great tool. Alexa (http://info.alexa.com) is a simple, downloadable plug-in that shows you useful information about the website you’re viewing, such as:

- Owner of the site
- Traffic ranking
- Number of hyperlinks going into the site
- Reviews of the site
- Number of pages in the site

There is the proverbial snowball’s chance that information professionals will be able to stop the end user searching juggernaut. We probably don’t want to. We can use it to our advantage, by marketing and recommending tools and techniques that help end users, while simultaneously and surreptitiously highlighting the reasons to use search professionals for advice and power searching for the mission-critical, higher-risk decisions. That’s valuable enterprisewide marketing.

In the coming issues of Information Outlook, I will be looking at other emerging or maybe-ready-for-prime-time technologies. I would be happy to hear from you; so, send me an e-mail.

Products mentioned are not endorsed by Stephen Abram, Micromedia ProQuest, or SLA. They are used here for illustrative purposes to highlight the types of technology opportunities that are coming to market.

Stephen Abram
is vice president of
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He can be reached at
sabram@micromedia.ca.

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Former US Secretary of State

David McCullough
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Nominations for IFLA Sections
Are you interested in serving as an SLA representative to the International Federation of Library Associations and Institutions (IFLA)? If so, please contact Stephanie A. Russell at stephanie@sla.org for complete details regarding the nomination process and available IFLA sections. You can also visit IFLA’s website at http://ifla.org for additional information. In mid-November, IFLA will send SLA all deadline requirements for the nominating process.

SLA Helps Present Teleconference
SLA has joined with the American Association of Law Libraries, the American Library Association, the Medical Library Association, and the Association of Research Libraries to sponsor “Safeguarding Our Patrons’ Privacy: What Every Librarian Needs To Know About the USA Patriot Act and Related Anti-Terrorism Measures.”

This teleconference will provide libraries and their governing institutions with an analysis of the implications of the recent anti-terrorism measures, including the USA Patriot Act, the attorney general’s guidelines expanding the investigative powers of the FBI, and the Homeland Security Act. Panelists will address the key legal issues and policy implications for libraries as well as the impact of legislative and regulatory proposals on the privacy and First Amendment rights of library users. Panelists will also identify steps that institutions need to take to comply with proper search warrants, subpoenas, and wiretap requests from law enforcement.

LISA IV Fourth Conference Held in Prague
The fourth conference on Library and Information Services in Astronomy (LISA IV), was held July 2-5, 2002, in Prague, Czech Republic, hosted by the Astronomical Institute of Charles University and the Astronomical Institute of the Academy of Sciences of the Czech Republic. The conference theme, “Emerging and Preserving: Providing Astronomical Information in the Digital Age,” emphasized the vast changes librarians and other information professionals are facing today. The conference brought together almost 100 librarians, astronomers, publishers, and computer specialists representing astronomical institutes, observatories, and affiliated organizations worldwide.

Sessions focused on mastering new roles and new tools; physical versus electronic libraries; trends, collaborations, and models in electronic publications; networking among astronomy librarians; virtual observatory projects; preservation and history of astronomy; bibliometrics; library user requirements; and innovative services and projects in developing countries. The 30 excellent poster presentations gave further insight into ongoing projects and developments in astronomy libraries and institutes, and provided a glimpse of the rich history and varied collections of a diverse group of libraries.

The conference proceedings will be published later this year by the U.S. Naval Observatory. As papers proceed through the editorial process, electronic versions will be available on the Web at http://www.eso.org/libraries/lisa4/.

Harlow Receives Promotion
Jeanette Harlow has been appointed director of the American Hospital Association (AHA) Resource Center, Chicago, IL. In this role, she is responsible for overall leadership and administration of the Resource Center, as well as the Center for Hospital and Healthcare Administration History and the National Information Center for Health Services Administration. Harlow has been with the AHA since 1986. She was previously manager of information services.
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Electronic Delivery—Progress or Decline
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Internet Librarian 2002
November 4-6
Palm Springs, CA, USA
www.infotoday.com

104th Annual California Library Assoc. Conference & Exhibition
November 15-18
Sacramento, CA, USA
www.sla.org/division/dml/ index.html

December 2002
Military Librarians
Workshop
December 3-5
Richmond, VA, USA
www.sla.org/division/dml/ index.html

SLA's Virtual Seminar
December 4
2:00 p.m.—3:00 p.m.
www.sla.org/content/
Events/distance/
vlrssem2002/index.cfm

January 2003
Association for Library and Information Science Education (ALISE) National Conference
January 21-24
Philadelphia, PA, USA
www.alise.org

SLA 2003 Winter Meeting
January 23-25
New Orleans, LA, USA
www.sla.org

March 2003
Alaska Library Association
2003 Conference
March 6-9, 2003
Juneau, AK, USA
http://www.aila.org/
Juneau2003/juneau.htm

Computers in Libraries 2003
March 12-14
Washington, DC, USA
www.infotoday.com

April 2003
The Association for Information and Image Management (AIIM)
April 7-9
New York, NY, USA
www.aiim.com

Buying and Selling E-Content
April 13-15
Scottsdale, AZ, USA
www.infotoday.com

May 2003
INFOtoday 2003
May 6-8
New York, NY, USA
www.infotoday.com

August 2003
Association for Computing Machinery
HyperText 03
August 26-30
Nottingham, UK
http://www.ht03.org/

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