

MARKETING

Treasures

featuring: Ideas, Hints & Pointers
on Promotions, Public Relations,
Marketing Research

plus: Calendar of Events
Book & Journal Reviews,
Graphics

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Marketing Audits Point Out Problems and Opportunities.

From time to time, libraries need to take a critical look at their overall marketing performance. Marketing, being a dynamic activity, is a management function where objectives, policies, strategies and programs can easily become obsolete. A major tool for assessing your library's opportunities and operations, a marketing audit is used as a systematic method for preparing or assessing a current marketing program.

A marketing audit covers all major marketing issues facing a library. There are many marketing audit guidelines in the published literature. Personal experience has shown the marketing audit guides contained in the texts of Philip Kotler are the easiest to implement. The following comments are based on the audit guideline in "Marketing Professional Services" by Philip Kotler and Paul Bloom, 1984.

The first audit consideration is the library's environment: macroenvironment and task. If your library exists in a corporate setting, then the macroenvironment is the company itself. Public libraries need to be concerned about the community they serve. Macroenvironment questions include demographic developments, economic conditions and trends, technology impacts, political situations and cultural changes. Many times librarians will need to look beyond the immediate organization or community and to the larger picture of society and government trends. Taking into consideration the political situation on the federal, state or local level may point to conditions requiring planning today in order to successfully meet future challenges.

Looking at the task environment of your library involves understanding conditions closely related to your marketing efforts. Starting with the library's markets, the audit looks at major market segment

characteristics such as size, growth, and geographic distribution. A segment of your market, your current clients, can contribute important information on how the library rates in comparison to competitors, and in respect to reputation, service quality, fees and helpfulness. Identifying the library's major competitors and forecasting future competition will help prepare your library to create a competitive strategy. If your library's services are dependent upon outside suppliers such as database vendors or document delivery services, examine the trends of these suppliers and recognize the impact they have on the quality, delivery and price of your services.

The second part of a marketing audit examines your current marketing objectives and strategy. The audit tests if you have enough resources to accomplish the marketing objectives and what proportion of resources are allocated to each of the marketing mix elements (product, price, placement, promotion).

At some point in an audit, the formal organization structure (Marketing Department) is examined for efficiency. Since most libraries delegate marketing to one person (especially one-person libraries) or a committee, this section of the audit may seem inappropriate. However, remember that regardless of who is responsible for marketing your library, they should work together with the staff members on the 'front lines'. Marketing is everyone's job, from the director to the person shelving the books. Be sure there are good communications and everyone understands their role in the overall plan.

The third consideration of an audit is the library's marketing information systems (MKIS). An MKIS does not have to be automated, but it does have to systematically collect and present intelligence on your library's service offering, competitors, and clients. Circulation figures, inter-library loans, reference requests, and online searches are all examples of statistics typically gathered in libraries. Your audit

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Pearls of Wisdom

The Sterling C. Evans Library at the Texas A&M University recently held an interesting fundraising event - a tasting gala. Featuring recipes from the University Mother's Club cookbook, the food sampling event also included an auction and book sale. The event raised over \$2,750 for the Library. If you're interested in raising money for your library, you can get details from the Sterling Library Director. If you're looking for a public relations event idea, think about compiling a cookbook and holding a tasting event some afternoon. The cookbook recipes could even have an information service theme to them ...

Food for Thought...

What is a watermark, that ghostlike impression you've noticed on some papers? It's called a watermark because at the time of production, the paper substance consists of about 95% water. The actual mark is produced by using a bronze wire, woven into the shape of a design, that is pressed into the paper as it is being made. The first watermark appeared in 1282 as a paper master's artistic mark. Today, watermarks are used to certify the grade or quality of paper and the paper manufacturer's name. Looking for 100% recycled paper? Call Tad Kline (616/683-1100) in the Sales Promotion Department of the French Paper Company and ask for the phone number of the nearest paper merchant in your area that carries Speckleton. Speckleton is a paper made by French that is earthy and rich in texture. The paper has a unique look and feel, is moderately priced, and saves trees. Ask your paper merchant for a paper sample swatch book.

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

While you're talking to your local paper merchant, ask if they will send you a copy of the Pocket Pal published by International Paper Company. The 'Pal' is a handy paperback that describes in a condensed format major concepts for producing printed materials. You can also purchase the 'Pal' at graphic supply stores for about \$7 - \$10.

Here's a neat idea. A federal government library has taken the phone rolldex card concept and expanded it into a mini-brochure that fits into a rolldex file. The brochure booklet has a slot where it fits in the file and has index tabs pointing to various services. Samples are not available, but I think you can visualize it. Now you can give your brochures the illusion of two colors quickly and easily. Intergraphix Corporation has introduced Quickcolor Formats, a preprinted paper for producing instant wrap-around background color for brochures, pamphlets, self-mailers and newsletters. It comes in 8 1/2" x 11" white sheets with solid color covering 2/3 of the other side. The paper will work in laser and ink jet printers as well as photocopiers. It's available in four colors and costs \$9.95 for 100 sheets. You can obtain samples by writing to Intergraphix Corp, 1356 Washington St., Weymouth, MA 02189 (617/331-8088). Consider using this paper with graphics from Cut & Paste for producing low cost, promo pieces.

If you are selecting paper for your stationery, and use a laser printer in the office, be aware that highly textured papers do not hold laser inks very well, especially where the paper is folded for letter correspondence. Several paper manufacturers have recognized the problem, and now offer paper especially made for laser printers. If your graphic designer or printer is not aware of this, talk directly to your local paper merchant. Ask for paper samples that you can put through your laser printer. Be sure to fold the paper with print on it to test how well the ink stays on the paper.

The Marketing Section of the Special Library Association's Library Management Division is preparing its first Marketing Swap and Shop session for the SLA Annual Conference in Denver. Scheduled for Monday, June 13 at 10:00 a.m. to noon, the session will display library promotion and PR pieces, offer concurrent

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Worth Its Weight in Gold

This issue of MT includes the first Cut & Paste graphics sheet. Two more sheets will be sent in the coming subscription year. Each sheet contains original artwork in camera-ready form. This means you can have these printed or photocopied. **DO NOT** photocopy a graphic and then have it printed. You will be disappointed with the quality. If you want duplicate copies of the graphics, ask your printer or designer to make camera-ready copies for you. Or send \$7.50 to CO&A and we will send another sheet.

To facilitate any enhancements you might want to make to these graphics, we have supplied you with the typeface name and point size. When this Cut & Paste sheet was designed, each graphic was considered in the context of a communications task. There are plenty of applications, but to help you get started, here are some ideas.

Border design. This can be placed horizontally or vertically on a page for a report cover, logo, newsletter masthead, display ad, brochure.

Type variations. Hopefully you'll be able to construct the name of your library from these words. Words can be used alone or placed in the border design. For short words, think about moving the type to one end of the border and not in the middle.

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Sparkling Reviews

Strategic Marketing for Nonprofit Organizations, 3rd ed. Philip Kotler and Alan Andreasen, Prentice-Hall, 1987. ISBN 0-13-851205-1

If you think this title sounds suspiciously like another Kotler marketing text, you're right. The truth is, Strategic Marketing... is the revised edition of Kotler's often quoted text Marketing for Nonprofit Organizations.

Unlike the last text, where libraries were given a token nod, this new book contains several instances of marketing functions applied to typical library situations. For example, there is a lengthy presentation of using the cost/benefit analysis approach to researching whether a

Promotion Gems

An aspect of design frequently overlooked in printed pieces is legibility. Speaking from experience, it's very easy to get caught up in design and ignore whether the typeset message is easy to read - legible - in a brochure, map or direct mail piece. There are a number of rules surrounding the subject of legibility; some are scientifically proven, others are not. The next time you sit down with a copy writer, graphic designer, or yourself, remember these points:

1. Large amounts of text set in capital letters require more time to read than text set in lowercase letters.
2. Large blocks of text set in italic slow the reader slightly; readers prefer roman to italic type.
3. Unjustified or ragged right margin settings are read as fast as justified lines of type.
4. Reverse type, white type on a black background - slows reading by approximately 10%.
5. Readers prefer type faces with serifs if there is a lot of material to read. (Serifs are those little fine lines that finish off the ends of letters. What you are reading now has serifs, the headings in MT have no serifs and is a 'sans serif' typeface.)
6. High-gloss papers can interfere with reading. Use dull coated papers when you know lighting conditions will cause a glare.
7. Solid, bold face type, when used repeatedly, will compete for the reader's eye. Select the message you want the reader to see first using the boldface type, then use smaller type and shading to provide visual perception of depth.

library should add a line of rental videocassettes to its service offering. Other examples include developing new library services, distribution channels, and measurement, evaluation, and control of library services.

This revised edition warrants purchase consideration, even if you have the old title. This edition has more examples and the topics have been rearranged making the material easier to follow and understand. The contents have been updated and include recent marketing concepts not available in the other editions. There are an lot of strategic marketing concepts packed into its 660 pages, making it not light reading, but still a must for professionals like yourself.

Worth Its Weight from page 3

Food For Thought. With the Holidays coming up and the idea from the Sterling Library, how can you miss! Use for invitations to your open-houses or as a logo design for service announcements.

Coupon. This coupon can be enlarged. Fill in the blanks as appropriate. Notice it says Value, alluding to the value of your services. Print the coupon in newsletters, insert in paychecks, place under windshield wipers, distribute at cafeteria or accompany with information products to encourage repeat customers.

You're Invited, Announcing, Introducing, We Deliver. If you get the Quickcolor paper noted in Pearls, fold the paper horizontally so only a 2 inch margin of white shows against the color. Paste one of these headlines on the white margin. Lift the flap and type the rest of the information. Remember to construct your camera-ready copy on white paper and visualize the position of the paper in your photocopier.

Pearls of Wisdom from page 2

poster sessions on marketing activities, and for the early birds, samples of the display items. Session organizers, Milt Temberg (415/643-6471), and Elizabeth Bibby (404/446-1400 ext. 235) are looking for: 1. people in the Denver area who can accept sample materials, 2. examples of library promotion items for display and distribution during the session (about 200 copies), and 3. individuals interested in talking about their marketing activities at 15 minute poster sessions.

Audits from page 1

may identify plenty of library, but are the numbers used to forecast market potential, analyze profit centers, or measure the effectiveness of your latest promotion effort?

Finally, your library marketing audit will consider each of following marketing mix functions: services and products, price objectives and fees, distribution, personal contact and selling, advertising and public relations.

The purpose of a marketing audit is to judge whether your library is performing optimally from a marketing point of view. Recommendations for improving performance will arise from the audit and contribute to your overall strategic marketing plans.

The size of the library and its marketing activity affects the level of effort required to conduct a marketing audit. Because the audit considers many of the same functions as a marketing plan, it is easy to lapse into planning. Remember, the audit is not a marketing plan, but an independent appraisal of the main marketing problems and opportunities facing your library today, and what can be done about them.

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Marketing Treasures welcomes your comments and suggestions. Please contact Chris Olson at (301) 647-6708.

The Crystal Ball

November 18 - 20th

12th Annual National Association of Government Communicators Conference at the Rosslyn Westpark Hotel, Arlington, VA. Contact: 703/823-4821.

November 30 - December 2

The 9th Annual National Media Conference & Public Relations Forum, New York City. Contact 800/634-4020 (212-819-9310 in NY).

December 5

"How To Convince Your Upper Management That You Are Indispensable" presented by Karen Renninger at the Management Interest Group of the D.C. Library Assoc. in Washington, D.C. Contact: Doria Beachell 202/287-6055.

1988

The following seminars will be led by Alice Warner at the SLA Mid Winter Conference in Williamsburg. Contact: Kathy Warye 202/234-4700.

January 29

"Fee-Based Service: Intrapreneurship"

January 30

"Budgets and Libraries"

January 31

"Fee-Based Services: Entrepreneurship"

February 19

"Making Money: Fees for Information Services" led by Alice Warner in Sacramento, California. Contact: Dena Sehr 916/453-3529.

March 7,8,9

"Marketing and Public Relations" unit of the SLA Middle Management Institute led by Chris Olson in New York City. Contact: Kathy Warye 202/234-4700.

March 26

"Design and Development of Promotional Materials" led by Chris Olson in Bloomington, Indiana. Contact: Gwen Pershing 812/335-7686.

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Editor's Note: Many of the images on this clip art sheet are now available at www.LibraryClipArt.com

35 pt. maximal bold

22 pt. triumph tale heavy

14 pt. english times

9 pt. triumvirato med um



Food for Thought

42 pt. galamond bold condensed

65 pt. abel curvace

*You're
Invited*

ANNOUNCING

36 pt. windsor outline

INTRODUCING

40 pt. avant garde medium

we



deliver

72 pt. bold bold