

Marketing Matters

Maintaining a visible, viable and vibrant information service

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*Trouble shooting your information services
Information audits - workshops - marketing - training*

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Me? Sell?

The aim of marketing is to know and understand the customer so well the product or service fits him and sells itself.

Peter F. Drucker 1909-2005 Management Consultant,
Author

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Marketing is 'satisfying customer needs'.
As much attitude as action, and as much
perspective as planning.

Marketing – An Introduction. Armstrong, Kotler, Harker and Brennan 2009

The marketing journey



Knowing your customers

- Where do they go for information
- What do they *really* think about your service
- How do they operate
- What are their key business issues
- What are the current enablers and barriers to effective exploitation of information
- Why don't they use the library
- Do they share information with others

Information/Knowledge Audits

Understanding your market in order to improve information management
in line with business objectives

- Define objectives and scope
- Questionnaires, discussion groups, interviews, observation
- Users and non-users

Information to collect

- Individual and business needs
- Information resources used
- Usefulness, quality
- Creation and maintenance
- Behaviours, attitudes and perceptions
- Opinions, suggestions, issues

Qualitative or quantitative

Audits: some outcomes

- Clear view of the state of the information environment
- Identify gaps, duplication, redundancies, barriers
- Identify good practice
- Re-purpose existing information and knowledge
- Prioritise - value or costs
- Guide IT investment and strategy
- Develop a strategy in line with business requirements

Users

**Don't know
why I am
providing this**

**Can't see
where the
Info Dept
can help**

**Wish we had
one database to
avoid duplication**

**No-one else
needs this
information**

**Yes, we have
a Library - I think**

**Wish this was
available
electronically**

**I have
everything
I need**

**I'm OK -
I can use
Google**

**Don't know
where to look
for this**

Possible Spin-offs

- **Asset Register**
 - List of resources – hard and soft
 - Responsibilities
 - Location
 - Quality
- **Workflow**
 - Map the journey
 - Identify bottlenecks
 - Identify gaps

SWOT analysis

- Strengths
- Weaknesses
- Opportunities
- Threats



Strengths

- Specialised knowledge and different backgrounds
- An inquisitive mind
- Good access to information
- An information-hungry sector
- Traditional skills re-emerging
 - **searching and evaluating info from different sources**
 - **identifying quality sources**
 - **metadata and taxonomy**
- Hidden skills:
 - **Negotiating**
 - **Managing projects**

Weaknesses

- The name/image
- Support service
- Competitors
- Confidence
- Marketing/Selling
- Risk-averse
- Soft skills
- Too helpful sometimes
- Not enough visibility

Threats

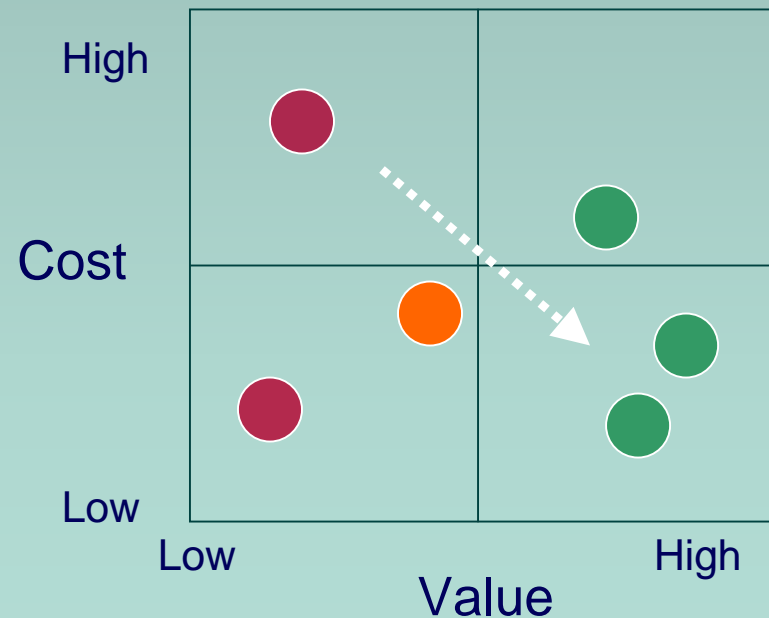
- IT is the solution
- Others fill the gap
- Knowledge Management
- DIY information
- Suppliers target users directly
- Suppliers offer complete packages
- Outsourcing

Opportunities

- A receptive audience
- Audience is technologically savvy but information illiterate
- Information disorder eg in intranets
- Semantic web etc
- Our information cousins:
 - Knowledge Management
 - EDRM
 - Information systems/ technology
- Facilitate communication, social networks
- New Roles
 - Consultancy, advice, training
- Evidence-based everything

Other methods

- PEST: Political, Economic, Social and Technological influences
- Boston matrix



The external market

- Competitor organisations
- Professional bodies/institutes
- Trade organisations
- The e-information world



Internal competitors

- Research Information
- Business Information
- Knowledge Management
- Content Management - taxonomies, etc
- Intranet
- Records and Document Management
- E-learning
- Competitive Intelligence
- IT
- Market Research
- Corporate affairs
- Planning

The marketing journey



A marketing strategy and plan

Objectives and how to achieve them

Should:

- Reflect the organisation's strategic aims
- Supported from the top
- Win the hearts and minds of users
- Win the hearts and minds of information staff
- Demonstrate value backed up by evidence



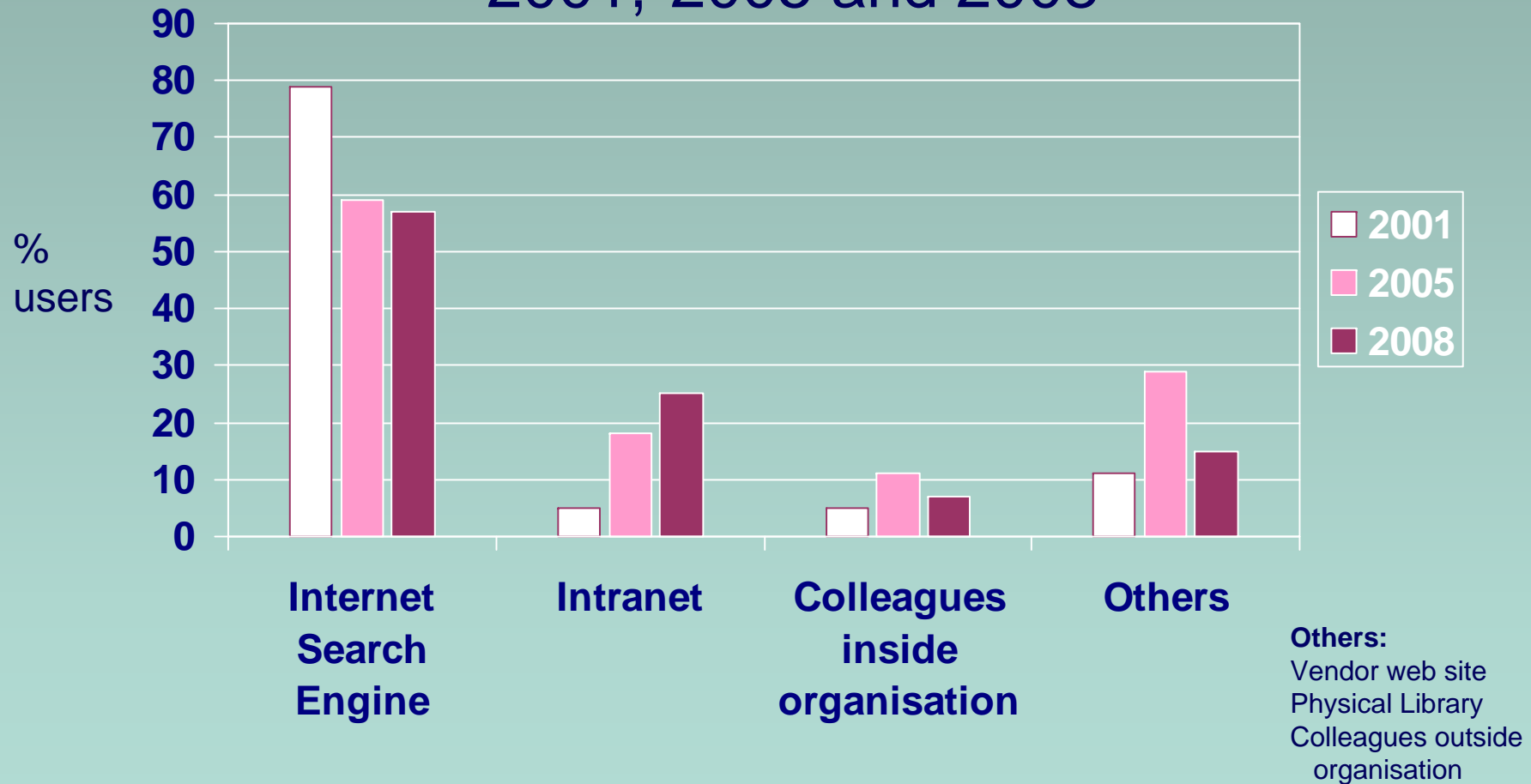
Evidence, evidence, evidence

Demonstrating value

- Internal data – outcome of audit
- Anecdotes, case studies
- Comparisons, benchmarking, competitors
- Published information
 - Outsell
 - Capgemimi

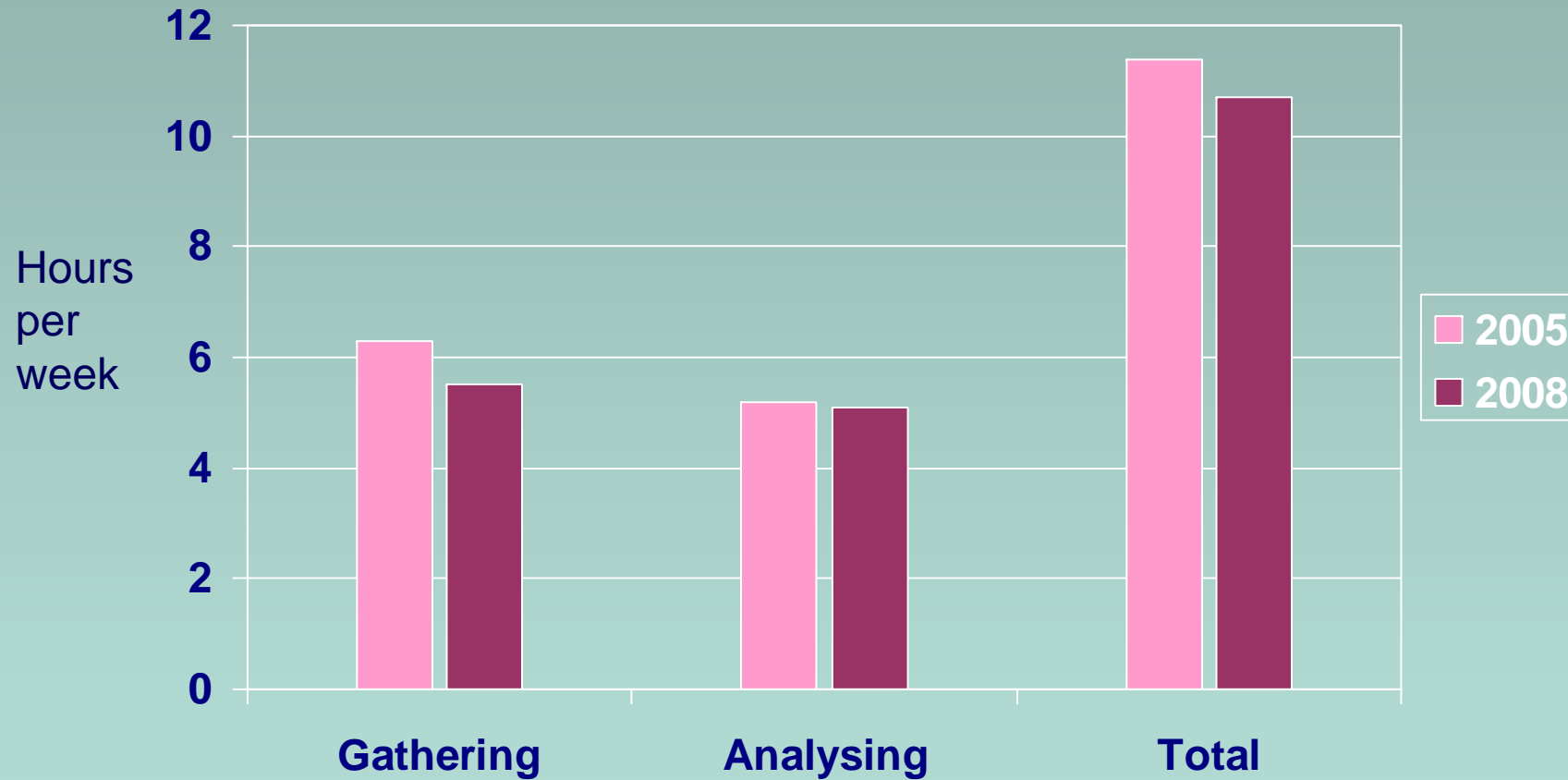
Preferred methods for obtaining information

2001, 2005 and 2008



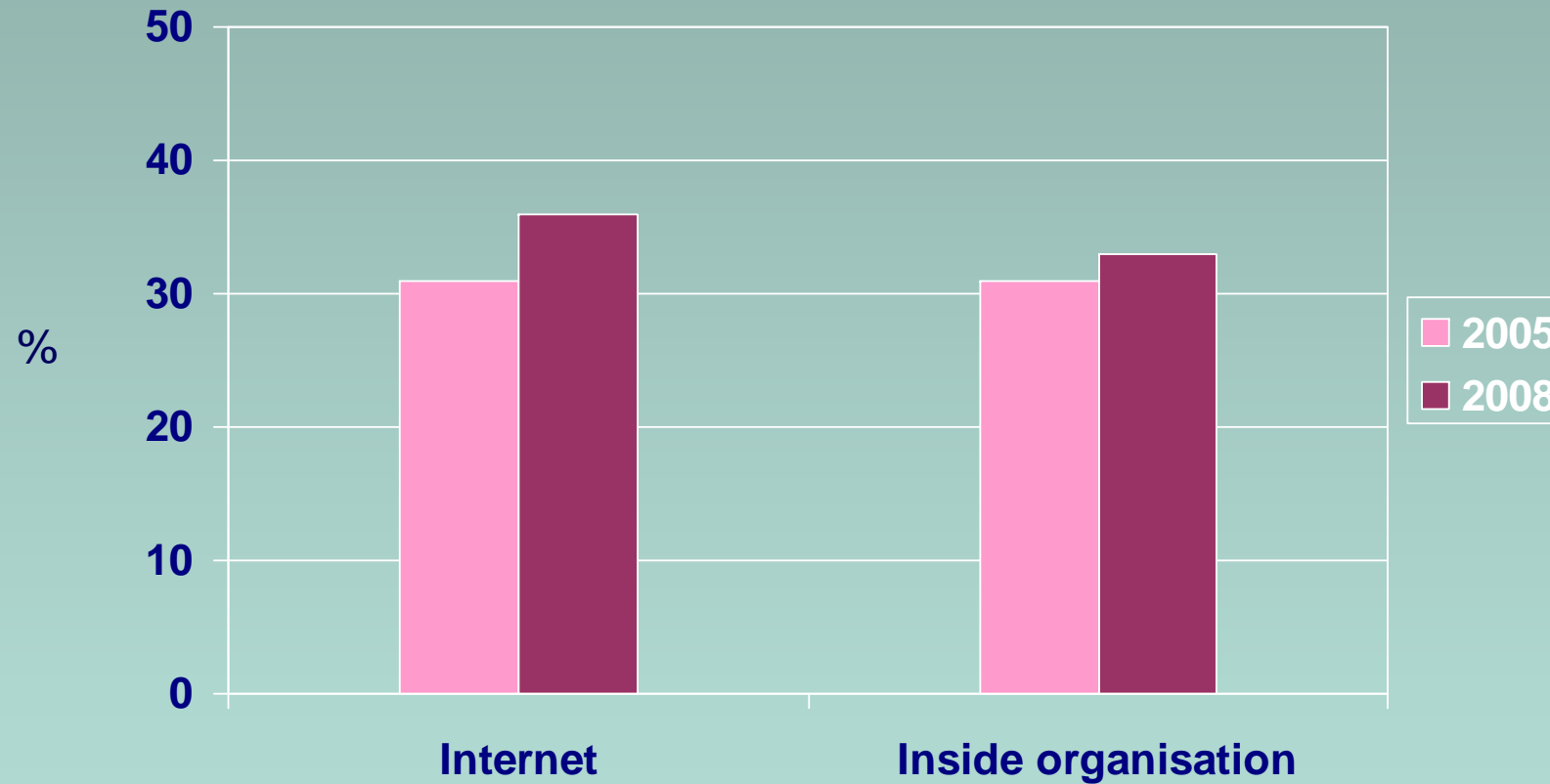
Source: Outsell Inc. End User Update 2009 Overview for Information Managers (5660 knowledge workers in corporate, education, government and healthcare. 500 in UK)

Time Spent on Information Tasks 2005 and 2008



Source: Outsell Inc. End User Update 2009 Overview for Information Managers

Search failure rates 2005 and 2008



Source: Outsell Inc. End User Update 2009 Overview for Information Managers



**“Failure to exploit information loses
UK economy £67 billion a year”**

- IT can often become an inhibitor to improving business performance rather than an enabler
- Increased investments in technology means effectiveness in information exploitation is declining
- IT investments are focused behind the wrong objectives. Installing an expensive package won't deliver improved business performance
- The conclusion that a particular technology is the answer is not the right answer

Success factors

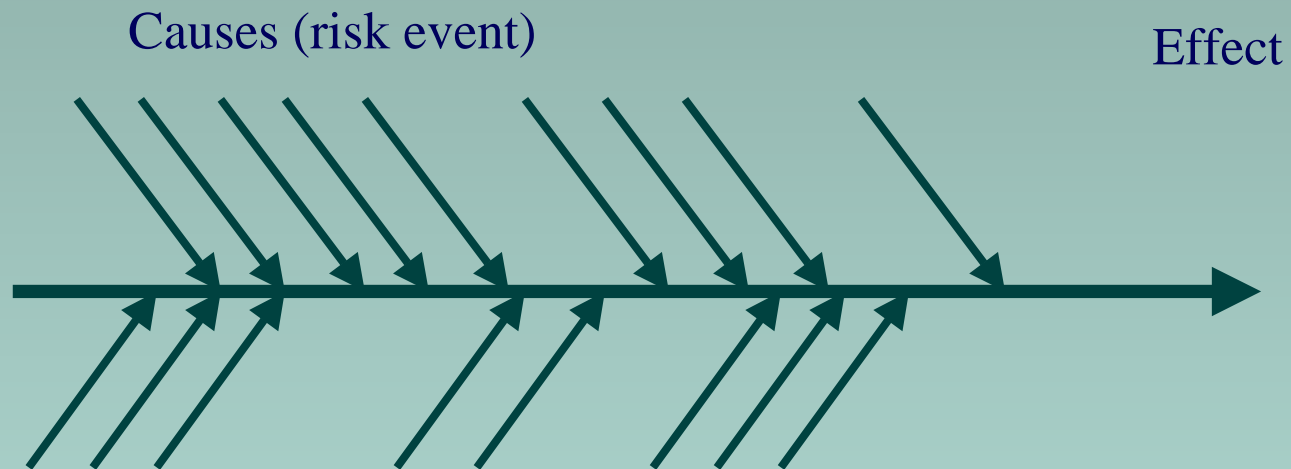
- Information is a strategic corporate asset. Unlike many other assets the more it is used, the higher value it will deliver.
- Creation of an information culture must be led from the top.
- Expect to make changes to staff behaviour and skills.

A risk management perspective

- Traditionally based on clear financial RoI, with clear financial data for 'return' and 'investment'
- Difficult to demonstrate with service functions
- Approach from a different perspective – cause and effect
- Begin with the identification of risks with the view to mitigating the effects

Risk analysis

Fishbone diagram



Risk event	Probability of occurring (Score 1-5)	Impact/severity (Score 1-5)	Risk (p x i)

Examples

Risks

- Not having the relevant clinical guidelines/information when answering enquiries
- Not having relevant legislation available
- Not having details of customer when dealing with them on the telephone
- Absence of competitor information at crucial times

Effect/Consequences

- Professional negligence litigation
- Loss of customers
- Loss of income
- Loss of reputation
- Loss of market share

Risk management approaches

- Identify and score key risks
- Work with Risk Manager and focus on information–dependent activities
- Discuss at Board Level
- Introduce activities to minimise risk
- Monitor and measure the impact

Establishing the Rol for Information Services

- An asset not an overhead
- Look at added value that the service brings – linking client to data, training, policies publications etc.
- Map examples of projects where info has been used and specify the outcome/value

Value of information

- Measure usage
- Add cost
- Time saved converted to a cost saving and a value figure

A marketing strategy

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The marketing journey



Think Marketing

- Think asset, not cost
- Understand the organisation's strategic objectives and the current key issues
- Embed yourself in a business flow rather than acting as providers of content
- Make sure the decision makers know who you are
- Communicate, communicate, communicate



The process

- Market segmentation and targeting (**Vauxhall Zaffira**)
- Value proposition – define the value delivered to the customer (**Prius**)
- Market mix: Product – pricing – packaging – promotion
- Product development/extensions (**Starbucks**)
- Customer relationships (**ING vs Barclays**)
- Partnership relationships (**Sony Ericsson**)
- Customer loyalty (**Starbucks**)

Top ten tips for active marketing

1. G.O.Y.A.
2. Develop champions to promote, test and feed back
3. Influence influencers, hold customer events
4. Get to know your internal competitors or collaborators
5. Have your lift talk ready
6. Get involved/embedded, lead
7. Use appropriate web-based, fee-based and social media tools
8. Develop an identity, brand, USP, tag line
9. Use a mix of promotional material – leaflets, business cards, blogs, twitters
10. Offer proactive quick wins or loss leaders

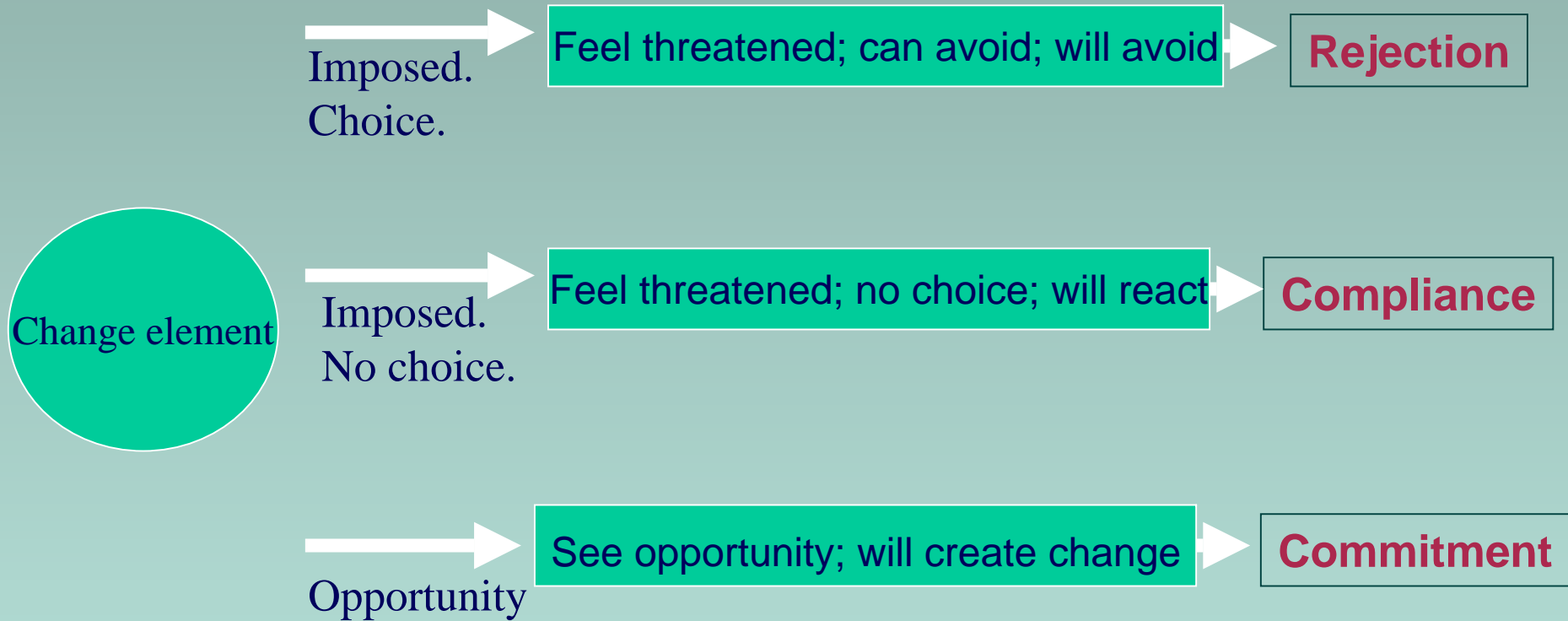
Barriers

- Changing the culture
 - Shared values, attitudes, beliefs and behaviours of an organisation
 - or “The way we do things around here”
- Behavioural change

The difficulty of making improvements that have an impact on culture

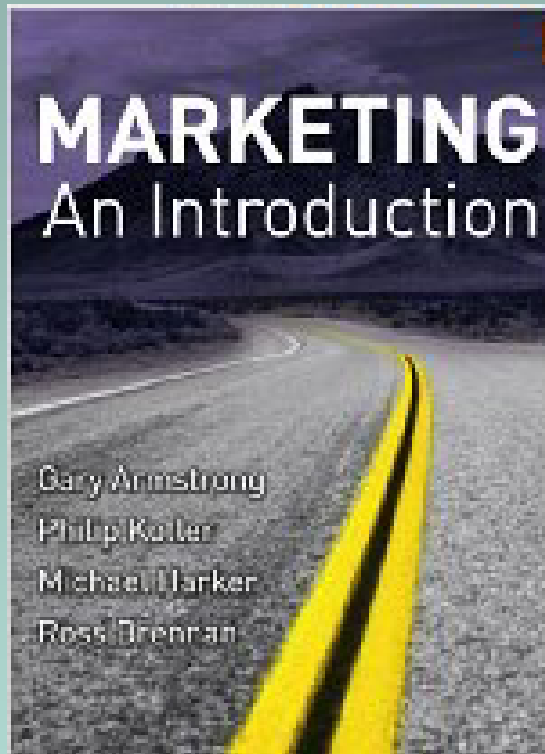
Improvement in:	Requires:
Efficient execution of marketing proposals	Being open to new ways of working
Confidence to market	Confidence in the products/service Looking the part Thinking the part
Increasing visibility	Allowing time to visit, blog etc
Involvement in new projects	Establishment of credibility Demonstration of expertise Collaborative/diplomacy skills
Innovative solutions eg information delivery methods	Open knowledge-sharing No blaming, no fear Some risk-taking
Achieving common purposes and goals eg promoting knowledge and information within organisation	Putting overall goals before personal and departmental goals

Releasing the energy for change



Successful change

- Unfreeze, move, re-freeze
- Open discussions, collaboration
- Listen
- Keep organisational goals in mind
- Adopt a common identity
- Acknowledge that it will be difficult at the beginning
- Firm and fair
- Be prepared to change your mind, if necessary



Gary Armstrong
Philip Kotler
Michael Harker
Ross Brennan

Pearson Education, Harlow. 2009

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