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AGARD ADVISORY REPORT 326

Marketing Tools for Increasing Proactivity in Technical Information Centers

(Les outils de marketing dans la stimulation
de la proactivité au sein des infocentres)

*This Advisory Report was prepared from a presentation to the
Technical Information Panel of AGARD, 27th—28th April, 1993, Rome, Italy.*



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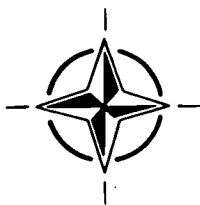
(Les outils de marketing dans la stimulation
de la proactivité au sein des infocentres)

by

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North Atlantic Treaty Organization
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Preface

This report is derived from a one-and-a-half day seminar presented to members of the AGARD Technical Information Panel (TIP) during their meeting in Rome, Italy, April 27-28, 1993. The seminar presented the basic tools necessary for implementing marketing management programs in technical information centers and services based in government agencies.

The materials developed for the seminar attendees have been compiled and annotated for this report. While the report cannot offer all the examples and interactive learning opportunities encountered in the actual seminar, it is hoped that the following pages will help the reader to gain insight into the marketing process as it applies to information management in all types of libraries and information centers.

This report does not pretend to offer an in-depth look at marketing management techniques. Instead, it aims to provoke thought and reflection on the reader's own marketing activities and to provide a foundation on which to build a greater understanding of the role that marketing management plays in the everyday management of information services.

An approach taken in this report should be noted at this time. Individuals typically referred to by many information professionals as "users" or "patrons" are called "customers" in this report. It is the author's belief that libraries and information centers are businesses — regardless of the environment in which they operate. As businesses, libraries have customers.

Préface

Ce rapport tire son origine d'un colloque organisé à l'intention des membres du Panel AGARD de l'Information technique lors de sa réunion à Rome en Italie du 27 au 28 avril 1993. Le colloque a présenté les outils de base nécessaires à la mise en oeuvre des programmes de gestion du marketing dans les services et les centres d'information technique des agences gouvernementales.

Les documents fournis aux participants ont été recueillis et annotés aux fins du présent rapport. Quoique le rapport ne puisse pas présenter tous les exemples exposés ni toutes les occasions d'apprentissage interactif offertes lors du colloque lui-même, nous espérons que les pages qui suivent communiqueront au lecteur un aperçu du processus du marketing tel qu'il s'applique à la gestion de l'information dans tout type de bibliothèque et d'infocentre.

Ce rapport n'a pas la prétention de proposer une évaluation approfondie des techniques de gestion du marketing. Il a plutôt pour objectif d'amorcer une réflexion de la part du lecteur sur ses propres activités de marketing et de fournir les bases d'une meilleure compréhension du rôle de la gestion du marketing dans le management quotidien des services d'information.

Un aspect en particulier de la rédaction de ce document est à noter. Les personnes habituellement désignées comme des "utilisateurs" ou des "habitues" par bon nombre de professionnels de l'information sont appelés "clients" dans ce rapport. L'auteur est convaincu que les bibliothèques et les infocentres sont des entreprises — quel que soit le contexte administratif dans lequel ils se trouvent. En tant qu'entreprises, les bibliothèques ont des clients.

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1. What is Marketing ?

“Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives.”

American Marketing Association Board, 1985

Let's start at the beginning. Marketing is a process of activities that fosters an exchange between two parties, be they individuals or organizations. One party has something that the other party wants. An exchange occurs. Marketing facilitates the exchange process by ensuring that one party has what the other party is willing to enter into the exchange process for. Any number of factors can interrupt the exchange process; for example, a product can be too expensive, not needed, difficult to get, not inviting. The marketing process helps to overcome obstacles to a smooth exchange.

For information professionals the 1985 definition of marketing adopted by the American Marketing Association is especially meaningful, because it distinguishes “goods” and “services,” laying the foundation for marketing strategies that differ in their approach for the two different types of “products.”

Most services, such as hotel, airline, banking, child care, and information services, pose a particular problem: The service doesn't exist until someone needs it. The service is intangible. Unlike goods that can be seen and tried before purchase, services are invisible until needed. Ah, and there's the rub. If you can't see it, how do you market it? How do you go about convincing a potential customer that your service deserves an exchange? With the recognition of the differences between goods and services came the identification of how to adapt established marketing management tools to the unique conditions surrounding the successful exchange of services. The discovery of service-oriented marketing techniques continues today as our economies become increasingly based on services instead of industrial products.

“Marketing and selling are not the same thing. Selling is concerned with trying to get people to want what you have. Marketing is concerned with trying to have what people will want. Selling starts with taking to the marketplace what comes out of the factory. Marketing starts with trying to make in the factory what will sell in the marketplace. Marketing starts with trying to understand what people want and value, looking at the choices and resources (like money, time, etc.) available to them, and then designing products, delivery systems, sales programs, communications, price and a lot of other things appropriate to what you've found out about those people.”

*Theodore Levitt, “Commentary on Modern Marketing” in
Principles of Marketing Management, Richard P. Bagozzi, 1986.*

Marketing, seen from Levitt's point of view, provides a comprehensive approach to getting information services out the door every day. Marketing permeates all other aspects of running an information service.

A successful marketing program requires a commitment to proactivity. Many information professionals understand that the answer lies in proactivity, but they limit proactivity to going out and selling. The proactive information service provider needs to consider proactivity in the total context of marketing. Marketing is not about writing a brochure detailing your information services and waiting for the phone to ring. It's about understanding what people want from information services and what they are willing to exchange (whether they are trading money, time, or convenience) to get what they want. Marketing for the information professional is about shaping information services to entice people to make an exchange.

Selling, though often considered the primary activity of marketing, is just one part of the overall marketing plan. That plan comprises all aspects of your information business. Certainly you are already using some marketing tools, such as surveys, usage statistics, newsletters, brochures, and presentations. A marketing program involves the comprehensive use of these tools and others. A marketing plan outlines an approach for fostering exchanges that is flexible, dynamic, consistent, and coordinated.

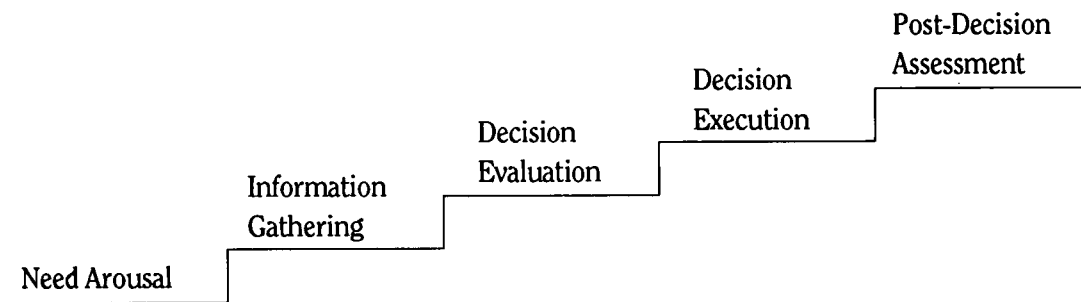
Unfortunately for those who seek quick solutions, there is no single answer to any marketing challenge. Each situation is unique and demands a tailored approach. Even within the same information center, different products and services require different plans. Daily changes in both internal and external conditions affect marketing decisions. The successful marketer sees opportunities and challenges as they arise and works them into the overall marketing plan.

Many information professionals wonder if they should market at all. Stationed in a building with customers who freely use their services, they feel they have no competition, that no obstacle stands between them and potential customers. This outlook is naive. Ask any professional who has awakened one morning to find red lines going through a budget proposal because their products were not as in-demand as they had believed. More and more information professionals, including those in overtly protected environments, understand that their information center is really a business. They know that competition always lurks, whether it is from the public library, on-line databases, or, in some cases, the willingness to remain uninformed.

While some information centers turn to marketing in response to new cost-recovery requirements, others are preempting budget and staff cuts by employing marketing techniques. Even those who feel truly protected in their jobs and resources understand that they cannot fully meet their goals as information providers if the targeted customers are not aware of the scope of their services and are not in the habit of requesting that information as often as they need it or in the form they want it.

2. The Information Customer's Buying Process

Understanding the process that most customers go through when making a purchase is key to designing an effective marketing program. The following diagram depicts the typical customer buying process.



As these five steps are reviewed, think in terms of understanding expectations, living up to expectations, understanding your library's products, and understanding your customers. To aid your understanding, feel free to place yourself as customer in this diagram. But bear in mind that while this will help you personalize the process, you are just one customer, and not necessarily representative of your target market.

The process begins with need arousal. To trigger a need, you must capture potential customers' attention. Show them a brochure, a handout, a flyer. Once they feel the need to buy, they move to the information-gathering stage. While at this stage, individuals will be receptive to any information about your products. This phase is commonly known as comparison shopping. At this stage it is crucial to remember that you do not corner the market on information. Although you might win in the areas of cost (if your products are free) and location (the same building, same hall, perhaps the office next door) there are other means of comparison. Do they need information twenty-four hours a day? On weekends? Is your staff friendly? Do they inspire confidence? Does your photocopier deliver clean copies? There are always competitors, and free in terms of money is not always as valuable as free in terms of time and convenience.

The next step in the process, decision evaluation, involves narrowing down choices. Some considerations may be time factors, costs, presentation format, ease-of-use, and knowledge of staff. During this step potential customers establish preferences and priorities. Does speed play top priority? Or is readability most important? It is during this step that they make the decision.

Three key factors play into a potential customer's choice of one product over another: the attitude of others (word-of-mouth), the anticipated situational factors (for instance, available funding), and risk (will they go out on a limb, fight for money they don't have to get your services?). Depending on what each potential customer learns and considers, the decision is finally made and the individuals take action. They call you up, sign on for your services, order your information products—they become customers.

And so the buying process is over—right? Need aroused, decision made, need satisfied. But there is one more step, and for the marketer, it is the most important: post-decision assessment. The customers decide if they made the right decision—if they really got what they wanted and needed.

Expectation - Performance Theory

A customer's satisfaction is a function of the customer's expectations and the product/service's perceived performance.

Here is the key to the customer buying process. It is during the post-decision assessment step that a marketing program is deemed destined for success or doomed to failure. The expectation-performance theory succinctly states what it takes to continue the exchange process basic to all successful marketing programs.

Two words in the theory reveal its difference from ordinary theories about customer satisfaction. The words are "expectations" and "perceived." Marketers must always resist the temptation to believe that a customer's satisfaction is a function of how well the service is performed. Rather, they must focus on the customer's expectations and perceptions of how well the product lives up to those expectations. The standard is not excellence of performance, but living up to expectations, even if those expectations have little to do with good performance.

The impact of an individual customer's level of satisfaction on the buying decisions of potential customers is limited only by the number of people or personal networks in which the first customer is active. Should the customer decide that the exchange for your information services was valuable, then that customer will become a positive force during the decision evaluation steps of potential customers. (This is the reason why testimonials are so frequently used in promotion materials.) However, if the customer deems the exchange unsatisfactory, then negative word-of-mouth will surely reduce the number of potential customers who decide to risk using your information services. (Individuals are more likely to spread unsolicited negative commentary about a product than to spread positive comments.)

So if the customer expects a bibliography arranged by date (because you promised it in your flyer) and receives one arranged alphabetically, this failure to meet expectations reduces the level of satisfaction, even if the alphabetical arrangement is objectively preferable. Similarly, your service could be first-rate, but if the packaging does not visually communicate "excellence," the consumer's perception of positive performance will diminish, causing satisfaction to drop. This is a lesson worth learning, but don't extrapolate too far from it; don't expect to substitute shiny covers for shoddy content. When thinking about marketing, remember that satisfaction is granted by the customer, not by any independent standard of good work.

3. The Marketing Planning Process

Before reviewing the basic marketing tools available to information professionals, let's take a quick look at marketing planning process as outlined here.

Planning

Identify attractive markets——Develop strategies——Develop an Action Program

Execution

Carry out the Action Program

Control

Measure results——Diagnose results——Take corrective actions

The first step in the marketing planning process is to identify the market(s) (potential customers or groups of existing customers that you want to introduce a new product to) that are interested in your information services. These become your target market(s).

Next, develop strategies to reach those people. Not just any strategy—but a series of strategies that will yield the greatest return—the greatest number of exchanges—for the effort expended.

From these strategies you develop an Action Program. Who will be doing what, and when? How much will it cost? What is the schedule? What needs to be done? The Action Plan is the blueprint from which assignments are made and milestones charted.

The next step is to execute the Action Program. As you carry out the Program, it is a good idea to take note of how things actually progress versus what you had anticipated. Any surprises that you encounter during this step should be documented so that the next Action Program you develop will incorporate lessons learned from previous efforts.

As the Program gets under way, you measure results. How many phone calls were generated by flyers? How many people signed up for the demonstration? How much time did it take to get responses to your Program? Diagnose any problems revealed by the results as you measure the results. Were there phone calls from people requesting additional information about a product that you thought was sufficiently described in the flyer? Or, maybe no one called because the phone number was incorrect. Did only a few people sign up for the demonstration because it was scheduled for a Friday afternoon? Did it take two weeks before you started getting a response to your mailing because the mail room buried your brochures in the corner? By diagnosing the results of your Program, you enable yourself to take corrective actions. Maybe you'll send out a new flyer, run a price promotion, repackage a product. As you decide what corrective actions to take, you find yourself back at the first step of the planning process, revising and fine-tuning your initial plans for your next initiative.

If you feel this diagram and brief introductory review make it sound as though the marketing process is never-ending, you are right. Marketing doesn't begin on Monday and end on Wednesday. A true marketing-oriented information manager is constantly on the look-out for opportunities and challenges. A day doesn't go by on which decisions won't impact some level or aspect of an information center's marketing strategy and program. Decisions ranging from what will be included in your center's journal collection to what databases should be searched for a particular request to how the phone should be answered all impact the marketing program of your center; it's image, product offering; and customer satisfaction; and, ultimately, the budget, and even your job.

4. The Marketing Information System (MKIS)

“A marketing information system is a continuing and interacting structure of people, equipment, and procedures designed to gather, sort, analyze, evaluate and distribute pertinent, timely and accurate information for use by marketing decision makers to improve their marketing planning, execution and control.”

Philip Kotler,
Marketing for Non-Profit Organizations, 1982

Most information professionals are expert data gatherers. Every month they compile the number of books circulated, the number of questions answered by reference services, the number of materials catalogued—the list could go on. But numbers tell only part of the story. To make the numbers meaningful, to allow them to contribute to the ongoing marketing program of your information services, numbers need to be compared, analyzed, and evaluated. The establishment and maintenance of a marketing information system (MKIS) sets the foundation for a marketing program.

A. MKIS Ingredients

- Data bank—numbers of acquisitions, circulation statistics, how many phone calls taken, the number of database searches performed
- Analytical tool set—ratios, statistical analysis
- Communications network—pulls everything together, does comparisons

These three items are the basic components of any MKIS. Taking the time to develop them into an interactive system will yield a dynamic information resource for your marketing program.

B. Internal Sources of MKIS Data

- Product and service cost figures
- Circulation figures
- Reference services
- Interlibrary loan
 - Acquisitions
 - Photocopying
 - Database searches
 - Ready-reference
 - Order backlogs
 - Staff members
 - Customer profiles

C. External Sources of MKIS Data

- Strategic plan of organization
- Planning/project meeting reports
- Organizational staffing projections
- Organization staff profiles
- Peer literature and interactions
- Political environment

D. MKIS Questions

Here are some of the types of information that you can derive from your MKIS:

- Market potential for new products and services
- Segmentation profiles
- Competition
- Customer satisfaction levels
- Profit/loss, return on investment
- Product spin-offs
- Market penetration levels
- Advertising/promotion effectiveness

Not only can a well-coordinated MKIS give you the inside track on the effectiveness of your marketing program, it can also serve to support your promotion and public relations efforts. Use the data to explain how much money the information center saved the government, the program, the corporation.

5. Market Research

Market research augments MKIS data for a specific purpose. It fills in the gaps in your knowledge of who the customer is, what the customer wants, where the customer makes the purchase, and when and why the customer buys.

A. Research Objectives

The first step in undertaking market research is establishing objectives. Here are some questions to ask yourself when developing a set of objectives:

1. What is the purpose of this research?
2. What do I intend to accomplish with it?

Possible research objectives include identifying

- Customer knowledge of library products and services
- Customer habits
- Customer image of library products and services
- Service or product problems
- Target markets and segments
- Competition
- Potential product or service enhancements
- New product or service introductions and spin-off opportunities

Market research is critical to meeting marketing objectives. Your research should correspond directly to your objectives. Be careful not to go overboard with the number of objectives you set for any one research effort. Between three and five objectives per research project should suffice.

Objectives could be to discover what people know about current information services. How do they use them? When are they used? On more than one occasion you may find it is worthwhile to uncover the discrepancies between customers perceptions and the realities of your services. (Remember the evaluation-performance theory.)

What are your customers' habits for using services? Do they use them after working hours? On weekends? Perhaps a twenty-four-hour service is in order.

Do your customers consider you a storehouse for information? An innovative tool for getting their jobs done right? Are you their resource of last resort? What products or service problems have they encountered?

Who are your customers and what are their characteristics? What improvements can you make to your services? What spin-off possibilities can you find for your products?

B. Data Collection

After establishing your objectives, begin data-collection. Check your internal documentation first. Information on hand can save you time and money that would otherwise go to expensive survey research. Your MKIS may have the information you need. Ask yourself what type of information you need to accomplish the study objectives. What are the best sources?

- Secondary data—MKIS, professional literature, internal reports
- Primary data—surveys, observations, experiments

C. Survey Methodology Selection

Once you have established that the only way to collect the data you require is to conduct a market survey, you will need to select a methodology that is appropriate for your needs and resources. Ask yourself

- Whom do you want to survey?
- How many responses do you want to obtain?
- When do you want to conduct the survey?
- How do you want to conduct the survey?
- What needs to be done?

1. Qualitative Surveys

Responses are in the words of the individuals answering the question. Because everyone expresses themselves differently, no two answers will have exactly the same meaning. Tabulating qualitative surveys is very difficult and the results are not statistically valid. This survey approach is very useful for gathering customer ideas on

- Proposed products (new, or modified ones that already exist)
- The position of your information service in the marketplace
- A product or service presentation
- Problems with a current product or service
- Product packaging
- Proposed promotion messages

2. Quantitative Surveys

The individuals answering the questions select responses from a list of set terms or phrases. The responses have been carefully created to allow a mathematically based analysis that is statistically valid. With such valid survey results, conclusions can be made that apply to the entire target market. The quantitative approach is very useful for gathering information on

- Customer knowledge about a service
- Characteristics of the marketplace
- Competitor products and services
- Price sensitivity
- Visibility in the marketplace
- Customer retention

Many times the intended respondents of your survey will influence the effectiveness of the methodology you choose. Upper-level executives, when faced with forms to fill out, often assign them to an assistant. Executives require qualitative methods. Assistants, however, are usually more willing to fill out questionnaires.

Regarding the number of responses you're looking for, many beginning marketers ask themselves how many responses they want. More experienced marketers ask themselves how many they can handle—how much data they can tabulate.

Remember to time your survey carefully. A survey conducted during the winter holidays is usually hastily responded to, and often neglected altogether. During the summer months, many potential participants are on vacation. Early fall and early spring are generally the marketer's best bets for representative participation.

6. Market Segmentation

“Segmenting customers more cleverly than competitors and using segmentation knowledge to serve customers uniquely has tremendous productivity benefits.”

Allan Magrath
The 6 Imperatives of Marketing, 1992.

Market segmentation gives greater control over the marketing plan. The first step toward target marketing, segmentation helps identify products and services appealing or useful to specific customer groups. A successful segmentation strategy divides potential customers into market groups with common characteristics. This permits the development of a marketing program that targets those groups with a set of products and services that have a high probability of acceptance by them—fostering the probability of exchanges.

A. Segmentation Variables

A market can be divided into groups with similar characteristics based on a number of variables.

- Geographic
- Demographic/organizational
- Demographic/individual characteristics
- Psychographic
- Behavioristic

For information centers, organizational divisions often yield the most effective market segmentations. The best divisions are often by project or cost center. Information products and services can be packaged for and promoted to those participating in similar projects. Segmenting the marketplace permits a product mix strategy in which products are perceived as tailored to the recipient, when in fact the same product meets the needs of many customers with similar requirements.

B. Segmentation Guidelines

When you divide your market into segments, make sure the segments are

- Measurable
- Accessible
- Substantial
- Action-oriented

7. Target Marketing

“Market segmentation reveals the market segment opportunities facing the organization.”

Kotler and Andreasen
Strategic Marketing for Nonprofit
Organizations, 3rd edition, 1987.

A. Market Selection Strategies

There are three primary approaches to developing a target market strategy:

1. Undifferentiated—Go after the entire market with one offer and marketing mix. Try to attract as many customers as possible. Also known as the “shotgun approach.”
2. Differentiated—Identify the market segments that promise the greatest return. Develop an effective offer and marketing mix for each segment.
3. Concentrated—Select a single market segment and develop the ideal offer and marketing mix for that one segment.

B. Influences on Target Market Strategies

- Limited resources
- Homogeneity of the market
- Competition

Limited resources lead to differentiated or concentrated strategies. An undifferentiated selection strategy is not practical with limited resources. A concentrated strategy demands careful research and an excellent product, but provides a way to establish your niche. A homogeneous market might lead you to treat it as a single market, creating a mass appeal approach. The existence of competition should lead you to favor a differentiated or concentrated approach, since you must try to set your information services apart from other sources of information vying for your customer.

8. Positioning Strategies

“Positioning means determining exactly what niche your offering is intended to fill. . . The market plan or positioning strategy should serve as the springboard for marketing that sells.”

Jay Conrad Levinson
Guerrilla Marketing, 1984.

A. Positioning Strategies

Everyone conjures up a mental image when a word is mentioned and experiences conditioned emotions or thoughts when an image shown to them. An well-executed marketing program attempts to influence the perceptions held by members of target markets. Establishing such a certain perception or position in the marketplace requires planning and constant monitoring. Here are three broad-based approaches for an information service positioning strategy.

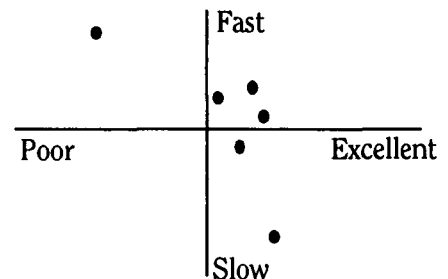
1. Base the strategy on customer needs.
2. Broadcast competitive advantages.
3. Turn weaknesses into assets.

Positioning provides another opportunity for market research to lend a hand. If you worry that positioning yourself will turn away some customers or limit the scope of your information service, you are missing an essential fact: You don't choose to have a position; you have one no matter what. Given this, it is better that you should define it than have your customers define it for you.

B. Positioning Map (Perceptual Space Map)

The perception map is a tool that can help you visualize where your information services stand in relationship to other competing services. After identifying desired product attributes and their opposites (in this example, fast vs. slow delivery and excellent vs. poor quality), plot the perceptions that customers have of competing information products, based on these attributes. (The example shown here uses simplistic perceptions to show how a map works. It is not meant to portray an actual situation.) In the example a couple of services are spread wide apart. This means it will be easy for you to position a service of your own in relationship to them. On the other hand, if your service falls near those that cluster together, a major marketing campaign will be required to distinguish your service from those others in the cluster.

Think about this map when you develop your research survey. The positioning map technique can help you discover customer perceptions, uncover competition, and ferret out potential customers.



9. The Marketing Mix

The Five P's

1. Product

2. Price

3. Place

4. Promotion

5. Public Relations

As you scan marketing materials, you will notice that "the five P's" are often collapsed into four P's, depending on the author. In the world of marketing, public relations is typically combined with promotion. It is, however, useful to view public relations as a marketing tool distinct from promotion. Promotion is selling. Promotion says to the customer, "I want you to buy this product." Public relations says, "I want you to feel good about buying it." Hence the separation of promotion and public relations, and five P's, not four.

Your marketing plan, a blend or mix of these five elements, is unique. It will constantly change according to the dynamic needs, resources, and conditions of your information center. Depending on your marketing objectives, you might put all your efforts into product development, or you might focus on placement strategies, or concentrate on pricing.

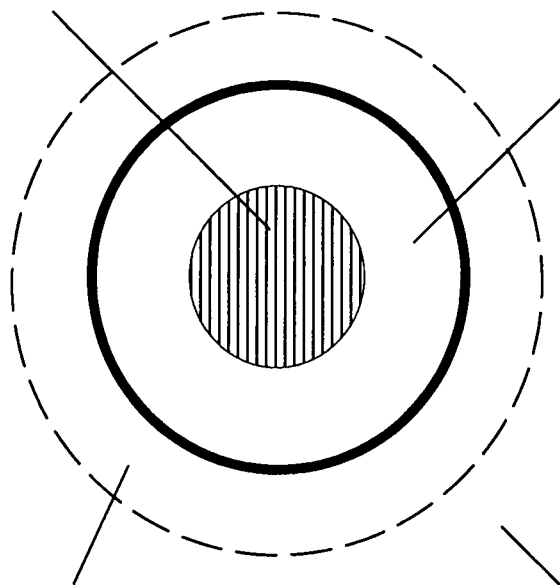
There is no set marketing mix for any single customer group, information center, or product. There is no marketing mix recipe that you can always follow and expect to work. The right mix for a colleague's information center could spell disaster in your particular situation. The right mix of marketing components for you is the one that delivers the greatest return while meeting your objectives.

10. Products and Services

Every product and service can be broken down into the following components. How you manage these components determines the final product that you offer.

1. Generic Product (Core product)—The generic product will not sell itself. Commercially speaking there is no product when what there is has no takers. The customer expects more.

2. Expected Product—Everything inside the circle, including the generic product. This represents the customer's minimal expectations. There are also variations in the expected product, according to specific needs of the target market.



3. Augmented Product—What is expected may be augmented by your offering more than what is thought is needed or has become expected. Voluntary or impromptu augmentations to the expected product can, in time, educate the customer about what is reasonable to expect from the seller, the information service. Raises expectations.

4. Potential Product—Consists of everything potentially feasible to attract and hold customers. What else is possible? What's new? Understanding the possibilities helps to define the potential product with which to compete more effectively under the changed conditions.

A. Total Product Concept

The diagram on the preceding page illustrates the multiple layers of a typical product. The expected product is defined by those attributes that differentiate your product from the generic product. As customers' expectations change, more attributes are added to the expected product. The additional attributes of the augmented product are those that distinguish your product from that of your competitors. But as the product evolves, the augmented gradually becomes the expected. Your goal: to make the expected product newer, shinier, brighter—with augmentations.

Beyond the augmented product is the potential, which includes every addition and improvement the product might possibly have. But eventually, attributes are plucked from the realm of the potential to feed the demands for augmentations, which will, in time, become expected. As the rings of the circle grow, so does the cost of the product.

At this point, the opportunity to return to the core product arises. By returning to a less dazzling product, with fewer attributes, there is a reduction in costs. The subsequent lower price now gives the product an edge over all the innovations the customer has learned to expect as the life cycle evolved. Its low price now becomes its sole distinguishing attribute. In this way, products and services are always in flux. They meet expectations, grow, then fall back, to grow again later.

B. Conceptual Differences Between Services and Products

Information professionals need to understand the differences between services and products in order to develop effective marketing programs. There are four basic differences that information professionals must be ready to manage if they are to successfully market their information services.

1. Intangibility—Services are performed, products are produced.

Questions raised for information service providers:

- How do you visualize a service that is invisible?
- How do you brand services when there is no object on which to place the brand label?
- How do you stimulate "impulse buying" when there are no products to display?

You can make information services tangible through logos, packaging, and presentation. You can help customers visualize your services through creative and consistent use of distinctive colors and papers. Soon, customers will start "seeing" your services when they see the visible symbols associated with them. Naming services increases tangibility. But as a favor to your library and its customers, avoid the cute acronyms. The information world is drowning in them.

2. Inseparability—Production and consumption of services are inseparable.

Questions raised for information service providers:

- How do service personnel conduct themselves in the customer's presence?
- How does a customer request information?

How well customers express their information needs affects the quality of information service that they receive. Therefore it is imperative for information center staff to become expert customer-oriented professionals, able to "read the customer's mind" in order to deliver the information service "expected" by the customer.

3. Perishability—Services cannot be inventoried or stored.

Question raised for information service providers:

- How can a balance between output and requests be maintained when there is no inventory capability?

When your reference desk staff goes out to lunch, your information center, in effect, stops offering customers reference services. No amount of bibliographies, pathfinders, or predefined database searches can replace the interactive knowledge of a seasoned information professional.

4. Heterogeneity—Services are tied very closely to the service provider.

Questions raised for information service providers:

- How do you develop and maintain a consistent level of quality that transcends the individual characteristics of staff members providing the service?

Services are performed by people. This means that service is affected by the mood, health, and disposition of the provider. Even the time of day affects the service performed. Customers who call just before closing time on Friday afternoon may get a far more abbreviated answer than if they called first thing Monday morning. Service can, to a degree, be equalized by making promises that your staff can live up to, such as five-minute response time, online searches in less than an hour, and clean copies delivered to your desk within an hour. However, to be able to fulfill those promises, support is crucial. Give your staff the wherewithal to live up to the expectations you have developed in your customers.

C. Product and Service Analysis

Managing the products and services of your library includes understanding how they relate to one another. Our example shows a simple analysis of an information collection on electro-optics. First, some definitions:

1. Product mix—All product lines and items made available
2. Product line—Group of closely related products
3. Product item—Distinct unit within a product line

Product Mix Length	Product Line	Product Line	Product Line
	Reference collection	Online databases	Journals
Product Mix Width	Standards Dictionaries Specialty catalogs Engineering Yearbook IEEE Handbooks Professional directories	INSPEC Patents STN	IEE E-O Today

When performing a product analysis, group your resources into product lines. First identify the product mix length by listing product lines. Then examine their width by listing the items that make up those lines. After listing your resources, note any holes you discover.

In the our example that analyzes a library's fictitious subject coverage on electro-optics, the journal collection is very weak. Having a preponderance of materials in the reference collection will be fine for librarians but your customers won't be able to borrow these materials. Obviously a whole new product line of circulating materials in the subject area needs to be established, or else you will have to position your current collection as a "resource for questions" through your reference service staff. And maybe that will be fine for the market you are targeting. The correct product mix is the one that meets the needs of your customers.

D. Boston Consulting Group Business Portfolio Analysis

This report has mentioned the life cycle of a product in the context of other aspects of a marketing program. There are a number of marketing tools that act differently depending on the product's stage in the life cycle. The Boston Consulting Group created a comprehensive approach for analyzing the product line offering of its clients. Shown here is a scaled-down version of that approach.

Stars	Questions Marks
Cash Cows	Dogs

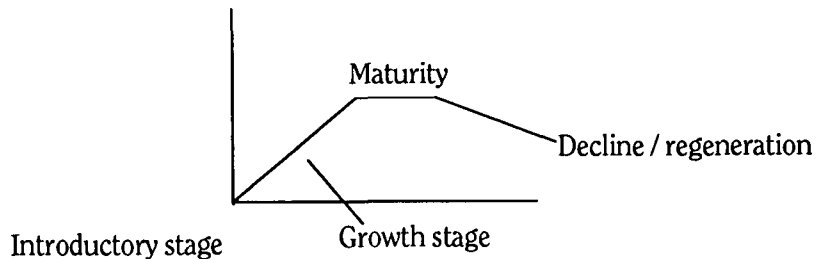
Stars, properly referred to as rising stars, are new products with great potential. Once a star becomes a hit, it is known as a cash cow. Cash cows are the money-making products of an organization. They need little advertising, and only slight occasional modifications to maintain their position in the marketplace. They should be managed carefully, periodically augmented so they may continue to meet customer expectations.

Dogs are the opposite of cash cows. They drain the organization of its resources and demand that you face crucial questions. Should you cut them loose? Would repackaging help? Should you rethink them? Many an organization has been drained by its dogs because management would not cut them loose.

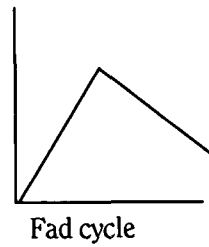
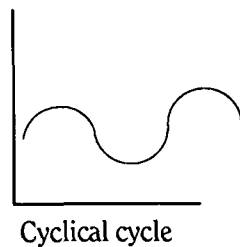
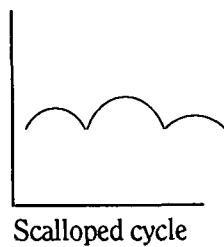
Question marks are products with potential. They could be entirely new, they could be rejuvenated dogs. With careful marketing (including the product development aspect of marketing) they can turn into cash cows.

E. Product Life Cycles

All products go through a series of stages that when put together are referred to as their life cycle. At each stage different marketing strategies should be employed to glean the most from the product in the marketplace. Some life cycles last only a few months, others last years.



When you first introduce a product, it enjoys a steep incline because it faces few, if any, competitors. In time, it reaches its height, peaks out, maintains that peak, and then falls off—unless it is rejuvenated.



Special Cycles

With the scalloped life cycle, products are rejuvenated all along the cycle. Cyclical patterns are often seasonal, as when interest in global warming rises during the summer. The fad cycle is usually related to a new "hot" topic or new technology.

F. Market Growth Strategies

Faced with products in different stages of their life cycle, you will have to develop different marketing strategies for your product mix. This chart provides a quick overview of marketing strategies available to you.

	Present Services	New Services
Present Markets	Market Penetration	Product Development
New Markets	Market Development	Diversification

In order to grow, you must decide where you're going with your products. As this marketing growth chart indicates, increasing present services to current markets is a market penetration strategy. Introducing a new service to a current market is product development. The easiest way to develop new products is to spin off current products. Take an on-line database service and spin it off into a current awareness service. Take a current awareness service and spin it off into specific topics on a more timely basis. If you've already achieved good market penetration (about 65%) you might want to look into market development. Seek out other customer groups. Diversification, developing a new service for a new market, is the most expensive and demands good research.

11. Pricing Decisions

“Price is the value that a buyer exchanges for the benefits of a seller’s product or service.”

*Cravens & Woodruff
Marketing, 1986.*

Price can prove to be an interesting part of the marketing mix. You can seek to raise your market share through low pricing, or draw attention to your services through two-for-one specials. Sometimes, although this is a tricky strategy, a higher price will, all by itself, raise the customer’s perception of the value of your services. But remember, the higher price will also raise expectations. Be sure to follow through.

While many information services are collecting some level of monies for services rendered, the vast majority of libraries are still “free”—relatively speaking. Even though money may not be part of the exchange process at the time the service is provided, money has been spent through a budget. Also it is important to keep in mind that price does not always equal money. Even when no charge is assessed, time, inconvenience, and aggravation can raise the price of your product to the point where customers will be willing to pay money in exchange for a convenient, no-hassle information service.

A. Price Strategies

Pricing strategies that are available to you in your marketing mix are

1. Cost-oriented Pricing - Maximizing profits. Plotted on a chart as the greatest distance between the total cost and total revenues - the point at which total profit is the greatest.

- Achieving a target return. A very popular objective that is fairly easy to implement: achieve a specified rate of return on invested capital (ROI). Also known as cost-plus pricing, mark-up pricing, target-return pricing.

- Obtaining a specified market share. Another popular objective that allows immediate feedback is to capture a share of the market.

- Stabilizing prices. If a price adjustment is needed due to economic conditions, total market demand, competition, inflation etc., a market leader will adjust prices carefully.

2. Competition Pricing - Meeting the competition. Eventually everyone has to deal with market price, therefore, it is the most often used objective.

3. Demand-Oriented Pricing- Based on consumer responses and their perceived values. Price discrimination is frequently a condition in a demand-oriented pricing strategy.

B. Factors Influencing Pricing Decisions

1. Price Perception - Relative to the service or product. This includes price awareness, price expectations, price-quality relationship. An important concept is the value ratio.

$$\frac{\text{Perceived Quality}}{\text{Price}} = \text{VALUE}$$

The overall value of a product is determined by a customer where value is defined to equal the ratio of perceived quality to price, and perceived quality is itself believed to be a function of price. As quality increases, value will increase. When the price goes up, value will decrease.

In this ratio, as in so much of marketing, the perceptions of the customer are what counts. Improvements don't increase the perceived value if they go unnoticed or if they are not needed by the target market. Perceived value can be increased through advertising, education of the customers, and the enhancement of the image of the organization.

If you are moving toward a fee-based operation, consider educating your customers to perceive value in your terms by publishing "\$15 value" on \$15 worth of information, or creating an "hours saved" line on the delivery sheet of your service or product. Although both dollar and time values are tricky to estimate, give it a try. You'll have to charge something when you're involved in cost recovery. Consider this practice. Track these figures and they'll serve double duty—both as a marketing tool and a pricing tool.

2. Customer Price Responses - Price can be influenced by customer demand at various price levels. Sensitivity to price changes can be charted and depicted with Price Elasticity of Demand curves.

3. Environmental Factors Influencing Price - Competition, legal and economic conditions.

Pricing decisions are based on the market you target and how you position your products. When you are ready to make serious decisions about pricing, find a good text on micro-economics. Choose the determination of what people will pay for your services as a marketing objective. Pay attention to survey results and compare your services and price to the competition.

12. Distribution Channels (Placement)

“Distribution is an essential marketing function because it attempts to get the right set of products to the right market segments at the right place and at the right time.”

Henry Assael
Marketing Management: Strategy and Action,
1985.

“A channel is a conduit for bringing together a marketer and a target customer at sometime for the purpose of facilitating a transaction.”

Kotler and Andreasen
Strategic Marketing for Non-Profit
Organizations, 3rd edition, 1987.

A. Placement Concepts

Placement, more aptly called distribution, is simply how you get products and services into the hands of your customers.

1. Objectives - Depends on the target markets or markets the information service wants to operate in, the position it wishes each product line to occupy in each market, and the market-share objectives it has established. A distribution strategy should strive for a reasonable balance between:

- Available to the maximum number of targeted customers .
- Able to provide adequate support.
- Pursue aggressive promotional effort.
- Able to physically move products/services to the place and at the time required.
- Should have the lowest total cost in meeting above objectives.

Placement helps facilitate the exchange of information and increases the perceived value of your services. Rethink 5:00 closing times, consider staying open on weekends, invest in a telephone answering service. To extend hours, manage your information center in shifts. Consider electronic distribution of your services. Your research can reveal if your information services are available to the majority of your target market and whether access is an important issue.

2. Strategies - Distribution options, other than selling and shipping directly to the customer (referred to as a zero- distribution channel), include

- Intensive distribution - Get services and products into as many distribution outlets as possible, since the customer will not shop around for such services/products.
- Selective distribution - People are willing to put effort and time into shopping and comparing the service offering.

- Exclusive distribution- Primarily for specialty services and products so unique that people are willing to go out of their way to obtain them. Allows for provider to train the service staff better and upgrades the image of the service.

B. Types of Channels

1. Direct Sales

- Information Service 'Sales Force'
- Branches/off-site offices
- Catalog 'sales'
- Telephone 'sales'

Your sales staff consists of people who answer the phone, shelve books, interact with customers in all ways. When thinking of your sales force, don't dismiss any level of staff from your considerations. The moment someone asks a staff member to locate a book or find information, they become part of your sales force.

Consider your acquisitions list to be your sales catalog. Telephone sales includes simple ready reference questions. When handled professionally and quickly, the telephone becomes a sales channel.

2. Retailers

- Wholesalers
- Agents & Brokers

For information services seeking customers outside their immediate target market, distribution of products through wholesales or brokers is an important channel.

Noise is all the other communications that typically bombard your target market each day. Noise is a distraction and implies that your messages have to be bigger and better to gain the attention of your target market.

B. Message Effects in Communications

There are two basic objectives that you can have in your communications.

1. Information Objectives - Characterized by straightforward text that announces a new product or service, changes, characteristics, competitor differences, price, promotions, or availability.

2. Persuasive Objectives - Text seeks to convince reader of superiority, inducing a trial, associate with positive thoughts and feelings, reducing uncertainty.

Most information centers are excellent at meeting the information objective in communications. Most information service providers, however, fail to fulfill the persuasive objective. It is crucial to persuade your customers. You must tell them why they went to come to your center. You must inform them of the benefits they will receive by using your products and services. Next time you write a brochure, flyer or hand-out, back off the information and concentrate on the persuasive copy.

C. AIDA Model

get Attention • create Interest • generate Desire • promote Action.

The AIDA Model is the basis for assessing good advertising and written promotion materials. Keep its four points in mind for all information center pieces: brochures, ads, flyers, hand-outs, even bookmarks. Always ask yourself: have I fulfilled this model through my graphics and copy?

D. Promotion Mix

Marketing is often compared to war games. You have many different elements in your arsenal (mix) and you'll develop a defensive position or an offensive stance according to the situation. Think about these strategies in the context of marketing, and use your promotion mix to meet your situation.

1. Advertising - A paid presentation of a service or product that promotes and creates an awareness of the service and its supplier and to stimulate desire in the target market.

2. Personal Sales - An oral presentation, usually face-to-face with a potential customer. The interaction is intended to make a sale by presenting the services and securing a commitment from the customer.

3. Sales Promotion - All efforts designed to stimulate the customer to make a purchase. Efforts usually include direct incentives for the customer to act. These could include two for one offers, samples, or promotional items to remind prospects to use your services.

14. Public Relations

“Public Relations forms, maintains or changes public attitudes towards the organization or its products. . . . It is a two-way communications to inter-relate the needs and interests of an organization with its publics.”

Kotler and Andreasen
Strategic Marketing for Non-Profit
Organizations, 3rd edition, 1987.

Public Relations is different from promotion. The aim of promotion is to get the sale, to make the exchange. Public relations aims to make people feel good about buying your product or service.

A. Definitions

1. Public - A target audience that is tied together or distinguished by an interest or concern.
2. Public Affairs - Planned effort to gain favorable reactions.
3. Publicity - Planned program to obtain favorable media coverage of topics important to an organization.

B. Public Relations Tools

- Press releases
- Community relations
- Corporate identity systems
- Government relations
- Speakers bureaus
- Events
- Annual reports
- Newsletters
- Interim reports
- Sponsorships
- Brochures
- Written materials
- Audio-visuals
- News articles
- Interviews
- Public Service Announcements
- Information Service “800” numbers

Notice that among these tools is listed a newsletter. Newsletters are popular communications mechanisms used to reach the target market and help customers get the most from services. For information centers

newsletters can play an important role in building good will among the market place. There is, unfortunately, a trend among library newsletters to include the current acquisitions listing, as though doing so will make the newsletter more interesting or save staples and paper. Acquisitions lists do not belong in newsletters. Acquisitions lists and similar lists should be considered as products and treated as such. Let the newsletter stand on its own merit.

Always remember: the goal of public relations is not to sell, but to present the information center in a positive, reassuring light.

15. Marketing Audit and Plan

What follows is an overview of a marketing audit and a marketing plan. In a marketing audit you examine your information center wearing marketing glasses, reviewing every possible item in a marketing context. The marketing audit helps you assess where you stand today. The marketing plan helps you reach the goals you set for tomorrow.

A. Conduct Preliminary Research (Marketing Audit)

1. Define the information business.
2. Analyze the market.
3. Evaluate the 'sales' history.
4. Appraise products and services.
5. Identify competition and influence.
6. Review pricing strategies.
7. Identify distribution channels.
8. Evaluate delivery and inventory physical performance.
9. Analyze Advertising effectiveness.
10. Review planned promotion activities.

B. Outline Marketing Plan

1. Define assumptions.
2. Set goals.
3. Establish objectives.
4. Determine strategies.
5. Define budget.
6. Develop an implementation schedule.
7. Measure performance against plan and adjust for deviation.

The marketing plan helps you ascertain where you are now, where you want to go, and how you're going to get there. A good marketing plan will also help you understand how your information center can change as conditions change. As thorough and helpful as your marketing plan may be, remember, it is not set in stone. Good marketing plans are flexible and dynamic. Good marketers are willing to rip them to shreds when conditions render them inoperable.

16. Conclusion

If you find your attention waning when you face a marketing project, if you wonder if there aren't better uses of your time and resources, if you feel that this discussion of marketing does not apply to you, consider the following

The Monday Morning Challenge

Let's pretend . . .

Your well-respected information center is doing a great job, working at peak capacity, anticipating needs and filling them. Everyone at the company loves your work, you received an excellent performance appraisal, and the CEO just sent you a note praising your work.

However . . . one Friday afternoon, the vice president stops by to say that, as much as the company respects your excellent work, there are no funds for your salary. You are relieved of your responsibilities.

But . . . you're welcome to come in Monday morning to use the library and its resources to sell information services to the company. Your paycheck (its existence or lack thereof) will depend on your success.

So . . . you spend all weekend plotting, planning, wondering how you'll ever pay for groceries. You decide to offer information services for a fee. What you NET will constitute your paycheck.

Now . . . what's the first thing you do on Monday morning? We guarantee it won't be cataloguing books. You'll knock on the doors of your ten best clients. You'll set up a ready reference booth in the cafeteria. You'll invite new employees to a three o'clock meeting where you'll explain in friendly and enthusiastic detail, just what you can do to make them successful in their new jobs. You'll implement a marketing program.

When you find your enthusiasm for marketing starting to fade, remember: for more and more libraries, in more and more ways, Monday morning is coming.

Looking Good: An Information Center's Image

"In terms of customer relations, image advertising deals mostly with perceptions. ...It's what he or she thinks about (your company) that counts. Thus every company, even the smallest, has an image, whether planned or not."

James Gregory
Marketing Corporate Image, 1991.

A. Perception.

Perceptions are the preconceived ideas and prejudices that have formed in the minds of clients. The perception may not be true, but to the client, it's reality.

B. Promotion and public relations objectives.

Possible objectives include

- Build awareness and market position.
- Redefine the information center.
- Pre-sell target market to support product marketing.
- Influence financial resources.
- Establish the center's position on timely issues.
- Assist in managing a crisis situation.
- Attract and retain quality employees.

As the checklist on page 36 suggests, opportunities to reinforce your image are nearly limitless. The more consistent the look you give to these items, the stronger your image will be. A strong image establishes a clear identity, presents a pulled-together professional look that adds to the perceived value of your products and services, and adds to the tangibility of your services.

A strong, eye-catching and appropriate logo is an important building-block of your library's image. Place it consistently across all promotional and communication pieces. Color will reinforce the logo, but take care to repeat the same colors in all pieces. Like colors, placement of the logo should be consistent.

Be careful about the intricacy of your logo. Not only does it risk being too busy, thus chipping away at a strong, clear identity, but the more complicated the logo, the worse it holds up to being reduced in size. A good logo can withstand reduction to one square inch.

When examining the items on the image checklist, think about cross-promotion. The back cover of an acquisitions list can be used to advertise a Table of Contents service. The recipient of an overdue notice can be urged into action with a coupon for a half-price database search.

C. Common pitfalls to avoid

Leave drawings and photos of books out of promotion materials. This longtime librarian's favorite does not convey the message of an active, upbeat, leading edge information center.

Also avoid books in your logo. Remember—information is intangible. Unless your library has only books in it, then books in your logo would be appropriate.

Beware of ink color when you put photos in brochures and newsletters photos. Remember: blue ink means blue people.

Never hand-letter anything. If your computer is down, use stick-on letters instead.

Uppercase type is difficult to read.

Position coupons in flyers so that vital information isn't lost when the coupon is removed.

Avoid jargon. Use terminology that is inviting and persuasive.

Newsletters are not the place for notices about books missing from the library—this will generate negative publicity and detract from your image.

Avoid justified text.

Keep newsletters separate from acquisitions lists. A newsletter is a public relations tool. An acquisitions list is a product.

Statements expressed with negatives are often misread at first glance. Avoid using negatives in headlines.

D. Helpful Hints

If your newsletter is four pages or more, it should have a table of contents on the front page.

Give your newsletter a title.

For small reproduction runs, consider color photocopying—a low cost alternative to printing.

Help readers visualize data through charts and graphs.

Testimonials are the most persuasive part of a brochure. Get plenty of quotes from satisfied customers. Write a “glowing words” paragraph about the information center. Find the highest official within the organization who will sign off on it.

Use different typography and graphic elements to emphasize different kinds of information.

Present information in chunks. No matter where people rest their eyes, the material should make sense.

If you don't have access to a graphic designer, clip art is a good alternative.

When seeking dynamic words to use in your copy, consult magazine ads in publications aimed at upper management. Individual words are yours to use, free and clear.

E. Image Checklist

- Stationery

Letterhead, notepaper, labels, envelopes, statements, claims, overdues, inter-library loans, news releases, rolodex card, office memo, acknowledgments, corporate identity manual.

- Literature

Annual and quarterly reports, brochures, catalogs, public relations materials, flyers, handouts, "Here's the information you requested", specification sheets, newsletters, cover sheets.

- Transportation

Parking lot decal, business car, materials-handling equipment, bumper stickers.

- Packing

Stamps, decals, shipping containers, paper bags.

- Architecture

Exterior and interior design, lobby, interior entrance, office, showroom, offices, computer workstations.

- Signs

Exterior and interior, directional, directory, decals, remote.

- Sales promotion

Uniform, lapel pin, audio-visual, exhibits and displays, advertisements, direct mail, posters, giveaways.

Additional Resources

Organizations

American Marketing Association, 250 S. Wacker Drive, Chicago, IL 60606-5819 USA.

Periodical Publications

Assistant Editor: Articles and Graphics for Library Newsletters. Chris Olson & Associate, 857 Twin Harbor Drive, Arnold, MD 21012 USA. 1990—

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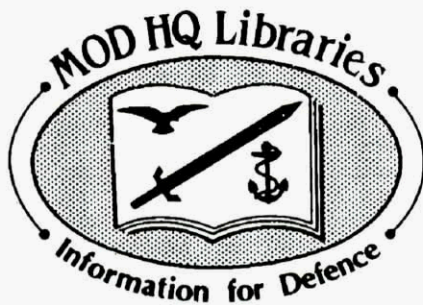
Videotapes

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Appendix A. Examples and Comments

During the second day presentation on communications, examples were presented and reviewed of library materials produced by seminar attendees. This appendix shares a few of the many examples discussed and comments expressed by the speaker during the presentation.



Logos should be memorable, unique, and easy to recognize. Logos can be comprised of a unique typeface treatment, or the typeface can be combined with a unique symbol. Avoid designs that attempt to be an exact representation of what the organization does and the target market it serves. Library logos do not have to use books or computers in the design. Do not select a cluttered design for a logo.



Photographs can visually communicate messages in brochures, annual reports, and newsletters. Photographs of book shelves, tables of computer systems, or a pile of reference books represent what is in the library, and do not communicate dynamic information services. When photographing library staff members, be sure the final picture depicts a staff that presents the quality and level of service that you want to communicate.

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ESAIRS offers all the online information services your organisation needs. The current awareness service which would send, through your PC, regularly updated information in your field is but an example.

When developing brochures, create a mock-up to show exactly how the final piece will fold. Avoid blank panels. If a return reply panel is incorporated into the layout, be sure to place information on the back of the reply panel that will not be missed when the panel is removed.

VEIVISER FOR SEKSJONSBIBLIOTEKET ELEKTRO- OG DATATEKNIKK



Even lean promotion budgets can produce interesting and attention-getting promotion materials. If access to a talented designer or illustrator is not an option, packages of copyright-free clip art graphics can be purchased at minimum cost and their images used for promotion materials.

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Guided Search. You can retrieve information from STN without having to know the STN command language. Guided Search is available for all STN structure-searchable files as well as all other STN files.
Predefined Search Strategies. There are 50 predefined search strategies available in STN Express. It is one of your areas of interest included in the representative list of topics—catalysis, crystal growth, lasers, mechanical properties, NMR, nuclear facility accidents, quantum chemical methods, and superconductivity. If not, you'll want to review the other 43 topics and take advantage of these expertly designed strategies, "as is" or modified to suit your needs.
Commented Files. The way to use script language in STN Express allows you to write commented files, to customize login procedures, and to enter predefined search strategies to your particular needs.

Efficient transcript manipulation
Browsing and printing (see both text and graphics)
 Not only will you be able to see both text and graphics when reviewing your transcript and to scroll in both directions when browsing, you will also be able to obtain a high-quality print of the text and graphics on a variety of printers. You can choose continuous print, one screen per page, or up to four screens per page. Choose the margins you wish, and specify a header or footer if you like.
Editing of transcripts (see the built-in text editor)
 You can make simple changes using the editor in STN Express or use a more powerful editor of your own choosing to make complicated changes. Did you make a mistake? Correct it with the "Undo" feature.
Exporting of text or graphics (create professional-looking reports)
 With STN Express you can export text or graphics to wordprocessing or desktop-publishing packages to create reports containing your search results.
Conversion of graphic structures to structure queries (save time and effort)
 You can easily convert graphic structures in transcripts to structure queries for modification and uploading to STN. With the feature, you can use a structure you've observed online as a query, without having to redraw it. The structure can also be converted for another file type, e.g., XGL, movie.

Simplified searching
Easy to install, easy to use (once the instruction)
 Extensive training in the use of STN Express is not required. The installation process is simple and STN has been designed to be intuitive and easy to use. The Windows and Macintosh versions of STN Express are almost identical in format and function. In either environment, you work with menus and windows.

Avoid producing materials that are dense with type. Use photographs and illustrations to add visual interest to long passages of text. Information that is presented in short paragraphs is easier to scan and is more likely to be read than pages of text with no visual relief.

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