Marketing in the Special Library Environment

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ABSTRACT
Special libraries developed in response to a need for specific information and the emerging recognition that an organization with quick access to good information may have a competitive advantage. Effective marketing is an ongoing well-executed process of planning for favorable exchange to help achieve organizational objectives. Marketing plans in special libraries integrate library services and functions with organizational goals and objectives, influencing the behavior and performance of the organization by the way information from the library is communicated and used. Successful special libraries, located in either profit or nonprofit organizations, effectively increase organizational opportunities by discovering and delivering information that is really needed. Integrated strategic marketing planning within the special library environment focuses the library toward organizational strategic thinking and planning and offers the opportunity to develop more effective library services, which may lead to overall improved organizational decision-making.

INTRODUCTION
Special libraries develop their own culture. They are part of the culture of their parent organization, thinking and doing things the way the organization thinks and does things. They are part of the common assumptions and beliefs and part of the shared values and understandings of the organization. The organization's culture sets the tone and style of communication within the organization,
promoting the common interpretation of “reality” of the organization. Behaviors, emotions, talk, and physical objects reflect the culture of an organization. Organizational leaders define and influence culture by their behavior and response to organizational situations.

Special libraries are also influenced by the very traditional cultures of libraries, specifically the expectation of the familiar. Since most special libraries do not adequately fulfill traditional library roles, not fulfilling the expectation of the familiar is a part of the culture of special libraries. How special libraries handle the expectation of the familiar in a positive meaningful way defines an important component of their culture. Additionally, the culture of special libraries defines them as special—i.e., not academic, school, public, or research. A widely used definition of a special library is from White (1984) and suggests that a special library “exists to support and enhance the mission of the organization in which it is housed” (p. 25). Special libraries provide special services to specialized clientele in a specialized location. The culture of special libraries sets special libraries apart from traditional libraries, that distinction becoming a part of the organizational culture surrounding the special library.

Successful special libraries influence organizational culture, responding proactively to traditional roles of libraries and the expectation of the familiar by defining and promoting a more current and service-oriented image. The special library creates a “reality” of itself within the cultural arena surrounding it that provides a positive and consistent philosophy that accurately reflects the mission. Blending special library culture and organizational culture into a positive service-oriented client-based image within the culture is a challenge for most special library managers.

An integrated marketing plan is a very effective tool for a special library to define and transmit its image, philosophy, and mission within the organizational culture to create a dynamic process of information exchange. Strategic positioning within the organization will become a more defined and planned process with the development and implementation of a marketing plan.

**Marketing Plan**

Marketing plans in special libraries integrate library goals and objectives with organizational goals and objectives. An integrated marketing plan blends internal and external environments (objectives, goals, strategies, and plans) of an organization with public relations, advertising, and communications, including publications, and presentations of the organization’s culture and image to convey a consistent message to a target audience. The marketing plan orients the organization toward a path of future growth and opportunity,
thereby creating priorities to achieve goals and objectives, and pro-
vides a framework for organizational communication. The planning
process identifies, promotes, and evaluates organizational activity.

The marketing process is the process of exchange—i.e., taking
something of value and exchanging it for something needed. The
process of developing a marketing plan creates the plan and the path
to future growth and development. The process itself is critical to
the success of the plan. The process of developing the plan defines
it and is more important than the plan itself. The process of planning
is the product of planning. Again, the organizational culture in-
fluences the marketing planning process; an open empowering client-
centered culture will offer the best opportunity for inclusiveness in
planning, resulting in a comprehensive shared marketing plan.

There are several models of strategic marketing planning, many
based on Kotler's strategic marketing planning process. Crompton
and Lamb (1986) offer comprehensive steps in developing a marketing
plan. The marketing plan developed in this article borrows concepts
from both models as well as from the Marketing Workbook for Non-
profit Organizations by the Amherst H. Wilder Foundation (Stern,
1990) and Drucker's (1993) The Five Most Important Questions You
Will Ever Ask About Your Nonprofit Organization. Although
developed primarily as a strategic integrated marketing plan for
special libraries in nonprofit organizations, special libraries in profit
organizations may also incorporate many of the same processes and
steps outlined later.

**Define the Organization**

The first step in integrated strategic marketing planning is to
define the mission, goals, objectives, underlying philosophy, and
messages of the organization. The process of articulating an
organizational mission will set the tone for the process. While it is
important to create change within the current environment, and the
process of planning is very time consuming, appropriate time allotted
to creating a shared mission is time well spent.

"What business are we in?" is Drucker's (1993) number one
question in his listing of the five most important questions a library
will ever ask. It is a very important question, especially for special
libraries. Traditional libraries have often been influenced by what
is called a social service culture (Kotler, p. 76). Good-hearted efforts,
the true democratic process, and equal access to equal information
have long been accepted as library missions. Special libraries generally
do not have that as their mission, although many still react to that
in their culture. Their mission is part of the organization mission
and serves to support that mission. While the special library mission
may support the organizational mission in a very specific and defined area, it is still a support mission. The mission establishes the business of the organization.

Goals and objectives describe the desired future of an organization. Goals often have an implicit message or philosophy. Ben-Shir (1993), director of the Health Science Resource Center at MacNeal Hospital in Berwyn, Illinois, has developed a philosophy of service in two very important messages. The first message is "the front door is the phone." Hospital staff do not often have time to come to the resource center, therefore the library will deliver services to the staff. The second message is "the resource center is a secret weapon for hospital staff." Working with staff to meet their deadlines, Ben-Shir's messages further develop the philosophy of service for the resource center.

Other messages that special libraries may wish to consider as they develop goals include promoting leading edge technology to ensure speedy document delivery, creating and maintaining a friendly and helpful workplace, listening and responding to information requests, developing a client-centered library, and providing quality information services. Goals may be image goals, action goals, or philosophical goals. Part of the process of establishing goals and objectives is to look at organizational strengths and weaknesses. Why are certain areas strengths and others weaknesses? Are there enough resources allocated to create a strength out of a weakness? Will that alone make it a strength or is something else creating a weakness? What may be causes of strengths and weaknesses?

Special libraries will have a brighter future if their departmental goals and objectives support the institutional goals and objectives. An important philosophy for the special library's goals and objectives is that our future will improve your future. Emphasize to your library clients the value timely information will have on decision-making, confidence, planning, and strategizing. Successful special libraries recognize and accommodate the real needs of clients and not perceived needs. Goals and objectives will reflect real needs if messages and philosophy are focused on client need. Supporting institutional goals and objectives is the first step toward a client-centered approach to defining needed library services. Listen to the messages from the organization. Respond to the messages in terms of benefits the library may offer clients. Recognize the individual in the client and offer customized services based on individual information needs.

Participating in the organizational process of defining mission, goals, and objectives offers the special library staff an opportunity to participate in the exchange process—i.e., in the process of building a shared vision for impacting the culture of the organization. Working
with managers and executives within the organization helps build a framework for developing collaborative programs and resource sharing. Again, the philosophy of most special libraries is based on their mission to support the information needs of the parent organization. Supporting the information needs is much easier to accomplish when there is a process of communication to truly understand what those needs may be.

**Define External Forces**

The second stage in integrated strategic marketing planning is to carefully analyze and define external forces, including threats and opportunities. Fundamental forces that shape the external environment include demographic, economic, technological, political, and social indicators. The impact and nature of many of these forces will be felt differently in different organizational structures. Nonprofit organizations may be more heavily influenced by social or economic indicators, whereas a multinational corporation may respond very keenly to some political forces in developing countries where they are heavily invested. Defining and recognizing the impact of fundamental external forces on the organization and on special libraries offers the opportunity to plan and prepare for the future.

The culture of special libraries will be influenced by some fundamental forces. External threats and opportunities will impact the direction of the special library. Having some kind of plan to identify and track threats and opportunities from the external environment will help the special library focus on planning for the future. A movement toward an information-based economy may signal increased support for work in special libraries; it may also signal increased competition. As information and communication technologies advance and mutually influence one another, their progress and future influence the way libraries get information and do business. Information systems departments in some organizations may challenge special libraries to deliver information. Special libraries may want to respond by marketing the real value of a special library, which is getting needed information to the client. Traditional library instruction teaches the reference interview process, which is the process of communication exchange and of implementing the communication process to create favorable exchange. Assessing and determining what is really needed is a very important value to the work in special libraries.

Globalization is another trend that may alter the culture of special libraries. Global economic competition is changing the way
businesses work. Economic changes in the world market restructure our ideas on the value of information and means of access to it. Networking management, rather than hierarchical management, is one response to the pressures of a volatile economic market. The special library may want to revisit its client base, look very closely at a needs assessment, and respond with services that address globalization.

The changing nature of competition and public trends may influence corporate thinking on many levels of product development. There is a growing emphasis on individual over institutional thinking, influencing consumer decision-making. Empowering individuals toward self-fulfillment, self-definition, and entrepreneurial career opportunities are shifts in thinking resulting from this trend, and they could alter the way an organization may want to think about handling its business.

The special library may become an active participant in this step of the overall marketing plan by taking the initiative and gathering materials and resources on trends and by forecasting. Maintaining and promoting a resource file describing trends may assist senior management in decision-making and planning. A service the library may wish to develop and market to the organization actively engaged in the process of marketing planning is a service to track trends that directly impact organizational planning and development.

Both the special library culture and the organizational culture will respond to external forces; the challenge is to blend both cultures into a cohesive analysis of tracking and managing trends and the potential impact those may have on the business of the organization.

Conduct a Marketing Audit

A marketing audit is an organized examination and assessment of the library's activities, including needs and capabilities. Building from the previous internal and external analyses, the marketing audit details where the organization is and why. By plotting the current place of an organization, the marketing audit will offer possible paths toward a desired direction, an improved marketing position, and increased performance. The process of conducting a marketing audit leads to the action plan. An effective audit is designed to assist management in effective decision-making to develop better marketing strategies.

An audit in a special library considers the culture of both the organization and the special library, mission, objectives and goals,
and philosophy and messages. The marketing audit also analyses the "P's" of marketing: product, publics, price, place, production, and promotion. The product in most special libraries is library services available to clients. Interlibrary loan, periodical routing, borrowing privileges, online and CD-ROM searching, selective dissemination of information, in-depth research, and information analysis are some of the services available in many special libraries. Trend analysis and tracking and prospect research may also be valuable services special libraries perform. In some cases, the collection may also be considered part of the product. Specifically unique and targeted files, special collections, antiquarian materials, and special publications may be a library product. Often, though, the collection is the tool available to provide the service, and the services are the product of a special library.

The publics are the clients using the library. Often the publics in the special library are, very simply stated, the staff of the organization. Part of the challenge of the marketing audit is to analyze different publics and their need for the product. Are there staff who never use the library, and, if so, why? Are there staff using the library in only a very static way, staff who seek citations only rather than subject queries? There are many effective marketing research tools to further analyze publics, including surveys and circulation and use statistics. How do objectives, goals, and philosophy impact potential library clients? How might a new objective impact one particular department and why?

The price of services includes direct and indirect costs needed to produce the product. In the special library environment, price relates to what the client must give up to use the product or services offered. Often in a special library environment, price refers to the overall cost of the library in relation to the value of the service. Here cost-benefit analysis and statistics may support library services. What is the value of the service to the client? What does the client need and is the client getting what is really needed? Information services may be costed out and analyzed relative to the overall benefit the library services provide.

Place in a special library generally refers to delivery and distribution of the product. Many special library clients go months without setting foot in the actual library. Ben-Shir's (1993) message that the telephone is the front door is an excellent description of place in a special library. Place is where the product or service is delivered. Delivery of information to the location requested by the client is place. Barriers to place include some of the limits to technology. However, the real barriers to place are often in the cultural and philosophical thinking of place as an object rather than as a
process. Place is often the process of delivery, is often dynamic, and is often active.

Meeting demand or production of the product is essential to the success of the product. For a special library, demand is generally dependent on client, and the more client-centered the organization is in its thinking, the easier it will be for the special library to recognize and meet demand or production of the product. In an organizational culture that is structured around client-centered thinking and the economics of service, the client needs will be more often communicated and more accessible. Meeting demand for a special library includes providing services that are really needed by the client, not just services that the library wants to provide. Recognizing and meeting demand involves recognizing the needs for information services and the need to listen to the client and what the client really requires.

Promotion techniques invite the public in. Word of mouth promotion is the best promotion for a special library. A satisfied and happy client will almost guarantee continued successful promotion. The philosophy and messages can be very effectively communicated by word of mouth. Messages that may have developed during the process of setting goals and objectives now become part of the promotion of the special library. Messages that will spread easily by word of mouth will promote the special library very effectively. Other promotional techniques to increase success in marketing the special library include brochures, monthly newsletters, public presentations, publishing articles and reports, and special events. The attitude and atmosphere when someone walks into the library can also promote the special library. Is the library staff friendly, courteous, and helpful? Is there ample opportunity for the client to ask for what is really needed? Creating a warm and inviting atmosphere at the front door is excellent promotion.

The marketing audit provides several important ways to look at where the organization is, where the special library is, and points toward a direction to respond to where the organization and the library want to go. What information is really needed and how the library identifies and addresses the need becomes clearer during the marketing audit process.

Formulate a Marketing Strategy

Once the audit has been completed and there is a sense of where the organization is and where the special library is within that organization, the strategy will become the path followed to achieve organizational goals and objectives. Incorporating strengths and
weaknesses of the organization, the strategy links goals and objectives with the action. The marketing strategy positions the “P's” of marketing in such a way that it becomes clear which path is desired and determines a course of action to get the organization on that path to where it wants to go. Often described as finding the right marketing mix, the marketing strategy creates a series of scenarios to position a product or service to succeed. There are many kinds of strategies. Some of the more viable strategies special libraries may wish to consider include market segmentation strategies (offering a new service to existing clients), market development strategies (develop new clients), market penetration strategies (increased use of services by existing clients), diversification strategies (new services to new clients), and distribution strategies (new ways of information delivery).

A marketing segmentation strategy, offering a new service to existing clients, may be instrumental to developing a new service—i.e., prospect research for development of potential funding sources in a special library. Look at the clients requesting the service and why. Is a goal of the institution to increase fund-raising? How does the library position the new service to the development department to achieve maximum results? What is the value of the service to the development department and to the organization as a whole? How will the special library deliver the service? Where is the service located? Many services in special libraries may benefit from the process of developing a marketing strategy. This is an effective tool to define client need.

A market-development strategy—developing new clients—could be developed for existing services in a special library. What clients are not using the service and why? Are there particular organization departments that do not use the service? Does the service directly address the needs of the potential new clients? Is there a way to enhance the service so that it may meet the information needs of new clients? A market-development strategy may help a special library begin to think about potential clients, about clients who do not use the library, and figure out what to do to encourage them to use the special library.

The marketing communications strategy advertises, promotes, and publicizes the product or service to the targeted audience. An effective marketing communications strategy promotes the benefit of the product or service, offering specific steps to influence the exchange process. The marketing communications strategy seamlessly links the messages and the philosophy of the organization to the product or service. The message or philosophy of most special libraries in some way supports the work of the organization and should be
communicated in all promotions, advertising, and publicity about the library. Special libraries will want to emphasize promotions in a communications strategy. This is something often overlooked in libraries. Promotions that may be quite effective for a special library include brochures, annual reports, newsletters, news releases, publishing, public speaking, networking, and alert services.

The best communications strategy starts with doing what you do very well, doing things so well that people talk about what is going on with enthusiasm and excitement. Inform all associated with the organization about what is going on in such a way that the message is communicated by word of mouth. Finally, asking all involved to share the good word will do wonders to promote the service or product.

**Implement Action Plans**

The action plan provides direction and instruction to reach the goals and objectives, pointing all activities of marketing toward reaching planned results. Action and implementation plans focus the marketing process toward a course of action, thereby setting priorities and specific plans. The results anticipated, as well as the actual support needed to fulfill the goals and objectives, are written out and communicated to all involved. Specific objectives are assigned to specific strategies with a time frame, a set of activities to track and evaluate, and a set of questions to answer.

Drucker's (1993) fifth question is "What is our plan?" He recommends focusing on priorities and results and recommends doing a few "right things" well. He also suggests revisiting the mission and thinking about what the organization really believes in, what is the commitment, what are the competencies, and where are the opportunities. Answering these questions as an organization or as an entity within an organization working on strategic marketing planning may point to the few "right things" to act upon.

Libraries in general often suffer from trying to do too many things for too many people without adequate resources. At this point in the strategic marketing planning process, the special library may want to recognize what few "right things" it may want to focus on and why. A closer look at information services may show time and resources spent on activities that are not productive, where there is a lack of cohesiveness or direction in some information services, and where there have been missed opportunities. Recognizing and prioritizing a few "right things" to do well may focus library resources into direct action plans.
The marketing mix defined by the marketing strategy process is further detailed in planning the action plan. The marketing "P's" are weighted and prioritized and developed strategically to accomplish something specific. Place and production are aligned with product. The action and implementation plans for developing the new prospect research service within a special library might include a very specific mission, goals and objectives, as well as actions. A goal might be to increase corporate funding by 40 percent. Possible objectives might be to develop one hundred new donors to the donor support program. The action and implementation plan then includes very specific programs to add the one hundred new donors, budgets that support the programs, and staff to implement the programs. What the new service needs in order to succeed is very carefully spelled out in the action and implementation plan.

Who gets what and how much? What is the expected cost and what are the expected benefits? How are the benefits measured? What standards are used to measure variation from planning? How is the service evaluated? What are the priorities? The action and implementation plans activate the process, thereby giving life and structure to the product.

Both action and implementation plans assign responsibility and prioritize projects and programs. A time frame is established for completion of tasks. Ways to measure success are detailed, and quality control mechanisms are established. Implementing the plan involves getting people started in the process. Confidence, communication, and understanding of the goals and objectives of the marketing process facilitate activating the plan. Inclusiveness in the process from the beginning will encourage mutual support at critical times in implementation. Support and direction from senior management are essential at this juncture in the process. Also, employee and staff support for the plan offers the best opportunity for effective implementation. Without support at all levels, the process will quickly stall. Teamwork, participation, and integrated communication will keep the process focused and directed toward achieving goals and objectives and directed toward a more thorough understanding and appreciation of the product. This is the point in the process where the process really becomes the product of integrated strategic marketing planning.

Conduct Evaluation

Evaluation measures the effectiveness of the integrated strategic marketing planning process. Evaluations are designed measurement
systems that track performance and point toward needed adjustments to reach goals and objectives. Evaluation is the process of asking questions about performance and behavior before, during, and after the process of marketing. Were goals met? What worked and what did not work? What might be done differently? What might be repeated? These are just some of the questions that may be included in the evaluative process.

There are two primary kinds of evaluation: formative and summative. Formative evaluations take place during planning and development of the marketing process, and results are used to change and improve the process. Summative evaluations take place at the conclusion of a program or event or after the establishment of a service and evaluate the overall effectiveness with respect to the original goals. Evaluations offer tools to focus on results provided to clients and customers as well as all constituents involved with the service or product evaluated.

Marketing research supports a dynamic marketing process. While marketing research tools may be incorporated into several steps of the marketing planning process, they are essential to the success of the evaluative process. Marketing research lends itself to both formative and summative evaluation. There are several types of surveys, including personal interviews, telephone surveys, and mail surveys. Written, telephone, and in-person surveys offer a tremendous amount of information about public attitudes and opinions. Surveys about special library services, accessibility, collection needs, and client needs will provide helpful information.

Other marketing research techniques include focus groups and quantitative and qualitative analysis of statistical information. Focus groups are organized around a predetermined set of questions and discussion points and lead a small group of people to respond with opinions and thoughts. The goal of a focus group is to present information about what clients value, what they might change, and what they might do with a service or product. Demographic, economic, and census information may be analyzed in some way to further ascertain the need for some kind of information service. Consumer opinion studies may also provide helpful statistical analysis.

How are special library services evaluated? What services produce desired results and why? What results are desirable? Results are provided by feedback from the client or customer. Client-based services may be designed with evaluative processes included in the initial design. Quantitative evaluation may work very well with clients already familiar with services. Qualitative research may work very well when trying to attract new clients to a service (market development strategies), especially within the special library environment,
where frequently the client base is relatively stable. What information might current nonusers in the client base need and how might converting the nonuser to a special library client improve the client’s performance or results and improve the overall performance of the organization? Responding to this question or questions similar in nature may help further define what kinds of evaluations the special library may wish to perform.

Special libraries often provide very specific individualized client services. Tracking and accounting for the service is an ongoing way to quantify and analyze results. Offering each client the opportunity to comment before, during, and after the service is performed may be an excellent way to provide evaluative services. Building evaluation into the “reference interview” process and into all written, verbal, and electronic forms of communication provides evaluation information integrated with the service.

It is expected that special libraries offer services that improve organizational behavior and performance. Currently, there are some interesting studies conducted in the special library environment to determine and evaluate how special libraries improve organizational decision-making. Initial models to measure the value of information have been developed by three new studies: Marshall’s (1993), Matarazzo and Prusak’s (1990), and Griffiths and King’s (1993) (discussed in Drake, 1993, p. 8). Methods to determine the value of information provided to senior management are being developed. There is no longer a valid assumption that library services are valued. Rather, it is vital to demonstrate statistically that information adds value and enhances efficiency and effectiveness of organizational productivity. Results from Marshall’s study indicate that senior managers were better able to perform the following activities based on information received from their special library—proceed to the next step on a project or task, decide upon a course of action, improve the image of the institution, improve relations with a client, and exploit a new business opportunity. Senior managers also indicated that they were able to avoid: loss of the employee’s time, a poor business decision, waste of another employee’s time, loss of funds, and waste of resources such as equipment or supplies (Marshall, 1993, p. 61). Improving performance and decreasing waste in an organization are important goals of special libraries and will be acknowledged more appropriately with substantial statistics and evaluation methodologies. The special library that monitors and evaluates services (defines and implements services) with a very specific goal of improving senior management results (decision-making, leadership, consensus-building) is a special library securing a future
for itself and improving overall performance of its parent organization.

The evaluation process links the conclusion of the marketing planning process to the beginning of the process and provides a link to perpetual planning. Summative evaluation is instrumental to the renewed process of formative evaluation as information services are enhanced, refined, and as they continue to respond to information requests. Information gleaned from the evaluation process will become part of the overall marketing planning process.

CONCLUSION

The marketing process in the special library environment can be one of the more interesting challenges to special library staff. The integrated marketing planning process in a special library gets the library going in an orderly way to meet the needs of the library clients, usually the staff of the organization. Recognizing what is needed and the value of what is needed is a major benefit to special libraries when they participate in integrated strategic marketing planning. Special libraries exchange information. By exchanging information within the parameters of the marketing process of exchange, special libraries enhance the information exchange process, provide a structure for evaluation, improve accountability and performance, and improve the product of special libraries. The plan allows special libraries to plan for the future and recognize potential competition. As the global economy has evolved to an information-based economy, the value and cost of information is increasing, creating new competition. In some organizations, computer departments have become primary competitors for special libraries. Entrepreneurial information brokering services, telecommunications, and enhanced end-user products have forced special librarians to consider alternate and improved services. Such threats have created new and exciting challenges for new information product marketing opportunities.

The process of strategic marketing planning and the process of the "reference interview" relate to the process of communication. The process of communication is the process of transferring information and understanding from one person to another. Grounded in a social relationship, communication is also a process of exchange. The nature and purpose of the message from the sender is transferred to the receiver. How the receiver perceives and interprets the message is the biggest roadblock to communication. Listening, understanding the perspective of the sender, patience, and attention to the message increase perception and interpretation during the process of commun-
ication. Improved communication, listening, and responding facilitate the exchange of information and the marketing process.

Devote time for the integrated marketing planning process and devote time to marketing. The planning process allows opportunity to enhance and integrate strategic thinking, philosophy, and planning into measurable performance. The benefits of strategic thinking and developing a philosophy include an acknowledgment and expanded perception of organizational cultures and organizational behavior, a sharpened focus of the function of the organization, increased awareness of the external environment, and an orientation toward the future. Planning allows the opportunity to focus on goals and objectives and to establish priorities. Additionally, planning establishes an inclusiveness and an organized structure to accomplish tasks.

The process of strategic marketing planning in special libraries requires a concentrated effort, especially as organizations and corporations have endured economic downsizing and streamlining. The benefits of exerting a concentrated effort far outweigh the costs in long-term gain. The opportunity to identify and evaluate client information needs will lead to improved information services, new information products, and new clients. Without strategic marketing planning, many special libraries may be isolated from organizational objectives and eventually eliminated. Without strategic marketing planning, many special libraries may become depositories or collections of outdated materials. With strategic marketing planning, special libraries may strive beyond all current expectations and achieve a prominence and value within the parent organization and, additionally, within the primary industry of the organization.

The integrated strategic marketing planning process in special libraries encourages continued growth and learning, offering unlimited potential to develop new information services. Moving beyond the expectation of the familiar and into the creation of integrated information services is an especially challenging area in the special library environment. Understanding the product in the special library environment, and the value of that product to the overall organizational mission, creates opportunities to seek a more prominent role within the process of the information exchange.

REFERENCES


