

President's Message

Lynn Ecklund, *Seek Information Service*, lecklund@seekinfo.com

I'm told that "may you live in interesting times" is a Chinese curse. Whether you think of it as a curse or a blessing, it's certainly true of the world, our industry, and our Association right now. But entrepreneurs are the most resilient of people. We don't have the baggage of huge organizations, entrenched bureaucracies, or outdated traditions. When times get tough, we get moving. We change the way we market, we change the people we market to, and we may even change our product. However, we keep the confidence that there's a way to live the way we want and make a living too.

In times like these, the contacts we have through AIIP become critical. We share ideas, we express our feelings to people who understand us, and our community is strengthened. I know I echo every president of AIIP in saying that I am amazed by the selfless dedication of Board members and the many volunteers who assist them. They have devoted hours and hours to analyzing and restructuring the organization to insure stability and a solid path for our future. While many professional organizations are faltering, I am glad to report that we have managed to accomplish many of our goals this year. I truly believe that our ability to step up to the plate, tackle the issues, and accomplish so many things comes from the deep sense of caring that our volunteers have for this great organization.

Here are just some highlights of what the Board, committees, and a whole slew of volunteers have accomplished this year:

Vendor Alliances & Partnerships: This year's Vendor Relations Committee, headed by Susan Weiler, negotiated new discounts for AIIP members from askSam, Profound, ProQuest, Questel Orbit, and the Wall Street Transcript. Dialog invited AIIP to have formal representation on their Customer Advisory Board and Susan Weiler was appointed to this two-year slot. We signed an association partnership (AP) agreement with IRMA (Information Resources Management Association), adding it to our list of existing AP's – Information Today; Learned UK; NFAIS; Online, Inc.; and SLA. These partnerships offer AIIP various benefits, such as exhibit space at conferences sponsored by the partner organization and discounts on conference attendance.

Referral Programs: We now have two referral programs in place which allow businesses, professionals and other information seekers to connect with the targeted expertise of AIIP members. Larry Mrazek continued his diligent efforts on the *AIIP Referral Program* and Factiva continued to sponsor the toll-free line for this program. A new *Dialog & AIIP Search Services Referral Program* was established to provide Dialog customers in need of search services with access to AIIP member contacts.

Electronic Communication: Debbie Hunt and her Electronic Communications Committee has been working very hard behind the scenes to upgrade the hosting of AIIP-L to improve its

functionality. There have been various improvements to the AIIP website throughout the year. The current and back issues of *AIIP Update* can now be found on the "Members Only" portion of the website. Larry Mrazek has incorporated directory search capabilities into the public portion of the AIIP website. In addition, members can now directly update their record in the membership database, electronically, via the "Members Only" portion of the website. This year, for the first time, we conducted an electronic survey and ballot, thanks to Peggy Carr's vision to get us all working electronically. The experience shows this to be a very effective way to poll our geographically diverse members in a fast and cost-effective manner.

Membership Directory: This year, the *AIIP Membership Directory* is available on the "Members Only" section of our website in PDF format. This electronic version allows for easy access to all sections of the *Directory*. We are also delighted to report that Factiva has generously provided the funding to produce the *Directory* in print. The *Directory* is mailed to every AIIP member and is included with every new member packet.

The *Connections* newsletter has received numerous kudos, and member contributions of quality articles are on the increase. *Connections* is a key element in our efforts to recruit new members. Selected issues are offered as handouts in conjunction with AIIP conference exhibits, and are included in prospect kits and new member packets. We were extremely fortunate to receive funding from Dialog for printing and mailing *Connections* this year, with continued funding in the coming year.

The Public Relations Committee, headed by Cindy Shamel, has generated numerous press releases about the Association's activities throughout the year. Copies of all press releases are available on the Breaking News section of the AIIP website and cover a host of activities including AIIP conference exhibits, vendor partnerships and alliances, and awards. AIIP's exhibiting activities included the AIIP Annual Conference in New Orleans; Southern California Online Users Group (SCOUG) Spring Workshop in Burbank, California; National Online in New York City; Internet Librarian in Pasadena, California; and Online UK in London, England. An official AIIP "position statement," conceived to respond to media situations that require a fast and direct response, was created by the Media Relations Committee, headed by Suzanne Sabroski.

Awards and the Mentor Program continue to be offered thanks to the devoted efforts of Chairperson Federico Turnbull. Although we had difficulty finding an appropriate Technology Award recipient for 2001, we are actively looking for worthy candidates for 2002. The Sue Ruge, Myra T. Grenier, Gale, and President's Awards will be bestowed on deserving winners at this year's conference in Long Beach, California.

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AIIP would like to thank the



*for its consistent support of AIIP
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FOOTNOTES

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This is a thought provoking issue – I know you will agree.

Not many of us can identify with the days of yore when researchers found it easier to redo scientific research than to find out what had been done before. That was the way of the world only as far back as the 1950s, before online research was possible. Roger Summit's "Reflections on the Beginnings of Dialog" is a fascinating insight into the history and the early years of the online information industry.

We have several useful articles on the theme "value-added." As information professionals we frequently add value by going a step further than just locating a piece of information. In some cases, while the information we need is simply not available, it may be possible to compile it through piecing together information from disparate sources – as with market share. Amelia Kassel's article on "Finding Market Share" generously presents sources and methods for locating and calculating elusive market-share figures. Packaging and presentation is another way we can add value. Peggy Carr's article discusses ways to add value to your work through professional presentation of deliverables. Quite by coincidence, a query on value-added practices was put to the BUSLIB-L List in the past few months by Eva Rogals from the Information Center of The Cambridge Group. With her permission, we have printed her summary of the tips offered by other business librarians in reply to her query. Robin Neidorf's article on "Abundance Marketing" provides yet another concept to adding value. Robin adds value to present and past client businesses through sharing information and ideas she thinks would be useful to them, beyond her contractual obligations to those clients. The sharing she imparts returns to her in the form of more business through better relationships and greater trust. Jan Knight relates her experiences as part of a discussion panel for the Tucson Technology Incubator, and how her additional efforts in providing information leaflets for participants led to more business opportunities.

For those with an international interest – Udo Hohlfeld's article describes the information industry in Germany; Christine McCutcheon's review of *The Canadian B2B Sourcebook and Directory* by Maggie Weaver, describes a new Canadian resource for Canadian information; and Mary Tabion (*Euromonitor's* Research Manager, Latin America) has written about the benefits and caveats of doing international research, with some discussion of information sources in emerging markets – using the food packaging industry in Latin America as an example.

Jane John, in her Science and Technology column, has provided us an overview of Scirus, a specialized search engine with useful features for sci-tech searching, and an overview of three new bi-weekly reports from the National Science Foundation which are part of its National Science Digital Library (NSDL) initiative.

Many of our new members join AIIP before they take the step to setting up as independent businesses. Barbara Fritchman Thompson's description of how she "took the independent plunge," might help them with their decisions.

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Science and Technology Watch

Jane John, On Point Research, jjohn@onpointresearch.com

NSDL Scout Report

Last year the Internet Scout Project discontinued its subject-specific coverage, including The Scout Report for Science and Engineering, which ran from 1997 through June 2001. However the National Science Foundation recently picked up sponsorship for three new subject-specific reports as part of its NSDL initiative (National Science, Technology, Engineering and Mathematics Education Digital Library).

The three new reports are bi-weekly and are nicely divided into readership types – Research, Education, and General – followed by one “topic in depth” each issue. You can subscribe to NSDL reports individually (<http://scout.cs.wisc.edu/nsdl-reports/subscribe.html>) or access them quickly from regular issues of The Scout Report. The three reports and their recent features are:

- Math, Engineering, & Technology
Recent topics in depth: Maglev technology, Nanotechnology.
- Life Sciences
Recent topics in depth: Overfishing, Animal cloning, Endocrine disrupters.
- Physical Sciences
Recent topics in depth: Snow, The Return of El Nino, Tornados [sic].

Scirus

<http://www.scirus.com>

Scirus is a specialized search engine with some useful features for a broad range of sci/tech searches. It was launched by Elsevier in April 2001 and, in the same year, won the most votes at Search Engine Watch for a specialty search engine. It is powered by Fast Search & Transfer™ (FAST) whose general search engine AlltheWeb (<http://www.alltheweb.com>) is currently ranked among the top two or three engines along with Google.

Scirus combines the content of scientific websites (societies, universities, scientist home pages, etc.) with the full-text of a series of science publications – mostly Elsevier publications. It seems to be adding large collections of material quickly – Medline in June

2001, Academic Press articles in November, and most recently the arXiv physics preprint collection. A fee is required to access the journal articles, but search results are based on the full text of both the journal and web sides of the database.

Using the advanced search mode you can tick as many – or as few – categories as you like within three broad areas: Information Types, Information Sources, and Subject Areas. You can also set date limits, and the search engine supports phrase searching, Boolean, and +/- features. Here are a few sample searches:

- Goal: Recent overviews of rapid prototyping in manufacturing. Search: “*rapid prototyping*,” limited to the last two years, to the subject areas “Engineering,” “Energy and Technology,” and “Materials Science,” and to web sources only. Results: Several recent overviews from universities and government sites with the desired focus on manufacturing (not rapid prototyping in the software industry).
- Goal: Identify processes within the field of rapid prototyping. Search: “*rapid prototyping*,” last five years, including all journal articles. Results: The “Refine your search...” feature listed a variety of common processes. Zooming in and out of the suggested terms provided good expansion of terms for a subsequent search in STN or Dialog.
- Goal: Identify experts on bioremediation for oil spills. Search: “*bioremediation ‘oil spills,’*” limit Information Type to “Scientist homepages,” and Subject Area to “Environmental Science.” Results: Several researchers who appear to write and research on relevant techniques.
- Goal: Identify companies involved in bioremediation for oil spills. Search: Trick question – remember to back out of Scirus and use something like All the Web or Google, perhaps doing an advanced search limited to the .com domain. Results: Many companies were found when I remembered to use Scirus for science and a general search engine for business!

For AIIPers focused on disciplines within sci/tech, a good list of specialized science search engines can be found at Search Engine Watch under “Specialty Search Engines” <http://www.searchenginewatch.com/links/specialty.html> **aiip**

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“ WANTED ”
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Contact Jim Cowan

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to discuss your ideas.

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The Information Industry in Germany - A Short Overview

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The history of information and documentation services has been marked by many changes in the use of methodology, techniques, and scientific approaches. The rise of e-technologies has had a major impact on the development of information and documentation services. With the recent development of technologies in publishing and disseminating information, information and documentation services have become more important than ever before. But despite the growing use of revolutionary technologies, the importance of the three basic functions of these services continues to grow: archiving and documentation of information, access to information and information resources, and assembling and disseminating information on specific topics (Buder, p. 257).

In 1999 the European Commission and the German Federal Ministry of Economics and Technology sponsored a research project by the Institute of Information Economics, Hattingen, Germany, to investigate the status of the German information industry and the future trends it would have to deal with. One fundamental conclusion of the research project was that by 2003 the industry would experience a major shift from serving business information needs exclusively to including consumer information needs as well. The report predicted that in 2003 business information would constitute 50.5 percent of the market, with consumer services making up the remaining 49.5 percent (Bredemeier (2001) p. 5).

This was not good news for professional information providers.

This brief overview, written at the beginning of 2002, will show which developments really took place in the German information industry and which new trends are expected, and will concentrate on how these trends will affect the business of German information providers.

German Information Providers: The Current Situation

It is easy to get an overview of German information providers, since there are only a handful of companies in the market. Most of them derive from university and college libraries or state authorities specialized in certain technological subjects. In the area of business information, only two providers exist, each of them specialized in specific areas, with the result that there is little competition between the German providers within the information industry.

The rise of consumer services in the mid-1990s made it clear that the multimedia and interactive capabilities of electronic information services would have a deep impact upon information, communication, learning, entertainment, and the buying habits of consumers. In the "global electronic village," the influence of electronic information systems has already changed the business and private worlds markedly.

As a result, the German government has broadened its information-policy focus from industrial policy exclusively to industrial and societal policy ("information society policy"). While this implies that information policy may be more important than ever, it does not mean that the importance of information policy as

an industrial policy is decreasing. Quite the contrary: with the rising importance of electronic information services for e-commerce on a world-wide scale it is more important than ever for every world region and nation or state to have a strong world-wide competitive information industry for business uses (Bredemeier (2000) p. 88, Buder, p. 50).

In this situation, it follows that the German information industry has to fulfill at least the following functions (Buder, pp. 16, 24 & 33):

- of successfully developing and introducing new products, services, and applications on a world-wide scale to secure a top position in the information industry, one of the major growth industries;
- of being the "information assistant" of the domestic economy in its export activities, i.e., making sure that the products and services of the German economy are known world-wide (i.e., by providing information about the German economy);
- of assuring that the German economy, with all its industries remains at least as well informed as the economy of any other world region ("domestic information function")

Adding a societal component to the functions of the information industry raises two core questions about the future development of these services: (1) should they engage in consumer targeted information services in the future, and (2) can a market for information services be limited to a German perspective or should it be seen in the context of the ongoing process of globalization and Europeanization?

Recent and Future Challenges

Given that the market for business, professional, and consumer information services will grow in the future, with a slight advantage for consumer targeted services, these core questions can be answered clearly.

The answer to the second question is "no." With the recent homogenization of the information industry worldwide by mergers and acquisitions, cooperative agreements, and the implementation of technological and ethical standards worldwide, a special German market for information services no longer exists; nor can the German information industry develop without being influenced from outside. In particular, the ongoing process of Europeanization will have deep impact on the future development of the German (and European) information industry (Buder, p. 53).

Whether professional information providers can engage in the area of consumer services is more problematic. On the one hand, existing market barriers make it hard to enter the market; on the other hand, it is obvious that the further development of the market for consumer information services will affect the professional market as well. In any case, information professionals – as one target group

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of information providers – do not see any negative impact, now or in the future (Beer, pp. 21-22).

Existing market barriers to consumer information services are (Bredemeier (2001), pp. 105-106):

- the concentration of information providers on business needs, and thus the lack of consumer-friendly and cost-effective structures
- the low acceptance of micro-payment systems over the Internet
- high costs for implementing consumer-friendly structures and interfaces
- insufficient standards for protecting intellectual property rights

Another risk is the possible entrance of successful consumer information services—e.g., AOL/Time Warner or MSN Network—into the professional market as already proven in the past by AOL. Sudden new acquisitions may also occur.

Nevertheless, there are also chances for professional information providers as they can profit by the forced development of multimedia technology in the consumer sector. As the content of professional information providers is already important to certain user groups, they only need a different way of presentation to reach new users. And the combined development of new access and presentation technologies for both sectors may reduce costs. This might enable a slow step-by-step transition process within the group of professional information providers. **aiip**

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Some German Information Providers:

DIMDI <http://www.dimdi.de> (Life Sciences, Medical, Health Care)

DPMA <http://www.dpma.de> (Patents)

FIZ Chemie Berlin <http://www.fiz-chemie.de> (Natural Sciences)

FIZ Karlsruhe <http://www.fiz-karlsruhe.de> (Natural Sciences)

FIZ Technik <http://www.fiz-technik.de> (Technical and Natural Sciences)

GBI <http://www.gbi.de> (Business Information, News, Newspapers, Journals)

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Information sources in emerging markets: Latin America; and Discussion of some Caveats, Benefits, and Methods of Doing International Research

Mary Tabion, Research Manager, Latin America-Euromonitor International

International research resources vary greatly from country to country and from industry to industry. The quantity and quality of information offered by various sources often depends on the level of sophistication of the country's business and information infrastructure.

Latin America serves as a good example of the varying levels of regional development of information sources within emerging markets. The largest economies of the region, Brazil, Mexico, and Argentina, for example, have well-developed information channels, ranging from national statistics offices, trade associations, corporate communications departments, and specialized press. The first two sources are particularly helpful for comprehensive quantitative information, while trade associations, company-generated materials, and trade journals offer qualitative analysis.

Countries that are less economically advanced, such as Colombia and Venezuela, remain steps behind, as business and industry monitoring can be uneven depending on the levels of investment the public sector, trade associations, local press and companies are willing to undertake. In such countries, national statistics offices usually track domestic production, while trade associations may or may not quantify markets in detail. Industry-specific journals are also less common and are instead often restricted to general business coverage.

Using the packaged-foods industry as an example, Brazil, Mexico, and Argentina have well-developed trade associations tracking market performance. ABIA – Associação Brasileira das Indústrias da Alimentação (the Brazilian Food Industry Association);

SAGPyA – Secretaría de Agricultura, Ganadería, Pesca y Alimentación (Argentina's Secretary of Agriculture, Meatpacking, Fisheries and Foods); and Mexico's CANAINCA (Cámara Nacional de la Industria de Conservas Alimenticias) work closely with government statistics offices, manufacturers, retailers, and distributors in order to report on the state of the packaged foods industries in their respective countries. Each produces a variety of publications, ranging from annual reports to special projects covering specific product categories, buying behavior, and regulatory updates.

Private-sector information sources in these countries are represented by company-released information and category-specific publications. Company press releases, financial filings, annual reports, and product information, often available on the Internet, can be very helpful in assessing a particular firm's position in the market, outlining revenues, marketing strategies, and new product launches. In Latin America, multinational packaged-foods giants like Nestlé and major regional players like Argentina's Arcor are excellent examples of the comprehensive nature of more advanced websites.

The best trade press offers category-focused analysis, commenting on market performance, technology issues, and consumption trends. Trade associations often have some kind of relationship with these types of publications, and they can be excellent resources in identifying publications, journalists, and

analysts in their national markets. One strong example is *Doce de Letra*, a Brazilian bimonthly journal that reports on both supply and demand side trends in the candy industry.

With Internet access improving worldwide, information publishers are turning to the Internet to broaden their reach. Industry information portals are leveling the playing field for market researchers, including those covering emerging markets like Latin America. Using networks of field-based and in-house journalists and writers, industry-focused websites can provide researchers with monthly, weekly, and even daily updates on developments in countries around the globe. Two particularly strong sites are <http://www.just-food.com> and <http://www.just-drinks.com>. Both provide daily headlines about the food and drinks industries from around the world, including editorial commentary and market analysis. Additional information such as full-text articles can be accessed with paid subscriptions. These two sites serve as clearinghouses for business publishers offering site users the opportunity to purchase data sets and market reports. Not only do these sites report on well-documented countries like the United States, Japan, Germany, and the United Kingdom, they also offer a wealth of information on nations where coverage is more difficult to come by, such as Romania, Chile, and Indonesia.

With the number of information resources growing exponentially world wide, market researchers need to constantly update their knowledge base, especially in emerging markets, where the level of information available in the public domain is expanding exponentially and approaching that of the most developed economies. When confronted with ever-increasing volumes of international information, researchers must continue to remain focused on the basic fundamentals of evaluation to ensure that they are tapping into the sources that provide the most accurate and broadest range of market coverage.

What types of international research resources do you use?

Increasingly the Internet is becoming a portal to access a growing wealth of industry and corporate information, as information providers publish online. Some of the most useful international research resources include:

- National statistics offices: These government organizations compile census, macroeconomic, geographic, and industrial data.
- Trade associations: Trade associations functions range from tracking industry performance to representing industry interests in legislative and regulatory forums.
- Trade journals: Specialized industry press is often limited to technical information for manufacturers, but it can offer insight into overall industry performance and marketing and distribution strategies.
- Mainstream and business press: These publications track trends in the marketplace and report on financial performance.
- Corporate communications: Company press releases, websites,

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and financial statements often provide information on company strategies, new product launches, investments, and corporate performance.

Benefits outweigh the challenges

International research resources allow a researcher to get closer to remote marketplaces and industries. While international coverage through US-based publications and information sources is improving, going directly to the sources consulted by local players puts the researcher closer to local industry.

Often nuances from press releases or published articles in the local language are lost when translated and summarized for international publication. In addition, international publications and resources also offer a further glimpse of the country being researched. Advertising and feature articles in mainstream and trade press allow a foreign-based researcher to gain a more profound knowledge of markets and industries being covered from a distance.

Evaluating international research resources

International published information can be tricky to evaluate, especially if the researcher is not located within the country of

research. When evaluating international sources, understanding the following issues are crucial:

How up-to-date is the data or commentary?

Published information does not always reflect the current industry environment. Regular review of published materials and an understanding of publication schedules will increase familiarity with publications, as well as an understanding of the timeliness of their information. Archives can also be useful for investigating historical trends.

Is adequate information detail provided?

Market coverage can be uneven, as journalists, editors, and statisticians often conduct their own primary and secondary research. Clarifying definitions for industry terminology and research methodology is essential to optimize the use of published sources.

What kind of documentation of sources is provided?

Citations for graphics, tables, and quotes offer clues to the sources consulted by data providers, disclosing the origin of the data being reported.

To make the most of international published sources, researchers need to investigate the publications or organizations they are consulting, scrutinizing them the same way they would data or analysis. Without clearly conceptualizing how the information was compiled or generated, a risk exists that data and analysis will be misinterpreted. Researchers can reduce the possibility of bias or misinterpretation by thoroughly investigating the information providers they consult.

Understanding the organization behind the data is key to assessing the information it releases. Direct contact with the information provider is often the speediest way to clear up doubts about published materials. Most trade and mainstream press by-line articles, making it easy to contact journalists and editors. National statistics offices and trade associations usually provide detailed descriptions of the methodology behind their statistics and can also be a source of additional qualitative information. **aiip**

Mary Tabion is the Research Manager for Latin America at Euromonitor International, a global business publisher specializing in consumer markets. She holds a B.S. in Marketing and International Business and a B.A. in Spanish from Indiana University, where she later returned for an M.A. in Latin American Studies.

Euromonitor International offers a range of publications covering consumer markets that address the issues of cross-country comparability and transparency of sourcing and methodology. Euromonitor's Integrated Marketing Information System and Strategic Reports provide standardized data sets, as well as compressed qualitative analysis that explains the trends behind the statistics. With uniformity of market segmentation and coverage, Euromonitor's products provide significant market insights and time savings for researchers in a single document.

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FOOTNOTES

(Continued from page 3)

This is my last column as Editor-in-Chief of *Connections*. A big THANK YOU! to everyone who contributed to *Connections* this year – writing, editing, printing, proof-reading and funding (thank you Dialog!). While I cannot deny it has been a challenge to keep the publication moving forward – harnessing and presenting good content, maintaining the schedule of publication using the resources we have, and all on volunteer time, I have been extremely fortunate to work in collaboration with many talented, funny, wise, and wonderful people. I welcome Barbara Wagner, Russ Singletary, and Nancy Fawcett to the editorial board, it was great to work with them on this issue. Allan Rypka has begged off the board to manage work and family commitments. Allan has contributed to *Connections* in many ways over the years, and promises that his leaving will not be the end of his involvement in *Connections*. Finally, for keeping me sane through this year, I especially thank Jim Cowan, our next Editor-in-Chief, Eiko Shaul, Director of Advertising, and Risa Sacks, who stepped in whenever I hollered for help and did whatever was required. I hope Jim will be similarly blessed, and urge all you AIP members to commit some time and talent to contributing to *Connections* in the way you feel most comfortable. Enjoy this issue.

aiip

President's Message

(Continued from page 1)

AIP's Mentoring Program continues to be popular. Several new mentors have been added this year, but the waiting list of mentees continues to grow. The Mentor Program is one way in which experienced AIP members can become involved and share their expertise with those who are new to the information professional business.

The AIP Conference in Long Beach will be one to remember. We are partnering with SCOUG (Southern California Online Users Group) to create a bigger and stronger program this year. Conference Chair, Debbie Bardon, and her numerous conference-committee volunteers have contributed countless hours to coordinate the program, vendor training, exhibits, sponsors, food, and entertainment events.

These are highlights only – the things most see when they look at AIP. New ideas and future plans are constantly in the works that will contribute to this unique organization's place in the information industry. If this past year is any indication, we have the energy and we're headed in the right direction. The future looks extremely bright!

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Taking the Independent Research Plunge! How I Did It

Barbara Fritchman Thompson, *Research Solutions*, barbara@researchsolutions.net

I don't gamble, am not a risk taker, and can't remember the last time I took a dare. However, after a year of listening to me talk about leaving my job, my husband, Bob, finally said, "If you're going to do it, just do it!" So I did. After all, he had already made the transition from employee to self-employed several years ago.

Becoming a self-employed research consultant was a scary step for me to take. After 20 years working for a fairly stable employer like the County, I was afraid to leave that safety net of a steady salary, good benefits, and relative job security to jump straight into the unknown world of being an independent researcher. I never had to go out and find my clients; they always came to find me.

The choice of becoming an independent researcher was obvious since the thing I enjoyed most about my job was the research and working with individual patrons in helping them find solutions to their problems. It was also obvious to me that I was tired of supervision along with the headaches of running a branch library and being in middle management. What was a fun place to work had turned into a day-to-day drudgery.

As I said earlier I had been contemplating a career change for quite some time. Several months before I took "the plunge" I was reading *Opening New Doors: Alternative Careers for Librarians*, edited by Ellis Mount (SLA, 1993). Several chapters discussed becoming an information broker working alone or by creating a company. I do not remember now who wrote which chapter, but I am sure since I also found a reference to the AIIP website that one or more of the contributors were most likely AIIP members at the time.

After I gave my two-month notice to the library system I joined AIIP and subscribed to the AIIP discussion list. For support as well as help on the dos and don'ts of being an independent researcher you cannot go wrong in lurking on the list to learn as much as possible or ask for help in solving a problem. About this time my husband purchased a copy of *Information Brokers Handbook* by Sue Rugge and Alfred Glossbrenner, which I read from cover to cover.


Using suggestions from the book and with help from Bob, I set up a website and began the process of establishing contacts and advertising my services to potential clients. I also recommend using *Information Brokering: A How-To-Do-It Manual*, by Florence M. Mason and Chris Dobson (Neal-Schuman, 1998). And Mary Ellen Bates' excellent "Getting Your First Five Clients", AIIP Professional Paper No. 98-1 (Rev.01/99).

Be sure to plan to attend an AIIP Conference. I have had the pleasure of attending one just after I started my business and hope to attend others in the future. To get my name out there I also began writing web-review columns for *Library Journal* and *Reference*

Reviews. Although I had used websites for quick reference work at the library, writing web columns enhanced my ability to weed out sites of less than reliable content.

As with any beginning entrepreneur I have shifted focus and reworked my game plan many times over the past three years. In order to be successful at the independent services game it is important to grow and change directions, as client needs or the market itself dictates.

I am very glad I took the risk. From talking with fellow AIIP members and other friends who are entrepreneurs I was warned to give it at least three years. I am now fully into my third year and although still struggling with finding my niche and having steady clients, I do not regret the step I took.

Barbara Fritchman Thompson is a native of Winston-Salem, NC. After graduating from Appalachian State University with a bachelor's degree in library science and George Peabody College with her master's, she returned to Winston-Salem where she worked 20 years for Forsyth County Public Library System. In 1999 Barbara started working from home as an independent professional. Her company, Research Solutions, provides a wide range of services including Internet and traditional library research. 



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Reflections on the Beginnings of Dialog: The Invention of Online Information Access

Roger Summit, rsummit@earthlink.net

As one of the earliest explorers in the online world (in fact, some have over-graciously credited me with creating it), I would like to tell you a bit about the birth of DIALOG – a service which has survived two wars, six presidencies, and four business cycles, and which is perhaps even more relevant today than when it began.

Background

My interest in computers began in 1951 when a friend told me of a new machine – the digital computer – which had the capability to store magnetically, in digital form, not only data, but also the programs that could be used to manipulate that data. The exciting key to this invention was that since both the program and the data were stored in digital form, the computer program could adapt to dynamically-changing needs as it processed. As a psychology major, interested in cognitive intelligence and how the human mind stored and integrated information, this fascinated me. Even as an undergraduate I knew this was a field I had to understand.

Following graduation and three years in the U.S. Navy, I returned to Stanford University to pursue an MBA degree. In 1957, the final year of the degree, Stanford obtained an IBM 650 computer and I enrolled in the first computer science course in the University. The instructor, Bob Oakford, and the class, worked step-by-step to program it from a rather sketchy operations manual. Coding was done as basic machine language and was very tedious (e.g., it took four program steps to simply add one number to another and store the result). In addition to learning to program simple tasks, we also discussed potential applications such as inventory control, point-of-sale recording, and information retrieval.

My first job after obtaining the MBA was in the information systems division of Arthur Andersen, doing some of the early work on what was to become the VISA system.

Later that year I was offered an IBM scholarship at Stanford to pursue a Ph.D. degree working under Professor Daniel Teichrow.¹ My purpose in returning to Stanford was not so much for the degree as for the technical education I felt I needed to pursue my computer applications interest. Most of my Ph.D. course-work, therefore, was done outside the School of Business – in math, statistics, industrial engineering, and operations research. Harvey Wagner², who taught operations research, significantly influenced my future business philosophy when he impressed on me that the Ph.D. degree is not so much a matter of personal attainment as it is an obligation to provide society a return on its investment.

While a doctoral candidate at Stanford in 1960, I took a summer job at Lockheed Missiles and Space Co. working for the director of information processing, E. K. Fisher. One of his first assignments was for me to investigate the use of the computer in information retrieval. A common statement at Lockheed at the time was that it is usually easier, cheaper and faster to redo scientific research than to determine whether it has been done previously. It appeared

possible that computer-based information retrieval had a chance to change the way scientific research would be managed in the future.

Lockheed's computers at that time were second-generation, IBM 7090s, also known as "batch processing" machines. With batch processing, there is virtually no interaction between the customer and the machine. Data are fed in on punched cards or magnetic tape and results are output to magnetic tape, punched cards or an impact printer. Moreover, computers in those days were specialized and used mainly for accounting and scientific computation, not the processing of text.

A programmer named Peggy Don and I began some test programs to experiment with the application of computers to information retrieval. It occurred to me that we should be able to simply parse the plain text statement of a query and match those words against a database of textual citations, identify the relevant items, and then sort them according to word-hit frequency (an idea that seems to have caught on with Internet search engine designers as well). The results of this process were disappointing. One of the main issues, I recall, had to do with the mystery of how to modify the query to obtain better results. Because the search and relevance algorithms within the search engine are unknown to the user, how to modify the query to improve the results was not apparent. We referred to this as "black box" searching and abandoned further work along these lines.

The Formative Years - Information Retrieval and New Exciting Technology

"Man-machine interaction" and information retrieval were hot topics in computer science through the 1960s, as was evidenced by numerous conferences hosted by IBM and other technical organizations. These were very stimulating times and we were very excited about developing applications with this technology. A number of us who were interested in library applications formed a multi-company working group that met regularly to share ideas. It was during these meetings that I first got the idea of using computers to access technical literature on a global scale.

At one of the meetings we met a particularly visionary and influential person, H. Peter Luhn.³ At IBM in the early 1960s he invented and introduced Keyword In Context (KWIC) indexing and Selective Dissemination of Information (SDI) – also known as "alerts" and "current awareness." SDI has been recently reinvented by dot-comers as "push" technology.

At the time, there were several information retrieval and SDI systems in place within IBM, government agencies, and various universities. They were, however, running on second-generation, batch technology with all the disadvantages of these systems, as described above!

In the mid-1960s, the IBM 360 series computer⁴ was introduced, which opened up a number of possibilities. I saw an opportunity to

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utilize this third-generation computer technology to leapfrog over existing information retrieval services. Clearly, it contained functionality that could revolutionize information access, retrieval, and distribution.

Lockheed Information Systems Laboratory - Development of DIALOG

Thus it was that in 1964 a colleague and I proposed that Lockheed establish a laboratory to explore application of this exciting new technology to information retrieval and other areas.

The environment at Lockheed at this time was ripe for such a proposal. Lockheed was being encouraged by Wall Street to diversify beyond its aircraft and government contracting lines of business. The Department of Defense had established several independent research priorities, one of which was information retrieval. Finally, Lockheed's Executive Vice President, Herschell Brown, had seen what was called the Red Book, a feasibility study for automation of the Library of Congress. He felt such a task to be consistent with Lockheed's innovative approach to utilizing new technology; he approved establishment of the Information Sciences Laboratory.

In early 1965 Lockheed received one of the first-produced IBM 360/30 computers. In addition to the computer, itself, the system consisted of the following:

- One 2321 mass storage device (400 million bytes)
- 2311 disks (7.25 million bytes, each)
- Two IBM 2314 disk drives (29 million bytes, each)
- One IBM 2260 CRT display unit

The system also contained a communications controller, two tape drives, an IBM 1403 high-speed printer (600 lines per minute), and some other associated equipment. The computer had an internal memory (RAM) of 32 thousand bytes and ran at a very slow 1.5 microsecond cycle time. Stop to think for a moment if you will – the laptop on which this article is being written has more than 10 times the storage and perhaps 100 times the processing speed of the computer on which we developed DIALOG!

The first problem we faced was that none of us knew anything about programming this new technology. IBM came to the rescue! They provided training classes, consultative help, and seemingly limitless assistance on call. This early experience with IBM support inspired later DIALOG customer services policies.

Several projects developed in the Information Systems Laboratory (as it was called) including work on speech recognition, automated flight planning, pattern recognition, language translation, information retrieval, and an automatic bridge-playing program. I was asked to head the information retrieval project.

The appeal of the information retrieval project and the excitement within the group as we began to work in this area were intense. The impetus from the beginning was towards solving a problem – that of facilitating and improving human-machine interactions – and not towards establishing a business. We knew we were dealing with a process akin to books and literacy (i.e., what good is it to be able to read if you can't find the information you

What's in a Name?

The name for the system, "Dialog," occurred to me in 1966 when my wife Ginger and I with our two babies, Jennifer and Scott, were on our way to Portland to visit her parents. She was driving and I was dictating a project plan for what was to become Dialog into a small, voice-activated tape recorder. But what should we call the project? A nameless project receives about as much attention as a book without a title.

OK, the system was to be interactive between man and machine. The searcher in a sense said, "this is what I want," and the machine said in effect, "this is what I have." Described that way, why not call it, "Dialog?" But should it have the "gue" or just the "g" ending? the "g" spelling was the less preferred and seemed to make a better trade-mark so that's what we decided to call it.

Actually it turned out to be a good selection. Carlos Cuadra, the developer of Orbit (an early competing system) used to say every time he heard the word used in a normal context at a conference he grimaced. We also always expressed the mark in all caps so it stood out on wherever printed.

want to read?).

In the back of our minds was the thought that with this technology we might be able to substantially enhance the utilization of knowledge. Gradually, we began to realize that we could command a worldwide market for our services and could store, with real-time access, massive amounts of the world's knowledge. We literally believed we could change the face of research and computing, and we had the skills and vision to do so.

Project development

Our 1966 project team, the group that set about programming the system that was to become DIALOG:

- Roger Summit - project leader
- Dexter Shultz - file-loading software and operation
- Jim Brick - telecommunications (*with consultation from Len Fick*)
- Ken Lew - master applications programmer
- Bob Mitchell - systems programmer
- Ed Estes - system architect.

Systems design

Computer resource limitations dictated that all coding had to be at machine language or assembler level. The system design priorities we developed were as follows:

- It should be command driven so that searchers could use it directly without needing computer programmers to act as intermediaries.
- It needed to be interactive to allow searchers to display hits and modify queries based on intermediate results.
- It had to be recursive, meaning that there needed to be a means to limit or extend the scope of a search without having to re-enter the search itself.
- It should provide an alphabetical display of all retrievable terms

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from which one could choose.

Two unique features of the design were *search recursion* and *index word display*.

Recursion: With an interactive system, information retrieval can be a process and not just a probe. Recursion, embodying feedback and modification, constitutes a powerful process. In the search process, recursion with feedback allows the user to modify the query during the process of the search, based on feedback from the database. Furthermore, recursion allows one to mentally break up a complex task into a series of connected simple tasks to obtain a desired result.

Perhaps probe versus process searching can be further illustrated by considering the difference between a ballistic and a guided missile. A ballistic missile will only hit its target if all the variables affecting its flight course are known at the outset, whereas a guided missile can adapt its flight pattern to unknown environmental factors during the course of flight.

Other than for simple explicit searches within a database, the searcher is neither completely aware of what is contained in the database, nor confident of just which words to use in the query to elicit a desired response. Thus it is useful for the searcher if the search process allows the saving of intermediate results of queries, which can then be used later as elements of subsequent queries. A particular query thus defines a concept within the search space and that concept, saved as a search “set” can itself be used for subsequent query formulations along with other words or phrases.

I recall great debate among the design group with regard to saving intermediate sets. Computer memory was very expensive and saving intermediate results could mean a lower user capacity. Thus there was a very real tradeoff between the number of simultaneous users that could be accommodated online and the amount of memory that could be devoted to a single user.

We invented the generalized recursion function, which though copied by a handful of commercial search services, is not offered by any of the major Web search engines.

Index display: The idea of providing for the display of searchable terms came to me from a visit to one of the Stanford libraries. In utilizing the card catalog, I was totally frustrated trying to guess what classification category my topic of interest might fall under. After opening drawer after drawer and pawing through entry after entry, I approached one of the librarians to ask if there was a listing of the subject entries. I was told, “no,” and besides that this would be difficult because they were frequently changed or added to.

When it came to designing DIALOG, one of the early requirements thus became that of allowing the searcher to display an alphabetic list of searchable terms near a desired term. We also included with each displayed term the number of items in the database containing that term, and if there were a thesaurus associated with the database, the number of thesaurus entries associated with the term. All of these features were included to help the user better formulate a search.

Index display is particularly useful in examining corporate

names and personal names, which are often entered in a database in a great variety of forms and spellings. We called this command, “Expand” with an argument of a word or phrase.

By 1965, the team had developed a small, working prototype of DIALOG incorporating the design priorities into the following simple commands:

- | | |
|-----------------------|---|
| BEGIN (file number/s) | - specifies the file/s to be searched.. |
| EXPAND (term) | - provides a display of alphabetically near terms to the germ entered. |
| SELECT (term; set) | - creates a Boolean-defined subset of the search file(s) corresponding to the terms and/or sets specified |
| TYPE (Set number) | - outputs an item or range of items from the set indicated. |

Searching DIALOG is as simple in concept as remembering: B E S T.

This conceptual design was a model for several later systems such as the IBM Stairs system and the American Chemical Society STN system.

In my view, one of the huge limitations of current Internet searching is the lack of recursion functionality. Furthermore, the index display function (Expand, in DIALOG) is offered by few, if any, of the current Web or commercial service search engines. I recall a conversation in the mid-1970s, with Ron Quake (one of the founders of Bibliographic Retrieval Services (BRS)) when he commented that the one thing he coveted in DIALOG was the Expand command. The BRS system had been adapted from the IBM Stairs system, which has no index display capability.

The NASA Experience - Achieving Wider Recognition

As we were being supported with Lockheed independent research funds – a highly sought-after, scarce, and fickle resource – I knew that if we were to survive, we had to move through proof-of-concept and into externally-supported work rapidly.

The ideal database to test our proof-of-concept was the NASA Scientific and Technical Aerospace Reports (STAR) database. Not only was it the largest database around at 250,000 citations, but access to it was in great demand. NASA was running searches against STAR on a batch IBM 1401 computer, but I knew we could surpass this effort with DIALOG, given the chance. Mel Day⁵ of NASA was the key figure in this regard. He, along with Mortimer Taub⁶ of Documentation Inc., developed software to store the NASA STAR citations as a database. The announcement bulletin and catalog were printed directly from the database which, in turn, was used for searching. This was an accomplishment in its own right, as it was one of the first instances of the source of a printed publication being stored as a computer database.

I arranged a meeting with Mel Day in Washington D.C. in 1965. During the meeting, Mel responded to my description of the utility of DIALOG by explaining that he had a dozen or so people a week describing systems that could do most anything short of reading your mind. He said he had to see it in operation to believe its effectiveness. After further discussion I offered to submit an unsolicited proposal to install DIALOG on the NASA database and

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conduct an evaluation of the approach at the Ames Research Center in Mountain View, California. He responded by issuing a request for proposal (RFP) in April of 1965 incorporating the features we had discussed. We submitted a bid.

Much to our chagrin and enormous disappointment, we learned that Bunker Ramo Corporation had also submitted a proposal and had been awarded the prototype contract. As this contract was to be our avenue to proof-of-concept as well a vehicle for becoming independent of Lockheed independent research funding, I felt we had lost a major opportunity and had to come up with another alternative. The one that I decided on was to submit a very low-cost proposal, one within Mel Day's discretionary funding limit, for a parallel experiment. I argued that in this way NASA would have a backup in case the Bunker Ramo system didn't work out to their satisfaction.

An interesting summary of the bidding process is reported by Marjorie Hlava⁷ as follows:

In 1964 after some discussion with Mel Day of NASA, Roger Summit prepared a proposal to NASA to use DIALOG for the automation of the NASA information system. Daniel Sullivan of Bunker Ramo also bid on the proposal and received the award to develop the prototype for the later Bunker Ramo System. The initial request for proposals asked for 20 ideas in the system specifications. At that time DIALOG included 19 of these ideas. Undaunted, Summit prepared an unsolicited proposal for a parallel experiment to be run between the NASA-Ames Research Center and the Lockheed Palo Alto Research Laboratory. NASA specified a dial-up teletype protocol and purchased the Bunker Ramo equipment to support the project. After two years, the Bunker Ramo experiment proved unfruitful and NASA dropped it. In the meantime, the NASA-Ames experiment had proved to be very successful.

Ames Research Center Prototype

Our proposal was minimal, covering only the cost of the remote terminal equipment (an IBM 2260 display terminal with printer) and a 1200-baud leased line between the Lockheed facility in Palo Alto and Ames Research Center. We had proposed installing the leased line in order to support a CRT display system rather than the dial-up teletype system proposed by Bunker Ramo. We were awarded a contract from NASA in 1966 and were operational in January of 1967.

At NASA/Ames, DIALOG was used both by NASA end-users and librarians. There was a single database, that contained the 250,000 NASA citations mentioned above, and the system allowed only a single person to search at a time. An analysis of the results later showed that end-users spent significantly more time online in search formulation and viewing intermediate results with smaller printouts, whereas librarians behaved just the opposite – with less search time and much larger printouts.⁸ This of course, makes sense in that end-users could better determine the online results they wanted whereas the librarian, as an intermediary, tended to be more exhaustive in searching. The only complaint we got from the service

was from a librarian who said demand for her services had increased to the point that she had to cut short her coffee break!

Turnaround time for searching the NASA STAR database was thus reduced from 14 hours plus mail and handling when done on the NASA headquarters IBM 1410 computer, to a few minutes at the remote site. Furthermore, the search could be modified during the process without having to be reformulated entirely.

This project marked the first remote, interactive, information retrieval application utilizing real people doing real searches on a very large database. Based on the success of the Ames implementation, we were asked to install remote terminals at three other NASA facilities.

We were excited beyond words!

NASA/RECON (Remote Console) System

In 1967 NASA issued a competitive RFP for development of the NASA RECON system. We submitted a bid of \$180,000 against a dozen or so prominent software companies such as Informatics, Computer Sciences Corporation, IBM, and others. We received the award, which was our first major development. The contract specified several enhanced features but otherwise was very close to the original DIALOG. The result was called NASA/RECON (Remote Console Information Retrieval System). In preparation for the work, we upgraded the laboratory computer to an IBM 360/40 which was faster and contained more internal memory.

In the bid, we included a "rights in data" clause which gave Lockheed the right to use any software developed for our own purposes. This right proved invaluable to the future success of the business.

Following successful installation of the NASA/RECON software on the NASA facility computer, our group was awarded contracts from the Atomic Energy Commission (AEC) and the European Space Research Organization (ESRO) to install DIALOG on their computers.

About this time I wandered into one of the offices adjoining mine to discover a blackboard drawing of WWI biplanes engaged in a massive dogfight. Each plane had a project name label such as, "DIALOG," "Bridge Project," "Speech Recognition," "Language Translation," etc., and most were shooting at each other. Some of the planes had crashed and burned, others were in tailspins on their way down, and still others were trailing smoke plumes. Only a couple were flying high at the top of the blackboard and one was labeled "DIALOG."

Business Redirection

In 1969 we negotiated a contract with the U.S. Office of Education, to provide them a retrieval service on the ERIC database. I met with Harvey Marron and Lee Burchinal⁹ of the U.S. Office of Education to discuss installing DIALOG on one of their computers. They indicated they had no interest in operating computers and asked if we could not simply mount their database on our computer and provide them access for searching. Of course we could! And so this became our first services contract and changed the group from a systems development/installation organization into a services organization.

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What I learned from this transition proved profound. In the development/installation mode, one is effectively out of business at the conclusion of the contract and thus needs to scurry around for additional contracts or lay off people. In a services mode your customers become dependent on the continued supply of your service (if its useful to them) and thus you tend to operate under renewable contracts. In this way you can build and cumulate business by adding new customers and adding useful services for existing customers.

Many businesses can operate either in a contract mode or a services mode. The latter is far more desirable from a business continuity point of view. It was at this point in 1970 that I decided DIALOG was to become a commercial services business.

My father-in-law, a successful patent attorney, was impressed by the applicability of our technology to patent searching and suggested that we buy DIALOG from Lockheed. He offered to finance the \$100,000 or so that we felt Lockheed would require. My intuition dissuaded me from pursuing his offer. In retrospect the decision was probably a good one, other than from a personal financial perspective.

DIALOG, the Business

With the demonstrated utility of DIALOG during the NASA contract and as a result of requests from other organizations, in 1971 I proposed to Lockheed management that we launch a commercial business based on DIALOG and the database services we were already supplying to government agencies. With a foundation of government services covering most of our expenses, we could easily take on the risk associated with a commercial startup. I felt we had a real head start and could develop momentum as we progressed.

Lockheed management was reluctant for many reasons and deferred approval of the commercial program. Then came the trigger that spurred them into action. Carlos Cuadra of Systems Development Corporation (a Lockheed competitor) mailed a survey exploring the feasibility of establishing an information retrieval service similar to the one I had in mind. This survey, arriving from an external source and a competitor, gave Lockheed management reassurance that there really may be an opportunity here. They approved the commercial launch.

And so, in May of 1972, the commercial service of DIALOG was launched, with a grand total of three databases: ERIC from the Educational Resources Information Center, NTIS from the National Technical Information Service, and PANDEX (a Science Citation Index look-alike created by Dick Kollin) from Crowell, Collier and Macmillan; and half a dozen customers.


With this launch, DIALOG had demonstrated that an entrepreneurial business could be successfully developed within a large corporation, given proper nurture and support. We had achieved our goal of becoming free of independent research support funding and, although we did not know it at the time, were on our way to becoming a successful business. The first step in Harvey Wagner's admonition to provide society a return on its investment had taken place.

* * * *

What I have described here is in a sense the first chapter in a

continuing story of the evolution and development of DIALOG. Today, in 2002, DIALOG offers 531 databases, is used internationally in over 100 countries, and has found a place in the professional lives of untold numbers of librarians and other professionals.

Over the past 30 year period, DIALOG has changed names and parentage and now finds itself in a very solid position with its new owner, The Thomson Corporation. Under the management of Roy Martin, DIALOG CEO, my dream of providing access to the world's important technical literature continues along its path toward fulfillment. Under the stewardship of Thomson, I feel that DIALOG has a strong parent whose primary mission is consistent with my original vision.

It is particularly gratifying for me to see this position stated so clearly by Richard Harrington, President and CEO of Thomson Corporation: "Our goal is to get the right information to the right people at the right time with the right applications and software, to enable our customers to make better decisions, faster." 

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Roger Summit, Ph.D., is the founder and past president of DIALOG Information Services, a successful, pre-Internet database access service company. His pioneering work in the development of the DIALOG system began in 1962 at the Lockheed Corporation where he continued on as Manager, Director, and finally as President and CEO of the Company when it was spun-off from Lockheed.

Under Roger's leadership, DIALOG grew to be the world's most extensive online information retrieval service, offering over 325 million documents in over 500 databases to over 150,000 subscribing customers worldwide.

Following his retirement in 1992, he was named Chairman Emeritus of DIALOG. He has also served on several start-up advisory boards and boards of directors. Through these activities, Roger has earned recognition as an authority on the development and use of Internet applications and services.

As this story may be continued, Roger would appreciate hearing your comments and early memories relating to DIALOG. He can be reached at rsummit@earthlink.net.

Market Share And Value Add

Amelia Kassel, MarketingBase, amelia@marketingbase.com

Information brokers can offer clients an important valued-added service by providing research on market share. By understanding market share, knowing how to find it, and providing data to calculate or extrapolate about it, information brokers furnish companies with the kind of information they rely on (along with other industry statistics) to learn about competitors – and ultimately to help develop short- and long-term strategic business and marketing plans. The Census website provides a simple example:

A restaurant supply wholesaler calculated that it had roughly an 11-percent market share – its own sales divided by state totals for similar businesses – in its primary sales region in the northern mountain states. The wholesaler used that figure as a target when it expanded into Arizona and New Mexico. <http://www.census.gov/epcd/www/ec97use2.htm>

Having conducted numerous projects about market share, and having answered repeated questions from information-brokering students on finding market share and allocating budgets for such searches, I've decided to present the readers of *Connections* with a "short course" on the subject.

What is market share? Some definitions

The Duke University Libraries website of market share resources offers the following definitions of market-share (http://www.lib.duke.edu/reference/subjects/business/m_share.htm):

- Market share is the ratio of sales of a brand to the total sales of that product-type in a defined area (county, continent, etc.).
- Market share is also defined as the ratio of sales of a company's entire product line to the total sales of all related companies.
- Market share is usually presented as a percentage, although sometimes a raw number of sales or units is provided.
- If the total raw number is located, you can calculate the market share percentage by dividing the brand's number by the total number, and multiplying the result by 100.

Where do you find market share data?

One method used by companies to assess their own market share is to obtain Economic Census Data from the U.S. Census Bureau. The Economic Census "profiles the U.S. economy every five years, from the national to the local level." Reports are available for geographic areas, Standard Industrial Classification (SIC) based Comparative Statistics <http://www.census.gov/epcd/ec97sic>, and ZIP Code Statistics. Note, however, that the Economic Census is taken every five years (the most recent data are from 1997), with various reports released throughout that period, sometimes at what seems like a snail's pace. Depending on the industry and the situation, Census information may not be current enough on the one hand, but on the other may be the only way to develop hard data.

Apart from Census data, business and trade journals often report on market share. Articles about market share for Internet browsers or that held by automobile manufacturers appear fairly regularly. Other sources for market share are consulting firms who often

provide free reports on the Web (or else charge very expensive annual fees with information only available to their subscribers), investment brokerage reports, and off-the-shelf market research. Although analysts' reports and off-the-shelf research are expensive, many of these companies distribute their research by the page through major online database aggregators such as Dialog™, Profound™, LexisNexis™, and Research Bank Web™. From such sources, an online researcher may be able to quickly search and zero in on market share for major industries and large companies by using the terms "market share" or "share of the market."

Is finding market share fast and easy and cheap?

At first glance, finding market share may seem easy to do. Frequently, the sources that cover market share focus on public companies or large private companies that are major players. In these cases industry statistics and financial data are readily available if you know where to look. A student looking for market share for the Gap without much luck asked me for advice. I checked Northern Light's Special Collection using the search terms: "market share" gap. The first Custom Search Folder was "Clothing and Apparel Industry", and I located the answer — third hit down in the website description, even without purchasing the article. Although I recommended additional research (which is important for confirming and verifying the initial result) the example illustrates how, with a little luck and knowledge of sources, some answers can actually be located quickly and easily. In another case, a Google search about information industry market share led to a website press release from Outsell Inc., a company that provides market research about the information industry.

Despite the sometimes fast and low-cost/no-cost access to market-share answers, there are times when there is much more than meets the eye. When looking for private company market share, or for market share by divisions or subsidiaries, the research process is more complex. The same holds true when researching individual market segments within a broader industry or SIC code; multiple market segments within an industry; or within niche markets. Much depends on the company, industry, or segment you're researching.

When market share data do not readily pop out of online research, it's often necessary to provide information from an array of sources. Research can become time consuming and delivery can consist of a compilation of articles. When time, budget, and expertise permit, an analysis or synthesis can be included. In some situations, next-steps research may consist of primary research in the form of telephone interviews, competitive intelligence research, or a benchmarking study. With enough background, either from in-depth secondary research or more extensive primary research, it's possible to develop assumptions or extrapolate data about market share.

Problems of extrapolating data

Since my business emphasis is secondary research across many industries, with competitive intelligence and telephone research

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when required, I provide business articles and market-share data from analysts or market-research reports, but do not calculate or extrapolate for clients. My rationale is twofold: (1) In some cases, multiple sources contain different figures, and (2) I'm not an industry or subject specialist. For both reasons, I believe the development of assumptions or extrapolations are best left to the industry experts or financial specialists within a client's firm. Depicting how complex finding market share can get, Estelle Métayer explains the importance of triangulating when gathering market-share data using such primary research methods as telephone interviews:

Triangulating means comparing results about the same question from different sources to ensure that responses are not biased; verification strategy entails interviewing multiple people in the same organization to crosscheck sales figures, and by asking competitors their opinions about the accuracy of the responses received. You should also then multiply the average price of the unit by the unit sales to see if it matches the dollar sales given in the interview.¹

Since it can take a lot of research and a lot of judgment when it comes to assumptions and extrapolations, depending on your background, experience, and education – and the research methodologies used – you may wish to do less, or more.

How a market-share question grows: an example from practice

One example illustrates how the research can grow, despite what appears to be a straightforward question. I was asked to provide market share for the insurance industry in early 2001. I found that market share discussions were segmented by categories such as automobile, property and casualty, life, and health. Within each segment, there were about two dozen articles published within a time span of the most recent one-year period, each expressing market share in a different way. The titles below give you a flavor for how market share is described for automobile insurers:

- “Competition Among Leader Auto Writers Speeds Up”
- “1999 All Commercial Auto - By State”
- “1999 All Private Passenger - By State”

What at first glance looked like it should have been an answer to one question became a project involving multiple segments from many perspectives that took 15 hours of time, plus \$572 of database expense. The deliverable contained an executive summary combining narrative, bulleting, and tables that synthesized all the information into a 12-page report and the accompanying research, consisting of 284 pages organized by market segment. (My personal preference is to provide all research results with each deliverable, but some information brokers only deliver a report, with research available upon request.)

Private company market share projects

In the example above, I found many articles about market share. However, when researching market share in industries where most companies are private, it's often necessary to provide industry and market statistics, industry and macro-economic trends that can affect market share, company background, or any other bits and pieces of

information that shed light on a company's place within its segment

Implications for information brokers

What should information brokers do when they get market-share questions? Some possible approaches include two steps involving secondary research, and a third step regarding additional primary research.

Step 1. Conduct a narrow search using market share terminology, with a goal of uncovering a source that reports actual market share.

Step 2. Conduct a broader search with a goal of uncovering related data to help with assumptions or extrapolations.

Step 3. When market share is not found, and there is no information to extrapolate from, provide your client with recommendations or “Next Steps,” in itself a value-added service. One client recently told me that she finds my suggestions for additional research with specific alternative techniques very helpful.

Budgeting guidelines

What you know or don't know and your assessment of potential research methods for finding market share has implications for budgeting. Some considerations are related to:

- Client interview - Can you elicit enough information from the client to assess the relative or potential complexity for finding market share?
- Industry background - Do you already have some knowledge of the industry or major players?
- Preliminary research - Will it be necessary to conduct background or preliminary research first? If so, this must be budgeted for.

Taking these factors into consideration helps with the budget process. I like to encourage clients to authorize both Steps 1 and 2 above at the same time when I can quickly ascertain that the project could become more complex. After completing secondary research and evaluating results, you are equipped to know whether primary research will be required. If outside the scope of your services, you can consider whether it's appropriate to subcontract or provide a referral for your client.

Final tips

More complex research is usually required for:

- Industries dominated by private companies.
- Industries with few players, usually private.
- Emerging industries
- Local businesses or companies
- Companies operating in a narrow market niche
- Large industry categories with multiple market segments

The bottom line (conclusion)

When a client asks for market share, the experienced researcher knows that the answer may lie around the corner, just inside a press release from a market-research firm that has recently reported about an industry – and this information may even be free or low-cost. Or, the answer could involve a multi-step process consisting of uncovering

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information from a wide range of sources and possibly synthesizing results, or recommending further research. All facets entail value-added knowledge and services provided by information brokers.

Reference

1 Estelle Métayer. "How to Calculate Market Share," Issue 9 (July-August 2000), <http://www.competia.com> (Membership is required to access this article.)

Métayer details the following topics:

- Understand what one means by "market share"
- Define the market accurately
- Calculate market size: different methodologies
- Derive insights from your analysis
- Learn from the example: a case study [aiip](#)

Amelia Kassel is the principal of MarketingBase, an information brokerage firm founded in 1984. Ms. Kassel provides business and market intelligence to customers globally. She also conducts courses designed to mentor independent information professionals. Ms. Kassel presents regularly at conferences such as Online Information, London; Online World; WebSearch University; National Online Meeting; and Internet Librarian. She has written extensively in such publications as Searcher, Online, and Database/EContent magazines. Most recently, Ms. Kassel has published the book Super Searchers on Wall Street: Top Investment Professionals Share Their Online Research Secrets (CyberAge Books).

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Searching for market share online

Market Share Reporter (Gale Research)

- Available from LexisNexis
- January 1991 through current
- Updated annually each fall
- Update is complete within two months of the printed version
- Information on more than 2,000 national and international companies
- Public and private sector activities
- Searchable by SIC and other LexisNexis Segments, or free-text
- Each entry includes tabular market share data extracted from business and trade journal
- Advantage: fast way to find market share
- Drawbacks: database is based on an annual print version and misses the most current literature available; database does not cover narrow market segments and niches

Business and Trade Databases

The following databases available from Dialog, LexisNexis, and other vendors cover business and trade journals. You can search for a particular product, service, company, or industry in conjunction with the controlled vocabulary term provided by each database listed below:

- ABI INFORM and Business Dateline: market shares
- Business and Industry, and TableBase: market share
- Gale Group PROMT: market share
- Gale Group Trade and Industry Database: market share
- Investext: market share

Caveat about indexed terms

Controlled vocabulary terms assigned by indexers extract many different types of articles on the topic of market share. For example, an article titled "Bullish on E-Books" located in the Trade and Industry Database does not mention the word market share in the article, nor does it contain any statistical data. The

article is a discussion about the marketplace more generally, and the indexer has elected to assign the term "market share" to this article. Despite the lack of hard data, this article may be useful to the overall research or client goals. The article identifies recent closures of e-book companies and those that are doing well in the industry. With this information in hand, you and your client gain a deeper understanding about the market and are also provided leads regarding companies to look at more closely.

Other search statements

One potential way to pin down articles that contain the term "market share" is to use free-text searching. To find articles with either "market share" or "share of the market," use the following search statements:

- In Dialog: *s market(n5)share?*
- In LexisNexis: *market w/5 share*
- In Factiva: *market near5 share\$*

Annual reports

Annual reports, often available from company websites, are another source of information. Some provide market share of a company's products for investors and public relations. Cull through the introductory material or management discussion found in many annual reports.

Publishers' websites

Identify the major professional and trade magazines that write about the product, service, and industry, and check the publisher's website for the most current issue, often posted prior to publication. Because of time lags for indexing, embargoes, or for other technical reasons, aggregators may not have the most current information from a week to up to two months. The current issue is almost always at the website at no cost, even when subscriptions are required. This advice cuts across the board for most secondary research projects.

Ribbons & Bows: Personalized Packaging for Primetime Products

Peggy Carr, Principal Consultant, Carr Research Group, pcarr@carr-research.com

When Stanley Marcus, of upscale department store Neiman Marcus fame, died at the age of 96 on January 22, one of his most praised accomplishments was pioneering personalized gift wrap. At the time Neiman Marcus introduced gift wrap, not only was it a major change to retailing practices, but it also ushered in a new era of providing extraordinary customer service.

Likewise, somewhat later, around the mid-1980s, value-added literature-search result delivery began creeping into the information service lexicon. Remember when it became a real coup to combine research results from multiple files and produce one printout? How about when we could finally sort research results from multiple files by publication year and day so that exact or similar headlines would print near each other so we could perform the duplication removal ourselves? And then when we could actually submit a command to “remove duplicates” so that many duplicates were removed prior to our having to post-process? Hm-m and wasn’t it the satisfaction of the cat eating the canary when we could run citations through special post-processing software and have annotated bibliographies, in alphabetical order? At the time, it was if we were home free.

But then, managers and vice presidents began expecting more. They were no longer “wowed” by the amount of information our computer terminals could produce. The reams of information that produced awe were being met with pallor, puzzlement, and frowns. What had been a “gee thanks” became, “but what does this all say?” and “Does this answer the question(s)?” The gift selection became tougher. It was time to re-gear again, this time forcing us to read the information generated from the literature searches and make notes along the way. Word-processing software facilitated the process of highlighting significant text and adding commentary with the use of asterisks, bold, or colored fonts. Key information became noted in context and Post-it® “flags” were deployed on pages of key interest.

And even that was not enough. Next thing we knew, we were being asked/required to produce executive summaries outlining our observations, recommendations, and conclusions. It became a Herculean task to budget the necessary time after searching to read, absorb, synthesize, draft, edit, proof. In some cases it meant employing a new set of skills – in others, redeploying old ones. Necessary? Yes. Drudgery? No. Payoff? Immense.

Just as Stanley Marcus looked beyond standard practices to capture desired new services, we too had to look beyond research techniques to envision “next steps” for our services. The discovery? What started out as a service became a product – much like a gift that, when ready for delivery to the recipient, will also have gift wrap, ribbon, and a bow.

Gift selection

Just what product does your client want? Remember it is often the “gem mined that has all the value” and “great things come in small packages.” When you interview the clients, find out how your client wants the results delivered. Are they simply seeking voice mail delivering “the answer,” or a bibliography with header, footer, and comments highlighted in context? Would they prefer additional

time devoted to having a table of contents or index produced? Do they need some insight, requiring highlighting pieces of key information with appropriate flagged pages and the “dots connected” in an executive summary? Or is the client requesting a full-scale, in-depth report with an executive summary, presentation charts, and all the backup information?

Producing value-added products does not mean large investments in software products. Think suite software. Most of what we produce comes from two packages: Microsoft Office Professional and Adobe Acrobat.

Wrapping tips and techniques

- Use “Headers” rather than Normal Text for Headlines in MS-Word. Use Header 1 for the article titles, Header 2 for article section titles or table headers, and Header 3 for major mentions or answers you are seeking for the client. When you’ve worked through your document, go back, insert a page at the beginning, type out a centered “Table of Contents” and click Insert/Index and Tables/Table of Contents. And bingo. Works wonders and looks great! You can tinker with the normal template to bold the Header 1s, change fonts, etc. Use the Modify feature within the Insert/Index feature.
- Retype statistics from articles, investment reports, or sources such as TableBase into a spreadsheet program. Graph the results into a separate page. TaDa! A graphical presentation.
- Ask the clients if they have a template they prefer. Use it in either your word-processing package or presentation software, whichever is requested. If the clients don’t specify a format, choose one you plan to get comfortable with, and work on developing your own template so that you are not recreating the wheel each time.
- Protect your intellectual property. Purchasing the full copy of Adobe Acrobat (not just the free Reader) provides you the best and easiest way to turn your documents into a Portable Document Format for best appearance and least tampering. Check out features for embedding fonts, watermarking, and security.

And now for the ribbons and bow

Great looks do not have to be expensive. Below are some finishing touches that don’t cost a lot of money. And remember, your return on investment will be immense. Shop online for the best bargains. Cruising through your local office supply store will help you generate ideas and actually see several of the options.

- Report covers. Color with see-through cover. Avery® See-Thru® Binders only cost \$7.19 for 1/2" ring and 1" ring. We use our stationary, designed by a marketing group to be dual purpose for letterhead and “profile” cover sheets to create an “elegant” first page.
- Notebook “View Binders” with a set of Index Tabs work wonders for larger documents where you are including an executive summary plus all your documentation, interview

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transcriptions, and other backup. Cost for the View Binders is \$6.19 and up for colors, less for "economy" white. We prefer the Avery® Index Maker® Dividers and Ready Index® sets. The tables-of-content dividers come in several flavors, including executive, contemporary, classic, extra wide, and with pockets. The tag line of "everything you need to create a professional-looking binder in minutes" is right. Cost is anywhere for \$1.69 for a basic 5-tab set to \$14.79 for top-of-the-line 15-tab executive set.

- Binding. There are at least four binding methods you can do in your own office. Again, choose a color most in keeping with your company logo and marketing scheme. Use it in conjunction with special Report Covers. Purchase professional-looking covers from office supply stores, and preprinted paper shops. Linen Covers in various colors can be purchased in sets of 25 front-and-back covers for \$17.00. Presentation covers in preprinted and embossed flavors can be purchased for \$28.00 in packs of 25 per pack.
 - o Plastic Binding: most popular, often considered spiral binding. Cost can vary from \$3.00 per spine to \$65.00 (and up) for the binding system and pennies apiece for the "spirals."
 - o Wire Binding adds the advantage that it permits you to open the document back-to-back and lie it flat. The binding system can cost \$350-680. Many office supply stores have machines you can use at their site. Cost for the individual wire bindings is around \$1.00 each.
 - o VeloBinding is touted as the "optimum choice for legal briefs, transcripts, financial reports, and other documents". A binder that can punch up to 20 sheets at a time can be purchased for as little as \$95. Binding strips are purchased 100 sets per box for \$47.00.
 - o Thermal Binding is fast and creates neat, book-like documents. Many people have had great success with these systems, but I have had some reports that have come undone while still warm and had to be rebound. Cost for the Coverbind(r) Personal Thermal Binding Machine and Starter Kit costs \$100.00. Additional spines (available in three colors) vary with the size, but expect to pay \$46-\$47 for a set of 30 covers.

Whichever packaging option you and your clients choose, the results are sure to please. Keep in mind it is customer satisfaction you are after. Request feedback – it will help evolve your end-products. The minor investment necessary in time, money, and effort to turn out professional value-added products will be rewarded three-fold. Don't shortchange yourself on your capabilities to make observations, recommendations, and conclusions. This is part of the package. As Stanley Marcus would say, "I have the simplest taste: I am always satisfied with the best." **aiip**

For further reading

Adobe Acrobat 5.0 Classroom in a Book. Adobe Press. <http://www.adobe.com/education/educators/classroominabook.html>

Bates, Mary Ellen. "My Most Amazing Project: You'll Pay Me How Much for Two Pages?!", *AIIP Connections*, 15 (4) 2002, p. 7.

Power Tips for PowerPoint slides from a seminar by Mary Ellen Bates., AIIP Special Publications, SP98-01. Order online at: <http://www.aiip.org/order.html>

Stewart, Laura. *Easy Microsoft PowerPoint 2000*. QUE, <http://www.quepublishing.com>. Indianapolis, Indiana

"Tools of the Trade - Who Uses What and Why," AIIP Marketplace Cassette Tape T01-03. <http://www.aiip.org/order.html>

Supply stores

Office Depot: <http://222.officedepot.com>. - 1.888.463.3768

Paper Direct: <http://www.paperdirect.com>. - 1.800.272.7377

Quill: <http://www.quill.com> - 1.800.789.1331

Packaging is Important

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- Communicate observations, recommendations, and conclusions.

Margaret Metcalf Carr is Principal Consultant of Carr Research Group, a research and analysis firm founded in 1990. Peggy and her associates concentrate on business and niche market intelligence primarily in aerospace/defense, engineering, health sciences, management, and telecommunications.

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“Value-added” means more in my business than the way I deliver my services to clients. One of the most important, distinct values I offer my audience – current clients, prospects, and past clients alike – is an approach to business based on the concept of abundance. Whatever I have I share, knowing that whatever I share will come back to benefit me. From the first time I speak to a prospect, through our business relationship and beyond, I freely provide referrals, phone numbers for top-notch talent, bits of information and insights, and more. I actively cultivate an active network of other professionals—some of which are direct competitors, though most are not – and I share this vital asset generously.

This is the way I naturally do business and it was only in the past year that I began to see it as something that adds value for my clients. Prospects, current clients, and past clients repeatedly told me that being plugged in to my network is of great benefit to their businesses. They consider me a valuable resource for information on great services offered by other professionals, and they know they can count on me for information of all kinds.

I gain direct benefits from using this approach as well. Through earning a reputation for resourcefulness and generosity, I have found that:

- Prospects remember me and are likely to call when they need assistance;
- I am able to tap my network frequently to ask for what I need;
- Current and past clients are likely to recommend my services to a colleague;
- Current and past clients trust my recommendations, not just on referrals but on project-related work; and
- My company and I remain “top of mind” for my audience, regardless of whether they need my services immediately or not.

There have been times when the abundant approach to consulting has forced me to make difficult decisions. For example, two years ago I decided to transition my business away from some of the public relations and media relations work I had been doing. Of course, as soon as I made that decision, my phone began ringing off the hook with requests for public relations consulting. Some of these calls were from clients who knew me well. I had no problem telling these clients that I was moving my business in a different direction and preferred to refer them to a talented colleague. In fact, some of those calls turned into opportunities to sell my new menu of services.

But there were other calls from prospects I had been cultivating, and from referrals who had heard only about my PR work. These calls were much more difficult to handle. Part of me feared referring them to someone else for PR work. Since these people had not

worked with me before, would they forget about me once I had sent them along to a colleague for a related service?

I stuck with abundance, however, and made the referrals. Today, two years later, my colleague’s PR business has blossomed, and she regularly recommends to her clients that they bring in my company, *Electric Muse*, to conduct targeted research before, during and after a PR effort. Some of the prospects I referred to her became clients of mine as well; some did not. But no one would have benefited if I had hoarded my information.

Abundance consulting depends on my belief in two principles:

1. There is more than enough business to go around.
2. When talented people succeed, everyone succeeds.

As long as I maintain these principles, I can continue to provide the value of my network, freely and generously, to anyone who might benefit from it. **aiip**

Robin Neidorf’s company, Electric Muse, offers strategic communications consulting grounded in research. She can be reached at robin@electric-muse.com

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Members in good standing receive a 50% discount on single color rates, but no discount on two color advertisements. Ads must be submitted in electronic copy. In addition, a copy of the ad must be faxed to Advertising Director, Eiko Shaul, at 416-544-0253. Any advertisement not submitted in electronic copy will be charged a one-time conversion fee of \$40 per new ad. Ads must be received by the following deadlines: April 31 (for Vol. 16, No. 2), July 31 (for Vol. 16, No. 3), October 31 (for Vol. 16, No. 4) and January 31, 2003 (for Vol. 17, No. 1).

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Value-Add Tips from Business Librarians

Summarized by Eva Rogals, The Cambridge Group,
erogals@thecambridgegroup.com

Compiled from responses to a query on BUSLIB-L
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1. Use Webforia to create professional looking reports in HTML that incorporate Word documents and web pages. You can add summaries, organize your work, and rename pages.
2. Provide cover sheets and a table of contents of all attached documents.
3. Write fact sheets giving overview of an industry. Compose lay out similar to a Hoovers profile.
4. Organize articles into a binder, grouped by company examples, overview articles, and other resources. Provide summaries that vary in length from a three- to five-page summary to a 25-35 page executive summary. With or without a summary, always eliminate duplicates and irrelevant articles and highlight any key excerpts in the article.
5. Provide excerpts of relevant articles or write a profile with a reference to the source. Detail in e-mail the significance of the links or reports attached and sometimes offer commentary on them.
6. Provide a standard research report with company logo, question, date, and searcher working on the project as the header. **aiip**

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Does an Incubator Fit into Your Marketing Mix?

Jan Knight, Bancroft Information Services, bancroftinfo@earthlink.net

A recent admission of mine on the AIIP discussion group prompted someone to suggest I write a brief article about my experience with a local Tucson business incubator. I'd admitted that although talking to a large group of people about almost anything was not my idea of a good time, I had recently participated in a local panel discussion on market research and had survived. Not only had I survived, but I also made some good contacts, had immediate follow up from three people, and my business – not to mention my confidence – grew immediately.

This brief case study of my experience is shared, not only to encourage others who, like me, lean toward the introverted side of the Myers-Briggs scale, but also to inform those who might not be familiar with business incubators about how these might fit into future marketing efforts.

How I got involved

When I first got a call from the director of the local Tucson Technology Incubator, asking me to participate on the panel, I resisted my knee-jerk reflex to say “No, thank you. I don't do groups” and instead I said, “Yes, I'd love to. Tell me more.” Honest, I really did hear Mary Ellen Bates' voice in my head during those split seconds: “Don't share your message with one person when you can share it with a group.” (I hope Mary Ellen will forgive a little paraphrasing. The gist is clear, no doubt!) It turns out that I had been recommended to the Incubator by one of my clients, someone who was also going to participate on the panel and who thought I could bring a different perspective to the discussion.

What are incubators?

For those who might not be familiar with incubators, the Tucson Technology Incubator is much like other business incubators. It is a non-profit organization that nurtures entrepreneurs and young companies by providing management assistance, access to venture capital, office space, and other expert assistance to aid in the start-up phase of new businesses. Today there are more than 900 business incubators in the United States and many others all over the world. This local incubator, as the name implies, focuses its efforts on technology companies.

Although the Tucson Technology Incubator often held workshops for entrepreneurs and their clients, they had never hosted a panel discussion of any kind, so they were unsure of the level of interest it would draw. We were all pleasantly surprised to find out over 60 people had responded to the invitation for the evening, the largest audience ever for an educational event at the Incubator. (Truth be known, I wasn't *that* pleasantly surprised as it seemed like that meant there would be an awful lot of faces out there!)

Nuts and bolts

The panel consisted of two marketing strategist types, an ad agency representative, an owner of a primary research company, and yours truly. The event was sold as an “educational forum” so it wasn't appropriate to spend time selling our individual services or

ourselves. However, having previously worked in marketing and advertising, I knew there were subtle ways of informing and selling and decided to make my seven-to-eight-minute presentation a more nuts-and-bolts approach. I made sure I created a leave-behind piece. I had assumed that most of my colleagues would not take that approach and I was right. My experience with marketing strategists is that nuts and bolts just aren't *their* idea of a good time!

In hindsight I think it was a good tactic. During my brief presentation I talked about some obvious and some not so obvious ways that the people in the audience could perform their own research on competitors and industries. Among other basics, I discussed the wealth of information available from professional associations; trade journals; government information, including census data; alerts from magazines and newspapers dealing with their industry; and the value of tradeshow information. The brief discussion of looking for key personnel via the Google image-search capability and lurking on discussion groups prompted a few frantic scribbles. At the end I briefly discussed the type of research I could do for entrepreneurs and the subscription databases that I use. But I kept the specifics at a minimum.

The leave-behind

As I mentioned previously, a marketing must was to create a leave-behind piece. Once again I drew on my years of working at advertising agencies and the advice I gave to my clients. I would always tell clients making presentations to leave behind materials to remind the prospects of the clients' service. And I stressed that they should make the materials so useful that the prospects would be compelled to hang onto them for future use.

My leave-behind for the evening was a very basic two-sided sheet that included my contact information, of course, but was made up primarily of listings of resources that the audience could use for kick-starting their own research. I included some of the sources I'd previously discussed, along with books and various diverse web sites ranging from government links to standard company research sites, and from news wires to economic data sites. On the back of the sheet I bulleted some basic Internet search techniques, and contrasted the kind of findings that are retrieved with general searches versus the more advanced and specific searches.

The questions of interest that were raised pertained primarily to pricing, differences between primary and secondary research, curiosity as to how to find and choose researchers, and the general process in working with information brokers. I also had the opportunity to talk about AIIP and its benefit of providing access to experts in different specialties and geographic regions.

The results

Within two days I'd received three contacts from people who had attended the evening's discussion. One was a marketing consultant who later met with me to discuss my specific services, so he could build in my time and costs to his own future proposals.

(Continued on page 24)

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working in English)



(Continued from page 23)

A second was a new small-business owner, who is currently reviewing my proposal for some industry profiling. A third one, my favorite so far, has turned into a new client and I just finished my fourth project for him.

Two additional positive results were (1) the director of the Incubator asked me if I would consider being included in their group of resource professionals providing consultation to the Incubator itself and to potential clients, and (2) the client I have referred to has since enlisted me to provide a guest talk at one of her upcoming marketing seminars. All in all the evening was well worth the minor angst! I have to admit it really helps to have a client, preferably one who loves what you do for her, joining you on the panel. You have a wonderful reference and, in my case, it gave me immediate credibility as my client was well established in the community and at the Incubator.

So the bottom line is that, from my own experience, incubators can be a great source of potential business contacts and something to include in your company's marketing mix.

For those not familiar with the business incubator concept, here are some basic links providing background and examples of incubators worldwide.

National Business Incubation Association

<http://www.nbia.org>

Leading organization for business incubation and entrepreneurship

Small Business Notes - Business Incubators Worldwide

<http://www.smallbusinessnotes.com/incubation.html>

Learn about Business Incubation and locate incubators worldwide

Helping Innovators: Business Incubators

<http://www.cordis.lu/incubators/>

A Luxembourg organization, CORDIS, with European Commission information. Allows incubator searches including by country and by industry

Tucson Technology Incubator

<http://www.tucsonincubator.org> **aiip**

Jan Knight is the principal of Bancroft Information Services in Tucson, AZ. Jan provides "research for the competitive edge" to various industries and specializes in working with individuals and businesses in the marketing, advertising, and publishing fields.

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Contact Jim Cowan
jlcowan@mindspring.com
to discuss your ideas.

Book Review

The Canadian B2B Research Sourcebook: Your Essential Guide

Compiled by Maggie Weaver

Reviewer: Christine McCutcheon, Information Works Inc.
informationworks@sympatico.ca

If you have any interest at all in conducting research on Canadian companies, industries or markets, you simply shouldn't be without this book. Its detailed and well-organized presentation of research sources makes locating the right Canadian resource a breeze.

The Canadian B2B Research Sourcebook is a 222-page, 8 1/2" x 11" paperback reference tool published jointly by the Business Research & Marketing Association (BRMA) and the Canadian Library Association (CLA). It claims to be "... the most comprehensive resource available on Canadian industry sources ... public and private companies, Canadian business organizations and events, Canadian standards and patents, government information, and directories and indexes", and it is "... designed to help you find information quickly about Canadian business markets." It easily meets both of these objectives.

The *Sourcebook* identifies and includes annotated listings for the most important sources of information for the Canadian business-to-business market, and also identifies many other highly-specialized sources, specific to very narrowly-focused industry segments. Sources covered include both print and digital formats, with a "\$" indicator for resources that might incur fees. And yes, some of the URLs provided may already be obsolete (they were last checked in July 2001, according to the introduction), but Ms. Weaver thoughtfully provides advice to the researcher for reverse-engineering failed URLs.

The *Sourcebook* adds value through its arrangement. The Introduction is the first of six sections, and states clearly what the Sourcebook is meant to do, who will find it most useful, and how to use it. General Sources covers news, government and statistical sources, and is broken down into four major sub-sections for business-specific government sources, government officials and programs, guides to government publications and selling to government. The heart of the sourcebook is Industry Sources, which uses the North American Industry Classification System (NAICS). Additionally, wholesale and retail sources are included in the appropriate manufacturing sub-sections. Companies presents sources of company financial information, arranged into sub-sections on forms of business, public companies, private companies,

franchising, rankings and ownership. Management Sources covers accounting, advertising, human resources, and labour relations, importing/exporting, legal, occupational health and safety, patents, research and development, and standards. Within each area of management, the sources are listed alphabetically along with concise annotations, which makes it very easy to simply browse the sub-sections of interest. Two appendices provide a guide to the NAICS codes (down to the 4-digit level) and contact information for about 300 publishers. A detailed 25-page index completes the Sourcebook and serves as a keyword entry point; or a starting point, if you prefer to read from back to front!

Finally, we have an excellent *Canadian* tool that identifies key Canadian business-information resources. It is reasonably priced for the independent researcher, is well organized, and covers a wide range of industry information resources. Fellow AIIPer and Canadian business researcher Eiko Shaul agrees that this book "... provides an excellent starting point to anyone doing Canadian-related business research ... [and] in many cases, information from the sources included in this book may satisfy the needs."

When I interviewed Ms. Weaver about the book, she told me that her compilation efforts had of necessity been highly selective, and did not cover French-language resources. She simply couldn't fit everything into this "cheap and cheerful first go," she said, and so she is already planning a "bigger, better, expanded" edition, with a "how to use the information" section, for the less experienced researcher.

The *Sourcebook* can be ordered for \$100.00 Cdn, directly from either the BRMA at <http://www.brma.net/> or the CLA at <http://www.cla.ca/marketplace/clabooks.htm>.

CHRISTINE McCutcheon, M.L.S., is the founder and President of Information Works Inc. She combines expert knowledge of information resources and research skills with many years of technology transfer, research, and management experience in public and private-sector industrial research environments. Her company, Information Works Inc., is a Canadian firm that specializes in conducting strategic online, manual, and Internet research for clients in all industrial sectors.

The Canadian B2B Research Sourcebook: Your Essential Guide, compiled by Maggie Weaver, is published and distributed by the Business Research & Marketing Association and the Canadian Library Association; Toronto, Canada, October 2001. ISBN 0-88802-295-6

A IIP BUSINESS

Restructuring News

A IIP BOARD OF DIRECTORS STRATEGIC ALIGNMENT

by Pam Wegmann, 2002-2003 President

The Board of the A IIP is currently designing and fine tuning a division of responsibilities among Board positions to better serve the individual members of A IIP and the organization as a whole. Outlined below is an overview of how this new alignment has been structured thus far. The Board will vote on adopting the structure after some additional tweaking of duties.

INTRODUCTION AND RATIONALE

The A IIP Board of Directors is responsible for ensuring that the association is a viable organization that serves the needs of its members, and is a recognized source of authority in our industry. Currently, the Board is involved in daily administrative tasks but the A IIP's Long Range Strategic Plan is to evolve the Board to one of governance of policy, with tasks being handled by committees whose Chairs report to the Board. Additionally, while the A IIP's interests and Board members' duties and responsibilities are diverse, they can be categorized into a limited number of areas, each focusing on certain functions of the business of the organization. These functional areas have been identified as listed below with alignment of responsibilities organized by function.

Operations & Administration

This functional area deals with the overall operation of the organization, ensuring that policies and processes are in place to provide for the business of running the organization.

Responsibilities include:

- Daily Operation* & Oversight of Administrative Company, as well as all Contracts (President and President-Elect)
- Bylaws (Past President)
- Elections (Past President)
- Recording and Archiving Board and Business Meeting Minutes, Motions/Voting, Action Items (Secretary)
- Standing or Ad-Hoc Committee Participation or Chairmanship as warranted.
- Planning
- Electronic Communications (includes Web site and A IIP-L)

Finance

This functional area is responsible overall for collection and disbursement of association funds and related records of same.

Responsibilities include:

- Chairing the Budget & Finance Committee
- Creating and maintaining accounting & bookkeeping procedures*
- Performing financial duties as the President may assign
- Participating in or Chairing Standing or Ad-Hoc Committees as warranted.

Marketing & Communications

This functional area is responsible for the public image of the association within the industry, the media, and within the business communities that generally engage the services of A IIP members.

Responsibilities include:

- Coordinating press releases and all media relations activities*
- Overseeing creation and maintenance of external marketing and

collateral materials*

- Oversight of Trade Show participation
- Management of Public Web Site Content

Membership

This functional area bears oversight for growing the membership numbers of A IIP and for the care of individual A IIP members.

Responsibilities include:

- Membership growth and retention.
- Identifying target prospects and spearheading membership campaigns.
- Marketing membership benefits to existing members.
- Serving in advisory capacity regarding content for Members Only part of Web site
- Renewal of Member Materials
- Suggesting programs/conference sessions for member professional development

Community Care

This functional area has as its focus the overall community of the A IIP, and its extended communities that are an integral part of A IIP.

Responsibilities include:

- Overseeing Membership Directory Production*
- Assisting with Vendor Training Programs and Annual Conference Educational Sessions
- Recruiting and maintaining Association, Industry, and Vendor Partner agreements & Vendor discount programs
- Mentoring program
- Awards
- Chairing *Connections* Advisory Board
- External Referral Program

NOTE: Publication and Conference operations arrangements performed in large by Service Corp*

*- denotes full or partial outsourced responsibilities

A IIP 2002-2003 BOARD OF DIRECTORS

President: Pam Wegmann

President Elect: Cindy Shamel

Secretary: Sheri Lanza

Treasurer: Karl Kasca

Past President: Lynn Ecklund

Director-At-Large/Community Care: Kent Sutorius & Federico Turnbull

Director-At-Large/Finance: Karl Kasca

Director-At-Large/Marketing & Communications: Debbie Bardon

Director-At-Large/Membership Services: Susan McDonald

Director-At-Large/Operations & Administration: Sheryl Raney

* * * *

A IIP Will Exhibit at SLA

The Special Libraries Association will hold its annual meeting in Los Angeles June 8-13, 2002. A IIP will be exhibiting during the entire meeting. If you will be attending the SLA meeting, please consider volunteering to help staff the A IIP booth. You will have the opportunity to meet fellow A IIP members while introducing our association to SLA exhibit hall visitors. To volunteer, contact Cynthia Shamel, cshamel@shamelinfo.com. Also, Regular members of A IIP may offer two promotional items from the booth. This would include cards, brochures, flyers or publications. Simply send 1 - 50 copies of your piece to A IIP Headquarters, 7044 So. 13th Street, Oak Creek, Wisconsin 53154-1429. All materials should be received at Headquarters by May 21 to be shown at SLA in June. If you would like your material to be displayed in a literature or book holder, you must also supply that.

Vendor Programs

submitted by Susan Weiler, outgoing Chairperson, Vendor Relations Committee

Dialog announces transactional access to Profound for AIIP members and askSam Systems joins roster of Vendor Partners.

The Dialog Corporation <http://www.dialog.com>

AIIP members are entitled to a free premium Profound subscription for one userID. You will be able to search Profound, paying only for the records you download. Any Profound usage will be billed separately. Access to Profound does require a separate contract rider. If you wish to take advantage of this or any other AIIP member benefit, please contact Dialog's sales department at 1-888-809-6193 x7390 and ask for your Dialog account representative.

askSam Systems <http://www.asksam.com>

Vendor Relations is pleased to announce that askSam Systems has been added to AIIP's roster of Vendor Partners. Since 1985 askSam Systems has been helping individuals and organizations better manage their information. askSam's text-database and Web publishing tools provide a flexible easy-to-use alternative to traditional structured databases.

Each AIIP member will be entitled to:

- 50% discount on the askSam 4.0 Standard or Professional database software purchases by members
- 25% standard discount on all remaining askSam software and training to both AIIP members and to members' clients; members can keep 25% discount from client sales or pass the discount on to client
- Free SurfSaver version (download only)
- Periodic special will be offered to members and members' clients.

Contact:

Marlinda Bullock, askSam Systems
P.O. Box 1428, Perry, FL 23248
1-800-800-1997 x115, <mailto:marlinda@asksam.com>

UnCover/ingenta

AIIP and UnCover established a relationship in 1992/93. Although UnCover was purchased by ingenta in March 2000, the relationship and corresponding member benefits, continued without interruption. During the first half of 2001 the UnCover system was incorporated into ingenta's software. As a result of this integration, AIIP members were unable to make use of the previously available discounts. Vendor Relations and ingenta have discussed this at length. Unfortunately, the original relationship and product discounts will not be renewed at this time. However, ingenta hopes to be in a position to reestablish a relationship with AIIP in the future.

Northern Light

Even though Northern Light was purchased by divine last year, the relationship with NL had been in limbo for a while. A representative for divine explained that the AIIP relationship and corresponding benefits had been discontinued months earlier. Unfortunately, AIIP was never notified of this. divine mentioned the possibility for a future relationship with AIIP. [aiip](http://www.aaip.com)

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LexisNexis - Opening Reception Thursday, April 18, 2002
Amelia Kassel MarketingBase - Cookie Break Saturday, April 20, 2002, Literature Distribution in Registration Packets; Program Advertising (1/2 Page)
Derwent - Cookie Break Friday, April 19, 2002
I-95ers (Mid-Atlantic Independent Information Professionals) - Close of Conference
Instant Information Systems - Literature Distribution In Registration Packets
Information Today - Coffee Break Friday, April 19, 2002
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ISI - Continental Breakfast Saturday, April 20, 2002
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- Dialog
- EBSCO Information Services
- Factiva
- Information Sources Inc's GUIDE LLC
- Information Today
- IRM Press
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- Library Associates
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Member Kudos

Books

Super Searchers Make It On Their Own, by **Suzanne Sabroski** was recently published by Information Today, Inc. As the tenth title in the successful Super Searcher series, it features interviews with eleven AIIP members about running a business, conducting research, and keeping it all together. The book has received strong endorsements from work-at-home gurus Paul & Sarah Edwards and Daniel Pink. To find out more, contact Suzanne Sabroski, Sabroski & Associates, suzannes@computerpro.com

Collective Knowledge: Intranets, Productivity and the Promise of the Knowledge Workplace, by Robert Marcus and **Beverley Watters** (TCE Research Services), published by Microsoft Press, March 27, 2002. *Collective Knowledge* describes the new knowledge workplace, where intellectual capital is a key managed asset, and where web-based collaborative team services, portals for information management and discovery, and broadcast delivery of information to every desktop all help enable constant productivity gains.

Presentations, speeches, workshops, panel discussions

Robin Neidorf, Electric Muse, was the featured speaker at the launch meeting for the Twin Cities chapter of eWomen Network, a national networking organization. She spoke to a crowd of 100 professional women on the topic of "The Hero's Journey: Transforming Life, Work and the Meaning of Success."

Diane Stubbs, DLS Information Services, recently presented a workshop for the Arizona Supreme Court Confidential Intermediary training. The presentation included tips to improve searches and a review of online sources of public records. To find out more, contact Diane at Diane@dlsinfo.com.

Larry Ross, President of Ross Financial Services, Inc., recently participated in a Mergers & Acquisitions Journal Roundtable discussion on "Building the Information Base for Betting on Sound Deals." Both a lawyer and a licensed private investigator, Larry spoke about the shortcomings of traditional due diligence, and the repercussions of those shortcomings in regard to financial predictability and stability. While recognizing the importance of staying up-to-date with the latest technologies for gathering the vast amount of information available, Larry stressed that the key to making sound business decisions is the combination of information with analysis. To find out more, contact Larry at LRoss@RFSinc.com.

Mary Ellen Bates, Bates Information Services, gave a lecture at the Library of Congress on Friday, February 22, entitled: "Tips From a Super Searcher." Mary Ellen talked about the secrets of online searching in a program sponsored by the Science, Technology and Business Division. To find out more, contact Mary Ellen at: mbates@BatesInfo.com

Jan Knight, Bancroft Information Services, was part of a panel discussion on market research sponsored by a local business incubator in January, which was attended by sixty people. It was primarily a forum for educating entrepreneurs of start-up companies (mostly technology related). In addition to participating on the panel, Jan compiled a handout of useful tips for the attendees. Jan has been approached for business services, and will continue to serve as a resource for the incubator as a result of her involvement in this

endeavor. To information professionals, she recommends getting involved in local business-incubator activities. For more information, contact Jan at bancroftinfo@earthlink.net

Peggy Carr, Carr Research Group, was invited to give two presentations in February on strategic intelligence." The first talk was a panel session for a seminar entitled "Getting Planning Untracked!" jointly hosted by the Mid-Atlantic Planning Association, Towson State University's Center for Organizational Performance, and University of Baltimore's Information Systems Research Center. The second presentation was as guest lecturer for the MBA course, Strategic Innovation and Renewal for University of Baltimore's Robert G. Merrick School of Business. The core slides will be available on her website: <http://www.carr-research.com>.

AIIP Members Shine at SLA

Washington, D.C., February 21, 2002 - Twenty-one individuals will be honored by the Special Libraries Association (SLA) at their 93rd Annual Conference in Los Angeles, California, June 8-13, 2002.

The SLA Professional Award is presented to an individual or group who may or may not hold membership in the Association, in recognition of major achievements in, or a specific significant contribution to, the field of librarianship or information science. This year's award is presented to **Mary Ellen Bates**, Principal, Bates Information Services, Washington, DC, USA. Bates is recognized for her significant contributions to the Association and information profession as an innovator, contributor, and teacher throughout her career.

The Innovations in Technology Award recognizes information professionals for their innovative use and application of technology in a special-library setting. This year's winner is **Gary D. Price**, Gary Price Library Research, and Internet Consulting, Vienna, Virginia, USA. Price is recognized for his innovative Web Reference Compilations, which is an invaluable tool for librarians, researchers and all web browsers, offering an organized scheme for research on the web.

Two AIIP members have been elected to serve on the 2002/2003 Board – **Cynthia Hill**, Manager, SunLibrary, Sun Microsystems Inc., as President-Elect; and **Dee Magnoni**, President of Zephyr Information Services, as a Director. Congratulations Cindy and Dee!

Competia honors AIIP member books

AIIP members are among the "finalists" for the Competia Awards given to "those who have excelled in their contribution to the competitive intelligence and strategic planning professions."

Chris Sherman, Searchwise, and **Gary Price**, Gary Price Internet Research and Consulting, were nominated for their book *The Invisible Web* in the "Most Insightful Book" category; and **Risa Sacks**, Risa Sacks Information Services, was nominated for her book *Super Searchers Go To The Source* also in the "Most Insightful Book" category. Winners will be announced at the Competia International Symposium to be held in Chatham, Cape Cod, Massachusetts, USA, on May 13-15, 2002. Congratulations!

NewBreedLibrarian features AIIP Member Michelle McGinnis

Michelle McGinnis, personal librarian to Kevin Kelly, editor, *Wired* magazine, was featured in Internet Publication *NewBreedLibrarian*.

(Continued on page 30)

(Continued from page 29)

To read the article point your browser to <http://www.newbreedlibrarian.org/current/interview.html>

Announcements

Donna L Cohen's business, d. l. cohen information services, was featured in an article in the Small Business Administration's Portland office *2001 Annual Report*. You can see the report at: <http://www.sba.gov/or/2001annualrep.pdf>, on pages 4 & 5.

Davida Scharf, NKR Associates, Inc., has undertaken a new business initiative. She is offering an ASP solution for organizations wishing to have a virtual library added to their website. The service is called Webcollections. You can learn more from visiting <http://www.webcollections.info>, or by contacting Davida at dscharf@NKRassociates.com **aiip**

Regional Meetings

A report from the Southern Searchers meeting.

Barbara Fritchman Thompson, Research Solutions,
barbara@researchsolutions.net

The spring meeting of Southern Searchers was held March 8 at the Morrison Branch of the Charlotte Public Library, Charlotte, NC.

Marta Carvajal arranged with the local Factiva Office to do the program for our meeting. When I discovered we had only four confirmed attendees for the meeting, I asked Marta to call Cassie at Factiva to make sure they still wanted to do their presentation. Cassie assured us that interest, rather than number of attendees, was what was important.

Cassie and Mark spent quite some time chatting with us about trends in on-line business services and other related topics, in a very informative discussion, and also gave us a presentation of the new Factiva.com Web-site services for corporations and individual researchers. We were very impressed with the low-key sales approach taken with our group and with Cassie and Mark's willingness to tailor their presentation to our needs.

After our morning session the four of us adjourned to the nearby Ruby Tuesday, where we continued our discussion of research sources, the independent information field, and other related topics. After lunch we returned to the library for a quick wrap up of the day by discussing topics and locations for the next meeting.

In attendance were:

Barbara F. Thompson - Research Solutions
Marta Carvajal - Well Informed
Joan Colburn - Crystal Visions Books
Rita W. Moss - UNC-Chapel Hill Business Library



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GTA (Greater Toronto Area) Information Professionals Meet in Toronto

Phyllis Smith, In the Know Information Research and Consulting, psmith@in-the-know.com

Coinciding with the Information Highways conference held in Toronto, GTA Information Professionals attended a dim sum lunch meeting on Wednesday, March 27th. It was an opportunity to connect with professional colleagues, share news, and talk about the conference.

Bev Watters announced the release of her new book: *Collective Knowledge : Intranets, Productivity, and the Promise of the Knowledge Workplace* (ISBN: 0735614997) She was signing books later that day at the Information Highways Conference.

Maggie Weaver, who has recently released her book, *The Canadian B2B Research Sourcebook: Your Essential Guide*, joined us to gain our input for a future edition of the *Sourcebook*. She is contemplating adding people sources to augment the existing electronic and print resources in the book. She was looking for ideas on how to find and qualify appropriate experts.

Maggie is also exploring a possibility for Canadian independent information professionals to participate in a program to be sponsored by the Independent Librarians Exchange (ILEX) section of the Association of Specialized and Cooperative Library Agencies Division at the American Library Association conference to be held June 19-25, 2003 in Toronto. The discussion focused on ideas for an interesting and informative program.

Attendees:

Avil Beckford, Ambeck Enterprise
Christine McCutcheon, Information Works Inc.
Iuliana Pop, ICAR Consulting: Library & Information Svcs
Derek Pugsley, Inquix Consulting Limited
Eiko Shaul, Shaul InfoResearch
Crystal Sharp, InformAction, CD Sharp Information Systems Ltd.
Phyllis Smith, In the Know Information & Research Consulting
Bev Watters, TCE Research Solutions
Maggie Weaver, Shaftesbury Associates **aiip**

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