Plus ...

Jobs,
Discussion,
Tips, Reviews
and Events

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About FreePint

FreePint is a global network of people who find, use, manage and share work-related information. Members receive this free twice-monthly newsletter, which is packed with tips, features and resources.

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The FreePint Newsletter is available online in several formats and can be read, saved and forwarded at <http://www.freepint.com/issues/>.

Editorial

The laws of physics don't make much sense to me, but even I know you can't be in two places at once. That's why we let you stay at home while we went to the Special Libraries Association (SLA) conference in Denver earlier this month.

Many of you responded to our survey, in which you told us what sessions you'd most like to see at the event, had you gone. So we went to the top-ranking events and report on what happened in this issue of FreePint.

You'll see an interesting breakdown of the subjects that resonate most with the FreePint community in that article, but here are a few facts worth highlighting about the event:

- Competitive intelligence factored high on your list of interests

- Many asked to be informed about new technologies, including social networking (NB: I attended Enterprise 2.0 last week in Boston to gather information for future issues)

- More than 5,000 people from 41 countries attended the event

- SLA 2008 is from 15-18 June in Seattle, Washington, USA.

Also in this special issue, our own Shirl Kennedy, editor of ResourceShelf, gives an in-depth report of Beyond Online, an informative session that gave solid tips on how to conduct competitive intelligence research without (!) the Internet.

And Christine Hamilton-Pennell writes a review of John Jantsch's compelling "Duct Tape Marketing: The World's Most Practical Small Business Marketing Guide".

The SLA survey is over, but I'm still interested in what you want to see reported in FreePint. Drop me a line with any ideas, and I'll do my best to cover them.

Sincerely,

Monique Cuvelier Editor, FreePint
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w: <http://www.onopoly.com/support/team/>

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My Favourite Tipples

by Patrice Curtis

Patrice Curtis works for Curtis Research Group Intl, a firm specializing in marketing research and analysis. Reach her at: <pc/at/curtisresearch.com>
Submit your top five favourite web sites. See the guidelines at <http://www.freepint.com/author/>.

- In preparing for my feature in the July issue of VIP <http://www.vivaVIP.com/> related to doing business in the Middle East and Africa, I found the following websites to be useful. If you've got a favourite, please share it with me.

- The CIA World Factbook <http://digbig.com/4tdbq> provides a solid place to learn background information on almost any country, and it is updated every two weeks.

- Find country-level macroeconomic data in the International Monetary Fund's bi-annual World Economic Outlook database <http://www.imf.org/external/pubs/ft/weo/2007/01/data/index.aspx>.

- Parts of Africa and the Middle East are heavily affected by armed conflicts. Global Security provides a list <http://www.globalsecurity.org/military/world/war/index.html> of current conflicts with detailed backgrounds.

- Non-government organizations, which can be found through Interaction <http://www.interaction.org/> in the United States and the British Overseas NGOs for Development (BOND) <http://www.bond.org.uk/> in the UK, will lead you to NGOs working throughout Africa and the Middle East.

{ *business intelligence* }

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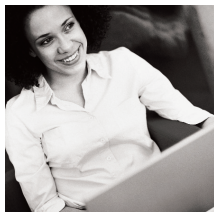
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<http://www.jinfo.com/go/j7033>

Electronic Services Librarian

Electronic Services Librarian to assist in the provision of a legal & business information and research service.
Recruiter: Weekes Gray Recruitment
Country: United Kingdom
<http://www.jinfo.com/go/j7092>

Human Resources Researcher / Administrator

Immediate Temp to Perm role to work in the City for well established H.R. Consultancy with direct client contact.
Recruiter: Glen Recruitment
Country: United Kingdom
<http://www.jinfo.com/go/j7096>

NB: These are just a selection of information-related jobs in the Jinfo database <http://www.jinfo.com/>. Receive the latest job listings weekly with the free Jinfo Update. Free to subscribe at <http://www.jinfo.com/>

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Monique Cuvelier is editor of the FreePint Newsletter. She has edited, launched and written for many magazines, newspapers and websites in the US and UK. Learn more about her at http://www.onopoly.com/support/team/.

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Internet access is a hot topic on the Bar recently, as is a perennially ripe discussion about finding venture capital. Read on for highlights, or jump into a discussion at <http://www.freepint.com/bar>.

- Taxonomy may not have been a word Microsoft developers were thinking when they developed Access. At least, it can seem that way when you're trying to conduct a search on a database created with the software. One FreePinter is looking for ways to search on subject terms and is looking for help. Lend it here: <http://www.freepint.com/go/b150207>.

- Venture capital used to flow as swiftly as a brook back in the salad days of the Internet, but finding investors for a hot idea is no longer so simple. One man is looking for a buyer for an irrigation device, and his plea for help is generating interesting discussion on the Bar. Have a look <http://www.freepint.com/go/b148187>.

- Sure, everybody's online, but who looks at what? A Barista is looking for help tracking down Internet Audience Data (that he can afford). A few useful websites have surfaced, which you can pick up at the Bar <http://www.freepint.com/go/b148420>.

Well, not all business is done online. Read this issue's feature "Beyond Online" to pick up useful strategies for conducting competitive intelligence research without turning on the computer.

- Internet accessibility issues have gained ground as more people have PDAs or Internet-capable mobiles in their pocket. But a surprising number of people are colour blind and find it easier to pick out high- contrast colour schemes. One office has moved to IE version 7, but the text is proving difficult to read for the IT team. Have ideas on customising the view? Lend here <http://www.freepint.com/go/b147272>.

- Some countries have limited accessibility issues by dint of having limited access. One Bar regular is looking for tips on how to find out the proportion of companies that block Internet access by country <http://www.freepint.com/go/b146265>.

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- CV Makeover: From Freelance to Consultant
- Robert Alvarez 's 'Before' CV
- Robert Alvarez 's After' CV

Review   Before CV   After CV

""Beyond Online: In-Depth Report from SLA""

By Shirl Kennedy

Shirl Kennedy is the chief editor/compiler of DocuTicker <http://www.docuticker.com/>, a daily hand-picked selection of resources, reports and publications from government agencies, NGOs, think tanks and their public interest organizations. Shirl can be reached at <shirl.kennedy@docuticker.com>.

Every once in a while, I think, it's not a bad idea to venture outside your personal comfort zone. For me, that means getting away from the computer. I spent my formative professional years as a newspaper reporter, back when dinosaurs roamed the earth and there was no Internet, but I am woefully out of the loop these days when it comes to offline information gathering - eg, talking to people. Which is why I chose to attend the three-part presentation 'Beyond Online' at the Special Libraries Association 2007 conference.

The programme description promised: 'A comprehensive competitive intelligence (CI) program requires competitor profiles that go beyond a traditional online search for trade industry news. Attendees will learn how to gather intelligence while attending trade shows and exhibitions (and creating a strategy for maximizing your time at those events); techniques for convincing your organization's sales force to provide intelligence on competitor products gleaned during visits to customers' facilities; and how strategic searching of patent applications and awards can strengthen your competitor profiles.'

Here's how it delivered.

Conference and Trade Show Intelligence

Anne Barron is the president of ABComm <http://www.ab-comm.com/>, a Canadian firm that provides exhibit management and event marketing services as well as competitive intelligence. Her presentation, Conference and Trade Show Intelligence, explained how events like this can be mined for the type of information you are unlikely to find anywhere else.

A conference/trade show is essentially in the public domain. According to Barron, who cited Center for Exhibition Industry Research <http://www.ceir.org/> data, 60% of attendees are there for the first time, which means you may be exposed to new viewpoints, different perspectives, etc. Attendees, she explained, 'tend to be open to new ideas' and 'are quite used to being asked for their opinion'. Additionally, she said, 34% of attendees are senior executives; these are people you would not normally have direct access to under other circumstances. Also, at events like this, you have an opportunity to talk to your competitors (or your client's competitors) as well as competitors' customers. And there are likely to be members of the media and analysts on site as well.

Because these events are such rich environments, Barron said, they provide the opportunity to 'gather in 2-4 days what it would normally take you 6-12 months' to obtain. Be aware of:

- New product launches. These generally take place at one key industry event each year

- Who is visiting a competitor's booth. Also observe what is going on in the booth - ie, technology problems, squabbling employees, etc.

- Overheard cell phone conversations - ie, someone conversing with the home office while on a conference shuttle bus

- Theatre demos - 'What is being pushed?'

- Traffic patterns on the exhibit floor, as well as quiet vs. busy times. 'No one wants to be first and no one wants to be the last to leave.'

- Key products, which are usually displayed at the back of an exhibit booth because the vendor would like you to 'show your commitment' by actually walking into the booth

- Product literature. 'If you don't see any, ask.'

- Where you choose to sit during a presentation. Sit up front if you want a chance to talk to a speaker afterwards. 'Loose cannon' speakers can be a valuable source of information.

Above all, these industry events are a key venue for face-to-face communication. 'I love networking where there is food and booze,' Barron said. 'People talk.' She advised mingling - floating in and out of different conversations rather than sticking with a particular group.

If possible, Barron recommended obtaining several different badges - eg, exhibitor, delegate, daily pass - which may give you access to different areas and events. But, she said, you should 'never conceal your identity or misrepresent yourself or your organization'.

Patents and Competitive Intelligence

'Patents show factual information ... true commitment on the part of the organization,' said speaker James L. Grant of the Global Legal Information Science Team in Pfizer's Corporate Legal Patent Department. 'You are hooking into data that is extremely concrete.' According to one EU statistic, he said, 80% of the technical information in patents is not found anywhere else. Points to consider:

- Look at the images in the patent document. 'Often, a picture says a thousand words to your client.'

- 'The value of patents is reflected in the investments.' Roughly $800 million is required to develop a prescription drug through all stages

Special Issue: Middle East and Africa

Western workers encounter new challenges when working with information in the Middle East and Africa. This month, VIP reviews a few products that specialise in the region and provides valuable overview.

Online purchase of single, multi-site and corporate library subscriptions; instant access with credit card

<http://web.vivavip.com/go/vip/43>

- Use the patent collections in Dialog or STN to rank inventors (eg, key people working in field) and patent owners (key players).

Techniques for Convincing Your Sales Force to Provide Intelligence

Stephen Schulz - Line of Sight, LLC <http://www.lineofsightgroup.com/> - spent a number of years as a sales professional prior to becoming aCI consultant. So he knows that the sales force can be a rich source of valuable information; they see and hear plenty during customer site visits. But you must make it worth their while to provide this information. Tell them why you need it and how it can work to their benefit, and 'cultivate trust that you will treat that information properly'.

If you don't communicate with the sales team, they feel like their CI contributions go into 'The Black Hole'. That's why it's important to provide feedback. Schulz recommends integrating this information into sales meetings, etc, since it gives the sales reps a chance to share their expertise. Also, he said, 'Salespeople as a rule are very recognition-motivated. A little bit of recognition can go a long, long way.' So when they share information with you, don't forget to send a thank you note or e-mail, with a copy to the boss. Other hints and tips:

- Be specific about what you want in terms of information so you don't get a lot of 'junk'. Tell them what you want, want to ask for, what to say - eg, 'I heard a rumour the other day that ...'

- If you're starting a sales force CI programme from scratch, pilot the concept with a few reps first. Among other things, it's a good way to 'turn them into advocates'

- Remove obstacles to make it easy to contribute. Provide tools such as a discussion guide, comparison form, checklist, contact information, field on a CRM form, etc

- Consider making it mandatory to contribute information - eg, a policy that is enforced. Make it an expectation of the job.

A Competitive Intelligence Magazine article by Schulz, "Capturing CI Through Your Sales Force", is available at <http://digbig.com/4tcps> (PDF; 27 KB).

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- Log In - Thoughts about SLA conference

- In Scope - Merger mania

- Insight - Strategy in the Middle East and Africa and the Global Intranet Strategies Survey

- Focus On -Specialist Middle East products from ISI Emerging Markets and Noozz.com

What would you like us to cover? Share your thoughts at any time to support@vivaVIP.com, or post them to the VIP Lounge.

Testimonial

"VIP gives me an objective analysis of business information products and vendors as well as practical and informative advice on industry issues."

Kerryn Dillon,
European Marketing Manager,
OneSource Information Services

"Duct Tape Marketing: The World's Most Practical Small Business Marketing Guide"

Written by John Jantsch
Reviewed by Christine Hamilton-Pennell

Christine Hamilton-Pennell is an information professional in Denver, Colorado. She holds a Master's degree in Library and Information Services from the University of California at Los Angeles and a graduate certificate in Developing Web-Based Learning Environments from the University of Colorado at Denver. She has developed online courses for the library and information community, and has completed literature reviews for seven state-wide studies examining the impact of school library

If you work or own a small businesses, or operate a service-related unit within a larger organisation, you'll find the practical advice in "Duct Tape Marketing" of immense value. Author John Jantsch has developed his marketing system through more than 20 years of coaching and consulting with small business owners and independent professionals.

Jantsch defines marketing as 'getting people who have a specific need or problem to know, like, and trust you'. The customer ultimately determines what a business is selling - it doesn't sell goods and services, but solutions to problems. In Jantsch's view, every business is actually a marketing business. The strength of his approach is his focus on strategy rather than '101 great marketing ideas'. To be sure, he offers plenty of practical tips and suggestions, but he wants to make sure that business owners understand their core strategy first. That is, understanding what makes your business different from others and communicating that difference.

The goal of marketing, Jantsch says, is not to sell but to educate prospects about what a business has to offer and how it provides solutions to their problems. Jantsch walks through the steps involved in creating an educational marketing kit. He provides well-researched advice about how to build a content-driven website that 'acts as a tool to integrate and connect all of your marketing communication and education'. He competently discusses how to draw traffic to a business website through search engine optimisation, paid advertising,

local search options and the use of blogs to demonstrate expertise.

He also focuses on lead generation and conversion. A business should deliver its core message through as many vehicles as possible. Businesses get the most leverage from '2-step advertising'. In this model, a print ad offers the reader a free or low-cost information piece or service that is valuable to the target market. The business then captures the contact information of respondents. They automatically become qualified 'prospects' worthy of further marketing efforts.

The book addresses specific marketing techniques as well. Jantsch believes that direct mail is the ideal medium for

small businesses, but only if the message is highly targeted and the advertising piece is sent to a list of clients that matches the ideal target profile. He describes how to write a 'sticky sales letter', how to develop a consistent client contact strategy, and how to develop 'earned media attention'. He provides sound advice about how to get a reporter's attention, how to develop a good pitch letter, and what elements to include in an effective press release. He also provides advice for the media interview and how to write articles that establish a business owner's expertise.

Finally, Jantsch discusses how to turn prospects into clients and clients into partners. Again, his focus is on educating the client rather than selling to him or her. He describes a successful lead conversion system that involves the steps of discovering whether a prospect actually fits a business's target market, making a quasi- scripted presentation to the client, and using an effective first purchase transaction process.

Jantsch has produced a readable, practical guide for small business owners on how to develop an effective marketing system. More than that, he has provided a strategic framework that any business owner can use to align their offerings to what is important to their customers and to present their products and services in a way that makes sense to their clients.

Related FreePint links:

- Find out more about this book online at the FreePint Bookshelf <http://www.freepint.com/bookshelf/ducttape.htm>

- FreePint Marketing Bookshelf <http://www.freepint.com/bookshelf/marketing.htm>

- "On the Verge of Revolution - Open-access Publishing" By Christine Hamilton-Pennell <http://www.freepint.com/issues/130706.htm#tips>

- Duct Tape Marketing http://www.ducttapemarketing.com/

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Propose an information-related book or resource for review today. Send details to Monique Cuvelier, editor of FreePint <editor@freepint.com>.

"SLA Special Report: Your Wish Was Our Command"

By Free Pint Limited Staff

Monique Cuvelier is editor of the FreePint Newsletter and Jinfo; Pam Foster is editor of VIP; Robin Neidorf is general manager of Free Pint Limited; Jill Hurst-Wahl is a frequent FreePint contributor and SLA blogger.

Prior to SLA, Free Pint Limited ran a survey across our communities (particularly FreePint, ResourceShelf, DocuTicker and Jinfo) to get users' feedback on what we should see and do during the action-packed conference schedule. We put together the calendar of sessions, created an online survey and asked you for your feedback.

FreePinters, ResourceShelf/DocuTicker power users and Jinfo job seekers all came through, and we used your opinions as our guide as what to attend. You'll see write-ups from the top sessions below.

Here's what we learned from the survey:

- Nearly 85% of respondents are SLA members
- Yet only 41% were planning to attend the conference
- Respondents live in the United Kingdom, throughout Europe, all across North America ... and even included a handful from Australia.

In the following results, ratings are on a 4-point scale, with 4=very interested and 1=not interested.

For Monday morning sessions, we offered 4 options for coverage. Respondents told us to go to:

- Going Local: Secrets to Finding Local Market Information (2.85 rating)
- The Mobility of Business Information (2.87 rating).

In the afternoon, we had several options across multiple session times. The top scoring options were:

- Three Stages of Knowledge Management (2.91 rating)
- Embedded Librarians: What is a Traditional Setting? (2.9 rating)
- Competitive Intelligence Around the World (2.82 rating).

Tuesday offered a number of extremely popular options, going by respondents' interest levels. In the morning, you wanted to know about:

- Beyond Online (3.23 rating)
- Study Update: Future of Librarians in the Workforce (3.2 rating)
- Knowledge Nexus: The Special Library of the Future (3.15 rating).

The afternoon had fewer but equally compelling sessions. You requested coverage of:

- Information Professionals Make All the Difference (3.24 rating)
- Knowledge Management in the Fortune 500 (2.8 rating).

By Wednesday, despite the full day of sessions, most of the Free Pint Limited team needed to leave the event, so we offered fewer options for what you could ask us to attend. At the top of the list were:

- Best Practices in Competitive Intelligence and Knowledge Management (3.2 rating)
- Librarians as Knowledge Managers: The View from the Executive Suite (3.11 rating).

Whilst we still could not get to everything our respondents requested, your ratings made it much easier to decide where and how to spend our time. Thanks to all who participated in the survey. We are pleased to help all our communities experience the opportunity of SLA, regardless of your travel and conference budget or geographic location. And maybe, if it's compelling enough, we'll see you next year in Seattle, for SLA 2008!

SLA 2007 Overview

This was my 16th SLA annual conference, which gives me the ability to take the long view. In 1992, the conference was in San Francisco, and I was amazed at how big it was. Conference sessions were held in the convention centre as well as in local hotels. Wherever you looked, you could spot a conference attendee (just look for the ubiquitous bag). It was tiring and exhilarating. Back then, it was important to me to attend as many sessions as humanly possible, but now I put importance on the content of the sessions and networking.

Over the years, the conference has changed. The keynotes have become more impressive (especially in staging). The use of technology during the conference has changed and increased, although we still don't have wi-fi broadly available. We continue to rely on a bulletin board for posting messages, but it is not the hub of activity that it used to be. Now messages are sent and received on laptops and cell phones.

The technology in the exhibit hall has changed and we expect live demos (not canned). We also expect companies to bring their equipment (eg, book scanners) rather than just passing out photos and literature. Even small stands can be a bastion of equipment and activity.

The conference schedule has changed with the conference now starting officially on Sunday. This has allowed the conference to make better use of the time. There are now more workshops and classroom training. Some are offered during the conference itself, while others are held on the weekend before. This means that our ability to learn real applicable skills has increased.

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Someone wise said that the more conferences you attend, the more networking becomes important. At my first conference, I knew very few people, but since then my network has expanded. This once-a-year opportunity to catch up with people face-to-face is important and people who attend the conference seem to revel in the opportunity. Networking for many starts at the airport while waiting for a ride and ends as we leave the conference city. Networking helps us find resources, build safety nets and grow professionally. It is the people as much as the conference program that keeps attendees coming back.

Next year, the conference will be in Seattle. We've already been warned that more changes are afoot. Every change is meant to make the conference a better experience. Unfortunately, every change requires a period of adjustment. We've already adjusted to many changes in the conference, perhaps without realizing it, so these - whatever they are - should be a breeze. - Jill Hurst-Wahl, Hurst Associates, Ltd.

Dream Jobs of the Future - Diane Goldstein, Hazel Hall, Deb Schwartz, Joel Burger

Many said the discussion didn't focus enough on what these dream jobs would be, but everyone was relieved to learn that librarians were included in the future. However, their titles might be different. Hazel Hall, panel member and senior lecturer at Napier University, says to look beyond job titles to identify e-information role opportunities. Be on the lookout for these titles: business analyst, coach, community and network facilitator, competitive intelligence officer, data steward, digital project manager and e-learning facilitator, among others.

Hall, flanked by information recruiters, also said recruiting agencies would play an increasingly important role in helping jobseekers find work. As job titles become more enigmatic, recruiters will serve as stewards and translators for the new work environment. Schwartz, Burger and Goldstein all said more companies are outsourcing information work, for which they turn to professional recruiters.

Want to beef up your CV with an advanced degree? Try an MBA, a linguistics degree, or one featuring ontology and taxonomy. Overall, become better managers, a weak point according to all panel members.
- Monique Cuvelier

Emerging Markets Intelligence Resources. Gloria Reyes

Gloria Reyes offered an excellent overview of the problems associated with accessing company data on emerging economies and how to overcome them. Problems include poor company record keeping, company registration that isn't transparent, data that may be corrupt and unreliable, small markets due to state holdings and difficulties associated with verifying the bone fides of individuals, as executives listed in trade registers, etc, may be proxies. In many countries, sole proprietorships, partnerships and other privately owned entities do not have to register, so alternative sources have to be used, such as trade and craft

associations and tax sources. Many large companies avoid disclosure by registering offshore in Switzerland, for example. Panama also offers a tax-free zone and companies may be registered there. Reyes suggested many sources, including:

- NBZ Search Center <http://victorian.fortunecity.com/>
- Trade registers <http://www.ibc.co.uk/>
- Financial, accounts <http://www.icp-redit.com/>
- SkyMinder <http://www.skyminder.com>
- Freedom of Information Portal <http://www.freedominfo.org/>
- Lowtax.net <http://lowtax.net/>.

Creative sources, such as social networks for locating people within specific companies, can also be useful. Particularly recommended were LinkedIn <http://www.linkedin.com/> for US individuals and Xing <http://www.xing.com/> for Europeans.
- Pam Foster

Future of Librarians in the Workforce. Jose-Marie Griffiths

The session provided an update on the progress of the ongoing IMLS- (Institute of Museum and Library Services) sponsored study that aims to: identify future and potential labour shortfalls in the library and information sector due to retirement, the skills needed to fill these vacancies, the current and potential capacity of LIS schools to meet these demands and effective approaches to recruitment and retaining staff.

Initial findings of the latest round of research reveal some interesting trends. We're now seeing more remote users of library services, which means that total usage is increasing, even if visits to the library are diminishing. The number of non-professional library staff is also increasing, especially in public libraries where there has been a large increase in non-professional jobs (IT, etc). Estimates show that by 2016 there will be a need for 14,120 special librarians and 26,000 public librarians. More than 4,000 graduates are becoming available each year, suggesting that a crisis will hit at some point - a bottleneck is caused by individuals not retiring as early as originally thought. The number of graduates has been consistent since at least the last workforce study in 1982.

Clearly, the information profession has some work to do in terms of attracting and retaining talented students. Another phase of the study will be approaching high school (pre-university) guidance counsellors to

ensure they are appropriately counselling students into considering the information field. At the same time, a parallel crisis is emerging in attracting and retaining faculty to teach in accredited information at the university level. A dearth of PhD candidates today means no incoming tenure-track faculty. As programmes are (hopefully) recruiting more students, they will also have to be creative about supporting them with dedicated, knowledgeable and enthusiastic faculty.

When asked about job satisfaction, nearly 38% of those surveyed said that they would choose the same career again. Professional development is an issue. When asked about the adequacy or not of their library/information education, there was general agreement, by respondents, that they felt well prepared for the first couple of years, but felt the need for more management education over the next five years.

Another interesting aspect to the study is its identification of the increasing 'bleed' between librarianship as a profession and other jobs and roles. Based on the preliminary data, the number of workers who are engaged in information functions is 10 times the number of workers who have a library-specific degree from an accredited programme.

The study is also examining usage of different types of libraries. Data gathered to date indicates that libraries - public and specialised - remain vital. Whilst in-person visits for some categories of library are flat or (in some cases) decreasing, remote visits (for the subset of the sample that could report

this information) are increasing. At the same time, it is troubling how many respondents had to state 'Don't Know' in response to the question regarding remote access. If we cannot track usage of information resources, it is difficult to make a compelling case for their continuation, let alone expansion.

In the question period, we made the observation that the study, funded in part by the US federal government, is focused specifically on the US workforce. Yet the information profession is international - workers train in one country but work in another and vice versa; multinational corporations must staff multinational information 'centres' that may not have a central location. The investigators are considering some of these issues for future iterations of the study by asking questions about multinational workforces, as well as cross- border educational experiences.

An IMLS website provides further information <http://www.libraryworkforce.org/>. - P.F. and Robin Neidorf

Going Local: Secrets to Finding Local Market Information. Marcy Phelps

Local definitely meant local as Marcy Phelps used the conference's host city Denver as an example of how to find essential market information and data. However, many of the types of sources she quoted can be applied to most major towns and cities. Convention and visitor's bureaux, chambers of commerce, economic development agencies, consulates and local government websites, and local newspapers are available for most areas and can provide good starting- off points. Connecting with essential people such as local journalists, editors, chamber representatives, SLA chapter members and local researchers can also provide valuable leads. A number of wider sources, most of which were US-based, such as Claritas <http://www.claritas.com/>, were also provided but, once again, sources such as censuses, local business sites and community surveys are available for most countries and provide useful demographic data.

A case study of a fictional for-profit university looking for sponsorship was provided, along with suggested sources. - P.F.

Knowledge Management in a Fortune 500 Company. Adam Bennington

Adam Bennington presented a case study on the benefits and challenges in implementing a Knowledge

Management programme at State Farm, a large US insurance company. His presentation looked at the challenges and cultural changes facing the library since the creation of a knowledge management centre some three or four years ago. The library mainly relies on external information, so there was limited experience in internal document management. The image of the State Farm library is perceived as an ageing dinosaur but it quickly realised that it could help the KM unit with document management and so keep itself more relevant to the organisation. It's generally agreed that neither the library nor the KM centre has done as well as it could in terms of collaboration. There's a mistrust of sharing information by some individuals who cannot see the benefits. Legal issues can also be touchy - if it's in a written format then it can be discovered. A lack of staffing and a budget that hasn't been increased since 2003 have added to the problems.

There was heavy audience participation on the question of KM software, particularly its shortcomings. SharePoint was mentioned frequently. However, it was generally agreed that KM is about people and not software. Although the State Farm Library and KM team approach KM differently, they are both working towards the same goal - ie, connecting people to people. - P.F.

Librarians as Knowledge Managers: The View from the Executive Suite. David Pollad

David Pollad presented on knowledge management in different types of

organisations, based on his years of experience as the chief knowledge officer in Ernst & Young's Center for Business Knowledge. His remarks were grounded in research, but he also shared resonant anecdotal titbits, such as the client executive who once asked, 'Do you know what a knowledge worker is, and do we have any on staff?'

To demonstrate the power of the information professional as a knowledge manager, Pollad offered up two archetypes of organisations in terms of their orientation to knowledge management. The first is still in old-world mode: short-term planning, focus on risk and profit, built on hierarchies and seeing workers as motivated by promotions or raises. The second is the new world of knowledge management, characterised by the following:

- Long-term planning
- Focus on agility and opportunity
- Peer-to-peer and collaborative working styles
- Networks rather than hierarchies
- Motivation through personal satisfaction as well as promotion.

Knowledge managers in old-style companies have to focus on pleasing the executives, while in forward-looking companies, they can focus on pleasing the frontline workers.

Pollard also provided a handy comparative chart of what matters in information practice and knowledge management today:

PAST FOCUS
Know 'what'
Building collections
Content
'Just in case'

PRESENT FOCUS
Know 'who'
Building connections
Context
'Just in time'
- R.N.

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ISSN:	1460-7239	*Tel (Int):* +44 870 141 7474

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