Recognizing the importance of information in the process of development, Canada's International Development Research Centre (IDRC) has over the years supported a large number of projects aimed at developing information systems and services in support of research and development activities. An important objective related to the development of such projects was to ensure that the systems and services developed could be sustained over the long term. A crucial element in the sustainability of information systems and services is effective marketing. It presents avenues to generate revenue and reduce the financial constraints that many information services are facing in developing countries. This has long been recognized by IDRC, and the development of marketing plans has been introduced in several information projects to study how this could be achieved.

A literature review conducted in 1993 revealed that marketing of information was a relatively new issue in developing countries and that most of the literature on the subject originates in the North. The review concluded that marketing potential is underestimated by libraries and information services and that information professionals were generally reluctant to embrace the marketing concept. Information professionals need a better understanding of marketing concepts and approaches to be able to introduce them into their services and to recover the costs of the information services and products that they provide.

In this framework, leaders of a number of IDRC-supported information projects were brought together with a team of specialists in marketing of information at a meeting held at the Indian Institute of Management in Ahmedabad (IIMA), India, in February 1994. The discussion at this meeting focussed on how institutions in developing countries could be assisted in evolving relevant
marketing strategies. The meeting recommended the preparation of marketing guidelines and case studies that would help information specialists to design proper marketing strategies and marketing plans. Participants at the meeting prepared an outline for a manual that would respond to this need, and IIMA indicated its interest in coordinating the arduous work of compiling the manuscript. In October 1994, IDRC agreed to finance the activity.

This book is the result of IIMA's work. IDRC hopes that the guidelines and approaches proposed to introduce marketing activities within information services and systems will assist information professionals in developing countries with the development of sound marketing strategies. IDRC is proud to have contributed to this work—a collaborative effort of several information and development specialists from around the world.

RENALD LAFOND
Senior Information Specialist
International Development Research Centre
Ottawa, Canada
The information era is here. Even at the beginning of the last decade, John Naisbitt in *Megatrends* (1982) indicated that over 60 per cent of the people worked with information. He pointed out that between six and seven thousand scientific articles were being written each day, scientific and technical information was increasing by 13 per cent per year, and the rate would soon jump to perhaps 40 per cent per year.

On one hand, computers and networking have tremendously enhanced information storage, retrieval and dissemination capabilities. However, the new facilities require significant investments, which many libraries and information centres, particularly in the developing world, cannot afford.

On the other hand, economic reforms, globalization and privatization trends in the developing world lay emphasis on private enterprise and competitiveness. Consequently, government funding of libraries and information centres has been declining, and librarians and information managers have been forced to generate revenues not only for acquiring state-of-the-art facilities but also for their own survival.

Information is power, and more so in a competitive environment. Businesses, governments and individuals are collecting and storing more data than any previous generation in history (Alvin Toffler, *Powershift*, 1990). Moreover, information is being recognized as a critical resource for socio-economic development. As a result, libraries and information centres have an opportunity to tap.

This marketing guide, therefore, introduces librarians and information professionals to marketing concepts and approaches, helps them to adopt a marketing orientation, and provides them
with a step-by-step approach to developing marketing strategies and plans for their libraries or information centres.

The guide contains nine chapters and two cases studies.

- **Chapter 1**: Prof. Sreenivas Rao highlights the need for adopting a marketing approach by librarians and information managers.

- **Chapter 2**: Drawing upon an earlier research on assessment of needs of management information, Prof. Jain and Prof. Rama Rao explain concepts of marketing management and how they are useful and relevant to libraries and information centres.

- **Chapter 3**: Ms. Gumbs describes the marketing plan developed by the Technology Information Centre at the Argus Institute of Technology and, through this example provides guidelines for developing a marketing plan.

- **Chapter 4**: Prof. Koshy explains the meaning of products and services in the context of libraries and information centres, and provides guidelines for planning a portfolio of products and services.

- **Chapter 5**: Mr Vespry, Ms. Vespy and Ms. Avery discuss price—one of the four important marketing decisions. With the example of National Information Centre on Management (NICMAN) at IIMA, they explain the various considerations in taking pricing decisions.

- **Chapter 6**: Prof. Sreenivas Rao discusses another of the four marketing decisions, promotion, with examples of various libraries and information centres, such as INSDOC, ICRISAT, and CEIS; and provides guidelines for making promotion decisions.

- **Chapter 7**: Prof. Koshy deals with the rationale, procedure and steps of conceiving, designing and introducing new information products and services.

- **Chapter 8**: Mr. Chin and Prof. Jain discuss the what, why, and how of marketing research along with brief descrip-
tions, illustrations, and guidelines for planning and executing selected marketing research designs.

- **Chapter 9:** Dominique Beaulieu describes how the Centre de recherche industrielle du Québec switched from free service to charged service and brought about changes in the outlook, attitude and structure of the organization to achieve a marketing orientation.

Towards the end of the guide, two case studies have been included.

- **(A) “Caribbean Energy Information System”** by Ms. Whyte and Prof. Sreenivas Rao and


CEIS was set up to enhance the capabilities of the Caribbean countries in energy information collection, storage and utilization for optimum conservation and utilization of the region’s energy resources. The other case presents the market research conducted for assessing suitability and utility of CD-ROM publishing, a modern information technology, and the process of developing suitable marketing plans for the same in developing countries.

This guide can be used as

- a *text* to understand marketing concepts, tools and techniques relevant to a library/information centre,

- a *reference book* to draw up marketing strategies and plans, and

- a *training manual* in educational and training programmes for librarians and information managers.

*Editors*
Acknowledgements

This guide is an outcome of a workshop held at the Indian Institute of Management, Ahmedabad in February 1994, where project leaders of the International Development Research Centre, Canada, expressed the need for a marketing manual for librarians and information professionals. IDRC entrusted the job to the Indian Institute of Management, Ahmedabad. Mr. Renald Lafond, Senior Programme Officer, IDRC, gave us valuable guidance throughout the project. We are very grateful to him and to IDRC.

In August 1996, authors of the guide and other professionals discussed the draft threadbare. We are thankful to the following for their contributions to the guide by

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Many more have directly or indirectly contributed to this work. We are grateful to all.

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CASE STUDY

Caribbean Energy Information System

Mona Whyte and S. Sreenivas Rao
At the beginning of the 1980s all Caribbean countries, except Trinidad & Tobago, relied heavily on imported fuel, totalling approximately 98% of the commercial requirements. This resulted in a drain on the foreign reserves and impeded economic development.

In July 1983, the heads of Caribbean Community (CARICOM) governments adopted a Regional Energy Action Plan (REAP). As part of this plan, the Caribbean Energy Information Service (CEIS) was created to coordinate and augment existing collections of energy information.

WORKSHOP

To study the possibilities of establishing CEIS, a workshop was held in Trinidad from 14–18 May, 1984. The workshop was


This case was written as part of the Marketing of Information Products and Services: A Guide for Librarians and Information Professionals, which was sponsored and funded by the International Development Research Centre, Canada and prepared by Indian Institute of Management, Ahmedabad.

Cases are prepared as a basis for class discussion. As educational or training material, cases are not designed to present illustrations of either correct or incorrect handling of administrative or management problems.
organized by the United Nations Economic Commission for Latin America and the Caribbean (UNECLA) and sponsored by the Caribbean Development Bank (CDB) and the Commonwealth Science Council (CSC). It was attended by energy scientists and information specialists from 11 Caribbean countries and representatives from regional and international organizations.

The workshop drew on the expertise and experience of the Commonwealth Regional Renewable Energy Resources Information System, based in Australia, which had already put together the needs of the Asia/Pacific region.

For the workshop, a background paper entitled 'Overview of Caribbean Energy Issues' was prepared by Dr Trevor Byer, Regional Energy Adviser (CDB/CARICOM).

The workshop considered the following subjects to be important in assessing the energy information needs for the region:

1. Sources of petroleum, natural gas, coal, charcoal, fuel wood, biogas, bagasse, fuel alcohol, solar power, wind power, hydropower, ocean-based energy, and geothermal energy.
2. Electricity supply, distribution and conservation.
3. Energy conservation and management.

The most important information types, according to the workshop, were:

1. Policy and planning material.
2. Consumer information.
3. Industrial material, including management and conservation.
5. Environmental impact.
6. Appropriate technology and information for entrepreneurs.

The workshop estimated that the database would grow by about 500 items per year. Demands would vary widely from country to country and its level appeared difficult to determine. In general, demand would lie between 5 and 100 requests per
year in each country, although it was 20 requests per day in Jamaica, reflecting the public awareness campaign current in that country. However, the University of West Indies handled almost 60 enquiries per year.

The workshop recognized that four countries—Barbados, Guyana, Jamaica, and Trinidad & Tobago—had extensive collections of information on energy. The other countries had at least one library, collecting information, and also depended on regional organizations, such as CDB, for supplementing their collections.

The workshop found that all countries provided passive references through books and articles or by reference to regional services, such as CARISPLAN. Other services, such as directories and bibliographies, were very limited. None of the systems handled numeric data.

The workshop identified the following gaps as illustrated in Table 1.1

<table>
<thead>
<tr>
<th><strong>TABLE 1.1</strong> Gaps Identified in the Workshop</th>
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<tr>
<td><strong>General Gaps</strong></td>
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<tr>
<td>Directories of activities</td>
</tr>
<tr>
<td>(including research in progress).</td>
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<tr>
<td>Document delivery.</td>
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<tr>
<td>Regional bibliographies.</td>
</tr>
<tr>
<td>Practical information.</td>
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<tr>
<td>Directories of experts, manufacturers and equipment.</td>
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<tr>
<td>Research documentation.</td>
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</tbody>
</table>

Recommending the formation of CEIS, the workshop suggested that the system be based, as far as possible, on existing facilities and consist of organizations with regional responsibilities such as CDB, UN-ECLA, CARICOM, the University of the West Indies (UWI) and national focal points (one per country). It also suggested that the system be a part of CARIS and be integrated with the existing and future activities of the regional information systems such as CARISPLAN and CAGINDEX.
The overall goal of the CEIS, according to the workshop, would be to enhance the region's capabilities in energy information collection, storage, and utilization so as to facilitate the optimum conservation and utilization of the region's energy resources.

CEIS products and services would include:
1. Bibliographic services, including establishment of data bases, provision of abstracts and indexing.
3. Directories, including those covering expertise, products and research in progress.
4. Enquiry answering services, including information analysis and packaging.
5. Numerical data.

The workshop agreed upon the following regional responsibilities:
1. Coordinate the activities of national focal points, with particular emphasis on the collection of bibliographic information, indexes or current awareness directories and other regional lists from the Caribbean.
2. Produce an index for all the Caribbean material, and provide a document back-up service for the material in either microfiche or paper formats.
3. Collect material of a regional nature, from whatever source, for input into the system but also collect indexes, bibliographies, directories and abstracting services relating to energy matters.
4. Disseminate material of interest to national focal points.
5. Operate a referral centre.
6. Assist energy information development in the region, particularly by training and the promotion of the system.
7. Establish links with overseas on-line vendors and provide this service to those national focal points which do not have an access to it.
8. Collect published statistical data on energy and assist in the collection of numerical energy data relating to the Caribbean.
The workshop agreed upon the following national responsibilities:

1. Provide information to the centre, with appropriate regional responsibilities. At a minimum level the information should consist of a bibliographic description and subject indexing terms.
2. Develop and strengthen national energy information centres.
3. Provide a document delivery system at local and regional levels.
4. Assist the centres, with regional responsibilities, to collect data for the production of specialized bibliographies, directories, lists, etc.
5. Provide a query answering service at local and regional levels. This may involve direct answers to inquirers or referral to more appropriate resource centres.
6. Collect statistical data on work handled in the national centres, particularly with regard to the evaluation of guidelines and targets.

MISSIONS

Following the workshop's recommendations, a mission in April 1985 identified Jamaica as the regional centre for CEIS, with its headquarters located at the Scientific Research Council in Kingston, Jamaica.

In October 1985, the Government of Jamaica approached the Commonwealth Science Council (CSC), the International Development Research Centre (IDRC), and the United Nations Educational, Scientific and Cultural Organization (UNESCO) for necessary institutional, financial and material support to initiate the system.

Jamaica, as the host country for the regional focal point, undertook another mission to:
1. Brief national representatives on CEIS, and to secure an agreement with the various countries to participate in the network.
2. Identify the local national institution and liaison officer/project coordinator for CEIS.
3. Identify the infrastructural and training needs of the national focal points to enable their full participation in the CEIS network.

A mission consisting of three persons from Jamaica's Department of Science, Technology and Research, Ministry of Agriculture, Scientific Research Council, and Ministry of Mining, Energy and Tourism visited 60 institutions in 12 countries to interview and collect data in November-December 1986 to implement CEIS.

A questionnaire, designed to determine training and infrastructural needs, was administered by the mission, during discussions with personnel, in each institution. This approach was preferred to submitting the questionnaire beforehand, in order to get a first hand view of the information situation.

Besides background information, the questionnaire contained questions about the organization on the following items:
1. Type and number of professional staff employed.
2. Type and number of personnel required and employed by the computer section.
3. Training courses which members of the information staff have attended over the past five years.
4. Areas in which urgent training is required for effective participation in CEIS, and the number of staff members who would need to undergo this training.

On energy information, the questionnaire covered the following items:
1. Whether the institution had an energy, economics and planning unit, a library or information unit. If yes, the type and number of personnel employed and required by these units.
2. Whether the organization collects and processes any information on energy policy and planning, consumer informa-
tion on energy, industrial energy information, management and conservation, scientific and technical information, environmental impacts, and appropriate technology. If yes, in what form—statistical tables, forms, bulletins, books, journals, reports, microforms, or others and from where—local or international sources.

3. Whether the organization collects and processes information on new and renewable sources of energy. If yes, in what areas, in what form, and from where.

4. Whether the organization is involved in energy research, and if so, in which areas.

5. Who are the readers for whom the information is intended, and the number of requests received for energy information per month.

6. Size of collection in various areas.

7. Number of new documents added each year to the institute.

8. Number of periodicals.

9. Number of statistical reports on energy.

10. Facilities offered—reading only, borrowing, copying, literature searches, etc.

11. If no information/library facilities are offered, does the institute have any need for an energy information service?

Information was asked as to whether the following facilities were available at the organization:

1. Access to computers.

2. Energy database and, if yes, what type and size.

3. What information products does the information generate—bibliographies, directories, statistical tables, accession lists, others?


5. Communication links.

6. A leased telephone line.

7. A modem.

8. Communications software.
9. Whether any formal or informal inter-island information service for the delivery of information existed. If yes, what were the countries and the turnaround time for the delivery of information? Was this service satisfactory?

10. Would the organization participate in CEIS? If no, why not? If yes, which organization was most suitable to function as the national focal point for CEIS? If selected as the national focal point, what were the necessary administrative steps to officially formalize the functioning of the organization in this capacity?

A system’s investigation was undertaken through the questionnaire by indicating two situations. The first situation was:

A client in your country wishes to dry 700 lb of ginger, for export, using a solar crop dryer. The person would like information on the financial and technical aspects of construction, operation and experiences of such equipment in the Caribbean. He would also like to have technical advice from persons and/or institutions at a cost, if necessary.

The respondents were asked to outline the steps they would take to satisfy this request under their existing system, and under the proposed CEIS system.

The second situation was:

A regional/subregional institution, e.g. CARICOM, the Organization of Eastern Caribbean States (OECS) is formulating a proposal for a more efficient petroleum supply system for the Caribbean region. Data are required on the sources, quantities and prices of crude oil and petroleum products which are imported annually, in each of the Caribbean countries, in order to carry out the study.

The respondents were asked to outline the steps they would take to satisfy this request under the existing and proposed systems.

The approach to establish the network was as follows:

1. To first develop the regional focal point which was based at the Scientific Research Council in Kingston, Jamaica.
2. To interact with the national focal points on a group basis. All, however, did not join the system at the same time. Initially, the network began its activities with a small number of national focal points and later expanded to 15 member countries. Over a period of time contributions and network participation of countries were varied—strong with some and weak with others.

In operation, the regional focal point only laid down the criteria for the selection of liaison officers, and the countries chose the persons. As a result, CEIS was able to get the participation and commitment of the member countries.

Since the regional focal point was hosted and administered within the information division of the Scientific Research Council (SRC), some internal organizational adjustments had to be introduced. For instance, the Project Manager had to report directly to the Executive Director of SRC (which was not the usual case), who had ultimate responsibility for SRC's role as a regional focal point. This change was necessary for effective and speedy decision-making on matters concerning the network.

The CEIS consisted of approximately 65 per cent energy specialists representing government agencies and 35 per cent information systems specialists. This combination helped the network to make pragmatic decisions regarding energy policies in the various countries as well as develop information gathering skills, which were of relevance to the energy scientists.

**SPONSOR**

CEIS received sponsorship from IDRC, CSC and UNESCO for eight years, at a total cost of US $1,357,830. In addition, the Government of Jamaica, as the regional focal point, contributed US $292,570. The governments of the countries in the region also agreed to provide funding for NFP staff and day to day operations of the system.
CEIS

CEIS pooled the energy information, collected from the following 15 Caribbean countries.

1. Antigua and Barbuda
2. The Bahamas
3. Barbados
4. Belize
5. British Virgin Islands
6. Cuba
7. Dominica
8. Grenada
9. Guyana
10. Jamaica
11. Montserrat
12. St. Lucia
13. St.Kitts/Nevis
14. St. Vincent and Grenadines
15. Trinidad & Tobago

The following five regional/subregional institutions supported and provided information to CEIS.

1. CARICOM (The Caribbean Community)
2. UN-ECLAC (The United Nations Economic Commission of Latin America and the Caribbean)
3. OECS (The Organization of Eastern Caribbean States)
4. CDB (The Caribbean Development Bank)
5. UWI (The University of the West Indies)

The regional focal point had the following staff headed by a Network/Project Manager:

1. A research officer.
2. A data analyst.
3. An indexer/abstracter.
4. A systems analyst.
5. A data entry clerk.
6. A publications clerk.
7. A secretary.

CEIS comprises a network of national focal points which are coordinated by liaison officers and regional agency representatives as shown in Fig. I.1
QUESTIONS FOR DISCUSSION

1. If you were the head of the regional focal point, how will you plan to implement CEIS?
2. If you were the head of national focal point, how will you plan to implement CEIS?
Getting Established (1987–93)

The Caribbean Energy Information System (CEIS) was launched in 1987 as a networking system among 15 countries in the Caribbean, consisting of a regional focal point (the central coordinating unit for the whole network) and 15 national focal points. Each country, in turn, has a local networking subsystem, with each national focal point operating as a coordinating unit for the local agencies, from which data are sourced for input into the system.

The system is targeted at government organizations, private institutions and individuals engaged in energy related work, in order to make energy information into a key resource for development in the region. The network enables the English-speaking Caribbean and Cuba to document, analyse and disseminate energy information/data.


This case was written as part of the Marketing of Information Products and Services: A Guide for Librarians and Information Professionals, which was sponsored and funded by the International Development Research Centre, Canada and prepared by Indian Institute of Management, Ahmedabad. Cases are prepared as a basis for class discussion. As educational or training material, cases are not designed to present illustrations of either correct or incorrect handling of administrative or management problems.
CEIS serves over 1,200 clients in the Caribbean. The clients comprise businessmen, consultants, engineers and technicians, manufacturing industries, service organizations, students and teachers, and planners and policy makers.

**STRENGTHS**

The CEIS is one of the two regional energy information systems (the other being the Latin American Energy Organization, OLADE) operating in the Caribbean, and the only Commonwealth Caribbean information network. It has assessed its opportunity in the Caribbean market as being able to:

- Offer an energy information service which includes the very small islands in the region. The other system provides information on the larger states.
- Provide products in a published format—an alternative to the second system which mainly offers products in electronic form.
- Provide a forum for discussion for the energy scientists in the region.

**PRODUCTS AND SERVICES INTRODUCED**

The main publications/services of CEIS are:

1. Caribbean Energy Abstracts (Quarterly)
2. CEIS Update (Quarterly)
3. Petroleum Energy Statistics
4. Directory of Energy Research (2 issues per year)
5. Directory of Energy Expertise (2 issues per year)
6. Petroleum Market Reviews (Quarterly)
7. Caribbean Energy Titles in Microfiche (Quarterly)
8. On-line Search (Databases)
MARKET

Based on the following studies, the total market for the CEIS products and services has been identified as including energy and energy-related institutions throughout the Caribbean:

► The 1984 workshop, which was attended by a wide cross-section of energy scientists and information specialists, identified specific energy information needs.
► The three-man mission in 1985, which visited selected countries, identified the possible end-users for the system and the form in which the information, as perceived by the end-users, should be provided.
► A small informal survey, by network managers in 1989, to correlate information being collected for building up a database with perceived user needs.

Information from these initiatives was used to get started. In June 1991, the steering committee, consisting of the national liaison officers, decided to do a User Needs Survey because it felt that the response for the CEIS products and services was far below the needs expressed by the targeted clientele. The survey was to determine the reasons for the variance, pinpoint weaknesses and areas of neglect, and identify the strengths. Specifically, the objectives were to:

► Measure the usage of CEIS products and services.
► Determine needs which are not presently being met by CEIS.
► Find out other sources of energy information which are being used by the targeted clientele.

Before doing the full scale survey, the committee decided to do two pilot surveys.

PILOT SURVEYS

Dominica (population of 81,000) and Jamaica (population of 2.46 million) were chosen to conduct the pilot surveys (one each) to
represent a small and a large country. It was expected that the countries which are similar to the Dominican size, population, and level of energy activities could adopt the Dominican model and others, the Jamaican model.

The pilot surveys were meant to test the validity of the questionnaire, the methodology and sample. They were targeted to the present energy users and the potential ones. The pilot surveys were expected to capture active areas of research, so that CEIS could provide the necessary support. To begin with, a sample of questions used in a similar survey for engineers was used.

The pilot surveys were conducted in 1992. The questionnaire was administered, as the Dominica report indicated, to four persons engaged in the energy field—policy makers, planners, researchers, and managers and technicians. Respondents were selected from 21 persons who would make up the sample for the final survey. Ten organizations, as indicated by the Jamaican report, were covered.

In the Dominican pilot survey, apart from the identification of the responding executive and his/her organization, questions on the following areas were asked:

1. Area of business.
2. Importance of energy information to the success of the respondent's organization.
4. Type of energy information required and its frequency.
5. Familiarity with CEIS.
6. If familiar, how did they get to know about the CEIS.
7. Use of CEIS publications.
8. If any CEIS publications were used, rating of their usefulness.
9. Whether they would like to receive these publications regularly.
10. If yes, which publications?
11. Willingness to pay for the publications.
12. Whether they used the services of the National Documentation Centre for sourcing any other type of information?
For the pilot survey, the Jamaican questionnaire contained, apart from the questions on the respondent and his/her organization's identification, the following issues:

**Users**

1. Area(s) of business activities.
2. Whether energy information was necessary for the respondent's business.
3. Frequency of the use of energy information.
4. Type of energy used in business operations.
5. Type of energy information used.
6. Whether any additional energy information needed to be accessed.
7. If yes, list the specific type of information.
8. Rank difficulties in getting specific information.

**Quality of Service**

9. Ranking (on a 1-8 scale) of the sources of information according to regularity of use.
10. Recent information requested from the national focal point.
11. Reaction about the waiting period after making the request.
12. Ways of improving national focal point services.
13. Use of the information received from the national focal point and its rating.
14. Difficulties in obtaining energy information from sources other than the national focal point.
15. If yes, list them.

**Regional Information**

16. Whether there was an access to regional energy information.
17. If yes, sources and types.
18. If no, whether access on various items was needed.
CEIS

19. Ever heard of CEIS or its publications/services?
20. If yes, sources of information.
21. Identification of CEIS publications which were seen, heard or used.
22. Which publications/services were found to be most useful?
23. If any CEIS materials were used, rate the information provided.
24. If any CEIS publications were found useful, a willingness to subscribe to selected ones.
25. Indicate preference for the ones you would be willing to subscribe or purchase.
26. Access to other types(s) of information, not supplied by CEIS as yet.
27. If yes, list the type(s) and relevant format of the energy related information which CEIS should offer.
28. More information on energy and its effects on the environment.
29. Willingness to supply information for publication in the CEIS Newsletter.
30. Type of energy information that could be supplied.
31. Advertisement in the CEIS Newsletter?

The Jamaican pilot survey also had a sheet for the interviewer to record specific body language, and additional information relating to problems/difficulties which the respondent encountered in response to each question. This information was considered vital for reviewing the questionnaire after the pilot test.

USER NEEDS SURVEY IN 1993

A regional survey was conducted, in 1993, on the user needs as well as the relevance of the scope, content, and format of the CEIS products and services, from 409 responses from the 11 participating countries (Table II.1).
TABLE II.1

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Barbados</td>
<td>258,600</td>
<td>96</td>
<td>60</td>
</tr>
<tr>
<td>2. B.V.I.</td>
<td>13,000</td>
<td>24</td>
<td>13</td>
</tr>
<tr>
<td>3. Dominica</td>
<td>81,000</td>
<td>31</td>
<td>30</td>
</tr>
<tr>
<td>4. Grenada</td>
<td>94,800</td>
<td>88</td>
<td>45</td>
</tr>
<tr>
<td>5. Guyana</td>
<td>781,100</td>
<td>113</td>
<td>25</td>
</tr>
<tr>
<td>6. Jamaica</td>
<td>2,460,000</td>
<td>248</td>
<td>100</td>
</tr>
<tr>
<td>7. Montserrat</td>
<td>11,900</td>
<td>20</td>
<td>14</td>
</tr>
<tr>
<td>8. St. Kitts/Nevis</td>
<td>44,500</td>
<td>20</td>
<td>14</td>
</tr>
<tr>
<td>9. St. Lucia</td>
<td>151,290</td>
<td>30</td>
<td>16</td>
</tr>
<tr>
<td>10. Trinidad &amp; Tobago</td>
<td>1,260,000</td>
<td>250</td>
<td>60</td>
</tr>
<tr>
<td>11. St. Vincent</td>
<td>106,598</td>
<td>84</td>
<td>32</td>
</tr>
<tr>
<td>Total</td>
<td>5,262,788</td>
<td>908</td>
<td>409</td>
</tr>
</tbody>
</table>

The survey could not be done in Antigua and Cuba, the other two participating countries.

Objectives

The principal objective of the survey was to help formulate strategies to increase the demand for energy information, through CEIS. The sub-objectives were to find out:

1. The level of importance of energy information to the users and potential users.
2. The sources of information.
3. The type of information required and the frequency of use.
4. Awareness of CEIS and the source of such awareness.
5. Use of specific publications and their potential usefulness.
6. Need for the specific publication and willingness to purchase it.
7. The importance of a government agency or documentation centre as a source of information.
8. Ways in which CEIS could improve its relevance in the wider business community.

In addition the survey was intended as a performance analysis of CEIS after five years of operation. It was also meant as a means
to introduce CEIS to the respondents. Interviewers had been trained to speak competently on the contents of each publication, and create a demand for the information in instances where there was no previous awareness.

Methodology

A questionnaire was used. In about 90 per cent of the cases face-to-face interviews were also held. A wide cross-section of businesses were surveyed, including research, production, marketing and professional groups, directly or indirectly, involved in energy matters. A 31-item master questionnaire was designed. Many questions had multi-response options. The questions asked were more or less the same as those contained in the Jamaican pilot survey.

Some of the limitations of the survey were:

1. Each country adjusted the question items according to the perceived sensitivity to needs. The master questionnaire was amended and applied in varying degrees. Some countries used all the 31 items. Some countries amended and adapted the questions. Some others varied the number of questions.

2. The multiple response questions posed difficulty in analysis. For example, Question 1 required a statement of area(s) of business activity and eight categories were given. Most of the responses indicated more than one category. Unless the interviewer indicated the main area of activity, the analyst had difficulty in correlating discrete business activities with the publications most required. Also multiple counting of personnel could result from multiple responses.

3. For lack of a seemingly justifiable basis, the sample size was based on the total population of a country. A more meaningful basis would have been the total population which used energy data. But this was difficult to do owing to the region’s inadequate databases.

4. The geographical spread of the samples was restricted to prime cities, except in Jamaica.
5. The level of personnel interviewed was also a limiting factor. For instance, the technocrat who purchased CEIS publications or advertised in them, was actually not the person with the authority to decide on spending money for the same. This meant another interview within the same organization to get an accurate or definitive response. This was either not ascertained or delayed the completion of the questionnaire.

Content

The questions were designed to provide response to general issues like:
1. Importance of energy information to the ‘public’, i.e., the energy information users.
2. Business profile of the client.
3. Type of information used.
4. Area of information which the businesses required.
5. Present sources of information.
6. Frequency of use of information.

There were also questions to elicit specific information on CEIS like:
1. Public awareness of CEIS.
2. Usefulness of CEIS publications/services.
3. Potential usefulness of CEIS publications/services.
4. Demand for CEIS publications/services.
5. Willingness to pay for CEIS publications/services.
6. Perceived role of national focal points in disseminating CEIS information.
7. Access to other regional information.

Major Findings

The major findings of the survey could be summarized as follows:
1. Most respondents (80 per cent) agreed that energy information was important for their businesses. Of these 43 per
cent strongly agreed. In nine countries, 77 per cent affirmed the importance of energy information for their current and future development. Only an average of 14 per cent of the surveyed population in the region did not consider energy information important for their businesses.

2. People sought external sources of energy information, prior to contacting the national focal point sources. Approximately, 77 per cent used professional journals and magazines which originated outside the Caribbean. Energy information was used frequently—on a monthly basis as well as when the need arose.

3. The average regional awareness of CEIS itself, was 41 per cent. This figure was somewhat exaggerated as some persons became aware of CEIS as a result of the survey. Moreover, a small sample size in some countries affected the percentage figures. The awareness was very low among the private sector, low among government agencies, and high among government energy centres.

4. The regional average awareness of CEIS publications was only 15 per cent. The use of the CEIS publications ranged from a high of 15.5 per cent to a low of 0.2 per cent. In two territories, none of the persons interviewed had even seen the CEIS publications.

5. The role of the national focal points in publicizing CEIS publications and services was critical to the awareness of the existence of the CEIS.

6. Persons were willing to pay for the CEIS publications.

7. One of the main criticisms of the CEIS publications was that data were usually out of date by the time of publication.

8. The layout of the information was also identified for improvement. Some persons requested more graphics and tables.

9. In spite of these negative reactions, respondents were anxious to be a part of a new CEIS thrust in which topical issues were presented. Matters such as energy conservation, alternate energy, energy research in the region, new
equipment, and technology were suggested. The respondents were willing to contribute articles and advertise, on a smaller scale, in the CEIS publications.

In short, the survey report indicated:
The most important finding of the survey was that CEIS was ineffective in achieving its objectives. The low level of use of publications attest to this. It is therefore critical for CEIS to focus on its deficiencies, and prepare and implement strategies to make it effective. Outdated information, presentation style, inactive national focal points, and lack of promotion are possible contributors to this.

It said:
The need for marketing and promotion is obvious, as well as the need for self examination by the national focal points concerning their increased role, on a local territory basis, in making CEIS the driving force to national developmental objectives.

It suggested:
CEIS needs to re-examine its objectives and goals, and perhaps expand them, to satisfy the demand for energy information. The use of such information is vital for development and for escorting the region into the 21st Century.

It added:
There are enormous possibilities for CEIS as new areas of energy mature, and non-traditional, commercialized renewable sources of energy gain acceptance.

**Type of Information Used and Needed**

Table II.2 indicates, in descending order of importance, the type of information or subjects that are presently used in business and the information which respondents needed.

The bottom line in the use of energy information is related to reduction of energy costs in the processes of production, the service oriented businesses (hotels), offices, and domestic levels.
<table>
<thead>
<tr>
<th>Subject</th>
<th>Type of Information Used</th>
<th>Total Territory Responses</th>
<th>Rank</th>
<th>Type of Information Required</th>
<th>Total Territory Responses</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alternate energy*</td>
<td></td>
<td>211</td>
<td>1</td>
<td>211</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Conservation**</td>
<td></td>
<td>205</td>
<td>2</td>
<td>191</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Electricity</td>
<td></td>
<td>172</td>
<td>3</td>
<td>118</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Consumption</td>
<td></td>
<td>107</td>
<td>4</td>
<td>117</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td></td>
<td>106</td>
<td>5</td>
<td>121</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Prices</td>
<td></td>
<td>94</td>
<td>6</td>
<td>141</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Other***</td>
<td></td>
<td>72</td>
<td>7</td>
<td>26</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Power equipment</td>
<td></td>
<td>59</td>
<td>8</td>
<td>60</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Energy expertise</td>
<td></td>
<td>47</td>
<td>9</td>
<td>54</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Energy reserves</td>
<td></td>
<td>25</td>
<td>10</td>
<td>46</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Energy applications</td>
<td></td>
<td>11</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Energy prospects</td>
<td></td>
<td>4</td>
<td>12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Solar energy</td>
<td></td>
<td></td>
<td></td>
<td>37</td>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>

* Alternative energy includes solar energy and the various equipment options, photovoltaic, ocean thermal, wind and biomass energy.
** Conservation methods include not only light bulbs, but also new equipment which had energy saving features such as air conditioners and refrigerators.
*** Other includes new fuels, technologies, and standards.

Respondents seemed to require information on alternative energy, conservation, prices, research, electricity and consumption. These appear to relate strongly to costs.

The correlation between the information being used now and the information required is given in Fig. II.1.

**Present Sources of Information**

Approximately, 77% of respondents use other information sources such as magazines, professional journals and manufacturer's catalogues. Overseas subscriptions were the norm for multinational corporations which generally expressed that CEIS information is inadequate in content and currency.
Fig. II.1  *Correlation between Energy Information Used and Required*

**Frequency of Use of Information**

Majority of respondents use the information on a monthly basis followed by as and when needed (See Fig. II.3).

**CEIS Publications**

The usage of CEIS publications in the whole region was as shown in Table II.3.

**Products and Services**

The survey indicated that the users found the content of the products of CEIS to be inadequate: not current enough, not accurate enough, need to reflect greater relevance to needs, unattractive
**TABLE II.3** Usage of CEIS Publications

<table>
<thead>
<tr>
<th>Publications</th>
<th>Usage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carib. Energy Abst.</td>
<td>6.4</td>
</tr>
<tr>
<td>CEIS Update</td>
<td>15.5</td>
</tr>
<tr>
<td>Petroleum Statistics</td>
<td>3.7</td>
</tr>
<tr>
<td>Dir. of Energy Research</td>
<td>2.7</td>
</tr>
<tr>
<td>Dir. of Energy Expertise</td>
<td>3.3</td>
</tr>
<tr>
<td>Pet. Mark. Rev.</td>
<td>3.45</td>
</tr>
<tr>
<td>Carib. Ener. Title</td>
<td>0.2</td>
</tr>
<tr>
<td>On-line Search D.B.</td>
<td>0.5</td>
</tr>
</tbody>
</table>

**Fig. II.2** Frequency of Energy Information Used
and ineffective in format. Poor circulation and late distribution of publications were also cited as shortcomings.

**Potential Usefulness, Demand, and Willingness to Pay**

Table II.4 Indicates the ranking of the CEIS publications that the respondents found most useful, on a scale of 1 to 8 (1 being extremely useful and 8 not at all useful), the number of respondents indicating interest, and willingness to pay.

During the survey, products were shown to the prospective clients and responses were solicited on the following questions:

- If the CEIS publications/services are found to be useful/needed by you, would you be willing to subscribe to selected ones?
- List, in order of preference, those to which you would be willing to subscribe to or purchase.
- Would you like to advertise in the CEIS Newsletter?

| Publication                  | Potential Usefulness Ranking | Demand | Willingness to Pay | Willingness to Pay (%)
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Caribbean Energy Abstract</td>
<td>3</td>
<td>138</td>
<td>105</td>
<td>26</td>
</tr>
<tr>
<td>CEIS Update</td>
<td>1</td>
<td>180</td>
<td>190</td>
<td>47</td>
</tr>
<tr>
<td>Petroleum Statistics</td>
<td>3</td>
<td>107</td>
<td>70</td>
<td>17</td>
</tr>
<tr>
<td>Directory of Energy Research</td>
<td>4</td>
<td>79</td>
<td>77</td>
<td>19</td>
</tr>
<tr>
<td>Directory of Energy Expertise</td>
<td>4</td>
<td>78</td>
<td>76</td>
<td>19</td>
</tr>
<tr>
<td>Petroleum Market Reviews</td>
<td>4</td>
<td>64</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Caribbean Energy Title</td>
<td>7</td>
<td>15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>On-line Search Database</td>
<td>7</td>
<td>16</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
How much would you be willing to spend on the acquisition of CEIS information annually? (1) $1000–5000 (2) $6000–10,000 (3) $11,000–20,000 (4) $21,000–30,000 (5) > $30,000.

A profile of potential annual expenditure on energy information was created. A number of NO responses showed up because persons interviewed were unwilling to commit themselves, despite the interviewers’ assurances that these questions were not binding, and also due to the respondents’ inability to take the final decision on spending. Others appeared quite nervous and requested that their responses should not be published. In many instances, the technocrat who was being interviewed was not necessarily, the person with authority to decide on spending money on information. This meant another interview, within the same organization, to get an accurate or definitive response.

The table indicates that more users were willing to pay for the general information publication (CEIS Update) than the specific information publication (Petroleum Statistics).

A small percentage of companies were willing to advertise in the CEIS Update.

Market Segmentation

Based on the demand indicated for specific products and services by a category of users, the degree of demand was assessed (see Table II.5)

Respondents were asked to rank, on a scale of 1 to 5 (5 representing extremely useful and 1 not useful), the usefulness and need of a particular publication to them.

A profile of the business/operations of the persons who were surveyed, served to provide some correlation between their business/operations and their need for CEIS publications (see Table II.2).

Targeting of Specific Segments

The information in Table II.5 was analyzed and broken down, according to the identified segments or specific groups where the
network felt it would be able to cope with initially, and target them independently. Thus the present and potential users were categorized as follows (Table II.6).

<table>
<thead>
<tr>
<th>Category</th>
<th>Present Size</th>
<th>Potential Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>85</td>
<td>386</td>
</tr>
<tr>
<td>Energy &amp; Energy Related Institutions</td>
<td>29</td>
<td>55</td>
</tr>
<tr>
<td>Education</td>
<td>1522</td>
<td>1600</td>
</tr>
<tr>
<td>Planning &amp; Policy Making</td>
<td>55</td>
<td>160</td>
</tr>
<tr>
<td>Consumer Oriented</td>
<td>15</td>
<td>4000</td>
</tr>
<tr>
<td>Private Sector (Sales, Production)</td>
<td>74</td>
<td>500</td>
</tr>
<tr>
<td>Utility &amp; Petroleum Marketing Companies</td>
<td>41</td>
<td>41</td>
</tr>
</tbody>
</table>

The data on potential size of the market is based on the total number of energy and energy related agencies which exist in the region within the respective categories. For example, Education reflects the number of schools and education institutions which exist. The present size reflects the current number which CEIS now serves.
Format

The following item was designed to get the answers which would improve the format of CEIS products:

List the type(s) and relevant formats of energy related information which you would like CEIS to offer (suggested information formats: graphically, tabular, newsletter tabular, graphical statistical tabular, and graphical colour, etc.).

Conclusions

Major issues considered for upgrading and improving the products, based on the users' recommendations, were:

- Adding colour to the covers of the publications.
- Producing colour graphs.
- Verifying the information given in the publications is current.
- Making content of greater relevance to users' needs (40% on alternative energy issues, 20% petroleum, 10% energy conservation, 20% environment, 5% prices and 5% on other energy issues).

QUESTIONS FOR DISCUSSION

1. If you had to do the pilot survey and the survey, how would you have done it?
2. Given the results of the pilot survey and the survey, what plan of action do you propose for the CEIS and why?
After the Survey (1993–95)

The information collected from the survey enabled CEIS liaison officers to meet and take decisions on:

1. Developing specialized services for targeted users.
2. Identifying the most marketable products and revamping them if necessary.
3. Devising promotion policies.
4. Pricing strategy.
5. Distribution policies.

DEVELOPMENT OF SPECIALIZED SERVICES FOR TARGETED USERS

It may be recalled that based on the demand indicated for specific products and services by various category of users, the degree of demand was assessed (Table III.1).


This case was written as part of the Marketing of Information Products and Services: A Guide for Librarians and Information Professionals, which was sponsored and funded by the International Development Research Centre, Canada and prepared by Indian Institute of Management, Ahmedabad.

Cases are prepared as a basis for class discussion. As educational or training material, cases are not designed to present illustrations of either correct or incorrect handling of administrative or management problems.
After the Survey (1993-95)

Table III.1

Demand for CEIS Products

<table>
<thead>
<tr>
<th>Category</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>H</td>
<td>H</td>
<td>H</td>
<td>M</td>
<td>H</td>
</tr>
<tr>
<td>Marketing</td>
<td>H</td>
<td>H</td>
<td>H</td>
<td>M</td>
<td>M</td>
</tr>
<tr>
<td>Planning</td>
<td>H</td>
<td>H</td>
<td>H</td>
<td>H</td>
<td>L</td>
</tr>
<tr>
<td>Production</td>
<td>H</td>
<td>L</td>
<td>H</td>
<td>M</td>
<td>L</td>
</tr>
<tr>
<td>Energy</td>
<td>H</td>
<td>H</td>
<td>H</td>
<td>H</td>
<td>H</td>
</tr>
<tr>
<td>Management</td>
<td>H</td>
<td>L</td>
<td>M</td>
<td>L</td>
<td>H</td>
</tr>
<tr>
<td>Sales</td>
<td>H</td>
<td>L</td>
<td>M</td>
<td>L</td>
<td>L</td>
</tr>
<tr>
<td>Consumer</td>
<td>H</td>
<td>H</td>
<td>M</td>
<td>L</td>
<td>L</td>
</tr>
<tr>
<td>Education</td>
<td>H</td>
<td>M</td>
<td>H</td>
<td>M</td>
<td>L</td>
</tr>
</tbody>
</table>

Code  H = High Demand,  M = Medium Demand,  L = Low Demand


The information from Table III.1 was analyzed and broken down, according to the identified segments or specific groups where the network felt it would be able to cope with initially, and target them independently. Thus the present and potential users were categorized as shown in Table III.2.

Table III.2

CEIS Users by Category

<table>
<thead>
<tr>
<th>Users by Category</th>
<th>Present Size</th>
<th>Potential Size</th>
</tr>
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<tr>
<td>Research &amp; Development</td>
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<td>Energy &amp; Energy Related Institutions</td>
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<td>55</td>
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<tr>
<td>Education</td>
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<td>1600</td>
</tr>
<tr>
<td>Planning &amp; Policy Making</td>
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<td>160</td>
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<tr>
<td>Consumer Oriented</td>
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<td>4000</td>
</tr>
<tr>
<td>Private Sector (Sales, Production)</td>
<td>74</td>
<td>5000</td>
</tr>
<tr>
<td>Utility &amp; Petroleum Marketing Companies</td>
<td>41</td>
<td>41</td>
</tr>
</tbody>
</table>

Development of a Special Interest Group

Various initiatives came out of the recommendations of a Caribbean High Level Energy Policy Workshop, which called for a
need for energy professionals to debate and discuss energy issues of interest to the region, using the special interest group.

The establishment of a Special Interest Group (SIG) for Energy and Environment was introduced in conjunction with the United Nations Economic Commission for Latin America and the Caribbean. The objective of SIG was to share ideas, experiences and discussions on relevant issues affecting the region via the electronic forum as well as to provide answers to questions.

**CREATION OF ENERGY MODELS**

It was felt that the policy and planning aspects of the network's database, particularly the petroleum statistical data which had been collected since the inception of the network, could be targeted more precisely, and used more effectively, by regional planners. To this end, the regional university was commissioned to develop a number of energy models for the system, which would incorporate this data and create a more valuable resource, which would be suitable to the needs of the Caribbean energy policy-makers. Training workshops were also held to train network members in the use of these models as well as to introduce the models to the regional policy-makers.

**REVAMPING OF PRODUCTS**

Based on the survey data, three products—CEIS Update, PETSTAT, and Caribbean Energy Abstracts—were selected for upgrading and targeting to specific segments. The decision to revamp them was based on the survey which identified these products as most useful and most popular among clients.

The layout and format of publications were changed based on interview responses.
The content was improved based on the comments made by the various client categories on the aspects of energy that they wished to obtain from CEIS publications.

Pricing was based on the indication of the respondents as to the amounts they were willing to pay.

**CEIS Update**

The CEIS Update was expanded to include three additional sections.

For the education sector, a six page column entitled 'Energy for Young Minds' was introduced. Topics were geared to assist students in Grades 10–12, who were having difficulty in answering questions in the Integrated Science, Chemistry and Physics syllabi of the regional council examinations.

For the consumer sector, a section, 'The Consumer and Energy' was added. Articles for this group were mainly of a type that the average energy consumer could be informed of basic energy issues. This section included energy conservation tips, consumers' experiences in the use of alternative sources of energy, etc.

For the policy and research segment, a new column on 'Energy and the Environment' was added. This section covered energy and environmental issues in the various Caribbean countries.

The Update was given a glossy cover, more colour, increase in size from 16 to 32 pages and a more varied subject mix. This made the publication more attractive, of a higher quality, and more likely to be displayed and read by target audiences. In addition, it contained more information on energy, a higher level of discussion, and benefits from the participation of more experienced contributors from respectable institutions. Subscriptions were offered to users at US$ 16 per year.

All this led to an increase in the subscriptions and the personnel identifying themselves with the CEIS Update.
PETSTATS

This was an eight year numeric statistical series of regional petroleum imports, production, marketing, costs, etc. which was mainly used by policy-makers and planners, research personnel, development banks, petroleum companies and statistical institutions.

The publication was revamped to include 12 country series and a Caribbean issue. The time-series for both publications covered the period from 1985 to 1992. A printed cover was added. Colour graphs accompanied the tables. The Caribbean issue was sold at US$ 55 to the focal point users, at US$ 65 to Caribbean public sector users and at US$ 100 to others. The individual country issues were sold at US$ 18.50 to the focal point users, at US$ 25 to Caribbean public sector users and at US$ 30 to others. For packaging, handling and mailing, the subscribers were asked to add 25 per cent of cost in the Caribbean region, 45 per cent of cost in USA, Canada, Central and South America, and 55% of cost in Europe and all other countries. All orders were to be sent by air mail.

PETSTATS found favour with specialized regional energy institutions, e.g. oil marketing companies, development banks and some international energy agencies.

Caribbean Energy Abstracts

This abstracting journal highlighted papers which were presented and summaries of research which were being conducted in the region. It was used mainly by the research and development sector as well as some private sector clients. No changes were made in this publication.

Subscriptions were available at US$ 25 per annum.

The additional subscription to this publication was almost zero. Much emphasis was placed on this fact since one had to wait for important new research to make the publication intrinsically interesting. Therefore, there was a tendency to devote more attention to the secondary source rather than the primary one.
**PROMOTION POLICIES**

After the 1993 User Needs Survey results were available, CEIS considered various promotion strategies:

**Market Segmenting**

1. Targeting of private sector companies (e.g., insurance companies, bauxite companies, airlines, banking sectors) and public sector institutions in the Caribbean.
2. Encouraging the companies to purchase large numbers of copies of CEIS publications for distribution to educational and youth institutions which are unable to subscribe at present.

**Preference Building**

3. Obtaining endorsements for CEIS products and services from high level ministers and politicians.

**Knowledge Building**

4. Encouraging leading journalists to critique articles published in the CEIS Update.
5. Encouraging contributors of articles to CEIS to hold discussions about CEIS on radio.
6. Developing announcement fliers, brochures, booklets on CEIS products and services.
7. Attending energy/environment seminars, mounting exhibitions at regional and national fora and displaying products.

**Awareness Creation**

8. Advertising in national, regional and international publications.
9. Seeking exchange advertisements with other countries.

IDRC provided US$ 10,000 for promotion and marketing.

As a result of targeting the promotion to private and public sector companies, 41 private sector companies took up sponsorship of the CEIS Update leading to underwriting on subscriptions.
At least five round-table discussions were held on radio and television throughout the region.

The endorsements of products and services from high level ministers and politicians, however, was not attempted.

**PROMOTION IMPLEMENTATION**

An annual meeting of all network members was held to consider and decide on the range of promotion tools. Each country selected the specific tools which suited it best.

**Awareness Activities**

The following energy awareness promotion activities were carried out throughout the region:

1. Mobile exhibitions in individual country and regional fora.
2. Radio and television promotions—call-in radio programmes, question and answer sessions.
3. Distribution of energy saving brochures at public libraries and book stores.
4. Televising energy tips.
5. Broadcasting energy tips.
6. Gift subscriptions to various agencies and government departments.
7. Panel discussions.
8. Print media.
9. Other promotional material.

**Mobile Exhibitions**

Mobile exhibitions were centrally planned to standardize the message and to save cost. The exhibitions were sent to the countries when requested for.

Mobile exhibitions were highly successful, because they met the objectives for which they were designed. Feedback from the public about the exhibitions was quite encouraging. The
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exhibitions increased the requests for energy information by over 40 per cent.

Exhibitions carried themes such as ‘CEIS—Serving the Caribbean Energy Needs’ and ‘Build a Better Country through Energy Awareness’. The objectives of the exhibitions included:

1. Promotion of CEIS by informing the people of the region of its existence.
2. Promotion of CEIS publications and services.
3. Raising the level of energy awareness throughout the region.
4. Promotion of alternate sources of energy.
5. Encouragement of energy conservation throughout the region.

The target audience of these exhibitions were usually students, policy-makers, regular and energy entrepreneurs, agricultural sector people and home owners. Exhibitions were held at various venues throughout the region.

Radio/Television Programmes

Liaison officers conducted a series of promotion programmes on radio. Many of these were government sponsored radio/television programmes where the system was discussed in detail—its mandate, objectives, services, publications, etc. Radio programmes included panel discussions.

A multifaceted panel was usually convened which included the liaison officer who would speak on CEIS, an economics planner to speak on the energy sector in the relevant countries and an energy entrepreneur who sold energy products. Such an opportunity was seized to promote CEIS, to encourage energy conservation, to promote alternative sources of energy and to show the relation of energy to the overall development of a particular country.

Television and radio stations played a vital role in the promotion of CEIS throughout the network countries. Energy tips were televised and special ‘X-mass Energy Tips’ were televised for the
season. Other energy tips were also broadcast, by both radio and television stations, as public service announcements.

**Energy Brochures**

Distribution of CEIS brochures and 'Energy Saving Tips' was another way chosen to reach the public. Gas stations, libraries, banks and book stores were used to distribute energy brochures throughout the region so that customers could browse while they waited for service. Even post offices and its outer branches participated in the distribution of brochures.

**Gifts**

Another strategy used for the promotion of CEIS was gift subscriptions to the CEIS Update. It was hoped that at the end of the gift subscription, the recipients would become regular members by renewing their subscription.

**Print Media**

Various forms of print media were utilized to promote CEIS throughout the Caribbean.

- Press releases.
- Flyers, advertising CEIS activities, enclosed in the Events diary.
- Magazines featuring energy tips and information on the exhibitions.
- Local and regional newspapers featuring the activities of CEIS.

**Other Material**

CEIS introduced other promotional material like calendars, year planners, pens, T-shirts, booklets, bookmarks, bumper-stickers, billboards—all carrying information and facts on CEIS.

The impact of these various promotional tools, on the awareness and use of CEIS, was needed to be more precisely and
accurately assessed in future users needs survey, to be conducted probably in two years time.

Letters of invitation to insurance companies, banks, airlines and public sector institutions were sent out. Forty five per cent of the respondents agreed to take out subscriptions to the CEIS Update.

PRICING

While the user needs survey provided basic information on the range of prices which users were willing to pay for CEIS products, the network still had to wrestle with questions relating to the maintenance of a flexible price structure in the Caribbean. Some of the questions which needed to be answered were:

1. Should one universal price be instituted for all member countries?
2. Since all member countries had varying currencies, which currency should be used as the standard?
3. Should the price be different for private and public sectors?
4. What discounts, if any, should apply and to whom?
5. Are all national focal points in a position to collect money? What if the national focal point was a government institution? Could it collect money from other government agencies?
6. How would the management of income generated by the whole network be accounted for globally, when each national focal point held funds individually and in different currencies?
7. How is the income generated from CEIS products to be distributed fairly among the network members?
8. Should products be offered outside of the region, and how should these be priced?
9. If publications were to be sold at commercial agencies (e.g., book stores) outside of the national focal points, what should the terms and conditions be?
10. What elements should comprise the CEIS pricing formula?
The following decisions were taken and implemented:

1. One universal price was instituted, and it was denominated in US dollars. Caribbean countries could make payments in their local currencies, but must have the universal price equivalency. Network members felt that this was the only way to ensure objectivity and to eliminate any unfair advantage that any country had over the other.

2. Sixty per cent discounts were offered to users in the Caribbean. Further a 55 per cent discount was offered to government and quasi-government agencies for some products. This decision on discounts only applied to those products, for which most of the data/statistics originated from the region in general and from government or quasi-government agencies in particular.

3. Some national focal points were unable to collect payments. Therefore, their clients were advised to send payments directly to the regional focal point. Where the national focal points had no policy objections to the collection of payments, the payments were forwarded to the regional focal point in the designated US currency equivalent. The regional focal point would hold funds centrally.

Prices for the CEIS products and services were based on production costs. At present, no payment was being made to the contributors of articles. In future, however, costs such as intellectual inputs, data gathering costs and staff time would have to be accounted for. Pricing was also determined by the price of similar products in the region.

Profits from publications, such as the CEIS Update, with a fairly wide circulation would probably have to be used to offset costs of the specialized publications with limited circulation.

Discount was given selectively for publications. For instance, there was a discount on PETSTATS because the government gave the base data.

It was also recognized that there was a need to secure advertisements to pay for publication costs. Pricing of the advertisements, therefore, was also an important issue.
To date, a formal pricing policy has not yet been finalized and the issue of re-distribution of income generation amongst network members has still not been resolved. The proper analysis of costs at the regional as well as national levels would be needed, before these policies are formulated.

**DISTRIBUTION**

During the survey, users raised the issue of poor circulation and late receipt of the CEIS publications. Respondents revealed that information was outdated by the time it reached them and the major problem was the mail delivery system. This finding led to an examination of the weaknesses in this area and decisions were taken regarding on-time publication and delivery of publications. Before the survey, publishing and distribution was done on an ad-hoc basis. The publications were prepared for distribution either at the RFP or at the national nodes. As a result, control of distribution was difficult. The following new alternatives were considered:

1. A more centralized system of delivery and distribution of publications to reduce the publishing time.
2. The use of courier services, instead of mail, for speedy delivery.
3. The contracting of printing services to private companies for publishing at regular intervals.
4. The institution of an internal schedule and deadlines for submitting articles by the NFPs to the RFP for timely production.

Before the survey, RFP sent documents meant for clients to the NFPs by post. In turn, the NFP locally sent them by post. In the Caribbean, the mail system is unreliable. Mail could take up to three to four weeks to reach an NFP.

The use of courier services and express mail services was agreed upon by network members as the preferred mode of distributing CEIS publications to the NFPs. Even though the new
cost was ten times more than that of mail, publications could be guaranteed to be delivered within two days. Publications would be sent to the NFPs by courier or express mail and they, in turn, would distribute them locally by mail or hand delivery. The cost of the postage was included as part of the subscription or cited as additional.

Packaging was also an issue, within the network faced in the distribution process. For example, publication orders, particularly of PETSTATS, could range from 1 to 13, where a client could order one country copy or all 12 country copies plus the Caribbean copy, which weighed approximately 2 lb.

Specific size packages had to be designed to accommodate ease of handling and shipping as well as standardized costs which the clients could prepay, based on the number of publications ordered.

**ROLE OF NFPs**

Each country NFP initiated circulation expansion strategies in its territory, and built up a personal rapport with its known subscribers. The RFP continued its support of NFP activities through its own marketing strategies, and assisted and advised NFPs when necessary.

**RESULTS AND CONCLUSION**

The network has already witnessed a remarkable increase in the number of subscriptions/purchases of publications since the survey in 1993 (see Table III.3).

CEIS has been successful in attracting private sector sponsorship for schools and consumer groups that find it difficult to enlist subscriptions.
CEIS intends to continue research and evaluation to develop this process. User needs tend to be 'one off, diverse and cross-functional, and a continuous refinement process is necessary to enable the system to respond effectively. By widening its input sources, information capturing capability and delivery capabilities, it is anticipated that in the next three years, the system should become viable.

**WHAT NEXT (1996–99)**

The main concern now, is how to make CEIS into a viable institution, by the end of the century. The International Development Research Centre's nine-year funding comes to an end in December 1995. CEIS intends to continue financing its activities through financial support from member governments, earnings from its products and services and from funding for small projects from donor agencies.

CEIS has approached member governments for funds. The share of each member is not yet decided. It would be on the basis of membership for a flat fee of US$ 3,000. Shortfall may be made up by the countries who have a higher GDP.

CEIS has begun to market three of its products and services, and in two years it has earned nearly US$ 27,000 from its major

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**TABLE III.3 Breakdown of Subscriptions/Purchases of CEIS Publications (1995)**

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<td>CEIS Update</td>
<td>16</td>
<td>256</td>
<td>1218</td>
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<td>PETSTATS (Purchases)</td>
<td>0</td>
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<td>171</td>
<td>7000</td>
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<td>Caribbean Energy Abstracts</td>
<td>4</td>
<td>80</td>
<td>28</td>
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<td>Total</td>
<td>336</td>
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* Data for income generated in 1995 are unofficial. Data include sponsorship from private companies and international agencies for schools, etc.
publications, which include Petstats, Caribbean Energy Abstracts, CEIS Update and search services. Earnings are generated not only from sales and subscriptions, but also from advertisements in the network's publications, as well as by private sector underwriting of subscriptions.

Marketing of CEIS products was severely limited as it required the network members themselves (who have other responsibilities, had no formal training in marketing, and were uncomfortable with the new situation into which they were thrust) to approach companies. The liaison officers also had other full-time jobs and work was thus not exclusively directed to CEIS activities. Therefore, there were delays from time to time. Hence, CEIS has contracted MARKETEC, a subsidiary marketing company of the Scientific Research Council, to market CEIS products and services as of January 1996.

CEIS has to develop a three-year plan (1996–99) with a budget and get the support of member governments.

**QUESTIONS FOR DISCUSSION**

1. What is your assessment of actions taken by CEIS after the survey? What would you have done, how and why?
2. What is your plan for CEIS for 1996-99?