

ARMail

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Marketing Your RIM Program

by Heather Richmond and Sheila Taylor

When selling a RIM program or program component to employees or management, applying marketing principles can increase the likelihood of success

When you have a valuable and useful new records and information management (RIM) program or policy that you want employees to use because it will benefit them and help improve organizational efficiency and effectiveness, you cannot just sit at your desk and hope that they find out about it or stumble over it. You must "sell" it to them, and that requires marketing.

When marketing a RIM program or program component (e.g., a policy for managing e-mail), applying marketing principles can increase the likelihood of winning employee buy-in. Unfortunately, marketing is not an activity that many RIM professionals have been exposed to or even feel comfortable with. Thus, it is helpful to begin the exploration of marketing RIM with a few definitions.

Marketing is "a social and managerial process by which individuals and groups obtain what they need and want through creating, offering, and exchanging products of value with others," according to Philip Kotler and Ronald Turner's book *Marketing Management*. This definition focuses on the following core concepts, which are vital elements of successful marketing: identifying and understanding needs, wants, and expectations; developing and offering products; providing value and assessing cost and satisfaction; and exchanging products of value with others in transactions.

Product, according to Kotler and Turner, is "anything that can be offered to a market for attention, acquisition, use, or consumption that might satisfy a want or need." The RIM

"product" is often a tangible good, such as a records retention schedule. It is also often a service (sometimes called a service product), such as operating a central file room. Frequently, the RIM product is a combination of both goods and services, such as consulting with employees to identify RIM needs (a service) and developing tools such as a classification scheme (product) to help them meet those needs. The term "product" will be used here to refer to a RIM program, product, or service.

Promotion is how one informs customers and potential customers about a product. RIM tends to use methods that are more targeted and more individual (e.g., one-on-one meetings), as opposed to using mass media promotion methods like billboards. RIM practitioners - like marketers of other products and services - must guard themselves against focusing so heavily on creative promotional methods that they ignore the importance of the other three marketing elements product, pricing, and place.

Pricing is what customers pay for a product. RIM customers rarely pay a fee to RIM for its products (though some organizations assess chargebacks for services such as inactive records storage). However, the organization as a whole pays for the RIM product because the RIM budget is part of its administrative overhead. At the same time, RIM customers often "pay" through time and other resources devoted to RIM, such as employee time spent providing information for retention scheduling or money spent on filing equipment.

Place refers to the distribution channels by which customers gain access to products. For an internally marketed service like RIM, "place" means anyone outside the department

involved in promoting or delivering RIM services. Distribution channels might include senior management or a RIM "champion" promoting RIM services to other departments; external vendors or consultants used to educate or train customers; or existing customers who recommend RIM services to other departments. It might even include other departments if RIM services are part of a larger program driven by another part of the organization (such as knowledge management or risk management programs).

Why Market Your RIM Product?

RIM often is viewed as a support service that must compete with other services for scarce resources. However, "service" should not equal "passive." Even though RIM usually is considered a "corporate service" or benefit to the organization as a whole, RIM professionals

still need to sell recorded information management to their customers. They should get in front of their customers

- and potential customers - at every opportunity, talk up what they do, keep the WIIFM factor (What's in it for me?) in the customer's mind, and expound on the benefits RIM can provide.

RIM professionals also need to ask for the necessary resources, both financial and human, and ensure that RIM gets a fair share of the resources that are available. But before



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Message from the President, Patricia C. Franks

Records managers must keep abreast of the latest legal and regulatory issues.

If you like a challenge and you're involved in the field of records management, you're in the the right place—and at the right time.

Recent disturbing headlines citing corporate mismanagement and bankruptcies, man-made and natural disasters, and increased regulations for business underscore the importance of proper records management policies and procedures.

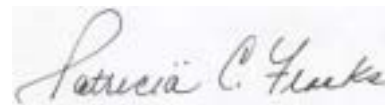
Records managers have always been the “keepers” of vital information contained within an organization’s records. But the growth of the volume and types of electronic records in use today and the constantly changing legal and regulatory environment bring new challenges.

Besides a knowledge of records management, an understanding of

the legal and regulatory environment is necessary.

For example, were you aware that on April 12, 2006 the U.S. Supreme Court approved electronic discovery ammendments to the Federal Rules of Civil Procedure that concern the discovery of “electronically stored information”?

To learn more about legal and regulatory issues important to organizations doing business in both the U.S. and Canada, visit the Legal and Regulatory section of ARMA’s website at <http://www.arma.org/legal/index.cfm> This could be the “key” to your new Records Management Marketing Strategy.



CNYARMA Treasurer’s Report

Submitted by Edward L. Galvin, Treasurer
April 11, 2006



Balance as of 2/01/06	\$ 4891.28
INCOME:	
Escrow (Membership)	245.00
Escrow (Membership)	70.00
March Sponsor	300.00
March Meeting	520.00
Total Income	\$ 1135.00
EXPENSES:	
Newsletter - 5 issues	750.00
March Meeting	419.63
Total Expenses	\$1369.63
Balance as of 4/11/06	\$ 4,656.65

Meeting in Review

Digital Imaging

Submitted by Eileen Keating

Hopefully anyone considering a scanning project was able to attend the March 8th Central New York ARMA meeting held at the Holiday Inn in Cortland. David Lowry, the Region 4 Advisory Officer for the New York State Archives, gave a thought provoking presentation entitled "Think Before you Scan." Dave reminded us, that although the task of scanning is not complicated, there are many facts that need to be considered up front, such as the process, cost, and determining what to scan and when.



David F. Lowry, CRM, Region 4 Advisory Officer with the New York State Archives.

To produce quality digital images requires decisions. Documents need to be prepared, which can be

time consuming and image capture has to be considered. What about quality control, a step that is


sometimes forgotten, and don't forget indexing and access tools. Dave reminded us that the startup costs, annual fixed operating costs, backfile conversion costs, and annual variable costs, all have to be figured out when doing a budget for a project.

Imaging should be considered to solve issues with access and re-

Think Before You Scan!

trieval, workflow simplification, active file maintenance, integrating information, space consumption and to protect originals. Imaging may not be the best solution for solving records storage problems, preserving long-term records, fixing an inadequate records management system or for inactive records. Before undertaking any imaging project, time should be spent considering the myriad issues that were mentioned in the presentation.

Dave ended the session by giving an exercise that enabled the participants to apply what was learned. All who attended now know the right questions to ask before tackling any imaging project and in our business that is important information to know



Many thanks to Dinosaur Bar-B-Que Syracuse, NY for providing those splashy flamed gift boxes for our speakers and as door prizes for each meeting this year!

Marketing

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others will listen and agree to provide those resources, they need to know who RIM professionals are and they need to know why they should care about RIM in the first place. RIM professionals also need to ensure that they influence the right individuals.

Marketing the RIM product also has a self-preservation aspect, both for the RIM program as a whole and for RIM professionals. If they successfully market their RIM program (and themselves), demonstrate its importance, and provide products perceived by customers to have value, they may be able to stave off budget and headcount reductions the next time their organization wants to cut its administrative/support functions.

If RIM professionals do not care enough about what they do to go out and promote RIM's values, no one else will do it for them. If they focus their marketing energies on RIM employees and existing customers - the converted - they are only communicating with those individuals who already know and appreciate the benefits of RIM. RIM

professionals need to put themselves in front of potential customers who need the product that they can provide but don't know about it or use it yet.

Who Are RIM Customers?

RIM customers can be divided into two main categories: internal and external, each of which contains distinct groups. The internal customers include three groups: top or senior management, department or line management, and all other employees.

Depending on organization type, the external customer category may include such groups as legislative and regulatory authorities, shareholders, taxpayers, customers (and potential customers) who buy the goods and services sold by the organization, and allied partners or service providers.

Much attention is given in RIM literature to the importance of marketing RIM to top or senior management. Marketing at this level usually addresses the broad-based ideas or concepts used to sell the value of RIM and secure approvals and necessary resources such

as staff and budget. Unfortunately, little attention has been paid to the importance of marketing to internal departmental customers, particularly those employees whose



jobs will be most affected by RIM initiatives. Marketing to this group is usually challenging and often frustrating, particularly if RIM professionals propose changes

to the status quo, but RIM practitioners who ignore this group when creating a marketing strategy do so at their peril. The RIM practitioner must target marketing efforts and apply marketing elements differently to each customer group.

The Four Ps of Marketing

The Four Ps of marketing (product, promotion, pricing, and place) must be kept in

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A growing number of candidates took at least one part of the 6-part Certified Records Management Exam at the beginning of May. If you're wondering what the first 5 parts of the exam are like, try the questions below. They're taken with permission from the Certified Records Management Examination Handbook. For more information about the Institute of Certified Records Managers or the CRM program, visit <http://www.icrm.org>.

PART 1 Management Principles and the Records & Information Management Program

1. Which of the following is normally the initial step in the decision-making process?
 - a. Problem identification and definition.
 - b. Implementing the chosen courses of action.
 - c. Listing potential solutions.
 - d. Evaluation of alternatives.
 - e. Revision of objectives.

PART 2 Records Creation and Use

2. The Gunning Fog Index is a formula that is used to measure:
 - a. the accuracy of the report's functional index.
 - b. the accuracy of written communications.
 - c. reading difficulty of written communication.

- d. vesicular limits in microfilm density.
- e. all of the above.

PART 3 Records Systems, Storage, and Retrieval

3. A records center differs from an archives in that records centers usually store and control:
 - a. unused filing equipment and supplies.
 - b. records scheduled for destruction.
 - c. finding aids for historical documents.
 - d. discontinued forms.
 - e. duplicate records and working files.

PART 4 Records Appraisal, Retention, Protection, and Disposition

4. Reconstruction of vital information which had been

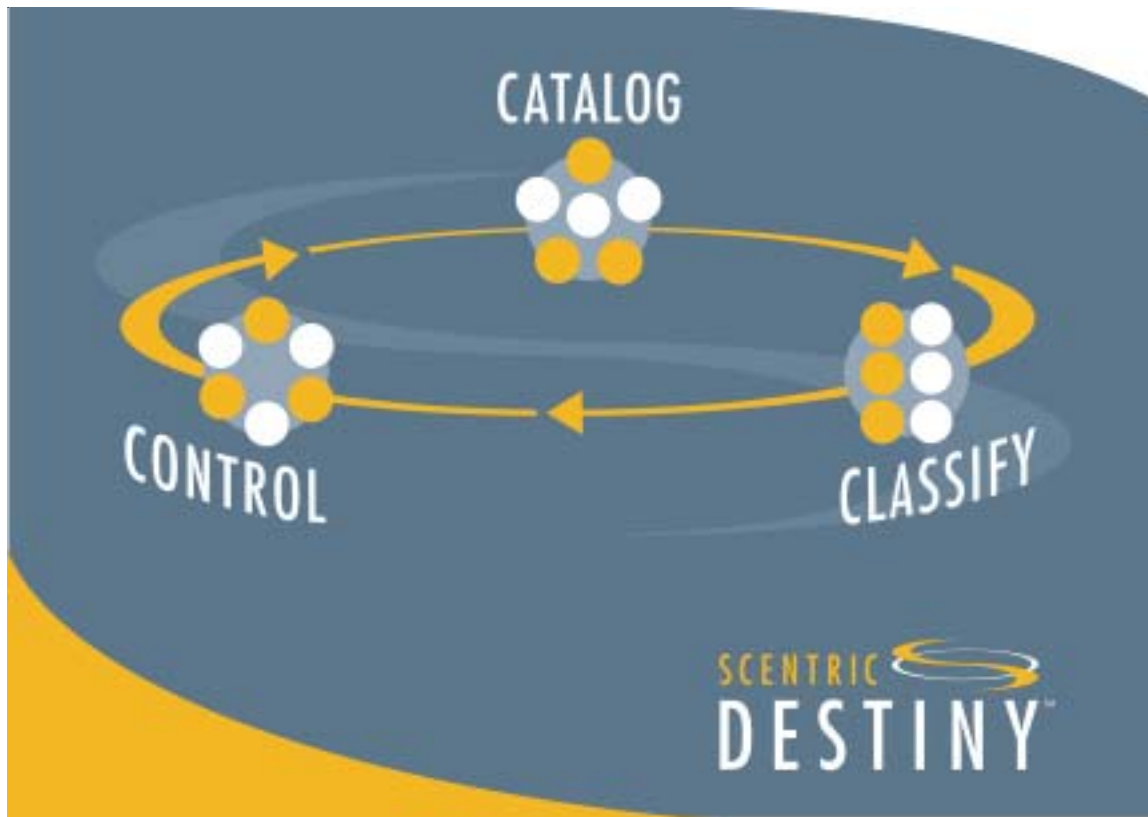
regularly transmitted to an external organization is known as:

- a. off-site protection.
- b. automatic dispersal.
- c. on-site protection.
- d. underground protection.
- e. improvised dispersal.

PART 5 Facilities, Equipment, Supplies and Technology

5. Modern-day microfilm programs are centered on:
 - a. space saving, principally.
 - b. space and storage problems.
 - c. space, storage and retrieval problems.
 - d. retrieval problems, primarily.
 - e. none of the above.

answers to
CRM
on page 9



Scentric (www.scentric.com) is an innovative provider of universal data classification solutions. The company's flagship product, Scentric Destiny, is the world's first solution for cataloging, classifying and controlling all types of data regardless of where it is stored in the enterprise and is designed specifically to bridge the information gap between Record Information Managers and storage administrators. Using Scentric Destiny, RIMs can work easily with IT staff to ensure appropriate e-policies are implemented to manage and retain electronic documents throughout the organisation.

Headquartered in Alpharetta, Georgia, with a subsidiary in Pune, India, Scentric is managed by a team of storage veterans committed to solving real business problems related to the convergence of compliance and explosive data growth. Specifically, Scentric Destiny provides the following applications:

- ◆ e-Discovery for risk management, privacy compliance, and legal support
- ◆ Active archiving for retention based compliance, corporate governance, and digital records management
- ◆ Data tiering and selective migration for infrastructure optimization

Marketing

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mind when marketing a product to a customer group. Marketers need to understand the needs, wants, and expectations of each group and then design targeted messages to communicate with them - a level of precision that often results in the Four Ps being applied differently from group to group.

The following examples illustrate how different RIM products could be marketed to specific customer groups and how a RIM practitioner could apply the remaining three Ps (promotion, pricing, and place) to each product.



* Example 1: Top/senior management - This customer group is often interested in a product that controls records to reduce costs and minimize legal risk. RIM professionals marketing such a product to this group might apply promotion, pricing, and place as follows:

Promotion: presentations (e.g., RIM benefits with cost justifications)

Pricing: the overall cost (budgeted funds and lost-opportunity cost) of the RIM program

Place: the RIM program “champion,” external vendors or consultants, current customers, executives from other organizations willing to promote RIM to your senior management

* Example 2: Department/line management - These customers are often focused on effecting improvements in their own functional areas. When marketing a RIM product to this group, RIM professionals would likely focus on recordkeeping improvements to reduce cost and improve efficiency and productivity within a department. They might apply promotion, pricing, and place as follows:

Promotion: one-on-one meetings

Pricing: time taken away from employees’ regular duties and distraction/disruption of day-to-day activities during product implementation

Place: the RIM program “champion,” external vendors or consultants, current customers, senior management

* Example 3: The external customer - When marketing to an external customer, such as a

taxpayer, product development will likely address tools and processes to ensure that the organization has efficient information retrieval and responsible information practices. In this situation, a RIM professional might apply promotion, pricing, and place as follows:

Promotion: providing good customer service

Pricing: taxation and personal time to interact with the organization to obtain the information required

Place: frontline staff (information desk/reception), senior management, public relations department, sales and marketing staff

While the RIM champion, head of the RIM program, and RIM employees are usually involved in marketing RIM to internal customers, it is important to remember that RIM in many organizations has little or no contact with external customers. Instead, RIM helps ensure that the organization effectively manages its recorded information, information that is used and disclosed by other employees who interact directly with external customers such as frontline employees who respond to access to information requests.

The Marketing Process

The marketing process consists of four steps:

Step 1: Research the Market

Completion of the first step requires customer segments to be determined and data collected from each customer group to answer the following questions:

- * What do they need?
- * What do they expect?
- * What are their current perceptions of the value of RIM?
- * What do RIM professionals want their perceptions to be?

There are several ways to conduct this research. First, feedback should be obtained from the customer segments using a direct market research method such as direct mail questionnaires or focus groups comprised of representatives of each customer segment.

Second, valuable input also can be obtained from third-party research (an indirect research method) through such activities as surveying RIM programs in similar organizations. Ideally, a combination of both research methods will be used to ensure a

comprehensive assessment is undertaken.

Step 2: Develop a Marketing Plan

A marketing plan is a collection of marketing programs that accomplish overall marketing goal(s) in order to increase demand for RIM services within the organization.

A marketing plan weighs the importance of the customer segments and overall marketing objectives and shows where RIM professionals will focus most of their activities. A marketing program is a discrete project to accomplish specific goals in an overall marketing plan.

Marketing plan development requires the completion of two steps:

- * development of the overall marketing goal(s)
- * development of specific marketing goals and messages for each customer segment.

The goals are the actions one wants a customer to take as a result of the marketing messages. The marketing messages are what RIM professionals want a customer to think, feel, or perceive about the RIM product so that the customer takes the desired action (executes the goal).



After completing these steps, RIM professionals are ready to develop marketing programs for each customer segment to achieve the goals they have set and convey the messages they have selected.

Below are some examples of goals and messages RIM professionals might convey to different customer segments.

* Example 1: Top/senior management - For this customer segment, RIM professionals may identify goals such as the provision of RIM program funding for development, ongoing operations, and future expansion, as well as the provision of top-down support such as the endorsement of policies to improve RIM practices. In order to encourage this group to act on the goals set, RIM professionals might develop messages to communicate the following:

- * The RIM program is the most cost-effective way to reduce recordkeeping costs and minimize legal risks.
- * Productivity improvements can be achieved through sound RIM practices.

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Member Spotlight

Art Hudak



Who You Gonna Call?

By Dianne L. Hagan

Art Hudak is definitely the go-to guy at the Carrier Corporation Records Center located on the Syracuse Carrier campus. Need an invoice? Call Art. Need an engineering job file? Call Art. Terminated personnel file? Call Art. Shipping new records? Call Art. In fact, Art's been processing boxes, pulling retrievals and destroying records with expired retention periods for 24 years now. In that time the inventory has grown from about 40,000 boxes to over 90,000. His first records management system was a three-drawer cross-indexed card file. One drawer was organized by department number then by box number within department; one drawer was by box number; one drawer was by destroy date. Needless to say, this past year when UTC cleared tax years 1986 – 93 for destruction, he was happy to use a database to locate the 22,000 boxes that he needed to pull and skid.



But don't think that Art can't outperform a database. When the database was corrupted in 1998 and Information Systems realized they couldn't quickly or easily restore from the backup, Art was able to pull boxes from memory! And he continued to do so for four months until we were back up and running!

Art has a thousand stories he can tell about all the years he has worked in the Records Center, including the time he was locked into one of the storage cells by my predecessor and he had to climb up to the roof and back down the fire escape to safety. Don't worry, I haven't done that to Art yet, but since I've been at Carrier, Art has been chased by bats and had one very hungry bird stealing bites from his apple. He's witnessed leaky air conditioning units, steam pipe leaks, burned out bulbs and a wall blow in during a recent windstorm. But Art keeps showing up to process more boxes and pull more retrievals. Need a record? Call Art!



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Deborah Montana – Upstate Cerebral Palsy
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Chapter Member of the Year:

It's a surprise! Join us at the June meeting to find out who will receive this year's Chapter Member of the Year Award!

We welcome two new board members this year – **Susan Natalie and Deborah Montana**. We look forward to the new energy, ideas, and enthusiasm that both Susan and Deborah will bring to our board.

Pat Markley has resigned from our board due to changes in her job duties. We thank Pat for her service on our board and hope to see her at future meetings.

Special thanks to Carol Compton who is stepping down from the role of Chapter Secretary. She has served in that position since 2000 and is a past *Chapter Member of the Year* recipient. Our chapter will forever benefit from the organization and focus on detail that Carol provided in her role as secretary. She created many electronic forms, checklists, calendars, logs of board resolutions and provided detailed meeting minutes from every meeting. Thank you, Carol! We hope to continue to see Carol at future meetings also.

submitted by Jackie Lewis

***Congratulations to this year's
Officers & Board Members!***

Program Announcement

Marketing RIM Services in a Digital World

Attend CNYARMA's June 7th meeting to learn how three experienced records managers gain visibility for their programs. Find out what works and what doesn't. Plenty of time will be set aside for questions and answers.

Dianne L. Hagan is the Corporate Records Manager at UTC Carrier Corporation. When it comes to marketing, she was once told she could sell the rust off an old bumper.

Edward L. Galvin, CA, has been the Director of Archives and Records Management for Syracuse University for the past ten years.

Jackie A. Lewis, Office Operations Manager at the Herkimer Area Resource Center (HARC), is passionate about Records and Information Management – literally selling RIM to HARC during the initial interview for the Officer Operations Manager position!

Visit CNYARMA's website at <http://archives.syr.edu/cnyarma/index.htm> to download the program flyer.

Marketing

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* Example 2: All other employees - All other employees in the organization will likely be interested in the RIM product if RIM professionals can demonstrate how it will assist them in fulfilling their RIM responsibilities. Therefore, set goals for this customer segment that include using the RIM product on an ongoing basis and perceiving value in it. To encourage the employees to act on those goals, marketing messages could be developed to convey the following:

* RIM will make their lives easier, thereby answering the WIIFM factor (saving them time and providing automation where none now exists).

* The application of RIM principles also will make them more valued in their role in the organization.

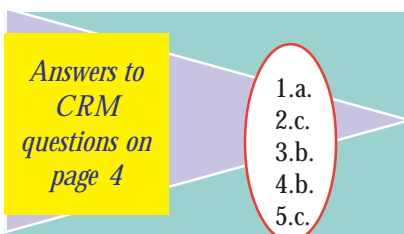
When marketing to employees, it is important that the RIM product is not seen as a cost-reduction or downsizing strategy lest employees fear job loss and shun the product accordingly. RIM professionals should try to market RIM in a way that ensures a positive WIIFM factor (e.g., providing employees with additional skills and freeing up their time to perform higher level activities).

Step 3: Develop and Implement Marketing Programs

During Step 3, the RIM practitioner should examine all possible programs that will help accomplish the overall marketing goal(s). Because they are unlikely to be able to dedicate an employee to marketing, RIM professionals will have to pick and choose which programs will help them the most.

Each marketing program should support the overall RIM marketing plan and the goal(s) set for each customer segment. When choosing individual marketing programs, RIM practitioners also must consider their overall impact relative to their costs and the resources needed for implementation.

Step 4: Evaluate the Marketing Plan's Success



Success can be measured in two ways. First, compare the original measurable and quantifiable goals to the outcomes achieved. Second, obtain customer feedback using survey methods such as questionnaires and one-on-one meetings. Success will depend on the RIM practitioner's ability to avoid several marketing pitfalls:



* Failing to deliver on marketing messages. This will negatively impact the credibility of the RIM product and the RIM employees. Indeed, nothing destroys the credibility of the RIM product faster than not being dependable.

* Becoming complacent. Realize that marketing must be an ongoing effort. If marketers think they can market a product once and then wait for customers to contact them, they can think again.

Using RIM jargon in marketing messages. What may seem second nature to a RIM professional (e.g., the meaning of the terms "active" and "inactive" when describing records) may not have any meaning for potential customers. In fact, the use of such jargon may prevent them from understanding the marketing message and/or frustrate them to the point that they resist future marketing efforts.

Through careful analysis of the Four Ps, customer segmentation, and the development of specific marketing goals and messages tailored to individual customer segments, a RIM professional will increase the likelihood of meeting his/her marketing goals. Success could translate into increased resources (or at least continuation of the status quo), higher profile, and greater perception of the value and benefits of RIM.

References

Kotler, Philip and Ronald E. Turner. Marketing Management. 7th edition. Scarborough, Ontario: Prentice-Hall Canada, 1993.

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