

## **Developing a Model for Market-Centric Organization Analysis**

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### **Abstract**

The primary focus of the present study is to review organization analysis models from the standpoint of marketing and to propose an appropriate model for information centers and entities. A detailed literature review is made concerning marketing concepts, principles and services with respect to information organizations. The second stage deals with review and study of information entities, their goals, duties, structures and existing approaches. While many suggest a Norbert-Weiner model as the most appropriate for a flexible organization often represented by an information center, it does not totally the variety modes of services cape deployments available to such entity. Depending on their image representation in either physical space or web space or even service space, as many as four different models could be used for organizational analysis of essentially such a single entity. To develop a more unified model, we decided to study the marketing philosophies in such entities as a point of departure for corporate analysis. It was found that 27 factors should be considered in order to analyze a typical library or information entity from a marketing standpoint, regardless whether it is a passive or an active analysis. These include items like organization product range, customer convenience, people, synergic matrix, involvement and interconnection. Using Iranian Scientific Information and Documentation Center as the baseline, we were able to arrive at and verify a Market Mix Model that can effectively address such analysis and provide the information and library managers. Hence, it seems an effective tool for identifying not only the competitive advantage but potential challenge areas within their respective organizations.

**Keywords:** Marketing, Service marketing, Information centers and entities

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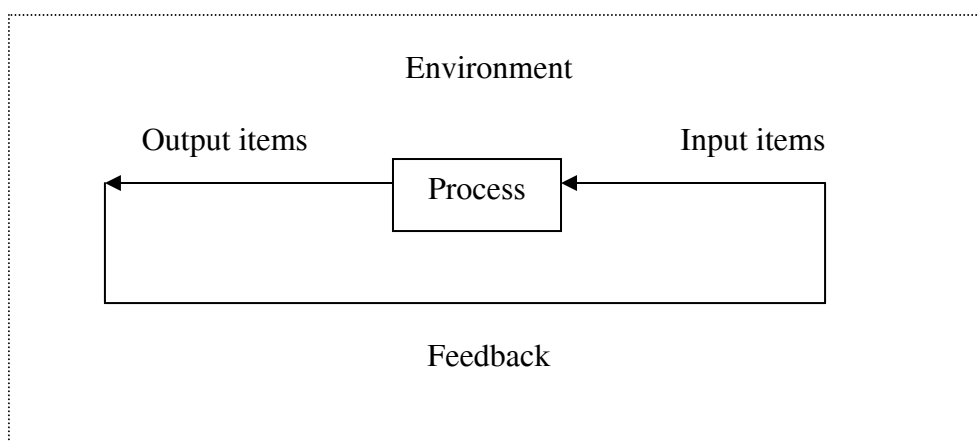
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## Introduction

In our societies, organizations have become something of the Force. Not only do they constitute the main pillar of our present society, they also surround us. The great social movements that are repeated throughout the human history are usually based on organized activities. Thus, organizational analysis is neither a simple nor a prosaic task. Organizations are being constantly analyzed from various points of views. System analysts for instance, employ general system model. They regard system as being a set of organized or coordinated parts that have predetermined or preset mutual relationships. They are designed so that they could meet specific or overall targets (Bouding, 1956). Thus, it is easily understood why the general system theory could offer an important insight into modern organizations. From the standpoint of systems

theory, organizations are a highly complex set of parts and elements dynamically intertwined and interconnected. Its components are: Inputs, processes, outputs, feedback loop or line, and the environment within which the organizations operate and interact. A change in one part would cause change in other parts. The links among the system components are complex, dynamic and often unknown. Thus, when the management makes a decision affecting one of the system components, usually it incurs an unexpected or unforeseen repercussion on the rest of the organizational system. System theoreticians study these relationships and often make organizations control, information and decision making processes as the focus of their analysis. In other words, system experts regard an organization as a model of a flexible or compromising system (Shafritz & Ott, 1996).



**Figure 1** Norbert-Wiener Model of Organization as a Flexible System

Another viewpoint that can be expressed in this respect is the one posited by human resource (HR) experts. In this view, the management identifies, selects, employs, trains and develops human workforce to attain the preset goals. HR, in this context, covers all persons working or interacting within the organization (French & Vince, 1999). HR experts believe that an organization is designed and administered by human beings. The humans employed throughout the organizations are the main theme for HR. HR issues cannot be limited to a specific area or expertise, thus the decisions made and the performance of all administrative personnel could affect all levels of organizations and subsequently impact on its general performance (Saadat, 2003). As indicated earlier, HR experts consider an organization as a set of human beings scattered at different organization levels. They analyze an organization on the basis of workforce, average education level, income level as well as demographic indicators. Considering what has been stated so far, one needs a clear and proven analytical model to investigate organizations from any given standpoint, including marketing. The present paper shall attempt to give a review of different models presented from the marketing standpoint. It also attempts to offer a model suitable for the organizational features of information centers.

### **Marketing in Service Organizations**

There are several stages in marketing from an economic standpoint. These developmental

stages are formed based on different conditions and situations before reaching their present forms. Primitive humans personally saw to their needs. But when production attained a degree of specialization, local marketplaces were formed that served as the bastion of barter economy. The development of these local markets raised the need for a mode of exchange that would foster rapid economic growth. Thus, money was invented. Specialization, local markets and money, led to an increase in production caused by rising demands. Improved communication, increased population and technological development served as a precursor for the age of mass production (Hosseini, 2004). With the end of the Cold War Era in the 1990<sup>s</sup>, more resources were freed and there was a growing need for capital goods. This led to increased efforts in the area of establishing appropriate economic infrastructures. It was during this time that marketing methods and techniques were scrutinized. Studies demonstrated that corporations' lack of success had its root in their failure to utilize the marketing capabilities. Most of these corporations were blindsided to market developments and shifts in their customers' patterns of consumption. Instead of resorting to advanced forms of marketing, they still focused on sale and higher profit margins rather than customer satisfaction (Hackley, 2003). Thus one could attribute the emergence and growth in the credibility of marketing to

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several factors such as post-industrial revolution mass production, automation, productivity gains and production volume, geographical distribution of production plants, product markets and intense competition. However, this increase in stature of marketing was paced to the development and evolution of economic system (Piercy, 2002). Marketing was initially established to sell physically tangible products such as tooth pastes, automobiles, steel and equipments. This historical antecedent, however, blinds people to the fact that almost everything can be marketed. In addition to tangible products marketing, marketing of services, organizations, persons, places and even ideologies have taken up a sizeable share of the literature.

The service sector is currently moving towards a period of fundamental development around the globe. Where the veteran rivals fail in securing the satisfaction of the modern day demanding customers, innovative newcomers offering new service models flourish. Therefore, marketing has expanded to other areas besides physical products. One such area is service marketing. Although service industry has traditionally been behind manufacturing companies in embracing and espousing marketing concepts, the situation however, is no longer true. Marketers, cognizant of the shift towards a service economy, must upgrade their knowledge with respect to service marketing.

Due to its sheer diversity, defining service had always been a daunting task. What make it doubly complex are the facts that since most of the input and output are intangible, it is not easy to understand and identify the means of service operation and delivery. Several definitions of services are offered here under:

*Service is a work function that is presented by one party to the other party, that while it could be closely linked with a physical product, it is essentially an intangible act that does not lead to ownership of none of the production factors (Lovelock, 2007)*

*Services are a kind of economic activity that by the consequence of making the desired change in the service recipient or by proxy, creates value and provides benefits to the customers at certain times and places (Lovelock & Gummesson, Whither Services Marketing?, 2004)*

*Service is any action or work that one party offers to the other party and which is intangible and does not lead to ownership of anything. Service production can depend or not depend on a physical product (Kotler & Armstrong, 2007)*

All the above definitions apply to both manufacturing organizations and service entities. In an age when products are increasingly

becoming homogenized, the quality of service is one of the most important sources of distinction and uniqueness. An Ideal Service is the crux of customer-oriented activity. Therefore, one should not look at service as a duty or an overhead, rather an opportunity or a tool for marketing. One of the important trends, in developed countries, is the rapid growth of services. It is predicted that in not a too distant future, service occupations shall constitute 90% of all new job opportunities. Service occupations are not confined to service industries such as banking and hoteliering alone, rather cover ancillary services to industries manufacturing physical goods. Service industry is very diverse and covers not only the private and government sectors, but the not-for-profit sectors as well including documentation and information centers and libraries.

As mentioned earlier, the service occupations fall into two categories. One is manufacturing organization that produces tangible, physical goods but has come to recognize services as an important business driver. The second category includes service organizations, that have no tangible, changing product. Hospitals, universities, banks and insurance companies are examples of such service organizations.

### **Marketing Philosophies**

As mentioned earlier, marketing have gone through different developmental stages due to

environmental conditions. In each period, a particular topic was at the center of attention of corporations and marketing managers. One could, in particular, point out to trends in manufacturing, product development, sales, marketing, social marketing and strategic marketing.

**Production stage:** One of the oldest philosophies employed for guiding the sales force. It is based on the principle that the consumer seeks products that are available and affordable. Therefore, management should concentrate on improving production and distribution effectiveness.

**Product stage:** This is based on the principle that the consumers would purchase those products that demonstrate high quality in performance and form. Thus, an organization should dedicate its energy to constant product improvement.

**Sales stage:** It is founded on the premise that customers will not buy sufficient quantities of products from a company unless significant promotional activities are conducted.

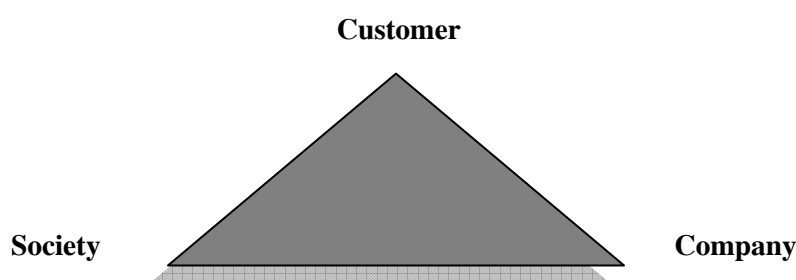
**Marketing stage:** It maintains that the principle task of any organization is setting the needs, goals and values of a target market and to conform the organization towards satisfying them more effectively and useful than the rest of the competitors. In this stage, customer and his/her needs are at the center of the marketing activities.

**Social marketing:** In addition to acknowledging their social responsibilities,

marketing managers take note of the fact that they are operating within a larger social system and have a commitment to non-customers. Environmental concerns are paramount and attention is focused on environmental friendly products

**Strategic marketing:** Merging in the early 1990<sup>s</sup> in most countries, particularly the developed nations, the focus of marketing shifted from meeting the customer needs and ideal product presentation to the environment outside the corporation. Possession of a thorough understanding of the customer was no longer sufficient. In order to succeed, marketing managers needed to obtain the necessary information on customers given the external environment that included government regulations, political, social, cultural, economic and technological factors.

Since the inception of the marketing stage, attention to the customers was felt necessary, however, the differences that cropped up as time passed dealt with the form and manner of this focus. Many marketing specialists came to realize that the old adage of the customer is always right does not hold for all situations and without taking other factors into account, such single-mindedness could gradually lead to organizational decay. There are times that satisfying a customer's need would conflict with the interest of other members of the community. A marketer cannot be indifferent to the interests of others. Such insensitiveness to the interests of non-clients could inevitably incur a loss to the organization. Thus, the Social Marketing school of thought gained prominence. The concept is shown in the following figure:



**Figure 2** Service marketing triangle

Strategic Marketing, however, maintains that one should pay attention to their environment in addition to taking care of customers and meeting their needs. In fact, the

surrounding environment should be identified. This is the same environment where the customer lives. This school of thought also engenders the notion of customer education.

There are times when customer senses his need but is not aware of it. At these instances, it is the duty of the marketer to educate the customer, not only to serve the customer's interest but also to increase sales.

Thus, given the customer-oriented attitude dominant in information centers, it is clear that the marketing philosophy falls into the marketing trend already discussed. Further analysis would give credence to the statement that these centers have been formed with a strategic marketing attitude.

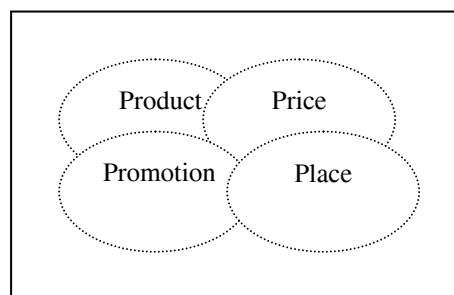
#### **Scientific Information and Documentation Centers (SIADC)**

An information center is a place where information is acquired, analyzed, synthesized, stored and disseminated. Generally speaking, there is not much of a difference in the duties and services between an information center and a special library. A prevalent notion considers a special library as being an information center having the additional task of analyzing the information used by its patrons (Meltzer, 1967). Conversely, an information center could be deemed as a special library focusing on advanced information services analyzed and evaluated for its patron utility. The organizational structure of an SIADC, in addition to its administrative services, includes three main divisions of Library, Information and Documentations, and Publications.

#### **Proposed Analytical Model**

As already observed in the various definitions on marketing, these all point out to meeting customer needs during the information exchange process where the goals of both sides are met and both parties are satisfied. The question now is how and by what means is it possible to meet the needs of the customers? To do this, organizations use factors that they can control. Kotler calls these factors the Marketing Mix, which is a collection of tools that the management could use for influencing sales.

#### **Traditional 4P Model**

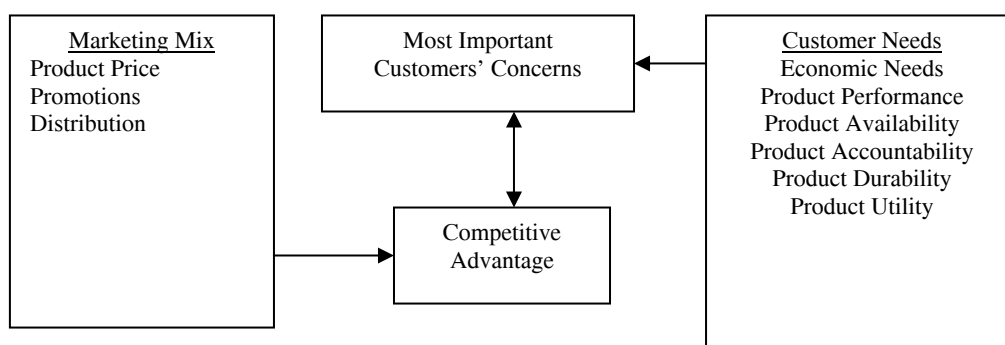


**Figure 3** Marketing Mix

Marketing Mix should have four characteristics (Jobber, 2002):

- Personalization
- Packaging of Product
- Power
- Competitive Advantage

By the end of the day, the decisions concerning marketing mix must be made in the manner that would be in harmony with customer needs.



**Figure 4** Conforming Marketing Mix to Customer Needs

Source: Jobber , David (2002) .Marketing. McGraw Hill, 3rd ed. p.20.

**1-Product:** There are four types of product identified with respect to libraries and information products. One is the formal product, i.e. tangible physical product a customer buys such as books and online search services. The other is the core product which denotes the main advantage connected with the consumption of a formal product; in other words, it is the item that a consumer really buys, such as knowledge or recreation. Augmented product refers to the total benefit that a consumer derives from a formal product, such as time-saving or quick access to information. And finally, there is the system product, which is the extension and development of an augmented product, such as guidebooks, manuals, concurrent training services, and selected dissemination of information.

**2-Price:** Refers to the amount of money that the customers pay to acquire a product. Price is a sensitive and important tool in Marketing Mix. In fact, setting up a suitable pricing strategy is a very delicate and complex task.

This would require evaluation of customer demand, cost analysis and finally pricing that would bring maximum customer satisfaction as well as appropriate profit level for the organization. What is noteworthy is that pricing is linked with organizational goals. Therefore, if products offered within a library are to be priced, one needs to examine the *raison d'être* of the library. Obviously nothing is for free, especially information.

**3-Place:** Decisions made by the distribution system in place in information centers means that how a library or information center makes its products and services available to its clients. Thus by making services available at a suitable time and place, distribution creates an added value. Emergence of new communication mechanisms and electronic delivery requires reassessment of the library distribution channels. Customers' needs assessment is a key factor in determining the manner of product distribution, information delivery and ease of access.



**4-Promotion:** In the context of library services, promotion means informing customers of advantages and benefits associated with library services. When drafting a promotional campaign one should take note of the fact about what is to be promoted, why it should be promoted, for whom it should be promoted, and what promotional style is more suitable to the needs of targeted customers.

#### **4 C Models**

The 4P Model had been under much criticism. While it had been mentioned in the majority of marketing textbooks, more than 75% of marketing instructors are not satisfied with it as a sales tool (Constantinides, 2002). Another criticism leveled against this marketing mix is the fact that the 4P model takes into account only the views of product sellers. Perhaps customer perception regarding what is offered to them is different than the sellers. Thus, some favor the 4C Model as being more tuned to customer demands and views. This model includes:

- Customer Values
- Customer Cost
- Customers Convenience
- Communication

When applied to libraries and information centers, since customer presence is more pronounced, it seems that the 4C model does not offer a powerful tool for analysis, but it

does provide an almost semi-clear picture of the organization.

#### **7I's Model**

First proposed by Michael Spalter in 1996 for explaining the transition from traditional marketing to Internet marketing, it was never intended to replace Market Mix. Spalter's proposed model is comprised of seven components:

1. **Interconnection:** Ability to establish simultaneous link with thousands of people around the world
2. **Interface:** Customer interface with an Internet database. It is vital to have a suitable interface between customers with the corporate Internet database. Corporate database is the first point of contact between a customer and the company in the virtual environment. It must be designed in a way that it promotes continued customer communication with the organization. Design of the Internet presence is thus very crucial.
3. **Interactivity:** Internet facilitates the possibility of sincere chat and contact between a client and company staff regardless of any time or geographic constraints
4. **Involvement:** Marketers must create a milieu where customers would be in constant contact with the corporation and they would

be encouraged to repeatedly visit the website or database.

5. **Information:** Widespread access to information on products and services over the Internet has shifted the power equations from marketers to customers. Customers use this information to identify their desired products, just as marketers use the available data to locate customers.
6. **Individualism:** In the present content, it refers to the marketer's ability or willingness to offer custom-built products and services. In other words, the ability to personalize products and services
7. **Integrity:** Protection of privacy as well as personal data must be guaranteed

#### **4 S Models:**

This model, first proposed by Constantinides, describes the web-based marketing strategy using four factors of Scope, Site, Synergy and System. The model aims to design and develop marketing mix for online business to consumer (B2C) projects by controlling these factors.

#### **8 P Model for Service Marketing**

Marketing specialists often consider the 4P model while discussing marketing strategies for manufactured goods. However, the very essence of services which includes facets such as customer participation in manufacturing as well as timeliness, demands other crucial

factors. The 8 P model for integrated service marketing is often used to meet this challenge (Lovelock, 2007). The main features of the said model are as follows:

- ✓ **Product**
- ✓ **Place and time significance**
- ✓ **Process:** Establishment and delivery of products to customers requires effective process design and implementation. Process specifies the function and performance of service operational systems. Bad process design would put off the customer.
- ✓ **Productivity and performance:** No service entity could ignore either.
- ✓ **People:** Many services depend on personal interplay between the customers and company staff. The nature of these interactions strongly influences a customer's understanding of quality of service.
- ✓ **Promotion:**
- ✓ **Physical evidence:** Building façade, sights, transports, office furniture, equipment, employees, signage, printed materials and other visual signage all provide tangible evidence concerning the quality of service. It is imperative for service entities to carefully administer physical evidence.
- ✓ **Price & other costs:**

The following table provides a cogent comparison of the Models discussed so far.

4p	4c	8p	4s	7I
Product	Customer value	Product	Scope	Interconnection
Price	Customer cost	Place & time significance	Site	Interface
Place	Customer convenience	Process	Synergy	Interactivity
Promotion	Customer communication	Productivity	System	Involvement
		People		Information
		Promotion		Individualism
		Physical evidence		Integrity
		Price & other costs		

Figure 5 Comparison table of Marketing Models

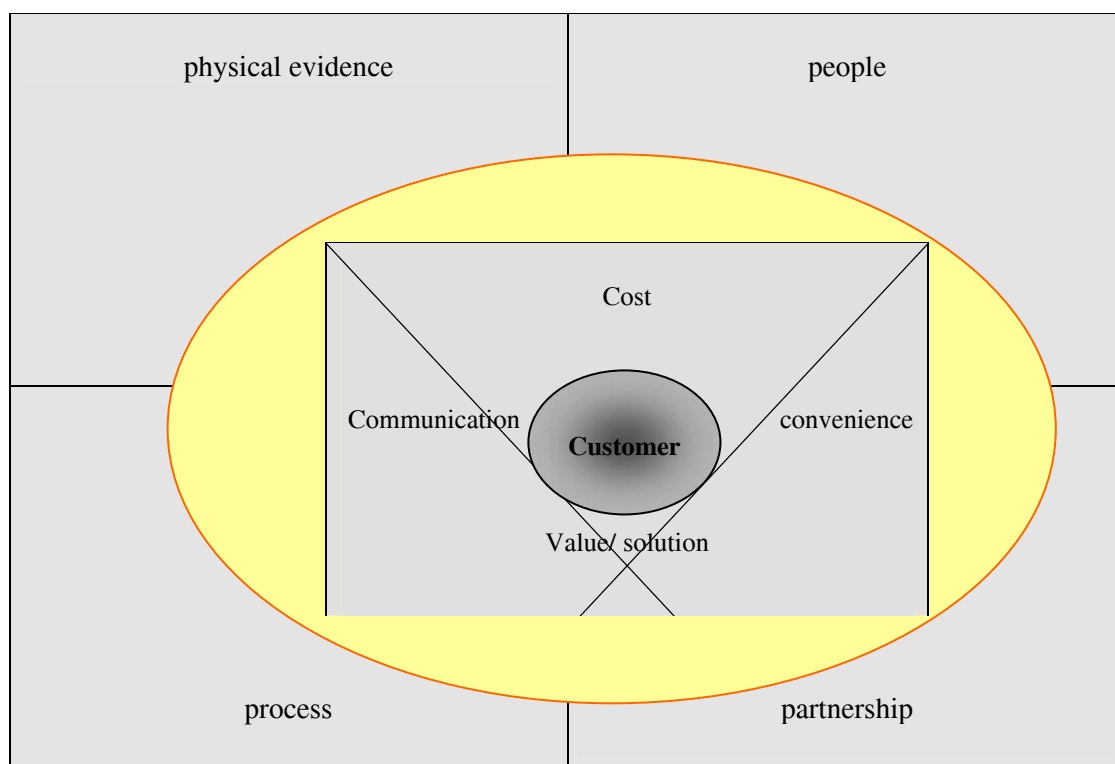
### Analytical Model Proposed for Information Centers and Organizations

Up to this point, various theories and hypothesis and views expressed by numerous scholars in the field of marketing and information sciences were brought up and discussed [Alsop, Ronald, (1988), Booms, B.H. & Bitner, M.J. (1981), Boone, Louise & Kurtz, David, (2002), Cravens, David, W. (2000), David J. Schwartz (1981), Day, G.S. (1990), Green, Heather, (2000), Jobber, David (2002), Johnson, G. & Scholes, K. (2002), Kotler, Philip, (2000), Kotler, Philip & Armstrong, Gary, (2006), Mousaei, A. & et.al., (2006), Norton, P. (1999), Norton, P. (1999), Shoham, A. & Figenbaum, Avi, (1999), Thomas T. Nagle & Reed K. Holden, (2005), Zajack, E.J. & Kraatz, M.S. & Bresser, R.K.F.

(2000), Berry, Leonard (2004), Palmer, Adrian (2001), Gronroos, C. (1978), Wang, Kanliang, Wang, Yuan, Yao JingTao (2002), Constantinides, Efthymois (2002), Guo, J.Z., Sun, C.Z. (2004), Hartline, Michael, D. & Ferrell, O.C. (1996), Hartline, Michael, D. & Ferrell, O.C. (1996), Galvin, Thomas. (1978)].

Now given what has been stated so far, an analytical marketing model for information organizations is presented that while delineating the strengths and attenuating (or even eliminating) the weaknesses, encompasses the collective wisdom of the scholars mentioned. This is a composite model that would be discussed in the next section along with all its components.

The following diagram illustrates the factors included in this model.



**Figure 6** Composite model for analyzing information centers

***Customer-oriented values and solutions:***

The core of this model is based on supplying customer value and solutions. The element hinges on product and service packaging as well as sales services. Many service companies offer benefit packages to their customers that not only cover delivery of the original products, but delivery of relevant service functions as well. What is meant by customer-oriented values or offering solution to customers within the context of information centers and organizations, is the very same set of products and services that is delivered as knowledge (whether in book, journal, online services,

research reports and other formats), brochures, catalogs to the customers and clients and some pre-service training as well as advice is offered to the individual regardless of the fact that he is using these centers.

***Customer cost***

Many customers, nowadays, are focused on cost/benefit. Customers would readily accept pricing, if such pricing meets or surpasses the customer expectations. This acceptance is rooted in a customer's assessment of his own needs and demands and the cost associated with satisfying them.

Consumers of information services face two basic types of expenses when using services. The first one, are the price and other evident costs associated with information. The second type, are the expenses that the customer incurs while purchasing and using the services, such as the cost of time lost, physical and mental exertions, negative feelings experienced and all similar expenses that managers of information organizations try to identify and reduce if possible.

### ***Customer convenience***

What is meant by customer's comfort is quicker, easier and effortless access to information. This would mean making the information dissemination system within information centers better and more effective. The decisions made by the dissemination system within information centers connote how a library or information center makes its product available to customers. By making services available at proper time and place, dissemination establishes a value. For example, establishing an appealing atmosphere via suitable space, lighting, staff encounters and provision of multiple tools (manual, electronic, etc.) would try to differentiate service and standardization of library space (ACRL) and responsiveness towards the customer.

With emerging new communication applications and electronic delivery, library distribution channels must be revised. Knowing

customers' need is one of the key factors in determining how the products must be distributed, how quickly the information is needed, how easily accessible it should be and in what shape it is needed (text, abstract, full image etc.).

### ***Customer communication***

Customers relations denote employing an integrated marketing communication system in order to elevate the awareness and interest of individuals in products and services offered by information centers.

Part of customer's communication is carried out physically face-to-face. In order to improve this facet of communication, staff in-service training covering various communication skills is of highest priority. On the other hand, there is customers' communication via web and other electronic services. Design and establishment of attractive and information-intensive web-sites would prove very effective.

### ***People***

People are not confined only to the customers; rather it encompasses the stakeholders affected by different aspect of organization's operation. Some of the stakeholders of an information organization are as follows: agencies that need information for policy making, organizations or individuals that produce or process information, organizations that share a common aspect with

our organization in pursuit of their information mission; finally staff and management of the information organization whose quality of service is totally dependent on their motivations. In the field of library services, in addition to the library and information organization staff members, population include the whole community affected by readership attitudes and information seeking interest.

Successful information centers make special efforts in recruiting, training and motivating their staff, especially, but not exclusively, those that are in direct contact with the customers.

### ***Partnership***

Partnership is another ingredient of the present analytical model which libraries and information organizations must attend to while conducting their various operations, especially in research and development.

The more a given information center has contact and joint ventures with others, the more its ability for acquiring richer information would increase, thereby it would be able to provide better services. In the same breath, lack of cooperation could bring about irremediable damages, including customers' dissatisfaction with information centers. One of the most extraordinarily effective and popular aspects of cooperation among information centers, is sharing of library and information resources. Collaboration in resource sharing schemes would provide organizations with the

capacity to mutually enhance productivity of their resources shared

### ***Physical Evidence***

This factor deeply affects client impressions. Since services are not tangible, customers do judge a book by its cover. Hence, library and information centers must pay close attention to the façade of its building, the landscape, transportation, office furniture, staff, signage and other printed materials.

Physical evidence is another component of the present analytical model that should be considered by libraries and information organizations. Building facades, landscapes, views, vehicles, indoor furniture, equipment, signs, printed materials and all other visible symbols provide tangible evidence of the quality of the services offered by companies. It is essential for information organizations to carefully manage physical evidences; for it would deeply affect customers' perceptions. For example, a library tries to achieve an appropriate look from the standpoint of neatness, building appearance, façade, internal decoration, equipments and furniture; by paying attention to this component, the credibility of the organization and the services offered would be enhanced.

### ***Processes***

Establishment and delivery of product components require design and effective

implementation of processes. Process highlights the mode and sequence of services operation system performance. Bad process design precipitating performance sluggishness and unsuitable delivery of services would displease the customer. Similarly, weak processes would make the work harder for the line staff and thereby reducing productivity and increasing service breakdowns.

For service organizations, this component is of particular importance since large portions of their processes are subjective and invisible. Within information centers, the principle value added by a process is exactly influenced by this invisible part of the process that includes activities such as keyword selection by indexers, subject scope and depth of databases and conceptual linkage among the components of a service throughout the various divisions of an information center.

This component is particular only to service organizations and it is within this definition that such service organizations including libraries and information centers could deploy various processes in order to provide their services. It is for this reason that for instance it is observed that libraries offer 24/7 services in various forms.

### **Conclusion**

The issue of information and information delivery is neither simple or unified, rather it encloses a set of issues interlinked with

application, organization, government policies and finally community's economic, social and cultural status. In recent years, information difficulties and limitations in developing countries such as Iran has been pointed out by scholars and practitioners from R&D, information industry and even government authorities. While all expressed concern, only a handful of plans were put forward for improving the present situation by some individuals and organization. While many of these have not been implemented, they illustrate some of the necessary steps in this area.

The importance and inevitability of confronting this issue is not entirely due to the present exigencies in the country, but is rather rooted in a kind of global awareness. Societies around the world have presently achieved this appreciation that information is also among the most valuable national resources. "National Resource" allegory has established a special role and responsibility for the governments to preserve and enrich information and has led them to actively direct the communication and function of information. Today, most libraries and information centers try, in addition to development of information, to secure economic gain from the data, books and articles they collect and make available online.

Libraries and information centers are entities in which marketing principles could be implemented. Since these centers are

considered as being service points, they possess invaluable aptitude for having marketing and user attraction patterns implemented. The end result of all efforts expended by libraries and information centers are the services they offer to their users. Therefore, it becomes incumbent to utilize the best user communication methods so as to present library programs, service and products.

The present work can be termed one small step towards this goal. By carrying out a marketing analysis of information organization, and by expressing their nature and characters, one could lay down the foundation for drafting of a marketing plan and its subsequent business plan for information organizations.

As indicated in previous sections, numerous marketing mixes have been developed. Each, as claimed by their developers and other scholars, have been designed and developed for a particular product and services. Therefore in this work, several suitable marketing mixes were selected for drafting of the comprehensive analytical model.

Given the requirement, and considering the mission and function of these centers, it becomes evident that these centers should be customer-oriented rather than product-oriented. That is, they should collect information and documents based on the scientific, research and development needs of the community they serve. Thus the 4C marketing mix seems to be

more appropriate than the 4P mix. In the conclusion, the marketing analytical model developed for information centers and organizations is presented. By employing this model, all libraries and information centers throughout the country could be assessed and analyzed as well as identifying and resolving their marketing issues.

While the present article has tried to review and classify the marketing mix planning model with emphasis on services, given the experience and specialties of authors, efforts were made to develop a new model more suited to information service organizations. Each component of the said model was described by given brief examples within library and information centers. It is proposed that in future researches, the said model and its suitability with the field intended would be validated by technical experts.

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## تحلیل مراکز اطلاعاتی از دیدگاه بازاریابی

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هدف اصلی این مقاله، مطالعه مدل‌های تحلیل سازمان از نگاه بازاریابی و انتخاب مدل مناسب برای سازمان‌ها و مراکز اطلاع رسانی است. به این منظور مطالعات کتابخانه‌ای روی منابع، متون و ادبیات علمی مربوط به مفاهیم و اصول بازاریابی، بازاریابی خدمات و بازاریابی سازمان‌های اطلاع‌رسانی، انجام شده است که نتایج آن در ادامه به صورت جمع‌بندی شده آمده است. در مرحله بعد، به بررسی و بازنگری سازمان‌ها و مراکز اطلاع‌رسانی و مرور اهداف، وظایف، ساختار و رویکردهای موجود در آنها پرداخته شد و در نهایت با جمع‌بندی مطالب پیش گفته، مدلی جهت تحلیل سازمان‌ها و مراکز اطلاع‌رسانی از منظر بازاریابی ارائه شده است.

**واژگان کلیدی:** بازاریابی، بازاریابی خدمات، سازمان‌ها و مراکز اطلاع‌رسانی.

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