

**MARKETING PLAN FOR THE SCIENTIFIC-TECHNICAL INFORMATION
CENTER OF THE MEDICAL SCIENCES BRANCH**

**PLAN DE MERCADOTECNIA PARA EL CENTRO DE INFORMACIÓN
CIENTÍFICO TÉCNICO DE LA FILIAL DE CIENCIAS MÉDICA**

Susel Estrada Mateo, estradamateosusel@gmail.com. Universidad de Moa, Holguín
Cuba. ORCID: <https://orcid.org/0009-0002-7640-3503>

Robiel Alejandro Fernández Góngora, fernandezrobiel7@gmail.com. Universidad de
Moa, Holguín, Cuba. ORCID: <https://orcid.org/0009-0002-3985-5260>

Yanibeiry Rodríguez Góngora, yanirg83@gmail.com. Filial de Ciencias Médicas de Moa
Holguín, Cuba. ORCID: <https://orcid.org/0000-0002-7997-3440>

Reception: April 10, 2025

Acceptance: May 20, 2025

ABSTRACT

This study proposes the design of a marketing plan for the Scientific-Technical Information Center (C.I.C.T) of the Moa Tamara Bunke Bider Medical Sciences Branch, applying Kotler and Keller's Five Sections Methodology (2012) to enhance and optimize the communication of its informational services and products. The research employed theoretical-conceptual, analytical-synthetic, and empirical methods to collect data and formulate strategies. The analysis addresses the theoretical foundations of marketing and highlights its relevance for contemporary information organizations. In parallel, the selected methodology is outlined, the current state of the center is assessed, and the resulting marketing plan is presented. The proposal strengthens the effectiveness and quality of service communication, ensuring clearer alignment with the needs of its target audience.

KEYWORDS: information services; marketing strategies; target audience; marketing

RESUMEN

Se propuso la elaboración de un plan de mercadotecnia para el Centro de Información Científico Técnico (C.I.C.T) de la Filial de Ciencias Médicas de Moa Tamara Bunke Bider implementando la Metodología de las Cinco Secciones de Kotler & Keller (2012) para mejorar y maximizar la comunicación de los servicios y productos informativos que se ofrecen. Para la obtención de los datos y la formulación de las estrategias a implementar se utilizaron métodos y técnicas teóricos-conceptuales, analíticos-sintéticos y empíricos. Con tal de dar cumplimiento al objetivo propuesto, se analizan los fundamentos teóricos de la Mercadotecnia y su importancia para las organizaciones de información contemporáneas, y de manera simultánea se describen las secciones de la metodología escogida, se diagnostica el estado actual del centro y se conforma el Plan de Mercadotecnia. La propuesta contribuye a comunicar y delimitar de manera más efectiva y con mayor calidad sus servicios de información a su público meta.

PALABRAS CLAVES: servicios de información; estrategias de mercadotecnia; público meta; marketing

INTRODUCTION

The father of modern economics, Smith (1776), argued in the second half of the 18th century, a period marked by the birth of the Industrial Revolution, that consumption is the sole end and purpose of all production, and the interest of the producer deserves attention only insofar as it may be necessary for promoting that of the consumer.

This statement closely approximates the modern concept of marketing, which, through its theoretical and conceptual evolution over time and its contemporary definitions, is described as a «ubiquitous» social phenomenon fundamental to and for organizations, whether for-profit or non-profit, and for society.

This includes the marketing of information services and products, given the enormous relevance of these topics in today's so-called information or knowledge society.

University libraries and scientific-technical information centers within academic and university institutions are some of the organizational agents that currently stand as essential pillars in the successful communication of the precious intangible asset that is information, aimed at the complete satisfaction of the informational needs of clients or users.

It is recognized that libraries are increasingly gaining relevance as learning and research resource centers and that the use of digital information is currently growing internationally, nationally and institutionally (Restrepo, L. A. M. & Restrepo, I. A. M., 2017). This presents a challenge to find the most effective way to reach users in a timely, efficient and effective manner.

University libraries are the driving force of universities, spaces for great intellectual creation where information is a high-value resource. It is suggested that, «If the premise that without information there is no human development is maintained, then we will better understand this synergistic relationship between university and information» (Sánchez, 2007; cited by Quiceno, 2013). Hence, these institutions are responsible for addressing the information needs of users.

Casado & Muñoz (2012) state that marketing in a university library should be understood as the tool that identifies the information needs of the university community to satisfy them profitably and with maximum quality, always in a cyclical process where the term profitability is understood as achieving previously established objectives in a plan.

Precisely, this research proposes the development of a marketing plan for the Scientific-Technical Information Center (hereinafter C.I.C.T) of Tamara Bunke Bider Technical Sciences Branch, as this institution lacks such a plan to

accurately and efficiently communicate its services to its market or target audience.

MATERIALS AND METHODS

Historical-logical: facilitated the construction of theoretical reference framework and the diagnosis of the current situation of the entity under analysis.

Analytical-synthetic: used to review and analyze several of the most important works and documents concerning Marketing and Planning, as well as related subjects.

Hypothetical-deductive: applied to formulate the research hypothesis.

Unstructured interviews: allowed verification of the problem reality and the proposal of a solution.

Characterization of the Scientific-Technical Information Center of Tamara Bunke Bider Medical Sciences Branch

The Scientific-Technical Information Center of Tamara Bunke Bider Medical Sciences Branch in Moa Municipality was founded in 1992. It is an information unit whose objective is to strengthen the information system structure in the territory, ensuring informational support for technicians, sector professionals and community members.

Two librarians, graduates in Health Information Management (GIS), work at the center. Its mission is to support teaching, research and healthcare activities by satisfying the informational needs of students, technicians and health professionals. Its vision is a leading organization in information and knowledge management, guaranteeing excellence in scientific research, teaching and healthcare activities within the Public Health sector.

Its market is segmented as follows:

Real or internal users: students, professors, physicians, staff, nurses, dentists and health technicians.

Potential or external users: Community users.

Implementation of Kotler & Keller's Five-Section Methodology (2012)

In academic and scientific literature, the terms «marketing», «mercadeo» or «mercadotecnia» appear interchangeably. The latter two words are synonyms resulting from attempts to translate the original term—marketing—into Spanish (Alcaraz, Hughes & Campos, 1999).

Marketing, more than any other business function, deals with customers. Perhaps the simplest definition is the following: «Marketing is the management of profitable customer relationships» (Aramendia, 2020). The dual goal of marketing is to attract new customers by promising superior value and to retain and grow current customers by satisfying their needs.

For its part, American Marketing Association (2007) states that marketing is the activity, set of institutions and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large. Adhering to these exchange processes requires a considerable amount of work and skill. Marketing management occurs when at least one party to a potential exchange thinks about the means of achieving desired responses from other parties. Thus, marketing management is the art and science of choosing target markets and getting, keeping and growing customers through creating, delivering, and communicating superior customer value (Kotler & Armstrong, 2012).

Similarly, Santesmases (1996); cited by Castillo (2016) explains that marketing is the way of conceiving and executing the exchange relationship with the aim of making it satisfactory for the parties involved and for society, through the

development, valuation, distribution and promotion by one of the parties of the goods, services or ideas that the other party needs.

Marketing, as a substantive process of organizational development in the modern world, needed a strategic and functional chapter to make it indispensable, giving rise to strategic planning as the guiding element for the rest of the commercial and administrative management system.

Strategic planning prepares the groundwork for a company or organization and is considered an administrative process capable of developing and maintaining strategic alignment between the organization's goals and capabilities and its changing opportunities, based on establishing a series of steps to follow (Stanton & Spiro, 2000; cited by Castillo, 2016).

In that sense, the marketing plan is one of the most important outcomes of the marketing process, as it is the central instrument for directing and coordinating marketing efforts (Kotler & Keller, 2012).

The marketing plan is the written document that presents the state of the market and indicates how the company intends to achieve its marketing objectives. Kotler (2012) aptly writes in his book that the tactical marketing plan describes the specific strategies for the period. Essentially, the marketing plan is the central instrument for directing and coordinating the marketing effort. Over the years, marketing plans have acquired a new focus, becoming increasingly oriented towards customers and competitors.

In the preliminary stage of the research, ten methodologies for designing a marketing plan were analyzed, among which Kotler & Keller's (2012) five-section or phase methodology was selected. The reason for this choice centers on its brevity and synthesis combined with its great capacity to integrate useful data and content for designing a successful marketing plan for a non-profit information service organization.

Section 1: Executive summary

The Scientific-Technical Information Center of Tamara Bunke Bider Medical Sciences Branch has highly qualified professionals to provide training to its users. The services offered are designed with the objective of satisfying user needs. One of its main strengths is possessing a wide range of information that provides knowledge and wisdom to users on diverse topics related to public health. Its fundamental weakness is the lack of communication regarding the services offered. For this reason, the marketing plan is aimed at enhancing the communication of the services and products provided by the entity, which should lead to an increase in user consumption.

Section 2: Situation analysis

Tamara Bunke Bider Medical Sciences Branch, institution of which the Scientific-Technical Information Center is a part, has specialized since its origins in graduating professionals from different health spheres. It currently serves the country with approximately 600 professionals annually.

2.1 Market segmentation

Medical Sciences Branch has a total enrollment of 1018 students and 237 professors. Students are segmented according to the main specialties: Bachelor of Nursing (Total: 200); Higher Technician in Short-Cycle Nursing (Total: 30); Higher Technician in Short-Cycle Clinical Analysis (Total: 59); Medicine (Total: 578).

The C.I.C.T has been compelled to specialize in order to offer a higher quality service to its public, thereby satisfying their informational needs.

2.2 SWOT Analysis (Strengths, Opportunities, Weaknesses, and Threats)

Applying this matrix allows for an understanding of the C.I.C.T's real situation by analyzing both, its internal qualities (strengths and weaknesses) and its external situation (opportunities and threats).

Strengths

- ✓ Its workers possess professional competence and high operational skill to deliver training.
- ✓ There is adequate coordination and cohesion between its areas.
- ✓ It is the only C.I.C.T specialized in providing information services to the health sector in Moa municipality.

Opportunities.

- ✓ High demand for information product
- ✓ Source for graduates with high academic performance in the health sector.

Weaknesses

- ✓ Reduced professional staff working at the center, currently only two.
- ✓ Scarce technological resources.
- ✓ Deficient communication of services and IT resources.
- ✓ Lacks a continuous improvement plan.

Threats

- ✓ Limited financial support to acquire updated technology.
- ✓ The workers are nearing retirement, a problem that could worsen due to the small staff.

2.3 Suppliers

The main supplier for the C.I.C.T is «Mariana Grajales Cuello» Medical Sciences Branch of Holguín province.

2.4 Competition

The C.I.C.T faces competition in its market from the different health management centers in the municipality.

Rolando Monterey Polyclinic. Library services provided:

Reading room, circulating loan, interlibrary loan, library extension, reference service, user education and training (Selective Dissemination of Information), preparation and delivery of database copies on magnetic media, CD-ROM support, preparation and delivery of lists of new acquisitions, preparation and delivery of value-added information products, delivery of CUMED stamps.

Guillermo Luis Fernández Hernández Baquero Hospital. Library services provided:

Informational searches for users, Selective Dissemination of Information (SDI), reading room, preparation and exhibition of scientific-technical document samples in the room, user education and training, automated searches by request, reference service, interlibrary loan, circulating loan, reading room.

Juan Manuel Páez Polyclinic. Library services provided:

In-room loan, circulating loan, interlibrary loan, library extension, automated search by request, user education activities, selective dissemination of information, exhibition of document samples, information literacy activities, preparation and delivery of bibliographies, delivery of copies in electronic format.

2.5 Product (or service) offering

Currently, the C.I.C.T offers various types of information services and products:

Preparation and delivery of bibliographies, preparation and exhibition of scientific-technical document samples in the room, preparation and delivery of value-added information products, preparation and delivery of lists of new

acquisitions, editorial advice on journal article publications, preparation and delivery of database copies on magnetic media and CD-ROM supports, user education and training, automated searches by request, reference service, informational searches for users, circulating loan, reading room, library extension and interlibrary loans.

2.6 Critical issues

As an organization with extensive and long-standing experience in service provision, C.I.C.T is today solidly established in the market where it operates. Therefore, the critical issues for C.I.C.T are:

To be a territorial vanguard among its different competitors, to pursue a systematic and continuous increase in user access to its information services and products and to constantly monitor user satisfaction.

Section 3: Marketing strategy

3.1 Mission.

The mission of the C.I.C.T is to support teaching, research and healthcare activities by satisfying the informational needs of students, technicians and health professionals.

3.2 Marketing goals

- ✓ Communicate its information services and products more effectively.
- ✓ Achieve a progressive quarterly growth throughout the academic year in user consumption of the services offered.
- ✓ Achieve an increase in market penetration.

3.3 Financial goals

- ✓ Keep costs as low as possible in implementing the necessary strategies to meet the aforementioned goals.

- ✓ Allocate a budget to the center to acquire IT resources that facilitate easier communication of its services.

3.4 Positioning.

The C.I.C.T positions itself as the only Scientific-Technical Information Center in the municipality focused on the health sector. It should leverage its competitive advantage combined with the extensive experience and commitment that characterizes its specialists to reaffirm a solid presence in the market, always offering quality services aligned with new times where digital and technological aspects prevail.

3.5 Marketing mix

- ✓ **Product/Service:** The C.I.C.T has designed its services to profitably satisfy users' informational needs. However, interviews and surveys revealed significant user unawareness of the different services offered by the center. Furthermore, it lacks novel services and products aligned with new times, which many users demand, such as a website.
- ✓ **Price:** As a budgeted entity, it does not charge for its services, as they are directed at sector users and the community.
- ✓ **Advertising and promotion:** Interviews revealed results indicating the organization lacks effective mechanisms for disseminating and promoting information about its services.
- ✓ **Distribution:** The C.I.C.T of the Branch is directly subordinate to Mariana Grajales Cuello Provincial Medical Sciences University. This entity supplies all information considered important and relevant through direct channels so that the services provided are specifically aimed at sector users.

3.6 Strategies

1. Design an aesthetically service and product catalog with their respective explanations and the informational problems they solve, making it attractive to users with simple, easy-to-read language, in both digital and printed formats.

Objective: For users to learn about the use of and access to information.

Agents: Specialists.

Schedule: 5/2023

Location: Faculty of Medical Sciences.

Resource: Service and Product Catalog.

2. Create promotional materials that effectively disseminate the catalog of information services and products offered by the center.

Objective: Train users in handling and navigating the institution and its services.

Agents: Specialists and researchers.

Schedule: 5/2023

Location: Faculty of Medical Sciences.

Resource: Book, Brochure, Card.

3. Organize visits for users to learn about C.I.C.T areas and services offered in them.

Objective: Bring users closer to the institution.

Agents: Specialists and departments.

Schedule: Quarterly.

Location: Faculty of Medical Sciences.

Resource: Visits.

4. Conduct C.I.C.T presentation sessions in different classrooms and spaces in collaboration with various departments and specialties.

Objective: Motivate users to visit the institution and use its information resources.

Agents: Specialists and departments.

Schedule: Quarterly.

Location: Faculty of Medical Sciences.

Resource: Talk.

5. Create and develop an online «Frequently Asked Questions» section where users can access and address the most common queries.

Objective: Supply users with critical answers and information urgently.

Agents: Computer Lab, IT staff, professors, and specialists.

Schedule: Permanent.

Location: Faculty of Medical Sciences.

Resource: Web Portal.

6. Provide electronic information on new acquisitions and the development of new information products from the C.I.C.T.

Objective: Update users on new acquisitions and achievements of the institution.

Agents: Specialists.

Schedule: Periodically.

Location: Faculty of Medical Sciences.

Resource: Publication.

7. Design a bulletin board with information regarding the C.I.C.T.

Objective: Inform users about services and products, materials, conditions of use and access, loan regulations, fund organization, etc.

Agents: Specialists.

Schedule: 5/2023

Location: Faculty of Medical Sciences.

Resource: Bulletin Board.

8. Online public access catalog.

Objective: Allow users to locate the bibliographic materials held by the center.

Agents: Specialists.

Schedule: Daily.

Location: Faculty of Medical Sciences.

Resource: Computer.

9. Keep exhibitions and presentations of publications and research showing results with free access for interested users.

Objective: Inform interested users about new research and publications.

Agents: Specialists.

Schedule: Periodically.

Location: Faculty of Medical Sciences.

Resource: Sheet, Mural, Computer.

10. Design a website and maintain it, facilitating precise and relevant information to the user and guiding them to portals pertinent to their topics of interest.

Objective: Enable users to access the digital information they need to find.

Agents: Computer Lab, IT staff, and specialists.

Schedule: 6/2023

Location: Faculty of Medical Sciences.

Resource: Website, Computer.

3.7 Marketing research

The C.I.C.T has the advantage of being located in the same geographical area where a large part of its target market resides and works. This enables and facilitates frequent market analysis to understand and adapt to the new informational needs of the public, as well as to provide for their satisfaction, always with a user-focused approach, designing and perfecting services by and for the user.

Section 4: Financial projections

With the implementation of proposed strategies, the C.I.C.T will demonstrate and maintain «profitability» in its services because, although they are not for profit, user consumption will increase.

Section 5: Implementation controls

Control is the final phase of the administrative process, but it is also the link that connects to planning. Control and planning are considered «siamese twins». Controlling is determining that what was planned, or intended to be done, is being carried out on time and under prescribed conditions. Control, in a way, can be considered as the detection and correction of significant variations in the results obtained by planned activities.

The purpose of Marketing Plan for the C.I.C.T is to serve as a guide for the center. The following areas were controlled to measure performance:

- ✓ Compliance with the outlined strategies.
- ✓ Customer satisfaction.
- ✓ Market consumption.
- ✓ Improvement in service communication.
- ✓ Improvement of offered products and services.
- ✓ Development of new products or services in general.

The process of developing Marketing Plan for the C.I.C.T by implementing Kotler & Keller's Five-Section Methodology (2012) highlights the fundamental role of Marketing in information organizations. It allows the center to know its current situation (strengths, opportunities, weaknesses and threats); furthermore, it provides a referential guide for implementing a Marketing Plan; it also facilitates the promotion and dissemination (communication) of the information services and products offered by the organization; it enables increased user consumption of the organization's services and products.

CONCLUSIONS

The strong drive towards prosperity and survival in a highly competitive environment makes marketing play a fundamental role for every entity, whether for-profit or non-profit, aiding in the insertion and acquisition of services or products that satisfy customer needs. The Scientific-Technical Information Center of Tamara Bunke Bider Medical Sciences Branch has a bibliographic collection that manages to support user needs. The proposal contributes to communicating and delineating its information services to its target audience more effectively and with higher quality.

BIBLIOGRAPHIC REFERENCES

Alcaraz Varó, E., Hughes, B., & Campos, M. Á. (1999). Diccionario de términos de marketing, publicidad y medios de comunicación. Barcelona: Editorial Ariel.

American Marketing Association (2007) Definition of Marketing. <http://wwwmarketingpower.com/definitionofmarketing.aspx>.

Aramendia, G. Z. (2020). *Fundamentos de marketing*. Editorial Elearning, SL. https://books.google.com.cu/books?hl=es&lr=&id=ZyH-DwAAQBAJ&oi=fnd&pg=PA7&dq=El+marketing,+m%C3%A1s+que+cualquier+otra+funci%C3%B3n+de+negocios,+se+refiere+a+los+clientes,+quiz%C3%A1+la+definici%C3%B3n+m%C3%A1s+sencilla+sea+la+siguiente:+%C2%ABel+marketing+es+la+administraci%C3%B3n+de+relaciones+redituales+con+el+cliente%C2%BB.+&ots=pXGmoLZLjA&sig=89KO-Camjy306l8NfTw2bpTaOF8&redir_esc=y

Casado, P; Muñoz. (2012.). Manual de Marketing de la Galería del marketing Directo. Disponible en: <http://www.geocities.com/galeriamd>

Castillo Riera, Y. E. (2016). *Plan de marketing para la promoción de servicios bibliotecarios en la Filial de Ciencias Médicas "Tamara Bunke Bider"* (Doctoral dissertation, Departamento de Ciencias de la Información).

<http://ninive.ismm.edu.cu/handle/123456789/1786>

Kotler, P., & Armstrong, G. (2012). Concepto de marketing. *Naucalpan de Juárez: Pearson*. https://www.academia.edu/download/59343664/T1_-_El_concepto_de_marketing20190521-107868-i56i58.pdf

Kotler, P., & Keller, K. (2012). Dirección de Marketing. (14va. Ed.) México: Pearson Educación.

Quiceno Gil, B. E. (2013). Propuesta de marketing de recursos y servicios de información científico-técnica para bibliotecas universitarias de Medellín: el caso del Sistema de Bibliotecas de la Universidad de Antioquia. <https://bibliotecadigital.udea.edu.co/entities/publication/fac46c37-d7d4-46bb-bd9b-1b22f6bfcec8>

Restrepo, L. A. M., & Restrepo, I. A. M. (2017). Estrategia de marketing basada en nuevas tendencias para bibliotecas universitarias. *Contexto*, 6, 23-42. <https://sophia.ugca.edu.co/index.php/contexto/article/view/797>

Sánchez Vignau, B. S. (2007). Ciencia, investigación y cultura en la biblioteca universitaria actual. *Acimed*, 15(1). http://bvs.sld.cu/revistas/aci/vol15_1_07/aci16107.htm Retrieved from

Smith, A. (1776). An inquiry into the nature and causes of the wealth of nations: Volume One. London: printed for W. Strahan; and T. Cadell, 1776.
<https://era.ed.ac.uk/handle/1842/1455>

Stanton, W. J., & Spiro, R. (2000). *Administração de vendas*. LTC.