

Welcome to Dawson Day – London 2011

Nick Harknett
Managing Director

DAWSON
DAYS 2011

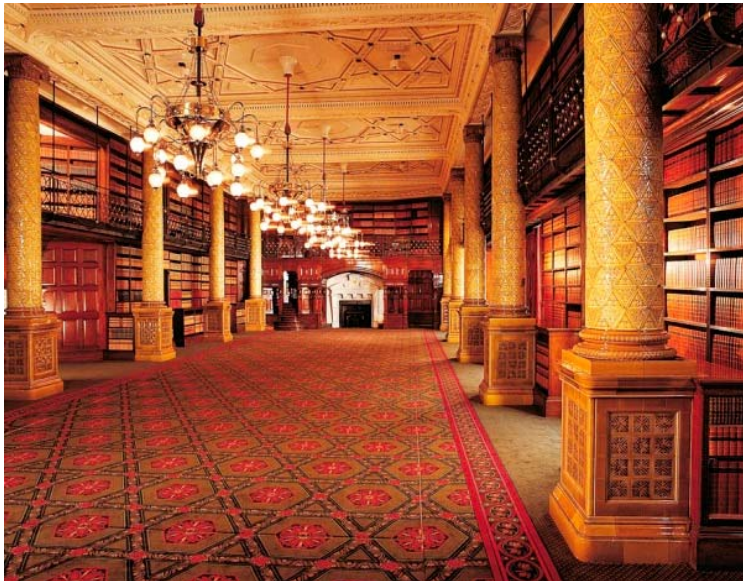
*Efficiencies
Through
Innovation*

Health & Safety

- There is no fire drill today
- If the alarm sounds head calmly for the nearest fire exit
- The muster point is outside the Metrople Building opposite the entrance door to One Whitehall Place

One Whitehall Place

- One Whitehall Place was originally built as the home of the National Liberal Club
- Its founder was William Gladstone, four times British Prime Minister, whose name lives on here in the Gladstone Library
- Though the 30,000 volumes that line the shelves today are faithful replicas, the room is otherwise just as he would have known it, including the gantry giving access to the upper levels, which now serves as a minstrel's gallery



Agenda for the Day

Time	Activity	Where
10-30-11.00	Registration/Coffee	Reading and Writing Room and River Room
11.00-11.30	Welcome Nick Harknett	Gladstone Library
11.30-12.10	Belinda Roker and Catherine Williams from Buckinghamshire New University and Heather Sherman, Dawson Books – ‘Achieving More With Less – Acquisitions in Hard Times’	Gladstone Library
12.10-12.30	Venue talk	Gladstone Library
12.30-13.30	Lunch	Reading and Writing Room, Meston Suite and River Room
13.30-14.10	Dave Patten, University of Huddersfield and Jude Norris, Dawson Books – eBook Efficiencies	Gladstone Library
14.10-14.40	Keynote Speaker – Ken Chad presenting ‘Innovation and Efficiency’	Gladstone Library
14.40-15.30	Coffee with Prize Draw at 15.00	Reading and Writing Room, Meston Suite and River Room. Prize Draw in Gladstone Library
15.30	Close	

Efficiencies Through Innovation

1. Changes in the past year
2. The market
3. The need for innovation and efficiencies
4. Some key messages/thoughts
5. Summary

Changes and Our Approach

- Outside of the Industry, but media background
- Induction period to understand market/business
- A good business, but had become complacent with its customers
- Not close enough to its publishers
- A market struggling to come to terms with the change that ebooks was bringing



The New Approach

- Significant Investment in S&M
- Improved customer engagement
- Proactive approach with consortia
- Structured publisher program-Top 10
- Integrated service for print and ebooks
- More focus on the end user (students)



The Changing Market?

- Total books sales increased by 2%
- Volume declined by 3% to 739M units
- Export sales rose by 4%
- Digital market is 6% of combined sales
- Academic & professional sales amounted for 72% of all digital sales
- eBooks forecast to be 25% of market in 5 years



The Changing Market?

- Changes in government funding
- Access to information
- Students more demanding



The Need for Change

- Market forces will create new behaviours
- More demanding and agile end users
- Need to embrace technology
- Look to innovate to create efficiencies
- Seize the moment



The Focus Points

- Improve the customer experience
- Provide better and targeted content
- Prove the value of your expenditure



Improving the customer experience

- With fees increasing students will expect more
 - Their requirements are Now! Not 4-6 weeks
 - Make it easy for them to access the information
 - Utilise Demand driven business models
 - Meet their needs – particularly reading lists
-
- **Tip!** If you don't provide it, they will get it – Informal route



Provide better and targeted content

- Review your usage information/profiles
 - Develop better relationships with academics
 - Monitor student recommendations/social networking
 - Use matching services/Alerts to develop your content
 - Review your bundled packages
-
- **Tip!** Quality of content over quantity



Prove your ROI

- Your Finance people will expect it
- Digital technology provides the opportunity
- Increasing number of analytics packages available
- Need to think of your operation as a service business

- **Tip!** Use analytics to prove usage



Key Messages – Publishers

- Recognise more can be done with e-content
- Seek to overcome the e-textbook issue
- Stop bundling stuff customers don't want
- Work with us to experiment on new business models
- Recognise the value the LBS provide



Key Messages – Consortia/purchasing

- Don't focus purely on price-Look for value
- Seek to improve standardisation within your membership base
- Work with businesses that can provide a broad range of services that help improve efficiency
- Share more information with your Suppliers as it helps with planning and negotiation



Key Messages – Librarians

- Think about how you utilise ERM & technology to provide innovative services
- Educate Students & Academics better
- Review your workflows & processes
- Outsource non value-added activity
- Provide more focus on ROI



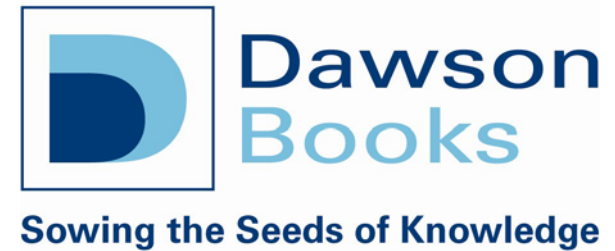
Dawson – Summary for All

- The market is changing rapidly
- We all need to listen to our customers more
- Recognise the growth of informal channels
- Provide more appropriate business models
- Focus our resources on value-added activities
- Work together in partnership to strengthen the value chain

Questions?

Welcome to Heather Sherman & Bucks New University





Achieving More with Less:

Acquisitions in Hard Times

Heather Sherman
Dawson Books

Belinda Roker
Catherine Williams
Elizabeth Chamberlain



What is proposal / quotes ordering?

A streamline way of creating an order and the associated bibliographic data in the library system

It is not an order (but it can be)

dawsonenter
explore, discover, acquire ...

BUCKINGHAMSHIRE NEW
Logout

Home Search Ordering Lists Alerts Order Enquiry Standing Orders MIS Reports My Preferences Account Manager User Set-up

Baskets Item Entry Bulk Upload Rapid Ordering

Home > Ordering - Manage Baskets > Basket Details and Approval > Edit Basket Details

1 Item: 26.45 GBP **Basket**

Basket Name: May 24, 2011 Reference Number:

Update Basket Back

ISBN: 9781446514146 Product Code:

Title: Soil Mechanics In Engineering Practice

Author: Terzaghi, Karl

Publisher: Read Books

Edition: Volume:

Price: 26.45 GBP

Order Comments:

Item Reference: Quantity: 1

Quantity	Fund	Location	Stock Category	Sequence
1	BKDMM	WYCOMBE	HWBKTD	

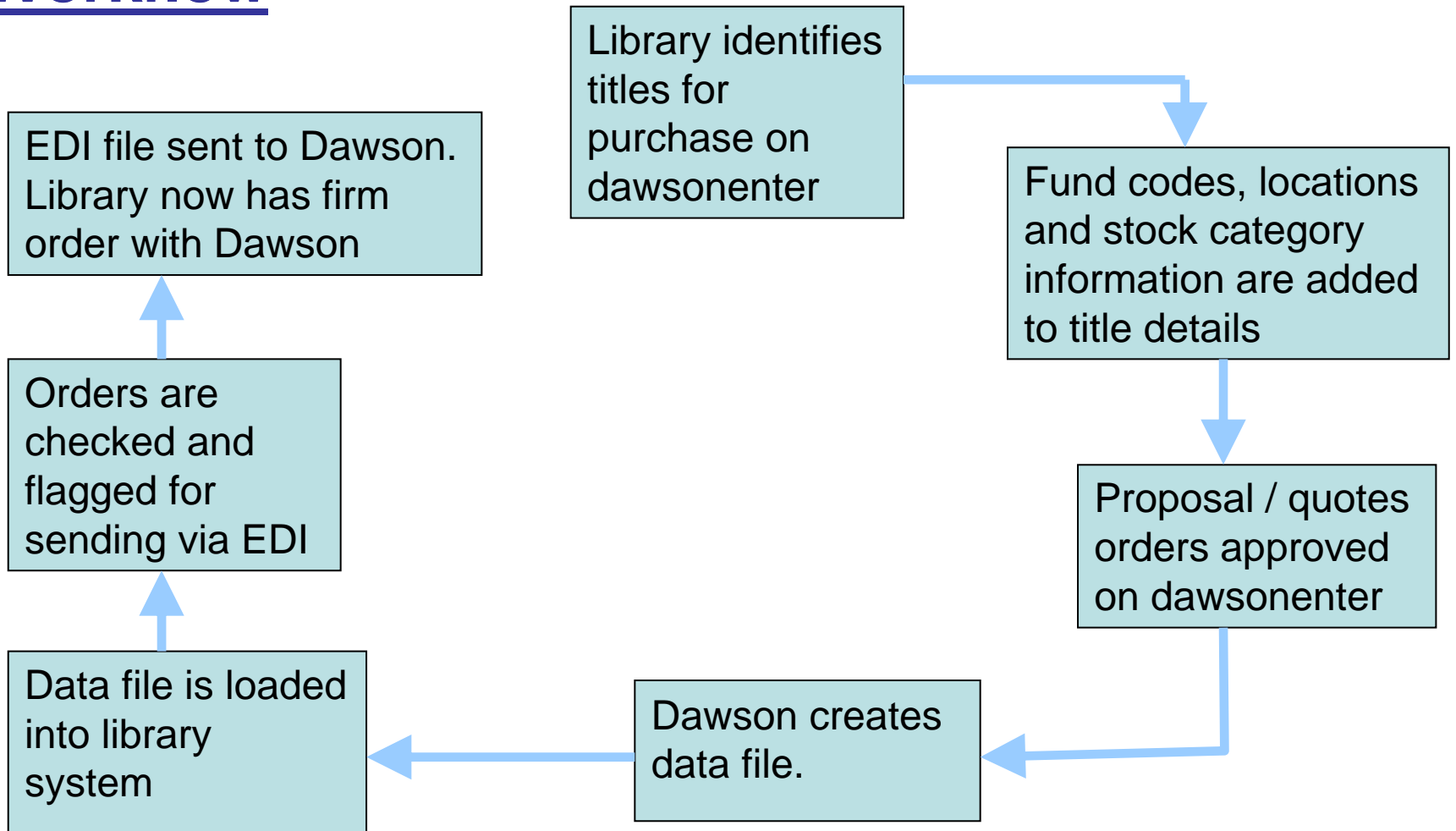
Add

Note to Dawson:

Library Note:

Classmark:

Workflow



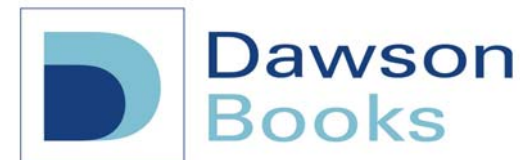
Why use proposals / EDI Quotes

*There is now **less intervention** required by our team. The vast majority of ordering is done by our Liaison Librarians allowing us the focus on other important work. Opening up Dawson services with 'dawsonenter' has allowed for a **more streamlined, efficient and cost effective service**. Most importantly the Liaison Librarians get on with the new system, they like it and always comment upon how easy and quick it is to use; they like its flexibility and the control they have over their orders.*

Marilyn Clarke, Imperial College



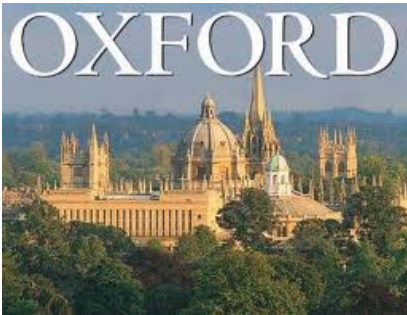
Supported systems



Implementations

Imperial College
Oxford University
Kings College London

Doncaster College
Luton Sixth Form College
Exeter College



Usually set-up within a week

Bucks New Uni Project

Pre-campus Consolidation

- 3 Campuses – High Wycombe Town Campus, Chalfont Campus and Wellesbourne
- 3 Faculties –
 - Society and Health – Nursing, Social Work
 - Enterprise & Innovation – Business, Management, Computing
 - Creativity & Culture – Art, Design, Furniture
- 3 Libraries
- 7 full-time & 17 part-time or part-year Library Assistants

Post-campus Consolidation

August 2009

- 2 Campuses – High Wycombe Town Campus and Uxbridge
- 2 Large Faculties –
 - Society and Health
 - DMM (Design, Media & Management)
- 2 Libraries
- 2 full-time & 15 part-time or part-year Library Assistants
- Overall 30% loss of staff

Drastic Action Needed 2009/2010

Lack of staff



Budgetary Delays



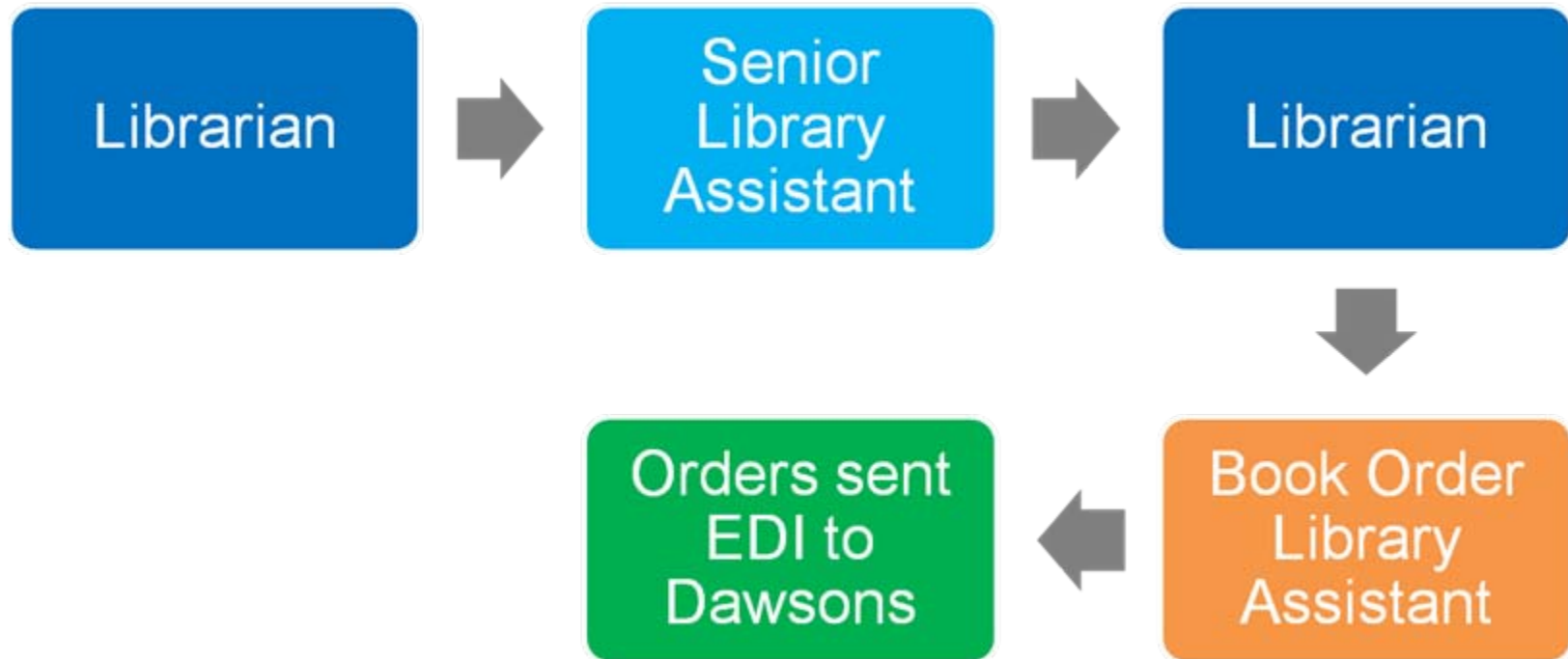
Delay in unpacking/receipt



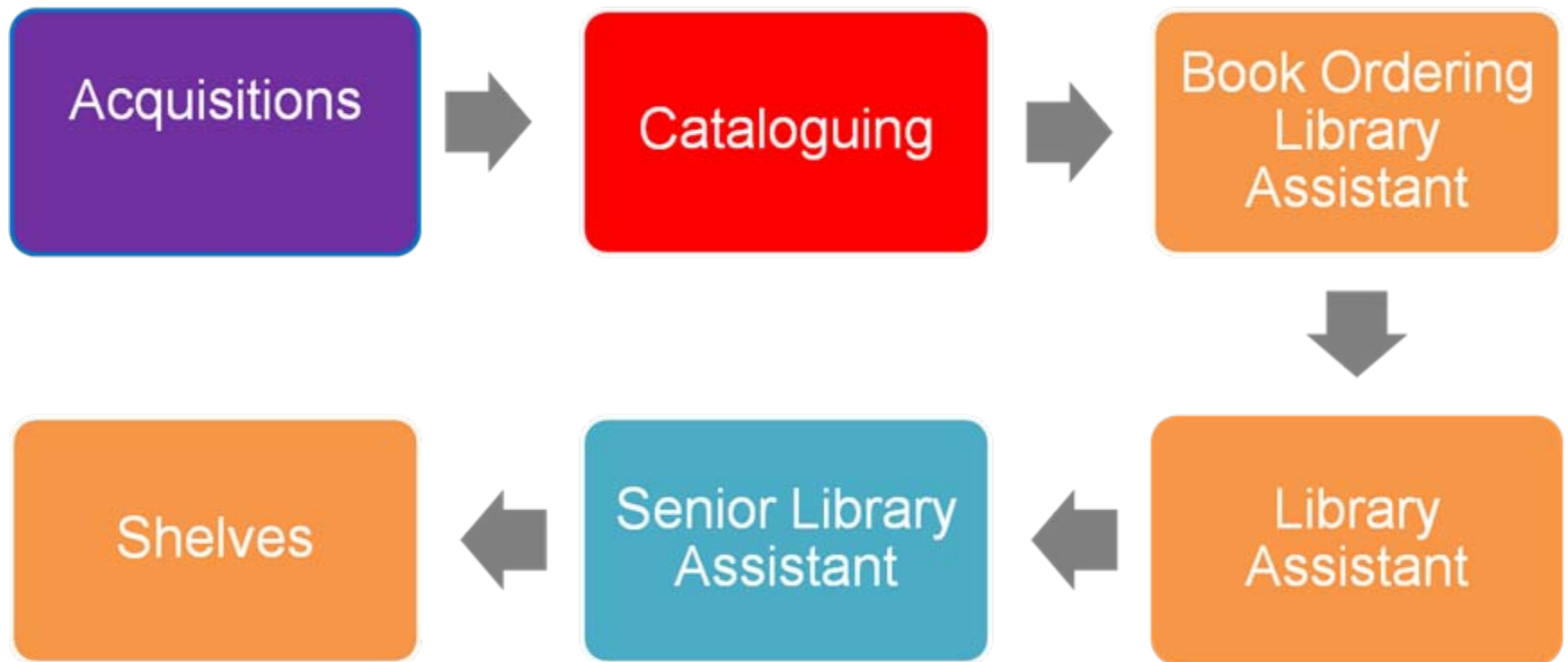
Out of date paper ordering system & staff heavy workflow

- Marilyn Clarke from Imperial College @ Dawson's Day 2010
 - 9XX Ordering and Sirsi
- Elizabeth Chamberlain – our new Systems and Research Librarian
- Lesley Bolsover/Georgina Parsons @ Brunel
 - EDI Quotes with another company
- Budget Restrictions

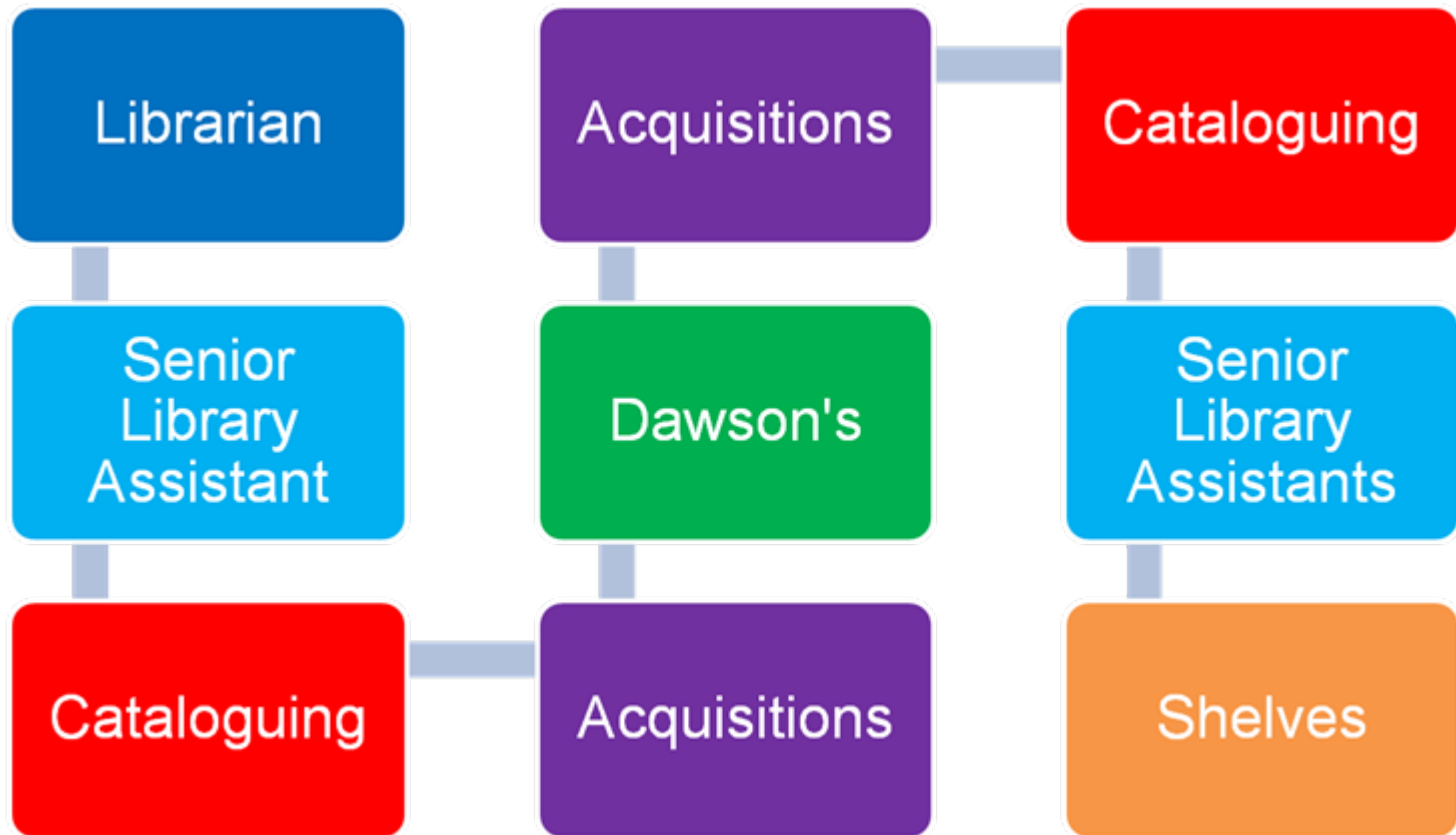
Pre-EDI Quotes Ordering Processing



Pre-Shelf Ready Ordering Process: once books received



Post-EDI Quotes Ordering & receipt of books



Dawson Books Development Work

Project start

Dawson Books have had a long history of supporting the Unicorn 9XX workflow and it's Horizon sister product, proposal ordering.

In June 2010 we were approached by Bucks New University to work with them on a project to develop support for EDI Quotes for Symphony.



New development

9XX and proposal ordering both use MARC records to transmit the bibliographic and purchase order data to the library system to create the acquisitions record.

EDI Quotes uses the EDIFACT EDI standard instead.

Whilst this contains many of the same data elements, the structure of the data is totally different.



New development

Dawson began by approaching SirsiDynix to understand how they had implemented EDI Quotes.

They provided details on the key data elements that needed to be included in the Quotes files.

SirsiDynix worked with Dawson on the initial testing, and by early August first version of a working Quotes file had been developed.



Testing

Bucks New University visited Dawson in mid-August to be trained on placing Quotes orders via the dawsonenter interface.

By the end of August the initial development and training was complete.



Shelf ready

The next stage was to implement shelf ready servicing and MARC records.

Part of this process was to capture the location and loan types so that when these were returned as EDI orders, the books could be serviced correctly.

Further testing was necessary to ensure that the location and loan type data was being sent back correctly in the EDI Quotes file.



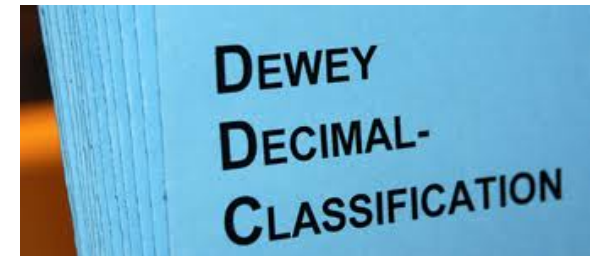
Classmarks

The final piece of the puzzle was to capture and return classmarks.

During initial testing classmarks were being returned in the Quotes files, but the data was not appearing in the EDI orders.

On advice from SirsiDynix the library altered the field in which the classmark was sent within the EDI order.

Dawson changed their internal programmes to use the new field.



Fully working system

Having completed the development and testing phase Bucks New University could now start their implementation.



Testing Starts ... EDIFACT Reports

- EDIFACT Reports
- EDIFACT file ftp retrieval
- EDIFACT file receiving
- EDIFACT book quotes

EDIFACT Book Quotes Report

- Loaded Bib Record
- 000: : |a0c
- 020: : |a9780199548422
- 100: : |aMurray, Andrew,
- 245: : |aInformation technology law
- 260: : |bOxford University Press
- 999: : |hHWBK7D
- LOADED ORDERS
- *** DOCUMENT BOUNDARY ***
- FORM=LDORDER
- .ORDR_ID. |aBNU-2101039
- .VEND_ID. |aDAWSONEDI
- .ORDR_LIBR. |aWYCOMBE
- .FISCAL_CYCLE. |a2010
- .ORDR_TYPE. |aFIRM
- .LINE_ITEM_BEGIN.
- .LINE_ITEM_ID. |a162099-1001
- .LINE_TITLEID. |a9780199548422
- .LINE_VEND_CURR. |aSTERLING
- .LINE_UNIT_PRICE. |a34.99
- .LINE_COPIES. |a2
- .LINE_XINFO_BEGIN.
- .QLI. |a1403379
- .LINE_XINFO_END.
- .LINE_ITEM_END.
- .FUND_SEGMENT_BEGIN.
- .LINE_FUND_ID. |aBKDMM
- .LINE_FUND_COPIES. |a2
- .FUND_SEGMENT_END.

EDIFACT File Transmission Report

Orders to DAWSONEDI

Produced Monday, 9 May, 2011
at 10:00 PM

Order ID: BNU-2101039
fiscal cycle: 2010

Vendor ID: DAWSONEDI
order type: FIRM

Order	Orderline	Segments	Invoices	Order History	Serial Controls
Bibliographic info					
Call number:	*343.0999 MUR*				
ISBN/ISSN:	9780199548422				
Personal Author:	Murray, Andrew,				
Title:	Information technology law				
ISBN:	9780199548422				
Publication info:	Oxford University Press				
Orderline extended information					
Quotation line number:	1403379				
Dates					
Date ordered:	9/5/2011			Date mailed:	9/5/2011

Order	Orderline	Segments	Invoices	Order History	Serial Controls
Order information					
Order ID:	BNU-2101039	Fiscal:	2010		
Library:	WYCOMBE	Orderlines:	1		
Vendor ID:	DAWSONEDI	Order type:	FIRM..		
Dates					
Date created:	9/5/2011	Date modified:	9/5/2011		
Date ready:	9/5/2011	Date mailed:	9/5/2011		
Date to claim:	6/6/2011	Date to cancel:	NEVER		

Teething and Troubleshooting

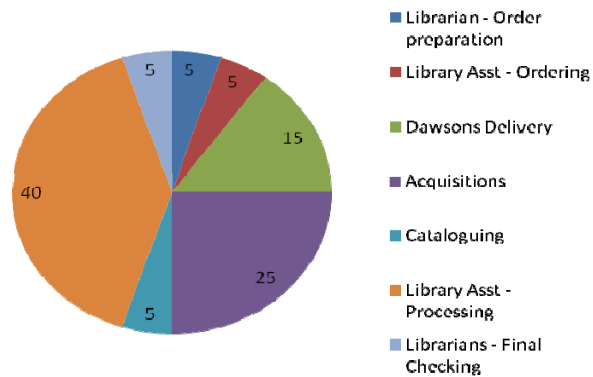
- “Note to Dawson” field in DawsonEnter order proposal
- Dewey re-classification during the order process
- FTP files error in EDI report
- Multiple duplication of 2 order titles
- eBook account ... Incomplete set up
- Holding code errors in EDIFACT Book Quotes Report

- Delays and duplication
- Librarians and Senior Library Assistants
- Acquisitions and Cataloguing teams
- Library Assistants
- Outsourcing

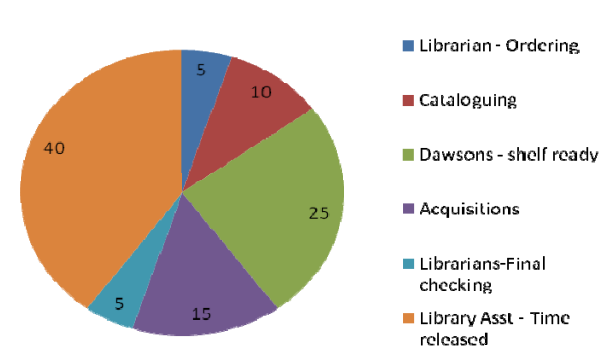
Task Allocation Continued ...

Task Allocation

Pre-Quotes Ordering 2009/10



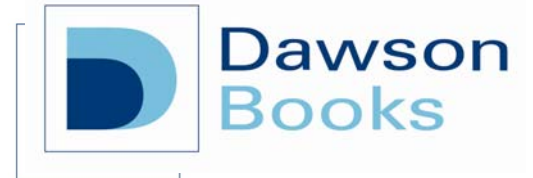
Quotes Ordering 2010/11



- Auto receive and auto load
- EDI invoicing
- More outsourcing

- Thank you and any questions ...

Venue Talk



Lunch and Exhibition in
Reading & Writing Room
and River Room

Welcome to Jude Norris & Dave Pattern



Efficiencies of eBooks

Jude Norris

Marketing & Technology Director

Dave Pattern

Library Systems Manager, University of Huddersfield

**DAWSON
DAYS 2011**

*Efficiencies
Through
Innovation*

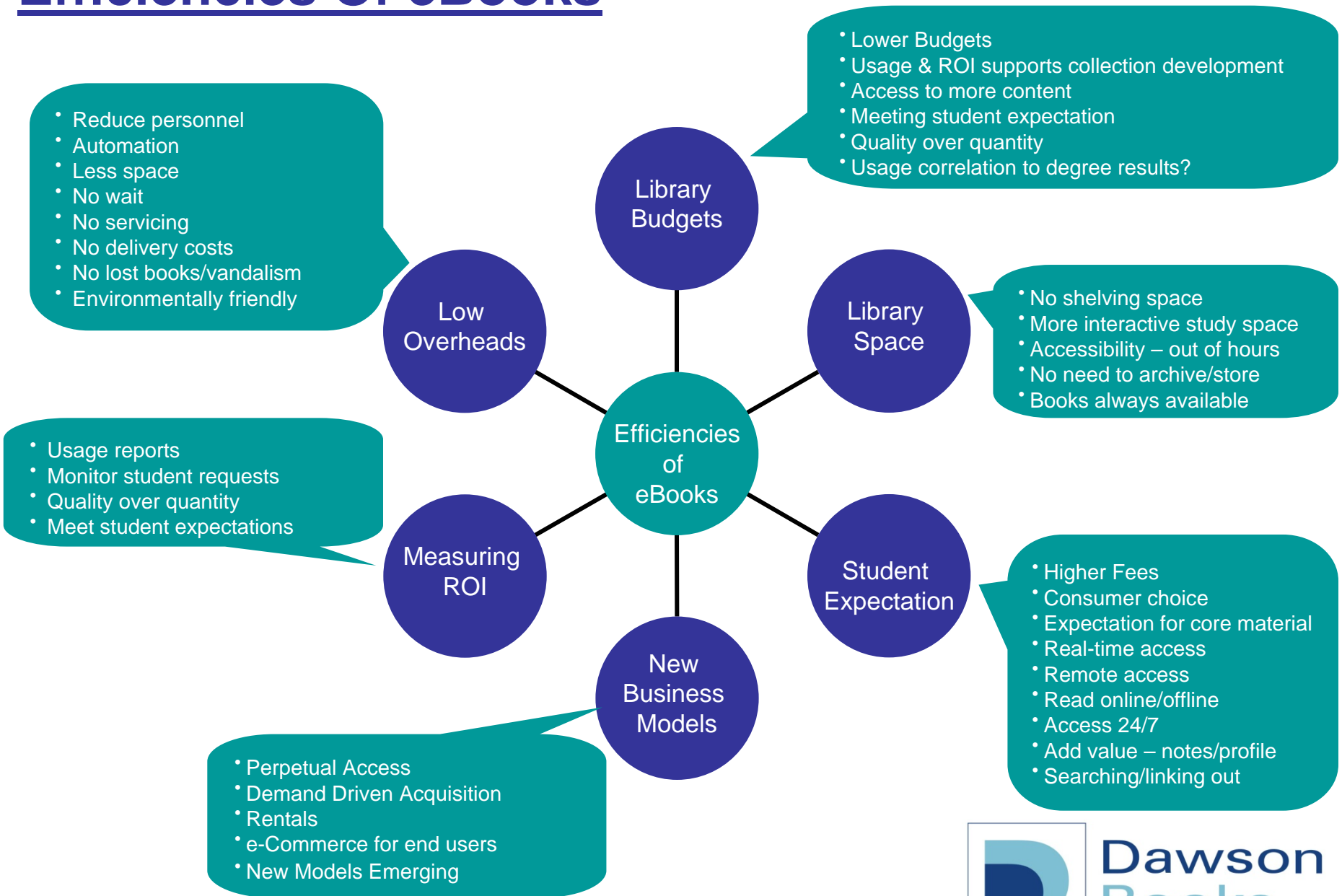


dawsonenter



dawsonera

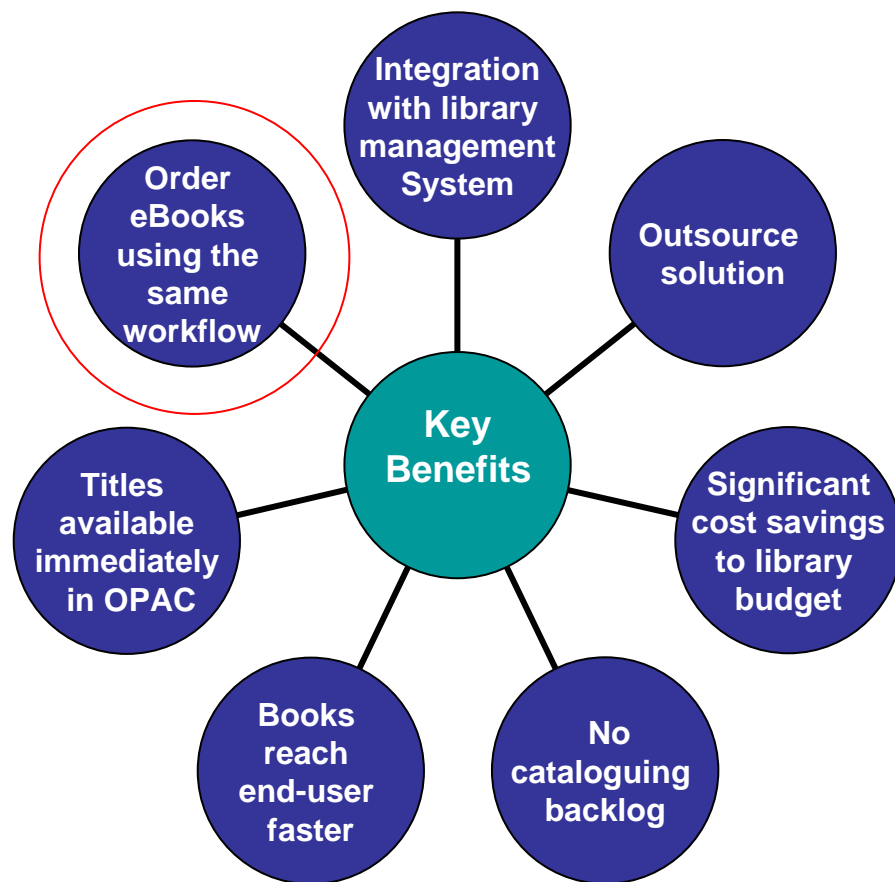
Efficiencies Of eBooks



**Dawson
Books**

Efficiencies Through Workflows

Dawson Books is a world-class international supplier of academic and professional books, ebooks, shelf ready and information services to academic, professional and research institutions through our Total Book Management service.



Books/eBooks & AV material:

- Covered
- Labelled
- RFID inserted
- RFID programmed
- Security tagged
- Barcodes
- Ownership stamps
- MARC records – AACR2
- Customised spine labels
- Reclassification projects



Dawson
Books

Benefits of dawsonera.com

- More than 165,000 ebooks... and growing!
- Over 400 publishing partners
- Fully integrated 'print' & 'ebook' acquisitions
- Order via existing workflows 'dawsonenter' 'EDI' etc..
- Order confirmations & direct URL links within 6 hours
- OPAC ready MARC records AACR level II (inc 856 tag)
- Link to ebooks at page, chapter & title level OPAC/VLE/MLE - course packs!
- COUNTER usage reports
- Integration with link resolvers, federated search & content discovery
- Authentication via IP, Shibboleth, Athens, EZproxy, CGI or Username & Password



Save Time – Integration Offers Efficiencies!



- Quick and easy search of 16.8 million titles of print, ebooks and AV material
- Integration with our ebook platform, dawsonera
- Filtered search results to identify the most relevant content
- Online 'track and trace' information for order delivery
- Simple, powerful new title alerting service based on Dewey 22
- Real time management information
- Mapping of library acquisition, replicating preferences to model workflows
- Proposals, vendor loaders and EDI ordering

eBook Business Models – Continue to Change!

Perpetual Access

Build a tailored collection of ebooks

No minimum order

No platform fees

No annual subscription

Publisher's list price

325 to 400 Access Credits per year

1 Credit = 24 hour access period per user

Credits renew annually - no additional cost

Rental model

Demand driven acquisition

Tailored subject collections

eCommerce – rentals for end users



Dawson
Books

Patron Driven Acquisition

Benefits

- Real-time access to content not owned by the library
- Create a 'profile selection' or make 160,000 ebooks visible
- Option to upload MARC files to library catalogue
- Free MARC records
- Demand/usage based model
- Deliver the content end-users want, when they need it
- Only pay for titles that your end-users actually use



Student's Perspective

The following options are trigger points for real time auto-purchase of the ebook:

- Set number of ebook rentals (max 3)
- Set number of 5 min preview (max 3)
- Set number of 'suggest this title for purchase' requests
- Number of page turns (configured by library max 10)
- If the user opts to continue reading after a 5 min preview

Currently under review with publishers



View related titles

View this title in your Library Catalogue

No. of days

Content Discovery

Live

- Serial Solutions – Knowledge Works , 360 & Summon
- Bowker –Syndetics
- ExLibris – SFX, Metalib & Primo Central

Coming Soon!

- WorldCat
- Talis Aspire
- Google

- Dawson can provide metadata for all dawsonera titles



Popular Publishers

- Taylor & Francis
- Pearson
- Sage
- Oxford University Press
- Open University Press
- Wiley
- Elsevier 15,000 titles unlimited access
- McGraw-Hill
- Palgrave
- Jessica Kingsley
- Butterworth Heinemann
- Learning Matters
- Channel View
- Hodder Education
- Cambridge University Press
- O'Reilly DRM Free!
- Nelson Thornes
- Cengage



New Development for 2011/12

Helen Stratford

e-Product Manager

Felicity Kilshaw

Assistant e-Product Manager



**Dawson
Books**

In Conclusion – Be Savvy!!

Free Collection Development Tools

- New title alerts by subject profile
- Subject base title matching/profiling
- Title matching on historical print purchases
- Title matching of OPAC export/Short loan collections or Reading lists
- Publisher/title requests

Review

- Usage reports/profiles to ensure ROI
- Usage correlation to degree results?
- Monitor student recommendations
- Review 'bundled' content - quality over quantity
- Look at Demand Driven Acquisition



Welcome to Dave Pattern

**Library Systems Manager
University of Huddersfield**

**Efficiencies Through
Patron Driven Acquisition**



**Dawson
Books**

ebooks at Huddersfield

...who have we used over the years?



University of
HUDDERSFIELD

- NetLibrary
- Books24x7
- O'Reilly Safari
- ProQuest ebrary
- **dawsonera**
- Coutts MyiLibrary



- “Academic Complete” collection
 - *approx 55,000 titles*
 - *dynamic collection*
- Popular with students, however...
 - *no download option*
 - *difficult to keep in sync on both library catalogue and Summon*

ebooks at Huddersfield

dawsonera

- Approx 1,700 titles purchased so far
- Popular with students & librarians
 - *usage up by about 300% this year!*
- Currently, our preferred platform

Demand Led eBook Project

PDA trial in May/June 2010



University of
HUDDERSFIELD

- Budget of £13,000
- dawsonera chosen as preferred platform
 - *entire dawsonera collection loaded onto Library Catalogue (~120,000 titles)*
 - *preview → rental → purchase model*
- No publicity!

Demand Led eBook Project

PDA trial in May/June 2010



University of
HUDDERSFIELD

- £5,461 spent on 99 e-book purchases
 - *average price £55.16*
- £8,027 spent on e-book rentals
 - *average price £11.65*

Demand Led eBook Project

PDA trial in May/June 2010



University of
HUDDERSFIELD

- What worked well...
 - *we spent the budget within the timescale of the trial (i.e. it's a cash sink!)*
 - *our students loved it 😊*
 - *we filled gaps in our collection*
 - *off-campus students found relevant titles*

Demand Led eBook Project

PDA trial in May/June 2010



University of
HUDDERSFIELD

- What didn't work so well...
 - *some of our librarians felt the £8,027 spent on rentals was "wasted" money*
 - *we think students didn't use the preview and went straight for the rental option*
 - *adding and removing 120,000 titles to/from the library catalogue takes time!*

Demand Led eBook Project

trial in May/June 2010

- Recommendations...
 - *get rid of the “rental” option*
 - *set cap on maximum price*
 - *limit to specific subject areas*

Top 15 Titles

August to March 2010/11

	2010/11 usage
1. Exploring corporate strategy	1671
2. An introduction to criminological theory	333
3. Teaching in lifelong learning	303
4. Approaches to psychology	299
5. Events management	228
6. Operations management	218
7. Postdramatic theatre	209
8. Criminology and social policy	203
9. Theoretical approaches in psychology	198
10. Marketing communications	193
11. Stadia	192
12. Health psychology	186
13. The A-Z of social research	185
14. A companion to early 20th century Britain	185
15. Media and crime	185

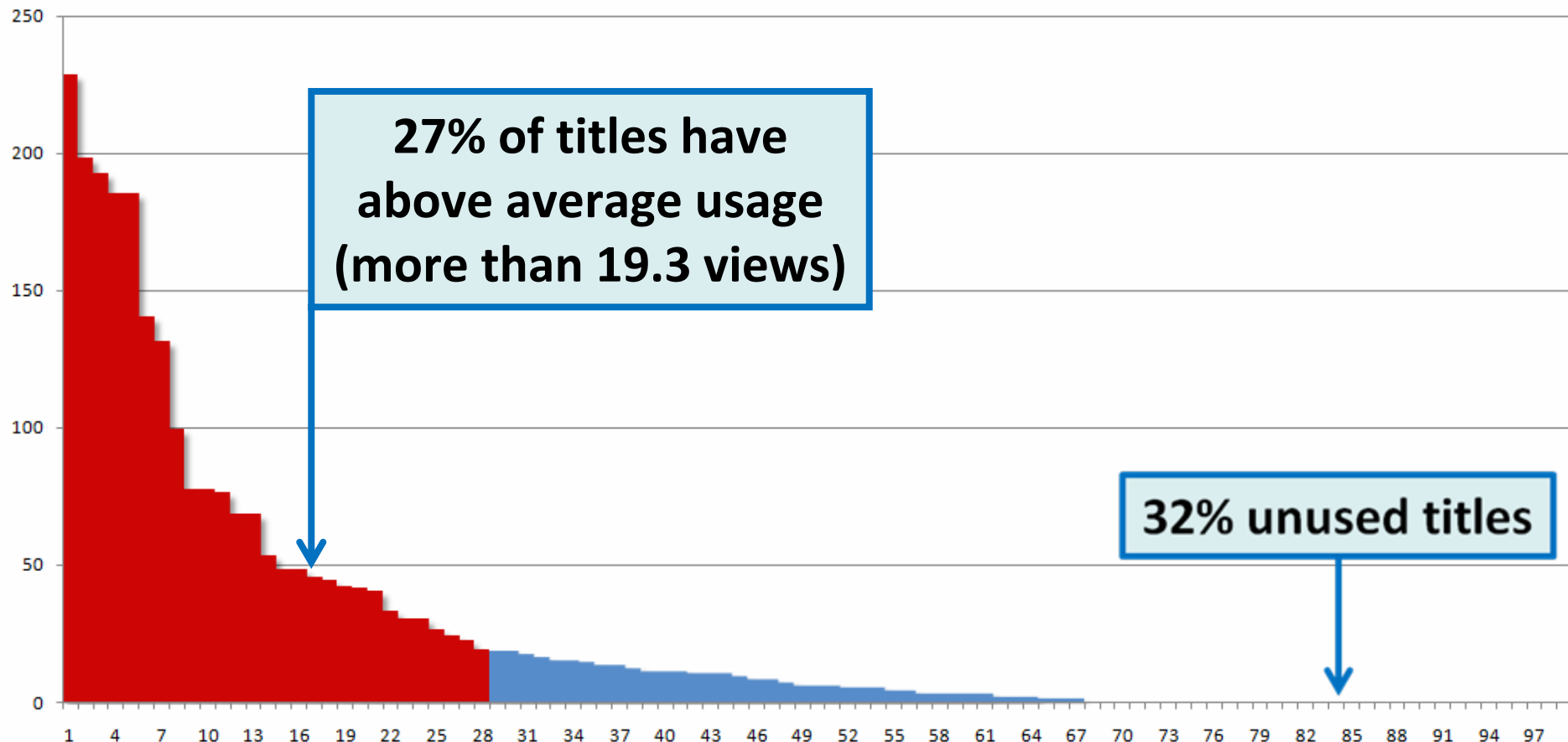
**PDA selected
titles in red**

**average of 19.3
views per title**

Usage of PDA Selected Titles

current academic year 2010/11

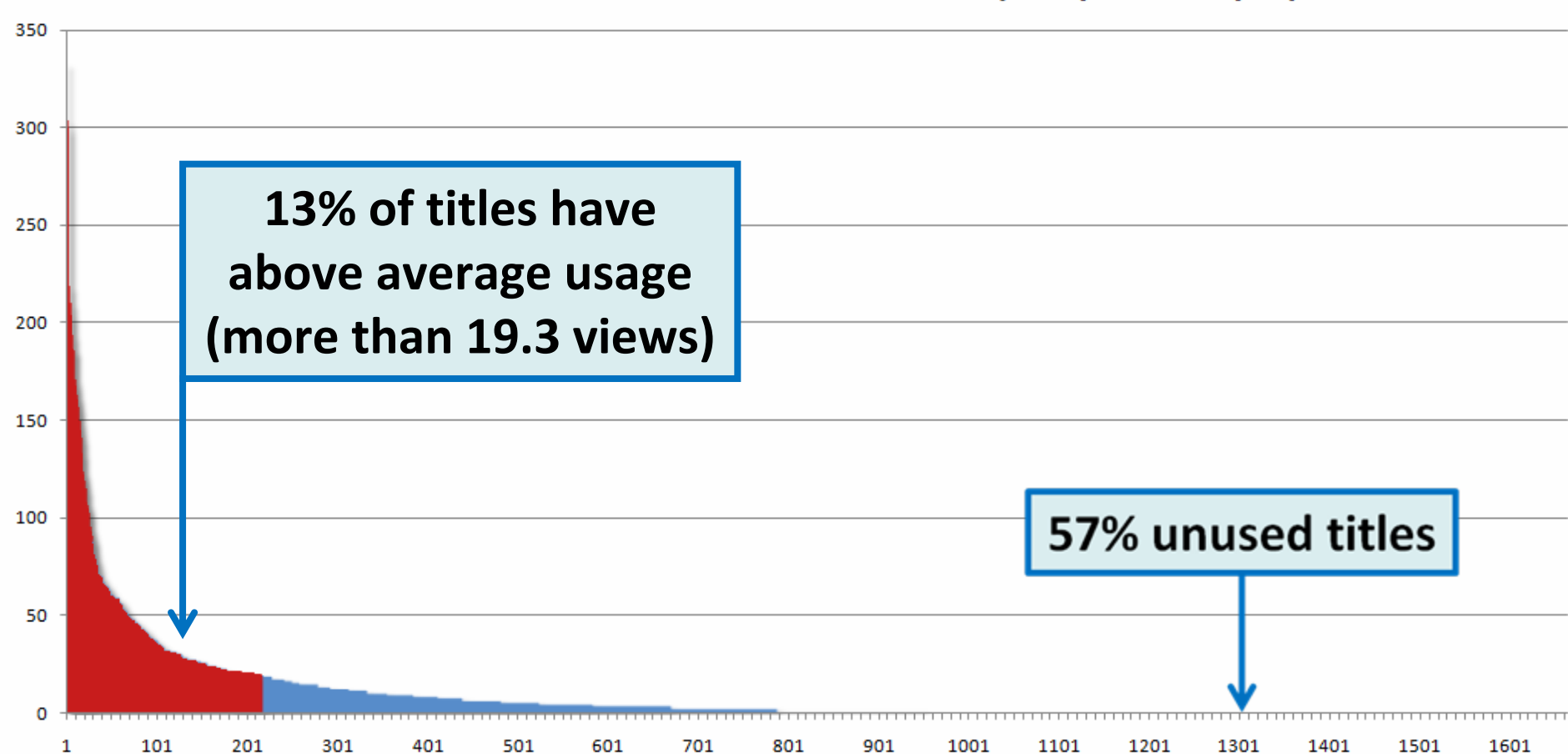
Downloads + Read Online of PDA Titles (2009/10 - 2010/11)



Usage of PDA Selected Titles

current academic year 2010/11

Downloads + Read Online of non PDA Titles (2009/10 - 2010/11)



Usage of PDA Selected Titles

current academic year 2010/11

- Non-PDA titles are almost twice as likely to have not been viewed as PDA titles
- PDA titles are twice as likely to have above average viewing stats than non-PDA titles
- *Final score: Library 0 – 2 Students ?!*

Demand Led E-Book Project

PDA in 2011



University of
HUDDERSFIELD

- Limited to specific subject areas
 - *psychology, health, long term conditions*
 - *chemistry, biology*
- Cap on price
- Smaller selection of titles (20,841)

Reading List Project

e-book platform comparison

- Comparison of dawsonera & [REDACTED]
- Selection of 5,199 items...
 - *dawsonera* 23.5%
 - [REDACTED] 10.3%
 - *only area of potential subject area weakness was History*

Reading List Project

e-book platform comparison

- dawsonera's other areas of strength
 - *credit system*
 - *competitive on pricing*
 - *no simultaneous user limit*
 - *no minimum spend*
 - *service & support*
 - *usage statistics*

MyReading List Project

started Sep 2010

- “In-house” reading list software
- Planned integration with dawsonenter
- Aim is to purchase ebooks for all titles
 - *if e-book available, we’ll purchase fewer print copies for essential/core reading*
 - *DawsonEra preferred platform*

JISC Library Impact Data Project

a quick plug!

- “There is a statistically significant correlation across a number of universities between library activity data and student attainment.”
 - *project hypothesis*
 - *<http://library.hud.ac.uk/lidp>*

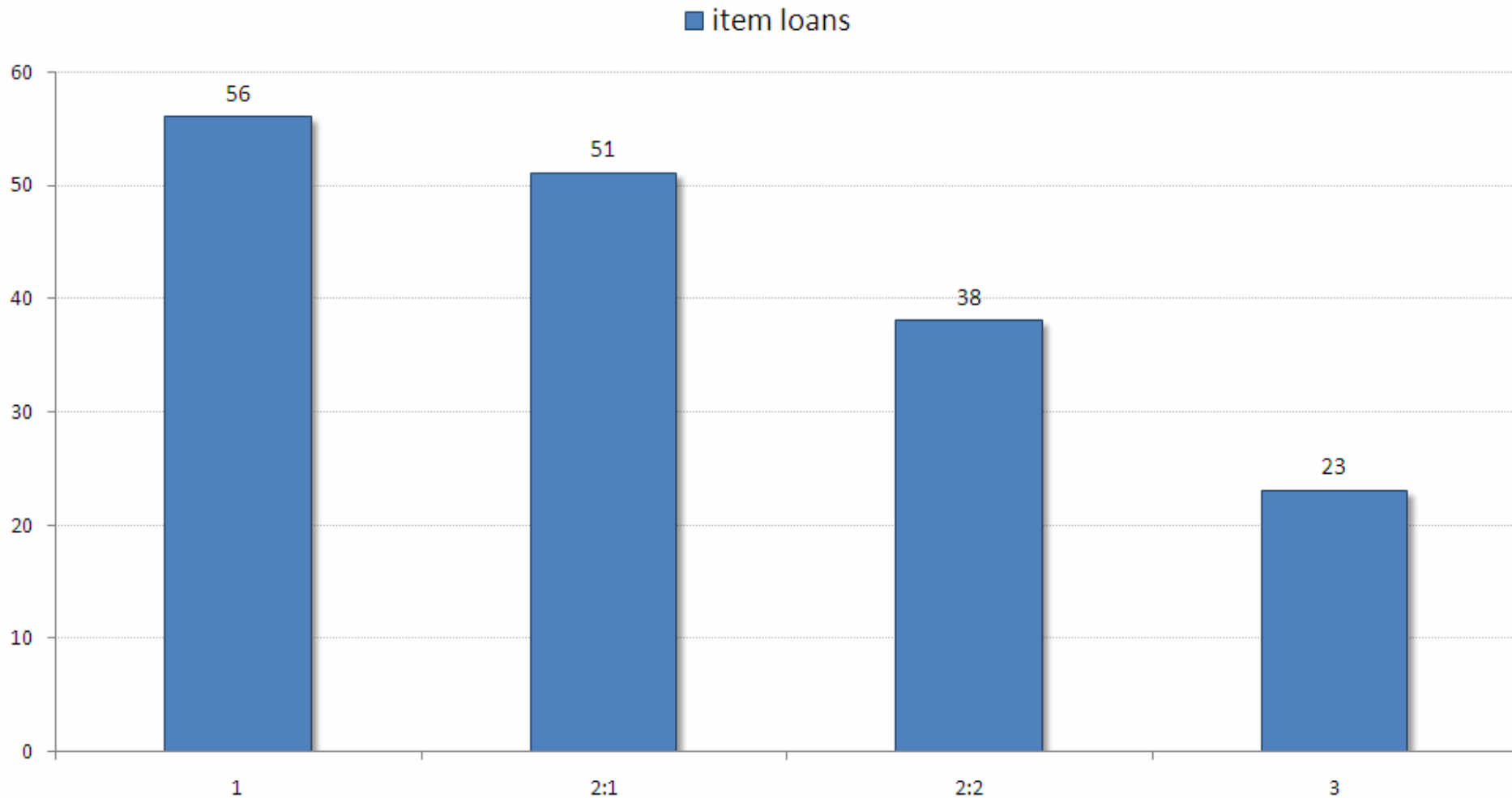
JISC Library Impact Data Project

project partners



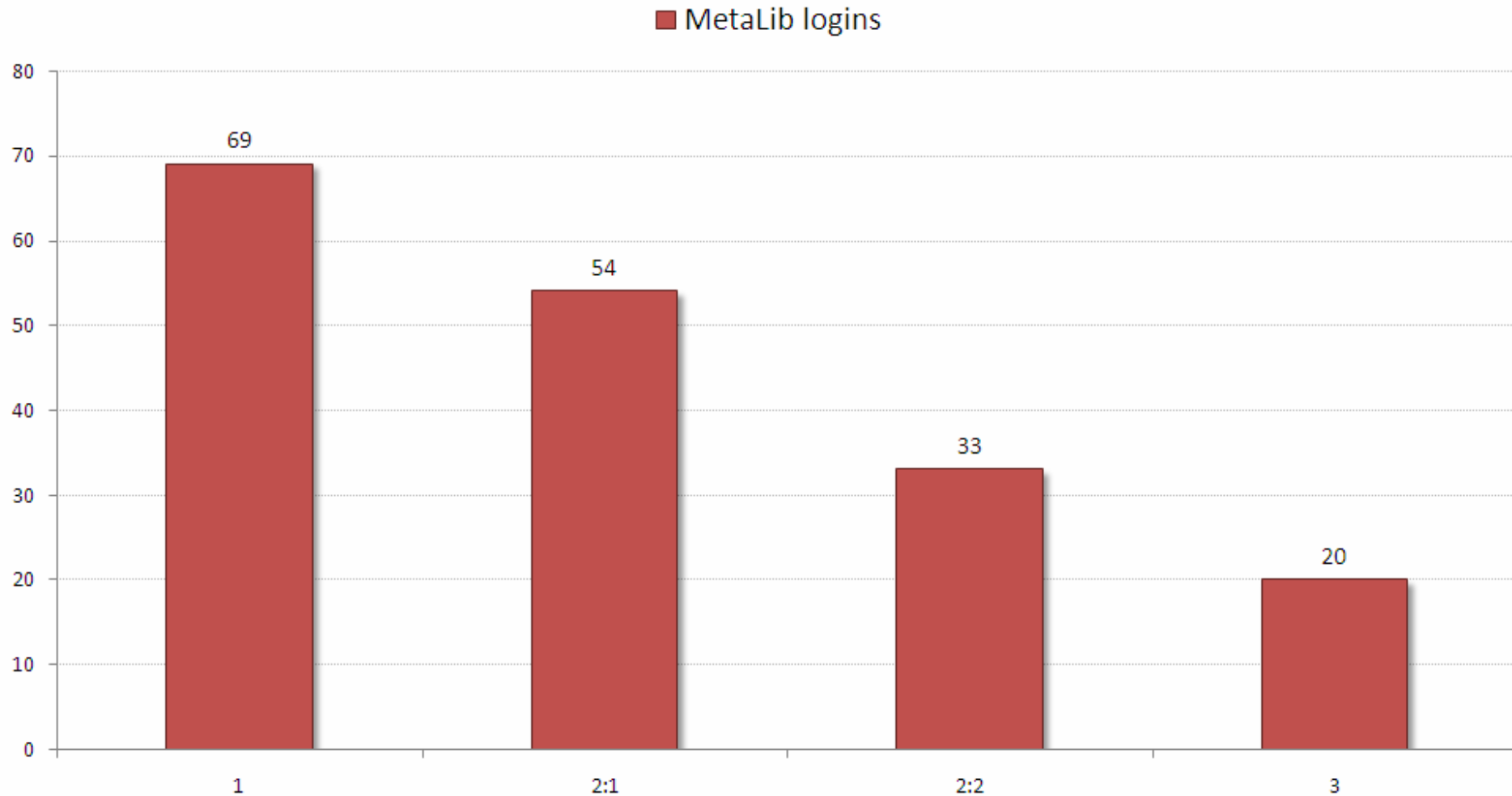
Measuring Library Impact

2008/9 & 2008/9 honours graduates



Measuring Library Impact

2008/9 & 2008/9 honours graduates



In Summary...

- Students love PDA!
- PDA needs to be carefully implemented
- dawsonera's model works well for us
 - *integrates with Summon*
- We need to keep one eye on the future
 - *ebooks readers, mobile devices, etc*

Thank You – Questions?

Jude Norris, Marketing & Technology Director

jude.norris@dawsonbooks.co.uk

Dave Pattern

d.c.pattern@hud.ac.uk

twitter



<http://twitter.com/DawsonBooks>



Dawson
Books

Welcome to Ken Chad



innovation and efficiency

Dawson day



Ken Chad

Ken Chad Consulting Ltd

ken@kenchadconsulting.com

Te: +44 (0)7788 727 845

www.kenchadconsulting.com

my perspective: technology driven change, library systems in their broadest sense, helping libraries to be more effective.

today I will put a stronger focus on *academic* libraries

in a period of disruptive
change where should we
focus our investment?

JISC



Library Management Systems

Investing wisely in a period of disruptive change

Briefing Paper

April 2008



kenchadconsulting Ltd

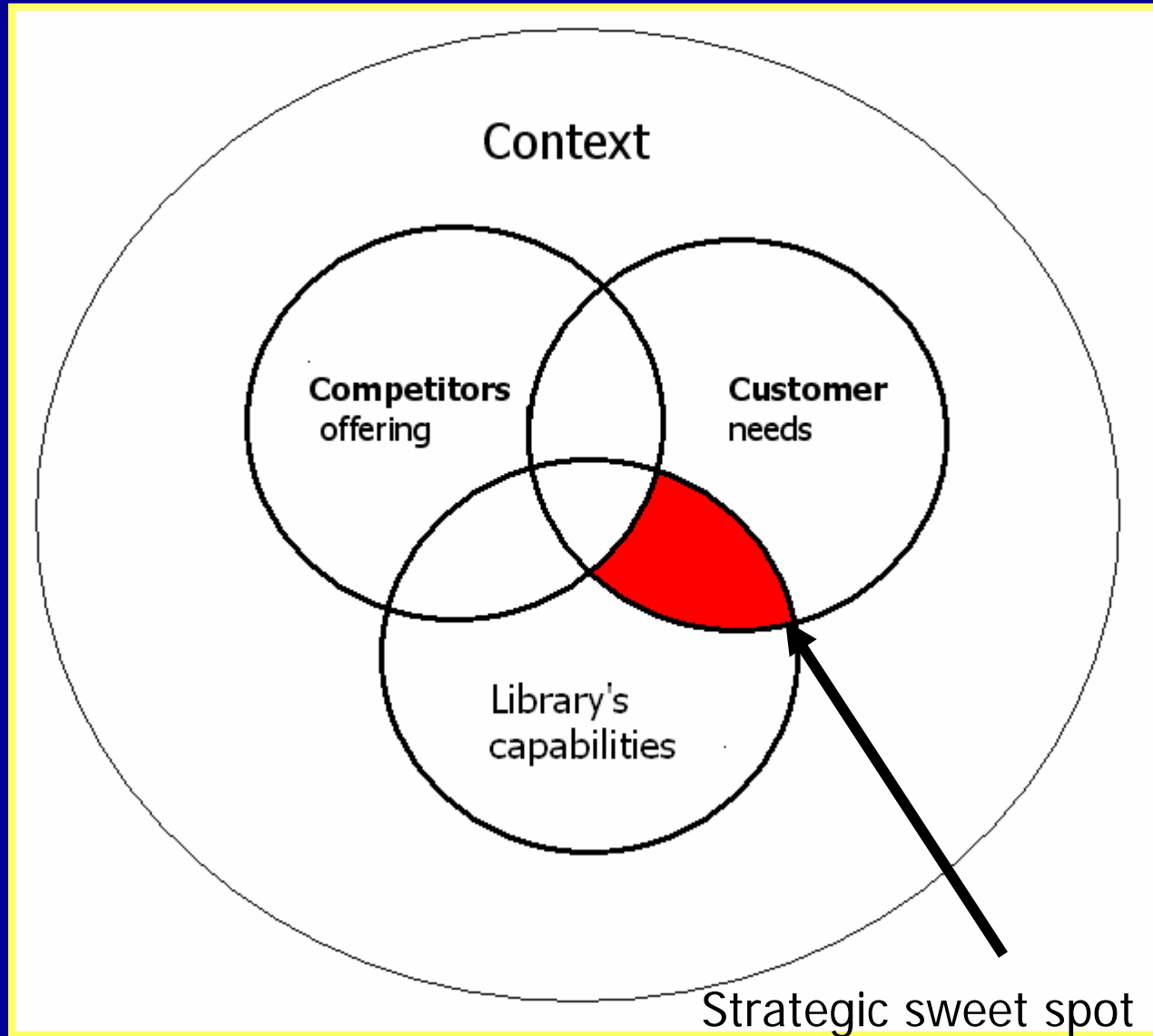
When the library business is booming why are
public libraries in decline and what can we
do?

By Ken Chad
25th January 2010

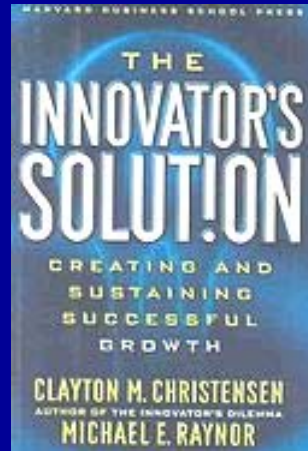
A response to 'Empower, Inform, Enrich. The Modernisation Review of Public Libraries. A consultation document.' DCMS. December 2009



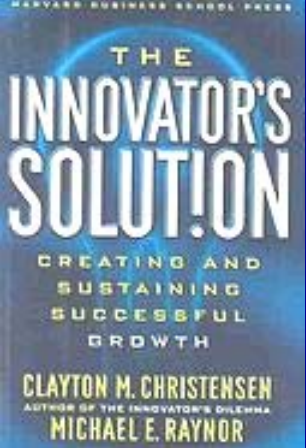
where should we focus to get the best return?



thinking about innovation.....



models of innovation
sustaining
disruptive



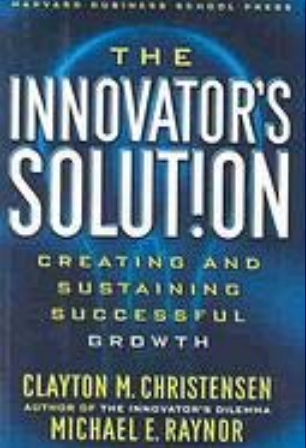
sustaining characteristics

- targets demanding high-end customers
- better performance
- incremental— year-on-year
- some innovations are breakthrough leapfrog-beyond-the-competition
- established companies/organisations/institutions almost always win

sustaining technologies

Established organizations are generally good at change that involves sustaining technologies. They know the needs of their customers and how to work with and listen to them. Service models are effective because they have been refined over long periods. **Sustaining technologies lead to improved quality that makes it possible to justify higher costs.**

'The Innovator's Dilemma: Disruptive Change and Academic Libraries.' By David W. Lewis. Library Administration & Management 18(2):68-74 Spring 2004.



disruptive characteristics

- not about better products to *established* customers
- not as good as current products
- ..but simpler, more convenient, less expensive, to *less demanding* customers
- **entrant companies organisations/institutions can win**

disruptive technologies

Established organizations generally fail when change involves disruptive technologies, and organizations at the periphery or from different sectors most often succeed.

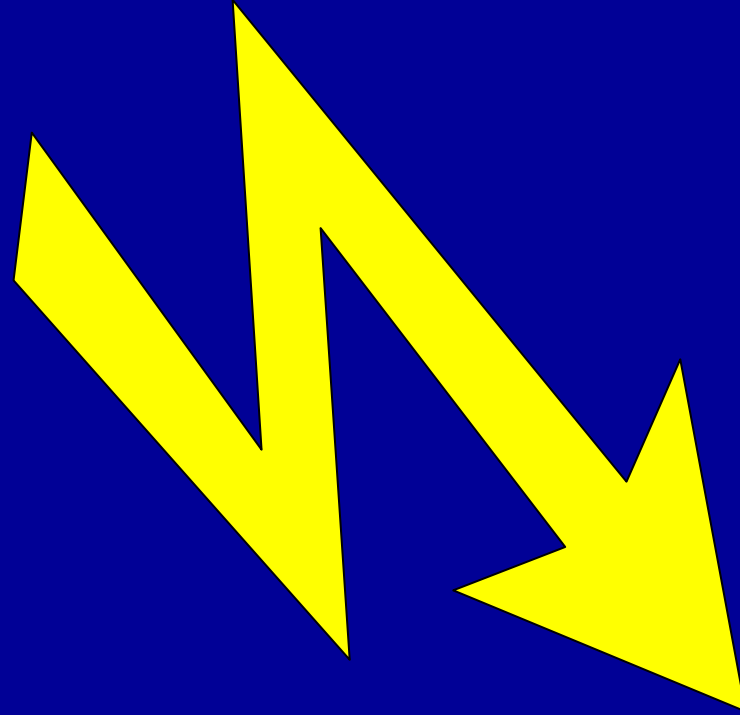
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 delicious

amazon.com.


Google™
Scholar BETA

LibraryThing



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a disruptive product or service typically....

targets customers **unattractive (initially) to incumbent providers**

targets users who previously lacked money or skill to use mainstream products. These are the people that were conventionally thought of as **'non-consumers'** for this type of product.

is **'good enough'** for low-end consumers They don't need a 'fully featured' product

has a significant **cost advantage**

targets **under-served needs**

is **simpler and more convenient** to use than 'mainstream' products

'In a focus group for one of my research studies, a college freshman bemoaned:

"Why is Google so easy and the library so hard?"

Visualize the Perfect Search.' By Carol Tenopir. Library Journal. 1 March 2009.
<http://www.libraryjournal.com/article/CA6639354.html?industryid=47130>

results of disruption.....

'In the end, libraries may be serving only a small number of ...customers without any significant decline in the cost of services. **This is not a sustainable position**, and when this happens, **library services will either collapse or need to be radically restructured**'.

'The Innovator's Dilemma: Disruptive Change and Academic Libraries.' By David W. Lewis. Library Administration & Management 18(2):68-74 Spring 2004.

results of disruption.....

The structures and practices of libraries will no more withstand the technological changes we are facing than the scribal culture withstood the changes brought on by the printing press. **Change will not be instantaneous, but it will be relentless.**

A Model for Academic Libraries 2005 to 2025. By David W. Lewis. Paper to be presented at "Visions of Change," California State University at Sacramento, January 26, 2007

a response?

'A casual Google search may well be good enough for a daily task. But if you are a college student conducting his or her first search for peer-reviewed content, or an established scholar taking up a new line of inquiry, then the stakes are a lot higher. **The challenge for academic libraries**, caught in the seismic shift from print to electronic resources, **is to offer an experience that has the simplicity of Google**—which users expect—while searching the library's rich digital and print collections—which users need. Increasingly, they are turning to a new generation of search tools, called discovery, for help'

'The Next Generation of Discovery The stage is set for a simpler search for users, but choosing a product is much more complex.' By Judy Luther & Maureen C. Kelly Library Journal. 15th March 2011

http://www.libraryjournal.com/lj/ljinprintcurrentissue/889250-403/the_next_generation_of_discovery.html.csp

discovery service procurements

last two years

From the SCONUL Higher Education Library Technology website
<http://helibtech.com/Procurements>

Keele University - Summon 2011
Middlesex University - Summon 2010
Northumbria University Summon 2010
Royal Holloway - Summon 2010
Sheffield Hallam - Summon 2010
University of Huddersfield- Summon 2009
University of Leicester - Summon 2010
University of London Research Library
Services - Summon 2009
University of Surrey - Summon 2010
University of Wolverhampton - Summon 2010
Abertay Dundee - Summon 2010
Glasgow Caledonian- Summon 2010
National Library of Scotland - Summon 2010

University of Dundee- Summon 2009
University of Edinburgh- Summon 2010
National library of Wales- Summon 2010
Imperial College London -Primo—Nov 2010
University of Nottingham - Primo—Nov 2010
Loughborough University - Primo—Nov 2010
University of Manchester - Primo—Nov 2010
The University of Sheffield -Primo—Nov 2010
Queens University -Encore March 2011)
University of Kingston Primo April 2011
UCL Primo April 2011
University of Salford Primo April 2011

if we've invested to make
resource discovery more
effective can we made resource
management more *efficient*?

resource management efficiencies?

'There are clear savings as fewer paper items are processed ... But I suspect that **few libraries have clear strategies** as to how to manage this migration and how and when they will reclaim resources. Nor do many libraries seem to be in a hurry to do so'.

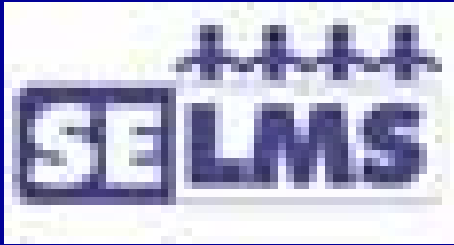
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scaling-up



.. The Ohio Library and Information Network, OhioLINK, is **a consortium of 88 Ohio college and university libraries, and the State Library of Ohio**, that work together to provide Ohio students, faculty and researchers with the information they need for teaching and research. Serving more than 600,000 students, faculty, and staff at 89 institutions, OhioLINK's membership includes 16 public/research universities, 23 community/technical colleges, 49 private colleges and the State Library of Ohio.

scaling-up



'A blueprint for sharing services: Civica SELMS consortium reshapes library services for five million people in SE England

Civica is helping to transform library services as well as creating a template for sharing of other departmental services through the South East Library Management (SELMS) consortium which has now expanded to **eleven member authorities providing services to over five million people.**'

<http://www.civicapl.com/UK/News/Press/SELMS+Civica+press+release.htm>

scaling-up



Shared Service(s) for Electronic Resources Management (ERM)

'This project is helping to understand how 'above campus' (consortium or national) electronic resource management might benefit university libraries and what functions such a shared service might encompass.

The project is also sharing information with the US-based Quali Foundation OLE project'

http://helibtech.com/SCONUL_Shared_Services

scaling-up: the cloud



..now that the network has reconfigured behaviours and structures in significant ways, a new set of issues needs to be addressed. In this second phase, **libraries need to create value**where **scale and network effects are increasingly important**



scaling-up

Sheffield University

'The University Library is seeking to procure a unified library management system '

'work in concert with a vendor and other interested research library stakeholders to contribute towards the design, development and delivery of a next generation library system which will produce a **unified resource management approach to the full spectrum of library collections.**'

And

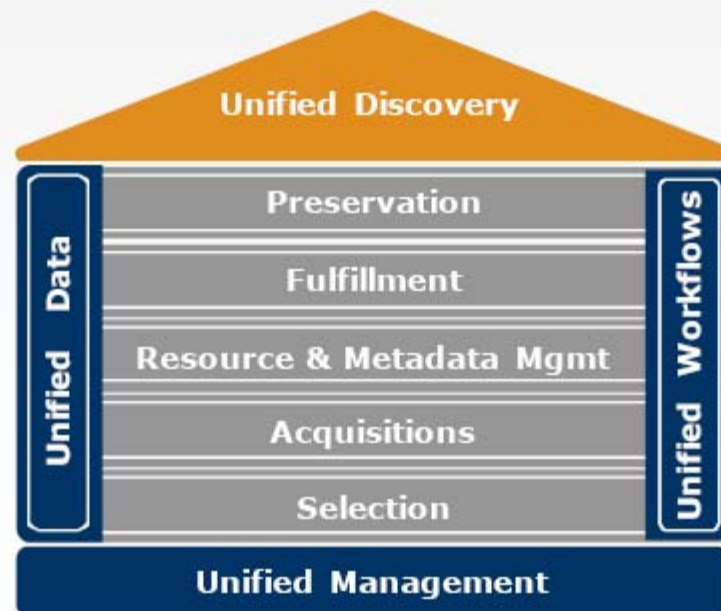
'The University Library has a **strategic preference and a clear business requirement for a born cloud based system.** The library places the utmost importance on the architecture for any new system being modern, fit for purpose & designed specifically to operate within a cloud environment'.

<http://www.publictenders.net/tender/103132>

Consolidate the Frameworks



Turn format-based **vertical silos**
to service-based **horizontal workflows**



making savings?

'If it eventually delivers what it promises, full implementation of Alma should deliver staggering cost savings; "50 per cent of the total cost of ownership" according to Jo Rademakers of the Catholic University of Leuven'

'Streamlining workflow—cutting costs' By Elspeth Hyams CILIP Update May 2010

costs?

Costs	Hardware	Software	Staff	Total annual cost for each 'system'
Print management (LMS)	£8,500	£158,000	£141,500	£300,000
E-resources management		£22,00	£70,500	£92,500
Repository	£22,500	£56,000	£202,500	£281,000

openness and innovation.....

open data

'Open data provides a platform on which innovation and value generation can flourish. If governments publish their data and get out of the way, the applications that people want will emerge'

'Open for Business' By Nigel Shadboldt. Open Knowledge Foundation Blog. 3rd April 2011 <http://blog.okfn.org/2011/04/03/open-for-business/>

'Open data can reduce integration costs, improve transparency and harness the innovation of others.'

If you release your data then others will develop applications that make best use of it – providing new services that benefit you directly, like all of those free travel apps that the travel companies didn't have to write, but which nevertheless drive people onto the transportation network'.

'Open for Business' By Nigel Shadbolt. Open Knowledge Foundation Blog. 3rd April 2011
<http://blog.okfn.org/2011/04/03/open-for-business/>

'letting the data go enables **value to be built at scale**'

'Open for Business' By Nigel Shadbolt. Open Knowledge Foundation Blog. 3rd April 2011 <http://blog.okfn.org/2011/04/03/open-for-business/>

OPEN INNOVATION

The New Imperative
for Creating and Profiting
from Technology

A shift in the innovation paradigm:

closed innovation says that successful innovation **requires control**. Companies must generate their own ideas and then develop them, build them market them..etc

'Open Innovation: The new imperative for creating and profiting from technology.'
By Henry Chesbrough . Harvard Business School Press. 2003

OPEN INNOVATION

The New Imperative
for Creating and Profiting
from Technology

A shift in the innovation paradigm:

open innovation assumes that firms can and should use external as well as internal ideas. Open innovation assumes that **internal ideas can be also be taken to market through external channels**

'Open Innovation: The new imperative for creating and profiting from technology.'
By Henry Chesbrough . Harvard Business School Press. 2003

what's your strategy?

Strategy is related to the mission but, whilst a mission statement (like that of MIT) might be shared amongst several or even many institutions, the strategy will be *particular to the organisation*. This means finding three core elements:-

Objective

The single precise objective that will drive the organisation over the next 5 years or so.

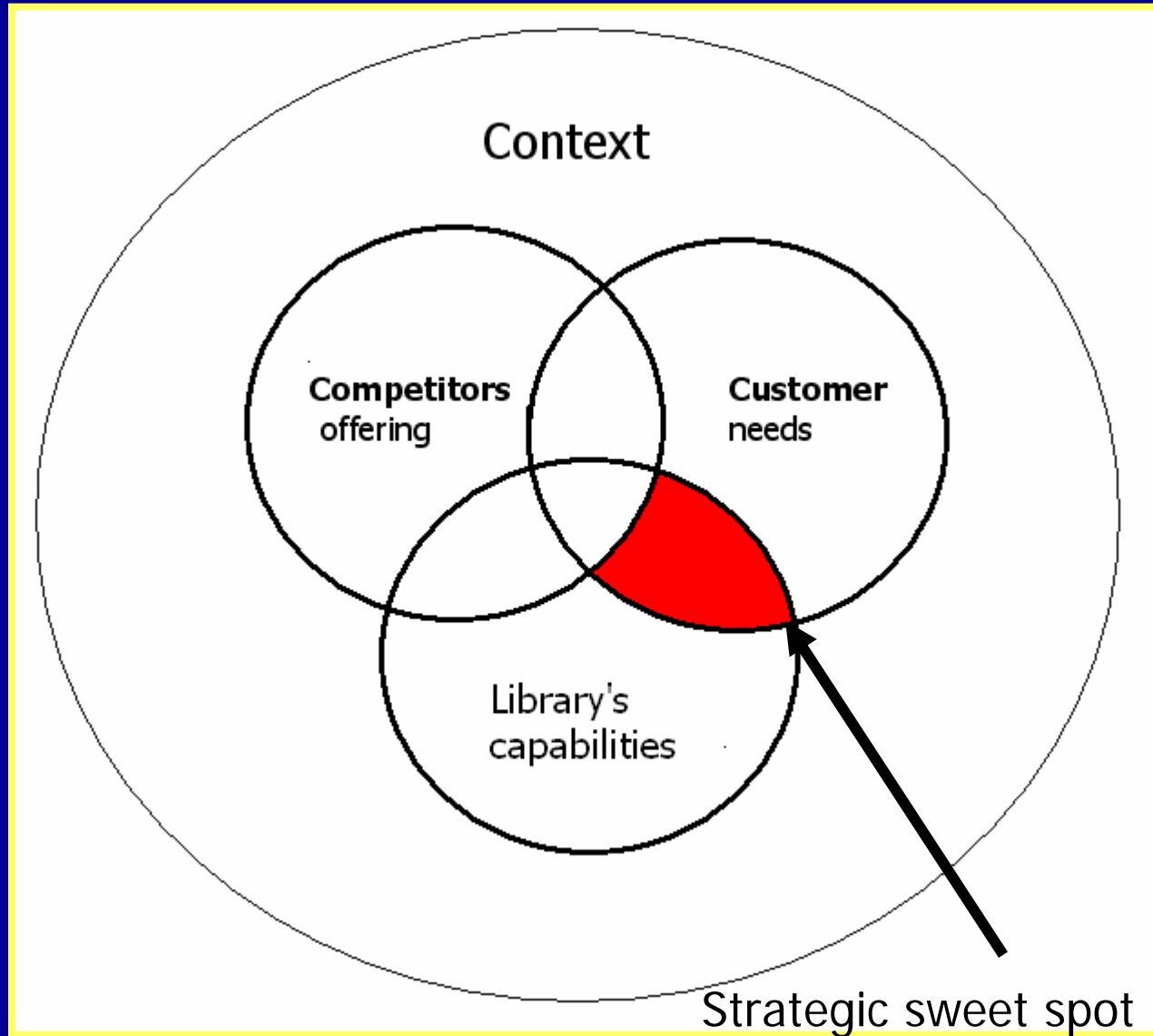
Scope

In some sense this can be most helpfully understood by identifying what the organisation will *not* do: what needs it will *not* address. It demands clarity about the customer(s).

Advantage

This is the most critical aspect in developing an effective strategy statement. It means really understanding the value that the organisation brings to the customer.

where should we focus to get the best return?



elements of a strategy?

1. Complete the **migration from print to electronic** collections and capture the efficiencies made possible by this change.
2. **Retire legacy print** collections in a way that efficiently provides for its long term preservation and makes access to this material available when required. This will free space that can be repurposed.
3. **Redevelop the library as the primary informal learning space** on the campus. In the process partnerships with other campus units that support research, teaching, and learning should be developed.
4. **Reposition library and information tools**, resources, and expertise so it is embedded into the teaching, learning, and research enterprises.Emphasis should be placed on external, not library-centered, structures and systems.
5. Migrate the focus of collections from purchasing materials to **curating content**.

A Model for Academic Libraries 2005 to 2025. By David W. Lewis. Paper to be presented at "Visions of Change," California State University at Sacramento, January 26, 2007

innovation and efficiency

Dawson day



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Conclusion

Coffee Break

Prize Draw 15.00

Jason Cherrington
Global Sales & Service Director
George Hammond
Area Sales Manager

