

# *Industry Transformation*



**KEEP  
CALM  
AND  
MAKE IT  
REAL**

# VIRTUAL LIBRARY

*Industry Transformation*

# **Enact A Customer First Strategy**

**These steps are critical for extending the library's reach through the digital channel to where users need our mission critical programming and services such as workforce development, general digital literacy, and citizenship.**

# **Transformation**

**Agile, adaptive, responsive to your community**

**Deliver what the customer wants, sooner versus what you think what works for you.**

**Anyone can address an immediate need or deal with a cranky customer but implementing a cultural shift into investigating root causes of issues and engaging customers on how they want issues resolved or how they encountered an issue has long term benefits in increased customer satisfaction.**

# **Agile, Lean Strategies**

- **Follow-up interviews with customers**
- **Convene Cross-disciplinary teams to look at recurring issues**
- **Issue escalation and follow-up among teams**
- **Tying resolution of issues to performance reviews**
- **Training, training and more training. Engage staff in robust training schedule as your programs, services and customer service methods evolve to keep everyone on the same page**
- **Show and tell, look for service models and products outside the library world that can influence what you're doing - bring those references together as a group and discuss**

# Transformation

**You can't transform the library or any industry unless you are intimately aware of existing market needs or heavily engaged with your customers frustrations.** In addition, doing a realistic market/competitive analysis of what you are competing against for your customer's mind share in their daily lives: e.g. work, commuting, cloud services (Amazon, Netflix), museums, digital access) and what they are comparing you to.

In addition, there may be synergy amongst their concerns or competing concerns. Your team has to gather enough data to make important distinctions and draw important “testable” conclusions that may evolve over time. **In other words your work is never done.**

# People Not Sure What Libraries Offer

22%

Americans (16+) say they know what their libraries offer

46%

Americans (16+) say they know some of what their libraries offer

31%

Of tablet owners say they do nothing at all about what their library offer

58%

Of all library card holders say they do not know that their library provides eBooks

53%

Of tablet owners say they do not know that their library provides eBooks

**Pew Internet**  
Library Services in the  
Digital Age  
January 22, 2013

**Pew Internet**  
Libraries, patrons,  
And e-books  
June 22, 2023

# **Transformation**

**Don't force an internal business process on your users.**

**They are looking to satisfy their own needs and will be confused by lingo, jargon, and conflicting agendas.**

**You will be confronted with the reality  
That the commercial market is doing “it” faster,  
cheaper, better, and at scale – so really ask yourself why  
can't you?**

**What is the blocker to success?**



# National Affinity Numbers

Pew Internet

Library Services in the Digital Age

January 22, 2013

**91%**

Americans (16+) say  
public libraries are  
important to their  
communities

**76%**

Say libraries are  
important to them  
and their families

**84%**

Americans (16+) used a  
public libraries or  
bookmobile unit at  
some point

**77%**

Americans say someone  
else in their household  
used public libraries  
growing up

# **Do Something! Experiment!**

**Don't be paralyzed by change, instead experiment:**

**"Don't let perfection be the enemy of progress, get engaged and do something!"**

**John Ingram of Experimentation:**

**"I think it almost goes without saying that experimentation is critical in a world that is changing, because how can you know what you need to do without poking around and trying to figure out what it is that ultimately makes sense? The nature of change requires that those who hope to be successful experiment as a means to trying to figure out where you can add value and add relevance in the industry and for the people whom you serve."**

# Americans, New Yorkers Use Libraries

**25%**

Of Americans at least in part rely on public libraries for Internet access, higher among minorities

**Center For Urban Future**  
Re-envisioning New York's Branch Libraries  
September 2014

**33%**

Of Americans have no Internet access at home

**Pew Internet**

Library Services in the Digital Age  
January 22, 2013

**70%**

Increase in Queens Library program attendance, trending up (2002-2014)

**30%**

Of top visited branches in New York City are in Queens Library System

**Center For Urban Future**  
Re-envisioning New York's Branch Libraries  
September 2014

# **Anatomy of Transformation**

## **According to Forbes**

### **Step One:**

**Getting the right strategic vision is critical**

### **Step Two:**

**Execution is the hardest part of transformation**

### **Step Three:**

**The biggest challenge to transformation may be a leader wedded to a past or current success**

### **Step Four:**

**Take a broad view of customer demand when embarking on business transformation**

# **Anatomy of Transformation**

## **Step One:**

**Getting the right strategic vision is critical**

This means being able to anticipate what the customer is going to want and how best to achieve it. It also includes defining the depth and scope of the changes and the redesign of internal processes and structures.

Source: <http://www.forbes.com/sites/forbesinsights/2014/03/18/4-steps-to-a-successful-business-transformation/#4bb3a1572a0f>

# The Demand Is There

**1,000**

Turned away from adult learning program annually because of lack of space and capacity

**Queens Library**  
CEO Testimony to City Council  
Quarter 1 2015

**Center For Urban Future**  
Re-envisioning New York's Branch Libraries  
September 2014

**200,000+**

Visits to some of our smallest branches, among top visited in system

**Center For Urban Future**  
Re-envisioning New York's Branch Libraries  
September 2014

**Queens Library**  
Job and Business Academy  
January 4, 2016

**591sq ft**

Avg. meeting room size in Queens Library branches

**2300**

New Yorkers sign up or register interest in working with Job & Business Academy  
Monthly

# **Enact A Customer First Strategy**

**Make the idea of bringing the library to your community, to where your customers live and work – central to your customer service model.**

**This realignment of your daily execution with have exponential results; making the library part of your customer's lifestyle.**

# Trends To Watch

81%

Of readers like  
print to read to  
their children

**Pew Internet**

The rise of e-reading  
April 4, 2012

69%

Of people prefer  
print to share with  
others

**Publishing  
Technology**

New research reveals  
print habits die hard  
with millennial readers  
March 26, 2015

53%

Of millennials  
“normally” acquired  
books from a public  
library

53%

Prefer eBooks for  
the convenience of  
the wide selection

73%

Of people like  
eBooks for  
traveling and  
commuting

2<sup>nd</sup>

eBook acquisition  
option behind online  
bookstores and  
websites for specific  
searches



# **Anatomy of Transformation**

## **Step Two:**

### **Execution is the hardest part of transformation**

In the current complex and fast-changing business climate, organizations often underestimate the significance of operating model refinements necessary to effect transformation across people, process, technology, data management and risk management components.

Source: <http://www.forbes.com/sites/forbesinsights/2014/03/18/4-steps-to-a-successful-business-transformation/#4bb3a1572a0f>

# Agile Project Board

**ACTIVE**

**IS (INCL. IMLS)** IMLS 3/30 LMS RWS 6/30/16 PMS CARS 3/31 IMLS LIVE 3/31/16

**RTUAL ILS** TBD CHARTER OCLC API 3/30 TBD - PHASE 2 PER'S 6/30/16

**GOOGLE ANALYTICS** PHASE 1 3/30 PHASE 2 6/30/16

**TEENS MEMORY SITE** 6/30/16

**AMS FRONT END DESIGN** 6/1/16 3/21 VENDOR CALL

**SELF CHECK ADMIN** 3/15/16 3/11 NEW BUILDS 3/11 IMPORT SCRIPT - III

**ATRON DATA UPDATE (EXPERIM?)** TBD ?

**UNIVERSAL RETURN** 4/1/16 TBD

**REMEDY- LSM PREP** 6/10 4/26 DEV CONFIG 3/24 UPDATE WEBSITE 1/31 SON CONTRACT

**BUDGET HEARING FY17** 7/30 3/24

**WEBSITE PERFORMANCE** 3/30/16 5/3 Q1 INFRA, HW & SW 3/15 SPRINT 1 PLANNING 3/22 WORKSHOPS 3/25 DEMO

**DOC WORKS OCR PROGRAM** TBD 5/30 3/15

**TABLET ENHANCE...** 5/2 3/22

**AGENDA MGMT** PHASE 1 6/1 3/25

**PMP UPLOAD** TBD 3/25

**REMEDY- ASSET MGMT** 4/30 4/14 BIR REPORT INITIAL LAUNCH

**NEXT DELIVERABLE DUE**

**Charter PMP**

**PM/SM BA**

**DEV**

**QA**

**OTHER**

**NON-PROJECT WORK**

**ITD AUDIT** Surinder

**Lyngsoe SORTING SYSTEM ENHANCEMENT**

**DOE ACT PURGE/CLEANUP ?**

**SAP-MM DownLoad - Inter** RAVINDRAN

**API & MOBILE INTENT** Surinder

**SAP-ZFI PANDL** Surinder

**SAP-ACA UPDATES** Surinder

**SAP-VISIPASS** Surinder

**PROPOSED/HOLD**

**STAFF SPLASH PAGE**

**PSD VENDOR CREATION PROCESS**

**DONOR MGMT SYSTEM** IAD

**SAP- AUTO INCREASE**

**BYOD ENHANCEMENTS**

**MY ACCOUNT MESSAGES**

**SAP- AGING REPORT**

**SMS TEXTING**

**VITAL- MCD**

**DISCOVERY**

**OUTREACH WEB PAGE**

**SAP- EXCEL MAPS**

**RESTRUCTURE MY ACCOUNT**

**CC ENV CONSUME**

**REFRESH DEV/QA ENVIRONMENTS**

**ONLINE REGISTRATION**

**WHERE IN QUEENS PAGE**

**STAFF/INTRANET REVAMP**

**OL REMINDER APP**

**WEBSITE REDESIGN**

**REAL TIME ADDRESS VERIFICATION**

**BILLS STATING CAPS RECOVERY**

**CHAMMO- MULTI THREADING**

**COLLECTION HQ EXTRAC**

**EBSCO DISCOVERY**

**REMEDY CUSTOM SCS**

**SAP- PDF FORM**

**RESEARCH IMPROVEMENTS**

**PARKING LOT**

**SELF CHECK/PAKET REGISTRATION**

**WHERE IN QUEENS - PAGE 2**

**READ DOWN YOUR FILES 2**

**UNITED STAFF INTERPOL**

**CUSTOMER LOYALTY PROGRAM**

**EBP REPLACEMENT**

**VIRTUAL UPDATES**

**SELF CHECK ENHANCEMENTS**

**ARABI OVERSIGHT**

**BENEFIT CONF- SAP SUPPORT**

**SAP- FUNCTIONAL CHANGES**

**ONLINE CAPTION REVISION**

**PRINT COST RECOVERY**

**ANALYSTS REPORTING**

**SAP- ORCACT**

**SAP-CONTRIBUTION MGMT**

**MARKETING PMP**

**GRANT MANAGEMENT**

**SAP- EDI PONS**

# **Anatomy of Transformation**

## **Step Three:**

**The biggest challenge to transformation may be a leader wedded to a past or current success**

Leaders cannot lull themselves into complacency based on a present revenue stream, but must keep transforming for the future. The transformation needs to be truly continuous, and thus never complete.

Source: <http://www.forbes.com/sites/forbesinsights/2014/03/18/4-steps-to-a-successful-business-transformation/#4bb3a1572a0f>

# **Be A Disruptor**

## **Customer needs over business process:**

**"Disruption takes a left turn by literally uprooting and changing how we think, behave, do business, learn and go about our day-to-day. Harvard Business School professor and disruption guru Clayton Christensen says that a disruption displaces an existing market, industry, or technology and produces something new and more efficient and worthwhile. It is at once destructive and creative."**

**"... disruptors share a common purpose: create businesses, products and services that are better — less expensive and more creative, useful and impactful — and scalable."**

# **Be A Disruptor**

## **Customer needs over business process:**

**"We think of libraries as a public service, full of nostalgia and old books. That may be true. But librarians, and the people running large library systems, think of their users as customers, which means companies like Google and Amazon are competition—not for profit, but for users."**

Source: <http://www.citylab.com/tech/2015/07/how-libraries-can-compete-with-google-and-amazon/398819/>

# Library Competition Examples

**Google**

Search

**ALA Policy Brief**  
Strategy Visions for  
the 21<sup>st</sup> Century Public  
Library  
Confronting The  
Future 2011

**Other  
Agencies**

And Institutions

**Good eReader**

People are Not Reading  
the e-Books they Buy  
Anymore  
September 20, 2015

**Web  
Content**

Long Form Articles  
Fan Fiction

**Amazon**

**Barnes  
& Noble**

Book stores

**Netflix**

# **Disruptor Examples**

- **Ingram / Book Purchasing Industry**
- **Borders / Amazon**
- **Uber/Taxi**
- **Apple iTunes / Music Industry**
- **Microsoft / Google Apps for Business**
- **Dropbox / Internal Networking**
- **Netflix / Cable Companies**
- **Tesla Motors / Car Industry**

# **Anatomy of Transformation**

## **Step Four:**

**Take a broad view of customer demand when embarking on business transformation.**

Customers need solutions, not specific products or services. Business transformation needs to be aligned with customers' needs—in fact, it needs to anticipate them

Source: <http://www.forbes.com/sites/forbesinsights/2014/03/18/4-steps-to-a-successful-business-transformation/#4bb3a1572a0f>



# Hybrid Reading Trends

**Yahoo News**

Traditional print books still preferred by Millennials

March 31, 2015

**79%**

Of US Respondents  
had read a Print book  
in the last 12 months

**47%**

Of US Respondents  
had read an eBook on  
a tablet in the last 12  
months

**Pew Internet**

Younger American's Reading and  
Library Habits

October 23, 2012

**36%**

Of US Respondents  
had read an eBook on  
a mobile phone in the  
last 12 months

- **Print favored for better reading comprehension**
- **eBooks favored for variety and speed of acquisition**
- **Print is more warm, and personal experience, collectable**

# Genres that excel in eBooks



## Good eReader

People are Not Reading  
the e-Books they Buy  
Anymore

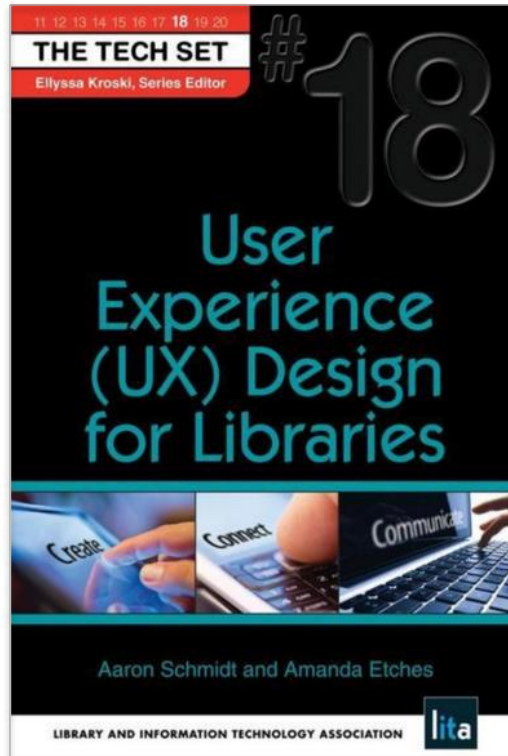
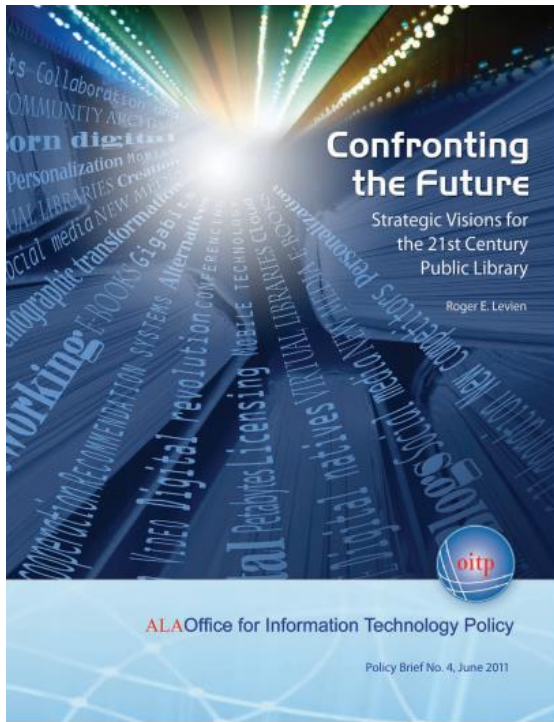
September 20, 2015

*Usually Self published, Not available in print*

# eVendor Confusion Soup



# Enact A Customer First Strategy



Useful Resources for formulating strategy with stakeholders.

# VIRTUAL LIBRARY

*Delivering On The Shared Vision*

# Three Simple Principles



The diagram consists of three overlapping circles arranged horizontally. The leftmost circle is teal and contains the text 'Your Library On Demand'. The middle circle is a darker blue and contains the text 'Simple Access To Everything'. The rightmost circle is olive green and contains the text 'Eliminate Obstacles & Silos'. The circles overlap in a way that suggests a continuous flow or interconnectedness of the principles.

**Your Library  
On Demand**

**Simple  
Access To  
Everything**

**Eliminate  
Obstacles &  
Silos**

- **Building Blocks Of The Future Of Libraries**
- **Change The Conversation Back To Information Literacy**
- **Win The War Of Relevancy And Convenience**

# Libraries Need It Now

The Virtual Library an integrated system created by Queens Library to improve access to eBooks & all services for public library users in either physical, or digital spaces.

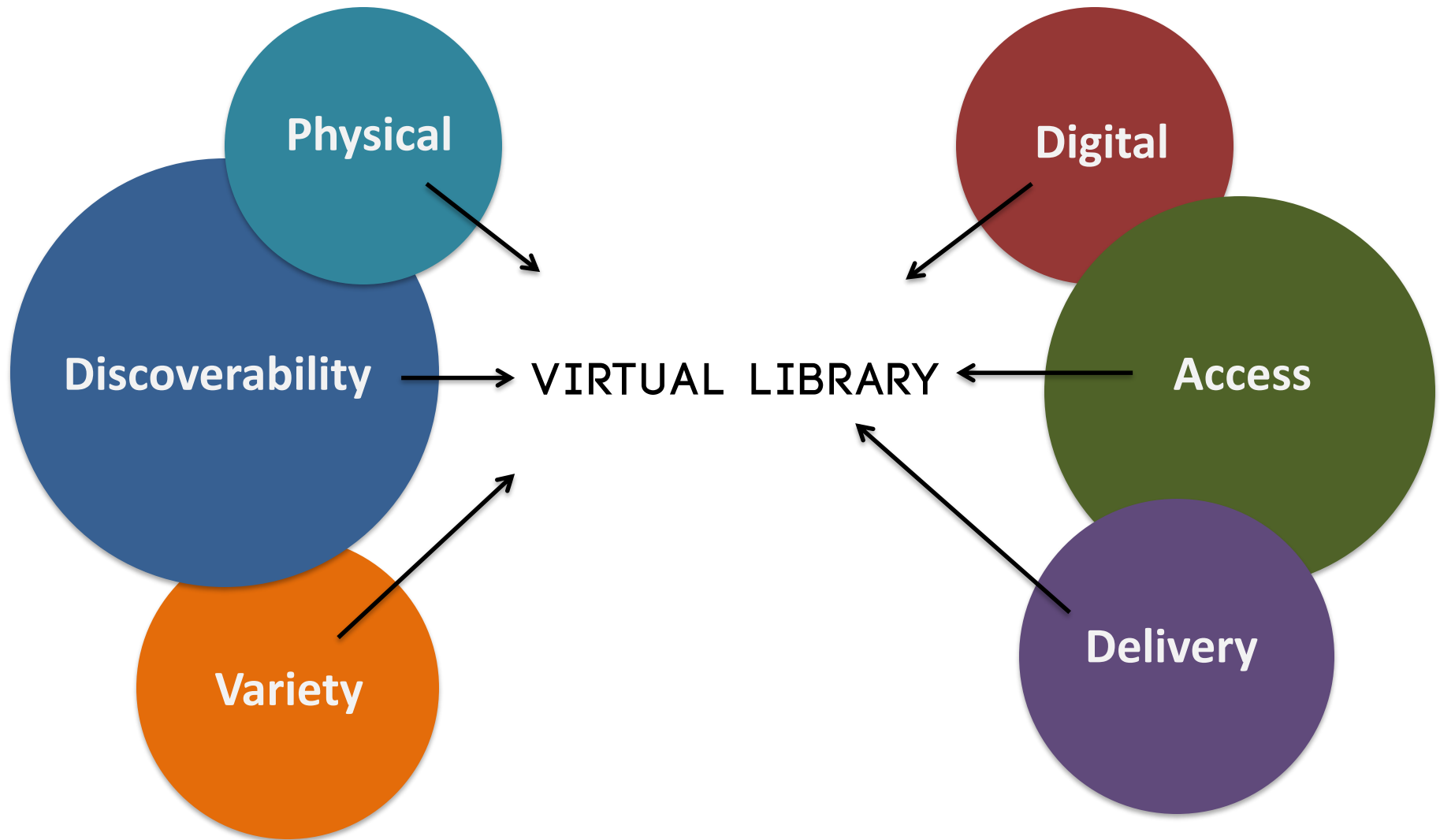


Library systems are no longer chained to seldom-used tools, and can easily integrate with fresh partners via a plug-and-play fashion. Patrons also have flexible options to consume info and media on their terms.



The Virtual Library answers today's challenges by clearing the clutter that plagues legacy library tools and provides a superior customer experience in a single comprehensive catalog."







# 1. Single Comprehensive Catalog

Users are able to search and browse relevant items in either our physical or digital collections. This includes all material types including eBooks, Audiobooks, print, CDs, DVDs, Articles & Databases.

Doesn't replace public libraries or their physical spaces, instead it acts as a multiplier for the precious resources of space, staff, and finite hours of operation -- to extend the robust services and products our patrons already enjoy.

# 2. Easy Discoverability & Access

24/7 access and ease of enjoying library content, programming, and services. Essentially find what you want, when you want.

Contains flexible components that can be used within our library facilities for self-service or to aid our staff to provide a superior customer experience.

# 3. Flexible Content & Delivery Options

Enjoy the ability to download, stream, or access the full complement of available content from all our strategic partners and publishers via a low barrier of entry to mobile technology and literacy.

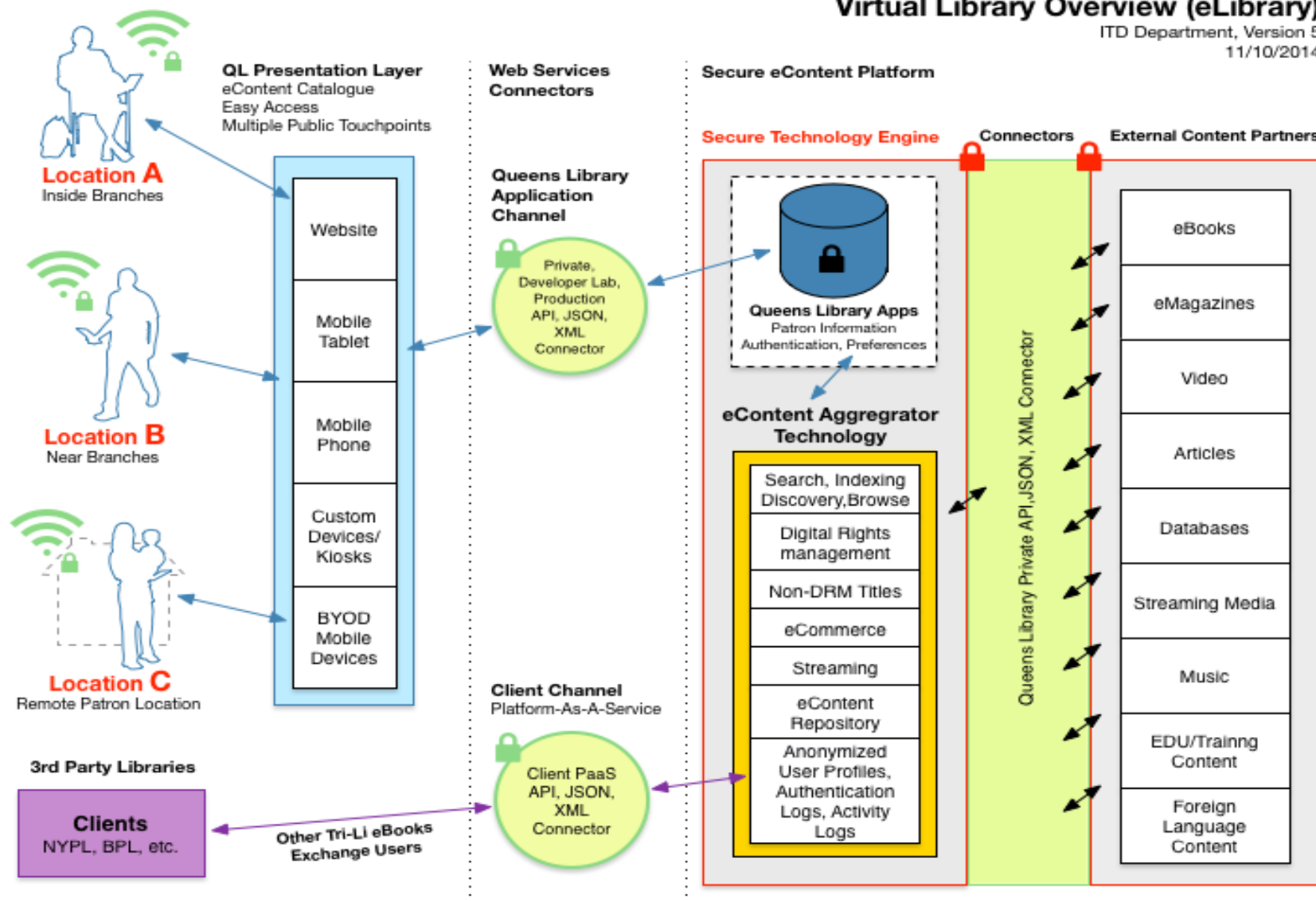
Responds to the growth of mobile devices and technology in our lives, plus leaves no one behind in the digital divide.

# Overview

## Queens Library Virtual Library Overview (eLibrary)

ITD Department, Version 5

11/10/2014



# **Recap: What's The Point Of All This?**

**Bringing everything together:** The Virtual Library is an integrated system of technology, automation, and human staff workflows to improve eBook access, and ALL services for public library users in either physical, or digital spaces.

**Libraries need this critical platform** to compete in the war of convenience for library patrons against commercial entities and other demands of daily life – while enabling the delivery of a superior customer experience, leveraging our connection to local communities and their needs.

## *Industry Transformation*



**KEEP  
CALM  
AND  
MAKE IT  
REAL**

**Kelvin Watson**

Director

Broward County Library

[kelvinwatson@broward.org](mailto:kelvinwatson@broward.org)