

trends in, and reflections on, library discovery services

New Dawn: the changing resource discovery landscape



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how is your discovery service aligned to your strategy?

'strategy...a **cohesive response** to an important challenge.... '



'Good Strategy/Bad Strategy: The difference and why it matters'. Richard Rumelt . Profile Books 2011

..what *is* the challenge?
(to which your discovery service is part of a
'cohesive response')

context-what is going on?

first.... global technology trends

Newsroom

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ORLANDO, Fla., October 23, 2012

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Gartner Identifies the Top 10 Strategic Technology Trends for 2013

<http://www.gartner.com/newsroom/id/2209615>

Gartner.

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Mobile Device Battles
Mobile Applications and HTML5
Personal **Cloud**
Enterprise **App** Stores
The Internet of Things
Hybrid IT and **Cloud** Computing
Strategic **Big Data**
Actionable **Analytics**
In Memory Computing
Integrated Ecosystems

Gartner.

<http://www.gartner.com/newsroom/id/2209615>

Mobile Device Battles

By 2013 mobile phones will overtake PCs as the most common Web access device worldwide .

The implications for IT is that the era of PC dominance with Windows as the single platform will be replaced with a post-PC era where Windows is just one of **a variety of environments IT will need to support.**

How does your discovery service work on a mobile?



<http://www.gartner.com/newsroom/id/2209615>

Mobile Applications and HTML5

The market for tools to create consumer and enterprise facing apps is complex with well over 100 potential tools vendors. For the next few years, no single tool will be optimal for all types of mobile application so expect to employ several. However, there will be a long term shift away from native apps to Web apps as HTML5 becomes more capable.

Developers will also need to develop new design skills to deliver touch-optimized mobile applications that operate across a range of devices in a coordinated fashion.

Is your discovery service 'touch optimised?'



<http://www.gartner.com/newsroom/id/2209615>

Personal Cloud

The personal cloud will gradually replace the PC as the location where individuals keep their personal content, access their services and personal preferences and center their digital lives. **It will be the glue that connects the web of devices they choose to use during different aspects of their daily lives.**

Users will see it as a portable, always-available place where they go for all their digital needs. In this world no one platform, form factor, technology or vendor will dominate and managed diversity and mobile device management will be an imperative. The personal cloud shifts the focus from the client device to cloud-based services delivered across devices.

Where are your discovery services in the student's 'personal cloud'

The Gartner logo is displayed in a blue, sans-serif font within a white rectangular box.

<http://www.gartner.com/newsroom/id/2209615>

Enterprise App Stores

Enterprises face a complex app store future as some vendors will limit their stores to specific devices and types of apps forcing the enterprise to deal with multiple stores, multiple payment processes and multiple sets of licensing terms. By 2014, Gartner believes that many organizations will deliver mobile applications to workers through private application stores. **With enterprise app stores the role of IT shifts from that of a centralized planner to a market manager providing governance and brokerage services** to users and potentially an **ecosystem to support apppreneurs**.

Is your discovery service app in the institution's private app store yet?



<http://www.gartner.com/newsroom/id/2209615>

Strategic Big Data

Big Data is moving from a focus on individual projects to an influence on enterprises' strategic information architecture. Dealing with data volume, variety, velocity and complexity is forcing changes to many traditional approaches. This realization is leading organizations to abandon the concept of a single enterprise data warehouse containing all information needed for decisions. Instead they are **moving towards multiple systems, including content management, data warehouses, data marts and specialized file systems tied together with data services and metadata, which will become the "logical" enterprise data warehouse.**

Is data from your discovery service part of your institution's (or the HE sector's) logical data warehouse?



<http://www.gartner.com/newsroom/id/2209615>

Actionable Analytics

Analytics is increasingly delivered to users at the point of action and in context. With the improvement of performance and costs, IT leaders can afford to perform analytics and simulation for every action taken in the business. The mobile client linked to cloud-based analytic engines and big data repositories potentially enables use of optimization and simulation everywhere and every time. This new step provides **simulation, prediction, optimization and other analytics, to empower even more decision flexibility** at the time and place of every business process action.

Is your discovery service empowering your decision making?



<http://www.gartner.com/newsroom/id/2209615>

Integrated Ecosystems

The market is undergoing a shift **to more integrated systems and ecosystems and away from loosely coupled heterogeneous approaches**. Driving this trend is the user desire for lower cost, simplicity, and more assured security. Driving the trend **for vendors the ability to have more control of the solution stack and obtain greater margin in the sale as well as offer a complete solution stack in a controlled environment**, but without the need to provide any actual hardware. In the mobile world, vendors including Apple, Google and Microsoft drive varying degrees of control across and end-to-end ecosystem extending the client through the apps.

Who is in control of your 'ecosystem'?

next.... HE trends

The logo features the letters 'NMC' in a bold, blue, sans-serif font. It is centered within a white square that is framed by a thick, lime-green border. This white square is positioned in front of a larger, light-blue square that is slightly offset to the top-left, creating a layered effect.

NMC

Horizon Project

NMC Horizon Project Preview 2013 Higher Education Edition
<http://www.nmc.org/pdf/2013-horizon-higher-ed-preview.pdf>

Trends.....

The logo for the NMC Horizon Project. It features the letters 'NMC' in a bold, blue, sans-serif font, centered within a white square. This square is set against a light blue background that consists of two overlapping, slightly offset squares. The front square is a vibrant lime green, and the back square is a lighter, sky blue. To the right of this graphic, the words 'Horizon Project' are written in the same blue, sans-serif font.

NMC

Horizon Project

The abundance of resources and relationships made easily accessible via the Internet is increasingly challenging us to revisit our roles as educators. Institutions must consider the unique value that each adds to a world in which information is everywhere. **In such a world, sense-making and the ability to assess the credibility of information are paramount.** Mentoring and preparing students for the world in which they will live and work is again at the forefront. Universities have always been seen as the gold standard for educational credentialing, but emerging certification programs from other sources are eroding the value of that mission daily.

How does your discovery service enable 'sense making?'

The logo features the letters 'NMC' in a bold, blue, sans-serif font, centered within a white square. This square is set against a light blue background that includes a faint, larger version of the same square. The entire logo is positioned to the left of the text 'Horizon Project'.

NMC

Horizon Project

Both formal and informal learning experiences are becoming increasingly important as college graduates continue to face a highly competitive workforce. Informal learning --learning that is self-directed and aligns with the student's own personal learning goals. Online or other modern environments are trying to leverage both formal and informal learning experiences by giving students more traditional assignments, such as textbook readings and paper writing, in addition to allowing for more open-ended, **unstructured time where they are encouraged to experiment, play, and explore topics based on their own motivations.** This type of learning will become increasingly important in learning environments of all kinds.

How do your discovery services encourage experiment, play and exploration of topics?

The logo for the NMC Horizon Project. It features the letters 'NMC' in a bold, blue, sans-serif font, centered within a white square. This square is set against a light blue background that consists of two overlapping, slightly offset squares. The entire logo is positioned in the top left corner of the slide.

NMC

Horizon Project

Education paradigms are shifting to include online learning, hybrid learning, and collaborative models. Budget cuts have forced institutions to re-evaluate their education strategies and find alternatives to the exclusive face-to-face learning models. Students already spend much of their free time on the Internet, learning and exchanging new information — often via their social networks. Institutions that embrace face-to-face/online hybrid learning models have the potential to leverage the online skills learners have already developed independent of academia. We are beginning to see developments in online learning that offer different affordances than physical campuses, including **opportunities for increased collaboration while equipping students with stronger digital skills.**

How does your discovery enable digital skills and collaboration?



NMC

Horizon Project

Universities signed up to offer courses on Futurelearn

University of Birmingham
University of Bristol
Cardiff University
University of East Anglia
University of Exeter
King's College, University of London
Lancaster University
University of Leeds
The Open University
University of Southampton
University of St Andrews
University of Warwick

Massively open online courses are proliferating. MOOCs have captured the imagination of senior administrators and trustees like few other educational innovations have. High profile offerings are being assembled under the banner of institutional efforts like edX, and large-scale collaborations like Coursera and the Code Academy. As the ideas evolve, MOOCs are increasingly seen as a very intriguing alternative to credit-based instruction. The prospect of a single course achieving enrollments in the tens of thousands is bringing serious conversations on topics like micro-credit to the highest levels of institutional leadership.

Where does your discovery service fit in with your MOOC?

The logo for the NMC Horizon Project. It features a light blue square with a white border, and a green square with a white border overlapping it. The letters "NMC" are written in blue inside the white space of the green square.

NMC

Horizon Project

Open is a key trend in future education and publication, specifically in terms of open content, open educational resources, massively open online courses, and open access. As “open” continues its diffusion as a buzzword in education, it is increasingly important to understand the definition. Often mistakenly equated only with “free,” open education advocates are working towards a common vision that defines “open” as free, attributable, and without any barriers.

How does your discovery service work with OA, OER etc ?

The logo for the NMC Horizon Project. It features the letters 'NMC' in a bold, blue, sans-serif font, centered within a white square. This square is set against a light blue background that consists of two overlapping, slightly offset squares. To the right of this graphic, the words 'Horizon Project' are written in the same blue, sans-serif font.

NMC

Horizon Project

Social media is changing the way people interact, present ideas and information, and judge the quality of content and contributions. Educators, students, alumni, and even the general public routinely use social media to share news about scientific and other developments. Likewise, scientists and researchers use social media to keep their communities informed of new developments. The fact that all of these various groups are using **social media speaks to its effectiveness in engaging people.** The impact of these changes in scholarly communication and on the credibility of information remains to be seen, but it is clear that **social media has found significant traction in almost every education sector**

How social media savvy is your discovery service?

The logo for the NMC Horizon Project. It features a light blue square with a white border, and a green square with a white border, both overlapping. The letters 'NMC' are written in blue inside the white space of the green square.

NMC

Horizon Project

There is an increasing interest in using data for personalizing the learning experience and for performance measures. As learners participate in online activities, they leave a vast trace of data that can be mined for a range of purposes. In some instances, **the data is used for intervention, enrichment, or extension of the learning experience.** This can be made available to instructors and learners as dashboards so that student progress can be monitored. In other cases, the data is made available to appropriate audiences for measuring students' academic performance. As this field matures, the hope is that **this information will be used to continually improve learning outcomes**

How does your discovery service contribute to learning outcomes?

The logo for the NMC Horizon Project. It features the letters 'NMC' in a bold, blue, sans-serif font, centered within a white rectangular frame. This frame is set against a light blue background that consists of several overlapping, semi-transparent rectangular shapes, creating a layered effect.

NMC

Horizon Project

NMC Horizon Project Short List: 2013 Higher Education Edition
<http://www.nmc.org/pdf/2013-horizon-higher-ed-shortlist.pdf>

Time-to-Adoption Horizon: One Year or Less

Flipped Classroom

Massively Open Online Courses

Mobile Apps

Tablet Computing

Time-to-Adoption Horizon: Two to Three Years

Augmented Reality

Game-Based Learning

The Internet of Things

Learning Analytics

what is going on in business? 'enterprise' search trends

According to Swedish search expert Kristian Norling, these are the 6 major trends in enterprise search at the moment:

Addressing content overload

Context

Mobile search

Search analytics

Social search

Trust as a factor



<http://aarhus12.jboye.com/news/what-is-going-on-with-enterprise-search/>



what is Google doing?

'The future of search.' By Tom Vanderbilt
04 January 2013

<http://www.wired.co.uk/magazine/archive/2013/01/features/the-future-of-search?page=all>



context

"Search is by no means a solved problem"

Without context, we are stuck in what futurist Paul Saffo calls the "Boolean prison of search".

Encased by a particular word combination and what it statistically seems to represent ..-- **we are dragged down the paths of everyone else's preferences.**



'search has become embedded into everything'

In just a few years we have gone from search engines -- the name now sounds as archaic as the Victorian "difference engines" -- with their **roots in the staid academic discipline of information retrieval**, to, simply, "search", which is much more than an apparatus and something closer to a digital prosthesis. As John Battelle, author of *The Search*, says, "Search is now more than a web destination and a few words plugged into a box. **Search is a mode, a method of interaction with the physical and virtual worlds.** What is Siri but search? What are apps such as *Yelp* or *Foursquare* but structured search machines? **Search has become embedded into everything**, and has reached well beyond its web-based roots."



meaning

We once used search engines to look for information, now we use search to find us -- what once seemed transactional now seems an extension of ourselves.

Google does the work and understands what you want.

Understands. "As a scientist I can say 'understand' is a poorly understood concept," says Singhal. "Even how you and I understand something is not well understood."



understanding & meaning

take a simple word such as 'kings'. "We may find the Sacramento Kings [basketball team], we find the TV series *Kings* -- we don't understand any of this."

However, in the search of the future that Singhal and his masters of disambiguation are constructing in Mountain View, **Google will understand that these things are not simply matching sequences but that they are "things"** with an internet life and place and history of their own. Based on who you are it will know which one of these, or any other "kings", that you are seeking. And it will do so via increasingly sophisticated methods: "be it understanding your speech, your gestures, or what you are looking at," says Singhal.



understanding & meaning & context

"One of the things we're trying to do is first to catalogue everything in the world you might want to know about," he says. "We're also trying to marry that with the knowledge that the search engine already has about what people are actually looking for."



understanding entities- 'things not strings'

when the user searches for "Michael Bloomberg", **Google is not looking for the web pages that contain that string of letters, but for the entity** known as Michael Bloomberg. "With the Knowledge Graph," says Singhal, "Google has become smarter. **Search now understands** that the Taj Mahal is a building, but also a music band, a casino and a bunch of restaurants." Things, not strings, as Google likes to say.

the way the Knowledge Graph "surfaces" this information is, **a panel of curated data**, including biographical details



the 'knowledge graph'

The larger goal of the Knowledge Graph is to enable computers to understand the world the way humans do. "Our computers don't have any notion of these things that we take for granted," says Giannandrea. "We know there's a book called *Infinite Jest*, written by an author, David Foster Wallace. When I say *Infinite Jest* you say, 'Oh, he means that book'. Our computers, until now, didn't have anything other than data and text. They didn't put any meaning on text so they couldn't understand what they had." *Infinite Jest* could have been anything; now Google understands *Infinite Jest* as a thing, and all its forms: hardcover, paperback, Kindle.



the 'knowledge graph'

As much as trying to know everything, the **Knowledge Graph** is about trying to work out what you want to know, parsing the disambiguation ("did you mean?") and filtering noise. Search is bedevilled by things like hypernyms: words that mean the same thing as a more specific usage.

By recognising them as humans do and not just as groups of letters, the Knowledge Graph, he says, can help **"change our understanding of user intent."**



the 'knowledge graph'

With the Knowledge Graph, Google has taken a different step towards the future of search: **providing answers, not links.** **This raises the question of authority,** long on the mind of Google engineers.



the 'knowledge graph'

This sounds like the **semantic web** described by Tim Berners-Lee as a "web of data that can be processed directly and indirectly by machines." As Greg Linden, who invented Amazon's recommendation engines and founded Findory notes, says, **"I don't think we'll ever get to the semantic web as it was envisioned -- detailed labelling and descriptions of web pages by humans -- but we are getting closer to its goal: deep descriptions and understanding of the web, through artificial intelligence and natural language understanding."** Google, he suggests, has decided that labelling web pages is beyond humans, and is turning to machines.



the future of search.....

These are the pillars of Google's future of search:

the vast knowledge of **user behaviour and intent** it already has and is compiling every second;

the **Knowledge Graph**, in which strings become things

Google's advances in **artificial intelligence**.



the future of search.....

Dyson notes that Bill Gates told her: "the future of search is verbs." People, the argument goes, **want search to do things, not just suggest things**. With the Knowledge Graph, Google is building a world-historical collection of nouns. But will it help book a restaurant table? Or the cheapest flight? As synonymous as search is with Google, much of our search activity now occurs on apps. As Battelle notes, "the largest issue with search is that we learned about it when the web was young. When the universe was complete, the entire web was searchable," he says. "Now our digital lives are utterly fractured -- in apps, in walled gardens such as Facebook, across clunky interfaces. **Reuniting our digital lives into one platform that is searchable is, to me, the largest problem we face today.**"

so what does this mean for the library?

The inside out library: scale, learning, engagement

Lorcan Dempsey @LorcanD

<http://www.slideshare.net/lisd/the-inside-out-library>



The inside out library ..
the library as an actor in research
and learning environments of its
users

What has changed

4

Now: Library services are built around the
user's workflow

Then: User's workflow built around library
services

Now: discovery happens
elsewhere

Then: discovery happens in the
library

Organizing content to support research and learning is at the heart of the library's institutional role.

A growing collection of technologies and tools can be used to more granularly organize, customize, and personalize the online information environment to fit professional, learning, and research activities.

'What Technology? Reflections on Evolving Services'. By Sharon Collins (EDUCAUSE Review online). October 30, 2009 <http://www.educause.edu/ero/article/what-technology-reflections-evolving-services>

library centric discovery services

'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.'**

'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

library centric discovery services

While we may settle for sufficient and convenient resources in our everyday lives, **precision** (just relevant documents) and **recall** (all relevant documents) are **vital for scholarly information**.

'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

these are discovery services too..??

LORLS (Loughborough University)

<http://blog.lboro.ac.uk/lorls/>

Talis Aspire (Talis Education Ltd)

<http://www.talisaspire.com/>

rebus:list (PTFS Europe)

<http://www.ptfs-europe.com/products/rebus/rebuslist/#>

MyReading (University of Huddersfield)

<http://library.hud.ac.uk/myreading/>

EARL-Easy Access to Resource Lists (York University)

<http://www.york.ac.uk/media/library/documents/guides/Linking%20to%20EARL%20in%20a%20nutshell%20.pdf>

unilibri (UNILBRI Ltd)

<http://unilibri.com/site/>

Studentreadinglists

<http://www.studentreadinglists.com/>

some projects & initiatives to watch



PROMOTING TRANSPARENCY
IN DISCOVERY

Open Discovery Initiative

<http://www.niso.org/workrooms/odi/>

The Open Discovery Initiative (ODI) aims at defining standards and/or best practices for the new generation of library discovery services that are based on indexed search.



<http://discovery.ac.uk/>

The Discovery programme is not about finding a single monolithic solution to aggregating and providing search facilities for our data, but instead our emphasis is on **fostering and supporting an ecology of reuse**, as well as cultivating the conditions for innovation to happen and services to be improved or developed.

“Open metadata creates the opportunity for enhancing impact through the release of descriptive data about library, archival and museum resources. It allows such data to be made freely available and innovatively reused to serve researchers, teachers, students, service providers and the wider community in the UK and internationally.”

<http://www.jisc-collections.ac.uk/knowledgebaseplus/>

Welcome to Knowledge Base+

Over the course of 2011-2012 HEFCE has invested £600,000 in the creation of a shared service knowledge base for UK academic libraries to support the management of e-resources by the UK academic community.

JISC Collections has led this work on behalf of HEFCE and JISC, drawing on its own knowledge and experience in the field of licensing, negotiation and electronic resource management as well as the work initiated by SCONUL to identify the e-resource management requirements of UK academic institutions.

Phase 1 ran from August 2011 to August 2012 and the phase 1 release of KB+ is available at www.kbplus.ac.uk.

A second phase of development has now commenced running through until the end of July 2013.

Phase One Deliverables

1. A centrally maintained and managed knowledge base where JISC Collections is collating, verifying and updating knowledge base data.
2. Verified, accurate and up-to-date publication information for NESLi2, SHEDL and WHEEL agreements made available in the KBART format under an open licence.
3. Subscription information – issue entitlements, coverage, renewal dates, cancellation information.
4. Licence information covering key values such as walk-in users, concurrent access, PCA and more.
5. The ability to add notes and alerts throughout the system and share them with the community.

Library Impact Data Project

<http://library.hud.ac.uk/blogs/projects/lidp/>

Activity data – delivering benefits from the data deluge

Posted on December 26, 2012 by Graham Stone | [Leave a reply](#)



Earlier this month Jisc published a paper on activity data, featuring 6 case studies including LIDP.

Executive Summary

'Activity data' is the record of human actions in the online or physical world that can be captured by computer. The analysis of such data leading to 'actionable insights' is broadly known as 'analytics' and is part of the bigger picture of corporate business intelligence. In global settings (such as Facebook), this data can become extremely large over time – hence the nickname of 'big data' – and is therefore associated with storage and management approaches such as 'data warehousing'.

This executive overview offers higher education decision-makers an introduction to the potential of activity data – what it is, how it can contribute to mission-critical objectives – and proposes how institutions may respond to the associated opportunities and challenges. These themes and recommendations are explored in further detail in the supporting advisory paper, which draws on six institutional cases studies as well as evidence and outputs from a range of Jisc-supported projects in activity data and business intelligence.

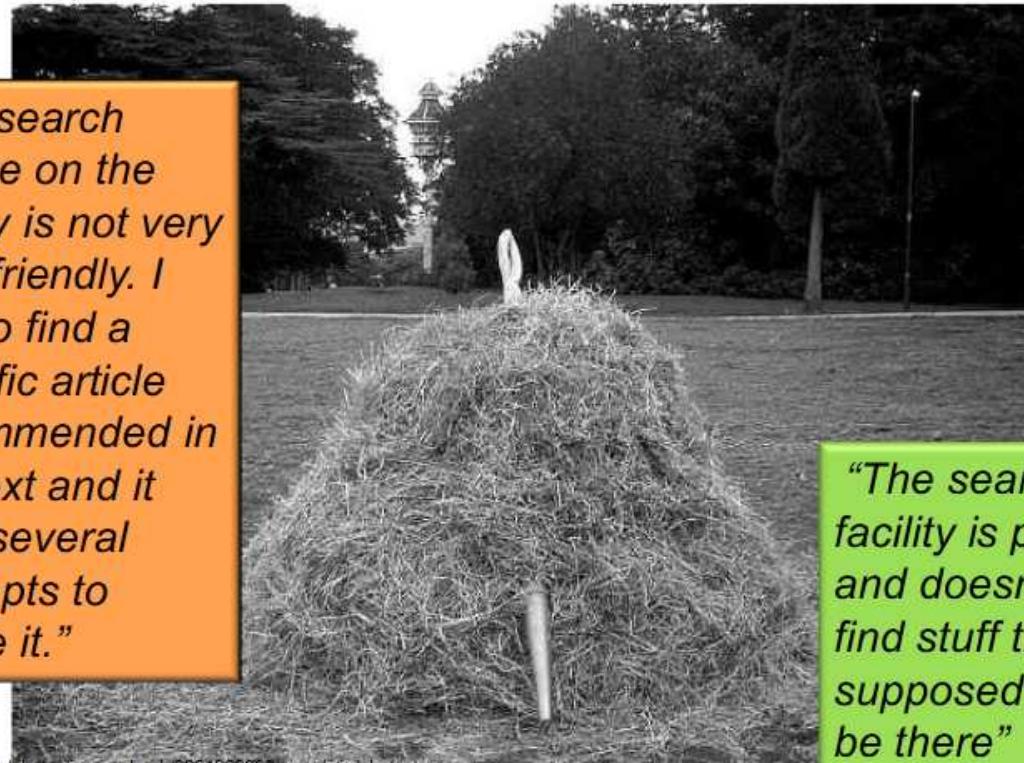


Recommendations Improve
the Search Experience

<http://www.open.ac.uk/blogs/RISE/>



“The search engine on the library is not very user friendly. I had to find a specific article recommended in the text and it took several attempts to locate it.”



“The search facility is poor and doesn't find stuff that is supposed to be there”

Meaning based search unlocks hidden collections

14 March 2012

<http://mimas.ac.uk/news/2012/03/autonomy/>

A meaning-based approach to search and discovery

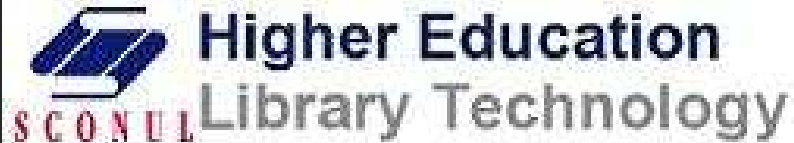
Our challenge has always been to develop a more meaningful search experience, and through our ongoing partnership with Autonomy, we're deploying IDOL technology to give researchers new ways of discovering related materials that traditional keyword searching wouldn't find. With JISC Historic Books, Autonomy IDOL forms an understanding of the unstructured historical documents and begins to recognize relationships between the information. What this means is that, rather than searching simply by a specific keyword or phrase that could have a number of definitions or interpretations, our interface aims to understand relationships between documents and information and recognize the meaning behind the search query. Moving beyond standard keyword searching to meaning-based searching will give our users results that are based on context and allow linking to other pertinent documents.



This is a fully featured online gamification of library activities, including awarding points and badges for borrowing and returning items, leaving reviews, entering the library, and using online resources.

more information

<http://helibtech.com/>



Discovery

Note:

- The Discovery services and library catalogue (OPAC) products used by UK HE institutions are listed on the '[HE Systems Review](#)' page of this wiki
- Upcoming and recent procurements are listed on the '[Procurements](#)' page
- **Specification (RFP)**

A [sample specification](#) for a discovery/vertical search service is available on the [LIBTechRFP](#) (open library specifications) website (wiki)

Products available

To see what UK HE institutions are use for search and discovery see the page on [LMS and related systems](#) which includes a column for 'Search and Discovery interfaces'. It lists OPAC, Metasearch and Discovery/vertical search products. Recent procurements are listed on the [procurements](#) page.

Some Discovery/vertical search products are:-

- [AquaBrowser](#)(Serials Solutions)
- [Blacklight](#)(open source-The University of Virginia Library and Stanford University Library are the primary development partners)
- [Ebsco Discovery Service](#)(EBSCO)
- [Fncore](#)(Innovative Interfaces)

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more information
<http://libtechrfp.wikispaces.com/>

LibTechRFP

Open specifications for library systems

Discovery --- Vertical Search

There is more information about discovery services including useful links and resources on SCONUL's Higher Education Library Technology ([HELibTech](#)) wiki

[Discovery/Vertical Search Specification](#)

Requirements for a library *Discovery/Vertical Search* product. (Online editable version and WORD download)

Introduction

Vertical search is a relatively new tier in the Internet search industry consisting of search engines that focus on specific businesses or domains (e.g. libraries). The number of these search engines being introduced has greatly increased in recent years so it's not surprising that the library vendors are adopting this approach. In the library domain the term 'Discovery Service' is widely adopted for these systems. Their key attribute is the unification search across multiple library (especially print and electronic) resources. It does this by 'harvesting' (meta) data from publishers and other sources (such as the library catalogue, institutional repository etc) and creating a unified index for all materials. This (Google-like) approach is fundamentally different from Metasearch products (such as MetaLib or 360Search) which make search requests (simultaneously) of many separate databases (indexes). Discovery services therefore overcome some of the performance issues inherent on a metasearch approach.

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We help make sense of a confusing landscape....

....digital content and ebooks, social media, open source, open access, open data, the cloud, 'library services platforms', shared services, disruptive innovation, hard economic times, strategy, and new business models



We help our customers deliver more efficient and effective services and an improved user experience

Innovation: customer needs

Strategy

[Download our Jobs To Be Done methodology document](#)

[For more information about our approach download our briefing paper](#)

trends in, and reflections on, library discovery services

the changing resource discovery landscape

JIBS

February 2013



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