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This presentation was delivered as a ProQuest  
webinar in April 2014

# RETHINKING RESOURCE MANAGEMENT

Ken Chad

Ken Chad Consulting Ltd

Twitter @kenchad

[ken@kenchadconsulting.com](mailto:ken@kenchadconsulting.com)

Te: +44 (0)7788 727 845

[www.kenchadconsulting.com](http://www.kenchadconsulting.com)

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'universities are clinging to a medieval concept of education in an age of mass enrolment. In a recent book, “Reinventing Higher Education”, Ben Wildavsky and his colleagues at the Kauffman Foundation, which focuses on entrepreneurship, add that **there has been a failure to innovate.**'

[Higher education] Not what it used to be. American universities represent declining value for money to their students. Economist 1st Dec 2012 <http://www.economist.com/news/united-states/21567373-american-universities-represent-declining-value-money-their-students-not-what-it>

is resource management in libraries  
a touch medieval too?

do we need to innovate and rethink?

what is the dominant electronic  
resource management system in (at  
least UK) universities?

any guesses?.....

the dominant electronic resource  
management system in (at least UK)  
universities.....



***why*** do we need to rethink?

some perspectives...

“With the increasing dominance of electronic content and digital collections in academic libraries, the **capabilities lacking in the current slate of automation systems has increasingly become an obstacle to progress.**”

‘Current and future trends in information technologies for information units’. By Breeding, Marshall. El profesional de la información, 2011, v. 21, n. 1, pp. 9-15. <http://www.elprofesionaldelainformacion.com/breeding-english.pdf>



(from Princeton University Libraries, and The College of New Jersey) Library,

“On the resource side.....electronic resources are fast outpacing physical materials to become the dominant library resources

.. the library automation system, also called the integrated library system (ILS), has not changed much for the past two decades. It finds itself uneasily handling the ever-changing library environment and workflow. **Library staff becomes ever more frustrated with the ILS, noting its inadequacy in dealing with their daily jobs.**

It is obvious that **we are at the tipping point for a dramatic change in the area of library automation systems.”**

The Next Generation Integrated Library System: A Promise Fulfilled? By Yongming Wang and Trevor A. Dawes. Information Technology and Libraries. September 2012  
<http://napoleon.bc.edu/ojs/index.php/ital/article/viewFile/1914/pdf>

Streamlining workflow—cutting costs : ‘If it eventually delivers what it promises, full implementation ... 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

‘From my limited perspective, much of what is wrong with the system comes down to the fact that **publishers and libraries** have to plan well in advance and **make changes slowly...**

**Students on the other hand are able to change direction quickly and easily.**

The problem exists because **the market has changed so radically** in the past few years that students have been able to adopt the new technologies well before the industry and libraries were able to make changes to support these students.

So unless this disparity is tackled students will continue to receive sub par products and support. And pay through the nose if they want access to the best digital content.

Joshua Harding a second year medical student at Warwick Medical speaking at UKSG conference 2013

<http://www.slideshare.net/UKSG/0930-harding>



Universities will continue to increase efficiency and develop innovative ways of operating

The most promising areas of reform, aside from improving procurement practice, include **process improvement** ..... increased **collaboration** and **asset sharing**, developing **shared services**, and identifying **innovations in teaching and academic practice**.

Universities UK submission to the 2013 Spending Round

<http://www.universitiesuk.ac.uk/highereducation/Documents/2013/UUKsubmissionToThe2013SpendingRound.pdf#page=1&zoom=auto,0,202>

## a new approach?

“Historically, libraries enjoyed stability and a shared understanding of goals. This in turn favored a focus on managing and improving the means towards those goals .....Much of this work is inherently bureaucratic.

**However, in an environment of change while overall mission and values may remain the same, new and shifting goals become the norm.**

As goals shift in a changing environment, so does the need to think about how to marshal the means to meet them. This may need reorganization, new staff skills, changing priorities, reallocation of staff and resources, and so on.

**It requires a shift from bureaucracy to enterprise, an adaptive organization that reviews and reshapes what it does in light of changing requirements”.**

The enterprising librarian. Lorcan Dempsey. Blog 30 June 2012.

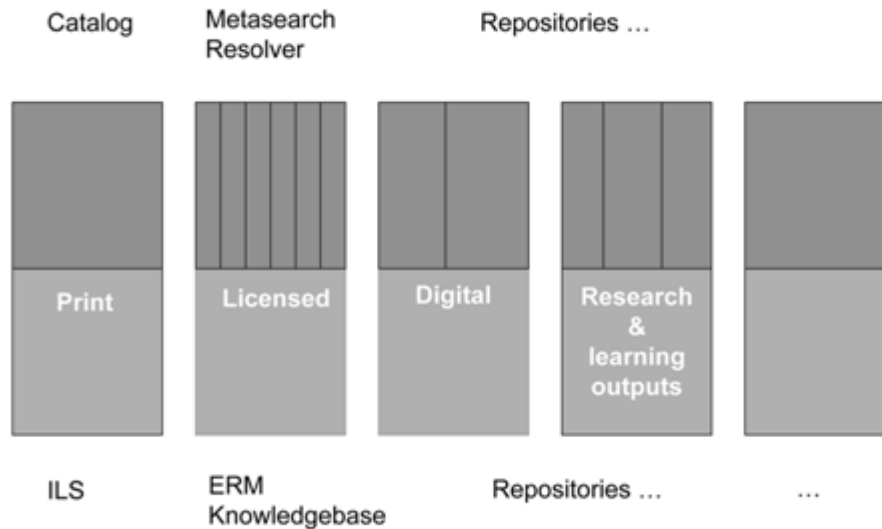
<http://orweblog.oclc.org/archives/002201.html>

“The library did not so much purchase a product or suite of products but rather a vision to move towards a state-of-the-art library infrastructure. The ability of the chosen solution to deliver on that vision was a higher priority than matching the detailed functionality of the old system. **The library didn't want to simply replicate what they already had.** So the ‘requirement’ communicated to staff was a high level one to utilize the new systems’ capability and capacity to maximise return on investment”.

Library Services Platforms: Alma Case Study. University of East London (UEL). Ken Chad. Ken Chad Consulting Ltd . 21<sup>st</sup> December 2012

## it's a tough challenge: (Lorcan Dempsey)

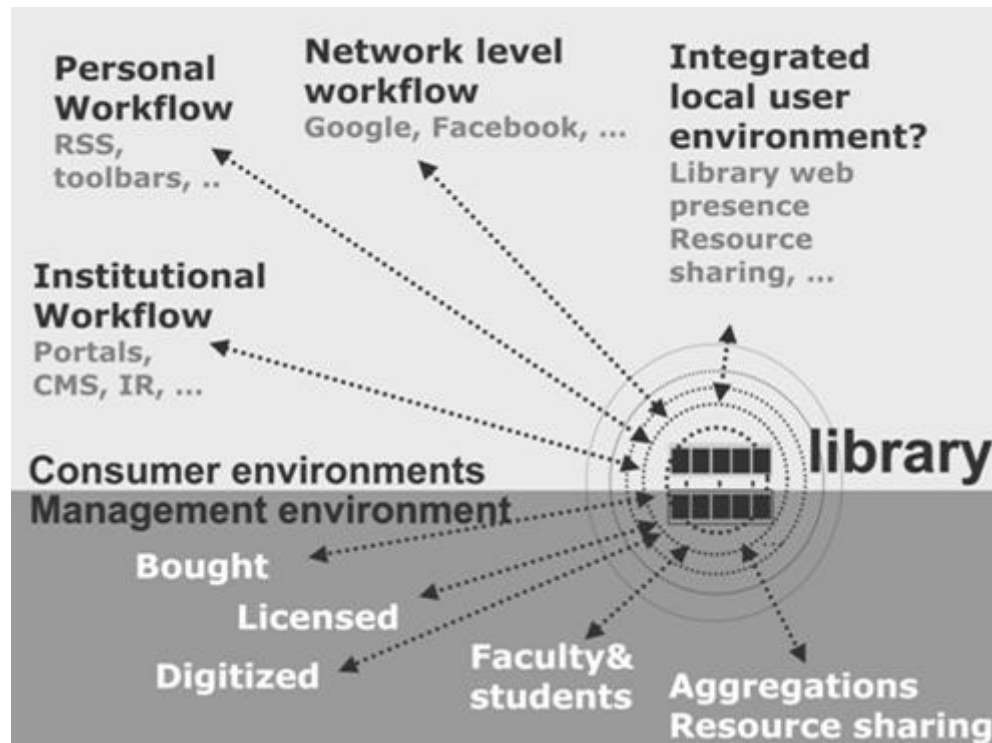
‘..on the management side libraries have to pull together a variety of systems and services whose legacy business and technical boundaries may no longer map very well onto user requirements.





## it's a tough challenge: (Lorcan Dempsey)

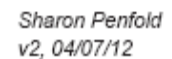
...they [libraries] have to project their resources into a variety of user environments and workflows over and above whatever integrated local library website environment they create.'





**“systems aren’t as integrated or comprehensive anymore as it takes maybe eight or nine or ten different applications ... to do the things that libraries do.”**

‘Current and future trends in information technologies for information units’. By Breeding, Marshall. El profesional de la información, 2011, v. 21, n. 1, pp. 9-15. <http://www.elprofesionaldelainformacion.com/breeding-english.pdf>





the *disruptive* challenge

Disruptive innovation is not about *incremental* improvement to existing products

disruptive product/services are not as 'good' (e.g. in terms of features/functions) as current products

..but they are simpler, more convenient, less expensive.....

new market entrants can win

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

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

‘Libraries, at this point in their history, are exactly the kind of successful organizations that Christensen predicts will stumble and fail.’

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

what are disruptive solutions.....

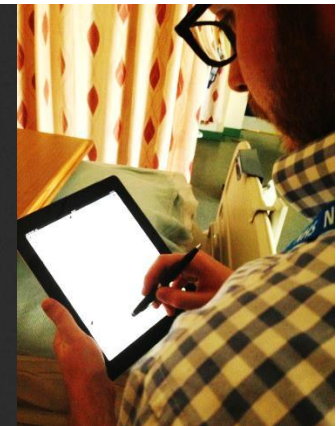
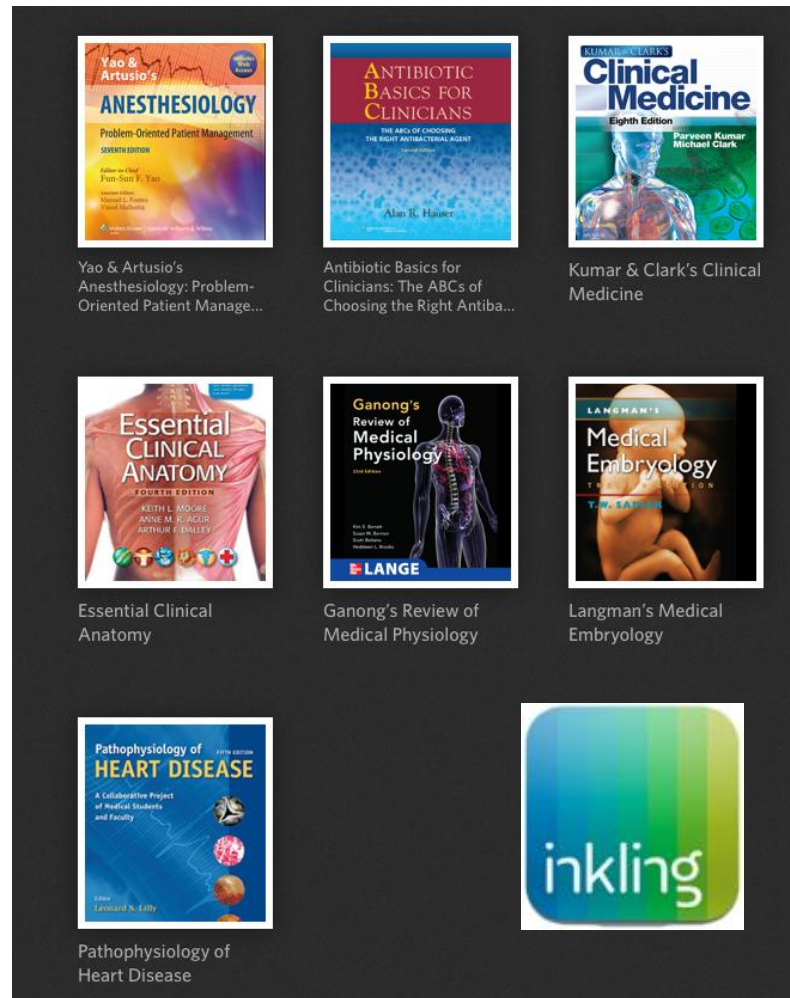


# a medical student's alternative to the library

## His person 'ecosystem' based on an iPad

'I bought the first iPad and quickly realised it was the solution to my problems, I recognised its potential to revolutionise how students access information and I adopted it early.'

'I am now a completely paperless student. **Everything I need to study medicine is in my hand**'



Joshua Harding a second year medical student at Warwick Medical speaking at UKSG conference 2013

<http://www.slideshare.net/UKSG/0930-harding>



“Fortune’s Senior Editor-at-Large Adam Lashinsky, Sr., called Inkling’s business model “revolutionary”: “Students can buy single chapters of books for \$3, allowing them to spread out the cost of expensive textbooks. Publishers will like this model as well because, if Inkling’s technology is widely adopted, the **market for second-hand books will go away**. Today, publishers only make money selling new books. In an Inkling future their **revenue streams will recur with each new class.**”

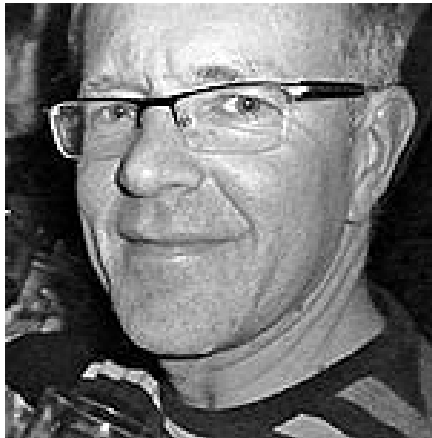
An Inkling of the Future? Enhanced Ebooks and the College Textbook Market. By Yvette M. Chin. Digital Book World March 31, 2011



# LIBRARYJOURNAL

## Start-Ups Take Library Jobs | Reinventing Libraries

By Eric Hellman on  September 4, 2013  [9 Comments](#)



**Three years ago**, [I wrote here](#) that “libraries are so valuable that they attract voracious new competition with every technological advance” (see “Libraries, Ebooks, and Competition,” *LJ* 8/10, p. 22–23). At the time, I was thinking about Google, Apple, Amazon, and Wikipedia as the gluttonous innovators aiming to be hired for the jobs that libraries had been doing. I imagined Facebook and Twitter to be the sort of competitors most likely to be attracted by the flame of library value. But it’s the new guys that surprise you. To review the last three years of change in the library world, I’d like to focus on some of the start-ups that have newly occupied digital niches in the reading ecosystem. It’s these competitors that libraries will need to understand and integrate with to remain relevant. In order of maturity, from already exploded to just emerging:

<http://lj.libraryjournal.com/2013/09/future-of-libraries/start-ups-take-library-jobs-reinventing-libraries/#>



‘We’re good now at cataloguing and indexing stuff.’

Eric Schmidt, Google

‘Inside Google. The Man with all the answers’. By David Rowan. Wired [UK edition] August 2009

# consumerisation

<http://en.wikipedia.org/wiki/Consumerization>

Consumerization is the reorientation of product and service designs around the individual end user. The emergence of **the individual consumer as the primary driver of product and service design** originated from and is most commonly seen as a major IT industry shift



The primary impact of consumerization is that it is forcing businesses.. to rethink the way they procure and manage IT equipment and services.

Products have become easier to use, and cloud-based, software-as-a-service offerings are addressing an ever-widening range of business needs

in 2012, we will see the beginning of the dawn of **infrastructure irrelevance** as the unstoppable forces of **consumerization** shift enterprise spending priority away from the purely mechanical pieces of the data center into areas that help address the **surging demand from a new, savvy and empowered user base**

Christian Reilly @reillyusa Manager of Global Systems Engineering, Bechtel

**The noise of information and knowledge needs filtering; students need guidance and expertise.** They also need the 'brand value' of institutions and the validation they provide. Universities have to capitalise on the connections and relationships made possible by the new information technologies.

the management (curation?) of  
resources remains a key element that  
*defines a library*

The *curation/manangement* of  
*resources* is key to the success of a  
booming library business



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Epic! opens the doors to a new world of reading for kids 12 and under by providing an unlimited selection of eBooks that can be instantly discovered, read and shared with friends. **Personalized** for each individual reader, Epic! is the only place to access thousands of **high quality, curated children's books** without the need to purchase or download them one by one.



so *why* are you curating resources?

.....to meet the needs of your users?

'Almost a third of students these days do not take any courses that involve more than 40 pages of reading over an entire term. Moreover, students are spending measurably less time studying and more on recreation.'

[Higher education] Not what it used to be. American universities represent declining value for money to their students. Economist 1st Dec 2012 <http://www.economist.com/news/united-states/21567373-american-universities-represent-declining-value-money-their-students-not-what-it>

“Although we would like to believe that all undergraduate students are rigorous seekers of knowledge, the job that many ...are trying to get done...is to pass their courses without having to read the textbook at all”

*The innovators solution. By Clayton M Christensen . Harvard Business School Press. 2003*

‘companies [*and libraries too?*] have spent a lot of money helping students to do more easily something that they have been trying *not* to do’

*The innovators solution. By Clayton M Christensen . Harvard Business School Press. 2003*

## The Epic App Brings Kids' Books To The iPad — And Makes Them More Fun, Too

Posted Feb 24, 2014 by Colleen Taylor (@loyalelectron)

Like 246 Tweet 294 Share 51



<http://techcrunch.com/2014/02/24/the-epic-app-brings-kids-books-to-the-ipad-and-makes-them-more-fun-too/>

A lot of parents tend to want to limit “screen time” for their kids, and push them to read more books instead.

Adults have great digital reading experiences thanks to iBook and other apps, but such programs are not exactly kid-friendly. So for many kids under the age of 12 or so, the iPad is for games and movies, and reading is mostly done on physical books.

It looks like Epic strikes the perfect balance between educational and fun, and should **allow parents to feel more confident about introducing the iPad into their children’s daily lives as a tool, rather than as a guilty pleasure or time-wasting treat**

“Last Friday, I received a call at the reference desk from a student looking for a book. The problem was that this student did not know the title of the book or the author. All she could tell me was the book was a collection of letters between a London antiquities dealer and an American writer and that they discussed literature and building a collection.

Here were some of the terms I punched into Google and Amazon to try to locate the book - London literature antiques dealer collection writing letter. All of these terms will trigger many results dealing with antiques and shops and purchasing and dealing but **I was getting nowhere near a book that resembled the one I was looking for.** My search in WorldCat was giving me incorrect results as well.”

*Posted on Next generation catalogs for libraries (ngc4lib@listserv.nd.edu) on behalf of B.G. Sloan 18 December 2008*

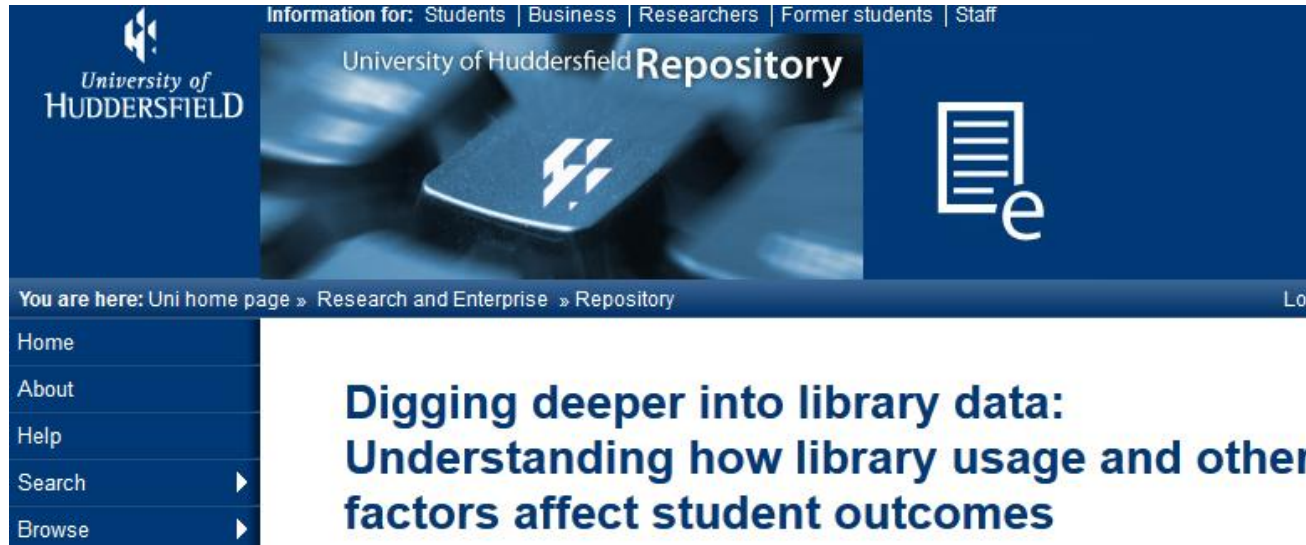
“I thought I would try one more thing..... By being a LibraryThing user and being accustomed to tagging things **I could easily put myself in the shoes of someone who would inventory this particular book. I simply chose the terms that I thought they would use to tag this book and I found the book.**

Their tagmash search feature ...gave me as a first option the book 84, Charing Cross Road by Helene Hanff. The reviews and descriptions of the book identified the book as the one I was looking for.

This is a perfect example of the social aspect of finding information. Whenever someone tagged this book they were wanting to describe the book so they could locate it later and maybe they had a thought to how other people might discover the information as well.”

*Posted on Next generation catalogs for libraries (ngc4lib@listserv.nd.edu) on behalf of B.G. Sloan 18 December 2008*





The original Library Impact Data Project (LIDP) found a **statistically significant relationship across a number of universities between library activity data (specifically the number of items borrowed and logins to e-resources in the library) and student attainment.**

Phase II of LIDP seeks to deepen our understanding of this relationship by investigating additional data such as gender, age, ethnicity, declared disability, retention, VLE and reading list use and engagement with in-house projects. This data will be used to identify predictors for student outcomes, with a particular focus on engagement with library services, in order to understand better how library activity relates to student attainment, including causal relationships





[About LAMP](#) [Team and partners](#) [CAP Group](#) [Contributing Da](#)

## About LAMP

Library Analytics and Metrics project (jiscLAMP) aims to enable libraries to capitalise on the many types of data they capture in day-to-day activities, using this to support the improvement and development of new services and demonstrate value and impact in new ways across the institution.

The project will be developing a prototype shared library analytics service for UK academic libraries. Initially this is being envisioned as a kind of data dashboard, bringing together disparate data sets and visualising them in an attractive and meaningful way.

The project is a partnership between Jisc, Mimas (at the University of Manchester) and the University of Huddersfield running until December 2013 when it will deliver a prototype service for use by the community. It is funded under the [Jisc Digital Infrastructure: information and library infrastructure programme](#).

Library Analytics and Metrics project (jiscLAMP) aims to enable libraries to capitalise on the many types of data they capture in day-to-day activities, using this to support the improvement and development of new services and demonstrate value and impact in new ways across the institution

<http://jisclamp.mimas.ac.uk/about-lamp/>

‘companies begin to understand that **collecting and using massive amounts of data isn’t so hard any more.** The cloud makes processing all this information possible without having to build the infrastructure permanently in your data center. And it’s pretty useful in making smart business choices’.

Jay Fry @jayfry3 Vice President, Marketing at Stealthy Cloud/Mobility Start-up

# Using analytics to help manage resources

By [Matt Enis](#) on November 25, 2013 [Leave a Comment](#)

FROM  
**LIBRARYJOURNAL**

ProQuest subsidiary Serials Solutions launched Intota Assessment, a collection analytics service designed to give libraries a holistic view of their serial and monograph holdings in both print and electronic formats, facilitating a comprehensive, data-driven approach to collection management. Intota Assessment is the first launch of the Intota cloud-library services platform (LSP).

"Intota Assessment addresses a number of aspects of our collection. One of the things it lets us do, with respect to print and electronic books... [is] view our collection as an entirety," said Kathryn Silberger, senior librarian, digital content services, for Marist College, one of six Intota Development partners that have been beta testing the service since June.

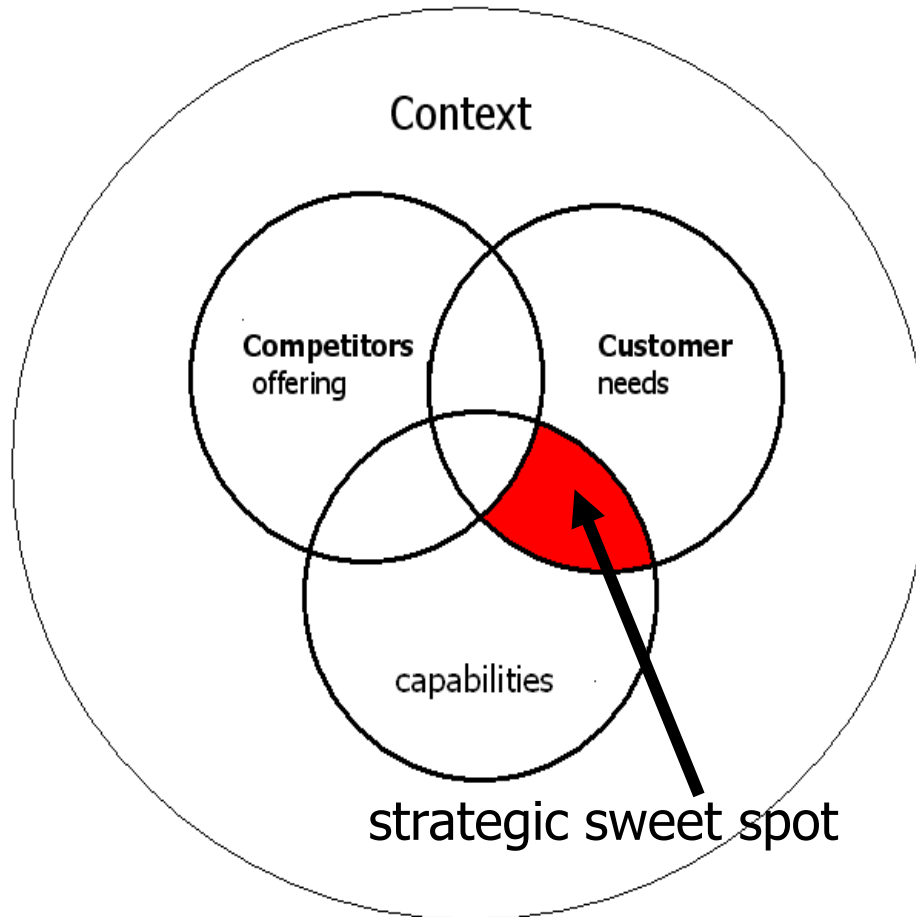


Information about usage comes from a library's historic circulation data, Bowker's Books In Print and Resources for College Libraries, and Serials Solutions' Ulrich's knowledgebase, combining the data into one solution

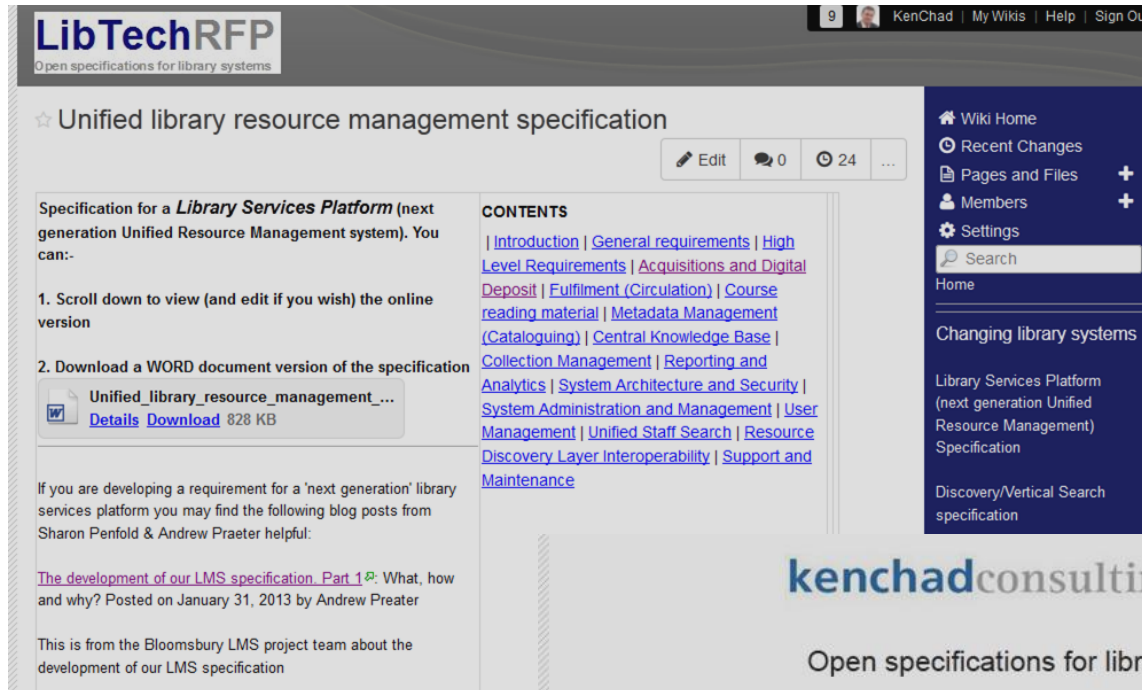
# how 'needs' fit into your overall strategy

## -focus on the 'sweet spot'

—where your capabilities can meet customer needs that competitors cannot



maybe you have expressed (or are thinking of expressing) your needs/requirements with one of these?



The screenshot shows the LibTechRFP wiki interface. The header includes the LibTechRFP logo and navigation links. The main content area is titled 'Unified library resource management specification' and includes a 'CONTENTS' section with links to various topics. A sidebar on the right contains navigation links like 'Wiki Home', 'Recent Changes', and 'Pages and Files'. The main text area contains instructions for viewing and downloading the specification, along with a list of related blog posts.

**LibTechRFP**  
Open specifications for library systems


9 KenChad | My Wikis | Help | Sign Out

## ☆ Unified library resource management specification


Edit 0 24 ...

Specification for a **Library Services Platform** (next generation Unified Resource Management system). You can:-

1. Scroll down to view (and edit if you wish) the online version
2. Download a WORD document version of the specification

 Unified\_library\_resource\_management\_...  
[Details](#) [Download](#) 828 KB

If you are developing a requirement for a 'next generation' library services platform you may find the following blog posts from Sharon Penfold & Andrew Praeter helpful:

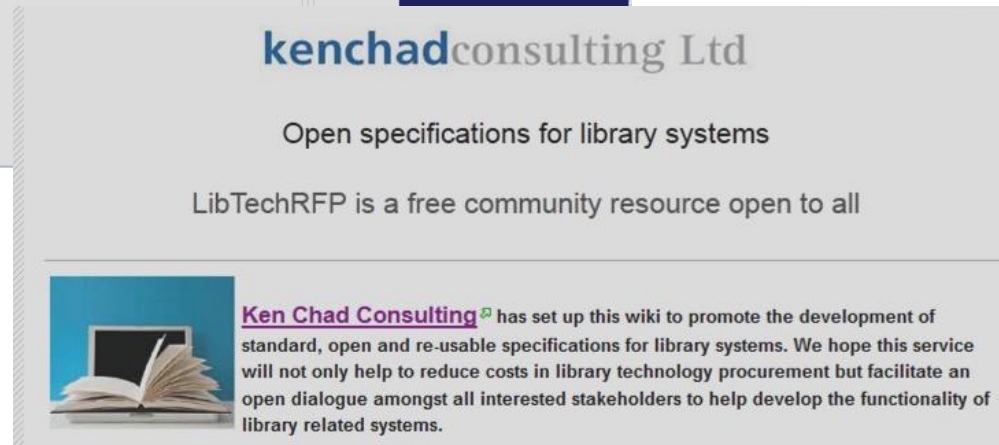
[The development of our LMS specification Part 1](#)  What, how and why? Posted on January 31, 2013 by Andrew Praeter

This is from the Bloomsbury LMS project team about the development of our LMS specification

**CONTENTS**

- [Introduction](#) | [General requirements](#) | [High Level Requirements](#) | [Acquisitions and Digital Deposit](#) | [Fulfilment \(Circulation\)](#) | [Course reading material](#) | [Metadata Management \(Cataloguing\)](#) | [Central Knowledge Base](#) | [Collection Management](#) | [Reporting and Analytics](#) | [System Architecture and Security](#) | [System Administration and Management](#) | [User Management](#) | [Unified Staff Search](#) | [Resource Discovery Layer Interoperability](#) | [Support and Maintenance](#)

**Wiki Home**  
**Recent Changes**  
**Pages and Files** +  
**Members** +  
**Settings**  
  
**Home**  
**Changing library systems**  
**Library Services Platform**  
(next generation Unified Resource Management) Specification  
**Discovery/Vertical Search**  
specification





The image shows a promotional banner for Ken Chad Consulting Ltd. It features the company name in a large, stylized font, followed by the tagline 'Open specifications for library systems'. Below this, it states 'LibTechRFP is a free community resource open to all'. At the bottom, there is a small image of a laptop and an open book, with text explaining that Ken Chad Consulting has set up the wiki to promote the development of standard, open and re-usable specifications for library systems.

**kenchadconsulting Ltd**

Open specifications for library systems

LibTechRFP is a free community resource open to all

 **Ken Chad Consulting**  has set up this wiki to promote the development of standard, open and re-usable specifications for library systems. We hope this service will not only help to reduce costs in library technology procurement but facilitate an open dialogue amongst all interested stakeholders to help develop the functionality of library related systems.

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

The business [inc library?] .....**does not care about the user experience.** They are not the user, and so items that change how a product feels or that eliminate small annoyances simply don't make it into their rational decision making process.

'What Clayton Christensen Got Wrong'. Stratechery [blog] 22 September 2013  
<http://stratechery.com/2013/clayton-christensen-got-wrong/>



The attribute most valued by consumers, assuming a product is at least in the general vicinity of a need, is **ease-of-use**....all things being equal, **consumers prefer a superior user experience.**

**It is impossible for a user experience to be too good.** Competitors can only hope to match or surpass the original product when it comes to the user experience...(has anyone turned to an “inferior” product because the better one was too enjoyable?).

“people don’t want quarter-inch drills, they want quarter-inch holes.”

Theodore Levitt of the Harvard Business School.



so..... students don't want a library  
catalogue/discovery service or an  
ebook platform (or even a journal article  
or a book) or a MOOC,

they want.....??

they want to get a 'job' done

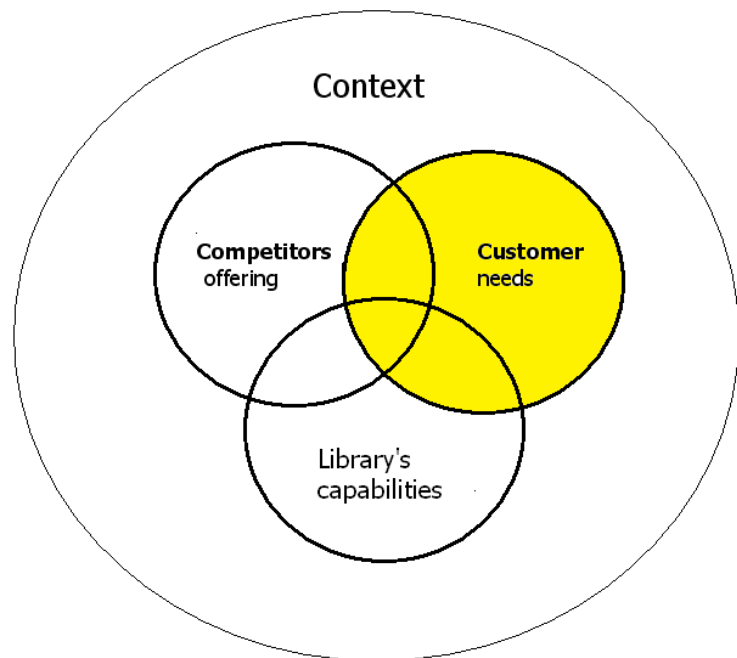
people 'hire' (with money, time effort)  
products and services to accomplish a  
task, achieve a goal or solve a problem.

these are the “jobs-to-be-done.”

The JTBD methodology is a way of looking at customer behaviour to 'test' existing, new or imagined products and services

This is a robust and proven methodology that I have been using with libraries

# customers



analyse customers' current, potential  
and unmet needs

the 'jobs' they need to get done –the 'problems' they are  
trying to solve

- (1) *What* is the problem that needs to be solved?
- (2) *Who* needs to solve the problem
- (3) What is the particular *circumstance* of the problem

It is important to recognise that the **jobs are completely neutral of the solutions** (the products and services). While a customer JTBD remains generally stable over time, the products and services an organisation delivers will typically change

Be as specific as possible when describing the job/problem. Remember the JTBD/problem to be solved is NOT “search for an ejournal”. Rather it is something like “complete an essay/assignment”

Types of JTBDs:

Main jobs to be done: the task that customers want to get done.

Related jobs to be done: jobs customers want to accomplish in conjunction with the main jobs to be done. So the main or fundamental job might be ‘get a (good?) degree’



## importance, frequency frustration

'Jobs' can prioritised by 'scoring them:

Job to be done	Importance 1=not important; 5=critical	Frequency 1=rarely 5=very frequent	Frustration 1=very happy 5=very frustrated	Score (importance+frequency) X frustration = a score 2 to 50

Pay particular attention to the ‘circumstance’—it can have a big influence on the solutions you may consider and how you evaluate those solutions.

For example a student trying to complete an assignment off campus--maybe on a train using their iPad -- is different to someone working with a PC on campus

# pinpointing the opportunity...

the problem?

Eg complete an assignment

what objectives are used to evaluate the solution?

is it convenient? has it authority? Do my peers use it?

what barriers limit the solution?

There are essentially four main barriers to getting a job done:-

Price

Time

Skill

Access to the technology or solution.

what solutions do customers consider?

Eg Wikipedia, Twitter

what opportunities exist for (innovative) solutions?

## analysing the 'job' with customers –some questions

what is the problem you are facing..and why do you *care*?

what is the process you currently use to solve that problem?

what alternatives do you consider when going through this process?

why do you select the option you select?

what do you like about the current option?

what don't you like about it?

what frustrates you when trying to solve this problem?

**what are the solution's capabilities?**

**what barriers does it overcome?**

**what objectives can it address?**

**in what circumstances will it be effective?**

**for what *jobs* is the solution applicable?**

**who would hire this solution?**

focusing on jobs that are too loosely defined,

focusing on getting just one or two steps of a job done,  
when the actual job is much more complex

trying to improve an existing product when really a totally  
new one is required

the product doesn't get the job done any better. It fails to address additional unmet needs and add additional value.

the product doesn't address the entire job. It may help customers get parts of the job done well, but not the whole job, leaving customers to cobble together the rest of the solution.

the product gets the job done better, but not enough to matter.

in the end of course it's about ***value***

why should people use *our* products  
and/or services instead of  
alternatives?



# Rethinking resource management

Ken Chad

Ken Chad Consulting Ltd

Twitter @kenchad

[ken@kenchadconsulting.com](mailto:ken@kenchadconsulting.com)

Te: +44 (0)7788 727 845

[www.kenchadconsulting.com](http://www.kenchadconsulting.com)