

Library service innovation in a competitive world: focus on the user

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Why bother with innovation?

“A new method, idea, product, etc”.

<https://en.oxforddictionaries.com/definition/innovation>

The library business is booming..



Libraries are so valuable they attract voracious new competition with every technological advance

LIBRARYJOURNAL

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



LIBRARY INNOVATION

Volume 6, Issue 1, 2015

Article

Academic Libraries and Innovation: A Literature Review

Curtis Brundy

Academic libraries are facing times of unprecedented challenge and unparalleled change. **Innovation has moved from a consideration to a necessity.** And yet, academic libraries continue to operate in a climate of declining budgets and increasing costs. In such a resource-scarce environment, academic library leaders are under pressure to make wise decisions in regards to how innovations are adopted and implemented in their libraries.

<http://www.libraryinnovation.org/article/view/420/625>

“a shift from bureaucracy to enterprise..”

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

“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 - building the collection, providing reference service, creating efficiencies in technical processing, and so on. 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 marshall the means to meet them. This may need reorganization, new staff skills, changing priorities, reallocation of staff and resources, and so on.

The enterprising librarian. Lorcan Dempsey. Blog 30 June 2012.
<http://orweblog.oclc.org/archives/002201.html>

The library operates in a competitive environment—your users have alternatives to library services. Others are trying to outdo you in meeting the needs of your users/customers

...and you can't do it all.....

competition..you know about this of course....

"One of the things we're trying to do is first to catalogue everything in the world you might want to know about."



WIRED.CO.UK

How to access free academia

CULTURE / 07 NOVEMBER 13 / by KATIE M PALMER 

Search smarter

Use **Google Scholar** to search for the full title of the paper you require. Can you see "[PDF]" on the right? Then you're in luck -- some learned and helpful soul has made a copy available elsewhere.

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Many academics post copies of their work online. Search for titles with "site: [theirdomain]" and "filetype:pdf". Or **just ask directly**, by sending a brief, slightly fawning message to the author.

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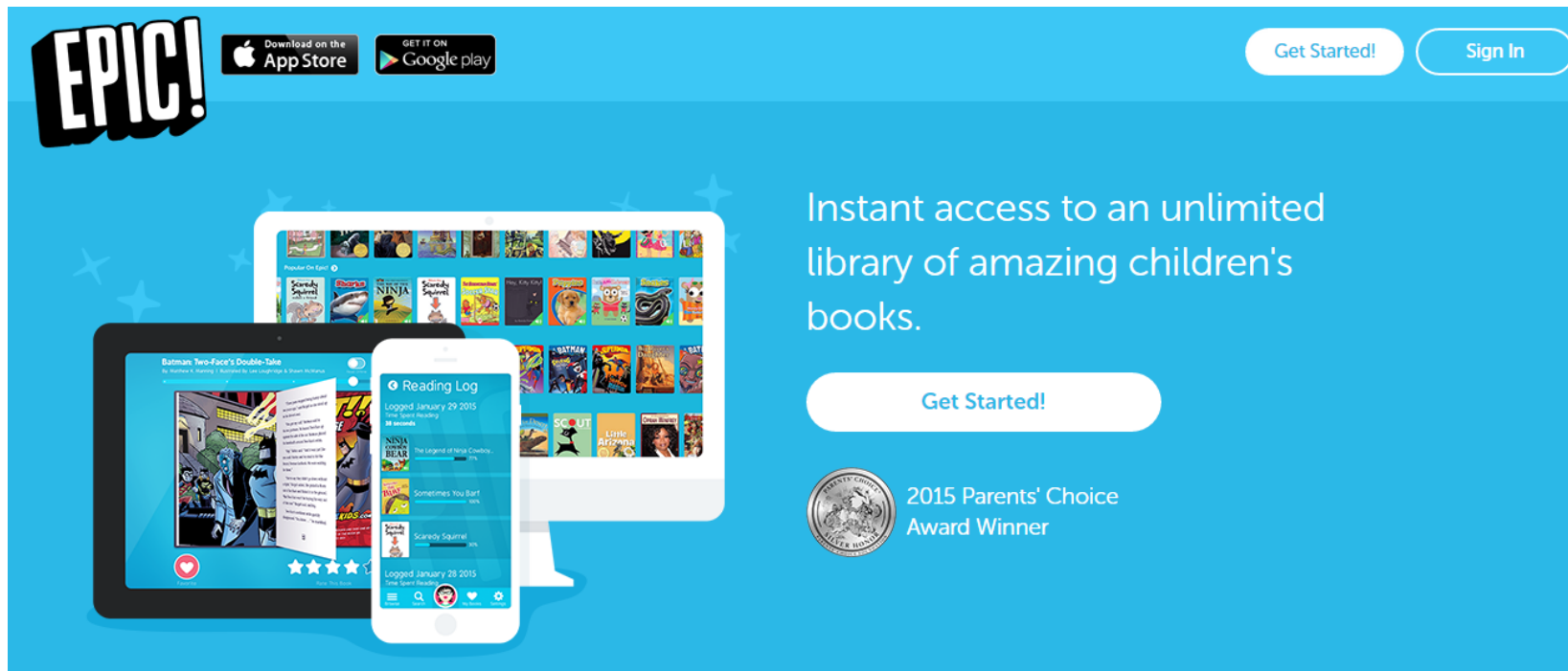
Ask for help

Certain internet-dwellers can do your highbrow dirty work for you. **On Twitter, post the URL** of a paper with #icanhazpdf. Delete the request afterwards, and remember not to thank the sender by name.

Go incognito

If a site offers a limited number of articles for free per month, **try browsing via Chrome Incognito**. Your cookies get dumped when you exit, so sites can't recognise that you've been there before.

alternatives to using (conventional) library services



EPIC!

Download on the App Store | GET IT ON Google play

Get Started! | Sign In

Instant access to an unlimited library of amazing children's books.

Get Started!

2015 Parents' Choice Award Winner

The EPIC! app interface is displayed on a tablet and a smartphone. The tablet shows a grid of children's book covers, including 'Batman: Two-Face's Double-Take' and 'Scandy Squirrel'. The smartphone shows a 'Reading Log' screen with a list of books read, including 'Scandy Squirrel' and 'The Legend of Nook Country', along with a 'Logged January 29 2015' timestamp and a 'Read Again' button.

alternatives to using (conventional) library services

University gives free tablet computer to new students

By Sean Coughlan
BBC News education correspondent

25 September 2014 | Education & Family

Share



Peter Gray, CEO and chairman of JS Group, said: “This is the first time that a whole year group have been given **a tablet loaded with their key texts for their course.**”

“Universities are now in competition for students and their tuition fees and are increasingly aware of needing to attract applications”

Kortext

UNIVERSITIES PUBLISHERS PARTNERSHIPS STUDENTS FEATURES

UK's leading digital
textbook platform

Anytime, anywhere
any device



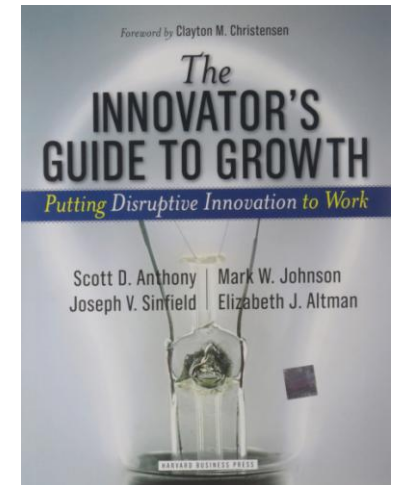


So what should you do?

the time to innovate?

'[organisations] should set aside at least some portion of their resources for new business initiatives.'

Ring fencing the resource is important, especially **where organisations face trouble in their core business.**



The innovator's guide to growth. Putting disruptive innovation to work.' By Scott D. Anthony [et al]. Harvard Business Press. 2008. ISBN 978-1-59139-846-2

Where to start? What are you going to do?

GOOD STRATEGY

BAD STRATEGY

The Difference
and Why it Matters

“Good strategy is the exception, not the rule. More and more organizational leaders say they have a strategy but they do not’. A good strategy has...a kernel [that] contains three elements: a diagnosis, a guiding policy and coherent actions.’ ***So strategy is about what organisations do.***

Strategy is not well intentioned but vague goals. Strategy **is not:**

vision : where we want to be-an indeterminate future goal

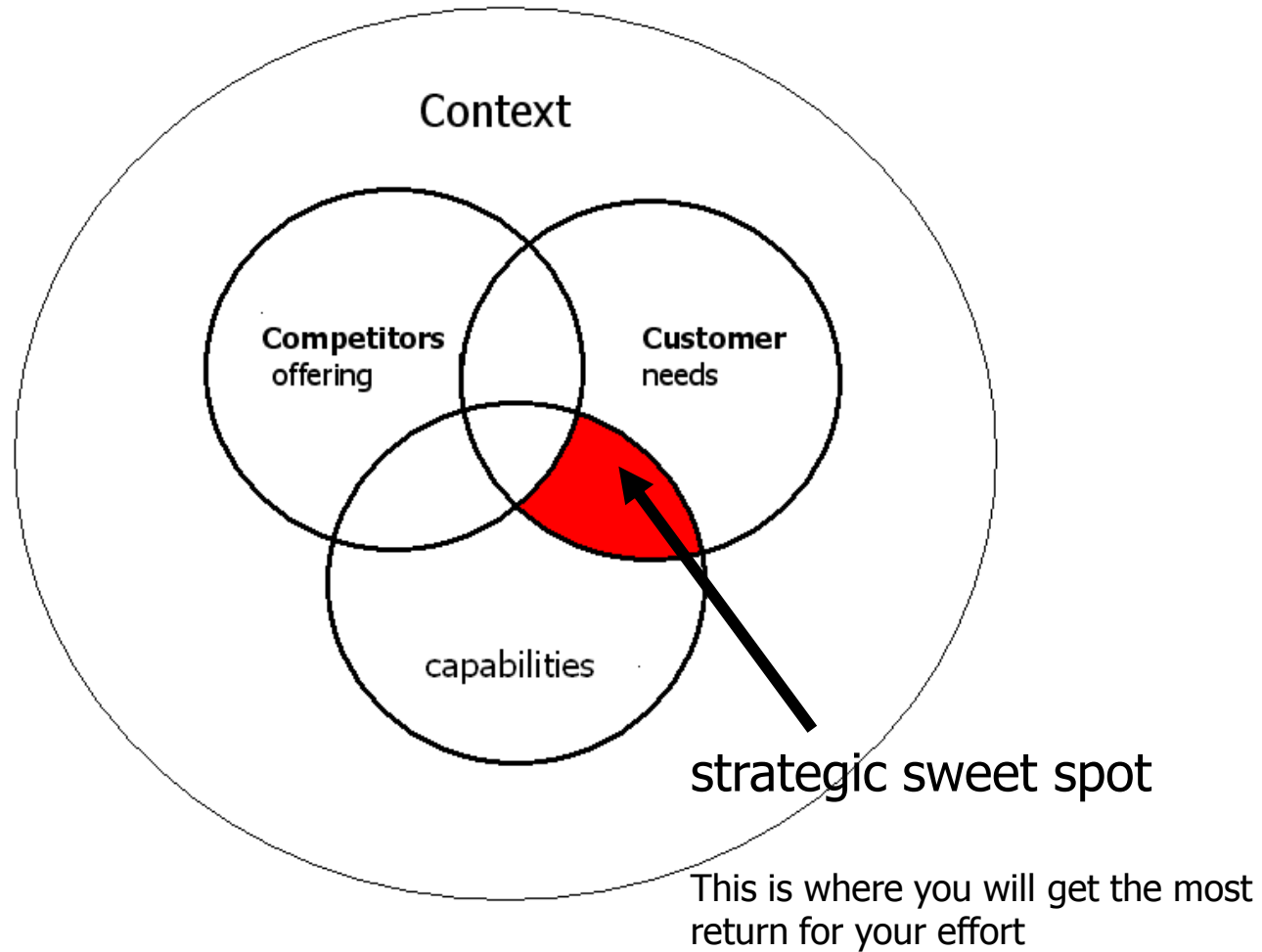
mission: why the organization exists -the motivation for being in the business

values: what we believe in and how we will behave

The above may be valuable but they are not strategy

Good Strategy, bad strategy and why it matters. By Richard Rumelt. Profile books. 2011 ISBN 978 1 84668 4807eISBN978 1 84765746

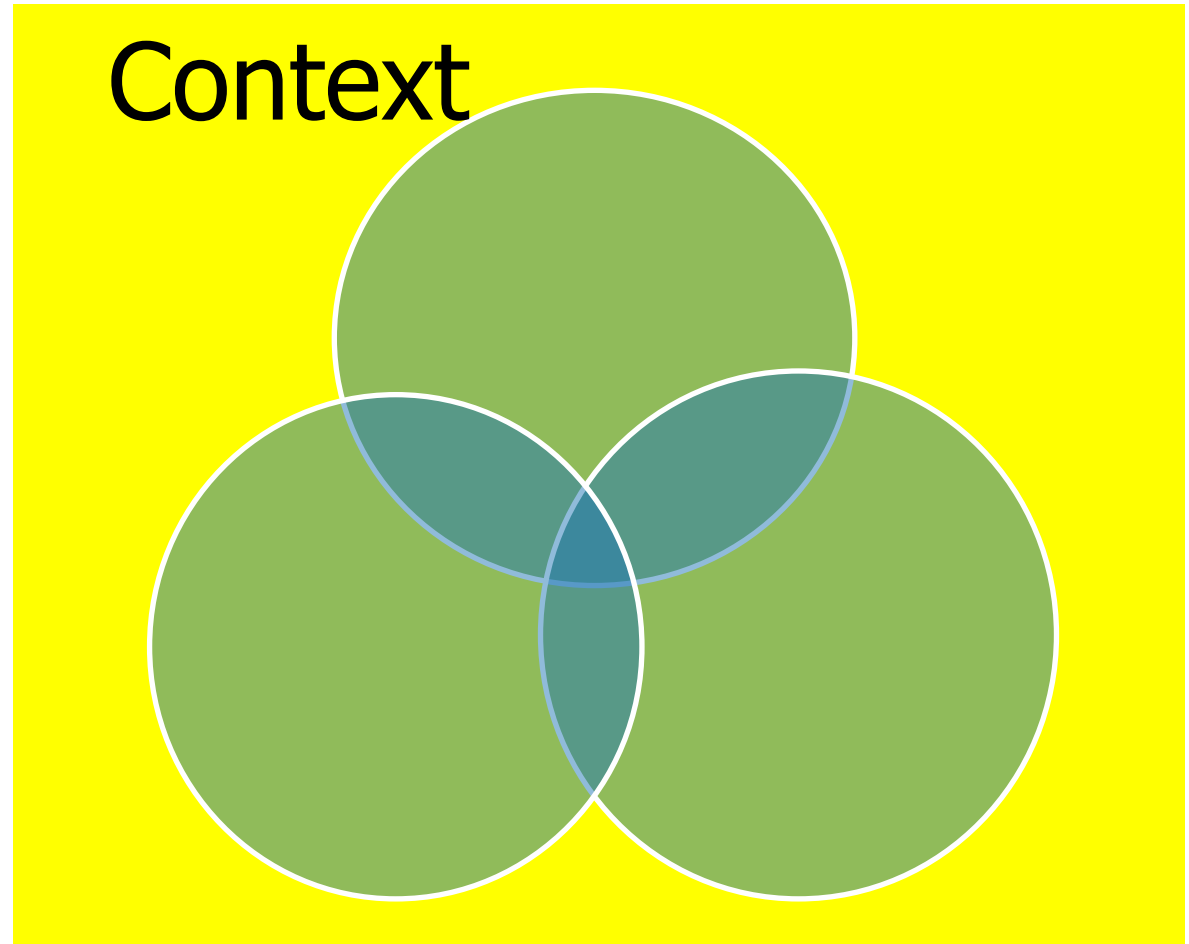
What are you going to *do*?— what's your *strategy*?



Strategy: a response to a challenge

"A good strategy honestly acknowledges the challenges being faced and provides an approach to overcoming them

Strategy should mean a **cohesive response to an important challenge**"



Good Strategy, bad strategy and why it matters. By Richard Rumelt. Profile books. 2011 ISBN 978 1 84668 4807eISBN978 1 84765746

Challenges-trends- Technology as a driver

consumerization

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



WIKIPEDIA
The Free Encyclopedia

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.

Gartner.

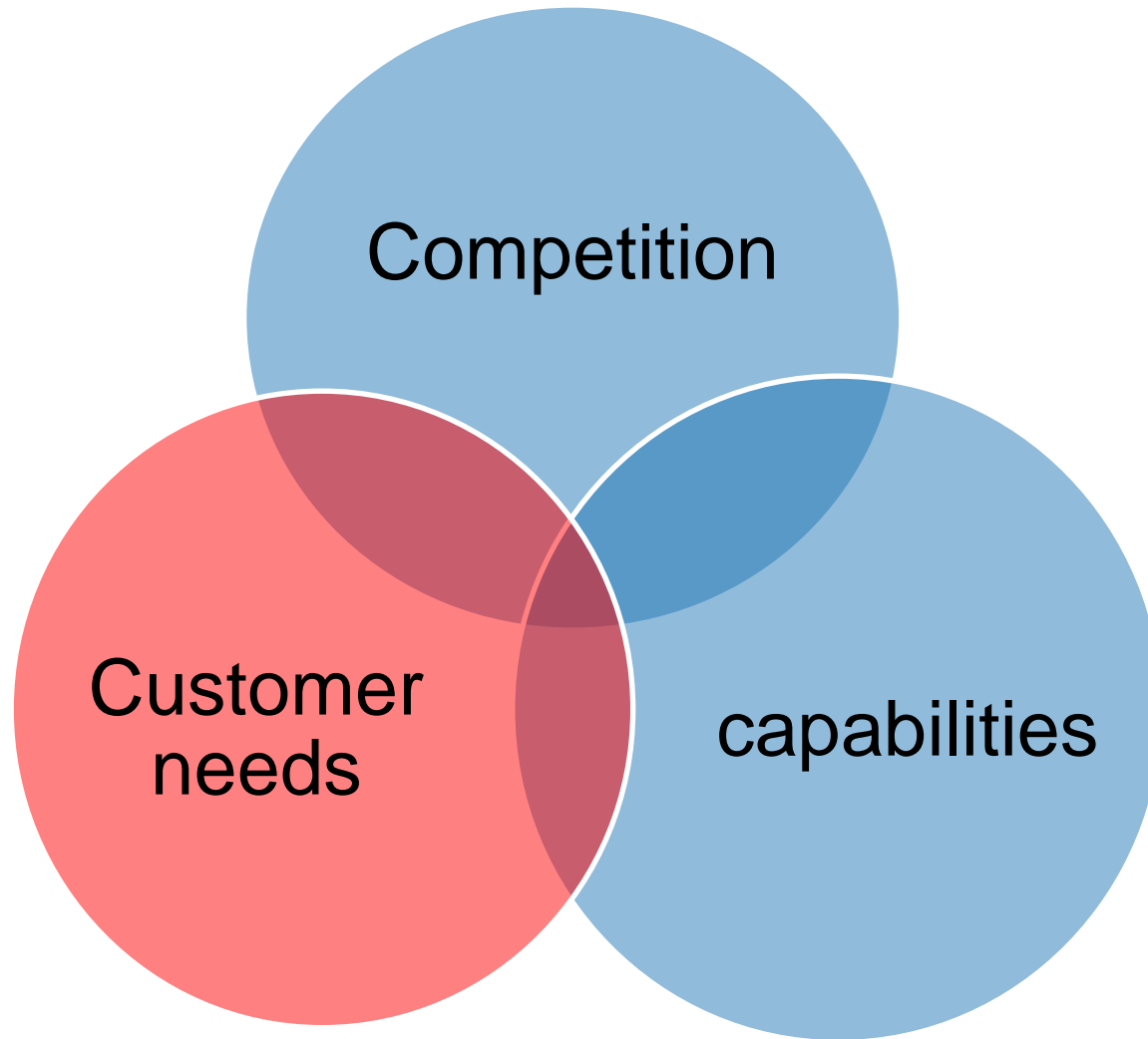
Renovating the **customer experience** is a digital priority.

Digitalization and the digital business are catalysts of change that are affecting the human-machine relationship and driving better customer outcomes.

IT leaders should use Gartner's predictions as planning assumptions on which to base their strategic plans.

<http://www.gartner.com/doc/2864817?refval=&pcp=mpe>

Customer needs-this is where I want to focus today



What about the user?



Library patrons, By Liz West. 2008 Flickr Creative Commons

what are they really doing?



Flickr Texas A&M University-Commerce Marketing Communications Photography
14284-educational technology 3535.jpg

What are they really doing?



“The meeting room was filled with people for some event, while in the main area other patrons looked at books or worked on computers”.

Library patrons, By Liz West. 2008 Flickr Creative Commons

What are they really doing?



14284-educational technology 3535.jpg

So you should ask customers what they want...right...?

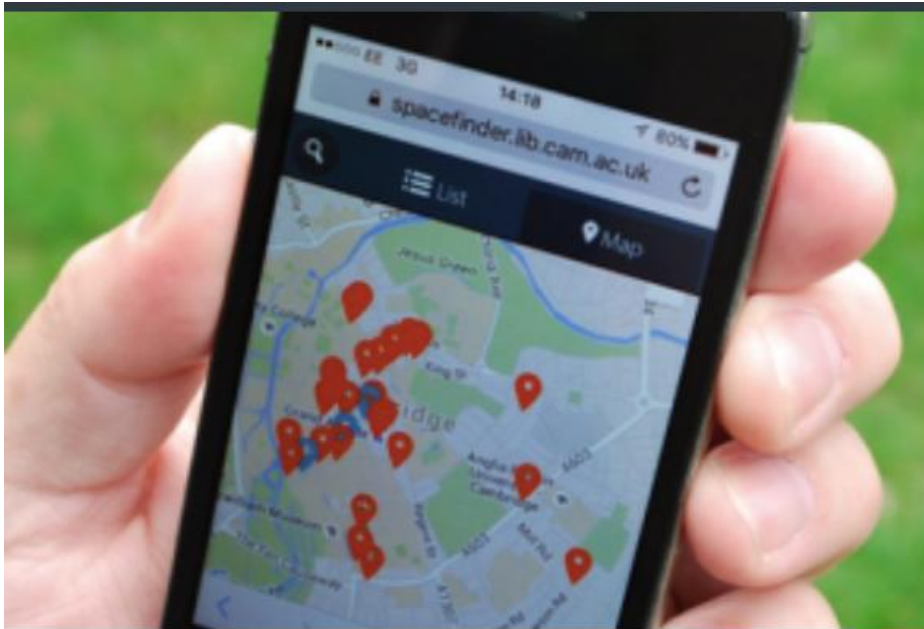
Don't ask customers what they want

“paradoxically the literal voice of the customer does not translate into meaningful inputs”

a ‘jobs’ and ‘outcomes’ based approach produces meaningful outputs that can be acted upon

‘What customers want.’ Anthony W Ulwick. McGraw Hill 2005

Understanding what customers really want.....



4 JUNE 2016

SPACEFINDER – THE

“It is also important to note that **we did not arrive at Spacefinder by gathering information on professed user need**, but through research into user behaviour. Students would never have told us that they needed a space finding tool, but this project clearly proved that they did”

<https://futurelib.wordpress.com/2016/06/04/spacefinder-the-final-report/>

Observing users.....

Shelley Gullikson

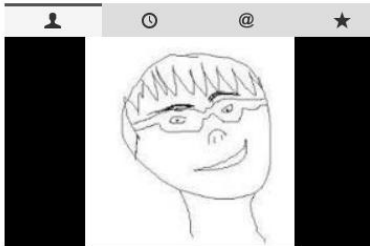
Usability and user experience in academic libraries. Mine mostly.

HOME ABOUT

UXLibs conference: thoughts

MARCH 23, 2015 ~ SHELLEY

Shelley Gullikson (shelley_gee)



“One of the many things we did was watch videos of students trying to find information. A second year student needed to find peer reviewed articles but clearly had no idea what this meant.

A fourth year student came upon an article on her topic from the Wall Street Journal and thought it could be useful in her paper because it sounded like it was on her topic and came from a credible source (not seeming to realize that a credible source is not the same as a scholarly source).

I found it striking that neither of these students seemed to understand what scholarship looked like; what it meant for a thing to be a scholarly source.”

#JTBD

What is the *job* -problem that needs to be solved?

Who needs to get the job done/solve the problem?

What is the particular *circumstance* of the problem?

Gains/Outcomes-what (measurable) criteria does the user consider in order to decide if the job has been successfully accomplished?

Pain points and barriers to getting the job done

<http://www.kenchadconsulting.com/how-we-can-help/innovation/>



#JTBD

Applying the methodology—first with staff-walk in the shoes of your users

- Creative thinking –"ideation"
- Make sure the group is diverse as possible. Outsiders can be useful
- Introduce the JTBD concept
- Provide some starting contexts: maybe a particular customer group or a particular technology
- Provide some background information on the area—something to stimulate and open up people's minds -for example results from research or a provocative article

<http://www.kenchadconsulting.com/how-we-can-help/innovation/>

The power of asking why...what is the underlying job/problem?

Process (each process may help get several jobs done)	WHY	some possible JTBD
search for an ejournal	WHY	complete an assignment
find a book on the shelves	WHY	present a project
download an ebook	WHY	get a good degree
manage research data	WHY	improve my research reputation
(cataloguer) add/edit metadata	WHY	make the resource more discoverable
make a video	WHY	strengthen my network of family and friends

Working through the JTBD method: the Job and the User

kenchadconsulting Ltd

Group 3
Example A- Assignment

Using the 'jobs'-to-be done' methodology to understand user needs

PART 1: The job, user and circumstance

Job/Task/Problem to be solved/job-to-be-done (be as clear and succinct as you can)

Completion of assignment

Student wants to do a high quality piece of work

Wants to deliver the assignment on-time

User/customer

BROAD CUSTOMER SEGMENT: First year undergraduate

Attributes:

- On business course — large number of students in the group
- Inexperienced - still trying to find the way round how library services work and the resources on offer
- This is the first or at least an early assignment
- Doesn't have good search/information literacy skills — missed library induction
- Willing-keen to improve-wants to be one of those students that prepare and doesn't leave everything until the last moment
- Somewhat anxious-sometimes the information from lecturers about assignments can be confusing/contradictory

**There can be hundreds of
Job/User/Circumstance scenarios**

scoring them helps you focus....

Importance 1=not important; 5=critical	Frequency 1=rarely 5=very frequent	Frustration 1=very happy 5=very frustrated	Score (importance+fre quency) X frustration = a score 2 to 50
4	3	5	35



#JTBD

Applying the methodology—with the users themselves

Focus groups can be especially good at shaping long lists of jobs that come out of ideation sessions. Focus group can also be helpful in identifying jobs which have most promise and to get feedback on specific ideas. **However be very wary about getting *solutions* from customers.** Customers do tend to latch on to existing solutions so may not see the 'gaps' for innovative products and services. Indeed customers are often not a good source for telling you what they 'need'. That's why it's important to frame the questioning around the overall JTBD approach.

<http://www.kenchadconsulting.com/how-we-can-help/innovation/>



#JTBD

Applying the methodology—with the users themselves

One-on-one interviews: Use the structured JTBD approach-remember *“the literal voice of the customer does not translate into meaningful inputs”*

Customer observations: Customers can find it hard to articulate their frustrations clearly, or they may have compensating behaviours they don't even realise. So actually watching customers can be very helpful in spotting things that might otherwise go unnoticed and unidentified

<http://www.kenchadconsulting.com/how-we-can-help/innovation/>

Analysis –how might we address the issues?

What doesn't the user like about the process they use now to get the job done

- I don't know I have looked in the *right* place
- Can I trust the resource-book/article? E.g. Is the author to be trusted?
- I am unsure if I have fully/correctly understood what the article/book is about
- Not sure results will deliver high marks
- Have I cited it correctly?

What is the job Epic is trying to help get done?



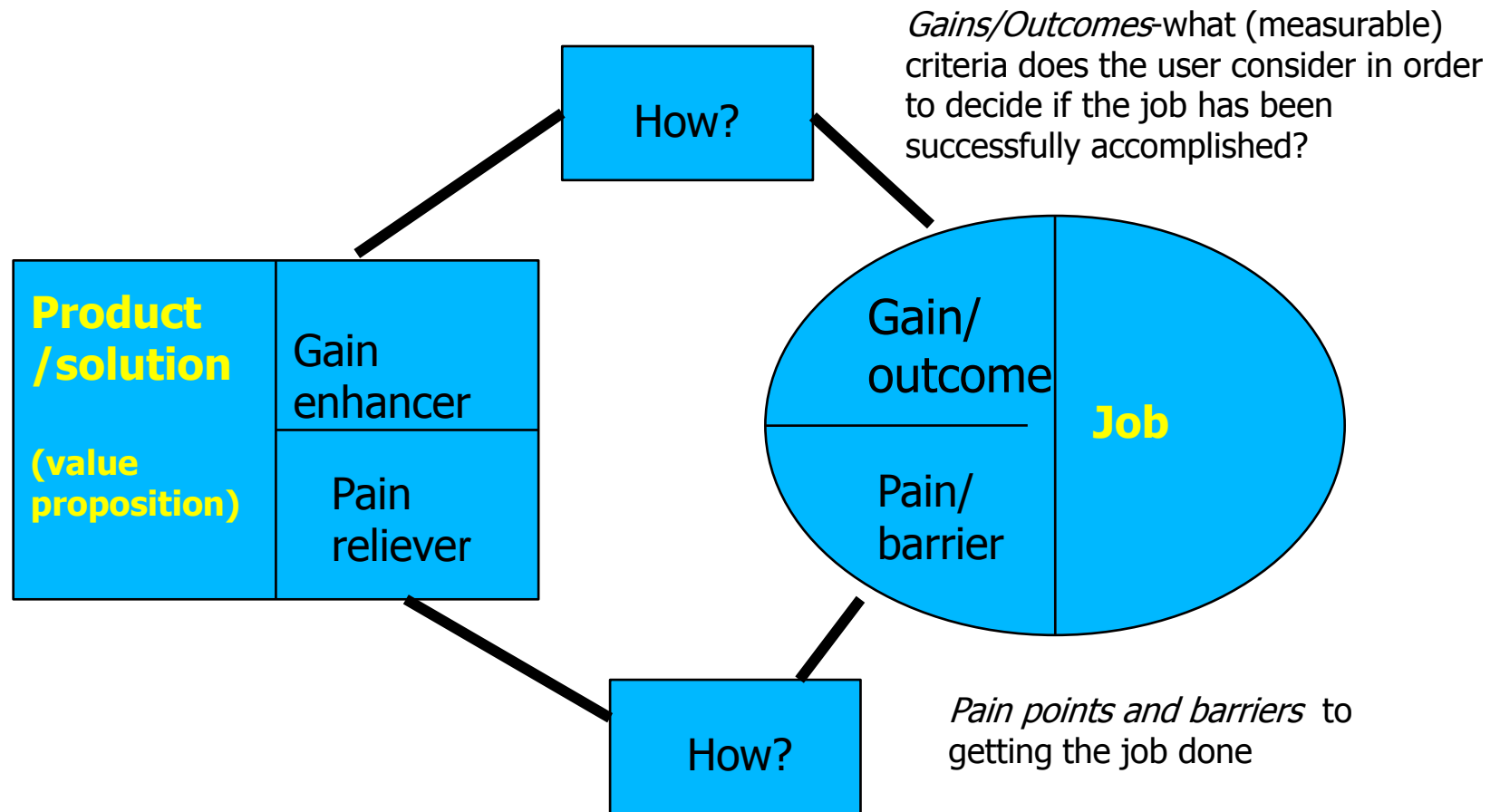
<http://techcrunch.com/2014/02/24/the-epic-app-brings-kids-books-to-the-ipad-and-makes-them-more-fun-too/>

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

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**

Matching solutions to jobs

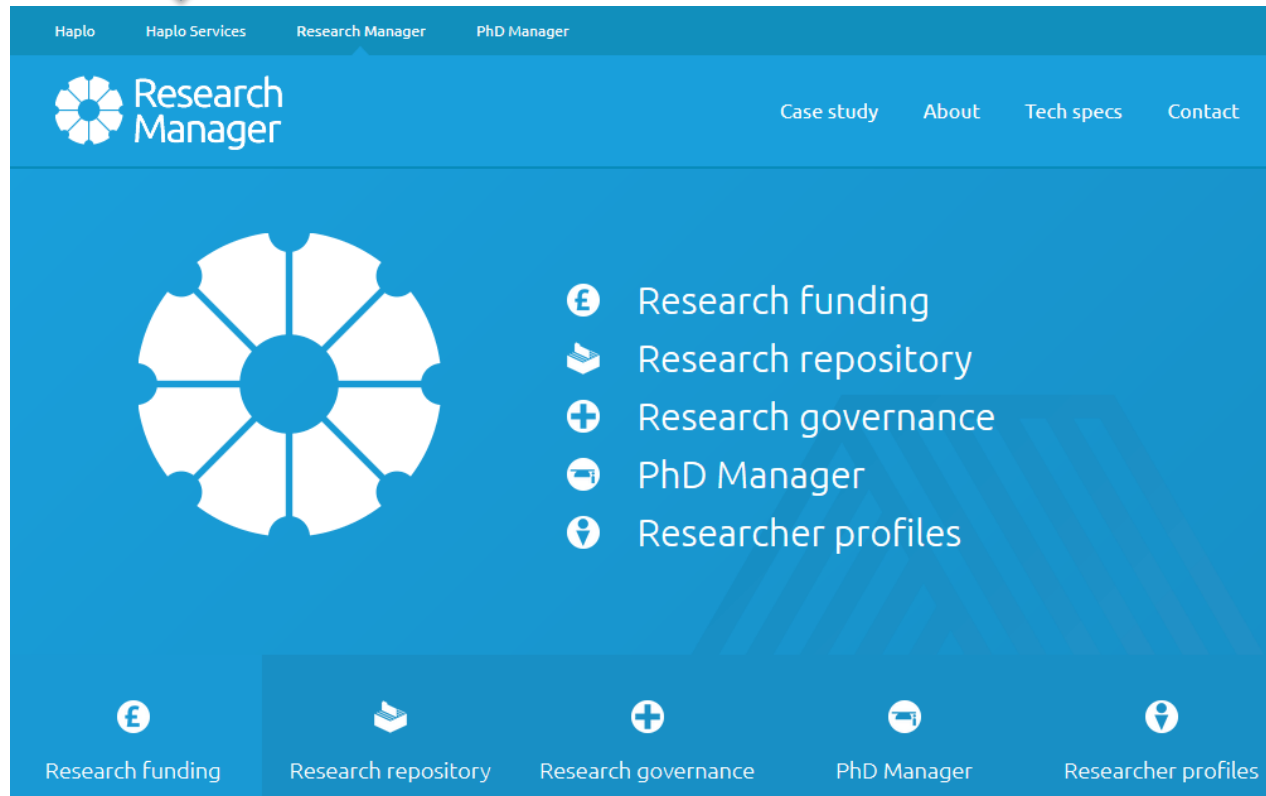


Mapping jobs and value propositions

(Adapted) from one of my projects.....

Job /Problem to solve	GAIN (Measurable) Outcome (metrics-minimise/increase)	PAIN Constraints (to be overcome)	Potential Value Propositions
Simplify procurement of resources-save time and money	<ul style="list-style-type: none">• Minimise time and steps to make an informed decision• Minimise liaison workload with academics• Minimise need for HEIs to negotiate with each publisher	<ul style="list-style-type: none">• Overcome objections from finance – e.g. around licensing	<ul style="list-style-type: none">• Describe resource available• User comments of resources• Offer standard (Jisc) licenses• integrates with KB+ and JUSP• All the (decision) making information you need in one place.

These methods lead to innovative products and services..for example...



The University of Westminster wanted to do more to support their researcher community. They wanted easy to access records about research activity and to streamline administration for researchers

Haplo worked collaboratively with the university's researchers and administrators to implement a solution to solve 'pain points' throughout the research lifecycle

<http://www.research-manager.co.uk/>

More details about the early stages of the project in: *Chad, K and Enright, S, The research cycle and research data management (RDM): innovating approaches at the University of Westminster, Insights, 2014, 27(2), 147–153.*



More effective libraries - creating a great user experience

We work with libraries, businesses and sector bodies. We have proven and innovative methodologies to help create a compelling user experience.

[How we can help](#)

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