

Directors' Digest

SHARING INDUSTRY INSIGHT WITH LIBRARY DIRECTORS WORLDWIDE



Demand-Driven Selection

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Maximizing Your Existing
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*improve***PERFORMANCE**

Welcome

A MESSAGE FROM SCOTT

Welcome to the latest edition of Directors' Digest.

Since our last edition, collectionHQ announced the release of a new Dashboard which provides Library Directors and Senior Management with invaluable insight into how their collection is performing. The Dashboard enables users to identify room for improvement and to increase efficiencies, circulation and patron satisfaction. Find out more on page 7.

The theme of collection performance improvement is explored further in our collectionHQ Investigates section where we discuss trends in Demand-Driven Selection and how they are supporting the future of public libraries.

In this issue we also review how public libraries are applying item movement to maximize collection budget in Industry Insight and we are delighted to feature an interview with Garrett Erickson, Library Director at Mead Public Library, Wisconsin.

Don't forget to share your comments on any of our features by contacting us at more.info@collectionhq.com.

Scott



Scott Crawford

COLLECTIONHQ VICE PRESIDENT
AND GENERAL MANAGER





DEMAND-DRIVEN SELECTION

Consumers today are faced with increased choice when it comes to deciding how and where to access books and information, a trend which poses a potential threat to the continued use of public libraries. The suggestion that public libraries should be prepared to think more like a business and consider what competitive advantage they hold over corporations like Amazon and Google has given rise to much discussion.

One way to maintain demand for public libraries is to offer services which keep them relevant to their communities. Our March 2015 feature about the 'Future of Public Libraries' discussed examples of innovative new services that enable libraries to keep up with consumer expectations. Self-service machines, online access and library vending machines are useful ways of allowing patrons to use the library service at times convenient for them, therefore reducing the likelihood that they will look for an alternative provider.

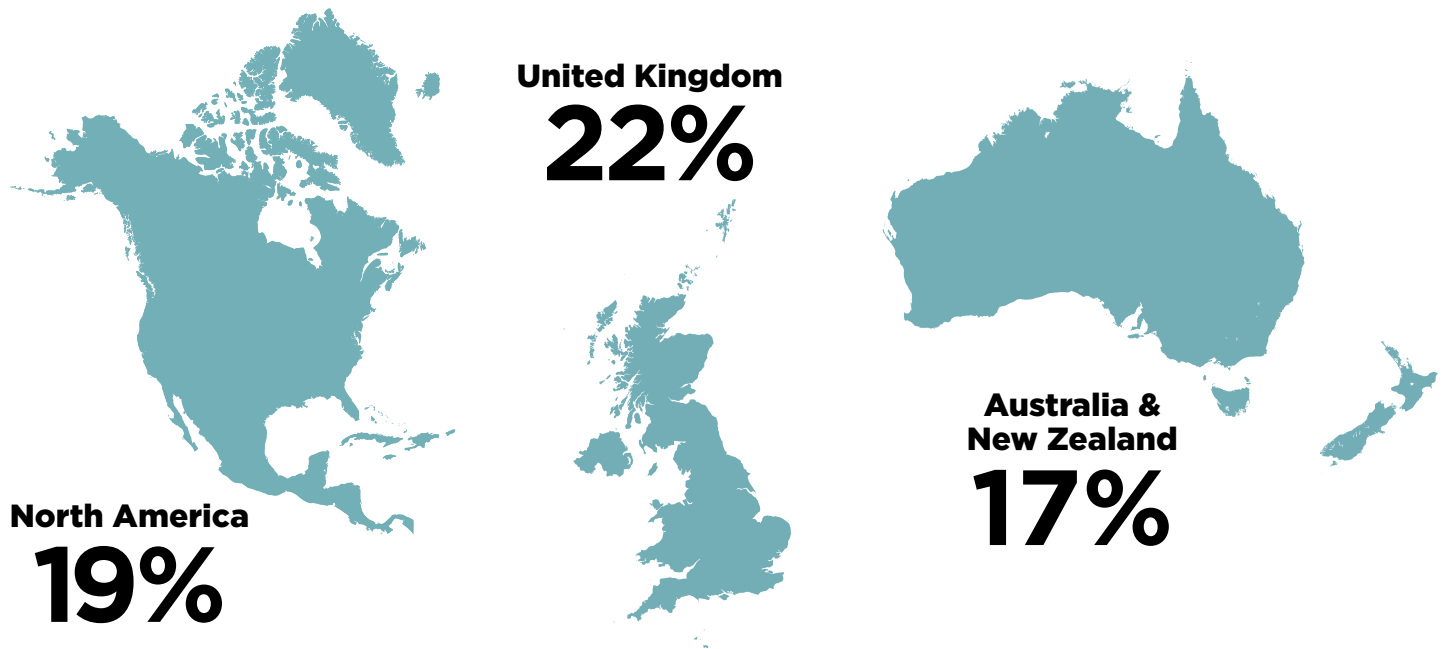
Public libraries should also consider what really sets them apart from other providers: the unique relationship that librarians have developed with their patrons over time through face to face contact and from developing unique services aimed at enhancing the livelihoods of their communities. Librarians now have the opportunity to enhance this knowledge of their patron needs by applying insight gathered from evidence and predictive analytics to anticipate demand.

APPLYING EVIDENCE TO SUPPORT SELECTION DECISIONS

Despite stretched resources, librarians continue to make time to interact with patrons to find out what's popular in their collection. But quantifying that popularity and analyzing whether demand from one or two patrons is really representative of the whole system is impossible without hard evidence.

The proven EBSM Methodology which has been in use at public libraries for more than 20 years explains that: "Lack of access to robust detailed evidence about local demand leads to substantial waste in selection - from buying books that no-one wants to read, and neglecting to buy enough of the books which are popular with patrons." By selecting too many items, or the wrong items entirely, librarians can soon become stuck in a cycle of buying to weed. Our research into newly selected materials at libraries over a 12 month period that have circulated less than twice, or are Dead on Arrival (DOA), reveals the true extent of this issue.

DOA PERCENTAGE BY GEOGRAPHICAL LOCATION



Applying evidence to selection decisions with collectionHQ, the only tool based on the EBSM methodology, breaks this cycle by making sure that selection choices are in line with demand.

¹<https://americanlibrariesmagazine.org/2016/07/20/purpose-based-library>

²<http://www.collectionhq.com/ebsm>



PREDICTIVE ANALYTICS WITH EVIDENCE-BASED SELECTION PLANNING (ESP)

The latest development in the EBSM methodology is applying data analytics to support the purchase of current and pre-published material, then planning the distribution of that material. ESP tackles the cycle of buying to weed head on by offering two unique components that are powered by collectionHQ's data analytics. collectionHQ offers the new ESP service to Baker & Taylor customers in the U.S.A. and is exploring the introduction of this service to other markets.

Title Performance Ranking

ESP's powerful ranking engine applies a number of data points including circulation history, reviews and predictive analytics to suggest the current and pre-published titles that will perform well in your collection. The tool helps to predict and prioritize the best circulating titles in a given subject area, or across the collection as a whole.

Predictive Distribution Engine

ESP then delves deeply into geographical variations across your library system to recommend which titles to buy and how many to distribute to each branch according to local demand. This feature eliminates the issue of surplus material or supply shortages.

THE ESP JOURNEY SO FAR

Following a successful pilot program, ESP was released in 2015 and is now used in 40 public libraries across the U.S.A. to support selection decisions. Shellie Cocking at San Francisco Public Library, CA shared her experience with ESP so far:

ESP helps by bringing data into the decision process in a simple and easy way for my collection staff. We see it as a time saver for staff to eliminate not only the gridding process, but also by eliminating the need to go out and pull data in order to make an informed decision. Since the scores are based on real statistics pulled from collectionHQ, it gives a voice to our silent users, those that don't take the time to complain or to thank us.

WHAT'S NEXT?

It is collectionHQ's mission to help public libraries be the best they can be by offering new insight into patron trends and freeing up staff time to focus on those activities that make our public libraries so unique. As we continue to enhance our collectionHQ and ESP services we will keep you updated. Find out more at www.collectionhq.com.



collectionHQ Dashboard

Collection Performance at a Glance

The collectionHQ Dashboard of interactive charts and graphs applies **NEW** performance metrics to offer library managers valuable insight into their collection.

- * Monitor circulation and turnover.
- * Identify opportunities to increase efficiencies.
- * Review collectionHQ progress on a branch and user level.
- * Increase collection use.
- * Export results easily to share with staff and stakeholders.



For more information about the Dashboard, please contact more.info@collectionhq.com.





When did you first decide that you wanted to work in public libraries?

In 1996, I spent a year in the Americorps VISTA program working for a community literacy organization in Minnesota. I had just finished up my bachelor degree in public administration and was thinking about what

public sector area I wanted to work in. The literacy provider had a strong collaboration with the county public library system and I was exposed to the great work done by public libraries. In 1997, I pursued a Master's in Library Science at the University of North Texas.

What do you enjoy most about your role as Library Director at Mead Public Library?



I enjoy working with the staff to solve long term problems. We have a process improvement team that has removed many of the impediments to better service over the past few years. It makes me happy to see staff empowered to fix the problems

that they have identified and subsequently provide better service to the people coming through our doors each day.

Which author is most popular with your patrons at the moment?

David Baldacci is #1. #2 James Patterson. #3 Nora Roberts. #4 Harlan Coben. #5 Janet Evanovich

4. What do you consider to be the 3 main challenges facing public library Directors today?

Certainly, budgets are always too tight to do everything that we would like. Most directors are faced with looking for alternative ways to fund their necessary projects.

Also, many libraries are facing a wave of impending retirements. This can be good and bad as we lose many of the experienced staff. Directors have the opportunity to hire people who fit the new agile world of libraries and the associated technology.

Finally, libraries need to continue working on branding and marketing. Several times a week, I still hear people talk about the future of libraries. Obviously, library staff need to continue reaching out to those people who have not been to a library in many years and talk about the many great things that libraries do for the community.

Over recent years, the public library world has been influenced by a number of factors. What do you consider to be the key trends shaping the library world as we know it?

The ubiquitous nature of technology is influencing all industries, especially libraries. The technology affects the

GARRETT ERICKSON

MEAD PUBLIC LIBRARY, U.S.A.

way we search for, organize and store information. We also use technology to create self-service options for library patrons. Finally, we are constantly looking for ways to make staff more efficient in backroom tasks.

Changing demographics is also affecting how libraries choose to spend their precious dollars. I.E. Should we dedicate an additional 5% of our collections budget each year toward digital collections rather than the physical? Or, should the percentage be higher? What type of programming should we offer? Continue with mostly children's programs or begin offering more senior classes? These are difficult strategic decisions that all library directors are faced with.

The continued transition to library as place (as a community center) is also unfolding before our eyes. Here in Sheboygan, most of our traditional metrics are slowly heading south such as physical checkout of materials, library provided Internet workstation usage and number of reference questions answered. However, our gate count is trending upward. We believe this movement is due to the redesigning of spaces for the public, increased wireless usage and emphasizing more programming for all ages.

How is your library using 'Big Data' to improve collection performance?

At this point, we are just beginning to use big data to make decisions. collectionHQ is obviously one of our investments in data in order to make better purchasing decisions as well as maintain the collection.

It would be helpful if the catalog vendors would help librarians use big data to better understand the communities they are serving. For example, it would be great if library staff could map out where our library cardholders reside, using the patron database. What types of materials did they check out?

What projects are you most excited about working on over the next year?

We quietly opened a Makerspace in our library this summer. We are still purchasing equipment and supplies, setting up collaborations in the community, and recruiting volunteers to help us teach classes. The Makerspace has the potential to bring in an entirely new group of people into the library who may not have visited us before. I am excited to see how the effort pays off!



RESOURCEFUL COLLECTION DEVELOPMENT: MAXIMIZING YOUR EXISTING COLLECTION WITH TRANSFERS

Background

The level of weeding adopted by public libraries has recently given rise to debate. At a time when public spending faces increased scrutiny, public libraries must demonstrate efforts to reduce waste and increase efficiencies. So where does the weeding of items, which are sometimes in perfectly good physical condition, fit in?

Weeding is a regular and necessary task undertaken by public libraries to free shelves of unwanted or grubby material to keep collections appealing to patrons. Public libraries can however justify weeding decisions by introducing evidence-based methods and demonstrating efforts to maximize use of items before they are removed from the shelf

Maximize your existing collection: Transfer before weeding

In our Industry Insight feature, we shared results from research into items at public libraries purchased over a 12 month period that circulated less than twice¹. We can refer to these items as Dead on Arrival (DOA).

DOA PERCENTAGE BY GEOGRAPHICAL LOCATION

North America	19%
United Kingdom	22%
Australia and New Zealand	17%

¹The analysis considers those items purchased between November 1st 2014 - November 1st 2015 that circulated less than twice by May 2016

Items falling into the DOA category can be put to good use by introducing a “Transfer” process to move them to locations of higher demand where circulation is more likely, therefore offering items another chance to circulate before removal. There are 3 main concepts to consider when implementing a Transfer process:



1. If an item is well used in its current location – do not move it. It may circulate well in its new location while its absence frustrates users in the previous location where high demand still exists.
2. Transfer underused items to locations where demand exceeds supply and shelf representation of popular authors or subjects is low. This will provide increased user satisfaction in the ‘receiving’ library because of better shelf availability, maximum use from existing items, and weeding of underused stock from the ‘providing’ library.
3. If in certain subjects, low demand exists in more than one location, arrange for ‘swapping’ of that material between locations to refresh items and lead to additional use for items that are unwanted at their current locations.

Using collectionHQ to Transfer

collectionHQ offers a number of tools that support the transfer of non-circulating Fiction, Non-Fiction and Non-Book items to new locations where demand is not met. Once transferred, collectionHQ allows users to monitor the success of transferred items through Performance tools. Based upon a number of adjustable targets and parameters, those items will be given a defined number of days to circulate at their new location before becoming a candidate for weeding. The process of target setting offers libraries a guarantee that each item will have been given adequate opportunities to be discovered by patrons before they are removed from the collection.

In addition to maximizing use of current items, the collectionHQ transfer tools enable users to:

- Save money by using existing material to replace overused or missing items.
- Keep the collection fresh and introduce patrons to new titles.
- Offer branch staff the opportunity to “shop” for items to pull into their own collection.
- Justify decisions about weeding to stakeholders by demonstrating that any item weeded is a result of an evidence-based, target driven approach.

The benefits seem clear, but what do the real users of an evidence-based Transfer procedure think?



case studies



saveTIME



saveMONEY



ImprovePERFORMANCE

CORNWALL COUNTY COUNCIL, UK:

Stock and Support Services Team Leader, Linda Moffatt describes: “Cornwall has a robust transfer programme, whereby all 32 sites are required to select a set number of items for transfer into their stock each month, moving out their underperforming stock and replacing it with different titles identified as suitable by collectionHQ. The scheduling tool has transformed this process with timed emails to each site alerting the teams to the activity they need to complete and the timescale in which to do it.”



What was the result? “During the last 6 months, we have transferred a total of 9511 ‘dead’ non issuing books which have generated more than 13,000 extra issues in the new locations. With budgets currently under pressure, transferring non issuing stock to another site places different books before the customer on a regular basis and really stretches the value of each title we buy.”

NASHVILLE PUBLIC LIBRARY, TN, USA:

Noel Rutherford, Material Services Manager shares: “We introduced collectionHQ’s Transfer plans to systematically move material through the library system. Instead of concentrating on popular authors, the focus was on redistributing underperforming titles.”

Results: In Non-Fiction, 20,667 items moved received an additional 60,911 additional circulations after Transfer. With Fiction, 19,112 items moved circulated an additional 100,558 times over 12 months. Noel shares: “Everything we did paid off. About 75% of our circulation is based on browsing so the best approach is to put it where it is going to be checked out – don’t rely on holds.”

SURREY LIBRARIES, UK:

Liam Dixon, Stock Development and Design Lead shared: “Surrey Libraries have been using the CollectionHQ transfer tool for just over three years. In that time we have transferred 55,596 fiction titles that had lain unused for an average of twelve and a half months, making no contribution at all. Since transfer these same books have contributed 338,691 loans between them. By using the transfer tool we can keep the right books in the right place for our readers, throughout the lifecycle of each book. Ensuring we deliver value for money and maximise the return on each book we investment in.”

Find out how Brisbane City Council Library Services in Australia rolled out a process for evidence-based item movement on page 12.



BRISBANE CITY COUNCIL LIBRARY SERVICES INCREASE CIRCULATION WITH THE COLLECTIONHQ TRANSFER TOOL

THE BACKGROUND

Serving a population of more than 1 million, Brisbane provides a large metropolitan public library service with 33 branches and 1 mobile library. Each branch varies in terms of building size with significant differences in number of visitors, circulation, collection sizes and shelving capacity. The library collection, which consists of 1.3 million items, moved to a “floating” model back in 1999 and has been managed for a considerable time using principles from the Evidence Based Stock Management (EBSM) methodology to monitor usage and maintain item movement.

THE CHALLENGE

Prior to the implementation of collectionHQ, staff at Brisbane City Council Library Services were restricted to the use of inefficient and manual processes to support item movement which resulted in:

- Understocking and overstocking of items at individual branches.
- Lack of an objective approach to re-locating multiple copies of individual titles from one branch to another.
- Items becoming “stuck” at a particular branches.
- Ineffective use of items before weeding.
- Reduced staff engagement with collection management tasks.

THE SOLUTION

Jane Alexander, Coordinator - Collection Development, describes that collectionHQ was identified in 2012 as the tool which would support their use of the EBSM methodology and therefore make current practices more efficient. Jane said: “We also thought that the way collectionHQ worked - allowing branch staff to pull stock

that the software identified would be popular at their branch - would resolve some of the negative issues that the bulk movement of stock created for our staff.”

COLLECTIONHQ TRANSFER TOOLS

Roll Out

On introducing collectionHQ, the team was enthusiastic to start using the tool's Transfer functionality to overcome the challenges experienced with item movement.

The Transfer tools were rolled out initially to a pilot group of 13 branches. All of the library's large sized branches were included in the pilot group along with a mixture of medium and small sized branches.

The pilot exercise lasted 6 months during which the following tools were applied:

Month 1 - 3: Fiction Popular Author Transfer tool only.

Months 3 - 6: Fiction Popular Author Transfers and Non-Fiction Popular Subject Transfer tool.



Staff members who were interested in service-wide collection management and who were enthusiastic change leaders in their branch, were selected as collectionHQ “Champions”. Each Champion received training on the tools and was invited throughout the duration of the pilot program to share experiences and suggest improvements. Jane explains: “As a result, changes were implemented, and FAQs and processes were developed during the pilot period which assisted when Transfer tasks were rolled out to all branches.”

Today

Thanks to a carefully coordinated pilot program, collectionHQ Transfer tools for Fiction and Non-Fiction collections are now applied regularly as part of collection management processes. Grubby Item Refresh is also used frequently to maintain the appeal of the collection to patrons.

Results

collectionHQ’s Transfer tools have enabled Jane and the team to fully apply the EBSM methodology to support movement of items to the locations where they are likely to perform well. A recent report identified that 54,192 items transferred in the previous 12 months had generated 88,204 loans. The average additional circulation per copy per month for Fiction items is 0.22 and for Non-Fiction items, 0.17. Jane explained: “This transformation of previously dead stock into active stock, has substantially increased the value Brisbane Libraries are deriving from expenditure on collections.”

Encouraging branch staff to “pull” popular items into their collection with the Transfer tools has also helped to deal with feelings of frustration and reduced engagement

caused by the subjectivity of previous processes. Jane shared: “Staff have been keen to use the tools. Selection is as easy as “online shopping” and locating items that are available for transfer because of low use at their branch has increased staff knowledge about which parts of the collection are least popular for the people in their local area.”

HOW ELSE IS COLLECTIONHQ USED?

Besides the Transfer tools, collectionHQ has offered staff at Brisbane Libraries a variety of modules that support the EBSM methodology.

Using collectionHQ’s ‘Top Charts’ has enabled the team to create displays to promote popular titles within the collection. Jane shared: “Because the Charts have branch-to-branch differences, they are often a talking point between library staff and customers who are keen to know what is popular in their local branch.”

collectionHQ has also offered the Collection team the opportunity to evaluate the performance of Fiction and Non-Fiction items by using the Popular Author and Popular Subject Summary tools. The team can then apply this evidence-based knowledge of popular items to create Fiction Author Standing Order lists and Non-Fiction Specifications to support Supplier Selection. Jane described: “The System Wide Popular Author Summary tool combines and makes visible data that is not available from other sources. Combining authors in order of total circulation with percentage of items (by each author) available for loan, gives a good indication of whether current stock levels for that author are appropriate, the need to include (or exclude) that author from the Standing Order list and also the possible need to re-purchase more backlist titles to support demand.”



BetterWorldBooks®

Not everyone has access to a book, which is why Better World Books cares.

Background

Better World Books prides itself on improving the lives of communities through literacy and access to books. Founded in 2003, the Better World Books model was based on the principles of the circular economy from day one. Acquiring books destined for landfill, selling, donating or recycling them and sharing the proceeds with non-profit literacy partners. These business practices were not add-on components, they were built into the operating structure of the business so as Better World Books grew, its ability to fund and donate to support literacy causes grew with it. Today the company donates a book for every one sold on its website 'Book for Book' and raises funds to support libraries, literacy and education with every book sold.



The Numbers

This ethic has helped the company to sustain consistent growth over the years allowing expansion of US operations into the UK and Europe, opening of a new distribution facility in Reno, Nevada and employing over 450 people globally.

Better World Books has:

- Raised over \$23 million to support libraries, literacy and education.
- Raised \$616,000 in grants for over 75 libraries and nonprofits.
- Donated more than 20 million books.
- Reused or recycled over 230 million books.



Key Products

Better World Books works with public libraries and other organizations to handle surplus books. Up to one million books a week can be processed globally and sold on over 50 marketplaces including BetterWorldBooks.com and BetterWorldBooks.co.uk. Each sales raises funds to support libraries, literacy and education.

All programs are free and include:

Discards & Donations Program:	From a small library to a large system, Better World Books will ship, process and sell surplus material, then donate or recycle what's left for free.
Drop Box Program:	Better World Books can place a Drop Box in a parking lot to collect donations and sell them to generate funding for your library removing the burden of managing the donations yourself.
Affiliate Program:	Partners can earn money over and above what is earned through other programs offered by Better World Books.
Donation Request Program:	For nonprofit organizations in need of book donations, Better World Books can ship anywhere from a box to a truckload full. They also have a book bus that distributes donations in the Mishawaka, Indiana and surrounding areas.
Rare Book Sales:	A dedicated team of experts that can maximize the value of Better World Books' partners antiquarian, rare and collectible material.
Marketing Support:	Provide marketing and PR support for those that work with Better World Books to help educate patrons and the community who may have no frame of reference for the weeding process.

collectionHQ and Better World Books

The growing partnership between collectionHQ and Better World Books benefits customers by helping library staff know what to weed, regularizes the process, moves the weeded material offsite and sells, donates or recycles it. The end to end solution saves significant staff time and is a socially responsible and environmentally friendly process that libraries can share internally and externally. The combined companies have learned from thousands of library partnerships that discarding their weeded material can come under scrutiny from staff, the community and the media. A library can face harsh consequences if they cannot point to a socially responsible and rigorous process for weeding and disposing of the material.

With collectionHQ's evidence-based weeding process and Better World Books program to turn weeded material in to funding and donations to support literacy libraries and education, it makes it a productive, cost effective and PR friendly process.

THE FUTURE

Dustin Holland, Vice President, Global Sales and Marketing at Better World Books shared: "We are very excited about what we will deliver to the library industry in the next 12 months. Different tools and technologies are being explored to remove steps in the sorting process and make it more accessible right at the shelf level. We are always exploring how we can make our program easier for our clients and more integrated with our partners while raising more funds and donations for literacy and reduce our carbon footprint."



THE PROVEN SOLUTION

collectionHQ and Evidence-based Selection Planning (ESP) piece together to create a powerful solution that is proven to reduce waste and match your collection to patron demand. This unique synergy joins the art of Baker & Taylor's collection building expertise and the science of collectionHQ's data analytics, to create a predictive tool that supports selection and distribution of current and forthcoming titles.



collectionHQ +

data. insight. solutions.

esp

*evidence-based selection planning
by Baker & Taylor*

www.collectionhq.com