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I, User -- Competitive Leadership

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"...all competition is a kind of furious plagiarism."
— G.K. Chesterton

As much as we love working with libraries, neither of us has worked directly in one; we have always preferred the energy and focus generated by competition. During our years at YBP (which ended in 1999), we faced excellent competitors in the approval plan arena: Blackwell’s, Academic Book Center, Coutts, Baker & Taylor, and Midway. Over time, the most intensive rivalry developed among YBP, Blackwell’s, and Academic.

Under the brilliant (if sometimes tumultuous) leadership of John Secor, YBP in the late 1980s and early 1990s assembled a senior sales group that included at its core Doug Duchin, Gary Shirk, Bob Nardini, Stephen Pugh, and Rick Lugg. We won some and lost some, but our attention for every sales call and presentation was sharpened by knowing that Dan Halloran, Barry Liben, or Bob Schatz from Academic—or Charles Witternberg, Steve Sutton, Kim Anderson, Scott Smith, and Jack Walsdorf from Blackwell’s—would be flying for the same business.

Back in our respective offices in Contoocook, Portland, and Blackwood, the clashes in the field drove service improvements: expansion of coverage, shorter fulfillment times, innovation, and lower prices. Competition extended deep into our organizations, from sales to operations to IT. We constantly sought ideas that would set us apart. But no advantage lasted long: GOBI came first, but Collection Manager and Book Bag followed hard on its heels, each adding some new feature that improved the concept and raised the stakes. We followed news of each other’s developments and strategies with a zeal born of survival and the zest born of a real contest among equal players. We were both eager and disciplined in our respective organizations to survive and grow in a difficult environment—or, to put it another way, we plagiarized furiously. Ah, it was a grand time!

In six subsequent years at R2 Consulting, through participation in strategic planning and work with clients, we’ve witnessed a more restrained competition among libraries. Libraries compete with one another for their place in the ARL or Oberlin Group rankings. They challenge other departments to maintain or increase their share of the university’s budget. They dicker with Campus Computing over who controls the Information Commons. They monitor developments such as course management systems, looking for an opportunity to play a role. And—other libraries watch each other—and though a level of “plagiarism” exists, it can’t really be characterized as “furioso.”

But these are old and interminable wars. More striking (and striking at the heart!) and worrisome is the arrival of new competitors from other lands. YBM (Google/ Yahoo/MSN) and their ilk are competing for and often winning that most coveted prize: the attention and loyalty of information seekers.

YBM, of course, is simply consultant short-hand for a long list of changes facing both libraries and library suppliers. The “Amazon Effect” has raised expectations for clarity and completeness of online presentation, as well as delivery times. The prevalence and convenience of full-text electronic content has radically transformed user expectations, and YBM have been quick to notice and respond. cf. Google Scholar, IM and text messaging have become important communication tools. Social bookmarking and user-generated tagging begin to look like open-source cataloging. Technorati indexes 38.2 million blogs, to what extent is that content on the library’s radar screen? RSS feeds alert users immediately to relevant new information, based on their preferences. 2:00 AM is an actual time that undergraduates seek information. Barnes & Noble and Borders have redefined expectations about library space. Collaborative learning and course management systems have changed how students and faculty work.

These are difficult times. This disrupted market and these new competitors are much less gentle, often better-funded, and operating on a different set of premises. AACR2 and MARC are not the only game in town. Their goals are based on the tenets of the Web: to distribute power to end users, reducing the need for information intermediaries, no matter how skilled; and to serve users where they work, anywhere from IM and Facebook to Blackboard and cell phones. And of course, many of their services develop from “furioso plagiarisms” of libraries—aft er all, Yahoo!’s directory structure was inspired by the Dewey Decimal system; the Google Print and Open Content Alliance folks are hanging out in library stacks for a reason. Google Scholar looks pretty familiar as well. In sum, the rules have changed, and continue to change. Competition is tougher and more necessary than ever. Good!

Because, although competition causes ills, it also confers benefits. A competitive threat can wake us up, and install a sense of urgency. It forces us to focus on users, efficiency, and effectiveness. Competitive thinking compels us to identify our core skills and advantages, to test them in the market, to think in terms of opportunities and threats. It drives our focus outward, toward users and competitors. Good competition can help us define our priorities, and explain ourselves persuasively.

In fact, libraries do hold an edge in many areas, especially if they’re willing to acknowledge new conditions, to stand and fight, and to make their case. What are the library’s competitive advantages? Well, here’s a start:

• The library “brand” (assurance of information quality)
• Special Collections (unique content)
• Metadata and Information Structure
• Breadth & Depth of Print Collections
• Controlled Vocabularies and Classification
• Relationships with Academic Departments
• Locally produced original digital content (from theses to data sets)
• Archiving (curation of the historical record)

Under competitive conditions, some libraries are floundering, mired in tradition and denial, or hampered by the insular perspectives of some long-time staff. But others are leading — innovating, competing, “furiously plagiarizing,” reclaiming and improving ideas that Google, Yahoo and others have appropriated from us, and offering new ones of their own. These people and organizations are rediscovering and redefining the core of library service in the face of competition — and sometimes winning!

• The University of Minnesota has created an “Undergraduate Virtual Library” (http://www.lib.umn.edu/undergrad/) that incorporates Google-style searching, quick links, customization, blog hosting, and RSS feeds.

• Ross Atkinson’s “Six Key Challenges for Collection Development” from last fall’s Janus Conference (http://hdl.handle.net/1813/2608) acknowledges a radically changed content environment, and offers clear collections strategies that, if implemented, could enhance libraries’ competitiveness.

• The University of California system’s Bibliographic Services Task Force has issued a stinging critique of the OPAC’s current capabilities, and detailed recommendations on how to improve the user experience of searching. (http://libraries.berkeley.edu/sopag/BSTF/Final.pdf).

• Susan Gibbons and colleagues of the University of Rochester (including an anthropologist on the library staff) have closely studied undergraduate information-seeking behavior as a basis for extending the Libraries’ reach into dorms, flat houses, dining halls, and buses. (www.taigaforum.org/papers/Gibbons_TransformingTaiga20060327.pdf)

• University of Pennsylvania’s PennTags (http://tags.library.upenn.edu/) enables user-defined tags for Web bookmarks, as well as library content.

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Expand Your Library Beyond the Bookshelves

The R2 Library is a web-based application that aggregates monographic content from multiple publishers on the desk top for your patrons.

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• In the spirit of "aggregating supply", many consortia and library cooperatives have instituted 1-2 day interlibrary borrowing. See NExpress for an example (http://www.wellesley.edu/Library/NExpress/).

These are just examples, of course. There are many more initiatives underway: links to OpenWorldCat records from Google search results; improvements in searching that range from NCSU’s new Endeca-based OPAC and graphical interfaces such as TLC’s AquaBrowser to FRBR-ized results from RLG’s RedLightGreen; all manner of digital repositories hosting everything from theses to massive data sets; and a renaissance in Special Collections discoverability. New undertakings appear every day. (Shameless Commerce Division: R2 has developed a half-day seminar highlighting many of them.)

In short, many of our colleagues have entered the fray, and are showing librarians to be world-class competitors. Long may they run, because we’re engaged in a marathon, not a sprint:

"The knowledge society will inevitably become far more competitive than any society we have yet known."

— Peter Drucker

Issues in Vendor/Library Relations — Review of Managing Suppliers and Partners for the Academic Library

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Reviewed by David Swords (Vice President, International Division, YBP)

For academic libraries around the world, a shrinking number of viable suppliers, the need for internal efficiencies; electronic information; and, often, consortia are changing the forms of acquiring, storing, and delivering books and journals. David Ball, University Librarian at Bournemouth in southern England and a major actor in the UK’s largest consortium of academic libraries, has written a timely book about relationships between libraries and their suppliers. Ball has in mind a UK audience, and the UK market is distinct. Parts of the book will be of little help to readers in North America, Australia, New Zealand, or elsewhere. Stylistic shortcuts, especially Ball’s extensive use of abbreviations (HE, HEI, FEC, HEPCE, LMS, VLE, JACC, PLSI, NESLI, and others) sometimes come between a foreign reader and easy comprehension. A large part of chapter one, and virtually all of chapters six and seven will prove too specific to the UK for librarians who work elsewhere. And Ball finally says less about how to manage suppliers than his title suggests. Nonetheless, the book stands as seminal in explaining the forces that are deepening interconnections between academic libraries and their suppliers.

Our business delivers books, but we quite specifically sell services, the means to collect and acquire books in ways particularly adapted to academic libraries. We are in the business of workflow support. Ball clearly shows how the shift from product to service underpins the co-

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