

July 5-9, 2015 Hannover  
*“Strategic Partnerships for  
Access and Discovery”*

# Validating Library Strategies by assuming the user perspective

IATUL Conference 2015

Monday, 6th July 2015 in Hannover

Prof. Dr. Simone Fühles-Ubach

- Strategies (in libraries) - definitions
- Why strategies are hard to develop
- Don't forget the User
- PRUB - Model
- Describing what end users want to do instead of describing what they want
- Examples of strategies (Horizon 2014)
- Summary



..... there is a variety of definitions of strategy, which differ a lot, but have some common characteristics

- forward-looking
- long-term
- include plans and actions
- Ensure success
- act at different levels



➔ Strategy closes the gap between the current state of an organization and the state, the organization wants to reach in the future

# What is a strategy?



Strategy describes the long-term orientation of the tasks of an organization, which obtains competitive advantages in a changing environment by using resources and competences with the aim of meeting the expectations of the stakeholders.



[Johnson et.al.; 2011, 8]

Highly individual system performance, which depends on the overall framework.

[Nagel / Wimmer, 2009, 26]

A strategy is “an action plan and rationale”, which means the reason for implementing the strategy i.e. confirmation that it is logical, will definitely work, is worth it.

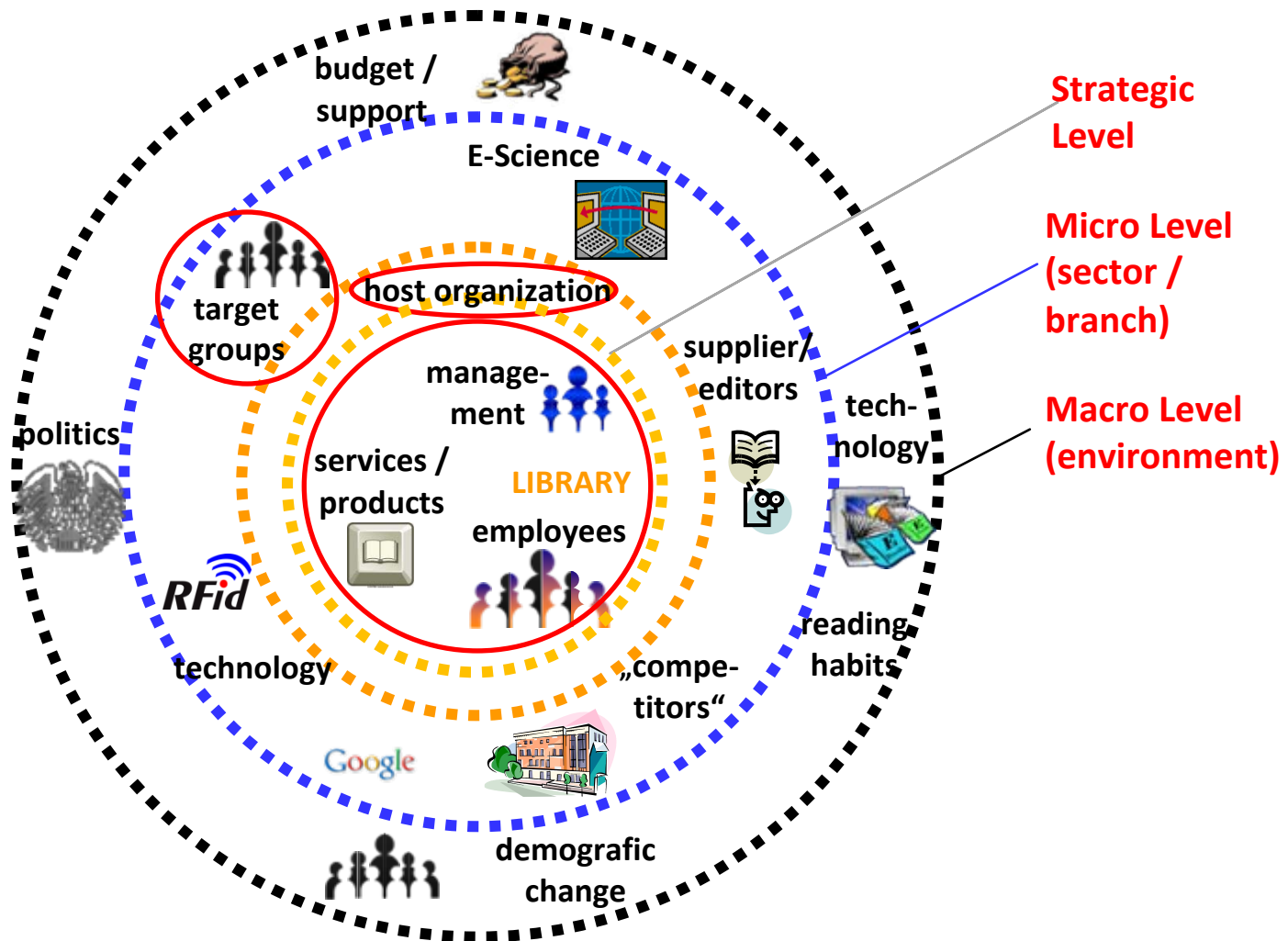
[Vermeulen, 2012]

# Why strategies are important ....



- A strategy is an instrument that can be used in order to compete for resources, which can be money, personnel or stakeholder awareness
- In a dynamic environment libraries strategies help to legitimize to show performance or even impact.
- Strategies can be used for positioning within the (host) organization
- Strategies can be used for positioning within the library environment e.g. when looking for cooperation
- .... as an instrument for communication and marketing
- .... as an instrument for organizational and human resource development

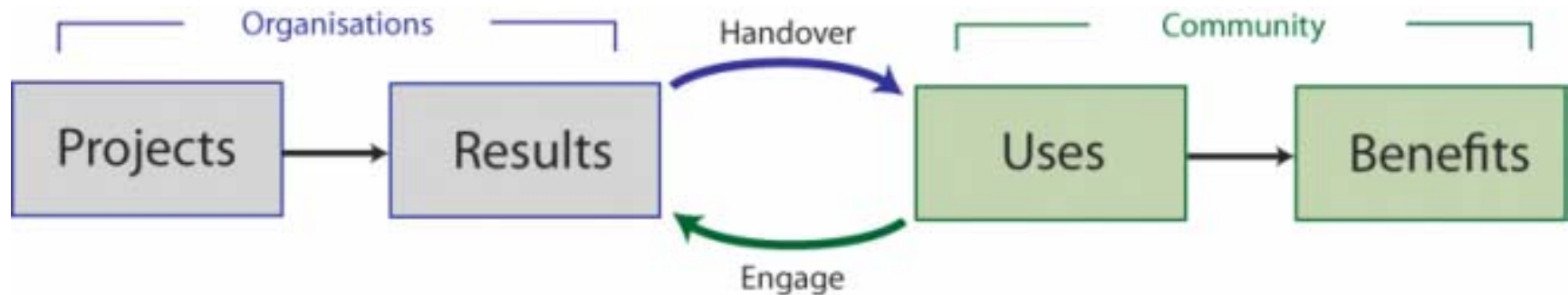
# 360°-Perspective Library



# Openstrategien – PRUB-Model



Fachhochschule Köln  
Cologne University of Applied Sciences



Libraries (Organizations) run **Projects** to produce **Results** which customers and citizens **Use** to create **Benefits'** (PRUB)

Fundamental (OpenStrategies) concept:

The core function of all organizations is 'to create assets (products / services) and enable people to use them to create benefits'

[Driver 2015, 5]

# How do we create a strategy?

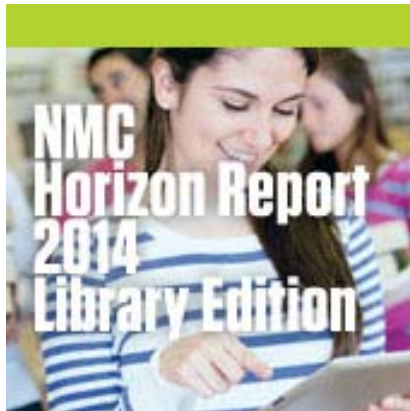


(Where do my ideas come from?)

(How should our ideas be structured?)

(What`s the “taxonomy” of strategies?)





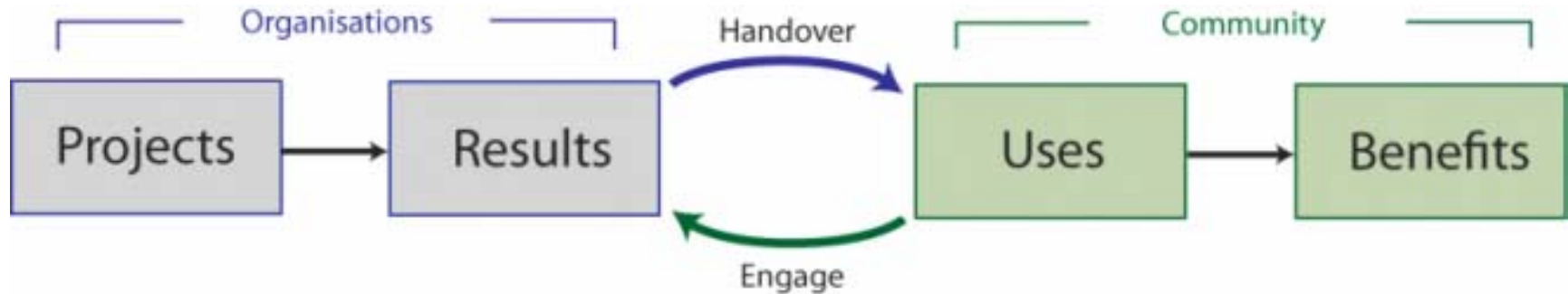
“The NMC Horizon Report: 2014 Library Edition, examines key trends, significant challenges, and emerging technologies for their potential impact on academic and research libraries worldwide.”

<http://cdn.nmc.org/media/2014-nmc-horizon-report-library-EN.pdf>

## Key trends in Technology for Academic and Research Libraries

1. Electronic Publishing
2. Mobile Apps
3. Bibliometrics and Citation Technologies
4. Open Content
5. The Internet of Things
6. Semantic Web and Linked Data

# Examples of PRUB-Strategies



## Library

**Establish electronic publishing services,** populate them with relevant information and make them readily discoverable and accessible to end users

Content is readily available in electronic media / stock (local generated publications)  
Everyone has access – there is no digital divide so there is “access to all”

## Users

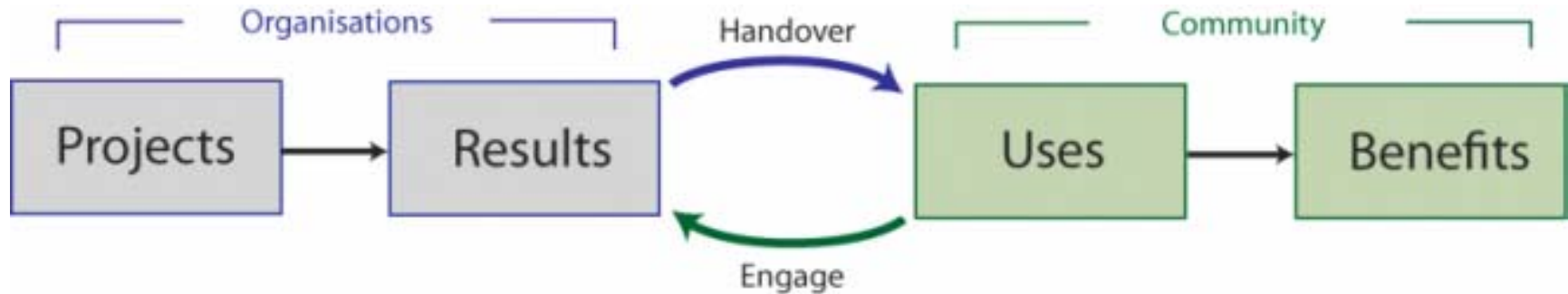
User access / read and absorb the content at home, in libraries or elsewhere on different devices (responsive design)

Students use the readily accessible content to learn better and pass their exams

Users have the information they need at lost cost (because it was easy to access)

Students have achieved better marks in exams

# Examples of PRUB-Strategies



## Library

**Develop mobile apps** for more easily accessing library information on a wider range of devices

Library app is readily available for searching and retrieving information and media and services

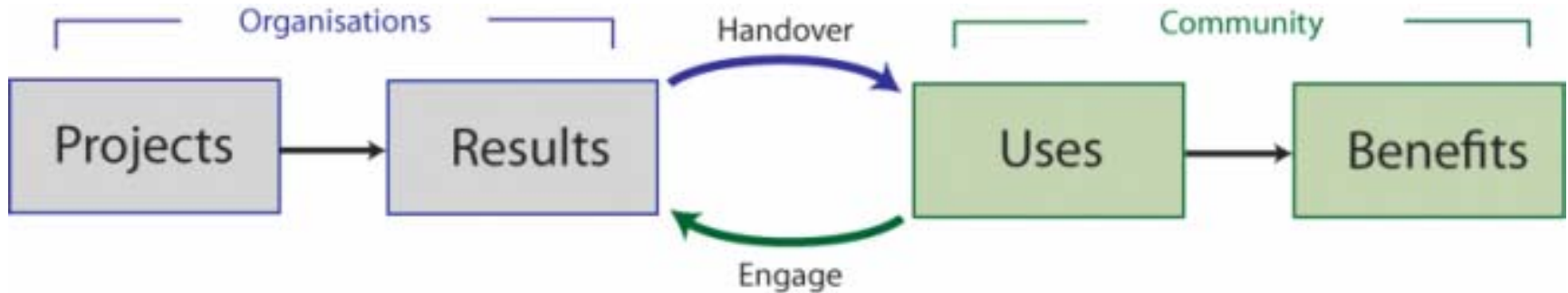
## Users

Using mobile apps, Users more frequently, easily and effectively find the information they need, extend borrowing times of media as well as any other information-management actions they wish to take

Students have more of the information they need when and where they need it

# Describing what end users want to do

.....instead of describing what they want (results)



## Library

**Collect research data**

Research data readily available to researchers, students and professors in spreadsheets and tables

## User

Other researchers, students and professors use the original research data to extend their own research and development work to create better data, products and services

Better data, information, products and services are available

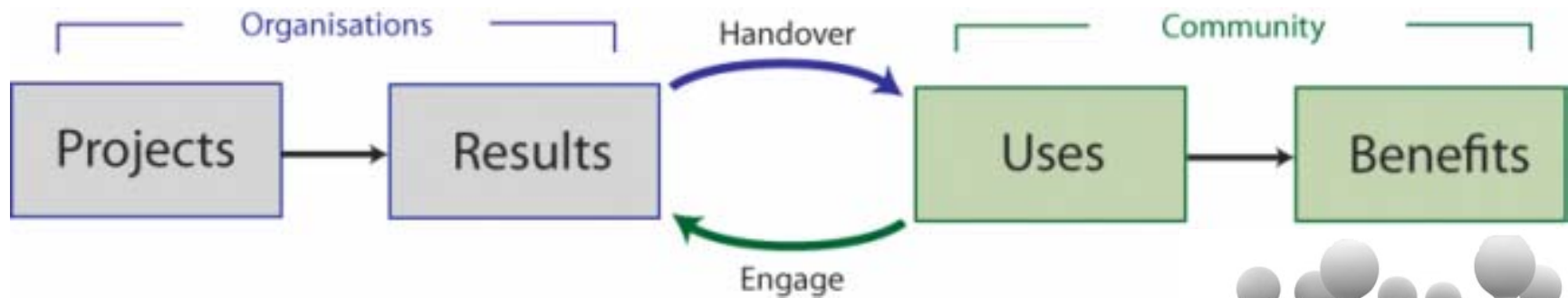


# Planning by reversing PRUB



Fachhochschule Köln  
Cologne University of Applied Sciences

Implementation



Planning



1. First identifying and describing desired outcomes or benefits
2. Work out what customers need to do to create the benefits
3. Work out what results customers need in order to undertake the uses (Evidence: cause- and effect, what caused what to happen?)
4. Work out what projects are required to create the results

## Two Ways:

### **Start with the Benefits to guide the strategy (BURP)**

**→ ask the users!**

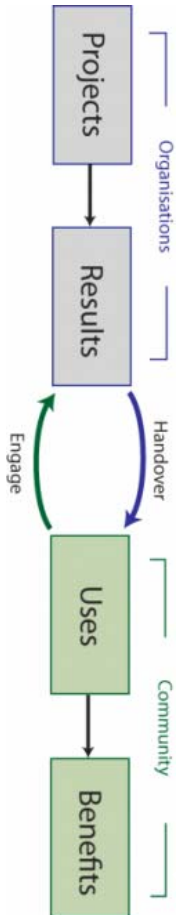


### **And then start with projects to implement it (PRUB)**

If you miss to integrate the user, you often get orphan results, which cannot be directly used by the customers

High level strategy statements usually need SubStrategies as small-scale strategies so that they can be implemented directly

# Strategy „Sandwich-Position“



*Integrate the user when establishing and validating your strategy!*





Thank you very much for your attention!

Any Questions?



[simone.fuehles-ubach@fh-koeln.de](mailto:simone.fuehles-ubach@fh-koeln.de)

Certified 3 day Strategies Course at Cologne University of Applied Sciences run by Dr. Driver  
3-5<sup>th</sup> December and/or 7-9<sup>th</sup> December ([phil@openstrategies.com](mailto:phil@openstrategies.com))