The Case for Change: Rethinking Library Services, Spaces, and Organizations

Elliot Felix
Founder, brightspot strategy
www.brightspotstrategy.com
hello!
about me

trained as an architect...
epiphany 1: design and use are disconnected
back to school to connect them with research....
space strategy consulting
epiphany 2: space, services, and people are interconnected
founded brightspot to guide organizations to their future.

(also: geek out on organizational development)
about brightspot

we guide organizations to their future

experience
introduction
The future is already here — it's just not very evenly distributed.

– William Gibson
### today’s agenda:

<table>
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<tr>
<th>Transformations</th>
<th>Tactics</th>
<th>Teasers</th>
</tr>
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<tr>
<td>Role</td>
<td>Research</td>
<td>Loyalty</td>
</tr>
<tr>
<td>Offering</td>
<td>Partner</td>
<td>Change</td>
</tr>
<tr>
<td>Experience</td>
<td>Engage</td>
<td>Orientation</td>
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</tbody>
</table>
What needs to change MOST about libraries in the future?

- Services and programs offered: 19
- Staff roles and skills: 24
- Work processes and operations: 3
- Organizational structures: 2
- Organizational culture: 36
- Spaces for users and staff: 13
- Collections development, discovery, access, and use: 3

Poll is full and no longer accepting responses.
transformations
how do you shift your ROLE from product sales to business partner?
role transformation

formal board room pitch

informal coffee conversation
office as café

design: aucket and kolon architects

brightspot strategy
varied spaces, diverse interactions

design: aucket and kolon architects
results

1. Sales increased by 50% and productivity by 25%
2. Won “Great Place to Work” award in 2009, 2010 and 2011
3. Employee satisfaction rose from 5/10 in 2008, to 8/10 in 2011
4. Sick leave days are down to 1.5% from 2.5%
5. Reduced real estate costs by 30%
6. Growing at twice national rate for software (11% vs. 4-5%)

Source: http://www.managementexchange.com/story/microsoft-netherlands
library application: UCLA Library Inquiry Labs
how do you shift your OFFERINGS from a pharmacy to a healthcare provider?
offering transformation

transactional pharmacy

consultative healthcare partner
**growing demand**

Top Ten Preferred Primary Care Clinic Attributes

- I can walk in without an appointment, and I'm guaranteed to be seen within 30 minutes
- If I need lab tests or x-rays, I can get them done at the clinic
- The provider is in-network for my insurer
- The visit will be free
- The clinic is open 24 hours a day, 7 days a week
- I can get an appointment for later today
- The provider explains possible causes of my illness and helps me plan ways to stay healthy in the future
- Each time I visit the clinic, the same provider will treat me
- If I need a prescription, I can get it filled at the clinic instead of going to another location
- The clinic is located near my home

Source: The Advisory Board

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**The Drugstore Will See You Now**

Major pharmacy chains and big box retailers like Walmart are looking to draw customers by offering health care services. Since 2007, the number of clinics at these stores increased more than sevenfold.

*Retail clinics at the start of the year*

<table>
<thead>
<tr>
<th>Year</th>
<th>CVS</th>
<th>Walgreens</th>
<th>Target</th>
<th>Walmart</th>
<th>Kroger</th>
<th>All others</th>
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<tbody>
<tr>
<td>2007</td>
<td>258</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>2008</td>
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<td>0</td>
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<td>2009</td>
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<td>1,183</td>
<td>0</td>
<td>0</td>
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<td>1,355</td>
<td>1,417</td>
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<tr>
<td>2011</td>
<td>1,355</td>
<td>1,417</td>
<td>1,591</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>2012</td>
<td>1,417</td>
<td>1,591</td>
<td>1,866</td>
<td>0</td>
<td>0</td>
<td>0</td>
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Source: Huffington Post
guided by purpose

This is the right thing to do.

CVS/pharmacy will stop selling cigarettes and all tobacco products at its more than 7,600 stores nationwide by October 1, 2014

Ending the sale of cigarettes and tobacco products at CVS/pharmacy is simply the right thing to do for the good of our customers and our company. The sale of tobacco products is inconsistent with our purpose—helping people on their path to better health. As the delivery of health care evolves with an emphasis on better health outcomes, reducing chronic disease and controlling costs, CVS Caremark is playing an expanded role through our 28,000 pharmacies and nurse practitioners. By removing tobacco products from our retail shelves, we will better serve our patients, clients and health care providers while positioning CVS Caremark for future growth as a health care company. Cigarettes and tobacco products have no place in a setting where health care is delivered. This is the right thing to do.
visible services
results

1. Revenue up 10% since smoking ban (pharmacy sales offset loss of tobacco sales)

2. Top-rated app among major US-based pharmacies

3. Most locations – 836 Minute Clinics in 28 states (10% of locations)

4. Top Glassdoor rating among major ranked retail clinics – (CVS 3.0, Walgreens 2.9, Rite-Aid 2.8, Target unranked, Walmart unranked)
library application: NCSU Hunt Library service

design: Snøhetta with Clark Nexsen

brightspot strategy
how do you connect digital and physical EXPERIENCE with users in mind?
experience transformation

commodity transport

connected experience
experience-based mindset
experience-based mindset
top-ranked digital tools
departure lounges and clubs
results

1. #1 rated mobile airline app
2. #39 in Fortune’s 50 Most Admired Companies
3. 2015 Best US Airline (middleseat, airfare watchdog)
4. Tied for top US airline to work for on Glassdoor.com (84% would recommend to a friend)
“library” application: Smithsonian mobile
tactics
how can RESEARCH help you understand and anticipate your users’ needs?
User Research
Identify opportunities to support research, scholarship, teaching, and learning activities / experiences on campus.

Library Playbook
Concepts and advice to inform the Library Towers renovation project and support the architectural team.

Service Models
Co-create new service and staffing models with Library and Learning Excellence teams.
research tools and process

- data mining
- interviews
- "playbook"

- surveys
- shadowing
- taskforces

- workshops
- sense-making
- piloting
background dashboard data

Library Physical Gate Count (2004-2013)

Library Print Book Checkouts (2003-2013)

plus 1,000,000+ “clicks” to library e-books and e-journals.
selected research activities

- observations
- shadowing
- workshops
- journaling
research findings

1. Lack of service awareness
2. Opportunity to make connections and cross disciplines
3. Facilitating quiet focus
4. Enabling skills mastery
5. Connecting physical and digital
6. Engaging in research process earlier and later
experience model

SHOWCASING
Testing and sharing back with the community

creating
Expressing and applying ideas

testing
“eureka!”

DISCOVERING
Finding the right information, content, people, and tools

FOCUSING
Filtering information and identifying what’s next

GROWING
Mastering new skills and building relationships

curating
interacting
what’s next: library “store”

images courtesy BNIM Architects
how can you PARTNER across campus to collaboratively provide support services?
improving advising with a holistic approach

**Strategic Priority 2: Total Advising**

The University will pioneer "total advising," a multidimensional process that combines high-quality academic advising, career advising, and coaching, including an online portfolio, and capitalizes on relationships with UVA alumni.

1st and 2nd Year CLAS Students' Engagement with Advising Resources

- **Peers**
- **SIS Acac Reqs Report**
- **TAs**
- **SIS-Assigned Advisor**
- **Ugrad Record**
- **Assn Dean**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>0%</td>
</tr>
<tr>
<td>Once or less/term</td>
<td>20%</td>
</tr>
<tr>
<td>2-3 times/term</td>
<td>40%</td>
</tr>
<tr>
<td>4 times or more/term</td>
<td>60%</td>
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cataloging services
research findings

- **awareness**: Increase knowledge of available services. Help students identify what’s most applicable to them.

- **personal connections**: Help students create personal connections earlier. Fill the “gap” until they form connections.

- **expertise**: Connect students to a variety of “experts”. Prepare individuals (including peers) to act as advisors.

- **convenience**: Make services more visible and physically accessible. Offer services at the time and point of need.
service delivery scenario planning

1. CONCIERGE DESK
The go-to place to discover opportunities and find out about all the advising services available on campus. Students come with all types of questions or requests, and the center can help them identify who to see next or where to go for help. Like a concierge desk at a hotel, this is a place where people are in the know and can point you in the right direction for a great meal, show, or tour but they cannot take you on it.

2. TOUR GUIDE
A centralized resource that students can visit to receive advising services and support. Students walk in with a question or a request, and walk out having taken action or steps towards a solution. Like a tour guide, you can have someone talk you through the steps and then guide your journey, offering advice along the way.

3. TRAVEL AGENT
A virtual resource and hub for advising services where students can get answers to or help with a wide range of problems or required tasks. Online support helps students accomplish what they need to – from anywhere, on any device. Like a travel agent, you can get both advice and hands-on support from an expert with a wealth of information and experience at his/her fingertips.

4. TRIP ADVISOR
A rich, digital directory for all things advising at UVA. Students can visit the site to explore opportunities, discover and learn about available services, and be directed to physical and digital resources that will enrich their experience at UVA. Like a travel site, it pulls together vast information resources from providers and other users and organizes it in a way that helps you help yourself.
vision

physical and digital

helping and directing

integration

advisors as guides

flexibility and choice

engage and empower
**strategy**

**TRADITIONAL APPROACH:**
Student workspace and support spaces are distinct.

**NEW APPROACH:**
Student workspace and support spaces blend.
partnership model

Visiting - Programming
- Deliver only workshops and programs on a semi-frequent basis

Visiting – Episodic / Surge
- Deliver 1:1 and group services at peak times (e.g. end of semester)

Visiting – Recurring
- Deliver 1:1 and group services on a frequent, recurring basis

Satellite
- Deliver 1:1 and group services during many Center hours

Collaborative
- Deliver services during all Center hours, require office space

Increased presence in Center; Increased space needs
what's next: phygital

Role of Digital

- save time
- better matchmaking
- discover opportunities
- self-service
- extend the experience
- continuous improvement
how can you ENGAGE staff to look beyond the library and provide new services, in new ways?
midtown NYC campus visioning and programming
dscout mission: service safaris
service safaris results

New York Public Library Searches for Renovation Inspiration

Trips to Various Spaces Are Meant to Inspire Ideas for Renovation of the Flagship Fifth Avenue Property

By JENNIFER MALONEY
Nov. 9, 2014 8:52 p.m. ET

On a reconnaissance mission, Shana Kimball walked through the Museum of Mathematics with her smartphone out, snapping pictures of square-wheeled tricycles
5 Es of experience

**Entice**
How you get people to engage and/or visit the library and what happens before people “enter.”

**Enter**
What happens as the experience begins; how people get oriented, how people discover what’s available.

**Engage**
The interactions among people, tech, info, and spaces which make up the core of the experience.

**Exit**
How the experience ends and people exit a space, tool, platform or space.

**Extend**
How the experience is extended after people exit – digitally and physically.

5Es by Conifer Research
what’s next: enhanced experiences

Updated app

15,000 Free Literacy Kits

Outdoor Reading Room

Note: These are selected projects representative of user-experience focus. Not affiliated with brightspot work
teasers
how can you understand and reward your most LOYAL users?
HAMMER Plus loyalty program

HAMMER PLUS EARNED MEMBERSHIP

Now that Hammer admission is FREE, we want everyone to be able to enjoy a deeper, more meaningful relationship with the Museum.

By making the Hammer a part of your life, you can now earn a FREE, yearlong HAMMER PLUS membership just by visiting 12 times in one year!

Participate level members enjoy:

Priority entry for two and seat selection in the Billy Wilder Theater at Hammer programs;

Invitations to all exhibition opening receptions;

An invitation to one additional HAMMER PLUS event;

A Hammer calendar sent to your home.

All these perks are yours—for FREE— and every visit counts, whether you...
how can you fund CHANGE to showcase people and projects?
small grant programs and showcases
how can you proactively ORIENT users instead of waiting for questions?
orientation tours
get started planning libraries for a new age!

**Transformations**
- Role
- Offering
- Experience

**Tactics**
- Research
- Partner
- Engage

**Teasers**
- Loyalty
- Change
- Orientation
final thought: work outside-in and inside-out

Understanding, adapting to, and meeting users’ needs with innovative spaces and services is only possible with a satisfied, engaged, and high-performing staff.

Gallup’s Q12 meta analysis has shown that companies in the top quartile had 10% higher customer ratings, 22% higher profitability, and 21% higher productivity and that of the American workforce only ~30% of employees are engaged, ~50% are not engaged, and ~20% are disengaged.
questions?
Follow-up to Q&A: How can I get started with organizational change?
Diffusion of innovations

Internally motivated to change

Inspired by the new and influenced by the media

Adopt if practical and has been successful in practice

Jumps in when sees “everybody” is doing it

Waits until forced to adopt

Innovators 2.5 %
Early Adopters 13.5 %
Early Majority 34 %
Late Majority 34 %
Laggards 16 %
Rogers’ 5 factors of adoption

1. Observability: can I see someone use/interact with it?
2. Triability: How easy is it to try out?
3. Complexity: how easy is it to understand?
4. Compatibility: how compatible is it with what I’m already using?
5. Relative advantage: what advantage does it have over what I’m already using?
thank you!

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NCSU Hunt Library image courtesy of Snohetta

Georgia Tech Library “Store” image courtesy of BNIM Architects

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AirBNB app tour screenshot from http://www.dtelepathy.com/blog/design/ux-flows-how-when-to-design-app-walkthrough

Hammer Plus image from http://hammer.ucla.edu

Barger Leadership Institute Images from http://www.lsa.umich.edu/bli/