STRATEGIC MARKETING IN ACADEMIC LIBRARIES
Jo Alcock talks us through her recent research into understanding academic libraries’ approach to strategic marketing as an organisation philosophy

MOVING AWAY FROM BOOKS
Steve Wheeler looks at the changing state of libraries

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Welcome to this issue of Panlibus Magazine.

This issue we look at what’s going on in the academic libraries world. What will the future of academic libraries look like? What services will academic libraries provide? What skills will academic librarians need? Prominent learning technologist and blogger, Steve Wheeler, discusses the role of academic libraries and librarians as technology advances (p4). Jo Alcock gives us an overview of her recent research into strategic marketing in academic libraries (p14). The research brings into focus the need for libraries to think about market orientation, marketing planning and customer relationship management.

The University of Manchester stated its aim three years ago, in its New Direction Strategy 2009-2012, to ‘embrace technology... to improve the experience of customers’. Since then they have launched a plethora of new services. Capita’s Additions partner, Telepen, was integral for one of these new services, and we hear about the project and the benefits of access control from Andy Land, Digital Systems Manager at The University of Manchester (p10).

On the public library front, we hear from Christopher Platt of New York Public Library on developments across the pond. Christopher focuses on the role public libraries have to play in the electronic world (p8).

Capita recently published a ‘What IT departments need to know about implementing shared services in local government’ white paper. The paper looks at the challenge of delivering a new technology-led shared service. We have an extract from the white paper looking at the Talnet shared library service (p16).

I hope you enjoy this issue, and as always I encourage you to get in touch with your thoughts on any of the articles. If you have any topics that you would like to write about, I would be extremely pleased to hear them. Please contact me on the email address below.

Mark Travis
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The traditional library is viewed by many as a place for stacks of books to gather dust, and where stern librarians in tweed jackets tell you to keep quiet. Yet a visit to the university library today will reveal a substantial investment in technology to streamline research and provide users with a more seamless and rewarding experience. Just how are libraries adapting to the digital age and all it brings? In the past they have been a pivotal part of university life. They are not simply a repository of books and learning resources, although many may see them as just that. If all libraries did was store and loan out books, their doors would have closed years ago. In an era where digital media holds sway, and where online stores such as Amazon announce they are now selling more Kindle and e-versions of books than paper versions, what will be the future for the university library? What changes are they making that bring them into the digital age, and enable them to compete with current advances in technology?

Firstly, libraries offer specialised search services which go beyond the simple searches you can perform on Google or other search engines. Writers such as Brian Kelly speak of ‘Library 2.0’ and indicate a trend away from traditional repository approaches to a more distributed range of digital services for staff and students, with particular emphasis on the tools students are already familiar with - Web 2.0 social media.

Secondly, as Ian Clarke (2010) suggests in a Guardian article, we still need libraries because they inform users about best practice in the use of search tools and the promotion of better digital literacies. Clarke also shows how libraries can bridge the digital divide, arguing: “Libraries are a bridge between the information-rich and the information-poor. They need reinforcing, not dismantling. We need to continue to provide a highly skilled service that is able to meet the needs of the general public.”

He warns though, that libraries must continue to innovate and keep pace with the changes fomented by digital media, because without the services they offer, we would run the risk of living in an ill-informed society. It’s not difficult to see that this perspective is influenced by the rise in informal learning, but those who are engaged in formal education also rely on centralised library services.

One of the key development areas of 21st century learning is the potential to use technology to support study in a variety of modes.

The College Online website provides an excellent list of reasons why librarians are not obsolete that includes arguments about the changing roles of librarians, but in essence focuses on practicalities. One reason offered is that not everything is available on the Internet. Whilst this is still a reasonable argument to make at present, we can speculate that this may not always be the case. How long will it take to digitise everything so that it becomes available online? The advent of Google Books, Amazon’s ‘Look inside feature and other similar services offer potential readers a preview of the insides of books and other artefacts. Although the entire book may only be readable on purchase, it may not be long before the open access movement gains enough ground to facilitate the digitisation of everything - for free. Some authors and publishers will resist the open movement, but if they do, they are likely to find themselves marginalised from the literary world and on the periphery of the global reading experience. The digitisation of difficult to find materials is sensible and sustainable. Readers can now access a great many historical maps, genealogical records or rare volumes without leaving their armchairs. But there is still a great deal to achieve in the grand plan to digitise everything, and there are those who are opposed to the very idea.

More convincing is the argument that library attendance isn’t falling, it is simply migrating toward virtual attendance. Users are increasingly choosing to access library services online, and with more university libraries digitising their content and services, this trend will grow. If so, what becomes of the physical library space in the future? This is a question each library must answer in its own way, because each library is different. Will some, for example, begin to repurpose their spaces to provide different services? Will some create culturally and socially rich environments which will attract users back into the physical space? Or will they instead downscale their physical footprint to enable the funding of other digital services that require less ground space? Library 2.0 will certainly need to adapt and become even more agile, offering four key areas of provision:

Content

"Content is King" said Bill Gates. Content has been the mainstay of libraries throughout the ages, whether in paper form or in the form of other media. However, the nature of this content is changing radically. In early 2012 Encyclopædia Britannica announced that after 224 years in print it was finally converting exclusively to digital format. This move is long overdue. Digital content can easily be updated when errors are discovered and it is more important to have an up to date digital Britannica, than out of date encyclopaedias on library shelves. Britannica has admitted that it has more content in its database than would comfortably fit into a print set, so digitisation is a prudent step forward.

Services

Library 2.0 will exploit the power of social media to expand its reach, beyond the traditional walls of the institution. Although still relatively new, Twitter, Facebook and other social networking tools could be strategically employed to issue alerts and news updates, whilst SMS text can be sent to individual users to remind them that their loans are about to become overdue, or that a new service has been introduced. Students want personalised SMS alerts, direct to their mobile devices - ‘push’ for personalised content, and ‘pull’ for everything else as and when they require it. However, this service could be expensive for the average campus library to implement. Library 2.0 will need to make services available at any time and any place, because students and academics are increasingly mobile. Many libraries are also offering services which reach out to the local community, providing them with opportunities they would not be able to access anywhere else.
Spaces

The management of the physical space is changing. Learning is now much more social, and students tend to gravitate to areas that are conducive to group study. The on-campus library is in a strategic place to offer such social spaces and specialist services. Some university libraries are reporting more footfall than ever, despite the reduction of physical content on shelves. Many libraries now encourage flexible learning spaces where furniture and other items can be moved around to suit the needs of students. Many of the traditional constraints are being relaxed, and the library space is becoming more agile. University students seek out spaces where there is less distraction, and Library 2.0 can offer this. Whether it is quiet study space or group space for collaborative project work, today’s academic libraries have to respond in a flexible manner. Many university libraries are now wirelessly enabled and students can bring their own devices to support their learning. The library space can be a haven in the midst of a bustling campus - a dedicated space for independent study, and ideally, students can stay as long as they wish.

Skills

One of the key development areas of 21st century learning is the potential to use technology to support study in a variety of modes. Often referred to as digital literacies, the ability to harness the power of new technology to enhance, extend and enrich learning is a key graduate attribute. Library 2.0 will be in a unique position to offer students training in digital literacy, whether it focuses on searching for academic content, systematic retrieval of library resources, or simply making the very best use of what is available.

The web is ‘the wild west’ of learning where students need to be aware of dangers and pitfalls. Students need to know the provenance of content - who wrote it and in what context. Students need to learn how to drill deeper and triangulate content in a wider knowledge context. Sourcing content for reference purposes goes beyond Google searching.

Consumption of content on the web is not the only area for skills development. Students need to be aware that they leave a digital footprint wherever they go in online space. What they say, do and search, may do them out of an interview in later life. Another skill is media literacy - the ability to creatively use a wide variety of formats of content, including gaming, video, text and images - is a new literacy that students and researchers need to acquire. Learners have to be confident in how they collaborate with others and how they collate and apply content in academic contexts. Library 2.0 can scaffold this.

The future

Our digital future will see Library 2.0 become increasingly disaggregated from the publishing world, where it will continue to be highly specialised in serving its academic community. Library 2.0 will continue to extend services beyond its walls to serve students everywhere, regardless of geographical location. It is also clear that the digital age library will continue to develop its digital collections, and amplify its connections to share this content. The future of the academic library will be to act as the intermediary and enabler, connecting learners and knowledge.

FIND OUT MORE

Web: http://steve-wheeler.net
Web: http://steve-wheeler.blogspot.com
It’s no easy task managing nearly a million books, plus other resources that make up the entire collection across the City of Westminster Libraries sites. With one catalogue covering all sites, and a diverse range of users, providing an easy to use and informative catalogue is of high importance to the management team.

With the explosion of enrichment options over the last few years, and now the emergence of mobile services and apps, the team has been proactive in evaluating the latest technologies on offer before implementing them.

For some time now, the City of Westminster Libraries has been subscribing to Syndetic Solutions from Bowker. Being a public library service, a purely text-based catalogue was deemed unappealing to their users, so they enriched it with cover images, tables of contents, author notes and reviews to meet their users’ expectations. As Ali Holder, Online Services Co-ordinator, comments,

“Cover images and additional information about an item can ‘open up’ the catalogue to users and allow them to explore – the cover images especially make the catalogue look much more attractive (and like Amazon!).”

In Ali’s opinion, the enrichment Syndetic Solutions provides has been widely accepted and it would be impossible to turn back now. With the benchmark set by providers such as Amazon, enriched content is definitely here to stay and the boundaries are being pushed further.

More recently, City of Westminster Libraries decided to trial LibraryThing for Libraries, the service that allows users to browse, search and engage with the libraries’ holdings in completely new ways. The appeal to them, again, was the pick-and-choose option to enhance their catalogue only where it was needed, making it a cost-effective solution.

They chose the reviews package, which delivers ready-populated reviews drawn from the vast LibraryThing database (based on MARC records), rather than opting for a system where the library would have to build their reviews from scratch. Ali explains,

“We liked the fact that it came ‘ready-populated’ with reviews – we all know that most people like to read reviews more than they like to post them, and the products that started empty of reviews, would have been very difficult to promote and build up. Seeing the reviews already there encourages people to add their own.”

What was also appealing about this service was that at the same time, City of Westminster Libraries decided to subscribe to Library Anywhere by LibraryThing, the mobile application that brings the library to their users’ phones. This means that all the reviews, star ratings and tags were immediately accessible through the app at no extra workload.

The team had recognised the increasing usage of apps on mobile devices and wanted to make all their online services work across as many devices as possible. Library Anywhere was one of the few providers able to offer this. It also allows users to search the catalogue, place holds, view checked-out books and more, with no installation process, and offers the option for the libraries to customise the homepage to showcase opening hours, branches and more.

Overall, the team has been pleased with the services Bowker has been able to provide through Syndetic Solutions, LibraryThing for Libraries and Library Anywhere. As Ali remarks,

“We have been very pleased on the whole with the prices, the level of support, and the ease of use of the products. We feel it makes the catalogue much more pleasurable to use, allows serendipity and opens our stock up in a way that was not possible before.”

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The value of public libraries in the e-reading ecosystem

Christopher Platt, Director, Collections and Circulation Operations
The New York Public Library

Since we began offering popular e-content in 2004, The New York Public Library has grown to become one of the biggest public library e-collections in the United States. During that time, the growths in online book selling, the consumer shift to e-reading, and the economic downturn have all conspired to generate enormous challenges to the book industry – libraries included.

These challenges create an opportunity for libraries to confirm our integral role in the reading ecosystem. To succeed at this, and indeed to be taken seriously, we need to better understand the needs of the supply chain, match our value to those needs, and offer genuine ideas for how libraries can be a partner, rather than a threat. Whatever the future may be, it has to be one that satisfies the needs of everyone in that ecosystem, the readers most of all.

In simple terms, I characterise the reading ecosystem as the Happy Reader Equation:
Author + Agent + Publisher + Wholesaler + Library-or-Retailer = Happy Reader

All stakeholders in this equation share the same goal: to connect good books to good readers. Only the library is not-for-profit, and in the US accounts for approximately 10% of the trade books channel. For the others, a ‘Happy Reader’ is one who is motivated enough to part with hard-earned cash for a particular book.

When it comes to e-books, if you ask anyone involved in this equation, they will tell you the activities involved their job today are not what they were five years ago. Roles are becoming interchangeable, aggregated, or questioned entirely. Concerns are reinforced by the rapid adoption of e-reading by consumers. Print sales are flat or declining. E-book sales are the one soaring green line on many publishers’ sales charts.

If you’ve learned to publish in the print world, this rapidity can be unsettling. You are steeped in the knowledge of how to keep a paper product profitable in a low-profit margin industry. E-books do not wear out, so your income from reissues is affected. Amazon has taught consumers to be price savvy, cheapening the value of your product. Your showroom outlets are narrowing as bookstores close. You learn that your local library is acquiring popular e-books for loan, to anyone with a library card, downloadable remotely, for free.

As a publisher, how do you protect your role in the equation? You are loath to antagonise Amazon. You restrict availability of e-books to libraries because you want to hobble the concept of ‘downloadable remotely, for free’. You realise you need to reach out to that Happy Reader directly to promote your authors, create discovery environments, foster social engagement around your titles, and acquire crucial information about evolving reading desires. Traditionally, this has not been your specialty. Booksellers had this direct relationship with an engaged online audience. We excel at promoting titles, we invest heavily in rich discovery environments, we foster publisher-agnostic social engagement around reading, and furthermore we gather data about our materials usage.

The New York Public Library had well over 30 million visits to its website last year. By January our online community of people who follow our newsletters, online programs and social networking channels exceeded 450,000 members. Social sharing reached an all time high of more than 5,700 shares in that month, most of which was about items in our collections. In fact a blog post by one of our Children’s Librarians called “100 Titles for Reading and Sharing” (http://www.nypl.org/blog/2011/12/30/100-titles-reading-and-sharing-childrens-books-2011) was the third most shared page, going viral and generating ten times the amount of shares in traffic back to our website. If these titles were not in our collections, their publishers would miss this free marketing exposure. Granted we have a well-known brand, but we are just one of 9,000 public libraries in the US who promote good books in similar ways.

Today, a selection of popular e-content offerings can be found on our www.nypl.org/ebooks page. As with many public libraries, the offering that gets the most use is Overdrive at ebooks.nypl.org. We have 88,000 items in this collection, and viewed as a virtual “branch” alongside our 90 physical libraries, this platform is consistently #3 in monthly circulation.

A key finding of the Pew Internet & American Life Report released April 4th reported ownership of specialised e-reading devices nearly doubled to 19% over the 2011 gift-giving holidays. As you see, many of those users tried out their new gifts at the library. When Overdrive implemented Kindle compatibility in September of 2011, our rate of daily new registrants doubled.
If you are a publisher and you don’t know much about libraries, you may see this chart as lost sales. To help dispel the perception that libraries are a threat, some have begun taking steps to foster our role as a partner in the e-reading ecosystem. The New York Public Library has become an early participant in Overdrive’s WIN program, which has elements such as advertising, retail purchasing options, and backlist searching that might seem controversial to some, but can be good public service and demonstrate our support of the other stakeholders. Our users and the value they place in us are foremost in our decisions, and our initial experience with WIN has generated more curiosity and understanding than negative feedback.

These initial steps demonstrate some value libraries bring to the Happy Reader Equation; the next step is to make this bigger. We want our users to think of the library website as their intellectual home. It should be their go-to place for anything surrounding the reading experience, be it research, finding a good book, discussing books with others, attending literary events, or just keeping lists of what they’ve read.

To help achieve this, we’ve signed on with a new catalogue discovery interface called Bibliocommons (nypl.bibliocommons.com). In a break with traditional catalogue interfaces, Bibliocommons supplements bibliographic data with activities and outside user contributions. As a true commons, it links with other client libraries across the US and Canada, crowd-sourcing a broad audience engagement to the benefit of our own readers.

So far, readers can participate with the library and importantly, with each other, in ways that they are used to doing on consumer sites, such as rating, tagging, commenting, creating lists, listing favorite quotes, uploading videos, or following other readers. These are the types of activities and behaviours authors and publishers would like to foster as they build their own online audiences, why not invite them to partner with libraries? Everybody in the Happy Reader Equation would benefit if we allow them to participate responsibly in the library users’ intellectual home.

Additional value we could bring to the equation is data. The other players invest significant money in consumer behaviour and sales data to format their strategies. Libraries obsessively collect usage data, anonymise it, aggregate it, and then report it to our boards, to our staffs, to funding entities, to media outlets and to each other. It would seem we share this data with just about anyone except the other players in the Happy Reader Equation. It hasn’t occurred to us that they might find it useful. It would be great to show them with data how libraries build readership, awareness of new authors, and play an important role in promoting their backlists.

For too long we as libraries have been passive players in the Happy Reader Equation. The result is that authors, agents, wholesalers, retailers and especially publishers are making narrow assumptions of our role, missing the real benefit we can bring to their bottom lines. There is uncertainty, confusion, and apprehension throughout this group. We can step up to the plate with bold, innovative, and supportive initiatives that prove our value and cement our role. If we collectively excel at curated promotion, discovery and reader engagement, the others will not be able to succeed in their roles without us, and most important of all, the Happy Reader will have a true intellectual home.

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Andy Land,
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Since 2009, when The University of Manchester Library published its New Directions 2009-2012 strategy, the Library has sought to “embrace technology...to improve the experience of customers”. The last three years has consequently seen the launch of many new innovative services including:

• library portlets in My Manchester, the University’s student and staff portal
• the expansion of self-issue and return of books, including the implementation of a high capacity book sorter
• the expansion of group study room provision managed by room booking software and access control
• the introduction of new entrance and exit gates in the refurbished Main Library
• the introduction of mobile-enabled interfaces to many of its systems
• the launch of a new Library discovery service.

Underpinning all this is a desire to make better use of data to better understand how our services are used and how they could be improved.

When the Sentry User Group met at the University’s Manchester Museum in December 2011, the Library had the opportunity to showcase some of these developments, given the Museum’s proximity to the Main Library building. It also enabled Library staff to get feedback from colleagues from other institutions and to find out about new developments from the developers of Sentry.

Sentry Isis is an access control system, developed and supported by SB Electronic Systems Ltd, also known as Telepen. Sentry Isis is used within the Library to manage access gates at various Library sites. Sentry Isis Secure Room Booking is used by the Library to provide booking and access management for its range of group study facilities. In the coming months, the two systems will be implemented in the University’s new dedicated study facility, the Alan Gilbert Learning Commons, due to open this autumn and managed by the Library.

Around 50 users attended the User Group from a range of further and higher education institutions. Held every two years, the event provides the opportunity for Sentry customers to discuss and promote developments of Sentry based services, for Telepen to flag possible initiatives and seek feedback and for third parties to highlight new services of relevance to Sentry users.

The Library has, for some time, been looking at how better to manage the issuing of temporary passes to external Library users, to Manchester students who have forgotten their University access card, and to contractors and visitors to the Library. A session at the User Group, run by myself and June Howarth from the Library’s Customer Services team, gave us the opportunity to propose developments in Sentry that could meet our requirements and for us, and Telepen, to assess interest and requirements from other institutions. The proposal includes the provision of a self-service kiosk that will integrate with the Sentry user database (which in turn is integrated with the Library’s library management system, Capita’s Alto) to issue a temporary pass that automatically expires at the end of the day. The overall proposal was well received and SB Electronics committed to going away to consider development of this functionality. A session in the afternoon from Alan Elkes, Sales and Marketing Director at SB Electronics, outlined the increasing availability of reliable fingerprint recognition systems to manage access, providing another alternative solution to the forgotten card problem.

A lunch-time tour of the Main Library building provided us with the opportunity to demonstrate some of the new technologies introduced over the last three years. The entry and exit gates installed in 2009 have recently been upgraded to include new customisable display screens (demonstrated by SB Electronics at the User Group morning...
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session) that better manage the flow of customers into the building and provide the opportunity to display customer specific information driven from our library management system (functionality we are yet to take advantage of). A kiosk near the gates provides an interface to the group study room booking system (students can also get access through My Manchester), showing room availability and allowing students to book a space. The tour continued up to the second floor of the Library where 14 group study rooms were opened in 2009. Each room includes audio visual equipment and access is managed by automated door controllers driven by the Sentry system (group study rooms and managed study spaces at other Library sites use the same room booking system but do not use the automated door controllers). Back on the ground floor we demonstrated our new self-service issue machines and returns book sorter, recently purchased from the company 2CQR.

The afternoon session of the User Group included a presentation from Karen Reece, head of sales at Capita software services, on integrating Sentry with a library management system. The session included consideration of combining data from the two systems, giving libraries much more powerful management information. As indicated above, using management information to better understand the use of our services is a key requirement for The University of Manchester Library and so the combining of usage data from different systems is very attractive. The Library uses Capita’s Decisions, based on the management information tool, Business Objects, to analyse data from its library management system, and this has now been combined with data from the Sentry database to give a better understanding of the use of services by customers.

The University of Manchester Library, as is the case with many other HE and FE libraries, is looking continually at how it can develop and integrate its systems and applications to provide better services to its customers, working closely with vendors when appropriate. Access control in the Library has, over the past three years, developed from simply managing access into a building to supporting a wide range of new services and to providing management information that improves our understanding of our customers’ behaviour. The Sentry User Group provided an excellent opportunity for us to feed into future developments in this area and to learn about the innovative developments taking place in other institutions.
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Strategic marketing in academic libraries

Jo Alcock
Evidence Base at Birmingham City University

Context
This article provides a brief overview of research completed for fulfilment of an MSc Econ in Library and Information Studies at Aberystwyth University. This research focuses on understanding more about academic libraries’ approach to strategic marketing as an organisation philosophy, ie the process that guides marketing in terms of discovering more information about our customers, their needs, and how we can meet those needs. The research took place in 2010-2011 and was supervised by Dr Judith Broady-Preston.

Introduction
According to the UK Chartered Institute of Marketing, marketing is defined as “the management process responsible for identifying, anticipating and satisfying customer requirements profitably” (2010). A successful marketer can accurately identity and anticipate current and potential customers’ needs, and develop products or services to meet this need at the most appropriate time and value to those customers.

Within libraries, marketing is used to understand user needs in order to develop, and improve awareness of appropriate services through successful communication. Marketing in libraries is not a new concept (Duke and Tucker, 2007); however the term marketing was not used or understood in libraries until more recently. The increase in understanding of marketing in libraries supports Kotler and Fox’s (1995) developmental model demonstrating the evolution of marketing in educational institutions:
1. Marketing is unnecessary
2. Marketing is promotion
3. Marketing is segmentation and marketing research
4. Marketing is positioning
5. Marketing is strategic planning
6. Marketing is enrolment (relationship) management

Much previous library marketing literature has focused on marketing as promotion (ie Stage 2 of Kotler and Fox’s model), however Circle and Bierman (2009) demonstrate that marketing in libraries has progressed from being used purely as a promotional tool; “the days when marketing was thought to be posters and fliers is over”.

Aim of the research
The primary aim of the research was to understand current practice in strategic marketing in university libraries. The purpose of the research was twofold; to conduct an in-depth literature review examining strategic marketing in academic libraries, and to collect and analyse empirical data regarding strategic marketing in university libraries in the West Midlands.

Methodology
The research took the form of a collective case study (Pickard, 2007, p86) using a number of different cases (ie different libraries) and sources of evidence (ie questionnaire and interviews) to build a greater understanding about strategic marketing in academic libraries.

A convenience sample was used: the focus was limited to university libraries in the geographical area of the West Midlands. This provided an insight into the nature of strategic marketing in one geographical area and allowed for more in-depth examination of good practice.

The questionnaire was chosen as a method to gain a snapshot of practice across the region and was developed following on from the literature review in order to further examine some emergent themes. One representative from each library was invited to complete the questionnaire which consisted of primarily closed questions in order to give comparable data. One chose to opt out and one did not respond, resulting in seven responses to the questionnaire.

Five of the seven questionnaire respondents chose to take part in a follow up interview. Each interview was semi-structured, with guidelines established beforehand. The interview was designed to complement the questionnaire, enabling more detailed exploration of the responses.

The following sections discuss the literature and research findings relating to three important aspects of strategic marketing: market orientation, marketing planning, and customer relationship management.

Market orientation
A market-oriented organisation is one where the primary focus is based on their customers’ needs. This places the customer at the centre of the organisation, ensuring that the focus of all activity is to define user needs and develop products or services to meet these needs. Due to the nature and ethos of library and information services being designed to support users, the market orientation is a philosophy which fits well with libraries (Rowley, 2003). However, Rowley (2003) identifies three alternative organisational approaches which libraries may adopt:
- production oriented (focus lies in making affordable products and services)
- product oriented (focus is developing the highest quality products and services)
- sales oriented (focus is encouraging customers to buy or use products and services)

In order to explore the current focus of academic libraries, the questionnaire asked respondents to select the statement that aligned most closely with their library (each representing one of the above four approaches). The most common response was market orientation, with three of the seven libraries selecting that response.
Marketing planning

One of the most extensive studies into marketing planning in academic libraries was undertaken in the US by the Association of College and Research Libraries (Lindsay, 2004). Findings from this highlighted that although most of the libraries surveyed were involved in some form of marketing, few had a formalised approach or documentation to support marketing.

The research questionnaire asked participants about their library’s marketing planning and demonstrated that four of the seven libraries had a strategic marketing plan, or a section within a broader strategic plan which refers to this (for example in the wider library strategic plan).

Further exploration during the interviews showed that whilst some libraries may not necessarily have a strategic marketing plan or a section within a broader strategic plan, they did include marketing within their planning.

“There are elements which you could say are part of marketing within that wider plan, but nothing which overtly says that this is part of marketing”.

In common with the literature, responses from the questionnaire and further exploration in the interviews highlights that each library had a different setup with regards to marketing responsibility. Four of the seven libraries had marketing included in staff members’ job descriptions however only one library had staff dedicated to marketing responsibilities (other have staff supporting marketing alongside other activities). Though this has advantages in terms of embedding marketing into library activities, it does raise questions about the perceived importance of marketing for academic libraries. As one librarian commented:

“I think the main difficulty is that it’s kind of in addition to the day job. I do enjoy it don’t get me wrong, but it kind of gets shoehorned in”.

Customer relationship management

Customer relationship management (CRM) is often referred to in a similar vein to relationship marketing (RM). Although the two concepts differ slightly, with CRM concentrating purely on customer relationships, they have a similar philosophy: “both CRM and RM are concerned with building successful long term and trusting relationships with customers for mutual benefit” (Broady-Preston and Felice, 2006, p.527).

In order to gain knowledge of current practice in academic libraries regarding establishing user needs, the questionnaire asked participants to identify which customer research activities they utilised.

The research supports the view that market orientation is an unfamiliar term to many librarians. Further exploration within the interviews asked participants about their awareness of market orientation. Of those interviewed, only one was previously aware of the term market orientation:

“It’s more about doing what your customer wants instead of what you think they might want”.

Interestingly, three librarians who did not choose a market orientation approach expressed a desire to move towards this, with one already confirming assumptions about user needs with their focused customer research:

“Wherever we can, we try to establish what they [users] want and see what we can deliver”.

The British Library is one example of a library service which has shifted its focus to market-oriented (from product-oriented). Finney and Warnaby (2004) shared experiences of how the British Library had adapted their focus by following Jobber’s principles of market orientation: customer orientation, integrated effort and goal achievement (2001, in Finney and Warnaby, ibid). Finney and Warnaby (ibid) argue that market orientation is relevant to all libraries, and something which should be adopted to be successful in future.

The research supports the view that market orientation is an unfamiliar term to many librarians. Further exploration in the interviews support the findings of Sen (2006; 2010); that organisations give emphasis to only some elements of market orientation. Analysis of the results demonstrate that whilst the concept of being customer-focused is of importance to libraries, other elements of a market-oriented organisation (ie integrated effort, goal achievement) are not as strongly integrated, even in those libraries who selected a market orientation.
Shared services are being used by many local authorities to make savings and tackle the budget cuts. But what are the practicalities from an IT perspective of joining forces with other councils? We look at one example where libraries are sharing services to achieve savings.

Delivering a new technology-led shared service can be a challenge. You know your own IT infrastructure, its strengths and weaknesses, and those of the team who maintain it. Now, you will have to get to know possible new systems or those of your new partner or partners. Systems, software and new colleagues will have to communicate effectively. Differences may have to be put aside in order to achieve a common goal. But these can all be overcome with careful planning and the benefits of a successful shared service far outweigh any challenges.

At a time when funding to local government is being cut by 28.4% before 2014, a shared service can save literally millions of pounds, protecting both jobs and front line services.

From an IT perspective, a shared service can also mean the opportunity to start with a clean slate. In order to gain the greatest efficiencies from the shared service, you will need reliable, robust hardware and software, some of which you may already have at your disposal, some of which your partnership may purchase, taking advantage of the fact costs can be spread across two or three partners.

The development of the cloud and ever more options for hosting mean the ability to share services is more accessible than ever.

This is the chance to work on a project that will shape the way you and your colleagues work and the way your council’s customers access and interface with their local services. And coming later to the game, you can benefit from the experience of others who have gone before you to avoid the common pitfalls, to flag up your requirements and to ensure you meet expectations and deadlines with minimum disruption and down time.

“Wider adoption of shared services across local government offers one of the most compelling ways to transform the services delivered by authorities across the country.”

Susan Anderson, CBI Director of Public Services

Here we will look at how Talnet has implemented shared services in their libraries. We will examine how they have made the move and what they have learned along the way.

A problem shared is a problem halved. Joining forces isn’t just about saving money, it can also be about reinvesting in an even stronger IT infrastructure.
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w: www.txttools.co.uk
t: +44 (0)113 234 2111
Case study: libraries management

Hywel James, Principal Librarian Gwynedd, TaiNet North Wales Consortium of Libraries incorporating Anglesey, Conwy, Gwynedd, Coleg Menai and Coleg Llandrillo

“Our shared service stems from the last time North Wales reorganised. Prior to 1996, Anglesey and Conwy were one county and we had invested in a new library system. It was quite a substantial investment for a rural county and we felt it would be foolish to break up the arrangement just because the county boundaries had changed. So we took the decision fairly early on that the library management system (LMS) would be used by us all.

“We operate a common card policy, so customers from within the consortium can use their card in any library in the area.

“Although the server is located in Gwynedd, we also deal with two other IT departments. The spirit of co-operation is in our nature, as it tends to be in libraries in general.

“More recently we extended the use of our LMS to two local further education colleges, mainly on the online side. Over the last 15 years we have shown that shared services not only work in three counties, but across other services as well.

“The biggest challenge has been bringing the colleges on board and upgrading the web access to improve the range of options we could offer to users. Working out how to share the costs and sorting out the IT problems with five different users has been a challenge too.

“When joining with the colleges we had to consider how developed their IT departments were, how well staffed they were and how much they understood about library systems. A good understanding is needed on what connections are in place, how they are routed and what firewalls exist too.

“We decided to consolidate our data and maintain one database for the three local authorities, but the colleges wanted to keep their databases separate because of concerns regarding the security of students’ data. So we have three databases, one for each college and one for the councils.

“Managing servers has been a little burdensome recently, so we are now considering moving to a hosted server as this will give us greater security and peace of mind.

“Certainly, we were looking for value for money with our shared service and it was clear if we shared we would get a better quality system at much cheaper rates as a group than if we had gone it alone. By sharing, we have got a system that offers more to our customers. We could never have afforded it otherwise.”

Libraries

When looking at shared services in this area, local authorities can choose a hosted library management system or they can keep their server and database on the premises. A hosted system can save money in hardware and staff time, and reduces the need for dedicated system administrators.

Shared services can adopt a multi-tenant solution so the public visits one central website and customers can see not only the books in their local library but also those in neighbouring libraries. This offers a greater choice and the possibility to reserve books or have them delivered to a convenient location for collection.

Conclusion

Despite the fact that we are talking about a technical service, people are the most important factor in its success.

Ultimately, this is a change programme and needs to be managed accordingly. Communication with your own staff and with your new colleagues is not only desirable – it is absolutely essential.

If you have planned well, any IT challenges can be overcome. Networks can be created, data can be migrated and servers updated.

You need to focus on the end goal of the huge potential savings that can be realised, and which can help protect council services and jobs. Think of the implementation of a shared service as a new start. It is an opportunity to change the way you do things for the better, to improve services, implement self-service and upgrade IT platforms or back-up services.

Extract from Capita’s ‘What IT departments need to know about implementing shared services in local government’ white paper.

FIND OUT MORE

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Web: www.capita-software.co.uk/sharedservices
Diplomat LMS
Dynamic self-service charging lockers

- Full integration with most Library Management Systems (LMS) - record/monitor loans
- Always deploys best charged device
- Dynamic self-service deployment of devices
- MiFare™, biometric, barcode or magnetic stripe access
- Simultaneous charging for all devices, with PowaSave™ energy saving technology
- Allows students to view their library account balance, other loans and print receipts
- 19" clear, simple touch screen interface
- Procedure control ensures that the device is plugged in, charging and the door is shut before the user is released from the loan

The LapSafe® Diplomat™ LMS provides students and teachers with individual access, allocation, and deployment to securely stored and safely charged laptops, netbooks or tablets using our intelligent access control system. The locker enables librarians to track and monitor equipment use and save resources, whilst providing students with greater freedom and an improved user experience.

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FREEPHONE 0800 130 3456 www.lapsafe.com
LapSafe joins Additions Partner Programme

LapSafe® Products is the UK’s expert in managing mobile computing, with more than a decade of experience in securing, storing and charging mobile ICT devices. Committed to innovation and delivering superior quality, LapSafe® Products has always put the safety and the needs of users first.

Through the partnership, the Diplomat™ LMS can provide library users with individual access, allocation, and deployment to securely stored and safely charged laptops, tablets or handheld devices using an intelligent access control system. Accessed via smartcards or biometrics and always deploying the best charged devices, the charging locker enables librarians to track and monitor equipment use. The Diplomat™ LMS can be used as part of a laptop loan scheme or to store users’ personal devices as part of BYOD, enhancing user experience and saving librarians’ time.

Bibliotheca unveil single global brand for 2012

Bibliotheca, one of the leading global providers of RFID-based solutions to public, private and academic libraries, launched its new global brand on 5th March, allowing the Group to unite its entities under one central identity. The rebranding follows the merger of Bibliotheca (Switzerland), Intelligent (UK) and Integrated Technology Group, ITG (North America) in June 2011, which created one of the largest RFID library specialists in the world. This position was further enhanced in January 2012, with the acquisition of Trion Library Systems, one of the world’s leading manufacturers of Automated Materials Handling (AMH) solutions designed specifically for libraries.

D-TECH success at USA PLA Conference

D-Tech International enjoyed a successful three days exhibiting at PLA 14th National Conference 2012, 14th - 16th March, in Philadelphia. The company recently announced the appointment of Emmett Erwin as Head of Business Development USA, and the PLA Conference was an opportunity for the team to present D-Tech’s products and services to libraries in the USA. Response to D-Tech’s products on the stand was overwhelming: Tim Pond, Head of Overseas Development, said: “Our stand was a real eye opener for many of the delegates. Feedback was that we were bringing something fresh, new and exciting both in terms of design and technology.” For more information, visit D-Tech’s website.

Telepen’s Sentry Isis data now available in Decisions

Ever struggled to merge data from Telepen’s Sentry Isis access management software with other library data? We have been working with Telepen to simplify this process. As a result, we’re pleased to announce that a R2 universe and export script is now available which adds usage data from Sentry into Decisions. This is available at no extra charge for current Decisions customers.

New release of connect2 from lorensbergs

lorensbergs is delighted to announce the release of connect2 v2.5, the latest version of their web based Resource, Room and Event booking solution. Features of this new version include:

• Enhanced search functionality to find available booking slots
• New graphical status bar to clearly show each stage of the booking process
• Revamp with new reports to show staff statistics on resource usage and booking trends
• New facility to copy bookings saving users time

In addition to this, as of version 2.5, lorensbergs now have a brand new facility – Renewals. Renewals enables students to renew their bookings online without staff intervention, further enhancing your self-service environment, whilst maintaining restrictions and control of your resources. To speak to lorensbergs about connect2 or to book a demonstration, please email or call lorensbergs on 01992 415 505.
SAVE LIBRARIES...
...GIVE THEM THE BEST.

“It’s been a much simpler process than we could have ever foreseen. We’ve been very well supported by D-Tech.”
National Acquisitions Group (NAG) launch their new website

The National Acquisitions Group brings together everyone concerned with the selection, supply and management of library collections across all sectors. It has a role to play in promoting efficient and effective acquisitions performance in public, academic, commercial, government and specialised library organisations.

NAG is looking to the future and, as part of a new marketing strategy, is pleased to announce the launch of an all-new website, open to anyone interested in library issues. In development for the past few months, the new site retains all the valuable features of the old site, along with a simplified log in (for members only), a refreshed look and streamlined access issues alongside a range of new features. Whilst the new site is a big step forwards, NAG already has plans for building on the site and is working on adding new features to help ensure it is a ‘must-visit’ for anyone interested in the sector.

The new site makes it simple to:
- Find out about the work of NAG and why you should be a member
- Join NAG
- Access NAG training seminar and conference events information
- Access NAG publications
- Get all the latest sector news
- Access Training and conference notes [members only]
- Access NAG standards and best practice [members only]
- Access electronic copies of the NAG journal, Taking Stock [members only]
- Access the NAG directory [members only]

Paul Dibble, NAG Webmaster, said “Developing the new NAG site has taken a little longer than expected, but we were determined to ensure the site is as user friendly and accessible as possible. It has been designed to appeal to both NAG members and non-members and will be a focus for NAG awareness, communication and promotional activities. We are really pleased with the results, but already have a number of development ideas that we will be pursuing over the coming weeks”.

www.nag.org.uk

Please visit the site and if you have any thoughts or comments – positive or negative, please let us know at nag1@btconnect.com Your comments will help when we begin the next development stage.

Change and Innovation in the Academic Sector by Donald Lickley

University libraries in the UK have seen a great deal of change in the last few years. Driven by the imperative to develop and improve services in the face of an economic downturn, they must remain competitive in an increasingly international student market. Many familiar library and information functions have been restructured and refocussed. We have seen considerable developments in the area of shared services particularly in back-office functions, and an ever-increasing focus on the delivery of e-services.

Having observed the ongoing radical changes in the UK HE system, with an eye over the Atlantic, it will be interesting to see how Harvard University Library emerges from its own fundamental review of staff and services (led by Helen Shenton, formerly of the British Library), and what implications this will have for the sector in the USA.

With restructures and organisational reviews becoming an everyday reality, inevitably staffing requirements change, and we find more people chasing fewer jobs. However, wherever restructures are taking place, new opportunities arise. Alongside economies of scale, HE employers are looking for new portfolios of information skills. We have seen two growth areas in particular. One is in the area of institutional and research repositories, the other information literacy.

The information literacy roles are project-focused. We have been looking for candidates with creative and innovative approaches to developing both service delivery and internal training materials. Familiarity with the appropriate VLE technologies has been a standard requirement together with the potential for the incorporation of multimedia including screencasts and video. This has been coupled with a sound grasp of project management, customer engagement, resource evaluation and content coordination.

On the institutional/research repository side, employers have been looking for a broader spread of skills, depending on the focus of the organisation, and/or their state of preparedness for the Research Excellence Framework (REF).

In some instances we have needed people with very specific technical database skills, including XML and CSS. In others, the focus has been on the implementation and development of metadata standards. Elsewhere, these skillsets have been in the background while the more “traditional” or transferable skills of project management, problem solving, customer engagement and supplier liaison have been brought to the fore.

There are challenges here on all sides. There are challenges for employers in slotting people into newly-designed roles and for recruiters like us locating and developing our pool of candidates. As importantly, there are challenges for our candidates to keep abreast of new professional developments and ensure that their own skills portfolios are not only up-to-date, but also presented to the best effect in their resumes for every new role.

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Period two, which covered February 2012, saw James Patterson continue as the most borrowed author from UK Libraries as measured by Nielsen LibScan. Patterson’s titles clocked up nearly 40,000 lendings in the four-week period, up from 34,000 in our last published chart from November 2011.

The top ten most borrowed authors chart is dominated, as usual, by children’s authors, with perennial favourites Daisy Meadows and Julia Donaldson leading the way. With half-term falling within this period, it is likely that there were increased library visits from children and their parents, driving this borrowing activity. In addition to James Patterson, the only other adult authors to feature in the top ten are MC Beaton and Nora Roberts.

Once again, the most borrowed titles of the period are driven by the Crime, Thriller & Adventure category, with seven out of the top ten coming from this genre. James Patterson has three titles in the chart, with other well-established authors like Lee Child, Michael Connelly, Ian Rankin and John Grisham also featuring. Tenth spot in the chart goes to Kathryn Stockett’s The Help, recently in cinemas in an Oscar-nominated adaptation and one of the best-selling fiction titles of 2011. Children’s titles feature in the form of Claire Freedman’s Aliens Love Underpants! and the ever-popular Gruffalo.

If you look at the top-selling authors for the same period from Nielsen BookScan’s Total Consumer Market data, you will see some interesting differences with the authors currently being borrowed from libraries. Whilst Julia Donaldson and Jacqueline Wilson also feature in the top ten selling authors, a number of different children’s authors also make the list. Michael Morpurgo takes second spot overall, driven by the huge success of War Horse – originally published in 1982, the book has gained traction over the last few years through the much-garlanded theatre adaptation, and has reached its biggest audience through the Steven Spielberg movie. Jeff Kinney was the fourth highest selling author of the period with his Wimpy Kid series of books, and Suzanne Collins took ninth spot with sales of her Hunger Games trilogy snowballing in the lead up to the release of the first movie in the series.

The top selling adult author of the period was Jennifer Worth, whose memoir, Call The Midwife, has been adapted into a highly popular BBC series. The additional attention brought about by the series has also seen sales of her other titles grow substantially. Stieg Larsson continues to sell heavily (coming in at number eight in the author chart) and SJ Watson takes tenth spot on the strength of his debut novel, Before I Go To Sleep.

Another major difference we see between the library lending and author sales charts is in the number of different titles being borrowed or bought for the authors in the top ten. Whereas nine out of the ten most borrowed authors have over 200 titles available, representing the strength and depth of their backlist, half of the top ten selling authors of the period have less than 30 titles available, with SJ Watson only having five titles available (which are in fact just five versions of one single work).
## Nielsen LibScan data

### UK Libraries Top Titles

<table>
<thead>
<tr>
<th>Position</th>
<th>Title</th>
<th>Author</th>
<th>Volume</th>
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<tbody>
<tr>
<td>1</td>
<td>The Affair: Jack Reacher</td>
<td>Child, Lee</td>
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<tr>
<td>2</td>
<td>Kill Me If You Can</td>
<td>Patterson, James</td>
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<td>Aliens Love Underpants!</td>
<td>Freedman, Claire</td>
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<td>The Drop</td>
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<td>5</td>
<td>The Impossible Dead</td>
<td>Rankin, Ian</td>
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<td>6</td>
<td>Private Games</td>
<td>Patterson, James</td>
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<td>7</td>
<td>The Litigators</td>
<td>Grisham, John</td>
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<td>Kill Alex Cross</td>
<td>Patterson, James</td>
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<td>The Help</td>
<td>Stockett, Kathryn</td>
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### UK Libraries Top Authors

<table>
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<th>Count Titles</th>
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<td>Donaldson, Julia</td>
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<td>10</td>
<td>Dahl, Roald</td>
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### UK Libraries Top Adult Fiction Titles

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<th>Title</th>
<th>Author</th>
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<td>Kill Alex Cross</td>
<td>Patterson, James</td>
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<tr>
<td>8</td>
<td>The Help</td>
<td>Stockett, Kathryn</td>
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<td>The Faithless</td>
<td>Cole, Martina</td>
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<td>10</td>
<td>Red Mist: Scarpetta Novel</td>
<td>Cornwell, Patricia</td>
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### UK Libraries Top Adult Fiction Authors

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<th>Volume</th>
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<td>Baldacci, David</td>
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<td>Connelly, Michael</td>
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<td>McCall Smith, Alexander</td>
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<td>10</td>
<td>Christie, Agatha</td>
<td>11,805</td>
<td>735</td>
</tr>
</tbody>
</table>

Source: Nielsen BookScan  
Period two (four weeks from 29 January - 25 February). Copyright © 2012 Nielsen Book Services Ltd (trading as: Nielsen BookScan)
New training courses from Capita

Juice Implementation Workshop, Birmingham, 10th July 2012
Based on positive feedback following our Juice Implementation Workshop earlier this year, we are pleased to advise that we will be holding a second session here at Capita on 10th July 2012. The workshop will provide library staff with an understanding of the Juice product, how to implement it and add existing extensions. It will also cover methods for debugging extensions and upgrading the Juice installations. It is aimed at staff that have little or no knowledge of Juice and its implementation, as well as those who are looking to improve their existing knowledge with a view to configuring the extensions more specifically for their local implementations.

The course will cover the following:
• What Juice is and what it is used for
• How Juice is implemented
• What Metadefs are and how they are utilised
• How to implement Juice extensions
• How to debug an extension
• How to upgrade the Juice application
• Practical workshop

Formatting Reports in Decisions XI R3, Webinar, 17th July 2012
The course is aimed primarily at users of Decisions with at least enough experience to write a simple report and view the default output. The creation and running of queries and the scheduling of reports are covered in passing, but the main focus is on reformatting reports and the use of charts etc. Some familiarity with writing reports in Decisions is essential.

The course will cover the following:
• Structure and results views
• Sorting in tables
• Column formatting
• Wrapping and alignment in table cells
• Creation of simple charts
• Advanced chart formatting
• Sorting of chart axis
• Ranking in charts and tables
• Displaying last refresh parameters
• Adding organisational logos
• Page layout
• Filtering
• Report sections

Events

Capita Roadshows coming to Scotland, Manchester and London in October 2012
Come and join us to hear about updates, development plans, partner demos and much more...
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