Using the Balanced Scorecard to formulate your library’s e-Strategy
Content

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The Balanced Scorecard

"A LANDMARK ACHIEVEMENT."
Michael Hammer
What is the Balanced Scorecard?

- A management methodology to help bridge the gap between strategic objectives and their operational execution.
- A methodology to give managers a comprehensive and balanced view of the organisation.
Advantages of using the Balanced Scorecard

- It helps to focus the whole organisation on what must be done to create breakthrough performance.
- It can act as an integrating device for a number of diverse and often unconnected programmes, e.g. customer service; process redesign.
The four perspectives of the Balanced Scorecard

FINANCIAL
- Financial measures
- Revenue
- Costs
- Profitability

CUSTOMER
- Customer satisfaction
- Customer retention
- Market share
- Profit margins

INTERNAL BUSINESS PROCESS
- Efficiency of processes
- Reliability of processes
- Technology infrastructure
- Quality of delivery

LEARNING AND GROWTH
- Employee development
- Knowledge management
- Innovation and creativity
- Organizational culture

Vision and Strategy

(Kaplan & Norton)
Customer perspective

“To achieve our vision, how should we appear to our customers?”
Internal processes perspective

- “To satisfy our shareholders and customers, what business processes must we excel at?”
“To achieve our vision, how will we sustain our ability to change and improve?”
“To succeed financially, how should we appear to our shareholders?”
Library 2.0 Meme Map

Library that LETS
- The library invites participation

Library that fits
- Integration with e-learning environment

Library that learns
- OPAC - Federated search
- RSS for cataloging records & search results
- Records tagging
- User reviews

Library that gathers
- The physical library
  - Loud spaces for collaboration & conversation
  - Mobile devices for users

Library that combines
- Social computing apps to meet users' need when, where, and how they need it
- The library is everywhere

STAFF
- Creation of an Emerging Technology Committee

Library is a framework for integrating change into all levels of library operations

Integration with (e) learning environment

1. User-centricity
2. Technology-savvy environment
3. Reaching of the patrons long tail
4. Content for more than one device
5. Component-based software, not monolithic ILS
6. Constant change
7. Use of Web 2.0 apps and services
8. Open standards

THE PHYSICAL LIBRARY
- Patrons 2.0 = from content consumer to content creator
- The library uses flexible, best-of-breed systems

The library is human
- The library has no barriers

http://www.flickr.com/photos/42538191@N00/113222147/
What is social software?

Social software encompasses a range of software systems that allow users to interact and share data. (This computer-mediated communication has become very popular with social sites like MySpace and Facebook, media sites like Flickr and YouTube, and commercial sites like Amazon.com and eBay.) Many of these applications share characteristics like open APIs, service oriented design, and the ability to upload data and media. The terms Web 2.0 and (for large-business applications) Enterprise 2.0 are also used to describe this style of software.

http://en.wikipedia.org/wiki/Social_software
I think this is the best library I've been in so far... I really don't mind the fact that some of the computers don't have editing capabilities on some levels because I the end of the day, most students are registered for at least 2 other computer labs plus the library... Anyway, I like the fact that they have the reserved collection. Some of us don't have the budget for expensive textbooks... I just enjoy the humanities level because they have a collection of French books that I always wanted to read when I was a kid back in DRC...
Access Facebook within two clicks from your cell phone by using ShotCodes!

Inquiries & help: bettie.dekock@up.ac.za or Tel.: +27 12 420 5375

About ShotCodes

ShotCodes are offline web links. ShotCodes makes the mobile Internet accessible in two clicks. The mobile phone reader interprets the code and connects the end user's cell phone to a website (ShotCode).

How do I know if I can scan ShotCodes?

2. Check whether your mobile phone is compatible.
3. Select your brand & model.
4. The download and installation will start automatically.
(ShotCode 2007)

Access ShotCode from your cell phone menu

Once the software is installed, start the ShotCode application from the menu (do not start your camera application) and aim it at the ShotCode so that you can see the ShotCode clearly (the black and white blocks are countable) in your viewfinder. All that is left to do is click and you are on your way! (ShotCode 2007)
Games developed for information literacy: general & catalogue
University of Pretoria Library Services

The library of the University of Pretoria is regarded as one of the best university libraries in South Africa. It provides a comprehensive information service for the university's approximately 40,000 undergraduate students, 12,700 postgraduates and 4,000 full-time staff members.

The original library was initially housed in the Old Arts building before being relocated to the Old Meerensky Library, University of Pretoria. Despite expansions to the Old Meerensky Library, University of Pretoria in 1957, it soon became too small and the firm Lou, Marias, Marquard and Kuhn was appointed in 1989 to design a new library. Construction started in November 1971 and in August 1975 the building was completed.

The Meerensky II Library (Main campus library) includes the following faculty libraries:
- Economic & Management Sciences
- Natural & Agricultural Sciences
- Engineering & Built Environment
- Humanities (incl. Music)
- Theology

The Oliver Tambo Law Library is housed within the University over four different campuses, the Education Library (South Africa), and the Health Sciences Library.

The Library Services focus on supporting the learning and research support via Faculty Libraries in support of the academic work.

The library strives to be the leader in the provision of and in addition to the traditional library services, the Library Services provide customised faculty library web pages, UPATD databases, and other services.
Creating an e-Strategy within the framework of the Balanced Scorecard

- The Balanced Scorecard is a concept that organisations can implement in many ways; it must fit the organisation.
Vision / Strategic focus

Strategic objectives
Strategic focus / vision
Library 2 strategic focus (example)

Enhance the clients’ e-Environment with Library 2 services and products
Monitor impact of Web 2 implementation on client
Internal processes perspective – strategic objective

- Integrate Web 2 tools into current business processes e.g. rating of books in catalogue
Learning and growth perspective – strategic objective

- Present training workshops on key Web 2 tools to library staff

LEARNING and GROWTH

“To achieve our vision, how will we sustain our ability to change and improve?”

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<th>Objectives</th>
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Financial perspective – strategic objective

- Make use of freely available Web 2 tools
- Road show on library applications to interested parties
Formulate your library’s e-Strategy: strategic focus and at least one objective for each perspective

Construction of Balanced Scorecard for a library

- **Assignment**: construct / create / build own view of Balanced Scorecard: strategic focus and 4 perspectives
- **Material**: construction kits / educational toys; articles; flip charts, markers …
The Balanced Scorecard is well suited to the kind of organisation that libraries are trying to become.

It puts strategic focus & objectives, not control, at the center.

It establishes goals but assumes that people will take whatever actions is necessary to arrive at those goals.
Credits

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- Using the Balanced Scorecard to formulate your Library’s e-Strategy (this presentation), August 2009. http://www.slideshare.net/heila1/using-the-balanced-scorecard-to-formulate-your-librarys-estrategy

