Service Innovation

Keeping libraries relevant
Winning the Singapore Quality Award for Business Excellence Twice (2004 & 2011)

- Innovate to stay relevant
- Need support of all stakeholders
- Re-invent the way we do things
- Dare to change
People

• Tap passion to create a high performance organization
• Engage participation to promote innovation
• Effective performance measurement
• Fair recognition and reward
Innovation Process

• Co-creation with customers
• Adopt and adapt best practices to improve productivity
• Cost savings through competitive global tendering process
Co-create with Customers

• Verging All Teens – youth space at library
• Quest of the Celestial Dragon – kids’ card collection
• Newspaper.sg – digitised newspaper online replacing microfilm
• Library in your pocket – iPhone apps
Understanding Customers

• Understanding the experience customer wants
• Convenience
• Accessible
• Affordable
• Useful
Engaging Customers

• Meet the customer sessions
  • Listen to feedback
  • Explain policies
• Share upcoming events

4 September 2012
Beh Chew Leng, NLB, Singapore
**Success Stories**

**NewspaperSG:** newspapers.nl.sg

- > 40,000 unique visitors,
- > 400,000 page views per month

**Library in Your Pocket:**
Mobile Portal

- First released in early 2009
- New User Interface for Android and iPhone went ‘live’ in August 2010

**Quest:**
I: Quest of the Celestial Dragon
II: Unleashing the Rain Dragon

- Quest I (2009) brought in 920,533 loans = 28% increase among 7-12 yr olds
- Awarded American Library Association President’s Citation

**Verging All Teens (VAT): Youth Space at JRL**

- Collaboration with youth customers at Jurong Regional Library

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Improved Productivity

Adoption of Cellular Manufacturing Line

- 25% increase in productivity
- 33% decrease in manpower usage
- 36% space reduction
- Reduced number of book bins
# Cost Savings through Global Sourcing

<table>
<thead>
<tr>
<th>‘TRADITIONAL’ SOURCING</th>
<th>GLOBAL SOURCING</th>
</tr>
</thead>
<tbody>
<tr>
<td>400 vendors who supply a wide range of publications in all languages from local and overseas publishers.</td>
<td>Global sourcing (starting with English language library materials) through a panel of vendors including major global library distributors.</td>
</tr>
<tr>
<td>• Minimum base discount for monographs is 10% - 15%.</td>
<td>Delivers cost efficiencies through economies of bulk procurement e.g.,</td>
</tr>
<tr>
<td>• Surcharge of 20 – 30% for non-print materials</td>
<td>• minimum base discount for monographs is 12% - 27.5%</td>
</tr>
<tr>
<td></td>
<td>• minimum base discount for non-print materials is 5 – 15%</td>
</tr>
<tr>
<td>Delivery lead time of 4 - 8 weeks and 70% fulfilment rate.</td>
<td>Improves the current delivery lead time for overseas publications. Delivery within 12 – 18 working days with 90% fulfilment rate.</td>
</tr>
</tbody>
</table>
Communication

- Purpose
- Vision
- Values

NLB’S MISSION
Through our libraries, we make knowledge come alive, spark imagination and create possibilities

NLB’S VISION
Readers for Life, Learning Communities, Knowledgeable Society

Commitment to Customer Service and Excellence
Working and Sharing Together
Passion for Learning
Valuing the Community
Taking Responsibility
## Planning

**Key performance requirements in one integrated plan**

- Review
- Tracking
- Performance measurements
- Deployment

### Key performance requirements

- **Performance**
  - [ ] Corporate
  - [ ] National Library Group
  - [ ] Public Library Group
  - [ ] National Ref & Special Libraries
  - [ ] Public Libraries
  - [ ] Staff KRA

### Strategic Formulation

- **Jan to Apr**
- **May and beyond**

### Development and implementation of strategies

1. **Design Thinking**
   - A. Define and decide on issues
   - B. Research, seek opinion and benchmarking study
   - C. Resolving issues with internal and external strategies
   - D. Prototype and select strategies

2. **Planning**
   - A. Planning and department action plans
   - B. Planning and budget cycle

3. **Execution**
   - A. Individually target setting
   - B. Review of corporate KPIs

### Horizon and Environmental scanning

Scanning to set the broad context of political, social, technological and economic developments that will influence NLB’s roles and relevance in the future.

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**Planning**

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Information

• System to collect and manage information
• System to disseminate information
• Benchmark against best in class organizations
• Adopt best practices to improve performance
Organization Culture

- Translate values into behavior
- Beliefs held by staff
- Policy and structure to support
Questions?

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4 September 2012, Kuala Lumpur, Malaysia