Business Excellence Journey
The Singapore National & Public Library Experience

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NLB Business Excellence Journey

- National IT Award (1998)
- Innovation Excellence Award (2001)
- Singapore Quality Award (2004)
- People Excellence Award (2010)
- Service Excellence Award (2009)
- Singapore Quality Award (2011)
Business Excellence Framework

Source: www.spring.gov.sg
Impact on Productivity

Source: www.spring.gov.sg
SQA 2004
SQA 2011
Cellular Processing Line

1997 - Long processing line, rigid conveyor belt system

2009 - Agile, comfortable Cellular Processing Line
36% space reduction
25% increase in staff productivity

Standing workstation - High mobility task
Sitting workstation - High concentration
General workstation - Multi-tasks
Global Sourcing for Collections

Estimated Delivery leadtime

- Local: 23 D
- Overseas w/o Cat: 15 D
- Overseas with Cat: 40 D

Estimated Savings per year

- Books: $900K
- Audiovisual: $50K

Before GS vs After GS
Data Analytics in Collection Planning and Demand Analysis

1. Demand Analysis forecasts demand and determines the loan-to-collection ratio.

2. With the data inputs, Collection Planning will optimise and produce the planned final collection.

3. The planned final collection will recommend the type of category and quantity to buy and weed.

Initial Collection
Book Cost
Collection Norm
Min & Max Purchase Qty
Weeding Policy

Planned Budget
Planned Purchase
Projected Loans
Planned Weeding
Insights
Sustainable Business Model

• Search for a model that is sustainable
• Innovation service will not succeed if it is not sustainable
• Needs funding, competencies, infrastructure and support
• Validate assumptions
• Prototype
Purpose, Belief, Core Values

• Equitable Access to Information
• Make customers happy
• Share, learn, respect, trust and service