

Next

SPACE

The OCLC Newsletter

No. 1



EXTREME MAKEOVER

How legacy brands reinvent themselves,
and what libraries can learn from them

Find in a Library: Blink [the power of thinking without thinking]

English Sound Recording ■ By: Malcolm Gladwell ■ Publisher: New York, NY: Time Warner AudioBooks, p2005. ■ ISBN: 1586217194

worldcatlibraries.org/wcpa/ow/69c63c1b19d198c5a19afeb4da09e526.html



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Rebranding a newsletter

The *OCLC Newsletter* has covered libraries, membership programs and OCLC research initiatives and product news since 1967. With this issue, OCLC introduces *NextSpace*, a new magazine for our members and information managers. *NextSpace* grew from the *OCLC Newsletter*. The publication will analyze industry trends and technology developments as well as feature news about OCLC. Our goal is to help you stay informed and make key decisions.

NextSpace completes our efforts, which began last year, to provide you with a publication more visually interesting and easier to read and that puts OCLC's efforts into a broader context. We will publish four times a year, beginning with this issue.

As its name implies, *NextSpace* is about the next idea or the next trend affecting libraries. It is also about the next step that will help libraries create value and shape their future.

We kick off *NextSpace* with a feature story on rebranding and how notable companies have responded when they needed to refresh or reinvent their brand to remain relevant. It is advice we took to heart when we renamed and refocused our magazine.

We have entered a new cataloging record in WorldCat, #62,313,411, for *NextSpace* and closed out the record for the *OCLC Newsletter*. Please adjust your serials management system accordingly.

We look forward to serving you in new ways with *NextSpace*, and we encourage your feedback and ideas for future issues.

Tom Storey

Tell us what **you** think!

Be a part of our first *NextSpace* online readership survey.

Go to www.surveymonkey.com/nextspacesurvey and complete the form. It will take only five minutes.

Thanks!

NextSpace

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Editor

Tom Storey

Managing Editor

Wendy McGinnis

Contributing Writers

Carrie Benseler, Mariah Brown,
Chris Galvin, Brad Gauder,
Bob Murphy, Phil Schieber

Design

Mark Uskavitch

Photography

All photos by Rich Skopin
unless otherwise noted.

NextSpace MC234
6565 Frantz Road
Dublin, Ohio 43017-3395 USA
1-800-848-5878

Send questions, comments,
subscription requests and
address/contact updates to:
nextspace@oclc.org

For more information about
OCLC, including contacts for
OCLC offices and affiliated
partners, visit the OCLC Web
site at: www.oclc.org

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Fostering dialogues, building on our diversity

LIBRARIANS AND USERS AT BOTH LARGE AND small institutions have rightfully come to think of OCLC as their organization. They are stakeholders in OCLC, and they have voices and concerns that require attention.

OCLC listens and responds to these voices and concerns through a variety of channels. Some channels are formal, such as the Members Council, Board of Trustees and advisory committees, while others are informal (not part of governance) but nonetheless effective conduits for important matters or pressing concerns. As a result, at any given time, OCLC has a number of dialogues going on with different parts of the library and information community. Four recent dialogues demonstrate the increasing diversity of the OCLC cooperative.

In June, NetLibrary hosted a Publishers Summit out in Estes Park, Colorado, which convened about 50 publishers and librarians to exchange views about eBooks and electronic collections. The primary purpose of this summit was to foster a dialogue between librarians and publishers. Both publishers and librarians learned from each other and identified areas where they could work together. It was the second annual summit, and we are already planning the third in 2006.

In September, we hosted a dialogue forum on Chinese digital content at OCLC for 20 librarians of East Asian collections in ARL institutions and 14 representatives from Chinese digital content providers. The idea for this meeting began in March 2005, when I participated in the 3rd China-U.S. Library Conference in Shanghai, China, where East Asian librarians urged OCLC to convene a meeting of Chinese content users and providers. At the forum, we discussed OCLC's programs and strategies and our e-content platforms and services. The Chinese content providers presented their plans. At the end of the meeting, the group agreed that OCLC should hold individual dialogues with each content provider to determine potential business relationships. We will meet with the East Asian librarians again in San Francisco in the spring to update them on our progress.

In October, with support from a grant from the Institute for Museum and Library Services, we organized and hosted a conference for managers of statewide and

regional digitization collaboratives. About 70 participants from 32 states attended the conference. They represented libraries, museums and historical societies and they are working on statewide collaborative digitization projects. IMLS has also awarded a grant to OCLC and the Getty Museum to conduct Web-Wise conferences in 2006 and 2007 for museums and libraries.

In November, we hosted 17 of the fellows in the ARL Research Library Leadership Program. These emerging leaders in the research library community spent three days with the senior leadership of OCLC in a dialogue that included the future of the catalog and the collection in a research institution; the environment of Google Print and Scholar, the Open Content Alliance and Amazon Pages; and branding the library's services.

I would be remiss, however, if I did not mention a dialogue with the entire OCLC community that has been ongoing since 1978—the OCLC Members Council. The 66 delegates to the 2005–2006 Members Council held the first of three meetings on October 23–25. Members Council President Maggie Farrell, Dean of Libraries, University of Wyoming, presided over a diverse group of delegates from academic, public, school, research, national, state and special libraries in Canada, Germany, Hong Kong/China, Japan, Mexico, The Netherlands, Singapore, South Africa, United Kingdom, West Indies and United States. They communicate regularly with OCLC management, are upstream in the strategic planning process at OCLC, and represent the concerns of OCLC members and participants around the world.

I have often stated that one of the great strengths of the OCLC cooperative is its diversity. Another strength is our ability to conduct dialogues and exchange frank and candid views with an eye toward improving services to libraries and their users. Clearly, we must continue to talk with each other and open new dialogues when needed.



Jay Jordan
OCLC President and Chief Executive Officer

Thanks a **billion!**



WorldCat[®]

1,000,000,000 strong and growing.

WorldCat adds 1 billionth holding

Worthington, Ohio Libraries contributes historic holding in WorldCat **BY BOB MURPHY**

WORLDCAT, THE WORLD'S RICHEST online resource for finding library materials, now contains information about where to find 1 billion books, journals, theses and dissertations, musical scores, computer files, CDs, DVDs and other items in thousands of libraries worldwide.

At 2:21:34 p.m. Eastern Daylight Time on Thursday, August 11, Anne Slane, a cataloger at Worthington (Ohio) Libraries for 23 years, entered the 1 billionth holding in WorldCat for the book, *The Monkees: The day-by-day story of the '60s TV pop sensation*.

"We're just thrilled to have reached this milestone in WorldCat," said Meribah Mansfield, Director of Worthington Libraries, in Worthington, Ohio, USA. "I started library school in 1971, the same year WorldCat went online, so I feel like we've grown up together. I remember library school was all abuzz about this great new advance in technology. Now, whenever I see a new development in library technology, I think in terms of 'son of WorldCat'—or building on the idea of sharing resources that WorldCat began."

"I started my library career at Worthington Libraries, and when I moved to the Technical Services Department in 1982, I was all agog at the formidable OCLC Beehive terminal and the powerful things it could do," said Slane. "To this day, I remain in awe of the power and scope of OCLC and WorldCat."

Thirty-four years after going online, WorldCat contains more than 62 million unique catalog records

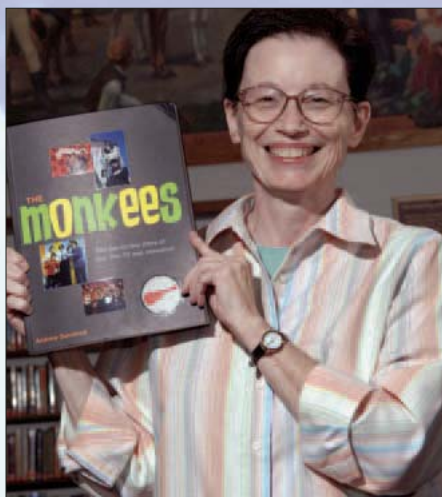
representing 1 billion items in libraries. *The Bible*, *Mother Goose*, *Huckleberry Finn*, and *Alice's Adventures in Wonderland* are among the top 10 titles in WorldCat, and together those 10 titles represent more than 1 million items in libraries worldwide. On the other end of the spectrum, there are many unique items cataloged in WorldCat, treasures held in only one place in the world such as a Babylonian temple receipt

for cattle and sheep used in temple services around 2350 B.C., or a papyrus manuscript of an edict issued by Publius Petronicus dating from 22 B.C.

The WorldCat of today is vastly different from that of 1971. Today's WorldCat technological platform makes it possible to accommodate virtually all languages, formats and scripts. It is now possible to load records of entire collections from libraries all over the world. And what was once a resource used only by libraries and librarians is now available to searchers worldwide using their favorite Web search engines. Search engines

like Google and Yahoo! make these detailed library records universally available.

"Thousands of catalogers and librarians around the world have worked together these past 34 years to create, keystroke by keystroke, record by record, and symbol by symbol, a unique and valuable library resource for knowledge seekers everywhere," said Betsy Wilson, Chair, OCLC Board of Trustees, and Dean of Libraries, University of Washington. "We have much to be proud of and much to celebrate."



Anne Slane, a cataloger at Worthington Libraries for 23 years, contributed the 1 billionth holding to WorldCat.



EXTREME MAKEOVER

Library Edition

How legacy brands are reenergized, and what libraries can learn from them

BY TOM STOREY

It was December 2002 when one of the world's most beloved restaurant companies, which brought fast-food branding to an art form, was losing its edge to new options, intense competition and changing consumer tastes.

In 1999, a cable TV giant with one of the industry's most recognized and respected brands suddenly looked outdated compared to an emerging new set of shows becoming known as "reality TV."

In the early 1990s, the world's dominant technology company known as a mainframe computer provider began to lose luster to a new set of computing solutions called personal computing.

McDonald's. Discovery Channel. IBM. Three different companies. Three different industries. One common problem: one of their most valuable assets, their brand, was losing relevance in a rapidly changing environment. These are strong, well-funded and well-run companies

that found themselves losing ground to new, smaller entrants. Structural changes were remaking their markets, and these structural changes were shifting the value of their brand.

What is a brand?

A brand is an idea or word that resides in the mind of the consumer. Brands are not tangible assets that a company owns. Companies and organizations own products and trademarks, which are registered as property in various countries around the world. But companies don't own a brand. Brands exist solely in the mind of consumers.

Brands are perceptions. The Volvo brand is "safety." The Mercedes Benz brand means "prestige." Hush Puppies means "comfort."

The power or value of a brand to an organization lies in its ability to influence consumer behavior. Strong brands

drive greater user understanding, adoption and repeat use of products and services. It's the job of marketing to establish, nurture and promote a desired brand image with the hope of creating an enduring perception in the mind of the consumer.

What is the value of the brand to the consumer? Marketing experts contend that strong brands create value to consumers by speeding product/service evaluations and comparisons, therefore reducing purchasing costs. When consumers understand a brand, they do not have to undertake extensive product investigation or research to determine a product's likely performance. From an economic point of view, brands allow consumers to lower search costs as they already know a lot about the brand—its quality, traditional product characteristics, etc., that can allow them to form reasonable expectations about what they may not know about the brand or related company products. Brands drive efficiency and often, market share.

When to reinvent a brand?

Reinventing or repositioning a brand involves marketing activities designed to give an existing company, product or service a new position in customers' minds in an attempt to change a product or company's market potential.

Most marketing experts believe that repositioning a successful brand may be the single hardest, and potentially most expensive, marketing exercise. For the

very reasons a brand is successful—clarity of value, familiarity, predictability—attempting to reposition the value in the mind of the consumer can be difficult. How can a product be once “superior quality” and now “standard”? How can a product be “durable” and now “disposable”? Changing brand attributes can be risky if not done correctly and infrequently.

So when is the right time to reenergize or rebuild a brand?

Brand repositioning decisions are often triggered when a significant market shift occurs that makes it possible for alternative solutions to create value in new ways that are incongruent with a company's brand. Often, changing social, economic or technical trends cause brands to lose appeal, making it critical for a company to review the long-term potential of the current brand value.

Sometimes radical transformation is needed (for example, if the market for your brand is shrinking permanently). Other times a slow, steady brand migration process might be more effective. Either way, over time, brand evolution is essential in order for brands to flourish rather than just survive.

Even in times of relative market stability, an effective rebranding effort can reaffirm the loyalty of existing customers while helping to attract new ones, enabling a brand to reemerge with a new presence, a riveting promise and a fresh approach.

Rebirth at IBM

Problem: In the early 1990s, IBM was struggling to grow traditional business lines in a computer industry undergoing monumental, permanent technological and consumer behavior change.

Solution: IBM needed to move beyond its image as a mainframe computer provider and reinvented itself, and its brand, as a service company known for delivering quality

solutions in the fast growing eBusiness market space. The company was reorganized and a new marketing campaign was put in place to communicate the changes to consumers. Today, 10 years later, IBM is the largest information technology service provider in the world. The services group, IBM Global Services, is the source of about half of IBM's nearly \$100 billion in annual revenue.



What it means to libraries

Rebranding, or repositioning a brand, is an issue that every successful organization eventually faces. It is not confined to for-profit companies. It is a reality for every organization that delivers a service or provides a product.

Organizations exist to provide value. If that value is no longer perceived to be in sync with consumers' needs, the perceived value of the organization, and its brand, will be minimized.

Significant market shifts have transformed consumer choice and preferences about information creation and access. New technologies create opportunities to deliver products and services to library users and scholars across the globe.

A recent OCLC report, *Perceptions of Libraries and Information Resources* (www.oclc.org/reports), measured library users' awareness, usage and perceptions of today's electronic resources and libraries. The results provide a compelling picture of the current "library" brand.

Conducted to help librarians better understand the role they play in today's information search process, the data point out a disconnect between the resources of today's libraries and the perceptions held by users. While many libraries provide rich offerings in electronic content and create virtual, real-time access via the Web, most library users are unaware of these services.

Data gathered through an online survey of information consumers in the United States, Canada, the United

Kingdom, Australia, Singapore and India show that the majority of library users now start—and often conclude—their information searches via Internet search engines. The data also indicate that users are satisfied with these Internet-based information services, believing them to be fast and accurate, and that they provide quality information and fit their lifestyles.

While libraries are clearly still seen as trusted sources of information, many respondents also indicated that search engines have also become trusted sources of information. The survey identifies a brand challenge—that the library is no longer unique as a "trusted resource for information."

When asked directly about perceptions of today's library brand, about 70 percent of respondents indicated that their first association with libraries is "books."

As one 41-year-old Canadian responder put it, "Books, books, books, rows and rows of books, stacks of books, tables filled with books, people holding books, people checking out books. Libraries are all about books. That is what I think and that is what I will always think."

Or as stated by a responder in Australia, "Books, beautiful books, wonderful books, books, books, books, books."

As information consumers gain more and more access to information from a growing number of sources, in a variety of formats, packages and contexts, can the library be comfortable with its current brand image as a provider of "only books?"

Are we still lovin' it?

Problem: For McDonald's, changing consumer tastes and an emphasis on healthy eating were diminishing the McDonald's brand.

Solution: Introduce newer, more upscale menu offerings—including McGriddles, premium salads and white meat chicken strips—and augment the introductions with a refreshing "I'm Lovin' It" marketing campaign aimed at connecting the brand with a more mature, health-conscious consumer. McDonald's redesigned its restaurants with a

contemporary setting and made outstanding customer service a company-wide focus. In parallel, McDonald's launched a new brand in a new fast-food market segment by purchasing Chipotle Mexican Grille.

After three years, the results are impressive—record net income, a stock price that has more than doubled and a third straight dividend increase. The strong performance of Chipotle is providing new revenue, new customers and new cash through a public offering of stock.



Is it time to revitalize the library brand? What should libraries do?

Jennifer Rice, Principal at Mantra Brand Consulting believes libraries have image-changing work to do. “Put very simply, your brand is your reputation. You build your reputation by giving your patrons a desirable experience they can't get elsewhere. In your neighborhood, ‘desirable’ might be free computer access, kids’ reading programs, book clubs, small-business resources or ‘meet the author’ events. A library is where information and community converge; it's the ultimate marriage of Google and Starbuck's. Think bigger than books and information; think in terms of the experiences your patrons value.”

Chris Olson, of Chris Olson & Associates, a consulting firm that has been building and nurturing library brands for 21 years, puts it this way. “If libraries want to break out of the traditional library pigeonhole and successfully compete with self-service Internet competitors, a branding program is the ticket for repositioning services.”

Changing the library's image in the marketplace, however, must start with changing librarians' perceptions. That means adjusting the librarianship culture and operations before persuading consumers that libraries have been reborn. ■

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New programming for Discovery

Problem: For the Discovery Channel, which celebrates its 20th anniversary this year, the challenge was a changing landscape. As a new century approached, its well-done documentaries and news specials were becoming out of sync with changing consumer tastes in TV programming. And even as the Discovery Channel retained its position as the top brand among media and TV companies, it recognized the critical need to evolve to continue to fulfill its education mission.

Solution: Discovery expanded its program content and developed a demographic strategy to include new audiences. A primetime lineup of reality shows, such as *American Chopper*, *Monster Garage* and *Mythbusters*, are bringing younger viewers to the cable network. And, true to its mission, Discovery continues to produce outstanding documentaries and news features, winning two Emmys and one Peabody Award this year. Last year, Discovery earned its highest ever primetime rating.



Q&A Launch a new brand

Rather than repositioning a brand, Al and Laura Ries, marketing consultants and authors of two bestsellers on branding, recommend creating a new one. Why? A brand can stand for only one idea, and trying to extend it will weaken it. Here are some of their tips for launching powerful new brands.



Explain the concepts of brand divergence and convergence?

The hottest concept today, especially in the consumer electronics and high-tech fields, is convergence. Convergence means to try to bring two categories together. Most companies or organizations are chasing this dream with products like interactive television, the tablet computer, the TV computer and the smart phone. Divergence means to create a new category, have a new name and perform a single function. Apple's iPod is a divergence brand. And the new Nano enhances Apple's reputation as the country's most brilliant exploiter of divergence concepts. Divergence creates endless opportunities to build new brands. The day is coming when the convergence bubble bursts.

Why do you believe that new, successful brands can be created only through divergence?

Our studies show that virtually every successful new brand was created by divergence of an existing category. Take the first commercial computer, the mainframe computer, the category that built the IBM brand. Did the mainframe computer converge with another product to create an opportunity to build a new brand? No, the mainframe computer diverged creating endless opportunities to build brands.

Some computer divergence categories and the brands they spawned include: the minicomputer (Digital Equipment); the workstation (Sun Microsystems); the 3-D workstation (Silicon Graphics); the personal computer (Apple); the business personal

computer (Compaq); the personal computer retail store (Comp USA); the personal computer sold direct (Dell); the handheld personal computer (Palm).

Virtually every product or service category goes through the same process. It starts with a single product and then through the process of divergence creates many new categories and many new opportunities to build brands.

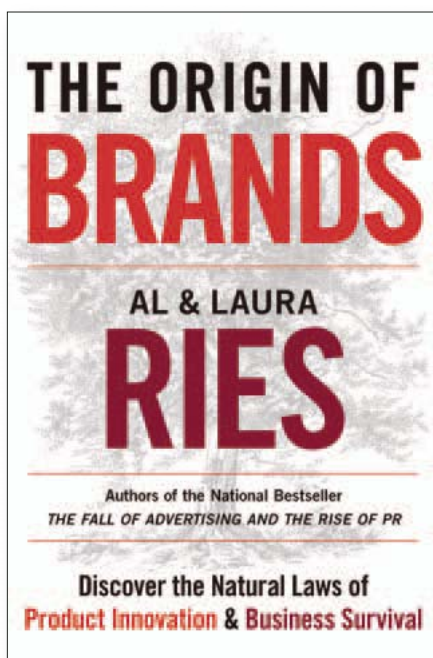
What have been some of the worst branding mistakes you have witnessed over the past few years?

Without a doubt, product or service line extension. Instead of launching new brands, companies and organizations try to cover diverging categories by line extending their brand names. Companies often line extend because they are focused on building brands rather than creating new categories. But brands are worthless unless they stand for something in the mind. And the more things you try to hang on a brand name, the less it stands for.

Invariably the long-term winners in new categories are the brands with new names, not the brands with line-extended names: Dell, not IBM personal computers; Palm, not Compaq handheld computers; eBay, not Yahoo! Auctions; Quicken, not Microsoft Money; PowerBar, not Gatorade energy bars; Red Bull, not AriZona Extreme Energy; H&R Block, not Merrill Lynch Tax Service.

Tell us some branding success stories?

Dietrich Mateschitz was traveling in Thailand when he encountered a popular health tonic called Krating



Daeng. When he returned to Austria, he decided to introduce a similar product which he called Red Bull. Even more important than the Red Bull name was his choice of a category name. He called the category an “energy drink.” As it happens, the first energy drink. Red Bull benefits from an analogy with PowerBar, the first energy bar.

Marketing can be visualized as filling a hole in the mind. If there is a category called energy bar, the prospect thinks, there must be a category called energy drink. Red Bull, of course, was the first brand to fill the empty hole in the mind called energy drink. Today, Red Bull does \$1.5 billion in sales worldwide.

Almost every branding success story follows the same pattern. An innovator notices an empty hole in the marketplace and then introduces a new brand that goes on to exploit that new category. Some examples: Starbucks, the first high-end coffee house; Häagen-Dazs, the first high-end ice cream; Silk, the first soymilk; Spin Brush, the first battery-operated electric toothbrush; Glide, the first flat dental floss; Body Shop, the first natural cosmetics company.

The list is endless and they all follow the same pattern. Find an open category and then develop a new brand to dominate that category. As the category takes off, your brand also takes off.

A challenge for organizations is how to develop customer loyalty to online and offline brands. What’s the key?

By expanding a brand to include both online and offline operations, you muddy the brand’s perception in the mind. Not only should your online brand have a different name, it should probably also have a different strategy. The most powerful Internet brands have no offline counterparts, Yahoo!, eBay, Amazon.com and Priceline.com, for example.

Is there ever a time to reposition an organization or brand?

The right time to reposition a company or brand is when the market changes. For example, the market for mainframe computers has been dying a slow death over many decades. IBM has successfully repositioned itself as a “global computer service company.”

You need a lot of patience to reposition a company or brand. It’s harder to change a brand in the mind than it is to put a new brand in the mind. So you need to give the repositioning process enough time to make the changes you want to make.

Also, you need a link to the past. IBM was successful because it traded on its mainframe reputation to build a new position as a computer service company. You can’t walk away from what you already are.

How important are “differentiation” and “innovation” for organizations to stand still and live longer?

You need to differentiate between a brand and a company. A brand lives or dies by its category. Polaroid was a powerful instant photography brand. But when instant photography declined, so did the Polaroid brand. The Polaroid company, however, could have prospered by introducing new brands to exploit new categories. They probably should have introduced a new brand of digital cameras. Instead, they tried to use the Polaroid brand on regular film and a variety of other products. They all were failures and Polaroid, the company, went bankrupt.

Kodak is making the same mistake. They are trying to save the brand when they should be trying to save the company. The Kodak brand means photographic film. Yet

because the photographic film business is dying, Kodak is trying to use its brand name on digital cameras and other digital products. Big mistake. They should use a new brand.

Can you break down the steps that an organization should take in creating a new, successful brand?

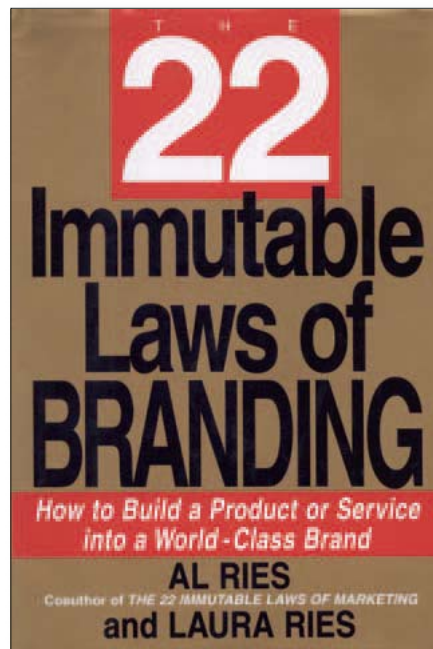
Find an open category in the mind.

Give that open category a simple name. Sports drink, energy bar, energy drink.

Select a powerful brand name that conjures up vivid imagery. Red Bull energy drink, DieHard batteries, Amazon books, Silk soymilk.

Launch the brand with an intensive PR campaign.

When the brand is established, protect your position with a massive advertising program.



Gregory Maguire

Something *Wicked* this way comes

BY CARRIE BENSELER

The Pruyn Library in Albany, New York, was Gregory Maguire's first experience of the splendors of the public library system. As a child, Maguire claims to have spent hours immersed in the library's collection of fairy tales and fantasy books. The Pruyn Library has since been demolished to make room for an interstate connector highway, but Maguire credits the public library of his youth with engaging his imagination, fueling a passion for literacy and effectively starting his writing career.

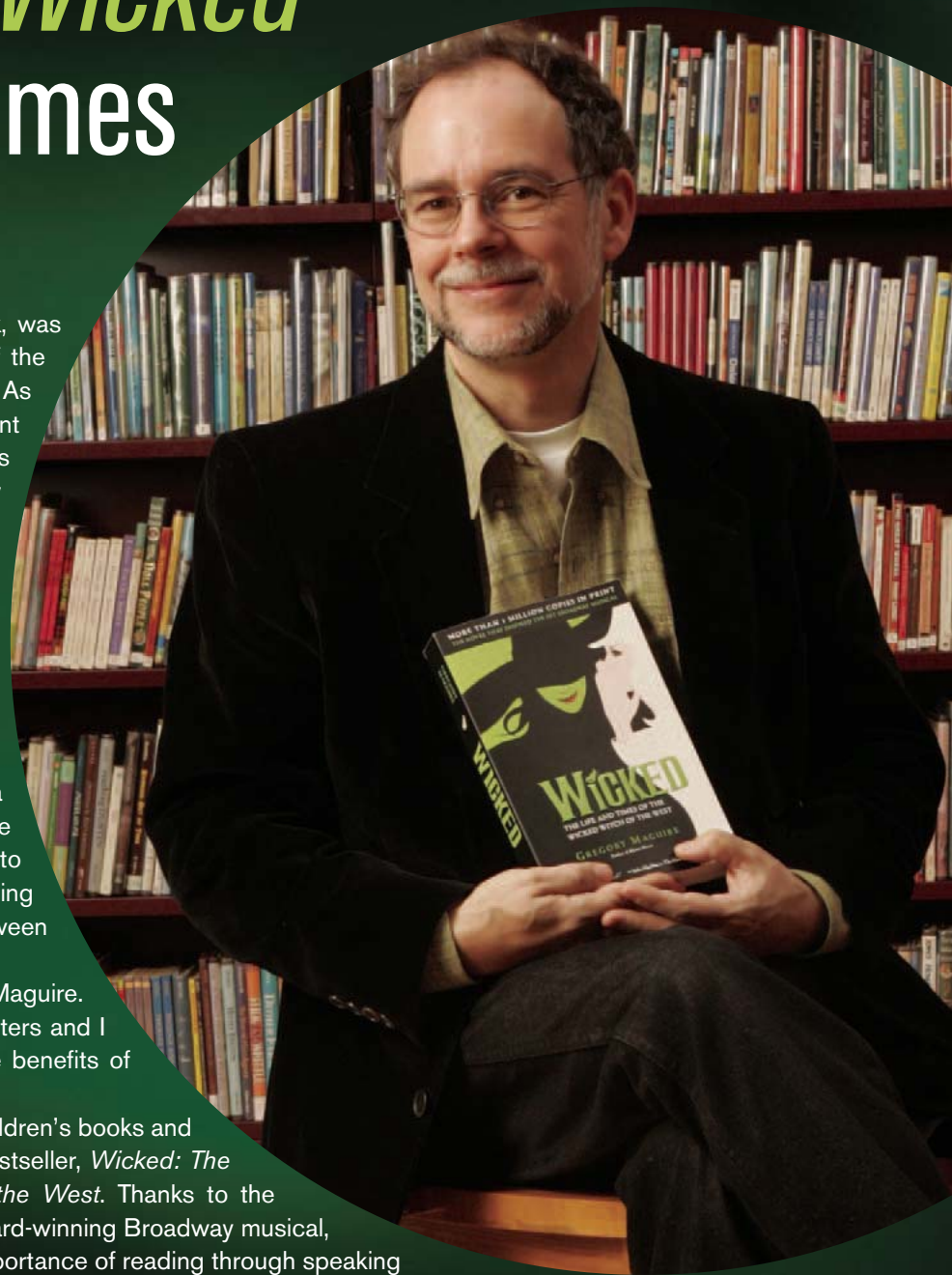
Maguire hails from a family of writers, his father being a journalist and his mother a poet, and many of his siblings later became writers as well. Maguire became dedicated to reading and writing at an early age, composing more than a hundred stories and novels between the ages of 7 and 17.

"My childhood was very restricted," says Maguire. "My parents did not let my brothers and sisters and I watch television. The public library and the benefits of reading were all I had to feast on."

Maguire is the author of more than 15 children's books and five books for adults, including his 1995 bestseller, *Wicked: The Life and Times of the Wicked Witch of the West*. Thanks to the success of both the novel and the Tony Award-winning Broadway musical, *Wicked*, he's been able to champion the importance of reading through speaking engagements, book signings and codirecting Children's Literature New England, a nonprofit educational charity he established in 1987.

In addition, Maguire is now championing the importance of libraries through OCLC's most recent public library advocacy campaign. The OCLC advocacy campaign (www.oclc.org/advocacy) was developed on behalf of libraries everywhere, aimed at library budget decision-makers. Through the campaign, OCLC hopes to raise awareness of critical library issues, enable more informed dialogue and ultimately help libraries demonstrate their value.

Maguire's inspiring story is proof that rich imaginations can yield best-selling results. The latest advocacy ad showcases this aspect of libraries: as a career inspiration zone.



Q&A with Gregory Maguire

Age 51

Why you love libraries Libraries are the ultimate in hypermedia—a library is a maze that delivers you where you didn't know you needed to be.

What motivates you Liberty, fantasy, key lime pie.

What are you passionate about The rights of readers to read what they want, uninterrupted and unsurveyed.

Working style Fuss, neat, obsess, neat, fuss, coffee, clean coffee rings off counter. Twenty minutes before the school bus is due to return with the kids, have brainstorm.

Best thing about libraries The company one keeps! Cervantes, Matt Groening, Emily Dickinson, Roz Chast, Tolkien, Tolstoi and the editorial boards of all the major newspapers in the United States!

Worst thing about libraries Do they really have to close? What about 24/7 Libraries “Я” Us?

Top three issues facing libraries today The video mesmorama eats into their appeal, for fiction anyway. Threats to the privacy of citizen readers. Libraries serve increasingly as a neighborhood's prime center, instead of being one of several. Wear and tear is expensive.

The future of libraries Secure—if we treasure them.

How your idea for *Wicked* came about I became interested in the nature of evil, and whether one really could be born “bad.” When I realized that nobody had ever written about the second most evil character in our collective American subconscious (the first being Hitler), The Wicked Witch of the West, I thought I had experienced a small moment of inspiration.

Favorite authors Jill Paton Walsh, Stona Fitch, Ron Hansen, T.H. White, L.M. Boston, Jane Langton.

Last nonfiction book read Probably a biography of Lucretia Borgia.

Last fiction book read *Old Filth* by Jane Gardam.

Favorite T.V. show *The West Wing*—because it has

Stockard Channing and Kristin Chenoweth, both of whom have appeared in adaptations of my novels.

Last movie seen *Bad Education* by Almodóvar. Also, *The Wedding Singer*, on tape.

Type of music Chopin nocturnes, Bach keyboard (on piano only), Brian Eno's *Music for Airports*.

Significant life experience Hmm. Adopting my three children from Cambodia and Guatemala.

Hobbies Frequenting used bookstores.

Tips for library advocacy Discuss—with enthusiasm—what you read, at every opportunity.

Memorable library experience Spying on unsuspecting patrons when I was 10 years old, and being convinced I was *Harriet the Spy*. Not at what they were reading—just on them. So my aversion to Homeland Security's threat to the privacy of patrons of libraries is a guilty response to earlier transgressions of my own.

A great idea for libraries Social evenings with music, beverages and books. 10-minute “best of” readings (my favorite poem, etc.).

Greatest achievement Fatherhood.

A Broadway musical inspired by my novel is an acceptable runner-up.

Why reading and libraries are important To ensure the survival of a humane and literate society.

Where your ideas come from Other books (don't tell). Dreams. My boring life. My not-so-boring imagination.

Do libraries need fundamental change? Why or why not? The computer revolution must happen; it must not displace the book, though—and won't.

What was your reaction when you heard your book would become a musical? I had cautious optimism that it might find an appreciative audience.

What was it like seeing your book transformed into a musical? Magic! Sheer, unadulterated magic.

How do you like the musical? I adore it and have seen it 15 times.

Great American theater started in a library.

YOUR PUBLIC LIBRARY IS A CAREER INSPIRATION

Public libraries continue to help people of all ages discover their calling. The investment you make in your local library helps them develop their talents and realize their dreams. It also brings in additional tax dollars, raises property values and creates new jobs. In fact, studies have shown that:

- for every \$5 spent on the library, a community sees an average of \$6 in return.

Who knows what *Wicked* success story is at your library, right now?

About Gregory Maguire Gregory Maguire holds a bachelor's degree in English and Art from The State University of New York and a Ph.D. in English and American Literature from Tufts University. He is a founder and codirector of Children's Literature New England, Inc., a nonprofit educational charity established in 1987. His work as a consultant in creative writing for children has taken him to speaking engagements at conferences and schools across the United States and abroad. Maguire writes book reviews for the *New York Times*, *The Horn Book Magazine* and other journals. He has received honors and awards for his books from literary organizations such as the National Council of Teachers of English and the American Library Association.

Team library!

Silo-style management is out, efficiency is in

BY MARIAH BROWN



YEARS AGO, AT THE GALTER HEALTH SCIENCES

Library at Northwestern University, if a librarian had a strong cataloging background, he or she would be assigned to work as a cataloger. Someone experienced in reference would be appointed as a reference librarian. Their paths would seldom cross.

Today, that old system has gone the way of the dinosaur with Associate Director Linda Walton's blessing and help. New, cross-functional teams have replaced the conventional structure, and the library is better because of it.

According to Walton, the old library was stuck in a silo environment conducive to isolation, lack of communication and lack of understanding. "Departments made decisions without considering the impact on other areas of the library," she says.

Walton organized staff into cross-functional teams to tackle operating issues and challenges. No job is isolated, and everyone has a range of duties, from checking computers to processing books and journals.

Improvements fostered by the new system:

- Shorter processing time that speeds new acquisitions to users and creates a more manageable work

environment for librarians.

- Enhanced interaction among IT employees, educators and librarians resulting in design adjustments and improved usability of the library's Web site.
- Rebalanced staff—a biosciences librarian and an instructional design librarian—to meet new user demands, thanks to the cost savings from eliminating three support positions that were no longer needed.
- New ideas and new solutions—as well as faster turnaround times—made possible by the wide range of perspectives working on a problem.

Walton said the system could easily be implemented in other libraries to help them become more efficient. There will be a smoother transition from one system to the next if leaders "discuss the new system and get input from staff," she says.

Although Walton realizes the new system can make performance appraisals difficult for supervisors, the positives—a more progressive atmosphere, increased efficiency and better cooperation among staff—far outweigh the negatives.

"It was the right thing to do," she says.



Putting the **e** in collection management

A new OCLC pilot gives libraries a simple, cost-effective way to contribute holdings to WorldCat for eSerials. The goal? Improve operational efficiency, facilitate discovery and drive use of these valuable eCollections.

BY TOM STOREY

IN PARTNERSHIP WITH 22 OCLC LIBRARIES and four commercial vendors (TDNet, EBSCO, Serials Solutions and Ex Libris), OCLC is piloting a new service that will make it easy for libraries to add eHoldings to WorldCat without increasing their cataloging workload.

Through the eSerials holdings pilot, OCLC automatically sets and updates holdings each month for eSerials on behalf of pilot libraries that send, or authorize pilot partners to send, holdings information to OCLC. Pilot libraries also register their OpenURL resolvers with OCLC, which allows end users to easily access full-text online content. An optional MARC record update service synchronizes the library OPAC with WorldCat.

Between June and October 2005, OCLC set more than 270,000 holdings for eSerials for pilot libraries. The pilot will run through early 2006.

Among the benefits seen by pilot libraries so far:

- Resource sharing staff are able to fulfill more requests for materials from their electronic collections, which are now visible from within WorldCat Resource Sharing.
- End users can see which journals are available electronically from a library, and be directed to the appropriate online resource through the library's local

OpenURL resolver.

"It is essential to have our eHoldings in WorldCat," says Janet Chisman, Washington State University, one of the pilot libraries. The six campus libraries at Washington State provide faculty and staff with access to more than 20,000 eJournals. "We are committed to moving from print to electronic for much of our serial collection and if we are going to continue resource sharing via ILL, we need this holdings information available. This is a very easy way to do that."

Adds Michael Book, Oregon State University, "For WorldCat to remain a viable source in the electronic era, it must be a reliable source of holdings information, regardless of format. As a user of WorldCat for ILLs, we hope that more libraries will participate at the conclusion of this trial so that we can better identify eHoldings sources. We also want WorldCat to represent our eHoldings in order to potentially use OCLC's collection analysis tool."

Moving forward, OCLC will explore similar pilots with different electronic formats, such as eBooks and eAudiobooks, theses and dissertations—even music files.

WorldCat: Now, more than ever, a window to the world's libraries

BY CHRIS GALVIN

FOR MORE THAN 30 YEARS, WORLDCAT—CREATED BY OCLC MEMBER libraries in a true spirit of cooperation—has functioned as the most comprehensive database of library-owned materials. Now, WorldCat is being transformed into a full-fledged “service platform”: a Web-based structure that libraries can use to manage their entire collections across a broadening range of functions.

What will WorldCat do next? Add new value in a world where requirements are expanding, but funding is not. Provide a single point of entry for libraries seeking wider exposure for their entire collections. Attract business partners who want the holdings of thousands of libraries as part of their search mechanism or other resource. Expand the promise of the library to include 24/7, customer-driven, personalized service on the open Web.

As WorldCat evolves, it continues to be the ultimate showcase of what libraries can do when they combine their resources and work toward a common goal. As a result of the contributions of libraries to WorldCat for the last 30 years, WorldCat now provides the means by which libraries are able to connect directly to information consumers on the open Web, where learners don't just passively consume information, but help create it.

Search, find...get!

Until recently, searching WorldCat meant using FirstSearch on-site or as a validated user. **Now a broad Internet audience can use Open WorldCat to “Find in a Library”** through Web partners like Google, Yahoo! and many bookselling and bibliographic sites. Search results deep-link directly to libraries' online catalogs.

Digitized materials such as eBooks and eAudiobooks linked through WorldCat, and the “Buy it Now” pilot are ways that connect users directly to the materials they're searching for. WorldCat in this framework becomes more than a map: it's the transportation.

Build, create...connect!

The ability for online users to create identities, do their own work and even contribute to the library experience makes them stakeholders in their institutions. WorldCat enhancements are encouraging this behavior, with user accounts in FirstSearch allowing saved searches and do-it-yourself resource sharing requests. **User-contributed ratings and reviews** can also be added to WorldCat. In the future, WorldCat might absorb data from Web users via other “social networking” tools such as RSS feeds or blogs.

Contact with a helpful research expert over the Web—through e-mail, IM, chat or even voice—will be a persuasive way to build library usage. A WorldCat pilot is presently testing links to “Ask a Librarian” services, including OCLC's QuestionPoint.



Link, view...expand!

Library usage improves when linking into WorldCat increases. OCLC is working to add name-brand business partners to WorldCat; has helped create browser toolbars that make library searching an “always-on” option; and has released an easy-to-use syntax that lets anyone—researchers, bloggers, literary fans—link to a “Find in a Library” lookup for a particular title.

Library groups that have already cataloged their materials in WorldCat can now leverage that investment with a **group catalog that lets users start a search locally and expand outward to the group, region and beyond**. A future enhancement could allow the creation of unique “views” of WorldCat data: mini-WorldCats organized around a subject, time period or virtually any limiter, so libraries can cater to specific audiences or needs.

And OCLC is expanding WorldCat as a global resource, so that it represents more languages, more content and more formats—especially electronic ones.

Scan, share...study!

OCLC has recast existing library services and created new ones with WorldCat at the core. WorldCat now lets catalogers quickly synchronize new holdings with bibliographic records. Broad exposure to digitized items improves visibility to funding bodies and communities. Resource sharing tools support and foster an **international resource sharing** network to get materials into users’ hands quickly. And **WorldCat Collection Analysis** truly leverages the power of WorldCat—allowing libraries to better understand how their materials measure up to similar institutions and best plan how they will make strategic growth decisions.

Point, lead...simplify!

WorldCat is always striving to take in as much metadata as possible—in the future, not just captured from our member libraries’ collections, but also from external sources. OCLC is aggressively pursuing partnerships and technologies that will set the standards for rich, clean metadata importation.

While absorbing massive amounts of metadata, WorldCat will also become more intuitive. Multiple records representing different manifestations of the same work (translations, audiobooks, different editions, etc.) will automatically be collapsed into a single entity using the principles of **FRBR** (Functional Requirements for Bibliographic Records). As search results become easier to use and reveal evaluative information earlier, WorldCat will become an even more valuable tool for research.



A pewter lapel pin of the WorldCat logo was part of the celebration of the 1 billionth holding entering WorldCat. OCLC sent pins to member libraries as a reminder of their individual contributions to WorldCat, and for all those yet to come. Libraries can order additional pins from the online store at www.oclc.org/shop.

Getting visual with the DeweyBrowser

A new, color-coded prototype interface speeds searching and discovery

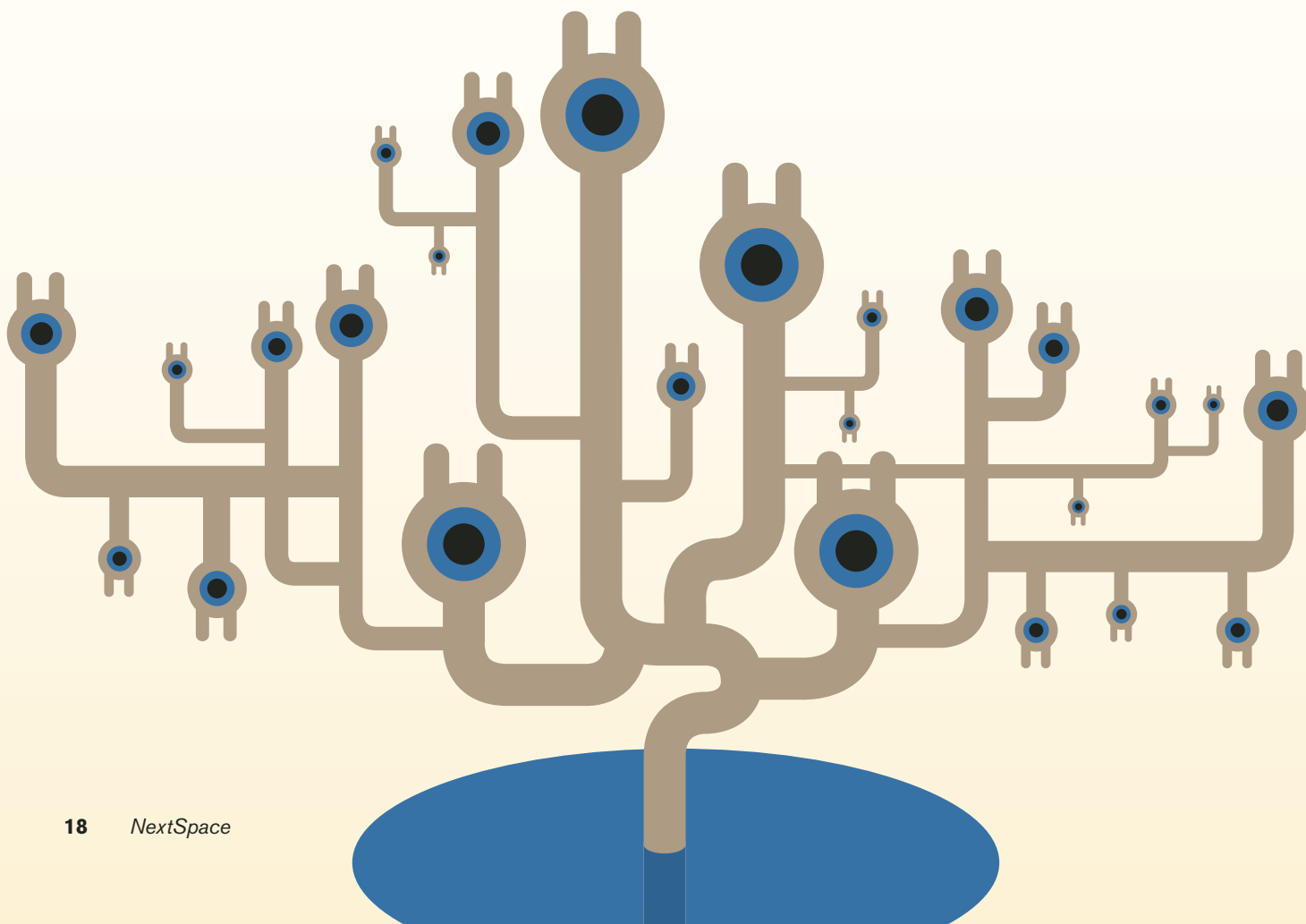
BY DIANE VIZINE-GOETZ, CONSULTING RESEARCH SCIENTIST
AND THOM HICKEY, CHIEF SCIENTIST

The DeweyBrowser allows users to search and browse collections of library resources organized by the Dewey Decimal Classification (DDC) system. The prototype was developed out of the desire to make the most of DDC numbers assigned to library materials and to explore the use of a Web development technique called AJAX (Asynchronous JavaScript and XML).

Interface The DeweyBrowser is a visual interface that displays search results in successive rows of ten categories based on the three main summaries of the DDC. The interface provides the option of displaying the summaries in several languages, including English, French, German, Spanish and Swedish. To use the DeweyBrowser, a user navigates up and down the Dewey hierarchy by clicking on a category or enters a search term, such as one or more keywords, an ISBN or a Dewey number. The DeweyBrowser responds by

displaying a set of categories that are color-coded to indicate where matching records occur. Categories with the greatest number of records are colored red, orange and yellow (warm colors) and categories with fewer records are green and blue (cool colors). White is used for categories with zero matching records.

The categories in the top row of the display represent the ten main classes of the Dewey system and provide a broad overview of the DDC. The categories in the second row represent the next level of the DDC hierarchy. For



example, when a user clicks on 7 Arts & recreation, the ten divisions of that class are displayed. Clicking on a category in the second row, 79 Sports, games & entertainment for example, causes the subdivisions of the selected class to be displayed. The third row corresponds to the third summary in the DDC, the thousand sections. When a user clicks on a category in this row, 798 Equestrian sports & animal racing, a list of records assigned that Dewey number is displayed. Using the color-coded categories of the DDC hierarchy, a user can quickly browse a collection of records to find items of interest.

The DeweyBrowser provides a framework for searching and browsing any collection of resources organized by Dewey. It is currently deployed over two collections of WorldCat records: the OCLC Electronic books collection (ebooks) and a two-million record subset of the most widely held WorldCat records (wcat). When weighted by holdings, nearly 70 percent of resources in WorldCat are categorized by Dewey. The wcat collection has been grouped based on the OCLC FRBR work-set algorithm, although the ebooks collection has not. The DeweyBrowser is also being used experimentally to view a nonbibliographic collection. This collection consists of selected data from the abridged edition of the DDC itself.

These collections have unique characteristics that can be explored through various features of the DeweyBrowser. For example, a 'Languages' feature is available for both the OCLC ebooks and wcat collections. It enables a user to search and browse for resources written in a particular language. This feature is accessible through the 'More options' link next to the 'Browse' button. When a language is selected from the languages menu, for instance, Spanish, the DeweyBrowser displays records for works written in Spanish. A feature of the ebooks collection is the 'Other editions' link. This link, which appears in the browse results, connects to the 'Find in a Library' Web service. This feature can help a user find print versions and other editions of electronic books. Users of the 'Find in a Library' service can enter geographic information that

helps them locate an item at a library in their city, region or country.

Technology The DeweyBrowser uses AJAX technology. AJAX is a term coined to describe an approach to Web interfaces that allows user interaction with a Web page without refreshing the whole screen. This technique (often called dynamic HTML) appears on many Web pages, but only lately have whole applications, such as the DeweyBrowser, been built using it. Using AJAX speeds up the interface by requesting only parts of a page. This improvement in itself is important, but by maintaining the user's context, such as how far the page is scrolled, it can make the experience more pleasant, since the page is more stable.



The DeweyBrowser presents search results at three levels, corresponding to the main structure of the DDC. Color coding indicates the number of related records under each category. Record lists display items in the lowest category, with links to online resources.

Refreshing only the part of the screen that changes tends to encourage exploration, behavior that is central to how the DeweyBrowser was designed to be used.

The DeweyBrowser interacts with the server at OCLC using XML. The XML the server sends is transformed into HTML for display by XML style sheets (XSLT). Within the server the searches are carried out using the SRU protocol (search and retrieve via URL), a Web-friendly version of the Z39.50 retrieval protocol that has been used in libraries for some time. The SRU server that searches the DeweyBrowser databases is built in Apache Tomcat using Pears and Gwen, two open-source software packages from OCLC Research.

To try the DeweyBrowser, visit: www.oclc.org/research/researchworks/ddc/browser.htm

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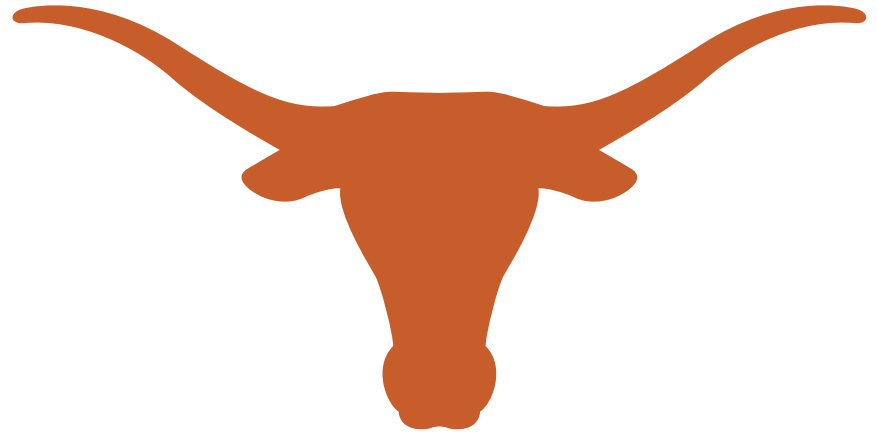
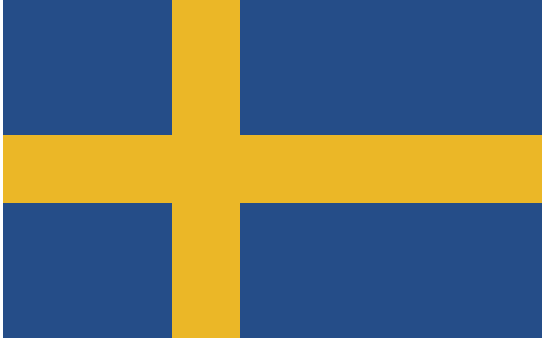
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Electronic Books. <http://www.oclc.org/support/documentation/firstsearch/databases/dbdetails/details/Ebooks.htm>

BY THE NUMBERS

45 minutes that you can borrow a person in a Swedish library to learn more about different lifestyles as part of The Living Library project



90,000 volumes moved out of the University of Texas at Austin library to clear space for a 24-hour electronic information commons

120 milliseconds between entries for WorldCat holdings 999,999,999 and 1,000,000,000



300% increase in the number of students coming into the Penn State University library when it opened its new information commons in 2001

1731 Year the first public library, The Library Company of Philadelphia, was founded in Philadelphia by Benjamin Franklin



0 printed textbooks available at the new Empire High School in Vail, Arizona



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Highest OCLC record number (as of December 6, 2005) 62,476,609
Languages in WorldCat 458

Watch WorldCat grow—a new record and 13 new holdings are added every 10 seconds: www.oclc.org/worldcat/grow.

Format	Number of records	Percentage of total	Locations of items cataloged
Books	49,532,639	84.12%	918,362,084
Serials	2,703,364	4.59%	29,365,943
Visual materials	1,934,933	3.29%	19,011,153
Maps	877,772	1.49%	4,182,576
Mixed materials	258,378	0.44%	268,430
Sound recordings	2,016,422	3.42%	23,481,892
Scores	1,311,505	2.23%	9,934,972
Computer files	249,470	0.42%	1,101,848
Totals	58,884,483	100.00%	1,005,708,898

as of October 2005

The OCLC cooperative

Governing Members	9,003
Members	19,444
Participants	27,252
Libraries outside the United States	10,753
Countries and territories served	109



OCLC will be exhibiting at the following events:

American Library Association
San Antonio, Texas
January 20–25, 2006

Ontario Library Association
Toronto, Ontario
February 1–4, 2006

Online Northwest
Corvallis, Oregon
February 10, 2006

Web-Wise
Washington, DC
February 17–18, 2006

Alaska Library Association
Anchorage, Alaska
February 23–26, 2006

Public Library Association
Boston, Massachusetts
March 21–25, 2006

Computers in Libraries
Washington, DC
February 22–24, 2006

Check the OCLC Web site for a complete list of upcoming conferences.
www.oclc.org/education/events/



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