Realities – Digital Worlds
“Library Without Staff”

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PUBLIC LIBRARY NETWORK
SINGAPORE

5 Regions
26 Public Libraries
3 Mobile Libraries
33.7M Loans
23.8 M Visitors
4.40 / 5 Customer Satisfaction
What this is NOT about . . .

LIBRARY “WITHOUT STAFF”

Physical Libraries No Longer being relevant . . .

Librarians Disappearing from the face of the earth . . .

Books becoming ALL ones & zeros altogether . . .
Journey of Transforming Service Model

“Faceless” to Human Less
Crossing Boundaries of Service Model to create New Experiences
Challenge limits of Human X Technology X Environment
Design of experience influence engagement in Digital Literacy
Seng Kang Public Library
Service Automation

library@Chinatown
Environment Shaping

library@Orchard
Behaviour Shaping

2002  2013  2014

“Staff Less” Journey

Small-sized Shopping Mall libraries - 1,000sqm to 2,200 sqm
Visitorship ranging – 1,300/day to 3,300/day
Staff Numbers – 11 (Seng Kang) | 0 (Chinatown) | 9 (Orchard)
"Faceless" Library (2002)

Piloted in 2002 at Seng Kang Public Library
- Automation of basic services to facilitate User Autonomy
  - “Cybarian” | e-Kiosk | RFID Book Borrowing Stations
  - Human Concierge that provided Security & Back-up Customer Support

Issues Faced:
- User profiles unaccustomed to self-help model & new technology
  - Digital devices were not intuitive / user-friendly
  - Human Touch preferred: Concierge were overwhelmed
- Lacked user engagement prior to implementation.
- Customer Service Counter reinstated
Observations:

- **Greater user-acceptance** of self-help technologies

- Volunteers facilitated **peer-to-peer learning** of digital services

- Informed **design of experience** can shape user behaviours and attitude to accept a “staffless” service environment

“Staffless” Library (2013)

- Informed selection & placement of digital services with **study of expected user profiles**: Neighbourhood (Browsing); PMETs (Quick Borrowing/Browsing); Weekend Families (Reading)

- Engagement of **User-Community to Volunteer**

- Further enhanced basic services & introduction of new e-services
“Human Less” Experience (2014)

- Deliberate design of experience to Frame User Mindset at the outset
  - To transit our users to an almost self-reliant environment

- Applied design-thinking practices to study, understand & collaborate with our users to gain acceptance & maintain good user-orientation
Key Finding: Main profile of users preferred BYOD & receptive of digital = Anchor on Digital; Relevant Supporting Infrastructure; Design to Bridge
Designing “Digital Environment”

- **Conditioning** to Digital based services
- **Orientate** with easy to use digital support & familiar services
- **Pique interest** with variety of digital content to help them ease in
A Video Wall that **signals** the predominantly Digital-based services of the library

Serves as **main information source** for latest service/content updates
Digital Concierge

Easing Users into New Environment

- Information point to support users’ autonomous discovery of the library, aid navigation, and provide ability to contact staff for more assistance.
Quick Reads

- Quick browsing stations for users, featuring **curated** eBooks and digital content
- **Promotes** our collection of eBooks and **directs** users to download platform on their own device
Reservation Lockers

From Counter Collection to **24Hr Automated** Reservation Lockers
Designing “Digital Environment”

- **Conditioning** to Digital based services
- **Orientate** with easy to use digital support & familiar services
- **Pique interest** with variety of digital content to help them ease in
KINECT INTERACTIVE SHARING

- Inspire sharing and co-creation of content amongst users.
Designing “Digital Environment”

- **Bridge** users’ Digital Literacy through digital content promotion
- **Observe** behaviours and provide Just-in-time assistance
- **Wide** range of engagement touch-points dispersed throughout library
Intuitive Way-Finding  

Collection Clusters

People Design  
Space Design  
Product Design  
Visual Design  
Lifestyle Design

 Formats  
Intuitive Way-Finding: 3-Way Navigation Hybrid Spine Labels

**Title**
The Coconut Oil Miracle

**Author**
Bruce Fife

**Call No.**
English 615.3245 FIF - [HEA]

**Cluster Icon:**
Lifestyle Design

**Subject Category:**
Health & Fitness

**DDC:**
615.3245 FIF

**DEWEY** (now)

**HYBRID** (new)
Intuitive Way-Finding: **3-Way Navigation**

*Refining the Catalogue Search tool*

<table>
<thead>
<tr>
<th>Library</th>
<th>Location</th>
<th>Call Number</th>
<th>Status/Desc</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Public Library</td>
<td>Adult Lending</td>
<td>English 747.75 SAV</td>
<td>Available</td>
</tr>
<tr>
<td>Central Public Library</td>
<td>Adult Lending</td>
<td>English 747.75 SAV</td>
<td>Available</td>
</tr>
<tr>
<td>Jurong Regional Library</td>
<td>Adult Lending</td>
<td>English 747.75 SAV</td>
<td>Available</td>
</tr>
<tr>
<td>Woodlands Regional Library</td>
<td>Adult Lending</td>
<td>English 747.75 SAV</td>
<td>Available</td>
</tr>
</tbody>
</table>

**Title:** 101 living rooms: stylish room solutions / Julia Savill

**Creator:** Savill, Julia

**Publisher:** Good Homes Magazine

**Physical Description:** 224 p., 16 cm.

**Notes:** At head of title: Good Homes Magazine.

**Identifier:** (ISBN) 0563834309; (PBK.)

**National Bibliographic No.:** GB972.W8423

**Language:** English

**Other Title(s):** Hundred and one living rooms

**Subjects:** Living rooms

**Reviews:** No reviews available as yet

**Library@orchard**

**SPACE DESIGN [Interior]**

**English**

**747.75 SAV**

**Available**
Book Trees

- Digital book display located at the Book Trees at library@orchard
- Allows librarians to highlight and curate thematic information that complements the library’s collection
LYRICAL, INDUSTRIAL DESIGN

Featuring

The Bouroullec Brothers

Image Credit: The Bouroullec Brothers
 Allows librarians and public to recommend reads according to topic
Journey Beyond
The Library...

- Mobile Borrowing Application
- Activate Online Community
- Personalising Experience
Three Simple Points ...

WHAT HAVE WE LEARNT ...

Readiness of Human Condition
Technology – Both an Enabler and Limiter
Human X Technology X Environment
Three Simple Points ...

WHAT HAVE WE LEARNT...

Readiness of Human Condition

Technology – Both an Enabler and Limiter

Human X Technology X Environment
But...**Pervasiveness** of Internet, Mobile devices & familiarity to digital content consumption **made Digital Lifestyle more Relevant**

**WHAT CHANGED?**

**Readiness of Users**

Back in 2002, consumers were less accustomed to digital service provision and devices

**Attitude** towards technology and self-help digital service a limiter
But... **Pervasiveness** of Internet, Mobile devices & familiarity to digital content consumption made Digital Lifestyle more Relevant

**WHAT CHANGED?**

**Readiness of Consumers**

Back in 2002, consumers were less accustomed to digital service provision and devices

**Attitude** towards technology and self-help digital service was a limiter
Singaporean digital consumers have **strong motivation** to purchase latest technologies that ease **access to digital media**

**WHAT CHANGED?**

**Relevance of Digital Lifestyle** – Growing reliance on smart digital devices

- 23% of digital consumers **owned a tablet** & 70% **use a smartphone**
- **Internet penetration highest amongst youth** (97% of 15 to 19 year old) and tapers off to 33 percent for 50+

Source: “Singapores Can’t Get Enough of Digital Media: Nielsen”, 11 July 2011
Shape & understand consumer behaviours & attitudes on the outset with user-engagement & co-creation

WHAT ELSE CHANGED...

Readiness of Consumers

Process of gaining user-acceptance took centre-place in development of library@orchard

Design-thinking consultation & prototyping with users
Three Simple Points ...

WHAT HAVE WE LEARNT...

Readiness of Human Condition

Technology – Both an Enabler and Limiter

Human X Technology X Environment
## eServices

### Library Guide (aka Digital Concierge): Usage
(23 Oct – 5 Nov 2014)

<table>
<thead>
<tr>
<th>Total No. of VideoCalls Received by Contact Centre</th>
<th>OCPL DC 1</th>
<th>OCPL DC 2</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>16 calls</td>
<td>18 calls</td>
<td>34</td>
</tr>
</tbody>
</table>

### Details of Equiries Received

<table>
<thead>
<tr>
<th>Type of enquiries</th>
<th>No. of calls</th>
</tr>
</thead>
<tbody>
<tr>
<td>Circulations Policies and Procedures</td>
<td>3</td>
</tr>
<tr>
<td>Online Resources and myLibrary ID</td>
<td>3</td>
</tr>
<tr>
<td>Check Library Account</td>
<td>2</td>
</tr>
<tr>
<td>Location of Collection</td>
<td>18</td>
</tr>
<tr>
<td>Blank call (including testing)</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>34</strong></td>
</tr>
</tbody>
</table>

**No. of times each tab/function is clicked.**

*Videohelp refers to the no. of times a video call is triggered, not the actual no. of calls that go through to Contact Centre.*

<table>
<thead>
<tr>
<th>Tab/Function</th>
<th>Information</th>
<th>Map</th>
<th>FAQ</th>
<th>Feedback</th>
<th>Videohelp</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orchard Public Library - DC Kiosk 1 (Level 3)</td>
<td>206</td>
<td>583</td>
<td>382</td>
<td>106</td>
<td>71</td>
</tr>
<tr>
<td>Orchard Public Library - DC Kiosk 2 (Level 4)</td>
<td>167</td>
<td>791</td>
<td>460</td>
<td>81</td>
<td>81</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>373</strong></td>
<td><strong>1374</strong></td>
<td><strong>842</strong></td>
<td><strong>187</strong></td>
<td><strong>152</strong></td>
</tr>
</tbody>
</table>

### Digital Feedback / Ratings Given via DC

<table>
<thead>
<tr>
<th>Question</th>
<th>Rating</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>How do you find the environment (layout, noise, level, etc) of this library?</td>
<td>1 star</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>2 stars</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>3 stars</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>5 stars</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>6 stars</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How do you rate the collection of this library?</th>
<th>Rating</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 star</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>2 stars</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>4 stars</td>
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</tr>
<tr>
<td></td>
<td>5 stars</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>6 stars</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How do you rate the services and facilities of this library?</th>
<th>Rating</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 star</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>2 stars</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>5 stars</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>6 stars</td>
<td>4</td>
</tr>
</tbody>
</table>

*Please see next slide for specific feedback by customers.*
## Reservations

**Reservation Locker: Usage**  
(23 Oct – 5 Nov 2014)

<table>
<thead>
<tr>
<th>Date</th>
<th>Self-Collect items by Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>23 Oct (Thu)</td>
<td>2 (Demo)</td>
</tr>
<tr>
<td>27 Oct (Mon)</td>
<td>3</td>
</tr>
<tr>
<td>28 Oct (Tue)</td>
<td>9</td>
</tr>
<tr>
<td>29 Oct (Wed)</td>
<td>11</td>
</tr>
<tr>
<td>30-Oct (Thu)</td>
<td>5</td>
</tr>
<tr>
<td>31-Oct (Fri)</td>
<td>11</td>
</tr>
<tr>
<td>1-Nov (Sat)</td>
<td>8</td>
</tr>
<tr>
<td>2-Nov (Sun)</td>
<td>5</td>
</tr>
<tr>
<td>3-Nov (Mon)</td>
<td>7</td>
</tr>
<tr>
<td>4 Nov (Tue)</td>
<td>8</td>
</tr>
<tr>
<td>5 Nov (Wed)</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>71 (excl. Demo)</strong></td>
</tr>
</tbody>
</table>

Total No. of Reserved Items: 136  
Total No. of Staff-Assisted Items: 2

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**User feedback**

- **19 likes**  
  breadcrumbs Love the collection lockers for reserved books at Library@Orchard, orchardpl @publiclibrarysg  
  mrsergu! Yay! Long-awaited!

- **29 likes**  
  breadcrumbs Scan your card and the locker that lights up will have your reserved book! @publiclibrarysg orchardpl
Most Popular/Photographed Features

jh_gohh Library@Orchard returns with a new design concept after a seven-year wait. 😞
#OrchardPL #librarysg

Ikkbden Contribute my shot to the "most Instagram-ed" place in Singapore for this month

mai.rawr Suddenly everyone love this library. This is because Design is for Everyone.
WHAT HAVE WE LEARNT...

Three Simple Points …

- Readiness of Human Condition
- Technology – Both an Enabler and Limiter
- Human X Technology X Environment
What **Did Not** Change?

**Human element** remains important & integral to the library-going experience

**Just-in-Time** interventions at critical junctures of users’ journey
PARADIGM SHIFT

Instead of being consolidated at a single service touch point, staff will manage and maintain a wide range of touch points that are dispersed throughout the library.

- Digital Services
  Management of IT systems and services, training and facilitation

- Community Engagement
  Public interactions, volunteer management

- Programmes and Publicity
  Basic programme execution, public comms, publicity

- Collections and Content
  Physical and digital collections; programmes

- Managing and cultivating relationships with volunteers
- Building up relationships with general library users.
- Promoting the use and discovery of the library’s collections
- Ensuring that they are well-maintained and well-matched to community needs.

- Responsible for facilitating and promoting the use of these services.
- Support and publicity of programmes.
- Execution of basic services such as storytelling.
Dream To Reality

User-Oriented future libraries supported by Smart digital environment will be a reality. But Human Touch is still very much relevant