

Gaining Mindshare & Timeshare

WHY PEOPLE VISIT OUR LIBRARIES



ThirdPlace



SEMINAR ON PUBLIC LIBRARIES AND READING: 2-4 NOV 2005 BARCELONA, SPAIN

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Ms Tay Ai Cheng

Senior Director , Public Library Services , NLB



SINGAPORE – BIRD'S EYE VIEW



QUICK FACTS ABOUT SINGAPORE

Total land area:

697.1 sq km.

Climate:

Equatorial climate, which is warm and humid all year round

Average daily maximum:

30.9°C

Average daily minimum:

23.9°C

Average daily relative humidity:

84.3%

Labour force:

2,183,300

Unemployment rate in 2004 (annual average):

4.0%

QUICK FACTS ABOUT SINGAPORE

Population

4.2 M (mind 2004 census) of which 3.4 M is resident

Population density:

6,004 persons per sq km

Population profile by race:

Chinese (76.2%); Malays (13.8%); Indians (8.3%); Others (1.7%).

Median age 35.3 yr

Singapore residents by age group (in years):

0-9 (13.15%), 10-19 (13.92%), 20-29 (13.60%), 30-39 (17.90%), 40-49 (18.14%),
50-59 (11.71%), 60-69 (6.35%), and 70 & over (4.96%)

Official languages:

English (language of administration), Chinese (Mandarin),
Malay (National language) and Tamil

Religions of those aged 15 years and over [Singapore Census of population 2000]:

Buddhism (42.5%); Taoism (8.5%); Islam (14.9%); Christianity (14.6%);
Hinduism (4.0%); Other religions (0.6%); No religion (14.8%)

NLB- The Learning Company

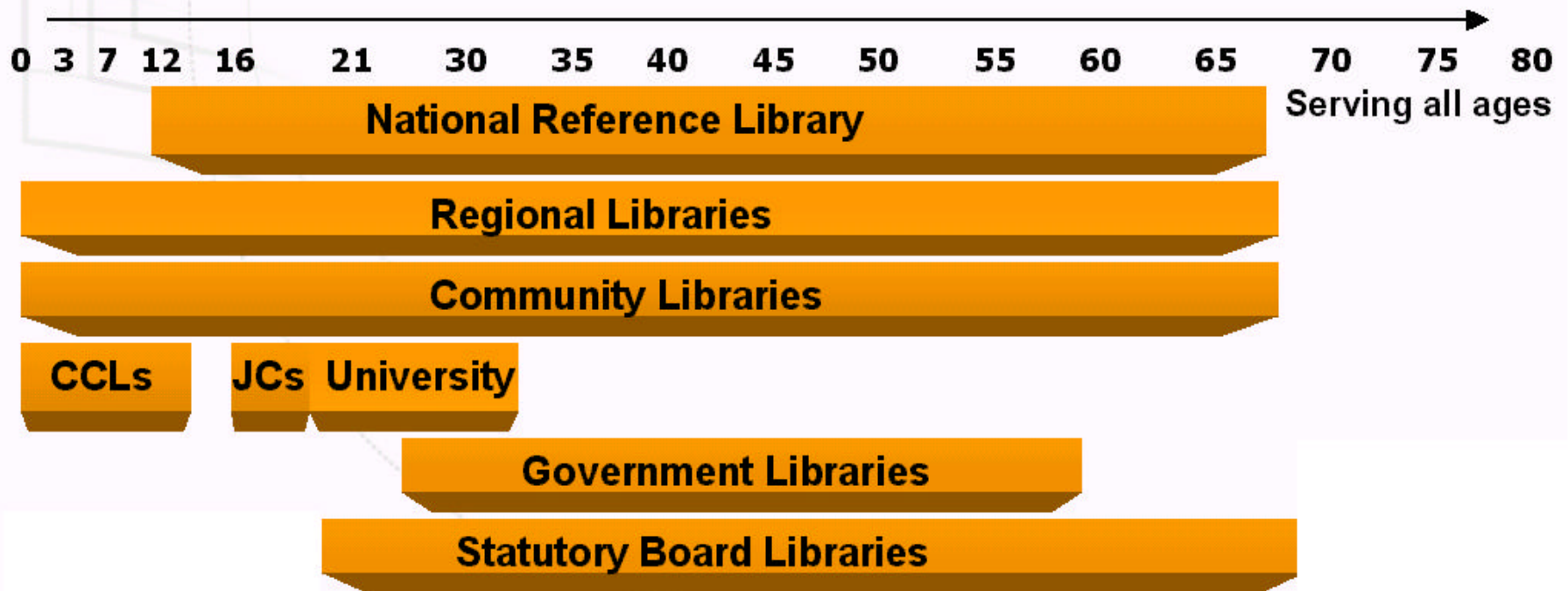
L2000 REPORT (1994)



IMPOSSIBLE?
noissiu

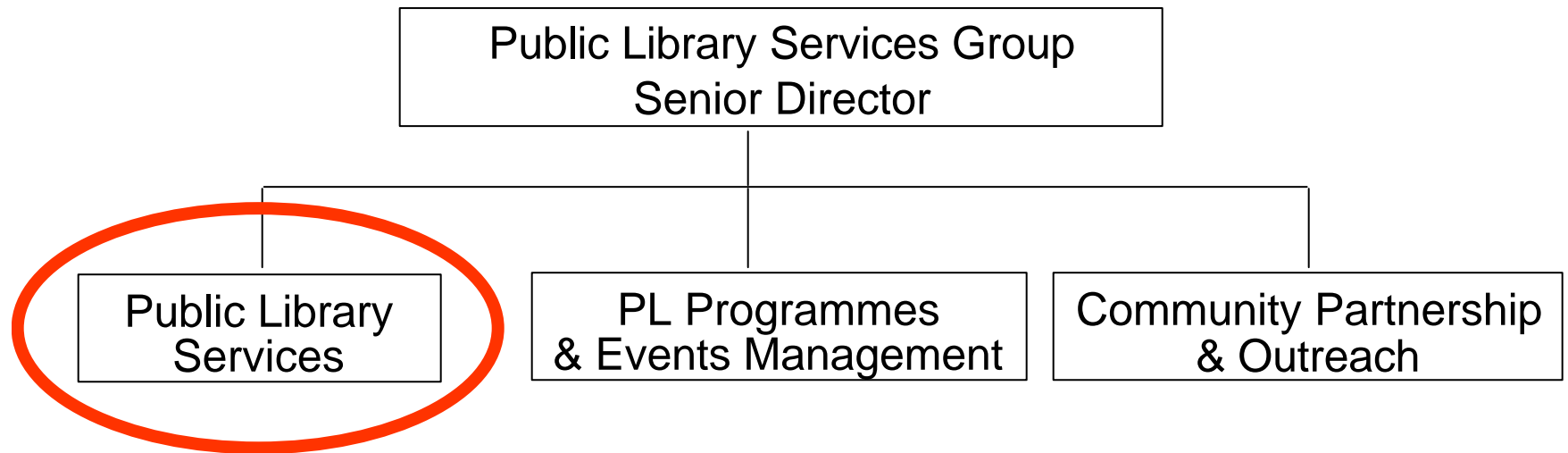
The LIBRARIES : QUICK Facts

Something for everyone

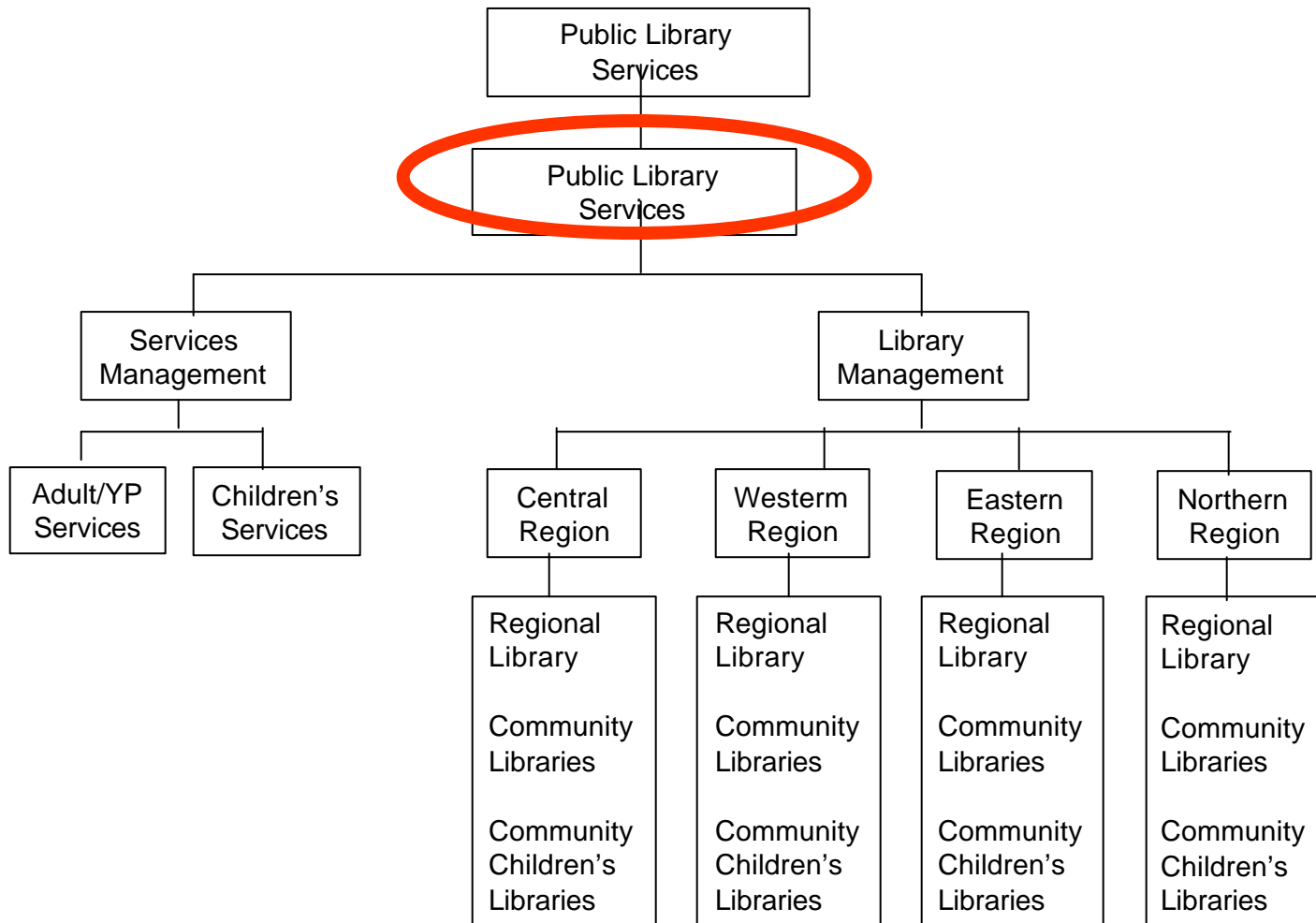


Public Library Services

Public Library Services Group



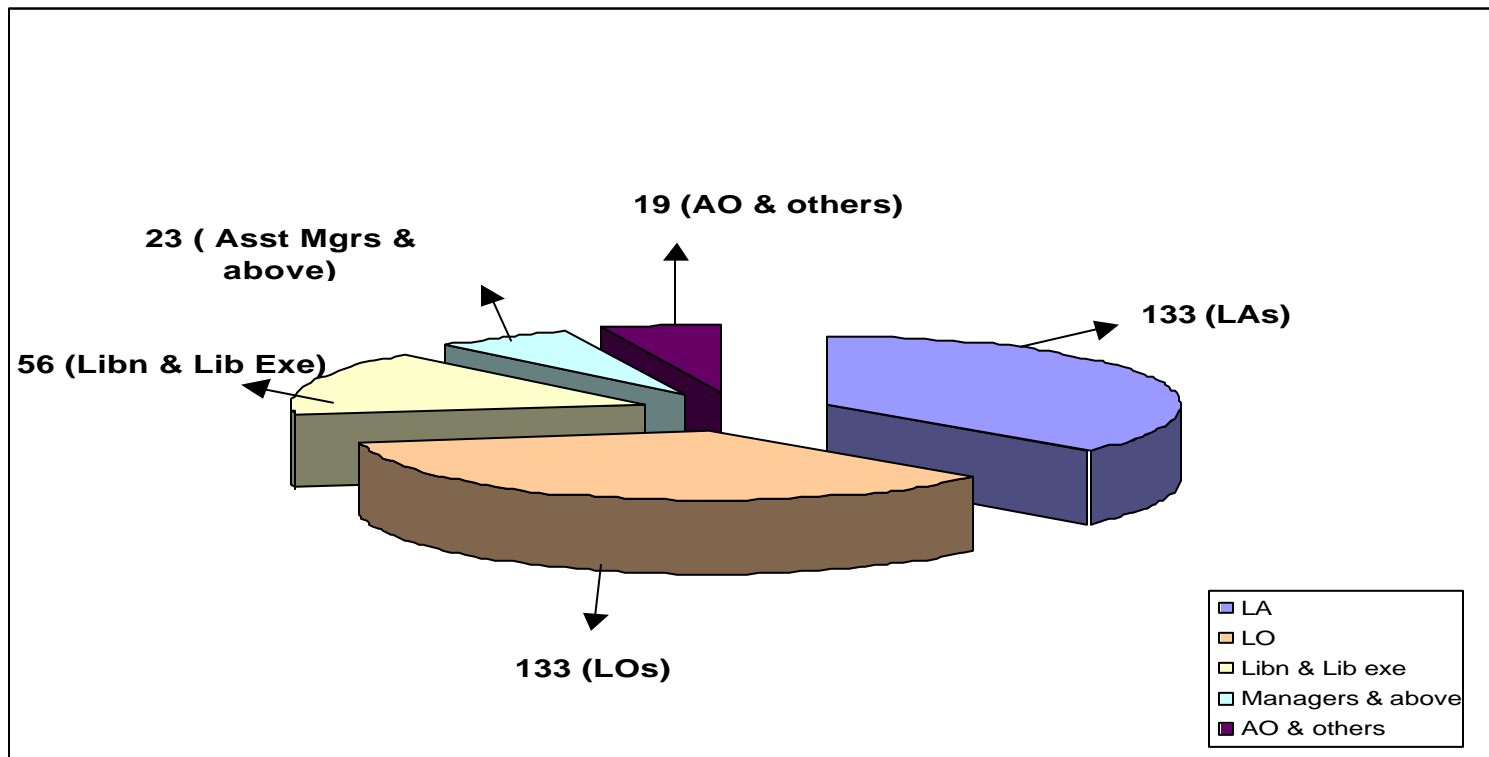
Public Library Structure



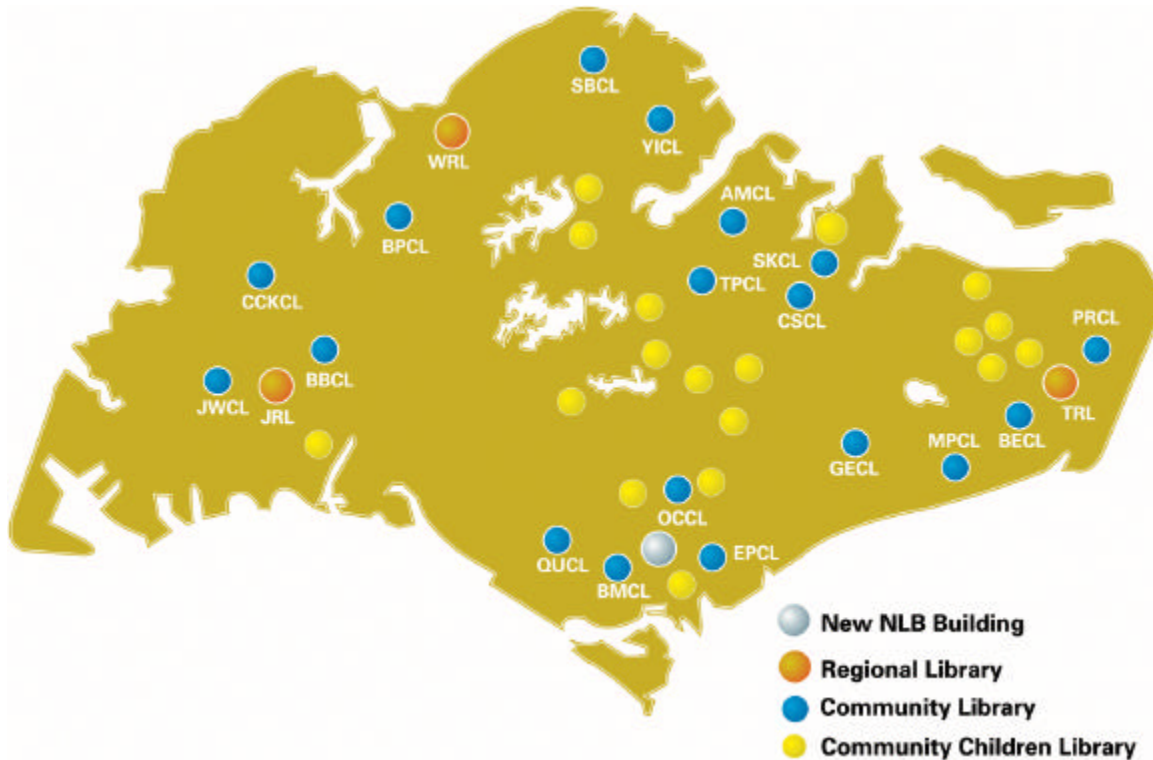
Staff Strength

Total No. of staff in PLSG: 448

No. of staff in PLS : 365



The Library : Quick Facts



| | |
|--------------------------------|----|
| Regional Libraries | 3 |
| Community Libraries | 19 |
| Community Children's Libraries | 18 |
| National Library | 1 |
| School / Academic Libraries | 12 |
| Govt / Special Libraries | 21 |

Total : 74

mindshare

1 e-retrieval per capita

log-ons

2m

9m

page views

Loans
34.8m

membership

1.7m

library visits

34.7m

9.5 LOANS
PER CAPITA

0.63 PER CAPITA

9.1 VISITS
PER CAPITA

2003

1994

membership

0.97m

library visits

5.5m

book loans

10.1m

e-services

0

The Library : Quick Facts

| | Regional Library (RL) | Community Library | Community Childrens' Library |
|-------------------------|------------------------|--|------------------------------|
| Gross Floor Area | Av 10,000 sq m | Av 3-5,000 sq m (1.2-1.8 mall library) | Av 200-250 sq m |
| Collection size | av 400 –500 K | Av 250 K (stand alone) Av 150 K (mall) | Av 10K |
| Loans | Av 2M | Av 1.3-1.5 M (standalone) Av 1 M (mall) | Av 55K |
| Visitorship | Av 2-3 M | Av 1.1-1.8M (standalone) 1M | Av 28-30 K |
| Enquiries | Av 130-300K | Av 120 K (standalone) Av 60-80 K (mall) | Av 8 K |

Membership : 1.8 M Active Membership 1 M

time

share

average time spent in shopping centres **2 hrs**

vs.

Average duration of visit to library - **30 mins** **BUT**

6 mins

on digital library

21 m visits **vs.**

13.5m cinema attendance.(FY2000)

5,945

programmes

354,127

participants spending **2 hrs**

or more in the Library (FY 2003)



customer intelligence

Casual Reader

88%

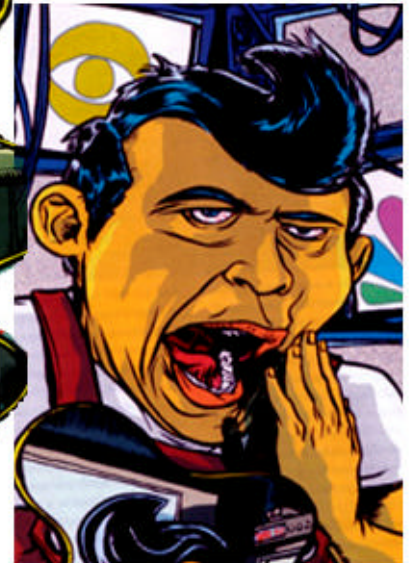
Narrow Focused Learner

84%



value segmentation

customer survey



career minded 79%

77% self-suppliers

66% Active Infoseeker

low motivation

63% facilitators

33%

Environmental Scanning, Civic Group Consultations
Focus Group Discussions, Customer Feedback

insideoutstrategy

staffmakeover



Walking
culture

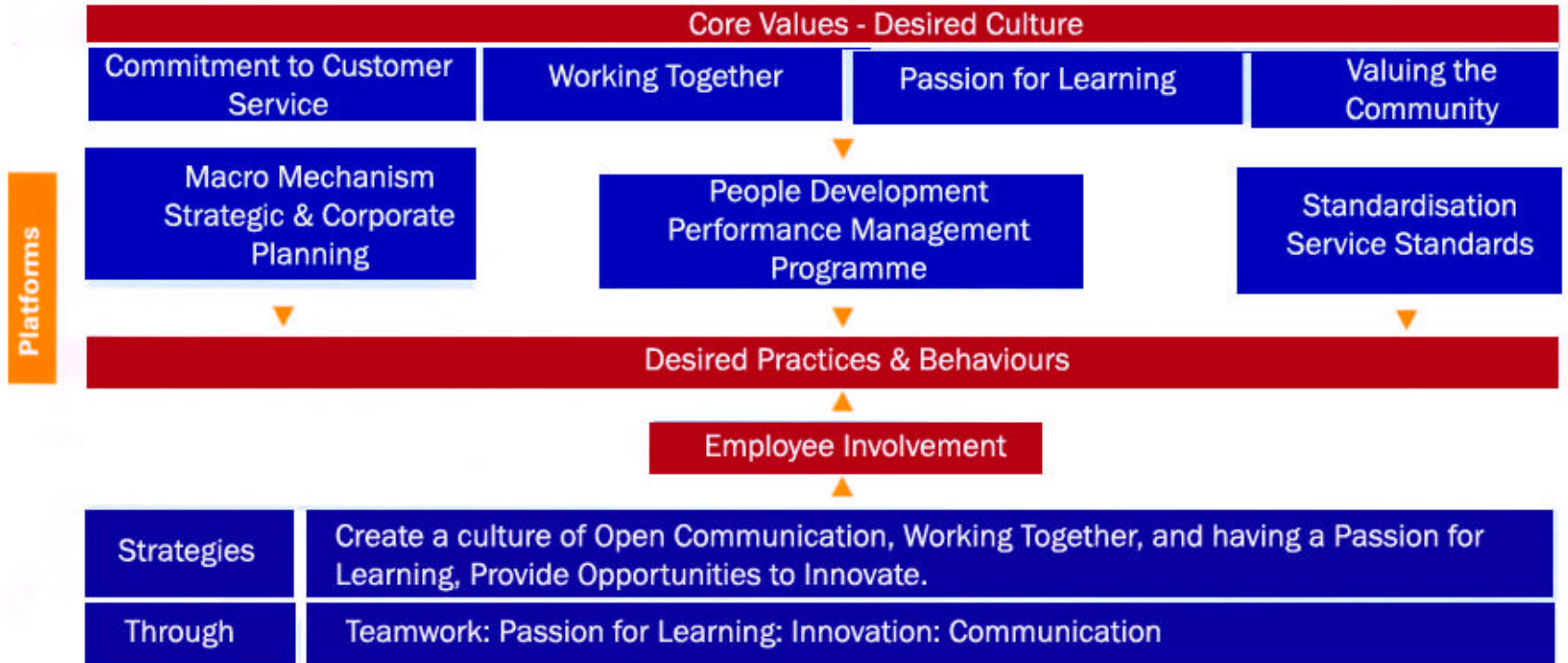


Walkingthetalk

Everyone in NLB, from the Library Assistant to the Chief Executive, contributes to work improvements and innovations through various platforms. One key differentiator of the NLB is its project-centric environment where staff feel comfortable and competent working in cross-disciplinary teams to create solutions and implement projects.

humancapital ROI

Managing For Results



Linking Employee Participation to Organisational Goals

TNAPMPTTP

Reward & Recognition Performance Management Programme

MID YEAR REVIEW

Discuss Results achieved
2-way feedback
Discuss changes
required to KRAs
Review progress of
training & development
plans



PLANNING

Jointly set KRAs & ERs
Identify training &
development plans
Discuss Support
Needed

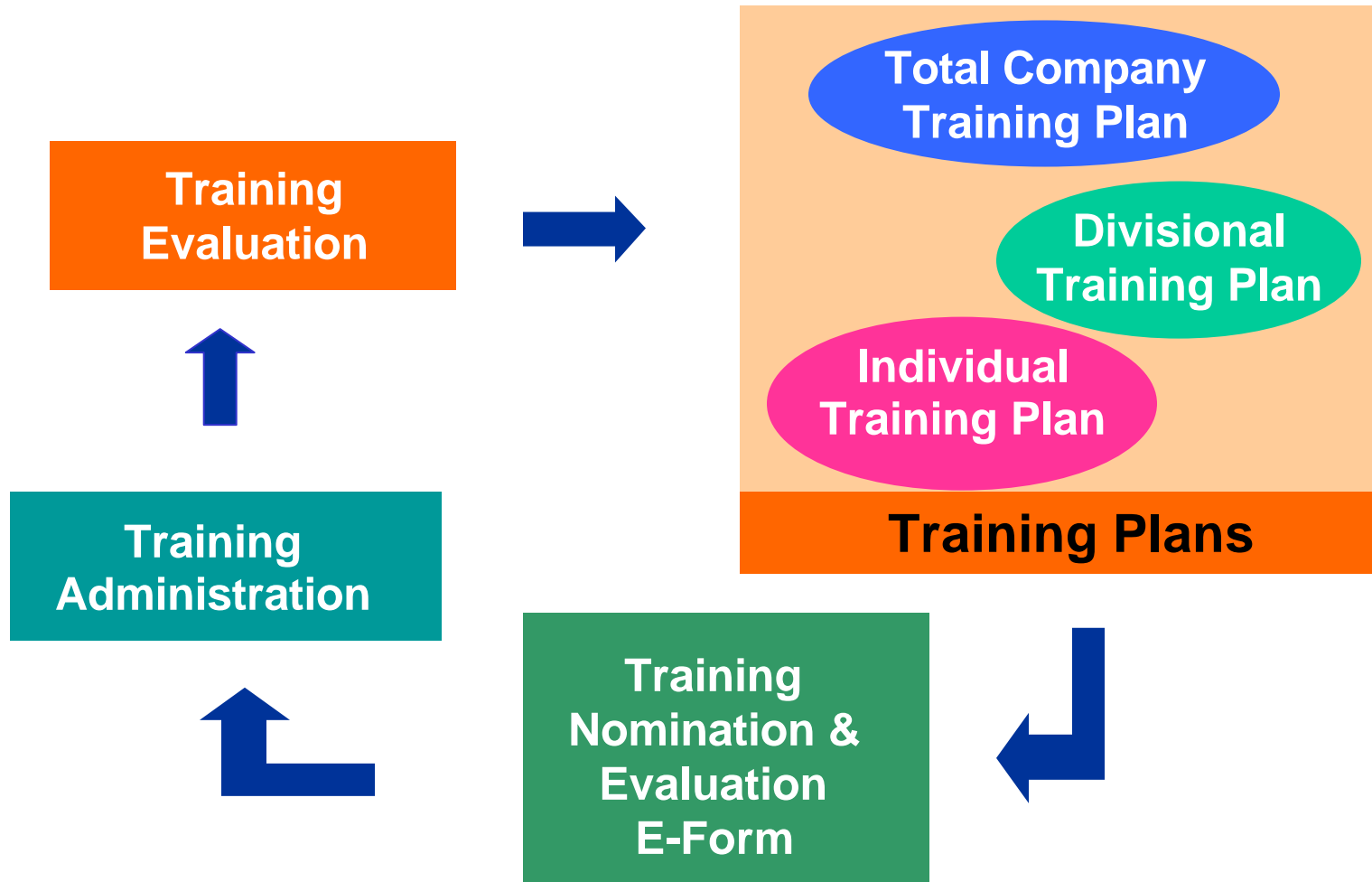
ON-GOING
COACHING

YEAR END REVIEW

Record results achieved
2-way feedback
Discuss on performance
and ratings
Review training &
development plans

Training

insideoutstrategy
staffmakeover



THE PLACE ...

insideoutstrategy
reinventingtheplace



Convenient**Accessible**Useful

ColocatingServices

www.nlb.gov.sg

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Importance of Libraries

A Place for the People

books, programmes



Importance of Libraries

A Place for the People



Library with
@ttitude



Bringing Libraries to the People



Libraries in
Shopping Malls

WestMall
White Sands
Sun Plaza
Hougang Mall
Lorong Point
Lot 1 Shoppers Mall
Bukit Panjangan Plaza
Ngee Ann City
Bukit Panjang
Bukit Batok
Cheng San
Sembawang
Jurong West
Pasir Ris
Orchard
Choa Chu Kang
Compass Point.

The Irresistible Mall Attraction

having a library was more important to the residents (than having a cinema)...

it was an either-or situation

The Library Won Out

Straits Times 26 July 2000

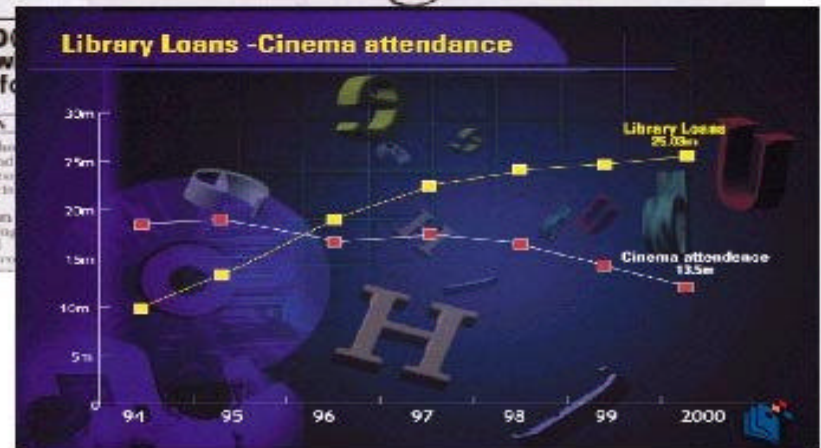


An artist's impression of Compass Point in Sengkang, the first major mall to open on the North-East MRT line, which is set to become the first themed mall in Singapore.

It's not just a mall, it's a learning centre

Opening in 2000 in Sengkang will be a nugget of info

BY ROSEBOON FUNG
LEARN while you shop. It's the latest trend formation age - shop malls and Singapore is to get its first. The \$230-million Compass Point mall being in Sengkang will themed complex dev...



Remaking the Library: *Colourful & Vibrant Spaces*



Niche Libraries: *library@Orchard*



Niche Libraries: *library@Esplanade*



THE PROCESS...

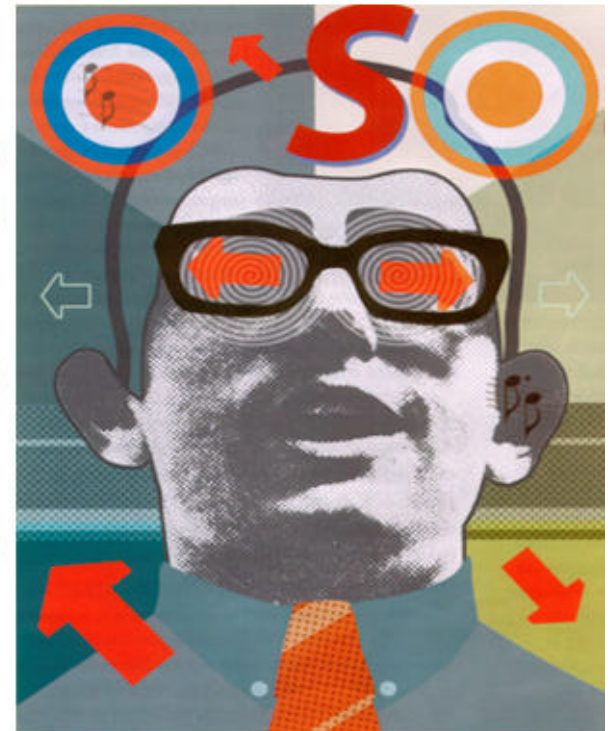
technologystrategy

peoplefriendlytechnology

thethreatoftechnology



con
v
e
n
i
e
n
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e



The NLB must be doing something right to make people remember their brand name. Especially, in the way they have used technology for the convenience of its customers. (Monitor Group, 2005)

technology strategy

process marketing

anytime.anywhere

RTOB

Remote Book Drop

TTI

to information

time to market TTM

to check-out

to shelf

TTS

TTC

RFID@nlb

1 Ordering of books

When the National Library Board (NLB) buys a new book, it will create a new bibliographic record in the library database. This record will contain information relating to the book such as title, author, genre and the number of copies kept for each branch library.



Entering a book's information into database



Bar code scanner

3 Bin allocation

The new books are placed into bins so that they can be moved from one processing station to another easily on conveyor tracks and rollers.

5 Accessioning

At this stage, the bar code of a new book is matched to its record in the library database. From now on, scanning the bar code will call up the relevant information of the book from a computer terminal in any branch of the library.

7 Colour coding

The bar codes of the new books are scanned and their reference numbers or authors' names retrieved from the library database. A computer program converts them into colour labels (one for each number) and prints them out on a colour laser. The labels will help librarians quickly locate books and shelf them correctly.

9 Packing & distributing

The books which have been processed are packed into roll containers. SingPost takes over the job of re-sorting and delivering the books to the correct branch library, with the help of the bar codes and labels.

2 Receiving

The books ordered are delivered to NLB's supply centre at Changi. This is where the processing of new books starts.



4 Bar coding

The books are first bar-coded. This means each book is given a unique number or bar code which will be linked to the library's database record during the accessioning process.



6 Physical processing

The spines of the books are strengthened with cellulose tape and plastic jackets are added to protect the book covers from wear and tear.



8 RFID tagging

An RFID (radio frequency ID) security tag is inserted into each book (its position is kept secret). If someone tries to take the book out of the library without borrowing it through the proper loan channels, the scanners at the entrance will pick up its signals and alarm bells will ring.



INFOGRAPHICS: LEE HING CHUAN



long lines. a scene from yesteryear

Easy-to-use Services: Borrowing and Returning



RFID check-out



RFID check-in

- ✓ No more queues
- ✓ Almost instantaneous borrowing and returning



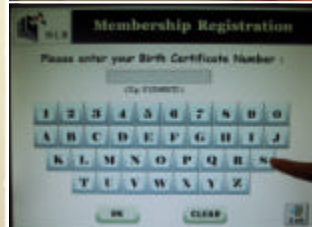
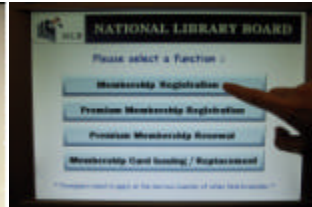
RFID sorting



Easy-to-use Services: Checking Library Records & Payment



Becoming a Library Member...



❖ Free registration and free lifetime library membership for all Singapore citizens

❖ One-time registration fee and free lifetime library membership for Permanent Residents

❖ Low joining fees for Foreigners:
 Registration Fee - S\$10.50
 Annual Subscription Fee - S\$10.50

❖ Self-service Membership Registration Kiosk: Become a library member in less than 5 minutes!

All-in-One kiosk replacing Three Self-service machines



Easy-to-use Services: Cybrarian (enquiry) Service



- Prototyped in 1998 with video cameras
- Customers did not want faces on screen
- 2002 version – made use of co-browsing software to provide real-time online demonstration

SERVICES & PROGRAMMES...

Services Offered at Public Libraries

Loan of library materials

Reader Advisory & Enquiry Service

Programmes -

Thematic, Lifestyle, info literacy

User education, reading campaigns etc

Outreach – class/school visits, roadshows etc

Importance of Libraries

Embracing Diversity



Ang Mo Kio
Community Library
TAMIL LIBRARY
SERVICES



Tampines Regional Library
CHINESE LIBRARY
SERVICES

LENDING BY THE BOOK

The Bedok Community Library is the latest high-tech, lifestyle project to be opened by National Library Board. The board is now a study model for the Harvard Business School, reports **THE STRAITS TIMES**



Bedok Community Library
another library is reinvented

WHAT NLB DID RIGHT, AND HOW.
SINGAPORE AND U.S. LIBRARIAN
Award-winning School Professor Roger Bedok has created an innovative library with a significant design element. It's not just a library, it's a community center. To support Singapore's spirit of learning, innovation and...
ATTENTION TO DESIGN.
Bedok's new design is a bold statement on what a library can be. It's not just a place to borrow books, it's a place to learn, to grow, and to connect.

Bedok Community Library
MALAY LIBRARY
SERVICES

Lifestyle services : Music posts



Lifestyle services : Programming Zone and Cafe



Library Programmes

- Reach out to the 'heartlanders', unserved, uninitiated
- Thematic Programmes
- FY2004: 5,000 programmes
- Attendance: 380,000

insideoutstrategy playmaking

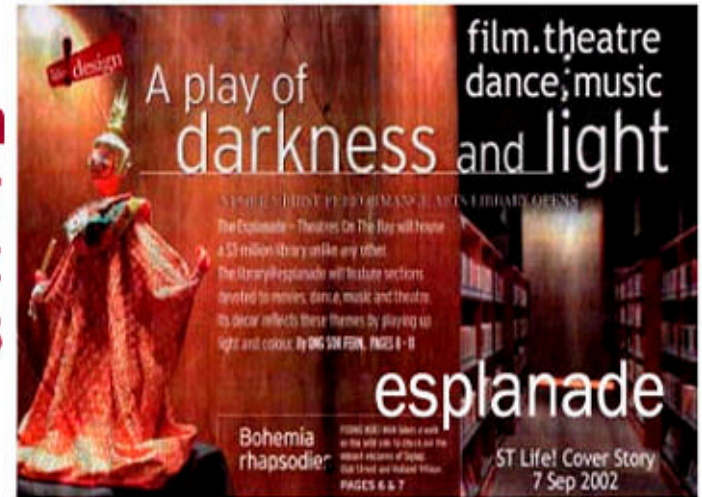


Programmes for all



lifestyle

arts



readupadibaca



fashion

music

design



borntoread

• digital library • www.nlb.gov.sg • all, all, all • music, arts

• books • code • books • magazines • business news • cafe

pme@library

we didn't stop with orchard
hip hop rulez!



rap elementz for 300 teens.library@orchard.mar 2003

BORN TO READ. READ TO BOND

READING HABITS

NEVER TOO YOUNG



JAMES CROUCHER

'I LEARNT THAT RATHER THAN PUTTING HER BOOKS BEYOND HER REACH, I SHOULD BUILD A LOW SHELF FOR HER. AFTER ALL, THOSE BOOKS ARE MEANT FOR HER.'

— Madam Nuraiha Hassan (left) on tips she gathered on how to set up her own library at home for her daughter Nur Atiqah Amirah, after attending talks organised by the NLB

23 July 2002
The Straits Times

Since the Born To Read, Read To Bond programme was launched, 12,000 infants have been registered as library members

By **TEE HUN CHING**

BOOK a date with your newborns.

nursery rhymes, a list of recommended books, a library guide and membership registration forms.

Mr Raphael Lim, deputy director of family education at MCDS, says: "The programme will facilitate the preparation of children for primary school education and empower those already attending formal education to better manage their schoolwork."

Setting time aside to read to your child also means the

parents give, the physical closeness and the feeling of warmth and security will all contribute to the bonding process."

However, she cautions against forcing books on a child.

"It is unhealthy to force the learning of the alphabet and reading of words before a child is ready," she says.

daughter "in a haphazard way".

But she soon picked up tips such as how to set up her own library at home after attending talks organised by the NLB.

"I learnt that rather than putting her books beyond her reach, I should build a low shelf for her. After all, those books are meant for her."

Useful information: the

PROMOTE READING AND LEARNING

kidsREAD



Objectives :

- Create a reading programme for children between **ages of 4 to 8 in Singapore**
- Promote **love of reading** among all young Singaporeans
- **Enhance the quality of life** of the children and their families



"Children have unlimited imaginations. Reading helps them discover new horizons. It sharpens yet blurs their boundaries for what is real and the impossible. It helps children to dream. I believe we need to encourage that in the young."

***- PM Lee Hsien Loong
speaking at the launch,
Woodlands Regional Library***

- Collaborative effort by NLB with :
 - People Association
 - 5 self-help groups – AMP, Chinese Development Assistance Council, Eurasian Association, MENDAKI and SINDA
- Supported and sponsored for 3 years by :
 - Ministry of Community Development, Youth & Sports (MCYS)
 - Singapore Pools

READ! SINGAPORE



“Prime numbers are what is left when you have taken all the patterns away. I think prime numbers are like life. They are very logical but you could never work out the rules, even if you spent all your time thinking about them.”

The Curious Incident of the Dog in the Night-time, pg. 12

Events & Highlights

Resource Kits

Books

Introduction

What is READ! Singapore?



This is a nation-wide initiative by The National Library Board (NLB) to promote the culture of reading. It was inspired by the success of similar initiatives in cities like Brisbane, Chicago, Houston and Seattle.

However, for READ! Singapore, the National Steering Committee, have selected 12 books, in 4 languages. Pick up any of these books and READ! Singapore.

Readers could then come together to have book discussions, whether in formal groups such as book clubs, reading clubs, literary societies, book discussion sessions in the libraries, schools, offices, book stores, coffee clubs, community clubs or simply get together with their families and friends at an informal social gatherings.

Visit the Companion Site at <http://readsingapore.blogspot.com>

Why a Reading Initiative in Singapore?

A nation-wide, representative sample of 1,500 Singapore residents was interviewed for a survey conducted by The National Library Board (NLB) on "Readership and Learning Lifestyles of Singaporeans" in 2003. To most respondents, career development was the strongest motivation to learn and read, given the achievement-driven environment and competitive system in Singapore. Most of them read job-related or schoolwork-related materials and the two major impediments to reading were "no time" and "too tired".

However, the art of reading for leisure, literary appreciation or inculcation and transmission of traditional values, the ideal that well-read citizens are thinking citizens well prepared to serve the community and the country will decline unless there is a massive, unrelenting national effort to revive and promote the habit of

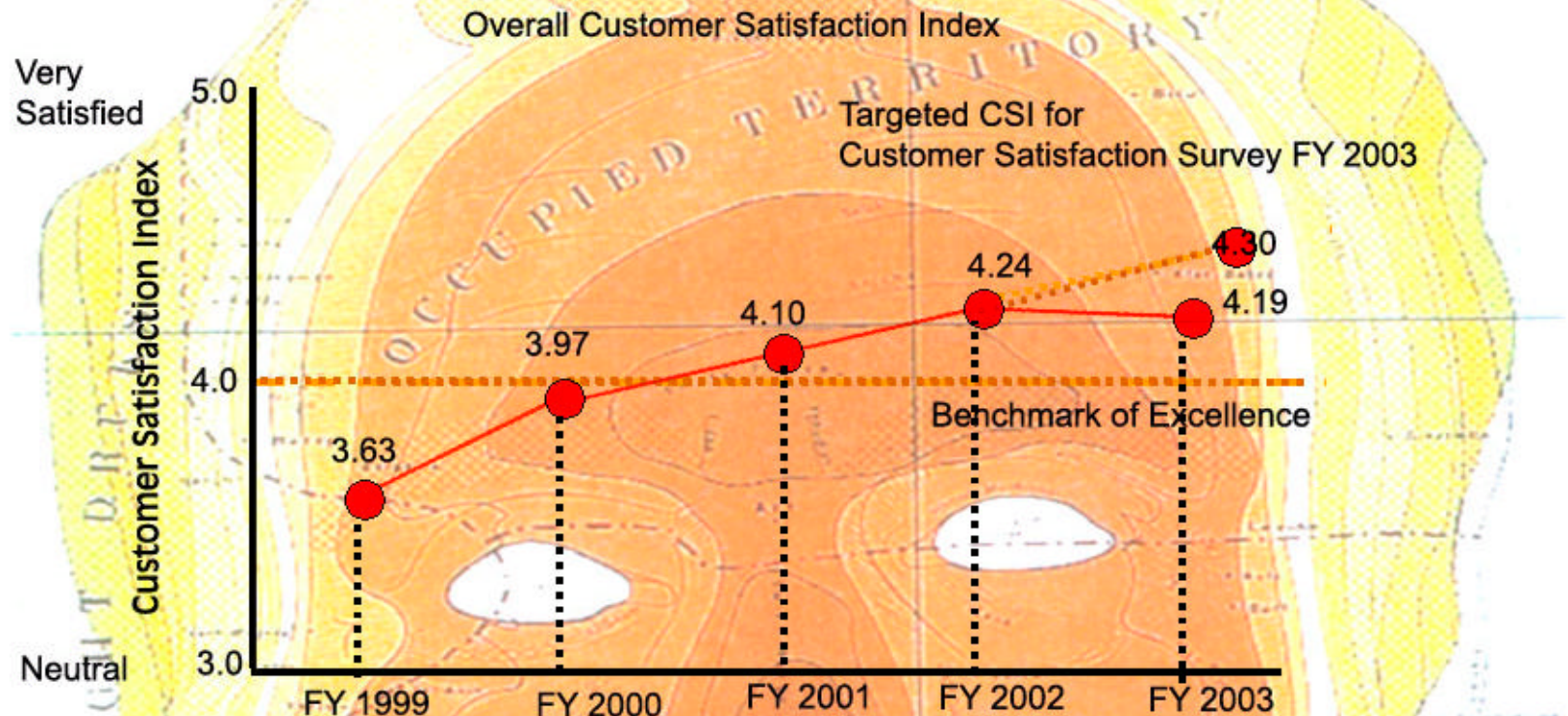
Internet



engaging the community



mindshare

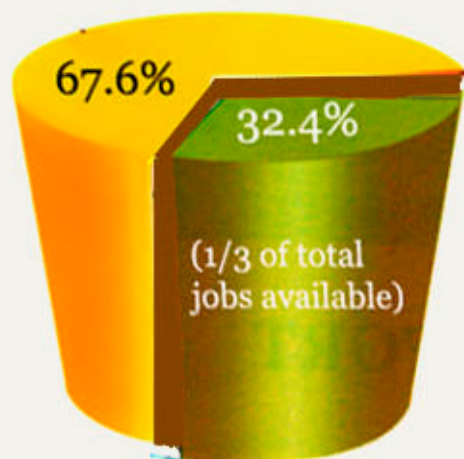


very satisfied customers!

THE NEXT LAP...

Changing Economy

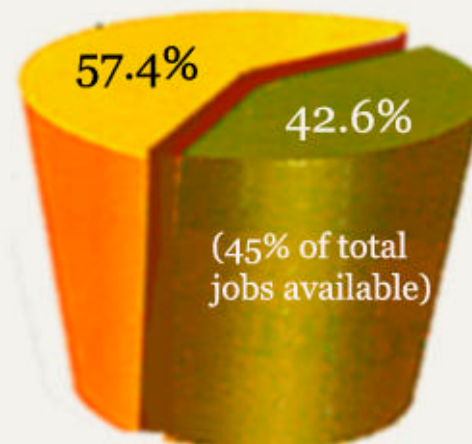
1994



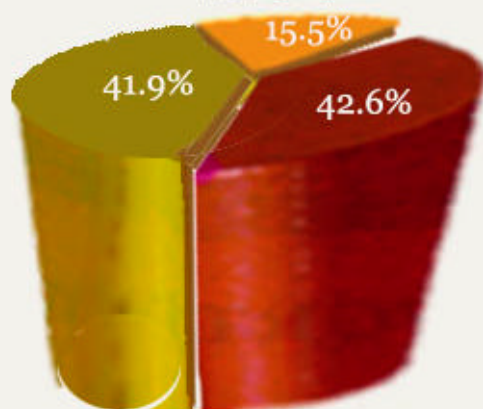
Labour Force

- Professional, Management, Technical Jobs
- Clerical, Sales, Production Labouring Jobs.

2004



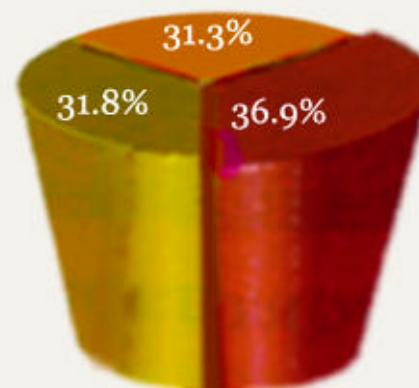
1994



Educational Profile

- Pre-Secondary
- Secondary
- Post-Secondary

2004



Singapore Society has new needs



- 1/3 of the working population have below secondary qualifications.
- 4/10 unemployed have below secondary education.
- It will take 20 years for the under-educated to reach retirement.

Singaporeans
need to be
learning
constantly

Access to
information
and knowledge
should be
easy fast and
cheap

Social cohesion
and equitable
access to knowledge
is critical

Challenges Ahead...

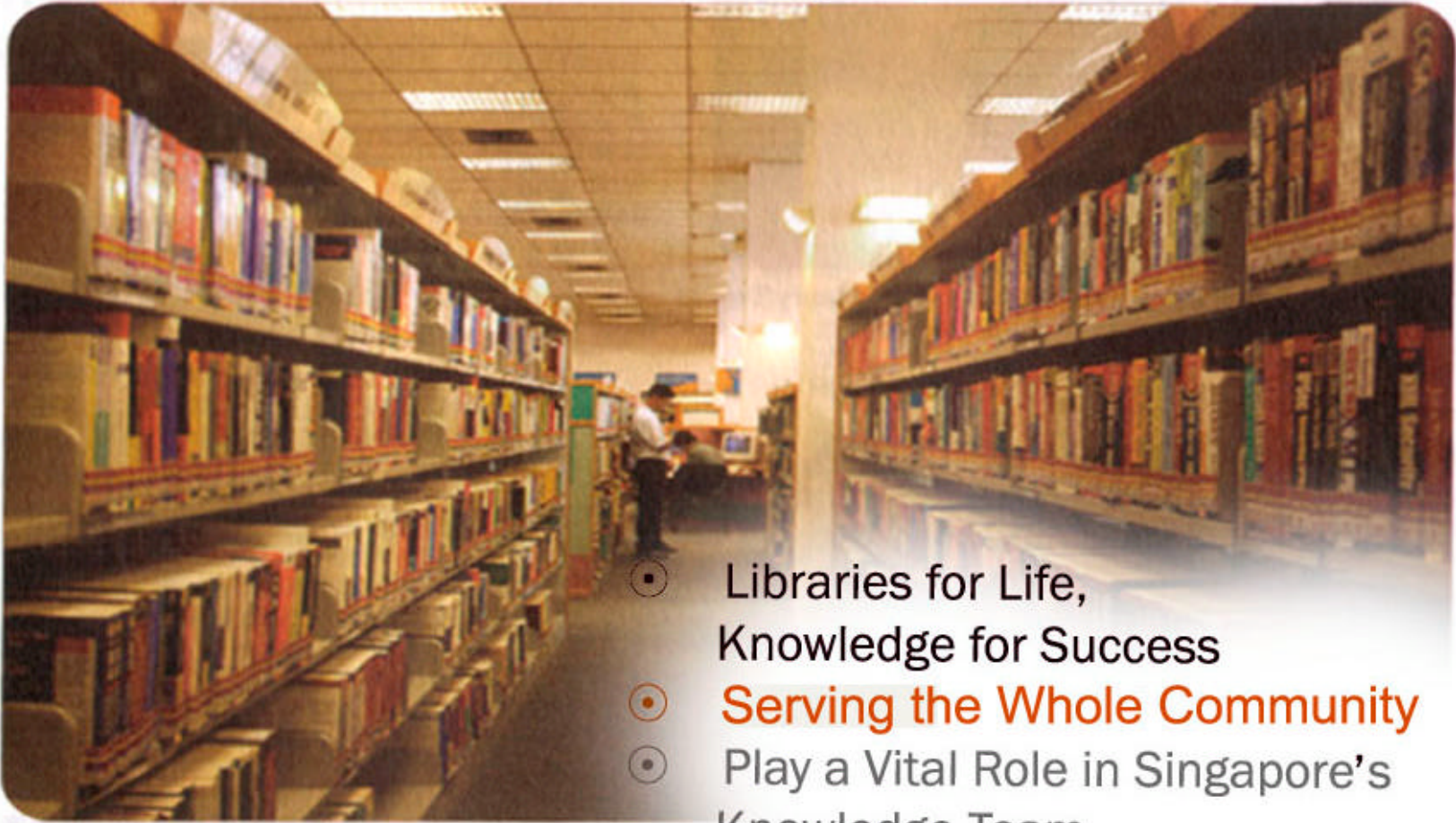
Customer front :

- increasing customer expectations & demands
 - saturation of public market / non-active members
 - changing education system

Resources:

- resource constraints & poor economic climate
 - greater scrutiny of public spending
 - rapid ongoing changes in technology

NLB's Response



- Libraries for Life, Knowledge for Success
- **Serving the Whole Community**
- Play a Vital Role in Singapore's Knowledge Team

What We Will Deliver

PUBLIC LIBRARIES

**PUBLIC LIBRARIES
AS SOCIAL
LEARNING
SPACES**

**SELF-SUSTAINING
& SELF-RENEWING
LEARNING
COMMUNITIES**

LIBRARY COMMUNITY

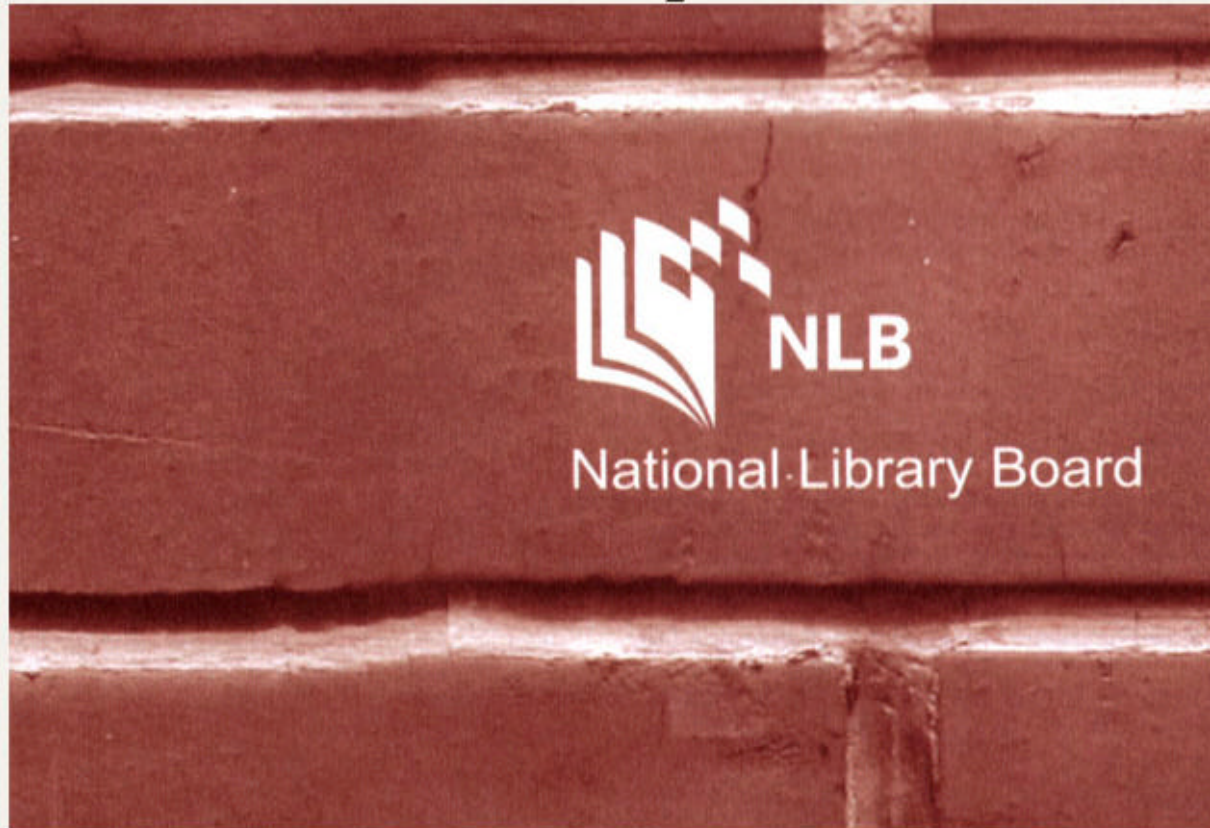
**SUPPORTIVE
ENVIRONMENT FOR
LIBRARY, INFORMATION
AND KNOWLEDGE
PROFESSIONALS**

NATIONAL LIBRARY

**FIRST STOP FOR
ASIAN CONTENT
AND COLLECTION
SERVICES.**

**INFORMATION
AND KNOWLEDGE
SERVICES
POWERING
A COMPETITIVE
ECONOMY.**

Library 2010



Learning Capacity **Social Capital** Knowledge Dividend

THANK YOU !

NLB's Response

Libraries for Life, Knowledge for Success

self-discovery

YOUNG
SINGAPOREANS

Libraries for Life

- develop curiosity
- joy of discovery
- love of learning
- pedagogies



self-reliance

SENIOR
CITIZENS

- mental stimulation
- social engagement
- productive leisure
- basic technical competency



self-fulfilment

ADULTS

Knowledge for Success

- personal growth
- research and scholarship
- upgrading skills
- professional and career enhancement



competitive edge

BUSINESS AND
GOVERNMENT

- enhance competitiveness
- open possibilities
- seizing opportunities
- on-time information and intelligence



NLB's Response

Serving the Whole Community



Make technology more accessible to the disadvantaged and libraries more inclusive

Create social spaces for community learning, ownership and integration

Broaden programmes to meet individual aspirations

Make access to knowledge and information competitive and affordable

whole community

1
ETHNIC
COMMUNITIES,
& COMMUNITY
ORGANISATIONS

2 FOREIGN
COMPANIES, SMES &
ENTREPRENEURS,
BUSINESS
ASSOCIATIONS

3
RESEARCH
COMMUNITIES,
GOVERNMENT
POLICY RESEARCH

4 PEOPLE
WITH
DISABILITIES

5
UNEMPLOYED
ADULTS, LOWER
EDUCATED
WORKERS,
RETIRES

6
PARENTS,
CARERS

7
PROFESSIONALS &
PROFESSIONAL
ASSOCIATIONS



NLB's Response

Play a vital role in Singapore's Knowledge Team

LEAD ROLE

Architect

Design & orchestrate

Builder

Establish & operate
Outsource or divest

Catalyst

Initiate & advocate

SUPPORT ROLE

Partner

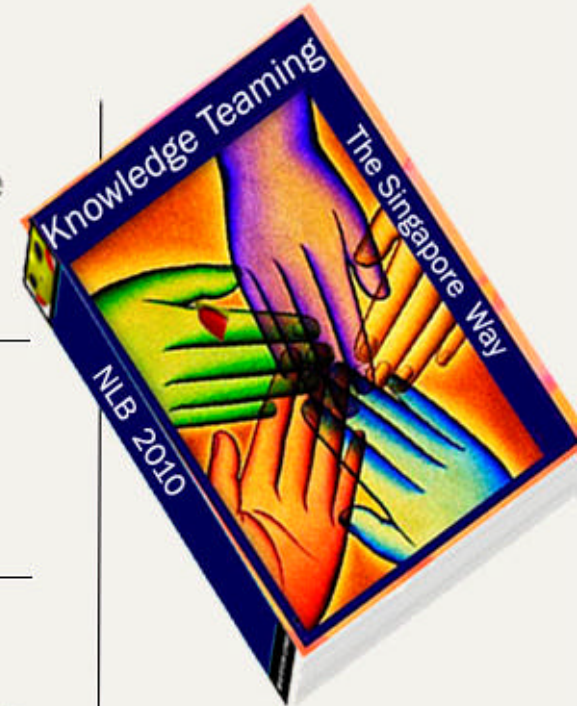
Work with others in the
knowledge team for
mutual benefit.

Complementor

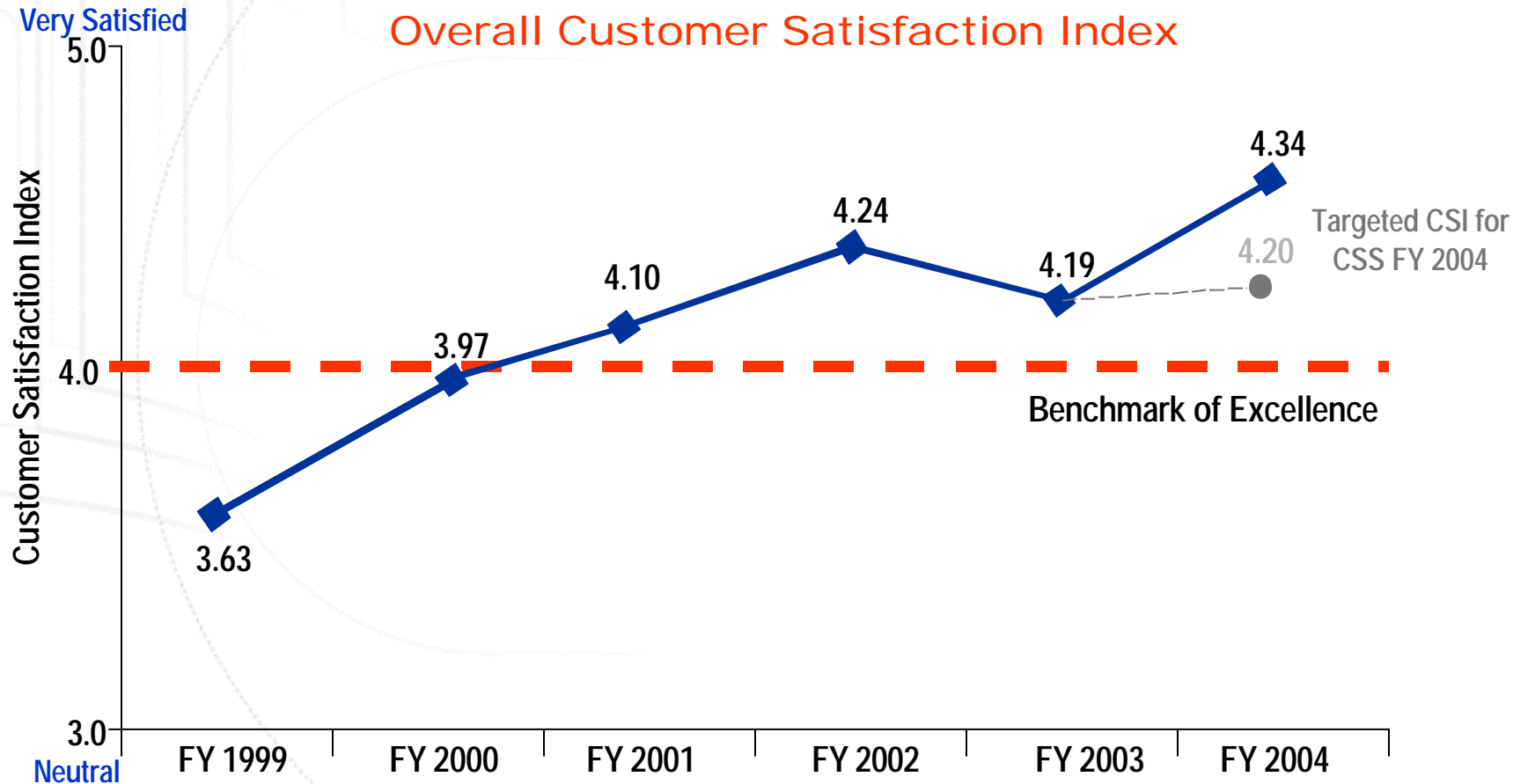
Actively fill perceived
gaps.

Facilitator

Facilitate & accomodate
other learning and
knowledge activities.



Performance of NLB- Overall CSI



* Difference significant at $p < 0.05$ (+0.02)

Note: Analysis is based on all library users, N=3502