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Applying Balanced Scorecard as strategic management instrument: BSC at the Royal Library

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BSC at the Royal Library (RL) 2003



BSC at RL 2003

Applying BSC as strategic management instrument



1. What is RL
2. Context for management of public institutions
3. BSC as strategic management tool
4. RL's operationalisation in BSC
5. Observations in relation to using BSC
6. The hybrid library
7. Strategic causalities for e-development
8. Conclusions April 2003



1.1 What is the Royal Library (RL)

- RL is the National library of Denmark and University library for Copenhagen University
- RL has existed since 1648 and as University library since 1927 with fore-bears back to 1482.
- Institution under The Ministry of Culture, FL § 21.31.11 (Nat. Budget)
- FL appropriation 2001-2006 in fixed prices

| Fixed | 2001 | 2002 | 2003 | 2004 | 2005 |
|----------------------------------|------|------|------|------|------|
| Net appropriation in mil. DKK | 164 | 163 | 162 | 158 | 154 |
| FTE | 300 | 297 | 275 | 265 | 258 |

1.2 RL's tasks // Mission: 4 main functions



Denmark's National Library

University Library for the University of Copenhagen

Research Institution

Culture and Museum Institution

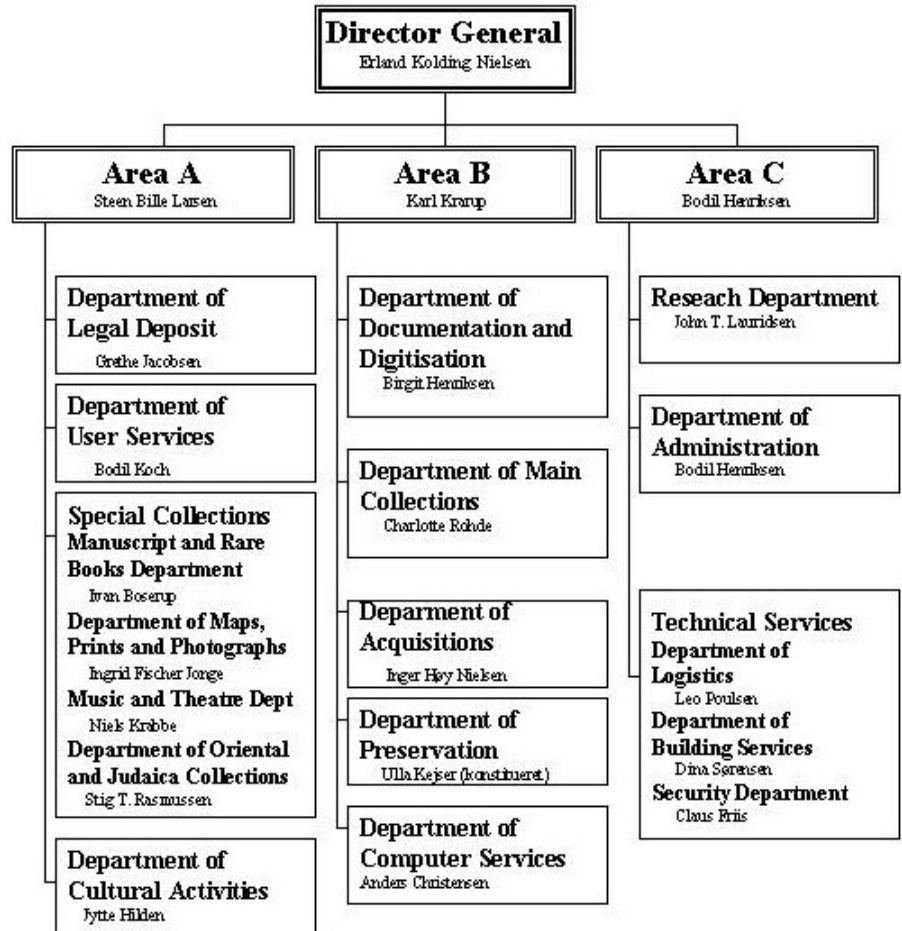


1.3 RL's organisation

Organisation diagram 2003

Organisation principles

1. Structured decentralisation
2. Set frames with expectation of departmental initiatives
3. Norms for professional management
4. Manpower policy



2.1 Context for Management of Public Institutions



- Paradigm of steering
- Annual Account states the results of the year in relation to the goals set and sets out goals for next year
- Multiannual contract agreement with the Ministry on main goals
- Library Statistics according to Danish rules
- Budget model
- Annual report RL's own presentation of RL's efforts during the year



2.2 Budget model

- Budget model for University Library is a function of
 - number of students and study grants
 - number of researchers and research grants
 - lending figures
- Distribution model for one collective grant for a number of institutions fixing resources available for the University library function

2.3 Steering paradigm



$$R = P - G$$

Result = Product - Goal for product

$$P = f (AR , O)$$

Product = function (annual resources, organisation)

3.0 BSC as strategic management tool



- A. Purpose
- B. BSC basic concepts
- C. History 2000 – 2003
- D. About consultancy

3.1 Purpose



BSC as an instrument for creating managerial coherence between the institution's visions and strategic aims and day-to-day management



3.2 BSC basic concepts

Operationalisation of strategy in observable goals

Balanced management: totality with 4 perspectives

Strategic goals: What are the goals?

Critical success factors (CSF): How do we express them?

Critical performance indicators (CPI): How do we measure them?

Strategic contexts



3.3 History 2000-2003

2000-2001

1. Top down strategic goals and Bottom-up operationalisation in departments
2. From spreadsheet to prodacabo
3. Coupling department level - institution level
4. Establishing reporting procedure
5. Performance reporting on IntraWeb

2002

1. Revision of BSC, CSF og CPI
2. Total statistics versus indicators
3. The hybrid library

2003

1. Simplification



3.4 About consultancy

- The consultant/adviser has to establish personal prestige with a board of directors
- Be able to interpret prevailing modes of understanding
- Be able to contribute with ideas for operationalisation
- Professional



4.0 RL's operationalisation in BSC

- A. RL's Vision
- B. RL's 10 strategic goals
- C. Identification of vital conditions in CSF og CPI terms
 - RL's 4 perspectives with CSFs 2002
 - RL's 4 perspectives with CSFs 2003
- D. RL's performance goals and departmental contracts
- E. Organisational changes underpinned by BSC's result-orientated systematics

4.1 RL's Vision



To be a national driving force in the development of Denmark as society of culture and knowledge and give the users relevant, quick and easy access to information and cultural heritage.

to be the central library for the University of Copenhagen supporting research and education within its subject areas.

to provide the leading basis in the world for documentation about Denmark and Danish conditions in close cooperation with relevant institutions in the country.

to continue to preserve the cultural heritage of the past, to gather together the cultural values of the present and thus give the citizens of the future the chance to study and explore their own selves as seen in the light of the past and the present.

4.2A RL's 10 strategic goals



| | | |
|--|--|--|
| <p>The collections</p> <p>The Royal Library must continue to extend all collections as well as access to information in digital form both nationally and internationally..</p> | <p>National Library</p> <p>As national library The Royal Library must collect the most complete collections possible within its particular areas, make these available to the present and make a special effort to preserve this part of the cultural heritage for posterity, including the digital cultural heritage</p> | <p>Synergy effects</p> <p>The Royal Library must conduct its main functions: national library, university library, research institution and cultural institution so that they support and develop each other and together create results for the institution's target groups within each area which surpass what each of the four could manage by themselves.</p> |
| <p>The information technological development</p> <p>Through continuous intensive exploitation of the information technology possibilities The Royal Library must facilitate the user's access to the collections and further the exploitation of the potentials of the collections.</p> | <p>University Library</p> <p>As university library The Royal Library must in cooperation with relevant partners at Copenhagen University ensure an efficient information supply of research and education, either through own collections or through access to other information resources.</p> | <p>Qualification development</p> <p>The Royal Library must be an attractive place of work with the purpose of attracting and keeping competent members of staff. The Royal Library must ensure a systematic further development of staff qualifications in order to strengthen professional mediation, professional qualifications and IT-competency.</p> |
| <p>Network</p> <p>The Royal Library must through its services/activities strengthen the net-based development of research, libraries and cultural institutions and make the net-based services available to its users.</p> | <p>Museum and Cultural Institution</p> <p>As museum and cultural institution The Royal Library must in its mediation reflect its purposes, tasks and frames, giving the Danish population the chance to understand and in a relevant way experience its common cultural heritage, history and present age.</p> | <p>The running of the library</p> <p>The Royal Library must be a well-run business and run in such a way that there will be resources for continued development of the institution.</p> |
| | <p>Research Institution</p> <p>As research institution The Royal Library must conduct research which supports and develops its tasks, and increase its research activities until this corresponds with that of the other national cultural institutions.</p> | |

4.2B RL's 10 strategic goals



1. The collections: Continue the extension and access to information in digital form
2. The information technological development: Intensive exploitation, facilitate the user's access and usage
3. Network: Encourage net-based development
4. National Library: Collect, make available and preserve
5. University Library: Cooperation and efficient information supply
6. Museum and Cultural Institution: Opportunity for the Danish population to understand and experience the common cultural heritage
7. Research Institution: Research which supports and develops The Royal Library's tasks
8. Synergy effects: Conduct its main 4 functions: National Library, University Library, Research Institution and Cultural Institution so that they underpin and develop each other
9. Qualification development: Attractive place of work, competent staff, continued development of qualifications
10. The running of the institution: efficient management

4.3 Identification of the vital conditions in Critical Success Factors

RL's 4 perspectives with CSF 2002



| A: Internal | B: User/outside world | C: Development | D: Economy/running of library |
|---|--|---|---|
| Building up conventional collections in UL (University Library) | Usage of library: conventional loans | Staff-political development targets | Increased income |
| Building up digital collections in UL | Usage of library: requests for guidance | Catalogues in e-form/retro-conversion | Improved efficiency of the running of the library |
| Quality targets for collection building in UL | Usage of library: guests in reading rooms and centres | Digitisation of national works | Release of resources |
| Building up conventional collections in NL (National Library) - not legal deposit | Usage of library: visits at service points | Research | Exploitation of new salary system |
| Building up conventional collections in NL, legal deposit | Usage of library: electronic document delivery | E-services | Up-to-date management information |
| Building up digital collections in NL | Usage of e-mediation (web visits) | RL's position in larger national and international networks | Exploitation of quota scheme |
| Quality targets for collection building in NL | Quality targets for library services | Total plan for retro-conversion | Optimisation of e-contract |
| Collection preservation | Usage of cultural offers: visits to exhibitions and guests at events | IT-development projects | Maintenance of RLs infrastructure |
| National and special bibliographies | Quality targets for cultural offers: guests | Further education plans | Costs in relation to IT |
| Production of cultural events/offers | Quality targets for web mediation | Research plans | |
| Research production | Research mediation | Optimisation of the hybrid library | |

4.4 Identification of the vital conditions in Critical Success Factors

RL's 4 perspectives with CSF 2003



| | A: Internal | B: User/outside world | C: Development | D: Economics/running of library |
|--------------------------------------|---|--------------------------------------|---|--|
| 1 | Collection building | Loans/e-usage | Staff political development area | IT-infrastructure |
| 2 | Legal deposit | Visitors | Research | Making internal running of RL more effective |
| 3 | Cultural offers | Quality targets for library services | Quality development for cultural offers | Insourcing/income |
| 4 | Quality targets for collection building | Quality targets for cultural offers | RL as digital library | Outsourcing projects |
| 5 | Physical collection preservation | Guidance | Digitisation | |
| 6 | | Cooperation Copenhagen University/RL | Retro-conversion | |
| 7 | | | Building projects | |
| 8 | | | RL as hybrid library | |
| 9 | | | IT-projects | |
| 10 | | | Preservation projects | |
| All objectives are updated quarterly | | | | |



4.5 RL's performance goals and department contracts

The department contract states the department's contribution to the fulfilment of the institution's goals for the year in question.

The department contract includes a table for CSF and CFI stating the department's concrete goals for the four quarters of the year.

1. EX: Main Collection and Document Delivery Department

| Measures | Frequency | | BSC MODEL | ID NO. | PERIOD | REAL | TARGET | MEASURE ID |
|-------------------------------------|-------------|--------|--------------|-----------|----------|--------|---------|------------|
| | Update type | RESULT | MODEL | MEASUREID | PERIODID | ACTUAL | PLANNED | Units |
| REX-orders | Q | 40.489 | 2003BSC 2003 | 3KXnLb01a | 200301 | 40.489 | 42.538 | units |
| REX-orders | Q | | 2003BSC 2003 | 3KXnLb01a | 200302 | 40.489 | 85.075 | units |
| REX-orders | Q | | 2003BSC 2003 | 3KXnLb01a | 200303 | 40.489 | 127.613 | units |
| REX-orders | Q | | 2003BSC 2003 | 3KXnLb01a | 200304 | 40.489 | 170.150 | units |
| Gul-e-orders | Q | 6.619 | 2003BSC 2003 | 3KXnLb01b | 200301 | 6.619 | 6.150 | units |
| Gul-e-orders | Q | | 2003BSC 2003 | 3KXnLb01b | 200302 | 6.619 | 12.300 | units |
| Gul-e-orders | Q | | 2003BSC 2003 | 3KXnLb01b | 200303 | 6.619 | 18.450 | units |
| Gul-e-orders | Q | | 2003BSC 2003 | 3KXnLb01b | 200304 | 6.619 | 24.600 | units |
| Manual orders (received in stack) | Q | 5.380 | 2003BSC 2003 | 3KXnLb01c | 200301 | 5.380 | 3.075 | units |
| Manuelle orders (received in stack) | Q | | 2003BSC 2003 | 3KXnLb01c | 200302 | 5.380 | 6.150 | units |
| Manuelle orders (received in stack) | Q | | 2003BSC 2003 | 3KXnLb01c | 200303 | 5.380 | 9.225 | units |
| Manuelle orders (received in stack) | Q | | 2003BSC 2003 | 3KXnLb01c | 200304 | 5.380 | 12.300 | units |

4.6 Organisational changes supported by BSC's result-orientated systematics



CSF/CFI systematics as tools in the organisational changes 2002 -> 2003

1. EX: BSC 2003 form for Objective/Measure and Departments

| BSC 2003 and departments. Objectives and Measures | | | | | | | | | | | | | | | | | | |
|---|--|--|------------|----------------------|------------|-----------|----------|----------|----------|----------|----------|----------|----------|-------------|------------|--|--|----------------|
| | | | Pligt B | Spec. samler C | Publ. H | KULT I | DDA J | HDA K | BIA L | BEV M | EDB N | FOA O | ADM P | Teknik Q | Measure ID | | | |
| A. Internal (capacity building) | | | | | | | | | | | | | | | | | | |
| A 1 | Collection building | | | | | | | | | | | | | | | | | |
| | | 1 Conventional (monographs) | | | | | | | | X | | | | | | | | physical units |
| | | 2 Conventional (serial titles) | | | | | | | | X | | | | | | | | no of titles |
| | | 3 Electronic (monographs) | | | | | X | | | | | | | | | | | physical units |
| | | 4 Electronic (serial titles) | | | | | X | | | | | | | | | | | no of titles |
| A 2 | Legal deposit | | | | | | | | | | | | | | | | | |
| | | 1 Conventional (monographs) | X | | | | | | | | | | | | | | | physical units |
| | | 2 Conventional (serial titles) | X | | | | | | | | | | | | | | | no of titles |
| | | 3 Electronic (monographs) | X | | | | | | | | | | | | | | | physical units |
| | | 4 Electronic (serial titles) | X | | | | | | | | | | | | | | | no of titles |
| | | 5 Music | | X | | | | | | | | | | | | | | |
| A 3 | Cultural offers | | | | | | | | | | | | | | | | | |
| | | 1 Number of exhibitions | | X | | X | | | | | | | | | | | | units |
| | | 2 Number of concerts | | X | | X | | | | | | | | | | | | units |
| | | 3 Number of events | | | | X | | | | | | | | | | | | units |
| A 4 | Quality targets for collection building | | | | | | | | | | | | | | | | | |
| | | Observance of handling time for user-orientated demand for un-registered materials | | X | | | | | | | | | | | | | | % |



5.0 Observations relating to the use of BSC

- A. Collective explication and clarification
- B. Main services to the public
 - Loans
 - Guidance
 - Visits to service point
- C. Measure of quality
- D. 100% syndrome
- E. Exact quality and service norms

5.1 Objective: Encourage usage of RL

Actual usage: Loans, requests for advice, visits to service point



| Total (in 1,000) | 2000 | 2001 | 2002 |
|--|-------------|-------------|-------------|
| Loans | 854 | 1.407 | 1.965 |
| Requests | 113 | 97 | 79 |
| Visits | 944 | 786 | 801 |
| | | | |
| Source: Annual statistics 2000, 2001, 2003 | | | |



5.2 Measuring quality

- One cannot measure quality
- But some recognise quality
- Good exhibitions,
favourable mentioning in the press

5.3 100% syndrome



A borrower must always have his request fulfilled within the announced delivery time



5.4 Exact quality and service norms

Goal: 95% fulfilment of the institution's delivery deadlines as regards documents for loans measured at the loans desks

Goal: 97% fulfilment of the institution's delivery deadlines as regards documents for loans measured in the stacks

Actual goal realisation: 95% is 100% goal fulfilment

Economics and realistic goals: Institution level, department level (The annual determination of the department's measure for services = f (resources, organisation))



6.0 The hybrid library

- A. Definition of hybrid library
- B. Target for RL as the hybrid library
- C. Key indicators and the hybrid library
- D. Main service: Loans
- E. Main service: Request for guidance
- F. Main service: Usage of the library's facilities



6.1 Definition of hybrid library

A hybrid library includes conventional as well as digital collections and catalogues to the collections

It gives a considerable augmentation of the library's complexity as regards number of tasks

Media change from conventional to digital brings about alterations of the library's fundamental prerequisites



6.2 Targets for RL as the hybrid library

To extend:

- the digital part of the library's collections
- the digital availability of collections and information
- the digital administration of the library

in order to:

- extend the users' access to relevant information
- encourage the users to use self-service

thereby:

- making the library more efficient
- reducing the use of manpower for service and administration
- reducing wear and tear on the library's original works

6.3 Key indicators and the hybrid library

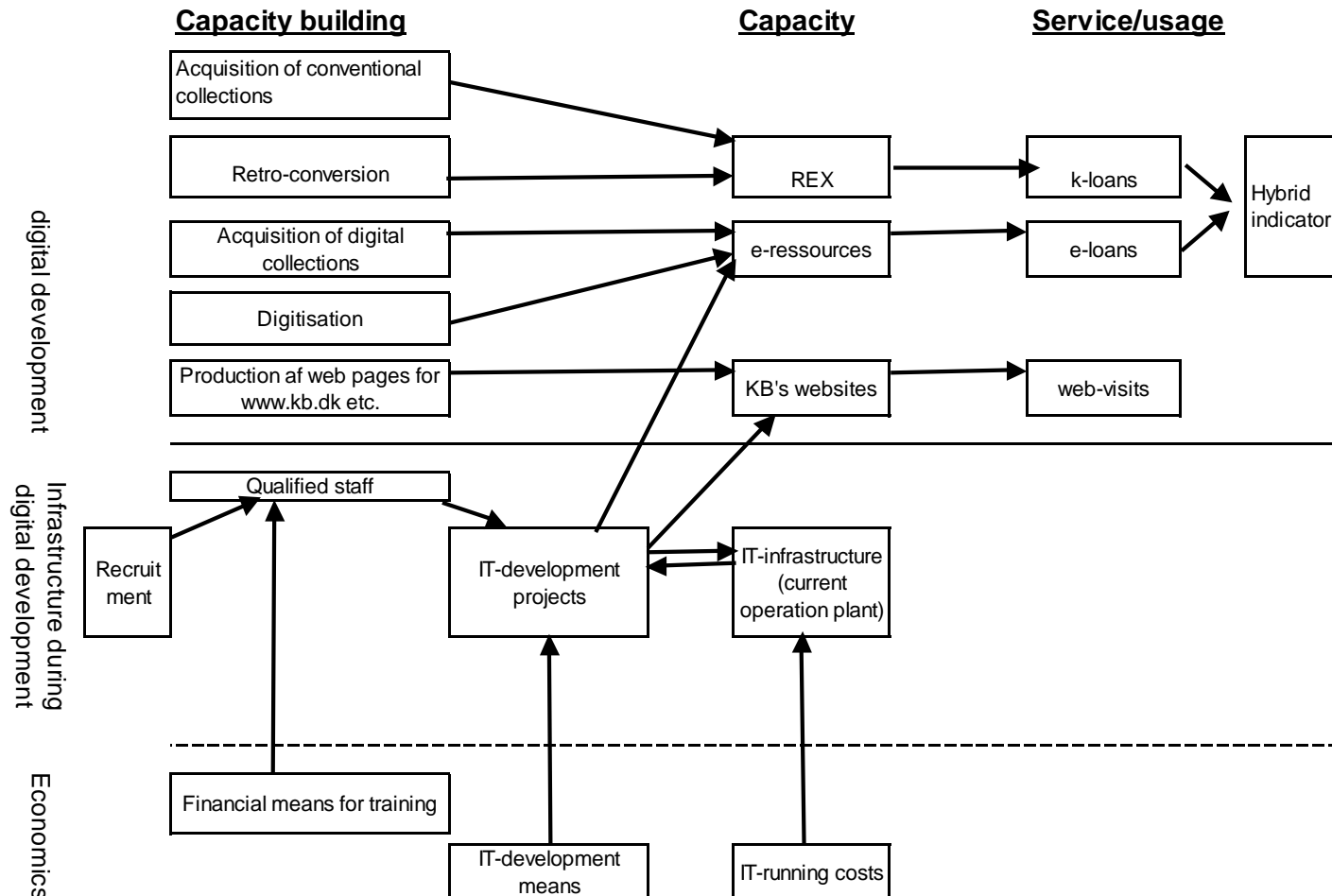
Conventional and electronic services



| | Conventional library services | Electronic library services | Target: Increased electronic user service |
|--|---|---|--|
| Forms of usage | | | |
| Requests for documents | Manual requests | Electronic requests | Larger share of electronic requests |
| Delivery of documents | Conventional loans Works on paper | Electronic document delivery Works in e-form | Larger share of electronic document delivery |
| Requests for general guidance functions: Info-desk and telephone | User enquiries and individual personal guidance | User visits on www guidance pages | Fall in share of personal enquiries 1) irt visits at service points 2) irt visits at www.kb.dk |
| Requests for guidance functions: Centres and reading rooms | User enquiries and individual personal guidance | User visits on www guidance pages | Fall in share of personal enquiries 1) irt visits at service points 2) irt visits at www.kb.dk |
| Guests in reading rooms and centres | Guests in reading rooms and centres | User visits on www guidance pages | Increased number of user visits both on www.kb.dk and in reading rooms and centres |
| Visits at service points | User visits at service points | User visits on www guidance pages | Increase in user visits on www-pages larger than in visits at service points |

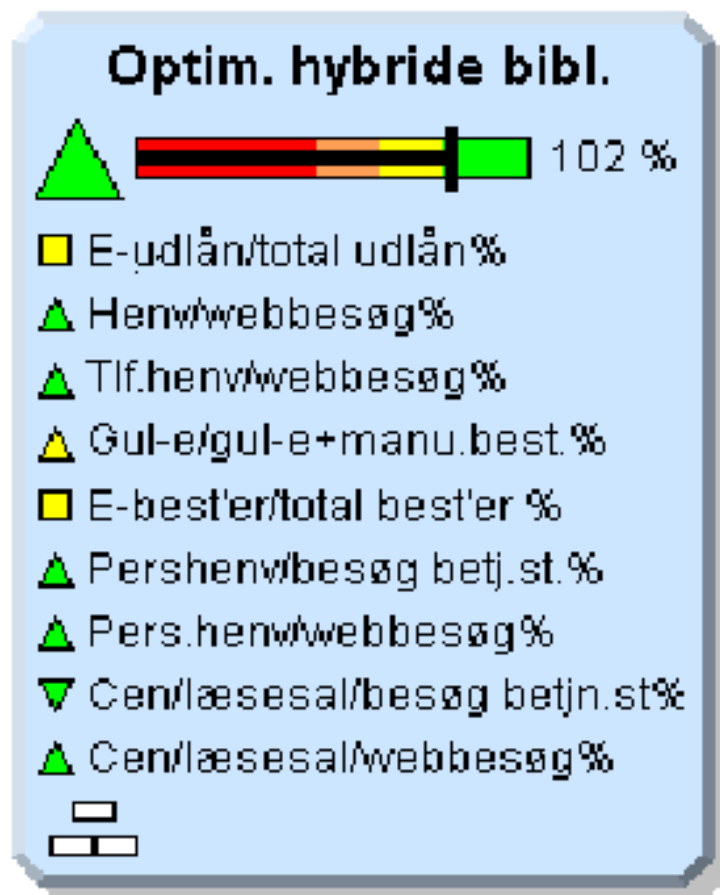
7.1 Key indicators and the hybrid library

Causal relations and indicators



7.2 Key indicators and the hybrid library

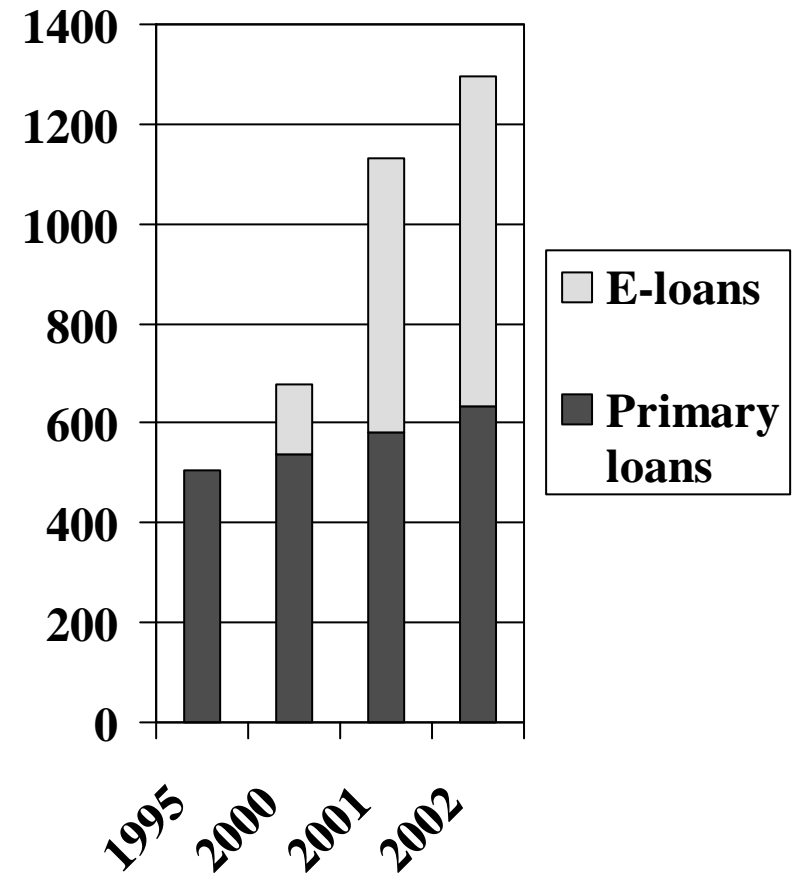
Hybrid indicators in BSC





7.3 Main service: Loans

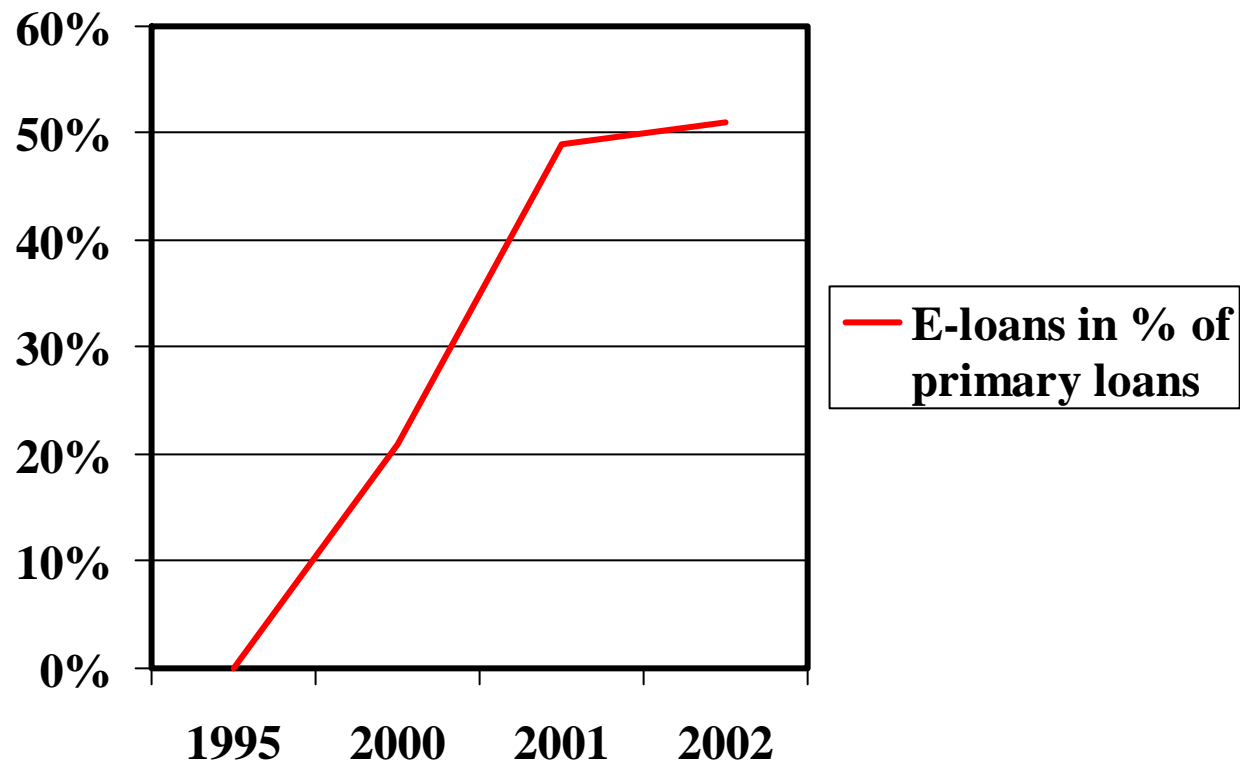
Conventional document delivery versus e-loans (access via the net with download independent of place)





7.4 Hybrid indicator 1: Document Delivery

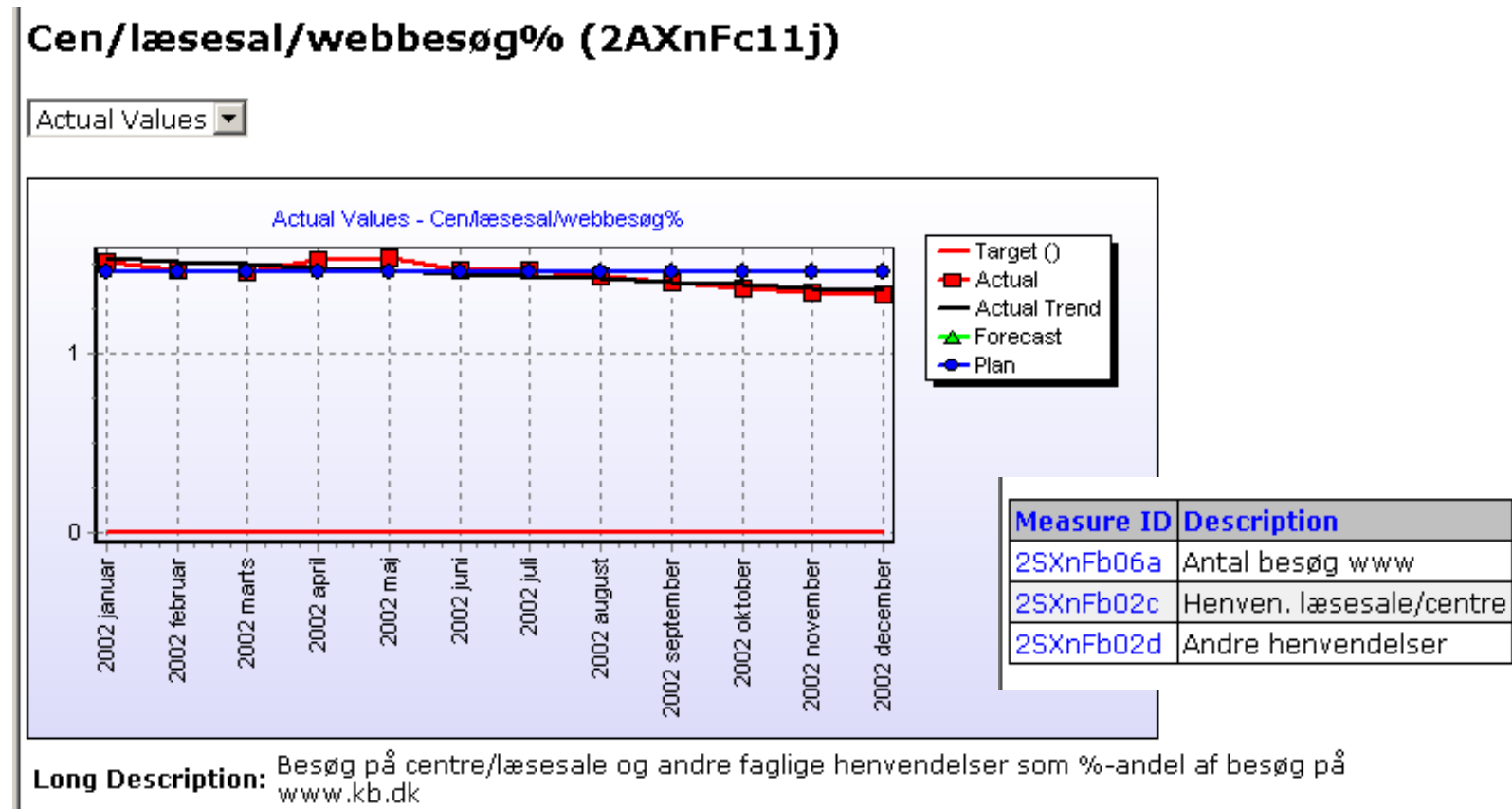
Indicator: e-loans/primary loans





7.5 Hybrid indicator 2: Personal visits

Conventional usage by appearing in person at service point versus usage via the net





8.0 Conclusions June 2003

1. BSC as instrument for connection between the institution's visions and strategic targets and the daily running of the library
2. Development of sufficient and manageable set of success factors and key indicators
3. As instrument for management, reporting and follow-up
4. As instrument in development and estimation of services
5. As instrument in organisation development and cause/effect analyses
6. Connection between management, control and learning
7. Integration and interplay with other governmental reporting and management instruments
8. Own management instruments