DATA-DRIVEN DECISIONS TO ESTABLISH AND MANAGE A „TEMPORARY LIBRARY”

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The National Library of Estonia (NLE)

- The mission of the National Library is to preserve our cultural heritage and to be a bridge between people and knowledge.

- The National Library is collecting, storing and making publicly accessible documents published in Estonia or about Estonia, registering Estonian national bibliography and print output statistics and assigning international standard numbers.
Reconstruction of the library building
The library building has been under extensive renovation since 2022 and is planned to re-open in 2026
The future library
The future library
The future library
Establishing of the „temporary“ library – identifying data needs
Moving to a new location
### Key figures for comparison

<table>
<thead>
<tr>
<th></th>
<th>Main building</th>
<th>Temporary location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total space (square meters)</td>
<td>44 000</td>
<td>4 280, incl 1397 for reading space</td>
</tr>
<tr>
<td>Linear kilometres of collection</td>
<td>47</td>
<td>2,5</td>
</tr>
<tr>
<td>Stock</td>
<td>3 281 591</td>
<td>108 580</td>
</tr>
<tr>
<td>Reading places</td>
<td>560</td>
<td>88</td>
</tr>
<tr>
<td>Number of full-time employees (F.T.E.)</td>
<td>200,9</td>
<td>173,75</td>
</tr>
</tbody>
</table>
Data needs

- Welcoming new and current visitors - ensuring that they will find and get used to the library in the new location.
- Ensuring we have the right items in our collection.
- Engaging new and current users in the public services.
- Maintaining the level of using the e-resources.
- Improving customer experience and satisfaction in the public services.
Data collection

What timeframe does the data need cover?
At least one year

How often do we need to collect this data?
Daily, weekly, monthly, four months, per year

What's the best way to organise and visualize the data?
Critical review

Reviewing of all practices related to data managing processes – collection, storage, using and new technologies.

Service cards in Webdesktop

Microsoft Excel spreadsheets

Data spread in different places – impossible to link the data

It was not easy to use data for analysing and in decision-making
Goals and actions

Easy to find
Easy to understand
Easy to analyse
Easy to use

In 2022 we started to create our own system which could support the main activities:

- Data collection and organising
- Data storage
- Data visualisation and analysing on dashboard
- Using data for report creating
Changes in data organising

• **Categorizing and setting up** all the measures and specific data needed in the layout.

• **Coding** - sorting data into topics and details. Go through your data several times!

• **Formatting** - formatted spreadsheets which include as much detail as possible:
  1. Necessary information about measures and explanations – necessary for documentation the process
  2. Possibilities for inputting data on target levels and results

• **Storage** of the data is guaranteed and secured.

• Investing in a **software that links our data** with SAS Visual Analytics.
Implementation of SAS Visual Analytics (VA) for visualisation and analysing

- In 2022 the NLE implemented SAS Visual Analytics for reporting, data exploration and analytics.
- Building the dashboards and creating visual reports.
- Sharing the dashboards and reports with the management.
- Training the service managers for using the data and making reports for analysing.
Welcome to the services management dashboard 2023!

The last data update: 25.07.2023
Contact about services and measures: Hela Ojasaar, 630 7585, hela.ojasaar@rara.ee
Overview of the services, incl registration of new library users

### Numerical measure

<table>
<thead>
<tr>
<th>Service no</th>
<th>Name of the service</th>
<th>Measure code</th>
<th>Measure name</th>
<th>Unit</th>
<th>The result 01-04-23</th>
<th>The result 01-04-22</th>
<th>Change 23/22 4 months</th>
<th>Target level 2023</th>
<th>Target level (%) 2023</th>
<th>Result 2022</th>
<th>Result 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>09</td>
<td>Kasutajaks registreerimine</td>
<td>5.2</td>
<td>Uued registreeritud kasutajad</td>
<td></td>
<td>2,051</td>
<td>1,926</td>
<td>125</td>
<td>5,500</td>
<td>48%</td>
<td>5,139</td>
<td>6,262</td>
</tr>
<tr>
<td></td>
<td></td>
<td>9.2.1</td>
<td>Iseteeninduses registreeritud uue...</td>
<td></td>
<td>1,371</td>
<td>1,349</td>
<td>222</td>
<td>.</td>
<td>.</td>
<td>3,509</td>
<td>5,046</td>
</tr>
</tbody>
</table>

### Percentage figure

<table>
<thead>
<tr>
<th>Service no</th>
<th>Name of the service</th>
<th>Measure code</th>
<th>Measure name</th>
<th>Unit</th>
<th>The result 01-04-23 %</th>
<th>The result 01-04-22 %</th>
<th>Target level 2023</th>
<th>The result 2022 %</th>
<th>The result 2021 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>09</td>
<td>Kasutajaks registreerimine</td>
<td>9.3</td>
<td>Iseteeninduses registreeritud uut...</td>
<td></td>
<td>73.0</td>
<td>68.7</td>
<td>80</td>
<td>72.0</td>
<td>77.0</td>
</tr>
</tbody>
</table>
Visualisation of data of new library users

Comparison of metrics for 4 months

Achieving the target level
Emphasizing monthly measurements, incl use of the search portal
Analysis and actions
Visitors – results and conclusions

Do our users find and visit us? Can we attract new visitors? What’s the impact of the new location on the number of visits?
Decisions and actions

- Better communication of the location in media, homepage, direct mailing etc.
- Arrangement of all kinds of events and educational programmes for different target groups to fulfil the library with visitors.
Common queries – results and conclusions

How do our users and visitors react to the new „tiny“ environment? Which are the questions and needs our customers are waiting to be solved? Are there any complaints? Which communication channels do users prefer?
Common queries via phone, e-mail and chat
Decisions and actions

- Ensuring that staffing of the information services is guaranteed (no waiting and queues!).
- Arranging the library space in line with user needs.
- Designing and placing better signs for moving.
- Improving of technical support for our services and librarians.
- Training librarians in the field of similar services offered by other libraries, archives etc.
Use of collections (loans) – results and conclusions

Do we have the right items in our “temporary” collection?
Do users hold on our lending service alive if the majority of collections is not available?
Making changes in collection development within the actual needs of the library, decreasing acquisition capacity as a whole and increasing the number of e-publications.

Development and implementation of e-books lending service.

Recommendations to use other libraries.
Educational activities – results and conclusions

Can we engage previous and new users in the public services, including using of educational programmes?
Decisions and actions

- Developing programmes together with learners, using service design methods.
- Supporting of trainers who teach „outside the library walls“.
- Constant networking of all the specialists involved in training activities.
Use of e-resources – results and conclusions

*Is there any impact on using of digital collections, due to the change of location? How to maintain the level of using the e-resources?*
Decisions and actions

- Increasing the number of users in different target groups.

- Active communication on social media (Posts and advertisements on Facebook and Instagram, based on digitized materials – photos, maps, illustrations) in order to introduce history and culture.

- Posts are devoted to special events or folk calendar holidays.
Decisions and actions


- Embedding digital materials into educational programmes (games, quizzes, subject lessons etc)

- Implementation of the new digital preservation system (Rosetta).

- Development of IIIF-based user interface.

- Continuous improvement of User Interface with the help of designed community.
Customer loyalty, experience and satisfaction

Net Promoter Score (NPS) is a simple and effective metric that measures customer loyalty and satisfaction by asking one key question: “How likely are you to recommend our library/service to a friend or colleague?” on a scale of 0-10.

Based on their responses, customers are grouped into Promoters, Passives and Detractors:

- 0-6 Detractors
- 7-8 Passives
- 9-10 Promoters
Customer loyalty: “How likely are you to recommend the National Library of Estonia or service to a friend or colleague?”

![Customer Loyalty Chart]

- 2014: 58%
- 2015: 62%
- 2016: 63%
- 2017: 63%
- 2018: 73%
- 2019: 87%
- 2020: 90%
- 2021: 89%
- 2022: 83%
Customer satisfaction: „How do you perceive the last customer experience in...?“
Decisions and actions

- Analysing results of NPS scores and findings:
  - in general for the NLE;
  - per service, focusing on qualitative data.

- Implementation of observations, reviewing use of reading rooms, working places etc.

- Arranging focus groups.

- Using service design tools.
Summary
Sharing data and knowledge

- Offering HELP
- Report writing
- Visualisation
- Workshops
- Keeping the staff informed
- Involving the staff

DATA & KNOWLEDGE
Achievements

- Improving the data managing processes
- Development and implementation of the data visualisation tool
- Embedding the data-driven decision making into effective management of the services
Finding understanding and truths from our data

Finding understanding and truths from our data – we know where we are standing and set goals for the next periods.

Frequent measuring has supported different operational decisions.

Data-driven decisions are necessary for actions:
• focusing attention to the problems;
• defining priority areas for choosing improvement activities;
• justifying the use of resources;
• showing what are the expenses caused by poor quality;
• giving feedback that would support improvement activities.
Key factors and recommendations to manage the process of changes

- Support of the management
- Planning in general and details
- Clear responsibility
- Good documentation
- Flexibility