Chapter 5

German
Smart ICT 3.0
New Libraries
Services

OER

Wisamar Bildungsgesellschaft
2014/2016

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GERMAN SMART ICT 3.0 NEW LIBRARIES SERVICES - OER

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5.1. Current State of Partner Institutions (Germany)[1]

5.1.1. Wisamar Bildungsgesellschaft

Wisamar Bildungsgesellschaft is a non-profit educational institute in Leipzig, Germany, acting in vocational, cultural and adult education. Our fields of activity are:

- Competence and Dialogue Centre: consulting and supporting labor market integration
- Professional and personal development
- European Project Management and Information on European topics (e.g. ECVET)
- EU mobility

Wisamar is accredited by the German Institute for Adult Education as competence and dialogue center for ProfilPASS consultancies. In addition we are a certified training provider for measures by the Federal Employment Office. We carry out competence analysis, consultancy, job application training as well as different further education modules, in cooperation with local partners.

Together with partners from the Leipzig-Halle region as well as from all over Europe we are committed to common European activities in education as well as regional development. Therefore we carry out activities in vocational and adult education, in formal as well as non-formal and informal fields. In our language and mobility center we offer young people as well as teachers, trainers and human ressources staff the possibility to take the broader view, gain practical experiences in another country or exchange with colleagues about teaching methodologies and contents as well as its organisation. We were awareded already with "Good Practice Awards" for high quality management of mobility projects as sending and receiving partner.

5.1.2. Gemeinde Kabelsketal/ Municipality Kabelsketal

The Municipality Kabelsketal is situated in the Central German Metropolitan region around the cities Leipzig and Halle and is part of the Saalekreis District in the federal state of Saxony-Anhalt. The municipality Kabelsketal was founded in 2004 and incorporated the former municipalities Dieskau, Dölbau, Gröbers and Großkugel. The number of inhabitants is about 8.800.

Kabelsketal is situated in a rural and disadvantaged region in Germany with an unemployment rate over 20 percent, which leads to social problems. The economy and purchasing power is low. This is why Kabelsketal has been engaging itself in European projects since 2007 in order to contribute to the development of the municipality as a part of Europe. Kabelsketal aims to enhance the sense of belonging and strengthen citizens' commitment to their community.

5.1.3. Library Kabelsketal

The library is situated in the secondary school in Gröbers and has several rooms with approximately 50 qm² in total for disposal. The municipality is renting those rooms from the administrative district Saalekreis, which is responsible for the school. It is a public library open to all residents, so not only to the pupils of the school, and it is free of charge. Mrs. Angela Hirsch runs the library. She is the only person working there, 16 hours a week.

Because the library is situated in a school, the opening hours of the library depend on the opening hours of the school. The library is open on 3 days during the week – Monday, Tuesday and Thursday from 10:30 a.m. until 3:30 p.m. Because Gröbers is not the only locality in Kabelsketal several years ago the municipality Kabelsketal established a mobile book service. Once a month books, films etc. - also after consulting the users - are brought by Angela Hirsch with a car to users in the districts Kleinkugel, Großkugel and Zwintschöna. The dates are published before in the official gazette of the

[1] This part of the text is copied from Chapter 2 (IO1), in order to keep the integrity of the content.

municipality. In this way also older residents have the possibility to borrow books and other media without much effort.
The number of visits to the library lies between 350 and 450 each year. At the moment the library has around 80 active users. The age of the users ranges from 6 years up to 70+. Pupils from the primary and secondary school are the main users of the library. After consultations with the teachers, a general introduction into the library is organized for different grades, especially for the younger pupils. Here the focus is to explain to the pupils what kinds of media the library offers, how it works to borrow something and when it is open. While having a look through the small library the pupils often find something, which they are interested in and so they become regular users of the library.

In the library it is possible to borrow novels, children's books and nonfiction books. Furthermore, the library offers CD's, videos and DVD's. At the moment the library has around 8.420 different media – ca. 3.000 novels, ca. 2.300 children's books and ca. 1.480 nonfiction books. Every year around 1.300 media are borrowed from the library. The municipality had to close the second small library in Kabelsketal in May 2015, which was situated in Großkugel. All media from the library in Großkugel have been moved to the library in Gröbers. Unfortunately the library in Großkugel did not have an updated list of the inventory, so the inventory of those media has now a high priority.

The library is still administered on paper, for example the user information and which books they borrow is kept on index cards. The data of the users are already also stored on the computer. The library is also still working with a card index. Mrs. Hirsch started to do the inventory of the library with the computer.

Until March 2015 the library had no internet connection and therefore it was not possible for users to reach the library over the internet, for example via e-mail. This point has now been addressed due to the X-libris project. The library has an internet connection since April 2015 and an official e-mail address, so the users can reach Mrs. Hirsch via e-mail. Also the new established Facebook site of the library provides information on the X-libris project as well as new from the library, for example when the library is closed or which new books have been bought.

Every year the library gets a budget to make new acquisitions. In this way over the last years new media could be added to the inventory of the library. The library tries to react on the wishes of the users which new media to buy. In addition, book donations are very welcome and are integrated into the inventory.

An extensive asset to the library is the librarian, Angela Hirsch, with her positive attitude and her friendly and open-minded personality, which is very important in the everyday personal face-to-face contact with the users. She brings her creative ideas, energy, motivation and experience to the library.

The location of the library will change in 2016, since the secondary school where the library is situated at the moment will be renovated. For now it is planned to move the library to a primary school in Dieskau, another part of Kabelsketal and about 6 km from Gröbers where the library is now. This will offer new opportunities to work together with this primary school. But there is no information yet about the new space of the library and the details such as room size, internet connection etc.

Areas for Improvement

Since the library is a voluntary service by the municipality, the existence of the library is never certain. Every year the local council has to decide upon the future of the library. A sustainable concept to secure the existence of the library is needed.

The library is not administered by computer yet. Therefore it is necessary to digitize the whole inventory of the library.
The accessibility of the library is very limited due to the opening hours. People who are working during the day do not have the possibility to come to the library.

In general the library has to be more visible to the public so that more people consider using the library.

Innovative Ideas

To improve the accessibility of the library without having to extend the opening hours the library catalogue should be available online. To get to this point the first step is to digitize the inventory and ask the users and volunteers for help to finish this process faster. In this way the users get involved in the whole transformation of the library from the beginning. After programming the database and the website all users will be able to look through the holdings of the library in the internet. A further step could be to program the website in a way that the user can also order the book or DVD online. This would also improve the mobile service and make it easier for the users to get what they request. The work of the librarian becomes much easier as well, when she can add new media directly into the online database and administer the inventory on the computer. The launching of the website will be made public not only in newspapers and on the website of the municipality, but also through social media channels, which will be linked to the website.

The library opened social media sites (facebook, twitter, pinterest, Instagram, vimeo) to inform about the Xlibris project, but also about the innovations and new services within the library itself and the users can comment on that. The social media sites make it possible for example to ask the users which new books or films should be bought or to present their favorite book from the library.
In this way the library will be more accessible and attractive for the community, the number of users grows and in addition it stimulates social contacts and communication among the residents.

People at Risk of Exclusion

The municipality Kabelsketal is a rural area in a disadvantaged region of Germany with an unemployment rate over 20%. Therefore, the access to cultural activities is very limited, especially for children and elderly people, since for them it is not as easy to get to the nearby cities of Halle and Leipzig as for the working population often working in one of those cities. Thus, the risk of social exclusion is primarily high for unemployed people, children and elderly people within the municipality Kabelsketal.

The library of Kabelsketal is an important place for those people at risk of exclusion. It is not only a place of books and knowledge for the inhabitants to continue their learning, but also a meeting place. For elderly people, who do not have their family nearby and who come to the library, the librarian is an important interlocutor. Through the mobile service to different towns in the municipality, the library offers its services to all parts of the municipality. The users do not only use the date when the librarian is coming to their town to borrow books, but also to meet each other and get into exchange with the librarian about news within the municipality.

In order to make the library more accessible, to improve the mobile service and to foster the learning in terms of digital competences of elderly people, the development of an easy to use online catalogue for the library of Kabelsketal is a very important step. The users will be able to search for books in advance and order them via e-mail, so the librarian can bring them the next time she will come to the town. In addition, the users will be regularly informed about news from the library (e.g. new books, events, closing times, dates of the mobile service etc.) through Facebook. Facebook could also help to form a community of library users and to foster a regular exchange among them.

5.2. Service Co-design and Methodology Development through Workshops

Workshops organized for co-designing and defining services with users and experimenting with different innovative methodologies to develop Xlibris Methodology tool set as well as finding the best possible way to benefit from each methodology with the purpose of service co-design. A two days workhop was organized at Municipality of Kabelsketal, Germany between 10-11 June 2015.

5.2.1. Participants

Moderators

Daniel Weiss (ISES, Spain)
Mercedes Hoss-Weis

Participants

Angela Hirsch (Library of the municipality Kabelsketal)
Kurt Hambacher (Mayor of the municipality of Kabelsketal)
Carola Dierich (wisamar Bildungsgesellschaft gGmbH)
Gregor Assfalg (wisamar Bildungsgesellschaft gGmbH)
Sabine Röhrig-Mahhou (wisamar Bildungsgesellschaft gGmbH)
Maria Hirsch (Municipality Kabelsketal)
Lilianna Franz (librarian)
Jessica Scherneck (student of library and information science at HTWK Leipzig)
Miriam Grünz (student of library and information science at HTWK Leipzig)

Partners

Serap Kurbanoğlu (Hacettepe University Department of Information Management, Ankara)
Orçun Madran (Hacettepe University Department of Information Management, Ankara)
Tolga Çakmak (Hacettepe University Department of Information Management, Ankara)
Skirma Petraitiene (Radviliškis District Municipality Educational and Sport Service Centre)
Radka Kalcheva (Pencho Slaveykov Regional Library Varna)
Emil Demirev (Pencho Slaveykov Regional Library Varna)
Emiliya Milkova (Pencho Slaveykov Regional Library Varna)

5.2.2. Aims and Goals

The main goal of the workshop was to find out the needs of the library in Kabelsketal and how to address those needs through the designing of new smart ICT related services by using innovative methodologies such as Lego® Serious Play® and Business Model YOU®. Therefore another objective of the workshop was to see which skills the librarian Angela Hirsch needs to develop and implement those services in the library. In this way we want to transform the library of Kabelsketal into a more modern library of the 21st century.

5.2.3. Preparations

The preparations for the workshop started well in advance. To inform about the workshop and to invite participants a workshop flyer has been created. This flyer was disseminated among the social media channels of wisamar, the municipality of Kabelsketal and the library. The flyer was furthermore published on two websites where people can find regional workshop and training offers. The invitation to take part in the workshop was also sent to the faculty of library and information science at HTWK Leipzig and the dean sent it over the mailing list to the students. In addition about 60 libraries in the regions of Leipzig and Halle have been contacted with a personal e-mail invitation. Also an article about the workshop has been printed in the official gazette of the municipality Kabelsketal. The users

of the library were invited through personal contacts of the librarian Angela Hirsch and the mayor Kurt Hambacher and flyers in the library itself.

Unfortunately none of the users of the library Kabelsketal was able to attend the workshop. Therefore it became obvious that the library needs to activate its current users to re-design the library together and to attract new users to the library. Students from HTWK Leipzig (Leipzig University of Applied Science) registered for the workshop as well as participants from wisamar and the mayor of Kabelsketal.

The workshop room was prepared one day before the workshop. Projector, flip-chart, pinboard, post-its, pens, etc. were provided and the tables and chairs were arranged – one big table for common discussions and 5 smaller tables for working in smaller groups.

5.2.4. Tools and Methodologies

A collection of tools and methodologies were used to test and construct the Xlibris Methodology set.

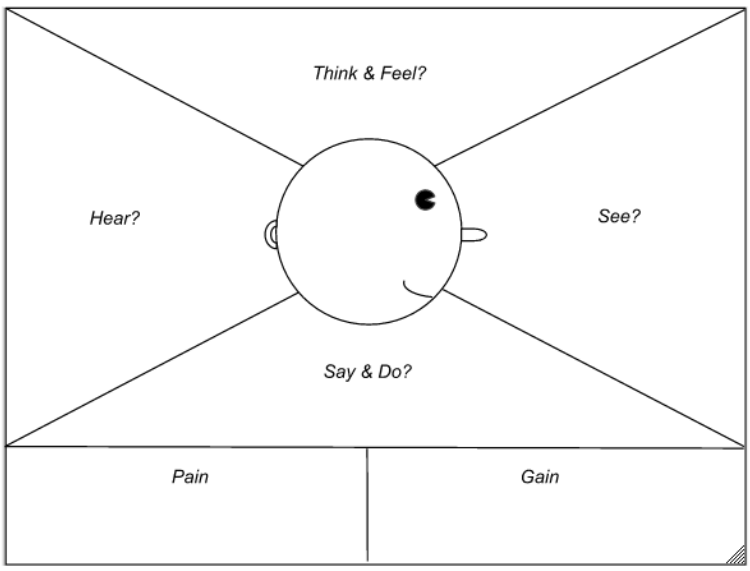
Photo Wall

Photo Wall is paper version of Facebook where participants create their profile and connect it with other participants' profiles. The construction of the Photo Wall (like a Facebook on paper) is an exercise for understanding the common touchpoints between people. It helps to understand who is connected with who, that has a critical relevance to understand the concept of local stakeholder map. This can be combined with Empathy Map which explores what participants are were willing to give/take in the workshop. It helps creating identity, supports team building and contributes to alignment.

Empathy Map

An empathy map is a collaborative tool teams can use to gain a deeper insight into their customers. Much like a user persona, an empathy map can represent a group of users, such as a customer segment and helps to develop a better understanding of the person for whom the product/service is going to be developed.

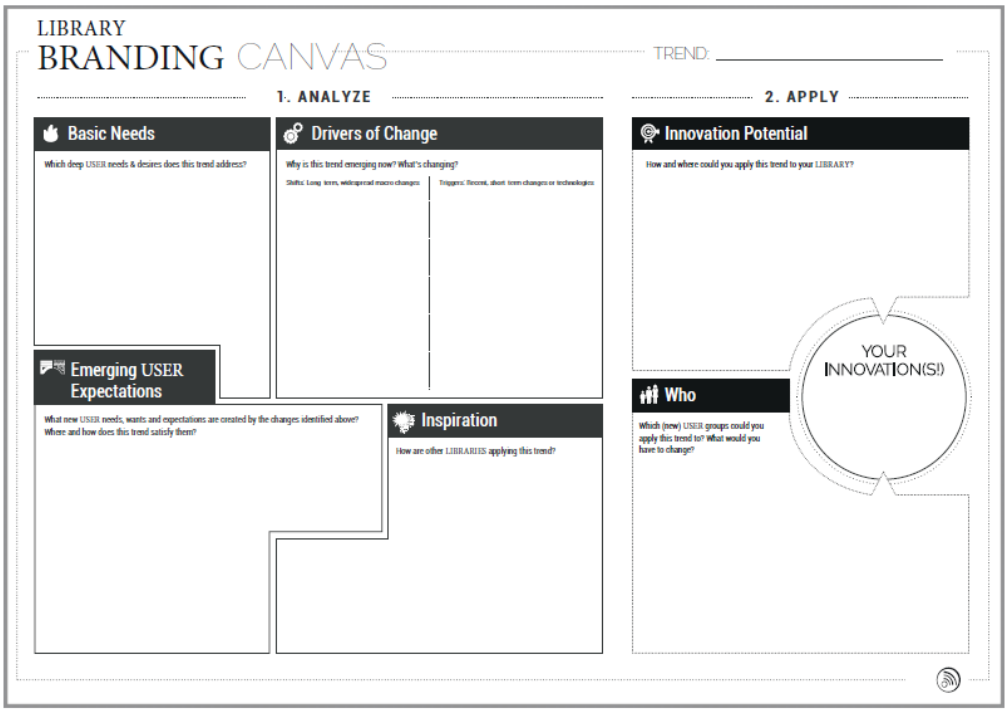
Empathy Map is used to help in the discussion about the needs a user has. Using it allows to focus on what was observed, and what can be inferred about different user groups' beliefs and emotions. Designing products/services with the Empathy Map helps to synthesize observations and draw out unexpected insights.



Consumer Trend Canvas

With the Consumer Trend Canvas the participants analyze new consumer trends by identifying the basic consumer needs and desires to get an understanding of the trend. It is also analyzed how this trend is applied by other businesses to understand it even better and get inspiration. In a second step the participants have a look how to apply this trend to a library and uncover innovation opportunities.

Trend & Innovation are quite new concepts applied to libraries since most of the library services are very well defined. However there is a shift in the vision of new users who are requesting creative and innovative services. Originally named Consumer Trend Canvas, was turned into Library Branding Canvas, to find out what the library can offer that becomes either a trend or an innovation.



Lego® Serious Play®

Lego® Serious Play® (LSP) methodology enables participants to understand the dynamic, interlaced systems with many feedback loops on the personal side with four steps: Challenging with questions, constructing, sharing through methaptors and reflecting.

Posing the Question: The challenge, which should have no obvious or correct solution, is presented to the participants. The framing of the challenge is clear and concise for participants to connect.

Construct: Participants make sense of what they know and what they can imagine by constructing a model using the LEGO® materials, and develop a story covering the meaning in the model. Through this process, participants construct new knowledge in their mind.

Sharing: The stories are shared among the participants.

Reflect: As a way of internalizing and grounding the story, participants are encouraged to reflect on what was heard or seen in the model.

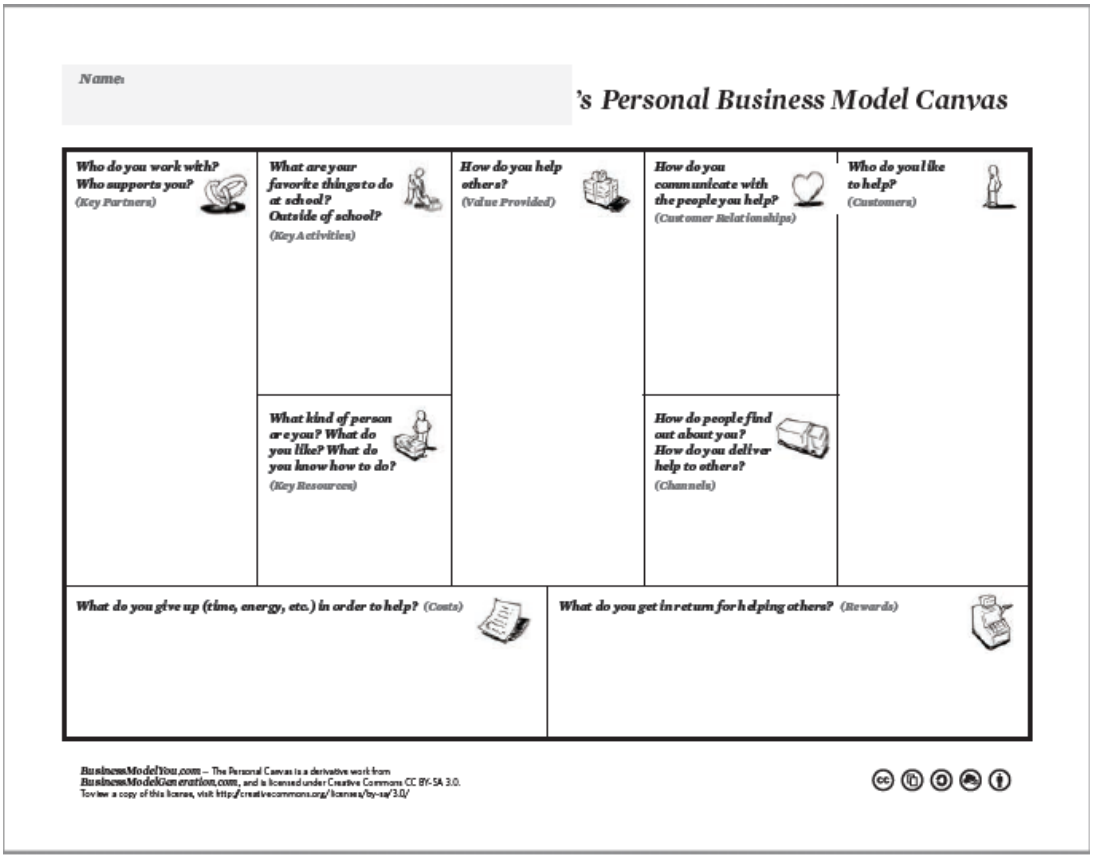
Innovation requires engagement that goes well beyond crowdsourcing: it requires a user centric approach, and it demands for collaborative and constructive processes where participants build ideas

and concepts, negotiate meaning and engage in creative activities together to create mutual value – value for the system and for the learners. Values that go into the design and development of a better user experience that target needs and values that are latent, subconscious and that LEGO® Serious Play® can surface. In such a perspective, LSP is the beating, engaging and revealing heart of a co-creation experience, helping organisations and users to engage in constructive conversations to build together, iteratively, the next user experience, innovating services and products together.

Business Model You®

A personal business model is the logic by which an individual creates and delivers something valuable to customers. The Business Model You® methodology applies principles of entrepreneurship to the work we do as individuals. Traditionally these principles were applied only to organisations. It helps to describe, clarify, improve or reinvent the sevice model.

Combining the power of Lego® Serious Play® and BMYOU helps to extract in a meaningful way what the value proposition is.



5.2.5. Implementation and Lessons Learned

1st Day (10 June 2015)

1. The workshop started with the Paper Facebook Wall activity. A polaroid picture was taken from every participant and they were asked to write on post-its what they like and dislike about libraries. Every participant created a corner on the wall with their picture, name, likes and dislikes about libraries. Afterwards the task was to create links between the participants. They drew lines from their picture to the pictures of people they already know. In this way the network among the participants became visible.

2. Empathy Map: The following activity was to take the post-its from the Photo-Wall and pin them to the Empathy Map to create a general profile of a library user.

   Notes and lessons learned: The Empathy Map is a good tool to imagine the general user and has a great potential for understanding the emotions and needs of the user. But it should be explained in more details and maybe it would be better to start with the Empathy Map from scratch and not to combine it with the post-it's of the Photo (Facebook) Wall.

3. The story of the library Kabelsketal: Angela Hirsch introduces the participants to the library of Kabelsketal. She described the general situation of the library, as well as details about the lending of books and the mobile book service. The participants were also able to ask questions to get a better insight into the library Kabelsketal.

   Notes and lessons learned: The participants were very interested in the situation of the library and asked the right questions to be able to work on solutions for the improvement of the library. It would be good to share pictures of the library or even visit the library so the participants see it with their own eyes, so they can make observations and conclusions about the situation of the library.

4. Business Model Canvas: During the story of the library Mercedes Hoss-Weis took notes and arranged them on the Business Model Canvas. Afterwards she introduced the Canvas to the participants and summarized the state of art of the library Kabelsketal. Through this activity the current problems of the library became obvious to the participants.

   Notes and lessons learned: The summary the story on the Business Model Canvas worked very well. In this way the participants got a first overview how the Canvas works and how to use it.

5. Lego Serious Play: All participants got the same Lego bricks and were asked to build a tower that talks about themselves. Afterwards they introduced their models to the other participants. It was interesting to see that with the same bricks you can build really different models.

   Notes and lessons learned: Although the question was to build a model that talks about themselves the participants explained their models afterwards in relation to libraries. They talked about what a library means to themand how to improve it. Therefore it is necessary to make the question at the start very clear and ask the participants if they understood the question and the task they are supposed to do. This activity should probably come earlier to familiarize the participants with Lego and introduce them to each other.

6. Presentations: Two videos were presented to the participant. The first one tested the awareness of the participants and had the following message: It's easy to miss something you're not looking for. Through this video the participants were stimulated to look from different angles on a problem to find the best solution. The second video introduced the generation of digital natives to the participants. The digital natives, who know how to use a smartphone and to be active on social media from the beginning, will be the future library users and libraries will have to understand this user profile and adapt the library services to their needs.

   Notes and lessons learned: The videos are good to activate the participants after a break and to make them think from a different perspective. Nevertheless the direct link to the previous and following activities of the workshop should be clearly communicated to the participants. Also it would be good to have the videos in the native language of the participants, since they had problems to follow the English.

7. Lego Serious Play/ Consumer Trend Canvas: The participants were gouped into pairs and asked to fill in the Consumer Trend Canvas on the question: 'What could you do to attract users to the library?' and build a Lego model on their ideas and innovations for the library.
   Notes and lessons learned: The participants had difficulties to understand the Consumer Trend Canvas and how to fill it in. Some more explanation how to use this tool is necessary. Also it could be useful to define what a trend is and identify the trends together before filling in the Canvas.

8. Business Model Canvas: During the presentations of the Consumer Trend Canvasas with the new ideas and innovations for the library Mercedes Hoss-Weis again took notes and arranged them on the Business Model Canvas. In this way the innovations for the library were summarized and gave a good picture on future perspectives for the library.

   Notes and lessons learned: The summary on the Business Model Canvas worked again very well. Than the participants were able to compare the Business Model Canvas on the state of the art of the library and the one on the future library.

9. To summarize the day action points for the next day were taken from the Business Model Canvas of the future library. It was agreed upon which problems are the most important and which should be addressed as soon as possible.

Action points:

- Developing a concept
- Design new activities to attract more users to the library, increase visits and make the library a social center
- Increase visibility (social media, local media)
- Education services/ training

2nd Day (11 June 2015)

1. The day started with a look on the action points from the previous day.

2. Business Model Canvas: The participants were asked to take one of the listed action points and to describe their idea for this action point with the Business Model Canvas. This Business Model Canvasas were presented afterwards.

   Notes and lessons learned: It would be good to have the Business Model Canvas in the native language of the participants and also adapt the Canvas to the library setting.

3. The participants were asked to think of a concrete service/ activity feasible for the library Kabelsketal that can be implemented in the near future. Therefore the task was also to write down every single step to be taken until the service is implemeted. The participants were asked not only to write down words, but to use all the materials provided – pens for drawing, post-it's, Lego, etc. Afterwards the participants shared their ideas, reflected and gave feedback to each other.

4. The workshop was closed with an evaluation of the participants. In general all participants were satisfied and agreed that the results of the workshop are very valuable ideas for the transformation of the library.

5.3. Services Defined by Workshop Participants

During the workshop it became clear that the library needs a modern, appropriate and sustainable concepts. Therefore a lot of discussion took place on a concept for the library during the workshop. In this context the participants discussed a unique selling point for the library, which could be a regional orientation. In order to be more visible for the public the library needs an effective marketing strategy including the creation of a logo and a motto.

In general the ideas and innovations for the library were not only based on smart ICT and often connected to cooperations with external partners:

Cooperation with the Leipzig University of Applied science

The department of library and information science of the university could be helpful:

- to establish the library catalogue,
- to support a survey in the municipality Kabelsketal to analyze the needs, expectations and wishes of the people towards the library,
- to provide training for the librarian

This activities would make a website with an online catalogue and a user interface possible. The online catalogue would make the library much more accessible, since the users will be able to look through the catalogue and order books from home. Therefore also the mobile service would benefit from the online catalogue. Some users will need training on the online catalogue and how to use it. To be able to train people how to use the catalogue the library would need one or two computer workstations with internet connection.

Cooperation with Local NGO's

Through cooperations with local NGO's in Kabelsketal local activities and events could be organized for example based on topics such as geocaching, digital maps or storrytelling. With those events the library would get more visibility and the results of those events can be shared and communicated through social media.

European Projects

The library can benefit a lot from European projects like the X-libris project and should stay engaged in this area.

Own activities

During the workshop also smaller activities were mentioned, that can be organized by the librarian without a big investment of money and time in the near future:

- book readings
- reading competitions
- night of reading
- story-time for children in kindergartens, nursery schools and the library
- a book club (face-to-face or online e.g. on facebook)
- activities on social media like competitions (e.g. Shelfie-competition or Bookface-competition)
- producing stop-motion videos on the stories of books from the library with the users
- reference service
- list of most wanted and newly arrived books with the book cover, a description and user comments

In addition the participants developed ideas how to improve the mobile service. The mobile service should be visible (logo of the library on the car), audible (ringing a bell when the mobile library comes into town) and perceptible (though the books the mobile library brings to the people).

5.4. Services Defined Based on Participants' Reflections

After the workshop wisamar and the librarian of the library Kabelsketal discussed the results of the workshop and tried to identify those services which are based on ICT and are practicable for such a small library in a rural area. Therefore ideas which need a lot of investment of money and time are not possible to be implemented. The following proposed services are planned to be implemented, but since the workshop was only taking place one week ago those services are not final and might be changed after some more reflections during the next months.

5.4.1. Online Catalogue

First of all the library Kabelsketal needs a digital catalogue where all the media are listed, because the current catalogue is a card index and is not up to date. After the digitalization of the catalogue it is planned to make the catalogue public as an online catalogue. This online-catalogue will provide basic functions to look for media regarding the title, the author or the ISBN-number. Through the online catalogue the users of the library will be able to have a look which media are available in the library and order it from home via e-mail or telephone. This enhances the availability of the library. The online catalogue would also simplify the mobile service in order to take the requested media to the users.

5.4.2. Training on Working with the Catalogue

In order to use the online catalogue efficiently the librarian will need training how to work with it – how to insert new media and delete old media in the back end. Also the users will need to get familiar with the online catalogue. Whereas teenagers and young adults will use the online catalogue intuitively, young children and elderly peope will need some help. Therefore the librarian will offer individual trainings in order to provide additional guidance especially for those target groups and include this training into the general library introduction for young school children.

5.4.3. In-service Training on Basic Marketing

This service is an in-service training for the librarian of the library Kabelsketal and will be carried out by wisamar Bildungsgesellschaft gemeinnützige GmbH. The training will cover the creation of a logo in connection with a slogan as well as the development of easy publicity materials such as poster or flyers for effective public relations work in order to make the library more visible to the inhabitants of Kabelsketal. In addition the librarian will learn about basic marketing tools and how to use them for the public relations work of the library. The training is planned as face-to-face training.

5.4.4. In-service Training on Social Media

In order to be able to activate the users through social media the librarian needs in-service training on how to use social media. Due to the fact that facebook is the most widely used social media in the area, the training will focus on this particular social medium. This training will be provided by wisamar Bildungsgesellschaft gemeinnützige GmbH. The librarian will learn how to work with facebook effectively and how to engage users actively. Furthermore the librarian will gain knowledge on creating services through social media, for example organizing and initiating discussions and competitions using social media. The training is planned as face-to-face training.

5.4.5. Activation of Users through Social Media

The library is going to use social media, in particular Facebook, not only to give information and news about the library, as for example on newly arrived media, but also to get into contact with its users. The Facebook site will be used for discussions on literature, giving book recommendations to each

other and a competition on which new books to buy depending on the number of people who would like to have the book and the explanation why the library should have it.

5.5. Providing Insights through Crowdsourcing

After defining the services and completing service design crowdsourcing is used to get some inputs and reflections from users and peers. This provided different perspectives from a wide range of individuals (from potential users to experts) before the services are actually implemented.

Within Xlibris a special crowdsourcing platform Brick-me, which is developed by Daniel Weiss, one of the members of the project team, was used (http://platform.brickme.org/index.php?page=ex). Brickme platform helped to share new service ideas and obtain insights from peers across the country.

This platform allows to create a Business Model YOU Canvas for presenting different aspects of the project based on canvas segments. It also allows to add Lego Serious Play videos.

Brick-me interface was translated into German. An account was created for the library Kabelsketal. Within this account a board was created for each service in German (to ease the undersatnding of local stakeholders and actual target groups) which includes the following:

- The title
- Short description
- Detailed description
- Short video presentation
- Business Model building blocks
- Business Model Canvas
- Lego Serious Play model building videos
- Photos

A deadline was set for each «service project». Contributors were invited through various channels to give feedback and provide inputs about the services by choosing predefined categories along with personal inputs. These inputs were used for fine-tuning the service design.

Brick-me service boards can be seen in the following links:

Online Catalogue: http://platform.brickme.org/index.php?page=cp&id=15
Training on Working with the Catalogue: http://platform.brickme.org/index.php?page=cp&id=23
In-service Training on Basic Marketing: http://platform.brickme.org/index.php?page=cp&id=24
In-service Training on Social Media: http://platform.brickme.org/index.php?page=cp&id=25
Activation of Users through Social Media: http://platform.brickme.org/index.php?page=cp&id=26

5.6. Matrix

A matrix which is developed for the Xlibris was used for further fine-tuning as well as determining infrastructural and training needs. Xlibris Matrix includes several components additional to a short description. Components of the matrix are:

- Description of the service
- ICT to use
- Nature of the service
- Target group
- Infrastructure

- Support
- Knowledge & competences needed by the service provider
- In-service training needs for service provider
- Knowledge & competences needed by users
- User training needs

These information is partly derived from the Canvas completed during the previous phase. New elements were carefully filled. Infrastructural requirements such as Internet connection, broadband, features and the quantity of devices to utilize and support needed (if any) from other professionals such as graphical designer, innovation designer, programmer, teacher, app developer, certified Lego Serios Play expert, are determined. Knowledge and competences required to deliver these services are defined. In-service training needs are determined based on the comparison between knowledge and skills required to create the service and the actual case. Training needs for users are determined based on the comparison between knowledge and skills required to use the designed service and their actual competencies.

German services matrix can be seen under Resources/Matrixes/Matrix-DE on project's website: http://www.xlibrisproject.org/resources/

5.7. Service Development and Implementation

Infrastructure, support and in-service trainings are provided if/when necessary and the process continued with the actual service development and implementation.

5.7.1. Online Catalogue

Service Description: The service is a basic catalogue of the inventory of the library, which is available online for the library users.

Aim: The aim of this service is to make the catalogue of the library accessible for the users, so that they can look online from home if a book is available in the library or not.

Target Group: users of the library within the municipality Kabelsketal

Importance: Many public libraries in Germany, especially big ones, have an online catalogue at their disposal. The functionality varies from simple catalogues with a search function up to seeing if a book is available or borrowed and ordering or reserving media online. An online-catalogue makes a library available 24 hours 7 days a week despite the opening hours. Therefore, it enhances the accessibility of a library and simplifies the work of the librarians.

Rationale: So far, the library Kabelsketal has been working with a card index, which unfortunately has not been up to date. Therefore, there has been a need to update the catalogue and transferring the card index to the computer. In addition, the library has limited opening hours and the need to enhance the availability of the library has been obvious. From having a simple catalogue on the computer, it is not a big step to make it available online. In order to enhance the accessibility of the library in a way, that users can have a look at home what is available in the library and simplify the work and mobile service for the librarian, an online catalogue has been developed.

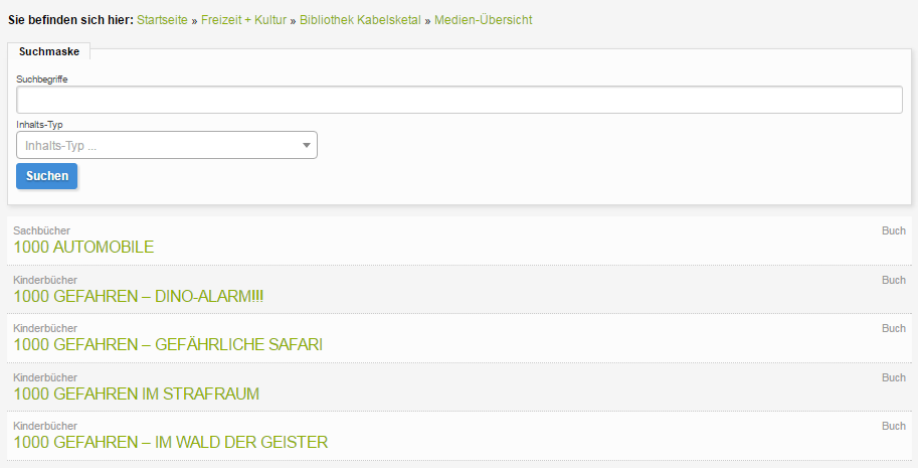
Smart ICT Used: The online catalogue is based on an easy-to-use software with a backend for the librarian. The catalogue is available online and therefore users need internet access.

Development Process: In order to develop the online catalogue for the library of the municipality Kabelsketal the following steps have been taken:

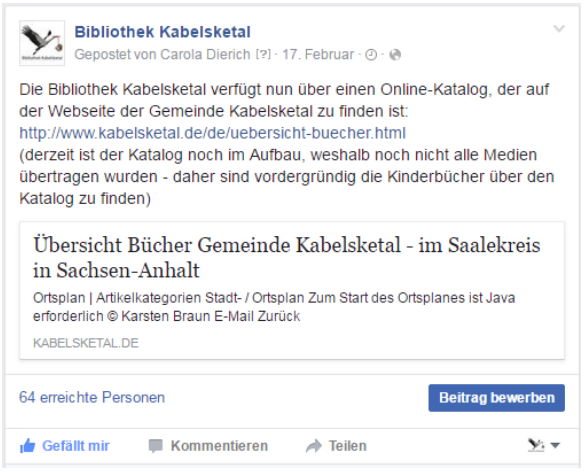
- discussion on the functions the online catalogue should have based on a research what other libraries of this size have
- decision on a basic functionality of the catalogue designed according to the target group in the rural area Kabelsketal: search for media regarding the title, the author or the ISBN-number
- digitizing and updating card index into an excel file
- decision to integrate the online catalogue into the website of the municipality Kabelsketal under the subpage dedicated to the library, where users can find general information on the library, place of the library and opening hours
- programming of the online catalogue and importing the excel file
- making the online catalogue public on the website of the municipality Kabelsketal
- disseminating the online-catalogue (e.g. through the facebook page of the library Kabelsketal)

Implementation of the Service: In order to implement the service, the steps described under 'Development process' have been taken. The longest process has been the cataloguing of the library or rather the digitizing and updating of the card index. The programmers started with the programming of the online catalogue in December 2015 and finished it in February 2016.

The online catalogue of the library Kabelsketal can be found under the following link:
http://www.kabelsketal.de/de/uebersicht-buecher.html



After the online catalogue went online, it has been made public on the facebook page of the library Kabelsketal on 17th of February 2016.



5.7.2. Training on Working with the Catalogue

Service Description: The service is first of all an in-service training for the librarian, but also a service for the users how to use the catalogue.

Aim: The aim of this service is for the librarian to be able to work with the catalogue adding and deleting media from it, as well as for users where to find the catalogue and how to search media with it.

Target Group: libriarian of the library Kabelsketal; users of the library within the municipality Kabelsketal – especially school children and elderly people who need additional guidance.

Importance: The librarian as well as the users need to get familiar with the functionality of the online catalogue. Not everyone is able to use basic online applications intuitively. Therefore it is important to offer a short training for interested library users how to use the online catalogue. In addition especially the librarian needs training in order to integrate the use of the online catalogue into the daily work routines.

Rationale: Although teenagers and young adults use the new online catalogue of the library Kabelsketal intuitively, young children and elderly people need additional guidance. In order to address this need a video tutorial has been created and the librarian offers trainings on how to work with the catalogue.

Scope: Basic instruction on working with the new online catalogue of the library Kabelsketal are part of this training.

Smart ICT Used: Since the catalogue is online, computers with an internet connection are necessary to use the service.

Learning Outcomes:
The librarian who completes this training will be able to:

- Log-in and navigate through the back end of the online catalogue
- Insert and delete media from the online catalogue in the back end
- Navigate through the catalogue
- Search for media regarding the title, author or ISBN-number
- Explain to the users in a small training how the online catalogue works

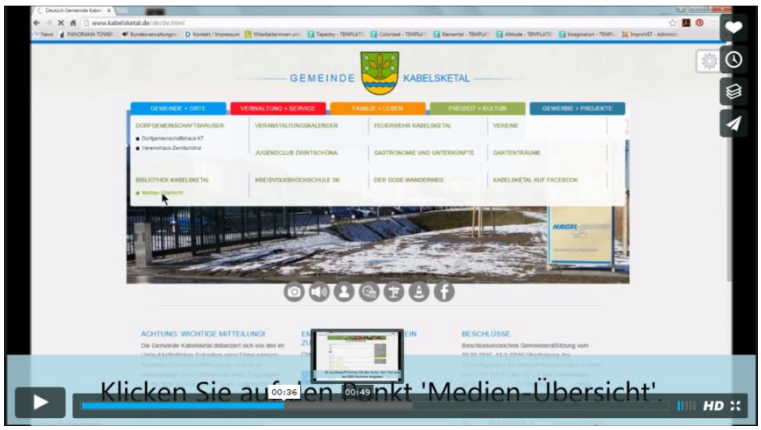
Users who complete this short training will be able to:

- Find the online catalogue of the library Kabelsketal in the internet
- Navigate through the catalogue
- Search for media regarding the title, author or ISBN-number
- Order media through e-mail or phone at the library Kabelsketal

Development Process: As soon as the online catalogue has been developed, programmed and published, the librarian got a training how the catalogue works, how to access the back end of the catalogue and in which way it is possible to insert and delete media in the online catalogue. In this way the librarian gained the knowledge needed to explain the online catalogue to the users.

Implementation of the Service: Since February 2016 the online catalogue is public on the website of the municipality Kabelsketal. Therafter a video tutorial how to use the catalogue has been created in German language, which can be found under the following link: https://vimeo.com/169540268

For people who need additional assistance in working with the catalogue, short trainings are offered by the librarian on an individual basis. The librarian explains interested persons where to find the catalogue, how to search for media and what are the ways to order media at the library. Furthermore the librarian integrates a short introduction to the online catalogue into the general introduction to the library for young school children.



5.7.3. In-service Training on Basic Marketing

Service Description: This service is an in-service training on basic marketing, carried out by wisamar Bildungsgesellschaft gemeinnützige GmbH.

Aim: The aim of this service is to develop and implement a training workshop to make the librarian aware of the importance of marketing also for a small library, create a logo in connection with a slogan and teach her how to develop simple publicity materials such as poster or flyers. In addition, the librarian learns which basic marketing tools are relevant for a small library and how to use them for the public relations work of the library.

Target Group: librarian of the library Kabelsketal

Importance: Nowadays libraries need to have their own visual identity or image to be visible in the public and to be able to carry out successful public relations work. In this way, libraries can be seen as a brand, which has to be marketed. Therefore, librarians need basic knowledge and skills in marketing, especially when working alone or in a small team in a library. In the case of the library Kabelsketal, there is only one librarian employed on a half-time basis. Although trainings on general marketing exist, there is rarely a focus on marketing for libraries and especially not for the particular circumstances of a small library in a rural area with very limited resources.

Rationale: The library Kabelsketal is not very visible within the municipality. This is not only because it is situated in a secondary school, but also because the library does not have a visual identity. In order for inhabitants of the municipality of Kabelsketal to recognize the library, it needs an own image and how to use it through basic marketing. Since the librarian did not have any skills in the field of marketing or logo creation, an in-service training for her was necessary.

Scope: The training covered the creation of a logo in connection with a slogan as well as the development of easy publicity materials such as poster or flyers for effective public relations work.
Smart ICT Used: Computer programs like Adobe Photoshop and Adobe Illustrator have been used to create the logo for the library Kabelsketal. Furthermore, the librarian has been trained to develop simple marketing materials like posters on her own including the use of QR-codes.

Learning Outcomes: The librarian who completes this training program is able to:

- Become aware of the importance of marketing also for a small library
- Define what is important when developing a logo and slogan for a library
- Decide which kind of marketing materials are useful for a small library in a rural area
- Create simple marketing materials like posters on her own
- Decide which marketing tools and channels are useful and promising for a small library

Development Process: During the X-Libris workshop in Germany in June 2016 the need to enhance the visibility of the library within the municipality Kabelsketal. Therefore, within this workshop the idea to create a logo and a slogan had already been established. In order to integrate the ideas, needs and opinions of the librarian, it has been decided to expand the training and cover not only the logo development, but also discuss the use of the logo for marketing materials. Hence, it became obvious that a more general introduction into basic marketing is necessary and the need to link it to the reality of the library within the municipality Kabelsketal with practical examples.

Implementation of the Service: Wisamar Bildungsgesellschaft gemeinnützige GmbH prepared the training for the librarian and the training took place face-to-face on 12th of February 2016. The training covered the following aspects:

- Creating an image for the library – what to consider in developing a logo
- What is important when creating a motto/ slogan
- Basic design of materials (announcements, poster, etc.) with OpenOffice, including the use of QR-codes
- What marketing instruments are important for the library? (local gazette of the municipality of Kabelsketal, posters, social media – Facebook)

The visible results of the training are a logo and a slogan for the library as well as a small poster using the newly developed logo and a QR-code linking to the Facebook page of the library Kabelsketal.

Wir versorgen Sie mit Büchern!
(We provide you with books!)

5.7.4. In-service Training on Social Media

Service Description: This service is an in-service training on social media, in particular focusing on facebook, carried out by wisamar Bildungsgesellschaft gemeinnützige GmbH.

Aim: The aim of this service is to develop and implement a training workshop to develop a Facebook strategy for the library Kabelsketal through learning how to work with Facebook effectively and how to engage users actively.

Target Group: Librarian of the library Kabelsketal

Importance: Many German libraries have their own Facebook page mainly in order to reach younger people, make them aware of the services of the library and how they can use them to their advantage. In addition, Facebook pages are used to post news on the library like what is going on in the library, events, closing times, etc. In this way, it is easy for users to be up-to-date on what is happening in their library and are also able to give their opinion and contribute their ideas. In order to provide this service, librarians need in-service training.

Rationale: In order to be able to activate the users in the municipality Kabelsketal through social media the librarian needed in-service training on how to use social media. Due to the fact that Facebook is the most widely used social medium in the area, the training focused on this particular social medium.

Scope: The training covered the effective use of Facebook by developing a strategy for the Facebook page of the library Kabelsketal involving and engaging users on the page.

Smart ICT Used: Social media and its use with a focus on Facebook is the basis for the whole training.

Learning Outcomes: The librarian who completes this training program is able to:

- Use Facebook for the library Kabelsketal though the Facebook page of the library
- Develop a strategy for the Facebook page of the library
- Post interesting and useful information about the library as well as more general news from the world of books
- Engage users on the Facebook page through open questions, discussions or small competitions

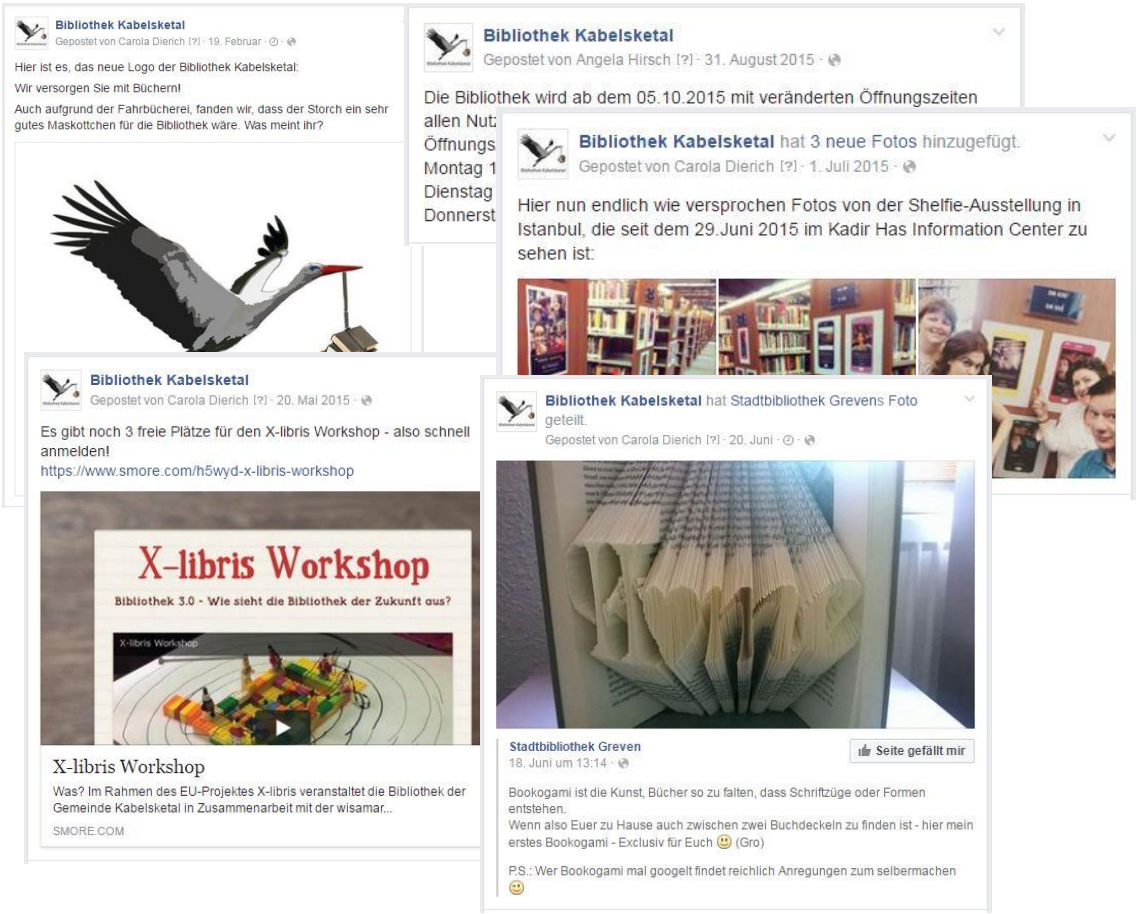
Development Process: The Facebook page for the library Kabelsketal has been created in January 2015 within the scope of the X-Libris project. After the first months is became obvious, that the librarian needed additional knowledge on how to use Facebook more effectively and how to engage users actively. Therefore this in-service training has been developed. It is based on a research on the Facebook pages of other German libraries extracting the good practices. Afterwards the findings have been adapted to the circumstances of the library Kabelsketal. Therefore, it was important to keep in mind, that the librarian has very limited resources especially regarding time compared to big German libraries. This is why mainly Facebook pages of smaller libraries have been analysed to see what kind of information they post, in which way they reach the users and how they engage the users.

Implementation of the Service: Wisamar Bildungsgesellschaft gemeinnützige GmbH prepared the training for the librarian and the training took place face-to-face on 18th of February 2016. The training covered discussions on the following questions:

- How can Facebook be used effectively for the library Kabelsketal?
- What is interesting for the users and in which way should it be posted?
- How is it possible to initiate engagement by the users?

Answering these questions the following ideas have been established, which form the strategy for the Facebook page of the library Kabelsketal:

- Regularly informing about:
  - The library Kabelsketal (new books, events, opening/ closing hours e.g. during holidays
  - The X-Libris project
- Posting interesting, exciting and funny things from the world of books and therefore linking it to Facebook pages of other libraries
- Animating users to present and discuss their favourite books or favourite authors
- Organizing competitions e.g. on the name of the new mascot or which books to buy next for the library
- Using the stork of the logo as mascot for the library, who tells stories from the library and posts on Facebook



5.7.5. Activation of Users through Social Media

Service Description: This service is an online service provided by the library Kabelsketal using the Facebook page of the library.

Aim: The aim of this service is to activate the users of the library but also in general to reach the inhabitants of the municipality Kabelsketal in order to get new users for the library and make the library also visible online through social media, namely Facebook,

Target Group: inhabitants of the municipality Kabelsketal

Importance: Many German libraries have their own Facebook page mainly in order to reach younger people, make them aware of the services of the library and how they can use them to their advantage. In addition, Facebook pages are used to post news on the library like what is going on in the library, events, closing times, etc. In this way, it is easy for users to be up-to-date on what is happening in their library and are also able to give their opinion and contribute their ideas.

Rationale: First of all the library Kabelsketal is not very visible in the public and due to limited resources also the opening hours are restricted. Therefore, the library does not reach its potential in terms of number of users. In order to reach new target groups like younger people and make library information available 24/7, a Facebook page for the library has been established, which also completes the offer of the online catalogue with constant information. The Facebook page also offers a new channel to get into contact with the users in a different way.

Smart ICT Used: Facebook is used to activate people from the municipality Kabelsketal and enhance their interest in the library Kabelsketal.

Development Process: The first step for developing this service was the establishment of the Facebook page for the library Kabelsketal, which took place in January 2015. Originally, the page had been planned in the framework of the X-Libris project to inform about the project and its development. Since the project is linked to the library Kabelsketal, it has been decided to create the Facebook page not only for the project, but for the library as a whole. During an in-service training, the librarian obtained the knowledge and skills necessary to maintain the Facebook page of the library.

Implementation of the Service: Although the Facebook page for the library has been created in January 2015 and the librarian started to post information about the X-Libris project and the library, the real activation of users started after the in-service training on social media in February 2016. At that time also the logo for the library had been created, the online catalogue had been developed, and therefore relevant news on the development of the library could be posted.
The Facebook page of the library Kabelsketal can be found under the following link: https://www.facebook.com/buechereien

The strategy for the Facebook page includes the following topics:

- Information about:
  - The library Kabelsketal (new books, events, opening/ closing hours e.g. during holidays
  - The X-Libris project
- Interesting, exciting and funny news from the world of books
- Links to interesting developments within other German libraries and their Facebook pages
- Presentations and discussion on favourite books or favourite authors of the users

- Competitions e.g. on the name of the new mascot or which books to buy next for the library and why

5.8. Dissemination

Dissemination was carried out mainly through project website and both general social media accounts of the project and social media accounts of German partners.

Project website: http://xlibrisproject.org

5.8.1. Social Media Channels: Germany

- Facebook: https://www.facebook.com/buechereien
- Twitter: https://twitter.com/BiboKabelsketal
- Pinterest: http://www.pinterest.com/BiboKabelsketal/
- Instagram: https://instagram.com/bibliothek_kabelsketal
- Smore: https://www.smore.com/u/bibokabelsketal
- Vimeo: https://vimeo.com/channels/xlibrisde