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Selected Papers

Ralf Depping / Christiane Suthaus (eds.)



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Greeting

Dr. Rolf Thiele, University- and City Library of Cologne

Ladies and Gentlemen,

I'd like to welcome you to this year's session of the European Business School Librarians Group here at the University- and City Library of Cologne (hereafter, I'll use the German abbreviation USB). I heard that you have given this conference the motto "A conference in crisis". One of the reasons was a scheduled world-wide joint conference in Singapore, which didn't work out for economic reasons. Although this may appear as a daring jump, the fact that the USB is currently a construction site, still makes this motto seem very appropriate. I hope the impact on your conference is limited.

In contrast to most members of your organization the USB is not exclusively an economic library. We actually provide for all subjects taught at the University of Cologne, including the humanities, law or science. The roots of the USB are manifold. Among other things, we can be traced back to the City Library of Cologne which comprised the library and the archives of the City of Cologne up to the 1880ies. The unfortunately infamous Historical Archive of Cologne, whose building collapsed in March 2009, is indeed a sister (or brother) of the USB. But I can assure you that although we are a construction site we are not building a tube or subway. The fact that we still call us University and City Library is a reminder of those origins, but also of the fact that the University of Cologne, founded in 1919 has been funded by the City of Cologne until 1954. On the basis of this tradition we are open to the citizens of Cologne und nowadays to people all over Germany as a research library.

Another root was the Commercial College of Cologne, which merged 1919 into the then founded University of Cologne. Eugen Schmalenbach taught at the Commercial College and then at the university. Schmalenbach is considered to be the founder of business management as an academic subject in Germany.

The subsequently augmented stocks of the Commercial College and the fact that the USB sustained only minor losses in the Second World War led to the inclusion of the USB in the so-called special collection system (Sondersammelgebietssystem) of the Deutsche Forschungsgemeinschaft (DFG). The aim has been and still is that scientific literature in different subjects is collected at least at one library in Germany as fully as possible. In this sense, the USB caters for business management and the social sciences. We certainly have the largest stocks in these subjects in Germany, which are available locally, but also by national and international interlibrary loan. Thus we also have become a member of your organization.

But of course, not all of our 3.8 million books are business or social sciences books. Above all, we also have a large old stock, to name especially our 2,300 incunabula. These include the work of Luca Pacioli "Summa de arithmetica ..." of 1494, which is said to be one of the first textbooks on accountancy.

I will not get lost in our treasures though. Rather, I have the pleasant duty to express my gratitude: First to the sponsors of this conference, especially the companies Cengage Gale, EBSCO and Emerald, who have generously supported this event. I would also like to thank Dr. Suthaus and Mr. Depping as the Cologne organizers of this meeting. And I would finally like to thank you for coming to Cologne. I wish you a successful conference!

Dr. Rolf Thiele,

University- and City Library of Cologne

Preface

Ralf Depping, University- and City Library of Cologne
Dr. Christiane Suthaus, University- and City Library of Cologne

The European Business Schools Librarians' Group EBSLG was inaugurated in 1970 by several business librarians in order to exchange their experience and professional knowledge. The purpose of EBSLG is to provide a pan-European forum for the directors of the libraries of leading European business schools. Members meet twice per year (one general meeting and one regional meeting for every regional group) to discuss issues of mutual interest, share information and participate actively in working groups. Interests include managerial and administrative issues and trends, co-operative initiatives to aid the provision of information in business schools, and opportunities for international collaboration and networking.

The University- and City Library of Cologne delegate is one of the three German members of EBSLG. The University- and City Library of Cologne is the central universal library of the University of Cologne, one of the largest universities in Germany with about 45.000 students. In the area of economics and business administration there are about 7.500 students. The library has a special collection in management and business research. For this field we – funded by the Deutsche Forschungsgemeinschaft DFG – provide students and academics all over Germany via inter-library-loan and document delivery with the literature they need.

Our main platform in this subject field is the Virtual Library for Management and Economics EconBiz (together with the Deutsche Zentralbibliothek für Wirtschaftswissenschaften (ZBW) in Kiel). EconBiz contains a subject guide for more than 16.000 internet resources, calendar of events, full text and other information services (free of charge, <http://www.econbiz.de>). In addition we are cooperation partner of an open access online-journal “Business Research” – a journal of the German Academic Association for Business Research (<http://www.business-research.org>)

Hosting the EBSLG General Meeting in 2010 was a great honour for us. From May 18th to May 21st more than 60 delegates from 17 different European countries and the USA had come to Cologne, discussing topics like library portals and search engines, organizational design and inter-organizational relationship management of libraries.

This volume includes the main papers from the conference. Our special thanks are dedicated to the lecturers and authors of these papers for their valuable contribution to our conference.

Ralf Depping / Dr. Christiane Suthaus

Subject librarians for management and business research

Information at your Fingertips: Cologne's University Library Presents its New Web Portal

Dr. Peter Kostädt, University- and City Library of Cologne

On September 8, 2009, the University- and City Library of Cologne (USB) launched its new web portal. A single integrative desktop now pools our most popular search and order services. Gone are the days of our former hyperlink-structured pages with their obvious disadvantages such as having to deal with completely different layouts and navigational structures every time you switched applications, or not being able to consolidate bookmarks and account information because there was no data exchange, or having to log in for each individual system.

In contrast, the library's new web presence is a classical portal using interfaces to integrate diverse search and browsing applications on a single platform. Thus, users are offered consistent desktop structure. Better still, the portal introduces extended services. Keeping databases separate has meant that up to now users could not consolidate their account information stored on the local library system and the central North Rhine Westphalian interloan services. Now, this service, among others, is available.

Our graphic design conforms to corporate identity guidelines set by the University of Cologne. Thus, the main navigation bar is consistently found on the left, permitting immediate access to crucial services. Likewise, a horizontal navigation bar enables users to log in and out at any time.

Homepage

Catalogue search is our most popular service. Consequently, the central object of our homepage is an input field granting immediate access to the catalogue (Figure 1). Preset for search in the USB catalogue, it is easily switched to "University", "Cologne", "Germany" or "magazines only" by an options menu.

Figure 1: Homepage of the USB web portal

The screenshot shows the homepage of the University- and City Library of Cologne (USB) web portal. The layout is clean and professional, with a blue and white color scheme. The top navigation bar includes links for RSS, Newsletter, A-Z, Kontakt, Impressum, and Suche. The main content area is divided into several sections. On the left, there is a vertical navigation menu with links for 'Suchen & Bestellen', 'Mein Konto', 'E-Medien', 'Fragen & Antworten', 'Lernen & Arbeiten', 'Über uns', 'Bibliotheken der Universität', and 'KUG'. The central part of the page features a search bar with a magnifying glass icon, a search button, and radio buttons for selecting the search scope (USB, Uni, Köln, Deutschland, nur Zeitschriften). Below the search bar is a 'USB direkt' section with six tiles: 'Führungen + Kurse', 'Bibliotheksführer', 'Sondersammlungen', 'Öffnungszeiten', 'Neue E-Medien', and 'Aktuelles Thema'. The right sidebar contains a date display (Freitag, 6. November 2009), a 'Filmarbeiten in der USB' section, a 'Kennensie schon...' section about audio tours, a 'Betatest: Chatbot' section, and a 'Mehr Aktuelles' section. A footer at the bottom contains copyright information: © USB Köln 2005-2009 | Webredaktion | Letzte Änderung: 01.11.2009.

Below this input field there is a row of pictures titled “USB direkt”. These are your direct links to essential subpages. On the right, up-to-date “teasers” draw attention to current information. Both services underline the portal character of the page.

Search and Order

The “Search and Order” menu item offers integrative access to crucial but hitherto isolated web pages, namely

- the USB catalogue (incl. requests from the closed stacks and reservations)
- free and licensed epapers
- free and licensed ebooks
- catalogues of institutes and seminars of the University of Cologne (KUG)
- catalogues of other Cologne libraries
- German and international cooperative catalogues (incl. interloan services)
- subject-specific databases (incl. interloan)
- interdisciplinary articles databases and search engines (incl. interloan)

All in all, the portal comprises about 140 different databases and search engines. To facilitate more specific research, search systems are matched to six specialised profiles which are colour-coded and named to reflect the university’s faculties.

Figure 2: Specialised Profile “Economics and Social Sciences”



All specialised profiles are always accessible by a submenu of the main navigation (Figure 2). Specialised profiles afford comprehensive access to a subject-specific research. For this purpose they include metasearch functions as well as links to additional relevant services of informations. Regrettably, technical and licencing impediments prevent numerous bibliographic and factual databases from being integrated into metasearch. Tracing these sources is the purpose of the Database Information System (DBIS). DBIS is a cooperative service run by the University of Regensburg on behalf of currently 214 participant libraries. As DBIS possesses

an XML interface, we were able to integrate all functions the Regensburg system offers into the USB portal. Users are therefore able to employ specialised profiles in order to access particular database lists with no need to leave the USB desktop (see Figure 3). The same holds true for browsing subject lists of the Elektronische Zeitschriftenbibliothek (Electronic Journals Library) which is also comprehensively integrated.

Figure 3: Integration of the Database Information System (DBIS) into the USB portal



As a guiding principle, the USB portal aims to serve the needs of readers and researchers, more than those of librarians. Consequently the desktop is designed deliberately simple. This means that in comparison to our Web-OPAC the range of functions has been narrowed. Our users hardly ever used index browsing or Boolean operators; both functions have been dropped from Extended Search. Concerns of human engineering likewise provide for Search Result pages which always keep the search input field in the same location. Users are saved clicks and confusion whenever they wish to modify their search input. Any detailed information requested for result items is now displayed within the short-entry list, not on a different page. Thus, users can simultaneously call up and compare several items without losing track of their search results as a whole (see Figure 4).

SOAP-based web services integrate our local catalogue and its research and order functions into the portal. The webservice modul employed is an inhouse development. It communicates with SISIS-SunRise application servers by SLNP®, an internal OCLC protocol. This architecture enables us to offer user-friendly services which do not depend on the application logic underlying the library system. Consider, for instance, affiliation to a local branch library. The limitations of the old Web-Opac required users to select a branch prior to research. This makes sense when books are transported between libraries. All our branches are within walking distance. Sensibly, therefore, the desktop suppresses manual branch selection. Instead, a specific routine implemented in our webservice module uses item data to automatically read out home branches of requested items prior to determining possible issue points.

A further function analyses all responses by the library system (bibliographic data, notifications etc.) and, where required, substitutes or amends information before displaying it. It is therefore possible, for instance, to match title data to a specific media type. When an individual item is called up, this information is displayed. Rather than being presented with a bare URL, users are therefore told whether links lead to ebooks,

Figure 4: Consolidation of short-entry list and display of detailed item informations

The screenshot shows the library website interface. At the top, there is a navigation bar with links for 'RSS', 'Newsletter', 'A-Z', 'Kontakt', 'Impressum', and 'Suche'. The main header identifies the 'Universität zu Köln' and 'Universitäts- und Stadtbibliothek Köln'. A search bar is prominently displayed with the query 'cambridge companion kant'. Below the search bar, there are filters for 'USB', 'Uni', 'Köln', 'Deutschland', and 'nur Zeitschriften'. The search results are divided into 'E-Books der USB Köln' and 'Katalog der USB Köln'. The 'Katalog der USB Köln' section shows two entries for 'The Cambridge companion to Kant and modern philosophy'. The first entry is from 2006, edited by Paul Guyer, and is available as a book. The second entry is from 1992, also edited by Paul Guyer, and is available as a book. A detailed view of the 2006 edition is shown, including the title, author (Paul Guyer), publisher (Cambridge Univ. Press), year (2006), and page count (XV, 722 S.). The series is 'Cambridge companions'. The ISBN is 0-521-82303-X. The notation is 08.24 (Neue westliche Philosophie) and 08.25 (Zeitgenössische westliche Philosophie). The keywords are 'Kant, Immanuel' and 'Aufsatzsammlung'. A table of exemplars is provided below the detailed view.

Nr.	Standort	Signatur	Status
1.	Hauptabteilung / Sofortausleihbereich Öffnungszeiten	33A4642	verfügbar (Sofortausleihe)

fulltext university publications, ejournals, databases or tables of contents. The same route furnishes licence information to the portal software, which in turn establishes whether the system is accessed through the university network or an external provider. If users call up licensed media from outside the university network, they are informed that access is only via VPN. External users are so saved the frustration of clicking on links to resources for which they are not authorized.

Integration of KUG functions

The KUG – University of Cologne Union Catalogue – is the university’s central inventory record, offering one-click-search in 181 catalogues with data consolidated in a single search engine index. Users can choose between standard display of all catalogues and several specialised displays for subject-specific research. Many institutes and seminars use these as their specialised portals. The KUG desktop therefore needs to be neutral in colour; it does not display the USB navigation bar.

Although the KUG can also be accessed through metasearch, the portal’s comprehensive approach does not permit selective access to particular fields – with the notable exception of the various ebook catalogues within the KUG. These are integrated into the portal as separate databases. Specialised profiles routinely search them, too.

Besides standard search functions KUG also offers various Web2.0 services, such as recommender and tagging functions. It is our intention to comprise these within the USB portal in a second project phase.

“My account”

Since the account functions are called up frequently, the main navigation bar provides a handy menu item granting direct access (figure 5). Currently, “My Account” comprises six functions:

- Books: loans / interloans
 - display of items borrowed, renewal of individual or all loans
 - orders / interloan orders (state of processing)
 - display / canceling of reservations
- Articles: interloan orders
 - article orders, state of processing
- Charges account
 - unpaid charges
- Personal Data
 - entering / changing user’s e-mail adress
 - changing user’s password
- Recent Acquisitions Alert
 - ordering / canceling newsletters
 - changing subjects
- Acquisition requests

Figure 5: Display of account information from the article ordering system Medea, run by the hbz

The screenshot shows the 'Aufsätze: Fernleihen' (Articles: Remote Loans) section of the library's account page. It features a navigation menu on the left and a main content area with a table of orders and a detailed order history.

Nr.	Titelangaben	Bestellnr. (TAN)	Buchungsdatum
1.	Peter Tester: Test der Gebührenverbuchung (BenutzerGruppe: 3) In: Testbestellung Gebührenverbuchung [Status: Bestellung wurde abgesagt ... mehr »]	VFBY42F	30.07.2009

Bestellhistorie

30.07.2009, 15:29:13 Originalbestellung: Testbestellung Gebührenverbuchung Daraus: Peter Tester Test der Gebührenverbuchung (BenutzerGruppe: 3) 2009, Bd. 1, S. 10-20 Testbestellung [Kostadt]. Bitte stornieren. Bibliothek

30.07.2009, 15:29:13 hbz-Bestellmodul: Bestellung akzeptiert, bestellende Bibliothek '38'

30.07.2009, 15:32:10 hbz-Bestellmodul: Leihschein wurde bereitgelegt für 38

31.07.2009, 08:31:34 SYS: VORLAGE: Absage: Band ist lokal vorhanden

Aktueller Status der Bestellung: **Bestellung wurde durch Ihre Bibliothek abgebrochen.**

Information regarding loans, orders, changes and personal data are displayed in a user-friendly manner after having been read out from the local library system (SISIS-SunRise) or the hbz interloan system (ZFL server and Medea) and transferred to appropriate webservice interfaces. This is a further example of the portal covering the heterogeneous IT infrastructure in order to offer users fast and simple access to all the library’s account functions.

Self-registration

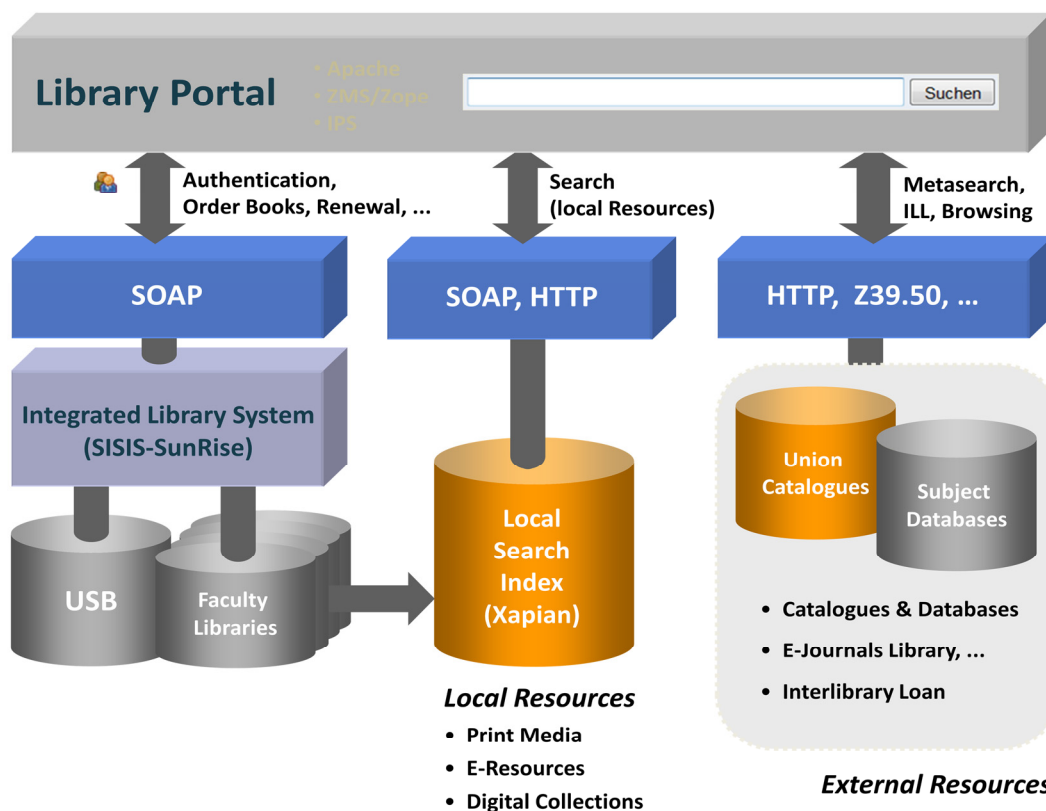
Users yet without a library card may register online by entering the required personal data and address. They are immediately issued a preliminary identification number which permits ordering and reserving, but not borrowing items from the USB stock. Users can collect their final library card on their first visit to the USB and use it to take out the items ordered.

Technical Realisation

Two different systems supply our webpage. First, static content is generated by a free content management system (ZMS/Zope). It can manage different types of authorization and does not require the various editors to possess programming or HTML skills. Second, dynamic contents employ the IPS (Information Portal Suite) software. Both systems join through an Apache Reverse Proxy which receives browser requests and routes them to the appropriate target system while a session cookie preserves the authentication data (single sign-on).

The IPS software has been localized by the USB in close cooperation with the North-Rhine Westphalian Library Service Centre hbz. Because IPS is also the basis for the Digital Library (DigiBib) run by the hbz, there is a considerable pool of database configurations the USB will be able to use.

Figure 6: System architecture of the USB web portal



Future developments

Launching the USB web portal signifies a milestone on our way to a user-friendly internet service. However, the unsatisfying performance shown by the catalogue database with answering times of 10 seconds or more still leaves a lot to be desired. The next step will therefore be the use of search engine technology. We plan to employ a SISIS-FAST software package which will enable us to construct a FAST index continuously synchronised with the Sybase catalogue database, which is used by the USB's SISIS-SunRise-System. Using the existing interfaces, the USB portal will integrate all search engine functions, e.g. rapid search or clustering results. If things go according to plan, the search engine will be activated in mid-2010.

A Multidisciplinary Search Engine for Scientific Open Access Documents

Matthias Lösch, University Library, Bielefeld

Abstract

There is no doubt that the increased visibility of publications deposited in freely accessible documents servers is an important motivation for scholars to publish their works Open Access. Bielefeld Academic Search Engine (BASE) is a service provider that indexes scientific content stored in both institutional and subject repositories. After a short introduction to the technical and conceptual background, this article describes the features of BASE and finally projects future developments to be taken out to further improve the system.

1 Introduction

In the field of Digital Libraries, one of the most striking success stories is that of institutional and subject repositories-servers which store scientific documents of a particular academic institution or subject. Over the past decade, they have increasingly gained importance for the scholarly communication (Horstmann 2007), which is mostly due to the efforts made by the Open Archives Initiative (OAI) to develop common standards for them.

However, repositories are just one part of a bigger picture envisioned by the OAI. In 2001, the Protocol for Metadata Harvesting (OAI-PMH) was released, which standardises the exchange of metadata between repositories and so-called service providers (Lagoze and Van de Sompel 2001). Based on this protocol, the service providers can aggregate the metadata of several repositories on a regular basis, a process referred to as harvesting in the language of OAI-PMH. On top of that metadata, the service providers can build value-added services for their users, for example federated search.

Subsequent to the release of the protocol, service providers began to emerge, one of the first being OAIster (Hagedorn 2003). In 2001, Bielefeld University Library started with the conceptual development of an academic search engine based on OAI-PMH. After several tests and beta releases, Bielefeld Academic Search Engine (BASE, <http://base-search.net>) finally went productive in 2004, at that time indexing 500,000 documents coming from 15 servers. In the meantime, the system has been constantly growing, and by now provides access to almost 25,000,000 documents from more than 1,700 data sources. The BASE index is continuously updated by regularly harvesting the known sources, but also by adding new repository servers (Pieper and Summann 2006).

2 Motivations for Developing BASE

Six years ago, Lossau (2004) asked provocatively whether Google, Yahoo or Microsoft would be the only portals to global knowledge by 2010. Thankfully we can now deny this question, but his diagnosis of libraries being challenged by commercial internet services is still up to date.

This diagnosis was based on the observation that commercial players were increasingly outperforming library services in the field of digital information. Their user interfaces are more convenient, and often they provide access to the actual full texts while library systems are limited to bibliographic data. On the other hand, regarding sustainability and academic quality of the indexed information, library databases are still unmatched.

BASE was developed to get the best of both worlds, that is to index only high-quality content coming from intellectually selected resources, and to present it through a streamlined user interface that would also provide access to full texts wherever possible.

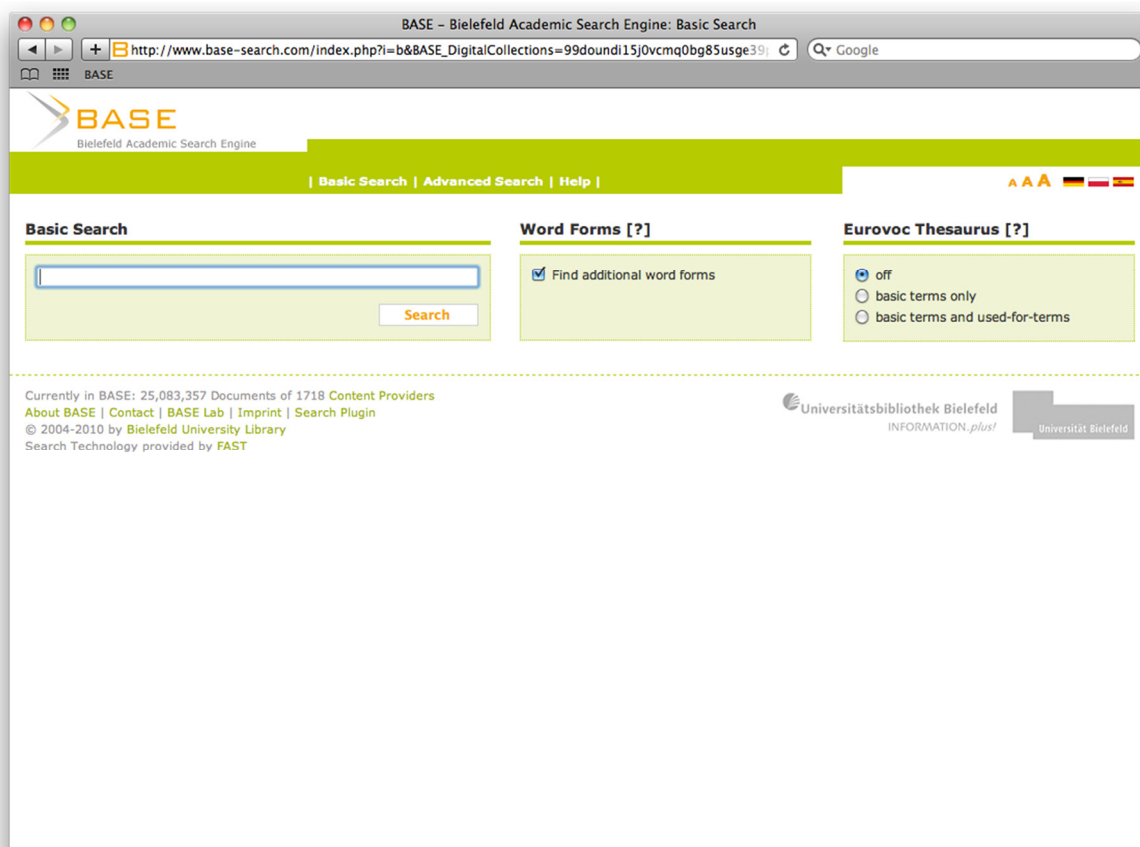
Another important aspect is that with the rise of Open Access, articles published with commercial publishers suffer from a loss of visibility, as pre- or postprints deposited in repositories are gaining importance. However, these Open Access publications are scattered across the different repository servers lacking a central entry point. It is thus crucial for scholarly communication that the repositories are accessible through central services like BASE.

3 Using BASE

3.1 Searching

Figure 1 shows the BASE search page. The first thing to notice is its simplistic layout—an important lesson learned from the commercial search engines. Besides the large search field and the search button, there are only two further options to take: A checkbox for query expansion in order to find additional synonyms, and a selection for whether the system should use the Eurovoc Thesaurus to do a multilingual search. Both options are preset to reasonable settings so they will not unnecessarily bother the average user. Nevertheless, there is also an advanced search mode that offers a lot more options to satisfy power users as well.

Figure 1: The BASE search page

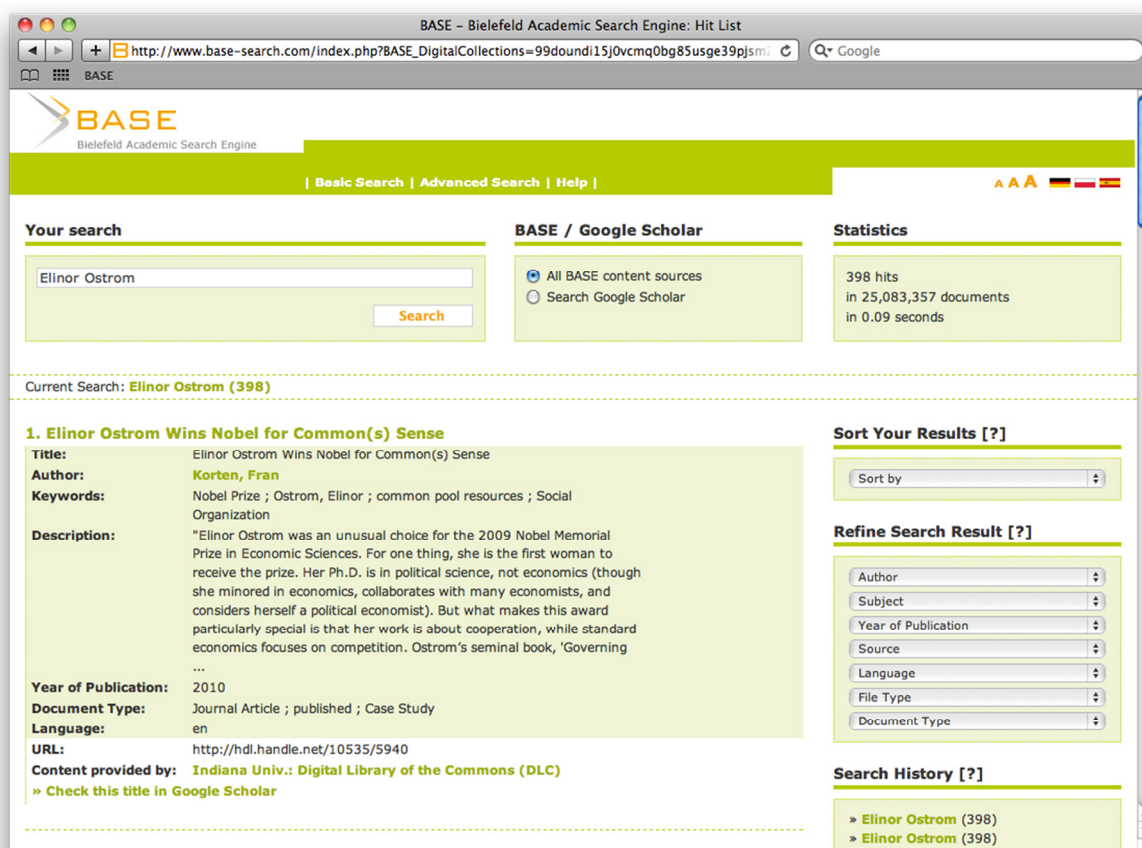


3.2 Results and Search Refinement

The results view (Figure 2) features a detailed and clearly structured display of the rich bibliographic data provided by the OAI format. By clicking on the title of a result entry, the user gets redirected to this particular document at the hosting repository, from where in many cases he or she can access the actual full text. A click on one of the authors of a result triggers a new search for that author.

Furthermore, users can also refine their current search by using the drop-down menus on the right. Here one can gradually narrow the result set simply by limiting the results to those featuring a particular author, language, or subject, or even only to those coming from a particular repository.

Figure 2: The results view



By using the drop-down menus on the right, users can narrow the result list until they find what they need.

3.3 API


For third-party organisations, an application programming interface (API) exists which allows for integrating the BASE index into their own infrastructures. The interface is currently being used by several library catalogues and meta catalogues like the Karlsruher Virtueller Katalog (KVK), and by meta search engines like MetaGer.

4 Future Perspectives

Of course there is always room for improvements. Although the bibliographic information in the OAI data already feature a high degree of detail, there is a lack of consistent subject indexing. This currently prevents even more valuable services, like, for example, subject-based browsing across all documents as shown in Figure 3.

To address this problem, we have teamed up with researchers from the department of Text Technology at Bielefeld University and from the department of Computer Science at Leipzig University, and launched a project called "Automatic Enhancement of OAI Metadata". Within this project, we are going to automatically assign Dewey Decimal Classification numbers (Dewey, Mitchell, and Alex 2005) to documents indexed by BASE.

Figure 3: Prototypical DDC-based browsing interface



BASE Lab » Browsing (Menu | List)

0 Computer science, information & general works	30 Social sciences, sociology & anthropology	330 Economics
1 Philosophy & psychology	31 Statistics	331 Labor economics
2 Religion	32 Political science	332 Financial economics
3 Social sciences	33 Economics	333 Economics of land & energy
4 Language	34 Law	334 Cooperatives
5 Science	35 Public administration & military science	335 Socialism & related systems
6 Technology	36 Social problems & social services	336 Public finance
7 Arts & recreation	37 Education	337 International economics
8 Literature	38 Commerce, communications & transportation	338 Production
9 History & geography	39 Customs, etiquette & folklore	339 Macroeconomics & related topics

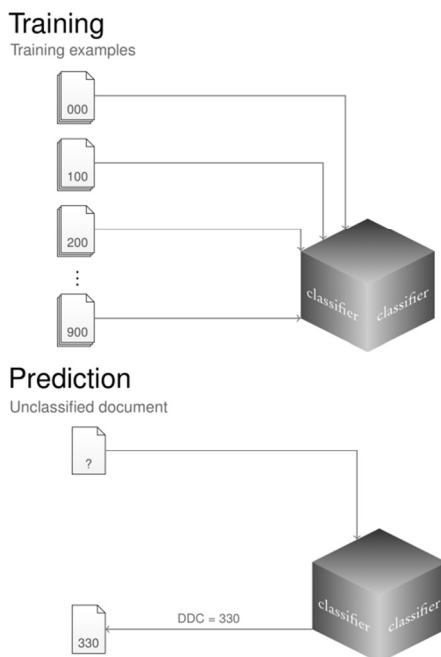
How to browse

This browsing tool is subdivided into 3 levels. Example: Main class 5 (Science), Division 54 (Chemistry), Section 547 (Organic chemistry). Click an entry to get to the next sub-level. Click an entry to start searching BASE for documents within this main class, class, division or section. If you search for a main class, the divisions and sections are automatically searched as well, if you search for a division the sections are automatically searched as well.

Currently, only about 150,000 documents carry a Dewey number and are therefore accessible by browsing.

This automatic subject indexing is going to be realised by machine learning-driven text classification based on the OAI data (Mehler and Waltinger 2009). More specifically, a so-called supervised classifier is going to be used, which learns how to classify by looking at correctly labeled training examples before. This process is depicted in Figure 4.

Figure 4: Automatic assignment of Dewey numbers to documents using a supervised classifier



5 Conclusion

With BASE, a performant and user-friendly search engine for digital scientific information was created and has been well-established over the past years. The system is being continuously improved to further ease its usage. As Open Access publishing is constantly getting more important in the academic world, the visibility of pre- or post-prints deposited in institutional repositories will become even more vital in the future. Therefore we see a growing need for independent and reliable search services like BASE.

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Supporting Researchers: How Emerald Insider's Guides to Getting Published Can Help

Bill Russell, Emerald, Bingley (UK)

Emma Stevenson, Emerald, Bingley (UK)

In May 2010, Emerald Marketing Director Bill Russell attended the EBSLG Conference in Cologne. The presentation on Emerald Insider's Guides to Getting Published (Insider's Guides) was received very positively, and he has since teamed up with programme coordinator Emma Stevenson to pen some further information detailing the who, what, where and why of the sessions.

The History

The Emerald Insider's Guides stemmed from large scale research projects undertaken in 1994-1996 were subsequently published in an article, case study and book (Day 1996; Day and Peters 1994; Whitfield and Peters 2000). The first Insider's Guides were delivered by Emerald directors who travelled all over the world presenting to groups of university librarians as part of Consortia deals. When the UNAM consortium in Mexico insisted that another Insider's Guide be included when they renewed their subscription, it became evident that institutions were finding the Guides incredibly useful and valuable. The Insider's Guide programme has subsequently been expanded to allow Emerald staff and editors the opportunity to present. It is quite simply, as the name suggests, a guide to getting published from a publisher's point of view. The examples refer to Emerald but can be applied to the publishing industry in general.

What?

- The standard presentation covers:
- How to get started
- How to target your work more effectively
- What editors and reviewers actually look for
- The five key questions that make or break a paper
- How to peer-review your own work
- The secrets of revision
- Beyond publishing (refereeing, book reviewing, advisory board membership, etc.)

The standard presentation can be expanded to provide more in-depth advice on writing papers. This is reliant on the availability of editors to run longer sessions and look at papers on a more individual basis. This is something we are hoping to do more of in the future. We have learnt this type of help and advice is invaluable to new researchers and more of our editors are keen to get involved.

We are also happy to go into more detail regarding specific areas and focus primarily on impact or methodology or any number of subjects to accommodate the needs of a variety of audiences.

The presentation is usually given in English, however, depending on the presenter it could potentially be offered in the language of the host country. We are committed to engaging with budding authors from across the globe and have translated the standard presentation into 5 different languages so far (Chinese, Japanese, Turkish, Portuguese and Spanish). These will be hosted on the new version of our Insider's Guide web pages which will be available at the beginning of March 2011.

Who?

Although initially aimed at PhD students and early researchers, we often find that even experienced researchers benefit from the Insider's Guides. Anita Flitner (Dipl.-Kffr.), a doctoral student from the Institute

of Marketing and Media at the University of Hamburg, attended one of our sessions and commented that, “Especially new, but also more experienced doctoral students could gain valuable insights into getting published in international research journals. People especially valued the possibility to get in contact with the publisher’s side in the process of academic publishing”.

We tailor the presentations to the audience or conference, providing subject-specific examples. We include details of any Emerald authors and editors at the host institution so that attendees have additional points of contact to approach for advice.

Why?

“They are a good way to highlight the fantastic support resources we have available for researchers and authors and by inviting award winners, past authors, editors and reviewers to co-present, these events are also a celebration of the people we depend on for the creation of our product.” (Victoria Buttigieg, Emerald Regional Developments Publisher).

Insider’s Guides also give us the opportunity to discuss emerging issues in publishing and research. We try to make the presentations interactive so that along with imparting our own knowledge we can also learn more about researcher and librarian experiences.

Emerald has always been highly focused on publishing research which has an impact – ‘Research You Can Use’. As part of the Insider’s Guide we encourage authors to take into account the ‘so what’ factor in order to ensure that their research makes a contribution to at least one of the six areas depicted in figure 1.

Figure 1



Impact is becoming increasingly important in academia. Governments invest a considerable sum into research and want to be sure that their investment will return valuable results. Due to this, schemes like the Research Assessment Exercise (RAE) and the Research Excellence Framework (REF in the UK) have been put in place in an effort to measure impact. Are these effective measures though? Downloads are perhaps a better way of measuring utility and are not to be overlooked in terms of measuring quality and ascertaining whether a paper is truly useful. At Emerald, we do not claim to have all the answers, but we do want to be part of the debate and we relish the opportunity to hear your views at conferences and during Insider’s Guides.

According to the tenure theory, only those who prove themselves through excellent teaching, research and service are awarded tenure (McGee and Block 2008). An analysis of ARL libraries by Bales et al (2011) found that around 53% of all academic librarians are required to publish research as part of the tenure process. In a society where conducting research and becoming a published author are essential to the career of an academic, Emerald is keen to share our insights as a leading independent publisher of global research. Based on our experience of working with editors of over 700 journals and books, the Insider’s Guides help authors

progress successfully through the various stages, from pre-submission of the manuscript, to revision and, finally, publication.

Benefits to authors and host institutions

Insider's Guides assist directors of research with supporting faculty in getting published. Attendance at one of our sessions can count towards Continuing Professional Development (CPD) for students and faculty. In addition, participants get the opportunity to meet an editor or publisher and receive direct answers to their questions and also convey comments and suggestions. We use feedback from sessions in order to constantly evolve and improve the presentations for future audiences. If there is anything they don't get chance to ask on the day we are always available for follow-up so attendees are immediately one step ahead, having gained a contact in the publishing world. Ultimately, the Insider's Guides inspire attendees to believe they can now write a paper based on their research and practice and give practical tips to help make this a reality.

Where?

We deliver the Insider's Guides at conferences and institutions all over the world. We have presented at EURAM (European Academy of Management) annually for the last four years and Emerald representatives have recently been to Harvard in the USA and Victoria University in Australia, to name just a few. The Guides are becoming increasingly popular with 130 delivered globally in 2010 compared to 57 in 2009. We anticipate this number to grow and possibly even double again in 2011 and are keen to increase the involvement of our editors, reviewers and experienced authors to impart first hand advice during the sessions.

What next?

We have developed a practitioner-focused version of the presentation for use in the corporate and public sector and plan for this and the standard presentation to be available as pod casts to widen our reach to our global audience.

The 'How to Guides' in the 'for authors' section of our website was recently acknowledged by Robert Lussier in his book 'Publish Don't Perish'. Robert's book is based on his 25-year experience as a professor at Springfield College and his authorship of over 340 publications. We are exceedingly proud to have been credited in his book for providing some of the '100 tips that improve your ability to get published' and aspire to continue to help authors both old and new in their quest to share their ideas with the world.

Impact with EBSLG Members

Since the 2010 EBSLG event in Cologne, Insider's Guides to Getting Published sessions have already taken place at Cass Business School in London, and Manchester Business School. The final details for sessions at a number of other schools, including Oxford, are being discussed, and Emerald looks forward to supporting our library and faculty colleagues from EBSLG members with Insider's Guides to Getting Published sessions in the future.

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Organisational Design of a Library

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1. Introduction

In recent years the objectives, tasks, governance structures and resources of universities in many European countries have been intensively discussed. In this context, the role of the library in the university sector has been considered as well. The paper deals with the organisational design of a library with respect to the current requirements.

The following second chapter discusses the basic concepts in the field of organisational design (organisational alternatives, criteria as well as concepts for their evaluation and configuration). Chapter 3 deals with respect to a static perspective of an institution with the structural elements of the decisions relevant to organisational design (particularly: discussion of functional, divisional and matrix structures). The fourth chapter adds a more dynamic view by looking at processes within libraries and the functioning of teams. The last (fifth) chapter contains some concluding remarks.

2. Basic Concepts

Definitions of organisation and organisational design. The term ‘organisation’ has in principle various meanings. First of all, ‘organisation’ could describe an institution, for example a company (the institution is the organisation). This is for example a very common perspective in the field of sociology.

From the view of management or Business Administration it is – in most cases – more appropriate to think of organisation as an instrument or as a measure of management (the institution has an organisation). If we characterize the nature of this concept more in detail, we could define: Organisation is a set of rules, directed to fulfill the objectives of the institution. At this, organisational design involves in short the creation of roles, processes and formal relationships among the members of institutions (for example: in terms of reporting). It refers to an essentially normative, design-oriented discipline of management that aims to produce frameworks and tools required to create best conditions for the success of institutions.

However, the issue of organisational design is basically related to institutions trying to realize the economic advantages of specialisation respectively division of labour: To coordinate the activities of the members of an institution is the main task of an organisation and organisational design.¹

In many cases parallel to a formal organisation respectively to formal rules we observe informal rules and procedures. A modern understanding of organisation design takes into account, that within institutions members often have images in their minds about how an institution should work, how problems should be solved and so on. However, institutions operate according to overall values, norms, shared beliefs or priorities of how activities should be carried out. These values, norms and beliefs form the culture of the institution.² Usually, you cannot separate thinking about organisational design from thinking about the culture of an institution.

Closely related to the view of ‘organisation’ as a measure of a – for example – company, there is an activity-related perspective of this term: ‘Organizing’ stands for the processes and activities undertaken to create or change an organisation, the set of rules. This alternative corresponds with the meaning of organisational design as a – more or less – guided process for integrating the people, resources, information and technology of an institution, aiming at matching the form of the organisation as closely as possible to the (strategic) purpose(s) the institution seeks to achieve. Through the design process, institutions act to improve the probability that the collective efforts of members will be (more) successful.

¹ Galbraith, Jay R.: *Designing Organizations: An Executive Briefing on Strategy, Structure and Process*, San Francisco, 1995.

² Because individuals often belong to different groups of an institution, they participate in several cultures simultaneously, which could lead to conflicts. Moreover, the culture of an organisation can derive features from the larger culture in which it is embedded.

Organisational alternatives. A thorough analysis of organisational alternatives distinguishes two different – but closely related – types of organisational decisions: decisions with respect to organisational structure (this is a more static view) and to organisational processes. The structure (in its formal sense) is normally reflected by the organisation chart. These charts are graphical depictions of the official roles or positions in the institution and their relationship to each other, e.g., who holds the top position and authority, what other positions report to certain positions in the institution.

The basically dynamic view is directed to organisational processes. At this, the relation between elements of a task, the flow of information or even goods is to be considered. An interesting aspect very often mentioned in that field is the use of teams. However, both groups of decisions have a very close relationship, because the structure defines the framework and subsequent the restrictions as well as opportunities for the design of processes etc.

When thinking about the appropriate organisational design of an institution it is of strategic importance to refer to a comprehensive framework of the relevant structural decisions:

- **Span of control:** range of employees who report to a certain position in the hierarchy of the institution.
- **Authority:** formally-based, official influence of a position to make decisions, pursue goals and direct resources to pursue the goals. In the field of authority it is important to distinguish to specific concepts: the line authority (type of authority where managers have formal authority over their subordinates' decisions and activities; the departments in question are called line departments) and the authority related to staff departments like human resources, legal (authority where managers influence line managers through specialized advice).
- **Responsibility:** duty to carry out an assignment or conduct a certain activity of the institution respectively to make this happen.
- **Delegation:** process of assigning a task to a subordinate along with the sufficient responsibility as well as authority to carry out that task.
- **Chain of command:** reflects the lines of authority in an institution.
- **Accountability:** responsibility for the outcome of a process or an activity.
- **Departmentalization respectively specialization:** principle(s) used when defining the applied form of division of labour. Normally, there is the choice of creating a functional structure (where the institution is divided into several functions, in a company for example human resources, finances, sales, marketing, engineering, etc.), a divisional structure (where various divisions exist each dedicated to produce and/or sell a certain type of business or product) or a matrix organisation as a more complicate alternative – in that case at least two organisational dimensions (like the functional and the divisional) exist at the same level of the organisation.³

It is quite obviously, that the different decisions are often independent, because a change of authority could lead to another span of control, chain of command and so on. However, a very important requirement is to create an organisation design where different elements are *consistently* defined.⁴

The following discussion of organisational structure concentrates on departmentalization respectively specialization and adds some of the aspects mentioned above, like delegation (which refers to the question of centralization of authority).

The organisational decisions with respect to processes include considering about the different activities and their necessity for the institution in principle, the appropriate form and locus of realization (in- and/or outsourcing of processes) and the structure of it.

Criteria for the evaluation of organisational alternatives. After having considered the basic options and sources for the constitution of organisational design, it is important to provide criteria for their analysis and evaluation in detail. In this context, the core question to be addressed is: What makes the difference between

³ For example, all engineers of a company may be in one engineering department and report to an engineering manager (functional dimension), but these engineers may be assigned as well to different projects and report to a project manager while working on that project (divisional dimension).

⁴ See Mintzberg, Henry: *The Structuring of Organisations*, Prentice Hall, Englewood Cliffs, 1979.

a 'good' and a 'bad' organisational design? The following considerations are basically of relevance for the for-profit as well as the non-profit institution.

A for-profit institution exists mainly in order to generate a profit, that is in principle to achieve a surplus of the revenues over the costs. The owners of a company can decide to keep all the profit themselves or to spend it on the business itself or to share it with the employees. However, a non-profit institution exists to provide a particular service to the community for example. The word 'non-profit' stands for an institution which works under rules that forbid the distribution of profits to its owners.

But in both of that cases we have to look for criteria which indicate if an organisational measure is able to foster the main goal of the institution, profit maximization or whatever it is; the design of an organisation is a *means* to accomplish the overall goal of the institution – structure, processes etc. are not an end in itself.

The assumption is made, that it is in this connection necessary to analyse and evaluate options of organisational design with respect to the following criteria (or questions):

- Improvement of market respectively customer orientation. This criteria leads to questions like: Is an organisational measure – like delegation of tasks to employees for example – helpful in fostering the orientation of the members of the institution with respect to their markets respectively their customers? Does an organisational alternative support the flow of customer or competitor information throughout the institution? The proposition is reasonable, that every type of institution, the for-profit and the non-profit, has a market – that is customers and competitors – and is interested to increase the orientation of its members towards their markets, especially the customers. At this, it is basically not of interest, if the customers pay directly or indirectly for the 'product' of the institution – it is important to make and keep them satisfied.
- Ability to Coordinate: Does an organisational form provide good or bad conditions for coordination? As mentioned above, the matter of coordination is a key question in creating and evaluating organisational design.
- Use of Resources: Does an organisational arrangement support the economic use of the resources of an institution? Even under the conditions of non-profit institutions there is in most cases an increasing need for an efficient utilization of resources.
- Motivational effects: Does an organisational measure support that the members are motivated and satisfied with their work conditions?

Organisational theory. Basically, when planning the organisational design of an institution it is helpful to consider guiding concepts or approaches of organisational theory. This theory includes in principle the knowledge useful in creating or changing an organisational design, that is in short: knowledge about the functioning of institutions/organisations, about the success of them and the appropriate alternatives and conditions to foster it. Due to the great number of theoretical approaches just two concepts, the Systems theory and the Contingency theory are discussed.

The Systems theory refers to an institution as a system.⁵ A system is an organised collection of elements which are integrated in order to accomplish an overall, accepted goal. The system receives various inputs which are processed to produce defined outputs, which together contribute to accomplish the goal desired by the institution. There is ongoing feedback among these various elements to ensure that they remain aligned to accomplish the overall goal. Usually, we distinguish several classes of systems, ranging from very simple frameworks to very complex social systems.

However, systems basically have inputs, processes, outputs and outcomes. Inputs to the system include resources such as capital, technologies and people. These inputs go through a process where they are coordinated to achieve the goals set for the system. Outputs are results produced by processes in the system, such as (tangible or intangible) products for consumers. Another type of result is outcomes or benefits for consumers, e.g., enhanced quality of life for customers, etc. Systems could be the entire institution, or its departments, groups/teams, processes etc. Feedback comes from, e.g., employees carrying out processes in the

⁵ See Jackson, Michael C.: Systems Approaches to Management, London, 2000.

institution, customers/clients using the products etc. Feedback is also given from the larger environment of the institution, e.g., influences from government, society, economics and technologies.

The application of Systems theory in the context of analyzing and shaping the organisational design is basically productive, because it enables the achievement of a comprehensive information bases respectively systematically defined framework for organisational decisions. This perspective helps to recognize the various internal and external requirements which are of relevance for organisational design. If there are for example massive demands set by customers/users of the products of a company, organisational design could be adapted by realizing special departments to make sure, that the strategic requirements are addressed (customer-driven organisation).⁶

The Contingency theory is based on the notion, that there is *no one best way to organise*. It is important that there is a 'fit' between the structure of the institution, its strategy, its technology, its culture and the requirements of its environment. This perspective is named 'Contingency theory' and contrasts the perspective of classical theorists like Weber, Taylor, Fayol etc. who argued, that there is *one way to run institutions that is the best*.

The environment, which includes for example governments, communities, technological developments, customers etc., creates a variety of opportunities and threats. One appropriate way to handle the related requirements is adaptation: successful institutions very often actively adapt to their environments. For example, companies facing complex, highly uncertain environments typically differentiate so that each organisational unit respectively department is facing a smaller, more certain problem. Institutions whose structures are not fitted to the environment will not perform well and fail – at least in the long run ('natural selection'). To create and sustain a balance between differentiation on the one hand and integration on the other is a core problem of organisational design.

A further important concept in the field of Contingency theory is dependence. Basically, a company for example has suppliers (providing inputs) and customers (receiving outputs). Normally, the company is dependent on both suppliers and customers for resources and money. To the extent that a company needs its suppliers less than they need it, the institution has power. Power could be seen as a function of asymmetric mutual dependence. Dependence itself refers to the availability of alternative suppliers. Moreover, it is also a result of how much an institution needs what someone has got. Institutions that have power over others are able to impose elements of structure on them.

Additionally to the criteria mentioned above for the evaluation of organisational measures it is important to consider specific situations, in which an organisational form is appropriate. The contingency perspective leads to the idea of organising on purpose: the purpose for which an institution exists should be the foundation for everything its members do, including the choice of an appropriate organisational design. The idea is *to create* a way of organising that *best suits* the *purpose* to be accomplished. Organisational design could be defined as a process which begins with the creation of a strategy (which means a set of decision guidelines by which members choose appropriate actions). The strategy should be derived from clear statements of purpose and from the basic philosophy of the institution. The strategy encourages actions that support the purpose and discourages those that do not.

However, the process of organisational design means to set rules for the connection of people (or groups of people), technologies, resources and information in the light of the requirements defined by the strategy.

3. Organisational Structure

The following part of the paper deals with the functional, the divisional and the matrix structure with a specific view to the requirements of a library. Moreover, the matter of delegation is discussed. Basically, the consideration refers to typical tasks of a library like acquisitions and cataloguing of monographs, journals etc., providing different services for users (e.g., information services), administration, providing the IT-systems and so on.

⁶ See Faix, Axel: Gestaltung marktorientierter Reorganisationen, in: KAIROS, Berichte des Instituts für Angewandte Managementforschung, No. 1, Vol. 2, 2009, S. 6 – 51.

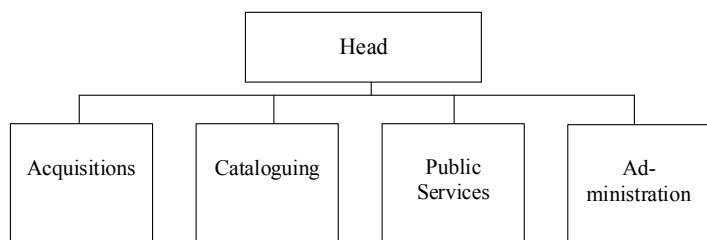
Functional structure. Normally, institutions start with a functional structure or a (small) variation of it. This is often the base for the development of other structures. In this form, there is a 'head' or a central office which runs various departments or major functions, in a company e.g., human resources, finances, sales, marketing, engineering etc. In general, we could state the following effects with respect to the above considered criteria of evaluation:

The functional structure reduces duplication of activities and is therefore very helpful in economically exploitation of existing resources. It encourages technical expertise and supports or enables the realization of some specialized services.

However, the functional structure creates narrow perspectives to the members of the institution, focusing on small functions. This could be problematic with respect to a market respectively customer orientation – basically this orientation benefits from broader responsibilities. The functional structure could be difficult to coordinate, because of strong dependencies between the subunits (sales refers to operation results, operation refers to purchasing efforts and so on). The ongoing conflicts could affect the motivation and satisfaction of the members.

The following example shows a possible functional structure of a library (see figure 1).

Figure 1: Functional structure of a library



The specific effects of that organisational form could be stated as:

- The functional concept promotes specialists respectively experts for the various functions like cataloguing or public services. Moreover, expertise with respect to IT-services or –projects could be developed.
- This approach includes barriers to a comprehensive, customer respectively market oriented perspective, because the specialists have a strong focus to their functions (like purchasing of books etc.). There is basically a lack referring to a holistic view directed to the needs of the clients of the library.
- As mentioned earlier, the coordination in such a structure could be difficult, because of strong, narrow dependencies between members or subunits (acquisitions, cataloguing etc.). Often, the process of decision making and executing is slow in a functional organisation.

We find the functional form often in small, geographically bounded institutions, where the output (products, services) is homogenous and requires not very much differentiation.

Divisional structure. In this structure, there is a centralized office or a head and under it are various divisions. In a company, each division is dedicated to producing and/or selling a certain type of business or product, e.g. product 1, product 2 etc. Each division that is dedicated to a certain business or product is (given a 'pure' form of the divisional concept) designed as its own functional structure. For example, the division for product 1 has its own sales department, human resources etc. Basically, the divisional structure is a number of functional structures each of which reporting to one central office.

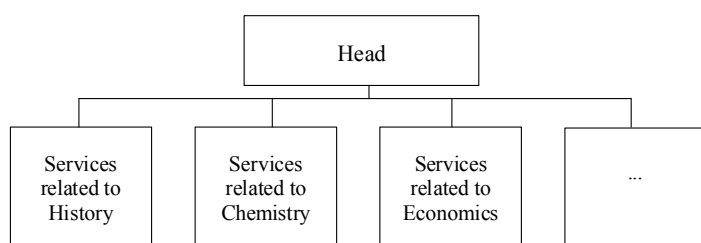
The divisional structure in principle improves decision making, because authority and responsibility could be strictly assigned to the divisions. Within this form, the accountability for the performance could be fixed because of the – more or less – separated, independent units (for example for product 1 and 2). Therefore it is easier to realize a cost or a profit center when using divisional structure. The coordination of the various functions is relevant within the divisional units, so that this task could be fulfilled easier.

However, the pure divisional form loses some economies of scale, because there are duplications of efforts, resources and parts of the capacity are normally not used. Moreover, the divisional structure could foster rivalry among divisions, when for example divisions try to address the same customers. This situation eventually diminishes motivation or satisfaction of employees.

In order to deepen this discussion, it is necessary to distinguish between different concepts of a divisional (or object related) organisational structure. At this, products (whether they are tangible or intangible) and customers (customer groups) are among the most important respectively widely used options for defining specific divisional forms (projects and regions are further alternatives).

Product oriented divisional structure. The following example focuses on the different topics which are in principle of relevance for a library as a concept for creating product related divisions⁷ (see figure 2).

Figure 2: Divisional structure (product related) of a library



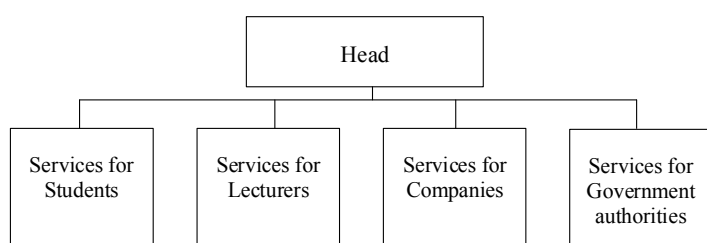
In this case,

- the generation of product oriented know-how and experience is supported respectively promoted.
- If the products relate to customers (users) or groups of them (market segments or user segments), this approach strongly supports the development of a customer or a market orientation (in other words: user orientation).
- The coordination of this entity is relatively easy, when the subunits are – more or less – independent and pursue their own goals.
- Often such a structure has (in order to avoid a great loss of economies of scale) centralized staff functions (for Human Resources, IT-projects, administration and so on). In these cases, conflicts could arise, because two subunits claim for the use of a centralized resource like Human Resources. This could cause problems with respect to the motivation or satisfaction of the members.

However, we observe this organisational form often in cases with heterogeneous outputs. In many cases, the entity in question is big as well as geographically complex.

Customer (user) oriented divisional structure. The following example refers to different customers respectively users (groups of them) in order to create divisions as elements of this organisational form (see figure 3).

Figure 3: Divisional structure (customer related) of a library



⁷ Another example referring to products is the design of divisions for public services, information services etc.

In case of such a structure,

- customer or user related know-how and experience is strictly fostered. This organisational approach drives strong orientation to the needs and requirements of the various segments or user groups a library deals with. Questions like the following are very likely to emerge: what are the special information needs of companies, do they appreciate certain combinations of services? What are the differences between services offered for academic and for commercial use? Will we have similar developments in these fields with respect to electronic sources like E books?
- The coordination of the functions (e.g., acquisition) is as easy as in the former case, because the divisional subunits are – more or less – independent and pursue their own objectives.
- As mentioned above, such a form has the inherent problem of using the resources economically.

Often, this organisational concept is applied in a big entity. However, we observe this form often in cases of strong customers/users respectively with heterogeneous customers each requiring certain grades of attention.

From the viewpoint of contingency theory we could interpret the development of a customer- or user-driven structure in case of important, strong users as the application of an adaptation strategy. Here, the institution adapts to a specific situation in its environment. In order to tackle the problem of dependency of users, the institution concentrates user respectively customer related know-how or resources in certain subunits which are better equipped to deal with that challenges.

Matrix structure. As mentioned, the matrix structure combines (at least) two organisational principles respectively criteria for structuring at the same level of the institution.⁸ For example there are sales, operations, engineering, administration on the one hand – this is a functional perspective – and responsibility for product 1, product 2 and so on on the other hand. The matrix forces them to solve sales problems of product 1, think of a production plan for product 2 etc.

Such a structure is basically useful because it focuses highly skilled people from across the institution to work on a common and complex product/service (for example). However, application of matrix forms can be difficult, because there could be conflicts of interests, not clearly defined responsibilities etc.

Advocates of matrix organisation suggest primarily two advantages: First, this concept allows team members to share data/information more readily across task or department boundaries which are normally effective obstacles to a dissemination of information and knowledge. Second, it grants for specialization that can increase depth of knowledge and allows professional development and career progression to be managed.

The disadvantage of matrix management is that employees can become confused due to conflicting loyalties. There could be conflicts due to specific interests of employees, departments/divisions etc. Because the time to make a decision increases with the difficulties that have to be solved, there could be a slowing down of such processes.

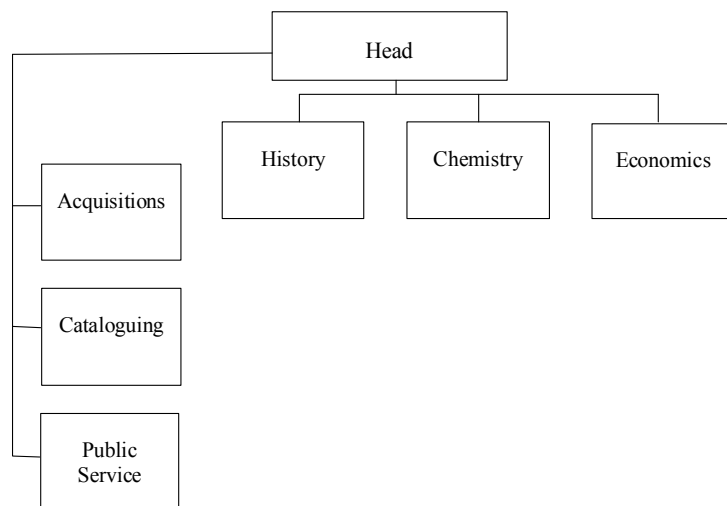
However, we could state that the matrix structure reinforces and broadens specialized know how and expertise (e.g., with respect to services and user demands as well). It contributes to efficient use of resources, because there is often no – or less – free capacity. In a sound application the matrix balances conflicting objectives and perspectives of the institution because different organisational dimensions or principles (functional, divisional) are implemented at the same level of the institution.

But there could be the problem of conflicts – like conflicts of interest, power or role conflicts – especially if the leaders and/or the culture of the institution are not capable to neutralize them. In any institution the motivation and satisfaction of the members could suffer from this constellation.

The following chart shows an example of a matrix structure for a library (see figure 4).

⁸ In case of *three* organisational criteria applied at the same level, we speak of tensor structure.

Figure 4: Matrix structure of a library



Delegation. The consideration made so far has indirectly referred to the matter of centralisation or decentralisation of authority (delegation) in institutions. This very important organisational aspect in many institutions covers the formally granted influence of a position to make decisions.

At this, we can basically distinguish two extreme alternatives:

- Authority is located at the top of the institution.
- Authority is given to the lower levels of the institution. This is often called or at least related to the mentioned term 'delegation'. Interestingly, the aspect or grade of delegation is not always demonstrated by the organisation chart because this doesn't normally show the power or authority of a person.

Both alternatives have different advantages and disadvantages to take into account. If the authority is concentrated at the top, decisions are based on a (more or less) comprehensive view of the institution, its parts/subunits and its environments. The chance, that very special interests of a subunit and/or a person are pursued without being balanced to the overall interests, is quite low. But, in many cases, the speed of decision making is quite low, because the authorities at the top have to manage a huge workload.

In case of a strong delegation or location of the authority at lower levels of an institution, the opposite is true. We could expect high respectively increased speed of decision making and also control activities as well, but sometimes a lack of consideration of the overall perspective. Basically, the management has – in the context of creating an appropriate design – the challenge, to find a compromise or a situation balancing the various advantages achievable in that field.

However, it is crucial for the decision about delegation, to have a look at the environment respectively the contingency factors which have relevance in that situation. A question of great importance could be: how great is the need of the institution for fast decisions and quick responses to changing situations (e.g., due to turbulent technological developments in the environment or active competitors)? Moreover, the complexity of the institution could be of relevance: do we have a strong need for delegation in order to tackle the problem of a situation with high complexity? Anyway, if there are strong reasons for delegation, the question arises, which tasks and/or decision making authorities should be delegated, if the institution basically has decided in that direction?

It has to be stated, that in reality we observe organisational forms (whether they are functional or divisional, with a low or a high level of delegation and so forth) seldom in a 'pure' sense. Very often we have to notice modifications and/or combinations of 'theoretical' organisational concepts. Such approaches often represent the specific requirements created by the environment and/or the strategy of an institution. When considering the various options for adaption, the institution basically should be aware of some key organisational trends.

An important trend for many institutions regards to the increasing diversity. This development means, that the workforce is getting more heterogeneous (e.g., sexually, racially or culturally), which could be a source of both innovation as well as conflict and communication problems. However, organisational design needs to cope in the years to come with different styles of interaction, presentation etc.

The requirement of flexibility causes very often a strong need for organisational structures as well as processes and not least people, that can respond differently to different situations (because there are or will be differentiated customer/user needs, an increased pace of change in technology respectively technological developments etc.). The formal organisation design assigns for example often greater autonomy to employees in order to encourage initiatives from the lower level of institution and to contribute to flexible responses of the institution. The tendency towards flat hierarchies corresponds with that development (fewer levels of management).

However, with respect to more flexibility and adaptiveness the concept of network organisation (across sub-units and/or institution boundaries) strongly enabled by new information technologies is helpful as well.

4. Organisational Processes

This chapter deals with the question of organisational alternatives in a more dynamic view with regard to organisational processes. Processes basically refer to the flow of information, tasks or the steps of activities within the institution. The following discussion concentrates on the improvement of the performance of processes with respect to its structures.

As an example with regard to the field of library it is assumed, that the process acquisition & cataloguing consists of the following elements:

- Identification the needs of users: Which media or journals, monographs etc. could be or are of interest for current and/or potential users?
- Evaluation of ideas (including the setting of priorities due to existing budgets etc.)
- Identification of suppliers respectively sources for the journals, monographs etc. in question
- Negotiating and purchasing
- Cataloguing of purchased media
- Gaining of feed back concerning the use of media, journal etc.

Process analyzers distinguish several general alternatives for improving process-related objectives like the quality or the speed or the costs of processes. It is important in such a context to define in a first step the objectives which are of relevance, because you normally select different options if you intend to improve the quality of a process (measured for example with respect to the amount of failures) or if you prefer to get it faster.

Important general alternatives for process improvement are:

- Elimination of steps. Here the question is: could we eliminate steps which are not really necessary (in terms of creating a benefit for the user)?
- Transfer of steps. Could we do some outsourcing and transfer steps to the user (or another institution or agent) in a reasonable and adequate way? For example the search of interesting media, monographs etc.? Could we set up an arrangement, where users systematically provide ideas, hints, signals etc.?
- Aggregation of single steps of the process. Could we perform some basically separated activities in one step? For example: the identification of suppliers and the negotiations with them?
- Could steps or activities of a process be performed concurrently? This measure is extremely important, if an institution wants to increase the speed of a process.

However, we could observe (especially in the field of libraries), that a number of processes respectively process steps is increasingly based on IT-approaches.

After having implemented one or more of this options, it is important to measure the resulting consequences (with regard to process time, failure rates etc.).

Often, the responsibility for a process or a number of processes is assigned to teams.

Teams provide an interesting way to coordinate people and tasks in small as well as large institutions. With respect to the above mentioned process a team with responsibility for these activities could include experts for public and information services, for purchasing as well as for the different user groups a library deals with.

However, teams normally go through four predictable stages reminding of the idea of a life cycle: orientation (the team is formed), role finding and conflict (with regard to the leader and/or other members of the teams), group stabilisation and differentiation (normally based on improved productivity).

The diagnosis of the current stage or phase is a precondition for selecting the appropriate action with regard to team structure and/or behavior. It is obviously, that the question arises, what could and what should be done in order to tackle the problems related to conflicts, when once becomes aware, that there are serious disputes etc. However, with regard to the development of a team, it is very meaningful to ask: what could we do in the phase of orientation (first stage) in order to minimize conflicts or probabilities of conflicts in the following phases?

The (empirical) research into the functioning and design of team structures (often comparing successful and unsuccessful groups respectively approaches) has led to a number of attributes or characteristics shared by most successful teams and lacking in the most unsuccessful teams. Among those characteristics are the strong awareness and attention which paid to group processes, the existence of common goals and visions within the teams and a high grade of shared knowledge of team goals and approved methods.

5. Concluding Remark

After having discussed some basic questions in the field of organisational design (i.e., organisational alternatives, theoretical approaches), this paper considers a number of alternatives of organisational design with regard to a structural and a process oriented perspective. Especially the divisional forms for structuring combined with in-depth designed processes are helpful in fostering customer respectively market orientation which is important for many institutions today.

If an institution has identified a promising concept for organisational design, it is the task of organisational change to implement this solution. However, a basic challenge in this context is to overcome the typically given strong resistances to change. At this, it is basically important to involve top management or the head of the institution and to base the efforts on a thorough planning.⁹

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New Ways of Acquiring Media for the Library: Outsourcing of Acquisition in the University- and City Library of Cologne

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Abstract

Automated acquisition systems, integrated workflows, electronic media - these are important subjects of the past 10 years in the field of acquisition and media treatment. This area has changed completely and must position itself furthermore to new challenges. Besides, the principle of economic efficiency has become more and more important. Some possibilities to create spaces for new duties will be lighted up in the following, from a library view as well as from a supplier's view.

1. University- and City Library of Cologne (Birgit Otzen)

Since 2004 the Cologne UL works with different models of Approval of plans or Standing order procedures and special shopping basket systems within the scope of monograph acquisition. So outsourcing has become an important part of our business dealings with library suppliers.

1.1 Situation

What was the situation like, before we started the new workflow: We had raised demands in media treatment because of the so called “Integrated workflow” which means that acquisition and cataloguing were put together. So the staff had to deal with new ambitious duties. At the same time the Media Department is not infrequently a kind of quarry for personnel to be recruited for other functions in the library. Also the subject librarians are confronted with management duties more and more or have to care for other subject areas, so they need substitution. Or subject divisions are temporarily unappointed for example because of retirement.

Parts of the workflow were hopelessly overloaded because of special wishes of the subject librarians and many details to consider. There were downtimes and delays by detours for example caused by long circulations of journals and bibliographies. Therefore the time span between the announcement of new titles and the delivery of the order was too long. The whole ordering procedure often caused double work or lots of works like checking, listing, copying and so on. And the acquisition business goes often up and down in waves, there are temporarily bigger amounts of money and books to master quickly. Finally – if You look at the processes You’ll find nearly the same on both sides, in the library as well as on the supplier side.

Looking at the electronic systems we have to work with, we had always the same procedure: Order cataloguing in the Cooperative Catalogue, download, registry in the local system, order. Traders systems and online services which are partially fantastic could not be used to our regret. Beyond this there are many breaks between the different systems : Subject librarians find and print titles to order from the cooperative catalogue, the printouts are given to the acquisition department, where the order is catalogued again in the cooperative catalogue. Or if You take printed bibliographies for the selection of titles: they are in circulation for months and so You have big delays between selection and ordering.

Based on this situation we looked for solutions to bring help for the acquisition department as well as for the subject librarians.

1.2 Approval Plans

We started with delivery by approval plan in the field of sociology. This is a special subject collection in the Cologne UL which is financed by the Deutsche Forschungsgemeinschaft. It covers foreign, mainly Anglo-American literature supplied with a big budget. Generally the literature was selected from the BNB. So we took the BNB weekly electronic data issue which has to be filtered by several DDC groups and a list of publishers. The list of titles which is filtered out covers the basic need of literature and is delivered automatically by the supplier. The rest of the BNB-Data is listed in a so-called negative list and has to be selected in addition by the subject librarian.

Figure 1: BNB weekly issue, filtered by DDC groups

Anz	ISBN	Waehr	Preis	Autor	Titel	MeldN	BestZeich	BestDat	Abt	Bezieher	Kst	Rabatt	KdNr	Nr	
1	9780822367376	GB£	0.00	Lu, Petrus	Beyond the Straigh)Ts		SOZ 306 100	16.07.2010					1031948	1056431	Email
1	9780470827154	EUR	19.99	Lcsi	Social Ecosystem 2.0: Changing the World That Chan Ges the World	4	SOZ 361 100	16.07.2010					1031948	1056432	Email
1	9780415550864	GB£	100.00	Mottram, David R.	Drugs in Sport		SOZ 362 100	16.07.2010					1031948	1056433	Email
1	9780205792771	EUR	52.99	Weinbach, Robert W.	Social Worker as Manager		SOZ 361 100	16.07.2010					1031948	1056434	Email
1	9780812242300	GB£	39.00	Weller, Marc	Asymmetric Autonomy and the Settlement of Ethnic Conflicts		SOZ 305 100	16.07.2010					1031948	1056435	Email
1	9780199297672	GB£	35.00	Bickers, Robert A.	Settlers and Expatriates		SOZ 325 100	16.07.2010					1031948	1056436	Email
1	9781412971669	GB£	49.99	Renzetti, Claire M.	Sourcebook on Violence Against Women		SOZ 362 100	16.07.2010					1031948	1056437	Email
1	9780520266322	GB£	27.95	Traugott, Mark	Insurgent Barricade		SOZ 363 100	16.07.2010					1031948	1056438	Email
1	9780415562652	GB£	95.00	Faludi, Andreas	Cohesion, Coherence, Cooperation: European Spatial Planning Coming of Age?		SOZ 307 100	16.07.2010					1031948	1056439	Email
1	9780748637485	GB£	70.00	Lillis	Written Texts And Practices		SOZ 306 100	16.07.2010					1031948	1056440	Email
1	9780745648712	EUR	55.00	Brown, Lord	Cosmopolitanism	4	SOZ 306 100	16.07.2010					1031948	1056441	Email
1	9781842179918	GB£	30.00	Gleba, Margarita	Communicating Identity in Italic Iron Age Communities		SOZ 305 100	16.07.2010					1031948	1056442	Email
1	9780199206780	GB£	7.99	Doyle, William	Aristocracy		SOZ 305 100	16.07.2010					1031948	1056443	Email
1	9780719083501	GB£	0.00	Gledhill, Christine	Nationalising Femininty		SOZ 305 100	16.07.2010					1031948	1056444	Email
1	9781847065698	GB£	75.00	Grenfel, Michael James	Bourdieu: Language Linguistics		SOZ 306 100	16.07.2010					1031948	1056445	Email
1	9789888028610	GB£	0.00	Lai, Lawrence WaiChung	Change in Use of Land		SOZ 307	16.07.2010					1031948	1056446	Email
1	9780520260641	GB£	41.95	Coler, Ian	Arab France		SOZ 305 100	16.07.2010					1031948	1056447	Email

Of course there are further alerts necessary to complete this selection from the BNB. They are delivered by our supplier to the subject librarian who selects other titles and orders them directly per email. And of course he can use other sources for his title selection and order them in a conventional way.

So – what is our advantage: Automatic filtering immediately after the electronic arrival of the weekly BNB-issue, this automatically filtered list goes directly as an order list to the supplier where the titles are ordered without any delay. A small amount of titles remains to be selected personally through the subject librarian.

According to this method, the whole process of pre-acquisition is done by the supplier. Also the order-management is done in the supplier’s system. The supplier prepares monthly budget overviews, which can be brought into the library’s budget overview. Expensive works like Major Reference Works or Subscription series are offered separately with information material. We have general right to return books, for example in case of double delivery or if books don’t fit to the subject. And finally the books are delivered with flat discount.

By using Approval plans we have got synergetic effects between library and bookseller: working steps are not made twice any longer. This is what we call outsourcing: not only regarding to single working steps, but concerning the whole procedure of ordering and order management. This brings about time and spaces for the subject librarian: the basic need of literature is automatically delivered, ordering beyond this is directly on-line possible. Floods of prospectuses do not have to be read and data redundancy has been reduced. The process of acquisition and cataloguing has become much quicker: books are ordered, delivered and brought to the shelf as fast as possible.

1.3 Shopping basket systems

Beyond the practice of Approval Plans we looked for another solution for smaller subjects with lower budget, where standing order delivery is not possible. So we had the idea to create special shopping basket systems for the subject librarians based on individual selection criteria and conditions like BIC Codes and a publisher list.

Selected from the supplier's databases Nielsen book Data and the German Books in Print, new publications are now selected monthly according to our criteria and put into a shopping basket. If possible, information like Covers, abstracts, table of contents are added to the new title information. When using the shopping basket for ordering, the subject librarian can add order notes for the later media treatment like special locations, budget, number of copies, notifications and so on. All this combined with convenient handling.

In contrast to the conventional workflow of book acquisition in a great University library, the subject librarian now orders directly without detours and downtimes, he has direct contact with the trader and can make his own arrangements.

Again the whole processes of pre-accession and order management are done by the supplier. The supplier prepares monthly budget overviews, which can be brought into the library budget overview. Expensive works like Major Reference Works or Subscription series are offered separately with information material. We have general right to return books and the books are delivered with flat discount.

We started in working with shopping basket systems with our supplier Missing Link, but meanwhile we work together with several suppliers and every system has its own advantages.

Figure 2: New Title List

Titel	Autor	Verlag	ISBN	ErschDatum	Reihe	Auflage	Schlagwort	Preis	Währung	Code	Format	Sprache	RC	50
4 Methoden des fremdsprachlichen Deutschunterrichts - Buch und Ergänzungsheft	Neuner, Gerhard	Langenscheidt	9783468496141	01.07.2010			Hardcover, Softcover / Pädagogik/Schulpädagogik, Didaktik, Methodik	14.95	EUR		Paperback	D		
4 Methoden des fremdsprachlichen Deutschunterrichts - Ergänzungsheft	Neuner, Gerhard	Langenscheidt	9783468496158	01.07.2010			Hardcover, Softcover / Pädagogik/Schulpädagogik, Didaktik, Methodik	3.95	EUR		Paperback	D		
Accessories to Modernity	Hiner, Susan	University of Pennsylvania Press	9780812242591	30.06.2010				31.00	GBP	CSY	Hardback	E		
Account Episodes	Schonbach, Peter	Cambridge University Press	9780521155021	24.06.2010	European Monographs in Social			14.99	GBP	CF7	Hardback	E		
Adapted for the Screen	Deppman, Hsu-Chuang													

Details:

Libreka Google

ISBN 9780812242591
 Verlag University of Pennsylvania Press
 Ort
 Autor Hiner, Susan
 Titel Accessories to Modernity
 Untertitel Fashion and the Feminine in Nineteenth-century France
 Reihe
 ErschDatum 30.06.2010
 Auflage
 Seiten 288
 Einband Hardback
 Inhalt Accessories to Modernity explores the ways in which feminine fashion accessories, such as cashmere shawls, parasols, fans, and handbags, became essential instruments in the bourgeois idealization of womanhood in nineteenth-century France. Considering how these fashionable objects were portrayed in fashion journals and illustrations, as well as fiction, the book explores the histories and cultural weight of the objects themselves and offers fresh readings of works by Balzac, Flaubert, and Zola, some of the most widely read novels of the period. As social boundaries were becoming more and more fluid in the nineteenth century, one effort to impose order over the looming confusion came, in the case of women, through fashion, and the fashion accessory thus became an ever more crucial tool through which social distinction could be created, projected, and maintained. Looking through the lens of fashion, Susan Hiner explores the interplay of imperialist expansion and domestic rituals, the assertion of privilege in the face of increasing social mobility, gendering practices and their relation to social hierarchies, and the rise of commodity culture and women's paradoxical status as both consumer and object within it. Through her close focus on these luxury objects, Hiner reframes the feminine fashion accessory as a key symbol of modernity that bridges the erotic and proper, the domestic and exotic, and mass production and the work of art while making a larger claim about the "accessory" status-in terms of both complicity and subordination-of bourgeois women in nineteenth-century France. Women were not simply passive bystanders but rather were themselves accessories to the work of modernity from which they were ostensibly excluded.

Shopping basket systems as shown before bring several advantages for the library: The subject librarian works with a tailor-made preselection of new titles to order, he must not plough through mountains of prospectuses, bibliographies with often double information. We can use expensive and sophisticated supplier data banks and systems with additional information which was not possible before.

Figure 3: Filled shopping basket with commentary

Info	Anz	ISBN	Währung	Preis	Autor	Titel	BestZeich	BestDat	Abt	Kst	Ra	att	Kommentar	Nr		
1	9780718501433	EUR	0.00	Deane, Patrick	History in Our Hands: A Critical Anthology of Writings on Literature, Culture and Politics from the	32/wel BK: 18.05, 17.98	22.07.2010	ANG					bitte vormerken: B00442151#M	150050	Bearbeiten	Löschen
1	9780199549276	EUR	34.16	Stewart, Alan	Shakespeare's Letters	32/wel BK: 18.05, 17.82	23.07.2010	ANG					Trade Book	150042	Bearbeiten	Löschen
1	9780802089359	EUR	63.25		Early Modern Nationalism and Milton's England	32/wel BK: 18.05, 17.93	23.07.2010	ANG						150045	Bearbeiten	Löschen
1	9780801891175	EUR	46.18		Virginia Woolf	32/wel BK: 18.05, 17.81	23.07.2010	ANG						150049	Bearbeiten	Löschen
1	9780801447792	EUR	31.56	Brown, Judith	Glamour in Six Dimensions	32/wel BK: 18.06, 17.71	23.07.2010	ANG						150150	Bearbeiten	Löschen
1	9780300115031	EUR	31.63	Sensibar, Judith L.	Faulkner and Love	32/wel BK: 18.06, 17.81	23.07.2010	ANG						150151	Bearbeiten	Löschen
1	9780817316419	EUR	33.00	Rieger, Christopher	Clear-cutting Eden	32/wel BK: 18.06, 17.93	23.07.2010	ANG						150152	Bearbeiten	Löschen
1	9780230217577	EUR	63.25	Scott, Jeremy	Demotic Voice in Contemporary British Fiction	32/wel BK: 18.05, 17.77	23.07.2010	ANG						150153	Bearbeiten	Löschen
1	9780674049062	EUR	46.74	Picciotto, Joanna	Labors of Innocence in Early Modern England	32/wel BK: 18.05, 17.93	23.07.2010	ANG						150238	Bearbeiten	Löschen
1	9780521190947	EUR	63.25	Shields, Juliet	Sentimental Literature and Anglo-Scottish Identity, 1745-1820	32/wel BK: 18.05, 17.93	23.07.2010	ANG						150241	Bearbeiten	Löschen
1	9780521765602	EUR	63.25	Schmitt, Cannon	Darwin and the Memory of the Human	32/wel BK: 18.05, 17.90	23.07.2010	ANG						150243	Bearbeiten	Löschen
1	9780253355058	EUR	53.97		Spatial Humanities	41/wel BK: 74.48	26.07.2010	GEG						150403	Bearbeiten	Löschen

Order data which are important for the later media treatment in the library can be recorded already with the order and are printed on the invoice or sent electronically. So the books are delivered with all necessary information and can directly be made shelf ready without detours and delays. And we have also –as we already described with the Approval Plan procedure – synergetic effects between library and supplier, the whole process of ordering and order management lies in the hands of the supplier and therefore the whole working field of acquisition and media treatment has become much more efficient and quicker.

1.4 Structural changes

The adoption of approval plans and shopping basket systems caused some structural changes in the acquisition process.

New is the direct collaboration between subject librarian and supplier not only in the field of ordering books but also regarding the contents and the improvement of the systems.

The acquisition librarian has to deal with different working processes and has to be flexible. The department has to be well-organized to get control of the variety and important is a good documentation of the details (like web pages, Logins, passwords, terms of delivery, arrangements, customer numbers and so on). On the first hand this looks a bit complicated but on the other side we saved a lot of duplicated work and unnecessary bibliographic data input. As a whole we have become much more efficient and won spaces for new duties, e.g. the treatment of electronic media.

Of course the structure of our suppliers has changed: we set a high value on electronic services and outsourcing offers. So the scope of suppliers to be in consideration to work with us has become narrow. Suppliers with high IT-competence and attractive web offers are preferred. Order volumes per year are more and more based on firmly outlined supply agreements. The collaboration with the supplier has become closer: it's not only to deliver books but to develop individual solutions for the different subjects. This is an advantage for the booksellers who are already involved in this area. But it is also a chance for new suppliers who were not represented up to now in the library business.

1.5 Outlook

Finally, two further outsourcing areas the Cologne UL is engaged in are introduced:

The first one is the acquisition and cataloguing of ebooks: If You start to collect ebooks You will find a great variety of ways to acquire them: You can buy them individually but also as package of some hundred titles. Beyond this, ebook-collections are included in databases or ejournal-packages. So, the problem is to have them all together in one index and – above all - to list every single title in the online catalogue of the library.

In the field of ebooks again Missing Link is our main supplier. So we tried to find a solution together: Based on an aggregator platform (MyLibrary) which is licensed by the Cologne UL, Missing Link builds an own ebook-Catalogue of the Cologne-University-Library ebooks. Titles we don't buy from ML or which are part of databases or e-journals are announced to ML, so that they can put them into our ebook-library. So - we get the complete stock of ebooks from all sources at one place. The metadata of this stock are regularly sent to the Cologne UL where they are loaded into the main library catalogue portal. Now every single title is individually searchable. Since this procedure is practised the use of Ebooks at the Cologne-UL has considerably increased.

The other field in which we are going to work with outsourcing is the binding of new books. So far the binding process came after acquisition and cataloguing of the new books. Now we think about the binding process to be integrated into the supplier's workflow.

2. Missing Link, Bremen (Klaus Tapken with Petra Hölting)

In November 2004 the library supplier Missing Link Versandbuchhandlung took over its first approval plan, the procurement of literature for the DFG-funded special collection subject Sociology of the University- and City Library of Cologne (Universitäts- und Stadtbibliothek Köln). The handling of this approval plan developed quickly and several other approval plans for libraries in Germany and Switzerland followed in subsequent years. In 2007 Missing Link set up virtual shopping baskets for the selection of materials in the various science subjects of the University of Cologne. Each of these selection projects presented new challenges for the company as a bookseller, but also presented new opportunities for forms of collaboration with the library customers. The amount of work and input necessary to develop these systems is rewarded by fixed order quantities and very close customer relationships. The positive feedback by the subject and acquisition librarians involved is great encouragement to develop these collaborations further and to develop new ideas. Both of the following projects for the University of Cologne, the approval plan and the virtual shopping basket system, will be examined from a bookseller's perspective.

2.1 Preconditions

2.1.1 Data used

The basic requirement for the selection of literature is the availability of suitable bibliographic data. Missing Link is the distribution partner of Nielsen BookData (among other roles, Nielsen is the British ISBN agency) and therefore has available a comprehensive collection of titles published in English. As this bibliography lists titles not according to country of origin but based on a language principle, it is more comprehensive in many areas than the BNB. Titles from countries and areas such as India, the Caribbean, Australia, and South Africa are listed quite extensively and also titles published in English in Continental Europe.

Missing Link uses several bibliographies for German language books, which cover the German language regions nearly in total.

The DFG-funded special collection subjects have special acquisition requirements; to meet these Missing Link uses weekly updates of the national bibliographies.

2.1.2 Infrastructure Required

Approval plans and standing orders are not part of the normal bookseller routine. Therefore Missing Link employs specialists for these projects who are in regular contact with the librarians involved. A trained librarian with a diploma in scientific librarianship is responsible for the actual implementation of the projects.

But to realize projects of this size, a library supplier needs more than professional knowledge. Certain technical requirements have to be fulfilled to allow for automation after the selection of the literature. Automated work routines have to be used to make the projects economically feasible. Missing Link has its own IT department which responds to the requirements of the libraries and then develops routines for the book trade side.

2.2 Approval Plan for the DFG-funded Special Collection subject „Sociology“ for the University- and City Library of Cologne

First the DNB (German National Bibliography) and the BNB (British National Bibliography) are evaluated according to technical and functional criteria set up by the subject librarian. When Missing Link and the Cologne UL started the project, Missing Link kept very closely to the criteria, but quite soon it became clear that the list of publishers as part of the selection criteria had to be reworked more or less constantly. Missing Link's booksellers are in regular contact with publisher reps and learn about changes in the individual publishing houses. The emphasis on a certain subject might change, the publishing programme changes. Missing Link passes this information on to the subject librarians. Also Missing Link evaluates all orders coming from the so called „negative list“ and suggests new publishers to the library. The „negative list“ comprises amongst others titles which do not meet the set criteria, but which could nevertheless be suitable. Missing Link suggests these titles to the library and the subject librarian might order individual titles from that list.

Cologne UL's pre-accession in the OPAC is first done automatically with the help of some macros written by Missing Link, then an ISBN routine is run, and after that a manual check in the OPAC follows.

Time is a very important factor for this approval plan. Books of smaller and very small publishers are often only listed after publication and they often only see small print-runs. If those titles are not ordered straight-away they can be out of print quickly. Usually at Missing Link there are two working days between the receipt of the weekly announcements of DNB and BNB, the selection and search for duplicates and the final order of the books. The national bibliographies are being searched in the week of their publication and resulting orders placed immediately. Thus a constant workflow is guaranteed for the library as well as for Missing Link.

Another important factor is the existence of a US subsidiary of Missing Link. This US bookshop orders from small publishers and societies directly within the USA. Missing Link does not have to use the US wholesalers who sometimes do not carry the books of those small publishers or societies. Sometimes small publishers or societies might not export to Europe. Thus the Missing Link owned US bookshop guarantees a comprehensive and fast delivery of nearly all US publications.

A reliable indicator for the quality of Missing Link's work is the number of orders which the Cologne UL has to place themselves. The smaller this number is the more comprehensive is Missing Link's ordering and reporting of required material.

2.3 Virtual Shopping Basket for the Sciences

As the budget for Sociology in Cologne allows comprehensive acquisition and development of holdings, the challenge in the Sciences project, by contrast, is to select according to technical and functional criteria but also to keep a close eye on the limited budget.

The use of national bibliographies does not make sense in this project, instead Missing Link uses the other bibliographies mentioned above. The task is to select the titles and prepare them in such a way that the subject librarians can quickly decide which titles to buy. In this project all title selections are made by the subject librarians. Part of the preparation of titles is the addition of further information about the titles, such as abstracts, contents lists etc. wherever available. This procedure has proved very effective for subjects with limited budgets and where no comprehensive development of the holdings is possible. As opposed to the physical delivery of books in traditional approval plans, few physical returns are necessary with the virtual shopping baskets.

A continuous spending of funds is guaranteed, and the subject librarian has the means to create lists of special titles from which he can choose at a later point when extra funds might become available.

The processing of the filled shopping baskets is done immediately after receipt by Missing Link. Again several steps have been automated. The check for duplicates in the OPAC, the ordering etc are done with the same tools used for the approval plan „Sociology.“

2.4 Conclusion and Prospect

Approval plans and standing orders are now part of Missing Link's offering to libraries. The fixed order volume and the continuous flow of orders compensates for the substantial time and money investment necessary to set up these plans. And these plans are an enrichment of Missing Link's service portfolio. Missing Link learns a lot more about work flow and processes within libraries through these close collaborations than would ever be possible through traditional ordering routines. This acquired knowledge is used to develop the services further. It is also very satisfying to see how libraries can use Missing Link's book trade tools.

This collaboration leads to new creative ideas. Thus the virtual shopping baskets of the Cologne UL are the basis for Missing Link's library-profile-linked title alert system.

When both sides – library and library supplier – conduct an open dialogue and when both sides are prepared to rethink and change traditional work routines, long-term synergies develop. Both sides profit from each other's special knowledge and can use this to develop further projects.