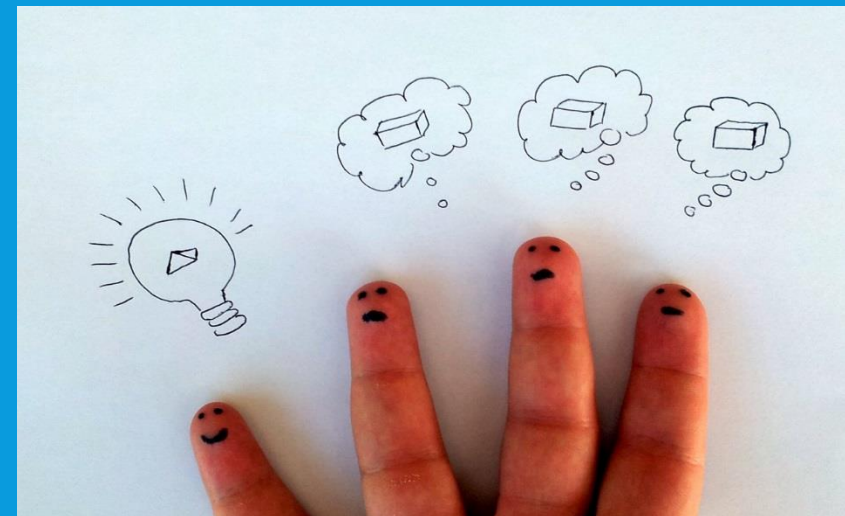# "DISRUPTING" ILL SERVICES...
IN A GOOD WAY!

Silvia Cho, The Graduate Center, CUNY
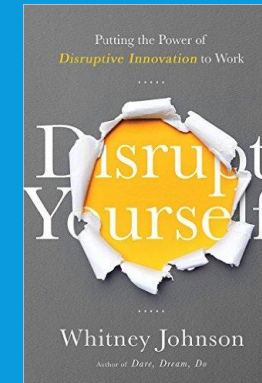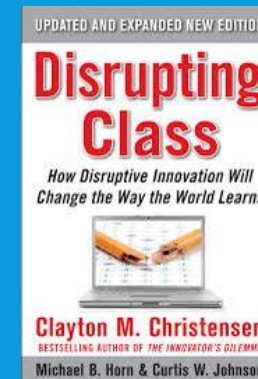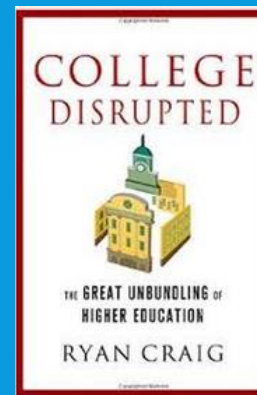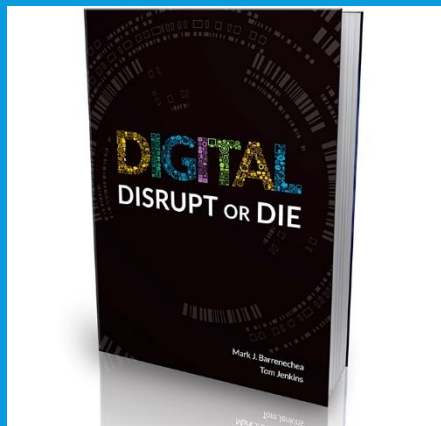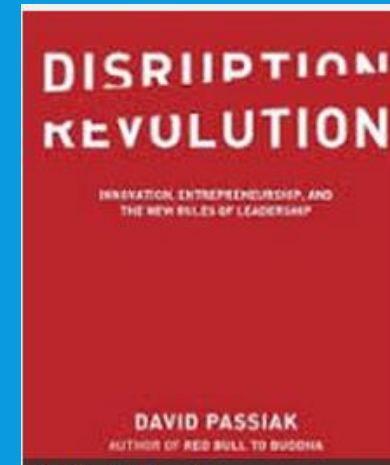
Philip Mui, The New York Public Library

Beth Posner, The Graduate Center, CUNY

https://www.flickr.com/photos/86979666@No0/7829098984

A THEORY OF INNOVATION
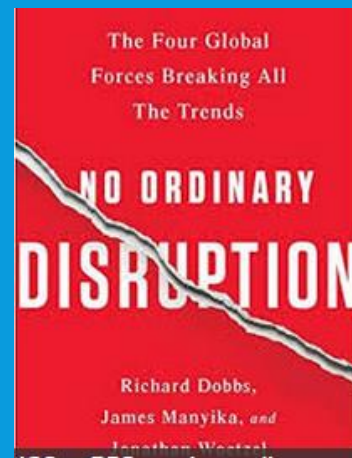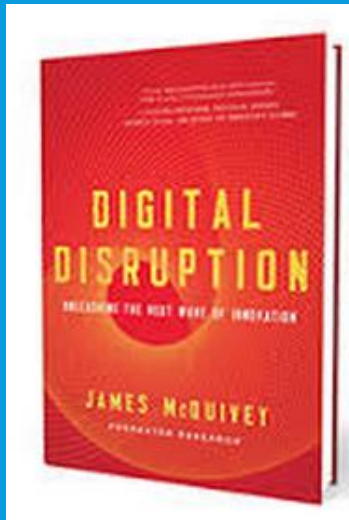
It began in 1997...

Good management leads to failure
when *disruptive technologies* come along.

Good management leads to failure when *disruptive technologies* come along…

But what is good management?

- Listening to your customers to identify need

- Go for the "biggest bang for the R&D buck"

- Aim for innovations that target a broad customer base, not the fringe

And what are *disruptive technologies*?

First, some definitions…

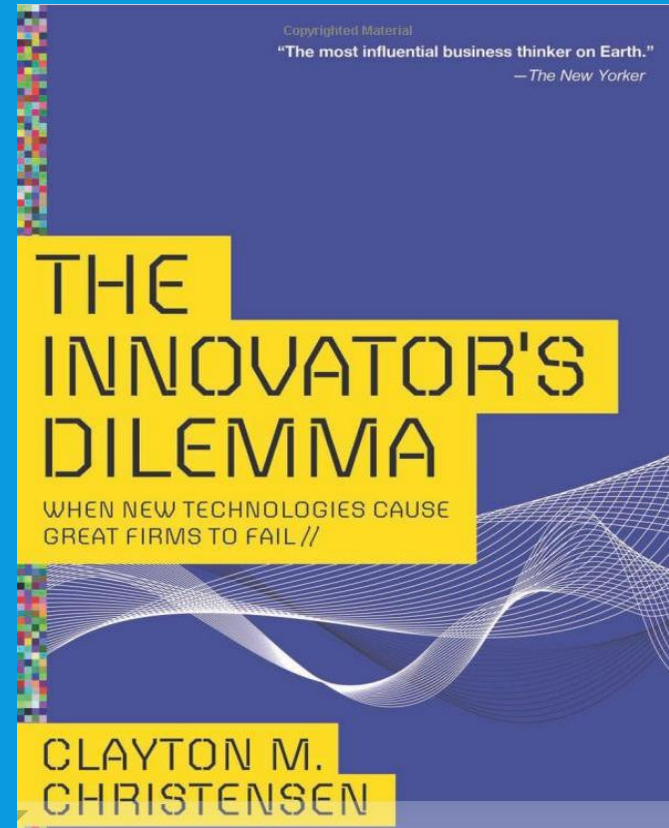- *Technology*: "processes by which an organization transforms labor, capital, materials, and information into products and services of greater value" (xiii).

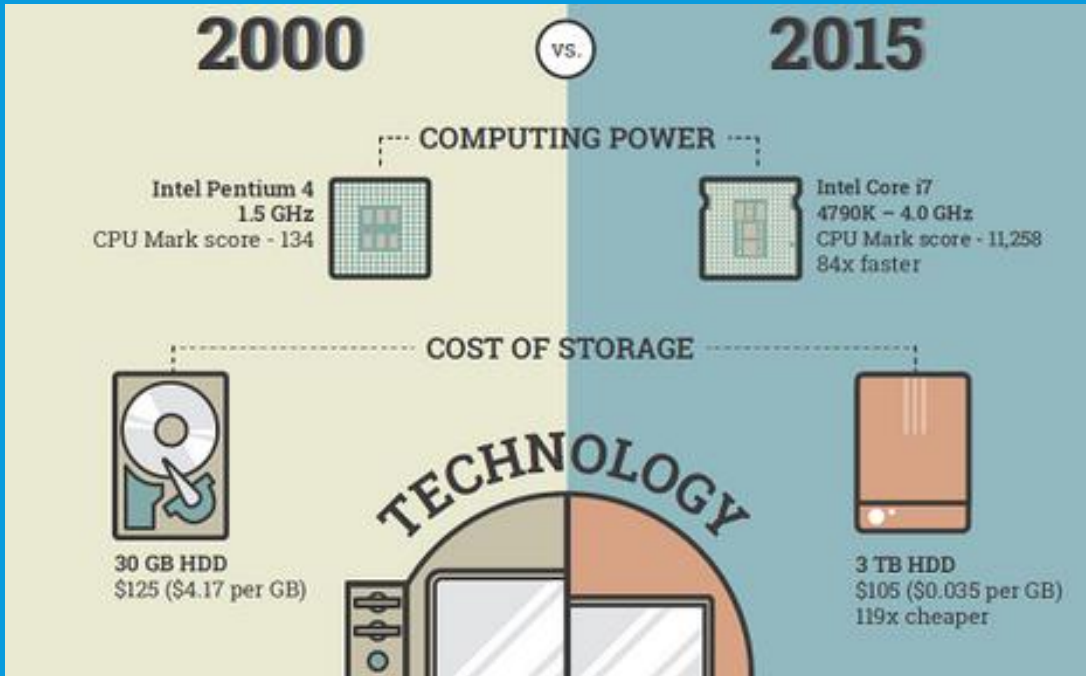- *Innovation*: "change in one of these technologies" (xiii).

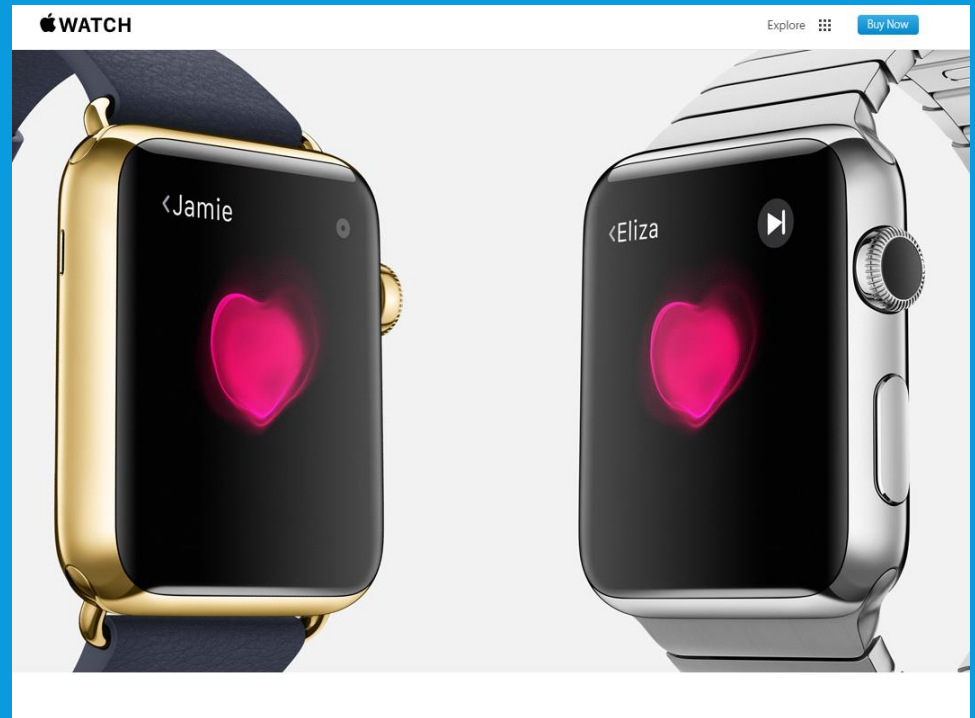# Types of technological innovations:

- *Sustaining*: Improves performance along accepted measures of performance.

- *Disruptive*: Definition of performance differs substantially from previous measures of performance

http://community.spiceworks.com/blog/1852-tech-time-machine-a-look-at-the-evolution-of-it-from-2000-2015

Apple.com/watch

Good management principles help you lead with sustaining technologies:

- Top companies are top because they are very good at introducing innovations their customers want.
- They are already ahead of the curve in the technology they are leaders in, they know what they need to improve, and have the resources to continue investing in R&D.

http://www.car-revs-daily.com/2013/12/17/retrospective-mercedes-benz-s-class-1904-present-100-photos/s-class-retrospective-1904-to-present-19/#main

…But they can lead you to failure when disruptive technologies come along.

- Existing, successful products and its context shape perceptions.
- Rational resource allocation decisions favor investing in sustaining technologies, not disruptive technologies.
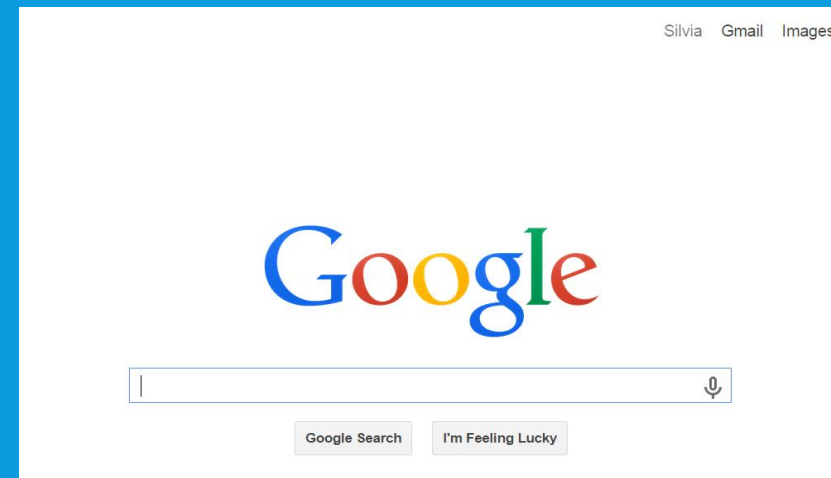
www.google.com, July 23 2015

http://battellemedia.com/archives/2004/09/yahoo_in_1995.php
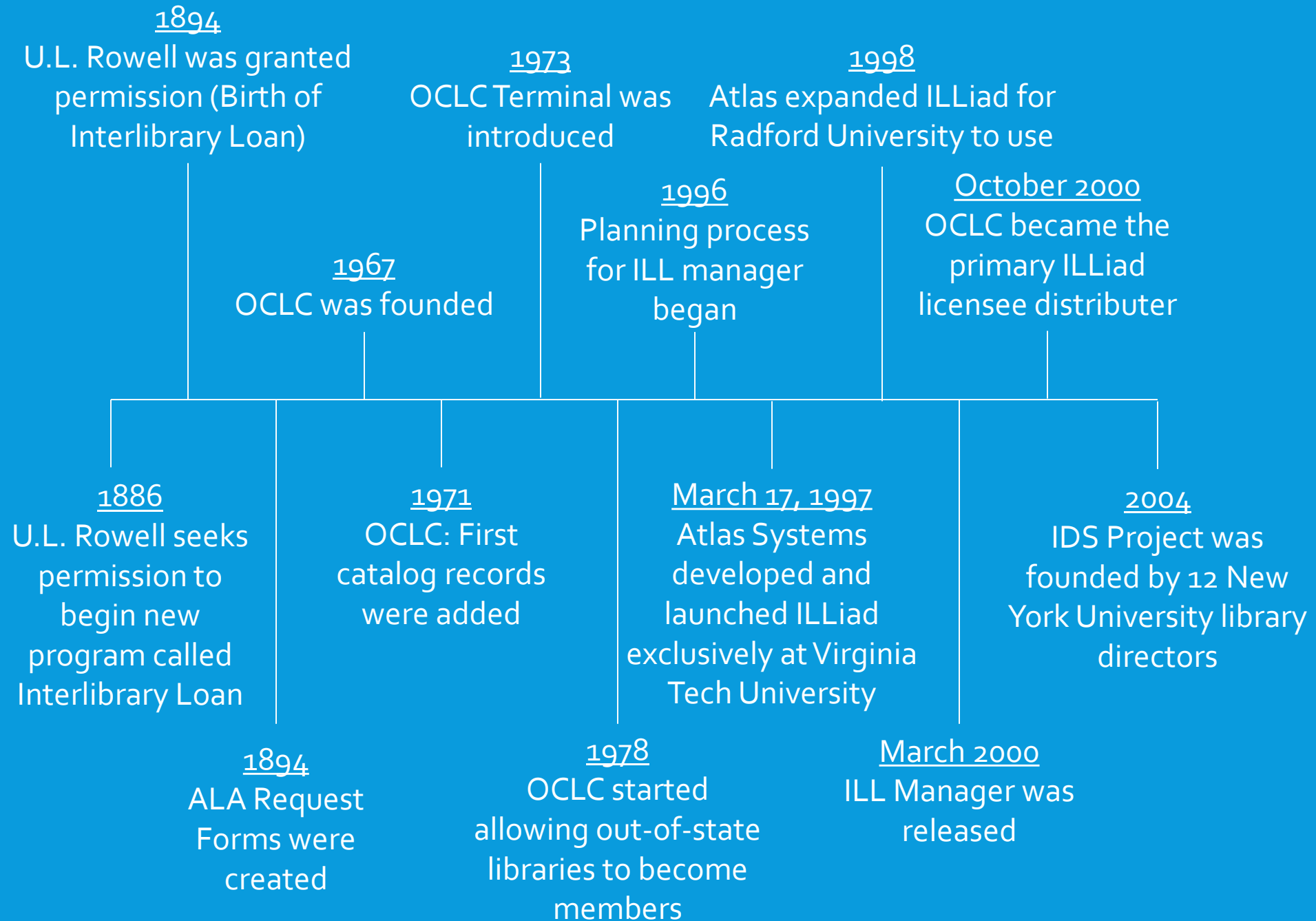
Implications & food for thought

So, should we STOP listening to our users?

Are there people in your community that you aren't serving, and what innovation do you need to serve them?

SUSTAINING INNOVATIONS IN LIBRARY RESOURCE SHARING

1894
U.L. Rowell was granted permission (Birth of Interlibrary Loan)

1973
OCLC Terminal was introduced

1998
Atlas expanded ILLiad for Radford University to use

1996
Planning process for ILL manager began

October 2000
OCLC became the primary ILLiad licensee distributer

1967
OCLC was founded

1886
U.L. Rowell seeks permission to begin new program called Interlibrary Loan

1971
OCLC: First catalog records were added

March 17, 1997
Atlas Systems developed and launched ILLiad exclusively at Virginia Tech University

2004
IDS Project was founded by 12 New York University library directors

1894
ALA Request Forms were created

1978
OCLC started allowing out-of-state libraries to become members

March 2000
ILL Manager was released

Sustaining Innovations for Resource Sharing... ALA Forms

- Only way to send request was by postal mail

- Now: fax or email attachment

ALA Request Form:

SUSTAINING INNOVATION FOR RESOURCE SHARING… OCLC

- Ohio College Library Center or Online Computer Library Center, Inc. (OCLC)
  - Founded in 1967 – (for cooperative cataloging)
  - 1967-1977: Membership was limited only to institutions located in Ohio
  - 1978: Started allowing out-of-state libraries to become members
  - 1979: OCLC Intelibrary Loan Service was introduced
- OCLC Terminal (1973)

- OCLC WorldCat (1996)

- ILL Manager (2000)
  - Used RLIN database

- OCLC WorldShare (2011)
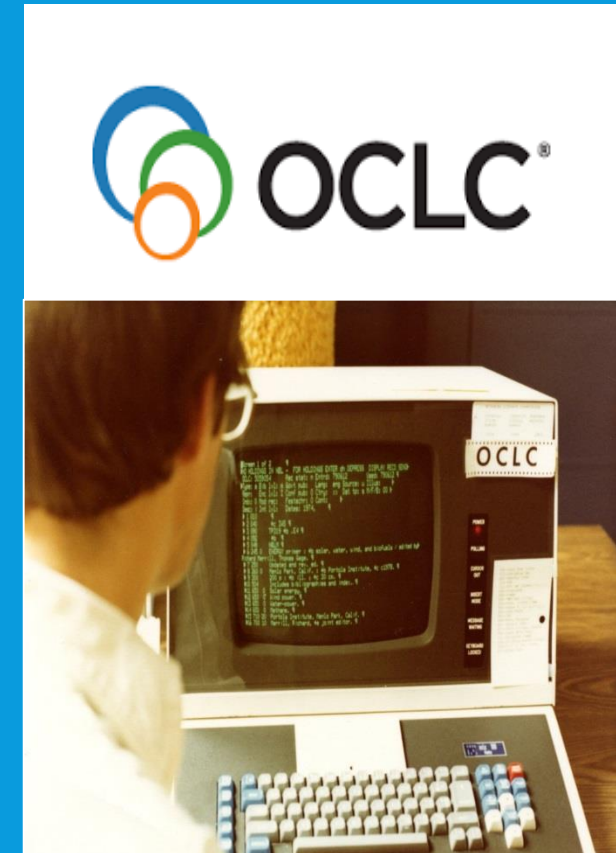
SUSTAINING INNOVATION FOR RESOURCE SHARING... ATLAS

- ILLiad
  - Developed by Atlas Systems in 1996 and launched on March 17th, 1997
    - Originally exclusively used by Virginia Tech University
  - 1998: The ILLiad program expanded for Radford University to use
  - 1998-2000: 50 more institutions became licensees of the program
  - October 2000: OCLC became the primary licensee distributor

ATLAS SYSTEMS
Library Excellence Through Efficiency
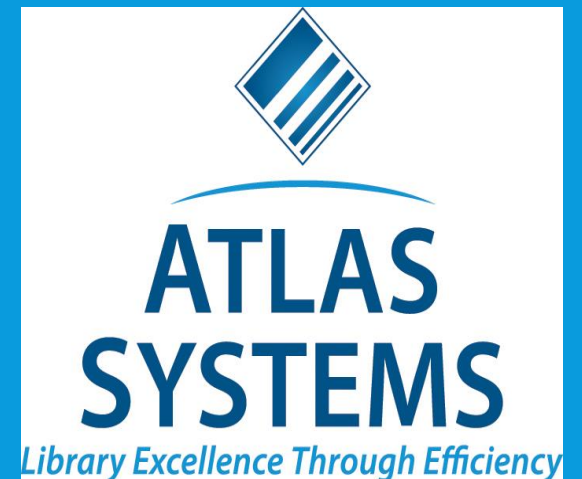
SUSTAINING INNOVATION FOR RESOURCE SHARING… IDS PROJECT

- Mentoring Program
- ILLiad Training
- Best Practices/Workflow Toolkit
- User Groups and Annual Conferences
- ILLiad Enhancements
  - i.e. IDS Logic, Data Services

DISRUPTIVE INNOVATIONS IN LIBRARY RESOURCE SHARING

DISRUPTIVE IDEAS IN ILL...
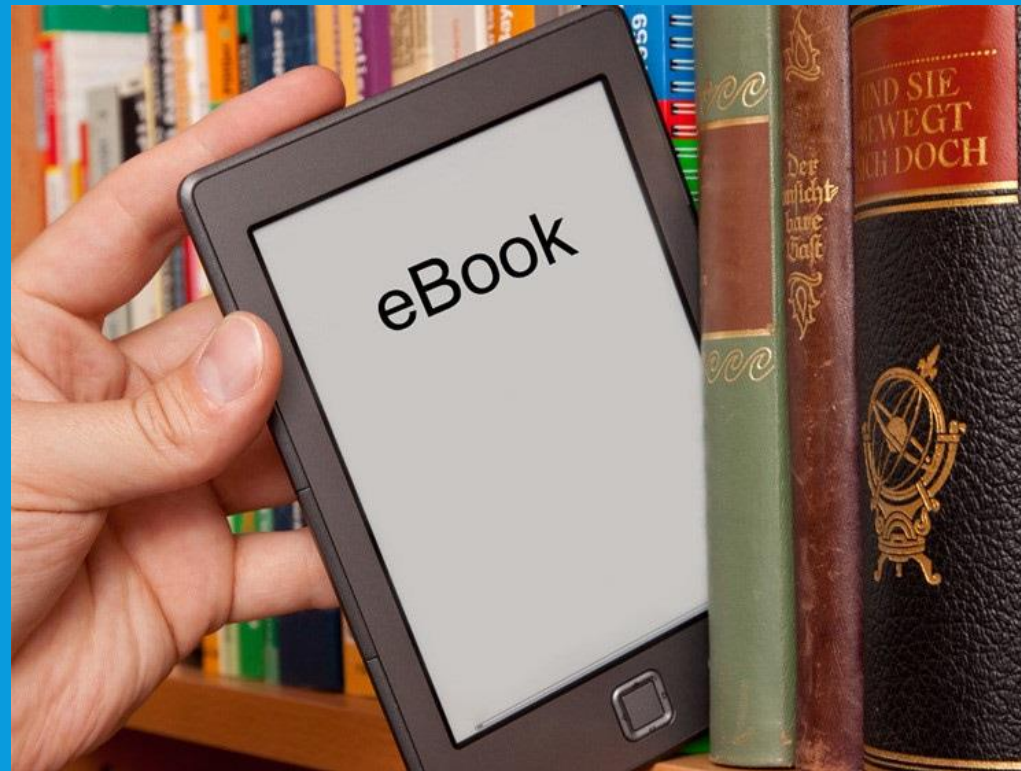# ...THE IDS PROJECT

Ed's "scary" ideas!

My library is your library!
Your library is my library!

My fate is in your hands!
Your fate is in my hands!

DISRUPTIVE IDEAS IN ILL...
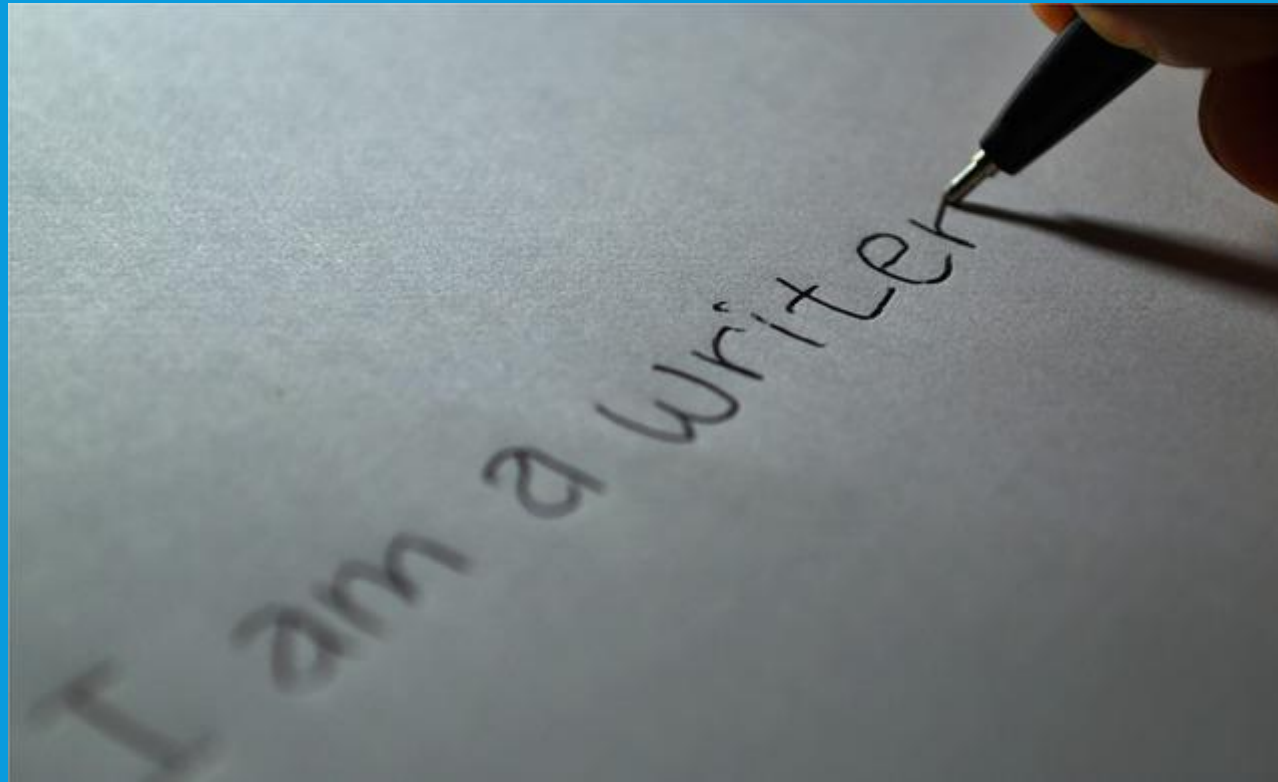## ...SHARED PRINT REPOSITORIES

DISRUPTIVE IDEAS IN ILL... ...SHARING E-BOOKS, DRM

DISRUPTIVE IDEAS IN ILL...
...PURCHASING INDIVIDUAL ARTICLES DIRECTLY FROM PUBLISHERS

DISRUPTIVE IDEAS IN ILL...
...CONTACTING AUTHORS ABOUT SHARING, FAIR USE

DISRUPTIVE IDEAS IN ILL...
...OPEN ACCESS

DISRUPTIVE IDEAS IN ILL…
…ASK FOR WHAT WE NEED – STAFF, BUDGET

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- Lepore, J. (2014, June 23). The disruption machine: What the gospel of innovation gets wrong. *The New Yorker*.

LET US KNOW...
WHAT WOULD YOU DISRUPT?!

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