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ROSS SCHOOL OF BUSINESS

Where is the Hospitality in Your Library?

*Michigan Library Association
Lansing, Michigan
Wednesday October 16, 2013*

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Kresge Business Administration Library
Ross School of Business (University of Michigan)*

Presentation Overview

- Introduction
- Hospitality & Self-Service
- Two Spaces of a Library
- Hospitality at Kresge Library
- Patron-Driven Services and the Power of Yes
- Closing Thoughts

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Introduction

- My Diverse Employment Background
 - ~ Spent 3 weeks and 1 day working in the JC Penney Manager Training Program....
 - ~ Worked at Special Libraries, Archives and Academic Libraries
 - ~ Worked for a Library Software Company (Innovative)
 - ~ Been in Technical Services and Systems
 - ~ Moved to Collections and Administration
 - ~ Always have been able to keep close with the patrons or end-users

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Introduction

- Some key takeaways
 - ~ This is my approach and my philosophy about libraries and library services.
 - ~ Academic libraries are all the same – they have different funding, staffing, student needs and faculty requests.
 - ~ What works at one, may not work at another.
 - ~ ***DON'T RICH-ROD YOUR LIBRARY!***
 - ~ How can we frame problems and opportunities to ensure that we are meeting the needs of our patrons.

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Introduction

- The view of an iconoclast.
- Borrow this line from Pirates of Penzance:

Frederic (to his fellow pirates): Individually, I love you all with affection unspeakable; but, collectively, I look upon you with a disgust that amounts to absolute detestation.
- From Gilbert and Sullivan's Pirates of Penzance (or The Slave of Duty), 1879
- From: http://math.boisestate.edu/gas/pirates/pirates_lib.pdf

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Hospitality & Self-Service

- Hospitality, n. The virtue which induces us to feed and lodge certain persons who are not in need of food and lodging.
 - ~Ambrose Bierce, *The Devil's Dictionary*, 1911
- Hospitality is making your guests feel at home, even though you wish they were.
 - ~ Unknown
- Share with God's people who are in need. Practice hospitality.
 - ~Romans 12:13

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Hospitality & Self-Service

- Disney Model
 - ~ Excellent customer service
 - ~ Excellent attention to detail
 - ~ Things just run beautifully smooth
 - ~ You really feel like they care about every person
 - ~ You really feel that they care about YOU!

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Hospitality & Self-Service

- Nordstrom Model
 - ~ Employee Handbook is one card
 - ~ “Our number one goal is to provide outstanding customer service”
 - ~ Our only rule: “Use good judgment in all situations”
 - ~ See Spector’s The Nordstrom Way to Customer Service Excellence, 2005

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Hospitality & Self-Service

- Hall of Fame Hospitality Desk.
 - ~ Over Hall of Fame Weekend, the “Hospitality Desk” manages all events
 - ~ Used to be called Information Desk
 - ~ Name was changed to the Hospitality Desk and Crew instill a culture of taking care of people
 - ~ *The goal is to make things right*



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Hospitality & Self-Service

- Hospitality can be modest and still be appreciated and useful



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Hospitality & Self-Service

- In general, Hospitality is...
 - ~ It is being **available** and **visible**
 - ~ It allows **you** to change what your patrons can expect from the library
 - ~ It is treating **your users like customers** (no matter what we call them)
 - ~ It is **treating people well**, even before you know **who** they are
 - ~ It is **not** simply luxury or excess

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Hospitality & Self-Service

- Librarians & library staff are **amazing** at providing service
- In many academic settings, the libraries are the element that people are most fond of in reviews and surveys
- In communities, libraries are often considered one of the most commonly cited benefit of a city or town
- In many ways, libraries are well suited to focus on hospitality

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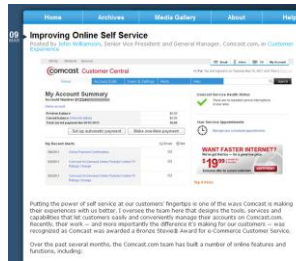
Hospitality & Self-Service

- With the advent of electronic resources and discovery layers – we have worked very hard to make the library mostly self-service
- We have to be very careful – because we could be leading to...

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Hospitality & Self-Service



Comcast is pushing "self service" as their new and improved service model

<http://blog.comcast.com/2012/03/improving-online-self-service.html>

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Hospitality & Self-Service

- The Self-Service Airport... (ATL 7/11/12)



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- The Self-Service Hotel...



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Hospitality & Self-Service

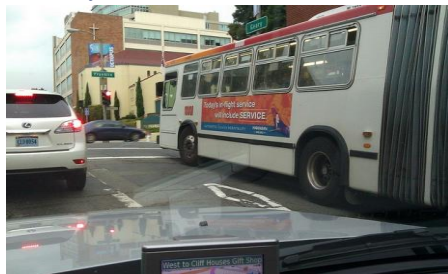
- That is great when people **know what they want**
- This is not great when people don't know what they need
- We have seen a change in services and removal of the reference desk (among others)
- This is when we have a problem...and an opportunity

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Hospitality & Self-Service

- So maybe what we need is...



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Two Spaces of a Library

- How do they see us?
- Storage or Service?



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Two Spaces of a Library

- There are two distinct spaces in a modern library:
 - ~ The Physical Space
 - ~ The Ethereal Space
- Both are critical for our work and for libraries everywhere
- Both are critical for considering outreach activities with our collections (esp. in business)

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Two Spaces of a Library

- The Physical space of the library is used for quiet study and contemplation



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Two Spaces of a Library

- The Physical space of the library is used for managing printed collections...
- **Which ARE STILL RELEVANT and USEFUL!**
- ILL request from a Law Library in Virginia.



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- The Physical space of the library is used for access to certain stand-alone databases and public access



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Two Spaces of a Library

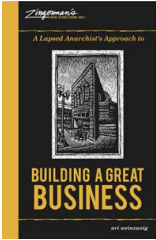
- The Ethereal Space of the Library is where
 - ~ We connect with users
 - ~ We provide outreach
 - ~ We showcase our value to communities
 - ~ We make sense of “it all”
 - ~ We become the “Shell Answer Man”
 - ~ **We SHINE**

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Two Spaces of a Library

- The Ethereal Space is **boundaryless**
 - ~ 12 Natural Laws of Building a Great Business
 - ~ #9 – Success Means You Get Better Problems (p.54)



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Hospitality at Kresge Library

- Kresge Library: Independent Library at University of Michigan - Ross School of Business (3700 FTE)
- Staff of 20 FT people (8 librarians, 10 staff) with 4.5 FTE of temporary staff
- Open 108 service hours a week during the Fall and Winter terms***
- <http://tinyurl.com/KresgeLibrary>
- <http://www.bus.umich.edu/KresgeLibrary/downloads/annualreports/KresgeAnn2011.pdf>


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Hospitality at Kresge Library

- Joined the library in 2005 and became the director in 2006
- My goal as director has been to create the library I would want to use**
- I am more concerned about what our students and faculty need than what libraries are doing elsewhere (*instead of keeping up with other ABLD libraries*)

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Hospitality at Kresge Library

- Hospitality and Empathy** are KEY TERMS for me
- Empathy has to work both ways – in **balance**
 - ~ More empathetic towards patrons – more work for staff
 - ~ More empathetic towards staff – maybe less services for patrons




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Hospitality at Kresge Library

- We are a very different academic library
- Very strong proponent of the **Nordstrom Way**
- Always encourage staff to take care of the problem as best we can and sort out details later
- We want to be the service champions at the Ross School
- Draw examples from everywhere, not just our type of library
- DON'T RON JOHNSON YOUR LIBRARY!**


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Hospitality at Kresge Library

- It is a 100% service orientation for the library
- We are flexible to take care of the immediate needs of the school
- A student's perception of Kresge might be equally influenced by interaction with me, a reference librarian, a staff member or a student temp**
- Very important to share values – even with different roles at the Library**
- To this end, all staff are listed in our annual report**

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Hospitality at Kresge Library

Maybe it looks like this

Sign outside Regents Park Apartments in Chicago

We want a concierge & repair service 24/7



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Hospitality at Kresge Library

It never looks like this...

Though in libraries, we deal with **cost containment** targets more than **increased revenue goals.**



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Hospitality at Kresge Library

- Is there a cost associated with being a hospitable library?
 - ~ Some are possible because of our size and budget
 - ~ Some have relatively modest cost with a good return
 - ~ Some have virtually no cost and a good return

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Hospitality at Kresge Library

- Some are possible because of our size and budget
 - ~ Embedded Librarians for MAP
 - ~ Fax machine at Kresge Library

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Hospitality at Kresge Library

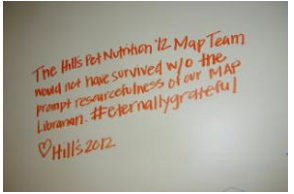
- Embedded Librarians for MAP & Action-Based Learning
 - ~ This is not one of my ideas – but it grew as the school developed
 - ~ Action-based Learning programs like MAP involve student groups working with corporate, governmental and nonprofit organizations
 - ~ They often need very specialized research assistance
 - ~ We assign librarians to each group to make it easier for the teams
 - ~ We get a lot of “return business” after MAP is over

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Hospitality at Kresge Library

- From the MBA surveys:
 - ~ “Access to a dedicated librarian during MAP was AWESOME”
 - ~ I had no idea until MAP how awesome the staff at Kresge is



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Hospitality at Kresge Library

- We traditionally had a fax machine (or two) at Kresge Library for students to use
- When it no longer worked, it was not be replaced – but the need persisted
- Health forms, job acceptances, travel information often still required faxes



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Hospitality at Kresge Library

- We ended up doing the faxes – but we “blinked” and bought a new machine – that base been very popular
- Changes the impression that the students have of the library



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Hospitality at Kresge Library

- Some have relatively modest cost with a good return
 - ~ Supplies for Students
 - ~ Course pack distribution
 - ~ Support for Case Competitions

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Hospitality at Kresge Library

- Need Supplies?
- Similar to many hotels that provide toothbrushes, etc. to travelers who forget items
- We provide office supplies (name tents, envelopes, paper (for case interviews), pens, earplugs)
- We used to charge (cost recovery) – but it was more work to track the money

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Hospitality at Kresge Library

- We got creative in obtaining the supplies.
- Green Clean Day & eBay
- Misprints from Marketing companies



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Hospitality at Kresge Library

- Kresge runs the Ross Course pack service
- By bringing all hands on deck – we do a much better job of getting students quickly through the pickup line



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Hospitality at Kresge Library

- Some have virtually no cost and a good return
 - ~ Supporting Recruiting
 - ~ Flexibility With Staff
 - ~ Flexibility With Students
 - ~ Our General Demeanor!

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Hospitality at Kresge Library

- Recruiters conduct most interviews in group study rooms in our building
- They need all sorts of services:
 - ~ Unlocking offices
 - ~ Providing a calculator for students for case interview
 - ~ Printing items
 - ~ Power cord for a recruiter's Blackberry or Cell Phone

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Hospitality at Kresge Library

- **Being hospitable and flexible with staff**
- Corey's theory
 - ~ *If I am flexible with you, please be flexible with our patrons*
 - ~ *If I am not flexible with you, then you will not be expected to be flexible with our patrons*
- Balancing **Empathy** between all staff and patrons
- Ties to Positive Organizational Scholarship
- **Important for Modeling Good Behavior!**

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Hospitality at Kresge Library

- **Being hospitable and flexible with students**
- **Space is very tight at Ross** (as everywhere)
 - ~ On numerous occasions, we will make our conference room available for student group meetings – even after hours
- Many of our students need to meet on **weekends and evenings**
 - ~ We meet when we can and ensure that library staff get flex time to compensate them for the odd schedule

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Hospitality at Kresge Library

- The most important element of hospitality is our demeanor
 - ~ We smile
 - ~ We wear name tags when working in the public
 - ~ To a person at Kresge, we reach out to patrons who look like they need help
 - ~ This is fairly unique at Ross
 - ~ So much has to do with the little things (Zombieland Rule #32 – Enjoy the Little Things)

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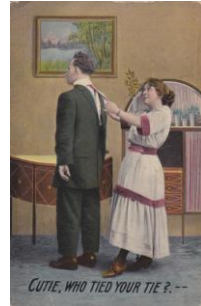
- Some things were tried and discontinued
- Maybe they were not popular...or too popular to support
- Being entrepreneurial means trying things out and seeing what is received well by the school
- **“Do not get married to the results” – Bernard Seeman (many times)**

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Hospitality at Kresge Library

Sometimes we correct the problem – but it is still just not right!
We really have to trust ourselves to know if it is working or not.



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Hospitality at Kresge Library

- Late Night Copying for Faculty
 - ~ We had faculty who wanted a service that would be available into the evening for last minute copies – typically for class
 - ~ Since we were open the latest of any unit, we took this on
 - ~ Established guidelines that we could support, but we misread the market
 - ~ Almost no request came in – it is still “on the books”

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Hospitality at Kresge Library

- Kresge Library Coat/Bag Check
 - ~ Students were hesitant to take jackets and book bags to the Interview waiting area
 - ~ They left them in the library while they went on their interview and we noticed an increase in thefts
 - ~ We created a coat check at the Circ Desk
 - ~ It became too big a distraction and we ended up cancelling the program

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Hospitality at Kresge Library

Failure is an absolutely important ritual in being entrepreneurial.
If you never want to fail – you will never try anything great!



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Hospitality at Kresge Library

- In Summary....
 - ~ Make all people feel welcome at your library
 - ~ Treat patrons the way that you would like to be treated (Golden Rule)
 - ~ “Point with your feet, not with your arm”
 - ~ **Create the library you would want to use!**

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Hospitality at Kresge Library

- In Summary....
 - ~ When times are hard and resources (space, budget and personnel) are tight...**being hospitable can be difficult**
 - ~ We cannot always control how we are treated and what resources we are given...**but we can control how we respond**
 - ~ Yep...it's a cliché...but it works

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Patron-Driven Services and the Power of Yes

- Patron-Driven Services is a new concept.
- So much of the library literature has been focused on figuring out how to get patrons to use our services
- Maybe...JUST MAYBE...we are providing the wrong service
- Are we offering what they want?

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Patron-Driven Services and the Power of Yes

- Patron-Drive Acquisition has been all the rage recently
- Why buy books that have a 50% chance of NEVER being used (Academic problem) – instead let the patrons decide
- Buy just in time resources vs. just in case

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Patron-Driven Services and the Power of Yes

- Patron-Driven Services is the same model
- PDS means:
 - ~ Being more open to what our community needs
 - ~ Listening to what they are asking for
 - ~ Not fearing success (which brings more people to the library)
 - ~ Being viewed as a facilitator, not an obstacle

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Patron-Driven Services and the Power of Yes

- High-Class vs. Low-Class Problems
- This can really define what we want to look like to ourselves and the outside world
- What type of problems do we want to deal with?

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Patron-Driven Services and the Power of Yes

- Low-Class Problem questions:
 - ~ How do we get people to the Reference Desk?
 - ~ How do we get people to check out books (that we select)?
 - ~ How do we get people to use electronic resources that we select?
 - ~ How do we get people into our classes & programs?

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Patron-Driven Services and the Power of Yes

- High-Class Problem questions:
 - ~ How do we build capacity to meet our patron needs?
 - ~ How do we get expand the space to fit all the people into our library?
 - ~ What services might we stop doing to meet the reference needs of our patrons (embedded librarianship)?
 - ~ How do we embrace technology as our patrons use it?

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Patron-Driven Services and the Power of Yes

- High-Class Problem questions:
 - ~ How do we stay positive when budgetary and space constraints are providing constant pressure on our ability to serve our patrons as we have in the past?

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Patron-Driven Services and the Power of Yes

- Problem with “YES” can be that we lose ownership of the transaction
- HOWEVER, what we lose in ownership, we gain in creating an advocate
- With YES, we can create “Boosters and Ambassadors” for the library and the organization

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Patron-Driven Services and the Power of Yes

- Creating Boosters or Ambassadors
 - ~ Has love (not like) for the organization
 - ~ Has been able to get some unique service or interaction with the organization
 - ~ Can put their name on the list of those who publically support the organization
 - ~ Has had an amazing experience that is worth sharing
 - ~ Has been told “Yes...we can do that”

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Patron-Driven Services and the Power of Yes

- Creating Boosters or Ambassadors
 - ~ Even in a world where Kresge Library is (probably) losing significant space, the administrators see ***the service we provide as being key to the academic enterprise***

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Patron-Driven Services and the Power of Yes

- Managing Expectations
- ***“No organization has become great or maintained greatness by managing expectations” – me (lots of times)***
- ***No organization has ever developed passionate users by managing expectations***
- This is the time when poor customer service is winning!

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Patron-Driven Services and the Power of Yes

- Heed the lessons from Chase and Sanborn!
- An early market leader for home coffee, they instituted small changes to the product to reduce the cost
- The collective effect of these cuts was destroying the quality of the coffee
- Now, Charlie McCarthy would not touch it
- The Race to the Bottom!




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Patron-Driven Services and the Power of Yes

- What book do we want to model?



Graphics by Kelly Burr, University of Michigan

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Patron-Driven Services and the Power of Yes

- Power of Yes at Kresge Library has enabled us to be the customer service champs at Ross
- Power of Yes has brought to us new projects and opportunities that we would not have gotten before
- People WANT to work with us – not have to

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Closing Thoughts

- What does hospitality mean at Kresge?
 - ~ It means serving the students, faculty and other staff the best we can
 - ~ It means listening to their needs without considering what other libraries are doing
 - ~ It means not being bogged down with what other departments are doing
 - ~ It also means that we cannot take on everything (coat check & printing support)

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Closing Thoughts

- Factors beyond your control (especially space and budget) can easily thwart enthusiasm for providing service
- However, we can never be expected to do more than our budget and space allow – Focus on what you CAN do!



Sometimes we have as much control as sports fans

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Closing Thoughts

- It means that no one will EVER get in trouble helping our community
- It means that the customer is always our first → “I am Third”
- It also means that we cannot do all things for all people
- “Do we provide a 4 star service when a 3 star service will do?” – Former dean at Ross School of Business

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Closing Thoughts

	2010	2011	2012	2013
BBA Kresge	6.3	6.1	6.2	6.2*
BBA Other Services	5.68	5.68	5.66	5.77
MBA Kresge	6.2	6.4	6.3	6.4
MBA Other Services	5.12	5.44	5.48	5.55

**BBA 2013 scores 6.38 without MAP Support Question
- No MAP program for BBAs yet*

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- ### Closing Thoughts
- **Exit Survey Responses from MBA Grads**
 - ~ "Another gem at Ross. Whenever I have asked Kresge for help (in person or remotely through Meebo), I have never been disappointed. They helped me greatly during my internship.
 - ~ "Best thing about Ross hands down."
 - ~ "The librarians are amazingly responsive and supportive. I will miss them and their resources."
 - ~ "Kresge Library staff is awesome! They answer to the e-mails promptly even during the weekend and they are very helpful. The chat is also very useful."
 - ~ "Kresge library staff rocks! One of the best things about Ross."
- Where is the Hospitality in Your Library?
Corey Seeman - Michigan Library Association 2013
- MICHIGAN ROSS SCHOOL OF BUSINESS



- ### Closing Thoughts
- **Be careful about Metrics & Dashboard indicators**
 - Numbers are used (especially in politics) as props!
 - Numbers can mean so many different things
 - ~ Batting average of .406 is amazing!
 - ~ Winning percentage of .406 is not good – but maybe it is justified
 - ~ Fielding percentage of .406 is really awful!
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- ### Closing Thoughts
- **Be careful about Metrics & Dashboard indicators**
 - Groupon #s
 - ~ Discounts on "list price"
 - ~ Not available on sale merchandise
 - ~ Discount on first part of purchase
 - ~ **A 50% discount promised can result into a real discount of 26%**
 - See also pricing at Kohl's....
 - See more ranting here:
http://mblog.lib.umich.edu/~cseeman/archives/2012/04/groupon_math_or.html
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Thank You

Thank You
Questions?

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