

## **Inspiring Customer Service in the 21st Century Library**

Emma Datson DipLibInfStu Distn, ALIATec CP, BA (LIS) in progress.

Assistant Electronic Services Librarian & Purchasing Officer, Department of Agriculture, Fisheries & Forestry, Canberra, Australia.

### **Abstract**

Libraries have more competition than ever from the Internet (we won't mention the 'G' word) and other highly attractive stores of information, why do your clients come to you? Inspiring customer loyalty and offering value added services to clients is more important than ever if your library wants to stay relevant and needed by your community. This paper will examine ways to inspire customer loyalty, provide excellent customer service and examine what exactly are value-added services, the services that will keep your clients coming back to you (both virtually and physically); a paper for all those interested and passionate about providing excellent customer service and inspiring customer loyalty in their clients.

### **Introduction**

Libraries have more competition than ever from the Internet and other highly attractive stores of information so it is more important for libraries to provide excellent customer service in order to promote loyal customers. Firstly libraries need to be meaningful to their community, partners in helping them to achieve their goals. Libraries need to be constantly re-evaluating their services and gaining feedback from their customers in order to remain relevant to them. Creating library champions at all levels of your organisation but especially in management is important in order to remind them how important you are in their decision making and also to encourage others to use your services. Sometimes we must remember that the design of libraries is confusing and that sometimes it is better to break the rules in order to create collections patrons will actually use. Signage and ambience are also important elements in making your library user friendly and helping to create loyal customers, if patrons find using the library easy, enjoyable and they are welcomed they will come back again. Welcoming letters are an extension of being welcomed to the physical space of the library and will help encourage loyal customers, as it shows that you care about their patronage. How you interact with clients both in the physical and web environments is very important, if customers have a positive information seeking experience they are likely to come back again. The usability of your web site is very important as it is your 24/7 presence on the Internet which your physical library can not hope to maintain. Having FAQ's on your web site can save patrons and your time, helping to create loyal customers and why not join the tagging revolution, having enhanced subject access and user-suggested headings can only help patrons find your resources. Finally we will look at the concept of

value-added services and give some examples of them. As well examining what to do about complaints, you will receive them no matter how customer driven you are so you may as well be prepared for them.

### **Being Meaningful To Your Community**

Whatever type of library you work in whether it is a public, special or academic library you must be a meaningful partner in your community otherwise you stand the chance of being downsized or simply forgotten at budget time like so many others. Any library's role is to be indispensable in helping your community realise their goals (Siess 2002, pp. 92-93). This is as true for the public library as for the special or academic library. For the public library you are there to meet peoples' recreational and educational information needs, therefore the public library must cover a broad spectrum of interests and pay attention to what is happening in their community. Do you know what big projects the local schools are doing this term? Do you know the latest health trend that everyone is following and have materials to support that? For the academic library you are there to support your students' and teachers' learning/teaching needs, therefore you must have materials that directly support the academic programs of your institution. For the special library it is about aligning your strategic goals with those of the overall organisation, you must help your organisation achieve their goals and have materials to support that. In my Department we have always had a strong management collection to help support the managers in the department, those new to the job and those seeking exposure to the latest management trends, we help meet this need.

### **Always Re-evaluate Your Services**

With the speed of technology rapidly changing the information landscape of which we are an intimate part of, we cannot rest on our current services and say that our customers are satisfied. As Siess (2003, p. 43) notes "The one constant in the life of a library is that nothing is constant". Therefore libraries need to accommodate this and be constantly evaluating their services and seeking feedback from clients about them, so they can be sure that the library is still a viable partner in their community. You may attach a feedback form to randomly selected items sent out to customers from the library, or to every item in a certain period. You can also have feedback forms available in house for clients to take when they are leaving and verbal opportunities for feedback should always be available. You may also choose to run an annual or biennial customer satisfaction survey as many universities in Australia do. This will help track customer satisfaction levels over time and provide real evidence that your customer satisfaction levels are going up (you would hope!). You can also employ a mystery shopper style of evaluation to help gain a complete picture of your service. You should notice if a product is not

working and then fix it or come up with a new service to meet a previous unrecognised need. If you are not offering these services to your clients you can be sure someone else is (Siess 2003, p. 43; Stanley & Stanley 2004, p. 103; Jantti & Collett 2007, p. 14). Survey Monkey is a web-based and relatively cheap way to run an online survey, my library used this product last year when conducting our own customer satisfaction survey. Whatever it is you do to survey your customer satisfaction levels and information needs do it regularly and pay attention to the results. There is no point in surveying your customers if you are unwilling to act on the results.

### **Create Library Champions**

Earlier this year I was talking to one my customers, when one of her friends walked past. So the customer I was talking to stopped her friend and said "Do you know Emma Datson? She works in the library. If you ever need anything from the library go to her. If only the rest of the department was as efficient!" This is exactly what you want – Library Champions who are out there in the community telling others how good the library service is. This will encourage them to try using the library themselves so they too will hopefully have a great library experience. You should always keep a record of any 'bouquets' you receive from happy customers, especially those that demonstrate time or money savings, which are valuable at budget time. More importantly is making sure to create advocates in management and other decision makers because if these people do not know about you and the great service you offer, what is the point (Siess 2003, pp. 94-95)? If you regularly update those decision makers with new information on their pet project or prime interests or download the latest report on the hot topic before they even have time to realise to ask for it the library becomes the place to get information. By doing this you are reminding decision makers on a regular basis how important the library is to their decision-making – you will be creating Library Champions at a higher level, which is important at budget time. Also you remind them that although seeking information may be overwhelming in today's information soaked world your local library staff can not only find it they will highlight quality information every time (Block 2000).

### **The Design of Libraries is Confusing**

Library workers have good cause to remember Ranganathan's 'Fourth Law of Library Science – Save the Time of the Reader' (Ranganathan 1931, p. 337) for libraries are confusing to many people. Those who are unfamiliar with our classification schemes and cataloguing rules cannot easily navigate our spaces. These schemes and rules are more designed for library staff and other libraries as they enhance universal bibliographic control and access but not access in an individual library necessarily. As Shirley Prescott (2007, p. 11) noted in a recent interview "for too long libraries have organised their

collections and access to suit the needs of library staff... But for borrowers, the library is bewildering". So if it is suitable for your library why not work outside the standard library classification schemes. In my Department we have a sub-library where the items are still given a DDC number but are also given a bookcase number. Each bookcase covers a particular subject, with each shelf in the book shelf further dividing subjects. This is what the Division wanted for their sub-library, it works for them, and they know where to go to find a book on a particular subject. Another two examples are from when I was working in a primary school library, firstly we had a Big Book collection, which was not really organised at all, except for some of them that were non-fiction and had DDC numbers. After I talked to the teachers I discovered that they used the fiction Big Books in order to help highlight the letter of the week, which each Prep-Grade 2 class did. Therefore I organised the Big Books in alphabetical order by title, which prompted greater use as the teachers knew straight away which Big Books the library had that started with the letter they were interested in. Secondly in the Junior Non-Fiction section we created crates of items, each crate covering a certain span of DDC numbers. Pictures were added to the top of the crates that had to do with the subjects to be found in that box as well as the DDC numbers it covered. Books did not have to be filed religiously in DDC order in that box just as long as they were in the right box. The children felt more comfortable approaching the collection and had a better idea of what to find under each DDC number because of the pictures, increasing use of the collection. Simple changes can make a big difference when making your library more approachable to your clients. They are on their way to being loyal customers; the key is listening to what they want and working with that, even if that means breaking the rules.

### **Signage, Signage, Signage**

Libraries can be confusing for another reason - lack of good signage. I have personally experienced this first hand very recently. I am an avid life long library user. I have started using a new branch of the ACT Public Library Service as I have moved. I had placed some reservations and was looking for the area where my books were being held but I could not easily find it. The reason for this was that the sign above where the reservations were being held stated "Reference" when it should have stated "Reservations" (in their defence there is a sign saying "Reservations" but this is much smaller and only at the end of the bay where they are), so overall very misleading for a first time user of that library. What also was confusing and somewhat frustrating for me was that I was only told once I was inside the doors and as I was about to enter the library space proper that I had to return all library materials outside. This was different to all other branches of ACT Public Library I had ever used (7 out of 7) which all have inside return chutes as well as external after hours return chutes and thus outside my normal experience

of using their service, it should have been noted much earlier before I had walked in the door. Good signage is an essential in any library as I have already highlighted, they should get the customer to where they want to be without being overwhelmed. For library staff they should cut down on directional enquiries of the various desks as patrons are clearly directed by the library's signage. Signs are also good to highlight your library's full range of services. Language and graphic elements should be consistent and familiar to the customer and should only be placed after an analysis of your customer's needs (Woodward 2005, pp. 119, 122-123).

### **Ambience Matters**

Not only must libraries be designed with users in mind when it comes to signage but we must also remember that ambience matters. After all, your average customer will judge you in the first 30 seconds after walking in your door. What type of message do you send? Is it a negative one with signs everywhere telling clients what not to do? Or is it a positive one – where your customers are welcomed and feel drawn into the library space to see more? Now more than ever we must consider the whole user experience when they use our library, as there are so many other competitors who will provide information just as willingly as we do (Williams 2006). When your customers first walk into the library they should not be overwhelmed with clutter, there should be clear signage as well as clearly marked traffic patterns, so customers don't have to walk across a large reading space to get to the stacks, this encourages confidence to continue entering the library space. Having a service desk and maps of the library near the entrance will also help orientate your customer to the library, whilst brochures and other flyers should be left near the exit. Your library space should also be entertaining; if a customer enjoys the experience they are more likely to come back to you again. Colourful displays, exhibitions and the like will keep patrons interested and help the library not appear boring. In today's over paced world customers want fast service, they want to be able find the loan's desk easily (or self check-out) and not use the wrong queue. The design of the library can help customers have clear traffic flow to the loans area and then to the exit, which will appeal to your time poor customers. Lastly customers want to feel welcomed when they enter the library; if they do not get greeted they begin to feel uncomfortable and not able to enter the library space. Having a service desk near the entrance will allow clients to be greeted and solve this issue (Woodward 2005, pp. 87-91). When your clients come to your library welcome them but make sure your library space welcomes them too, if your clients are not enjoying the experience of using the library or are not finding it easy to use they may not come back.

### **Welcoming Letters**

As I mentioned previously I have recently moved and because of this we are also using a new vet. After our first visit there we received a letter in the mail welcoming us to the practice and thanking us for our patronage. They also extended an invitation to their six-weekly offer of a 'wine and cheese behind the scenes tour' of their hospital for those interested, you only have to contact the reception staff to attend. They also outlined their goal to provide high quality care, number of animals looked after in a year, membership to an accreditation program and fridge magnet for easy contact (Canberra Veterinary Hospital 2007). This got me thinking that I have never received such a letter from a library I had just joined and why not? Even though we are not selling products we still want people to come back and use us again, this letter did make me feel welcomed and that the vet was all about looking after my pets. It was good in today's world of non-personal service that they cared enough to acknowledge that I had just started using their service and obviously wanted me to do so again. If I received such a letter from a library, thanking me for using their services, outlining the services the library offers, outlining their commitment to excellent customer service, offering an invitation to a welcome tour and a fridge magnet with opening hours and contact details or maybe instead a bookmark for my convenience when reading, I would want to use their services again. A slightly different twist on this is having an 'About the library' brochure delivered to all desks in a new building if you are a special library, as we are planning to do when we move to our new building later this year. This is all about creating loyal customers and as we have already discussed if customers feel welcomed they are more likely to use your service again (Woodward 2005, p. 91) so extend a welcome letter to your new customers and help create more loyal customers to your library.

### **Providing an Excellent Information Seeking Experience**

Prior experience in information seeking is the key – a positive successful way of finding information is more likely to be followed again than finding a new way or by following a negative one (Mills 2007, p. 94). Being approachable is one key in providing a successful information seeking experience. Doing simple things like having an open and inviting manner; not appearing distracted; sustaining eye contact with your customer; and involving them in the search for information, whether by searching the stacks together or looking at a computer screen together. For remote users who need a library professional's assistance clear identification on how to ask for help via telephone, email or online chat should be on your web site, along with clear instructions on how they should present their information problem. These things will make you more accessible to the client giving them the confidence to approach you and the confidence in your ability to help them (Mills 2007, p. 99). Also as my sister, a teacher-librarian, says you should have clean

organised workspaces, you can appear organised that doesn't mean you have to be organised! This also gives the client confidence in your ability to help them and that you are not too busy to be interrupted (Whiteman 2007). Interest is also another key factor in providing an excellent information seeking experience. Interest is already shown by being approachable and welcoming as already discussed but it can also involve other cues of human interaction including asking questions to ensure you understand their information need correctly as well as nodding your head (ALA 2004, p. 2, cited in Mills 2007, p. 100). Interest can be shown to the remote user by providing a thank you message after an information request is submitted and also asking clarifying questions as needed (Mills 2007, p. 100). Library staff must also ensure that they are listening correctly and actually understand the information need, how much information they require, who the information is for and what information they have already (Mills 2007, pp. 100-101). In this way you are actually providing for the customer's actual information need not the assumed one in your mind. This helps to provide the successful information seeking experience that will keep customers coming back to you again and again.

### **Usability of Your Web Site**

We will now turn to some aspects of your electronic presence and how you can provide excellent customer service leading to customer loyalty. Your web site is your prime presence online, it must be remembered now more than ever that there are people who may never enter your library but only encounter it online. It is there when your library is closed allowing people access to your resources 24/7, a feat impossible for any physical library. So your web site must be as user friendly and welcoming as your physical library, be recognisable as your library's web page and be able to be found again and again. It is important to remember that users may not come to your home page but may enter your site at a lower level, directed from search engine results, so having your library name and details on every page so users know whose web site they are browsing is a must. If you have similar information presented throughout your web site, like a back button it should appear the same so as to allow easier navigation. This is one of the key successes of web sites like Amazon, Google and Yahoo!. Only have key information on your homepage with links to resources and further information being on lower levels of your web site. It is also essential that your web page is well maintained, that broken links are fixed and information remains current. There is no point in having January's calendar of events up on your web page if it is March for example. There is also no point ignoring the fact that the rest of the Internet exists, so select high quality resources and link to them from your web site, as well as linking to those databases and e-journals your library has paid for. If you know your patrons are using a

particular search engine a lot, provide tips on how to get the best out of using that search engine. We know in our Department that a lot of customers use Google (like the rest of the world) so we have books which help clients use Google better, we have links to Google's own tips and we also ran an elevator campaign on how to get better search results from Google again using their own tips. You should get to the stage where your patrons automatically start their search of the Internet from your library's web site, as they know all the links they need are available in one place – your web site (Woodward 2005, pp. 158-166; Siess 2003, pp. 75-76)!

### **FAQ's Save Time**

Having a FAQ's (Frequently Asked Questions) section on your website will save both your customer's time and yours – these can even be converted into a print version for those Luddites amongst your clients! It will save your customer and your time because those questions which could be answered by you, via email or telephone, are all available with answers on your website/brochure, freeing you up to do more complicated requests or other tasks. FAQ's should be focussed on high areas of customer requests but could also be designed in readiness for a change or increased requests in one area (Binghay 2007, p. 12). Some common FAQ's amongst all libraries are: location; opening hours; borrowing period; borrowing limit; availability of computers for customer usage; any costs associated with services; Internet availability; facilities available; type of materials available for loan; how your library is arranged; times and types of sessions (storytelling, training etc); resources available on the Internet; and inter-library loans to name a few. The one advantage a website FAQ's will have over a paper version is that it is available to be updated immediately versus a paper version which will have to be reprinted. If you choose to do a paper version of your FAQ's you must remember to update it regularly also.

### **Join the Tagging Revolution!**

Providing access to your materials so your clients can use them is our primary goal, otherwise why do we exist? Library catalogues can be frustrating for the uninitiated, those who do know LCSH backwards or whatever thesaurus you use for subject control. Research has found that adding more subject headings or other terms to the catalogue record, improves the access to that information resource via subject. That is your customers should have better luck finding library materials if you include more subject terms and if the extra terms you include are actually associated with the document, they are likely to be more current than LCSH and this will even better your customer's chance of finding the resource (Harvey & Hider 2004, pp. 154-155). Common ways that libraries have provided this enhanced subject access are by including: selections from the index, abstracts, tables of contents and summaries (Van

Orden 1990, p. 31, cited in Harvey & Hider 2004, p. 155). For those who are dealing with the net generation try describing subject headings as tags and see their eyes light up (Creese 2007). Tagging sights like del.icio.us and LibraryThing are taking off on the web and you may even be able to incorporate this into your catalogue. Why not get your systems librarians to put a hyperlink into each catalogue record that says something like: 'Did you find this resource hard to find? Suggest some tags you would actually use to find it rather the ones we used [here](#)'. The link should go to an online form or email with basic details of the resource included so all the clients have to do is type in their suggested tags and hit the send button. If it is too hard to put into your catalogue, have a suggestion box like this instead on your website with some automatically generated fields like title, author, call number etc which will help you identify the resource. The University of Queensland is currently in development with its vendor to do just this – user-submitted tagging (Creese 2007). So empower your clients, use their tags, it can only increase usage of library materials by allowing clients to find them better using terms they suggested – join the tagging revolution! This is also a timely reminder that technical services staff are responsible for customer service too – they provide the catalogue records that our clients use to find the resource and the web staff provide your web page so your clients can find information as well. Customer service should be the motto of all library staff not just front of house staff (Jantti & Collett 2007, p. 14).

### **Value-Added Services**

We will now turn to value-added services. There are many different interpretations as to what is a value added service but here I will be discussing those services which involve the adding of value to information, i.e. the adding of extra information when processing of an information item that makes it more useful to customers than it was at the start (Taylor 1986, p. 19). Taylor (1986, p. 50) identifies six criteria that users apply when seeking information whether consciously or not. They are: ease of use, noise reduction (as in white noise), quality, adaptability, time-saving and cost-saving. I will now list various library services that could be considered value-added under Taylor's criteria, identifying which of the criteria the service fits into, with some reference to some work done by Middleton (2002, p. 353):

- Pathfinders on the same subject and also lists of authors who write the same type of books – fits ease of use and time-saving criteria;
- Browsing guide to popular DDC numbers used in your library, online and in print, I have implemented this in two libraries I have worked at and it was very popular for those who liked to browse - fits ease of use and time-saving criteria;
- Use of enhanced subject-access as already discussed – fits noise reduction criteria;

- Well maintained authority files, don't we wish we had time but it matters – fits noise reduction criteria;
- Offering of alternate terms when a spelling mistake occurs, like Google 'Did you mean...?' – fits adaptability criteria;
- Offering of latest materials in key areas – fits quality criteria;
- Accuracy of data entry in your catalogue and web-site – fits quality and noise reduction criteria;
- Ability to load results from your catalogue into bibliographic software – fits adaptability criteria;
- Offering of express zones for those users in a hurry, very popular in UK Public Libraries (Prescott 2007, pp.11, 40) – fits time-saving criteria;
- Offering RSS (Really Simply Syndication) feeds to your e-journals on your website, the Department where I work does this – fits time-saving and noise-reduction criteria;
- Membership of gratis networks for inter-library loans, the Department where I work does this – fits cost-saving criteria;
- Inclusion in Standing Offers and other arrangements with publishers to get discounts when purchasing new materials, the Department where I work does this – fits cost-saving criteria;
- Linking from indexing and abstracting databases to the full text of a resource – fits noise reduction and time-saving criteria;
- Identifying quality web resources in key areas and listing them on your website – fits quality and time-saving criteria; and
- Having collections that suit the user even if that means breaking the rules, as already discussed – fits ease of use and time saving criteria.

These are all value-added services that will appeal to customers and that are possible to implement in your library. Naturally you should first canvas your customers to see what services they really want and match their needs. There is no point investing time, effort and resources into a service that your customers will not use, as previously discussed.

### **What to do About Brick-Bats**

Finally we will talk about brick-bats and what to do about them. Customers will always find some complaint, however small but they may not necessarily voice that complaint as they feel it is not worth their time and they will simply move on to somewhere else for their information needs; or there may be no clear avenue for the complaint process; or that no one will listen. So if you are not hearing any complaints you should not rest on your laurels as customers may simply be voting with their feet. Complaints should be treated as a benefit for improving your services, as customers are actually giving you an opportunity to address their issues rather than simply stop using your service but you need to facilitate the process. Therefore you should provide a variety of avenues for customers to complain, via suggestions boxes,

interactions with staff or forms that can be handed/mailed in or the online equivalent. You should have a policy of responding to that person's complaint within 24 hours offering empathy with their complaint and offering a solution without justifying the actions that led to the complaint in the first place. Everyone on the team should feel empowered to deal with complaints and be able to empathise and listen attentively to the complaint giver and then promise that a solution will be found to the problem and then follow up (Stanley & Stanley 2004, pp. 100-103)! You may like to take a novel approach by offering customers something when they have been inconvenienced without cause or if they have a bad service experience like offering them a coffee voucher as the University of Wollongong Library does (Jantii & Collett 2007, p. 14).

### **Conclusion**

This paper has given you an overview on how libraries can provide excellent customer service and therefore inspire loyal customers. Listening to your customers and their needs is the key as it is about being and remaining meaningful to your community. Without their support your library could be lost. There are a huge range of resources available on customer service if anyone is interested in some further reading on the topic. Some library orientated ones include: *Creating the customer-driven library: Building on the bookstore model* (Woodward 2005), *The visible librarian: Asserting your value with marketing and advocacy* (2003), and *Building a successful customer-service culture: A guide for library and information managers* (Melling & Little eds 2002). Some general texts include: *What customers really want: How to bridge the gap between what your organization offers and what your clients crave* (McKain 2005), *Think for your customers* (Stanley & Stanley 2004), *The ten commandments: Rules to live by in the age of the demanding consumer* (Mooney & Bergheim 2002), and lastly *Customer focus: A strategy for success* (Langevin 1998).

**Any questions?**

## References

- American Library Association 2004, *Guidelines for behavioral performance of reference and information service providers*, American Library Association, Chicago, IL, cited in Mills 2007.
- Binghay, H 2007, 'ask.monash: Creating a positive, satisfying customer experience', *Incite*, vol. 28, issue 9, p. 12.
- Block, M 2000, 'Training our bosses', *Ex-Libris: An E-Zine for Librarians and Other Information Junkies*, no 46, viewed 30 July 2007, <http://www.marylaine.com/exlibris/xlib46.html>.
- Canberra Veterinary Hospital 2007, Personal correspondence with the author.
- Creese, J 2007, 'Web 2.0', Posting to ALIANEWGRAD e-list, 11 September 2007, <http://lists.alia.org.au/mailman/listinfo/aliaNEWGRAD/>, viewed 30 July 2007.
- Harvey, R & Hider, P, 2004, *Organising knowledge in a global society: Principles and practice in libraries and information centres*, Topics in Australasian Library and Information Studies, No 23, Centre for Information Studies, Charles Sturt University, Wagga Wagga, NSW.
- Jantti, M & Collett, C 2007, 'Major changes lead to customer satisfaction at Wollongong Uni', *Incite*, vol. 28, issue 9, p. 14.
- Langevin, RG 1998, *Customer focus: A strategy for success*, Crisp Publications, Menlo Park, CA.
- McKain, S 2005, *What customers really want: How to bridge the gap between what your organization offers and what your clients crave*, Nelson Business, Nashville.
- Middleton, M 2002, *Information management: A consolidation of operations, analysis and strategy*, Topics in Australasian library and information studies, no. 18, 3<sup>rd</sup> edn, Centre for Information Studies, Charles Sturt University, Wagga Wagga, NSW.
- Melling M & Little, J, 2002, *Building a successful customer-service culture: A guide for library and information managers*, Facet Publishing, London.
- Mills, J, 2007, 'Creating desire: Bringing the library client and the librarian together', in *Libraries in the twenty-first century: Charting new directions in information services*, S Ferguson (ed.), Topics in Australasian Library and Information Studies, No 27, Centre for Information Studies, Charles Sturt University, Wagga Wagga, NSW, pp. 91-106.
- Mooney K, with Bergheim, L 2002, *The ten commandments: Rules to live by in the age of the demanding consumer*, McGraw-Hill, New York.
- Prescott, S 2007, 'Shirley Prescott – Customer service champion', *Incite*, vol. 28, issue 9, pp. 11, 40.
- Ranganathan, SR 1931, *The Five Laws of Library Science*, electronic version, (Madras Library Association, Publication Series, 2), Madras Library Association, Madras, India, and Edward Goldston Ltd, London, viewed 30 July 2007,

<http://dlist.sir.arizona.edu/1220/>.

Siess, JA 2003, *The visible librarian: Asserting your value with marketing and advocacy*, American Library Association, Chicago, IL.

Stanley, J & Stanley, L 2004, *Think for your customers*, lizardpublishing.biz, Kalamunda, WA.

Taylor, RS 1986, *Value-added processes in information systems*, Ablex Publishing, Norwood, NJ.

Van Orden, R 1990, 'Content-enriched access to electronic information: Summaries of selected research', *Library Hi-Tech*, no 31, pp, 27-32, cited in Harvey & Hider 2004.

Whiteman, E 2007, Personal conversation with the author, August 29.

Williams, JF 2006, *Information is not enough: Shaping the user experience*, ALIA New Librarians' Symposium 2006, 1<sup>st</sup>-2<sup>nd</sup> December 2006.

Woodward, J 2005, *Creating the customer-driven library: Building on the bookstore model*, American Library Association, Chicago, IL.

### **Websites Mentioned**

Amazon, further information about this organisation can be found at, [www.amazon.com](http://www.amazon.com), viewed 30 July 2007.

Del.icio.us, further information about this tagging site can be found at, <http://del.icio.us/>, viewed 30 July 2007.

Google, further information about this search engine can be found at, <http://www.google.com.au/>, viewed 30 July 2007.

LibraryThing, further information about this tagging site can be found at, <http://www.librarything.com/>, viewed 30 July 2007.

Survey Monkey, further information about this product can be found at, <http://www.surveymonkey.com/>, viewed 30 July 2007.

Yahoo!, further information about this search engine can be found at, <http://www.yahoo.com/>, viewed 30 July 2007.

### **Emma Datson Biography**

Emma Datson is currently employed by the Australian Government in the Department of Agriculture, Fisheries & Forestry as their Assistant Electronic Services Librarian & Purchasing Officer. She has worked in a wide range of libraries from special, academic, public and the National Library of Australia. She believes passionately in libraries and the work they do. She qualified with a Diploma in Library and Information Studies, with Distinction, in 2000 from the Riverina Institute of TAFE and is currently upgrading her qualification to a Bachelor of Arts (Library and Information Studies) via Charles Sturt University.