



MIDDLE BRABANT
LIBRARY
BUSINESSPLAN

Inhoud

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Client

The Midden-Brabant Library is the largest public library of the province of North Brabant, serving over 335.000 people in the area of Tilburg and surrounding municipalities through 16 libraries spread throughout the region.

Currently their libraries offer a variety of services such as the borrowing and discovering of books, music, films and games, but also courses and recreational facilities.

Aside from the libraries the Midden-Brabant Library also consists of several back office departments such as Product & Account, Marketing & Communication, Human Resources, Facility Affairs, Collection and Innovation.

Mission

“Knowledge and stories make life more enjoyable and provide you with baggage for the future. The library provides its users with baggage and stimulates them to ‘go further by looking further’. The library also continues to look further. We broaden and renew our role to strengthen our connection with society. We strive to make creating and gaining knowledge even more enjoyable.

We make people's worlds bigger.

All Middle Brabanders deserve a chance to develop their talents and should participate in society to their fullest potential. In order to do so, they need knowledge and the power of imagination. We stimulate and organise the creation, sharing and accessibility of knowledge and stories. We challenge people to look further and help them to go further”

Vision

“A strong Middle-Brabant.

We strive for a information society, in which people are literate and know their way in order to enhance their knowledge and use their creativity and power to innovate to their fullest potential. A powerful society for a strong Middle-Brabant.”

Their vision is one in which the local population has learnt how to teach itself and use its full potential. Between their mission and vision it becomes apparent that the Middle-Brabant Library sees itself as a guide to that future by stimulating people to develop themselves and offering knowledge and stories to do so.

Ambition

New Style of Library

“Within a changing society, our role as library changes too. We are strengthening our role in society and focus on connection, co-creation and the New Style of Library within a local context.”

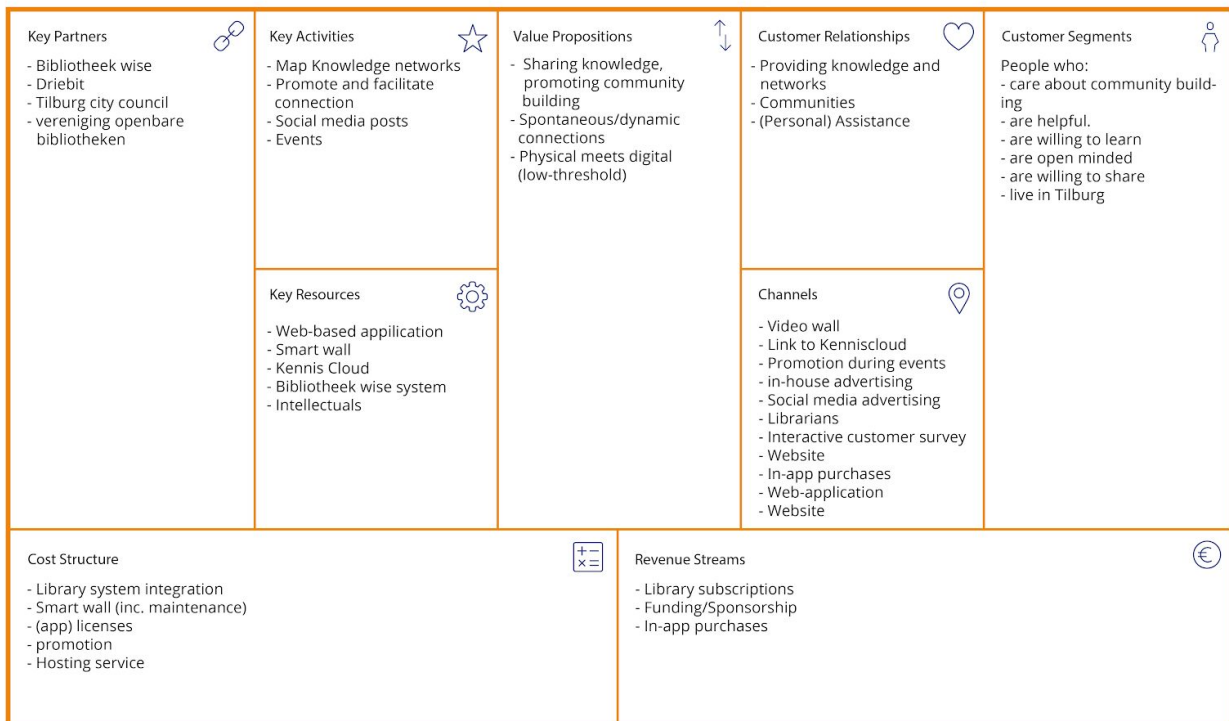
The Middle-Brabant is aware that the changes in society require them to change too in order to have a role in society. Their ambition and focus is to become a place of connection and collaboration within the region providing services to and for the local population.

Canvas business model

Business Model Canvas

Designed for: Garden of knowledge Designed by: 8:55AM

Date: 31-05-2018 Version: 1.1



Key Partners

Driebit:

Driebit as an Amsterdam based digital agency specialised in building online tools. They help the Tilburg library with building a networking application called Kenniscloud. The Kenniscloud provides a base for this concept, it builds on existing groups of the cloud.

Tilburg city council:

Tilburg city council helps the library with setting up certain projects, like tiny housing. These projects are communicated within the Kenniscloud. These projects are a source for viable interests for the users to choose from.

Vereniging openbare bibliotheken:

The vereniging openbare bibliotheken is the administrator of the Kenniscloud. The organisation is an organisation of public libraries, and could provide a nice partner.

Key Activities

Map knowledge networks

By implementing the concept, Tilburg library will gain a lot more insight into the vast variety of knowledge networks within the city. Thanks to this data, the library can organize events regarding certain topics way more effectively. Not only is this data valuable to the library themselves, it also helps users connect with one another in a much more efficient way. Searching for specific knowledge will be a lot easier thanks to this concept.

Further this data could also possibly prove helpful for companies who're affiliated with Tilburg library, and perhaps even the municipality of Tilburg.

Promote and facilitate connection

The application also promotes and facilitates the connection between individuals. This will be realised using our key resources. The Smartwall will show an overview of the connection between people through their interests. The KennisCloud will facilitate as the core resource, which will provide the garden with a steady group of users.

Further, the core principles of the library itself also highly promotes the connection of individuals through knowledge and interests.

Social media posts

Social media shall be used as main online promotion material for exposing people to the concept. Due to the variety in customers, limiting promotion to only one social media website would be rather debilitating. Therefore the library shall spread its promotion across several platforms. Each platform will be targeted towards a different demographic/persona.

Events

Events will also be utilised to promote the concept. These events will be organised based on activity within the KennisCloud, as well as data obtained from the knowledge networks created

using the concept. During these events, engagement with the KennisCloud and other key resources will be highly encouraged, to further conversations after said event has ended.

Key Resources

Web-based application

The web-based application is the most important aspect of the concept. This application is web-based to lower the threshold of use by eliminating the need to download an app. As a web-app it is universally accessible and responsive. The web-app provides features such as: a user's profile with interests and personal info; a message function; connection overview and customisation of their tree visualisation.

This web application is the main product of the concept, and its use shapes the content of the Garden of Knowledge. By filling in their profile and making their tree visual visible on the smartwall, users can find other active users in the LocHal and find and discuss common interests.

Smartwall

The Smartwall is the center of the concept. The smartwall is a large display screen on which a visualisation will be shown. The Smartwall will be implemented regardless, and will be placed within the library. Although the wall won't be interactive in the sense of a touch screen, it will serve as a dynamic display for the garden, an eyecatcher. The displayed garden shows the connection between active users through their interests. The wall will be used as support for the web application.

KennisCloud

KennisCloud is a fairly new platform, used for knowledge in various knowledge groups, provided by the library. The reason of it's importance is that the KennisCloud goes hand in hand with the Smartwall and its functionalities. The KennisCloud serves as the base of the product, the current interests and groups will be transferred to the wall and displayed with a nice visualisation. The current users of the Kenniscloud can be easily used as the core group of the Garden of Knowledge, providing a solid core group.

Bibliotheek wise system

The library currently uses the system bibliotheek wise to allow users to browse and borrow books. This system also has an app in which users can search for books, prolong borrowing a book and make reservations. In its current setup, the system is relatively closed with few possibilities to exchange data. To facilitate an easier login threshold, we will enable users to also login to their account using their library membership number. Should the system become more open in the future, i.e. with an API for data exchange, certain member data can enrich their profile within the Garden of Knowledge

Intellectuals

We aim that people help each other, share knowledge and connect through their interests. The amount of people providing knowledge is important, these intellectuals will share their knowledge with their connections. If a core of intellectuals exist to provide knowledge the rest of

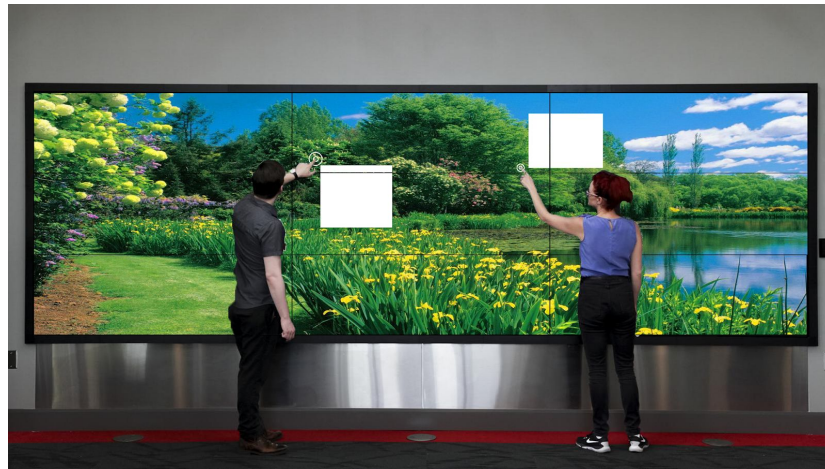
the community will follow and grow. Ofcourse intellectuals is a interpretative term, since also the intellectuals should aim to receive knowledge.

Value proposition

“Dynamically connecting Tilburgers through knowledge.”

We bring connections to life by visualising shared interests and knowledge among library users in order to stimulate spontaneous and meaningful connections. Our product is an interactive multimedia experience in which users can manage their interests, events they have visited etc. and find mutual connections present in the library.

- Sharing knowledge, promoting community building
- Spontaneous/dynamic connections
- Physical meets digital (low-threshold)



Customer Segments

The target audience of the Garden of knowledge is very broad. To make it comprehensible it is divided in the following segments:

People who care about community building

These type of people are more open to building up networks. They are often more consciously working on their expanding their network than most others and can be seen as “the commander”. Commanders are not afraid to take charge. They are organised and often have a keen eye for spotting opportunities. These type of people are also more ambitious and have a stronger leadership skill. The commander can be more often seen at local places such as the library, as they are more ambitious and have a thrive to grow. Due to these traits these people will be more the conversational starters for the Garden rather than being an analyser.

People who are helpful

Also called the nurturer, they are always thinking of others. Caring for people and helping them gives them energy. Their sensitivity makes them excellent caretakers. Just like the commander these people are more actively present than others which makes them part of the conversational starters as well. They can be found at places where the need for help is bigger and will often be volunteers as well. The nurturer will be more important for the Garden of Knowledge as they will act as a source of information, others will be able to go to them for help.

People who are willing to learn

These type of people more often seek out people with whom they can have intellectual and theoretical conversations. They are lovers of learning and welcome new challenges, they are mostly called the visionary. Their willingness to learn can make them more of an indoor person as they can be found with their heads in the books. They will like visit the library more often. These people will go to the nurturer seeking for knowledge and help and are therefore the core of the Garden of knowledge, keeping the concept running.

People who are open minded

Often called the craftsman, these people are open to almost anything. They like to observe situations and are more down to earth. However, even though they are open to almost everything, they are more of the observing type. This makes them more quiet than others and will not be as actively participating as the other customers. They are open for new things but will barely be the ones taking action. These people will more often use the webApp on their phone rather than seeing it on a large screen in the library.

People who are willing to share

These people are often seen as the giver. They have a charismatic personality type and relate easily to others. Most givers are also idealistic and imaginative, this makes them the more caring type of person. It is also known that givers are accepting and outspoken. Their charismatic personality makes them often extrovert rather than introvert. They can be easily mistaken for the nurturer as they both have the urge to share. Just as the nurturer the giver will act as a source of information for the Garden of knowledge.

People who live in Tilburg

Of all the segments, this one is the core. As the library is located in Tilburg, it is logical that first people you'll want to attract are the Tilburgers themselves. This large segment actually consist of the other segments as well, but differs from them by location. Tilburger see the Spoorzone as an artistic place, just like Strijp S. Especially the ones born in Tilburg know that this terrain is the only piece of history. This makes them easier to attract to the library as they be eager to see the changes made to this terrain.

Customer Relationships

Providing knowledge & networks

One of the core goals is providing knowledge and networks. These will be the place to go for both the community builder as the people who are willing to learn. In order to provide knowledge we need a network full with people who are willing to share or help others. Filling the network will not take much energy from the target audience. However, it will be intensive for the library. Getting the people to use the network to provide help and knowledge will not be an easy process. The people need to be made aware of the network using the channels described further below in this document. Once the network has a decent amount of users, the intensity will decrease.

Communities

The communities are the place to go to for the community builder, but will consist of all the segments. These communities will both rise once the above mentioned network is created, as form when the new library opens its doors. New people will form new communities. This part will only take a lot of energy and input form the target audience as they are the ones forming the communities. The library can make it easier to create the communities by giving recommendations.

Personal Assistance

Everyone needs some help every now and then. Therefore we will also provide personal assistance. The people who like to share knowledge and help their fellow citizen will form the core of the personal assistance. They are the ones to provide the help, while the people of the other segments seek help or knowledge. The personal assistance is focussed on helping those in need. It will not take a lot to provide personal assistance, as the librarians are part of the group who can provide this. The other part of the group consists of the nurturers who joined the network or communities, their natural drive to help gives them energy when doing so.

Channels

1. Awareness

To create awareness of the product, the following channels are recommended:

Video wall - Entrance

Visual promotion and enticement on the video wall at the entrance of the LocHal. This video wall serves to grab visitor's attention as soon as they enter the building, promoting current and upcoming events.

Link to KennisCloud

As the product is connected to the KennisCloud, creating awareness among KennisCloud users is a simple and efficient way of targeting one of the more proactive customer segments. A simple banner, landing page or site notification could generate awareness among users and stimulate them to take their knowledge exchange to a new level.

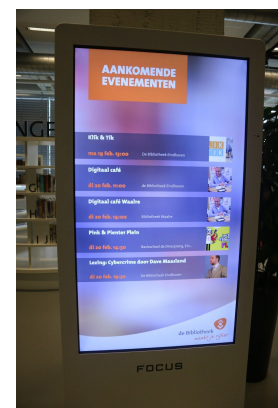
Promotion during events

Promoting and demonstrating the garden of knowledge during events is a way to quickly create awareness of the product. A demonstration could be done using a portable smartboard or a large screen/projection. The visual aesthetic and interactivity should generate curiosity and entice people to take a closer look.



In-house advertising

Promotion via posters, banners and advertisements throughout the library and it's through-passage can take awareness from subconscious to conscious awareness, through repeated imprinting. The library setting can increase the perceived credibility and trustworthiness of the advertisements making use of the library's reputation as an independent institution/authority of knowledge.



Social media advertising

Facebook

As a widely adopted social medium Facebook is a useful and more conventional channel to target customer segments (particularly in the age categories 20-39 and 40-64 y.o.). Facebook offers a wide variety of advertising tools to specify audiences and types of advertisements. Short videos and visual advertisements are an effective way of grabbing attention. By integrating a call-to-action such as a button or link users can be directed to a landing or registration page for the KenisCloud.









Instagram

In contrast to Facebook's stagnating growth (and even decline among younger users), Instagram continues to grow in popularity. As a far more visually-oriented social medium, advertisements have immediately grab the audience's attention to even be noticed. Although Instagram is

currently mainly used by 15 to 25 year olds, it is the fastest growing social network in the world and current research shows that people are 6 times more likely to consider a brand via Instagram than via Facebook. To illustrate the library's innovative nature, active promotion via Instagram can reach and entice students and young adults.

Linkedin

Although LinkedIn is used less among the main age categories for the customer segments, it is more suitable to target a professional audience. LinkedIn's focus on working professionals and their skills (endorsed by their network) provides more insight in a person's professional skills and knowledge and their potential. Using LinkedIn advertisements can help to target potential users by interests, expertise and their network and create awareness among working professionals in the area.

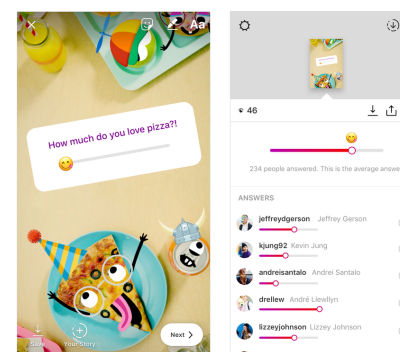
% gebruik	15-19 jaar	20-39 jaar	40-64 jaar	65 - 79 jaar	80+
	97%	93%	86%	67%	38%
	72%	89%	77%	69%	58%
	86%	74%	54%	38%	21%
	12%	45%	36%	14%	7%
	73%	46%	22%	9%	6%
	23%	26%	21%	9%	9%
	19%	30%	21%	12%	8%
	72%	32%	7%	1%	1%

Social media statistics for the Netherlands 2018 (Oosterveer, 2018)

2. Evaluation

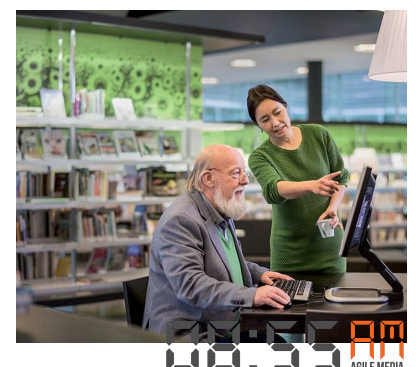
Social media

Through comments and reactions to posts, interactive posts such as polls and sliders and direct/instant messaging, the critical reception of the Garden of Knowledge among targeted audiences can be gauged and acted upon. Fast and constructive/positive response are important to ensure a sense of being heard.



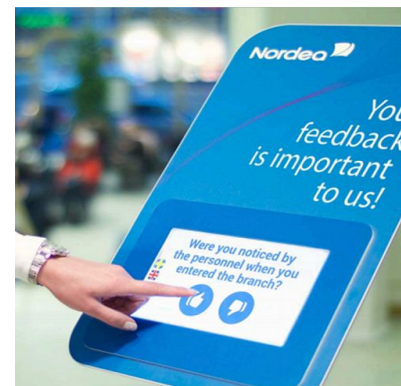
Librarians

As a familiar face and first point of contact for most library users, librarians can play a key role in receiving feedback and monitoring satisfaction among frequent library visitors. Particularly less digitally inclined customer segments may feel more comfortable offering feedback and suggestions in a more personal manner.



Interactive Customer Survey

A quick and easy way for customers to fill in a survey. Rather than using handouts and asking customers to go to a website or link to fill in a survey, having the survey physically available in the form of a tablet stand allows users to instantly provide feedback. The advantage of a tablet stand is that it takes away the hassle of being asked to participate and having to locate the survey for users. They can instantly provide feedback in a simple, almost playful, interactive way rather than having to do so later at the risk of forgetting or simply not wanting to do so.



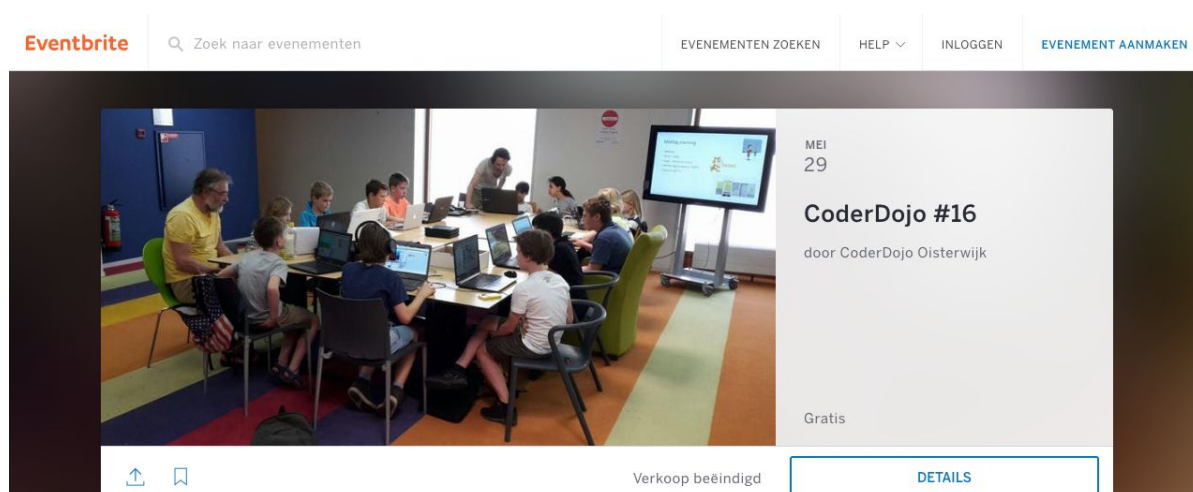
3. Purchase

Given that the library is non-commercial institution, the sale of any products or services serves to further maintain, invest in or develop these products and services.

Websites

The library's website will serve as the main point of sale for library memberships and possibly pay-as-you-go balance in the future. As the library is part of a national association of public libraries, registration is required to take place via the channels currently in place.

Tickets for events can be sold via the library's own website or via a third party such as 'Eventbrite' or Ticketmaster.



The screenshot shows the Eventbrite website interface. At the top, there is a search bar with the text 'Zoek naar evenementen' and navigation links for 'EVENEMENTEN ZOEKEN', 'HELP', 'INLOGGEN', and 'EVENEMENT AANMAKEN'. The main content area features a large photo of a coding workshop with several people sitting at tables with laptops. To the right of the photo, the event details are displayed: 'MEI 29', 'CoderDojo #16', 'door CoderDojo Oisterwijk', and 'Gratis'. Below the photo, there is a 'Verkoop beëindigd' (Sold out) status and a 'DETAILS' button.

In-app purchases

A potential channel for purchases could be in-app purchases via the Garden of Knowledge web app. Certain premium features could be unlocked via a paid subscription or purchase. Given that the library is a non-commercial institution and aims to be accessible for all, in-app purchases and premium features should be used sparingly and should offer added value to the user experience.

4. Delivery

The value proposition is delivered by the Garden of Knowledge itself, which consists of the following channels:

Video wall - Living Future lab

The video wall in the Living Future lab in the Lochal will serve as the main physical visualisation of connections between people and data. As a physical and centralised meeting point, the video wall serves as a conversation starter between people physically and digitally present. The aesthetic and visual focus on this channel should be enticing and appealing and easy to understand simultaneously.

Web application

The web application is the digital part of the Garden of Knowledge where all the personal data management takes place. The web application allows users to manage their data, chat with other users, make themselves visible on the video wall and customise their own tree visual. The personal nature of this data makes a web app secured with login credentials a more suitable fit.

5. After sales

Community librarians

The community librarians are an important point of contact, both online and offline, as they are the face of the library and familiar among frequent visitors. Their familiarity can make them more approachable for frequent library visitors and customers who prefer personal human contact.

Social media channels

Direct messaging via the library's Facebook, Instagram and LinkedIn channels offer users a way to ask questions and provide feedback quickly and easily. If executed correctly, direct messaging offers a faster and more personal form of online customer support.

Website

The library's website provides a contact form, email address and telephone number for people to contact them. Emails are generally answered within 48 hours. These channels are already in use and more widely familiar due to their conventional nature.

Revenue Streams

Library subscriptions

The library subscriptions will be one of the revenue streams, it's consistent and doesn't change too much at a time. The concept can even cause a rise in subscriptions and thus an increase the library subscriptions. The funds received cannot be solely used for the project as they serve for the total funds.

Funding/sponsorship

The library receives a general funding. On top of that funding a sponsorship might be possible. Should there be a possibility for subtle advertisement then it would be interesting to consider the possibility in order to obtain a nice sponsorship.

In-app purchases

There is room for possible in-app purchases. The customisation has a lot of options and those in-app purchases are easily implemented by various premium customisation options. But it must not impair the functionality, the in-app should be optional as the users would dislike the must to pay.

Cost Structure

Library card/system integration

The library card/system is already being worked on. As of now, the library has concluded that the general adoption of NFC chip-capable smartphones among the users is insufficient to implement a digital card app with NFC chip. So this is at the moment not a viable option.

Smart wall

The Smart wall will be implemented, this is a one time investment and after the initial investment wall won't require any more investment except for the power to run it. This will also cause slight promotion as it should be easily seen from the outside.

Licenses

Some licenses will be needed in order to legally launch the web-app these licenses will be a one time investment. Especially after the recent GDPR law, it's very important to make sure this is in order, before collecting/sharing data, for example. After requiring the right licenses it should be in order and no legal problems will be had.

Promotion

Promotion can be invested in according to your liking. Since the budget can vary because of the other necessary investments, this could be easily done cheap by online promotion. Like facebook, twitter or other social media provide an option for free promotion. This promotion could then be boosted for more reach but this is entirely optional. Printed promotion could be another option, with a small investment in promotion a decent amount of people will be reached. The nice thing about printed media is that the target audience is clearly in focus, since the printed media will be spread around Tilburg.

Hosting service

In order to host the web based application an investment in a hosting service is essential. The hosting service can be of your choice, should there be a hosting service within the library then we suggest to take that one in order to reduce the unnecessary cost. This would be a yearly investment, but the upkeep price is too low to worry about.

Business goals

In essence, the library's main concern is to prolong its existence and societal relevance. This hinges on how the services they provide, meet the requirements of their potential visitors. The number of visitors that use the library's services is one of the measurable factors that demonstrates the library's relevance and is of importance for the amount of (government) funding they receive. As a non-profit societal institution their main revenue streams come from government funding and partially from various minor revenue streams (see figure below).

Revenue description	Actual 2015	Budgeted 2016	Actual 2016
Library memberships and circulation of books & media	1.458.503	1.417.863	1.376.999
Educational & advisory services	549.768	800.129	595.013
Interest and sponsoring	109.807	85.505	1.601.978
Funding and subsidies	9.499.226	9.040.163	8.996.679
Total	11.617.304	11.343.660	12.570.669

In its current financial situation specific (government) funding is of vital importance for the library's survival covering 71.5% of their annual costs. To continue to receive sufficient funding their relevance and importance within society must be made measurable to prove their worth.



Our concept aims to strengthen and prove the library's relevance. Given that the library is a non-profit organisation our concept will use non-financial factors to prove its value.

These factors are based on the library's own annual reports:

- Library members
- Visitors
- Activities
- Website visitors

Complemented by other factors from our concept such as:

- Number of knowledge groups
- Knowledge group activity
- Present and active check-ins per week
- Connections per user with other users
- Connections made between users i.e. message sent or meet up request
- Most common connections i.e. books, genre, knowledge group, location or event

Factor	Current/Most recent statistic	Goal (within first 3 months of concept implementation)
Number of knowledge groups in Tilburg	4	
Number of kenniscloud members (not librarians)	45	
Average knowledge group activity (messages per member per week)	0	
Present and active check-ins per week out of 41.000 members and 926.000 visitors	0	
Connections per user with other users	0	
Connections made between users	0	
Connections made between users i.e. message sent or meet up request	0	
Most common connections i.e. books, genre, knowledge group, location or events	0	

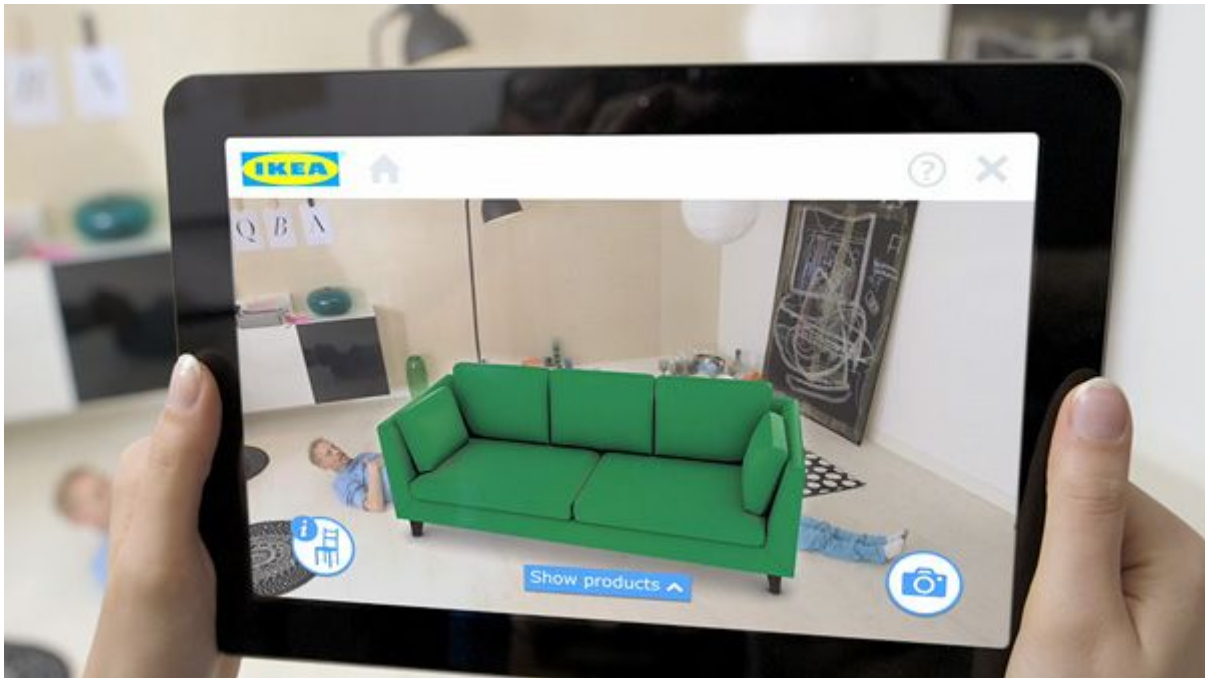
Inspiring companies

Digitalisation is a must these days, therefore the Garden of Knowledge is not the only concept created to be innovative and digitalise. The companies listed below had the same in mind and created their own solution to keep up with the society.

Ikea

Ikea is one the companies who combines shopping with digital interactivities. One of those interactivities is AR. Ikea launched an app to give their customers the ability to try their collection at home. By using The AR app the customer can place an object in a room of their own choice, allowing them to see if it fits with their other furniture. The app is focussed on bringing the collection to the people, to make it easier to decide whether an object fits or not.

Another form of interactivity Ikea used is a smartwall and floor projection. With this wall Ikea aims to attract more people to their new collection. Through this interactive presentation, the customers can discover the story behind the new collection. The projection on floor and the interactive screen easily attract customers to the collection.



Ikea uses digitalisation to draw attention to their collection making it easier for their customers to decide whether or not they want to buy. This form of interactivity can be used as an inspiration for the library to approach people, advertise and by doing so increase the amount of people registering.

Nike

Nike takes interactivity a little further by creating a complete interactive shopping experience. One of the things implemented in their store, is a huge media wall. This wall allows the user to see campaigns, products, related social media posts and soccer results. The customer can eventually send this content to their phones. Nike also included an interactive bootroom, this large interactive screen allows customers to see shoe information and color options by placing the desired shoe on the screen. It also gives the ability to compare shoes. With these interactive solutions, Nike aims to create an entirely reinvented journey for their customers.



Nike and the library already have one thing in common from the start which is the media wall, the manner in which this is wall is used can be used for inspiration. The functionalities and possibilities of the media wall of Nike could be iterated on in order to create the ideal user experience.

Audi

Audi takes digitalisation a step further. In order to sell cars in the city they designed a digital showroom. This showroom contains large screens showing various cars, but it is the interactive panel that matters the most. This panel allows the customer to select and customize a car, the most innovative part of this panel is the final part of the customisation. When the user is finished the car can be seen on a large screen giving a near life-sized view of their personalisation. During this life-size view the user can rotate their car in any direction using the 360 degree technology.



Audi also has a large interactive wall, this one is more focused on creating/customizing and provides a lot of different options. This variant in particular provides a combination between a small interactive screen and a large wall. This combination can be very useful for the smartwall in the library. The use of a smaller touchscreen can make it much easier for customers to walk through the forest and see connections rather than trying to do this on a 4 meters long wall.

The various options and customization will be similar to customizing your 'knowledge tree'. Due to these similarities, we might find options we hadn't thought of before, providing fresh new possibilities or perspectives.

Concept / product description

The garden of knowledge will visualise the input of information and knowledge given by the people through the Kenniscloud. This visualisation will partly function as a way to make people aware of the knowledge around them and stimulate them to give their own input. The most important goal of the concept is to stimulate personal growth by making learning more fun.

This garden of knowledge will be visualised through the growth trees and roots. The more knowledge is added to the Kenniscloud, the more this digital forest will grow. Both the smartwall, KennisCloud, as well as a mobile app will play major roles in the execution of this concept.

By utilizing techniques like AR, we'll be able to spread these visualisations far beyond the actual library. This would allow people to view their own personal knowledge contribution process anywhere they wish, which will be represented by a personal tree, that grows the more you contribute to the KennisCloud. With this app the user will also be able to manage your profile and customize your tree.

The smartwall is stationary, and can only be viewed at the actual library. This fixed location allows us to bring people together and join in a group experience. This wall will illustrate the full combined effort of all contributions made to the KennisCloud, resulting in a large forest made up of various kinds of trees. The more often a user checks in and engages in knowledge exchange, the more your personal tree will grow. The user will be able to interact with the smartwall and see their connection with others.

Important to know is that the visuals are going to be more artistic illustrations of flora and fauna, instead of realistic portrayals of such nature. Artistic illustrations are more appealing and stimulating to the imagination of people and can help trigger creativity and community.

USP

One of the key features that makes this concept stand out from similar competitors is the interaction between the community visualisations and the library members. Not only does our concept focus on showcasing the growth and expansion of the community, but also on individual growth and community building. This will be done using a smart wall which allows for users to interact with the visual. Further the concept also makes use of an AR mobile app which allows for more personal interaction between the user and our concept. Last but not least our concept also has a societal benefit: connecting Tilburgers with one another by forming a knowledge based community.

Swot

	<i>Helpful</i>	<i>Harmful</i>
<i>Internal</i>	<p>Strengths</p> <ul style="list-style-type: none"> - Publically accessible - Physical interaction - Makes knowledge and connections tangible - Encourages community building and knowledge exchange - Innovative technology (Smart wall) - New appealing location - Expandable 	<p>Weaknesses</p> <ul style="list-style-type: none"> - Requires personal data (privacy laws) - Multiple users will decrease visibility - Dependent on digital/online resources - Income based on funds and gifts - Decrease of employees - May alienate non-library members - May prove confusing to use for elderly - Will take some getting used to - Requirements (Library card, the app)
<i>External</i>	<p>Opportunities</p> <ul style="list-style-type: none"> - Creation of new societal movements/ initiatives - Sharing of skills, knowledge and stories - Innovation becomes reality - Up to date library and society for new generation - Possible collaboration with gemeente Tilburg to expand concept beyond the library - Collaboration opportunities with other companies 	<p>Threats</p> <ul style="list-style-type: none"> - Requires basic digital skills from users - Requires awareness of the concept and its location - Requires willingness to connect - Fast evolution of technology - insufficient external funding for expenses needed to implement our concept - The Dunning-Krueger effect ("everything is on the internet") - Possibly high threshold

Strategic planning

Short term

Period 1: March - October 2018

We'd like to call this the orientation period. The goal is to orientate on the project, finish up loose ends and make everything ready to be implemented. Should the web-app not be as you please it is possible to outsource in order make it according to your liking, time for changing it is now.

The web-app will be hosted through a hosting service and setup the smart wall accordingly (only internet needed, no difficult steps). As it is necessary that the Smart wall visualizes the connections and the whole garden of knowledge and that users can register and log into the web-app through their phones. This makes the hosting service and licensing important to take of during this period. Promotion is something to think about too already, teasing on social media works well to build up an interest, this should be focused on teasing and gaining awareness.

Period 2: October 2018 - January 2019

Period 2 or also known as the implementation period. During this period the orientation is over and all setup and ready to be implemented within the library. The web-app should be (almost) online and running and the smart wall should be setup. These two are essential for the project. After implementation the web-app should be operable.

Encourage the current users of the kenniscloud to partake in the garden of knowledge, as it is an extension of the kenniscloud. The threshold shouldn't be high for the users as they can easily use the app with just a few steps. The users can easily promoted through mouth-to-mouth advertising as librarians also partake in these groups. These librarians can easily promote the garden of knowledge and create awareness. It's also important to continue with general promotion, make sure to achieve great reach within Tilburg, so promote the app within Tilburg properly. The promotion should be aimed at explaining the usability of the garden and the possibilities to gain awareness.

Later this period there should be a small core group of users (either from the promotion or existing users of the kenniscloud), this core group needs to be stimulated to keep using it, provide some interesting (in-app) rewards. This group needs to stay motivated in order to spread the word. Let the promotion continue in the hope for more engagement.

Period 3: January 2019 - March 2019

The last short term period is focused on stabilizing the project. The project is now implemented and possibly a core group. The core group should be well invested by now and are active within the garden of knowledge. Some minor tricks could be used to keep them active as some small (in-app) rewards.

Although the amount of users have possibly grown, it is still of importance to keep the promotion going, printed might be too expensive to keep doing but the free online promoting through social media should continue, lure them towards the garden of knowledge.

Long term

The long term is based on the period after period 3: stabilizing. The long term will provide opportunities to work out the 'could haves' set earlier this project. These 'could haves' are ideas that will be a good addition to the existing concept but aren't necessary to implement and launch the garden of knowledge. These 'could haves' are not implemented by us initially due to various reasons.

Could haves

- AR
Use of AR to add overlay to real life surroundings. AR is a popular trend at the moment, the concept could be improved by implementing AR. This would give an appealing visual for the users which, if done properly, could be one of the unique selling points. The AR would be implemented in the web-app and visualize the user's Tree of Knowledge, providing the ability to visualize their tree in a surrounding of their choice. This will also offer for a greater appeal and interaction with the customization.
- GPS
Use of GPS to link specific locations to visuals. GPS can give the user location based information, allowing them to see for example connections outside the library. This could even be used to show interesting places nearby the user based on their interests. When implemented The Garden of Knowledge will be able to grow further and reach more potential users, allowing the library to possibly turn it into an actual app.
- Green in Tilburg
Awareness of lack of green in Tilburg. By bringing attention to this issue, people might be more inclined to take action and possible launch initiatives that will improve the lack of greenery within the city. The municipality of Tilburg would in that case also be involved.
- Expanding
Expanding the web-app to be implemented in more libraries. The short term goal is to make this concept a wild success among the Tilburg Library, but on the long run the aim is to implement the web-app across more libraries. Should the Garden of Knowledge not as successful as we aim it to be, the plan to expand should be reconsidered. The Garden of knowledge will be easier and faster implemented than the first time since awareness about it will already exist.

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