Introduction

The overall picture
In the world of information provision, the demand for digital information is still on the rise. Internet users have rapid and round-the-clock access to vast amounts of information. Their search strategies are driven by impatience. Half of them look at the first three pages of a document only, regardless of its size. And users are increasingly less tolerant of non-digitized information. Libraries and commercial parties are currently undertaking large-scale digitization projects to meet the requirements of their customers.

The Internet revolution has not just boosted the demand for digital information. It has also caused radical changes to the traditional ‘chain of information’. The distinction between suppliers and consumers of information has vanished. Nowadays, everyone can supply or acquire information via the Internet, and thereby determine how that information is offered. This has far-reaching consequences for the traditional intermediary position of libraries in the provision of (scientific) information.

As a national library, the KB wishes to respond adequately to these developments and to take an active part in them. This involves not just a gradual transition from a physical to a digital library, but it also requires a new strategy. On the one hand, the digital era raises complex, almost existential questions which need careful consideration. On the other, customers expect digital access to the KB’s entire collection, sooner rather than later.

 Needless to say, the KB is not alone in facing this dilemma. Other libraries and cultural heritage institutions are also struggling with the need to gain speed, whilst reinventing themselves at the same time. In the years to come, the KB will still be a hybrid library with both physical and digital collections. The challenge is to blend these streams together, in order to offer format-neutral information. In doing so, the further development of the digital library takes priority, while the costs of the physical library will be reduced as much as possible.

In the past years the KB has made important steps in the transition from a physical to a digital library, even though the results of some of these efforts are not yet visible. The KB has formulated an ambitious strategic plan for the coming years, with a strong focus on the further development of the digital library. In addition, reallocation of budgets and a change in company culture are needed. This process will take several years, but the KB is confident that it will realize its ambitions.

Outline of the document
This self-evaluation document serves as a point of departure for the external evaluation committee. It presents an overview of the main developments that have taken place in the KB over the past six years, and evaluates them in light of the current situation.

This document comprises three chapters. The first chapter discusses a number of issues arising from the previous external review (1998-2005). The committee’s recommendations are discussed, and an overview is given of the measures that have been taken as a result of these recommendations.

Chapter two reports on the period 2005-2011, on the basis of four criteria: (1) quality, (2) productivity, (3) societal relevance, and (4) vitality and feasibility. These criteria are derived from the Standard Evaluation Protocol 2009-2015 for Research Assessment in The Netherlands. Where necessary, the criteria have been adapted so that they can be applied to a (national) library instead of an (academic) research institution. The evaluation of the KB’s achievements in relation to these criteria will be given at the beginning of each section.
The first criterion, “quality”, refers to the level at which the KB performs its core activities. The following topics are discussed in this section: front-office and back-office activities, digitization, national programmes, IT infrastructure, housing, and safety and security management.

The paragraph on “productivity”, the second criterion, deals with a number of performance indicators, such as library visits and the number of books acquired. Since 2003, the KB’s annual report has included performance indicators. The advantage of such figures is that they are based on objective criteria. The drawback is that they fail to provide a full picture, since not all of the KB’s results can be expressed in terms of figures. A further shortcoming is that performance indicators cannot be used to relate the KB’s productivity to that of similar institutions, in particular other national libraries. These differ in terms of their scale, target groups, statutory tasks, funding etc., making a simple comparison impossible. For this reason, figures from other national libraries have been taken into consideration only if they contribute to the overall picture of trends and developments in the library field.

The third criterion, “societal impact”, covers the social, economic and cultural relevance of the KB. Reference is made to the national and international cooperative structures in which the KB participates, and to the exposure of the KB in the media.

The fourth criterion, “vitality and feasibility”, is concerned with the KB’s ability to react adequately to important changes in its environment. It refers both to internal (e.g. personnel policy) and external changes (e.g. developments in the library field). It includes a SWOT analysis and the outcome of a questionnaire on the KB’s reputation among stakeholders.

Chapter three provides a strategic outline for the years to come.
Chapter I
Evaluation results 1998-2005

The committee established that the main objectives for the periods 1998-2001 and 2002-2005 had been largely achieved. However, the committee members expressed their concern about the following issues:

Mission statement and scope
The KB’s mission statement focuses primarily on Dutch language, history and culture. It is aimed at arts and humanities users but does not place enough emphasis on the KB’s international e-Depot, which guarantees permanent access to publications in the areas of science, technology and medicine (STM). Similarly, the description of the KB’s tasks as set out in the Higher Education and Research Act is “insufficiently inclusive”, in that it does not recognize “the true scope of the KB’s realistic and reasonable aspirations”. The committee recommended that both the mission statement and the description of the KB’s tasks in the Higher Education and Research Act be adapted.

State of affairs, February 2011: The KB’s legal mandate has been expanded in the board regulations (Bestuursreglement van de Koninklijke Bibliotheek, last revised October 2008) in which explicit reference is made to the activities of the international e-Depot: “The KB is charged in any event with the following tasks: [...] contributing to the international infrastructure for permanent access to digital research publications.” In addition, the mission statement has been rephrased.

International e-Depot
It is as yet unclear whether the ambitions for the international e-Depot can be achieved in the long run (scale and storage costs). The committee recommended that other business models be explored and encouraged worldwide cooperation. In addition, the committee considered the consulting firm’s audit to be shallow. The only major weakness the consultants found was the lack of an off-site back-up. However, the committee believed that the e-Depot would benefit from a more detailed analysis.

State of affairs, February 2011: A thorough review of the strategy was performed by RAND Europe, the results of which were presented in the report “Addressing the uncertain future of preserving the past. Towards a robust strategy for digital archiving and preservation” (2007). An off-site back-up facility was realized in 2008. With respect to its long-term strategy, the KB will continue to contribute to the international infrastructure for permanent access to digital research publications. To this end, various scenarios are being investigated, including alternative business models.

Staff policy
Staff turnover is low. As a consequence, age and skill profiles of the staff are a concern, given the rapidly changing technological environment in which the KB operates.

State of affairs, February 2011: The staff department has set up a trainee programme and a career development centre.

Financial position
Although the KB’s financial position is sound, building rent and staff costs are a cause for concern, because neither of these are indexed to real-terms increases.

State of affairs, February 2011: The Ministry of OCW has offered the KB compensation for the housing costs, but this compensation is insufficient. The KB is currently negotiating on this issue with the Ministry.

Risk management
The KB should pay attention to identifying and managing the main risks that it faces.

State of affairs, February 2011: In 2006 a regular safety and security meeting was introduced. It is chaired by the head of the Finance and Corporate Services Division, convenes twice a year and assesses risks in four areas: people, building, collections and ICT. If a risk is considered too high, appropriate measures are taken. The KB has also formulated an official security policy, and has employed a security officer.
Economic benefits

The KB should commission a report reviewing the economic benefits brought to the Netherlands by the KB’s presence and activities. Such a report would offer a clear assessment of the benefits that flow from public investment in the KB.

State of affairs, February 2011: Preliminary steps have been taken to carry out such an investigation, including the preparation of an outline proposal by RAND Europe. After careful consideration, and in close consultation with the Ministry of OCW, the KB decided not to commission a report. The Ministry did not think it necessary to measure the KB’s economic value, because this is not required of other research institutions either.

Conclusion

The committee’s recommendations have been partly implemented. The mission has been adapted, and board regulations extending the KB’s legal mandate have been formulated. The text of the Higher Education and Research Act itself was not changed. The RAND report endorses the current strategy for the international e-Depot. The KB is committed to this strategy, including international agreements, but will also explore alternative business models. Although the KB introduced a trainee programme and a career development centre, it did not have a long-term strategy for personnel planning. Recently, such a strategy has been drawn up. Safety and security management has been embedded in the organization. After careful consideration it was decided not to commission a report on the economic benefits of the KB, with the result that there is no specific starting point for the assessment of “societal relevance”, the third criterion in the evaluation 2005-2011. Housing and staff costs still put the highest burden on the budget. In retrospect, the KB should have been more proactive in controlling these costs. Given the present financial situation, a review of staff and housing costs has become imperative.
Chapter II
Evaluation 2005-2011

Criterion 1: Quality
Quality refers to the level at which the KB performs its core activities. These activities include front-office and back-office activities, and (technical) support services (ICT, housing, safety & security management).

Evaluation
Theme I in the Strategic Plan 2006-2009, ‘Repositioning the (digital) library’, identifies three priorities: (1) systematic customer approach, (2) development of a distinct profile for Dutch history, culture and society, and (3) renewal and development of digital services.

The systematic customer approach has been successful. The number of pass holders has increased, and customer satisfaction is continuously high (around 8, on a scale from 1 to 10). The annual customer satisfaction survey yields an up-to-date picture of the customers’ wishes, although this survey is limited to the actual users of the KB’s services. A recent report by LAGroup shows that the KB could enhance its marketing strategy by listing the needs and wishes of (new) focus groups.

Investments in the area of Dutch history, culture and society have paid off, and the KB’s profile in this field has been strengthened. Examples are the completion of the STCN (Short Title Catalogue Netherlands) and the output of the large-scale digitization projects. Visitors appreciate the new Reading Room of The Netherlands, which is based on a new concept, including a timeline and thematic pavilions with books in open stacks. However, the opening of this new reading room has not led to a rise in the number of visitors.

The results of some of the efforts regarding the renewal and development of digital services are not yet visible, because the necessary adjustments to the technical infrastructure and back-office have to be implemented first. The KB has decided to invest time and money in these preconditions first, before investing in new front-office services. Nevertheless, important steps have been taken, such as the introduction of IDM (identity management), online registration and a new search window.

Front-office
As of 2005, the KB has commissioned TNS-NIPO to conduct an annual customer satisfaction survey so as to be able to optimally respond to its customers’ needs and wishes. From the first survey, customer satisfaction has consistently been around the 8 mark. The KB has introduced a number of improvements on the basis of each survey. In this way, printing, copying and scanning facilities have been improved, the delivery time of books has been cut, and the opening hours have been changed. The library is now open on Sundays and the opening hours on other days of the week have been extended. As a result of an efficiency operation, opening hours have been extended by 10%, while costs have been reduced by 15%.

The number of library pass holders has increased over the last couple of years. There are various reasons for this. The KB entered into an agreement with the Zeeuwse Bibliotheek (Library of Zeeland) in 2007 that allows their members to purchase a KB pass at a reduced price. This project is a first step towards the introduction of a national library pass. The KB also started a ‘customer loyalty programme’ in 2007, and in 2009 and 2010 actively urged pass holders to renew their pass. In 2009, a digital newsletter was introduced.
Pass holders (i.e. registered library members)
2010  15,355
2009  14,183
2008  13,694
2007 13,265
2006 12,310
2005 11,814

A highlight of 2007 was the opening of the new Reading Room of The Netherlands. The heart of the Reading Room is designed around thematic pavilions. These are devoted to subjects which occupy a central place in the collection profile of Dutch history, culture and society, such as ‘House of Orange’, ‘Colonial Past’, and ‘Land of Water’. The walls of the Reading Room portray a timeline with four quadrants: The Netherlands in general, The Netherlands till 1800, The Netherlands 1800-1945 and The Netherlands after 1945.

In 2007 the new KB library pass was introduced. This pass allows visitors to register and change their details. To ensure that the customer has access to the (online) services of the KB immediately after registration, an online payment option was introduced in 2010, as part of a web shop. The web shop offers online payment and is expected to offer additional services in the future, such as printing/digitization on demand and inter-library loans.

In 2009 a new search function and a new homepage were created. The new search window enables customers to search the metadata of all printed and digital collections with a single action.

Information sources made available
The figure shows the printed and digital information sources provided to KB customers. It consists of printed publications from the closed stacks made available on location and the downloads from licensed, digital content. (figures for 2010 need to be verified.)

<table>
<thead>
<tr>
<th>Year</th>
<th>Printed</th>
<th>Digital</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>213,309</td>
<td>250,064</td>
<td>463,373</td>
</tr>
<tr>
<td>2009</td>
<td>210,847</td>
<td>87,156</td>
<td>298,003</td>
</tr>
<tr>
<td>2008</td>
<td>193,691</td>
<td>45,760</td>
<td>239,451</td>
</tr>
<tr>
<td>2007</td>
<td>187,899</td>
<td>42,443</td>
<td>230,342</td>
</tr>
<tr>
<td>2006</td>
<td>183,991</td>
<td>23,524</td>
<td>207,515</td>
</tr>
<tr>
<td>2005</td>
<td>174,723</td>
<td>18,518</td>
<td>193,241</td>
</tr>
</tbody>
</table>

Back-office
In 2006 the profile of the collection was narrowed down to ‘Dutch history, culture and society in international context’. Since 2007, some of the acquisition has taken place through ‘approval plans’. This is a method whereby the book vendor supplies publications on the basis of a selection profile, while offering the KB the right of return. The KB has also invested in the management and preservation of its collections. The KB initiated a collection preservation plan in 2007. The KB has also re-examined the primary processes in the physical library environment. In 2008 the Workflow for Books project was started, based on the principle that similar tasks are handled by the same department. The new working method was implemented in 2009. As a result, new books are available for the customers in less than two days.

In June 2009, the Short-Title Catalogue Netherlands (STCN) was completed. The STCN contains an overview of all books printed in The Netherlands (and Dutch books published elsewhere) in the period 1540-1801. This milestone means that the entire national bibliography is complete, from the earliest books to the most recent.
The increase in the amount of metadata (descriptions) is determined on the basis of the amount stored in the Metadata storage system. These metadata include the cataloguing for the Deposit Collection, the Research Collection and the Special Collections, as well as the descriptions relating to information services, knowledge domains and academic documentation. The increase in metadata peaked in 2008, which was mostly caused by the accelerated completion of the STCN. The increase in metadata started to level off in 2009, when the STCN project was completed. (figure for 2010 needs to be verified).

<table>
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<tr>
<th>Year</th>
<th>Metadata</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
<tr>
<td>2009</td>
<td>97,787</td>
</tr>
<tr>
<td>2008</td>
<td>143,244</td>
</tr>
<tr>
<td>2007</td>
<td>120,801</td>
</tr>
<tr>
<td>2006</td>
<td>138,203</td>
</tr>
<tr>
<td>2005</td>
<td>117,900</td>
</tr>
</tbody>
</table>

**Digitization**

Over the past years, the KB has been working on the digitization of collections for the benefit of academic research. Digitization projects are conducted by the KB alone or in conjunction with other institutions. Three large-scale projects are explained below:

**Dutch Digital Parliamentary Papers (Staten-Generaal Digitaal)**

This extensive project, in which the KB worked together with the lower house of the Dutch parliament, secures the preservation of important sources relevant to Dutch national parliamentary history. The microfilming of the printed Parliamentary Proceedings, Parliamentary Documents and Questions (1814-1995) was completed in 2008. The digitization process was completed in 2010. All parliamentary session documents from 1814 to 1995 can now be viewed digitally.

**Databank Digital Daily Newspapers (Databank Digitale Dagbladen)**

With funding from the National Programme for Investments in Large-scale Research Facilities (Nationaal Programma Grootschalige Onderzoeksfaciliteiten), the KB has been able to prepare the digitization of the Dutch daily newspapers and to commence with the practical implementation. After selection of the titles and analysis of the material, eight million pages were scanned. The first millions of pages became available in 2010. One issue that emerged when scanning and publishing 20th-century newspapers online was copyright.

**Early Dutch Books Online**

The KB implements this digitization programme together with the libraries of the University of Amsterdam and the University of Leiden. Under the name ‘Early Dutch Books Online’, the libraries have started to build a digital collection of rare Dutch works dating from the period 1781-1800, which can be consulted only in the Special Collections reading room. In 2008, an academic advisory committee made a selection on the basis of the STCN. The preparation of the material was completed in the same year. The actual digitization was started in 2009 and will be completed in 2011. It is estimated to have around 2.1 million digitized pages.

**Public/private partnerships**

In addition, the KB has recently entered into two large public private partnerships for digitizing its collections. In the summer of 2010 an agreement was signed with Google to digitize the collection from the period 1700-1900, comprising 160,000 volumes. By the end of 2010, the KB reached an agreement with Proquest for digitizing at least 30,000 books from the special collections (1470-1700). Although these agreements are not the first public/private partnerships the KB has entered into, the scale is unprecedented. This has raised the question of how libraries, especially national libraries like the KB, should act in these cases. The KB is of the opinion that, in principle, publicly funded

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1 In 2006 the KB started a project with Brill publishers to digitize the microfilms from the pamphlet collections (30,000 items). The result is freely available for KB-pass holders on the KB-website.
organizations should make their products freely available to the public. However, public funding is not sufficient to cover the costs for the transition from a paper library to a digital service provider: digitization is costly and large-scale funding is rare. Although the KB has been quite successful in acquiring extra funding from third parties, it is clear that it needs to accelerate the development of the digital library in order to live up to its customers’ expectations. The question, therefore, is not whether the KB should engage in public private partnerships, but on what terms. A private party expects a reasonable profit from its investments, and this is at odds with the principle that all products should be freely available. The KB acknowledges this tension, and tries to make a balanced assessment in each individual case. Although the KB wholeheartedly endorses international charters on these ethical issues, this does not prevent it from making concessions if this improves the access to and increases the volume of its digital collections. One lesson learned in the last decade is that libraries – including the KB – tend to underestimate the value of their products. Although libraries are generally aware of the value of their collections, they do not realize the value of their efforts made: e.g. the metadata which is produced, the knowledge of digital preservation and the national deposit as a service. As the KB is turning into a digital library, it should reconsider whether current business models are still appropriate for ‘traditional’ library services in a digital context.

National Programmes for digitization and preservation
For many years now, the KB has coordinated two national programmes: Metamorfoze, for the preservation of printed and hand-written cultural and academic heritage material, and Het Geheugen van Nederland (The Memory of The Netherlands), for the digitization of visual materials. The project staff are accommodated by the KB. They provide nationwide support to the participating libraries, archives and museums, and implement subsidy schemes on behalf of the Ministry of OCW.

In 2008, Metamorfoze prepared the transition from preservation by microfilm to digitization. This transition was completed in 2010. It was also decided to change the organization of the programme. Two new project streams were defined: ‘Books, newspapers, periodicals’ and ‘Archival collections’. The first will be carried out by the KB alone. It has been proposed that the National Archives lead the second one.

The Memory of The Netherlands completed its second phase in 2008. The Ministry of OCW’s new digitization policy means that the programme was not eligible for another four-year term. However, the Ministry approved a programme for 2009. This programme is focused more on the quality of the preservation of digitized material than on promoting access. For The Memory of The Netherlands, 2009 was a year of transition. The programme aims to function as a regular KB activity as of 2010.

IT infrastructure
In the period 2005-2011, developments in IT infrastructure were aimed at (1) implementation of a new data architecture, (2) design of a new processing and (long-term) storage environment, and (3) integration and standardization of the underlying technical infrastructure.

In the period 2005-2010 the KB implemented a major change in the library’s data architecture. The local metadata database KB Titel has been replaced by a generic, flexible and open metadata database, called KB Meta Data Opslag (KBMDO). This new data infrastructure was developed with the aim of maximum flexibility, efficiency and openness:

- Flexibility, because user demands are in constant development and undergo continuous change;
- Efficiency, because the quantity of data is growing enormously and the IT department has to be able to manage huge amounts of data;
- Openness, because accessibility of publications depends on the availability of metadata. Multiple aggregators have emerged that combine metadata from different sources and give access to information. The KB has actively facilitated the use of its metadata by others, by conforming to the OAI-PMH standard and by making its metadata elements accessible for third parties.
The new metadata infrastructure became operational in 2007. Since its release it has grown into the central metadata base of the KB, including extra collections.

The KB digital archive (e-Depot) stands at the heart of the IT infrastructure. It comprises the KB’s processing and archiving environment, and it consists of the IBM system DIAS as its technical core and tailor-made scripting for processing. In 2007, a review of this environment led to the decision to renew parts of the infrastructure to enhance quality and efficiency, and to make it suitable for processing large scale digital collections. A programme was started to renew this environment. In 2009, it was decided to enlarge the scope of the programme to include a complete replacement of the e-Depot system. During 2009 and 2010, the requirements were defined and a design was set up, and a definitive plan was approved in 2010.

The new processing and archiving environment will offer a generic solution for the automatic processing, storage and management of digital publications. Publications will be processed and stored at different preservation levels, depending on their value and technical properties. The approach to constructing the system will be a modular one. This avoids vendor lock-in, and allows the KB to make use of past experience. Requirements, design and code will be shared with the international library community.

It has taken the KB a long time to decide on a definitive approach for the new environment. The delay was caused by changes in management, changes in scope, the start of an overall digital library programme, and the need to scale down the budget. The definitive plan contains an element of risk, because the responsibility for the final result remains with the KB, and is largely dependent on in-house development. External review of the plan of approach, proper management of the results and a clear understanding of the objectives will keep this risk manageable.

The decision to move from a specific solution for long-term archiving to a generic approach to processing and storage is consistent with more basic developments in the KB’s technical infrastructure over the past five years. The infrastructure used to be very fragmented, with specific technical environments, in some cases even separate machines, for different purposes. This fragmented infrastructure has gradually been removed. The KB has decided on an overall approach to infrastructure and middleware development that is focused on generic solutions. The goal was to provide a more stable environment that would be cheaper in both investment and exploitation. The IT department has recently started working according to a structured release planning, and applications have been merged or have been standardized. With the start of the projects to renew the data centre and hardware, the IT infrastructure is geared towards serving the new requirements for the digital library.

**Housing**

The KB building covers some 85,000 m² of public space, storage space, office space and meeting space, approximately two-thirds of which is used by the KB itself. The KB building houses several other institutions, in addition to its principal tenants, i.e. the Koninklijke Bibliotheek, the Netherlands Institute for Art History, and the Dutch Literature Museum. These institutions focus on Dutch history and culture (Huygens Institute, Netherlands Music Institute), or on global information services (IFLA). In the last couple of years, a number of new institutions found accommodation in the KB building, including LIBER, FOBID, SPARC and Bibliotheek.nl. The KB is responsible for all shared facilities in and around the building, as well as for general building maintenance and management. With respect to the latter, a number of large construction projects have taken place in recent years. In 2007, the new warehouse straddling the tram track was completed. In addition, the reading rooms were renovated and redesigned. This project also entailed large-scale maintenance of the technical installations. Two other projects which had a large impact on building maintenance and management were the Magazine! exhibition and the Workflow for Books project. The renovation of the Dutch Literature Museum was successfully carried out in 2009/2010.
Safety and security management
The KB is concerned with safety in the broadest sense of the word: safety and security management encompasses policies with regard to people, to collections and to the building. In 2006, a biannual safety and security meeting was introduced, chaired by the head of the Finance and Corporate Services Division. In the past few years, the members have worked on the implementation of a number of risk-reducing measures. These measures are the result of a risk analysis that was made in 2006. Whenever the situation calls for an adjustment, the list of management measures is supplemented or adapted. Despite a sound safety policy, incidents can never be completely ruled out. In 2009, for instance, the KB dealt with a breakdown of the new SAN (Storage Area Network), and with soot damage in the Special Collections storage areas as a result of a fire in a switchbox. The KB was able to respond adequately, and no permanent damage was sustained to the collection. In 2009, additional risk-reducing measures were implemented. For example, all KB staff members are now obliged to wear a photo ID badge, and visitors are given visitors’ badges. Furthermore, the security officer gave KB-wide presentations on safety so as to increase awareness within the organization. Finally, an action plan was drawn up for a systematic verification of the stacks, and a trial run was carried out for part of the collection.
Criterion 2: Productivity
Since 2003, the KB’s annual report has included performance indicators. The advantage of such figures is that they are based on objective criteria. The drawback is that they fail to provide a full picture, since not all of the KB’s results can be expressed in terms of figures. A further shortcoming is that performance indicators cannot be used to relate the productivity of the KB to that of similar institutions, in particular other national libraries. These differ in terms of their scale, target groups, statutory tasks, funding etc., making a simple comparison impossible. Another problem is that there is no inventory of the basic facts and figures of national libraries. CENL acknowledges that such an inventory would be worthwhile, but no action has been taken as yet. As a consequence, information must be culled from various sources (e.g. annual reports and other policy documents) and is as such often inconsistent and incomplete. A final problem is that the performance indicators used by national libraries in these documents are not explicitly defined. Consider a performance indicator like the number of visitors. For the KB, the number of visits to the library is measured by the number of clicks of the turnstile over the year, corrected for doubling and staff traffic. Without this, the number of visitors would clearly be substantially higher. Without knowing how other national libraries define ‘visits’, comparing the number of visitors is not very insightful. For this reason, figures from other national libraries have been taken into consideration only if they contribute to the overall picture of trends and developments in the library field.

Evaluation
The performance indicators discussed involve regular KB activities. Given that a comparison based on absolute figures is not insightful, figures from other national libraries are used to illustrate trends and developments in the field. Trends that have been identified are: (1) the number of online visits is increasing, and (2) the number of digital academic journals compared to printed ones is on the rise. In general, the KB’s figures are in line with the overall picture.

Library visits
The number of visitors has decreased over the past years. The expected growth as the result of the new Reading Room of the Netherlands in 2007 has not been achieved. However, the changed opening hours as of 1 January 2009 have resulted in an increase in the number of visitors. As expected, the further extension of the opening hours in 2010 has led to a further increase. The figures from other national libraries show that the number of visitors is more or less steady. The figures do not indicate that the development of the digital library has led to a significant decrease in the number of visitors.

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<tr>
<th>Year</th>
<th>Number of Visitors</th>
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</tr>
<tr>
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<td>82,339</td>
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<tr>
<td>2008</td>
<td>76,946</td>
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<td>2007</td>
<td>83,250</td>
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<tr>
<td>2006</td>
<td>84,536</td>
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<table>
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<th>2008</th>
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<td>474,074</td>
<td>486,867</td>
<td>501,020</td>
<td>516,974</td>
</tr>
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<td>281,033</td>
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<td></td>
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<tr>
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<td>190,480</td>
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<td>2009</td>
<td>2009 average compared to 2006-2008</td>
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<tr>
<td>British Library</td>
<td>487,320</td>
<td>516,974</td>
<td>+ 6.09 %</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Library of Germany</td>
<td>409,210</td>
<td>412,021</td>
<td>+ 0.69 %</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Library Finland</td>
<td>203,314</td>
<td>176,393</td>
<td>− 13.24%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Library Spain</td>
<td>120,502</td>
<td>119,922</td>
<td>− 0.48 %</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KB</td>
<td>81,577</td>
<td>82,339</td>
<td>+ 0.93 %</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Library visits

<table>
<thead>
<tr>
<th>Year</th>
<th>Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>3,781,720</td>
</tr>
<tr>
<td>2006</td>
<td>4,861,679</td>
</tr>
<tr>
<td>2007</td>
<td>4,219,541</td>
</tr>
<tr>
<td>2008</td>
<td>4,668,224</td>
</tr>
<tr>
<td>2009</td>
<td>5,015,311</td>
</tr>
<tr>
<td>2010</td>
<td>5,168,017</td>
</tr>
</tbody>
</table>

The decrease in online visits recorded in 2007, caused by a lower position of the KB in the Google ranking, did not continue in 2008. The increase in the number of online visits in 2009 was caused primarily by increased traffic on the website of ‘The Memory of the Netherlands’. The KB’s figures are in line with those of other national libraries, which show a rise as well.
Online visits

Number of books (total)
The total number of titles acquired is measured by the acquisition (including gifts) of printed book titles for the Deposit Collection, the Special Collections and the Research Collection. (figure for 2010 needs to be verified).

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>45,900</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>43,722</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>45,064</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td>47,238</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>54,235</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td>53,180</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The figures show a steady decline in the number of printed books. The relatively high figure for 2006 was caused by the acquisition of extra books for the Reading Room of the Netherlands. In general, the increase in book titles for the Research Collection fell slightly, due to the introduction of a new collection profile, which focuses on Dutch history, culture and society. Similarly, the increase in book

---

2 Unique hosts served (the best approximation of the number of individual users of the website, i.e. visitors, not visits).
titles for the Deposit Collection has been levelling off for some years now (see also below). This is partly the result of the decision to include only the digital versions of publications which appear both in print and electronically. One area where this has been noticeable is dissertations. The steady decline in the number of printed books has not yet been compensated by an increase in the number of digital ones.

**Number of books (deposit collection)**
A separate performance indicator for the number of books for the Deposit Collection is particularly problematic in relation to other national libraries. Countries may differ as far as the legal basis for deposit is concerned. For the KB, deposit is voluntary, whereas the British Library is a legal deposit library. Libraries also differ in the number of copies deposited of a single title, or figures may be incomparable for other reasons. No trend can be observed in the incomplete figures below. The KB and the National Library of Finland show a steady decline in the number of deposited books, whereas the National Library of Ireland remains steady. The British Library shows a significant increase, and the KB Brussels introduced a deposit of two copies in 2008, as a result of which the figure has risen.

### Number of books (Deposit collection)

<table>
<thead>
<tr>
<th>Library</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>British Library</td>
<td>103,357</td>
<td>97,144</td>
<td>111,567</td>
<td>141,755</td>
<td>129,245</td>
</tr>
<tr>
<td>KB</td>
<td>38,850</td>
<td>37,944</td>
<td>33,536</td>
<td>32,594</td>
<td>32,818</td>
</tr>
<tr>
<td>KB Brussels</td>
<td>18,311</td>
<td>19,237</td>
<td>20,011</td>
<td>32,996</td>
<td></td>
</tr>
<tr>
<td>National Library of Finland</td>
<td></td>
<td></td>
<td></td>
<td>15,120</td>
<td>13,851</td>
</tr>
<tr>
<td>National Library of Ireland</td>
<td>2,030</td>
<td>1,955</td>
<td>2,130</td>
<td>2,056</td>
<td></td>
</tr>
</tbody>
</table>

3 British Library: Work undertaken in 2008/2009 resulted in a significant increase in monographs received during the year. Some of this increase resulted from monographs actually published in prior years that had not been deposited. The 2009/2010 figure more accurately reflects the underlying annual rate of deposit.

4 KB Brussels: From 2008 onwards two copies of each book were deposited.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>British Library</td>
<td>104,023</td>
<td>129,245</td>
<td>+ 24.25%</td>
</tr>
<tr>
<td>KB</td>
<td>36,777</td>
<td>32,818</td>
<td>− 10.76%</td>
</tr>
</tbody>
</table>

Number of printed journal issues
The total number of printed journal issues is determined on the basis of the acquisition of printed journal issues for the Deposit Collection and the Research Collection.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>83,136</td>
</tr>
<tr>
<td>2009</td>
<td>85,097</td>
</tr>
<tr>
<td>2008</td>
<td>90,979</td>
</tr>
<tr>
<td>2007</td>
<td>92,700</td>
</tr>
<tr>
<td>2006</td>
<td>92,971</td>
</tr>
<tr>
<td>2005</td>
<td>96,560</td>
</tr>
</tbody>
</table>

As a result of the transition from printed to digital journals, the total number of printed journal issues has been showing a steady decline. This trend is confirmed by the figures from other national libraries (figures available for the Deposit Collection only). This decline is expected to intensify in the coming years, in particular for academic journals. Many journals are now published both in print and in a digital format. The KB decided several years ago to include only one version, the digital one, in such cases.

![Number of printed journal issues](image)

Number of printed journal issues (deposit collection)

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>British Library</td>
<td>282,352</td>
<td>283,180</td>
<td>271,353</td>
<td>259,763</td>
<td>237,737</td>
</tr>
<tr>
<td>KB</td>
<td>80,414</td>
<td>76,594</td>
<td>77,155</td>
<td>76,738</td>
<td>72,600</td>
</tr>
<tr>
<td>National Library of Ireland</td>
<td>9,254</td>
<td>9,726</td>
<td>10,996</td>
<td>10,514</td>
<td></td>
</tr>
</tbody>
</table>
### Number of journal articles in the e-Depot

The increase in the number of journal articles in the e-Depot is determined on the basis of the number of journal articles that were acquired and loaded.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Articles</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>1,305,500</td>
</tr>
<tr>
<td>2009</td>
<td>2,289,816</td>
</tr>
<tr>
<td>2008</td>
<td>2,189,965</td>
</tr>
<tr>
<td>2007</td>
<td>2,072,298</td>
</tr>
<tr>
<td>2006</td>
<td>3,348,473</td>
</tr>
<tr>
<td>2005</td>
<td>2,022,500</td>
</tr>
</tbody>
</table>

In April 2010, the international e-Depot contained over fifteen million articles. The figure for 2010 shows the regular amount of articles acquired and loaded, whereas figures for the previous years are higher due to the ingest of many backfiles. It is expected that the number of articles will rise again from 2011 onwards, fuelled by the ingest of national titles. The KB invests heavily in increasing both the loading and the storage capacity of the e-Depot, and it has started building a new e-Depot for this purpose.
Criterion 3: Societal impact

This criterion covers the social, economic and cultural relevance of the KB. The KB has no experience in assessing the benefits that result from public investment in the KB. It is therefore difficult to determine the precise impact of the KB’s activities. The paragraphs below give an overview of the ways in which the KB operates in an attempt to be as effective as possible.

Evaluation

Theme II of the Strategic Plan 2006-2009 was aimed at enhancing the national research information structure. The output of the large-scale digitization projects and the national programmes has made a substantial contribution to the national infrastructure. In addition, the KB has invested in the national infrastructure by participating in a number of cooperative ventures, such as UKB, GII and NCDD. The decision-making process in these ventures is sometimes laborious; as a consequence, progress can be slow.

Enhancement of the KB’s international position, with a particular focus on the KB’s leading role in the field of digital preservation, comprises Theme III of the Strategic Plan 2006-2009. The KB has contributed to this by participating in a number of European projects. It has become clear that the results of the digital preservation projects (applications) need further adaptation in order for them to be useful in practice. To promote the practical implementation of the project results, a group of international stakeholders founded the Open Planets Foundation.

Activities that take place within the scope of the academic and cultural programme tighten the bonds with both academic researchers and the general public with a broad interest in culture. Particular attention should be drawn to the exhibition Magazine!, which was very well received, although the number of visitors was lower than expected. A recent report by LAGroup argues that a distinction between academic researchers on the one hand and the broader public with an interest in culture on the other is too limited. The report shows that there are in fact nine different focus groups, which can be categorized as either B2B (business to business) or B2C (business to customer). The KB could enhance its marketing strategy by identifying the needs and wishes of these (new) focus groups.

Over the last couple of years, the KB has started a public debate on a number of issues: online publication of Nazi newspapers, copyright, orphan works and open access publishing. This is in line with the role of ‘opinion leader’ which the KB wishes to develop in the future.

National cooperation

Theme II of the Strategic Plan 2006-2009 focuses on the enhancement of the national research information infrastructure. The KB therefore participates in cooperative structures, and contributes to innovations to the national research information infrastructure. As an academic library the KB is associated to the UKB, a body that includes all university libraries and the KB. UKB has a joint policy plan, which is implemented through a number of working groups. Acting on a request from the UKB, the KB has provided a policy officer and a staff member for benchmark research. In 2010 the KB, UKB and STM publishers concluded a sustainable archiving agreement. The three parties agree that the international e-Depot of the KB should function for UKB as a sustainable archive for the academic journals for which the university libraries have concluded licence agreements with STM publishers.

Over the past years the KB has played a pioneering role in the establishment of the Consortium Shared Information Infrastructure (Consortium Gemeenschappelijke Informatie-infrastructuur (GII)). The formation of this consortium, which consists of the university libraries, the Plusbibliotheken, the VOB and the KB, is an important step towards the establishment of a central point of direction with respect to digital information provision in The Netherlands. This is in accordance with the Advies Bibliotheekvernieuwing 2009-2012 (Recommendations on Library Innovation 2009-2012), which was presented by the Raad voor Cultuur (Council for Culture) to the Minister for Education, Culture and Science in 2008. The GII consortium, chaired by the KB, will continue to be an important partner for the KB in bringing improvements to the national information infrastructure. In the policy period 2010-
2013, the information infrastructure continues to play an important role: ‘The KB aims to encourage
the establishment of a common national information infrastructure in which the possibilities of the
digital environment are maximized’.

In 2008, on the initiative of the KB and DANS, the foundation ‘Netherlands Coalition for Digital
Preservation (NCDD)’ was established, the administration of which is located in the KB. Within five
years the NCDD aims to achieve the establishment in The Netherlands of an organizational and
technical infrastructure which will provide permanent access to digital information in the public
sector. To provide this strategy with a robust foundation, it was decided to carry out a national
investigation into digital preservation. This exploration was to provide an answer to the question: who
preserves what kind of digital data in The Netherlands and how? The KB received funding for this
exploration from the Ministry of Education, Culture and Science. The exploration was conducted in
2009 by a team of experts from the academic, cultural and government sectors, led by the KB, under
the auspices of the executive board of the NCDD. The report was published in June 2009 and
subsequently discussed in a workshop. On the basis of this exploration the NCDD board has
formulated a strategy, whereby, in principle, the five major partners (KB, DANS, The Netherlands
Institute for Image and Sound, the National Archives, and CCDD) take responsibility for the digital
preservation of, respectively, publications, research data, audiovisual materials, government
information and the ‘cultural heritage’ domain.

In 2010 the KB started a pilot project with Elsevier in which professionals who are not (or no longer)
affiliated to a research institution (e.g. GPs, veterinary surgeons) are offered the opportunity to
purchase academic articles at a reasonable price in their public library. The pilot will investigate
whether such a target group exists, and to what extent such a service would be viable.

International cooperation
Theme III of the Strategic Plan 2006-2009 is aimed at enhancing the KB’s international position.
The international role of the KB is especially evident in relation to the EU framework programmes,
The international e-Depot, and the research into digital preservation.

A European project on digital preservation, Planets, entered its final phase in 2009. For the KB, this
meant an investigation into how preservation tools could be deployed on behalf of the new e-Depot.
Also in 2009, a proposal was prepared with a number of other Planets partners for a follow-up project.
The Planets project was completed in 2010, but is continuing as the ‘Open Planets Foundation’. In
February 2009 a new emulation project was started (KEEP: Keeping Emulation Environments
Portable). The main tasks of the KB within the framework of this European project are the further
development of the emulator Dioscuri and the (joint) implementation of a legal investigation into
emulation.

Parse.Insight is a European project which maps the location of the most important players in the field
of research information archiving, and which identifies the most important developments in this area.
The KB’s contribution concerns a survey into the importance users attach to permanent access to data
(and the extent to which users are aware that providing this is a challenge). In 2009, the KB has
delivered the outcomes of its research in the form of a survey report. The report provides a description
on the basis of large-scale surveys (conducted in 2008/2009) of the quality of information preservation
in the world of science and research. Following up on these results, the KB is currently working to
draw attention to the important role of funders in the context of long-term data preservation, and thus
to create a more effective roadmap for a science data infrastructure in Europe.

The KB is project coordinator for the large European research project IMPACT (Improving Access to
Text). IMPACT seeks to make the digitization of historical printed text in Europe faster, cheaper and
better. It will improve existing OCR technology and introduce novel approaches to image
enhancement, segmentation and OCR. Recognition results will be enriched with computational lexica
for nine languages, an innovative service for post-correction involving crowd sourcing, and a service
for detecting structural metadata. The project will also deliver a number of strategic services such as a
training programme, and a free and Open Source Interoperability Framework with tools for evaluating and demonstrating results. The 26 partners in the project include national libraries, research institutes and two major industrial players: ABBYY Production, Moscow, who currently produces the market leading Finereader OCR software for libraries, and IBM Research labs in Haifa, who develop the innovative Adaptive OCR in IMPACT. By late 2009, the project was halfway through its planned term. In 2010 a number of project results were demonstrated on the basis of material from current KB digitization projects.

In 2008, the Alliance for Permanent Access to the Digital Records of Science was awarded formal status as a foundation under Dutch law. The alliance includes ten prominent members (including CERN, ESA and the British Library) and three national coalitions for digital preservation.

The KB also plays an active role in the Conference of Directors of National Libraries (CDNL) and in the Conference of European National Librarians (CENL). The KB provides a home for the CENL initiated services of The European Library (TEL) and the Europeana Foundation. The European Library website is the portal through which the collective printed and digital collections of all 47 European national libraries can be searched integrally online. By the end of 2008, 39 libraries with over 150 million documents were accessible, including those of the most recent member states. In 2009 TEL contracted the last remaining national libraries, with currently only the Vatican and San Marino as non-associates. A market study has been conducted to investigate how TEL could further develop its profile in the years ahead. The technical management of TEL has been transferred from the KB to ULCC (University of London Computing Centre). The Europeana Foundation was created in 2007 as a cooperative framework of heritage umbrella organizations and large heritage institutions in Europe. With funding from the European Commission, The Europeana Foundation initially developed a prototype of a multimedia website. This trial website (‘Europeana’) shows more than two million books, cards, photos, archived material, paintings, films and sound recordings from libraries, (audio-visual) archives and museums from 27 EU member states. In the spring of 2009 the project Europeana v1.0 was officially started and a project team of around thirty staff was formed. From 2010, Europeana has operated separately from the KB, as a foundation. Europeana will continue to be hosted in the KB building.

Academic and cultural programme

In order to promote the interchange between the KB collections and academic research, the KB created the KB fellowship in 2004, in conjunction with the Netherlands Institute for Advanced Study in the Humanities and Social Sciences (NIAS) in Wassenaar. Renowned scholars have held the fellowship: Robert Darnton (2006), Jonathan Israel (2007), Lisa Jardine (2008), Robin Kinross (2009) and Jo Tollebeek (2010). The further strengthening of the ties with the academic world is anchored in the KB’s cooperation with the University of Leiden, within the framework of the masters degree course ‘Book & Byte’. The KB also co-funds two associate lectureships: Jos Biemans at the University of Amsterdam (Manuscript Studies in Relation to the History of Civilization) and Gerard Unger at the University of Leiden (Typographic Design).

The cultural programme is aimed at another important target group of the KB, namely the general public with a broad interest in culture. 2006 saw by far the largest event in this regard: the exhibition Magazine! 150 years of popular magazines, which ran from November 2006 to March 2007, with the new warehouse functioning as exhibition space. Approximately 10,000 visitors came to see the Magazine! exhibition, a number which was lower than expected.

The permanent exhibition space De Verdieping van Nederland (Legacy of The Netherlands) was opened in 2005. In this exhibition space, the KB, together with the National Archives, displays important historic treasures of The Netherlands. In 2009, the successful exhibition From here to Tokyo – 400 years of trade with Japan took place. The opening was attended by Prince and Princess Akishino of Japan, and Prince Constantijn and Princess Laurentien of The Netherlands. The exhibition Oranje bitter, Nederland bevrijd (Orange bitter, The Netherlands liberated) in 2010, commemorating the liberation of The Netherlands 65 years ago, was also successful. Since 2008 the KB has worked
together with Museum Meermanno/Huis van het Boek, within the context of the academic and cultural programme. Under this cooperative agreement the KB also has the opportunity to use the exhibition space of Museum Meermanno.

The KB in the press
The KB monitors its exposure in the printed media (national and regional), using the search words KB, Koninklijke Bibliotheek, Bas Savenije and the exhibition venue De Verdieping van Nederland. Media exposure is a form of free publicity for the KB that can be expressed in terms of what is known as ‘advertising value’. The advertising value is determined by factors such as the page of the medium in which the KB is mentioned, the size of the article, and the circulation of the medium. In 2008 the total advertising value in free publicity was over € 2.4 million and the number of references was 722. In 2009, the total advertising value in free publicity amounted to almost € 2.2 million and the number of references was 649. In 2010, advertising value was € 3.3 million, and the number of references was 847. Issues that received media exposure involved the acquisition of the Gruuthuse manuscript, copyright (greenpaper and NRC article), orphan works, open access, mass digitization of newspapers, including Nazi newspapers from the Second World War, and mass digitization of books (Google agreement).
Criterion 4: Vitality and feasibility
This dual criterion is concerned with the KB’s ability to react adequately to important changes in its environment. It refers both to internal (e.g. personnel policy) and external changes (e.g. developments in the field, in society at large). This section concludes with a SWOT analysis.

Evaluation
The previous organizational structure limited the degree of decisiveness; the decision-making process was not transparent enough, and there was lack of focus. The new organizational structure (as of 1 September 2010) has fewer layers, so that the organization can be managed more effectively. It is expected that this will lead to the KB being well equipped for the changes in the coming period. The biggest challenge is the transition from a physical library to a digital one. A number of strategic priorities have been formulated to this end. Besides the new organizational structure, the implementation of a long-term staff policy plan is necessary for the successful realization of the Strategic Plan 2010-2013.

Strategy and organizational changes
The tasks, duties and operational limits of the KB are defined in general terms in Section 1.5 of the Higher Education and Research Act (Wet op het hoger onderwijs en wetenschappelijk onderzoek).

‘As the National Library of the Netherlands, the Koninklijke Bibliotheek operates in the field of libraries and information services for the benefit of higher education and research as well as public administration, business and industry. In any case, the KB is responsible for the national library collection; it promotes the development and maintenance of national facilities in the above-mentioned areas and promotes coordination with the other research libraries.’

In order to give shape to this mandate, the KB formulated a strategy in the Strategic Plan 2006-2009 on the basis of three policy themes:

• Theme I: Repositioning the (digital) library
• Theme II: Enhancing the national research information infrastructure
• Theme III: Enhancing the KB’s international position

The Strategic Plan 2006-2009 also included a new mission statement, as advised by external evaluation committee:

The KB is the national library of the Netherlands
• The KB gives researchers and students access to research information.
• The KB allows all to share in the riches of our cultural heritage.
• The KB fosters a national infrastructure for sharing research information.
• The KB promotes permanent access to digital information in an international framework.

In 2007 an extensive innovation programme was initiated to prepare the way for a phased transition to a digital library. In that same year the Online Services department was established in order to deliver the digital services. In 2009 a large part of the activities of the innovation impulse was organized under a new umbrella: the Digital Library Programme. This programme, based on MSP and Prince II principles, is the implementation platform for the further construction of the digital library in the policy period 2010-2013.

The Strategic Plan 2010-2013 was formulated in 2009. In the world of information provision the influence of digitization is still increasing. As a national library, the KB is of the view that its task is to respond to developments that arise in this regard, and to participate in them. The KB’s strategy for 2010-2013 will therefore focus on the further development of the digital library. The KB had already moved in this direction in previous years, but will now pursue the approach with increased vigour. In addition, the KB wishes to deliver a strong performance in support of the national information
infrastructure. To be able to implement the Strategic Plan 2010-2013 successfully, a change of the organization structure was necessary. This change was also aimed at establishing a more transparent decision-making process. Preparations were started in 2009, and the new organization structure took effect in September 2010.
The strategic priorities for 2010-2013 are:

- The KB will offer everyone access to everything published in and about the Netherlands.
- The KB will improve the national information infrastructure.
- The KB will guarantee long-term storage of digital information.
- The KB will maintain, present and strengthen its collections.
- The KB will develop into a challenging organization and an attractive employer.

In addition, the mission statement was again rephrased, and core values were introduced. The transition to a digital library makes it necessary to review the organizational structure and culture. The KB strives to maintain a challenging, open company culture, offering space for innovation, flexibility and cooperation. The formulation of core values will contribute to the desired change in company culture (see strategic priority 5).

Mission statement:
The KB is the national library of the Netherlands: we bring people and information together.

Core values:
Accessibility, sustainability, innovation and cooperation.

Human Resources
Like any innovative knowledge organization, the KB needs young staff members who will introduce new knowledge to keep the organization sharp and effective. However, staff turnover is low, and age and skill profiles of the staff are therefore a concern.

Age composition KB (permanent, temporary, project staff; as on 31/12/2009)

<table>
<thead>
<tr>
<th>Age</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to age 25</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>25-34</td>
<td>59</td>
<td>35</td>
</tr>
<tr>
<td>35-44</td>
<td>110</td>
<td>65</td>
</tr>
<tr>
<td>45-54</td>
<td>115</td>
<td>55</td>
</tr>
<tr>
<td>55 and over</td>
<td>89</td>
<td>35</td>
</tr>
<tr>
<td>Total</td>
<td>379</td>
<td>192</td>
</tr>
</tbody>
</table>

Influx and outflow in 2009, expressed in numbers of staff members
(permanent, temporary, project staff; exclusive of job changes due to reorganizations)

Influx: 50
Promotion: 20
Secondment: 14
Outflow: 54

A trainee programme was set up in January 2008. Nine talented young staff members took part in this two-year programme, which included a personal development plan and an information development plan covering all aspects of the field of information services. The programme was concluded by the end of 2009, and a second group started at the beginning of 2010. In addition to the trainee programme, a management trainee programme started in April 2008, in which nine young staff members were enrolled who had already made their mark at the KB, and who might move on to management positions, or who had already been appointed. This programme was concluded in early 2010. Furthermore, an active career guidance policy has been introduced for staff members who have been in the same position for a longer period of time. These staff members will be offered the opportunity to take on other duties on a temporary basis. Compared to 2008, the average age of staff members in permanent employment rose slightly in 2009. This was caused by the relatively low influx, and a low outflow of staff members taking retirement. The number of staff members taking retirement is expected to increase from 2011 onwards.
In 2010, the KB endorsed the charter ‘Talent to the Top’, which aims at an increase in the number of women in middle and top management positions. According to the charter, the KB has to formulate reasonable targets and report each year to a special committee.

Salary scale by gender, increasing from 1 to 13 and higher, (as on 31/12/2009)

<table>
<thead>
<tr>
<th>Scale</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5</td>
<td>14</td>
<td>13</td>
<td>1</td>
</tr>
<tr>
<td>6-10</td>
<td>272</td>
<td>130</td>
<td>142</td>
</tr>
<tr>
<td>11-12</td>
<td>76</td>
<td>34</td>
<td>42</td>
</tr>
<tr>
<td>13-</td>
<td>17</td>
<td>10</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>379</td>
<td>187</td>
<td>192</td>
</tr>
</tbody>
</table>

**Innovation**

The KB’s research department has two areas of expertise: digital preservation and information retrieval technology. The department investigates how developments in these areas affect the world of information provision, and more specifically, the library field. The KB works closely together with the academic community, often in the role of content provider, for instance in the NWO programmes CATCH and CLARIN. Research in the field of digital preservation focuses on preservation policy, preservation watch, certification and audit, file formats and preservation imaging. Research in the field of information retrieval focuses on semantic web technologies (e.g. linked open data), social tagging (e.g. folksonomies) and language technology (e.g. information extraction, and thesaurus alignments).

**Financial situation**

Increases of the KB’s budget over the period 2005-2010 (€15 million) were due to compensation of salary increases, additional funding for the housing costs, increase of project revenues and structural funding for *Metamorfoze* and research in the field of digital preservation.

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budgets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation on fixed assets</td>
<td>1.700</td>
<td>1.700</td>
<td>1.640</td>
<td>1.300</td>
<td>1.300</td>
<td>1.300</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>21.179</td>
<td>22.734</td>
<td>31.314</td>
<td>30.159</td>
<td>31.622</td>
<td>31.534</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>37.724</td>
<td>40.131</td>
<td>50.136</td>
<td>48.610</td>
<td>52.225</td>
<td>52.798</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Actuals</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation on fixed assets</td>
<td>1.623</td>
<td>2.515</td>
<td>1.400</td>
<td>1.111</td>
<td>1.167</td>
<td>1.205</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>20.892</td>
<td>24.536</td>
<td>34.956</td>
<td>27.520</td>
<td>30.739</td>
<td>31.770</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>37.910</td>
<td>43.919</td>
<td>54.062</td>
<td>47.765</td>
<td>53.547</td>
<td>55.556</td>
</tr>
</tbody>
</table>

The news that the KB will not be compensated for the salary increases laid down in the collective labour agreement (2008-2010) was announced relatively late (summer 2010). In addition, due to the international financial crisis, the government grant will decrease in the years to come. It is expected that project revenues will decline as well. The KB is anticipating this situation by cutting down costs. Particular attention will be paid to staff and housing costs.

**Reputation**

A recent survey by LAGroup Leisure & Arts Consulting shows that the KB’s B2B customers have a predominantly positive view of the KB. Positive adjectives associated with the KB include: ‘digital’, ‘reliable’, ‘big’, ‘professional’, and ‘innovative’. Less positive associations are: ‘standoffish’, ‘unwieldy’, ‘unknown’. As far as the B2C relations are concerned, the annual TNS-NIPO surveys
show that customer satisfaction remains consistently high. In 2009 visitors gave the KB an average
grade of 8 (7.9 in 2008).

The number of publications and presentations indicate the degree to which KB staff members are
visible in the library field, and are committed to knowledge dissemination.

<table>
<thead>
<tr>
<th>Year</th>
<th>Publications/Presentations</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>63</td>
</tr>
<tr>
<td>2009</td>
<td>110</td>
</tr>
<tr>
<td>2008</td>
<td>76</td>
</tr>
<tr>
<td>2007</td>
<td>91</td>
</tr>
<tr>
<td>2006</td>
<td>77</td>
</tr>
</tbody>
</table>

Staff members are active in other ways as well, for instance participation in seminars and working
groups, and through their individual networks.

**SWOT analysis**
A SWOT analysis is a tool for auditing the overall strategic position of a business and its environment.
It identifies the strengths and weaknesses, as well as the threats and opportunities. Strengths and
weaknesses are usually internal factors, whereas opportunities and threats are external.

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Expertise on digitization and digital preservation</td>
<td>Lack of proper level of ICT skills throughout the organization</td>
</tr>
<tr>
<td>External cooperation in projects and programmes</td>
<td>Culture is insufficiently result-oriented</td>
</tr>
<tr>
<td>Deposit function</td>
<td>Culture of consultation</td>
</tr>
<tr>
<td>Reputation</td>
<td>Insufficient internal communication and knowledge sharing</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Developing a marketing strategy (for B2B and B2C customers)</td>
<td>Copyright in relation to digitization</td>
</tr>
<tr>
<td>Exploring alternative business models for the international e-Depot</td>
<td>Dependence on external financing</td>
</tr>
<tr>
<td>Developing role of opinion leader</td>
<td>Dependence on ICT</td>
</tr>
<tr>
<td></td>
<td>Competition in the information sector</td>
</tr>
</tbody>
</table>
Chapter III
Long-term Strategy
[work in progress]

The KB’s core business is: Providing permanent access to everything published in and about The Netherlands.

Collections
The digital library takes priority:

- The KB will introduce, as soon as possible, an acquisition policy stating that the KB will include digital publications only, provided these are identical to the printed versions.
- The KB wishes to digitize all material published in and about The Netherlands as quickly as possible, including the special collections. Digitization of other material will take place in public-private partnerships only.

Once this material has been digitized, the KB will store the printed collection of Dutch publications as well as the special collections. This entails that the KB will not invest in the preservation of other printed material and that it will take measures to prevent further expansion of its warehouse.

The KB will take over Dutch publications that are hived off by other institutions, provided that they are not already in the KB’s possession and that they meet the selection criteria which the KB will set up. Material which does not belong to the KB’s core collection (e.g. photographs, audio materials) will be transferred to appropriate heritage institutions if the preservation of these materials requires additional investments on the part of the KB.

Services
The KB will become a B2B-organization. The pace of this transition will be determined by the speed at which publications become digitally available.

The KB provides organizations and institutions with metadata and digital content of everything published in and about The Netherlands, and guarantees long-term preservation of this material.

The KB will process Dutch digital publications and store them in its new e-Depot (the digital repository). The KB wishes to emphasize that it does not just to provide a service to publishers, but also to make these publications part of the national information infrastructure. To this effect, the KB wishes to use these publications to develop and offer services, in cooperation with the publishers. The KB wishes to do the same with its international e-Depot (which contains e-publications of international publishers). The KB has an international role to guarantee access to collections in those cases where publishers themselves can no longer fulfill this obligation (so-called ‘trigger events’).

Above all, the KB wishes to make these collections part of the national information infrastructure. (Part of) the costs for this service will be recovered from international publishers, preferably through permission to offer these collections (under specified terms and conditions) to Dutch users. The KB has already undertaken a number of initiatives to this effect (a pilot with Elsevier, contracts with STM and UKB).

Customers will be helped through the services of public and university libraries; the KB will no longer offer or develop its own customer services. Services for the general public will be provided through Bibliotheek.nl; services for scholars and students will be provided through a research environment for the humanities, which the KB would prefer to develop in cooperation with academics and university libraries.
Printed sources which have already been digitized will be made available for reference-only. The KB expects a considerable reduction of the number of requests for such sources, and with this, a reduction of the size of public areas and reading rooms. The opening hours of the public areas will be attuned to the number of visitors which come to the KB for printed sources and for digital on-site licenses.

**Cooperation**
The KB cooperates to full effect with other institutions in the heritage sector – in the back-office, in access, and in operational management. The KB’s objective and professional approach should lead to a reduction in costs. The KB does not aim at a merger with e.g. the National Archives in the near future, but does not rule out such a merger in the long run.

The KB occasionally organizes exhibitions in cooperation with other heritage institutions and/or museums. The KB does not have its own exhibition area, except a small space which it uses to display its own valuable items.

In the international arena, the KB is working towards access and availability of Dutch heritage in cooperation with TEL and Europeana. For this, the KB makes use of the national information infrastructure.

The KB takes part in international cooperation for the long-term preservation of international publications and contributes ideas and opinions about the way in which such preservation (and the accompanying business models) can be achieved.

The KB presents itself as opinion leader within and outside of the library sector. In the Netherlands, it does so for both the cultural and information sector; internationally, the KB’s focus is more selective.

**Housing**
The KB must be housed in a recognizable location, close to or together with other heritage partners, with a maximum of shared services. The KB’s printed sources do not necessarily need to be stored at this location. The KB will also begin to use its current location more efficiently. This will make it possible to let out extra space.
List of abbreviations

CATCH  (Programme) Continuous Access To Cultural Heritage
CDNL  Conference of Directors of National Libraries
CENL  (Foundation) Conference of European National Librarians
CERN  Conseil Européen pour la recherché Nucléaire
CLARIN  Common Language Resources and Technology Infrastructure
DANS  Data Archiving and Networked Services
DIAS  Digital Information and Archiving System
ESA  European Space Agency
FOBID  Netherlands Library Forum
(Gedeputeerde Stichtingen op het gebied van het Bibliotheek-, Informatie- en Documentatiebeheer)
GII  Consortium Shard Information Infrastructure
(IDS Gemeenschappelijke Informatieinfrastructuur)
IDM  Identity Management System
IMPACT  Improving Access to Text
KBMD  Metadata storage system KB
KEEP  Keeping Emulation Environments Portable
KNAW  Royal Netherlands Academy of Arts and Sciences
(Koninklijke Nederlandse Akademie van Wetenschappen)
LIBER  Ligue des Bibliothèques Européennes de Recherche
MSP  Managing Successful Programmes
NA  National Archive
NCDD  Netherlands Coalition for Digital Preservation
(Nationale Coalitie Digitale Duurzaamheid)
NIAS  Netherlands Institute for Advanced Study in the Humanities and the Social Sciences
NMI  Netherlands Music Institute
(Nederlands Muziek Instituut)
NWO  Netherlands Organisation for Scientific Research
(Nederlandse organisatie voor Wetenschappelijk Onderzoek)
OCR  Optical Character Recognition
OCW  Ministry of Education, Culture and Science
(Ministerie van Onderwijs, Cultuur en Wetenschap)
RKD  Netherlands Institute for Art History
(Rijksbureau voor Kunsthistorische Documentatie)
SAN  Storage Area Network
SPARC  Scholarly Publishing and Academic Resources Coalition
STCN  Short-Title Catalogue, Netherlands
STM  (International Association of) Scientific, Technical & Medical Publishers
SWOT  Strengths, Weaknesses, Opportunities, Threats analysis
TEL  The European Library
UKB  Consortium of University Libraries and the KB
ULCC  University of London Computer Centre
VOB  Association of Public Libraries
(Vereniging Openbare Bibliotheeken)
VSNU  Association of Universities in the Netherlands
(Vereniging van Universiteiten)
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