

JISC Digitisation Conference 2009:

# How Do We Deliver Our Innovation?

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**Blog:**

<http://ukwebfocus.wordpress.com/>

Resources bookmarked using 'jdcc09' tags ■ ■


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# About Me

Brian Kelly:

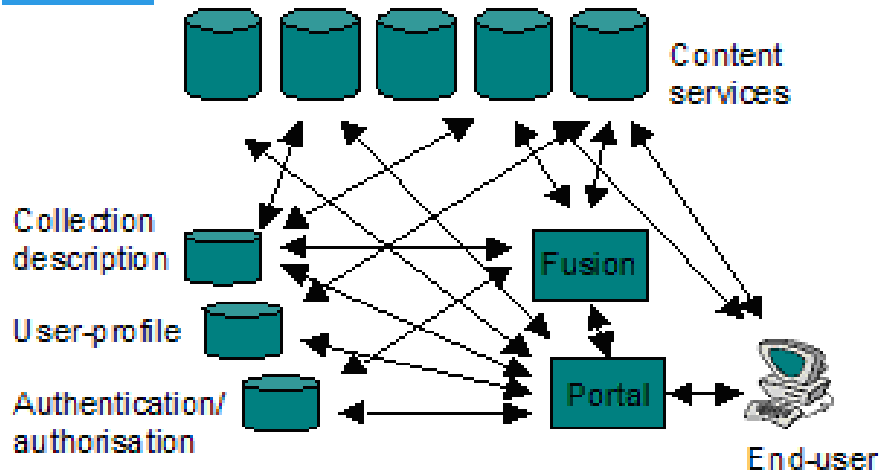
- UK Web Focus: a advisory post on Web standards, developments and best practices
- Involved in Web development since Jan 1993

UKOLN:

- National centre of expertise in digital information management
- Funded by JISC and MLA to support the higher/further education communities and the cultural heritage sector
- Based on University of Bath



# JISC Development Approach

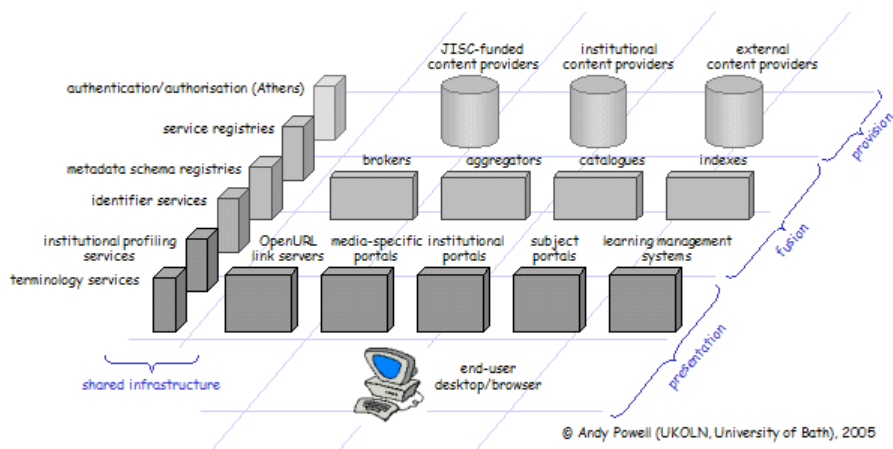


The JISC Information Environment diagram has a focus on backend provider issues:

- Establishment of calls
- Project management guidelines
- Standards document
- ...

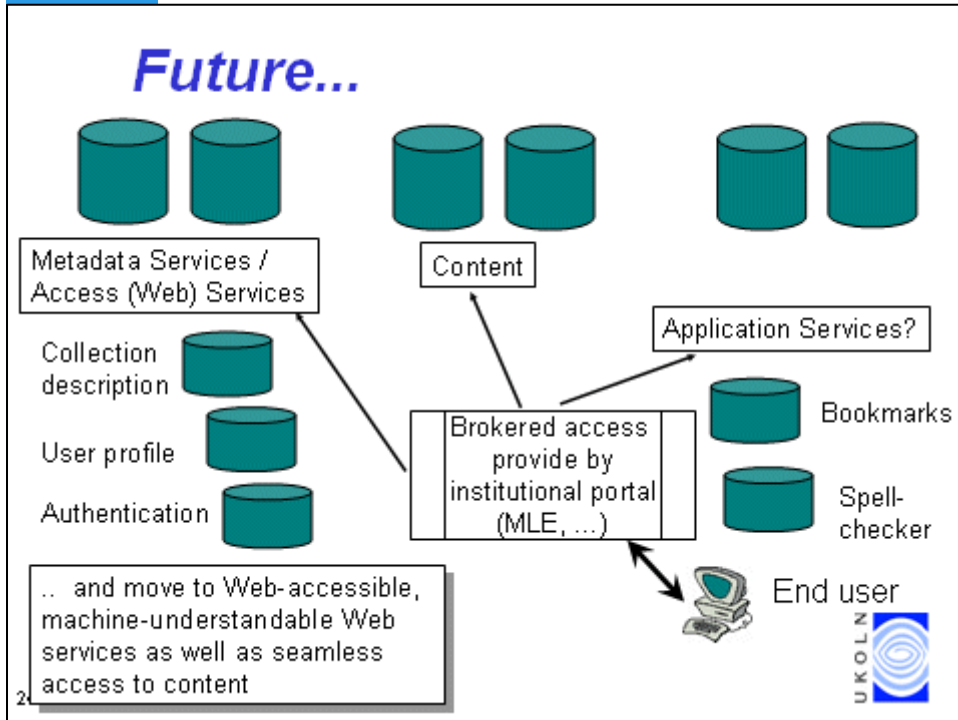
Later:

- E-Framework
- SUMS
- Service Genres
- ...



© Andy Powell (UKOLN, University of Bath), 2005

# My Take (2001)



In 2001 I suggest that applications could be provided on the network:

- Bookmarking services
- Spell-checkers
- (Word processing applications)

## What I missed:

- Commercial provision of such services (I envisaged [jisc.ilicio.us](http://jisc.ilicio.us)!)
- Mixed economy (I was Old Labour)
- New business models (Google makes money; we spend money)

# Web 2.0 – It's Working

In brief:

- It's attracting users
- It's attracting investment
- It relates to aims of educational & cultural heritage sectors and political environment:
  - Importance of social & informal learning
  - Encouraging students to become well-informed digital citizens
  - Allows our rich cultural & scholarly resources to be accessed widely
  - Public / private collaboration
  - Avoidance of unnecessary public expenditure

In the opening plenary talk at the Umbrella 2007 conference Lynne Brinley highlighted the importance of Web 2.0 to the British Library and encouraged conference delegates to “just do it!”

# Opportunities & Challenges

## The challenges:

- Getting our audiences back
- Responding to the wide diversity of applications being developed
- Responding to the lightweight development tools and approaches being taken

## The opportunities:

- Learning from Web 2.0 successes
- Responding to changes (we've been doing this for centuries!)
- Applying innovative practices appropriately (and not just on top of existing working practices)

# The 1 – 9 – 90 Challenge

## Participation Inequality: Encouraging More Users to Contribute

*In most online communities, 90% of users are lurkers who never contribute, 9% of users contribute a little, and 1% of users account for almost all the action. (Jakob Neilson, Oct 2006) →*

### Potential Benefits:

- Globalisation
- Cross-fertilisation
- Unexpected benefits
- Maximising impact

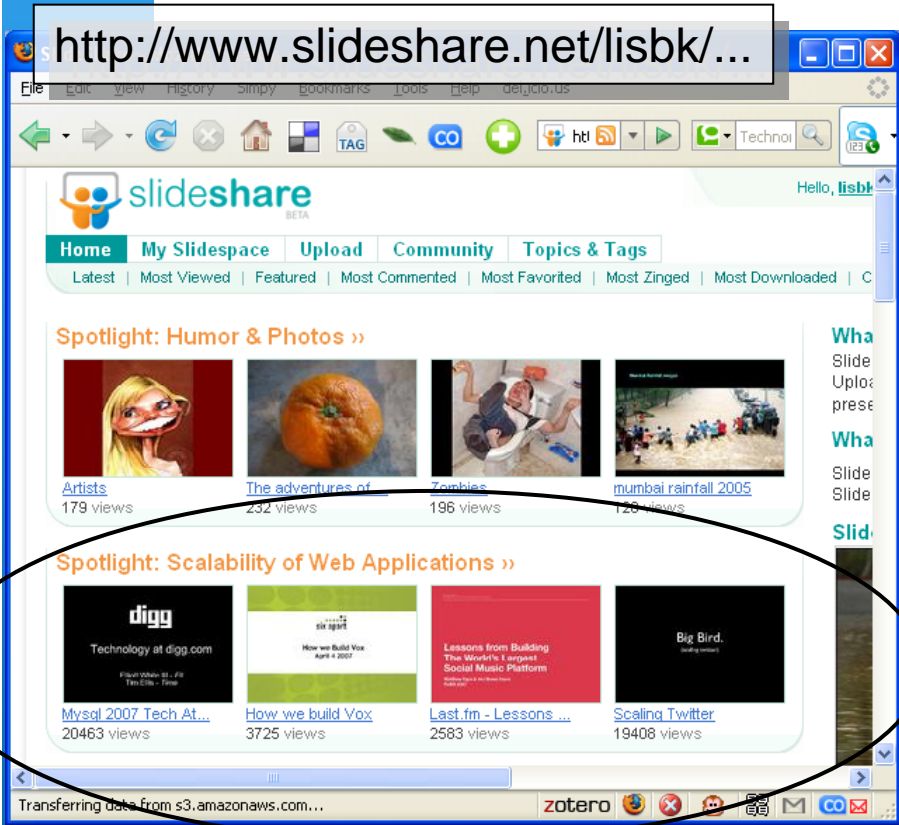
### Potential Dangers:

- Globalisation
- Mono-culture
- Unexpected dangers
- Loss of impact

There are dangers associated with going down this route, with developing alternative approaches and doing nothing

[www.ukoln.ac.uk](http://www.ukoln.ac.uk)

# Why I'm A Fan



## Slideshare:

- Easy to upload slides
- Can be embedded in Web pages
- Statistics provided

## More importantly:

- Annotation facility
- Slides can be 'favourited'
- I can see my fans, and the other slides they like
- Amazon style "readers who bought this book also liked these"

Would this level of popularity be possible on an institutional or even national repository?

# Application To Cultural Heritage



Paper on *Building an Online Community at the Brooklyn Museum* at [Museums & Web 2007](#) conference described use of Flickr, MySpace, etc. by the Brooklyn Museum

This provides

- Interaction with artists
- User-generated content
- Engagement with new audiences

# Is It Risky?

<http://www.bl.uk/onlinegallery/features/londoninmaps/exhibition.html>

**ONLINE GALLERY**  
**LONDON: A LIFE IN MAPS**

Home > Online Gallery > Features > London: A Life in Maps

**London: A Life in Google Maps**

Welcome to our virtual exhibition Google Map

Map Satellite Hybrid

Discover more

- Introduction
- Virtual e...
- > 1. Roman
- > 2. Life in
- > 3. Sweet
- > 4. Out of
- > 5. The ag
- > 6. Victori
- > 7. Moder
- Events
- Videos
- Downlo
- Vox pop

## Scenario

What happens if a third party provider goes out of business?

## Application Elsewhere

What will happen to our life savings if our bank goes out of business? Do we keep our money under the mattress?

And note Guardian headline **“Secret List of Universities Facing Collapse”** →

There's a need for risk assessment, risk management, etc. But this also applies when you are developing software, procuring development work, etc.

# A Question

**“How Can Institutions Develop Innovative and Affordable Tools to Engage Increasingly Sophisticated Audiences”** (JISC Digitisation Conf 2007)

Some thoughts:

- In some areas they shouldn't attempt to compete with market place successes (e.g. Google)
- In some cases institutions should be indifferent to the service provider (e.g. Microsoft or Google Docs)

There are real needs to:

- Answer the question “Why develop?”
- Be realistic if development work is funded
- Be user-focussed (and this isn't necessarily easy)
- Be prepared to write off investment if users don't want what we've developed

# Being Realistic

Is it really a good time to be asking for more IT money?



Options in light of the credit crunch:



**Michael Cross**

The Guardian, Thursday 30 April 2009  
[Article history](#)

This should be good for a laugh - as the chancellor announces the largest peacetime deficit in history, [the IT industry is lining up to say what the government really needs to do is spend more taxpayers' money on computers](#). Purveyors of IT systems and services are wasting no time in portraying the catastrophic state of public finances as an opportunity for technology to do its stuff. Let's call it the "one last heave" message.

- Let's build up an empire now which will be embarrassing to close down
- Let's use issues of ownership, stability, privacy, ... to stifle discussion of 3<sup>rd</sup> party solutions
- Let's explore a blended approach (a 3<sup>rd</sup> way?)



# Can We Expect To Compete?

We:

- Focus on the rules
- May find innovation breaks the rules
- May encounter 'job's worth' in our institutions

They:

- Have to deliver the goods in order to make money
- Can be more flexible in interpreting the rules
- 'Job's worths' won't last in innovative companies

**We:** "don't use trendy technologies like AJAX. We care about blind users and WCAG AA conformance"

**They:** know WCAG approach is flawed; know about ARIA and hybrid accessibility. They will take risks

# Risk Management

JISC infoNet Risk Management infoKit: ➔

*“In education, as in any other environment, you can’t decide not to take risks: that simply isn’t an option in today’s world. All of us take risks and it’s a question of which risks we take”*

Examples of people who are likely to be adverse stakeholders:

- People who fear loss of their jobs
- People who will require re-training
- People who may be moved to a different department / team
- People .. required to commit resources to the project
- People who fear loss of control over a function or resources
- People who will have to do their job in a different way
- People who will have to carry out new or additional functions
- People who will have to use a new technology

# Critical Friends / Friendly Critics

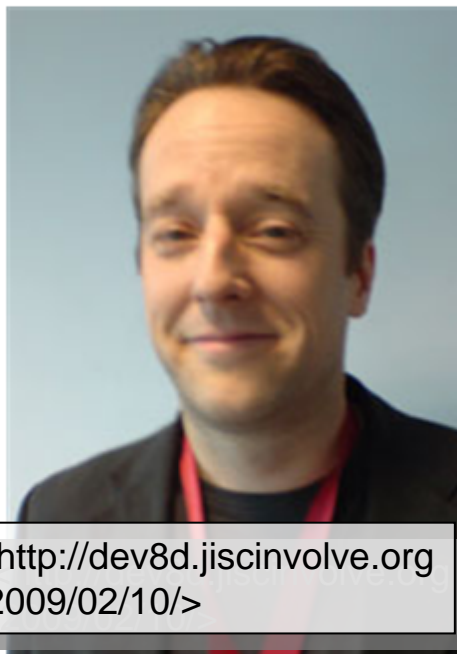
Five minute interview: Paul Walk

**Who are you?**

Paul Walk, technical manager at UKOLN and I supply technical advice to JISC as a critical friend.

**What are your areas of interest?**

At this event my interest is in finding ways to increase the capacity of the higher education sector to develop software on the principle that the people working in HE know what users need and if they use the right methodologies they can develop software that is fit for use.



<http://dev8d.jiscinvolve.org/2009/02/10/>

JISC U&I programme is encouraging establishment of “Critical Friends”

Paul Walk (UKOLN) was described as a ‘critical friend’ of JISC

Note also “Constructive Enquiry” and “Scenario Planning” approaches`

[Home](#) » [Publications](#) » [Successful Scenario Planning](#)

## Successful Scenario Planning →

In 2007, JISC contracted CIBIT ([www.cibit.com](http://www.cibit.com)) to develop a scenario toolkit based on their existing work across European business, adding an education and more specifically IT perspective to their generic scenarios by running a series of pilot workshops aimed at higher education project management, and synthesising participants' contributions. The outputs from this pilot work have been further synthesised and enhanced and are available in the online resource for you to use at a variety of levels.

### What is Scenario Planning?

Scenario planning, or scenario thinking, is a strategic planning tool used to make flexible long-term plans.

Scenarios provide alternative views of the future. They identify some significant events, main actors and their motivations, and they convey different perspectives on how the world functions. Building and using scenarios can help us explore how we might face the future.

### Key characteristics

- A methodology for strategy development useful for organisations, programmes or projects acting in a highly dynamic environment taking complex and often risky decisions
- A group process which encourages knowledge exchange and development of mutual deeper understanding of central issues important to the future of an organisation
- Suitable for any level within an organisation in a variety of contexts
- A creative yet structured approach, popular with marketing managers, programme managers and product developers that are looking for new markets, ideas, services or projects
- Provides rigour as well as opportunities to draw upon the creativity of those involved, resulting in new views and interpretations on important external developments
- Typically involves the development of visual representations of possible futures

### Ten tips for successful scenarios...

- 1) Stay focused
- 2) Keep it simple
- 3) Use a facilitator

### Summary

#### Author

Alice Gugan

#### Publication Date

19 November 2008

#### Publication Type

[General publications](#)

#### Services

[JISC infoNet](#)

#### Topic

[Staff Development](#)

[Tools & Techniques](#)

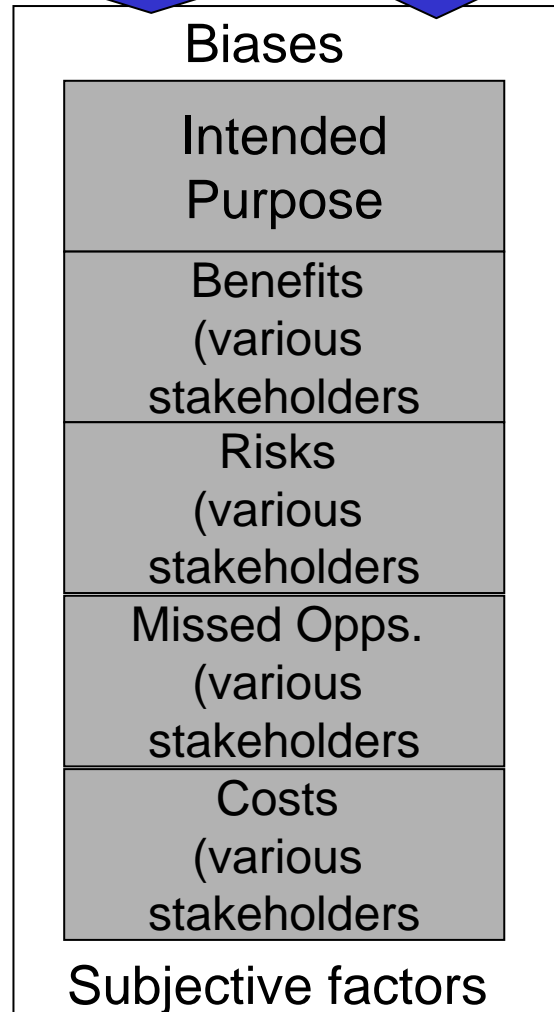
#### Strategic Themes

[Information Environment](#)



# Towards a Framework

- Critical Friends and friendly critics
- Application to existing services
- Application to in-house development
- ...



- Sharing experiences
- Learning from successes & failures
- Tackling biases
- ...

*“Time To Stop Doing and Start Thinking: A Framework For Exploiting Web 2.0 Services”,  
Museums & the Web 2009 conference*

# Using The Framework

## Twitter for individuals    Organisational Fb Page

Community support

Rapid feedback

Justify ROI  
Org. brand

Community-building

Low?

Intended Purpose

Benefits  
(various stakeholders)

Risks  
(various stakeholders)

Missed Opps.  
(various stakeholders)

Costs  
(various stakeholders)

Marketing events,...

Large audiences

Ownership, privacy, lock-in

Marketing opportunity

Low?

### Critical Friends / Friendly Critics

- UKOLN blogs
- Email list discussions

### Learning

- Many blogs
- Engaging with a Twitter community
- Conferences
- Papers
- ...

Note personal biases!

Use of approach in two scenarios: use of Twitter & Facebook

# Conclusions

Web Tech Guy and Angry Staff Person

diminish our stature  
as a trusted  
institution

Web Tech Guy and Angry Staff Person

- \* traditional notions of trust and reputation have changed
- \* Lee Raine, "both must be excellent"
- \* "Battlebrands" example (we're not

Web Tech Guy and Angry Staff Person

And there are legal issues  
at stake. What will we do

Web Tech Guy and Angry Staff Person

- \* I used to worry about this too... until I saw that Web MD and the pharmaceutical industry got over it

Web Tech Guy and Angry Staff Person

If we put this stuff up on  
FlicTubeFaceSpace.com  
God only knows  
what people are  
going to do  
with it

Web Tech Guy and Angry Staff Person

- \* wonderful, unexpected things
- \* whose content is it anyway? (civic mission, public funding)
- \* there have been few problems

*back next*



*back next*



Acknowledgments to Michael Edson for the **Web Tech Guy and Angry Staff Person** post / comic strip →

# Questions



A centre of expertise in digital information management

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# Discussion Groups

## Aims:

- To provide an opportunity to discuss issues relating to the two presentations
- To allow participants to share their thoughts with others

# Discussion Group 1

## Hosting of Services

In HEIs services have traditional been hosted within the institution. But it is now possible to deliver user services from 'The Cloud'. A range of possibilities are available including out-sourcing storage and computational power (e.g. Amazon S3 and EC<sup>2</sup>) through to use of third party applications.

- 1.1 Outline the reasons why you should host your service in a traditional way.
- 1.2 Outline reasons for out-sourcing the hosting of your service
- 1.3 Critique the arguments provided in 1.1 and 1.2
- 1.4 Describe the approaches which should be taken in providing an answer to this scenario in specific cases

# Discussion Group 2

## Use of Social Networking Environments

There is increasing interest in the ways in which social networking services can be used to enable users to engage with the content and the communities who have shared interests in the content.

- 2.1 Outline the reasons why you should make use of Social Networking services (e.g. Flickr, Facebook, Twitter, Ning, ...) to provide user engagement with your content..
- 2.2 Outline reasons for either not providing such a service at all or developing the social networking service in-house.
- 2.3 Critique the arguments provided in 2.1 and 2.2
- 2.4 Describe the approaches which should be taken in providing an answer to this scenario in specific cases

# Discussion Group 3

## Innovative Technologies

We are increasingly coming across innovative ways of delivering services. But what new challenges does this provide and how do we respond to the challenges?

- 3.1 Outline some specific examples of innovation which you have encountered which may bring benefits for your service or organisation.
- 3.2 Outline concerns you may have in the deployment of such innovations.
- 3.3 Critique the arguments provided in 3.1 and 3.2
- 3.4 Describe the approaches which should be taken in providing an answer to this scenario in specific cases

# Discussion Group 4

## Embedding Usability

We may be seeing a diverse range of approaches being taken to usability across the range of innovative services. But what new challenges does this provide and how do we respond to the challenges?

- 4.1 Outline some specific examples of innovative interfaces which you have encountered which may bring benefits for your service or organisation.
- 4.2 Outline concerns you may have in the use of such innovative interfaces.
- 4.3 Critique the arguments provided in 4.1 and 4.2
- 4.4 Describe the approaches which should be taken in providing an answer to this scenario in specific cases