

Eötvös Loránd University Faculty of Humanities
Doctoral Dissertation Theses

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Library (wealth)economy:
application of finance-related modern
management techniques in libraries

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1. INTRODUCTION

1.1. THE SIGNIFICANCE OF THE CHOSEN TOPIC

The subject of my dissertation is to examine the role of modern management techniques (MMT) in developing libraries' dynamic organizational capabilities (DOC) and in their organizational transformation. The DOC-MMT framework provides a method to explore how each MMT can contribute to the development of each DOC in libraries, with the ultimate aim of intellectual and financial enrichment of society.

The reaction to unfavourable environmental impacts might be to give up, but radical changes can trigger the DOCs of the individual libraries whose development is important in several aspects:

- The knowledge and skills that are necessary to designing innovative library services based on the latest demands can be mastered easier.
- In the hectic economic environment, the social role of libraries is getting more significant. It can be manifested in providing a place to the most vulnerable groups. Furthermore, the agora function of libraries can be strengthened too, by cooperating with civilian organisations.
- Libraries can explore those activities which they do more effectively than their overseeing bodies, which can make libraries indispensable and librarians more appreciated.

The importance of DOC-s is evident in the turbulent or unforeseen environmental impacts and events, since "best practices" are not available. Decisions are made, steps are taken on the spot that assume flexibility, openness, and ability to adapt to rapidly changing environments.

1.2. THE SHORT SUMMARY AND HISTORICAL OVERVIEW OF THE RESEARCH TOPIC

The concept of DOC-s

The concept of the DOC is based on the recognition that strategic analyses have not explored how and why certain companies can gain competitive advantage in a rapidly changing economic environment.¹ Therefore, Teece and his fellow researchers developed a framework for dynamic organizational capabilities on this basis: *We define dynamic organisational capabilities as the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments*.² According to Eisenhardt and his fellow researchers: *„Dynamic capabilities are the antecedent organizational and strategic routines by which managers alter their resource base—acquire and shed resources, integrate them together, and recombine them—to generate new value-creating strategies”*³ These definitions include two new aspects. **„Dynamic”** refers to the renewal of capabilities that enable an organization to adapt effectively to a changing business environment. The other aspect is **“capability”** such as adapting, integrating and reconfiguring internal and external organizational skills in the most effective way. Strategic management plays an important role in its success. The key element of creating the DOC-s conceptual framework is to identify those **characteristic** and sustainable organizational **features** that are difficult to imitate by the competitors. DOC-s are not reflected in the balance sheet, rather in the organizational structure, that encourage effective activities. The balance sheet will contain the positive results based on this process. Therefore, it is vital to know what is strategic and what is not in a company's business. According to Teece *” To be strategic, a capability must be honed to a user's need., unique..., and difficult to replicate....”*⁴ The Dynamic Capabilities concept encourages / fosters the inter-organisational learning with the aim of developing new products and services and new opportunities. Pavlou

1 TEECE, David. J. – PISANO, Gary – SUHEN, Amy.: Dynamic capabilities and strategic management. In: Strategic Management Journal. Vol. 18. No. 7. (1997) 510. p.

2 Uo. 516. p.

3 EISENHARDT, Kathleen – MARTIN, Jeffrey, A.: Dynamic capabilities: what are they? In: Strategic Management Journal. Vol. 21. (2000) 1107. p.

4 TEECE, David. J. – PISANO, Gary – SUHEN, Amy.: Dynamic capabilities and strategic management. In: Strategic Management Journal. Vol. 18. No. 7. (1997) 516. p.

1. INTRODUCTION

and El Sawy have further improved the concept of the DOC-s and identified four distinct but interrelated capabilities.⁵

Sensing Capability

According to Pavlou and El Sawy, sensing capability “is regarded as the ability to, define interpret, and pursue opportunities in the environment” The sensing capability has three basic routines of generating, disseminating and responding to market intelligence. These routines enable the organisations to identify customer needs, respond to market trends, promote innovation, explore emergent opportunities for new products and services that better meet customer needs. The sensing capability helps in the reconfigure the existing operational capabilities within an organisation.⁶

Learning Capability

The learning capability of an organisation is its ability to restructure existing operational capabilities with new knowledge. Its four principal routines are to acquire, to assimilate, to transform, and to exploit knowledge. These routines are also related to innovative problem-solving, brainstorming and creative, new thinking as well as pursuing new initiatives and seizing opportunities that lead to revamping of operational capabilities.⁷

Integrating Capability

Integrating capability essentially facilitates organisational reconfiguration through its three fundamental routines. The first of these is the Contribution, which helps unit of an organisation to collect and combine individual inputs. The second is the representation which enables to build a shared understanding. The third one is the synergy, since reconfiguration requires a new logic of collective interaction

5 PAVLOU, Paul. A. – EL SAWY, Omar. A.: Understanding the Elusive Black Box of Dynamic Capabilities. In: DecisionSciences. Vol. 42. No. 1. (2011) 241. p. Forrás: <http://eds.b.ebscohost.com/eds/pdfviewer/pdfviewer?vid=10&sid=e510acae-2d4f-4374-b8cc-7ce1c7b37ff5%40sessionmgr120&chid=112> [Letöltés: 2015. szeptember 7.]

6 Uo. 243. p.

7 PAVLOU, Paul. A. – EL SAWY, Omar. A.: Understanding the Elusive Black Box of Dynamic Capabilities. In: DecisionSciences. Vol. 42. No. 1. (2011) p. 245–246. Forrás: <http://eds.b.ebscohost.com/eds/pdfviewer/pdfviewer?vid=10&sid=e510acae-2d4f-4374-b8cc-7ce1c7b37ff5%40sessionmgr120&chid=112> [Letöltés: 2015. szeptember 7.]

and interrelation in order to help the routinization of the reconfigured operational capabilities.⁸

Coordinating Capability

The coordinating capability is the ability to organize tasks, resources, activities, and implement them. Its first routine is to recognize, assemble, and allocate resources. Its second is to assign the most suitable person to each task. Its third is to synchronize different tasks and activities. These routines are fundamental to a successful organisational reconfiguration. The coordinating capability enhances operational capacities in different ways. Firstly, it helps organizations to recognize, compile and relocate resources based on dissemination of market information. Secondly, the right person is assigned to the right task.⁹

8 PAVLOU, Paul. A. – EL SAWY, Omar. A.: Understanding the Elusive Black Box of Dynamic Capabilities. In: DecisionSciences. Vol. 42. No. 1. (2011) p. 245–247. Forrás: <http://eds.b.ebscohost.com/eds/pdfviewer/pdfviewer?vid=10&sid=e510acae-2d4f-4374-b8cc-7ce1c7b37ff5%40sessionmgr120&hid=112> [Letöltés: 2015. szeptember 7.]

9 PAVLOU, Paul. A. – EL SAWY, Omar. A.: Understanding the Elusive Black Box of Dynamic Capabilities. In: DecisionSciences. Vol. 42. No. 1. (2011) 246. p. Forrás: <http://eds.b.ebscohost.com/eds/pdfviewer/pdfviewer?vid=10&sid=e510acae-2d4f-4374-b8cc-7ce1c7b37ff5%40sessionmgr120&hid=112> [Letöltés: 2015. szeptember 7.]

1.2.1. INTERNATIONAL BACKGROUND

Since the second half of the 1990s the concept and practical applicability of the DOC-s has been present in literature related to for-profit industries concerning wide range of industries, such as construction industry in China¹⁰, tourism in Korea¹¹, or surfing industry in Brazil¹². In addition to these, research projects have been also carried out in the field of public administration e. g. in Spain¹³. In 2008 due the economic recession, individual organizations had to face challenges that could not be met by the typical usage of MMTs. At this point some economic researchers took notice of companies in post socialist countries. According to Dixon and his fellow researchers, the change of regime was just as profound and challenging for these companies as the global economic crisis: the former socialist state firms who survived the change of regime and whose organisational transformation was successful can serve as unrepeatable and unique case studies for economically challenged companies of today. Dixon [et al.] created a theoretical framework of organizational transformation that helps to understand how DOCs can be developed in transition economies. The framework highlights the importance of and interaction between leadership, organizational learning and

10 CHEN, Lee – FONG, Patrick: Visualizing Evolution of Knowledge Management Capability in Construction Firms. In: *Journal of Construction Engineering & Management*. Vol. 139. No. 7. (2013) p. 839–851. Forrás: <http://web.a.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=6&sid=df680ccd-60ff-4621-9730-547f2047ae8a%40sessionmgr4008> [Letöltés: 2017. július 21.]

11 KIM Jooho – BOO Soyoung: Dynamic Capabilities and Performance of Meeting Planners. In: *Journal of Travel & Tourism Marketing*. Vol. 27. No. 7. (October-November 2010) p. 736–747. Forrás: DOI:10.1080/10548408.2010.519678. [Letöltés: 2017. július 21.]

12 BOSQUETTI, Marcos Abilio – CONCALVES SILVEIRE FIATES, Gabriela – PONTING, Jess: Strategic Management at Mormaii: the Brazilian Surf Industry Leader. In: *Brazilian Business Review. Special Issues*. (2017) p. 110–129. Forrás: DOI:10.15728/edicaesp.2017.6. Letöltés: [2017. július 21.]

13 CARATTOLI, Mariela: Capacidades Dinámicas: Líneas Promisorias Y Desafíos De Investigación. =Dynamic capabilities: Promissory research lines and challenges. In: *Cuadernos De Administración* Vol. 26, No. 47. (2013) p. 165–204. Forrás: <http://web.b.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=5&sid=7325fe83-c32e-4e50-aebd-594d9fbd87d9%40sessionmgr101> [2017. július 21.]

DOCs that helped to overcome challenges and drastic changes in the economic and social environment.¹⁴

Stage I: Break with the Past

For their organisations to survive and succeed senior management teams had to change their leadership style fundamentally. In the few years immediately the change of regime, as joint ventures were formed in the post-socialist countries, Western managers preferred leadership based on co-operation, while their Central-Eastern European counterparts relied on their power.¹⁵

Stage II. Exploitation and Deployment

This stage is characterized by organizational learning, where newly-acquired knowledge is incorporated. This knowledge is empowered by DOCs, resulting in new routines being developed; work-power is re-allocated which leads to radical organizational transformation.¹⁶

Stage III: Exploration and Innovation

When the workforce and financial resources necessary for survival are available, a company is more likely to focus on experimentations, research projects and innovative solutions. This organizational learning model demonstrates the characteristics of exploration, therefore it can be considered effective asset for developing DOCs, which is vital to long-term and sustainable competitiveness.¹⁷

14 DIXON, Sarah E. A. – MEYER, Klaus E. – DAY, Marc: Stages of Organizational Transformation in Transition Economies: A Dynamic Capabilities Approach. In: *Journal of Management Studies*. Vol. 47. No. 3. (May 2010) 421. p. Forrás: DOI: 10.1111/j.1467-6486.2009.00856.x [Letöltés:2016. március 10.]

15 DANIS, Wade M. – PARKHE, Arvind: Hungarian-Western Partnerships : A Grounded Theoretical Model of Integration Processes and Outcomes. In: *Journal of International Business Studies*, Vol. 33. No. 3 (3rd Qtr., 2002) 437. p. Forrás: <http://www.jstor.org/stable/3069524> [Letöltés: 2013. február 9.]

16 DIXON, Sarah E. A. – MEYER, Klaus E. – DAY, Marc: Stages of Organizational Transformation in Transition Economies: A Dynamic Capabilities Approach. In: *Journal of Management Studies*. Vol. 47. No. 3. (May 2010) 429. p. Forrás: DOI: 10.1111/j.1467-6486.2009.00856.x [Letöltés:2016. március 10.]

17 DIXON, Sarah E. A. – MEYER, Klaus E. – DAY, Marc: Stages of Organizational Transformation in Transition Economies: A Dynamic Capabilities Approach. In: *Journal of Management Studies*. Vol. 47: No. 3. (May 2010) 429 p.. Forrás: DOI: 10.1111/j.1467-6486.2009.00856.x

1.2.2. HUNGARIAN BACKGROUND

In Hungary the first DOCs-related research projects were carried out after 2010. Czinkóczy analysed the organisational transformation of the “Danube Ironwork”¹⁸ during which this post socialist firm turned into a Western style company, named “Dunaferr”. Bohl’s case study dealt with Budapest Airport¹⁹. The organisational transformation of the Metropolitan Ervin Szabó Library (FSZEK) can be regarded as an analogy, during which role of MMTs in the development of DOCs can be observed. Yet this analogy cannot fully fit into the for-profit context, as libraries have fundamentally different roles and functions. Fodor, the Head of the library emphasized, that characteristics of individual institutions need to be taken into consideration when MMTs are applied. Furthermore, applications are predominantly related to projects. He also stated that library management is multi-focused: the needs of the users, the maintainers, the collections, the suppliers and employees have to be equally considered.

18 CZINKÓCZI Sándor: A dinamikus szervezeti képességek érvényesülése irányítatlan változások idején. (PhD disszertáció) (2013) 252 p. .Forrás: http://ktk.pte.hu/sites/default/files/mellekletek/2014/07/Czinkoczi_Sandor_disszertacio.pdf [Letöltés: 2016. január 9.]

19 BOHL, Patrick: Dynamic capabilities and strategic paradox: a case study: In: *Vezetéstudomány / Budapest Management Review*. Vol. 46. No. 11. (2015) p. 25–38.

2. RESEARCH TASK – THE CONTENT OF THE DISSERTATION

It is vital for the 21st century libraries to perceive and even anticipate the rapidly changing users' habits and demands in order to design and implement non-profit services which, logically cannot be provided by for-profit companies. It is also fundamental for libraries to outline and demonstrate their core values through the effective communication of the high-quality services they provide to users. Furthermore, clearly outlined core values can underpin their successful negotiations with policymakers. These advocacy activities also require a dynamic organizational operation. Therefore, the aim of my work is to outline the DOC-MMT framework in the library context, emphasising the role of MMTs in the organisational transformation, and to develop DOCs with the following anticipated positive effects:

- To help sense users' and stakeholders' changing demands more accurately.
- To help identify the core values of the individual libraries; their strategic plans are thus enhanced
- To enable libraries to sense users' needs more effectively and to design services that are outside the scope of for-profit companies.
- To underpins effective advocacy goals during negotiations with political decision makers and stakeholders.

Chapter 1 raises the following questions:

1. To what extent can an enterprise and a library be compared, considering the fact that the success of a business is determined by marketability and revenue?
2. To what extent can MMTs be adapted to library contexts?
3. Can all the MMTs be adapted, and do they live up to all the hopes and expectations relating to economic benefits?
4. Should libraries become tools to promote the products or services of its stakeholders?
5. What solutions are available, if MMTs in themselves are not sufficient for libraries to adapt to increasingly unpredictable economic and social changes.
6. How can MMTs contribute to the development of DOCs, in a way that harnesses the effective and successful operation and activities of libraries?

2. RESEARCH TASK – THE CONTENT OF THE DISSERTATION

7. To what extent can the organisational changes that took place after regime change and during the economic transformation in Eastern Europe be detected in Hungarian libraries?

Chapter 2 presents the review of the literature, which deals with the issue of comparability between libraries and for-profit enterprises. I outline general trends that affect libraries, and introduce the theoretical background of DOCs. I then propose the DOC-MMT framework in the library context. The framework is based on Teece's concept and the figure of Pavlou and El Sawy. (Figure 1.)

2. RESEARCH TASK – THE CONTENT OF THE DISSERTATION

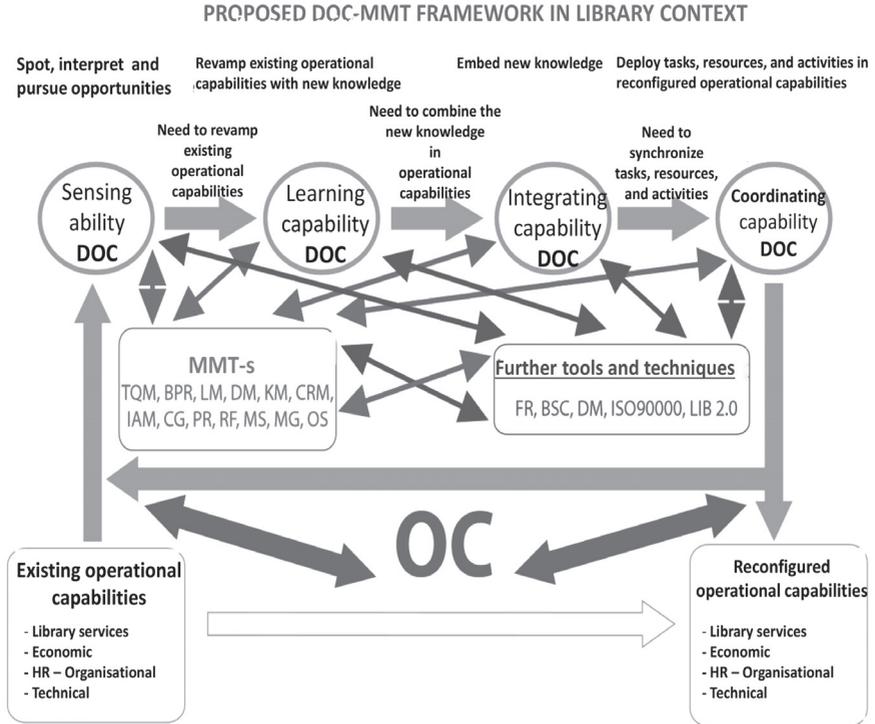


Figure 1. DOC-MMT Framework in library context ²⁰

²⁰ Source of Figure 1: CZINKÓCZI Sándor, F. – RÉVAI Tamás: Menedzsment módszerek alkalmazhatósága és dinamikus képességek az egészségügyben. In: IME Interdiszciplináris Magyar Egészségügy. 13. évf. 8. sz. (2014) p. 26–30. valamint PAVLOU, Paul. A. – EL SAWY, Omar. A.: Understanding the Elusive Black Box of Dynamic Capabilities. In: DecisionSciences. Vol. 42. No. 1. (2011) p. 239–273. Forrás: <http://eds.b.ebscohost.com/eds/pdfviewer/pdfviewer?vid=10&sid=e510acae-2d4f-4374-b8cc-7ce1c7b37ff5%40sessionmgr120&hid=112> [Letöltés: 2015. szeptember 7.] alapján saját koncepció, Vranek Péter közreműködésével.

The Sensing capability of libraries

The existing functions of a library are presented at the starting point of the figure. These functions are influenced by either external or internal impulses, which can be instigated by users, stakeholders, staff members, or social and economic trends. In this context the Sensing Capability of libraries involves not only noticing, identifying and interpreting these impulses, but also seeing the favourable opportunities in them. For example, in a university, students may want to use the library after closing hours. Firstly, because their classes overlap the library's business hours. Secondly because during this time they prefer using the canteen, since its chairs are more comfortable, and also, they can have conversation. The library would detect these needs, and then review the existing services and facilities: longer opening hours are required, as well as more comfortable furniture and common knowledge learning spaces. However, the university in our example does not provide the necessary financial backing.

The Learning Capability of libraries

In this example the Learning Capability is emphasised. Fundraising skills need to be learnt in order to acquire the necessary funds for service development. Apart from this, not only Customer Relation Management (CRM) and PR activities are required, but also it is necessary to improve advocacy skills in order to represent the demands and needs of users and librarians. At this stage motivation is vital, it is therefore advisable for leaders to apply human resource (HR) focused MMTs, e.g. coaching.

The Integrating Capability of libraries

While new capabilities are integrated, the aim should be collective knowledge. This can be obtained by individual contributions of individual librarians. In the presented example, those who took part in a CRM or fundraising course can share their knowledge with their colleagues. If these elements are embedded and integrated into the existing activities and services, the library's operating capacity will significantly improve.

The Coordinating Capability of libraries

At this point, the reconfigured library activities need to be synchronised. The success and effectiveness of libraries also depends on whether the right person is assigned to the right task. For this reason, it is counterproductive to give fund-

raising or PR tasks to an introverted colleague who would rather pursue his/her high-quality science metric assignments or other back office tasks. He/She/he might start the new activities just to avoid a confrontation, but his/her level of motivation would drop significantly. In the meantime an extroverted colleague, who gets on well with students, teachers, and staff members of the finance department, feels ignored.²¹ If new activities are assigned correctly the library is more likely to reorganize its activities or re-allocates its resources when favourable opportunities arise, or in the event of emergency.

The cyclicity of the process and the interaction among DOCs and MMTs are indicated by the fact, that the reconfigured Operational Capability affects the Sensing Capability. For example the library [introduced previously] opens a common learning space with ergonomic furniture, and the opening hours are moved from the morning to the evening hours. At this stage however –taking individual institutional characteristics into consideration – MMTs are applied more specifically to find out more information about the stakeholders' demand: mystery readers can be hired or innovative CRM activities can be designed and/or implemented, and research coaching services can be offered. The individual MMTs would assist help each DOC. The figure indicates, that DOCs, MMT and the Organisational Culture (OC) are also interconnected. Thus, the core values, the leadership style, the culture have significant effect on which MMT-s are applied and how. Under favourable circumstances the quality service improves which leads to increased user satisfaction. Practical examples are taken from literature and my own researches. The most innovative CRM application concerns the South Korean car and banking company Hyundai founded four libraries between 2013 and 2017. Their aim was to attract more customers and build the trust in order to provide them long-term banking services. One of the positive examples from my research is the Lean Management practice of Riva del Garda Biblioteca Civica. The library is operated by four librarians and three technical personnel. The latter are also employed by the museum and the town hall, as the town is small and distances are short. In this case not only the library, but also the two institutes are run in a “lean” manner.

Having outlined the DOC-MMT framework, I go on to examine how it can help to analyse whether the organizational transformation - which took place in some formerly state-owned companies in the post-socialist countries - happened in libraries too after the change of regime.

²¹ The situation outlined above can be experienced in reality.

My research is presented in the 3rd chapter of the dissertation.
Hungarian Circus and Variety Non-profit Ltd. (MACIVA) Information Centre
„Past, future, present - at one time - in one place”
Service design – inspiration and ideation phases: pilot project

As the antecedent of the pilot project, in 2015 Mr. Péter Fekete, general director of MACIVA and Mr. Péter Kiszl, PhD habil. and associate professor at the Institute of Library and Information Science, ELTE-BTK, Budapest, made a verbal agreement to cooperate in creating the MACIVA information centre. ELTE BTK PhD and MA students were also invited to participate in this project, to which my research is also related, since the Sensing and Learning Capabilities could be observed during the inspiration and ideation phase of the service design pilot project. Additionally, I had the opportunity to apply one of the MMTs. During my research I studied the library use habits of circus artists, other artists, circus researchers, backstage staff and audience members. The practical aim of the research was to prepare a user demand-based information package which will be useful during the design of the information centre.

During the inspiration and ideation phases of the pilot project, coaching as an HR-related MMT was applied. The coaching enhanced the team's Sensing and Learning Capabilities: when hypothetic demands were outlined the members could co-operate very effectively during field work and data processing. The Integrating and Coordinating Capabilities can only be studied and analysed once the real (not this pilot) project starts. The same applies to the institutional work process and users' and green approach-related MMT applications. Lean management and knowledge management can be applied during library collection development and cataloguing. Reference works can benefit from CRM, Total Quality Management (TQM) and mystery shopping. When the organisational structure is outlined, PR, lean management and best practice can also be considered. The organisational culture of the information centre is based on the hosting institute: MACIVA. The MMTs' applicability is multifaceted, but this can only become manifest during the implementation phase. Although the pilot project focused on the project team's Sensing Capability, the MACIVA's DOCs were firmly present. The organization sensed the trends and demands upon which their information centre will be founded. The development of the Learning, Integrating and Coordinating Capabilities will take place during the implementation.

3. METHODS AND RESOURCES OF DATA COLLECTION

The DOC-MMT framework enables researchers to outline in what way and to what extent MMTs develop DOCs. The first step was to explore the DOCs and MMTs-related literature, including Hungarian and foreign library and for-profit organisations-related case studies, comprehensive analyses, as well as websites of research institutes, libraries and information service providers. Due to the word count limit and the particularity of the research subjects it was not possible to cite and quote all available literature. Therefore, I used those articles and books in which I could clearly identify the role of MMTs in triggering and developing DOCs. I also avoided writing a fully detailed historical introduction and the full range of applications of these MMTs. Emphasis is placed on Some MMTs due to their more significant role in enhancing DOCs. Nevertheless, the non-emphasised MMTs are just as important from other aspects of library management.

My research included the following data collection methods:

Quantitative research method

- questionnaire

Qualitative research methods

- undirected conversation
- directed conversation (interview)
- field work (observation)
- pilot project (experiment)

Results are presented in the theoretical introduction and in the detailed description of the pilot project. My experience from working in libraries and in a for-profit editorial company also helped the data collection process.

4. SCIENTIFIC RESULTS OF RESEARCH, SUMMARY, SUGGESTIONS

Based on the exploration of literature and empirical research I summarize my research results in 5 theses.

Thesis 1: *Modern management techniques contribute to triggering and developing at least one of the DOCs, which is the Sensing, Learning, Integrating and Coordinating capabilities. On this premise DOC-MMT framework in the library context can be outlined.* In subchapter 2.4.4. I introduce MMTs, emphasising their applicability to trigger and enhance DOC.s. Based on this it can be stated, that a single MMT can play a role in enhancing more than one DOC, equally one single DOC can be enhanced by more than one MMT. These principles are described in subchapter 2.4.7.3. where the organisational transformation of FSZEK was outlined. During the pilot project coaching was applied which improved the Sensing and Learning capabilities of the pilot project team. Proven by the theoretical literature, the practical examples and the pilot project, the DOC-MMT framework in the library context is outlined.

Thesis 2: *The individual MMTs are interconnected, and during a particular main MMT application, other MMTs can be applied as supporting techniques.* The case studies show that most MMT application are strongly connected to CRM and Knowledge Management (KM), since achieving and maintaining the user satisfaction is important for every library. Immaterial Asset Monitoring (IAM)-insourcing and Business Project Reengineering (BPR)-Lean Management (LM) interconnection is also to be found. Further observations show that BPR, LM, OG, TQM and KM applications can be more effective if coaching helps to maintain staff members' motivation. This explains the growing significance of HR related MMTs in 21st library management.

Thesis 3: *MMTs applied by for-profit organisations can be counterproductive in libraries if their application is not undertaken with the outmost care, and unaffected by whether the library is maintained by a state budget institution or a for profit company.* In libraries MMTs can be applied by their parent institution. The unsuccessful results of MMT applications are rarely published in scholarly articles, but my own research (in subchapter 2.4.4.6.) provides an informative example:

the Integrated Triborough Service in London was presented as a lean pilot project, which in reality was a drastic downsizing, promoted and executed by three London boroughs. Yet it is important to note, that the lean pilot project was carried out without the agreement or willingness of library staff members. This circumstance is leading to librarians' advocacy issue which can be considered in the future as an independent research topic.

Thesis 4: *Certain operating bodies can benefit from taking advantage of the unique opportunities libraries can offer as a CRM medium.* For some for-profit companies' libraries are not only information resources, but also a medium for communicating their value to their customers. Furthermore, libraries are also spaces to create and cultivate communities. Libraries can be considered as sustainable CRM mediums and investments, because they create value for customers before latter buy the products or use the services of the company. The Hyundai Card Libraries' practice (subchapter 2.4.4.3.) proves that a library can transmit the core values of Hyundai Card banking services. Firstly, it is an information resource, secondly, the four libraries facilitate four different communities. As a result customers' trust is cultivated which leads to their loyalty.

Thesis 5: *The DOC-MMT framework provides a tool to observe the three stages of the organisational and structural transformation of Hungarian libraries which had previously taken place in state-owned factories in the transition economies of the post socialist countries.* As regards the DOC-MMT framework, it can be stated that Sensing, Learning, Integrating and Coordinating capabilities are present in libraries even though is not yet widely communicated in the literature. In subchapters 2.4.7.1., 2.4.7.2. and 2.4.7.3. I outline three stages of the successful organisational transformation of formerly state-owned companies of post socialist countries. This process was subsequently adapted to Hungarian libraries in general, including FSZEK. The comparison shows, that the organisational transformation of libraries was not completely identical the changes in the formerly state-owned companies. Common features are stage 1 and stage 2: after 1989 libraries and companies both intended to break with the socialist past, (stage 1) and as learning organisations they came accustomed to the changing external environment (stage 2). A noticeable difference can be observed in stage 3. It is true, that the TQM approach is widely spreading and the number of parallel work processes is decreasing. Furthermore, the library system is getting more transparent. Addi-

tionally, due to automatization new services have been designed and introduced. At the same time innovation is the key feature of stage 3. However its financial basis is scarcely provided, unlike in the case of the market orientated companies. Yet, this circumstance also triggers librarians' advocacy role by harmonising users', staff members' demands and interests in order to provide high-quality services and to secure funds.

Summary

The literature overview, the pilot project and the approved hypotheses partly answered the questions raised in Chapter 1.1 of the dissertation.

- During the adaptation of MMTs in a library context, individual institutional features must be taken into consideration, otherwise the effects and outcomes will be the opposite of the anticipated benefits. (Questions 2, 3)
- The DOC-MMT framework offers the opportunity to adapt MMTs based on identifying special features of individual libraries. Furthermore, it can trigger the development of vital organisational resilience during drastic economic, social and technical changes. (Questions 2, 5, 6)
- Although the organisational transformations of libraries and for-profit companies are not identical, the DOC-MMT framework can be a tool to demonstrate that there are some similarities during the processes. (Question 7)
- If libraries are highly valued by the shareholders (whether they are public or for-profit organisations or individual users), libraries can be considered as an innovative and sustainable CRM tool, just as in the case of the Hyundai Card. The pioneering example of the South-Korean car company and bank is highlighted by the founding and maintenance of four libraries: the Hyundai Card Design Library, the Hyundai Card Travel Library, the Hyundai Card Music Library and the Hyundai Card Cooking Library. It is questionable whether the Hyundai Card library model can be successfully adapted to the Hungarian for-profit sphere as this would depend on the perception of libraries and librarians. This perception could be positively influenced through appropriate marketing and PR activities (Question 4)
- Question 1 "To what extent can an enterprise and a library be compared, considering the fact that the success of a business is determined by marketability and revenue?" leads to further questions. On the one hand, it is obvious, that financial resources must be effectively and sensibly used. On the other hand, to what extent can a budget institution like a library be expected to make

profit and meet social and cultural needs at the same time? What is the main objective? The DOC-MMT concept can help to map the core values of each individual institution. These values can enhance effective communication towards shareholders in order to raise their awareness of the important role libraries play in the community. In this way, communicating values contributes to successful advocacy. These factors help libraries to be considered as investments into which it is worth providing financial resources.

Further research options/possibilities – suggestions

1. Analysing individual institutional features with the DOC-MMT approach, since there can be significant differences even between similar types of libraries.
2. Based on individual institutional features, deciding on which MMTs are most optimal choice to develop the library's DOC-s.
3. Exploring innovative MMT application possibilities
4. Detailed exploration of the MMTs' role in librarians' advocacy activities.
5. Exploration of the applicability and effectiveness of motivational tools in libraries which have been successfully applied in the for-profit sector.
6. Exploration of the applicability and effectiveness of advocacy methods at the individual and institutional levels in libraries which were successfully applied in the for-profit sector.
7. Examining the leaders' role in triggering and developing DOCs in libraries.
8. Cooperation with MACIVA during the establishment of MACIVA Information Centre, while utilizing the result of the pilot project

5. USE OF RESULTS

Research results can be considered as a users' need-based information package which can be utilized during the establishment process of MACIVA's Information Centre and contains the following:

- I. The Vision
- II. The information centre's building
- III. Issues with the library collection's development
- IV. Cataloguing issues
- V. Reader services
- VI. Staff-members of the information centre – organizational culture

To sum up, the building's design needs to consider innovative PR and green approaches. The development of the library collection and the cataloguing process can be enhanced by the lean approach and the application of knowledge management. The reader service is strongly related to CRM, TQM and mystery shopping. During the development of the organisational structure PR, lean, best practice and coaching methods can be applied. The new staff members are likely to become accustomed to MACIVA's organisational culture. The MMTs' applicability has more possibilities but they need to be studied and considered during the process of the establishment. The pilot project focused on the team's Sensing Capability and MACIVA's DOCs were also in evidence. The organisation sensed the trends and demands which lead to the designing and establishing of the information centre. During this establishment process the Learning, Integrating and Coordinating Capabilities are likely to be emphasised, along with the facilitating MMTs.

6. PUBLICATIONS RELATED TO THE SUBJECT OF THE DISSERTATION

Juhász Éva

Könyvtáros coach szerepben: Coaching a könyvtárban

In: Kiszl Péter, Boda Gáborné Köntös Nelli (szerk.)

Valóságos könyvtár - könyvtári valóság: Könyvtár- és információtudományi tanulmányok 2016. 311 p. Budapest: ELTE BTK Könyvtár- és Információtudományi Intézet, 2017. pp. 263-270.(ISBN:978-963-284-842-6)

Juhász Éva

Kiszervezzem, vagy mégsem?: az outsourcing könyvtári alkalmazásának gyakorlatai
KÖNYVTÁRI FIGYELŐ 61:(1) pp. 20-26. (2015)

Juhász Éva

„Makkokból tölgyfákká nőni”: a coaching és alkalmazása egy cég és egy könyvtár gyakorlatában

KÖNYVTÁRI FIGYELŐ 25 (61):(3) pp. 313-318. (2015)

Juhász Éva

Karcsúsodjunk, de meddig?: a lean management könyvtári vetületei

KÖNYV KÖNYVTÁR KÖNYVTÁROS 23:(4) pp. 29-34. (2014)

Juhász Éva

Titokzatos olvasók: a „mystery shopping” alkalmazása könyvtári környezetben

TUDOMÁNYOS ÉS MŰSZAKI TÁJÉKOZTATÁS 56:(6) pp. 259-270. (2009)

7. LECTURES RELATED TO THE SUBJECT OF THE DISSERTATION

2017. Budapest ELTE BTK

„*Valóságos könyvtár – könyvtári valóság III.*” conference

Title: Linked by credit card and library: CRM practices of Hyundai Card Libraries

2015. Budapest ELTE BTK

„*Valóságos könyvtár – könyvtári valóság II.*” conference

Title: Librarians as coaches – coaching in libraries

2013. Budapest ELTE BTK

„*Valóságos könyvtár – könyvtári valóság*” conference

Title Let's get lean, but how much? : the library aspects of lean management

2007. Budapest, Balassi Intézet: „*Informatio Medicata*” conference

Title: Mystery reader: application of mystery shopping in libraries

8. STUDY TRIPS RELATED TO THE SUBJECT OF THE DISSERTATION

Visited library: Christ'College Cambridge Library
Date: 15th – 26th May 2014.
Research subjects: outsourcing, fundraising and coaching practices

Visited library: Kensington Central Reference Library (London)
Date: 15th – 26th August 2013.
Research subjects: lean management and outsourcing practices

Visited library: Biblioteca Civica (Riva del Garda)
Date: 5th 11th November 2012.
Research subjects: lean management and outsourcing practices

