



Paper 11

Evaluation And Development Of Library Business Model:
Case Study Of ABC University Library

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Abstract - The current ABC University Library business model does not match the needs of users or academic community of ABC University with the speed of technology growth and disruption in the education sector as well as the crisis due to Covid-19 pandemic, and changes in users' behavior. The study focuses on handling one situation that the ABC library business model at the time of the research was insufficiently adaptive to the current disruptive and digitized environment. This research was conducted using a qualitative case study method, with data collection by observation, document analysis, and interviews. The research model is carried out by evaluating the business environment and SWOT evaluation of the business model canvas. As a result, a new business model proposal was made for the ABC University Library with the concept of a hybrid library, namely a library that harmonizes electronic and printed collections side by side and provides services that integrate traditional libraries with digital-based libraries and even have the opportunity to serve not only the ABC University academic community but also the upper management, as well as external parties or individuals or organizational partners.

Keywords – Business Model, Business Model Innovation, University Library, Digital Environment, Disruptive Environment, Innovation

I. INTRODUCTION

University library is a library that is an integral part of education, research and community service activities and functions as a learning resource center to support the achievement of educational goals located in universities. [1] In general, the task of the university library is to provide collections, literature, and facilities to fulfill the information needs of the academic community in higher education.

ABC University Library has a printed collection of 80% consisting of books, newspapers, magazines, journals, and final works. So that the university academic community who needs library collections for teaching materials, classroom learning, final project preparation, and research need to come to the library to look for collections and borrow the required collections. Most of the library service activities are carried out with integrated offline services at each library location. So that when people want to consult with librarians, ask for help in finding collections according to the required subject, checking for plagiarism,

and information literacy, almost everything is done in the library room.

However, with changing environment and current development in the health sector, the current situation that all is done in the library becomes an obstacle when there is a disruption in higher education. The COVID-19 pandemic has caused a major disruption to the education system throughout human history, which has caused 200 countries in the world to close schools, [2] so they must adapt and switch to online learning. The library business model that prioritizes printed collections and offline services becomes irrelevant in this condition. If the campus is closed, the library room cannot be accessed either. The intention to switch from printed format collections to electronic collections began to occur with the high demand for eBooks procurement from students, lecturers, and upper management.

According to Professor Rhenald Kasali quoted by Harusilo (2022), national educational institutions must be ready to face a wave of changes. Disruption, one of which comes from new technology. [3] In addition, ABC University also has Online Learning, which is distance learning for employees who want to study while working. So far, online learning students must come to the library if they want to borrow a collection or use the library services. In addition, the pandemic has also made distance learning for all regular students and lecturers so relevant, even after the pandemic. Thus, hybrid learning is still being implemented. This makes the business processes of the library, which are almost all carried out in the library room, do not meet the needs of its users. Whereas libraries or information centers must always provide information resources and make them accessible to meet their users' needs. [4]

The gap situation or problematic situation described above creates the idea of the need for a new way of doing things in the library. The business model of that university library must be revisited.

The business model is the benefit model for all stakeholders of the core business activities. It refers to the design of value creation, value delivery, and value capture in the organization of each activity the organization has. It is also used to describe and classify businesses, especially in the entrepreneurial or exploration sphere and exploitation sphere when the business model is a way to model how the organizations realize or exploit the opportunity

identified. The business model is of utmost important for the business as it models the value created, delivered, and captured for the consumers in particular and stakeholders in general.

In relation to value, according to Osterwalder & Pigneur (2010), a business model describes the rational of how an organization creates, delivers, and captures value [5]. Business models that experience changes in how the value is created, delivered, and captured, it is known as business model innovations. The degree of newness in the changing of Who, What, Where, When and Why as well as How within the business model will determine the level of innovation in the business model. The business model innovation relates as well with the changing in the key stakeholders' relationships, not only in the who, but also the why, the what, the when, the where. The higher the newness or changes in those new components, the higher the degree of innovation. In the long run, innovative business model creates benefit not only for the business but also for the community/society. It shows how important the changes and innovativeness in the business model to cope with the current situation.

Business models are attractive for two main reasons [6]: "can be vehicles for innovation" because they have the capacity to "unlock the potential value embedded in new technologies"; and can become "subjects of innovation". [7] In mapping the business model, the researcher uses a business model canvas (Business Model Canvas (BMC)) which describes, visualizes, assesses, and changes the business model based on nine building blocks, namely consumer segmentation, value proposition, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. [5]

There are several research about business model in library such as Surpassing the business model: a public sphere approach to public library management, by Koizumi, M., & Widdersheim, M. M. (2016). This study describes public library innovation from the perspective of library management and the concept of public space [8]. The other research conduct by Oyelude, Adetoun A, Ola, Christopher Olumuyiwa and Adeniran, Ezekiel Adelere (2021) with titled Improving services in a hybrid academic library system (2021) This research the purpose of the research in this article is to explain if in a hybrid library system, a mix of traditional or manual and how to carry out library operations with new, modern, and automated systems often brings some problems. Problems are things that can be overcome if the human resources involved in the change or improvement process are ready to cooperate and manage the system library properly, as well as the necessary service improvements will need to be identified and adopt a strategic plan for the systematic implementation of the change [9]. But researcher have

not found any research that evaluating and developing new business model in private university library.

The purpose of this research is to evaluate and create a new business model for ABC University Library that is in accordance with the conditions faced and will be faced by libraries in the future. So that it can accommodate the needs and in line with the goals of the library to be achieved. Because the wrong business model will harm the institution and will not be successfully implemented if it is not in accordance with the needs of the institution. The right business model can help organizations to increase the competitiveness of institutions in the eyes of their consumers as well as to provide an overview of the business resilience of ABC private University in the future.

To explain the evaluation and development of ABC University Business Model, this paper will consist of introduction about the library, business model, gap and research purpose, research methodology, Research Result that explain current ABC University Library business model, and its evaluation by business environment and SWOT. Discussion about purpose new Library Business Model proposal and the strategy about its implementation.

II. METHODOLOGY

The research was conducted with a qualitative research approach with a case study method. Qualitative research was chosen because in business planning and decision making, qualitative research can be used to determine market segmentation, new product development, and in particular concept testing, sales analysis, brand assessment and development, and understand various processes, including consumer decision-making processes, and case studies were chosen in order to present the specificity and complexity of a case and seek to understand the case in a particular context, situation, and time. [10]. This research was conducted in a participatory manner so that researchers could be involved in the process, feel, and blend in with the existing environment.

This research was conducted at ABC University Library, especially the central library located on the Kemanggisan campus in West Jakarta. Because that is where the origins of various collection policies and services come from, it is also the most widely used by academic community. However, the researcher also examined several ABC University Library at other campuses such as Bandung, Alam Sutera (Tangerang) and Senayan (Central Jakarta) campuses, to find out whether other campus ABC University Library has had similar problems to the ABC University Library's at the Kemanggisan campus, and to see how the business processes were affected by the disruption there.

The flow of this research model is that researchers collect by: Observations made on ABC University Library business processes, New Services, Changes in academic community Behavior, Pandemic Impact, and digitization of ABC University Library & ABC University Library business processes affected by the disruption. Then interviews were conducted with ABC University Library managers as decision makers and Library leaders. Then the Section Head (a kind of branch head of ABC University Library) at ABC University Library campuses in Bandung, Alam Sutera, and Senayan, frontliner staff, and library users, to find out the impact of technology disruption, pandemics, changes in academic community behavior, and implementation of service adaptations carried out. The last is data collection by means of document analysis on New Service Publication documents, Service Guidelines, Collection and Service Usability Data, Collection Procurement Data,

& Organizational Structure. Then do the analysis and data reduction. The result is an ABC University Library business model, then a business model assessment is carried out by evaluating the business environment, and evaluating the business model based on Strengths, Weaknesses, Opportunities, Threats, or SWOT. Based on the assessment, a new business model proposal and suggestions for business model implementation are made.

III. RESULTS

A. ABC University Library Business Model

In explaining the ABC University Library business model canvas, researchers will use the theoretical basis written by Osterwalder & Pigneur (2010) [5], because this theory is the most widely used and suitable for the analysis of this research.

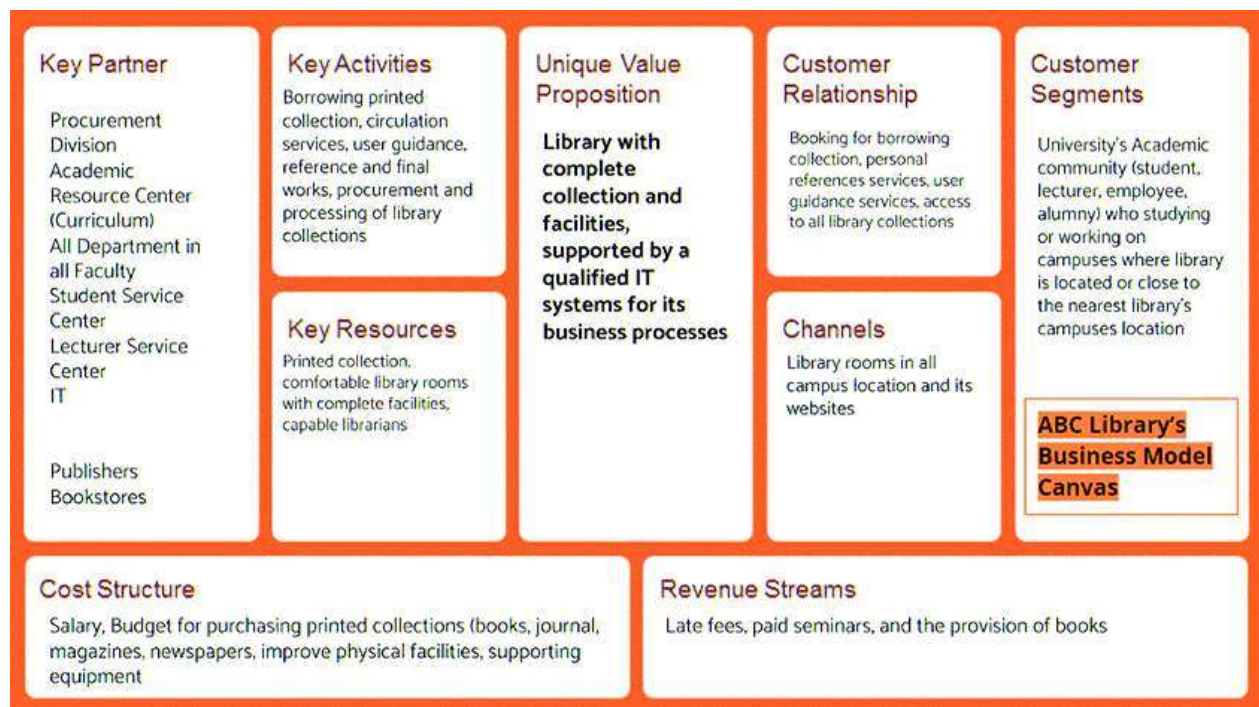


Fig. 1. Business Model Canvas ABC University Library

In the ABC University Library canvas business model above, it can be seen that:

- The customer segments are all academic members (Lecturers, Students, Employees, Alumni), studying or working on campuses where ABC University Library is located or close to the nearest ABC University Library location.
- Its value proposition is a library with complete collections and facilities, supported by a qualified IT system for its business processes

- The channel is ABC University Library Room in all locations,
- Its customer relationships are bookings for borrowing collections, personal reference services, user guidance services, access to all library collections.
- Revenue Streams / Impact value: based on observations and interviews, what is considered as revenue is late fees, paid seminars, and the provision of books
- Key Resources: Printed collections, comfortable library rooms with complete facilities, capable librarians

- g. Key Activities: Borrowing printed collections, circulation services, user guidance references and final works, procurement, and processing of library collections
- h. Key Partners, are divided into two namely: Internal key partners: procurement division, Academic Resource Center (curriculum section), all majors at ABC University, Student Service Center, Lecturer Service Center, IT. External: Publishers and Bookstores
- i. Cost structure: Salary, Budget for purchasing printed collections (books, journals, magazines, newspapers), updating of physical facilities, renovations, & supporting equipment

B. Business Model Evaluation

1. Evaluation of the Business Environment

Business models are designed and run in a specific environment. Develop an understanding of the organizational environment and help envision a stronger and more competitive business model. Continuous environmental scanning is more important than ever due to increasingly complex economic landscapes (e.g., networked business models), greater uncertainty (e.g., technological innovation) and severe market disruptions (e.g., economic turmoil, disruptive new Value Propositions). [5] Business Environment Evaluation is divided into 4 namely Market Forces, Macroeconomic Forces, Industry Forces, and Key Trends.

o Market Forces

a. Market Segments:

- Geographic: When the study is conducted onsite, the customer segment is academic community who studies at each campus that has a Library in it or is close to a certain campus library. Then when online or hybrid learning is applied, the customer segment is academic member, especially lecturers and students wherever they are located. It may be spread throughout Indonesia or abroad because online learning can be done from anywhere.
- Demographics: Most of the students are young adults between 17-25 years old, master, and doctoral students are 22-40 years old, lecturers are 25-70 years old, and employees are 20-65 years old. With the upper middle-income class.
- Psychographic: Middle to upper social class
- Behavior: Students and young lecturers often use gadgets in their daily lives, students tend to come to

the library when they have assignments, to do group assignments, presentations, look for books, or need a place to rest, senior lecturers like to use printed books. Employees tend to rarely come to the library.

b. Need & Demands:

Online / hybrid learning makes the need for access to printed collections from home, various electronic collections, online library services increase. However, when the campus was opened, academic members of university also needed offline services and printed collections in the library. In addition, according to the acquisition of ABC University Library, the demand for books in electronic format has increased in recent years, especially by lecturers.

c. Market Issues: The use of technology and the internet is increasing due to the pandemic

d. Switching Cost: Switching to Google or pirated products

e. Revenue Attractiveness: The provision of eBooks makes access and coverage wider than printed books with limited copies

o Macroeconomic Forces

Not affected

o Industry Forces

a. Competitors from offline bookstores, online bookstores, online eBook stores,

b. Influential Stakeholders: University academic community member & Upper Management

c. Suppliers: the supply of imported printed books is constrained due to regional restrictions during the pandemic, while eBook suppliers provide discounts and free trial access

d. Substitute product/service: Google

o Key Trends

a. Technology: The use of devices with the internet in reading or accessing information

b. The most influential regulatory trend is health protocols during the Covid-19 pandemic, in addition, although there are regulations regarding piracy and intellectual property rights, there is no clear action.

c. Socio-Cultural Trends: Indonesian people's interest in reading is still low

2. Business Model SWOT Analysis

Assessing a business model from a big picture perspective and assessing it from a Building Blocks perspective is a complementary activity. An effective way to do this is to combine the classic strengths, weaknesses, opportunities, and threats (SWOT) analysis with the Business Model Canvas. The SWOT analysis provides four perspectives for assessing the elements of a business model, while the Business Model Canvas provides the focus needed for structured discussion. This type of SWOT analysis provides the basis for further discussion, decision making, and ultimately innovation around the business model. [5]

a. Results of Analysis of BMC ABC University Library Strength and Weakness

The table below is the result of the SWOT 9 Building Block evaluation of the current ABC University Library business model canvas. Based on the results of the Cost/Revenue assessment or can be considered as Impact Assessment and Customer Interface Assessment (Channel, KEY Resource, Key Activities) all have the lowest scores, namely -23 and -27. The score indicates that the current BMC ABC University Library is not strong enough to have a positive impact on all academic community when there is a crisis and shift in the world of education. Disrupted customer interfaces due to campus closures during the pandemic, library collections of which 80% are printed collections, and the development of online services that have not been developed or implemented have made the level of usability of collections, facilities and services in the library decreased drastically. As a result, the positive impact provided by libraries, such as providing information resources for learning, teaching, research, and community development in universities, can hardly be done at all. This is what makes the Impact Assessment low value. So that the value proposition cannot be given (score 0) and the Infrastructure Assessment is score -5 because it cannot meet the needs of ABC University academic community.

Table 1 - RESULTS OF ANALYSIS OF ABC UNIVERSITY LIBRARY'S BMC OF STRENGTH AND WEAKNESS

Building Block	Score
Value Proposition Assessment	0
Cost/Revenue Assessment	-23
Infrastructure Assessment	-5
Customer Interface Assessment	-27

b. Result of BMC ABC University Library threat analysis

Based on the threat assessment at BMC ABC University Library at this time, 3 out of 4 assessment values are negative, namely value proposition, infrastructure, and customer interface threats. These threats come from outside, which can come from competition, applicable regulations, or technology development, as well as crises such as the Covid-19 pandemic that changes business process systems and consumer behavior.

Consumer Interface treats are the highest threat with a score of -29, when academic member cannot access the library, threats from competitors and distribution channel constraints have an impact on the value proposition, and the impact given by the library to university academic member. The more negative the impact, the more likely academic community will switch to buying his own books, downloading eBooks from other sources, and looking for material from information sources such as the internet that are not necessarily validated.

Table 2 - RESULT OF BMC ABC UNIVERSITY LIBRARY THREAT ANALYSIS

Building Block	Score
Value Proposition Assessment	-7
Cost/Revenue Assessment	-14
Infrastructure Assessment	3
Customer Interface Assessment	-29

c. Result of BMC ABC University Library opportunity analysis

Table 3 - RESULTS OF ANALYSIS OF ABC UNIVERSITY LIBRARY'S BMC OF OPPORTUNITY

Building Block	Score
Value Proposition Assessment	23
Cost/Revenue Assessment	24
Infrastructure Assessment	44
Customer Interface Assessment	-95

However, the opportunity for ABC University Library is still very large. based on the table below, if the systems, processes, and collections at ABC University Library are optimized by adapting and innovating according to academic community needs and the demands of the times, it will have a good impact on the future of ABC University Library, university academic community, and ABC University in the future.

In SWOT 9 Building Blocks and Threats, the most negative score and the impact on other assessments is the Customer Interface score. However, in this table the highest opportunity is the Customer Interface value. This shows that if the main improvement priority is Customer Interface improvement, by improving it, the possibility of increasing the value proposition, cost/revenue, or positive impact that Library can provide and opportunities for infrastructure improvement will also increase.

By looking at the overall positive values in the assessment table for ABC University Library opportunities to develop, we can conclude that the library will be able to survive if adaptation and innovation are carried out in accordance with the needs, demands, and developments of the times.

IV. DISCUSSION

A. Proposed new business model for ABC University Libraries: "Library Beyond the Walls" with hybrid library concept

ABC University Library will put all online and offline library services with a hybrid library concept into a package under Library Beyond the Walls. Library Beyond the Walls literally means a library that is more than just a building, meaning a library that can provide access to information anywhere and anytime, both inside and outside the library. This concept also refers to the functions and benefits of libraries that are more than we know, namely providing information resources for their users. However, libraries can also be a bridge for innovation, scientific development, discussion facilities, support for distance learning, and even support for higher education goals in terms of income and value offered. Then supported by excellent service or service excellence, which is the basis of its business model, it is hoped that the library can provide the best service that exceeds the expectations of the ABC University library academic community.

A hybrid library is defined as an organizational entity that collects all academic assets including metadata, catalogs, primary sources of library materials, learning objects, datasets, digital storage, and library physical collections in a structured and well-managed manner [11]. Based on the description of hybrid libraries proposed by Oppenheim and Smithson in Guy (2000), a simple way to define hybrid libraries is a means to integrate traditional libraries (printed collections) with digital libraries [12]. By using the website as a mechanism tool to provide information to users, where users can create, and store personal information resources needed [13].

The previous ABC University Library business model was more focused on still prioritizing printed book collections and integrated services in the library room. However, along with its development, especially the disruption in the form of a crisis due to campus closures due to the Covid-19 Pandemic, ABC University Library has begun to adapt and innovate in its collections and services. ABC University Library was unable to provide most of its services in the early days of the Covid-19 pandemic due to the lockdown applied to all campuses. Employees also all work from home or Work from Home while students and lecturers learn and teach online from their respective homes. ABC University itself is quite ready for the needs of distance learning or Online Learning because ABC University has a department that organizes Online Learning for workers who also want to continue their studies. This has been held for years located in ABC University Jakarta, Palembang, and Semarang.

Even so, the closure of the campus is a big disruption for ABC University Library, whose 80% collections and services are printed collections with the regulation that academic community member needs to come directly to the library if they want to borrow Library's collections or use most of Library's services. During the Pandemic, top-level management asked all operational and service divisions to form new services so that they could still accommodate the needs of academic community during distance learning, which was implemented especially in the regular undergraduate (S1), graduate (S2), and doctoral classes. So, the development of internet-based services was developed. if previously only international journals, plagiarism checking services, and book lending bookings that can be done online via email, so the development of this internet-based service includes the development of all existing services such as circulation services, final work services, reference services, user guidance services, online fine payments, and upgrade e-Collection. In addition, new services that did not exist previously were also developed, such as Library Virtual Tour, Library Room Booking, Reference Clinic, Book Delivery Services and Drive Thru.

The ABC University Library collection was also developed by expanding into electronic formats other than printed formats. The addition of a collection in this electronic format has been initiated since 2019 but has not been able to immediately acquire massive electronic collections due to the problem that not all book titles are available in eBook versions or not all e-magazines can be accessed by many academics. In addition to the limited budget per year. Even so, shifting to eBook format has become a regulation since 2019, that books submitted for purchase are prioritized for those available in eBook format, if not available, they will be purchased in printed format. Meanwhile, shifting of periodical collections such as magazines, newspapers and journals has begun to be massively carried out by ABC University Library starting in 2020 and 2021. With almost all magazines and journals previously subscribed to in a printed format, their subscriptions have been shifted to an electronic format that can be accessed through the ABC University Library website from anywhere by using the internet. This is in accordance with the notion of collection management [12] namely collection management is ensuring that the collection grows in the right direction. In its efforts to improve quality research, provide teaching and learning resources, hybrid college libraries have a focus, namely providing up-to-date collections that can be accessed by diverse users in various formats.

Based on observations, document analysis, and interviews conducted by researchers, researchers saw a transition of collections and services carried out by ABC University Library leading to a hybrid library, namely library collections

leading to collections with printed and electronic formats which are now almost the same size. All ABC University Library services can be accessed in two ways, namely online and offline by coming directly to the nearest library location. This is in accordance with the explanation of Oyelude, Ola, & Adeniran (2021), Hybrid libraries exist on a continuum between conventional and digital libraries, where electronic collections and paper-based information sources are used side by side with each other[9]. Therefore, According to Veeranjanyulu, Mahapatra, & Visakhi (2012) Based on the idea of systematic integration and methodological thinking, hybrid libraries should integrate information sources in various formats, and user interfaces, and build new models of organization and human resources that will be useful in solving problems that occur in the implementation of digital library projects, such as the separation of development, management and services of printed collections, and digital information sources, as well as improving the overall efficiency of library operations. incompatibility of the business model with the new services provided. [14]

B. Proposed new business model canvas for ABC University Libraries: "Library Beyond the Walls" with hybrid library concept

Based on the Hybrid Library Business Model Concept, here are the updates for each of the new ABC University Library Business Model Canvas Building Blocks:

1. Consumer segmentation

Consumer segmentation is defined as different groups of people or companies who are the goals to be reached and served [5]. The group of people who are the target of ABC University Library services, including consumers. The market is limited because the business model run by ABC University Library targets a special market that caters to certain and special consumer segmentations, namely the ABC University academic community or what is called academic community, which includes all students (students, lecturers, employees) Regular & Online learning. This group also has the same method and purpose in accessing ABC University Library, namely for learning and teaching purposes, research, and the community. It is just that in the new business model, this segmentation pays more attention to segmentation based on geography, namely when the recovery is carried out onsite, the customer segment is academic community who studies at each campus that has a Library in it or is close to a certain campus Library. Then when online or hybrid learning is applied, the customer segment is academic community, especially lecturers and students wherever they are located. It may be spread throughout Indonesia or abroad because online learning can be done from anywhere. With this division ABC University Library must also provide services and collections that can be accessed from

anywhere. In addition, what needs to be considered is behavioral segmentation: young students and lecturers often use gadgets and the internet in their daily lives, students tend to come to the library when they have assignments, to do group assignments, presentations, look for books, or need a place to rest, senior lecturers like to use printed books. Employees tend to rarely come to the library. In the segment based on this behavior, there are library users who like to use printed books and are comfortable in the library room, and there are also those who are comfortable using access to electronic information sources with their devices.

Another consumer segmentation is the Institute or ABC University which is the provider of operational funds to the library. The purpose of the library needs to be in line with the goals of the institution and support the institution to have the desired impact. The Institution's objectives are stated in the ABC University Quality Objectives 2021-2025, which include All Faculty Members have International Papers, 1000 Intellectual property rights have been legally registered, One out of three study programs have been accredited internationally, The Academic Satisfaction Index achieves 80%, and The Stakeholder Satisfaction Index achieves 80%.

Lastly, library customer is the external parties. In providing the best and most comprehensive services and collections, ABC University Library cooperates with various agencies. In the future, this can be improved by providing impact value through student exchanges or comparative studies of libraries in friendly countries, even, if possible, in the form of cooperation in exchanging information packages for teaching and research purposes between institutions or countries. In addition, the library also cooperates with the Library Consortium or the College Library Forum for subscriptions to international journals so that subscription fees become cheaper with complete access and can be used together. In the future, this collaboration can be increased by not only providing value but also profit by collaborating with publishers and bookstores, by providing places to advertise either on the website or at events organized by the ABC University Library. Other collaborations that can be done are renting out places for exhibitions, bookstores or renting educational tools, as well as ordering books for individuals through the ABC University Library for the academic community who want to have books from the library collection.

2. Value Propositions

The value proposition of the new business model proposed by researchers for the ABC University Library is Library Beyond the Walls, namely the library provides service excellence with the concept of a hybrid library, which is in line with the goals of higher education, and

supports the development of the academic community, community, and society in terms of education, research, and education. Service Excellence will help libraries meet the needs and expectations of their users, by continuously adapting and providing the best. With the concept of a hybrid library, it is appropriate for the needs of ABC University library consumers with different teaching and learning locations (on campus, at home, anywhere), as well as for the academic community who are comfortable using printed and electronic collections and services in the library room or online. This concept will also make the ABC University Library useful for external partners, communities and the public, because it offers more support than university libraries can provide, namely, the ease of increasing profits for publishers and bookstores through advertising and direct book sales access to consumers in need through ABC University Library, developing various communities at ABC University by providing a place for learning, discussion and innovative facilities, such as theater room facilities for film majors, as well as participating in community empowerment by providing paid/non-paid seminars/webinars, free teaching for children streets, help develop school libraries, and so on.

3. Channels

Previously, the distribution channels were library websites and library rooms at various locations on the ABC University Library campus in various locations, now the distribution channel, especially the website, will be updated with additional integrated library applications. It aims to develop the convenience of accessing the library online and searching for printed books in the library. Meanwhile, physical distribution channels such as library rooms will continue to function. In addition, to support the value proposition of the new ABC University Library, social media, messenger apps (WhatsApp), Email, zoom apps, and YouTube will be optimally used.

4. Customer Relationship (Customer Relationship)

Students or lecturers can request Information Search Guidance services both online and in class. For students who buy packaged textbooks, they can get assistance on post-purchase access if they have difficulty accessing them and a money back guarantee if they run out of stock. ABC University Library customer relationship improvement proposals:

a. For the academic community: ABC University Library can offer increased benefits for the academic community who often come to the library, borrow books, and use library services. The benefits are in the form of an additional number of books that can be borrowed and awards for

the academic community who are active customers of the library, invite their friends to the library, and transact book purchases at the library.

b. For external consumers of ABC University, benefits are provided such as for external partners who advertise on the ABC University Library website, for a minimum of 3 months, you will get an additional benefit of 1 month of advertising in multiples. External partners who are sponsors of ABC University Library events will have the opportunity to advertise on the library's website, put a logo on the event banner, play advertisements during the event, or make direct marketing presentations in front of seminar or webinar participants, depending on the agreement and the value of the sponsorship provided. External partners who rent a place near or around the ABC University Library for exhibitions will benefit from free advertising during the exhibition on the library's website or banners in the library room. Partners who exhibit at least 2 weeks will get access to places to advertise during external library activities such as seminars. Some of this idea ever did in ABC University Library before but it did not continue again nowadays.

5. Revenue Streams

There are 2 streams of benefits that can be provided by the library as a non-profit division and university supporter:

a. Impact Value

The ABC University Library, which is under ABC University, and gets its budget every year from there, has a Third Party funded model relationship with the University it is under. So that the goals and benefits of the library must be in accordance with the goals and benefits that the parent institution wants to obtain or provide. Even so, in the theory of the Triple bottom line model, revenue streams are replaced with impact values, namely improving the quality of graduates, the quality of research, teaching and learning, accreditation of universities and majors, developing innovation, increasing customer satisfaction at libraries and universities, and so on.

b. Supporting University Revenue

ABC University Library assists in supporting university revenue in accordance with the tasks assigned by the university. Revenue or income that can be obtained by the library, among others, is through distribution of student packages of textbooks, paid seminars, licenses for developing innovation and research collaborations, renting out exhibition spaces, placing advertisements, joint activities with external parties (sponsorship, purchasing individual books through the library, and so on).

6. Key Resources

The ABC University Library has several main resources,

namely physical Main resources consisting of library rooms, buildings, library networks on various campuses, plus a collection of printed and electronic information sources as well as offline and online library services and information technology. Intellectual resources consist of databases of the academic community, and data collections owned by the library, human resources of 40 people in various locations consisting of managers, librarians, and library staff.

7. Main Activities (Key Activities)

Key Activities describe the most important things a company must do to make its business model work. ABC University Library's main activities can be categorized as problem-solving or information services. The main activities are offline and online library services, procurement and processing of printed & electronic format collections, community development, and the development of science and innovation.

8. Key Partnerships

There are no changes to the main partnership in the new business model. The ABC University Library's primary partnerships are with internal institutions and external institutions. Internally, the ABC University Library partners with the curriculum section in requests for book data to be ordered, finance, procurement for collection purchases, facilities and infrastructure, IT department for smooth collections and facilities, Student Service Center for active student data updates. In addition, internal partnerships are also carried out with other related divisions such as quality control, finance, knowledge management, advisory centers, upper management and community and community development sections. For external partnerships carried out with publishers, and bookstores to help procure collections, university forums and various domestic and foreign agencies such as Bank Indonesia and embassies of other countries in improving library collections and services.

9. Cost Structure

The Cost Structure describes all the costs incurred to operate a business model as well as describes the most important costs incurred when operating under a particular business model. [5] The costs incurred by the ABC University Library are fixed costs, namely costs that remain the same even though there is an increase in the volume of goods or services produced. consisting of, employee salaries, the cost of purchasing additional book collections, and subscription fees for magazines, journals, and newspapers, as well as costs for updating or repairing physical facilities, making/maintaining library websites and applications, capital funds for webinars/seminars, and

community development funds & Public.

C. Proposed Implementation of the new ABC University Library business model with the Star Model

For the implementation of the proposed BMC ABC University Library, researchers illustrate by combining the Canvas with Jay Galbraith's Star Model to suggest aspects of organizational design that may want to consider when executing a business model. Galbraith specifies five areas that should be aligned in an organization: Strategy, Structures, Processes, Rewards, and People. While the business model places in the middle of the star as a "center of gravity" that holds the five areas together [5]

1. In strategy or direction

The new strategy in the business model puts forward the fulfillment of different business needs. This strategy requires strong distribution channels and effective integration between libraries in multiple locations. Because it is possible that with the flexibility of the learning location academic community will borrow collections from the library which is closer to his home even though it is not their campus. In addition, the number of electronic collections needs to be increased as much as the printed collections. So that academic community member always has the choice to get the source of information needed anywhere and under any conditions. But if so, IT Infrastructure need to be strength.

2. Structure or power

Centralized Leadership and Supervision Structure with all services and collections are integrated with each other.

3. In terms of process or information

All services and collections of ABC University Library in all locations can be accessed and integrated with each other and in real time. So that users can check printed books or access eBooks anywhere and anytime. If a printed book is borrowed, it will be checked at which library location is closest to the location of the user who wants to borrow and the availability of the book at the library. So that users are faster to access the collections needed. For eBooks or electronic collections purchased, the priority is with unlimited access, so that all academic community can access them at one time. Therefore, a website and a strong internet connection are needed so that online and offline services can run smoothly. Even so, offline services continue to run. Therefore, HR needs to learn time management, communication, and training related to IT. All information regarding services and collections must also be known to all ABC University Library employees so that there is synergy and can provide excellent service.

4. Rewards

With the increase in types of services and collections, it will be better if there are awards for employees such as the Library best employee award. Where the winner can get 1 day off, whatever day he wants without being deducted from his leave or salary, or family meal vouchers, etc. So that employees are motivated to improve their performance. Awards are also given to library users who frequently access or borrow books or invite their friends to use library services, disseminate information about libraries and others will rewards on The Best Library User Award, and the award will be added to their portfolio and library website.

5. People

The human resources needed are those who understand the work in the library with a background in library science majors or trained employees who have worked in the library for a long time. There is no need for additional employees or replacement of Library employees, however, to achieve the business model objectives, training on services, communication, interpersonal skills, as well as efficient performance training is needed to align with the needs and objectives to be achieved by the business model. Improving the quality of human resources will also increase the value of the library in the eyes of its consumers.

V. CONCLUSION

The proposed new business model Library Beyond the Walls with the aim of providing service excellence with the concept of a hybrid library, which is in line with the goals of higher education, and supports the development of the academic community, community, and society in terms of education, research, and socio-economics that is proposed to be able to accommodate the needs of the academic community, even more so that it is able to make university libraries become independent institutions. Because it provides online and offline services that are as good as supported by collection development that is not only focused on printed collections but also electronic collections such as e-books, e-journals, e-magazines, and others, as well as distribution channels for main activities, partners, key resources, and leadership support in accordance with the library's future goals in line with the needs of the community. So that adaptation and innovation in the new business model is very suitable to be applied in the ABC University library today and in the future

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