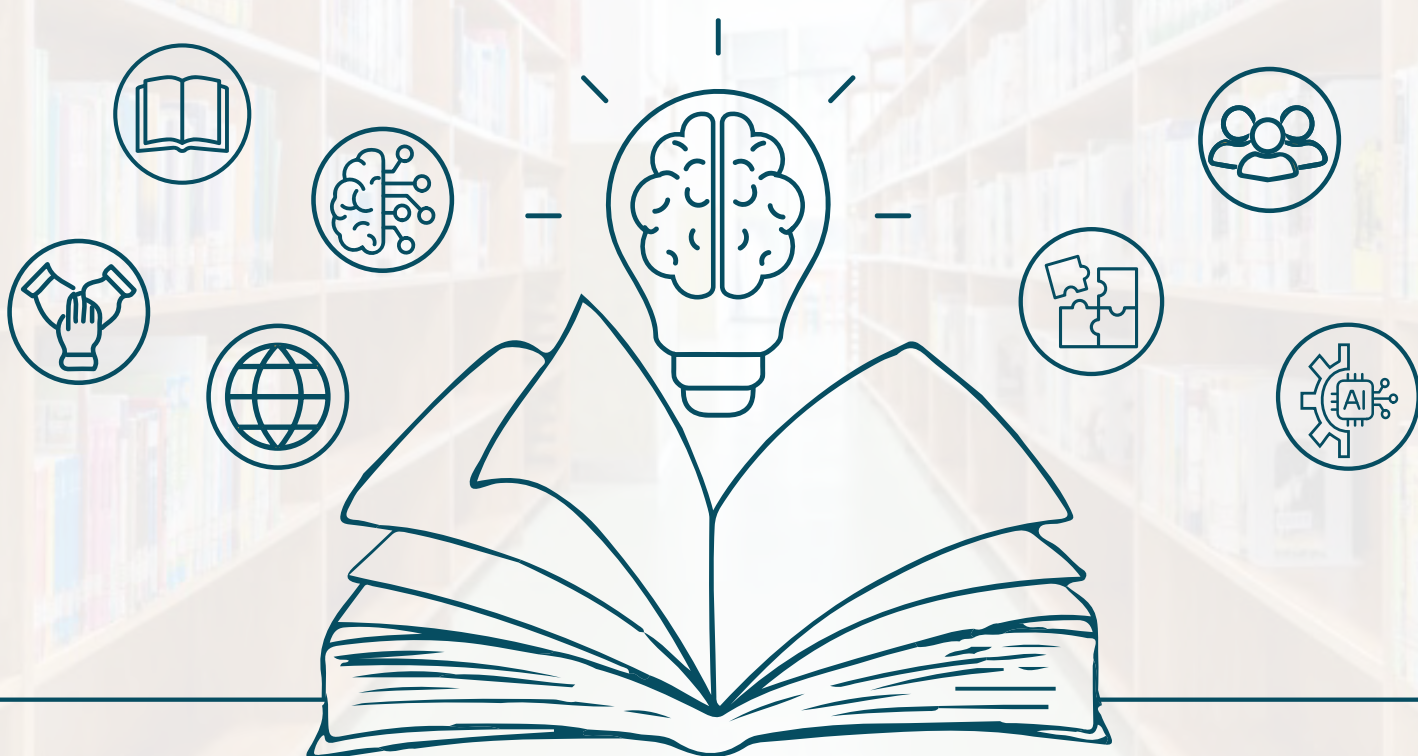


INTERNATIONAL CONFERENCE

Innovation and value co-creation for a new generation of libraries

BOOK OF ABSTRACTS

Edited by: Luis Rubalcaba



May 22-23,
2025

Alcalá de Henares
(Madrid), Spain

www.librariancongress2025.com

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© Of this edition:

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ISBN: 978-84-19049-20-9

Foreword

In today's world, libraries are evolving to address some of the most pressing societal challenges. No longer limited to their traditional roles centered on books and readership, a new generation of libraries is emerging as dynamic hubs of community engagement, identity building, and societal well-being. These modern libraries foster citizen participation, meet the needs of vulnerable populations, preserve cultural heritage, and contribute to sustainable development and growth at local, regional, and national levels.

Libraries have the potential to act as catalysts for service innovation, tackling 21st-century European challenges such as aging populations, migration, and social inclusion. By offering high-quality, forward-thinking services, libraries are becoming vital players in addressing societal demands. Technology plays a pivotal role in this transformation, leveraging digital advancements and innovative tools like artificial intelligence to deliver impactful solutions.

The foundation of innovation in libraries lies in a new paradigm of service provision. This paradigm prioritizes:

- Co-creation and active user engagement.
- Multi-agent collaboration, bringing together diverse stakeholders.
- Technological and organizational transformations, complementing each other to create synergy.
- An open innovation culture that fosters collaborative skills, advanced managerial models, and robust policy support.

Researchers, practitioners, publishers, authors, and policymakers have a unique opportunity to collaborate and transform libraries into engines of economic, social, cultural, and public value creation. Through joint efforts, this new generation of libraries can unlock their immense potential to shape a brighter future.

The upcoming international conference builds on the groundbreaking work of the Horizon Europe project LibrarIN (<https://librarin.eu/>), focusing on value co-creation and social innovation in libraries. Together, let's reimagine libraries as key players in addressing societal challenges and creating lasting impact.

We are looking forward to seeing you in Alcalá de Henares, an historical and cultural town, declared a World Heritage Site in 1998 and is the birthplace of Miguel de Cervantes, universally renowned for his novel "Don Quixote". Furthermore, Alcalá University is a modern Institution, founded by Cardinal Cisneros in 1499: a novel educational project at the time.

The Local Organizing Committee

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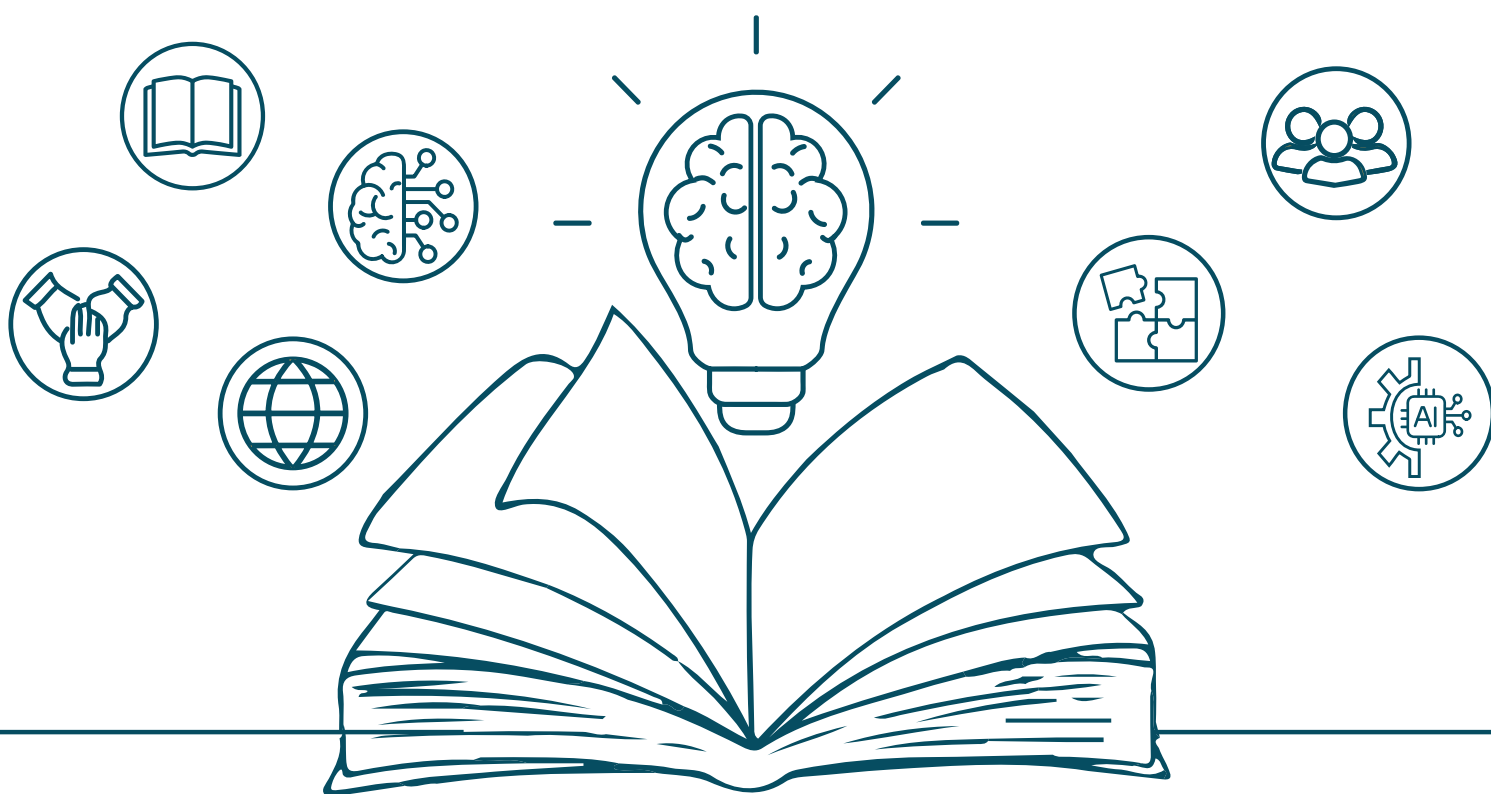
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INTERNATIONAL CONFERENCE

Innovation and value co-creation for a new generation of libraries

PARALLEL SESSION I



Breaking through the Backlog: Exploring AI and Tech-Driven Solutions for Archives & Special Collections Stewardship

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This presentation introduces the development of a potentially transformative solution developed by JSTOR that seeks to unlock institutional backlogs, accelerate the efficiency of processing workflows and amplify the expertise of archivists & special collections librarians.

Throughout Europe's library and heritage community, there is a significant amount of digitization of archives and special collections happening, a labor intensive but vital activity. But what's happening after it is digitized is a vital part of the workflow into creating the ability to access, discover and preserve the historical record. This session will showcase a groundbreaking solution designed to revolutionize the processing of digitized special collections and archives. Developed by JSTOR, a not-for-profit dedicated to digital innovation, this cutting-edge technology significantly accelerates archival workflows, improving access, discovery, and the long-term preservation of cultural heritage. Syed Amaanullah, the Senior Product Manager who is leading the development of new suite of JSTOR Digital Collection Stewardship products will share how JSTOR's latest breakthrough will help the world "break through the backlog" and massively speed up access and preservation activities.

This session will provide:

A live demonstration of the new solution in action Insights into how it enhances efficiency and reduces processing time

Strategies for ensuring sustainable access to historical and cultural materials

Whether you're an archivist, librarian, researcher, or digital humanities professional, this session offers a unique opportunity to explore how technology can safeguard and expand access to our shared cultural heritage. Don't miss this chance to be at the forefront of archival innovation!

AI Adoption in Libraries for Business Support: Co-Creation, Structured Experimentation, and Monitoring & Evaluation

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This research explores how libraries can support entrepreneurship by integrating AI and digital technologies, enhancing business services through AI adoption, co-creation, and structured experimentation—while addressing ethics and monitoring & evaluation (M&E) frameworks. Using a mixed-methods approach—bibliometric analysis, surveys, case studies, and consulting experiences—the study provides both quantitative and qualitative insights into AI adoption in libraries. Real-world case studies from University of Toronto Libraries, Baker Library at Harvard, and the Public Library of Toronto highlight best practices for business support.

Key findings reveal a disconnect between academic research and entrepreneurial practice, as startups struggle to access and apply scholarly knowledge due to fragmented publishing, complex language, and time constraints. Libraries can bridge this gap by curating business-relevant research, offering consultations, and integrating AI tools like ASReview and Citation Gecko. The study identifies AI adoption drivers for librarians and entrepreneurs' social influence, domain expertise, tech familiarity, and training—and introduces a dual AI experimentation model: need-based and curiosity-driven. It proposes an AI experimentation policy framework focusing on ethical AI use, privacy, and structured M&E, with standardized reporting templates to guide responsible implementation and continuous learning.

The research's originality lies in its AI adoption model tailored for libraries, combining structured experimentation, co-creation, and M&E mechanisms. It pioneers an AI experimentation policy and integrates M&E with AI adoption to ensure responsible innovation. Blending library science, AI, entrepreneurship, and innovation management, the study offers practical strategies for libraries to adopt AI ethically, establish robust M&E frameworks, and strengthen collaboration with entrepreneurs. It emphasizes low-cost, practical AI technologies to expand business support services, fostering a culture of innovation and digital transformation.

Keywords: Artificial Intelligence (AI), Business support services, Libraries, Monitoring & Evaluation (M&E), Co-creation, Structured Experimentations, AI Experimentation policy.

AI Tools Supporting Libraries for Sustainable Development

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This chapter explores the integration of artificial intelligence (AI) technologies in libraries and national libraries to advance sustainability goals and empower stakeholders. Libraries, as custodians of knowledge and catalysts for sustainable development, are leveraging AI tools to optimize resource management, enhance operational efficiency, and align with the United Nations' Sustainable Development Goals. Through case studies, the chapter highlights the transformative potential of AI in areas such as energy-efficient building systems, predictive analytics for collection management, and improved accessibility via personalized services. At the same time, the analysis underscores significant challenges, including ethical governance, data privacy concerns, and the financial and technical barriers to implementing AI systems. The findings emphasize the importance of strategic planning, stakeholder collaboration, and continuous training to harmonize innovation with ethical and inclusive practices. Libraries are uniquely positioned to model responsible AI adoption, advancing sustainability while maintaining their commitment to equitable access and community engagement.

Keywords Artificial Intelligence (AI); Sustainability; Libraries; Accessibility;

AI-based Digital Transformation and Implications for Service Innovation: The case of the Royal Danish Library

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The proliferation of digital technologies has fundamentally altered how organizations operate, creating many opportunities for value creation including service innovation and efficiency gains. This has historically also been the case for libraries (Cox et al., 2019). Recently this digital transformation is marked by the integration of artificial intelligence (AI), which is redefining library's service delivery through metadata automation, speech-to-text automated transcription, and AI-enhanced search. Despite these advancements, existing literature offers limited insight into how libraries navigate AI-based digital transformations. This study addresses this gap by posing the following research questions: Why and how are libraries engaging in AI-based Digital Transformation? What are the outcomes of such digital transformation efforts?

To answer the RQ, this study draws on Digital Transformation literature (e.g. Scupola and Mergel, 2022; Vial's ,2019) and applies a qualitative research design (Miles and Huberman, 1994). It conducts a case study of the Royal Danish Library (Yin, 2019). The primary data consists of 14 interviews with key respondents. The secondary data consists of the RDL's strategy, organizational diagram, internal reports as well as the several library documents. All the respondents interviewed had a key role in AI adoption in the Royal Danish library either at strategy formulation level or at project level. To understand the user perspective on the phenomenon under consideration, one of the selected respondents was a user of the data lab at a university center.

The findings will provide detailed insights on how the Royal Danish Library navigate AI adoption and develop AI-driven digital transformation. Quotes from the interviews will substantiate the findings, providing empirical grounding.

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Innovation and co-creation in academic libraries. How close they are?

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Academic libraries are undergoing a significant transformation as they adapt to changing user expectations, technological advancements, and evolving institutional goals. In this context, innovation and value co-creation have emerged as key concepts in the discourse surrounding library development and service enhancement. While both concepts have been studied independently, there remains a need to explore their interconnection and to understand how co-creation dynamics contribute to or are driven by innovation processes within academic library environments.

This paper investigates the relationship between innovation and value co-creation in academic libraries by analyzing a comprehensive dataset of 2,662 peer-reviewed articles published in recent decades that focus on innovation in library contexts. The objective is twofold: first, to identify and classify the types of innovations that are being implemented in academic libraries; and second, to determine how linked are the concepts of innovation and co-creation in libraries.

To address these objectives, the study employs a mixed-method approach. Quantitative analysis is conducted through chi-square tests to evaluate statistical associations and potential interdependence between the concepts of innovation and co-creation as they appear across the literature. Additionally, a bibliometric and network analysis is performed using Gephi software to map co-occurrence patterns of key terms, visualize thematic clusters, and uncover the intellectual structure of the field. This allows us to explore how frequently and in what contexts co-creation is linked to innovation initiatives in academic library settings.

By providing statistical and conceptual evidence of how innovation and co-creation intersect in academic libraries, this research contributes to the theoretical understanding of innovation ecosystems in academic institutions. Moreover, it offers practical insights for library practitioners, administrators, and policymakers aiming to foster more inclusive, adaptive, and forward-thinking library services. The findings underscore the potential of academic libraries not only as information hubs but also as co-creative spaces that empower users and drive institutional transformation.

Preliminary findings suggest that while not all innovations involve co-creation explicitly, there is a growing trend towards participatory service design and collaborative development of services. The study proposes a typology of innovations in academic libraries based in other typologies of previous research.

Transforming the Pontificia Universidad Católica Argentina Library System: A User-Centered Management Model Through Assessment and Innovation

Soledad Lago

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In this presentation, I will focus on the changes introduced to the Library System of Pontificia Universidad Católica Argentina (UCA) based on the results of the libraries assessment and the methodologies applied to transform its management model into a user-focused one. This presentation will also concentrate on the research and understanding of users' needs and on libraries assessment. Additionally, both the model and the methodology stages will be described briefly, including the tools applied such as LibQual, co-creative workshops, interviews, observation, photographic records, focus groups, etc. It is important to mention that our libraries have applied the LibQual methodology since 2014 every 3 years.

This new model includes different agile methodologies to develop the libraries' functions and activities. It promotes the libraries' organizational and cultural change to transform them into a learning space that not only favors users' inspiration and creativity, but also empowers their skills. This management model is based on three axes: - The Agility Axis, where the Design Thinking methodology is applied to put into practice the library model focused on improving user experience. - The Innovation Axis, which involves changes in physical and virtual spaces as well as the development of an activity plan to spread an innovation culture. - The Cultural Change Axis, which fosters change management within library teams, in line with the university's organizational change vision, and which contributes to the integration of the university's different schools and teams.

Such a challenge meant assuming that libraries should be an inspiring environment for students, teachers and researchers to enhance users' learning experience. Therefore, the expected impacts on the academic level include better academic performance of students, better performance of teachers in their pedagogical role as well as greater visibility of the academic and scientific production of the University's researchers. As a consequence, the three most important dimensions in our libraries (services, physical space, and collection and access management) have been transformed. This experience may contribute to new ways of organizing libraries and to become aware of the significance of library assessment for libraries management.

Conclusions

The implementation of the model allowed us to understand the desires of our users and provided us with tools to build and develop more solid and flexible work teams focused on innovation and change. Moreover, to support this change, a new libraries organizational chart was created, and its functional areas, goals and scope were defined.

Innovation and co-creation with users in European academic and public libraries: empirical survey results

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Over the past two decades, public libraries have evolved in response to the effects of the internet on book lending to take on many of the characteristics of a community space, providing educational classes, cultural activities and makerspaces, plus providing facilities and support for library users to develop library-based activities to address their own needs. University libraries have also moved in this direction, though possibly not to the same extent. Many of these changes are oriented to better serving the needs of library users. Given the knowledge that users possess on the types of services that best meet their needs, libraries, as well as other public sector organizations, may involve users in the development of new services through a variety of co-creation activities. The same applies to new administrative and other processes, where library staff are the users. A recent 2024 survey of libraries in nine EU countries (Austria, Belgium, Denmark, Finland, France, Germany, Greece, the Netherlands and Spain) queried the managers of university and main public libraries on the types of new services and processes (innovations) introduced in the last three years and on user involvement in developing an important single new or improved service or process (the focus innovation). Both surveys were conducted as a census, with all libraries meeting eligibility criteria included. The sample is 509 for university libraries and 1,140 for main public libraries, with responses obtained from 313 university libraries (62% response rate) and 724 public libraries (64% response rate). This paper provides and compares descriptive results for both library types on management support for innovation, recent innovation types, and drivers and obstacles to innovation.

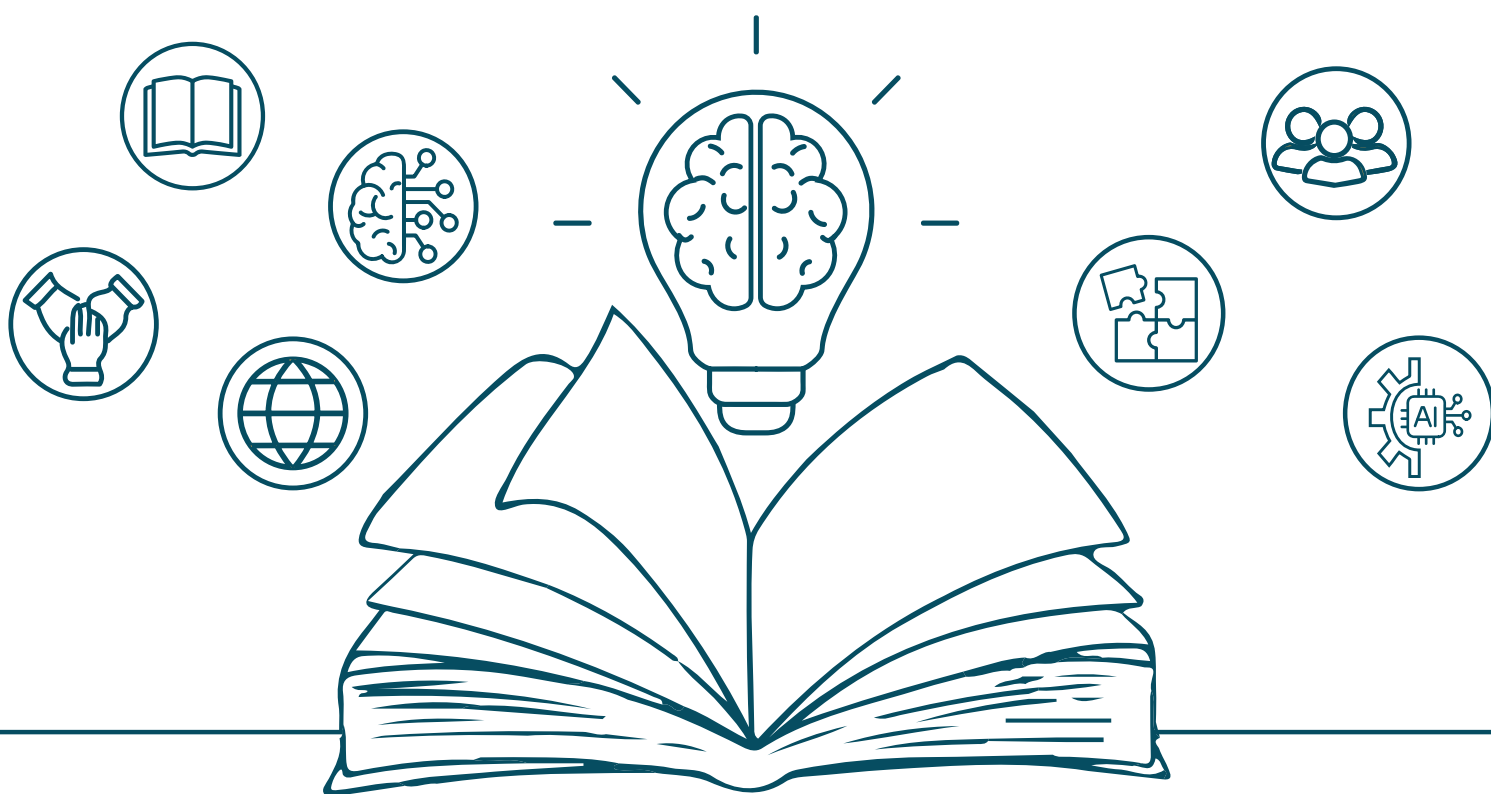
For the focal innovation, the paper explores different methods for developing the innovation (for instance via adoption, collaboration, or in-house) and how library users and other potential partners such as NGOs are involved (or not) in developing the innovation. These methods include active participation such as user involvement in focus groups or workshops to identify challenges or solutions and non-active methods such as surveys or suggestion boxes.

The survey results are relevant to both academic research on library innovations and the practices used by library managers to develop innovations.

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PARALLEL SESSION II



Shared Space, Shared Future: The GEPA Repository in the EPICo Network for Print Preservation

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The paper presents a case study of the GEPA Cooperative Repository in Catalonia, Spain, as an example of innovation and value co-creation in modern library services. Established in 2008, GEPA addresses the pressing challenges of space constraints and preservation needs facing academic libraries in the digital age.

The study examines how GEPA, as part of the European Print Initiatives Collaboration (EPICo) network, embodies a new approach to library resource management. It explores three key aspects: 1) Innovation and Co-creation, highlighting GEPA's role in facilitating new functions and services while fostering inter-institutional collaboration; 2) Preservation of Cultural Heritage, detailing how GEPA ensures the long-term accessibility of low-use materials; and 3) New Managerial Model, discussing the cooperative management structure that underpins GEPA's operations.

By repurposing a former military barracks in Lleida into a state-of-the-art storage facility with a capacity for over 40 km of shelving, GEPA demonstrates innovative space utilization. The repository's mixed collection model, combining cooperative and institution-owned documents, showcases a novel approach to collection management. Furthermore, GEPA's integration with local catalogs and the Collective Catalogue of the Universities of Catalonia ensures seamless access to stored materials.

This case study illustrates how GEPA contributes to the transformation of libraries into dynamic, user-centric spaces while preserving valuable print resources. It demonstrates that even in an increasingly digital world, innovative approaches to managing physical collections remain crucial. The paper concludes by reflecting on GEPA's alignment with the conference themes and its significance as a model for future library collaborations.

Memory preservation and communication in memory institutions

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In the 21st century, libraries have moved beyond their traditional activities. This presentation will highlight the new activities that libraries have developed over the last decades as institutions of memory and cultural heritage. The function of preserving heritage has undoubtedly remained and is still very important. But according to Aleida Assman, a well-known professor of German cultural studies, memory and forgetting are side by side. She argues that there is a passive, cumulative archival memory that in itself does not make anything possible. In other words, artefacts stored in libraries, museums and archives do not create meaning in themselves. They need to be empowered: researched, published, otherwise presented to society. In this way, they can play a role, first and foremost in the formation of cultural but also national identity.

Libraries with sufficient infrastructure and human resources are now not only preserving documentary heritage, but also researching it, creating research-based products and, most importantly, communicating the results of their research to the public in a language and through channels that they understand.

Why it's so important. The presentation analyses the example of the National Library of Lithuania. Because the National Library is inseparable from the State. The library plays a key role in providing for the information needs of members of society.

The complicated history of the Lithuanian State has meant that over the past centuries we have been occupied several times, lost our independence, and lost the right to our own history, culture and knowledge of it. Therefore, one of the most important, key areas of activity since the restoration of independence in 1990 has been the opening of heritage to the public. This meant being able to read previously restricted, i.e. censored, documents, as well as the heritage created by Lithuanian diaspora, i.e. Lithuanians living abroad. The next step was the digitisation of the documentary heritage, thus widening accessibility.

The third stage is to carry out appropriate research based on documentary heritage sources. The results of such research - exhibitions, educational programmes, publications, films, augmented reality stories, etc.

Public communication is crucial at this stage. The aim is to reach the target user groups. This is important for the formation of the national identity of the individual and the community. And in recent years it has become particularly important because of the geopolitical situation. Organised disinformation emanates from hostile states, with the aim of deliberately misleading and making people doubt the value system of the nation and the state. This is a particularly important time in our region, and in Lithuania in particular, and the role of the library, together with other responsible state institutions, is particularly significant.

Demonstrating Libsafe: A Comprehensive Digital Preservation Workflow in Action

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As digital libraries expand, so does the complexity of managing and preserving digital assets. Libraries need robust solutions that automate preservation processes, ensure compliance, and facilitate long-term access to content. Traditional storage methods alone are insufficient—active preservation technologies are required to maintain authenticity and usability over time. Libsafe addresses these needs through an end-to-end digital preservation workflow, making it an ideal platform for libraries looking to future-proof their collections.

This demo session will provide a hands-on exploration of Libsafe, a leading digital preservation platform designed to ensure the long-term security, integrity, and accessibility of digital assets. Participants will be guided through a live demonstration of Libsafe's key features, including metadata extraction, automated preservation workflows, integrity verification, access controls, and compliance monitoring. The session will illustrate how Libsafe supports libraries in implementing best practices for digital preservation, seamlessly integrating with existing infrastructures. Attendees will gain insights into practical applications, user-friendly interfaces, and real-world scenarios where Libsafe enhances digital preservation efforts. The session will conclude with an interactive Q&A, allowing participants to discuss specific challenges and solutions in their digital preservation strategies.

Use Cases of Digital Preservation in Libraries: Ensuring Long-Term Access and Integrity

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The digital transformation of libraries brings unprecedented opportunities but also significant challenges in preserving digital assets for the long term. As institutions increasingly rely on digital materials, they face risks such as data loss, format obsolescence, and legal compliance issues. Traditional archiving methods are insufficient to ensure ongoing access, requiring the adoption of digital preservation strategies that guarantee data integrity and authenticity.

As libraries evolve into digital hubs of knowledge and innovation, the need for robust digital preservation strategies has never been more critical. This session presents real-world use cases where digital preservation technologies, including Libsafe, have been implemented to safeguard digital assets. Through a series of case studies, we explore how libraries of varying scales have addressed challenges such as format obsolescence, metadata enrichment, compliance with international standards (OAIS, ISO 16363...), and secure long-term accessibility. By highlighting best practices and lessons learned, this session aims to provide a roadmap for libraries looking to enhance their digital preservation capabilities, ensuring their collections remain accessible and authentic for future generations.

¿Back to Alexandria in the AI era? Reading in common 2300 years after Mouseion. The point of view of a librarian teacher and trainer

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Alexandria, IIIrd century AD. Somewhere on the seashore, Demetrius of Phaleron is presenting his project to his sovereign, Ptolemy I Soter. Aristoteles then Theophrastus' student is in charge of the project of what will soon get into the most famous Library ever. Did the philosopher and the king talked about the outfit of the whole architectural complex ? Did they exchange about the guidelines of the collections ? No one will obviously, never know.

In any case, some certainties are emerging thanks to the phenomenal testimonial tradition relating to the Mouseion Library. Gathered and analyzed by the great philologist Luciano Canfora (1987), after the meticulous collection made by P. M. Fraser (1972), the precise configuration of the great Library remains unknown to us. On the contrary, technical analysis reveals one thing for certain: it was adapted to the customs of the time, i.e. oral and communal reading, conducive to the discussion that saw the birth of the Western thought to which we are heirs.

Nearly 1500 years after the last act of its destruction, probably by Caliphate troops, a new major act of access to and production of knowledge is underway. This proposal, based on our experience as librarian teacher and future librarian trainer, as well as on our doctorate, which focused on ancient libraries, enables us to question our times in the following ways. How do Alexandria's experiences and modalities of access to knowledge shed light on our perception of AI in libraries? And, to go a step further, to what extent can the practices of ancient readers be a source of inspiration for access to knowledge in libraries in the age of AI ? To answer these questions, we will draw on our observations at university, surveys of our students at the University of Angers (France) and, in a perspective of comparison, several elements issued from the open and Commons theory and movement.

Keeping a collection of children's literature alive in prison

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In France, access to culture for prisoners has been the subject of an inter-ministerial policy since 1986, when the first memorandum of understanding between the Ministry of Justice and the Ministry of Culture was signed. One of the missions of the prison administration is to develop and implement a high-quality cultural programming that brings together the actors of the artistic and cultural life of each territory. This approach should help to maintain links between detainees and the world outside of detention, while contributing to the prevention of recidivism. Books and reading play a key role in this perspective as libraries are, often, the only permanent places of culture in detention.

From 2021 to 2023, La Petite Bibliothèque Ronde (PBR) coordinated a project dedicated to male inmates at the Nanterre prison (France). PBR did so through children's literature, a genre largely absent in most French adult prisons. This choice was based on the convictions that libraries in detention must reflect the collections available in public libraries, that children's books offer different levels of reading intended for both the child we keep inside us and the parent we are or will become, that the children's book chain brings together leading artists and professionals and that it represents a considerable economic sector.

La Petite Bibliothèque Ronde thus acquired 450 books (mainly illustrated albums and documentaries) and then donated them to the prison to make them available to inmates.

However, the promotion of reading, among any public, cannot be satisfied with placing books on shelves. PBR produced a reading guide dedicated to children's books which was distributed to the 850 male prisoners and made available to their families the prison's administration staff. Various mediations were undertaken: reading aloud sessions, the creation of a participatory fresco with the help of artist Carole Chaix, holding an event gathering within the Nanterre prison dedicated to children's literature in the presence of authors, publishers, librarians, readers and representatives of the Ministry of Culture and the National Book Centre (Centre national du livre).

This case story goes over this project's preparation and development (its origins, the gathering of the operational, artistic and financial partners, the criteria used for the list of books purchased, etc.), its achievements, the less successful aspects and the local and regional perspectives offered by this initiative.

Maréchal_Julien_Section8

Library Junior Access Scheme – a longitudinal collaborative initiative supporting educational and social inclusion

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The library junior access scheme is an initiative that has been in place for over 10 years at the South East Technological University, Waterford. During this period over 400 students have benefitted directly and participated in this measure. The aim of the project is very simple – it is to facilitate selected students from local schools from the wider urban area to use university facilities to support their studies. Students are in the final year of school and are generally aged 17-18. The initiative is aimed primarily at students from socio-economically deprived / domestically challenged backgrounds. We aim to support these students by enabling use of library facilities, access to the university environment, homework and math clubs, leadership training, team events and college awareness. The scheme is a collaborative cross-functional partnership run from the library with colleagues in university student services but also externally with local schools, guidance counsellors and school completion officers. The JAS is a low risk, low cost, high impact, collective project. The primary intent is one of collaboration and support, there are no expectations imposed on students other than to use the space they have been given – social and educational inclusion are key to this scheme but it is student centered and we aim to simply support the student on their journey.

Co-Creation of space for young people. The pilot project of urban knowledge hubs (UKH) in Riga, Latvia

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The National Library of Latvia (NLL), founded in 1919, serves as the country's leading library and cultural hub, providing access to extensive collections of books, manuscripts, and digital resources. It plays a vital role in supporting research, education, and community engagement, ensuring that knowledge remains widely accessible. The library's mission is to facilitate continual education and growth of the Latvian society, strengthening independence and democracy in Latvia. And one of the values is Humanity – we will welcome everyone with respect and responsiveness, and accompany them on the path of knowledge

It is why we decided to participate in the European Union Interreg program project BALTIC UKH. The project responds to the growing need for user-centred spaces and services across the Baltic Sea Region and beyond, enabling citizens to access and exchange reliable, comprehensible information. However, many existing spaces fail to meet user needs because their voices are often excluded from the design process. While the importance of user engagement and participation is increasingly recognized, a lack of established standards and best practices remains a challenge.

To address these challenges, the project partners developed the 4C Toolbox for User Engagement and Participation, a research-based resource for the participatory design of hybrid and flexible informational spaces.

The 4C Toolbox was tested and refined through four pilot projects at the State and University Library Hamburg (Germany), the National Library of Latvia (Riga), and the Royal Danish Library (Copenhagen and Helsingør). Each project developed exemplary spatial and service models within the BALTIC UKH framework. The piloting process was thoroughly documented and evaluated, with additional insights from the project partner at Oslo Metropolitan University, who contributed expertise in participation and engagement.

As part of the BALTIC UKH project, the National library of Latvia explored new ways to foster youth engagement, digital literacy, and collaborative learning. The UKH model provided a framework for reimagining the library's role beyond traditional services, transforming it into a participatory space where young people could develop skills, exchange knowledge, and engage in creative exploration. To achieve this, the library launched an initiative to revitalize its underutilized Youth Space, transforming it into a flexible and dynamic environment tailored to students and young professionals. The UKH project served as a platform to pilot ideas and products developed during the study process, such as furniture, spatial, and design solutions. Created by young people for young people, the library provided them with this opportunity.

The future of public libraries in the digital age: innovation networks and policies in France and Quebec Province (Canada)

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This paper explores the evolving role of public libraries in the digital age by comparing developments in France and the Province of Quebec, Canada. In the context of increasing digital access to media such as books, films, and TV series, alongside the proliferation of misinformation through social media, governments in democratic nations expect public libraries to uphold civic engagement and address new social demands. This raises crucial questions: How can libraries maintain and justify their services to citizens—especially in underprivileged urban and rural areas—given budgetary constraints? Are managerial innovations sufficient, or should new, inclusive services—whether digital or in-person—be developed to engage broader audiences?

The research is part of the European research program Horizon Europe called LibrarIN, that focuses on how academic and community libraries can create value and innovate in the digital era. LibrarIN's theoretical framework examines how new library services are designed, either from an administrative or a user-centered perspective. The paper compares case studies in France and Quebec to identify how libraries (buildings, services and librarians) are transforming. Findings highlight that innovation in libraries should be seen as a networked process involving multiple stakeholders and scales. New library policies that focus on renovation, service diversification, and changes in work routines encourage librarians to build collaborative relationships. These partnerships are essential for sharing resources, knowledge, and practices. It also emphasizes the importance of analyzing innovation not just within individual libraries, but also through broader innovation networks at various levels: local, city-wide, regional, and national. The objective is to analyze the tensions between some concepts: proximity (digital or physical), networking, public policies (traditional or innovative), innovation and value co-creation.

To gather data, we conducted 22 qualitative interviews and field visits in both countries between May 2023 and January 2024. Quebec's public libraries are recognized for pioneering innovations such as Fab Labs, Living Labs, and targeted services for marginalized groups including migrants and entrepreneurs. These models are often referenced in French professional literature on librarianship. This comparative approach aims to identify the contextual factors that facilitate or hinder innovation and adaptation in public libraries.

Ultimately, the paper underscores the need for public libraries to develop adaptive strategies by engaging with various stakeholders and innovating across different levels. The conclusion discusses the differences between the more centralized French policies for libraries and a more decentralized political approach in Quebec (Canada).

Ethical approach to data (literacy) in the library ecosystem

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1. Rationale

Digital transformation is a process in which libraries are moving from traditional, physical spaces to digital platforms. These technologies will enable the development of new services and improve the user experience. Artificial Intelligence (AI) has the potential to revolutionise library operations and improve user services. However, AI must be used ethically and responsibly to avoid potential negative consequences. Re-examining the “fair use” of data in the age of artificial intelligence is particularly relevant for libraries and their work.

2. Goal

To look at key aspects of digital transformation in libraries: Developing online platforms that allow users to access digital collections, search for materials, borrow e-books, and use other services remotely. Using new technologies such as AI, improve user experience, and automate processes. Promoting open access to scientific articles and other publications, making knowledge more widely available.

How could libraries contribute if we know that AI: processes texts with remarkable success, often in a way not dissimilar to human action, but lacking any intelligence, understanding, or cognitive ability: is extremely powerful and potentially very useful, but it should not be relied upon for complex reasoning or key information extraction, nor should it replace human input. The best author is neither an LLM program nor a human, but a human who uses an LLM program with skill and insight.

We address key ethical issues in the use of AI in libraries: AI systems often collect and process sensitive user data, so it is crucial to ensure their confidentiality and security. Libraries need to be transparent about the collection of data and obtain users’ consent for its use. When digitizing collections, it is important to respect copyright and ensure that digital copies of material are only made available in accordance with the law. The introduction of AI can have an impact on library staff as it can automate some work.

3. Methodology

The impact of the library on social and cultural innovation. This includes working with local communities, promoting access to information in underprivileged communities, and creating programmes that encourage creativity and innovation. It is essential to focus on the development of new information services, the integration of open access, and the improvement of conditions for information search.

4. Expected results

We address key ethical issues in the use of AI in libraries: AI systems often collect and process sensitive user data, so it is crucial to ensure their confidentiality and security. Libraries need to be transparent about the collection of data and obtain users’ consent for its use. AI systems may be biased if they have been trained on inadequate or unrepresentative data. This can lead to discrimination against certain groups of users, so it is important that AI systems are regularly checked and adjusted to prevent bias.

Exploring the democratic ethos of public libraries through orders of worth: cases from Denmark

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Across the world, public libraries have played a central role in developing and sustaining literacy among citizens alongside maintaining materials to secure cultural heritage. As such libraries as institutions are key in regards to ensure equal access to knowledge, both understood as physical and mental access, and in democratic formation and education of citizens (Delgado, 2023; Eckerdal & Carlsson, 2022). But as in society at large public libraries are navigating in times of paradigmatic changes: democratic deficit, globalization and digitalization (Engström, Hanell & Pilerot, 2022). A transformational era, which brings both challenges and opportunities. Challenges as the very pillar on which public libraries stand, in terms of access to knowledge, has changed significantly. Due to digitalization knowledge is now easily accessible and the role of libraries is therefore increasingly that of 'knowledge curators' rather than solely 'knowledge service providers', emphasizing their role in countering fake news and unsubstantiated claims (Larsen & Solheim, 2020). Potentials since the conditional changes simultaneously have required libraries to clarify what their *raison d'être* is and can be in future.

Thus, there is a movement pushing forward the core argument of public libraries as culture bearers and democratic institutions, downplaying the traditional library 'regime' itself, that is, access to books. Down the same line, there is, especially in Scandinavia, a development towards new types of libraries; from the classical library to the library as community center - but regardless with an emphasis on the role of libraries as democratizing and thus as decisive democratic institutions in the Scandinavian welfare states (Delica & Elbeshausen, 2017). Nevertheless, the link between this ideal and how it is justified at a practical level is still underexplored. This leads to the following RQ: What are the democratic aspects of libraries, and how are they legitimized and justified in the context of Danish public libraries.

To answer the RQ a holistic multiple case study of three Danish libraries have been conducted and analyzed through the analytical lenses of justification regimes, more specifically the following orders of worth: domestic, civic, fame, inspiration and projective (Kann-Rasmussen, 2023). Applying the theoretical framework of Boltanski and Thévenot (1999, 2006) gives room for a deep analysis of how public libraries justify how they as democratizing institutions add to public value creation. The analysis is structured around three overall themes identified in data: *deliberative space*, *digitalization* and *democratic role*. To connect the analysis to a broader understanding of the *raison d'être* of public libraries, five propositions for public libraries' democratic ethos are introduced: 1) Public libraries build upon democratic values such as literacy, equality and citizenship, 2) Co-creation and innovation in libraries are inherently democratic, 3) Digitalization of library materials and dissemination is democratizing, 4) Public libraries are experimental spaces for negotiating democratic ideals, and 5) Public libraries are reflecting the 'state' of democracy.

The article contributes with a refined understanding of the role of libraries as conducive for future democracy, alongside theory development by introducing five propositions imperative for the democratic ethos of public libraries.

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Libraries in a changing societal landscape: resourcing value propositions for viability and societal relevance

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How can a public service organisation remain viable and generate new types of value when the society it is serving changes? This is a pressing question in societies where even highly institutionalised public service organisations (PSOs) may be challenged due to budget cuts, changing societal needs and changing and contested perceptions of public value. Libraries are examples of viable public service organisations that have actively sought to revise their services according to societal needs while staying true to their role as organisations who support literacy and cultural heritage. A key role in this change is how they have extended the core idea of library and reused their resources, such as spaces, competences, and other assets to serve the public.

This paper investigates how libraries have succeeded in this to provide learnings for other PSO using public service logic (PSL) as the theoretical lens. The paper develops a conceptual framework that helps to investigate change in libraries' value propositions and underlying services (including practices and resources for value creation) and applies the framework to analyse empirical literature on new services in libraries. We draw attention to the importance of aligning value proposition with the institutional norms, needs and expectations by investigating *resourcing* as a process where potential resources become actual resources when they enable action in relation to particular framework or norm (Feldman, 2004).

The findings demonstrate how libraries have varied their value propositions towards five novel directions: raising citizens' awareness of topics not usually addressed in libraries; serving citizens in new channels; developing citizens' creative and self-actualisation skills; enabling diverse interactions that support inclusivity in societies; and allowing citizens' prosumerist action. Besides creating private value, all value propositions were constructed to respond to urgent societal needs or demands, most relevantly, to the threat of polarisation and climate change and to the trends of wellbeing, technological development, changing public spaces, and equality. Altogether 18 novel service types were identified within these categories.

Furthermore, the findings outline several types of resourcing activities that enabled the creation of the novel value propositions, including stretching the idea of a library; increasing and reusing library resources; integrating resources with partners in a novel way; enabling novel co-creative encounters with users. These findings help to understand libraries can practically utilise their existing strength while being responsive to societal change. Furthermore, the study sheds light on the question of how libraries respond to the simultaneous need to generate and integrate private and public value. Besides libraries, the observations of value, as well as the resourcing processes identified in this study might be directly relevant to other types of PSOs. However, further research is needed to evaluate the extent to which the specific types of resourcing are relevant and possible in different contexts of public value creation.

Co-creating Value through RDM Training: Experience of The National University of Kyiv-Mohyla Academy Library

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The case story presents the successful integration of Research Data Management (RDM) training into the doctoral education program at the National University of Kyiv-Mohyla Academy (NaUKMA). This initiative reflects the evolving role of academic libraries in supporting digital scholarship and research integrity in the era of open science and data-driven research.

Since 2018, the University Library of NaUKMA has delivered an RDM module as part of the mandatory “Digital Scholarship & Information Literacy” course for first-year PhD students. The module introduces essential concepts, including research data fundamentals, RDM principles, research data lifecycle, and data ethics, culminating in practical experience creating Data Management Plans using established tools like DMP Tool and DMPOnline. Initially delivered in-person, the module successfully transitioned to online delivery in 2020 using the Distedu platform, demonstrating the library’s adaptability to changing educational environments during and after the pandemic and following – the Russian-Ukrainian War. Over five years, approximately 400 doctoral students have completed this training, establishing a foundation for responsible research data management practices across various disciplines. The success of this initial module and the growing recognition of RDM’s importance in contemporary research has led to an ambitious expansion of the library’s educational offerings. In spring 2025, the library will launch a comprehensive standalone RDM course that significantly deepens and broadens the training scope. This new course is designed to develop an understanding of research data management while building practical skills for modern researchers. The expanded curriculum covers several crucial areas: detailed exploration of research data concepts and management principles, incorporating both Ukrainian and international (US and UK) perspectives; practical implementation of FAIR principles in data management; advanced data handling skills including searching, citing, processing, and preservation; effective use of data repositories through platforms like Re3data.org; creation and management of DMP using specialized tools; understanding and applying data protection regulations; development of data citation skills and practices. The course employs innovative pedagogical approaches, including problem-based learning and peer assessment methods. Practical assignments focus on real-world skills such as file naming conventions, data organization strategies, and long-term digital curation. The curriculum emphasizes collaborative learning through group discussions and peer evaluation, fostering a community of practice among doctoral researchers. A distinctive feature of the course is its integration of theoretical knowledge with practical application. Students develop hands-on experience in creating essential documentation, implementing FAIR principles, and managing data throughout its lifecycle. The course also addresses crucial ethical considerations, including academic integrity, intellectual property rights, and research ethics in data management. **Conclusion:** This case story demonstrates how academic libraries can create lasting value by progressively developing their educational offerings in response to evolving research needs. The experience of NaUKMA Library illustrates the crucial role of academic libraries in fostering research data management culture and supporting the development of digital scholarship competencies in doctoral education. It also provides a model for other academic libraries seeking to establish or expand their RDM training programs.

RECHARGING Business Models: Strengthening Cultural Heritage Organizations through Living Labs

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The Covid-19 pandemic highlighted the essential role of Cultural Heritage Organisations (CHOs) in connecting people through new forms of engagement. Many CHOs offer vast potential for co-creation and participatory activities that generate social, cultural, environmental, and economic value. However, these opportunities are often implemented on a project-by-project basis, making it difficult to capture long-term value or integrate participatory practices across an organisation's operations and value chains. As a result, there is a critical need for innovative approaches to embed such participatory models into the core business frameworks of CHOs, enhancing their resilience, financial sustainability, and long-term social impact.

RECHARGE's¹ research aims to explore the potential of Living Labs as catalysts for developing and testing more sustainable, innovative, and resilient Participatory Business Models for CHOs. Specifically, this research has focused on the development of a theoretical framework for Cultural Participatory Business Models (CPBMs), which brings together museums, libraries, communities, artisans, tech companies, and policymakers.

The study follows a multi-method approach to develop and evaluate a CPBMs-making framework. First, a systematic literature review is conducted to understand the interdisciplinary elements and required components of Participatory Business Models. Second, data analysis is carried out to test the model against existing practices and identify challenges in the application of CPBMs. Third, a process-oriented definition of Living Labs is applied to explore how these innovation environments can influence the development and implementation of Cultural Participatory Business Models, or RECHARGE Models. Finally, the theoretical model is tested and compared with the real-world practices of nine RECHARGE Living Labs.

The expected outcomes of this research are fourfold: (1) the development of a clear definition and framework for Cultural Participatory Business Model-making; (2) the proposal of a theoretical model for Living Labs as catalysts for CPBMs, offering actionable insights for CHOs to enhance their business models; (3) the creation of a replicable framework that supports CHOs in diversifying their revenue streams and fostering long-term, meaningful engagement with communities; and (4) the identification of bottlenecks and opportunities for improvement through a comparison of the theoretical model with the practices observed in the RECHARGE Living Labs, informing the refinement of co-creation cycles for future implementation.

Ultimately, this research aims to provide actionable insights for CHOs seeking to innovate and integrate participatory business models that enhance both their resilience and social impact. By leveraging the Living Lab approach, this work contributes to the growing body of knowledge on how collaborative, co-creative models can foster innovation and sustainability within the cultural heritage sector. In addition, the project is developing policy guidelines to inform decision-makers in cultural heritage and other sectors, highlighting the necessary instruments to support the adoption of RECHARGE Models, including capacity-building initiatives, networking activities, and funding mechanisms that encourage and sustain participatory practices.

1 RECHARGE project is funded by the Horizon Europe programme.

Reading, Librarians and Creative Writing

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In their lengthy existence throughout the years, libraries, aside from being repositories of knowledge, have also served as inspirators for discoveries and as engines for creative development. In an age of rapid implementation of artificial intelligence in all areas of social life, the area of creative work is also becoming a threatened territory.

The idea of the text is to present the first “Creative Writing for Librarians” course in Bulgaria aimed at library professionals – working in memory institutions and studying in this field.

The course took place at the University of Library Studies and Information Technologies, Sofia, and its schedule includes the participation of guest-lecturers – the prominent writers Lidija Dimkovska, Aksinia Mihaylova and Vladimir Levchev, as well as creative workshops, reading aloud and the participants writing and editing their own texts on given topics, in accordance with a regulation.

An emphasis is put on a survey conducted with the participants in the course, regarding the relationship between creative writing and bibliotherapy – as one of the methods of creative expression in therapeutic treatment through literature.

The survey conducted with the course participants provides feedback regarding the meaning and results of the specific initiative, as well as a broader context – about the therapeutic effects of creative practices and reading.

The aim of the course is to provide an opportunity for library professionals to display their creative abilities, thus demonstrating the interdisciplinary knowledge in the library profession and contributing to the authority of the library institution. As a result, it becomes clear that librarians can both participate in the event-related life of libraries with their own creative work, as well as be open to competent improvement of their writing skills.

It shows the role of the librarian as an independent agent of creation, which further enhances their organisational capacity by facilitating creative meetings with authors in various literary genres.

Keywords: reading, library, librarians, creative writing, survey, bibliotherapy.

Public Value Creation and the Role of User Co-Creation & Co-Innovation in Public Libraries: Experiences from Medialab-Tabakalera and the Library Living Lab

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This presentation explores the concept of public value creation in public libraries, emphasizing the transformative role of user co-creation and co-innovation. It draws on case studies from two Spanish initiatives: Medialab-Tabakalera (ML-T) in San Sebastián (Basque Country), and the Library Living Lab (L3) - BiblioLab network in the Province of Barcelona, both conducted as part of the LibrarIN project, with fieldwork carried out in early 2024. These cases illustrate how libraries are evolving from static knowledge repositories into dynamic “living labs” that act as innovation intermediaries and community enablers. Public value is examined as a dual concept: addressing immediate public needs while fostering long-term societal transformation. However, the presentation focuses primarily on the latter interpretation.

ML-T and L3-BiblioLab differ in their specific approaches. For example, ML-T prioritizes localized, community-driven projects, whereas L3 emphasizes scalability through the deployment of the BiblioLab network. Differences also emerge in terms of inception, organization, and specialization. Despite these distinctions, it is possible to identify common lessons regarding the conditions (or preconditions) that positively drive public value creation and how public value—understood as long-term societal transformation—is perceived and sustained over time.

Key findings highlight shared conditions for successful co-creation and public value creation, including early stakeholder involvement, multi-stakeholder engagement (using the Quadruple Helix model), adaptable institutional settings, appropriate skills of front-line employees to deal with heterogeneous users, and metrics designed to capture intangible outcomes.

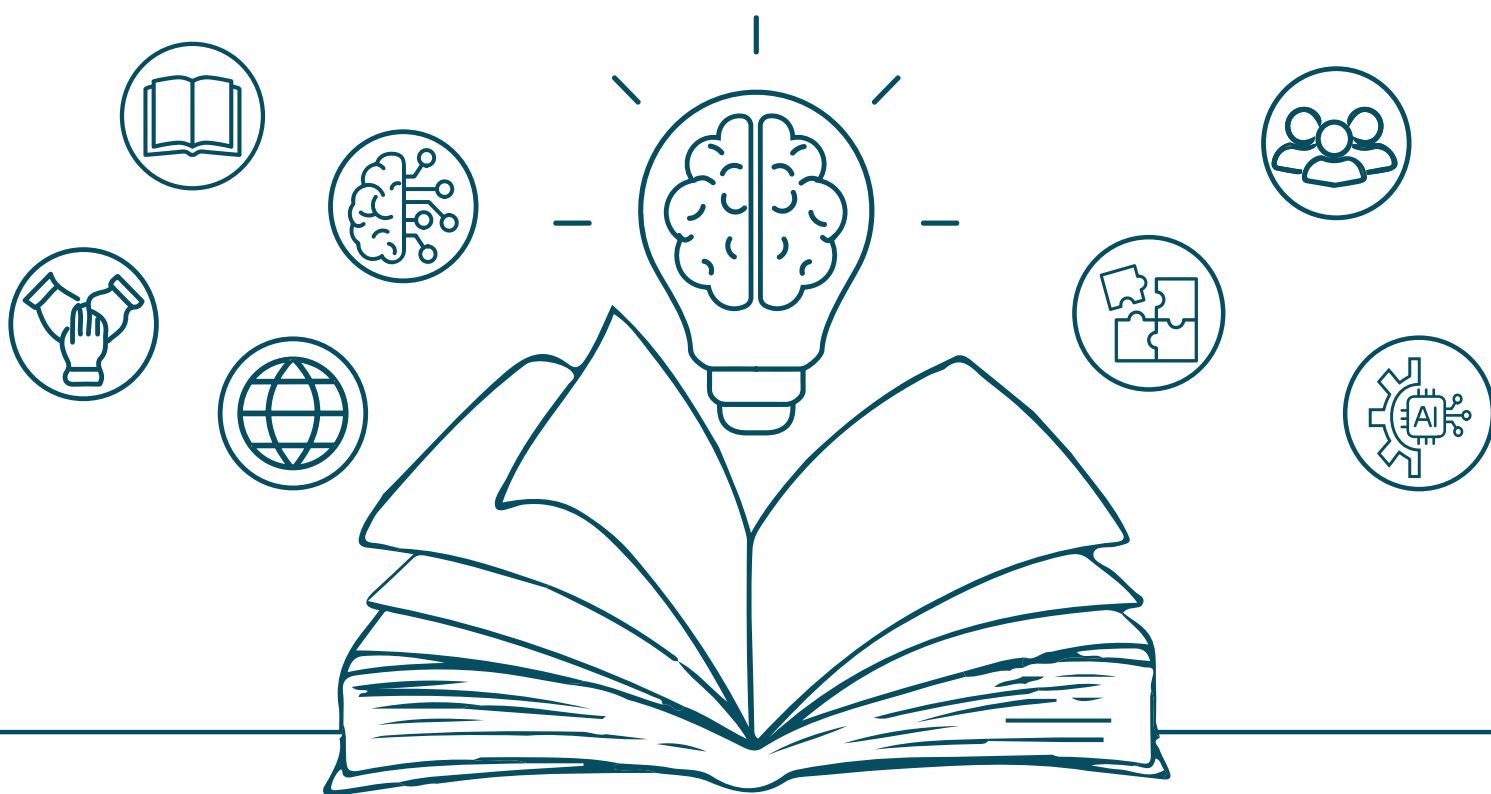
Lessons on public value creation also converge. Both ML-T and L3-BiblioLab underscore libraries’ potential to promote inclusion, diversity, community building and societal cohesion while addressing urgent challenges such as sustainability and digital literacy. These findings suggest that co-creation and co-innovation are powerful drivers of public value when aligned with community needs.

Future research should explore scalability and sustainability across diverse contexts to further strengthen these approaches. Additionally, by fostering virtuous cycles of public value realization—such as those exemplified by *Project Garagune* at ML-T—libraries can continue to evolve as pivotal institutions for societal transformation.

INTERNATIONAL CONFERENCE

Innovation and value co-creation for a new generation of libraries

PARALLEL SESSION III



Collaboration for the development of benchmarking actions among certified university libraries by the EFQM Excellence Model

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The Libraries of the University of Alcalá, University of Barcelona, University of Granada, University of Sevilla, University of Valencia, and University of Zaragoza have been working tirelessly with a focus on achieving continuous improvement in their services, with a clear orientation towards their stakeholders and the satisfaction of their needs and expectations, taking part in successive evaluation processes according to the EFQM Excellence Model. The experience gained through several certification processes during the past few years has enabled these university libraries to share information, knowledge, management indicators, and best practices to improve and have benchmarks for subsequent enhancement processes. Based on the importance of benchmarking as a fundamental tool and the need to have data and performance indicators from similar and/or reference institutions, a framework is established for collaboration to develop different actions.

The objectives of this working group are, lay the basis for the development of benchmarking actions and other cooperation activities to identify, analyze, and share best practices that will contribute to the continuous improvement of services and processes and establish alliances to enhance and improve the innovation, excellence, and sustainability of the university libraries.

The workflow process followed was setting up an improvement group; holding regular meetings to plan activities and evaluate the progress; creating a shared and a common workspace to exchange information; sharing relevant data and information about the processes, services, and outcomes of each university library. Some areas were priorities: Predictive indicators and ROI (Return on Investment).

The results obtained were signing of the collaboration agreement; the creation of a collaborative and a common workspace; the design of 25 benchmarking indicators; ROI (Return on Investment): calculator, comparison, and results report and exchange of experiences in the quality certification process.

Introducing Social Exchange Theory in Outreach Practices - Enhancing Student Engagement at the University of Malta Library

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Academic libraries are essential hubs for student learning and research, yet many struggle to attract and sustain student engagement with their services. Traditional outreach efforts often focus on information dissemination rather than fostering meaningful interactions. This study introduces Social Exchange Theory (SET) as a novel framework for library outreach, emphasising the role of reciprocity, trust, and perceived benefits in shaping student-library relationships. By viewing engagement as a dynamic social exchange rather than a one-way service offering, libraries can create more compelling and participatory outreach initiatives.

This research employs a qualitative case study approach to examine outreach practices at the University of Malta Library. Using interviews, surveys, and observational analysis, the study explores how SET-driven strategies impact student perceptions, participation, and resource utilisation. Findings reveal that when students perceive tangible and intangible benefits, such as academic support, social connections, and personal growth, they are more likely to engage actively with library services. Additionally, fostering trust and two-way interactions between students and librarians enhances not only library usage but also the library's role as a vital academic and social space.

By reimagining outreach through the lens of SET, this study offers actionable insights for academic libraries seeking to move beyond passive service promotion toward strategies that cultivate sustained student engagement and long-term institutional value. The paper concludes with practical recommendations for leveraging SET to design more interactive, student-centered outreach models that transform libraries into dynamic learning communities.

CRAI Citizen Laboratory Ciudadana@, live your city from the Library

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The CRAI CIUDADAN@ laboratory is an innovative project that was launched at the Learning and Research Resources Center (CRAI-Library) of the University of Alcalá, on September 8, 2021 with the collaboration of the Vice-Rectorate for Research and Knowledge Transfer. To date, four annual editions have been held. The fifth is scheduled for 2025. This project obtained the CCB Seal for the best innovative project in university libraries in Spain in 2023.

More information on the laboratory's website: <https://biblioteca.uah.es/conoce-la-biblioteca/la-biblioteca/laboratorio-ciudadano/>

Objectives:

- Contribute to the achievement of the UAH-2036 Strategic Plan, which has as a cross-cutting axis on the society in which it is integrated.
- Enable a space for citizen participation that favors the development of ideas.
- Promote initiatives and exchange points of view between citizens and the university community to generate empathy and foster relationships between people from different fields and with different knowledge and skills.
- Support citizen science research projects.

Target population:

This project is aimed at both the citizens of Alcalá de Henares and its area of influence, to people of all ages with different interests and educational levels, as well as to any member of the university community who has a feasible idea or a project that can be enriched by citizen collaboration.

Methodology

The organization of a citizen laboratory is developed through two calls and six workshops in each edition. The first call is the Ideas, inviting the citizens and the university community to propose innovative projects. The second call is the Collaborators, which looks for people to collaborate, develop and improve the selected ideas. The workshops for the development of ideas are held at the CRAI-Library on specific dates, where promoters and collaborators meet to look for possible solutions and developments for the selected ideas/projects.

Report of Innovation trends in academic libraries in Latin America and the Caribbean

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Higher Education Institutions (HEI) in Latin America and the Caribbean are facing profound transformations driven by advances in digital technologies, the growing adoption of hybrid educational models, and the evolution of student and academic expectations. In this context of change, university libraries have a fundamental role, since their capacity for adaptation and innovation contributes to strengthening teaching, learning, and research in their institutions. However, despite the existence of numerous international studies on trends in academic libraries, there is still a lack of specific studies for our region. Given this need, the initiative arises to develop a project that analyses the panorama of academic libraries in Latin America and the Caribbean, considering their cultural particularities and context (www.bibliotecas-latam.info).

This report aims to offer an innovative vision for academic libraries and educational institutions in Latin America and the Caribbean and seeks to respond to the need to provide a frame of reference that allows them to anticipate emerging challenges and adapt to a constantly changing environment. The study was conducted in four phases, integrating a documentary analysis, a survey of 222 libraries in 22 countries, a selection of 33 best practices of 19 higher education institutions (HEIs), and, finally, strategic conclusions and recommendations.

With an innovative vision, the document integrates the results of an exploratory diagnosis of educational trends in the region, together with international reports and an exhaustive review of the literature in an exercise of technological surveillance. Thus, the objective is to offer libraries in the region the necessary elements to know, anticipate and adopt the best practices for the benefit of their academic communities.

The preparation of this report is the result of a collaborative effort between information professionals from various countries in the region, including Colombia, Mexico, Chile, Argentina, Costa Rica and Puerto Rico. This team has joined together with the purpose of promoting collaborative learning, research and innovation in the library field, generating documents of regional interest, organizing professional meetings and encouraging the exchange of good practices. These actions represent a significant commitment to the continuous improvement of institutional quality and support for research, as well as to the visibility and strengthening of academic libraries and Learning and Research Resource Centres (CRAI) as leading units in the generation, preservation and dissemination of knowledge and culture.

Drivers of public sector co-creation and innovation: The case of public libraries

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Public sector innovation is increasingly reliant on co-creation involving diverse actors such as politicians, policymakers, public managers, employees, users, social and civic actors, and private firms. However, co-creation is still in its infancy and requires maturity relative to its complexity and conflicted. This paper addresses the need for more empirical studies to detect the possibilities and limitations of co-creation. The paper focuses on co-creation in libraries, which are vital public institutions with co-creation. Many public libraries have been transforming into community hubs where citizens and local actors collaborate to address community-based problems. In some cases, this shift involves library professionals working with the community to deliver outreach services and support community building.

In addition to a literature review, the study includes empirical illustrations from four Danish libraries: The Royal Library, Dokk1, Frederiksberg Library, and Rentemestervejen Library. These libraries have been selected to represent a range of approaches to co-creation, varying in size, target audience, and strategic focus. Data are collected through semi-structured interviews with library staff, users, and stakeholders, as well as through document analysis of library strategies, project reports, and observations. The empirical analysis will focus on identifying the drivers of co-creation in each library, the processes and mechanisms through which co-creation occurs, and the outcomes in terms of service improvements and public value creation.

Heritage Walks as a Tool for Innovation and Co-Creation in Heritage Research and Management

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Heritage walks have become a dynamic method for fostering innovation and co-creation in cultural heritage research and management. By engaging local communities, researchers, and stakeholders in immersive, participatory experiences, walking methodologies allow for the co-production of knowledge, creating a unique archive of lived experiences. This presentation explores the theoretical foundations and practical applications of heritage walks within participatory heritage frameworks, emphasizing their role in democratizing knowledge production and enhancing collective stewardship of heritage sites.

Drawing on examples from GLAMMONS, including the use of walk-and-talk interviews and mobile tracking technologies, we examine how these methods contribute to new forms of engagement, critical heritage discourse, and sustainable management strategies. By integrating digital tools and participatory design approaches, heritage walks not only document and interpret cultural landscapes but also empower communities to actively shape their heritage futures. This research is part of the HORIZON Europe project 'GLAMMONS -Resilient, sustainable and participatory practices: Towards the GLAMs of the commons' (HORIZON-CL2-2021-HERITAGE-01, Project ID: 101060774), led by Panteion University.

Beyond the shelvable. A resource-based view on innovation in libraries

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Public libraries today provide innovative services that concentrate on aspects like participation, making & creating, learning, new outreach and partnerships. When public libraries innovate they increasingly place their service offerings in the context of the UN sustainable development goals (SDGs), as manifest in the IFLA-UNESCO Public Library Manifesto and in the Council of Europe recommendation on library legislation and policy in Europe. Public libraries are an integral part of the local knowledge infrastructure of cities, as well as providers of “third places”, meeting places, or library 2.0 extending their realms to interactivity and user participation.

But how do libraries innovate in so many areas at the same time? How can they offer a cascade of other new services addressing different kinds of users with different preferences and needs, different social groups in local society? In this paper we argue that the key to co-creation and innovation processes involving and addressing users and citizens is distributed innovation with support of library employees. Public libraries in many ways draw on their employees’ resources and initiatives for innovation and co-creation. One predominant form of innovation in public libraries is thus bottom-up innovation, where library employees co-create new services with library users. Notably, library employees’ competency profiles have changed over the last decades, aligned with the extant challenges of societies and a new interpretation of public libraries.

The theoretical concepts used are *employee-driven innovation* or *employee-initiated innovation* which convey the idea that employees take on greater responsibility and initiative and assume an active part in innovation processes. In the business literature this is often termed as “*intrapreneurship*” meaning innovations within organisations driven by employee initiatives, with almost interchangeable terms like *corporate or organisational entrepreneurship*, *corporate venturing*, etc. For their distributed innovation activities, library employees build on their resources and competences. These are highly individual and in large parts not directly related to their working lives.

The empirical setting is a comparative case study analysis. The case studies are based on website data, official documents and archival data, and a number of interviews and meetings with main actors in libraries as well as participant observations of events. The results provide insights into pattern that are unique to libraries, thereby addressing both opportunities as well as risks.

Navigating tensions in developing public value co-creation practices: The case of the public library

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This paper explores how public value co-creation practices are developed using public libraries as a case. Libraries are typically viewed as indoor public places designed to promote information, education and cultural activities by making books, periodicals, audio books and other media available to all citizens on the basis of equal access. Public libraries support democracy, as they are considered to be open to all and enable citizens to participate in democratic dialogues and meet other people, potentially co-creating value with them. The library is also seen as a unique space because it is built on special principles of versatility and pluralism: in libraries, there should be something for everybody.

However, due to the increasing role of digital material and new societal challenges that libraries need to address new ways of thinking about the library, its services and its space have emerged. Some libraries have been redesigned to become spaces that engage people in a wide set of cultural and social activities; public investments have been made to create novel library architectures that recast libraries as urban spaces with numerous lively activities going on simultaneously.

In this paper, we address the role of public value creation by focusing on the actions of library staff and users in adjusting and aligning value creation practices in public libraries to fit their understanding of “what public values” and “what adds value to the public sphere”. To address this understudied topic, we draw on research of emergent and evolutionary change in institutions, and particularly the notion of script and scripting. This literature suggests that institutions are engaging people through scripts, which are defined as ‘observable, recurrent activities and patterns of interaction characteristics of a particular

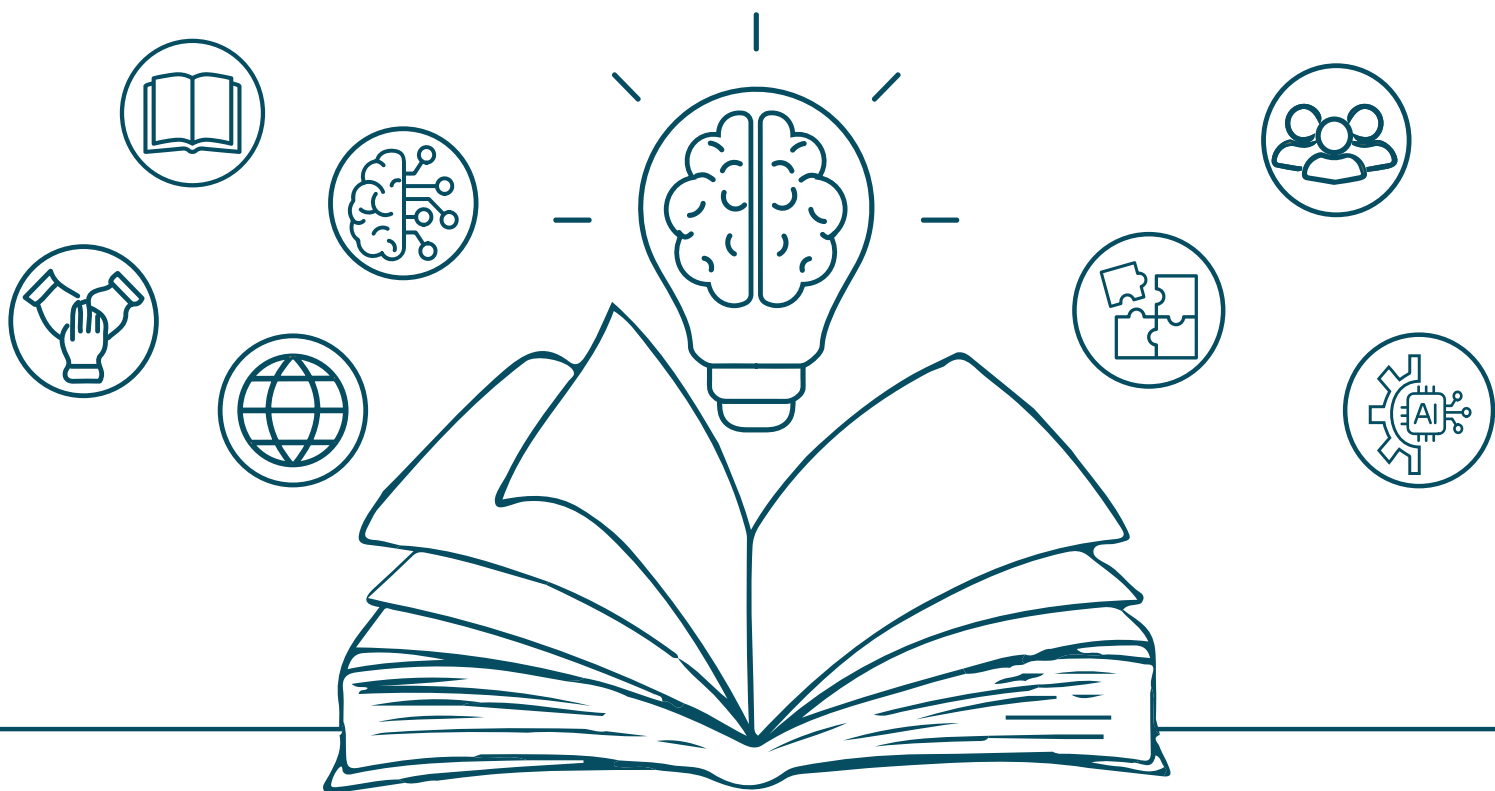
We apply this framework to empirical cases to demonstrate how library staff and users engage in scripting activities that maintain or change value creation practices in three public libraries. We explore processes of scripting that capture how the library staff and users aim to promote their understanding of the value that libraries should generate, which we refer to as “what public values” and how library staff engages in scripting that balance the users’ view with their own understanding of “what adds value to the public sphere”. We also discuss how this analytical framework can be used to analyze public value creation practices beyond the library context.

The paper provides a novel framework for analyzing how libraries use scripting processes in addressing the need for experimenting with public value creation practices

INTERNATIONAL CONFERENCE

Innovation and value co-creation for a new generation of libraries

PARALLEL SESSION IV



Unreadable Chances: Developing a New Service Model Using Service Design and Art-based Methods to Reach Adults with Low Literacy Skills

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The Unreadable Chances project was initiated in 2018 to address the growing number of adults in Finland with significantly low literacy skills. The project aimed to increase understanding of adult literacy and develop public library services to attract those for whom reading is challenging.

The project was conducted from 2018 to 2021 by Seinäjoki and Turku Universities of Applied Sciences, the University of Jyväskylä, and the city libraries of Seinäjoki and Turku. It focused on young adults aged 16-35 with poor literacy skills, aiming to develop a new service model for public libraries, design library services to meet the needs of the target group, deepen understanding of adult illiteracy, organize reading guidance training for librarians, and clarify the role of public libraries in adult literacy work.

Service design and art-based methods were central to the project's implementation. The project approach was multidisciplinary, and experts in literacy, literary art, special education, plain language, communication, library services, and service design were involved in solving challenges together with the target group. These methods were used to develop a service model, which was tested and evaluated through local trials in Seinäjoki and Turku. The project reached over 1,000 individuals, with 495 young adults participating in its workshops. The project also included reading guidance training for public libraries, resulting in the training of 40 reading guides and the creation of a network for adult literacy work in libraries.

The main outcome of the project is the openly published Lukulux online handbook, (lukulux.fi). It offers multi-channel materials, guidelines, workshop models, and methods to break the cycle of poor literacy among adults. The handbook brings together the project's key outcomes for anyone to use freely.

Although the Unreadable Chances project ended in 2021, its impact continues to grow. The Lukulux online handbook is actively used. The reading guidance model and methods developed by the project have been utilized in several other library projects. Additionally, the reading guidance training has been incorporated into the curriculum at Seinäjoki University of Applied Sciences, ensuring that future library professionals receive this competence as part of their basic education. Furthermore, the project's influence is reflected in the Finnish Library Association's recommendation on literary work for public libraries published in February 2025 with a particular focus on adult literacy.

Empowering Citizens' Criminal Law Literacy in the Context of Protecting the Rights of Domestic Violence Victims: A Qualitative Study of Civic Initiatives: Interdisciplinary approach

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A complex information environment, along with the development of ICT and digital technologies, significantly influences an individual's ability to navigate the vast amount of available information. It also impacts the realization of opportunities in various aspects of life, such as education, civic engagement, and participation in political processes. Relying on low-quality information sources can lead to uninformed decisions and negative consequences that may adversely affect individuals and society as a whole, particularly vulnerable groups such as victims of domestic violence (Savolainen, 2004; Westbrook, 2009, Škorić, Rittossa & Golenko, 2023). Civic activism has become increasingly prominent through various initiatives demanding concrete policy solutions to combat negative social phenomena, such as domestic violence and sexual abuse. While this social dynamic is undoubtedly a positive step towards greater citizen participation in political processes and shaping criminal policy, some proposed solutions and initiatives have been in contradiction with fundamental criminal law norms. This raises the question of whether citizens possess sufficient knowledge and whether they can critically analyze and apply information regarding criminal law norms, the role of criminal law in society, and the state's obligations in protecting the most vulnerable in order to drive positive change. Thanks to their unique role as partners, educators, and community advocates, legal scholars, in collaboration with legal librarians, have the opportunity to educate citizens on information literacy (IL) in the field of law, including criminal law literacy (Golenko, Rittossa, 2022). By doing so, they can help community members understand and critically evaluate the credibility and appropriateness of legal information related to proposed amendments to criminal legislation. A qualitative content analysis of texts from several civic initiatives published in the media, which focus on protecting victims of domestic violence, will be conducted to gain deeper insight into the level of knowledge, IL, and criminal law literacy among citizens. Data collected from media reports on civic initiatives will be analyzed using MAXQDA software. The research aims to identify key themes and activities that could serve as a basis for further collaboration between legal experts and librarians in developing educational programs aimed at improving IL in the legal field. On a theoretical level, given the limited research on this topic in the Republic of Croatia, the presentation aims to stimulate scientific discussion on the importance of strengthening citizens' IL skills, with a particular focus on criminal law literacy. On a practical level, it will highlight the importance of creating IL programs developed through the collaboration of legal scholars and librarians.

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The Dynamic of Social Innovations: a network-based perspective

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In many recent contributions, social innovation stands as a fair or ethical form of innovation. As such, it is a contingent and subjective concept, and counting social innovations becomes an uncertain endeavor. Going back to the etymology of the word 'social', we advocate that social innovations are best understood as network innovations – that is ones that are produced by a network of partners and which at the same time generate networks of users. Drawing on an analogy with Henderson and Clark's (1990) definition and typology of industrial innovations, we identify modular, architectural, incremental and radical social innovations. Further, we advocate that these categories should not be considered in isolation. Indeed, social innovations can arise in clusters. The relevance of the typology and of this dynamic is illustrated with two case studies.

Keywords: social innovation, network, dynamic, typology.

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Commons-oriented oral history networks and their potential for mobilising collaboration and value co-creation in GLAM

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The paper focuses on oral history grassroots projects, conceived and sustained by communities and citizens, who autonomously set out to document and safeguard their collective memory. While the typical skills for doing history ‘from below’ are well-documented in the literature, less attention has been given to the organizational dynamics, participation drivers, and potential for formal institutions, such as libraries, to ‘unlock’ collaboration and co-creation with such communities to produce knowledge as an open resource. Understanding the factors that motivate the emergence and longevity of such ‘commons-oriented’ projects can open-up new avenues for promoting value co-creation, social inclusion and long-term engagement in the work of GLAMs. To this end, we draw on qualitative data from participants in Oral History Groups (Omádes Proforikís Istorías), an autonomous citizens’ network that has been flourishing in Greece during the past 14 years. We use the theory of the New Commons and Self-Determination Theory as our analytical lenses to explore the drivers and barriers of doing history ‘from below’. By mapping current dynamics and challenges, we reflect on how institutional support can foster community partnerships by embracing citizen initiatives and promoting their active engagement in memory work to deliver public benefit. This research is part of the HORIZON Europe project ‘GLAMMONS - Resilient, sustainable and participatory practices: Towards the GLAMs of the commons’ (HORIZON-CL2-2021-HERITAGE-01, Project ID: 101060774), led by Panteion University.

The automated encoding of the Mensural collections of the Biblioteca Nacional de España

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Over the past two decades, libraries and archives have increasingly digitized musical heritage to enhance preservation and engagement. However, scanned images alone have limited usefulness in musicological research, prompting the adoption of text-based encodings like the Music Encoding Initiative (MEI). The Spanish PolifonIA project tackled this challenge by encoding early music held at the Biblioteca Nacional de España, particularly works in white Mensural notation from the 16th to early 19th centuries.

The project digitized and transcribed roughly sixty printed volumes, representing diverse styles from Venetian, Roman, Parisian, Flemish, and Spanish presses. These included liturgical music, secular chansons, and musical treatises. The transcription process employed MuRET, a deep-learning Optical Music Recognition (OMR) platform, in a staged approach: image organization, automatic detection of staff regions and musical symbols, manual corrections by human editors, and structured encoding into MEI files with facsimile data.

Despite MuRET significantly accelerating the workflow, manual interventions were indispensable due to complexities like faint lines, skewed symbols, intricate ligatures, low-resolution images, and multi-column layouts. Iterative retraining, using corrected pages to refine OMR models, greatly reduced manual edits over time, though challenging outliers persisted. Effective interface design, enabling easy switching between staves, visual-symbol linking, and repetitive layout duplication, proved essential in minimizing correction time and preventing user-induced errors.

The project also highlighted the need for further development in handling non-musical elements, like cover pages and textual inserts, which currently fall outside standard OMR workflows. Future advances are anticipated through combining graphical and musical models, making predictions context-aware, and improving error detection.

Ultimately, the PolifonIA project demonstrated that integrating advanced OMR technology with iterative human review significantly reduces transcription time compared to manual methods, creating valuable MEI datasets for scholarly research and performance while maintaining fidelity to historical sources.

* This research was supported by the Spanish Ministry of Science and Innovation through the LEMUR research project (PID2023-148259NB-I00).

Academic library: immersive learning experiences with virtual reality

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The Library of the Tecnológico de Monterrey provides an innovative academic service that integrates an educational space with virtual reality (VR) technology that facilitates virtual learning and teaching scenarios, recognizing that libraries have the fundamental mission of facilitating access and sharing of knowledge beyond books and journals in traditional formats (i.e. printed or electronic materials), giving rise to the creation of new services, types of infrastructure and educational spaces that will shape new realities in user expectations.

The initiative is identified with the title of “VR Zone” (<https://biblioteca.tec.mx/zonavr>) that is integrated with workstations, and where each station is equipped with virtual reality headsets, also called virtual reality glasses, and virtual reality viewers (HMD, head-mounted display); enabling an educational space designed so that students and teachers can experiment with various digital learning scenarios in an immersive environment with virtual reality technology, that is, through a technological environment equipped to explore, study, and carry out activities and tasks designed by their professors.

Students using virtual reality technology have educational experiences through one or more learning scenarios, that is, through *exploration and discovery*, which aims for students to learn and become familiar with the virtual reality information resources available; through *independent study*, students will be able to prepare for their assessments, review content from their courses and acquire new knowledge; *work in teams or small groups* by joining a class to work on a topic guided by the teacher; and finally, *carry out academic assignments* which can be part of the educational program with credits in the evaluation of their courses.

Qualitative results show that students are naturally curious about using VR stations, headsets, and apps. Teachers report that students, when they see their peers imitating each other, want to use the VR headset, even when they are unfamiliar with the apps available in the library catalog. Additionally, teachers noted that students arrive with friends, demonstrating that visiting the VR Zone is a socially enjoyable experience and demonstrates positive community behavior.

In libraries and information centers, there is an opportunity to incorporate new digital technologies as an educational strategy to foster the transformation of physical spaces into digital learning environments, where traditional information resources such as printed materials in different formats, such as books, monographs, magazines, and newspapers, are consumed; creating new options enhanced by the capabilities of technology, such as facilitating digital learning experiences, motivating the consumption of information in new formats such as immersive video (360), interactive multimedia (3D), and extended reality applications (virtual and augmented reality).

The VR Zone in the library can be adopted as an extension of the library services, particularly those related to the evolving educational mission of the academic library and its role as a broader facilitator of information and digital literacies across all disciplines.

Analysis of the Cultural, Socioeconomic, and Regional Impact of the Training Program “The Library as an Agent of Socioeducational Transformation” through NLP Techniques

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Libraries play a crucial role in the cultural and socio-economic development of cities and regions, acting as inclusive hubs for education, culture, and social cohesion. This study applies advanced Natural Language Processing (NLP) techniques to analyze nearly 350 videos produced within the framework of the Master’s Program in Permanent Training “The Library as an Agent of Socioeducational Transformation” at the Complutense University of Madrid. The program trains professionals in inclusive library management, with a focus on community-based projects aimed at fostering social transformation in both traditional and non-conventional reading spaces.

Despite the growing recognition of libraries as key actors in promoting inclusion and access, their concrete impact on regional development remains underexplored. The use of NLP enables large-scale analysis of multimedia content, uncovering patterns that demonstrate how libraries contribute to cultural, urban, and socio-economic change, particularly in vulnerable contexts.

The methodology combines sentiment analysis and topic modeling to identify prevalent emotional tones and thematic trends in the analyzed materials. Graphical representations and semantic maps help visualize the interrelation of key concepts such as community, equity, access to culture, digital inclusion, and lifelong learning.

The analysis identified nine recurring thematic axes: social inclusion and accessibility; education and lifelong learning; culture and creative expression; health and community well-being; territorial transformation; digital access; civic participation; diversity and intersectionality; and resilience during crises such as the pandemic. These themes underscore the multifunctional role of libraries as catalysts for transformation.

A notable transversal finding is the presence of the service-learning approach, reflected in terms such as projects, education, and participation. This pedagogy, which integrates academic learning with social engagement, reinforces the transformative capacity of libraries in real-world contexts.

The study concludes that libraries operate as strategic nodes for the design of inclusive public policies, offering a replicable NLP-based model for assessing their social impact on a global scale. Far beyond repositories of information, libraries emerge as dynamic infrastructures for empowerment, equity, and innovation—essential for building more resilient and just societies.

Library Statistics upside down: the relevance of Calculators to assess library expenditure and regional disparities

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Traditionally, the production of library statistics follows a top-down administrative approach, where a central entity—such as a Ministry, a library association, or a National Library—issues instructions to individual libraries, oversees the administrative process, and aggregates data at a central level. To enhance the measurement of libraries' impact within their environments, the American Library Association (ALA) and the Consejo de Cooperación Bibliotecaria (CCB) have developed a series of statistical calculators.

As part of the LibrarIN project, Rete delle Reti has designed a set of calculators to assess library expenditure per capita in relation to GDP, government spending, and cultural expenditure.

These calculators facilitate the evaluation of social innovation in libraries against national economic and demographic contexts. They enable librarians, administrators, and policymakers to analyze library expenditure over time and identify regional disparities across Europe. By applying the Eurostat/OECD COFOG methodology to library statistics, these tools promote data-driven decision-making in library policy, planning, and management—incorporating a gamified approach. As noted in the Stiglitz-Sen-Fitoussi Report (2009), “What we measure affects what we do, and if our measurements are flawed, decisions may be distorted.”

Bringing innovations into practice: Approach and lessons learned of the KB, national library of the Netherlands

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The KB is the National library of the Netherlands. We bring research, reading, discovery and lifelong learning within reach of everyone in the Netherlands. At home and in the library, online and offline. Since our foundation in 1798, our aim has been to collect as many publications as possible, that were written in or about the Netherlands. From medieval manuscripts to newspapers, and from Donald Duck magazine to historical and present-day novels. Our repository in The Hague stores over 121 kilometers of written heritage. Increasingly more of our collection is now digital. Our e-Depot contains over 40 million digital newspapers, books, magazines, e-books and websites. We also help researchers to find digital sources and datasets. Together with the public libraries, we are committed to promoting reading, digital inclusion and lifelong development. We also host services such as the Online Library, Delpher and DBNL (the Digital Library for Dutch Literature).

In order to achieve these goals now and in the future, we constantly do research ourselves about current and future innovations. This allows us to improve our internal processes, innovate our customer services and discover possible future directions of the organization. We do this in a structured manner by means of a research agenda and collaborations with our networks of universities and cultural organizations.

In this presentation will describe our research agenda, how we organize it internally and how we bring innovations into production. This includes our collaborations within the Future Libraries Lab as well as the Cultural AI Lab . And we will show some of our experiments such as automated generation of metadata, conversational agent systems to explore medieval manuscripts, or responsible recommenders in the public library sector. To structure these kinds of research initiatives, we apply technology readiness levels in three stages: Exploration, Proof-of-concept and Pilot. After the third stage the results should find their way into practice within the organization.

We will conclude our presentation by sharing our lessons learned and future plans.

Smart Libraries to Generative Library Services: Reimagining Public Access in the AI Era

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The concept of “smart libraries” has gained significant attention in recent years, driven by technological advancements and the need for more efficient public services. Smart libraries integrate technologies such as automated book retrieval systems, self-checkout kiosks, and robotic guides to streamline repetitive tasks and enhance user experiences. By automating routine operations, they not only accelerate service delivery but also free librarians to engage in higher-order tasks such as user education, programming, and community outreach. However, as generative artificial intelligence (AI) technologies mature, discussions are shifting from operational efficiency to creative enablement. Scholars argue that the future of libraries lies not merely in automating services but in becoming centers of creativity, knowledge co-production, and innovation. “Generative libraries” thus emerge as a necessary evolution, offering users access to AI-driven tools for content creation, idea incubation, and participatory knowledge-building processes.

Reflecting this paradigm shift, Türkiye has recently realigned its public library strategy. In 2023, to celebrate the centenary of the Republic, Türkiye inaugurated 100 smart libraries, incorporating technologies such as RFID-based borrowing systems, autonomous guidance robots, and smart logistics bands for internal collection management. These investments significantly improved service speed, broadened access to diverse content formats, and optimized librarians’ time for value-added services.

Recognizing the transformative potential of generative AI, Türkiye is now moving beyond the “**smart library**” concept towards the creation of “**generative libraries**”. A generative library is defined as a space that fosters creativity, innovation, and intellectual production through the use of cutting-edge technologies. Its core functions extend beyond information dissemination to include providing platforms for cultural, artistic, and scientific creation; facilitating access to AI-based content generation tools; and acting as hubs for community-driven innovation.

Türkiye’s generative library vision combines technological innovation with a philosophical commitment to personalized services, using AI to foster creativity, support intellectual property development, and strengthen community engagement. By positioning libraries as dynamic hubs for social innovation, Türkiye aims to enhance societal resilience and contribute to sustainable development, addressing key European challenges such as aging, migration, and social inclusion in the AI era.

The Finnish E-Library: An Innovative Collaboration

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The Finnish E-Library stands as a testament to the power of collaboration and technological innovation. The E-Library is a product of a unique partnership between libraries across Finland, combining their resources and expertise to create a service that is both comprehensive and user-friendly.

At the heart of the Finnish E-Library's success is the close cooperation between libraries. This collaboration ensures that the E-Library is more than just a digital bookshelf; it is a dynamic and evolving platform that reflects the diverse needs and preferences of its users. Libraries from different regions contribute to the selection of materials, ensuring a wide range of genres, languages, and subjects.

Moreover, the involvement of libraries in the production of the E-Library ensures that the service remains deeply rooted in the principles of accessibility and public service. Libraries are not just passive contributors; they actively participate in curating content, promoting digital literacy, and assisting users in navigating the digital landscape. This hands-on involvement helps bridge the gap between traditional library services and the digital world.

The technological backbone of the Finnish E-Library is another key aspect of its innovation. The service is built on a dedicated technological platform developed by a specialized in-house team. This bespoke platform is designed to meet the specific needs of the E-Library, offering features and functionalities that are tailored to enhance the user experience. The development team works continuously to improve the platform, incorporating feedback from users and librarians.

Security and privacy are also top priorities for the E-Library's technological team. The platform employs robust encryption and data protection measures to ensure that users' personal information and reading habits remain confidential. This commitment to security helps build trust and encourages more users to take advantage of the digital service.

A particularly noteworthy aspect of the E-Library's technological foundation is its reliance on open-source software. This open-source approach not only fosters transparency and community-driven improvements but also makes the technology shareable with other countries. By using open-source code, the Finnish E-Library sets a precedent for international collaboration, allowing other nations to adopt and adapt the technology to create their own digital library services. This potential for global sharing underscores the E-Library's role as a pioneer in digital library innovation.

In conclusion, the Finnish E-Library is a good example of how collaboration and innovation can transform traditional services for the digital age. This innovative approach not only preserves the core values of public libraries but also propels them into the future, ensuring that they remain relevant and vital in an increasingly digital world. The open-source foundation further amplifies its impact, offering a model that can be emulated and customized by other countries, thus fostering a global community of digital libraries.

The LibrarIN Toolkit. Driving social innovation in European Libraries

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Libraries serve as a cornerstone of vibrant democracies, as highlighted in the Libraries for a Sustainable Future Manifesto 2024. They are well-placed to play an important role in tackling key societal challenges. The EU Work Plan for Culture 2023-2026 aims to strengthen the multiple roles of libraries as gateways to and transmitters of cultural works, skills, and European values. To fulfill these vital roles, libraries need to be creative, adaptable, and responsive to change. This requires ongoing innovation and a commitment to evolving alongside community needs, as emphasized in the Recommendation CM/Rec(2023)3 of the Committee of Ministers to member States on library legislation and policy in Europe. The transformation of libraries providing public services requires thinking of inclusive ways of citizen and public engagement in the creation of unlocking social assets. The traditional view of top-down public administrations, in which communities can only passively absorb supply-led services, is no longer appropriate. These challenges highlight the need for library services to be designed responsively, integrating new technologies to facilitate meaningful participation of the community and organizations in leveraging social assets. LibrarIN empowers library innovators across Europe by equipping them with robust evidence, actionable policy recommendations, and strategies for demonstrating progress. The LibrarIN project has developed a comprehensive toolkit designed to support library staff and policymakers in fostering social innovation within European libraries. Drawing on policy data, good practices, and research insights from across Europe, the toolkit serves as a valuable resource for policymaking, political advocacy, resource negotiation, comparison and benchmarking, and the development of innovative services, plans, and strategies. The toolkit provides resources at the policy, library and academic levels through the following three tools:

- Library policy tracker - Policy level: Monitors the extent to which national policies align with EU-level recommendations in the LibrarIN research areas.
- What-works database - Library level: Collects experiences, cases and good practices that have fostered value co-creation and social innovation in libraries.
- Research knowledge base - Academic level: Repository of papers, studies, reports on value co-creation and social innovation areas. This practitioner presentation will demonstrate the practical application of the LibrarIN toolkit, highlighting how it empowers library innovators, practitioners, and policymakers to address contemporary challenges. We will showcase how the toolkit facilitates benchmarking across countries and provides actionable insights for fostering impactful social innovation within libraries.

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