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European National Libraries' strategy

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Abstract

The study identifies and analyses the areas of strategic importance for European national libraries and sheds light on how they aim to confront the third decade of the twenty-first century. It shows the focus of their efforts and resources. The websites of 49 members of the Conference of European National Libraries (CENL) were reviewed in April 2019 to gather information on their strategic plans. The 10 plans found were subsequently analysed. The study identified good management practice in terms of the transparency inherent in the ready public accessibility of European national libraries' strategic plans, as well as 11 areas for priority action defined in the plans analysed: collection and preservation/conservation of knowledge; access; participation in cultural and social life; furtherance of research; improvement of physical space; collaboration and alliance building; support for education; lifelong training for staff; digital innovation; support for business; and working atmosphere. The findings, drawn from 10 libraries with strategic plans, cannot be extrapolated to the entire population of the 49 initially chosen for the study. National libraries should consider the importance of announcing their priorities, disclosing what they do and how by making their strategic plans public. As this review inventories good strategic planning practice in European national libraries, its dissemination here was deemed to be of professional interest.

Keywords: strategic plans, European national libraries, transparency, CENL, public management.

1. Introduction

Since the nineteen fifties, the term strategy has been used to mean the guidelines followed by companies, their management philosophy or the resources they deem should be deployed to reach their goals. It has been defined as 'an organisation's perspective or how it perceives the medium in which it conducts business' (Bouthillier, 1993). Strategic thinking is an exercise in exploration, an attempt to visualise the forks in the road to the future based on present contexts and scenarios (Tarapanoff, 1997). Strategy is associated with long-term management.

Classical library management theorists saw strategic planning as an effort to define what those institutions do and why (Bryson, 1988). In contrast to late twentieth century laments that at times the results of strategic planning were scantly conclusive for libraries due in part to shortcomings in their implementation (Vincent, 1988), today the advantages and benefits have been highlighted in a number of studies (Germano and Stretch-Stephenson, 2012). Many libraries now engage in strategic management and the planning inherent in that practice in pursuit of efficiency internally in processes and externally in citizen services (Solimine, 2010).

There is no want of reasons for a library to deploy strategic planning: ever better-informed and more demanding users; limitation of resources; and an environment of profound ongoing change in both prevailing conditions and libraries' and their users' circumstances, all geared to the ultimate objective of securing the best results and user satisfaction. Plans not only afford a strategy, however, but also the ability to react to changes in the environment, as noted by Line: "Battles, and wars, have been lost both by sticking too rigidly to a strategy and by departing too widely from it. In libraries too we need strategy and the capacity for quick reaction" (Line, 1995, p. 137).

Without the full value that can be drawn from its dissemination, a strategic plan makes little sense. Where a plan is not publicly accessible, it is as if the organisation did not exist. As a communication tool, strategic plans convey the institution's and its managing team's image. They also stand as proof of an understanding of citizens' primary needs.

They therefore lead the way to establishing a consistent and coherent portrayal of the organisation. They generate expectations, prompting user loyalty, repeated use of the service and the organisation's reputation and image, aims pursued by any library.

As custodians of their countries' knowledge, national libraries should disclose how they aim to respond to societal needs and expectations and publicly state their obligations to society in general and their countries' citizens in particular. With strategic planning national libraries can attract citizen participation in their lines of action and engagement in their pursuits. Websites help propagate information on change in libraries, given that to formulate a strategic plan librarians must question what should remain in place and what should be modified. They are also an effective marketing tool insofar as they constitute a platform from which to successfully rise to future challenges (Schumam et al., 2009).

This article identifies the areas of strategic importance defined by European national libraries as set out in the strategic plans accessible on their websites.

2. Strategic planning and national libraries

No-one questions the benefits of strategic planning for any organisation. For libraries, it is an opportunity to relate to their surrounds and has procedural implications (Carr, 1992), particularly with respect to efficiency and effectiveness (MacClure et al., 1987). It affords staff members at all levels updated information on the organisation and its surroundings and encourages them to work creatively (Butler and Davis, 1992). A strategic plan is likewise a summary that shows the library where it is, where it wants to be and how to get there (Donlon, 1991).

Whilst the wealth of literature on library planning published since the nineteen nineties is an indication of present interest in the technique, the earliest guidelines on the subject date from the nineteen seventies (McClure, 1978). University libraries, the institutions dealt with most abundantly in the literature, view strategic planning as a change management tool (Butler and Davis, 1992), especially for coming to grips with

the twenty-first century (Hipsman, 1996). Since the late twentieth century the literature has consistently highlighted the benefits of such planning for libraries and their staffs, contending that it gives individuals specific objectives adapted to their strengths to offset the institution's weaknesses (Perrin, 2017).

The literature on national libraries is leaner, however. Robinson observed the paucity of papers on national libraries in the period 2014-15, in which planning was not explicitly mentioned. The search for papers on strategic planning in these libraries yields scant results. In the early nineteen nineties Line (1991) listed the reasons why strategic planning was so important for national libraries: governmental pressure, often in the form of budget cuts; an uncertain clientele; and a wide spectrum of purposes in a context defined by all other libraries in the country and its information activities. In that same year Donlon (1991) analysed the reasons that had prompted ever more national libraries to undertake strategic planning and suggested methods and procedures for structuring strategic plans. The need for planning in national libraries should be defended against a backdrop of factors that render it more difficult but not less necessary: rapid change; reduced funding; the need to justify their purpose; dependence on government; and having a varied and ill-defined target audience (Donlon and Line, 1992).

Several authors have reviewed strategic planning from the perspective of national libraries. The changing environment is the reason most often wielded to argue the case for establishing strategic guidelines in national libraries. Penny (2006) contended that strategic planning may help understand where resources are allocated. McInnes (2009) reviewed the relationships between strategic planning, national libraries and changing contexts through the experience of 14 such institutions and identified the key factors that enabled them to define sustainable strategic plans in times of change.

Strategic planning for national libraries has also been defended on the grounds of experience and its impact in specific cases, such as the British Library (Ede, 1993), the National Library of the Netherlands (Langbroek, 2010), the Austrian National Library (Schiller, 2011) and the National Library of Scotland (Wade, 2013). In light of their status

as their countries' primary cultural body, such institutions should exemplify the best way to broach public cultural policy through their strategic plans.

The dissemination of these public organisations' strategic plans is directly associated with and a clear indication of transparency and good governance. For many years, library-related international institutions such as the IFLA have been stressing the role of access to information in the struggle against corruption and in defence of good governance. In that context and building on earlier initiatives such as the IFLA-FAIFE (Freedom of Access to Information and Freedom of Expression (FAIFE) Advisory Committee), in 2008 the IFLA launched its *Manifesto on Transparency, Good Governance and Freedom from Corruption*. That statement, which stresses libraries' role as advocates for transparency and readier access to information, has inspired promising national scale library projects to further transparency, such as the one proposed in 2011 by the Serbian Library Association (Sturges and Crnogorac, 2012). It also urges libraries to publicise 'appointments to library posts and administration of library contracts and finances. Furnishing information on these public heritage institutions' strategies should consequently be understood to favour library transparency, a significant element in light of the part they play in the definition of their respective countries' national identity.

In that vein, Pacios and Pérez-Píriz (2018) categorised and analysed the public disclosure of documents associated with strategic planning, and more specifically the mission statement. The authors contended that the publication of the mission statements of 57.14 % of European national libraries on their websites was insufficient grounds for concluding that strategic planning was a widespread practice among those institutions, for only eight of the 49 libraries surveyed were found to have plans in effect at the time.

In brief, the literature contends that strategic planning is both necessary and beneficial for national libraries. Support for that contention is furnished by specific case studies; and despite the difference in approaches certain common particulars have been observed (Fuentes Romero, 2002). More significant, however, is the effect of plans (Line, 1995), the intentions fulfilled and how actual results diverge from expectations. Hence

the importance of data not only the plans in and of themselves, but also of the results of their implementation.

3. Methodology

This study sought to determine the priorities defined by European national libraries for the coming years and the focus of their efforts and resources.

The identification of the libraries that publish an up-to-date strategic plan on their website is the first step in analysing the points they share and where they differ and characterising good management practice to ensure transparency. Strategic areas of interest addressed by cultural institutions of national significance such as museums have been explored in earlier studies (Williams, 2018).

The 49 national members of the Conference of European National Libraries (hereafter CENL) were chosen for the sample because they share a similar cultural space and collaborate through networking. Whilst each library depends on a given economic and social environment that affects their objectives and lines of action, together they constitute a good reference for an international overview of the course charted by national libraries and the convergent and divergent elements of their respective strategies.

The methodology for this study included the following stages.

1. Search for and location of strategic plans on the websites of the 49 libraries, conducted in April 2019.

2. Analysis of the strategic plans in effect. Although strategic plans were found for libraries with a long planning tradition such as Denmark, Netherlands and Norway, they had to be excluded from the study because they expired in 2018. Some libraries' specific strategies, projects and programmes were also excluded, such as the Moldavian national library's 3-year strategy for staff lifelong learning.

3. Data systematisation with content analysis techniques. Inferences were made to detect patterns or trends in the data retrieved by identifying the words or topics most repeated with word cloud software. Stemming and the elimination of

commonly used words were deployed to facilitate text processing. The most frequent and representative expressions resulting from the literal processing of strategic plans were then used for categorisation by subject. The items analysed were assigned a category (Titscher et al., 2002) and a graph was drawn to identify the most predominant trends.

4. Results and discussion

Ten strategic plans or 20.4 % of the initial sample (see annex for the list and the URL for each) were found to be in effect. Their duration ranged from 3 years in Lithuania to 10 in Germany, with a mode of 5, although 4-, 6- and 8-year plans were also observed. Five-year plans have been deemed to be the strategic planning prototype (Pacios, 2004). The earliest starting year observed was 2015 (in five libraries) and the latest end year 2025 (two libraries), whilst 2020 was the most common expiration date (five libraries).

Given the importance of visibility and accessibility for locating plans, these items are discussed below by way of a prolegomena to the analysis of the priority actions identified. Managing visibility is the first step toward institutional transparency (Flyverbom, 2016).

Strategic plans were found on library websites' 'About us' or 'About the library' pages, which typically carry documents on corporate management and organisation. Position on the website and denomination are determinants for plan visibility. In only two cases was the plan found on other pages in the vernacular version of the site: 'Informação de gestão' (Portugal) and 'Transparencia' (Spain), likewise very expressive of the content. While both libraries publish their plans on the 'About' page in the English versions, that route is valid in the vernacular for Spain only. The Portuguese institution's 'About us' page contains its mission statement and activities along with practical information.

Likewise, in connection with visibility, nine of the ten plans use the term 'strategy' in the link to their plans, making them readily identifiable, while the plans themselves specify the years to which they refer. The sole exception is the British Library which entitles the

portal carrying its strategic plan 'Living Knowledge' and positions the plan under 'Our vision'. All the libraries comply with the unofficial 'three clicks' rule, i.e., the user can find their strategic plans in no more than that number.

Whilst translation into other languages helps disseminate any institution's strategic information and render it more transparent, it is particularly important in national libraries, given their status as a distinctive cultural and historic reference in their countries. That practice may also prove useful to organisations seeking a model, such as national libraries in developing countries or institutions that custody less significant collections or have a fairly recent founding date. The availability of plans in other languages (particularly English) was consequently analysed. Of the 10 national libraries studied, only three, Germany's, Lithuania's and Finland's, publish full versions in English of their plans. Although the basic information in all the websites can be machine translated, that option is not immediately available for uploaded documents.

Some national libraries (Scotland's and Spain's) use innovative approaches such as video to favour access to their strategic plans. That may help generate greater user interest in these institutions' future today, for audiovisual media are increasingly the format of choice for viewing content in digital media.

National libraries' lines of action or priorities as identified in this sample were drawn from the 10 strategic plans analysed, all but one of which explicitly contain the term 'strategy' or its derivatives in their title. Two plans are entitled with that word only, either in the singular or plural. The other seven libraries denominate their plans as 'Strategic objectives', 'Strategic guidelines', Strategic activities and priorities', 'Strategic priorities' or 'Strategic lines'. The exception is the British Library, which entitles its plan as 'Purposes'.

The number of strategies, priorities or objectives listed in the plans ranges from three to six, with the latter number predominating. A computerised analysis of the 48 content items identified arranged the most frequent concepts in a word cloud organised in terms of the weight of appearance (Figure 1).

Fig. 1. Words most frequently found in European national libraries' strategic plans

The words carrying the greatest weight were: collect (9), access (6), knowledge (6), research (5), culture (5), provide (5), information (5), digital (4), support (4), innovate (4) and content (4). The word cloud constituted the literal expression of each strategic objective. Consequently, the next stage of the analysis consisted in defining 11 subject categories with which European national libraries' priority lines of action for the years to come were aligned (Figure 2). Those categories were established by merging several of the expressions used in the plans for readier comprehensibility and study.

A comparison of the words retrieved through automatic searches to the subject categories created ad hoc revealed close overlaps in the most frequent categories. Collection enhancement, readier access, support for research or the cultural agency role appear explicitly both in strategic plans and in the categories created.
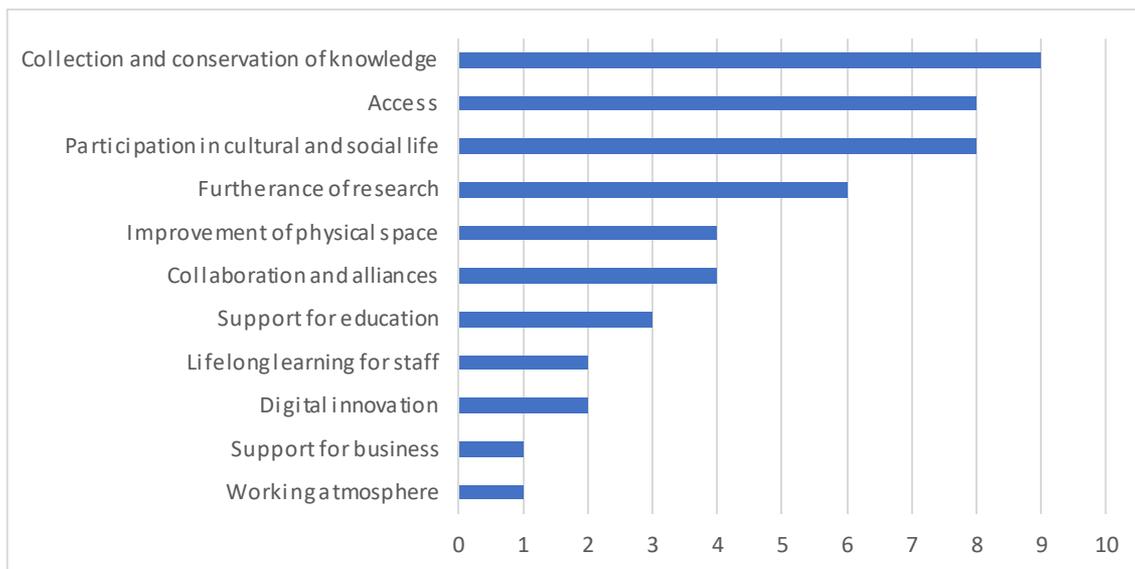
Fig. 2. European national libraries' priority lines of action

The following is a discussion of the seven trends in place in at least three libraries.

Compiling and conserving knowledge. This very broad category covers the basic purpose of national libraries, custodying (compiling, curating and preserving) the country's heritage collection, identified in three IFLA reports (Sylvestre, 1987; Line, 1989; Cornish, 1991). Unsurprisingly, then, it is the element most commonly detected. This priority, present in nine of the ten plans analysed, refers not only to establishing and building but also to preserving libraries' physical and digital collections over time. One of the most frequently mentioned preservation strategies is digitisation, explicitly listed as a strategic objective by the Austrian and Portuguese libraries. A video on the Croatian library's website entitled 'Development strategy for the Croatian Digital Library' depicts the action undertaken in this area. Strategic plans also reflect libraries' concern for *ab initio* digital documents. One of the British library's objectives, the long-term preservation of all the born-digital content received under legal deposit, includes archiving the entire UK web and suggesting improvements for access and usability. The German library also defines digital preservation as a specific objective, listing the formats that it would need to migrate to ensure future collection accessibility.

Preservation and conservation are related to other trends and items of interest such as the need for international collaboration, which prompted the creation of the Digital

Preservation Coalition. One of the coalition's areas of greatest promise is its Digital Preservation Training Programme that aims to rise to the specific training needs involved in preservation plans (Semple, 2007). Some libraries have preservation plans spanning several years where they set out the reasons, principles and content designed to guarantee conservation of and access to their collections. One example has been in place since 2011 in Spain's national library, which is now implementing the 2017-2020 edition of its plan (BNE, 2017). This line of action connects with the plans authored by the country's Ministry of Culture that allocates funds yearly to digitise Spain's bibliographic heritage and its dissemination and preservation in repositories.

Access. Present in eight strategic plans, this priority addresses not only access to but new forms of interacting with digital content. The design of new digital platforms and services for the 'readier and more nimble' exploration of collections is included in the strategic lines defined by Spain, Liechtenstein and Austria, for instance. The elements analysed to assess ease of access include the development of new digital services such as linked open access platforms. While underway in many national libraries (Smith-Yoshimura, 2016), this task is explicitly mentioned as a strategic objective only by the German and Finnish institutions. These libraries encourage their users, directly from their plans, to participate by accessing and subsequently reusing data. In Germany this strategic line is consistent with the dissemination in professional fora of its linked open data project (Hannemann, Kett, 2010). Many (not only European) national libraries are making efforts to digitise their existing collections for the purposes of preservation and access (the project implemented by the Slovak National Library, for instance; Kováčik, 2017) and democratise knowledge (Blumberg and Ukeles, 2013).

Participation in cultural and social life. This item is associated with national libraries' most novel and up-to-date purposes, described in a study by Stephens (2016). National libraries, as cultural assets in themselves, should contribute to the wealth of their communities by creating social capital in addition to custodying national treasures and collections (Loach et al., 2017; Medeiros and Oliveira Lucas, 2016). The eight institutions with strategic objectives in this category depict the library as a 'cultural mediator' (Germany and Spain) and an asset essential to a country's cultural development.

Libraries also seek a more direct role in their country's social fabric, pursuing greater engagement and connectivity with users (Ireland and Liechtenstein). One curious finding is that the Scot, German and Irish libraries would appear to seek to connect to the citizenry by using the verb 'to inspire' in the definition of their societal role.

Furtherance of research. Six of the strategic plans explicitly mention furtherance of research either through cooperation with the country's research structures or the design of products and services that enhance researcher-content interaction. Three libraries (in Austria, Finland and Germany) refer explicitly to the digital humanities as a potential niche target for their products and services and a potential partner in joint projects. Such strategic interest in digital humanities is unambiguously inferred by those libraries' recent activities. National libraries often open the datasets for their collections to research through innovative technologies such as data mining (British Library) or the Bnelab project (Spanish National Library). The presence of services supporting digital humanities on the websites of many national libraries stands as proof of their belief in the consolidation of that trend over time. The trend itself is particularly visible in national libraries that assume the role of university institutions such as in Iceland (Terras, 2012) or, in this sample, Finland, which is affiliated with and under the aegis of the University of Helsinki. Text and data mining (TDM) is another area of growing significance. The enormous potential benefits of TDM (very efficient information retrieval from large sets of text; discovery of new knowledge; creation of new areas of research; and testing and correcting traditional research (McDonald and Kelly, 2012)) have been acknowledged by both the CENL and the Federation of European Publishers (FEP). A joint CENL-FEP working group has even issued a statement on the subject (CENL-FEP, 2018).

Improvement of physical space. Architecture and physical space, especially as regards the co-existence of historic buildings and new uses, has been a constant in the literature on national libraries (Breeding, 2011). Physical space also forms part of strategic plans. The design of innovative space with improved access to and rehabilitation of built assets is present in four of the ten plans. European national libraries continue to show strategic concern over the conversion of buildings into more sociable and learning-oriented

space, a concern that has been addressed in the literature on national libraries for decades (Dempsey, 1999).

Collaboration and alliance building. National libraries have always taken active part in regional and international library programmes (McGowan, 2011), as attested to by the existence of CENL, an international initiative for cooperation. The prestige enjoyed by the Conference on the national scale enhances its ability to catalyse greater cooperation and implement joint inter-country projects (Hagerlid, 2011). Europeana, an example of beneficial inter-library cooperation (Purday, 2012), is mentioned in four plans. In addition to cooperation, these institutions stress the need to attract more partners and establish alliances with other cultural organisations, higher education institutions in particular (Jenkins, 2012).

Support for education. This feature is specifically included in three libraries' plans. It refers both to cooperation with the country's educational institutions (Liechtenstein's national library, for instance) and to certain libraries' willingness to support learning, contribute to education and make the national library a centre for furthering information skills (the Lithuanian national library, for instance). Education has been acquiring ever greater importance for national libraries, although to differing degrees depending on the country. Some authors have associated it with the pressure to attract new users (Fuentes Romero, 2006).

Other minority tendencies included in only one or two plans are set out below.

Lifelong training for staff. The improvement of existing and acquisition of new professional skills is a component of two strategic plans. Germany's national library defines the need for innovation and flexibility in staff hiring and organisation and to provide suitable support in the acquisition of competencies associated with digital transformation. The Portuguese national library cites the need for training in specific core competencies associated with FRBR (Functional Requirements for Bibliographic Records) and RDA (Resources, Description and Access) and in the implementation of open data projects.

Innovation, particularly digital innovation, is specifically addressed in the Irish and Spanish and libraries' plans. In the former it is related to the design of new information products, whilst one of the latter's strategic objectives explicitly mentions 'leading innovative projects that yield new developments'.

Only one of the institutions analysed, the British Library, cites *support for business* and industry as a key priority. Through its Business and IP Centre Network, the library provides specific services tailored to entrepreneurs, inventors and developers to contribute to the country's economy and industry. A search for similar services on other libraries' websites, such as Scotland's, yielded information on offers of resources and services geared to business managers and administrators as well as potential start-ups.

The last strategic line identified, *Working environment*, included in the Liechtenstein national library's plan, stresses staff qualifications and the flexible work dynamics that underlie its commitment to users. These lines of action are related to the mission and duties assigned.

An analysis of the strategies laid down in these plans reveals that they are very much in line with the Priority areas for action 2018-2022 defined by the CENL, of which all these institutions are members (CENL, 2018). The Conference, chosen as the context for this study, establishes common factors such as national libraries' participation in social and cultural life 'to increase their impact and to be strong organisations'. As a network it may engage in advocacy in its relations with social and political actors to help national libraries become significant agents in their communities. Access, a priority present in eight of the ten strategic plans analysed, is also among the CENL's objectives for the coming years, specifically the mass digitisation of heritage collections and access to them through innovative technology.

5. Conclusions

Strategic planning has been shown to be an efficient approach to library management. Having a strategic plan and making it public constitute major elements in communication programmes designed to enhance libraries' public image and favour their engagement with stakeholders, users in particular. Such elements are likewise essential tools for guaranteeing institutional transparency, for they furnish information on the course, activities and services to be undertaken by libraries in the near future.

While scant, the literature on strategic planning and national libraries highlights the importance of such planning for effective management in a context of change. It is characterised by a paucity of studies on national libraries as a whole, with much more research published on case studies of specific national realities. That circumstance informed the present analysis of the strategic plans of all the CENL member libraries, conducted to establish the challenges facing those institutions in the decade to come.

Given the short number of plans identified (n=10, 20.4 %), the findings on shared strategies are scarcely applicable to the population as a whole. The opacity around the future action to be adopted by national libraries inferred by those results should launch a message about the need to transparently define the direction to be taken in pursuit of their mission. That notwithstanding, the few plans published feature good visibility and accessibility and attest to the use by European national libraries of their institutional websites as a marketing tool, a practice in place in many other types of libraries for some time (Cleeve and Stephens, 2008).

On the grounds of the analysis performed, plan content was classified under 11 subject categories. Whilst the core purpose of national libraries, collection and preservation/conservation, is predominant, the other 10 categories attest to the importance for these institutions of opening their collections to society and favouring intense content-user interaction. Digitisation is the primary tool for attaining that goal. Hence the growing acknowledgement of the importance in strategic planning of designing open data platforms and digitising collections to facilitate more dynamic use

by researchers. Openness also features in national libraries' definition as social agents seeking active participation in the country's cultural life by generating social capital for their communities. Furtherance of research with the development of new digital platforms and partnering and alliance building are other pillars around which the strategic plans analysed revolve.

The strategic objectives relating to dissemination and openness are closely related to the lines defined by the CENL. Nonetheless, the tendency of national libraries to emphasise the areas determined by the ministries on which they depend accentuates the differences among them (Stephens, 2007). At the same time, as planning is always subject to local socio-cultural problems and components, no single approach is valid for all areas in the public domain (Friedmann, 2001).

Institutions with professional competence in the matter and collaborative networks such as the CENL should urge national libraries, as key cultural agents in their countries, to disseminate the corporate documents that contribute to their transparency. Such open communication may also help harmonise these cultural institutions' future lines of action, whilst an inventory of international good practice in this regard would be enormously useful.

Limitations to this study

The methodology deployed in this research was based on the detection of the strategic plans in effect and available on the websites of the CENL's 49 member libraries and subsequent analysis of their content. As the results were conditioned by the public accessibility of the plans, just 10 in all, the exercise is viewed here as a case study that cannot be extrapolated to the initial population of 49 libraries. Nonetheless, a comparison to documents that identify library priorities such as the CENL's strategic plan revealed that certain elements are shared.

Other aspects inherent in plans, such as their implementation (and possible resistance thereto) and amendments under certain circumstances (resource shortcomings,

leadership changes), must also be considered and may even entail changes in some priorities. The plans analysed here are documents published on websites with no indication of possible amendments, even though plans are not static, immobile documents, but rather change with needs and circumstances.

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Annex

URLs for the strategic plans analysed

Austrian National Library:
2017-2021 Strategische Ziele
https://www.onb.ac.at/fileadmin/user_upload/1_Sitemap/Ueber_Uns/OENB_Strategi
e2017_2021_web.pdf

Spanish National Library:
Plan estratégico 2015-20
http://www.bne.es/export/sites/BNWEB1/webdocs/LaBNE/PlanEstrategico/Plan_estr
ategico_2015-2020.pdf

The British Library:
Living Knowledge: The British Library 2015 – 2023
https://www.bl.uk/britishlibrary/~/media/bl/global/about%20us/corporate%20policie
s/living%20knowledge.pdf

German National Library:
2025 Strategic Compas
https://d-nb.info/1112299556/34

Martynas Mazvydas National Library of Lithuania:
Strategic activities and priorities 2017–2020
https://www.lnb.lt/media/public/about-
nll/pdf/Strategic_Activities_And_Priorities_2017-2020.pdf

National Library of Finland:
The National Library´s strategy for 2016-2020
http://www.doria.fi/bitstream/handle/10024/131074/strategy_of_natlibfi_years_201
6-2020.pdf?sequence=2

National Library of Ireland:
NLI 2016 - 2021 Strategy
https://www.nli.ie/en/udlist/reports-and-policy-documents.aspx

National Library of Liechtenstein:
Bibliotehksstrategie – 2025
https://www.landesbibliothek.li/wp-
content/uploads/2019/01/LiLB_Bibliotheksstrategie-2025_20190130.pdf

National Library of Portugal:
VISÃO E PLANO ESTRATÉGICO 2015-2020
http://www.bnportugal.gov.pt/images/stories/sobre_a_bnp/documentos/DOC%20EST
RT__2015-2020.pdf

National Library of Scotland:
The National Library´s strategy for 2015-20
https://www.nls.uk/media/1194639/2015-strategy-2.pdf