

Research Information

The essential link between publishers, librarians and researchers

ProQuest special edition

ProQuest[®]



ProQuest:
Empowering
libraries
and users
with endless
research
possibilities

Expanding the ProQuest family

ProQuest connects people with vetted, reliable information. Key to serious research, the company's products are a gateway to the world's knowledge including dissertations, governmental and cultural archives, news, historical collections and ebooks. ProQuest's technologies serve users across the critical points in research, helping them discover, access, share, create and manage information.

The company's cloud-based technologies offer flexible solutions for librarians, students and researchers through the ProQuest®, Bowker®, Dialog®, ebrary® and EBL™ businesses – and notable research tools such as the Summon® discovery service, Refworks, the Pivot® research development tool and the Intota™ library services platform.

Coutts acquisition completed

ProQuest completed the acquisition of Coutts Information Services and MyiLibrary from Ingram Content Group in June this year.

ProQuest is now beginning to integrate assets such as Coutts' expertise in collection development, its print and digital titles, and platforms that include MyiLibrary and OASIS.

They are being added to ProQuest's Books unit, which encompasses print and ebooks supporting research along with a rapidly evolving technology framework for discovery, access and management of book content. ProQuest's vision is to combine these collective strengths, creating an integrated workflow for print and digital content that will save librarians time and provide a superior book experience for users.

The company says customers and partners can expect a seamless transition as ProQuest welcomes Coutts; both should continue to work with their usual contacts and representatives. Further, the company is committed to keeping the Coutts and ProQuest networks open, collaborating with the many platforms and partners that give librarians choices in how they acquire and manage content.

ProQuest and Ex Libris join to accelerate innovation for libraries worldwide

ProQuest has signed an agreement to acquire Ex Libris Group, a leading global provider of library automation solutions. The capabilities of both span expertise in print, electronic and digital content, as well as solutions for library management, discovery and research workflows.

Bringing these complementary assets together will enhance existing products and accelerate innovation of new services to quickly address some of libraries' most pressing challenges: disparate workflows for print, electronic and digital resources, and navigation of complex and rapidly changing technology, content and user environments.

'We are excited to have Ex Libris join ProQuest and welcome its proven track-record of innovation on behalf of libraries. One great example of their expertise in action is the success of Ex Libris' Alma unified resource management solution in helping hundreds of institutions worldwide improve their libraries' value to their users,' said Kurt Sanford, ProQuest CEO. 'Together, the companies will build on and create more groundbreaking library services, bringing additional value to our customers and the broader industry.'

'The acquisition of Ex Libris by ProQuest enriches our commitment to the global library community and will enhance our ability to carry out our product

roadmaps and strategies,' said Matti Shem-Tov, Ex Libris CEO. 'The combined talent and expertise of ProQuest and Ex Libris will enable more efficient development and support of our leading solutions, and will accelerate innovation in both current and new products. We will identify opportunities to deliver the best of what both companies have to offer by expanding key features in resource management, knowledge base capabilities and discovery services to enhance existing products.'

Both companies will continue their longstanding commitment to openness and collaborations with other organizations in the industry, including OCLC, Google, Gale Cengage, HARRASSOWITZ and YBP/EBSCO.

After closing in the coming months, a distinct business unit will be created called Ex Libris, a ProQuest Company. This unit will be led by Mr. Shem-Tov, and supported by the management teams from Ex Libris and ProQuest. ProQuest and Ex Libris will continue to support the broad selection of products their customers depend on and will enhance each company's offerings, including Alma, Aleph, bX, Intota, Primo, Rosetta, SFX, SIPX, Summon, 360 Link, Voyager and the newly launched Leganto reading list solution and campusM mobile campus solution.

Acquisition of SIPX

Earlier this year, ProQuest acquired Palo Alto-based SIPX, creator of a digital course materials solution that addresses a variety of copyright and cost concerns for universities. SIPX eliminates duplicate spending on course packs (collections of assigned readings) by connecting students to materials already

purchased and available to them through their university library.

Developed from Stanford University research, SIPX became an independent business in 2012. Educators, librarians and support staff at leading schools – including the University of Illinois, the University of Notre Dame, Stanford University, the

University of Texas-Austin, and others – use SIPX to set up course readings and benefit from the system's automatic check for works that are available at no cost to students via library subscriptions or open sources. Students are said to have experienced an average of 20 to 35 per cent in savings.

ProQuest Ebook Central resolves workflow challenges

Libraries across the globe are increasingly reliant on ebooks, a trend which continues to steadily grow with more and more students needing access to materials from remote locations. However, managing ebooks has been fraught with challenges for libraries, making it difficult to use them to their full potential in collections.

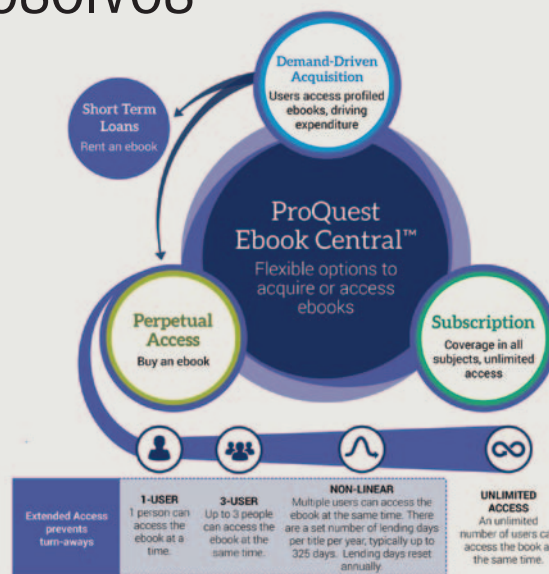
ProQuest is addressing those challenges with a brand new ebooks platform due for release in late 2015. Ebook Central integrates key elements from pioneering brands ebrary and EBL – Ebook Library, along with all-new functionality, eliminating the complexities surrounding ebooks and delivering a superior experience for end-users and librarians.

ProQuest has been working closely with those who will be using the platform to ensure it fits seamlessly into their workflow. Librarians were key contributors

to the creation of LibCentral, which creates Ebook Central's administrative portal. LibCentral simplifies the ebook workflow, saving librarians time and eliminating headaches through:

- Discovery, selection, and acquisition;
- Robust access permissions that allow librarians to customise the patron experience and control spend; and
- Real-time usage and expenditure analytics.

An entire patron experience is delivered through the new Ebook Central platform offering a modern user-centred design and spanning the breadth of patrons research needs from discovery to reading to retrieval and sharing. Designed to work on a variety of devices including mobile, the Ebook Central Reader features search, scrolling, annotating, and citing tools along with new options, including direct chapter downloads



from results and detail pages, giving users more control of their reading experience.

The new platform will offer both flexible and affordable ebook acquisition, delivering multiple models that can be combined to fit an institution's needs, including:

- Subscription;
- Demand-driven access (DDA); and
- Perpetual access.

ProQuest is passionate about partnering with librarians to bring them something special. Ebook Central will deliver on the evolving needs of researchers worldwide and develop innovative Ebook offerings in a rapidly changing landscape. The new platform ultimately brings a modern ebook experience to support libraries and researchers around the globe.

Enhancing our platform interface

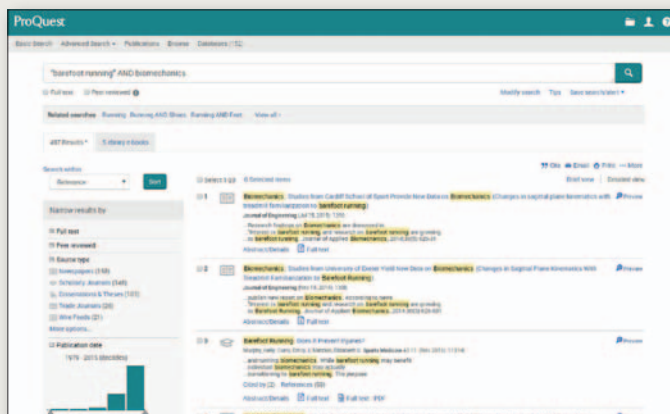
ProQuest has introduced an enhanced platform interface that makes it easier for users to complete their research tasks. Driven by deep analysis of researcher behaviours on the ProQuest platform, extensive testing with users and librarians, beta testing with a variety of customer development partners, and large scale A/B testing, the enhancements make discovery and access of ProQuest's rich, diverse content more intuitive and effective.

'ProQuest's goal is to continually improve users' research experiences,' said Allan Lu, ProQuest vice president, research tools, services and platforms. 'We're committed to deeply understanding their research workflows so we can identify barriers and bottlenecks that delay

their success. We're very excited about these enhancements because they make the user experience simpler and more productive.'

Pages have been redesigned with simplified layouts that enable users to focus on the content and tools they need to complete their research tasks no matter what type of device they're using. In fact, displays will automatically scale to the size of the user's device and remove non-essential functionalities to ensure ease of use and access to content.

Improved document viewing delivers a better reading experience and search results are now easier to navigate, especially for those users accessing ProQuest content from other discovery services such as Google Scholar and Ex Libris' Primo. Sandy Barstow, collection development director at University



of Wyoming, defined the interface as 'cleaner and more responsive'.

The enhancements are powerful, but according to Stephen Ayre, clinical librarian at George Eliot Hospital NHS Trust, the changes 'don't disrupt users' familiar with the former interface.

Throughout 2015, ProQuest has been streamlining and innovating

numerous products that touch the spectrum of research, from point of funding through discovery, accessibility and management, evolving the research experience as only ProQuest can. All of the changes have been developed in consultation with librarians and tested by users to ensure meaningful, significant advances.

'Core to our purpose'



Discovery is the cognitive leap that an individual takes as they probe and step outside their sphere of knowledge. It is also a process as individuals encounter new information, makes sense of it, internalise it, and store it to support future action, writes **James Phimister**, vice president for strategy

The discovery process is innate, yet it can be supported and fostered. Librarians and information professionals devote careers to aid discovery, thinking through all its aspects and seeking new ways to improve discovery in support of others.

At ProQuest, discovery is core to how we support our customers and end users. When we digitise content for inclusion in collections, we give thought to how it will be discovered, so we replicate and render with accuracy, and tag with rich meta-data to ensure discoverability. When we host content, we work across our organisation and with partners to ensure valuable and essential content that libraries subscribe to can be found and utilized to its fullest potential. And, when we develop discovery tools, where users repeatedly return to seek information, we design for the end user, so they are served relevant, comprehensive and unbiased information from which to navigate and hone their search.

For online discovery to occur, digitisation is the first step of representing historic content. At ProQuest's facilities in Ypsilanti, Michigan, and with digitisation partners, we digitise, and tag literally millions of pages each year for inclusion in our products and

digital repositories. For example, for the past several years, we have partnered with Europe's eminent libraries to create eight digital archive collections of early European books. These collections, containing the digital files of carefully preserved documents, enable researchers to discover new aspects of history that may otherwise not be recognised.

Once content is created, it must be discoverable, and maximizing content discoverability is essential to delivering ROI to library customers and publishing partners. The

'Fostering discovery requires considerable investment'

challenge is not trivial. For example, ProQuest hosts an unprecedented corpus of knowledge of four billion documents from vast collections of journals, books, dissertations, newspapers and other sources. We host content from news published today, to historical works from 200AD. To ensure library patrons can discover this valuable content, ProQuest works with multiple discovery services including ProQuest's service Summon®, OCLC's WorldCat and ExLibris' Primo, so ProQuest

hosted content is easy to find no matter the discovery service a library uses.

In fostering discovery it is essential that tools are built with the user in mind. ProQuest's web-scale discovery service, Summon, serves this need. Summon pioneered single search box access to the breadth of library collections, to meet user expectations to search library content simply. At the same time, it is designed to power research. A user's search is conducted against document records whose meta-data is normalized in a unified index. The search results, based on a continuously honed relevancy algorithm that factors a host of content metadata, delivers neutral, relevance ranked results that appropriately showcase popular and obscure content sources together. In doing so it ensures relevancy, without biasing discovery to content that just has general appeal.

Fostering discovery requires considerable investment. Digitising content, ensuring content is discoverable, and developing search environments that illuminate the unknown, requires time, energy and devotion. This said, the investment is worth it, since at the moment of discovery, our collective knowledge of the world advances. ■

ProQuest content now discoverable in Google Scholar

ProQuest has marked another milestone in ease of access to its rich research content. The full text of its scholarly content – including journals and working papers – is now indexed in Google Scholar, enabling Google Scholar users to seamlessly discover and access their library's ProQuest collections. Efficiency and productivity for both ProQuest and Google Scholar users is improved, while libraries benefit from increased usage for

their subscribed collections.

'ProQuest aims to continually empower researchers to be more productive and successful,' said Kurt Sanford, ProQuest CEO. 'That means removing obstacles between them and the content that helps them achieve their research goal. This collaboration is an important step in streamlining the workflow of these researchers.'

The collaboration between Google and ProQuest enables authenticated ProQuest users to

be recognised at the ProQuest platform after they search using Google Scholar and connects them to full-text scholarly content in their libraries' collections. Users who are not recognised are sent to a landing page with the abstract or an image of the first page, protecting all rights holders. To read full text, the users authenticate themselves using their library credentials. There is nothing for libraries to set up – the linking is seamless and automatic.

The agreement with Google is just one in a series of collaborations that ProQuest has with other information providers. Since 2014, it has been working with Ex Libris to enable interoperability of the companies' discovery and management systems as well as access to ProQuest collections. In 2013, ProQuest and OCLC began a wide-ranging collaboration that shares metadata for ebooks and scholarly journal content.

African odyssey reaps rewards



A new online resource from ProQuest is supporting research in Botswana, writes **Naniki Maphakwane**, library manager at Botswana College of Distance and Open Learning

The Botswana Libraries Consortium (BLC) is an organization of all types of libraries, information resource centres, documentation centres and archives. BLC was officially registered as a non-governmental organization in 2005, with a mandate to bring together all libraries and information centers to achieve a common objective and benefit from economy of scale especially in database subscription fees.

The vision of the BLC is to provide sustainable easy access and dissemination of information to all of Botswana through a strong cooperation among libraries, information providers, technologists, government ministries and other stakeholders who will, under the consortium umbrella, pool the necessary services and resources together to ensure timely delivery of relevant information and contribute to the national aspirations as enshrined in Botswana's Vision 2016 which defines Botswana's plan for their long-term future of being a competitive, winning and prosperous nation.

Objectives:

BLC was established:

- To ensure cost effective availability and dissemination of information in all relevant formats;
- To develop library and information resource centre co-operation and links among stakeholders; and
- To work together to build strong libraries and information resource centres and a strong co-operative information framework for all people in Botswana.

As libraries have gradually been moving away from collections which are predominantly print-based to include electronic resources, they continue to adopt various technologies to enable them to deliver effective services to their customers. This shift has forced libraries to spend more money acquiring electronic resources because subscriptions to these resources are very high and it is difficult for an individual library to be able to subscribe to all publishers' titles on its own. Therefore, BLC negotiates with publishers to offer their

members joint access to e-resources at a discounted price.

Challenges faced in the use of e-resources:

- Botswana Library Consortium has more than 50 members from diverse libraries. Such a big membership needs staff to undertake administration and management and also to focus on exploring new opportunities coming in e-resource provision, new technologies in the market and creating partnerships to also increase areas of co-operation. There is therefore need for staff and budget for such activities;
- The member institutions experience poor connectivity to the Internet within their institutions making it difficult to use the available e-resources to the fullest;
- Some institutions have limited bandwidth and inadequate server space. This creates competition for the libraries' facilities and other institutional activities where in most cases libraries are not put on the priority list;
- Libraries are allocated insufficient budgets for subscriptions. In some cases where institutions have to cut annual budgets the libraries' budgets are the ones that are targeted;
- The costs of e-resources can be exorbitant and some publishers do not support consortia prices; and
- Many librarians do not have sufficient ICT skills to use the new technologies. They also do not have sufficient skills to train their users. There is need for the publishers to create skills-training funds to support local consortia.

The marriage between BLC and ProQuest

BLC has improved its scholarly content offering for researchers by signing a contract with ProQuest to support research within its member institutions. BLC chose ProQuest Central, the flagship ProQuest multidisciplinary database for its members, which the BLC said provided:

- Access to high-quality research materials: ProQuest Central provides a very large and diverse set of research content, with access to not only key scholarly journals, but also to

other sought-after items that researchers need such as market research, country, economic, and industry reports, essential pre-print working papers, e-books and full-text dissertations, professional trade publication and newspapers, as well as general interest periodicals; and

- User-friendly platform: The layout is clean and it simplifies the workflow for library clients because they are able to navigate the interface easily.

In addition to this the BLC also uses Refworks from ProQuest, an online research management, citation and bibliography tool. Refworks allows users to import references quickly and easily from a text file and is an invaluable tool for simple and efficient referencing. Another key element for the BLC in their relationship with ProQuest is the selection and promotion of local content. Alongside globally-renowned publications, ProQuest also offers locally-produced materials across a range of content types.

Carlos Mascorda, vice president of international sales at ProQuest, said: 'We have developed a strong working relationship with the Botswana Library Consortium and we are committed to helping them provide valuable research tools for their members. ProQuest Central provides coverage across a range of academic subject areas and is the perfect solution for libraries that want to provide students at all levels and faculty with the diversity of content essential to successful teaching, learning, and research outcomes.' ■

Academic Complete UKI Edition:

Early in 2015 ProQuest ebrary created a new version of its award-winning Academic Complete subscription collection, designed for UK and Irish students, faculty and researchers with more than 4,000 unique, region-specific titles.

This new edition of Academic Complete delivers more than 115,000 titles, and is the first locally-tailored content edition which goes beyond territorial rights adjustments. Providing simultaneous, multi-user access, the UK and Ireland collection contains over 4,000 specially selected titles which are only available to this region and consist of the most relevant publishers and topics. This local version will only be available in the UK and Ireland with the same overall number of titles as the standard Academic Complete.

ProQuest study shows importance of diverse content sources to researchers

Working papers, conference proceedings, and data lead the list of content types being sought

While scholarly journals have long been a mainstay for research, as the information landscape has diversified, so have the resources in which important new ideas are being shared. Working papers, dissertations, newspapers, data, e-books, and more have become essential territory to explore, according to a study conducted by ProQuest. The company surveyed 969 business and social sciences researchers from North America, Latin America, Europe, Asia, India, Australia, and New Zealand, asking them about the kinds of content they consider crucial to research.

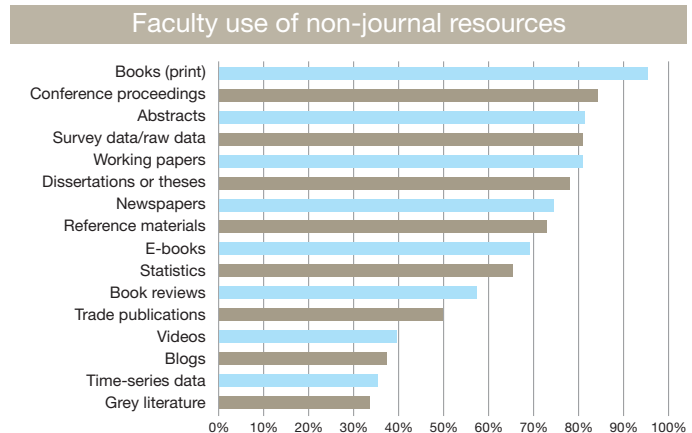
'From usage statistics, it has long been clear that researchers are accessing non-journal content, often very extensively,' says ProQuest. 'However, there

was some uncertainty around the specific value and place these resources held within academic scholarship.'

The results from the survey show business and social science researchers everywhere use non-journal content as an important part of their research process. Professor Nikolaos Tzokas (University of East Anglia) described it this way: 'Becoming aware and integrating relevant information emanating from different areas and disseminated through different platforms is imperative for the creation and the scientific testing of new knowledge.'

ProQuest's study found that of the researchers surveyed:

- 75 per cent use newspapers to stay up to date with the latest news to ensure that their research remains relevant;
- 95 per cent use print books and 69 per cent use ebooks to



dig deeper into an area than a journal article allows. Books add extra layers of context and detail to give a more comprehensive understanding of a topic;

- 81 per cent use working papers and 84 per cent use conference proceedings to see the latest thinking first. Dr. Timothy Devinney (University of Technology, Sydney) said he found working papers even more valuable than the 'sanitised' articles that ended up in journals. Working papers are essential, he said, because they tell you 'not just what's being studied but how it's being studied'; and

- 81 per cent use raw data to identify trends with deep time series, add breadth and context to their own primary research, and analyse conditions surrounding events to create deeper understanding.

'Other content types such as blogs, videos, grey literature, and SWOT analyses are less used for original scholarly work, although anecdotal evidence suggests that these materials are growing in importance teaching and learning,' notes the company's white paper.

In-depth results from the study can be found at <http://bit.ly/1FvUFIG> ■

Breaking news

ProQuest and global healthcare knowledge provider, BMJ, have announced a multi-year agreement that will make ProQuest the sole provider of BMJ's complete collection of highly influential medical journals in aggregated library databases.

Beginning in April 2016, more than 65 journals including *The BMJ* and *Evidenced Based Medicine* (EBM), will be available in select ProQuest collections. This agreement also covers journals from global nursing authority, RCNi. For more details, please contact your ProQuest account manager.

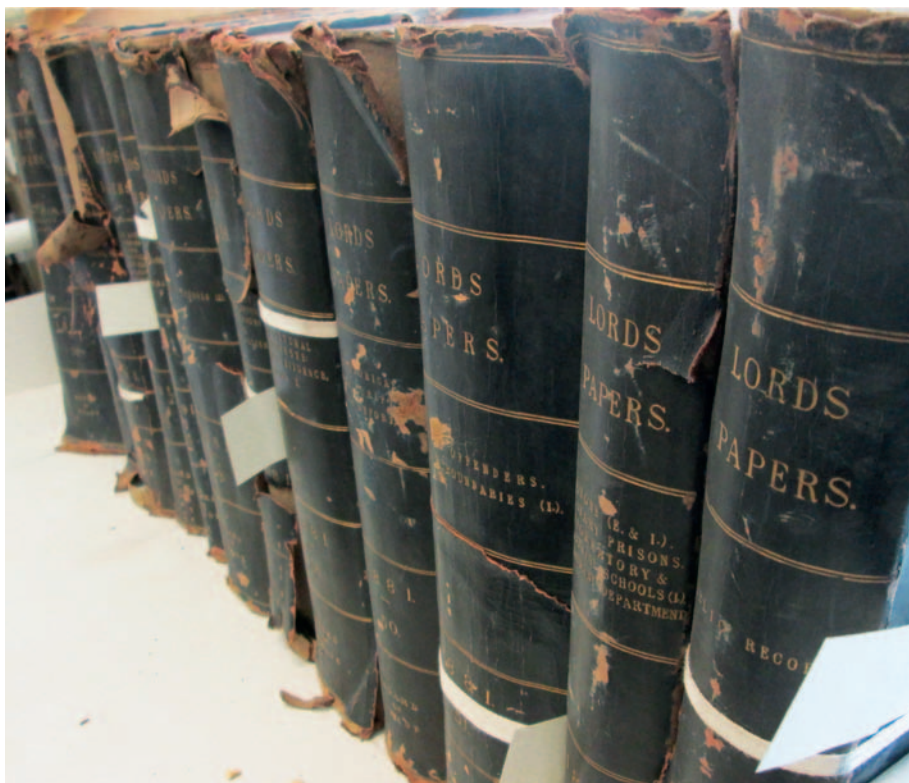
Delivering key research information through digitisation

ProQuest has further enhanced access to research this year with the launch of Collection 7 of Early European Books (EEB), making another 7,450 titles available. This brings the EEB program to more than 40,000 titles and 14 million pages of valuable images from the early modern period. The total number of page images in EEB now surpasses the number of page images in ProQuest's acclaimed Early English Books Online, (EEBO) database. The continual development of EEB reflects ProQuest's commitment to digitising unique content from the early modern period, enabling researchers to go

deeper in their area of expertise and generate superior outcomes.

The digitisation of EEB Collection 7 has only been made possible through partnerships with the holding libraries which include the Koninklijke Bibliotheek in The Hague, Det Kongelige Bibliotek, in Copenhagen and The Wellcome Library in London, bringing over 1.9 million pages to this new collection. ProQuest has scanned the valuable works on site at the libraries using state-of-the-art technology to create high-definition colour images of every page, including marginalia inside the pages as well as often-lavish bindings and covers.

House of Lords papers digitised



ProQuest has partnered with the National Library of Scotland to create the first digitised collection of 19th Century House of Lords Parliamentary Papers, providing online access to previously unseen and valuable historical documents.

Launching this year, the project allows those who are not able to access the documents in their physical form to broaden their research into this resource. Enhancing the growing corpus of historical papers that ProQuest have

digitised – including the House of Commons Parliamentary Papers – this new collection will improve research outcomes for scholars of British history, British government, political science, history and more.

The content has similar indexing and editorial controls to ProQuest's House of Commons Parliamentary Papers, enabling it to be fully cross-searchable with the new House of Lords Parliamentary Papers (1800-1910).

ProQuest makes it easy for libraries to build eCollections of university press titles

Through its robust partnerships with university presses, ProQuest has launched an inventive new option that helps libraries quickly build comprehensive e-book collections in one of the most valued content areas in academic libraries. ProQuest's new University Press Ebook Subscription offers the most authoritative university press content from one convenient source. The collection is an example of ProQuest's commitment to enable libraries to build diverse, digital collections that stay ahead of the needs and expectations of students, faculty and scholars.

'At ProQuest we are committed to creative product development that combines our strengths in ways that benefit libraries and their users,' said Kevin Sayar, ProQuest senior vice president for books. 'In this case, we're leveraging the breadth and quality of our partnerships along with our renowned subscription model to enable any academic library to get the best university press content in a budget-friendly way.'

The collection of nearly 25,000 titles in the University Press ebook subscription was carefully curated by on-staff librarians and taken from ProQuest's 200+ global university press partners, such as University of Minnesota Press and University of Pennsylvania Press. This subscription is designed to complement ProQuest's popular Academic Complete or College Complete ebook subscriptions, enabling libraries to provide a wide selection of authoritative titles to their users.

Entire *Harper's Bazaar* archive to be accessible for first time online

ProQuest is creating the first digital archive of *Harper's Bazaar*, spanning 1867 through to the current issue. Research outcomes in areas as wide-ranging as fashion, design, art, women's studies, gender studies, marketing and business will be improved through simple online access and precision searching of both text and images from the magazine's entire run. Accessible on the

ProQuest platform, the Harper's Bazaar Archive will be cross-searchable along with the *Vogue* and *Women's Wear Daily* archives and the rich variety of sources needed to generate pioneering research, such as scholarly journals, working papers, conference proceedings, ebooks, newspapers and other primary sources.

Launched in 1867, *Harper's*



Bazaar was America's first fashion magazine, home to such style icons as Diana Vreeland, Carmel Snow and Alexey Brodovitch. Its pages chronicle the evolution of American style and art, featuring

photographers such as Richard Avedon, Diane Arbus, Man Ray and Patrick Demarchelier, and artists such as Andy Warhol. The archive makes this chronicle easy to explore by capturing every edition cover-to-cover, from the first issue to the present, and preserving the material in its original context in fully searchable, high-resolution images.

Changing approaches

Kristi Marchbanks has been appointed senior vice president for global sales, marketing and customer experience at ProQuest, the information and technology company that provides solutions, applications, and products for libraries, after more than 15 years leading marketing, sales and customer experience at organisations including GrowLife E-Commerce, Corbis and Amazon.com



Kristi Marchbanks

What are your early impressions of the scholarly publishing business?

The industry continues to undergo exciting and important changes. The abundance of top quality content combined with improvements in discovery tools, enable the library to 'meet the user where they are' and assist them on their research journey. Movement from print to electronic has been an important enabler, making more content available to the user on any device, anytime, anywhere. Companies like ProQuest need to support modern institutions with solutions and systems that serve their total constituent base while surfacing all content formats with flexible research and discovery tools.

How will your previous experience translate to the world of research?

I have been fortunate to work in companies where ideas combined with forward thinking customers has enabled collaboration; where working together has resulted in new solutions that solve big problems. During my time at SeaTab Software – building the industry's first big data, cloud computing service – we enabled companies like Sony and T-Mobile to datamine their global customer data for the first time, helping them understand defects and improve service levels to customers. At Amazon.com, I led the development of the first business-to-business solution, enabling institutions to use purchase orders and specify deliveries during specific time blocks. Schools were able to plan efficiently, arranging for their warehouses to be open to receive the goods at the appropriate time.

I am excited about these same possibilities at ProQuest; building impactful, solutions that solve big problems for libraries and users. ProQuest customers are already sharing their most pressing concerns and working with us as a trusted partner to build solutions.

Can you tell us a little about your ambitions for ProQuest?

Industry transformation is in the business news nearly every day. In many cases, improvements enable a customer to solve long-standing, really difficult problems for the first time. I have been in several industries undergoing dramatic change. It is simultaneously exhilarating and terrifying.

'We have to be comfortable being uncomfortable'

ProQuest, and this exciting industry we are part of, are on the precipice of the insights provided by big data, the stresses of serving five generations of learners with different learning styles and technology skills, and the great benefits that come from exponentially growing content to be curated and discovered.

Industry changes create great opportunities for companies that 'see the possibilities' afforded by change and are nimble enough to position themselves for the future state. ProQuest has a great history of being early in the market: providing discovery services (ProQuest Summon), and early and robust ebook offerings (ProQuest

EBL and ebrary and more recently with the addition of ProQuest Courtts).

The ProQuest melting pot of innovative companies has created an organisation with complementary strengths and many stories. My goal is to ensure we tell a unified story, positioning ProQuest and the role we play in the world of research. It's an essential step for ProQuest to ensure that our customers understand the breadth of services and solutions we provide, how they fit together and how they can be mixed to enable them to achieve their goals.

What challenges do you predict for information companies such as ProQuest in coming years?

Companies that thrive in a dynamic market are agile and adaptable. The pace of technological change is relentless and we must remain widely informed and open to new ideas.

With more than 60 per cent of research being conducted in universities, the disruptions to higher education will challenge us to find opportunity in change. The intense pressure on budgets is not going away. Our libraries tell us they need to do more with less and it's up to companies like ProQuest to bring efficiencies that do exactly that.

We must all be willing to change direction, incorporate new technologies and ideas, and embrace new realities. We have to be comfortable being uncomfortable. Frankly, that's where impactful ideas are created and where the job and customer interaction is the most exciting and fulfilling. ■