

## **What libraries can learn from bookstores:**

### **Applying the bookstore model to public libraries**

This is a presentation for the Public Library Section of the Kansas Library Association at Hesston, Kansas on September 11, 2003 by Chris Rippel, Central Kansas Library System, Great Bend, Kansas  
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#### **What is the point of this Web page?**

Bookstores and libraries have different missions. Two library missions are to preserve the culture stored in media and to provide access to the information stored in the collection(s). To fulfill this mission, librarians spend much time and money on selecting good stuff and cataloging it. Bookstores, by comparison, focus greater portions of their time and money on enticing customers into their stores and helping them select books and then buying them. (For more discussion of these differences, see Appendix.) To discover more ways of enticing patrons to check-out more books from libraries, this page explores how retailers in general and bookstores in particular encourage customers to buy more.

In preparing for this presentation, I read articles about browsing and displays in libraries, store design and creating atmosphere in stores. I also interviewed an ex-supervisor of the children's section of a Barnes and Noble Bookstore in Wichita, Kansas. My informant has also served on a library board and now works for the Central Kansas Library System.

The interview began talking about how Barnes and Noble staff do their jobs.

Supervisors and sales people are assigned to specific areas of the store. Supervisors and sales people spend most of their day in that section shelving new books and helping customers. When a customer enters the section, the supervisor or staff makes contact with the customer to show that someone is available to help.

Everyone is crosstrained to do everything. My informant, supervisor of the children's section was taught how to make lattes. The cafe people can direct people to the mystery section or any other place in the store. Everyone takes turns at the checkout counter. Staff is constantly fed sheets about when titles are coming in and being released. Everyone is expected to be able to rattle off the top ten or so bestsellers and where they are in the store. Finally, there is customer service. People are trained to find books. If know where the books by well-known authors and the bestsellers are in the store. If they do not recognize a book requested by customers, they will ask, "Is this a mystery, etc.?" They will look in all the locations where the book might be. If they can't find the book, they offer to order it. If the book is later found that staff person calls the customer and says the book was found and where the book can be picked up.

Eventually, I asked my informant to list the differences between bookstores and libraries.

## **Atmospheric differences between bookstores and libraries.**

She began talking about atmospheric differences. Retail atmospherics is "designing buying environments to produce specific customer emotional reactions that enhance purchase probability. It includes ... layout, colour, smells, music, lighting, materials etc." - from *Raynetmarketing Business and Marketing Glossary* at [www.raynet.mcmail.com/Business&marketingglossaryR.shtml](http://www.raynet.mcmail.com/Business&marketingglossaryR.shtml)

### **Smell.**

My interviewee said that when customers enter a Barnes and Noble they smell the coffee and pastries in the cafe. When people enter a library, they don't. Joseph Weishar in *Design for Effective Selling Space* (p. 43) identifies the associations of different odors.

Cinnamon, coffee, apples - homecooking, warm, family, cozy (By the way, men may be especially susceptible to the smell of cinnamon buns.)

Orange - healthy and bright

Lemon - fresh, clean

Wood - general country hardware store

Mildew - damp, basement

Too many libraries smell musty and mildewy. Such smells are unpleasant for everyone and unhealthy for many. Library staff should track down and eliminate the causes of musty and mildew smells. Library staff should also smell donations and not add stinky books to their collections. Here are tips for eliminating musty smells.

Books. ([www.litterascripta.com/bibliomania/clean.shtml](http://www.litterascripta.com/bibliomania/clean.shtml))

Carpets - scroll to bottom of page.

([www.cdc.gov/nasd/docs/d001401-d001500/d001500/d001500.html](http://www.cdc.gov/nasd/docs/d001401-d001500/d001500/d001500.html))

Wood furniture. ([www.misterfix-it.com/Solutions/12Odors.html#musty](http://www.misterfix-it.com/Solutions/12Odors.html#musty))

Eliminating musty odors in rooms. [www.stretcher.com/stories/01/010430b.cfm](http://www.stretcher.com/stories/01/010430b.cfm)

How to make your home mold free and keep it that way.

([www.kdhe.state.ks.us/pdf/hef/bg2134.pdf](http://www.kdhe.state.ks.us/pdf/hef/bg2134.pdf))

Consumers perceive higher quality goods in scented stores. Burning scented candles is expensive and dangerous in a library. Retail consultant Linda Cahan advises opening all windows and doors and use fans to blow in clean air when possible. This will make everyone, staff and customers, feel better. Immediately before the store opens burn a mixture of cedar chips and sage in a small frying pan. When the mixture has burned, blow out the flames. Carry the smoking frying pan all over the store, backrooms and even in the basement. This fills the store with a wonderful scent.

- Source: "Stores with soul" by Linda Cahan in *Gifts and Decorative Accessories*, Vol. 103, June 2002, p.20+

### **Music.**

When we discussed music, my informant explained differences in the target markets for Barnes and Noble vs. Borders. B&N's target market is baby boomers. Border's target market, she claimed, is generation-Xers. This difference in target explained three differences between the stores. Barnes and Noble has a stricter dress code than Borders, B&N is more spread out than Borders. B&N plays classical music provided by headquarters in New York. Borders plays more jazzy music.

Experimenters discovered that music makes a big difference in customer behavior. Slow music increases supermarket sales 38% and liquor sales in restaurants. Classical and pop music increases sales better than easy listening and silence.

- Source: "The effect of music on atmosphere and purchase intentions in a cafeteria" by Adrian C. North, *et. al. Journal of Applied Social Psychology*, Vol. 28, pp. 2254-2273.

Music also affects what is bought. During a two week experiment in a restaurant, on the days when French music was played French wine outsold German wine. On the days German music was played German wine outsold French wine. Only 10% of customers said the music had affected their choice of wine.

- from "The Influence of in-store music on wine selections" by Adrian C. North, *et. al. Journal of Applied Psychology*, Vol. 84, 1999, pp. 271-276.

Music is controversial in libraries because of the tradition of silence. Nevertheless, music could be used in some areas of the library and to enliven the time before library programs and events. My informant is a preacher's wife. She says music is played before the church service to encourage people to visit each other rather than sitting in silence waiting for the service to begin.

### **Lighting.**

Barnes and Nobles are brighter than most libraries. Experts claim high levels of light suggest lower prices. Discount stores have equally bright lighting over the entire store. Lower levels of light suggest good quality and even exclusivity. Luxury stores have low general lighting so spotlights can illuminate displays.

Before adding more florescent lighting to your library consider taking advantage of the lower lighting.

- I believe libraries should strive to be a second home for the community's readers. If you agree consider creating homey reading areas with a comfortable chair, side table and reading lamp. The warm glow from the incandescent bulb of the reading lamp invites readers to sit down and read for a while.
- Lower general light allows easy illumination of books displays. Illuminated displays receive twice the attention of non-illuminated displays. Illuminating displays is discussed below.

### **Floor plan differences between libraries and bookstores**

**Checkout counter.** Barnes and Noble's cash registers are left of the front door. Experts in store design recommend placing checkout counters on the left because people entering stores usually drift to the right. Store owners want customers to move counter clockwise around the store before reaching the cash registers.

**Power aisles.** Power aisles are major aisles leading customers to all parts of the store. Power aisles also contain major displays of merchandise. Barnes and Noble has two power aisles cutting the store into four equal quarters. One aisle leads from front to back of the store. This aisle leads customers back to the music section of those stores with music sections. A second aisle, perpendicular to the first aisle, goes from left to right. This aisle leads to the children's section on one side of the store and to the computer software section before B&N dropped software from its offerings.

People tend to walk faster on hard floors and slower on carpet. Many stores have linoleum or tile aisles leading people through the store. Carpet is used between racks of merchandise. Extra plush carpet is used in areas where especially luxurious merchandise is displayed.

Librarians should observe how patrons move through your library. Make a simple map of the library. Watch people as they enter and draw lines representing their movement through the library. Use the same map to track the movements of many patrons. After drawing the movements of 10 patrons on the same map, ask why patrons went here rather than there. This will tell what parts of the collection are being used and which areas are not used.

**Short ranges of short shelving.** Barnes and Noble uses short shelving in the center area of the store to keep the open feel. Tall shelving is along some walls. Step stools are kept near tall shelving.

Ranges of shelving are short to create more end panels for eye catching displays. Retailers say displays on the end panels sell more items than half a range of shelves.

Though few stores do this, store designers claim that shelves at a 45 degree angle from the walls increase sales because more merchandise is seen by customers walking down aisles.

**Shelving by genre.** Barnes and Noble shelves books by genre. Numerous studies support the benefits of shelving by genres in libraries. In 1907, William A. Borden pulled books from the fiction shelves to set up special shelving for historical novels and detective fiction. During two years of observation, Borden notices that patrons who only looked at the new book shelf began also looking at the these areas as well. Borden also noticed that readers picked lesser-known authors within the genre.

- Source: "On classifying fiction" by William A. Borden. *Library Journal*, June 1909, pp. 264-265.

Numerous studies have replicated Borden's findings. Sharon Baker's experiments on fiction classification in three sizes of public libraries showed that patron use and appreciation of classified fiction increases with the size of library. In the library of only 2,500 volumes, classifying fiction increased use only 39%. In a 6,000 volume library, 49%. In the library with 15,500 volumes shelving fiction by genre increased use 349%. Like Borden's study, Baker found that patrons selected books within a genre, but at the same time reduced their reliance on authors and selected lesser-known authors within the genre.

- Source: "Will classification schemes increase use" by Sharon L. Baker. *RQ*, Spring 1988.

Librarians often object to shelving books by genre.

- Some fiction is hard to classify. Barnes and Noble solves this problem by placing copies every place someone may think to look and by training staff where books are and asking patrons to tell what kind of book it is. "Is it a mystery?"
- When authors write in several genre, patrons can't find all the books by that author. One solution to this problem would be book dummies with messages telling patrons other locations for that author's other book.

## Reducing information overload

Shelving by genre increases circulation because it reduces information overload hindering the ability to choose a book from shelving containing thousands of books. Genre shelving helps browsers choose books more quickly. My Barnes and Noble informant said, "I could walk into Barnes and Noble and in ten minutes walk out with a book and a latte. If I walked into a library it would take me a hour to find a book and I would leave without the latte." Below are some ways of reducing information overload without shelving by genre.

- Paul Deane of Round Lake Area Library in Illinois found that when the reshelving area is in the middle of the library, simply placing a sign saying "Recently returned" circulated many of those books again.
- Studies do show that booklists increase circulation some. Booklists can be distributed as bookmarks. However, consider making a "If you like..., try..." bookmark. Paste this bookmark on a book dummy. Put the book dummy between the books by the major author on the bookmark. This puts readers advisory at the spot where patrons are likely to need it. Several online sites offer "If you like..., try..." lists.

Davenport Public Library ([www.rbls.lib.il.us/dpl/books/lists/tta/ttmain.htm](http://www.rbls.lib.il.us/dpl/books/lists/tta/ttmain.htm))

Morton Grove Public Library ([www.webrary.org/rs/flbclistauthor.html](http://www.webrary.org/rs/flbclistauthor.html))

Wakefield Public Library ([www.wakefieldlibrary.org/zraifyoulike.htm](http://www.wakefieldlibrary.org/zraifyoulike.htm))

Akron-Summit Public Library

([ascpl.lib.oh.us/internetresources/pop/favfiction/readalikes.pdf](http://ascpl.lib.oh.us/internetresources/pop/favfiction/readalikes.pdf))

Mayo County Library ([www.mayolibrary.ie/thrillerwriters.html](http://www.mayolibrary.ie/thrillerwriters.html))

Romance ([www.likesbooks.com/ifyou.html](http://www.likesbooks.com/ifyou.html))

- Sharon Baker discovered that merely placing a red dot on spines with signs on the shelves saying red dots mean the book is recommended increased circulation by 9% to 179% of books on regular shelves. Consider keeping reading records for patrons reading recommended books. A yearly pot luck dinner could hand-out certificates recognizing those readers who read specific numbers of recommended books.

Below are sources with lists of books to dot.

- *Fiction Catalog* and *Pubic Library Catalog* by the Wilson Company.
- *The New Lifetime Reading Plan* by Clifton Fadiman, 4th ed. 1997. ([www.interleaves.org/~rteeter/grtfad4.html](http://www.interleaves.org/~rteeter/grtfad4.html))
- Book awards ([www.literature-awards.com/awards\\_by\\_category.htm](http://www.literature-awards.com/awards_by_category.htm))
- Top 100 lists:
  - The Hungry Mind Review's top 100 best 20th Century books ([northville.lib.mi.us/advisory/hungry100.htm](http://northville.lib.mi.us/advisory/hungry100.htm))
  - Modern Library's top 100 novels of the 20th Century ([www.randomhouse.com/modernlibrary/100bestnovels.html](http://www.randomhouse.com/modernlibrary/100bestnovels.html))
  - Modern Library's top 100 nonfiction books of the 20th Century ([www.randomhouse.com/modernlibrary/100bestnonfiction.html](http://www.randomhouse.com/modernlibrary/100bestnonfiction.html))
  - The Crown Crime Companion: Top 100 mystery novels of all time by Otto Penzler.
  - The Romance Reader's top 100 romances ([www.theromancereader.com/top100.html](http://www.theromancereader.com/top100.html))
  - David Pringle's top 100 science fiction novels ([www.strangewords.com/weirdbooks/scifi100.html](http://www.strangewords.com/weirdbooks/scifi100.html))

- Top 100 science fiction books - fans' choice:  
([home.austarnet.com.au/petersykes/topscifi/lists\\_books\\_popular.html](http://home.austarnet.com.au/petersykes/topscifi/lists_books_popular.html))
- Top 100 science fiction books - critics' choice:  
([home.austarnet.com.au/petersykes/topscifi/lists\\_books\\_critical.html](http://home.austarnet.com.au/petersykes/topscifi/lists_books_critical.html))
- David Pringle's top 100 fantasy novels  
([www.strangeworlds.com/weirdbooks/fantasy100.html](http://www.strangeworlds.com/weirdbooks/fantasy100.html))
- David Pringle's top 100 horror novels  
([www.strangeworlds.com/weirdbooks/horror100.html](http://www.strangeworlds.com/weirdbooks/horror100.html))
- *Sports Illustrated's* top 100 sports books of all time ([listsofbests.com/list/43/](http://listsofbests.com/list/43/))

**Displays.** Sharon Baker's book display experiments in three public libraries showed that effective displays must be in high traffic areas. Books on display near the front desk checked out 300% to 1000% more frequently than books on the shelf. Books displayed at the rear of the fiction stacks checked out, at best, only 60% more than books on shelves. Displays on window sills and other isolated areas in the library are a waste of time.

- source: "Why book displays increase use: a review of causal factors" by Sharon Baker in *Public Libraries*, Summer 1986, p. 63+.

**Prime display area.** Retail experts say a store's prime display area is 5 to 20 steps inside the store to the right of the front door. Barnes and Noble puts the display of bestsellers in this spot. Behind the new books are staff recommendations. Other new books are directly in front of the front door.

In many libraries these display areas are empty or filled with the circulation desk. In a Barnes and Noble store customers can stand 10 steps inside the front door and read a hundred titles. Ten steps inside the front door of many libraries patrons see only open space. Though we often praise libraries for having this open space, most patrons come to the library to see books. Reading titles from this spot in many libraries requires binoculars. Librarians should consider displaying their books in their prime display space. By the way, when displays are on the right, items should be facing left so people will see the item face on.

Library displays often have books standing up on a table at about waist high. Displaying objects on a flat surface is boring and suggests that the objects are insignificant. Use blocks and stair step displays to elevate books to between eye and waist level.

**End caps.** Retailers claim end panel displays sell more items than half of one-side of a range of shelves. More libraries should take advantage of this experience by placing book displays at the end of shelves. One of the best ways to display books at the end of shelves is using slatwall end panels. Below are links to suppliers of slatwall end panels and the brackets needed for display books slatwalls.

Brodart

([www.shopbrodart.com/shop/se/Search.aspx?queryText=slatwalls&I1.x=28&I1.y=14](http://www.shopbrodart.com/shop/se/Search.aspx?queryText=slatwalls&I1.x=28&I1.y=14))

Demco ([www.demco.com/](http://www.demco.com/))

Gaylord ([www.gaylordmart.com/](http://www.gaylordmart.com/))

Highsmith ([www.highsmith.com/](http://www.highsmith.com/))

Carlson JPM ([www.carlson-storefixtures.com/catalog/default.php?cPath=21](http://www.carlson-storefixtures.com/catalog/default.php?cPath=21))

**Signage.** Barnes and Noble uses some signs to entice customers to stop and look at displays. Barnes and Noble does not use many signs because they expect staff to maintain personal contact with customers.

In *Why we buy: the science of shopping*, Paco Underhill writes, "Take a look at that [bookstore] wall, over near the information desk. What do you see? This week's New York Times "Best seller list," or rather a grimy copy of it, taped up. Next to it is a rather grimy photocopy of the Modern Library list of the so-called one-hundred top novels of the twentieth century. Have you ever seen a more pathetic display of such useful and interesting information?" Underhill advises that such lists should be reproduced in large print for easy reading over displays of books on the list.

Sign readability is a combination of the color contrast between the letters and their background, the shape of the letters and the size of the letters.

Color contrast. Studies reveal that the difference in the amount of light reflected by the colors of letters and background are important for readability. Readable signs have either the letters reflect a lot of light on backgrounds reflecting little light or the reverse. The smaller the letters on a sign the greater the contrast that is need to keep the sign readable. Below is the ranking of color combinations from most readable to least readable.

- 1.Black on yellow
- 2.Black on white
- 3.Yellow on black
- 4.White on blue
- 5.Yellow on blue
- 6.Green on white
- 7.Blue on yellow
- 8.White on green

- Source: *Sign systems for libraries* by Dorothy Pollett, *et. al.*, page 238.

Shape of letters.

Block lettering (i.e., san serif) is most easily read for signs.

Signs of less than four words can be written in capital letters. More than four words should be written in combinations of upper and lower case.

- Source: *Sign systems for libraries* by Dorothy Pollett, *et. al.*, page 239-40.

Size of letters. How far away will patrons be when they read the sign? Size the letters so they are easily read at the furthest distance patrons are likely to read the sign.

1. At 8 feet, make 1 inch tall letters.
2. At 16 feet, make letters 2 inches tall.
3. At 32', 4 inch letters.
4. At 64', 8 inch letters.

Signs intended for people far away can be hung from ceilings. However, if signs are too high they will not be easily seen. Peoples easily see objects from eye level upward about 30 degrees.

1. At 5 feet away from the sign, the sign can be as high as 6' and still be easily seen.
2. At 10 feet away, signs can be 7' off the ground and still be seen.
3. At 20 feet, signs can be 8' 8" feet off the ground.
4. At 30 feet, signs can be 10' off the ground.

- Source: *Designing and space planning for libraries: A behavioral approach* by Aaron Dohen, et. al. 1979, pp. 205-206.

**Lighting displays.** Studies show that illuminated displays are looked at twice as much and twice as long as unilluminated displays. My informant saw the effect of lighting displays first hand. In her children's section was a "porch." The porch was an overhang with two supporting uprights. Plush animals are displayed on the porch. When my informant started working at B&N almost nothing on the porch sold. One day the district manager visited the store. He took one look at the porch and asked for a ladder. He got up and adjusted the lights. Within three weeks everything on the porch sold. Below is information to help you select display lights.

Lighting glossary (<ftp://public@ftp.irisinc.com/lighting/glossary.pdf>)

Light source and fixture selection

([www.lightsearch.com/resources/lightguides/fixtureselect.html](http://www.lightsearch.com/resources/lightguides/fixtureselect.html))

Lighting technology application guide

([www.bpa.gov/energy/n/projects/conservation\\_augmentation/eso/lighting%20apps%20guide.pdf](http://www.bpa.gov/energy/n/projects/conservation_augmentation/eso/lighting%20apps%20guide.pdf))

General Electric bulbs ([www.light-source.com/ge.html](http://www.light-source.com/ge.html))

Halogen lamps are an incandescent light like regular light bulbs. They cost between \$50 and \$200 dollars depending on the wattage, but they run about 20% more efficiently than regular incandescent light bulbs. The spot light shape of their bulbs makes them suitable for displays.

Ceramic metal-halide lamps are currently recommended for displays. They provide a white, spotlight bright enough to illuminate displays in well-lit rooms. Furthermore, they are very cost-efficient and their bulbs last 4 to 20 times longer than incandescent bulbs. The initial purchase is expensive. They require special fixtures, their bulbs are very expensive. Care must be taken to place them in the fixtures correctly. However, the bulbs long life and cost-efficiency saves money in the long run.

Ceramic Metal-halide Fact Sheet

([www.bpa.gov/energy/n/projects/conservation\\_augmentation/eso/ceramic%20metal%20halide.pdf](http://www.bpa.gov/energy/n/projects/conservation_augmentation/eso/ceramic%20metal%20halide.pdf))

Ceramic Metal-halide Fact sheet #2

([www.pge.com/003\\_save\\_energy/003c\\_edu\\_train/pec/info\\_resource/pdf/Metal\\_Halide\\_Lamps.pdf](http://www.pge.com/003_save_energy/003c_edu_train/pec/info_resource/pdf/Metal_Halide_Lamps.pdf))



**Recommending displayed books.** The Miami Township Branch of the Dayton and Montgomery County Library in Ohio found recommended books are 2.6 times more likely to be taken from displays than displayed books without recommendations. The Miami Township Branch library uses recommendations on cards placed inside the displayed books.

Staff and patrons write recommendations on the cards. Whenever patrons mention liking a book, the staff ask patrons to write a one sentence recommendation on the card. Here are two examples. "A gut-wrenching thriller, sensational thriller! Not for the faint of heart." "I laughed so hard chocolate milk came out my nose."

The card is then placed in the book with "Recommended book" written on the top of the card showing out of the top of the book. Books are then placed on a slatbox end panel. When recommended books are checked out, the card is removed and kept to be replaced in the book when it is returned.

If you would like to try this recommendation system in your library, here is a template card for printing out and photocopying.

Links to more display ideas

Handy hints for dazzling displays ([www.asla.nsw.edu.au/disphint.htm](http://www.asla.nsw.edu.au/disphint.htm))

B&N posters of book covers, etc. ([posters.barnesandnoble.com/](http://posters.barnesandnoble.com/))

Promotion of non-fiction reading

([www.be.wednet.edu/Hs/library/nonfiction\\_promotion\\_ideas.htm](http://www.be.wednet.edu/Hs/library/nonfiction_promotion_ideas.htm))

### **Clarification of my opinion**

One response to the above essay asked, "[A]re B&N staff encouraged to read or just to know titles/genres? When a patron asks 'What's a good read?' are bookstore staff trained to push the bestseller or can they really try to match the reader to a book?"

My response is that B&N staff are allowed to take home and read any book, even before it's release date. So some B&N staff have read the current books before librarians can read them. Furthermore, B&N stores have "staff recommended" shelves up front near the new books. So it appears that at least some B&N staff do read the books and can answer the question, "What's good to read?" Whether they actually match the book to the reader, I don't know how often this is done in B&N stores or libraries.

I would point out that few libraries have "staff recommended" shelves. To find out what library staff recommend, patrons have to ask. I don't want libraries to abandon their educational and preservation missions and promote only the latest titles, but I do feel librarians need to literally display their knowledge more and better for patrons who do not ask.

## Appendix:

In 1998, Steve Coffman published an article in *American Libraries* called "What if you ran your library like a bookstore?" Steve Coffman compared staffing and jobs between a Barnes and Noble and a branch of equal size of the Los Angeles County Library System. Steve Coffman made the following comparisons shown in the table below.

	B & N Bookstore	Branch of Los Angeles PL of similar size
Number of staff	34	32
Hours open per week	98	63
Cost per FTE	\$18,047	\$27,500
Staff cost per hour	\$120	\$269
Yearly staff cost	\$613,000	\$882,000

Steve Coffman points out that Barnes and Nobles using about the same number of staff is open 50% longer with only two-thirds the staff cost. Why are library salary costs so much more. The table below shows how salaries are divided between staff.

B & N Bookstore	Branch of Los Angeles PL of similar size
Manager (\$65,000)	Director (\$57,000)
2 assistant managers (\$32,500) *	9 librarians (\$48,000) **
7-8 department supervisors (\$20,000) *	5 assistants (\$35,000) **
24 sellers (\$7.50 per hour)	15 pages (\$7.00 per hour)

\*35 people at B&N headquarters in New York buy books for 450 B&N stores. Others in New York create the displays.

\*\* These people select, buy, catalog books and do reference.

In the library the middle level staff select, buy and catalog books and do reference work. Tasks that are not carried done by Barnes and Noble staff. According to Steve Coffman, 35 people in New York select and buy books for 450 Barnes and Noble stores. My informant says each store is given some money that one of the assistant managers uses to buy books for the local market. It takes about three years of consistent sales of a book or series for the New York office to notice and start buying books especially for the store.

My informant says displays are also created in New York. Each store has the same display "gondolas" (i.e., display tables). The New York people ship the books and instructions for what books are to go on each display, when the display is to go up and come down.

The point of Steve Coffman's article is that library staff of each Los Angeles County Library spends a lot of time selecting, buying and cataloging books and answering reference questions. Coffman claims that library patrons would probably prefer the \$269,000 difference between Barnes and Noble and the library salaries be spent buying more books.

This page was posted September 10, 2003.