

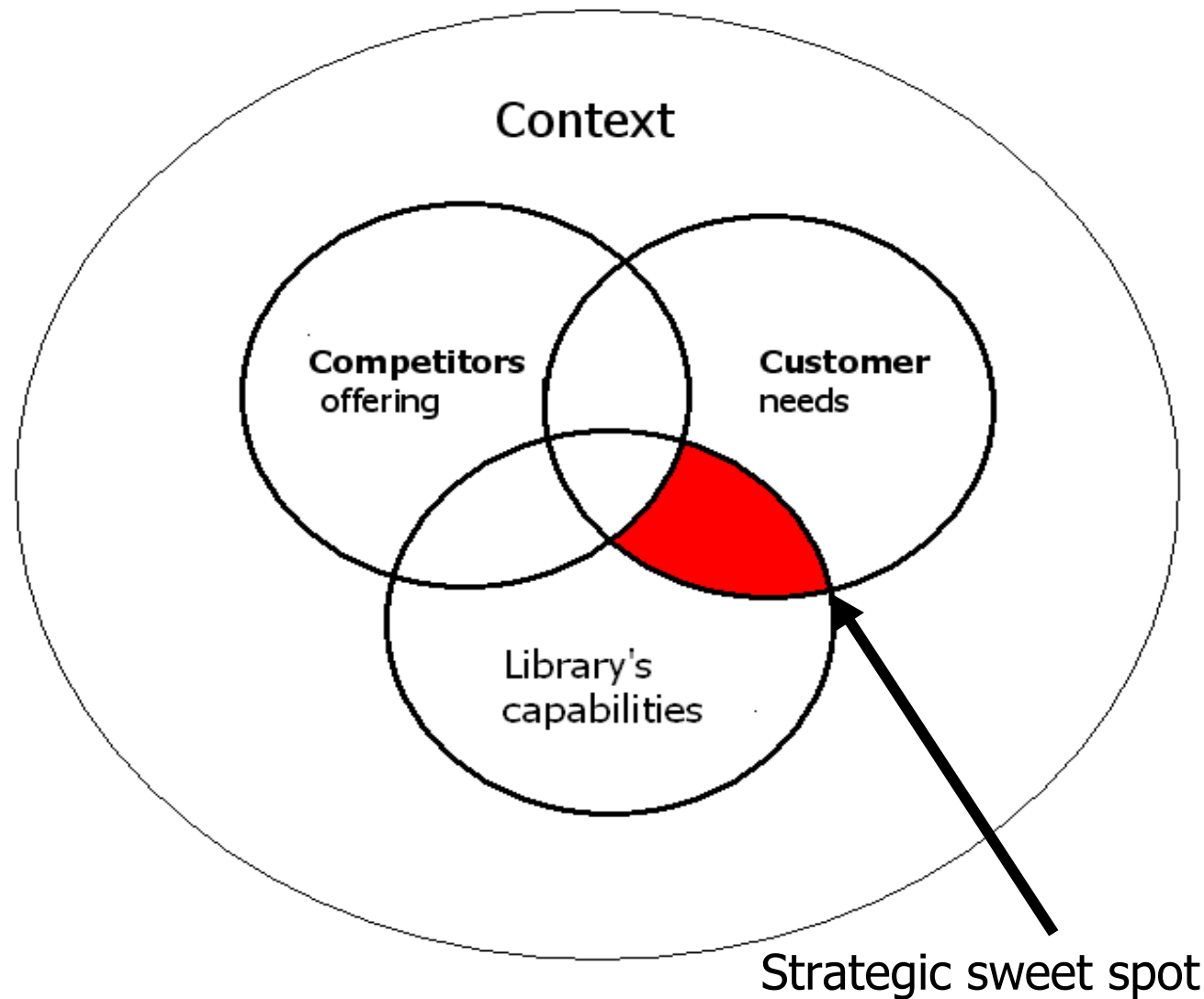
Finding the strategic sweet spot

Workshop 4 / Ken Chad
ELAG 2009

The strategic 'sweet spot' is where the library's capabilities meet customer needs in a way that rivals can't.

A focus on the 'sweet spot' enables the library to highlight the areas of *genuine* potential strength where it can make the *biggest* difference and add the *most* value.

The 'strategic sweet spot' ie where's the *best* return on investment?



who are your customers?

Students/end users

Librarians

Libraries/organisations

Alumni

what are their needs?

- the ones the library is there to respond to and are covered by your organisation's mission

Social space

learning environment
virtual space

Evaluation of
information

Be made aware that
the library exists

Reduce information noise

Gain/learn information skills

who are your competitors?

- can be partners to

Google Books

Google

LibraryThing

Book stores

Other libraries

Publishers

Abe Books

Amazon

Yahoo answers

Other library system
developers

the competition

- Our users like
 - - speed
 - - universal tool
 - - results
 - - ease of use
 - - personalised services
- Our users don't like
 - - Fee
 - - Ads

what are our capabilities?

Rich data (not used)

Open ethos

Organising/structuring information

Already paid for

Good reputation

Skilled people

Content knowledge/expert advise

Trust

why do customers use your service?

Environment

Atmosphere

Cheap/Already paid for

Broad choice

Critical mass of resources

where should we focus to get
the best return?

Mission - Vision - Strategy

Strategic sweet spot

Mission

- why do we exist?

Make information available

Information preservation

Tradition/culture/heritage

Collecting books

Support the country's infrastructure

Provide books

Vision

- what do we want to be?

Innovative

The best.../the top...

the gateway to information

User friendly

Trusted provider of quality information

Strategy

Objective - Scope - Advantage

Understand where we are in terms of a 'marketplace' of options for users

Move forward with a clear sense of direction and purpose

Focus on the market, customer needs and the skills that are needed to deliver

Strategic *Objective*

The single precise objective that will drive the library over the next 3 years or so.

Improve usability

Double access to e-resources

Provide a single point of access

Repeat access (make users come back)

Make ourselves indispensable

Improve visibility

Become an integral part
of the community

Become user driven

Increase traffic

Improve usage of e-collection

Increase research funds (by facilitating a
better research environment)

Strategic Scope

Define who our customers are and what we are offering

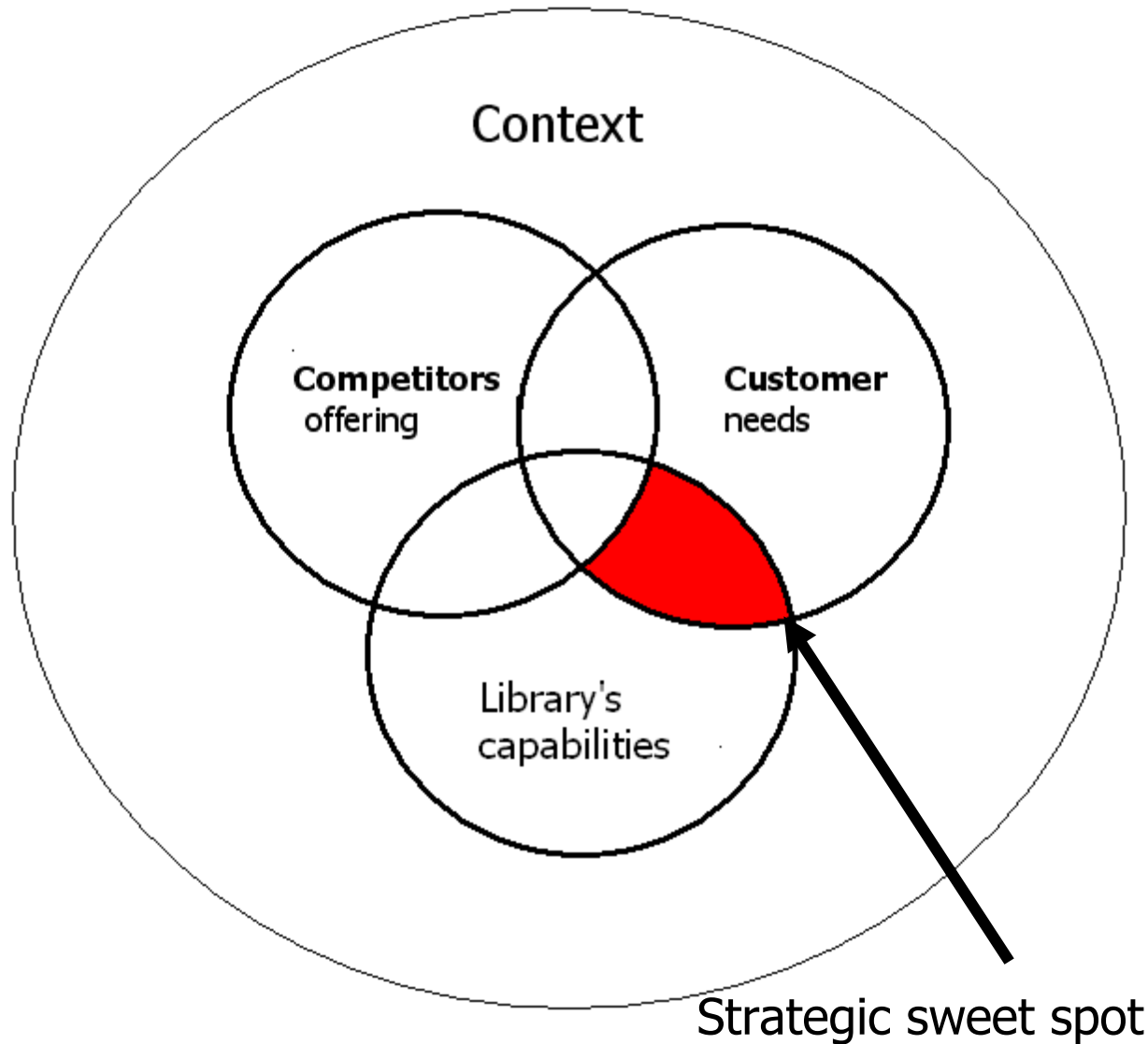
' Library services will be available to all members of the organisation. Discovery and access to, and delivery of, electronic resource will be available 24 hours a day from any device connected to the web. Where possible library services will be embedded in (e.g. VLE) or exposed via (e.g. Google) any service that improves the discovery, access and usability of resources'.

Strategic Advantage

What are the library's unique activities or mix of activities that allow it (alone) to deliver the value to its customers?

*'Library services will add value by helping to guide users to the **best, most appropriate** resources to meet their academic needs. We will enable the delivery of resources with the least friction possible. We will provide services and tools to assist customers to **critically evaluate** the information resources they discover'.*

where should we focus to get the best return?



Users

For whom are we doing this? What do they need? What will they need in the future? Need to know our users in order to develop our strategy

Competitors

Can be partners too

Look at how you can make the most of their advantages

Capabilities

Be clear about what we are good at

Make it stronger

Mission

Why do we exist? We have been around for a long time, so can be good to think about this

Vision

Where do we want to be by when?

Strategy

Should be simple and easy to understand

Everyone aware of their place and see where/how their work fit in to the strategy

Individuals create a tactic to support/link to the overall strategy

Strategic advantage

To provide services and tools to assist customers to **critically evaluate** the information resources they discover