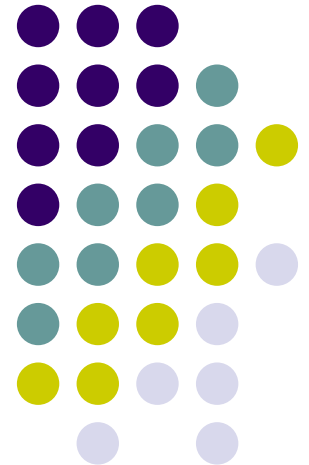


Strategic management

Strategic planning of LIS

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Overview of session



- Vocabulary of strategy
- What is strategic planning?
- Strategic planning approaches
- Exercises on strategic planning

Strategic planning: what is it?



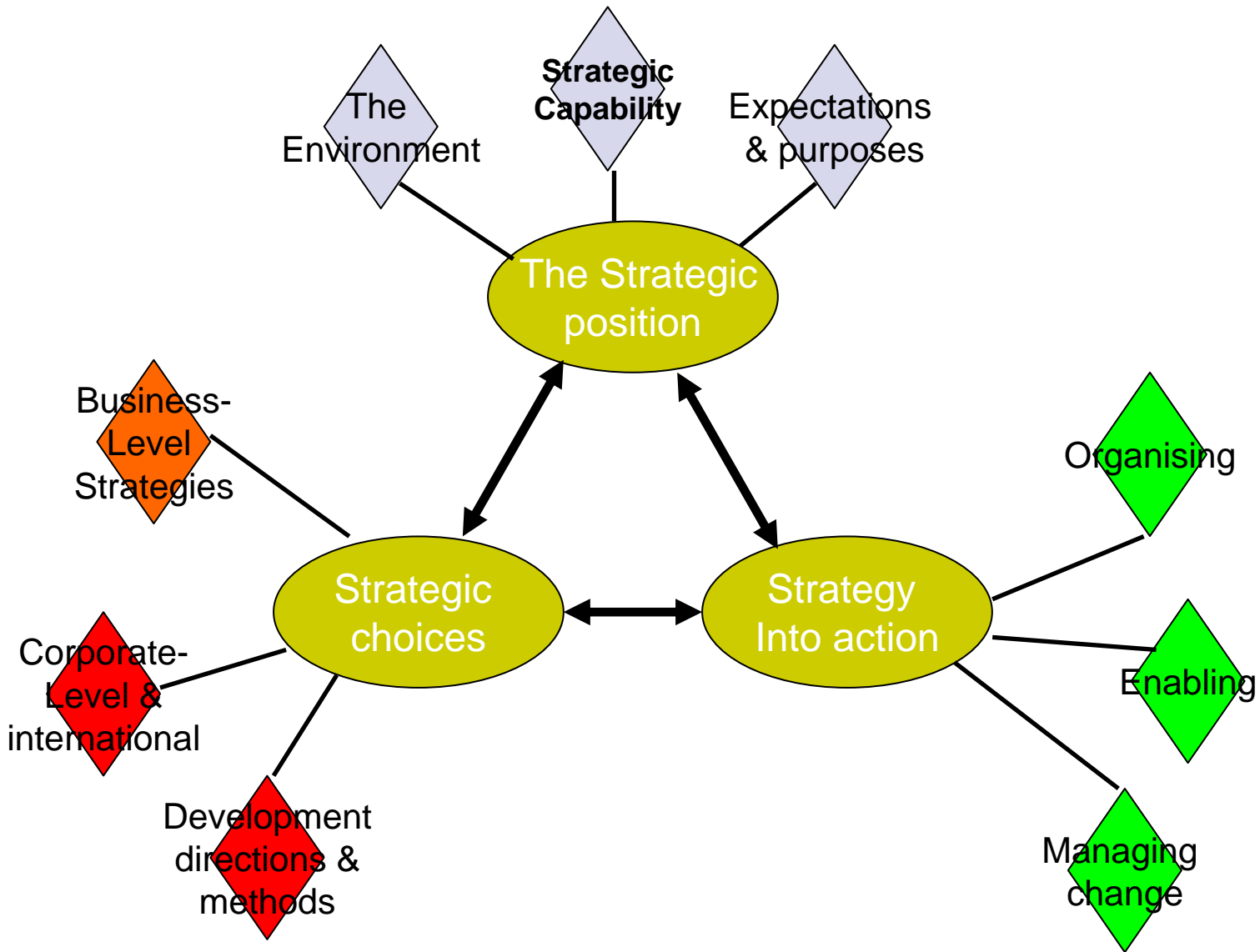
- Establishing a vision or mission for the service
- Ensuring this is sympathetic/consistent & complementary with that of the organisation
- Developing a strategy for achieving this mission
- Developing specific objectives to enable strategy to be implemented
- Link to budget formulation

The vocabulary of strategy

[From Johnson, Scholes & Whittington: Exploring corporate strategy. Prentice Hall, 2005. 7th ed.]

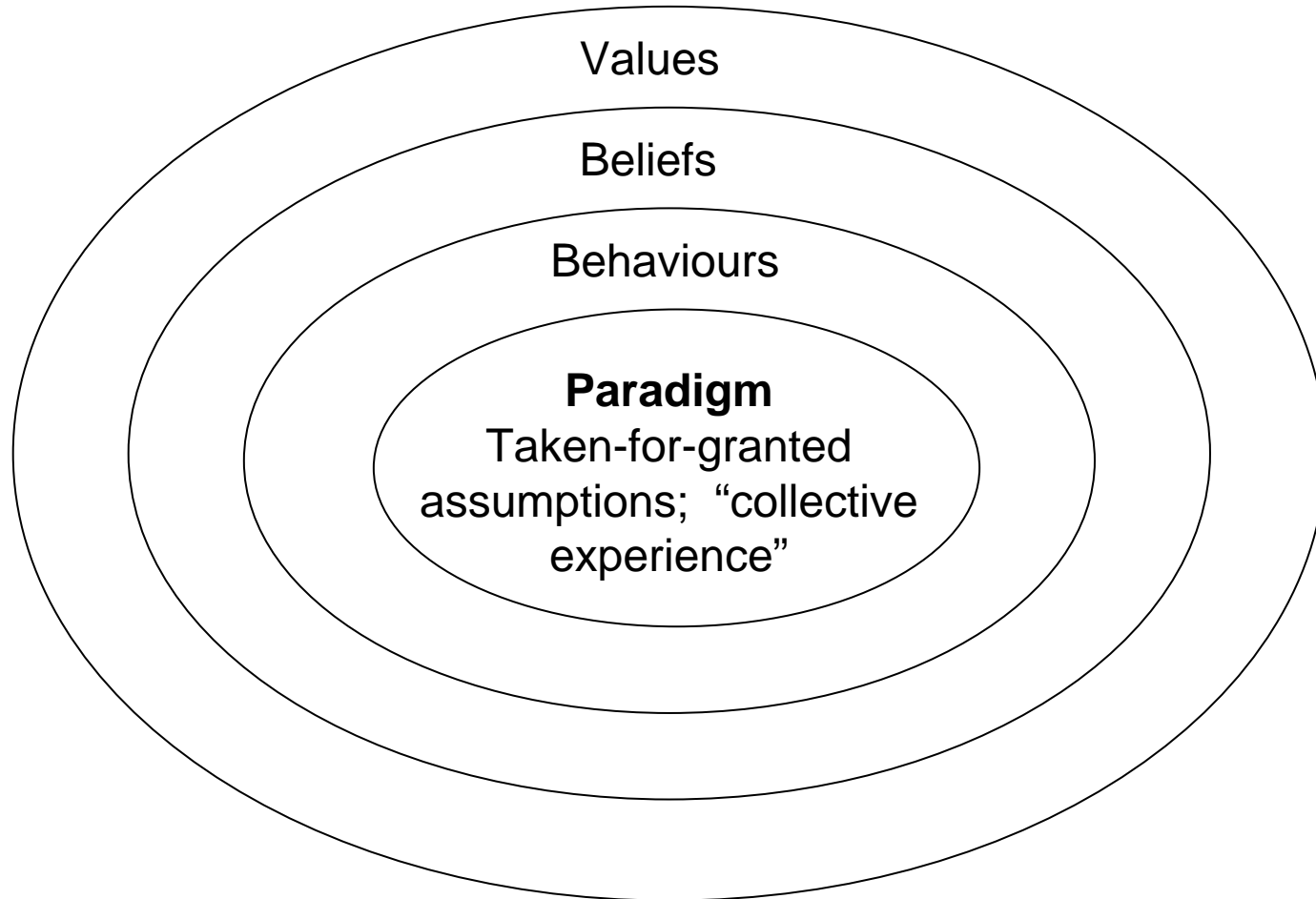


<i>Term</i>	<i>Definition</i>	<i>Personal example</i>
Mission	Overriding purpose in line with values/expectations of stakeholders	Be healthy and fit
Vision or strategic intent	Desired future state: the aspiration of the organisation	To run the London Marathon
Goal	General statement of aim or purpose	Lose weight and strengthen muscles
Objective	Quantification or more precise statement of goal	Lose 5 kilos by 1 st September & run the marathon next year
Strategic capability	Resources, activities and processes: some will be unique and provide competitive advantage	Proximity to a fitness centre; a successful diet
Strategies	Long term direction	Exercise regularly, compete in marathons locally, stick to appropriate diet
Business model	How product, service and information flow between participating parties	Associate with a collaborative network (eg join a running club)
Control	Monitoring of action steps to (a) assess effectiveness (b) modify strategies/actions	Monitor weight, kilometres run and measure times. If progress satisfactory, do nothing. If not, modify strats/actions



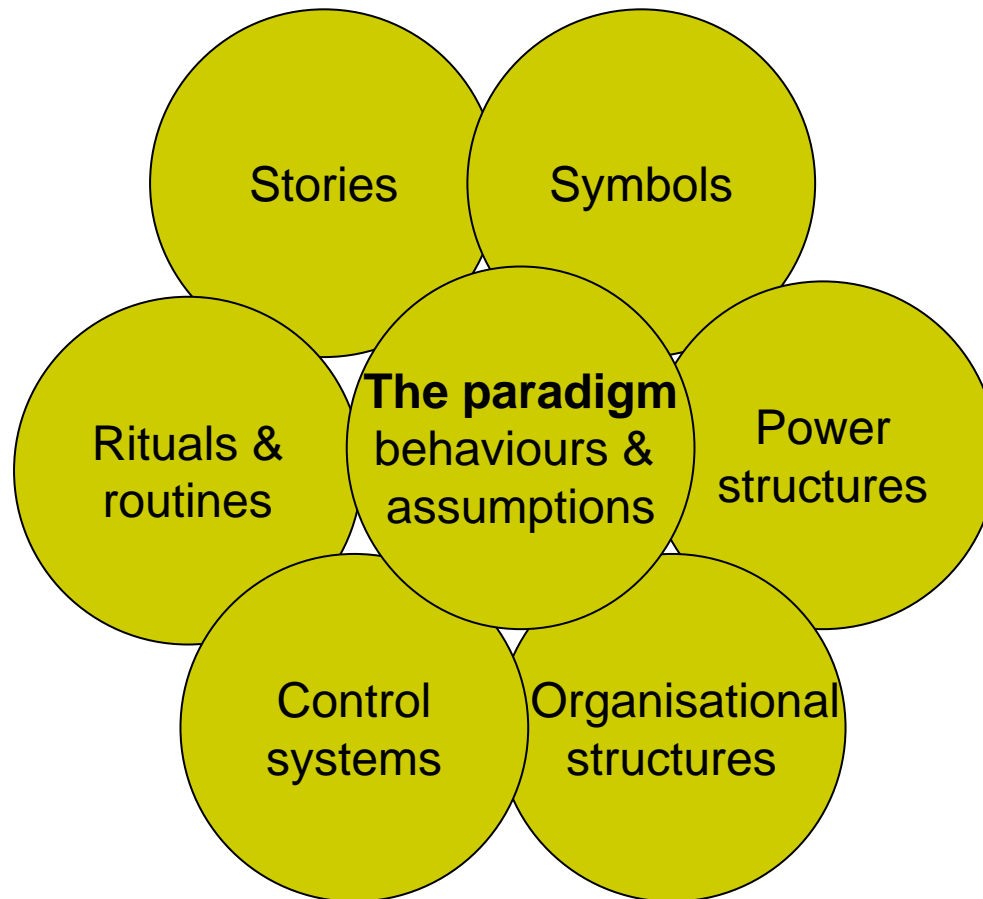
A model of strategic management

The importance of organisational culture to strategy development



The Cultural Web

(from Johnson, Scholes & Whittington)



Source: Johnson, Scholes & Whittington. Exploring corporate strategy. Prentice Hall, 2005. 7th ed.

Key questions about strategy



- Why are we here? What business are we in? (mission)
- Where are we now? How did we get here? (situation audit)
- What factors will impact our future? (environmental appraisal)
- What do we want to be? Where do we want to go? (vision and goals)
- How can we get there? What are the implications? (strategic options)
- What needs to be done? Who will do it? When? (action plans)
- How will we track progress? (performance indicators)

Levels of strategy



Alliance

Network

Network level

Organisations 1 & 2

Organisations 1 & 3

Organisational level

Departments, faculties & services

Service level

LIS, IT etc

Functional level

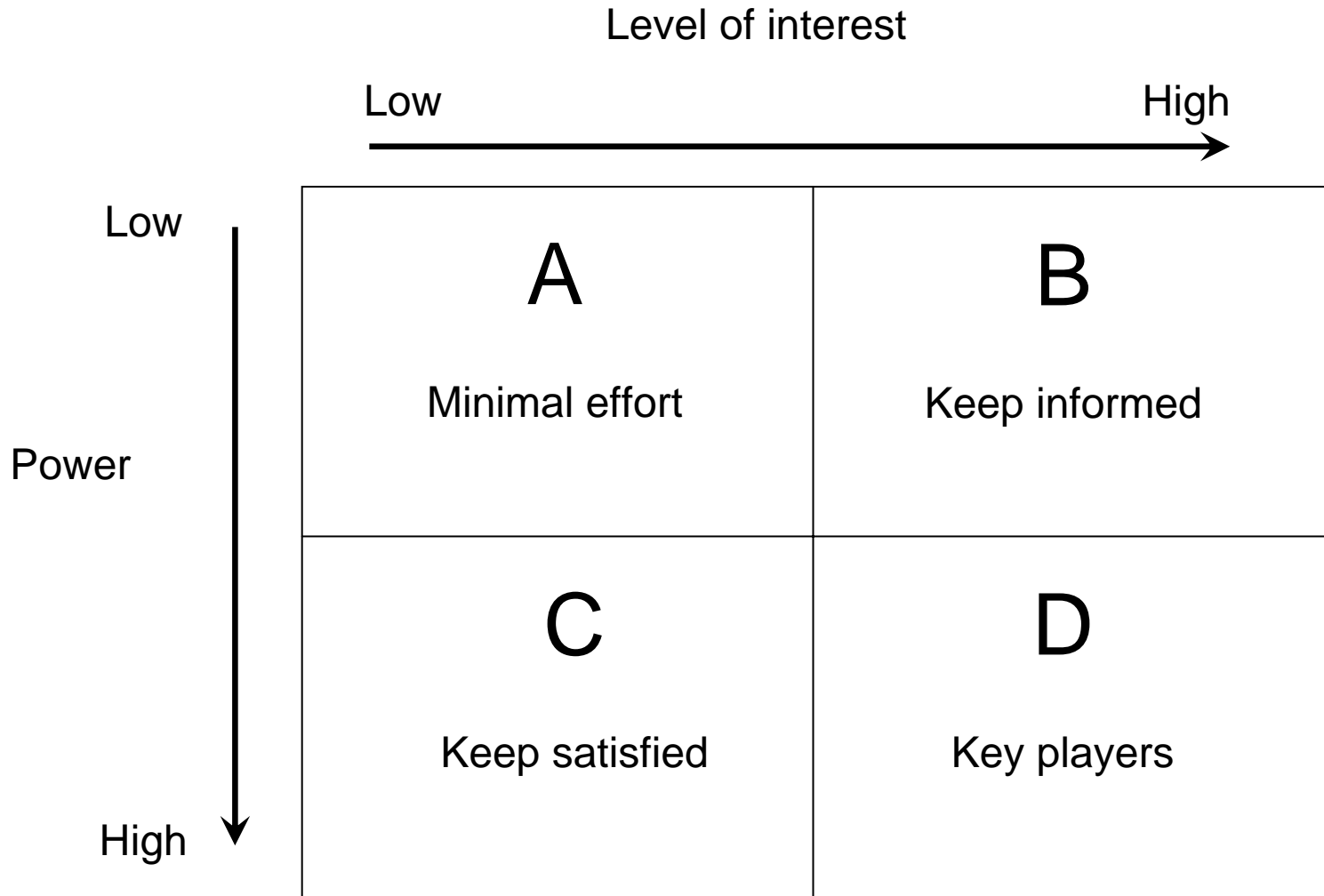
E-resource management

Stakeholders: who are they?



- Customers
- Suppliers
- Shareholders
- Board/Senior Managers
- Employees
- Communities
- Government

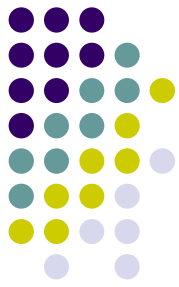
Stakeholders: power/interest matrix



Exercise – 20 minutes



- Identify a university's stakeholders
- Plot them on the power/influence matrix



“If the only tool you have is a hammer
then everything looks like a nail”

Abraham Maslow – American psychologist

SCONUL vision 2010



- Personalisation of systems and services, through better customer relationship management (CRM), ‘profiling’ and IT systems; linked more intimately to communities of interest
- Collaboration: across sectors/domains and with global communities, incl shared facilities and infrastructures, data management, the ‘learning journey’ etc

SCONUL vision 2010 (cont.)



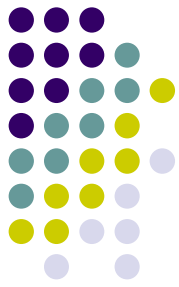
- Space: blending of physical & virtual space; non-traditional uses in our buildings eg student support, social learning spaces, cafés; more off-site storage
- Management & skills: full economic costing, ROI; shift of staff time; need for finance & marketing skills; learning backgrounds; fund raising

Mission statements should be:



- Concise
- Clearly articulated
- Written in an inspiring tone
- Relevant and current
- Reflect organisation's uniqueness
- Enduring
- Catering for all stakeholders

Example of a LIS mission statement



- The Mission of the LLRS is to support the University's mission by providing:
 - Appropriate learning environments
 - Access to academic information sources of all kinds
 - Access to staff with expertise in information and information technology
 - Access to IT workstations, to a core set of software, and to network facilities
 - Induction for all students and staff of the University in the use of academic information and IT
 - Advice on the use of IT and information sources

Example of strategic objectives



In order to achieve its mission the Library has adopted the following aims:

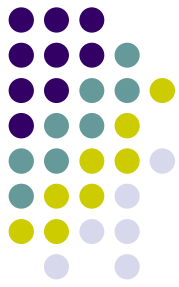
- The LLRS will provide and support to agreed standards:
- A learning environment for all, including
 - skilled and expert staff
 - information in appropriate formats
 - IT equipment and connection
 - pervasive networks
 - study environments
- Information guidance for all
 - suitable for all levels (Level 0 to research)
 - suitable for all subjects

Example of strategic objectives (cont.)



- Information skills for all
 - basic skills
 - advanced skills tailored to need
- Information for all
 - through acquisition of information sources
 - through access to remote sources
 - delivered to multiple locations
 - on demand
 - accessed remotely AND locally
- IT services for all
 - chosen to meet corporate needs
 - supported through initial induction and through advisory services

Even more specific objectives or work plans

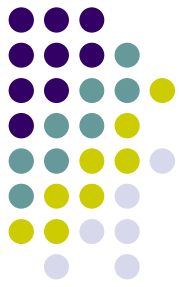


- Operationalise strategic objectives
- Measurable
- Covering a defined time period (annual)

Example:

- To deliver induction sessions to 95% of UG & PG students within 4 weeks of the beginning of their first semester

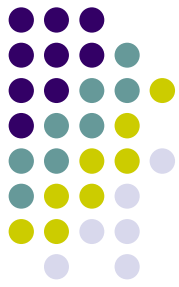
What is strategic planning?



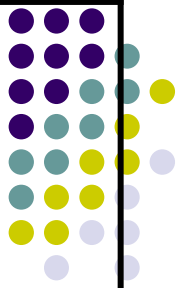
“... a process in which purposes, objectives and plans are formulated and then implemented ... relating an organisation to its changing market opportunities ...”

Sheila Corrall. Strategic planning for library and information services. Aslib, 1994.

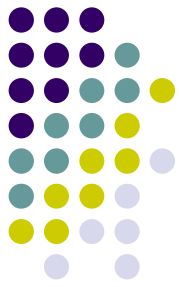
The notion of competitive advantage



- ‘Business as war’ metaphor
- Business goal of achieving long term advantage over key competitors in all of its activities
- Thorough understanding of external and internal forces that affect the organisation
- Achievement of viable match between external environment and internal capabilities

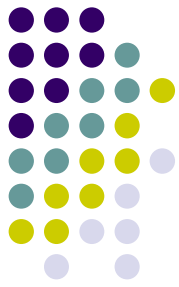


Products Markets	<i>Existing</i>	<i>New</i>
<i>Existing</i>	Market penetration (eg increase loans per borrower)	Product development (eg organise exhibitions)
<i>New</i>	Market development (eg find new customers – businesses)	Diversification (eg open a café)



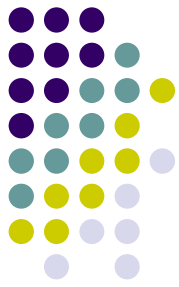
- **Segmentation**
 - Unsegmented – one size fits all (high volume copying)
 - Segmentation strategies – special services for distance learners
 - Niche strategies – narrow market segment eg information service to local councillors
 - Customisation – designing services for partic. needs
- **Differentiation by:**
 - Cost/price leadership – eg cheap photocopying
 - Quality/design – eg a new system for document delivery
 - Support – eg phone hot line for unstaffed enquiry/IT facilities
 - Image – eg re-launching alert bulletin as a personal service

Diversification



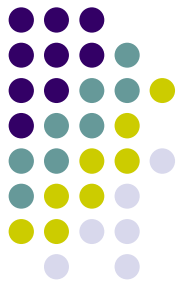
- Horizontal – expanding ‘sideways’ eg univ library merges with college library
- Vertical – expand ‘upstream’ or ‘downstream’ eg up by acquiring a bindery or down by running transport service for users
- Concentric – take over business of related type eg establishing a publishing company
- Conglomerate – expand into new area such as univ library opening café which could be used by public

Divestment



To reduce costs or reallocate resources by dropping non-core or low priority services

- Selling off eg library bindery
- Closing down unprofitable services eg a priced research service
- Withdrawing from a site

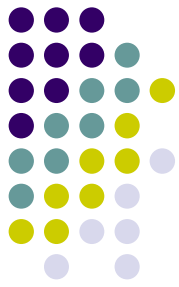


Re-birth & reconception

Business re-definition & reconfiguration is needed

- Service recombination
- Organisational restructuring
- Physical relocation

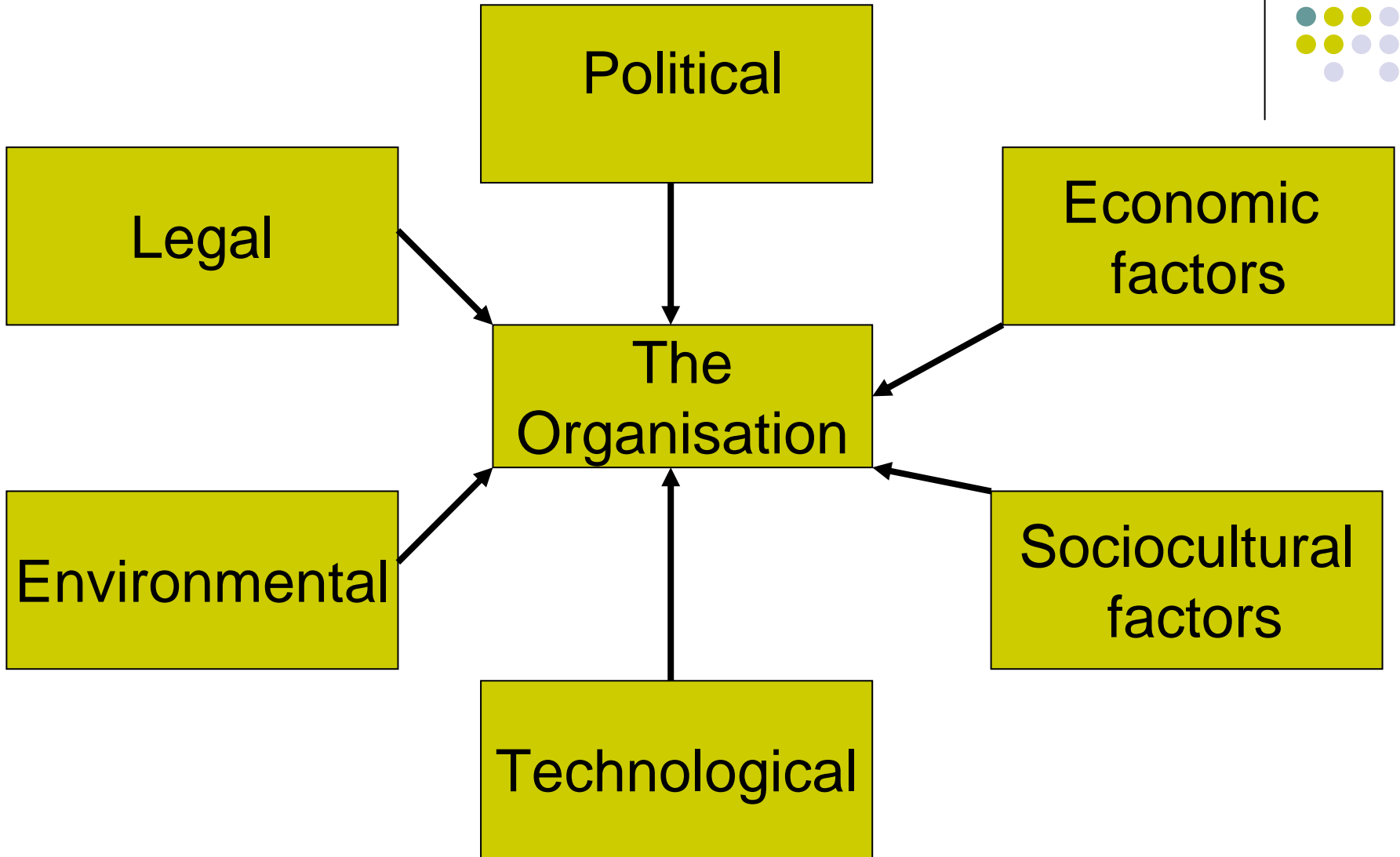
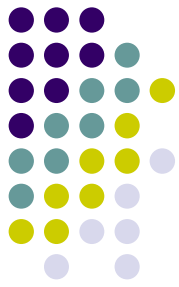
eg merger of library and IT service



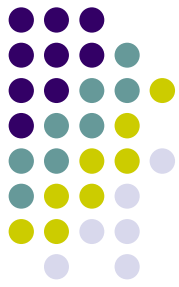
Planning to plan

- Scope of the plan – organisation, unit ?
- Period to be covered?
- Planning guidelines from a higher level body?
- Specific issues to be addressed?
- Who is the sponsor?
- Who is the champion?
- Who is in the planning team?
- Who will manage it?
- What is methodology?

PESTAL Analysis

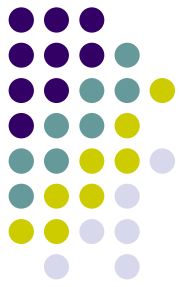


Strategic planning techniques



- PESTEL – Politics, Economics, Society, Technology, Environmental, Legal
ie
 - Local and national political factors
 - Impact of economic factors eg exchange rates
 - Changes in society’s expectations of libraries
 - Impact of technological change
 - Legal/compliance – need for quality information
 - Globalisation – outsourcing/offshoring information services

SWOT analysis



- Strengths - internal
- Weaknesses - internal
- Opportunities - external
- Threats - external



Group exercise

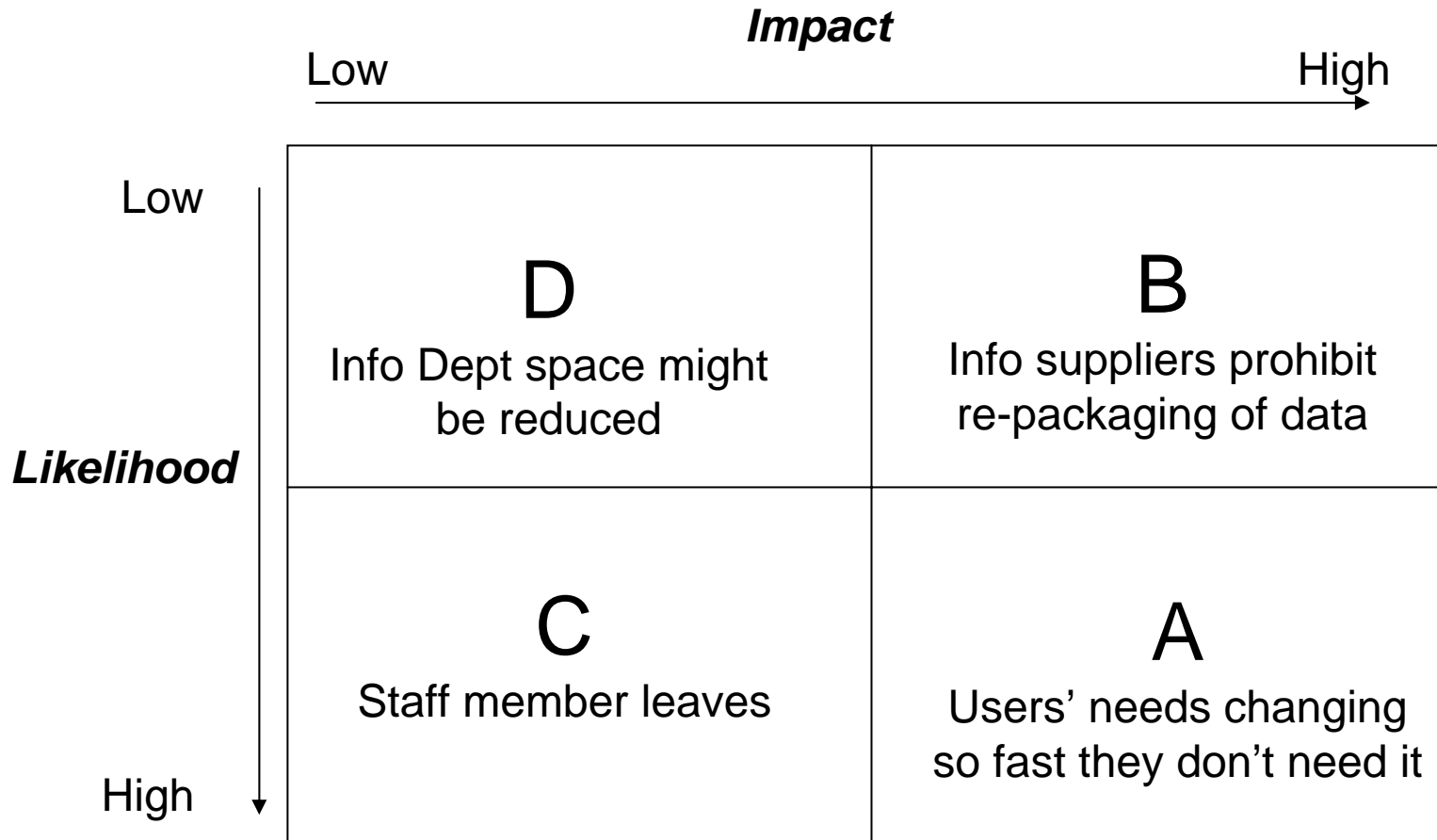
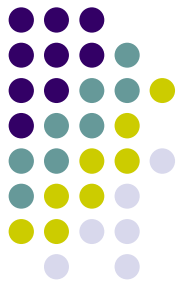
- Conduct a SWOT analysis on Manchester Metropolitan University's library service
- 20 minutes

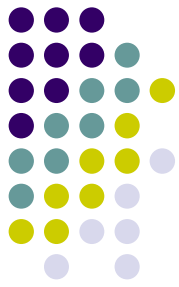


What's in a business plan?

- Business description & purpose
- Vision & long term objectives
- Current market situation
- Target customers
- Competitor analysis
- Marketing strategy
- Marketing plan
- Sales targets & objectives
- Operational requirements
- Current financial requirements & forecasts
- Management processes
- Business risks

Business risk analysis: a new profiling service





Resources

- Johnson, G., Scholes, K. and Whittington, R. ***Exploring corporate strategy: text and cases***. Prentice Hall, 2005. (7th ed.)
- Corral, S. ***Strategic management of information services***. Aslib, Taylor & Francis, 2000. [in NetLibrary].
- ***A guide to writing a business plan***. Barclays Bank, 2005. see: <http://tinyurl.com/pzoby>
- Wallace, Linda K. ***Libraries, mission & marketing: writing mission statements that work***. American Library Association, 2003. (copy in MMU Library)
- ***Sheila Webber's web page*** on LIS missions at: <http://dis.shef.ac.uk/sheila/marketing/mission.htm>