Doubling ALA’s Revenue Streams and Shifting from Implied to Supplied Value

**Membership**
Revenue Generating
*Implied Value*
ALA Core Values:
- Diversity
- Intellectual Freedom
- Professionalism
- Service
- Social Responsibility
- Sustainability

**Conference Services**
Revenue Generating
*Supplied Value*
ALA Core Values:
- Education and Lifelong Learning
- Professionalism
- Service
- Sustainability

**Publishing**
Revenue Generating
*Supplied Value*
ALA Core Values:
- Access
- Diversity
- Confidentiality/Privacy
- Intellectual Freedom
- Preservation
- Professionalism
- Service
- Sustainability

**Continuing Education**
Revenue Generating
*Supplied Value*
ALA Core Values:
- Access
- Diversity
- Intellectual Freedom
- Preservation
- Professionalism
- Service
- Sustainability

**Contributed Revenue**
Revenue Generating
*Supplied Value*
ALA Core Values:
- Access
- Diversity
- Democracy
- Intellectual Freedom
- Preservation
- The Public Good
- Social Responsibility

**Data, Research & Design**
Revenue Generating
*Supplied Value*
ALA Core Values:
- Access
- Diversity
- Democracy
- Service
- The Public Good
- Social Responsibility

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*2020-2021 ALA CD #50*
*2020 Virtual Fall Council Meeting*
### ALA Five-Year Pivot Strategy (Evolving Draft)

According to Eric Ries (*The Lean Startup*), pivoting is “making a change in strategy, without a change in vision.”

<table>
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<tr>
<th>FY 21</th>
<th>FY 22</th>
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</thead>
</table>
| • $: Neg rev/exp gap  
  CR$: 6% ($2M) from Dev  
  Mem: 15% Marketshare  
  Rev Strms: 3 (Conf, Mem, Pub)  
  Specific GF Units $ generating  
  Div: 7 with 65% of Mem  
  Conf: 2  
  Culture: “Big” ALA + Div  
  Decentralized CE, COMMS, Dev, Purchasing  
  Mitigate IT as a cost center  
  Move to centralized teams for greater staff productivity and coordination  
  ASAE/Association Forum benchmarking exercise  
  Aligning for impact/elimination of redundancy | • $: Neu rev/exp gap  
  CR$: 10% (focus ind giv + fdn)  
  Mem: 15% Marketshare  
  Rev Strms: 5 (CE, Con $, Conf, Mem, Pub + Non-US markets)  
  All GF Units tracked to $ generating  
  Div: 7 with 65% of Mem  
  Conf: 1  
  LibLearnX Event  
  Culture: One ALA  
  Centralizing CE, COMMS, Dev, Purchasing  
  IT realigned and driver of revenue  
  ALA aligning to ASAE/Assn industry standards  
  Testing public markets for internal products (printing, Booklist, etc.) | • $: Neu rev/exp gap  
  CR$: 12% (focus ind giv + fdn)  
  Mem: 18% Marketshare  
  Rev Strms: 6 (CE, Con $, Conf, Mem, Pub + Non-US markets, Data services)  
  All GF Units tracked to $ generating  
  Div: 7 with 68% of Mem  
  Conf: 1  
  LibLearnX Event  
  Culture: One ALA  
  Centralized CE, COMMS, Dev, Purchasing  
  IT realigned and driver of revenue  
  ALA aligned to ASAE/Assn industry standards  
  Testing public markets for internal products  
  Testing Public facing Annual Conference | • $: Pos rev/exp gap  
  CR$: 15% (add corp)  
  Mem: 18% Marketshare  
  Rev Strms: 6 (CE, Con $, Conf, Mem, Pub + Non-US markets, Data services)  
  All GF Units tracked to $ generating  
  Div: 7 with 75% of Mem  
  Conf: 1  
  LibLearnX Event  
  Centralized CE, COMMS, Dev, Purchasing  
  IT realigned and driver of revenue  
  Testing public markets for internal products  
  Pub facing Annual Conference  
  Overall Non-US Market Expansion for products and services | • $: Pos rev/exp gap  
  CR$: 18% (add corp)  
  Mem: 20% Marketshare  
  Rev Strms: 6 (CE, Con $, Conf, Mem, Pub + Non US, Data services)  
  All GF Units tracked to $ generating  
  Div: 7 with 75% of Mem  
  Main Conf: 1  
  LibLearnX Event  
  Centralized CE, COMMS, Dev, Purchasing  
  IT realigned and driver of revenue  
  Testing public markets for internal products  
  Pub facing Annual Conference  
  Overall Non-US Market Expansion for products and services  
  Testing 7th Revenue Stream |

**Key:**  
$ = Budget; CRS$ = Contributed Revenue; Mem = Membership; Rev Strms: Revenue Streams; GE = General Fund;