2020-2021 ALA CD #50 2020 Virtual Fall Council Meeting



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
- Education and Lifelong Learning
- Preservation



Continuing Education

Revenue Generating

<u>Supplied Value</u>

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

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

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."

FY 21

- \$: 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
- Confs: 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

FY 22

- \$: 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.)

FY 23

- \$: 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

FY 24

- \$: 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 with75% 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

FY 25

- \$: 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 with75% 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;