Services:
- Identifying your niche
- Where to invest & divest?

Measures:
- Demonstrating your impact
- What will matter & resonate?
Identifying your niche

FRAMES & QUESTIONS TO CONSIDER
Librarians and entrepreneurs have much in common:
- Enthusiastic about our offerings, service driven, tendency to offer too many things to too many different markets

Successful organizations have a clear understanding of who their clients are and what they have to offer those clients:
- Focus on their differentiation
- Know what business they are in
Frames

- Majority of our resources are allocated to services:
  - Delivery, Development & Management
  - Services have a natural lifecycle
- Must focus our resources on those services that will ensure our success

Design & divestment are critical life-cycle phases
Roger Martin & Peter Drucker

Five key questions
Your business determines your services

Martin
1. What is our winning aspiration?
2. Where will we play?
3. How will we win where we have chosen to play?
4. What capabilities must be in place to win?
5. What management systems are required to ensure the capabilities are in place?

Drucker
1. What’s your mission?
2. Who’s your customer?
3. What does your customer value?
4. What are your results?
5. What’s your plan?
Piercing Clarity

Jim Collins’ Hedgehog Model
Hedgehog Concept (Jim Collins)

- What are you passionate about?
- What can you be the best at?
- What drives your resource engine?

Piercing clarity
Piercing Purpose...

- You love it
- You are great at it
- You are paid for it
- Mission
- Vocation
- The world needs it
- Passion

-Purpose-
Managing Your Service Portfolio

SHOW US WHAT YOU GOT
Managing your service portfolio demands:

1. Aligning all offerings with organizational strategy
2. Balancing high-risk/high-growth services with conservative “keep us going” offerings
3. Determining which services are not on track and need help or need to be pulled
Portfolio Management

Based on:
Cooper's "Portfolio Management for New Products"
Boston Group on product life cycles

Thanks to Bob Cooper from the Product Development Institute and Sopheon for this example of risk-reward management
Managing your service portfolio also demands that you know:

- Where the organization is headed
- Those community or academic or client segments most critical in the future
- The depth and breadth of each offering
Strategic Alignment
- Underpins or advances strategy

Competitive Advantage
- Offers customers/users unique benefits
- Meets customer needs better

Market Attractiveness
- Market size & growth potential
- Competitive positioning in market

Synergies
- Marketing synergies
- Technological synergies
- Operations or process synergies

Technical Feasibility
- Technical gap
- Technical complexity or uncertainty (or both)

Risk vs. Return
- Expected profitability
- Payback period
- Low cost & fast to do

Client Interest & Strategic Fit

Organizational capability

Portfolio Management for New Products
By: Dr. Robert G. Cooper
The diagram illustrates a strategic planning matrix with axes for Organizational Capability and Client Interest & Strategic Fit. The matrix is divided into four quadrants:

- **Top Right Quadrant (HI-HI): Critical**
- **Top Left Quadrant (LO-HI): Double or Quit**
- **Bottom Right Quadrant (HI-LO): Maintain, No Growth**
- **Bottom Left Quadrant (LO-LO): Phase Divestment**

This matrix helps in evaluating and deciding on the strategic approach for a given client-organization relationship based on the intersection of capability and interest.
Steps (no, not necessarily linear)
Service Assessment

Here is our new simplified logic model

Give us $  We all WIN
Three types of measures

- Value
- Operational
- Satisfaction
if our presence can't add value to their lives, our absence will make no difference.
The Logic Model

...goes beyond documenting what you did and measures what difference you made in the life of your target audience...

...how has your audience changed...

...specifically changed the human condition...
It’s logical that:

- **INPUT** resource perspective
- **OUTPUT** operational perspective
- **OUTCOME** user perspective
- **IMPACT** stakeholder perspective
INPUT

Resource Perspective

- Equipment
- Space
- Supplies
- Funding
- Staff
OUTPUT

Operational Perspective

- Training module
- Program
- Report
- # of Program Attendees
- # of Programs Held
OUTCOME
User Perspective

- Increased skill
- Know-how or know-that
- Change in status
- Change in behavior or attitude
IMPACT

Stakeholder Perspective

- Lower dropout rates
- Increased employment levels
- Increased recovery rates
## Outcome & Impact

<table>
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<tr>
<th>Input (resources)</th>
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| Impact (stakeholder) |  |
## Outcome & Impact

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| Output (operational) | 6 week program offered twice a year  
|                     | 25 girls ages 10-12 complete program each session (50 participants per year)  
|                     | Pre and Post-session questionnaire; (permission to follow-up in 3 years) |
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| Outcome (user) | • Girls ages 10-12 have a better understanding of STEM careers  
|               | • Increased interest in sciences & maths as potential course options  
|               | • Positive response to questionnaire that the girls want to be scientists, astronauts, engineers, programmers, etc. |
| Impact (stakeholder) | |
## Outcome & Impact

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<tr>
<td>Girls pursue careers in STEM and become scientists, programmers, doctors, etc. (long-term)</td>
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Start by starting a...

STOP DOING LIST

1.
2.
3.
4.
5.
Thank you!

Rebecca:  rjones@bramlib.on.ca
Moe:      mhosse@markham.ca