

Government Information Day (East) 2019

- Communicating Value through Strategic Alignment

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Background

- Browne, Melanie. "Communicating value through Strategic Alignment." *Information Outlook*, July-Aug. 2011, p. 25-29.
- Holden, Jim. *The Selling Fox: A Field Guide for Dynamic Sales Performance*. New York: Wiley, 2002.
- Sinek, Simon. *Start with Why: How Great Leaders Inspire Everyone to Take Action*. New York: Portfolio/Penguin, 2009.
- Sirsi, Ajay. *Marketing a Roadmap to Success*. Toronto: Pearson, 2010.

Agenda

Problem | Background

Phase 1 - Discovery | User Analysis / Needs Assessment

Phase 1 - Discovery | Market Segmentation

Phase 1 - Discovery | Customer Journey Mapping / Customer Profile Map

Phase 2 – Defining Value | Value Statement / Value Propositions / Value Map

Phase 3 – Outcomes | Measuring Impact and Service Review

Conclusions | Control Plan / Discussion / Questions

Today's Agenda

Phase 1 - Discovery | **Understanding your Customer** | 10 min

Phase 2 – Defining Value | **Value Statement / Value Proposition**
/ Value Map | 15 min

Today's Agenda

Phase 3 – Outcomes | Measuring Impact and Service Review

- Performance Metrics
- Evaluation Models
 - Logic Models
- Library Benefits Tracking / Monitoring Assessment | 10 min

Conclusion | Discussion | 5 min

WHY?

VALUE X RECOGNITION = INFLUENCE

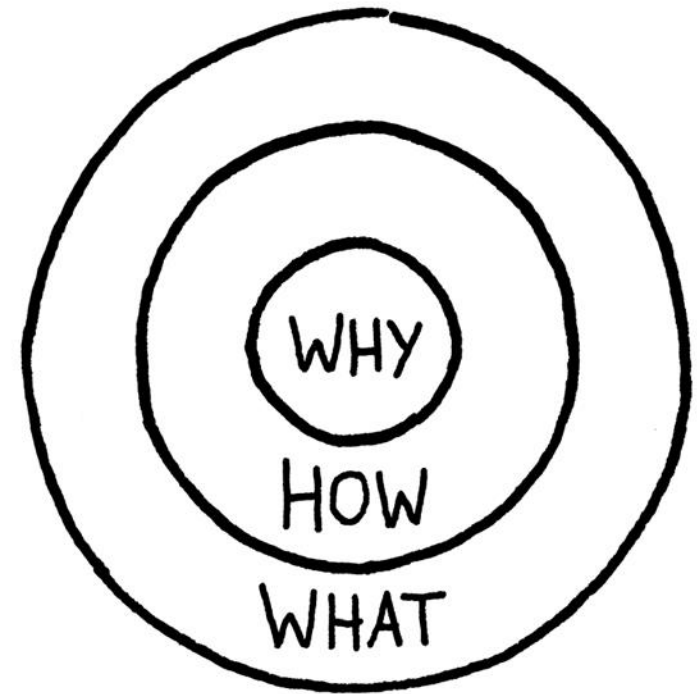
The Golden Circle

Organizations function on three levels.

What we do

How we do it

Why we do it

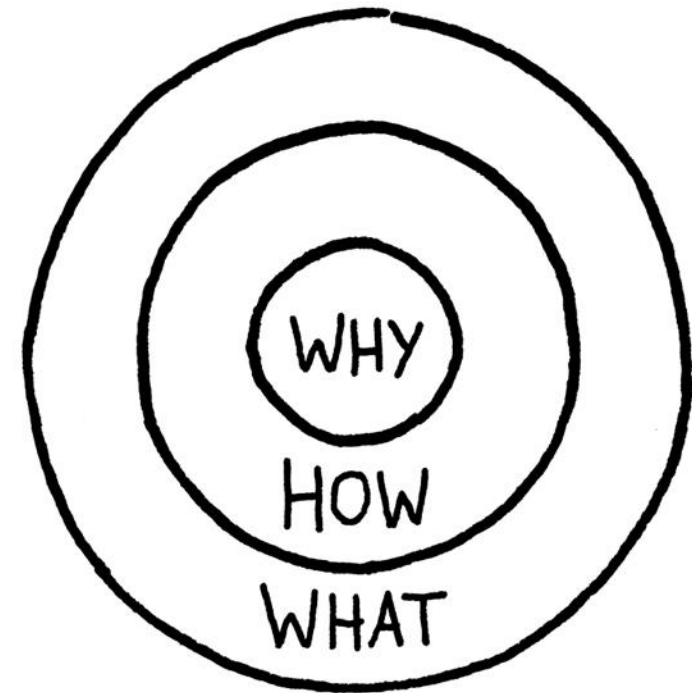


The Golden Circle

What = the results we get

Every organization knows WHAT they do.

These are products they sell or the services they offer.

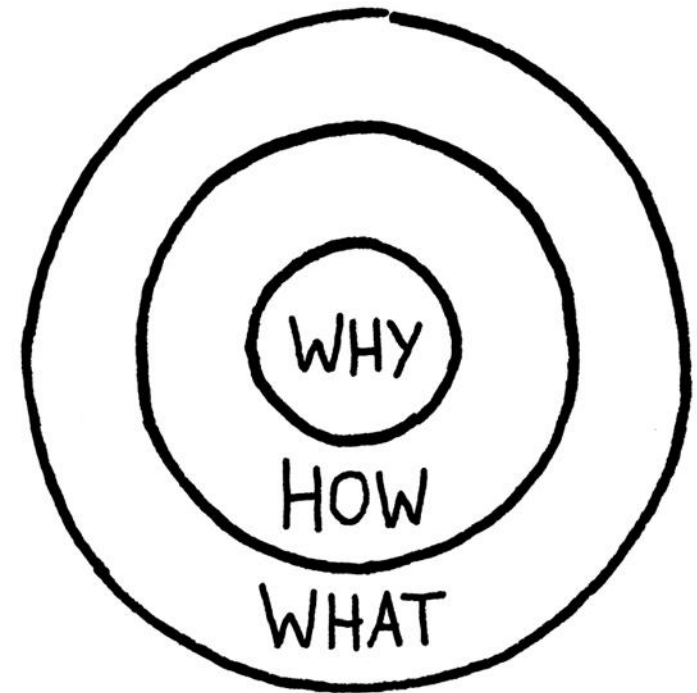


The Golden Circle

How = what we do in order to get the results (think process)

Some organizations know HOW they do it. This can set them apart from competition.

Example, developing budgets; having acquisitions workflows; processing materials; setting up loan policies.

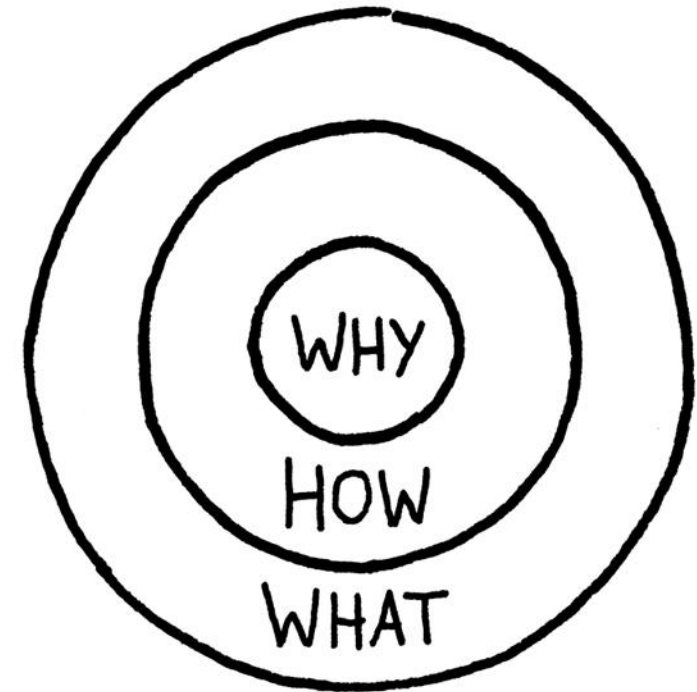


Communicating Value through Strategic Alignment - Melanie Browne

The Golden Circle

Why = Our beliefs, cause, purpose

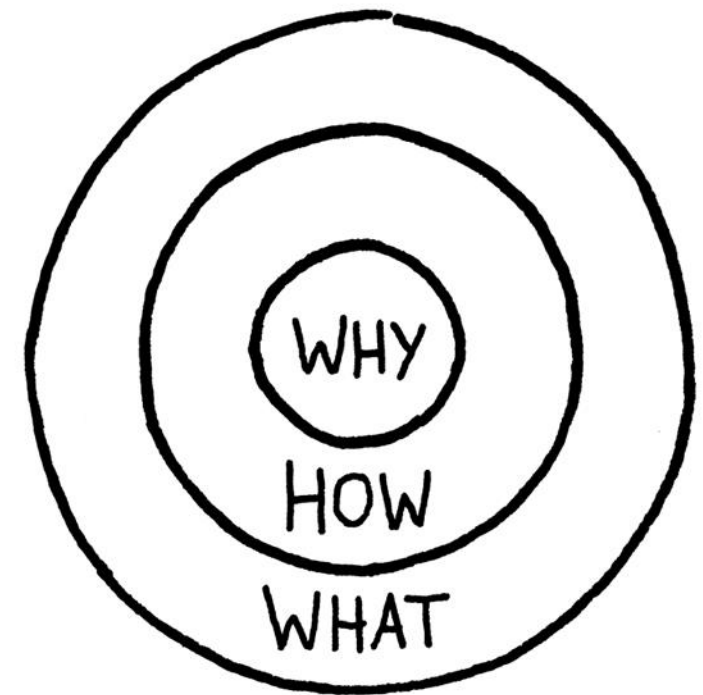
Very few organizations know WHY they do what they do. Why is a purpose, cause, or belief.



The Golden Circle - Libraries

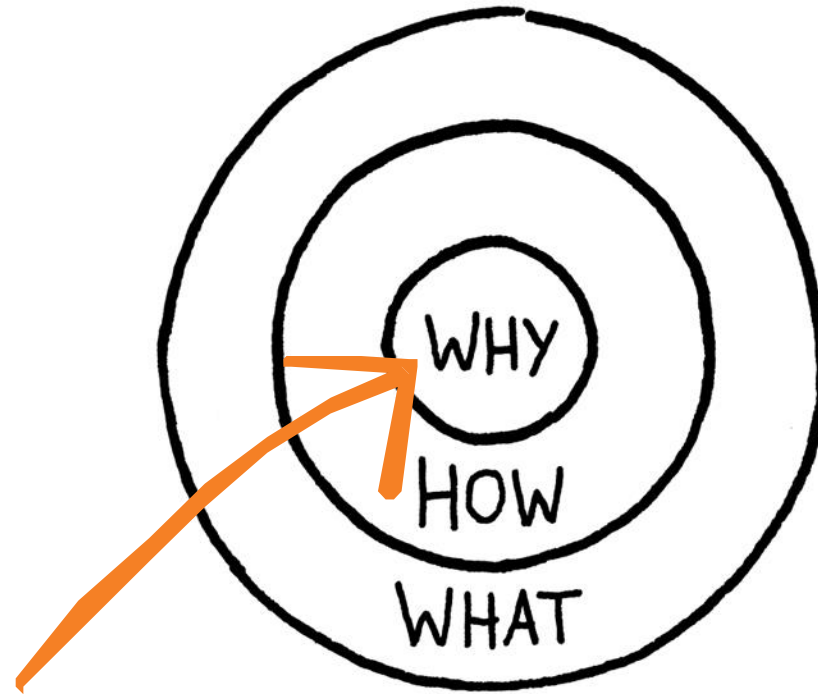
Why - the “why do we do what we do”
“Connection” - “we connect the user / client / customer / community member with information / content”.

There is much more to this than just connecting people with information, and that the act of “connection” is not actually a “why” but a “what”!!!



The Golden Circle

We naturally communicate from the outside-in –
from the clearest thing to the fuzziest thing.

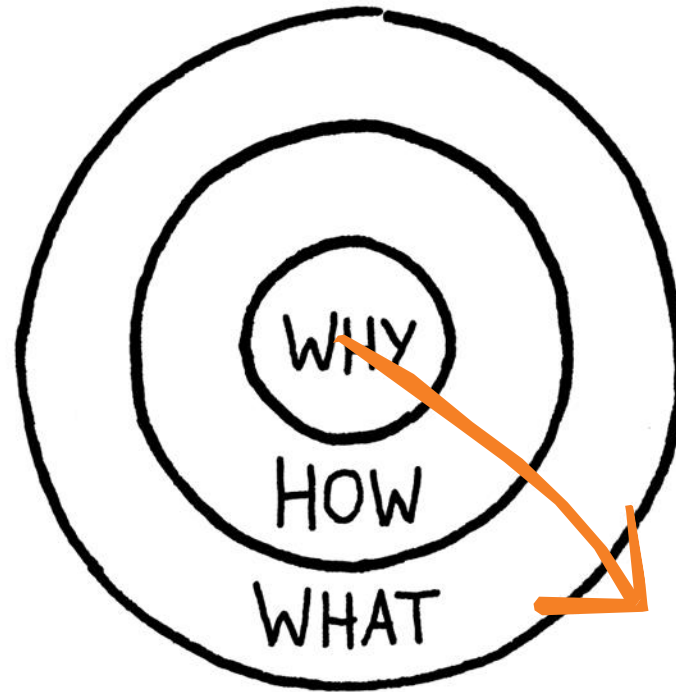


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We tell people WHAT we do,
we tell them HOW we're different,
and then we expect a behavior like a purchase.

The Golden Circle

Organizations with the capacity to inspire think, act and communicate from the inside-out.
They start with Why!



When we communicate our purpose first, we
communicate in a way that drives behavior.

Taps the part of the brain that inspires.

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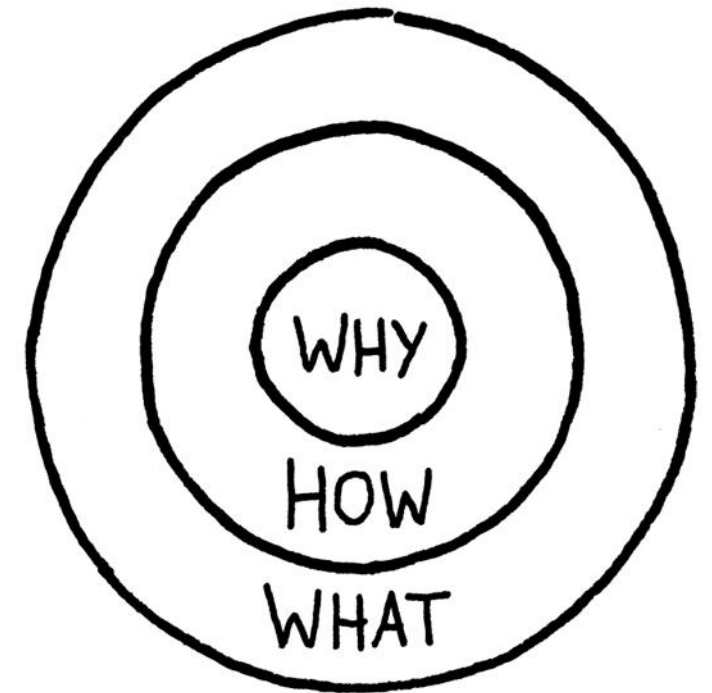
The Golden Circle

Why

“We believe our library transforms its users from one state of knowledge to a higher state of knowledge.”

“We believe our library prepares community members to succeed as citizens, employees and scholars”.

“The mission of librarians is to improve society through facilitating knowledge creating in their communities.” (R. David Lankes)



Why is this important?

- Changing **role** of libraries and librarians:
 - The way that libraries are run .
 - Who runs them.
 - The services that they offer.
 - What people want from them.
 - The what that people live their lives.

The *why* for the original creation of public libraries:

Public Libraries are seen as the single most effective way of providing access to education and learning for those who might otherwise not be able to, and through this, to increase social mobility (Carnegie Trust).

Examples – Public Library

WHY - Libraries exist to defend people's rights to enrich and improve their own lives, their environment and society.

HOW - Our library staff make this happen by facilitating access to and the sharing of information, knowledge and culture.

WHAT - We keep our buildings safe and welcoming, we maintain collections for members of the community to consult and borrow, we organise and host learning and social activities

Exercise

The **WHY** of your library or information service - why does it exist in the first place, what is its raison d'être? What, as an organization, does it believe in?

HOW is your organization achieving this? In what ways does it put its WHY into practice?

WHAT are the kind of things you are actually doing, at the end of the line? WHAT services do you propose to your users?

WHY are you, personally, in libraries? What is it you believe in that aligns with your organization's purpose?

Problem | Develop clarity around the key challenge to solve (what's in scope, what's not) |

Why?

Phase 1 - Discovery | **User Analysis / Needs Assessment** |

Begin to understand our customers

Ask: who are our customers?

Ask: what is their end-to-end user experience?

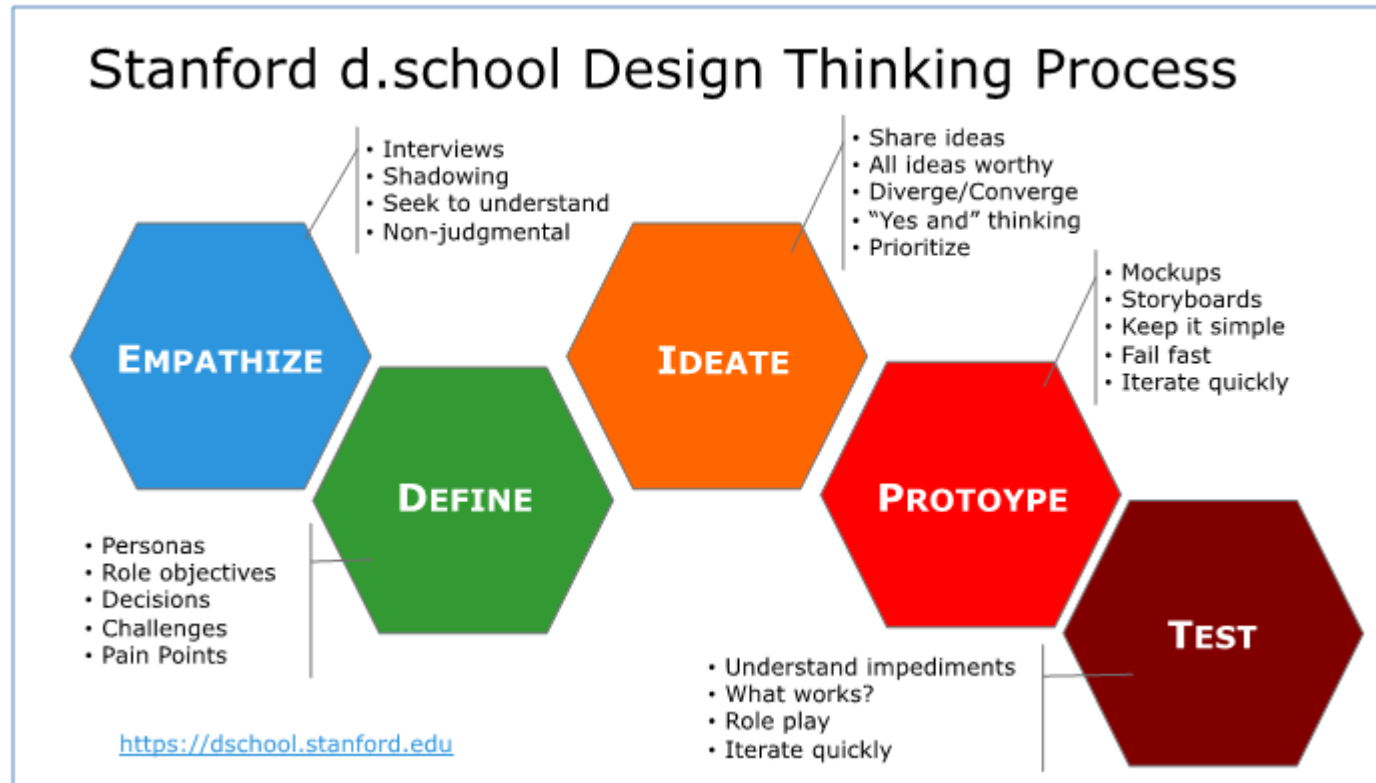
Phase 1 - Discovery | **Market Segmentation** | 10 min.

Phase 1: Discovery



Phase 1: Discovery

Design Thinking: A methodology for creative problem solving.



The challenge(s)?

Challenge #1

How do we provide better value products and services to our existing customers?

Solving challenge #1 informs solving challenge #2. Therefore, my recommendation is to focus our efforts on #1 for now

Challenge #2

How do we make better use of our space, inventory, etc. (i.e., how do we become more efficient)?



Are these the RIGHT challenges? If not, what are the RIGHT challenges to address?

Customer Segmentation

By analyzing our customer base we can gain a more complete picture of who our customers are, and what services they're looking for.

Geographic / Provincial Reach

Segmenting target
audience based on location

Demographic

Segmenting target
audience based on
personal and business
characteristics (age,
gender, race, division /
company size, role, time
working for company)

Behavioural

Segmenting target
audience based on usage,
awareness, occasions,
knowledge, liking

What additional customer segmentation data would be both **feasible** and **valuable** to collect?

Example of customers that look alike but behave differently

Demographics	Lifestyle	Needs	Attitudes
Female, mid 40's, married, Director of Marketing, MBA	Two kids under 10, working mom, high stress job, competing priorities	Extensive research tool availability from remote locations, information access through phone, training on how to use resources, intuitive library website	Loves browsing through data herself, enjoys research, prefers going through data and choosing what she thinks is relevant.
Female, mid 40's, married, Director of Marketing, MBA	Two kids under 10, working mom, high stress job, competing priorities	Ready reports, customized research requests, push information	All about convenience rather have what she needs given to her and not have to review the research.

Phase 1: Discovery

Understanding our customers: Persona's

- Personas are profiles of imaginary people that describe the behaviors, motivations, frustrations, and end goals of target users for a product or service.
- What problems are these customers trying to solve?
- What services do they typically request?

Initial Sources:

- The resource/service requests, reference questions, or requests for assistance that were asked for most often.
- Users' thoughts and feelings about library services, including desires for improvement, provided in their own words.

Phase 1: Discovery

Understanding our customers:

Mapping the Customer Engagement Process

1. Identify the different types of users and channels that they engage the library through (should line up with personas)
2. Identify the touchpoints along their journey
3. Gather more information on the pain points that users experience along their journey
4. Use customer feedback to identify 'moments of truth' and opportunities for improving the library's services and processes

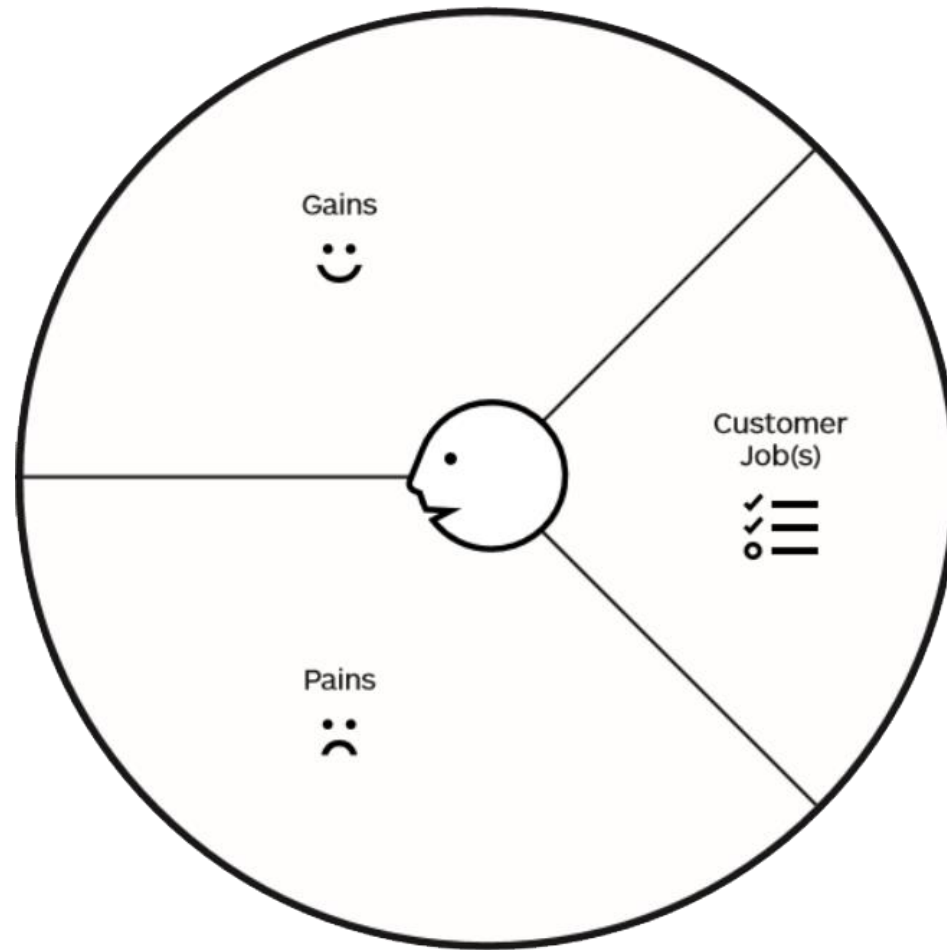
Phase 1: Discovery

Understanding our Customers:

Voice of the Customer (VOC) / User Needs Assessment:

- In-depth conversations with different user groups to understand how they find information and their overall information needs.
- **Six Sigma** DMAIC Process - Define Phase - Capturing **Voice of Customer** (VOC)
- **Voice of Customer** is the client's expectations, preferences, comments, of a product or service in discussion. It is the statement made by the customer on a particular product or service.

Understanding your Customer: Customer Profile Map



Customer Profile Map

Jobs + Tasks

- What are your customers trying to get done in their work or in their life?

Pains + Frustrations

- What annoys your customers or prevents them from getting their jobs done?

Gains + Desired Outcomes

- What are the outcomes or benefits that your customers want? (e.g. social gains, positive emotions, cost savings)

Value Map

Products and Services

- What products or services do you offer that your customer would be interested in?

Pain Relievers

- How do your products alleviate customer pains? How will you reduce the frustrations your customer experiences?

Gain Creators

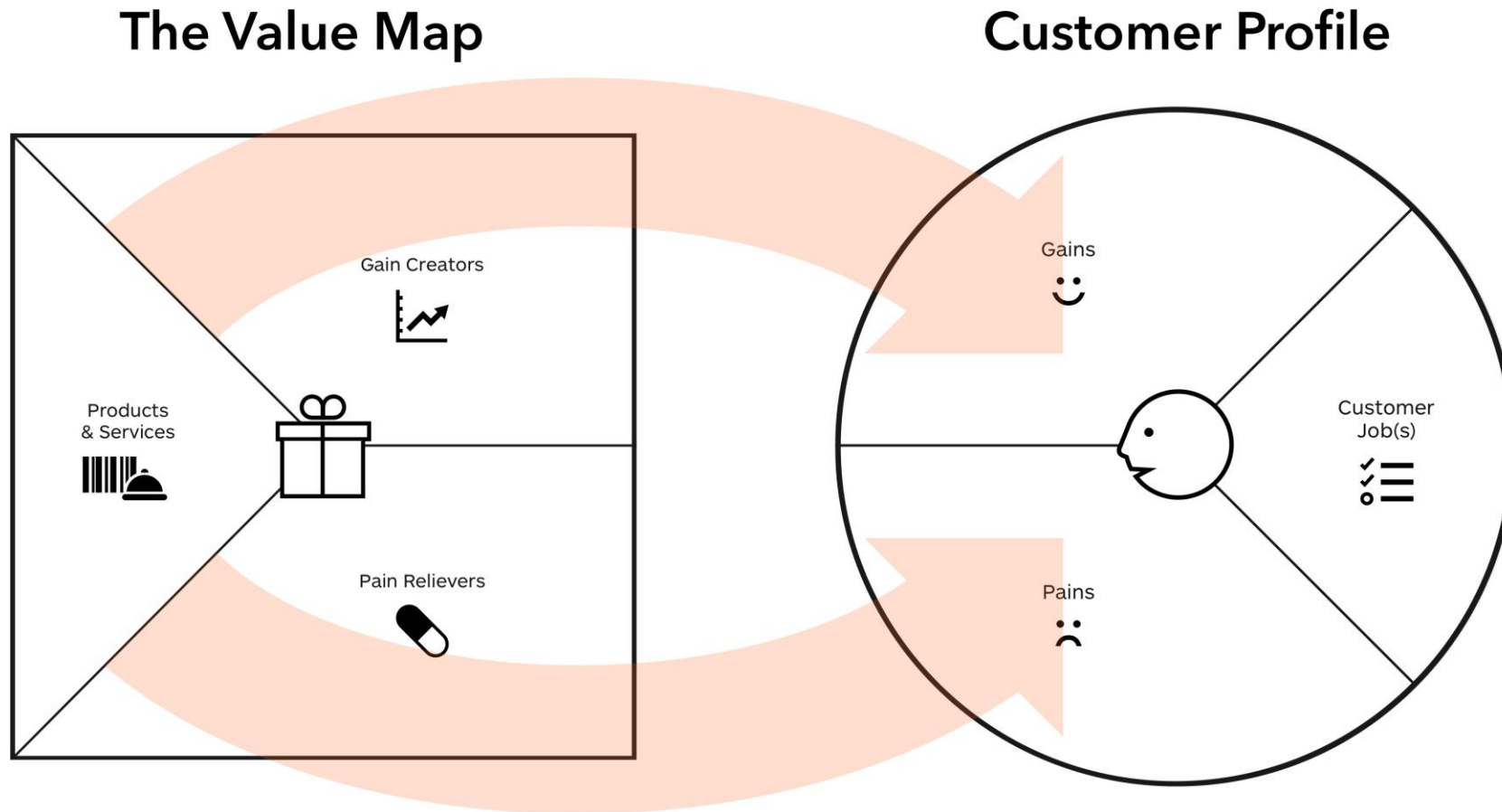
- How do your products create customer gains? How will you produce the outcomes your customer wants?

Value Proposition

- The combination of products and services that create value for a particular customer segment.
- A value proposition describes why a customer should buy a product or service.
- It targets a well defined customer segment.
- It convinces prospective customers that a particular product or service will add more value or better solve a problem than competitive products or services.

Value Proposition Canvas

The fit between the value map and the customer profile produces the value propositions



Prioritizing Users and Services

- Level of Influence
- Scale of Project
- Impact of Project

Suggested activity: low hanging fruit

Prioritizing Activities - Exercise



Value Statement (Elevator Speech) : Template

Based on our experience in *(doing what, generally)*, we have the ability to *(contribute what, specifically)* resulting in *(type of business improvement)* for *(customers)*.

Value Statement Examples: Collections

Based on our experience in *building dynamic research collections*, we have the ability to *provide insightful and actionable information* resulting in *timely, fact-based decisions* for *employees*.

Value Statement Examples: Information Consultancy

Based on our experience in *information consultancy*, we have the ability to *connect users to internal or external experts* resulting in *best practices and technology being applied to your product lines*.

Value Statement Examples: Collaboration

Based on our experience in *institutional collaborations and resource sharing networks*, we have the ability to *provide resources that we do not currently hold* resulting in *wider access and time and cost savings for employees.*

Value Statement Examples: Training

Based on our experience in *facilitating user learning services*, we have the ability to *provide one-on-one training, lunch n' learns, webinars, book signings, and book clubs* resulting in *greater awareness of our internal and external resources for employees*.

Value Statement Examples: Acquisitions

Based on our experience in *information acquisition*, we have the ability to *locate targeted content, ensure proper licensing, lower pricing and deliver this content* resulting in *wider access of all our paid resources for employees.*

Value Proposition Ad-lib

Our *[choose a product or service]* help(s) *[name your customer segment]* who want to *[itemize the task they want to do]* by *[describe what your solution does]*.

Tool: The Value Proposition

Part 1: What we do	Example:
For (Target market)	<ul style="list-style-type: none">• Sales team (Food service)
Who want (what is the problem we solve for):	<ul style="list-style-type: none">• Understanding the market and the customer• Differentiation
Our product is a (what is our portion of the “solution”):	<ul style="list-style-type: none">• Understanding the market and the customer• Information generation
That features (key benefits provided):	<ul style="list-style-type: none">• Deep dive on market research• Develop fact based stories (market and food trend reporting/forecasting)• Visual representation of what value looks like (library)
As measured by (how do our customers know what we are delivering):	<ul style="list-style-type: none">• Allowing sales to focus on their core competencies• Increase sales• Successful negotiation• Increase usage of the library’s services

Tool: The Value Proposition

Part 2: Why we will win - Differentiation to our main competition	Example:
Unlike (our main competitors)	<ul style="list-style-type: none">• Other libraries / library consultants, market research companies customized services, research and advisory firms (e.g. Nerac)
Our product provides – Key points of difference (reason and emotional)	<ul style="list-style-type: none">• Dedicated librarian / researcher• Purchase of targeted research information• Team focused full time on the company business and focused on the same outcome
As supported by – What makes our difference possible?	<ul style="list-style-type: none">• Physical spaces on location• Collaboration with marketing, PD, sales, and customers under one roof• Seamless usage of research and facility due to the cross functional collaborative team• Senior management support
As protected by – why the competition can't easily overcome:	<ul style="list-style-type: none">• Deep dive on market research• Develop fact based stories (market and food trend reporting/forecasting)• Visual representation of what value looks like (library)

Tool: The Value Proposition

Part 2: Why we will win (cont.)	Example:
And available at – why it's easier to get than the competitors	<ul style="list-style-type: none">• No additional spending required• Our strong relationships with certain customers• Safe, secure environment to work, develop and innovate• By our investment to date in physical and human resources• Confidentiality, trust• In depth knowledge of customer and company needs
As measured by (how do our customers know we are delivering):	<ul style="list-style-type: none">• Located close to where most of the employees work• Support locations remotely• Close to many of our large customer headquarters• Provide in-house training• Internal library website with easy access to all our resources that are already institutionally licensed

Finding our New Value Propositions

The Online Teacher

- Web = Online teaching tool
- Technology Barriers = Low

The Content Creator

- Collaboration and interpretation to a media-blitzed society

The Digital Custodian

- Remember and share life stories
- Organize and manage the record of lives lived

Source: Huwe, T.K. (2012). In Search of the Next Value Proposition. *Computers in Libraries*, 32(9):24-26.

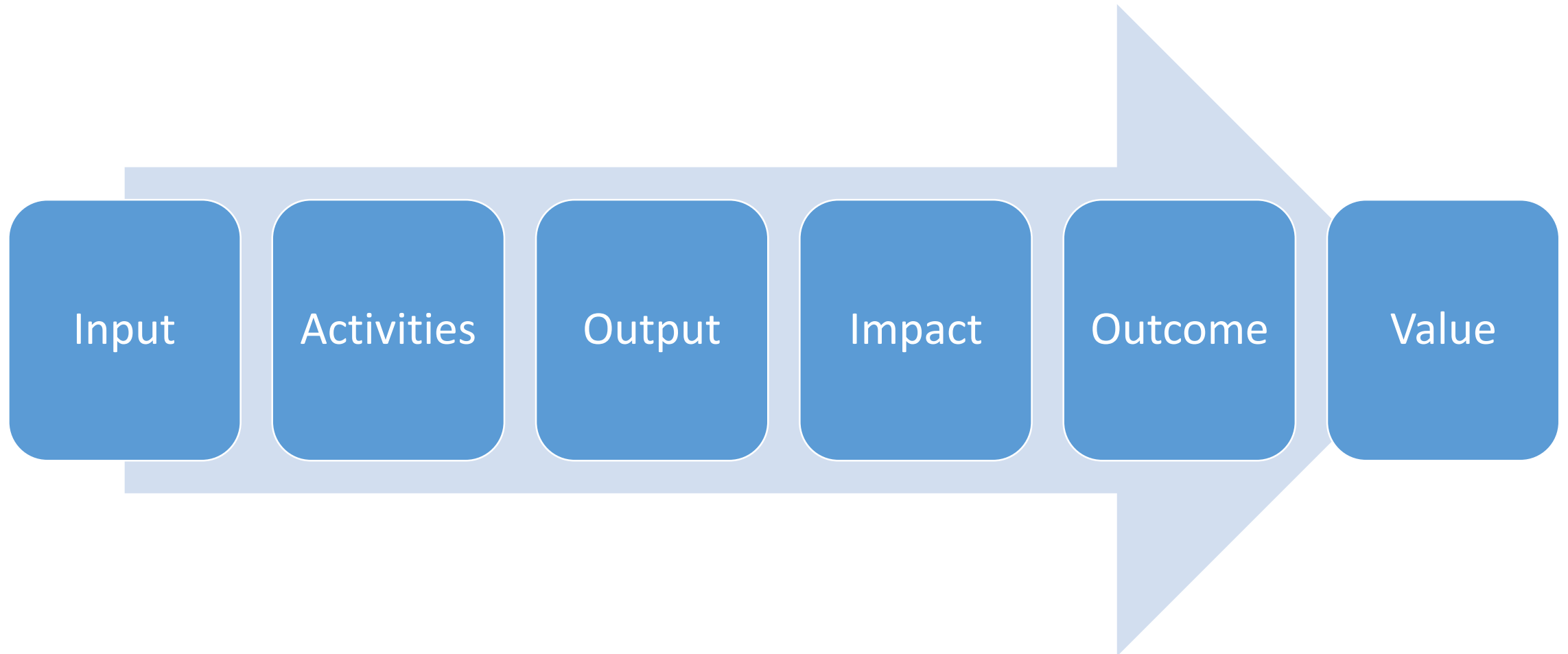
Performance Measurement Drivers

- Justifying our Existence
- Budget
 - Increasing competition for resources
 - Budget sizes declining
 - Cost savings and/or reallocation
- Environmental Changes
 - Increased customer expectations for services – quality and responsiveness
 - The “Competition”
 - Growth and changes in use and applications of technology

Performance Metrics / Measures Drivers

- Accountability (including academic accreditation)
- Advocacy
- Improvement
- Comparisons

Performance Metrics / Measures: From Input to Impact / Outcome



Performance Metrics: Inputs

Usually counts or numerical value

1. Budget
2. Staff
3. Collections
4. Facilities
5. Technology

Performance Metrics: Outputs

Degree to which the library and its services are being utilized, the influence the use had, and its significance to the user.

- Collection (print, electronic, ILL)
- Reference / information services
- Users
- Facilities (gate count)
- Training sessions
- Discovery and retrieval

Performance Metrics: Outcomes

Degree to which the library and its services are being utilized, the influence the use had, and its significance to the user.

- Are not always predictable,
- Are generally rather an addition to previous experience than a radical change in attitudes,
- Will be higher if a gain in skills and competences or a change in behavior seems promising to the user,
- Often become visible only in long term development.

Performance Measurement in Libraries

Measuring impact or outcome means going a step further and trying to assess the effect of services on users.

- Outcomes are the effect of the library on the environment or target population.
- Performance is the degree to which a library is achieving its objectives, particularly in term of users' needs.
- Performance indicators (measures) are quantified statements used to evaluate the performance of the library in achieving its objectives.

Evaluation Models

- Used to assist in our understanding of the functions and services provided by a library.
- There are a number of models that have been developed.
- The use of a particular model may be helpful for a specific library depending on the characteristics of the larger organization.
- Choosing an evaluation model can assist the library in better understanding the relationships between the resources it provides and the outputs and outcomes it achieves.

Example:

Performance Measurement Framework

Library Benefits Tracking / Monitoring Assessment

The Future of the Library

- What is the core work of our library?
- How can we do more, differently, more effectively and more efficiently?
- What are the key services that the library provides that the “competition” can’t?
- What are the key advantages of the library?
- How are our clients/customers changing?
- How do we add value to our clients/customers?
- What are the essential factors responsible for the library’s success now and in the future?

Further Reading

- Black, A., & Gabb, H. (2016). The Value Proposition of the corporate library, past and present. *Information & Culture*, 51(2), 192-219.
- Browne, Melanie. "Communicating value through Strategic Alignment." *Information Outlook*, July-Aug. 2011, p. 25-29.
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Further Reading

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- Matthews, Joseph. The Bottom Line: Determining and communicating the value of the special library. Westport: Greenwood. 2002.
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