



CAVAL Collaborative Solutions

THREE YEAR STRATEGIC PLAN 2007-2009

CAVAL Collaborative Solutions (CAVAL) is a consortium and company limited by guarantee that is owned by Australian universities. CAVAL is a not-for-profit, membership-based organisation that provides a range of services to its members, and to clients in the library and information services sectors in Australia, New Zealand and Asia.

CAVAL's products and services enable our members to achieve operational efficiencies and improved quality of service provided to their clients. Our products and services are constantly reviewed to ensure they align with the needs of our members.

CAVAL's core services are:

1. Cataloguing, processing and indexing
2. Storage and preservation
3. Training
4. Assessment and measurement

As well as continuing current core services, key initiatives for 2007-2009 are:

1. Vernacular script cataloguing
2. CARM2
3. Collection overlap studies
4. Cooperative digital repository
5. High speed scanning service
6. Leadership institute for senior managers
7. Development of e-learning capability
8. Continued development of the online statistics service
9. Research and benchmarking service
10. Continued development of the cataloguing 'Health Check'

In 2006, CAVAL's revenue is expected to exceed \$2.8m. Members' fees account for 10% of revenue. Members will save an estimated \$2.9m in products and services as a return for their investment in 2006. The storage services return significant capital and maintenance savings to members, with savings also resulting from cataloguing and training discounts and consortia benefits. Strong cash reserves will enable CAVAL to further initiate projects and partnerships for the benefit of member libraries.

As well as providing products and services to members, CAVAL offers many of these to external clients on a commercial basis. The number of clients outside Victoria is increasing, with 39% of revenue earned from business conducted with clients located in NSW, Queensland and other regions including international business (5%). Business is also increasing with organisations beyond the academic sector, with almost 65% of the revenue earned from business conducted with clients in public, special, state and national library sectors.

CAVAL has local, national and international relationships that provide value to CAVAL, its members and clients. These relationships also extend CAVAL's business options and experience.

OUR OPPORTUNITES

Identified business opportunities for CAVAL include:

- Establishing CAVAL as a quality assured provider in the Australian and Asian library sectors to attract new members and commercial clients.
- Leveraging experience and international relationships to provide products and services to members and clients to enable them to achieve:
 - Operational efficiency improvements
 - Increased productivity for library staff
 - A broader range of offerings for library clients
 - Enhanced management capabilities and decision making.
- Enhancing service capability in other sectors including the TAFE sector, and public and special libraries.
- Providing products and services not currently provided by commercial providers where they are consistent with CAVAL's core business.
- Improving collection access and management by providing:
 - Access to global research collections
 - Cataloguing, indexing and end-processing
 - Multi-lingual cataloguing and multi-lingual collection evaluation
 - CARM physical and digital repository
 - Collection evaluation.
- Leveraging CAVAL's capabilities
 - Cataloguing, including metadata, standards, vernacular scripts and operations 'health check'
 - Training - shaping the future profession - leadership, management and functional skills
 - Storage of single copy, low use materials
 - Statistical analysis and benchmarking at local, regional, sector, national and international levels
 - Records management – utilising CARM facilities.
- Securing international business with a focus on Asia that adds value to both members and clients.

OUR CHALLENGES

Identified challenges for CAVAL include:

- Overcoming sectoral and geographic preconceptions about CAVAL and its products and services.
- Consolidating CAVAL's market positioning.
- Being responsive and relevant to market needs.
- Understanding the Australian, New Zealand and Asian library sectors, their drivers and trends.
- Understanding revenue capacities, expenditure capabilities, priorities and patterns of the Australian, New Zealand and Asian library sectors.
- Decline in the number and influence of special libraries in the state and federal government sectors.
- Existing and emerging shared services and consortia in many sectors.

OUR VALUES

In all our dealings with members, clients, staff and other stakeholders, CAVAL strives to:

- Be open, honest and ethical
- Treat our colleagues with respect
- Work cooperatively and collaboratively
- Provide recognition for achievements
- Create a work environment which fosters personal growth

OUR STAFF

- Be proactive and responsive to needs
- Be accountable, competitive and innovative
- Make fair and objective business decisions
- Be trustworthy, reliable and provide quality services

OUR MEMBERS, CLIENTS AND STAKEHOLDERS

- Use resources efficiently
- Continuously improve our environmental performance

OUR ENVIRONMENT

OUR STRATEGIC DIRECTION

The strategic direction of CAVAL will focus on the provision of **professional services** to the **library and information services sectors in Australia, New Zealand and Asia** to enable libraries to provide more than they would have been able to provide without collaboration. It will achieve this through its existing skills and by leveraging operational capability. These services will:

- Enable members and clients to offer a broader range of products and services
- Assist members and clients in achieving efficiencies and staff productivity gains
- Enhance members and clients' management capabilities and decision making.

OUR CORE PURPOSE AND SERVICES

CAVAL's core purpose **is to provide professional services that add value to member and client organisations' operating capabilities, efficiencies and productivity.** The development of CAVAL's products and services are driven by the needs of our members and regularly reviewed to ensure they remain aligned with the needs of our members. CAVAL provides its products and services to members at cost. It provides its products and services to non-member clients at competitive commercial rates. In serving its members, and through increasing the number and diversity of members CAVAL is ideally positioned to understand the needs of libraries across all sectors.

In return for annual membership fees, CAVAL guarantees a return on investment that enables our members to provide services to their clients, that they would not have been able to provide without collaboration through CAVAL.

CAVAL core services are:

1. *Cataloguing, processing and indexing* services in over 70 languages.
2. *Storage and preservation* that include facilities management and asset ownership, collection management packages, and utilising the CARM Centre facilities, including the proposed CARM2 Centre and a digital repository.
3. *Training* services that will align with the above services, and will address workforce planning, leadership, management and functional skills, and will include relevant e-learning offerings.
4. *Assessment and measurement* services that include management information (for example productivity and processing costs; environmental scans and market trends; benchmarking services), decision making tools and research; consortia and library systems support.

These services will be developed and delivered according to world best practice.

OUR STRATEGIC FOCUS

For a **sustainable** business, CAVAL will focus on five strategic themes:

1. Market analysis and positioning
2. Product and service development and management
3. Business management
4. Stakeholder relationship management
5. People and capabilities.

Goals and *strategies* have been defined for each of these five themes. These strategies will improve operational efficiencies, decision-making, business planning and communication with members and commercial clients. They will also provide the supporting documentation necessary for effective business management.

Key initiatives have been identified for each CAVAL business to broaden the range of products and services offered to members and commercial clients.

Strategic Themes	Goals	Strategies
Market Analysis and Positioning	<ul style="list-style-type: none"> ▪ To appropriately position CAVAL in the Australasian library and information services sector ▪ To understand and respond to members and clients' business needs ▪ To be responsive to marketplace changes ▪ To retain existing members and clients and gain new members and clients 	<ul style="list-style-type: none"> ▪ Develop and implement a CAVAL Marketing Strategy, including Marketing Plans for the CAVAL businesses and an upgrade of the CAVAL website ▪ Undertake ongoing market and client research and analysis ▪ Leverage international activities to add value to services offered to members ▪ Develop ROI instruments to reflect benefits of membership for current and prospective members
Product and Service Development and Management	<ul style="list-style-type: none"> ▪ To develop effective mechanisms for identifying the needs of our members and aligning those needs with product and service development ▪ To monitor and manage CAVAL's product and service life cycles ▪ To reduce members' and clients' operating expenses and Membership fees 	<ul style="list-style-type: none"> ▪ Establish effective communication channels with members through a variety of interfaces including Committees ▪ Develop and implement a Product and Service Management Strategy which will also include a pricing model review ▪ Assess all new proposals for business activities for relevance to agreed objectives, purpose and values of CAVAL

<p>Business Management</p>	<ul style="list-style-type: none"> ▪ To grow CAVAL's revenue and financial returns and ensure sustainability ▪ To understand the business, its core components and opportunities 	<ul style="list-style-type: none"> ▪ Develop a 3-5 year Business Plan for CAVAL ▪ Develop an effective pricing model structures for each CAVAL product and service ▪ Enhance business and financial analysis processes to reduce costs and continuously improve efficiency
<p>Stakeholder Relationship Management</p>	<ul style="list-style-type: none"> ▪ To build and sustain relevant relationships with stakeholders and business partners in Australia and internationally 	<ul style="list-style-type: none"> ▪ Maintain and manage a Stakeholder Relationship Management Strategy
<p>People and Capabilities</p>	<ul style="list-style-type: none"> ▪ To ensure the right expertise is available to operate the CAVAL business and to provide client services 	<ul style="list-style-type: none"> ▪ Maintain a CAVAL Human Resources/People Plan ▪ Identify and access expertise that includes relationship management, strategic marketing and business analysis



KEY INITIATIVES

Key initiatives for the CAVAL businesses 2007-2009 are:

CAVAL business	Key initiatives
Cataloguing, processing and indexing services	<ol style="list-style-type: none"> 1. Develop vernacular script cataloguing services 2. Continued Development of the cataloguing 'Health Check'
Storage and preservation services	<ol style="list-style-type: none"> 1. Develop CARM2 2. Further develop overlap studies leading to the development of collection maintenance services 3. Development of a cooperative digital repository for documents, records, archives and complete digital libraries 4. Develop a high speed scanning service
Training services	<ol style="list-style-type: none"> 1. Development of an annual leadership institute for senior management levels 2. Online delivery of selected courses
Assessment and measurement services	<ol style="list-style-type: none"> 1. Further development of the online statistics service 2. Development of a comprehensive research and benchmarking service

OUR DOCUMENTATION

The strategies within the strategic themes will provide the following documentation:

Corporate	Businesses	Members
Strategic Marketing Plan Business Plan Product and Service Management Strategy Stakeholder Relationship Management Strategy Human Resources/People Plan	Marketing plan for each business Business plan for each business Pricing Model Structures	ROI instruments

Each Key Initiative will provide a **Business Plan** and a **Marketing Plan**.

OUR SCORECARD FOR MEASURING SUCCESS

CAVAL's success will be monitored and measured by a range of *balanced indicators* that include:

Member satisfaction
Client satisfaction
Revenue growth
Increase financial reserves
Financial targets met
New service initiatives
Operational efficiency
Staff satisfaction
Retained members and new members
Member utilisation of CAVAL services
Retained clients and new clients
Business partner satisfaction

OUR BUSINESS MODEL, CAPABILITIES AND RESOURCE REQUIREMENTS

To progress the strategic direction, the focus, strategies and initiatives, the following business model, capabilities and resources will be required.

The *business model* will embrace:

- A membership and client mix
- A primarily Australian, New Zealand and Asian client base
- Collaboration and stakeholder relationship management
- Physical storage at the Bundoora site (CARM and CARM2)
- Service delivery and support processes
- Expertise using a relevant mix of CAVAL full-time employees, contract staff and business partners (that will include collaborative arrangements and consortia both within and outside Australia).

Key capabilities required by CAVAL either through employees, contract staff or business partners (ie collaborative arrangements; consortia; vendors; other businesses) will include:

- Digitisation
- Foreign and English language cataloguing, end-processing and indexing
- Training program management and course development and delivery
- Marketing and business development
- Market research
- Stakeholder relationship management
- Business and financial management
- Consortia management.