

CAVAL Strategic Plan 2008

Background

In October, the members of CAVAL Board and senior CAVAL staff met to discuss the Strategic Priorities for CAVAL for 2008 and the Plan was agreed at the Board Meeting in November 2007 as part of the Budget for 2008.¹

CAVAL 2008

Shared services for the library and information sector

Objective: Leading and developing collaborative solutions for the library and information sector.

Strategic Priorities

CAVAL will focus on the following generic strategies:

1. Grow revenue to increase profit
2. Renew: rename, re-badge & relaunch.
3. Review pricing to reflect our objectives (profit, serve members' needs; premium pricing for premium services)
4. Think Business to Business (B2B) in marketing and sales (e.g. in-house training options)
5. Recruit and develop sales capability.
6. More systematic business planning and business cases well understood throughout the organisation; Market analysis for each business activity; Research and pilot new business opportunities.
7. Establish a management team - multi-disciplinary; multi-skilled; shared decision-making
8. Mitigate risks:
Competitors - identify competitors and assess risk; identify specific strategies for each market.
Broaden skills base and reputation; build some redundancy in organisational competencies
9. Explore strategic partnerships with key industry players:

The Budget for 2008 reflects this intent to review and expand the business to increase revenue and to build capability. However a review of the 2006 and 2007 Financial Reports shows a lack of an ongoing and sustainable business model going into 2008 and 2009. Without the windfall income from re-leasing CARM space in 2006 and 2007, CAVAL would have reported losses of at least \$350,000 p.a. The expectation of income from future leasing of additional space in CARM2 will not be realised until after 2009, and after significant investment in the new facility and other business ventures.

¹ *Extract from Budget Papers presented to the CAVAL Board of Directors 27th November 2007*

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