



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	FY 22	FY 23	FY 24	FY 25
<ul style="list-style-type: none"> • \$: 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 	<ul style="list-style-type: none"> • \$: 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.) 	<ul style="list-style-type: none"> • \$: 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 	<ul style="list-style-type: none"> • \$: 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 with 75% 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 	<ul style="list-style-type: none"> • \$: 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 with 75% 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; CR\$ = Contributed Revenue; Mem = Membership; Rev Strms: Revenue Streams; GE = General Fund;