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Being Earnest in the New Normal

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Being Earnest in the New Normal

Anthea Stratigos, CEO, Outsell

The following is a lightly edited transcript of a live presentation at the 2014 Charleston Conference. Slides and videos are available at <http://2014charlestonconference.sched.org/>

Anthea Stratigos: Good morning! Good to be with you this morning. It's a pleasure. Thank you, Katina. Thank you, Anthony, for being here and welcoming me to Charleston. I've not been to this event. I've long wanted to be. It's an honor to be here, up in front of you, this morning. So we're going to talk a bit about being earnest in the new normal, and what that looks like. I'm passionate about libraries. I've got an aunt who recently passed away. She worked 40 years at the VA hospital in Sheridan, Wyoming. And I've been a patron of libraries since I was a very little girl. And for the last several years, we have been advising libraries, and advising publishers and information providers, about changing market demands, what's happening with new technology, disruptive competitors, and the landscape, and how it's changing in the information industry.

Katina asked me to spend two minutes telling you a little bit about Outsell. We're a 45-person team. We have about 20 analysts, who research, and track, and analyze the information industry every day. We've been doing this for about 18 years, and we bring insights from our research, from our analysis, from our daily log with you. And I'm going to share our perspective this morning, a topic I'm very passionate about, which is strategic marketing and its relationship to libraries. We're going to move onto that topic now.

But first, I'm going to start with just a little story. A few weeks ago, we just came back from a business trip overseas. And on that trip I had two little vignettes happen that I reflected on later, and realized they were both about libraries. I'll tell you a little bit more about them at the very end, but I'm going to ask you to think about Dewey: Dewey Readmore Books, and *22 Jump Street*. Kind of a brain candy movie, but there's a little twist about

libraries in there, and I want you to hold that thought.

What's happening in the information industry, and what's happening in the big picture? And I'd like to start with, I'm a storyteller. I like to use analogies, and, and give people things to think about that relate to maybe other instances. So I'm going to start with the, a story about an industry that in 1960, the established players had 99% market share. They ruled their industry, and shortly thereafter, came a new technology. A very disruptive technology. The new technology was so sophisticated it had about 600 patents, compared to the technology of the incumbents. Within 20 years, the new disrupters had taken 50% market share, and within another 20 years, had 99% market share. In 40 years, the incumbents went from 99% market share to 5% market share, and the new technology, which now has about 1,000 patents associated to it, completely dismantled the industry. Dramatic (shows slide of cloth vs. disposable diapers).

Yes, yes, I call this the digital diaper story, because what's happening in the print to digital shift is exactly some of the things that happened in this industry. What's happening in brick and mortar? If you're in retail, brick and mortar, their version of print to digital, or cloth to disposable, is e-commerce. So many, many industries face new disruptive technologies. Not just the information industry. And you can see it's everywhere in many different industries. And I use this story to illustrate a couple of things. One, that an industry can be dismantled in a very short period of time, and shift happens.

All right, so, we're seeing shifts in our industry, and when shifts happen in industries, often what happens is they move to a more marketing orientation. So if we think about water, or coffee, or credit cards, Apple, and Virgin Airlines, in many cases they've taken industries that have been somewhat commoditized, new entrants change pricing models, it's happening in the information

industry every day. These industries move to strategic marketing. They move to brand. They move to experience. They move to building products that are somewhat superior, but the superiority is really around that brand halo. When we talk about diapers, you know, they're not marketing what really goes on with diapers. They're marketing that parents can sleep at night, because there's no leakage, and there's new pretty things, and Johnny can work better during the day. And we see this at Starbucks Coffee we're talking about coffee. And credit cards we're talking about credit cards, but MasterCard is talking about priceless experiences. And I believe that this is happening in the information industry. That what we are doing, we're going through a shift from print to digital. From commoditization with information everywhere, and sometimes users not understanding value, or stakeholders asking why we're spending so much. And what we need to do is become better at delivering our experience in the library. Our branded experience.

Ladies and gentlemen, I'm going to stand here and tell you today that I believe librarians, and libraries, and library management needs to be better at strategic marketers. Now, you may say to me, Anthea, I've had to learn new technology. I went, I was trained in an iSchool. How am I going to do this? Now you're telling me I have to become a strategic marketer. And I am, because believe that the future of libraries, and the continued success of libraries rests on strategic thinking about our markets, and, looking at the portfolio of what we buy, and build, and deliver through the eyes of our stakeholders, and the eyes of our users. I'm passionate about this topic. I've been speaking about it for many, many years. I'm a marketer at heart, and I believe firmly that as we move forward, we have to think about what we do. And continue to think about what we do, and build on the innovation that's going on in libraries. It's an extraordinary time, a tremendous opportunity, and I am very excited about it, to be here with you talking about it.

Let's take it down a notch. We've talking about shifts. I want to talk about the information industry more broadly for a moment, and place the libraries in the ecosystem. At Outsell, we track

and analyze about \$730 billion worth of information industry activity. There are many sectors. It's really a kaleidoscope. What these industries have in common, and these sectors have in common, and they're all in the business of information. Whether they're public or private, whether they have different information categories, whether they're print or digital, whether they're subscription-based, or ad-based. Their business is fundamentally about delivering information solutions, publishing to marketplaces. Libraries do most of their business with a book space, science, technical, medical, education. In this \$738 billion ecosystem, the library market is about \$25 billion of it. The industry is going through a lot of change, and I want to talk a little bit about what's happening with your vendors. Because it drives some of the decisions I'm going to ask you to be making as you think ahead in the world of libraries.

First of all, vendors are struggling with growth. They're dealing with changing markets, your needs are changing because your stakeholders, and end users, and patron's needs are changing. Talent gaps persist. New product management capabilities. Analytics capabilities. New types of sales talent. Changing cost structures are a big deal. I spoke with one publisher last week, and he said, "Anthea, our business is upside down because the notion of an addition doesn't exist anymore. We built our whole business around additions, how we budget, what our systems look like, how we manage inventory and production, how we quote a sales teams." Their entire business is in a state of paradigm shift because they have to think about modeling their business in completely new ways. Because the notion of addition. An addition doesn't exist anymore for them. Digital transformation is creating these constant shifts, and with it comes stresses on sales teams, global expansion, product development. And, the notion of dealing with business shifts that we just talked about. The vendors are dealing with it as libraries are dealing with it. And that growth arrow is an important factor. I'm going to come back to that in just a quick moment. Libraries, we do our research, we study libraries every year. Katina and I compared notes a little bit before this event. These are key

issues that we see constantly rising and bubbling to the top. Many of them you recognize. You're leading the way on many of them as you change and move and innovate in your libraries.

I want point out a couple of things in dealing with these items. One is, number one, your vendors are going through it very similarly. Many of the issues on the two slides are the same. The other is that there's a constant need to innovate, and you can't innovate with all of these things all the time. So part of being a good strategic marketer, and why I'm advocating about being a strategic marketer, is because it helps you make choices about what you choose to focus on. Because we can't focus on everything. There's too much to do with too few resources, and the possibilities are endless. So we choose what we do, we choose our future, based on strategic marketing, understanding our markets, and working backwards. Library budgets are actually fairly stable. They've come back from the downturn. They're growing at about 3%, 3 1/2 %. We're just coming out of the field with our latest benchmark study, and this is preliminary findings. Staffing and content as a percentage are about the same, making up about 80% of budgets. And print spending is continuing to decline in libraries. We're seeing about 29% for print next year, and it's been on a continuous change. That shift is continuing is to happen in our industry. And also, vendors, and they're holding steady. And price increases are coming in at about 3%. We're hearing from libraries that the guidance from vendors is 3%. So here's the rub, ladies and gentlemen. That too many people underestimate and really overlook in thinking about what goes on between some of the vendor and library dynamics.

You've got budget growth at 3 1/2 %, and you've got price increases at 3%. Right away, your budget is pretty much going to content or people. But if the vendors have it their way, it's going to content. At the same time, those vendors need to deliver growth to their stakeholders, and normally, that's around 6%, 10%. If you're private equity backed, or if you're in a large, established society where the publishing arm has been profit engine, the pressure on growth is enormous. And

that's one of the reasons, number one, you see a lot of consolidation, because it's the only way that vendors can grow in some instances. Number two, what it says is that vendors are consistently competing for market share if they're going to get your dollar. And it's very important to understand that dynamic when you're at the negotiating table, or when you're planning, in, in the case of vendors, business planning. Because fundamentally, the market that's available is smaller than those who want to satisfy that market. And that's a dynamic that I think a lot of companies underestimate in the information industry. Budgets are fixed. They don't grow as fast as many publishers need to grow to satisfy the needs of their businesses, and their ownership. And while this is going on, librarians are very ambivalent about vendors. We asked in our studies about their perceptions. And one of the things that we believe is that these are going to be the things that differentiate vendors. Because the good quality content, and the unique content is now a given to be at the table. So better product management, better product delivery, better customer service, transparency about pricing, simplifying licenses. This is the list of things that are increasingly mattering to librarians, and what we want you, as librarians, to be looking for in your relationships. But the startling thing here is, and when we ask about whether librarians agree or disagree with these notions of vendors, they're ambivalent. The big majority of librarians are right in the middle. They're not, and, and if you look at the data, there are very few who strongly agree, or kind of agree. So we've got this problem, if you will, in the relationships. Especially in these competitive times. And librarians are increasingly looking at these factors, and we want you to look at these factors as you're thinking about the solutions that you bring in. Because you're a strategic marketer, and you're thinking about the portfolio and the vendors that are going to satisfy your needs.

I've been talking about strategic marketing. What does that look like? I come from San Francisco, it's been a great week for us. And, really, it's about executing and delivering value. And when you execute and deliver value the first thing that you have to do is have the right team. I'm going to

switch gears on you. I'm going to take you on another little trip that our family took in 2008. We went sailing in Greece. My first time, my husband's first time to Greece, we're both of Greek origin. I learned some lessons on that trip about leadership and about marketing. And the first thing that I realized is that you have to have the right team. Just like the Giants did, this team, they had their roles, they had their names. I could go, Jorgos, Spiros, Tassos, Basil, like Bill, Ted, George. Right? So they knew their roles. One was the captain, one was the utility player, one was the engineer, one was the chef, one was the steward. They did not change roles. They knew as a team what they needed to do. Who played what role. They backfilled for each other when they needed to. So when you're in your libraries, and you're thinking about your teams, you got to have those roles and responsibilities. You've got to have the A-team, because in the market climate we're in, B's and C's don't cut it anymore. And I can tell you how many conversations I have, I mention talent on both of those slides about vendors, and about information professionals. Big issue is talent, because it starts with talent. You can't execute, you can't be a strategic marketer, you can't make decisions about your library without the talent at the table that's going to take you forward.

How can a library be a better strategic marketer? There's six steps to value, and you're going to say to me, "Anthea, I can't do all these?" And, I'm going to say, "Start small. Pick something." If you have to start some place, pick understanding your target markets inside your institutions and their needs. That would be where I would start. We'll go through each of these a little bit. But it's really important that you think about these steps sequentially. This is what people do at Proctor & Gamble, this is what people do at Intel, this is what progressive information companies are doing, this is what progressive libraries are doing. And we believe, through our research and the dialogue that we have with the market, there's much more room for improvement in this area. And this roadmap is the mechanism where you're going to be able to make choices, and manage your future in, in changing and dynamic times when shift happens. I'm emphasizing the F, just so

nobody in the back of the room has any problems with what I'm saying.

Let's start first with having a strategy. Ithaka Study, an organization I greatly respect. I've known Deanna for many years, and it startled our analysts when we saw this statistic. That roughly in a three year period, only about 50% of libraries have a strategic plan or a mission. If you don't have a strategic plan or a mission, you do not know where you're going. You don't know where your collections should be, because you don't have a roadmap to where you're going to go. Some missions are around the notion of learning. Some might be around history. Whatever your mission is, and they're all going to be different, because no two libraries are the alike. You have got to have a strategy and a mission. Where are you going? What do you stand for? You can change that strategy just like you change directions, sometimes when you change course on a cross-country trip. Strategies aren't fixed in stone, they adapt. Companies and organizations that we work with that are doing best in class strategy, are doing a rolling 18 month strategy. Very hard to do five years from now. Even in institutions with long, long histories, because so much is changing, you want to keep some agility. But you have to have some direction of where you're going. Building on some of the innovations that we're seeing in the industry and in libraries today. Understanding target markets. So I'm using market speak, and marketing speak, but really this about understanding your patrons. It's an exercise that says, "Who do I serve? Do I serve consumers at a public library? Am I serving administrators, and professors, and students in different schools, in a university? Am I thinking about serving lawyers if I'm in a law firm? Or am I serving administrators and doctors if I'm at a national library of health, or a medical school? Students of medicine, versus medical professors, or both?" So it's a very straightforward way of looking at who are the roles that we serve? What are they, what do they do? Who are those roles? What are the kind of institutions they're in? And it's a very simple framework to just take a look at, who am I serving? And because when you understand that better, it helps, uh, uh, focus again, services and library offerings. So we call it target markets, but

it's really about, who are your patrons? Who are your users, digitally, physically, and otherwise? And who could they be?

On that trip to Greece, one of the things that's really important is to understand what users want. The captain and his team, were very focused on us as clients on that trip. They took care of what we needed, including times when they had to shift gears. This was a particular night, we were at a cove in Greece. We didn't want to port. We wanted to stay on that cove in the middle of the evening. And what that meant is the crew couldn't go on shore at night. They said, "No problem, Anthea." They understood what we wanted, and they were very gracious with us about what we wanted. In the world of libraries that translates to understanding those users, those target market users that we just identified, and we're evaluating what they want. How they use us. What they do. So we did some really interesting research not too long ago. I'm going to tell you a statistic that surprised me. We just did a survey of 400 university students up through college students in the U.S. statistically valid sample. Seventy-eight percent of them use the physical library weekly or daily. 83%, males, and they actually use the library more often. Libraries used online, only 44% used digital access to the libraries. So there's actually more use of the physical library than there is of the digital library, according to the study. We're finding in other studies that we've done, that students and professors are actually more tied to print than most other knowledge workers. That includes financial services, professionals, salespeople, purchasing agents, doctors. Huge reliance on print. 86% of students would rather use a print text book than a digital text book. Now, I could go on and on about some of these statistics. The important part of the statistics is that they're going to be unique and different for each of your markets, and you need to understand them. For example, when we asked the question, why do you go to the library? It turns out the biggest reason is to have a quiet place to study. The second reason is to do research, look up books and manuscripts, or write. And we purposely raised the question, separated online databases, because we really wanted to get a sense of what

the physical meant. Now if you are working your way to Starbucks-away your library, you might be making a big mistake if this is your market. Because they don't want the library to hang out and socialize. Trust me, my husband and I put four kids through college, there's plenty of places to socialize on a college campus. Right? So we may be destroying the very thing that our brand stands for. And I'm not saying, "Don't modernize." I'm not saying, "Oh, don't put any coffee kiosks." What I am saying is when you make those choices, make sure that you're doing it with the needs of your marketplace. What if the professors actually said, "We don't go to the physical library. We actually use online more, but we don't like the digital resources." You might make a different decision with your portfolio, but you have to look at your portfolio in terms of different kinds of patrons that you serve, and the users that you serve, because it's the way that you can manage stakeholders, and it's the way that you can manage decisions in how you're actually funding and supporting your library.

It's also important to benchmark. On this trip to Greece, we noticed, oh, there's plenty of big yachts. Those weren't the ones we were on (referring to a picture of a yacht on the slide). There's plenty of better views, and there's plenty of huge houses. So, again, this was 2008. This was before the downturn. Greece is still a beautiful place. I recommend it to anybody. But it's important to recognize that those things that are better, or bigger, they're actually opportunities to benchmark. To assess best practices. To learn how people got to where they are, if you aspire to have something somebody else has or needs. We just believe that benchmarking and understanding best practices is critical. Benchmarking, vendor portfolio. How many content providers do you have for patrons? How many typical users are you serving compared to other libraries and institutions of your size, or nature? What kinds of practices do you have in terms of strategic management that other libraries are using, or aren't using?

We believe that benchmarking your best practices is a really critical practice as part of the strategic marketing repertoire. If you are thinking about

running your innovations forward, we see libraries that are continuously strapped with research demands with fixed budgets, with stakeholders that don't understand why budgets are so big. Or why they need to grow, and sometimes having the best statistics are the ways to do that, and understanding patrons is another way to do that, tying it all together. When you understand your markets, when you've had a chance to assess their needs, when you've had a chance to benchmark and evaluate other libraries in relationship to your work, then it's time to establish your portfolio. We constantly see libraries that are going and doing English as a second language, or doing videos, or doing the coffee Starbucks, and they're all great things. I just learned the other day that at San Francisco Public Library you can actually checkout tickets to some of the best museums in San Francisco. Instead of going to checkout a book, or checkout a video, I can check out a trip to the Exploratorium. Huge benefit. And I'm not saying don't do any of those things. I'm actually saying, "Yes, do them all." But do the ones of the all, that matter to your marketplace. So then you know what to drop, what to add, when to add, what to ask money for, what to target to whom. I really believe that in this dynamic time of change, and when shift happens, and is going to continue, that you've got to have the market ammunition around your institution, to work with your vendors strategically, and the collections that you're building, and the research that you're doing, or the discovery support that you're doing, in terms of the scholarly resource cycle. Or whatever you're doing, has to be tied to what's important to your stakeholders and your customers. You got to have a little bit of view on the rearview as you're looking into the road ahead. Then it's time to brand your experience. How many of you brand your library as a wonderful, quiet place to be? What if that's the most important thing? I'm not saying it is to all of your students. These are the students that we say represent some, uh, students in the United States, but yours are going to be different. They're all different. But then you can pick those services that you're going to, the collections that you're going to have, the databases that you're going to have because you know they matter, and you've got the analytics to support it. I know this is a

stretch. In some cases, there are libraries who are also doing it. I believe that it's just best in class practice in this day and age, and it's very important in terms of staying competitive. And having the questions that you can ask and answer for yourself for when you're also having to look for budget, and look for justification for what things that you're choosing to do, and what you might not be choosing to do. So brand your experience.

This is another cove in Greece. When you see pictures of Greece, you don't see all the graffiti in Athens. It's actually very ugly in Athens, sometimes. I love the Parthenon and the Acropolis, you don't see graffiti. You see this. When they're branding travel magazines or talking about Greece, they're getting you into that water, into that experience. So brand your experience for what you want to deliver that's unique to your users and patrons, and, and do it based on the things they've told you that matters. Market in purposeful rhythms. Libraries are under marketed. Go out, sit in stakeholders' offices, ask what matters. Ask what you can do for them? Put teams embedded into end users groups, where you can be better support for them. Have brown bags, use gamification. Make sure that you've got newsletters going out. Make sure that you're part of the community. You know, websites if you're in a public library environment. All kinds of things to do, but market, and market what matters. Not what you think matters, not what you've done to your library, but what you've done to your library that matters to those that you're serving. And make sure that you market. Because people aren't going to necessarily know about you, if they don't know all the things that you offer. I didn't know that my library offered me free tickets to the Exploratorium. I have a grandson that just moved up from Southern California. I want to take him there. I thought, "Great, I'm going to take him to the public library in San Francisco. We'll do something there, and then we'll got to the Exploratorium." I've just learned a new thing, and I more connected to that library as a result.

Deliver wow. This was a secret cove that we didn't know existed. Surprise your patrons. Have cookies in the library. Have book clubs. Make sure that

you're delivering wow with whatever you're doing. Have actionable deliverables. When people ask you for research, make sure that you're delivering it in a package that might have visual design elements to it. Not pages and pages of search results, but actually finished product that is decision ready. Stakeholders, especially at the executive level, administrators, city management, they want the bottom line delivered in a way that they can understand it. And users who are doing research, they need to sift and understand the details, at the same time making sure it's easy for them to get what they need, really critical. So make sure you deliver wow.

This was a night that we wanted to go someplace quiet, and if you sail down the side of the sea, you couldn't actually see this port, because it was a secret entrance. It was an optical illusion where you could just see the two sides of the mountain coming together. And the captain just snuck us into this little town called Ieraka, means the hawk. And that was at dusk. It was a beautiful place to be, and he delivered wow, because we weren't expecting it. We didn't even know it existed. That's how you deliver that brand experience.

Very important to measure ROI and value. Very important. We did a study for the Group of Eight, university libraries in Australia, on ROI. There are methodologies to do it. And many of you are in environments where you have access to business students. Those business students need experience. They need internships. There's marketing programs in your university. You can tap into new talent who is dying for experience to do some innovative things, who can do the research, and get you some of the survey work that you need of your patrons. In fact, some leading edge libraries and publishers are actually having students work with design schools to create, and completely disrupt the way they deliver services. And say, "Design, design us for you. Design us the newspaper of tomorrow. The newspaper for your generation." They're in your midst if those of you are in academic environments. Tap into them, they're your market today and tomorrow, as well as the faculties. We're seeing that there is some resistance to change. Text books work, text books work. A lot of

professors still using print. We have to continue to shape the future, and edge people into the new world. Or actually, most change comes from vendors. Comes from information libraries making movements in what you provide, and measure the value that comes with not just usage statistics. Usage statistics don't measure value. They measure volume. Activity doesn't equal results. So you want to ask things about did you save time? Did you save money? Did you minimize risk? Did you get published? Did you discover faster? Did you get product to market faster? Did you solve a legal case faster? These are now called outcomes. You're familiar with them. Your institutions are asking for them. Part of delivering and building a strategy is to tie what you're doing in your library, your part of the institution, to the institution's goals. If somebody is measuring outcomes on student retention, or job placement for graduates, or publishing for scientific and scholarly research, you want to make sure that what you're doing as a library supports that. And you can deliver metrics that help you show that message.

This was an opportune moment. There was a school of fish in the, um, in the local cove, it was about 10:00 in the morning, and the captain went free-hand netted a whole school of fish. Brought them onboard. We were the recipients of the ROI of that experience, because we had a few of them for dinner. And then, because it was 2008 in Greece, they went for about \$30, 30 euro a kilo. So our captain made out like a bandit that night, because he went and sold them in the fish market that evening. So, that was ROI for us and for him, and there's ROI in doing metrics and ceasing opportunity about how you look at collecting and building your story of value for your library. Be sure and play and enjoy the results.

There's a couple of definitions about being in earnest on the web and different dictionary sites. And one of them is about being serious, being solemn. That's not my picture of earnest. And there's better definitions out there. I actually put that one away, and went to the one I liked better on Webster. But it's really important in these demanding times, knowing that we have to be productive, that we focus on taking some time for us and our teams. And I'm really thrilled you're

taking time to come here, and learn, and benchmark, and get new techniques, and things that you want to continue to deploy in your library. Take some time to enjoy the results, whether it's the dine arounds, whether it's a time to go swimming, whether it's meditation. Whatever it is, make sure in these demanding times, you are taking time for yourself. Because you can't be a strategic marketer, and go through the continuous cycle of updating your plans, and changing to make sure that you're responding to vendors, and responding to your patrons, and users without taking some time for you.

So this gets us back to Dewey and *22 Jump Street*. Any of you know these stories? Anybody know about Dewey? Hands raised. Okay. So on my trip recently, my friend handed a book over to me and said, "You've got to read this." And Dewey, for those of you who don't know, became the kind of patron cat in Spencer, Iowa. He was rescued one winter night as a teeny, teeny kitten on the verge of death, and actually lived about 18, 20 years in that library, and became a rallying point for the community. And that library took on a whole, a whole new aesthetic about it. Dewey was an incredible spirit and added to the ethos of that library. So like Anthony said, "Maybe in my library, I'd have a Labrador." Right? We'd have Labrador in our library. But Spencer, Iowa, had Dewey. A book was written about him. So here I am on this trip, reading the story of Dewey and the Spencer Library. I wasn't yet thinking about the Charleston Conference when this was going on, but I had an 18-hour flight home. And on 18-hour flights, I don't like super serious movies. I don't want to watch planes blowing up or presidential hijackings. So brain candy. I chose *22 Jump Street*, and it's a sequel to *21 Jump Street*. Love the movie. Silly humor. Love these guys. But they are sent back to college as undercover cops to bust up a drug ring, and the drug ring is working through drug trading that's embedded into the dusty books of the library archives. I'm thinking, okay, I've got these library metaphors right in front of me. I'm going to weave them right into Charleston.

It's really interesting because we can choose our future. If we really think about our roadmap, with

our management, and whatever that we're part of a team. And we're building our set of understanding of who are key patrons are, and users, we're going to do some needs assessment. I've got those business school and marketing students handy to do some internships for me and design some studies. And then I'm going to understand needs, and then I'm going to think about my portfolio, and my collections, and what I buy, and what I do, and whether I'm offering tickets to museums, or whether I'm offering ESL, or I'm offering digital or print or anything else. These libraries had two completely different paths, and each of you can have your path. Because you've got the tools to choose your future. And one of the things I loved about the quote in Dewey is the following: "A great library doesn't have to be big or beautiful. It doesn't have to have the best facilities, or the most efficient staff, or the most users. A great library provides. It is enmeshed in the life of the community in a way that makes it indispensable. A great library is one nobody notices, because it is always there, and it always has what people need." And those needs are different for each of you. You're here to pick up best practices and learn new things, and when you go back, you'll apply some new renovations and new ideas. And I'm excited for you to do that, because you're modeling what's going to take libraries continuously forward. Libraries make a difference, they matter. What we do is a contribution to society, and how we do it is going to be different for every one of us. Because our stakeholders are different, our institutions are different, our teams are different, and the people that we serve are different, and they need different things. So keep that in mind when you're thinking about your library's future, because your library's future depends on the unique choices that you make to make sure that you remain relevant, and remain innovative, and continue to deliver and delight, and deliver wow. Whether you deliver the path of Dewey, the Labrador Retriever, I'm not going to get up here and advocate drugs, that's too far for me. Maybe that's the X, well that's the X of what not to be. Right? Not to be. We don't want to have the metaphor of the dusty archives. So choose your future. Have fun doing it, and with that, I welcome any questions.