CONTENTS

List of Figures, Tables, and Worksheets .......................... vii
CD-ROM Contents ....................................................... xi
Preface. ................................................................. xiii
  Organization of Book Contents ................................. xiv
  CD-ROM: Structure and Usage ................................. xv
Acknowledgments ...................................................... xvi

Chapter 1. Why Write a Business Plan? ......................... 1
  Functions of a Business Plan ................................. 4
  Clarifies Efforts and Provides a Consistent Focus ................................. 4
  Provides the Framework ........................................ 5
  Tracks and Measures Performance ...................................... 5
  The Importance of Staff Support ................................... 6
  Writing a Business Plan ........................................... 8
  Business Plan DOs and DON’Ts .................................... 9
  References ......................................................... 11

Chapter 2. The Components of a Business Plan ................. 13
  The Essential Components ....................................... 13
  Cover Page, Introduction, and Table of Contents ............... 14
  Executive Summary .............................................. 14
  Describing the Service Concept and Creating or Honing the Vision and Mission Statements ................... 14
  Assessing the Institution and Designing a Strength-Weakness-Opportunity-Threat (SWOT) Chart ............... 14
  Clarifying Objectives ........................................... 15
  Determining Organizational Strategy and Action Plans .......... 15
  Making Marketing Plans .......................................... 15
  Establishing an Evaluation Process (Performance Measures) ..................................................... 16
  Forming a Financial Plan ......................................... 16
  Five Business Plan Presentation Formats ....................... 16
  Presentation Possibility 1 ......................................... 17
  Presentation Possibility 2 ......................................... 18
  Presentation Possibility 3 ......................................... 18
<table>
<thead>
<tr>
<th>Chapter 3</th>
<th>Describing Your Service Concept, Vision, and Mission Statements</th>
<th>21</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Determining Intentions</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>Describing the Service Concept</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>Basic Definitions</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>Key Points to Include</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>Examples of Descriptions of Libraries and Services</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>The Vision Statement</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>Basic Definitions</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>Key Points to Include</td>
<td>38</td>
</tr>
<tr>
<td></td>
<td>Examples of Vision Statements</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>The Mission Statement</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>What It Is</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>Key Points to Include</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>Examples of Mission Statements</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td>Examples of Mission and Vision Statements Together</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>References</td>
<td>47</td>
</tr>
</tbody>
</table>

Chapter 4 | Conducting Assessments and Creating a SWOT Chart | 51 |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Designing Service to Meet Client Needs</td>
<td>51</td>
</tr>
<tr>
<td></td>
<td>Library Assessments</td>
<td>51</td>
</tr>
<tr>
<td></td>
<td>Internal Assessment</td>
<td>53</td>
</tr>
<tr>
<td></td>
<td>Basic Definitions</td>
<td>53</td>
</tr>
<tr>
<td></td>
<td>Key Points to Include</td>
<td>53</td>
</tr>
<tr>
<td></td>
<td>External Assessment</td>
<td>57</td>
</tr>
<tr>
<td></td>
<td>Basic Definitions</td>
<td>57</td>
</tr>
<tr>
<td></td>
<td>Key Points to Include</td>
<td>58</td>
</tr>
<tr>
<td></td>
<td>External Assessment Worksheet</td>
<td>58</td>
</tr>
<tr>
<td></td>
<td>Examples of Assessments</td>
<td>63</td>
</tr>
<tr>
<td></td>
<td>SWOT Chart</td>
<td>78</td>
</tr>
<tr>
<td></td>
<td>Basic Definitions</td>
<td>78</td>
</tr>
<tr>
<td></td>
<td>SWOT Analysis</td>
<td>79</td>
</tr>
<tr>
<td></td>
<td>Key Points to Include in the SWOT Chart and Analysis</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>SWOT Chart Worksheet</td>
<td>81</td>
</tr>
<tr>
<td></td>
<td>Examples of SWOT Charts</td>
<td>81</td>
</tr>
<tr>
<td></td>
<td>Demographic Analysis Worksheet</td>
<td>93</td>
</tr>
<tr>
<td></td>
<td>Example of a Competitive Comparison</td>
<td>94</td>
</tr>
<tr>
<td></td>
<td>Competitive Comparison Worksheet</td>
<td>96</td>
</tr>
<tr>
<td></td>
<td>References</td>
<td>97</td>
</tr>
</tbody>
</table>
**Chapter 5. Clarifying Objectives**

- Components ................................................. 99
- Basic Definitions ........................................ 99
- Formulating Objectives ................................... 101
  - Key Points to Include .............................. 104
- Examples of Objectives .............................. 107
- References ................................................ 118

**Chapter 6. Determining Strategies and Action Plans**

- Strategies and Action Plans .......................... 121
- Strategies ................................................. 121
  - Basic Definitions ............................... 121
  - Key Points to Include ....................... 123
  - Building Strategy Worksheet ............... 124
- Examples of Strategies and Objectives .......... 124
- Action Plans and Implementation .............. 135
  - Communication .................................. 136
  - Key Points to Include ........................ 137
- Action Plan Worksheets ............................ 137
- Examples of Strategies and Action Plans ...... 147
- References ............................................... 153

**Chapter 7. Creating a Marketing Plan**

- Marketing Basics ...................................... 155
- The Five Key Elements .............................. 157
  - Research 1—Market Analysis and Service Design 157
  - Research 2—Defining the Clients and Your Target Market ......................... 160
  - Planning: Focus Attention on the Products and Services ................... 162
  - Objectives and Action Steps ................. 163
  - Communication ................................ 165
  - Evaluation ................................... 169
- Marketing and Promotion Strategy Worksheets .... 172
- Examples of Marketing Plans ...................... 178
- Examples of Marketing Strategies and Tactics (Action Plans) ............... 184
- References ............................................. 194

**Chapter 8. Evaluating Your Business Plan’s Success**

- Evaluations ............................................. 197
  - Basic Definitions ............................... 197
  - Key Points to Include ........................ 200
- Evaluation Worksheets ............................. 201
- Examples of Evaluations .......................... 205
- References ............................................. 216
### Chapter 9. Forming a Financial Plan

- Financial Plans ............................................. 219
- Basic Definitions ....................................... 219
- Record Keeping ......................................... 220
- Key Points to Include ................................. 221
- Income (Profit and Loss) Statements ............ 224
- Balance Sheets ......................................... 227
- Statements (Based on Parent Organization’s Requirements) ........................................... 229
- Break-even Analysis .................................... 229
- Cash Flow Projection ................................. 229
- Start-up Costs Worksheets ......................... 229
  - Start-up Budget for New Service Worksheet 232
  - Operating Budget Worksheet ..................... 234
- Examples of Financial Plans ....................... 235
- References ............................................. 241

### Chapter 10. Writing an Executive Summary and Communicating the Plan

- Executive Summary .................................... 243
- Basic Definitions ....................................... 243
- Key Points to Include ................................. 243
- Writing an Executive Summary .................... 244
- Examples of Executive Summaries ............... 246
- Communicating the Plan ............................. 264
  - Recommendations for Improved Communications 264
  - Presenting and Distributing the Plan ........... 265
- Recommendations for Appendices ............... 268
- References ............................................. 269

### Index

- .......................................................... 271

### About the Author

- .......................................................... 280
LIST OF FIGURES, TABLES, AND WORKSHEETS

FIGURES

Figure 2-1 3.0 OPL Direction 2005 at a Glance .............................. 19
Figure 3-1 London Health Libraries eKAT Organizational Chart ........ 27
Figure 3-2 Kenosha Public Library Organization Chart .................. 28
Figure 10-1 3.0 OPL Direction 2005 at a Glance .......................... 260

TABLES

Table 3-1 Types of Cost Data................................................. 23
Table 3-2 Highlights of Southwest Collections .......................... 34
Table 3-3 Highlights of Northside Collections ......................... 34
Table 3-4 Highlights of Uptown Collections ......................... 35
Table 3-5 Highlights of Bookmobile Collection ...................... 35
Table 3-6 Highlights of Storage Collection ......................... 36
Table 4-1 CPLA Strengths and Weaknesses ................................. 87
Table 4-2 Haldimand County Public Library SWOT Analysis ...... 88
Table 4-3 Appendix 4: SWOT Analysis of Library Service ........ 89
Table 5-1 Torbay Library Service Objectives ............................. 107
Table 5-2 NEYNL Objectives, Strategies, and Evaluation Criteria .... 113
Table 6-1 Torbay Council Library Service Action Plan ............. 127
Table 6-2 Oakville Public Library Service Strategies ............. 128
Table 6-3 Library and Information Services Business Plan 
2006–2007 ........................................................................ 134
Table 6-4 Key Targets and Actions: Information Exchange 
and Communications ....................................................... 148
Table 6-5 London Health Libraries eKAT Operational Objectives 
2005–2006 ........................................................................ 149
Table 6-6 Bedfordshire County Council Action Plan ............ 151
Table 6-7 NEYNL Appendix Four Action Plan (with 
Identified Leads) ................................................................ 152
Table 7-1 College of DuPage Marketing Plan 2002–2003 Theme ... 188
Table 7-2 Improved Promotion: The Transformation 
of Public Libraries Story ..................................................... 189
Table 7-3 MLA Communication Strategies: Methods and Media .... 192
Table 7-4 Sandwell Metropolitan Borough Council Action Plans .... 193
Table 8-1 Red Deer Public Library Output Measures .................. 205
Table 8-2 Oakville Public Library Performance Measures .......... 206
### WORKSHEETS

<table>
<thead>
<tr>
<th>Worksheet</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worksheet 3-1</td>
<td>Describe Your Service</td>
<td>25</td>
</tr>
<tr>
<td>Worksheet 3-2</td>
<td>Write Your Vision Statement</td>
<td>40</td>
</tr>
<tr>
<td>Worksheet 3-3</td>
<td>Write Your Mission Statement</td>
<td>44</td>
</tr>
<tr>
<td>Worksheet 4-1</td>
<td>Internal Assessment</td>
<td>54</td>
</tr>
<tr>
<td>Worksheet 4-2</td>
<td>External Assessment</td>
<td>59</td>
</tr>
<tr>
<td>Worksheet 4-3</td>
<td>SWOT Chart Analysis and Template</td>
<td>82</td>
</tr>
<tr>
<td>Worksheet 4-4</td>
<td>Customer Profile</td>
<td>94</td>
</tr>
<tr>
<td>Worksheet 4-5</td>
<td>Competitor’s Profile</td>
<td>96</td>
</tr>
<tr>
<td>Worksheet 5-1</td>
<td>Define Your Objectives</td>
<td>105</td>
</tr>
<tr>
<td>Worksheet 6-1</td>
<td>Objectives and Strategies</td>
<td>125</td>
</tr>
<tr>
<td>Worksheet 6-2</td>
<td>Action Plans</td>
<td>138</td>
</tr>
<tr>
<td>Worksheet 6-3</td>
<td>Action Plan Record Template</td>
<td>144</td>
</tr>
<tr>
<td>Worksheet 7-1</td>
<td>Define and Describe Your Service</td>
<td>156</td>
</tr>
<tr>
<td>Worksheet 7-2</td>
<td>Target Marketing Plan for Your Service</td>
<td>159</td>
</tr>
<tr>
<td>Worksheet 7-3</td>
<td>Define Client Needs</td>
<td>161</td>
</tr>
<tr>
<td>Worksheet 7-4</td>
<td>Products/Services Benefits Map</td>
<td>162</td>
</tr>
<tr>
<td>Worksheet 7-5</td>
<td>Identify Marketing Objectives</td>
<td>165</td>
</tr>
<tr>
<td>Worksheet 7-6</td>
<td>Promotional Budget Template</td>
<td>167</td>
</tr>
<tr>
<td>Worksheet 7-7</td>
<td>Marketing Strategy Objectives Evaluation Template</td>
<td>170</td>
</tr>
<tr>
<td>Worksheet 7-8</td>
<td>Market Planning Checklist</td>
<td>172</td>
</tr>
<tr>
<td>Worksheet 7-9</td>
<td>Marketing and Promotion Strategy Planning Template</td>
<td>173</td>
</tr>
<tr>
<td>Worksheet 7-10</td>
<td>Marketing and Promotion Strategy Considerations</td>
<td>174</td>
</tr>
<tr>
<td>Worksheet 7-11</td>
<td>Marketing Strategy Overview Template</td>
<td>177</td>
</tr>
<tr>
<td>----------------</td>
<td>--------------------------------------</td>
<td>-----</td>
</tr>
<tr>
<td>Worksheet 8-1</td>
<td>Evaluation Tool Template</td>
<td>201</td>
</tr>
<tr>
<td>Worksheet 8-2</td>
<td>Evaluation of Objectives Template</td>
<td>203</td>
</tr>
<tr>
<td>Worksheet 9-1</td>
<td>Start-Up Capital Requirements: One-Time</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Start-Up Expenses</td>
<td>230</td>
</tr>
<tr>
<td>Worksheet 9-2</td>
<td>Start-Up Capital Requirements: Repeating</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Monthly Expenses</td>
<td>231</td>
</tr>
<tr>
<td>Worksheet 9-3</td>
<td>Start-Up Budget Template</td>
<td>232</td>
</tr>
<tr>
<td>Worksheet 9-4</td>
<td>Operating Budget Template</td>
<td>234</td>
</tr>
<tr>
<td>Worksheet 10-1</td>
<td>Executive Summary Template</td>
<td>245</td>
</tr>
</tbody>
</table>
Section I: Worksheets and Templates

Worksheet 3-1  Describe Your Service
Worksheet 3-2  Write Your Vision Statement
Worksheet 3-3  Write Your Mission Statement
Worksheet 4-1  Internal Assessment
Worksheet 4-2  External Assessment
Worksheet 4-3  SWOT Chart Analysis and Template
Worksheet 4-4  Customer Profile
Worksheet 4-5  Competitor’s Profile
Worksheet 5-1  Define Your Objectives
Worksheet 6-1  Objectives and Strategies
Worksheet 6-2  Action Plans
Worksheet 6-3  Action Plan Record Template
Worksheet 7-1  Define and Describe Your Service
Worksheet 7-2  Target Marketing Plan for Your Service
Worksheet 7-3  Define Client Needs
Worksheet 7-4  Products/Services Benefits Map
Worksheet 7-5  Identify Marketing Objectives
Worksheet 7-6  Promotional Budget Template
Worksheet 7-7  Marketing Strategy Objectives Evaluation Template
Worksheet 7-8  Marketing Planning Checklist
Worksheet 7-9  Marketing and Promotion Strategy Planning Template
Worksheet 7-10 Marketing and Promotion Strategy Considerations
Worksheet 7-11 Marketing Strategy Overview Template
Worksheet 8-1  Evaluation Tool Template
Worksheet 8-2  Evaluation of Objectives Template
Worksheet 9-1  Start-Up Capital Requirements
Worksheet 9-2  Repeating Monthly Expenses
Worksheet 9-3  Start-Up Budget Template
Worksheet 9-4  Operating Budget Template
Worksheet 10-1  Executive Summary Template

Section II: Library Business Plan Models

Association for Library Collections & Technical Services (ALCTS)  
Membership Business Plan (2005)
Association for Library Collections & Technical Services (ALCTS)  
Jacaranda Public Library Business Plan (2006)
Kenosha Public Library Business Plan (2006)
Kenosha Public Library Business Plan (2007)
Maroochy Shire Council Library Strategy (2006)
NHS South East London Strategic Health Authority Workforce Development Confederation Business Plan (2006–2007)
University of Wollongong Library Professional Unit Business Plan (2006)
Wombatta Public Library Service Marketing Plan

Section III: Searchable Single File of All Business Plans
Creating Your Library’s Business Plan: A How-To-Do-It Manual with Samples on CD-ROM will help librarians demystify the business planning process. A good business plan can guide your library’s operations and ensure its viability and growth by helping you to:

- clarify goals,
- set reasonable time frames for service introductions and changes,
- articulate standards,
- measure performance according to predetermined criteria,
- attract supporters, and
- announce your successes.

I give frequent workshops on business planning, and I designed this guide to help my colleagues better connect organizational vision with everyday practice. The key to this connection is a well-thought-out and well-implemented business plan. The creation of a business plan will focus your thinking on specific goals, step by step, allowing you to develop services that are well-conceived and appealing to stakeholders.

Many libraries conduct business planning but don’t necessarily recognize it as such. Many misconceptions surround the term “business plan,” and many view the planning process as being unnecessarily complicated. At its core, a business plan is simply a tool to describe a project, and it includes information on the organization’s mission, markets, marketing strategies, and needs of clients. A good plan describes a service, outlines objectives, allocates resources, and measures the results of actions taken along the path toward your organization’s goal.

Understanding how to utilize a business plan will help you become more flexible, more proactive, and more accountable. A good business plan will help you attract support, talented individuals, partners, and capital. Creating Your Library’s Business Plan can be used by any library planning group to assess community needs; evaluate current library services; determine the library’s role in the organization; establish goals, objectives, and priorities; design and implement strategies; and develop an ongoing monitoring system for organizational control.
ORGANIZATION OF BOOK CONTENTS

Creating Your Library’s Business Plan is divided into ten chapters; together, these chapters comprise a step-by-step approach to the process. The book begins with an overview of the whys and wherefores of writing a plan, including descriptions of the function of each component - from the cover page to the appendix and everything in between. Individual chapters then discuss each step in detail and offer an array of real-world examples used by successful libraries. Each chapter begins with a review of that essential component’s purpose and addresses why that information is necessary, how it will impact the project, the manner in which it should be presented, and how it will help develop a competitive advantage supportive to the parent organization.

- Chapter 1, “Why Write a Business Plan?,” introduces readers to the full range of benefits to be garnered from business planning.
- Chapter 3, “Describing Your Service Concept, Vision, and Mission Statements,” explains how to craft client-focused statements that will highlight your service’s competitive advantage in the marketplace.
- Chapter 4, “Conducting Assessments and Creating a SWOT Chart,” examines the use of internal (strengths and weaknesses) and external (opportunities and threats) environmental assessments in choosing, designing, monitoring, and revising services suitable to your market.
- Chapter 5, “Clarifying Objectives,” discusses how to quantify the end results desired and create the strategies to achieve them.
- Chapter 6, “Determining Strategies and Action Plans,” describes the steps involved in turning strategies into actions that will grow your service.
- Chapter 7, “Creating a Marketing Plan,” focuses on developing strategies that will build awareness of your service, communicate how it meets clients’ needs, and generate new or continued use.
- Chapter 8, “Evaluating Your Business Plan’s Success,” describes strategies for continual reassessment of plan implementation to keep services fresh and relevant and to maintain competitive advantage in your target market.
• Chapter 9, “Forming a Financial Plan,” introduces the reader to recordkeeping basics, profit and loss statements, balance sheets, break-even analysis, cash flow projections, and more.

• Chapter 10, “Writing an Executive Summary and Communicating the Plan,” discusses how to summarize the information gathered from the preceding steps to clearly, effectively, and successfully communicate your plan to your organization and its stakeholders.

Every component may not be necessary for a given plan. Depending on your institution’s needs, these components may be combined, reordered, or eliminated. A larger plan with great impact may require all of the components, whereas a simple plan with less impact may require only a few of them. Your individual circumstances, intended impact, organizational imperatives, and staff capabilities will determine the complexity of the plan. What is important is that you understand each component’s raison d’être; cover key matters in a focused, logical, and comprehensive way; and present the relevant information in a consistent manner.

I have included more than 50 templates and worksheets, and more than 25 real-world examples from a wide variety of successful libraries. The worksheets and templates provided are designed to assist in clarifying and focusing your thoughts and intentions.

The real-world examples included in each chapter need not be followed verbatim; they provide models and patterns that you can customize and build upon when developing your own business plan. All worksheets and templates in this book are included, in Word format, on the accompanying CD, along with complete versions of over 20 business plans developed by libraries around the world.

CD-ROM: STRUCTURE AND USAGE

The CD-ROM comprises three sections. The first includes Word files representing every worksheet and template found in the printed book. These files may be freely distributed throughout your library and may be edited, augmented, and otherwise adjusted as needed in response to your particular library’s needs. Each worksheet and template is clearly labeled and arranged in accordance with its description in the book.

The CD’s second section is devoted to the full text of over 20 actual business plans successfully drafted and implemented by a wide variety of libraries. Business plans are listed alphabetically on the CD.

A third section contains a single file representing the entire collection of business plans from section two. This allows for easy searching across documents,
and may be helpful to readers interested in comparing similar elements of various business plans.

I designed *Creating Your Library’s Business Plan* to provide a comprehensive framework for library operations, with an emphasis on understanding the effects the internal and external environments have on new and expanded services. I hope that you will see how a solid business plan will help you develop a successful service. I trust that it will prove invaluable as it guides, prompts, measures, communicates, and focuses staff members by building the necessary components of fact, shared vision, and mutual understanding. Without a shared vision, staff members and participants in the development of the new service will be left to their own means to interpret your library’s purpose and goals. A shared vision creates trust, understanding, communication, and commitment. You no longer need to wonder if a service will work; writing a business plan will map your road to service success.

**ACKNOWLEDGMENTS**

In grateful acknowledgment to Grace King and Sonya Haynie—two talented intra- and entrepreneurs—for their support, inspiration, and encouragement; to the MLA Book Panel for shepherding this book to Neal-Schuman; and to the many librarians who have contributed hours of hard work and risk taking in creating business plans and budgets to fund their dreams and visions:

I can no other answer make but thanks, and thanks.

—*Twelfth Night* (Act III, Scene iii)