

2018



Strategic Plan

→ 2022



OUR PURPOSE

CAVAL develops and delivers best of breed library and information solutions and resources for our stakeholders, supporting growth and innovation in the library and education communities. We engage with members, clients, industry partners and thought leaders from around the world to provide services, skills and knowledge at scale.



## OUR VISION

**CAVAL has a unique role in providing benefit to libraries and educational institutions throughout Australia and New Zealand. Our aim is to provide quality solutions and services that enable our stakeholders – the CAVAL membership and the wider library and education communities – to deliver the best possible user experiences, through;**

- Our unique and specialist expertise
- Economies of scale and cost efficiencies
- Access to innovative services and thought leadership
- Collaboration, sharing, learning and community
- Enhanced member benefit and opportunities
- Our flexibility and our ability to act with agility

The CAVAL strategic plan sets out our vision for CAVAL to take a central role in facilitating and enhancing library services nationally, through our strategies for active client engagement and sophisticated services and solutions, supported by a committed and expert team of professionals.

## OUR GUIDING PRINCIPLES

- Our services drive and reflect industry trends and best practice and align with client needs.
- Our services enable client efficiencies, are cost-effectively delivered and competitively priced.
- Our staff have expert and up-to-date knowledge and skills which are continually enhanced in line with market needs and CAVAL's business.
- We harness and exploit the transformative power of new technologies.
- We embrace innovation and encourage creativity and the pursuit of new ideas.
- We value teamwork, collaboration and partnership.
- We are committed to continuous improvement and rigorous and regular review and reflection.

## OUR GOALS

### **Member and Client Engagement**

Listening to and partnering with our stakeholders is the starting point for everything we do.

### **Services and Solutions**

We are driven by a 'for benefit' motive first and foremost, as both a collaborator and a service provider.

### **Culture and Capability**

We are strengthening our capacity as an innovative and agile organisation to bring leading edge solutions to our community.



**GOAL ONE -  
MEMBER AND CLIENT ENGAGEMENT**

**Strategic Direction**

Strengthen engagement with members and clients to develop our understanding of their needs and priorities, and how CAVAL can support them to meet their goals.



**Strategic Initiatives**

Develop a client-facing organisational structure and culture which promotes, tracks and co-ordinates our level of engagement across the entire organisation.

Understand and respond to member and client needs and priorities through multi-level engagement, consultation and systematic market analysis.

Demonstrate thought leadership in our industry through CAVAL events, to build stronger relationships with all levels and functions of the member community.

Drive idea generation and development of services and solutions in collaboration with members, clients and industry partners.

Develop a comprehensive communication framework and strategy to promote awareness and understanding, and to deliver a positive message about CAVAL's value and positive contribution to members and the wider community.

**Priorities 2018**

- Develop a comprehensive whole of business environmental and pipeline analysis.
- Adopt a proactive, structured account management approach to members and key clients.
- Deliver forums and events designed for membership to share current vision, focus, activities and ideas.

## GOAL TWO - SERVICES AND SOLUTIONS

### Strategic Direction

Develop and enhance services and solutions which deliver value and benefit to CAVAL membership and the wider ANZ information and education communities.



### Strategic Initiatives

Develop programs which foreground and amplify member value, and promote the retention and expansion of the membership.

Redefine the CAVAL membership criteria and purpose to embrace a broader and more diverse member community.

Pursue new fee-for-service opportunities and rationalise existing services within a strategic framework which foregrounds CAVAL's for-benefit mission and aligns with the ANZ library community's needs and priorities.

Systematically leverage new markets for existing services and new services for existing markets, whilst continually enhancing existing services for existing clients.

Identify and pursue print and digital 'niche' opportunities in our product and service development.

Focus on innovation and development of services which enable CAVAL to move increasingly into the digital space.

### Priorities 2018

- Review membership criteria and member value proposition to enable and promote broader engagement without disadvantaging founder members.
- Strengthen our business case analysis and review the framework for fee-for-service activities.
- Complete the review of the CARM Shared Collection and implement outcomes.

## GOAL THREE - CULTURE AND CAPABILITY

### Strategic Direction

Develop people, resources and infrastructure which enable CAVAL to fulfil its for-benefit mission.



### Strategic Initiatives

Support a culture of learning, innovation and expertise to enable CAVAL to take a leadership role in the ANZ library community.

Align our organisation and strengthen our member and client relationships and business development capability to place the client at the centre of everything we do.

Implement a people and culture framework which attracts, supports, develops and retains capable and committed professionals.

Establish a financial management and business regime which promotes the long-term viability and success of the company.

### Priorities 2018

- Pursue a comprehensive people and culture program to drive organisation-wide strategic and personalised professional development goals and outcomes.
- Adopt and implement a fully integrated enterprise management system, including budget control, financial management and accounts.



## ABOUT US

**CAVAL was established in 1978 to promote co-operation between Victorian academic libraries, for the benefit of our membership and the staff and student communities they serve.**

Over the subsequent 40 years, CAVAL has expanded and diversified to become an organisation working at national and international scale, but one which retains its core commitment to providing benefit through collaboration.

2018 heralds CAVAL's 40th anniversary and as such will be a year of reflection, review and rejuvenation, with a view to ensuring CAVAL's continued place as a relevant and valued contributor to the national and international professional arena.



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### **Business Hours**

Monday to Friday, 9.00am to 5.00pm.

Closed public holidays except  
Labour Day and Melbourne Cup Day.

Closed between Christmas Day  
to New Year's Day.

