

Business Plan FY 2014 – 2017

Adopted by YALSA's Board of Directors June 28, 2014

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I.

Official YALSA Award Guidebook	2008	Neal Schuman
Quick & Popular Reads for Teens	2009	ALA Editions
Young Adults Deserve the Best: curriculum kit on teen behavior	2013	YALSA
Young Adults Deserve the Best: curriculum kit on teens and technology	2013	YALSA

In May of 2014 YALSA requested that the publisher take the highlighted titles out of print

- **Teen Read Week™ & Teen Tech Week™ Products:** YALSA sells posters, bookmarks, etc. through ALA Graphics and receives a royalty percentage:
 - 15% on posters
 - 10% on pamphlets, web files and sets
 - 5-8% on promotional items like bookmarks, pens, lanyards, etc.
Royalties from ALA Graphics are not subject to the ALA overhead rate.
- **Ticketed Events at Conferences**—Revenue comes from ticketed events like the YA Author Coffee Klatch, the Printz Reception and the Edwards Luncheon.
- **Young Adult Literature Symposium** –The purpose of this annual event is to provide continuing education for members and others interested in young adult literature, and the chance to interact with one another, build new skills, share papers, etc.

Positioning of Products/Services

- YALSA is widely known within the library community for its literary awards and selected lists, but lesser known for guidelines or standard-setting resources relating to young adult librarianship. YALSA would benefit from a marketing effort designed to raise awareness of YALSA’s guidelines and related resources.
- Products and services are primarily marketed to librarians and library workers. Positioning products and services so that they are attractive to other markets, such as educators or afterschool providers, could yield positive results for YALSA.
- YALSA is a respected brand in the library community, which gives the organization an advantage when positioning products and services.

Future Products/Services

- Given the significant changes in the association industry since the recession, it is essential for YALSA’s leadership to pursue innovation as well as new products and services.
- The publication of YALSA’s report, “The Future of Library Services for and with Teens: a Call to Action” in 2014 has implications across the association, including fee-based products and services. YALSA’s Board will be exploring these opportunities in the months ahead.
- It will also be important to regularly scan the environment to proactively identify challenges, opportunities, potential shifts in audience, and so on. One persisting trend that must be considered, for example, is that fewer members can afford to travel to national conferences.
- There is a concerted movement on the horizon to come together across organizations to create a coordinated strategy and platform for continuing education, and the

trending is towards free or at-cost offerings. This segment is already in significant flux due to new competitors entering the market, evolving delivery mechanisms, the changing CE needs of library staff and more.

- Possible future products and services, could include entirely new products, such as consulting services to libraries and ad revenue via mobile apps.
- It will also be important for YALSA to evaluate existing products and services to ensure they are still viable in a rapidly changing environment.
- Taking stock of existing content and exploring ways that it could be re-purposed for a revenue opportunity will also be a good strategy for YALSA.

V. Market Analysis

Summary of Current Market

All segments of the library market were negatively impacted by the recession and library budgets have struggled to rebound in the years since. Many libraries laid off staff and the employees that remain have less access to funds for purchasing services or products, including those provided by YALSA. In the post-recession landscape, funding for libraries is a mixed bag. ALA's 2014 State of America's Libraries report indicated that "twenty states said there had been no change in the amount of state funding for public libraries in FY2014, and 14 said that funding had
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- **Characteristics of YALSA members** (according to the 2008 ALA Member Survey, which is the most recent data available from ALA)
 - 91% female
 - 41% under age 44
 - 88% have a master's degree or higher
 - 49% make less than \$50,000 a year
 - 59% work in a public library, while 33% work in a school library
 - 37% of members are in a supervisory or management position
 - 52% have worked in the field for 10 or fewer years

- **Needs** (based on a 2012 YALSA member survey)
 1. Access to current information about YA materials
 2. Knowledge of best practices in teen services
 3. Professional development opportunities
 4. Access to information about emerging technologies

- **Buying Factors**
 - **Free or Inexpensive:** As a result of the lingering recession environment, library staff have shifted away from attendance at national conferences towards smaller regional conferences, which tend to be more affordable. Library workers have also trended away from more costly continuing education, such as a four week e-course, toward cheaper options such as webinars. Library workers are also seeking out free options to replace what they once would have paid for. For example, free continuing education options could include downloading free podcasts or reading free content on blogs.
 - **Convenience:** Another key trend is toward online and mobile resources, including continuing education. Participation in virtual environments or use of online resources precludes the need for costly travel and helps cost-conscious librarians stretch their limited dollars. Recent member surveys indicate that members still value face to face learning opportunities, but they prefer these to be held locally.
 - **Value:** Members need to perceive that they're receiving a value for what they're spending.
 - **Quality:** Members rely on the YALSA brand to ensure that they're buying an item that is of high quality.

VI. Competitive Analysis

Nature of Competition

Competition comes from both the for-profit and the not-for-profit sectors, and varies by type of product or service. Overall, the level of competition has increased in the past few years from for-profit organizations as they look for new ways, especially through the web, to cultivate and retain customers. Competition has also increased internally within ALA, as ALA Publishing has moved into the 261.86 0 Td [(y)19.0819(°)2.3678(r)-7.65133(e)3.15789()-0.479431(b)-0.956417(u)-20.9947(y)

The shift toward delivering products and services via the Internet and mobile means is probably the single biggest change in the industry. However, the recession has also had a lasting impact. As revenues shrank, organizations have had to revisit their traditional funding models and come up with new ones. The recession also accelerated the trend toward consolidation in parts of the industry. Many vendors have merged with others. The overall result is that there are fewer of them, which means there are fewer organizations to fill exhibit floors, purchase ads, sponsor events, etc.

Primary Competitors

- **Book Award Seals:** The biggest competition for YALSA is with its Printz Award, which overlaps with the National Book Award's young people's award and ALSC's Newbery Medal. While the National Book Award doesn't provide a stated age range for eligibility for the young people's award, the award has never gone to a children's picture book. When the award was first established, winners tended to be books for middle grade readers. Since the early 2000s, the award has trended more and more toward young adult titles. The Newbery Medal is awarded to books for children up to and including age 14. This presents a three year overlap with the Printz Award, which considers titles for young adults from 12 through 18. When a book is recognized by a Newbery Medal or a National Book Award as well as a Printz Award, publishers tend to prioritize their purchase of seals. Since Printz is the newest, and least known of the three awards, often publishers choose a Newbery or National Book Award seal over the Printz seal. Another issue is simply that there is a glut of seals from new awards being introduced by both YALSA and ALA. Publishers are unwilling to purchase award seals for every award, so

advertising. Depending on the reception of the e-format of *YALS*, YALSA may be able to save printing and mailing costs if members opt for an e-only format.

- **Publications (book length):** According to the 2013 Association Publishing Survey, associations have not reached pre-recession revenues for publications, and indications for the near future point to modest gains at best. The study also noted:
 - The average number of publications produced halved since 2009, going from 20.7 to just 11 in 2013
 - Though still widely circulated, the presence of magazines and e-newsletters is declining. Meanwhile, digital editions and/or apps—a category not included in the survey until this year—was the third-most common product type
 - Reader expectation is delivery in more ways than ever before, and new delivery methods are add-ons, not replacements

This information mirrors what we're seeing in YALSA. As a result, YALSA's strategy is to

YALSA will continue to work with ALA to monitor publisher use of seals and ensure that proper licensing agreements have been obtained.

- **Membership Dues:** continued emphasis on membership retention will be a focus; however, YALSA will target marketing efforts to specific groups for membership recruitment in order to increase YALSA's membership. In order to obtain new members, YALSA will need to differentiate itself from its primary competitor, which are state library associations.
- **Continuing Education**
 - **E-Courses:** E-courses offer value and convenience to members by delivering CE to members' desktops. However, the crowded e-learning market leaves little room for increasing revenue.
 - **Licensed Institutes:** Marketing to state library associations, state libraries and

- **Ticketed Events at Conferences:** Ticketed events have been a shrinking revenue stream for YALSA; however changes made in 2014 and an improving economy could contribute to an increase in ticket sales in the near future.
- **Young Adult Literature Symposium:** The symposium has proved to be a modest success for YALSA, and has reliably netted the division about \$40,000 in revenue for each event, while contributing about \$25,000 in overhead to ALA.

Trend Data: Net Revenue

KEY:

Green = growing

Yellow = fluctuating

Red = mainly in decline since recession

	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13
Award seals	20,987	23,116	9,912	36,876	63,151	46,442	46,204	44,838
Dues	153,509	183,484	213,459					

example, the Executive Director includes the latest financial data in her monthly management report to the Board. Each year YALSA's Board of Directors approves budget priorities, with an eye to funding projects outlined in YALSA's Strategic Plan and Action Plan.