



Innovation at LYRASIS

2018 Member Summit

by John Herbert
Sr. Director – Technology and Innovation
Oct. 24, 2018



Through Operational Effectiveness, we've achieved "\$1 in the Black"

- Provides bandwidth and financial resources for growth
- BUT ... most changes have been incremental
- "innovation" (with a small "i")

Upon further review

Operational Effectiveness is *not* a strategy for reaching the next level

- Internally focused
- Doesn't address market changes and shifting member needs
- Not a significant market differentiator

SO..... Pivot toward Innovation as a Strategy

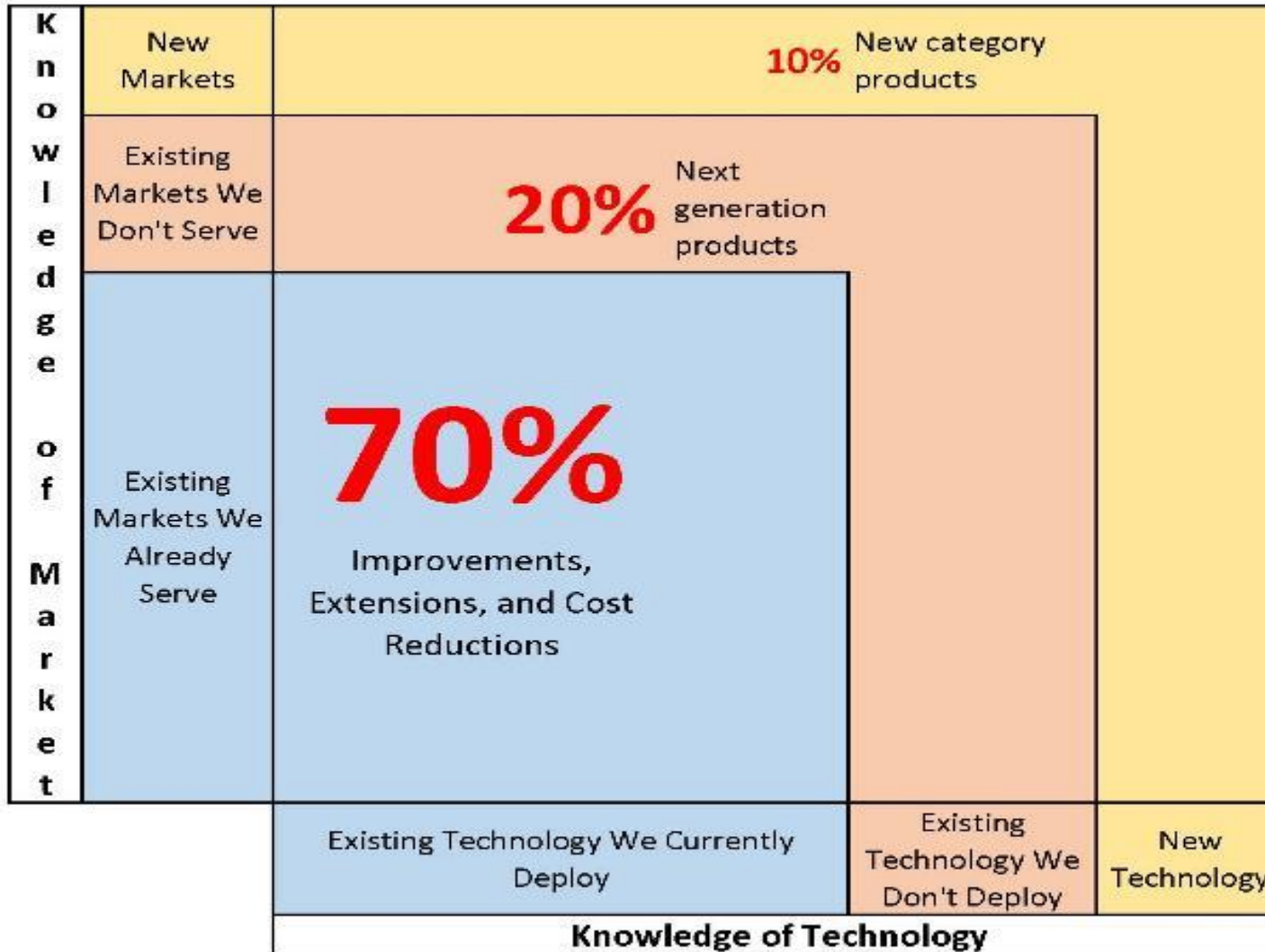
- Innovation (with a capital “I”)
- Establish an Innovation Culture and Process
- Create a membership advantage
 - Separate ourselves from marketplace/competitive convergence
- Lead from the front
- Act/Launch instead of React/Crawl
- Repeatability, regardless of project





How does a non-profit, member-based organization
launch “Innovation”
as a strategic business initiative,
assuming its inherent risks,
to sustain and grow as an organization,
on behalf of its members?

Knowledge of Technology and Market

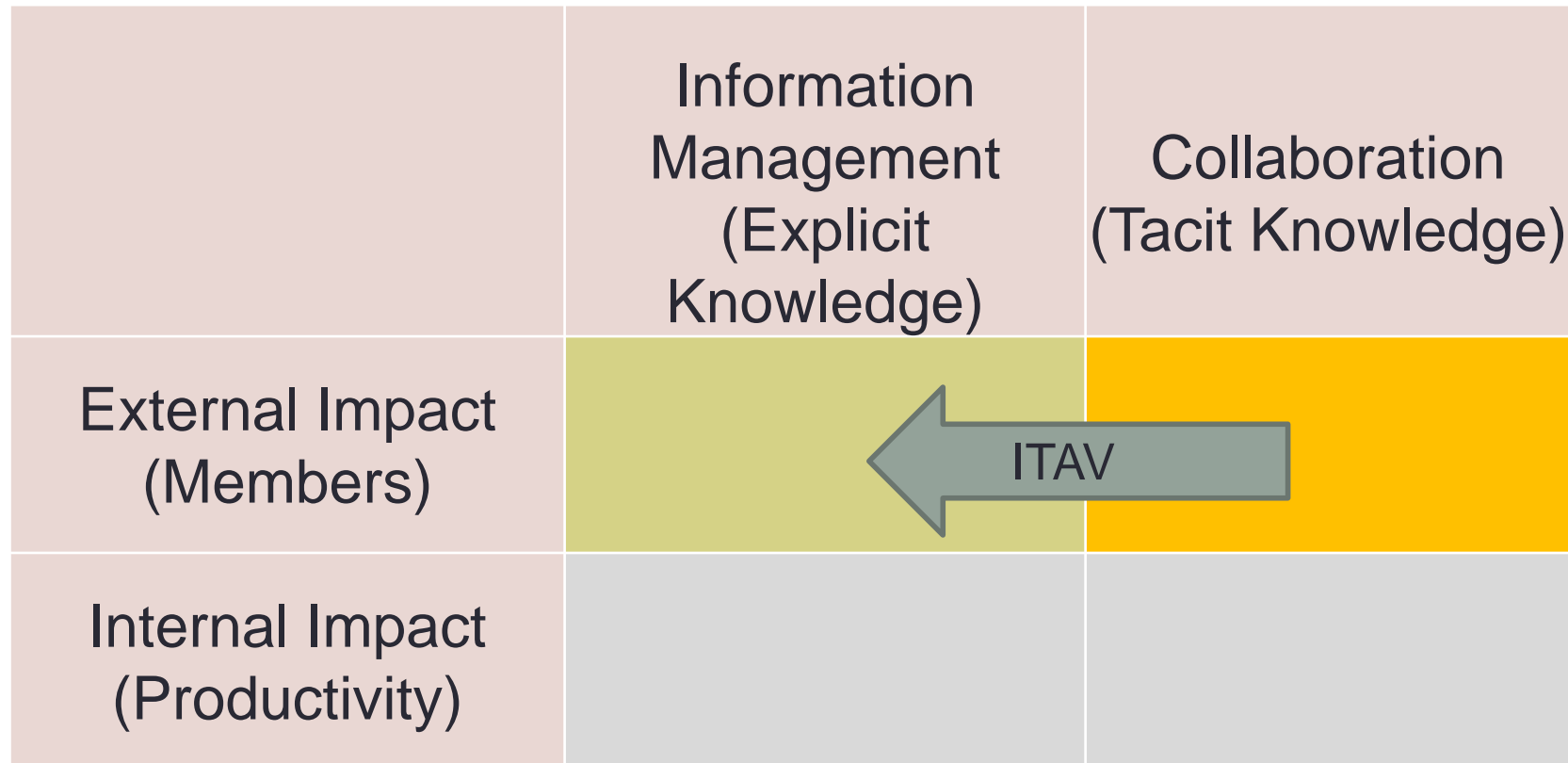


- LYR had been almost exclusively in the 70% box
 - Operational effectiveness
 - small “i”
- Expanding today toward the 20% and 10%
 - Capital “I”
 - With Robert leading the way

- Creativity
- Engagement
- Customer Service
- Infrastructure
- Risk Taking
- Leadership
 - * Bernie Banks, Kellogg School of Mgmt, Northwestern Univ.
- Form partnerships where:
 - Members contribute their core competencies
 - Engagement and Customer Service
 - And LYRASILS does the same
 - Infrastructure and Risk Taking

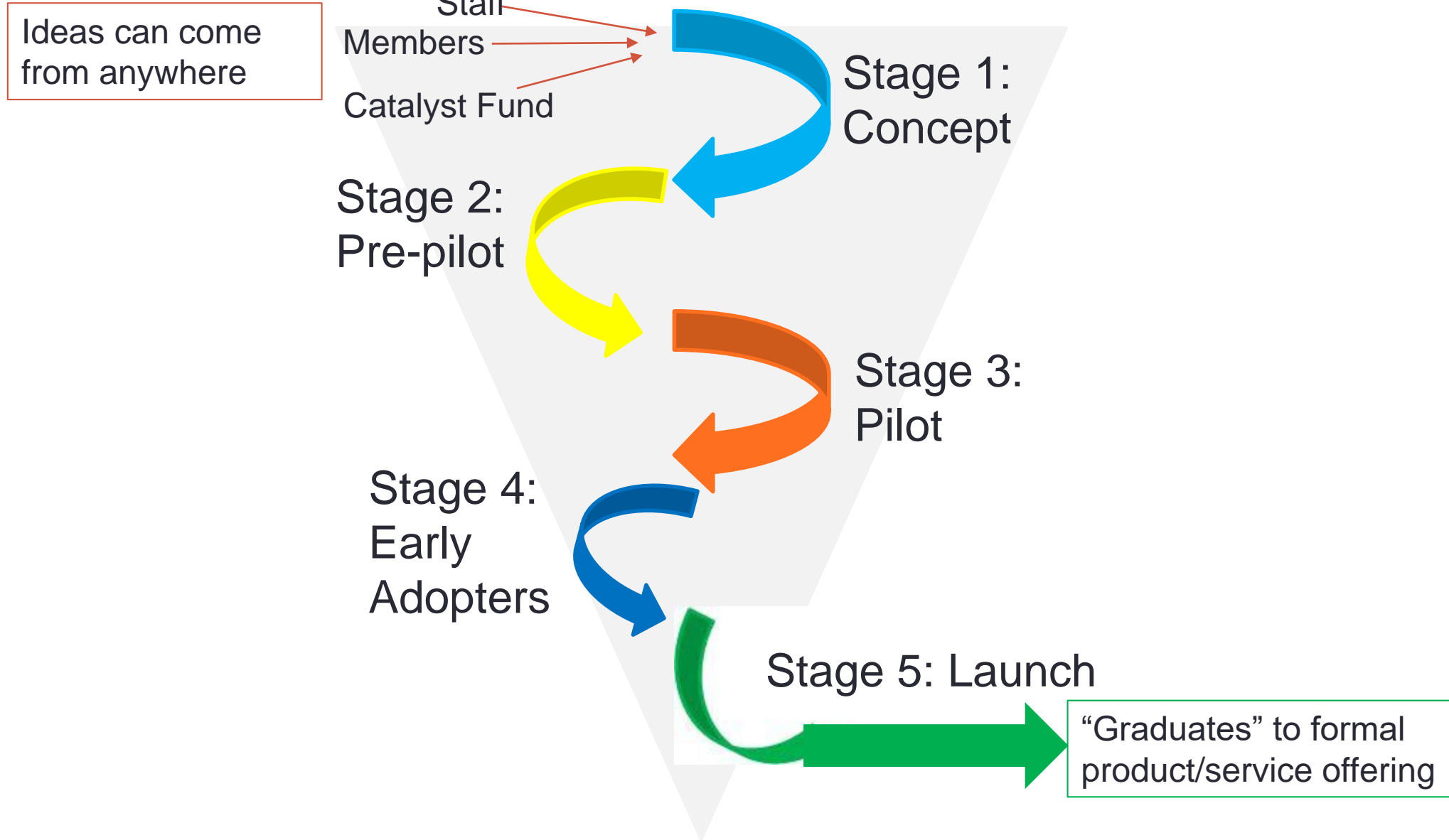


Knowledge: The Intersection of Information and Collaboration



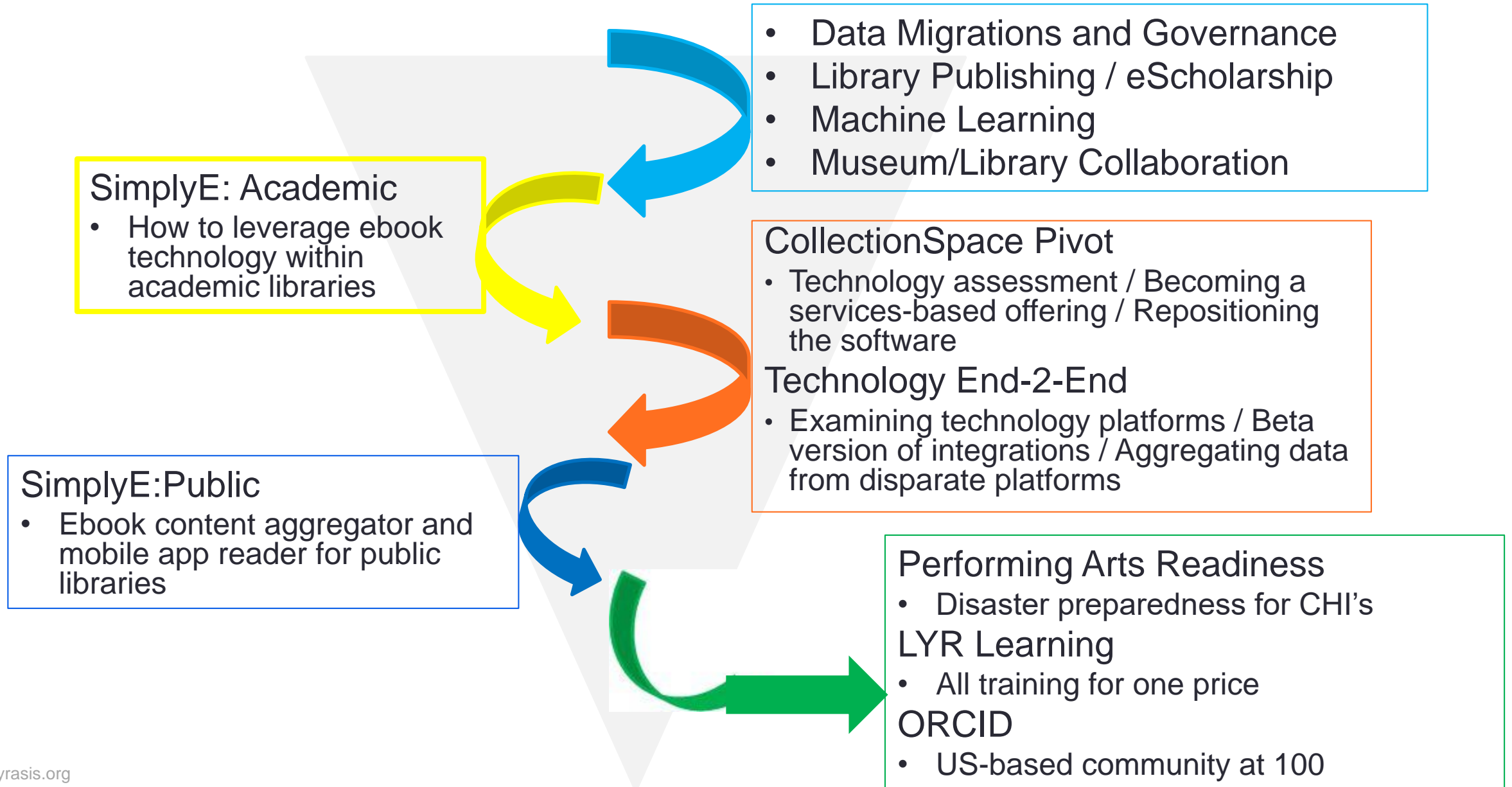
- Strike the balance between
 - Thinking / Doing
 - Maintenance / Growth
 - Safety / Uncertainty
 - (We are striving for sainthood)
- Hybrid of “Waterfall” and “Agile”
 - “Waterfall” methodology
 - Gathers, analyzes all info up front
 - Useful for grants
 - Weaker in reacting to changing customer needs
 - “Agile” methodology
 - Rapid development of prototype/MVP
 - Test quickly / Iterate often
 - Work your way toward final product
- Go / No-Go decisions at key checkpoints



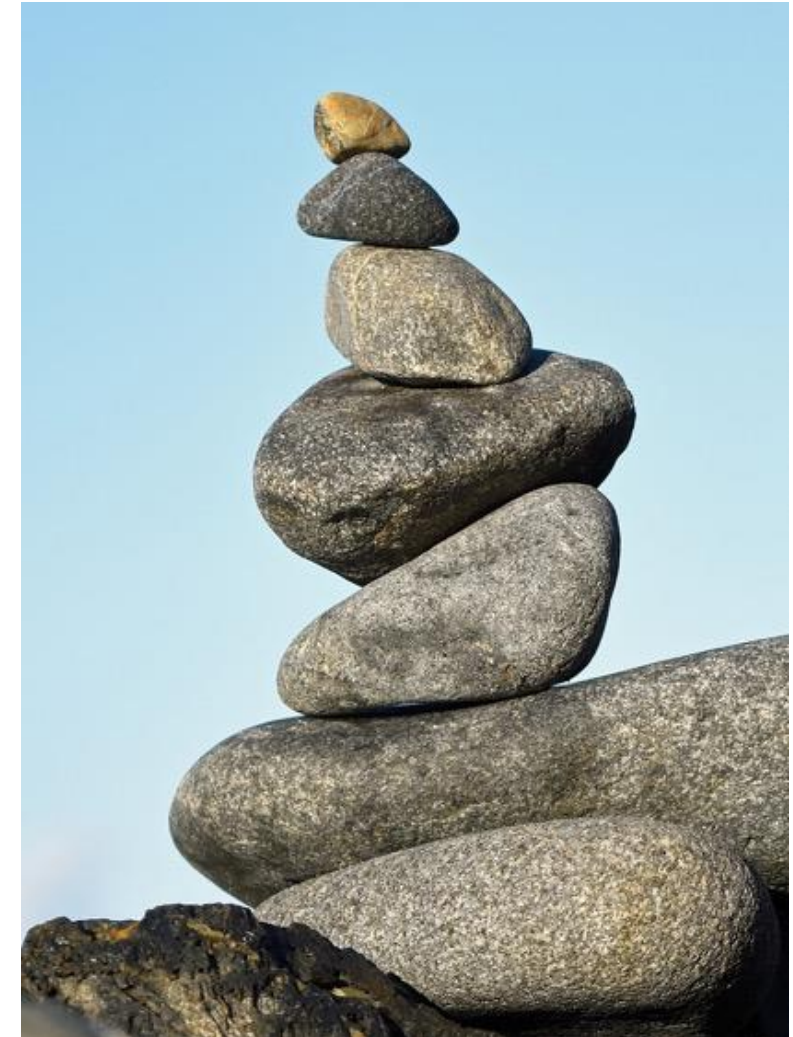


- Internal Process
 - Mini business plans
 - Project/Brand Mgr's
- Structured process
 - How to assess and complete each step
- Expanding our own capabilities
 - Thinking like entrepreneurs





- **Think Big / Start Small**
 - The journey of a thousand miles begins with a single step
 - Change always starts by addressing a customer pain
- Spark w/ Imagination / Fuel w/ Data
- Most transformative innovation comes from the outside
 - Not constrained by existing paradigms
- Funding - to address uncertainties, reduce risk
- **Iterate: Learn “in-market”**
 - Don’t let perfect be the enemy of the good
- Use values and experience to guide
 - When data isn’t clear



- **The biggest reason for failure is giving up in the face of a resistant culture**
 - Unfreeze / Movement / Re-freeze
 - By far, unfreezing is the hardest step
 - So, make the case for change constantly, consistently
- **Discover/Build Connections – The Intersection of Ideas**
 - Partnerships can be liberating
 - But you have to be ready to be changed
 - James Hilton: Interdependence at Scale
 - Collaboration is the new Competitive Advantage
 - You can't think with what you don't know



- Q1 – Describe the culture of innovation at your institution?
- Q2 – What successes have you had in “unfreezing” resistance to change?
- Q3 – What successful partnerships have you engaged in to drive innovation?
How did it change you/your institution?
- Q4 – How can other Leaders Circle members/LYRASIS assist you?
- Q5 – What can we do together?



Thank you!
