



School of
Management and Law

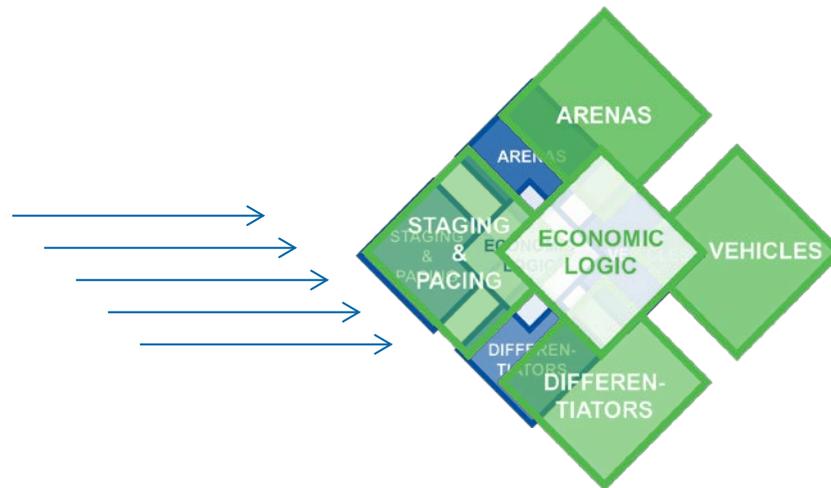
Reaching limits – crossing borders metlib 2015



Building Competence. Crossing Borders.

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Reaching limits – crossing borders



Which inspirations can we find in examples of shifting limits and crossed borders?

Strategy and psychology



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- > Lecturer for Strategic Management, CSO, ZHAW SML
- > 12 years of professional experience in Management Consulting: Strategy development and -implementation, mainly for SMEs but also in-house-consulting for Migros
- > Research on diversity in Top Management Teams, Book “Strategie und Diversität” published 10/14 www.strategie-und-diversitaet.ch
- > Special skills: workshop facilitations
- > Doctorate and Master's in Management and Psychology from the Technical University of Berlin, Germany

About limits: society and industries define your limits

Politics,

eg. Subsidies for libraries



Society,

eg. 1,2 mobile phones per person



Technology,

eg. D-Book «The dream of the red chamber»



...



New competitors,
Eg. Amazon, Kindle e-book lending



Power of providers,
Eg. Few aggregators for e-books



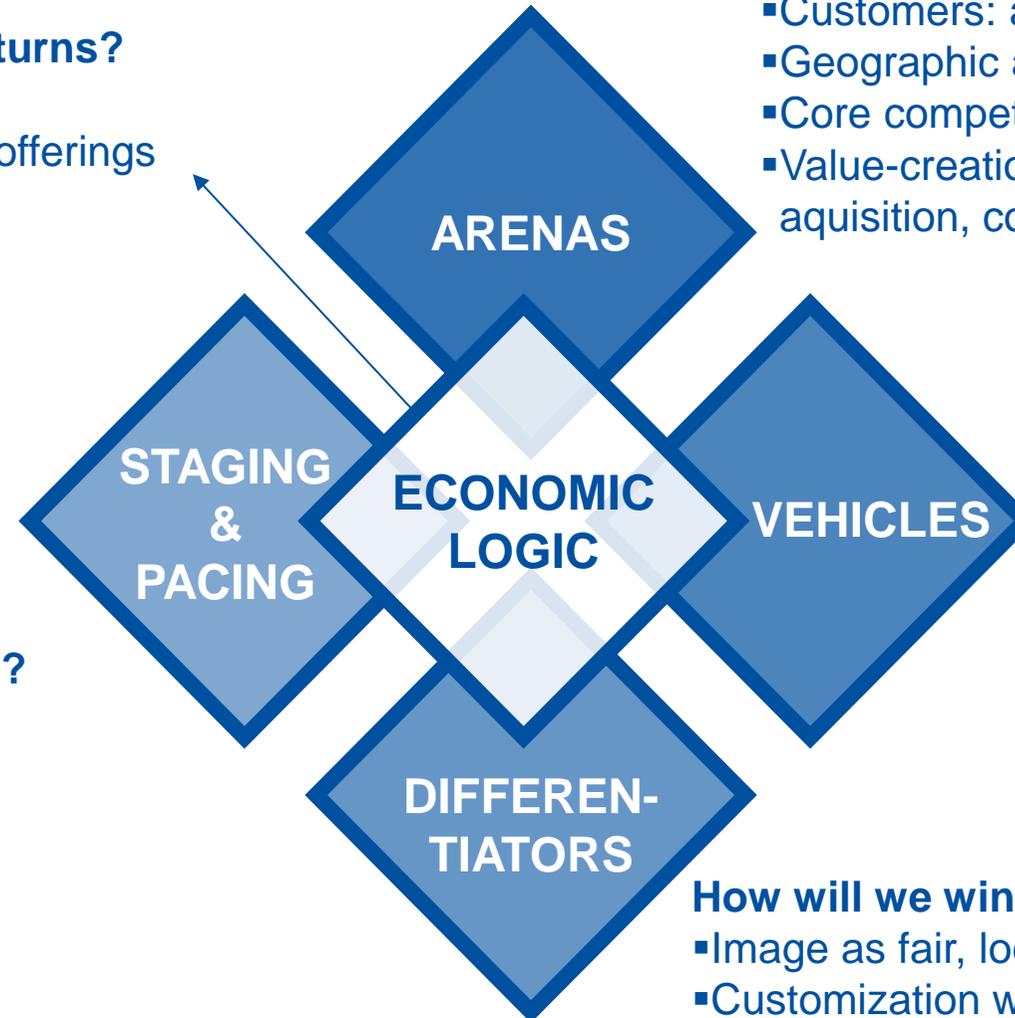
About borders: strategic decisions define your borders

How will we obtain our returns?

- Low costs
- High subsidies for special offerings
- Third party sponsoring

Where will we be active?

- Product categories: media, online, ...?
- Customers: age, nationality, private...?
- Geographic areas: regional, national...?
- Core competencies: Data analysis...?
- Value-creation stages: media selection, acquisition, content management...?



What will be our speed and sequence of moves?

- Speed of expansion?
- Sequence of initiatives?

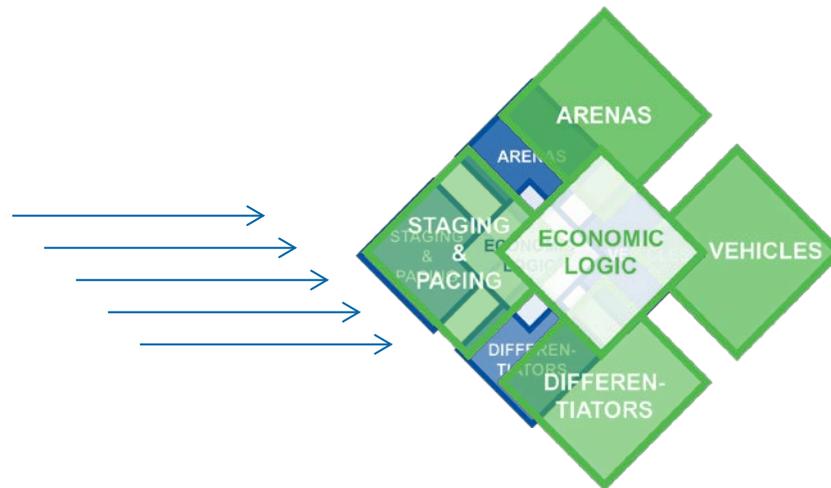
How will we get there?

- Internal development?
- Strategic cooperations?
- Licensing/franchising?
- Acquisitions?

How will we win?

- Image as fair, local...?
- Customization with specialized help?
- Price?
- Lobbying, networking?

Reaching limits – crossing borders



Examples of companies, that crossed borders

Offering the contrary

Pushing Limits:

- Available Data is exploding
- Big data is discussed as THE strategic success factor to come
- Run on knowledge how to generate and understand big data



Crossing borders:

- Inspiration unlimited offers consultancy to strengthen strategic intuition of manager.
- CEOs using intuition as source of information

Giving up the traditional role model

Pushing Limits:

- Consolidating markets, competitors merger, power of big player
- Backward integration, competitors occupying suppliers
- New entrants



Crossing borders:

- Cardboard packaging selling itself to big rival
- Traditional family company
- giving up standardised production
- focussing on desing of prototypes with exclusive combination of material and folding techniques

Challenging sources of power

Pushing Limits:

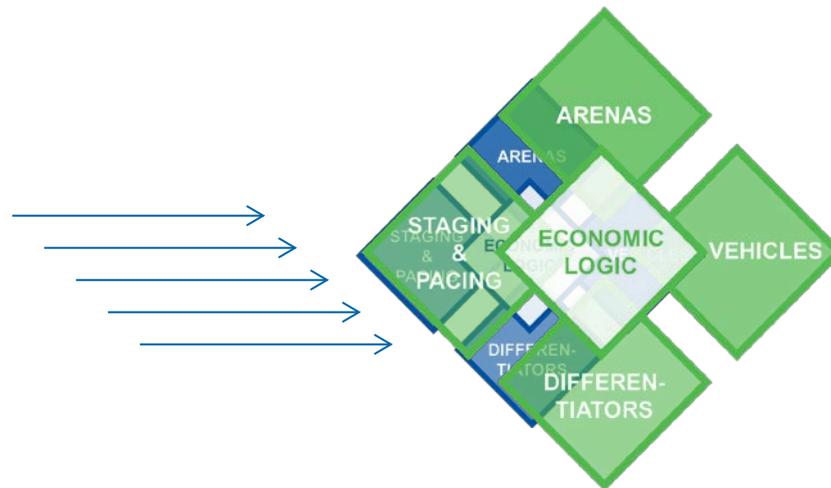
- Rising complexity and speed of strategic factors
- Specialized knowledge of employees
- Democracy as expected basis for social interaction



Crossing borders:

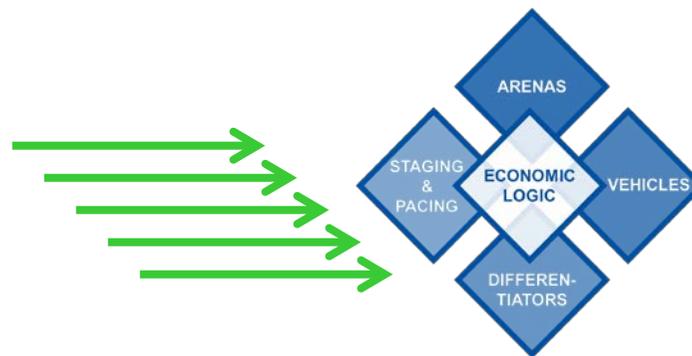
- Haufe umantis Switzerland elects management every year
- 21 management positions from CEO to project manager are elected
- In 2014 11 managers were reelected, 7 new entrants from employee-group, 3 positions were given to external experts and 1 manager was deselected

Reaching limits – crossing borders



Which limits will be the most oppressive ones for libraries in the next 5 years?

Crossing borders – Reaching limits???



Examples for developments, that might shift the borders we are used to

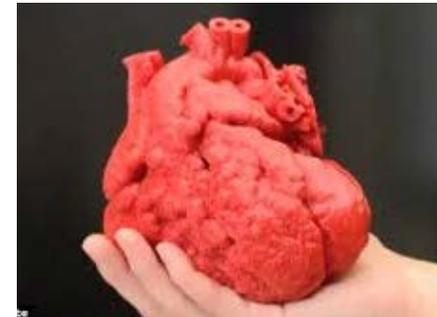
Plotting everything

Pushing Limits of today:

- In 3D printing successive layers of material are laid down under computer control to a 3 dimensional object.
- Everything that is made out of metal, ceramics, paper, artificial resin can be plotted
- A University of Louisville (UL) research team printed first parts of a heard and implemented them sucessfully in mice
- In Netherlands a skull transplant was printed and implemented on a 22 year old woman



Wearable 3D printed shoes



Shifting borders of tomorrow?

- 3D plotting of food, clothes, furniture etc. at home? Why and where do we go out and meet?
- ...

Subgroups

Pushing Limits of today:

- Segregation can be found in all societies



Shifting borders of tomorrow?

- One dominant group?
- Real integration?
- Rooms to meet, communicate and learn?



Cyborgs

Pushing Limits of today:

- color-blind artist, Neil Harbisson, started wearing an eyeborg on his head in order to perceive colors through hearing
- British scientist, Kevin Warwick, had an array of 100 electrodes fired into his nervous system in order to link his nervous system into the Internet.



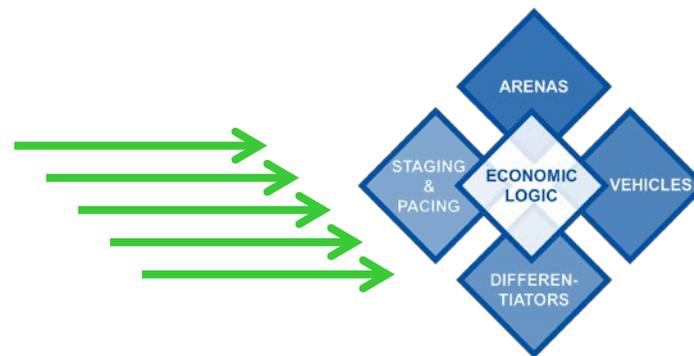
Neil Harbisson, cyborg activist and president of the Cyborg Foundation.^[13]



Shifting borders of tomorrow?

- RFID Chips implemented in human beings to hinder abnormal behaviour?
- Robots connected to our nervous system to conduct specific activities like shopping or working around the world?
- ...

Crossing borders – Reaching limits???



What could be very unusual types of libraries in 2025?

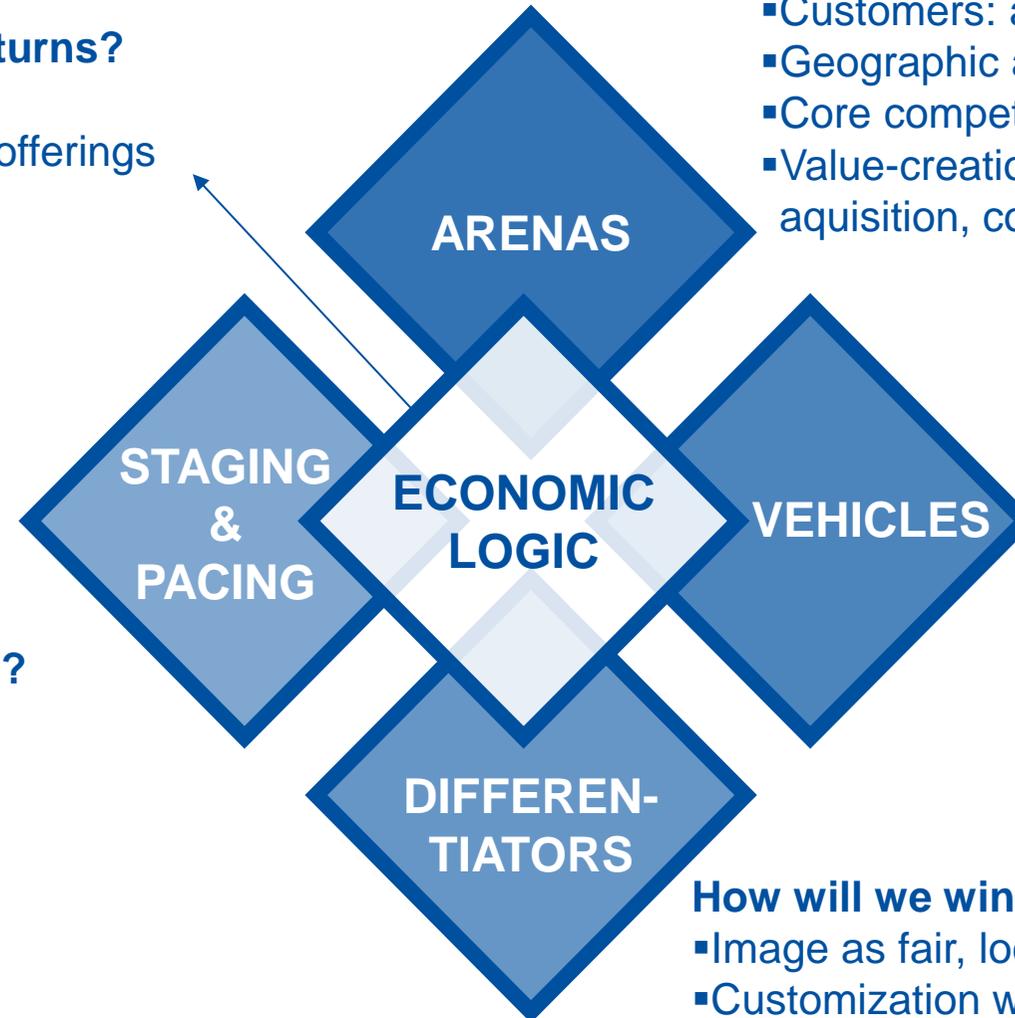
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Source: adapted from Hambrick and Fredrickson (2008).