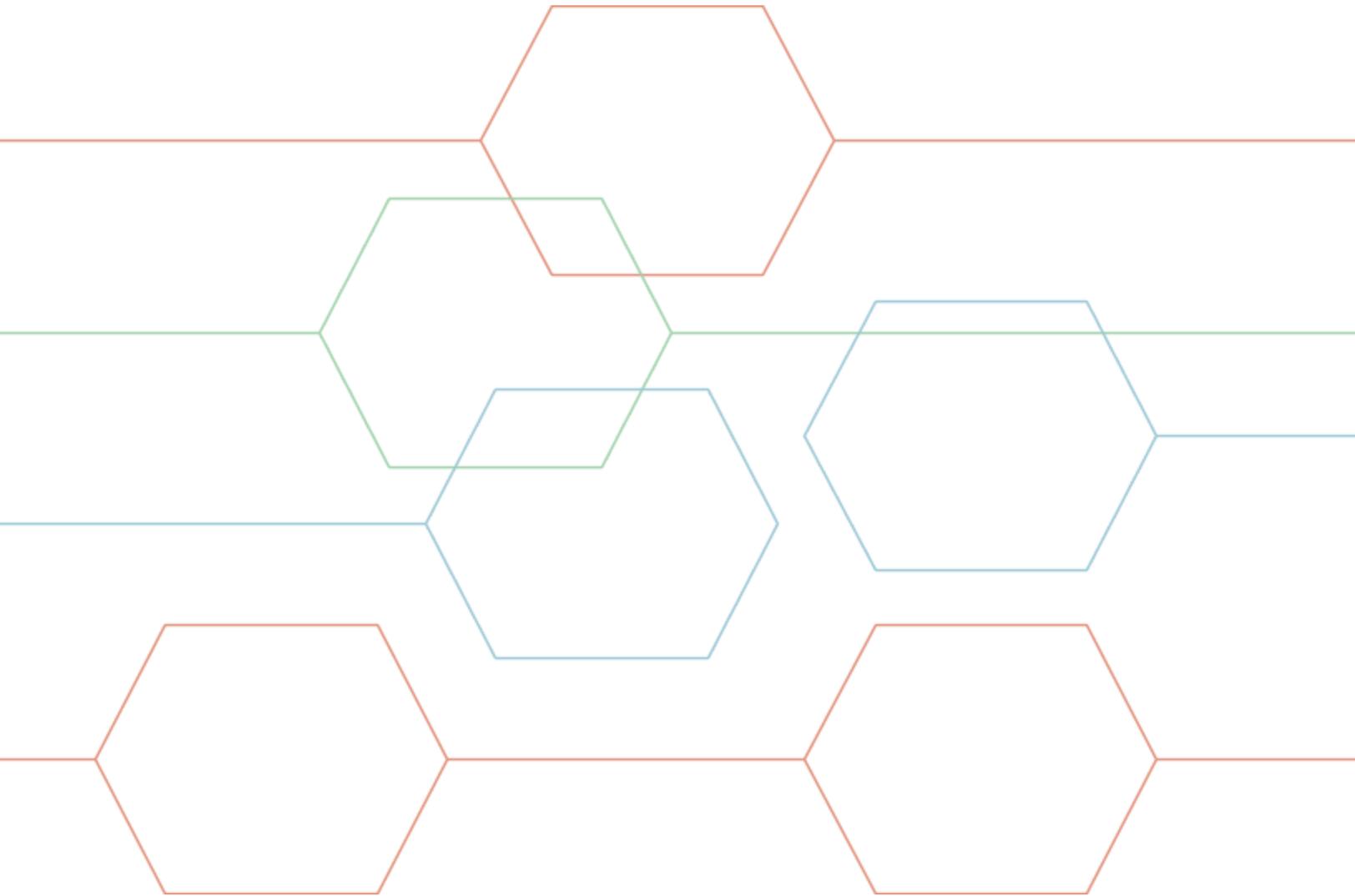


Wichita Public Library

Findings and Recommendations



CIVICTechnologies

In association with Hugo Wall School of Public Policy,
Kansas State University
Revised December 12, 2016

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2.0 Introduction

CIVICTechnologies undertook a market segmentation analysis and workshop. This work was done under contract with the Hugo Wall Public Policy Center at Kansas State University which has a working relationship with the Library.

The market segmentation analysis was formatted into a workshop Briefing Book provided to the Library. After the workshop, a Work Book was prepared to document the results, also provided to the Library.

This document summarizes the our findings and recommendations as a result of this process.

3.0 Summary of Market Segmentation Findings

While the Briefing Book contains all of the relevant information about segments and demographic findings, we would like to note the following:

- There are 47 segments in the City of Wichita, across a current year estimate of population of approximately 408,000 people.
- In our experience this seems like a high number of segments for the population size, indicating a significant level of diversity.
- There are 122,551 geocoded cardholders (customers) representing 30% market share.
- There are 285,867 noncustomers representing 70% market potential.
- These customers made 947,936 checkouts during the period June 3, 2016 to August 1, 2016.
- The top population segment is “Urban Moms & Dads” with 69,855 people or 17.1%.
- The second population segment is “Sitting Pretty” with 29,466 people or 7.2%.
- There’s a huge population size gap between the 1st and 2nd segments described above.
- What’s more, the next seven segments account for another quarter of the population with each segment’s population share between 4.6% and 3.0%.
- The top nine segments account for half of the population or about 206,000 people.
- The bottom 38 segments account for about half of the population -- 203,000 or about 5,300 people per segment (1.2% per each segment).
- The top nine segments are distributed throughout the city in specific patterns related to housing type, housing price, and periods of urban development, see Map 1: Top 9 Segments.
- Figure 1, Population, Customer, and Checkout Share shows graphically the relative size of the top segment Urban Moms & Dads. It also displays the long tail of small population segments. The bottom 45 segments are all under 5% of the population.
- There is significant diversification and fragmentation across the Wichita population. A way to handle this diversity is to group segments together in categories of shared traits and characteristics.
- As noted above, there is 30% market share and 70% market potential. Figure 2, Market Share and Market Potential displays the relative number of customers (blue

vertical bar) and noncustomers (yellow vertical bar) for each segment. This figure displays the potential for growing the customer base segment by segment. The striking thing about the segments, represented by the yellow vertical bars is the growth potential of Urban Moms & Dads and the aggregate amount of the top nine segments, compared to the smaller aggregate amount of all of the remaining segments.

- A concerted effort by the Library should be made to integrate market segmentation data with the survey and focus group results from the with the Hugo Wall Public Policy Center.

Map 1: Top 9 Segments

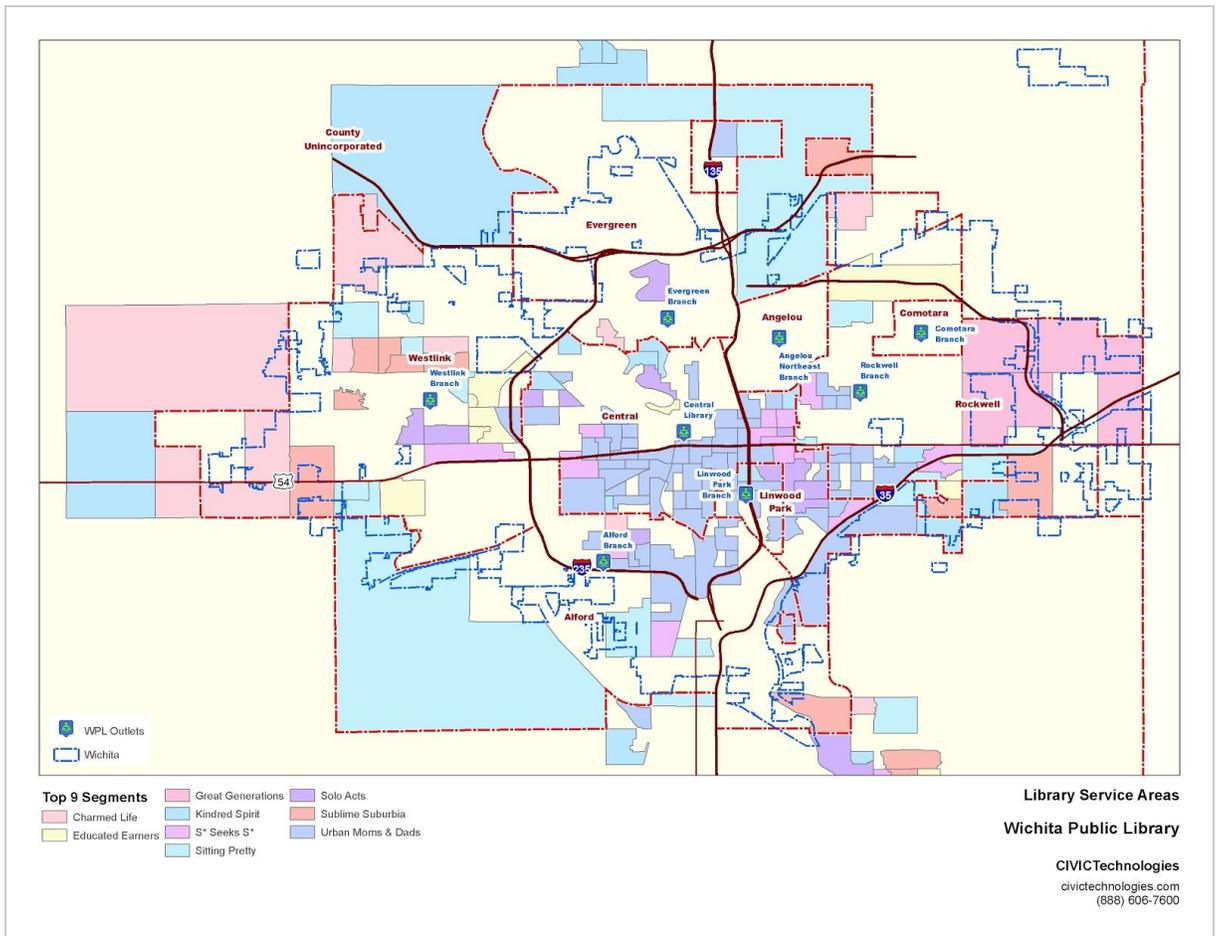


Figure 1: Population, Customer, and Checkout Share

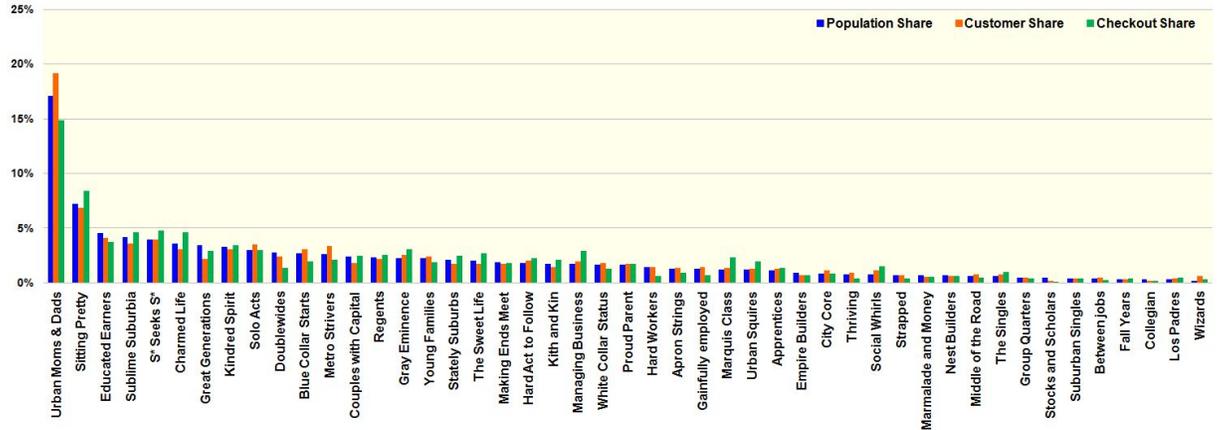
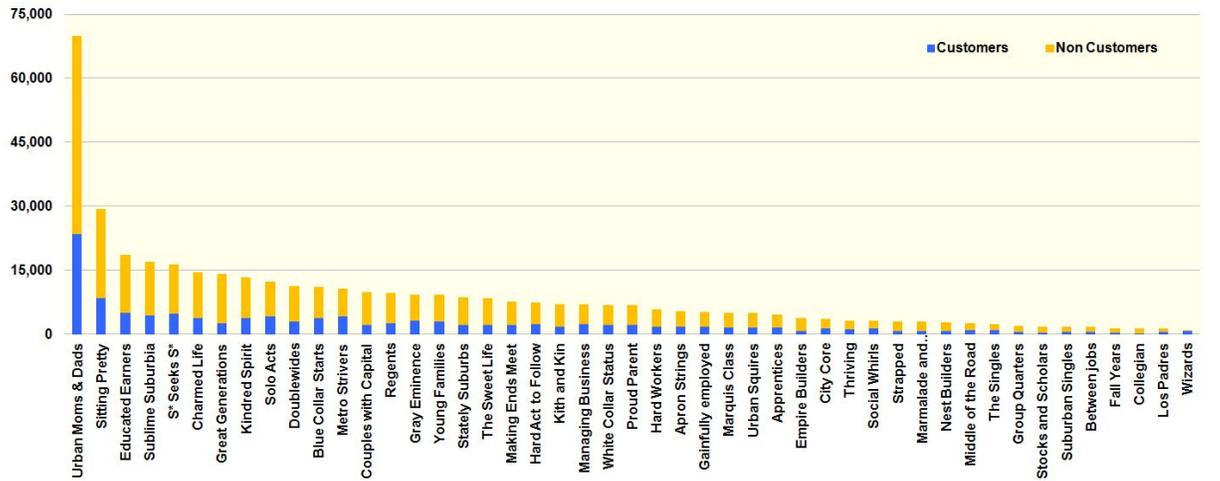


Figure 2: Market Share and Market Potential



4.0 Workshop Observations

An integral part of the market segmentation analysis is the two-day staff workshop. The workshop is designed to be heavily interactive within a defined process displayed in the Briefing Book, see Figure 3: Workshop Process.

Figure 3: Workshop Process



The workshop process is designed for staff to develop a story out of the data, learn the language of market segmentation, utilize a deductive analytical method, learn how to make decisions with the data provided and in the time periods given, and answer three questions:

- Who are we serving?
- Who are we not serving?
- What are the service implications on eight domains of service:
 - Customer development and customer relationship management
 - Checkouts and collection development
 - Staff alignment
 - Marketing and communications
 - Partnerships

- Programs
- Facilities use
- Consumer technology

The process was applied to each service area by a selected group of approximately eight participants. Each participant group was asked to rank each of the eight service domains as high, middle, or low. Westlink was done by all three groups as a way of testing for similarities and differences.

Table 1: Three Westlink Service Area Rank, displays the results of the three Westlink groups. “High” is represented as 3, “moderate” as 2, and “low” as 1. The three top ranking service domains are programs, facilities, and marketing & communications followed by staff alignment. Facilities received two “high” rankings.

Table 1: Three Westlink Service Area Rankings

	Customer Development	Checkouts & Collection Development	Programs	Facilities	Staff Alignment	Marketing & Communications	Partnerships	Technology
Westlink A	3	2	2	1	1	3	2	2
Westlink B	1	1	3	3	2	2	2	1
Westlink C	1	2	2	3	3	2	1	2
Average	1.7	1.7	2.3	2.3	2.0	2.3	1.7	1.7

Table 2: Service Domain Ranking by Service Area displays the results of all the service domain rankings with average of the three Westlink groups. Central Library was not included in the workshop process. Linwood Park was partially finished. Neither are included here. Central Library should be done by the Library in the future, and Linwood Park completed.

Table 2: Service Domain Rankings by Service Area

	Customer Development	Checkouts & Collection Development	Programs	Facilities	Staff Alignment	Marketing & Communications	Partnerships	Technology
Alford	3	2	2	1	2	3	1	2
Angelou	3	1	3	3	1	2	2	2
Comotara	3	3	2	1	2	2	1	2
Evergreen	3	2	2	2	3	1	2	1
Linwood Park	3	3	2	1	1	2	2	1

Rockwell	3	3	2	2	2	2	1	1
Westlink Average	1.7	1.7	2.3	2.3	2.0	2.3	1.7	1.7

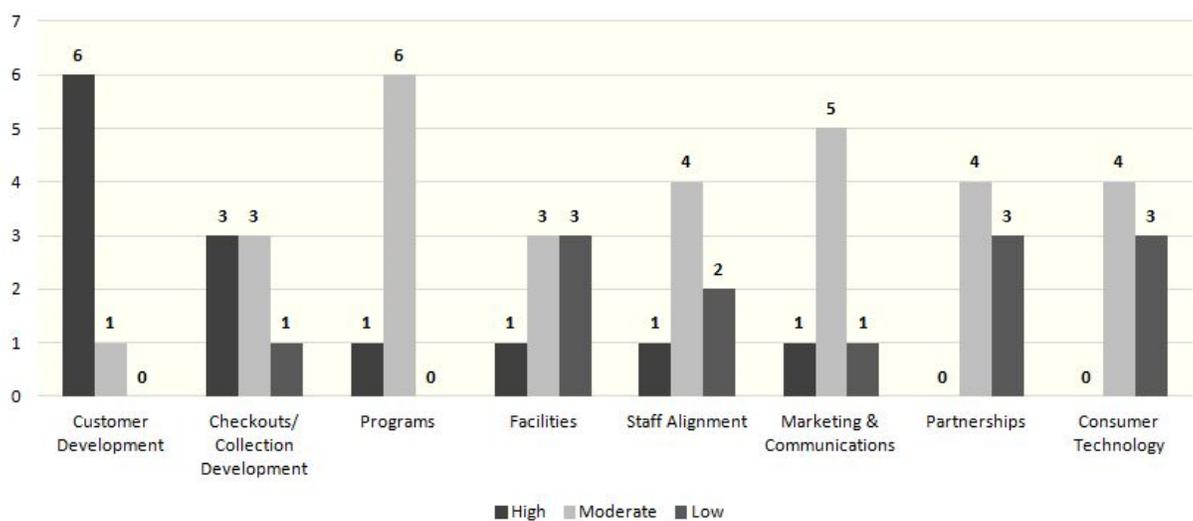
Table 3: Count of High, Moderate, and Low Ranking by Service Domain and Figure 4 of the same name are a summary of the service domain rankings. A count of each ranking (high, moderate, or low) is displayed for each service domain. Displaying these counts is a barometer of staff's interests and concerns raised during the workshop. Key findings include the following:

- High rankings: there are five “high” rankings for customer development and two high rankings for checkouts/collection development
- Moderate rankings: the highest moderate rating is for programs followed by staff alignment, marketing & communications, and consumer technology.
- Low rankings: the highest low rankings are for programs and consumer technology.

Table 3: Count of High, Moderate, and Low Ranking by Service Domain

	Customer Development	Checkouts & Collection Development	Programs	Facilities	Staff Alignment	Marketing & Communications	Partnerships	Technology
High	6	32	1	1	1	1	0	0
Moderate	1	3	6	3	4	5	4	4
Low	0	1	0	3	2	1	3	32

Figure 4: Count of High, Moderate, and Low Ranking by Service Domain



The process and interactions of staff during the workshop was important. Among our observations:

- Staff questions were well placed to clarify assumptions, intentions, and definitions.
- Staff participation was robust.
- Staff caught on quickly to the workshop process and anticipated well next steps.
- Staff took initiative to do the work, ask clarifying questions, dig into the data, and understand the workshop process.
- Various staff members showed leadership regardless of formal titles, including conversation, reporting out, scribing, and decision-making.
- Enthusiasm was high including the morning of the second day when it could have decreased.

5.0 Organizational Development Recommendations

The workshop is a good process to observe and understand staff and organizational dynamics, organizational culture, organizational capacity.

We have found, with nearly every public library engagement utilizing market segmentation, that the chief obstacle to implementing a customer focused service plan are staff and organizational limitations.

We offer the following specific items for the Library to actively develop and implement as part of an organizational development strategy. We're specifically thinking of this as an educational process that engages staff over a period of time, perhaps one year, integrated with the development and roll out of a service implementation plan utilizing market segmentation. This process would focus the first three months on workshop-based educational information and exercises. The following nine months would focus on coaching and guiding staff during implementation.

The following are recommended areas of focus, in no particular order:

- Developing leaders at all levels.
- Reinventing/refining work processes.
- Developing communications skills.
- Changing mindsets to innovate and take risks.
- Managing change.
- Addressing changing roles and professional challenges of librarians.
- Preparing individual staff career plan and annual performance review objectives.
- Evolving new skills including project planning and project management.
- Uncommitting to activities and work efforts that are not impactful.
- Strategic budgeting with a particular emphasis on staff allocations and work assignments aligned with strategic plan and organizational objectives.

6.0 Recommended Next Steps

We offer consideration for potential next steps within the context of the Library's focus on facilities development.

1. **Facilities planning:** with focus on branch facilities, the Library can utilize the market segmentation data to site facilities and to prepare community needs assessments that identify local (neighborhood to community scale) service needs. A community needs assessment is the first step in a facilities development process followed by a plan of service, conceptual building program, site requirements, site planning concepts, and site selection.
2. **Service planning before marketing:** defining services at the service area level is necessary before undertaking marketing. Marketing has three elements: content -- in this case the services that are being offered; messaging that fits what unique audiences will resonate with; and the channels or distribution methods that connect with those audiences. Market segmentation is heavily used in the private sector for marketing, and can also be used by the Library for the same purpose. We advise however, that the Library use market segmentation first to clarify service intentions and put them in place (along with the staff training to deliver them) prior to undertaking marketing campaigns.
3. **Service domain priorities:** as described above, staff rankings during the workshops emphasize customer development (growing the customer base). While we acknowledge staff's desire to reach more people not currently served by the Library, we advise that the organizational development elements described above should be undertaken in advance or at least simultaneously with marketing and other customer growth activities.
4. **Workshop process for Central Library Service Area and Linwood Park Service Area:** we suggest that the Library run the workshop process for the Central Library Service Area. Even if the facility location has changed, the service area geography remains the same. We like the approach used for Westlink in which three groups undertook the same activity. It would be interesting to apply that approach for the Central Library Service Area. The Linwood Park Service Area analysis was started during the two-day workshop process, but not completed. We advise finishing it with the same group of people.
5. **Run the workshop process for all staff:** a good way to roll market segmentation concepts out to staff across the organization is to offer the workshop process for branch staff. The idea would be to create two or three library-wide facilitators who can organize, guide, debrief the workshops, along with applying the lessons learned. Workshops should be held at the Central Library to get branch staff out of their normal work environment. The focus would be on each branch service area. A Work

Book, like the one we prepared should be compiled by the facilitators to record all service area results.

6. **Address organizational development issues:** the organizational issues raised in the preceding section should be addressed immediately through a comprehensive program.

As a postscript, we note that CommunityConnect software is available to roll out market segmentation information, to manage market segmentation applications including service development plans and marketing, and to measure service usage. CommunityConnect ingests multiple data streams (e.g., customers, checkouts, program attendance, summer reading participation, computer usage, and database usage, among others), and presents analyses and measurements back to Library decision-makers to use implementing strategic planning and developing facilities plans.

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