

Toward Globalization—OCLC Strategic Activities 2006 and Beyond

Given OCLC's constancy of purpose and a desire to continue to further the world's access to information, what lies ahead? As Koenig reminds us in her book *Going Global for the Greater Good*, organizations do not necessarily proceed directly, or even deliberately, from being a local organization to a global organization. It is an evolutionary, not revolutionary, process filled

with trial, error and usually, slow progress. Short of organizations that undertake large-scale acquisition strategies, most organizations take several years, or even decades, to "get global." The speed of globalization is often uniquely shaped by the organization, driven and limited by mission, products and available resources. As the "Strategic Globalization Milestones" timeline illustrates, this has clearly been the case for OCLC.

Yet, many factors point to the need for a much more rapid rate of global development and deployment of services related to "search, find and use" for libraries.

New forms of content, new content providers, new ways of pricing and delivering content, advanced Web search technology and significantly increased digitization programs (the Google Library Program, Google Print and Google Scholar being obvious and significant examples) are just some of the factors that create

pressures to provide a truly global group of services. It is clear that while OCLC has met significant globalization challenges in the past, we have much yet to do in a short period of time, in order to continue globalization efforts.

Here we review some of the corporate-level programs underway in seven of the Strategic Service Areas: WorldCat, Research and Thought Leadership, Standards Development and Implementation, Continuous Innovation in Products and Services, Worldwide Library Cooperation, Education and Professional Development, and Advocacy—Building Community.

The Six Stages of International Engagement¹



Being Global

In her book about not-for-profit companies, *Going Global for the Greater Good*, Bonnie L. Koenig provides a simple and good framework for analyzing the stages of a globalization strategy. We think this model is helpful in illustrating OCLC's progress and what we have yet to achieve before we will be a truly global organization.

Koenig suggests a six stage model of "International Engagement" as a useful way for organizations to discuss their current state of globalization and the preferred future state that is most compatible with their mission, goals, culture and operational competencies.

Koenig suggests a truly global organization has "members, programs or operations in many different regions around the world and a multinational board of directors."² The six-stage view provides a spectrum to guide an operational path from being a local organization to a fully global organization.

On this spectrum, OCLC is currently somewhere between a level 4 and level 5 organization.

¹ Bonnie L. Koenig, *Going Global for the Greater Good: Succeeding as a Nonprofit in the International Community*, Jossey-Bass, San Francisco, CA: 2004

² Koenig, *Going Global*, 2004