2014

Kim Massana Profile

programming style, which dominates the technology industry and that our customers and partners are requesting. This Web-based style of information interchange makes it easy for libraries and vendors to connect to our system and interact with just the information they need in order to design new system integrations and applications.

Our forthcoming APIs will support retrieving bibliographic and Item information including item availability. Many libraries and key partners intend to use these APIs to significantly improve the mass retrieval of information from Sierra to power searches in third-party discovery utilities and other applications. And we have begun developing the next phases of REST APIs that will allow updates to the Sierra database from external systems, enabling seamless system interoperability. We plan on the regular delivery of additional APIs as we move forward.

While we're building a new set of APIs, we have a wide variety of existing APIs that enable robust information interchange between our platform and other library systems. Hundreds of libraries currently employ our existing APIs for functions like fines payment, interfacing with patron information, retrieving item status and many other functions. While these legacy APIs are actively used today, we're focusing on updating many of our legacy APIs to enable more efficient data interchange.

ATG: With all of this growth and expansion, not to mention new products, librarians are concerned about the impact on pricing. What cost increases can customers expect? What products will be affected?

KM: I don't expect **Innovative's** growth to have an impact on pricing for any of our products.

ATG: North America makes up 75% - 80% of Innovative client base, but you've indicated that the real opportunity for increased market share lies in places like China, Africa, and the Middle East. What strategies will you employ to take advantage of such opportunities?

KM: The good news is that our products are already multi-language and multi-currency and can really go anywhere. We have systems operating in 52 countries, including in China, Africa and the Middle East. What we need to do to grow is to deepen our presence in many of these countries. In markets that we know well, like Europe, we've dramatically increased our on-the-ground presence. In other markets, we are working with partnerships that are going to provide the knowledge. Our first partnership of this sort was with **Naseej**, the leading library technology company in the Middle East, and we are now exploring similar relationships in China and Africa. I was just in Saudi Arabia for a series of meetings including the **Naseej** team. They are an impressive group, and our relationship is off to a great start with a number of new sales of Sierra already in the pipeline.

people profile
against the grain

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Kim Massana

BORN AND LIVED: A native of Spain, I have lived and worked in Spain, the U.K. and the U.S.

PROFESSIONAL CAREER AND ACTIVITIES: Prior to joining **Innovative**, I was President of **Thomson Reuters Elite**, a leader in software solutions for law firms. During my tenure, **Elite** refined and expanded its global brand and posted significant growth in sales and successful customer installations. I have a business degree and a Master of Business Administration degree from **ESADE** in Barcelona, as well as a Master of Science degree in finance from the **London School of Economics**.

FAMILY: My wife and I live with our three teenage children (two girls and a boy) in Los Angeles.

IN MY SPARE TIME: I travel on business a lot, so my first priority is spending time with family. I also enjoy mountain biking and going out with friends.

HOW/WHERE DO I SEE THE INDUSTRY IN FIVE YEARS: Libraries worldwide are adopting new technologies at a rapid pace driven by the growing expectations of library users. In five years I expect to see further consolidation among library technology companies to give the remaining companies the resources needed to invest in all these new technologies and make them available to their customers. Libraries will also be devoting more of their budgets to technology, as electronic resources become more and more important. The library community will be even more global and interconnected than it is today, and successful companies will need to have a strong international presence to fully support their clients.

ATG: With resources being dedicated to expanding into these markets, how will you maintain services to your existing customers in North America?

KM: North America is our largest market, and we don't intend to let things slip. We've been adding people all around the world to support our global growth, including strengthening our management team to make sure we have the bandwidth to manage all these projects well.

ATG: Speaking of resource allocation, how will Innovative maintain both Sierra and Millennium?

KM: We have been investing in both Sierra and Millennium, and we will continue to enhance and fully support both platforms as long as the client demand is there to do so. The same will hold true with the **Polaris** platform. We are seeing a healthy migration from Millennium to Sierra, but clients are deciding to move based on the value of Sierra, not because they are being pushed to do so. We don't do forced migrations.

ATG: Innovative has dropped its lawsuit against OCLC and has absorbed SkyRiver. But you still intend to compete with OCLC offering bibliographic services. How? What do you offer that they don't?

KM: We did not drop the lawsuit because we were going to stop competing. Quite the opposite. The lawsuit was a distraction, both for us and for our customers, and we are now free to pursue an aggressive sales and marketing push. We have recently signed a contract with CLiC (Cooperating Libraries in Colorado) as a reseller to make SkyRiver available to all libraries in the state of Colorado, and this has generated real momentum. In addition the Four Counties Library System in NY, and libraries in Michigan, California, Ohio, Connecticut and New York have all joined just since the first of this year.

We believe we are offering a superior product at an excellent price, and that is always welcome news to the library community. Our customers love the ease of use and intuitive interface, which makes it very easy to train new staff and transition experienced staff who were used to the **OCLC** products. We work with libraries to offer them a customized workflow that works with their vendor arrangements and we continually enhance the SkyRiver database to reduce the number of duplicate and incomplete records that slow searching and record selection. There's a lot to like about SkyRiver.

ATG: Kim, we always like to end our interviews by getting personal. With the numerous challenges that a CEO faces, what do you do for R&R? What activities do you enjoy outside of work?

KM: I'm traveling on business a lot, so just being home with my wife and three kids is at the top of my list. I have three teenagers — two daughters and a son — so things are never dull around the house. I enjoy mountain biking and going out with friends. I read a lot while I'm on the road and am currently in the middle of a book by Stefan Zweig (in Spanish) called Momentos Estelares de la Humanidad.

ATG: Thank you, Kim. We really appreciate your thoughtful and candid answers.