Introduction

Franklin Templeton Global Research Library began in the mid-1990s as a paper-based archive with 3 administrative staff servicing the basic needs of a local group. Over the years, the library has gone through many changes and transformations, always looking for opportunities to increase value for clients and the organization. The library lived through two major recessions and survived several cost cutting events and downsizing. Indeed, the library’s history is a history of continuous change and evolution.

Today, the library is a state-of-the-art global research center supporting Franklin Templeton investment professionals from equity, fixed income and multi-asset groups in 24 countries. The library’s information and data visualization services are closely integrated with the clients’ research and investment processes. With a small but very capable team of 17 professional researchers, data visualization analysts and library technology experts operating from 5 locations in U.S. and India, the library makes sure that our investment professionals have what they need to achieve superior investment results.

Outside of the company, the library has received national recognition and awards as one of the most innovative corporate libraries. In 2014, Boston Consulting Group invited the library to participate in a study of a select group of buy side information centers. In the study results, the library is among a handful of industry leaders who have developed “a streamlined, functionalized model with advanced services capabilities that provide high-value support to investment professionals.”

What has contributed to the library’s long lasting success? How did the library team manage to go through difficult times and not only survive but thrive and become stronger? How were the library leaders able to turn challenges into opportunities for clients and the team? What makes this special library special?

The paper will provide answers to this questions by exploring the key factors behind the library’s long-lasting success:

- Vision aligned with the organization’s strategy
- Putting clients first
- Creating value
- Global team
- Innovation and leveraging technology

The paper concludes with Change Survey, the team members’ personal reflections and authentic views on the library’s journey through many changes. It is a must read!
Success Starts with Vision

“Success always starts with failure” I read in management consulting articles. True, failure can be a great teacher, but is it always a starting point for success?

I believe that success starts with vision. Vision is a description of strategic intent, a summary of a current or future state that captures the organization’s direction and defines its destination.

Vision is something fundamental, something set for a long term, and it doesn’t change every year like goals and objectives. Vision gives our journey a purpose, directs our energy and guides us through challenges and setbacks.

As librarians and information professionals with many diverse skills and capabilities, our roles can be ambiguous. Unclear vision can distract us and dilute our value.

Since the library’s early days, our vision has been that all investment professionals in the company, regardless of their location in the world, have fast and easy access to high-value cost-effective information and research services they need to make better-informed investment decisions.

The library’s vision is closely aligned with the corporate mission to be the premier global investment management organization. Similarly, we strive to be a premier research library for our investment professionals. To stay ahead of the competition in the world of information overload and viral misinformation, we believe that our research analysts and portfolio managers need and deserve the best information and research services, and the library is exactly the place where they can get it.

Perhaps the library’s vision is best articulated by one of the library’s most prominent clients, Dr. Mark Mobius who is Executive Chairman of Templeton Emerging Markets Group. Dr. Mobius is one of the most influential emerging markets investors who travels the world researching investment opportunities. This is Dr. Mobius’ take on the essential role librarians play in the investment research process:

Research is the essence of investing simply because if you want to be an intelligent investor you need intelligence, you need knowledge. Knowledge, of course, comes from experience but more importantly knowledge comes from information stored in libraries, whether they be a library of books and papers or a library of digital books and papers. The purveyors of those libraries, librarians, are the pathway, the guide to that mass of information. The way librarians are able to sense what will help you and the way they are able to customize and visualize that universe of information is of inestimable value to investment professionals. That exploration is an essential element required for successful investments. That’s why Larisa Brigevich and her team at Franklin Templeton are of such great value to our ability to not only remain relevant but also keep up to date within
the ever changing investment scene. With the expanding store of information available to us, a librarian guide is essential so that we can identify what is relevant and important.

**Putting Clients First**

Putting clients first is Franklin Templeton’s core value that has ensured the company’s success throughout decades. Similarly, we put investment professionals, our clients, at the center of everything we do. Every service we design and deliver, every piece of content we select, every source we evaluate has a razor-sharp focus on the needs of clients.

The team strives not to just meet client expectations but exceed them. Client satisfaction is paramount to us. Feedback like “I would be lost without you!” is highly motivational and inspires team members to go that proverbial “extra mile” to deliver best results.

Client requests have priority over other library activities. Due to the nature of business, many client requests are urgent, with very tight deadlines. This is when the library’s centralized global model works at its best demonstrating significant advantages over the de-centralized model. On challenging and time-sensitive requests, the entire team can be pulled in to complete an assignment on time. When a local librarian takes vacation, her clients continue receiving the same level of support from the global team. This continuity of service cannot be achieved with a de-centralized, location-based or group-based, library model.

In addition to the timely delivery of research results, the significant importance is placed on results’ quality. To ensure quality, each request starts with reaching out to a client to better understand specific search requirements and verify the desired outcome. A client’s engagement before and during the search is critical to achieving relevant search results.

As information professionals we take pride in our expert knowledge of information sources and information searching methodologies and techniques. We know where and how to find information and data and how to validate its quality and reliability. We can provide customized and personalized services much better, faster and at lower cost than other information professionals inside and outside of the organization.

But what also differentiates us from internal and external competition is our knowledge of clients and their needs. We have ongoing relationships with clients. They come to us for answers to their most challenging questions and we have insights into what they want and how they think about information. We can use this intelligence not only to deliver best answers to clients at the time of the request but learn to anticipate their future needs. This is very powerful. This is what gives us as a profession a competitive edge!
Creating Value for Clients and the Entire Organization

Information and knowledge centric organizations require the first-class information management strategy. The library is a part of the strategy supporting the organization’s core function, investment management.

It is our strong belief that the value we create for the organization is directly connected to how effectively we deploy information resources and services in support of investment research and management processes.

Combining the best of traditional library services with unconventional new capabilities such as sector specialization, data visualization and content curation has allowed the library to increase value of library services multiple folds. Through innovation and leveraging technology, the library has transformed the way investment professionals around the world access and use business critical information.

Below are the key library initiatives and accomplishments that have had a transformational impact both on the library team and library clients.

- In the mid-1990s, the library led digital transformation and the enterprise-wide agreements initiative. Replacing paper based material with a digital collection allowed the library to do more and support clients in remote locations. The enterprise-wide agreements negotiated by the library resulted in multi-million dollar savings but most importantly provided investment professionals around the world with the best research systems in the industry.

- In 2004-2005, the library pioneered a global research library platform in order to support growing demand around the world for professional library and information services. The library leveraged the company’s global sourcing initiative to establish an operation in India, in addition to New York, San Mateo and Ft. Lauderdale locations. Not only were we able to support more clients with a larger team, hiring professional researchers in all locations dramatically improved the library’s value-add and its capability to fulfill most complex requests.

- In the late-2000s, the library began building data visualization capabilities to support clients’ needs for high quality custom charts and presentations. This initiative led to creating the library’s data visualization team and development of innovative data visualization services.

- Throughout 2000s and 2010s, the library developed and implemented innovative technology-based products and tools to simplify access to information for clients in remote locations. This led to creating the library’s technology team and development of the library’s digital solutions to improve service delivery and client experience around the globe.
How We Create Value

The library creates value in many different ways. Most obviously, we save time and lift the burden of information overload from our clients’ shoulders. When they delegate searching to us, they have more time to focus on core responsibilities. But that’s just the basics. Having access to variety of traditional and unique sources, we are able to find information that clients cannot easily find themselves, and that information by itself can provide invaluable investment perspective.

Team members work closely with investment professionals and understand their information needs. Modern information detectives, they sift through multiple information services and sources in search of better information that can provide valuable background and insights. They carefully evaluate information and data for quality, credibility and relevancy. They look for trends and uncommon knowledge striving to give portfolio managers and research analysts an extra edge.

Insights from custom research requests and client interactions are leveraged in production of the proactive services that are distributed to and benefit multiple user groups throughout the organization. These services include news curation and alerts on various sectors, industries and investment topics, topical literature guides, and the library’s original content such as macroeconomic, sector, industry and country chartbooks.

In addition to supporting investment research, the library creates institutional quality presentations used by portfolio managers in client presentations and other client communication venues.

Key Library Services

- Custom research on sectors/industries, countries, companies, investment topics and people.
- Stock screens, assistance with models and big research projects.
- Custom news and trends analysis, personalized alerts.
- Create original content supporting client presentations, quarterly commentary and investment perspectives.
- Chartbooks - Global Equity, Fixed Income and Macro, Currencies and Commodities, M&A, Sector and Country Chartbooks.
- Knowledge Explorer (KE) – a global platform to access research, charts and news created and curated by the library. As a self-service, KE makes it easy to access filtered content from any location around the world and then find the right library specialist for a custom research request.
**How We Measure Value**

I wish there was a simple and effective way to measure value the library creates. A single idea generated from research material provided by the library could result in a multimillion dollar sell or buy order. How can we quantify that? There is no easy answer.

We use usage statistics to measure effectiveness of library services. The first chart below shows a number of requests and a number of users year over year since 2012. With an exception of 2015, when a one group abruptly cancelled almost all library services to reduce costs, the library usage is steadily rising.

Another measurement we use is the dollar value of time saved by the library. We estimate that it takes a professional librarian ten times less time to find information than any other professional. To calculate savings in dollar value, we multiply hours spent by the library on fulfilling requests by 10. This gives us a total number of hours that our clients would have spent if they had to search for information themselves. We then multiply total hours by a conservative hourly compensation of $130. As the second chart below demonstrates, the savings are substantial!

Library Usage: Users and Requests
Dollar Value of Time Saved

![Bar chart showing time saved in hours and dollar value over fiscal years]

Clients’ Testimonials

Like a beauty in the eye of the beholder, only clients can tell us if our services are valuable to them. And they do. We receive many ‘thank you’ notes and positive feedback. Clients’ satisfaction expressed in their testimonials is a true measure of the library’s success. Here are recent testimonials:

*The library has allowed my team to focus more time on analyzing companies and industries, and less time on hunting for information. When I need conference call transcripts, research about new technologies, market outlooks, speeches, newspaper articles, or help with marketing presentations, a librarian is there. The library’s custom chartbooks offer a look at the global macroeconomic environment, helping me to think more broadly about my investments. When research analysts join our group or change their coverage, the library helps them quickly get up to speed. When a portfolio manager or research analyst wants to track news about dozens of companies, a librarian works with him (or her) to weed out the noise and provide just the news he needs. Our librarians focus on finding the best information, not just what investment banks send us, and not necessarily what Google sends to the top of its search results pages.*

Ed Jamieson, President, Franklin Advisers, Inc., and Portfolio Manager, Franklin Equity Group.
I want to express my sincere gratitude for all of the amazing work you and your team do. One of my group’s latest initiatives was to create a topic paper around the opportunities in the emerging markets local currency bond asset class, and this topic paper would not have been completed if not for your tireless effort to find all of the various data we were looking for. The amount of sources you needed to research was astonishing, and you were able to aggregate all of the data and create clear and compelling graphics around it. We’ve just released the paper and I have already received feedback on how great and easily digestible the information is, and that the charts are fantastic! This latest collaboration has again confirmed that there is no request that your group would not be able to deliver on. I look forward to the future projects we will work together on.

Jason LaRocco, VP/Product Manager, Global Product Management

We are bombarded with so many articles on Bloomberg, etc. Information overload is a real concern. The fact that your team can highlight the most relevant articles and allow users to request more information is not only a time saver but a big value add in the decision-making process.

Steve Raineri, VP/Portfolio Manager, Franklin Equity Group, US Value

Global Team

The library team consists of 17 research professionals in Ft. Lauderdale, San Mateo, New York, Mumbai and Hyderabad. In spite of its relatively small size, the team is able to support over 900 people in 24 countries. As shown in the picture below, the library’s physical and virtual footprint covers more than a half of the globe!
We have an unconventional business model. Clients receive face-to-face services from a dedicated librarian in their locations and other services from the global team. Librarians in different locations can work with the same client on different requests. This model provides clients with more resources and better service.

Clearly, clients benefit most from having a dedicated librarian on-site. Since it is not possible for all client locations, the global library model is the second best approach. It provides clients in remote locations with the same high-value services that their colleges who have libraries on-site enjoy.

In spite of challenges of being a virtual multi-cultural and multi-functional team, we work remarkably well together. Yes, we have disagreements, miscommunications, misunderstandings and even occasional failures inherent in virtual collaboration environment. We are able to overcome these challenges because of team camaraderie and sincere respect for each other.

This year, the library celebrated its 12-year anniversary as a global team. We had a virtual celebration and shared pictures and memories from the past years, proud of our accomplishments together!
There are many factors that make our team successful: strong leadership, diverse skills and capabilities, teamwork, collaboration, strong client focus, innovation, passion for learning, etc. But if I had to pick just a single, most important, factor that would be an entrepreneurial spirit.

What does that mean?

We have a strong sense of ownership of the work we do. We know that to create value for clients whose needs are always changing, we must be proactive. To stay relevant, we are always evaluating gaps, redundancies and obsolescences. We are always challenging our assumptions about what clients want, and what we can and cannot do. We are always updating our skills through continuous learning and development activities. We are always looking for ways to improve and enhance our services and client experience. We build partnerships and alliances to increase our capabilities. And we are always looking for opportunities to increase value for clients and the organization.

**Innovation and Leveraging Technology**

Perhaps, the team’s entrepreneurial spirit is best illustrated by examples of two innovations described below.

**Data Visualization**

In the early 2000s, I was giving a library overview to a newly appointed executive when he said, “Where I came from, we didn’t have a library, and I am not sure we need one.” I gasped for air. Then he added, “Hey, can you do presentations?”

Later, I thanked this executive for offering a different perspective on what the library could and should do. Yes, at the time it felt as a threat, but it was actually an expression of a need. This conversation presented the library with the biggest opportunity that dramatically changed the library’s direction. It led to creation of the data visualization function (DV) which over time has become our core capability along with traditional research services.

Data visualization services include creation of charts, development of investment related chartbooks and assistance with custom presentations for investment clients. We’ve had a few sceptics questioning if data visualization was appropriate for the library. “Does it belong in the library?” they asked. We have proven that it does!

Data visualization is synergetic with traditional research services as it often provides a visual representation of information and data found by research librarians. Data visualization helps to
easily digest vast amounts of information and recognize trends and opportunities that may be missed without the use of charts and graphs.

Data visualization requires different skills: strong knowledge and understanding of investment, market and economic data, data analytical skills, expert knowledge of FactSet, Bloomberg, Excel, PowerPoint and other data sources and applications. It took the library a few years to develop and hone these skills, and to build a data visualization team.

Today, the DV team works closely with many portfolio managers in different groups to help them create and update presentation slides. A few years ago, team members came up with a brilliant idea to create the chartbook that would consist of popular charts used consistently in many presentations by different portfolio managers so that these charts can be shared and leveraged across many investment groups. The GRL Chartbook contains about 100 pages of customized charts, tables, and graphics illustrating investment strategies, concepts, and themes. Data includes key economic indicators, market volatility, commodities, global valuations & performance, currency, sector weights, and more. The GRL Chartbook is one of the most popular data visualization services used around the world for research and client communication.

Global Research Library Chartbook

The creation of GRL Chartbook showcased the library’s new capabilities and helped us to expand the client base. Requests for more and different chartbooks followed. Today, we publish 10 sector chartbooks and 9 country chartbooks, not counting custom chartbooks created for specific groups. There is more in the pipeline.

Data visualization has been a game changer for the library. New skills and unique experience the team has acquired allowed us to enter a completely new territory which is creation of the
original content. It has recently culminated in creation of the Off the Charts, a series of original studies that examine trends and provide library view on where the global economy and markets may be headed. The studies use both data and news analysis, proving once again that the integration of traditional research skills and data visualization skills can be a powerful combination.

Knowledge Explorer

Integration and customization of external sources has always been an area of great interest for the library. Most of our clients have Bloomberg, FactSet and other third-party services on their desktops at their fingertips. These services are sophisticated information aggregation and data analysis tools that require commitment of time and energy to learn and keep up to date. Some clients want information and data assimilated directly into their workflow. They want easily accessible pre-filtered information that focuses on specific job functions and tasks. Technology enables us to do this.

Over the years, the library has participated in various technology-based initiatives some of which focused on developing single interface solutions to access internal and external information. The main goals of these initiatives have been to increase investment professionals’ productivity
and extract greater value from expensive third-party research systems. In addition, technology helps the library to support globally expanding client base without adding costly resources.

Knowledge Explorer is the library’s most ambitious innovation to date.

Knowledge Explorer Home Page

Knowledge Explorer is a custom-built online research center and content integration platform that provides investment professionals with a single access point to industry, country and topic research, news, charts and other relevant information that supports their research process.

Portfolio managers and research analysts use Knowledge Explorer when they need to research or monitor industry trends, investment topics and macroeconomic environment. They follow news, read broker primers, download industry events calendars and library chartbooks, and access other content recommended by the library. It is a convenient self-service, and when they need more they can contact a library specialist for more in-depth research.

Knowledge Explorer is truly a showcase of the library’s many capabilities and services. It is where the library team shines the most. It is also an example of successful partnership between the library and Factiva/Dow Jones.
In Knowledge Explorer, content evaluation and curation skills are central to delivery of highly relevant content. Content is selected and created by the library’s subject matter specialists using multiple external sources such as Factiva (news and business information sources), Thomson One Analytics (broker research), FactSet (data), Bloomberg (data) and others.

As shown on the screen shot below, in addition to research, news and charts, each sector and topic page includes selected books, recommended online publications, events calendar and glossary of terms. Each page has a list of sector or topic related research requests that librarians recently worked on – What We Are Researching - this is a very popular feature among users who want to know what their colleagues have been working on. Each page has an option to contact a library specialist via email or Skype.

Energy Page
Knowledge Explorer Benefits

• Content is closely aligned with the investment processes of various portfolio groups, i.e. sector/industry research and country research.

• As a self-service platform, it can be leveraged by any and all investment professionals around the world. It offers high scalability without adding costly resources.

• Saves investment professionals a lot of time. Without access to it, portfolio managers and research analysts would have to spend time searching various individual sources separately.

• Maximizes the use of the information services. For example, investment professionals do not have an individual subscription to Factiva, a news aggregator. Through Knowledge Explorer and by using Factiva publisher license, they have access to best local and international news publications, saving a lot of money on individual subscriptions.

As shown in the chart below, the number of Knowledge Explorer users has tripled since its roll out in 2014. We anticipate even stronger readership when we release the mobile version of Knowledge Explorer in summer 2017.

Knowledge Explorer Usage Data

In conclusion…

As this paper demonstrates, not only it is possible to be successful in time of change, we believe that change and success are interconnected. We can adapt to change and we can drive change. With a positive attitude, we can turn change and challenges into exciting opportunities for ourselves, our teams and our clients.
Larisa Brigevich is Director of Franklin Templeton Global Research Library. She joined Franklin Templeton Investments in 1996 and transformed a primarily paper-based document repository in Fort Lauderdale into a state-of-the-art global research library. Larisa leads a global team of professional research librarians, data visualization analysts and library technology specialists who support investment professionals around the world with high-value cost-effective information, data visualization and content curation services.

Larisa is a 2006 recipient of the prestigious Karen J. Switt Leadership Award for her pioneering work in global information management. Her paper “Doing Library Business in India: a Success Story” was recognized at the 2008 SLA Contributed Paper presentation for its innovative approach to implementing a library operation in Mumbai, India.

Prior to Franklin Templeton, Larisa worked as the first Head of Reference & Information Services at the largest, one-of-a-kind, combined public and academic library in Broward County, Florida, where she established a Reference Department and implemented programs to support college curriculum.

Larisa has a Master of Library Science Degree from Leningrad State Institute of Culture and a Bachelor of Library Science from Leningrad Library College. Larisa holds a Certificate in Competitive Intelligence from Drexel University. She has completed the Leadership Development Program from Center for Creative Leadership. Larisa is a Certified Idea Mapping Instructor.
How has working in the library changed your professional and personal life?
In your opinion, what have been the biggest changes in the library since you joined the team?
What have you learned from these changes?
In your opinion, what makes the library successful? What factors have contributed to our continuous success in the organization?
In your opinion, what do we need to do to stay successful in years to come?
Since joining the library, what have been your most memorable experiences so far? What didn’t meet your expectations?

**Larisa Brigevich:** This job has profoundly changed and enriched my life. I came to this country in 1989 with my family and only $600 the Soviet government allowed to take with us. We had no relatives or friends to lean on, and I didn’t speak English. This job allowed my family to have a good life.

Working in the library, I was given many opportunities to learn and grow, and to realize my professional dreams and aspirations. I am proud of the library’s transformation from a small paper based archive to a state-of-the-art global research center. Together with the library team and partners, we’ve transformed how investment professionals access and use business critical information. This is very rewarding!

As a team leader, I’ve discovered a passion for developing people. The team we have now is a great team. It is innovative, capable of taking on challenging assignments, passionate about learning and always looking for ways to improve services. Working with talented people is intellectually stimulating. Helping them grow and advance in their careers is fulfilling.
Miroslava Litwak: Having the opportunity to work with such a bright, innovative, and diverse team turned my life around 360 degrees. For example, they showed me that reading can be time consuming, but also fun. By involving cognitive and behavioral thinking the value of reading increases many folds. Now, I read whenever I get a chance and checking the authenticity of the content became an easy practice. As a result, I believe I became a stronger leader.

Safique Hazarika: It has been nine years with library team. So, a significant part of my career journey have been devoted to library. Joining as a manager back 2007 with a mandate to build and manage a go-to info research center for global portfolio groups from India had far reaching impact on both professional and personal life. When I joined library, it was a shift to ensure team excellence and people development from a job that required more of individual excellence. Building library India team brick by brick helped me think globally; nuances of leadership; build resilience to face challenges of business operation; and seamless global collaboration working hand in hand with the U.S. team. I was a non-techy, but heavy use of information technology by library to provide actionable research and info for the investment professional across the globe made me a highly technology aware professional for sure.

Joanna Samperi: Professionally Growth – Being a librarian is one of the most fulfilling aspects of my life. It’s a continuous learning journey that I am on. In my 10 years with the library my: research skills have expanded, awareness of sources is greater, ability to use the same tools in a better way and new tools that I am exposed to increased, better knowledge of financial concepts and terms, better skills to present material, increased ability to communicate with my leaders and clients. However, this being a continuous journey, I grateful and appreciate that I have a wide and long road of learning ahead to continue growth.

Personally My career is a big part of my life not only professionally but personally. Being a librarian, a part of this library is part of the definition of who I am. I think I have learned to think more critically and trust myself from the skills I have acquired in the library which hopefully in turn gives me more confidence. Also, I have become more detail oriented – which is still something I work on every day.

I must also say something about Kindness – I have learned a new level of what kindness in my years with the library – specifically the cultural kindness of our team members in India. I can
think of so many examples - when I first started I had so many issues with my lower back, India sent me a book on yoga and the benefits of how yoga can heal – this was my first introduction to the type of people I would get to know and work with still to this day.

**Girish Karnwal:** Personally - Working with library has changed my perception about life. I have learned so much about different cultures and geographies just by interacting with a diverse set of colleagues around the world. It has made me humble and has reinforced my belief that with hard work, dedication, persistence and courage – the impossible can be achieved.

**Professionally** - I have been with library for over 11 years and have seen business cycles change and have weathered the global recession. It has taught me that success and failures are a part and parcel of life. It has taught me that one should not take success for granted and at the same time one should not be disheartened by failures.

**Yogendra Pal:** Uniqueness of each project/tasks made me to push further for efficient and high quality content. On personal level, I can sense the improvisation in my soft skills while working on projects and with teams.

**Sujith Pillai:** My career with library from the past 5 years gave me a lot of opportunities to learn and explore. The work culture and the support that I receive in library has always kept me motivated. The constant feedbacks that I have received from my leaders has improved my knowledge and communication over the years. These feedbacks have given me more confidence and helped me overcome all challenges and find solutions. On the personal side, after joining library I completed my post-graduation and I was also able to complete some of the Technical certifications for which I want to thank my leaders for supporting me. I am also happy that I am able to move forward with my passion of Learning along with my work. Library also gave me opportunities to travel to international locations and meet my counterparts. I want to thank library team and the leaders for all the opportunities that I have received over the years.

20
Jay Rawal: I have managed to embrace change with lot more positivity both on personal and professional front. Fear, pain, and hard work are prerequisites of change, and thus it’s easy to understand why people are frightened of any change. The more I have fought and resisted the change in the past, the more painful the changes became. Resisting doesn't keep a new idea from taking hold; it simply makes the process longer. In these many years, I have learnt one thing - change will happen no matter what. Move on with the change and not against it.

Swati Bhatia: Working with library team has helped me broaden my outlook towards personal and professional life as we work and interact with professionals across the globe. To satisfy our clients, we need to understand their point of view fully and then provide best possible solutions. Our team has a very systematic and professional way of handling things which helps in making a healthy choice. When deciding the way forward, we do not go by just instincts, we brainstorm together, understand the pros and cons fully and then finalize. I have learnt to apply these approaches in my personal life too.

Bhakti Bhatia: The library team right from day one has provided me with several learning and evolving opportunities. The leaders like true mentors have provided the right encouragement and direction. I have become more confident and assertive in my tenure with this team.

Avinash Shetty: Professionally I learned a lot in last 5 years and the process of learning still continues. The most important parts I learned are how to manage the project and to contribute my best towards the team projects. Personally it has been great. Now there is a balance to enjoy my hobbies/passion for cricket and work.
Sriram Bhat: Professional front: The research factor is the biggest addition to my professional life. There is a sort of freedom to express our analysis in the form of custom research and fine tune them as per the needs of Research Analysts and Portfolio Managers.

Personal front: Working for library has increased and added to my research ability skills.

Vaibhav Rankhambe: The 9.5 year that I worked with Global Research Library were the most fruitful in my professional career. This was my first time working with an international team. Project management, communication, team coordination are some of the aspects that I learned and have been helpful to me in my next professional and personal life too.

Abhishek Samant: In terms of professional life, library helped me evolve into a team player. The diverse skill sets of the team members and the cross-cultural composition of the team transformed me into a professional who could work in a diverse team. Library was the first opportunity for me to work in a managerial role. The role helped me learn the art of people management and the skills necessary to interact with different members within the team.

Library team gave me the opportunity to take independent ownership of projects and complete freedom to express myself, which has helped me immensely in my personal life. These factors have made me a more responsible person in my day-to-day life. Besides, freedom to express myself has made me a good communicator---someone who can articulate his views with confidence and conviction.

Pallavi Yama: As a fresher out from college I joined library team and everyday was interesting for me and learned a lot about different sectors globally. There was lots of learning and I could see a good career in my professional life. Personally the team was very supportive and I managed my personal life without any problems.
How has working on the library team changed your professional and personal life?

In your opinion, what have been the biggest changes in the library since you joined the team?

What have you learned from these changes?

In your opinion, what makes the library successful? What factors have contributed to our continuous success in the organization?

In your opinion, what do we need to do to stay successful in years to come?

Since joining the library, what have been your most memorable experiences so far? What didn’t meet your expectations?

In your opinion, what have been the biggest changes in the library since you joined the team?

**Larisa Brigevich:** I’ve been with the library since 1996 and spearheaded the library’s transformation from a paper-based achieve to a digital library. Since then, there were three significant changes that have impacted the library’s direction and its important role in the organization: establishment of the global research library, building data visualization capabilities, and creation of the Knowledge Explorer, the library’s research portal.

**Miroslava Litwak:** Among the biggest changes that I have experienced on the team is the establishment of Data Visualization team. Now, clients benefit not only from Qualitative research, but also from Quantitative. When we lost or gained team members I count them as the biggest change as well, because the team is what makes our department.
Safique Hazarika: The biggest changes for me are –

• Sector Specialization: our decision to integrate and align our research process with that of portfolio groups’ process by going for sector specialization for each team member was highly impactful, for both uplifting people skills as well as results for end users – transition from a multi focus research group to a sector focus group was a timely change.

• Automation: to provide up to date information on time for faster decision making of the end user leveraging team’s core strength of info research ability. Our ‘Knowledge Explorer’ portal that provide investment focused information and research in one single page is unique.

• Data Visualization: another giant leap towards providing actionable, data driven, analytical, highly demanded research services that supplements our qualitative research side very well

• Expanding to Hyderabad location to leverage research skills, office space available there and the need of more virtual coordination has been the biggest change off late.

Joanna Samperi: The first thing that comes to mind is people. In my ten years and our 12 years total we have probably experienced an average of voluntary or involuntary turnover (maybe average?). However each person that has left has been significantly impactful so it does feel that we have lost many. Losing a team member has been just that – a loss. Whether it was on their own or not. I either lost great support, a friend at work, or a team member who’s skill set was a great asset to the work we do and specifically helpful to me. I am sensitive and I felt sad that these people left. I felt the loss in my day to day – especially (maybe obviously) when it was involuntary because I really do care about these people very much. What I also know is that some of these departures had a great impact on our clients. Clients would specifically ask for the work of a certain person and explaining it and having that conversation of how we can make up for that is – HARD (because part of me feels – can we? Until we figure it out)

Another major change that has significantly impacted my work in the library is the incorporation of data visualization into our work which took me time to embrace. My focus is on qualitative research and to be able to at times also show this research in pictures, charts, graphs and data has exponentially increased our value. When I speak to other librarian friends at other banks and firms– I do not hear of this type of work coming from their libraries.
Girish Karnwal: • Nature of Requests The complexity of our research request has gone from simple retrievals to intricate ad hocs. The role of Librarians has been widened from information retrievers to content consultants and curators.
• Role of Technology The team has embraced technology whole heartedly and it is evident in almost all of our services. WGN, News GRIDS, extensive use of SharePoint, KE as an information delivery platform, client tracking and usage statistics are some examples where technology has played a crucial role in our transformation.

Yogendra Pal: I believe transition from detailed research provider to customized deliverables is the biggest change which changed client’s perspective about our department.

Sujith Pillai: One of the changes I have been through is the recent restructuring of the team and Safique's relocation to Hyderabad. This restructuring gave new opportunities to our team members. It resulted in the creation of new leadership team. Under the guidance of our senior management these young leaders will definitely bring new ideas and growth to the team.
Safique's relocation to Hyderabad helped in expanding the team. A bunch of new and experienced professionals have joined the team. They have already started contributing and I am seeing new ideas generating from them. This will definitely bring growth to the library.

Jay Rawal: In my prolonged tenure in the library team, there have been many significant changes that I have been lucky enough to witness, and this journey of changes will always continue. To name a few, the positive changes has been our clientele outreach that has grown well in numbers, simultaneous handling of both traditional and innovative library services, creating vast impact with our DV service model, creating web-based dynamic and robust delivery platform in the form of KE that caters to the research needs of our diverse clients, enhancing our technology setup etc.
These changes over the years have made us a dynamic and smart team who is willing to serve the clients in the best possible ways to make their information research work easier.
Swati Bhatia: When I joined library, we were focusing on providing just plain research to portfolio managers. But if you look now, we not only customize research as per their requirement, we also proactively provide lot of services to better equip them in making sound investment decisions. Adding sector expertise and data visualization to our array of services is the biggest achievement.

Bhakti Bhatia: I have seen our team evolve from plain information provider to an in-separable research partner to our investment professionals. Some of our remarkable achievements since the time I have joined is the launch of the Knowledge Explorer, increased role of DV services, adaptation of new technology, transition of sector chartbooks from a mere ‘copy-paste pdfs’ to ‘trend analyzers’ and finally producing our own analysis in the form of ‘Off the Charts’. We have faced uncertainties when some investment groups discontinued our services and recently when the team was downsized. But I saw that we have emerged strong and victorious when put to test.

Avinash Shetty: The biggest change would be the Knowledge Explorer - providing relevant information at one place. Proactive services and new ideas gave us the opportunity to show the skills of the library team to the clients.

Sriram Bhat: The changes in the last 1 and half months in library I can say is that, our KE pages will soon be moved to mobile platforms. This will help the clients to access news on the go, anywhere and anytime.
**Vaibhav Rankhambe:** There have been times when library lost few of its regular users; however, at every such situation, the leaders in library team came up with new ideas and plans to strengthen services and retain current and attract new users.

**Abhishek Samant:** Library is a very dynamic team and keeps on involving. However, there is one change that I would like to highlight and which has had an impact on me. The biggest change that I witnessed during my association was a transformation from a relatively passive team to a highly proactive team. Earlier we used to focus on scheduled deliverables that were requested by clients. However, slowly and steadily we started focusing on what more can be deliver to our clients besides the routine stuff. As a result, we started focusing on global developments with a changed perspective whereby we zeroed in on issues that we believe would be of help to our clients despite the fact that no one ever asked us for it. The research/deliverables/products that we developed based on this proactive approach was of great help to the clients as it provided something extra and helped the clients. It also helped the team as it broadened the knowledge spectrum of the team members and made them proactive.

This change helped me personally in the sense that I used to be slightly passive person content with the routine stuff. However, this proactive approach changed my mindset and helped me realize the positive aspects of being proactive; this has helped me evolve into a better professional who goes out of his way to enhance client experience.

**Pallavi Yama:** In my opinion, the biggest change at library since I joined is launching Knowledge Explorer. I think this had a very positive impact on team, myself and clients. To me I gained knowledge on different changes happening across sectors and companies on a daily basis. This helped clients to know up to date information on their target companies or industries.
How has working on the library team changed your professional and personal life?
In your opinion, what have been the biggest changes in the library since you joined the team?

What have you learned from these changes?
In your opinion, what makes the library successful? What factors have contributed to our continuous success in the organization?

In your opinion, what do we need to do to stay successful in years to come?
Since joining the library, what have been your most memorable experiences so far? What didn’t meet your expectations?

What have you learned from these changes?

Larisa Brigevich: I’ve learned that opportunities know no boundaries. With a “can do” attitude, we can achieve great things and make a difference. I also learned the virtue of patience. Things of great value do not develop overnight.

Miroslava Litwak: Change can open doors to new opportunities, insights and approaches.

Safique Hazarika: • Timely integration and alignment are utmost important. Focus on what works and required for future, rather than maintaining status quo drive success.
• Challenges are good, it gives new learning, new way of thinking
• People are adaptive (team), they get along and drive it together if trusted
**Joanna Samperi:** That we are resilient and that strong leaders are a key factor in our resiliency. Our leaders set the tone for what is next, what we can expect. That tone setting in a time of distress is vital to bridging the gap and getting the team to move forward and cross that bridge into a new chapter. I have also learned that my work matters substantially. I am an important contributor on this team and my being here is impactful too. I can’t lose sight of that ever. People leaving is impactful but I cannot forget that remaining here is more impactful. It sounds so simple but I do think we tend to forget this sometimes. Lastly, I learned that the show must go on – we are here to serve a purpose and provide insightful, valuable information to our clients. We must continue to do so more than ever – likely we are not the only ones that are experiencing change.

Flexibility and embracing change is an important part of what makes us successful. I realize this is a reoccurring theme at work and life!

**Girish Karnwal:** • Keep acquiring and learning new skills and stay relevant and updated
As the needs of our clients change, it is imperative that we change / adapt as well.
• Dynamic nature of technology
Technology can be a game changer and a differentiator if utilized properly.

**Yogendra Pal:** It resulted into increase of complex research assignments and encouraged team members to think out of box.

**Sujith Pillai:** I think change is inevitable especially in a corporate world. I have learned to take it very positively and adapt to the change. It brings new opportunities.
Jay Rawal: One of the most positive aspects of change is that it is never boring. On the contrary, it can create passion. The passion, commitment, excitement, creativity, energy, and spark are the things that has kept us going. We have evolved in various service delivery models. Most things have worked right even though some things might not have been that fruitful.

Swati Bhatia: Change is the only thing which is constant. The way we tweak our services with changing times itself shows that we need to be creative and at the same time not lose focus from your core expertise.

Bhakti Bhatia: Change is the only constant. Upgrade yourself to new business requirements else perish. And of course, read, read and read more. Knowledge is power!

Avinash Shetty: To upgrade my skills, knowledge of sector and keep understanding the clients’ needs and providing them with the best quality services and information.
**Sriram Bhat:** The goal of our service should be ‘Clients First’.

**Vaibhav Rankhambe:** “When the going gets tough, the tough gets smart and even more active.” – This is what I learnt from these changes and from the leaders.

**Abhishek Samant:** These changes have made me realize that as a professional our goal should be to constantly strive to enhance client experience. As a result I no longer wait for only client’s direction, I proactively try to develop products/deliverables that would help clients and add value to what I already do.

**Pallavi Yama:** Through these changes I have learned to get updated on the changes happening or upcoming trends across sectors which helped me to judge the performance of the sectors or companies.
In your opinion, what has working on the library team changed your professional and personal life?
In your opinion, what have been the biggest changes in the library since you joined the team?
What have you learned from these changes?
In your opinion, what makes the library successful? What factors have contributed to our continuous success in the organization?

In your opinion, what do we need to do to stay successful in years to come?
Since joining the library, what have been your most memorable experiences so far? What didn’t meet your expectations?

In your opinion, what makes the library successful? What factors have contributed to our continuous success in the organization?

Larisa Brigevich: The library team is a high performing team that works well together. We have a strong leadership team that provides clear direction and focus. We have diverse skills and capabilities and thus we are able to provide our clients with a variety of high-value customized services they would not be able to find anywhere else. We put our clients at the center of everything we do. We go extra mile to satisfy their needs.

Miroslava Litwak: Highly relevant research. No one wants to spend the time to go through 15 reports and find that the only number they were looking for, is not there. We can do better, we will find it! Enhancing, expanding and evolving our services to investment professional needs is essential.

Safique Hazarika: • Common goal, very diverse set of highly educated, talented and smart people from different research backgrounds
• Urge and intent to do better, and stay current in our approach
• Ability to bring and adapt change
• Heavy integration of modern technology
• Team spirit and persistent drive for end results

Joanna Samperi: We take time to build relationships with our clients. Many of us have been here for over half the life of the library (even longer). I think we have become very successful and building long term trust with our clients. The proof is in the numbers – we have consistency in users who come to us over and over again for trusted information.

Girish Karnwal: • Relentless focus on quality
• Relationships that we have built with our clients over the years and the trust that they dispose in us
• Innovation – we have innovated our services and their delivery mechanisms
We have sort of been ahead of the curve with WIN and KE [idea sharing and information delivery platforms]

Yogendra Pal: Rigorous effort to enhance our knowledge on several topics and optimum utilization of databases sources makes our team successful. Innovation, unique services, great team effort and effective delivery platforms contribute to our success.

Sujith Pillai: We are a very successful team and our success can be attributed to a lot of factors like continuous learning, contribution from each and every member, vision of our senior management, meeting our client’s expectations, focusing on quality, innovations, etc.
**Jay Rawal:** As a team, we are always willing to move out of our comfort zone and try new things whether it’s any technology initiative or research-based idea. We have tried to be parallel with our corporate initiatives, and changed our course of efforts and dynamics to be in-sync with company standards and policies. We always try to think out of the box, and thus there’s always risk attached. But then no risk, no fear; no fear, no passion; and eventually no passion, no fun.

**Swati Bhatia:** The only factor that I believe and which makes us successful is satisfying clients with highest quality output. We strive our best to satisfy clients with their requirements. Clients come to us as we have varied level of expertise in different areas – Be it research on country/sector/industry/company/topic or any help related to presentations/charts/graphs is available with just one email. During stressful times like cost cutting, we were still able to satisfy our clients. This was possible because we have team with variety of expertise who could shuffle responsibilities and satisfy clients’ need.

**Bhakti Bhatia:** I believe our team encourages new ideas and innovation which makes us unique and successful. We have taken every challenge in our stride and have been able to make it work in our favor. We have been able to sense and gauge our clients’ requirements effectively and provide them with necessary solutions. We have never failed to surprise our users in a pleasant way!

**Avinash Shetty:** Being innovative and proactive in coming up with new services.
**Sriram Bhat:** I believe staying updated and building on our knowledge that can help our clients will make us successful and also our success in the organization.

**Vaibhav Rankhambe:** Creativity, efficiency, skillfulness, understanding requirements of end users, an eye for current and potential hot topics are some of the factors that sets the library team apart from others.

**Abhishek Samant:** I believe the leadership is vital for any team’s success. The one word that would sum up the reason behind our continuous success in the organization is ‘GREAT LEADERSHIP’. Here I would like to make a special mention of Larisa. Her dynamism, energy and vivaciousness is infectious. When a leader has such qualities, the team is bound to be touched by them and the same is reflected in the output. Besides, she is EXTREMELY receptive to new ideas---she may or may not agree with the idea, but she has given the team members the confidence to share any idea; as a result, the team has developed a culture of open communication and the same has helped the team grow over the years. Also, Larisa goes out of her way to take care of the team members and does everything possible that could help the team members.

Besides, I would like to mention Safique. He was instrumental in easing me in my new role during the initial months. He was very approachable and was open to any discussion or concern.

Therefore, I would say that library is blessed with great leaders and that has contributed to its success in the organization.
Pallavi Yama: In my opinion a team would be successful when we know what are our client expectations. Collaboration, clear priorities, and the leadership support contributed to our success in the organization.
How has working on the library team changed your professional and personal life?
In your opinion, what have been the biggest changes in the library since you joined the team?
What have you learned from these changes?
In your opinion, what makes the library successful?
What factors have contributed to our continuous success in the organization?
In your opinion, what do we need to do to stay successful in years to come?

Since joining the library, what have been your most memorable experiences so far? What didn’t meet your expectations?

In your opinion, what do we need to do to stay successful in years to come?

Larisa Brigevich: As information professionals, we have a unique advantage over other knowledge professionals: knowledge of external information sources, information research expertise, skills in information organization and information seeking behavior. We must keep enhancing and improving our core skills to stay relevant and able to meet the clients’ evolving needs. Today, in the world of persistent information overload and viral misinformation, the work we do for our clients is more important than ever. We will continue building on our success and looking for opportunities to add more value to the organization and clients we serve, be it traditional research services, data visualization or emerging new trends in big data and artificial intelligence.

Miroslava Litwak: Excellent client services, strong leadership, highly relevant research, and keep evolving and expanding our services to fulfill the information needs of our investment professionals.
Safique Hazarika: • Continue our legacy of changing for better – drop / change the one that doesn’t work or going to become irrelevant, and adapt the new way. Need to do more customized research that directly supplement client process.
• Enhance skills as well as prepare team to do next level of research that client can entrust closely integrated custom research
• Promote and integrate our Data Visualization services more with the client process
• Continue automating our processes wherever possible to remain nimble and effective

Joanna Samperi: Believe in our work, and believe in ourselves and know that our skills come with incredibly high value (and prove it over and over! by providing consistent, credible on target results at every ask). We need to adapt with technology, as the world is exposed to more technology, more data, more research our job becomes that much more significant. (This quote comes to mind: “Google can bring you back 100,000 answers, a librarian can bring you back the right one.”)

Girish Karnwal: • Scaling up the value chain – both in terms ad hocs and proactive services
• Identify opportunities where we could add more value
• Become completely integrated into the investment process and become indispensable to the investment groups
• Market and promote KE as a one stop information resource
• Market/ Brand the team as magicians who can research information that is not easily available / difficult to find. [This might sound a little farfetched, but I think it is important for us to let the investment groups know that we have certain unique capabilities.]

Yogendra Pal: We may think of putting together client awareness drives to make clients aware about our capabilities through existing proactive services which will generate more ad-hoc requests.
Sujith Pillai: We should always stay on top of things and should also focus on the changes that is happening in the industry. Our team members should keep updating their knowledge on a regular basis. We need to interact with our clients regularly and take inputs, feedbacks and suggestions from them. We should always try to think outside of the box. I think these are some of the things that we should continue to do which will help us to stay successful in the years to come.

Jay Rawal: To keep doing what we are doing currently i.e. being go-to source for information seeking people. Provide the best material/research to our clients in the easiest and simplest ways possible. Together we need to ensure that there’s no alternative to library for information research.

Swati Bhatia: We need to focus more on educating clients with our services and how we can integrate ourselves in their day-to-day work.

Bhakti Bhatia: We need to embrace technology and sharpen our sector skills (both of which is already in progress) as the expectations from us have risen.

Avinash Shetty: Doing more open houses so that the PM/analyst get to know our services. More focus on the Ad hoc requests and getting the flow of it.
Sriram Bhat: Keeping abreast of the client requirements and working towards meeting their requirements will be something we need to continue to do.

Abhinav Pandey: I think we should focus more on building our sector knowledge, as it will not only help us to serve our clients better but also at a faster pace. We need to have more client interaction on both team and individual level, so that they can understand and know our array of services.

Vaibhav Rankambe: An open communication among team members, following business process best practices, encouragement for new ideas, reaching out to current and potential users and fulfilling their requirements to the best possible degree would be helpful in staying successful in future.

Abhishek Samant: Library should continue doing what it has been doing over the years and the success will always be its constant companion.
Pallavi Yama: I think every individual working in library should have a sound knowledge on the sectors they are working with, and have sector related training's.
How has working on the library team changed your professional and personal life?
In your opinion, what have been the biggest changes in the library since you joined the team?
What have you learned from these changes?
In your opinion, what makes the library successful? What factors have contributed to our continuous success in the organization?

In your opinion, what do we need to do to stay successful in years to come?

Since joining the library, what have been your most memorable experiences so far? What didn't meet your expectations? – Questions for recently joined team members.

Sriram Bhat: Memorable experience: Learning along working has been my most memorable experience so far. Everything met expectations till now.

Abhinav Pandey: First day of the office itself was a good experience, as we had everything ready on time. It helped me a lot to overcome the tension of first day at the office
Though our team members are working in different locations, but I feel I have got superb team support and guidance from all the team members.
Last but not the least working environment has been awesome and apt for establishing a long career here
**Pankaj Gaurav:** This is one of my smoothest onboarding in my small career so far and I got impressed with the execution of training & development plan. Project planning and project management practices I saw here are best in nature and Mindmaps deliverables are very fantastic tool, we use, to organize our thoughts and automatically export them to an easy-to-read, ordered list. I believe Mind Mapping is a useful technique that helps us learn more effectively, improves the way that we record information, and supports and enhances creative problem solving. Using the same repository of Mindmaps serves a great tool for training & development too.

**Vandita Kandula:** In the last one and a half month, I have come across some extremely professional, friendly and kind environment. The kind of efforts put into team bonding on the one hand and the quality of work on the other is commendable. As a new joinee, I am very excited to be working on the country Chartbook, which is a very important project to library. The sort of trust invested in me will always be my first memorable experience here and I wish to learn and grow with the same kind of support.

**Priyanka Reddy:** I felt the overall training sessions were Great, Since I was new for the Tableau Tool, the moral support I have received from the Supervisor was amazing. I was offered the paid Online training before I could request for. Precisely the help I have received for various installations and also the interest shown by the Supervisors and the other Higher officials to make sure that we are comfortable with the team was admirable.

For the time being everything in the team exceeded expectations. Hope for the same in near future.

Great team to work.