



Summary

New business models for digitisation

A Jisc, BL, RLUK, SCONUL and TNA Workshop

British Library

21 November 2017

live|work

Workshop Summary

Key Insight

We designed a workshop around finding and developing aspects of one key business model. However, we heard that there is a greater need for a flexible approach to address multiple needs.

Workshop Summary

Value Proposition

A flexible framework that enables three different scenarios:

Give me the tools.

A toolkit that provides instructions and best practices for content providers as well as a networked resources to build capacity.

Connect me with others.

A broker that coordinates access to a wider network and supports the process from start to implementation by providing guidance.

Widen my opportunities.

A coalition of organisations within and beyond the education and heritage sectors that develops a broader strategy.

Workshop Summary

Give me the tools.

This scenario will provide value in two key areas.

Toolkit

Instructions, written guidance, and supporting material (best practices, case studies, etc) to enable content providers to:

1. Identify and prioritise needs.
2. Select and implement a funding model (internal or external) that aligns to funders priorities. For example, leveraging funding by aligning interests at different levels through matching crowdfunding and escalating from the local priority to the bigger funding bodies.
3. Map stakeholders and capabilities.
4. Establish a governance model on how institutions work together.
5. Ensure the visibility of available resources and content.
6. Reduce risk by using mixed economies.
7. Demonstrate the value of given content. For example, through a critical mass of small donations.
8. Demonstrate alignment to an institution's given priorities through compelling reporting and communications.
9. Create a business case to consider reallocation of existing internal budgets towards digitisation rather than purchasing (Elsevier, T&F).

Network of resources

Build the 'collective collection', utilise existing resources, align capabilities, build capacity

1. Make existing data more visible.
2. Share infrastructure to broaden participation in digitisation
3. Coordinate to broaden access beyond the confines of the institution (eg Spotify, recommendations and algorithms, Biblioboard).
4. When it makes sense, bring data sets together to be worked on and integrated.
5. Recognise the need for access options to meet varying users' needs.

Workshop Summary

Connect me with others.

This scenario will provide value in two key areas.

Guidance and Navigation

It will facilitate content providers to identify needs, agree priorities, and match these to the appropriate business model.

1. Provide for knowledge transfer and where appropriate undertake training.
2. Collect and share best practices and case studies.
3. Provide advice on project planning, delivery and resourcing, etc.
4. Match practical and institutional approaches to challenges.

Network (Tactical)

It will provide content providers with contact to funding opportunities, information, capabilities, and other services.

1. Establish relationships with funding bodies, capability experts, and content providers.
2. Coordinate across organisations to get alignment between different groups.
3. Identify different levels of funding sources to build the bridge between local and global priorities and funds.

Workshop Summary

Widen my opportunities.

The scenario will provide value as follows.

Coalition (Strategic)

It will enable and coordinate strategic conversations between peers as well as with the broader environment.

1. Address strategic agenda, need to engage other organisations and bodies like British Academy, Arts council, HLF, other funders, industry, cities and government and others outside the education and heritage sector.
2. Enable coordination rather than national leadership or other top down approach by drawing leadership from across the sector, not just one source.
3. Advocate the case for trusted content to gain government support.
4. Renegotiate and explore different terms when working with publishers.

Recommendations

1. Share the outputs of the workshop with the workshop stakeholders and the digital archival collections (DAC) advisory group.
2. Discuss further the possible networks or institutions that could fill the facilitating role of advancing this initiative.
3. Get a sense of the strategic fit and buy in from the stakeholders.
4. Agree with stakeholders what next actions to take forward based on identifying overlapping needs.
5. Identify existing examples of comparable initiatives to start assessing the level of resources needed to move into implementation.

Appendix 1

Supporting Material

The following pages contain the outputs of the workshop including documentation of the activity templates and photos of the day.

Activities

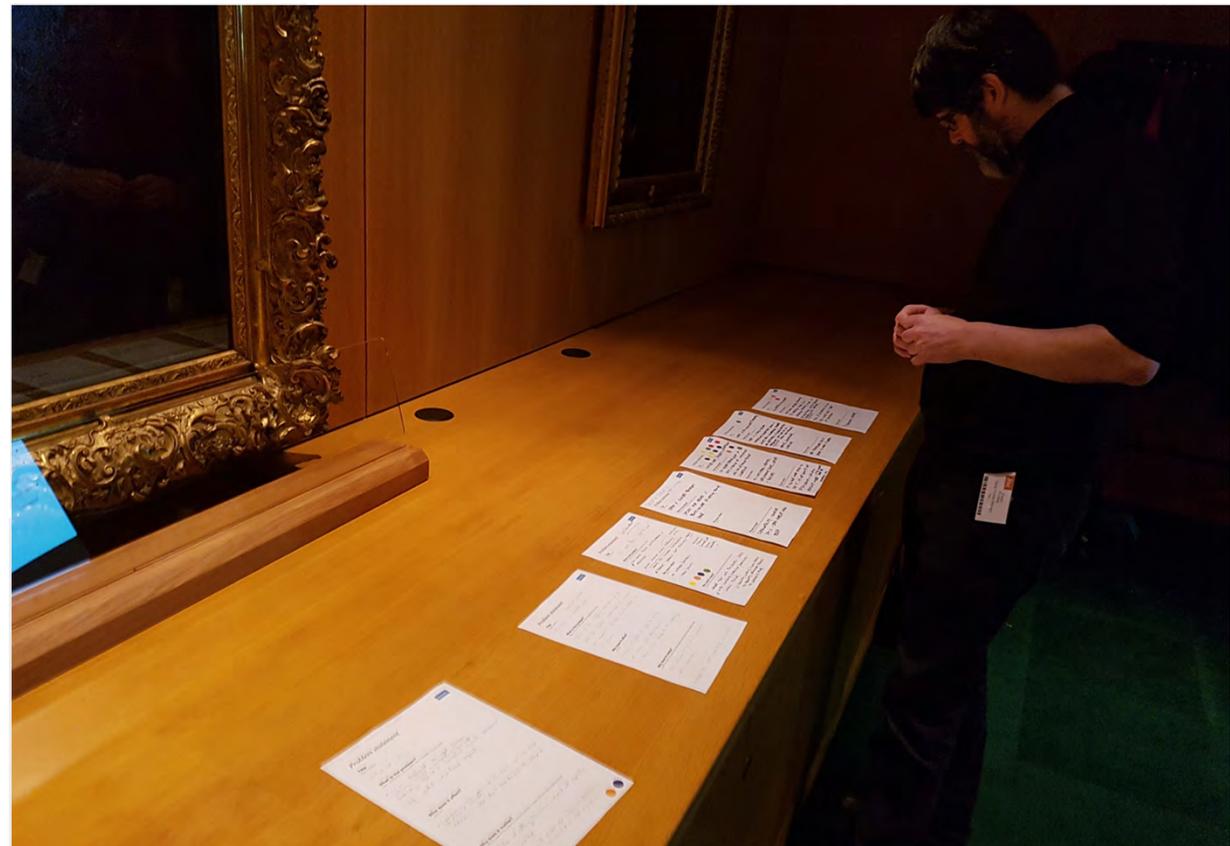
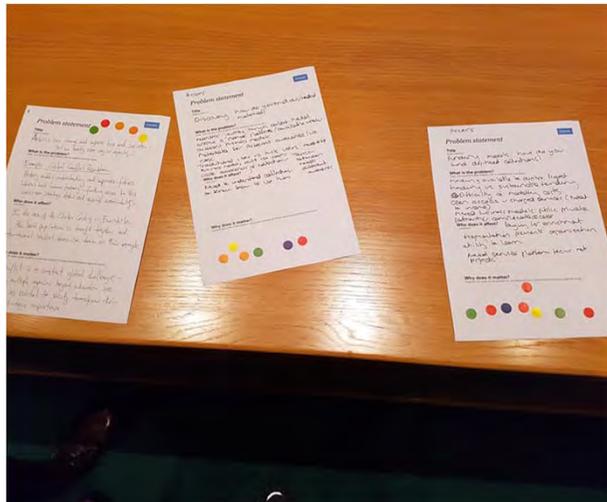
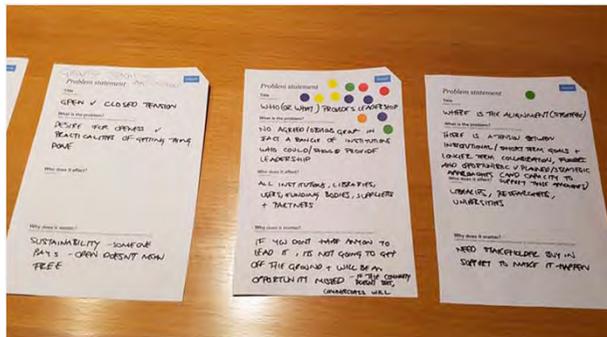
Workshop Summary

Problem Identification



Workshop Summary

Problem Prioritisation



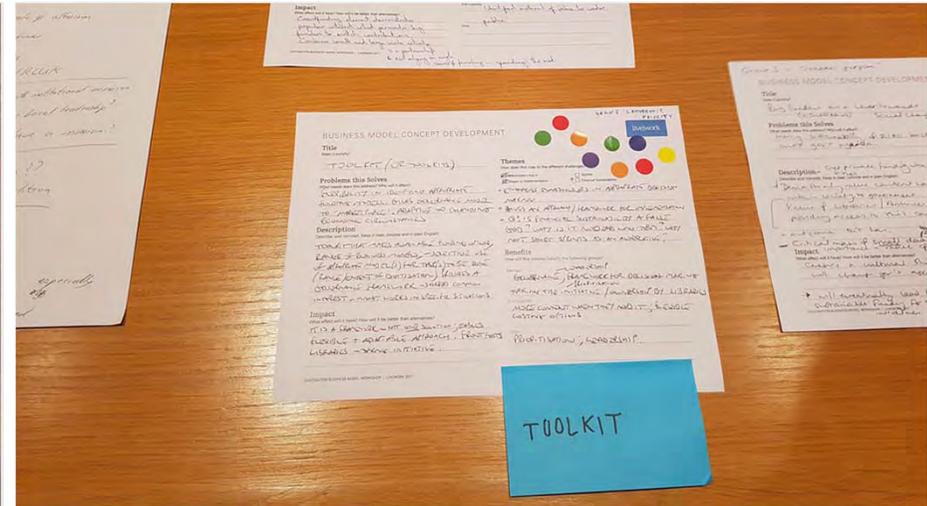
Workshop Summary

Business Model Concepts



Workshop Summary

Concept Prioritisation



Notes

Problem Statements: Funding

1. Project funding v sustainable funding over time.
2. Fragmentation prevents organisation of resources & outputs.
3. Difficult to model costs.
4. Open access v charged services .
5. Mixed biz models (public/private) can complicate access.
6. Charging for enrichment, value added.
7. Matching available funding to strategic goals.
8. Identify funding.
9. Competing demands for funding internally.
10. Externally difficult to coordinate and build consensus.
11. High initial investment required.
12. Researchers and end users of the content can't use. Might not know it exists. Visibility/ discoverability.
13. Stakeholders might not have the funds to join.
14. Orgs not getting value. Institutions not making the best of their brand or USP.
15. Only a small number of stakeholders can benefit.
16. Metadata isn't sexy for funders but essential for successful discovery.

Problem Statements: Leadership & Prioritisation

1. No agreed or obvious group, range of groups who could provide leadership.
2. Won't get off the ground without leadership. If this community (libraries, institutions, users, funding bodies, suppliers and partners) doesn't do it, the commercial sector will.
3. Competing priorities between institutions.
4. In order to get funding, you need to show contribution to institutions strategic objectives.
5. Lack of leadership stalls progress.
6. Tension between institutional short term goals and longer term collaboration.
7. Distinction between opportunistic and strategic approach.
8. The capacity to support either of the above.
9. Varied stakeholder (decision makers through to end users) levels of involvement and influence. Need for stakeholder alignment. This affects the ability to make decisions.

Problem Statement: Bigger Picture Approach

1. Archival and special collections are more than nice to have.
2. There is too much focus on research and education.
3. This content is not currently seen as sufficiently important. These collections could be used to solve world problems (the applied archive).
4. The skills of libraries and archives are not being used. Problem solvers not just curators.
5. Trusted role of librarians and archivists.
6. Not able to access the key funds. Humanities and heritage focus is too small a pot of money and source of influence to focus on. Should tap into larger pots like conflict resolution and health or tech.
7. Needs to have some prioritisation of problems to be solve (conflict resolution, urban regeneration, water, dementia, etc) Narrow down to be more effective.
8. Need to be willing to say that these archives are important.
9. Institutional priorities create boundaries between users. Makes it difficult to work in a more open and collaborative manner.
10. Digitisation of content is a means to an end. Using the content to bring people together and understand different viewpoints and histories. Libraries hold human memory. Study history so as not to repeat it.
11. Enniskillen example of showing both sides of a conflict as well as collaboration between institutions.
12. Ensuring multiple organisations beyond education see archives as essential to society. Science and business, not just for researchers and academics. Wider social and cultural impact.

Workshop Summary

Notes on workshop development.

There were several areas we chose not to explore in order to keep the workshop on task and focused around the business model as opposed to delivery mechanisms. They were as follows:

- Copyright
- Preservation
- Metadata Standards
- Discoverability and Findability
- Digitisation process + quality
- Content selection (which collections?)
- Advocacy on the above
- Personal Born Digital eg people's emails

For more information, please see the workshop slides, which are located in the appendix.

Problem Statement Sheets

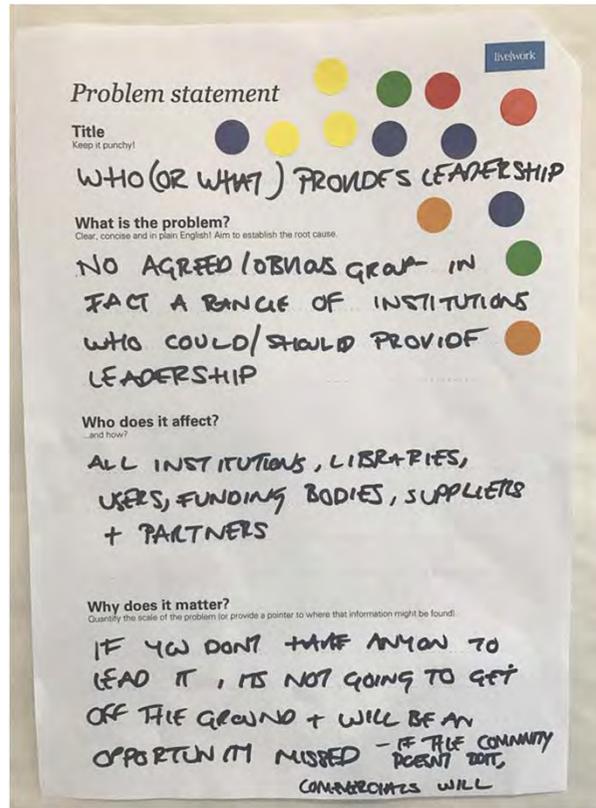
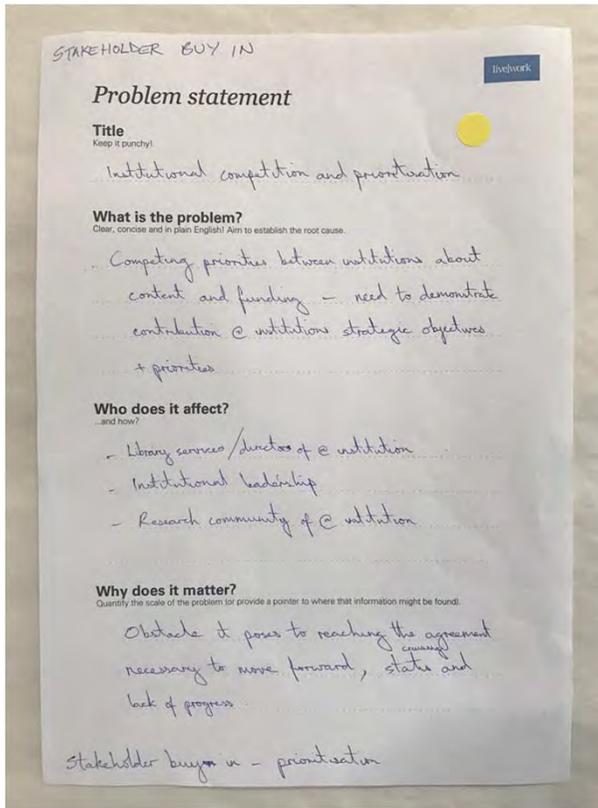
Problem statement sheets

This section contains the sheets generated during the workshop. Problem statements were laid out and participants added hotspots to those they felt had most resonance (note that this does not mean they are the only problems. The problems identified on the day were as follows:

- Institutional competition and prioritisation
- Who or what provides leadership
- Funding models: how do you fund digitisation?
- Funder alignment
- What to digitise?
- Discovery: how do you find digitised materials?
- Open versus closed tension
- Archives can change and improve lives and societies but we hardly ever say so explicitly
- It's more that a 'nice to have' (need to make digitisation of archives a bigger issue)
- Mixed (appropriate) business models for service delivery
- Diversity of stakeholders (need to manage them)
- Where is the strategic alignment
- Hard to get funding (has additional sheet which is not titled)

Workshop Summary

Problem statements



Workshop Summary

Problem statements

Access 

Problem statement

Title
Keep it punchy!
Funding models: how do you fund digitised collections?

What is the problem?
Clear, concise and in plain English! Aim to establish the root cause.
Funding available to digitise. Project funding vs. sustainable funding.
Difficulty of modelling costs.
Open access v charged services (threat to income).
Mixed business models: public private partnership, complicated access.
Who does it affect? and how? Paying for enrichment.
Fragmentation prevents organisations' ability to learn.
* Need service platform for our next project.

Why does it matter?
Quantify the scale of the problem (or provide a pointer to where that information might be found).



Problem statement  

Title
Keep it punchy!
FUNDERS ALIGNMENT

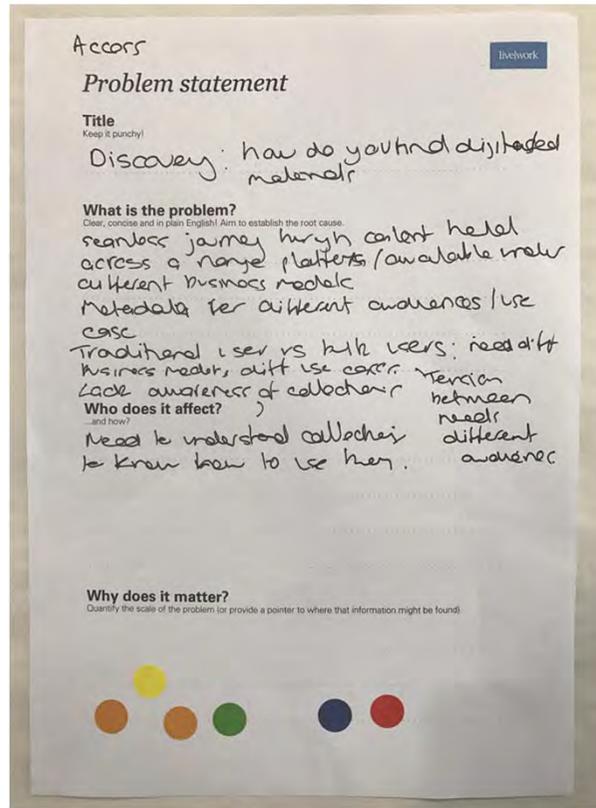
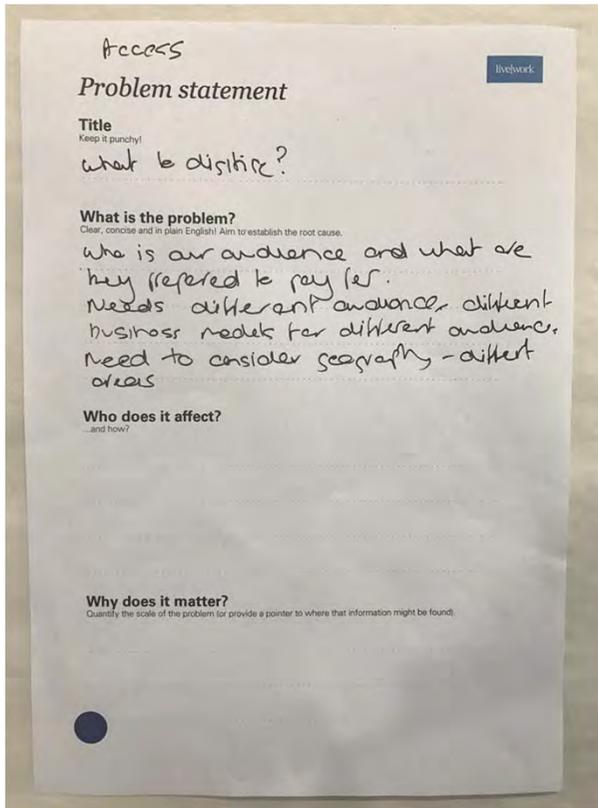
What is the problem?
Clear, concise and in plain English! Aim to establish the root cause.
MATCHING AVAILABLE FUNDING TO STRATEGIC GOALS IS A CHALLENGE, FUNDING IS NOT IN THE RIGHT PLACE, CAN'T BE BROUGHT TOGETHER OR EVEN IDENTIFIED.
Who does it affect? and how?

TYPE OF DIGITISATION YOU CAN DO - LIMITED SCALE + SCOPE OF DIGITISATION

Why does it matter?
Quantify the scale of the problem (or provide a pointer to where that information might be found).
DIGITISATION INITIATIVES

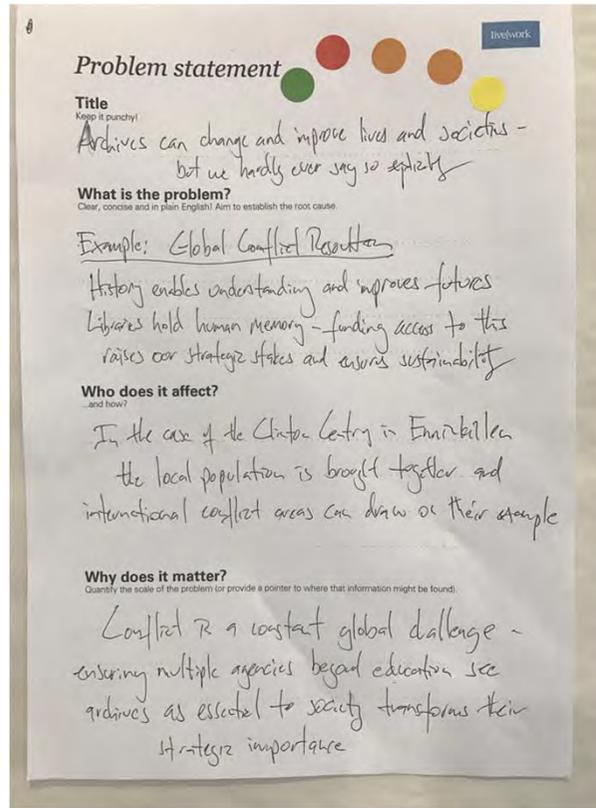
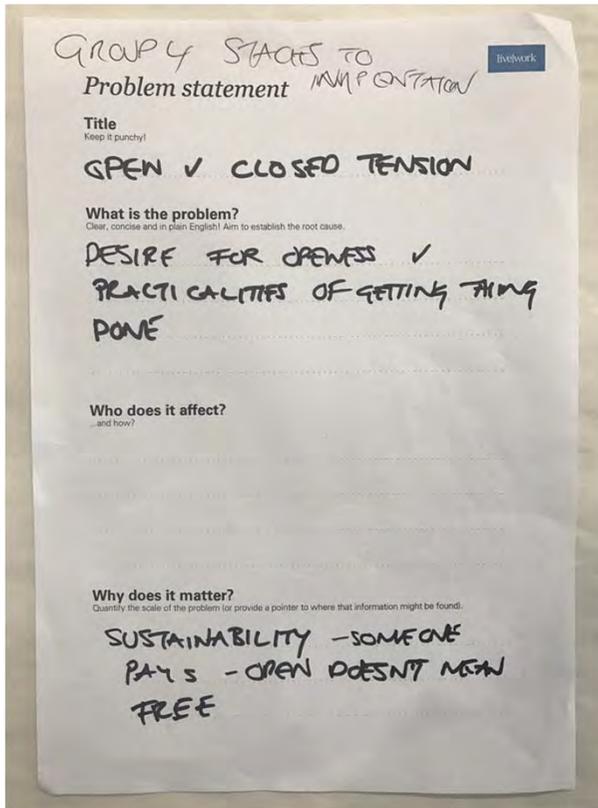
Workshop Summary

Problem statements



Workshop Summary

Problem statements



Workshop Summary

Problem statements

Problem statement Sustainability

Title
Keep it punchy!
It's more than "nice to have."

What is the problem?
Clear, concise and in plain English! Aim to establish the root cause.
TOO MUCH FOCUS ON RESEARCH & EDUCATION.
NOT SOLVING WORLD PROBLEMS AND HAVE LOCAL.
CAUSED BY CULTURAL CONSERVATION.
PEOPLE'S SKILLS NOT UTILISED - TRUST.

Who does it affect?
...and how?
HE URBANS / ARCHIVE /
- PUBLIC / QUARTERS
ACROSS PROBLEM SOLVING NOT SOCIETY CREATORS.

Why does it matter?
Quantify the scale of the problem (or provide a pointer to where that information might be found).
NEVER TAP INTO BIG BUCKS - STUCK
WITH CULTURAL / HERITAGE / HUMANITIES - SMALL BEER.
↳ IDENTIFY WORLD / LOCAL PROBLEMS
↳ IDENTIFY EXAMPLES / FOCUS
↳ NARROW TO FIVE.

Title:
Mixed business models & service delivery.

Public/private partnerships complicate access. What they can use, where, what cost? Trying to put holistic new content.

Title
Tension between needs different audience.

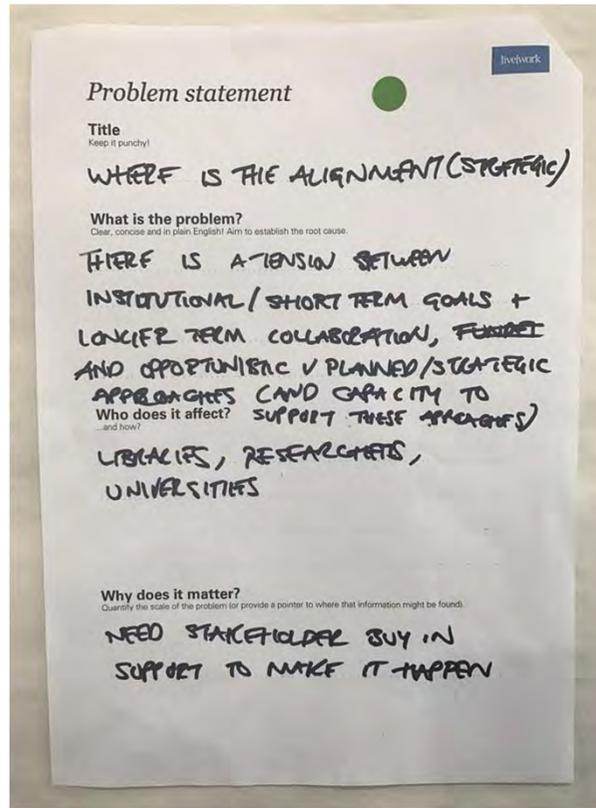
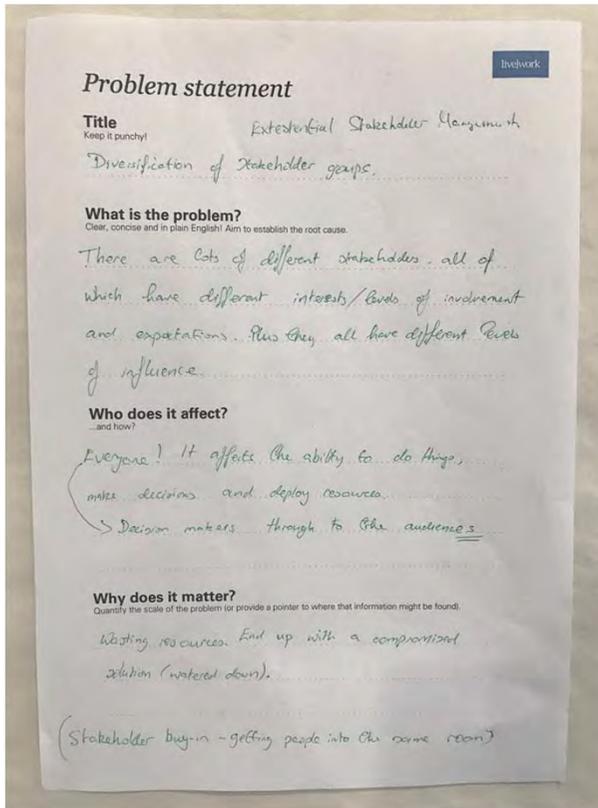
Traditional users vs. like users

Title
Digitisation is just the beginning.
- enrichment.

Title
Software
The thing the vendors value and which the people using the system value aren't the same as the audience.

Workshop Summary

Problem statements



Workshop Summary

Problem statements

Funding, institutions, individual members.

Problem statement

Title
Keep it punchy!

Hard to get funding

What is the problem?
Clear, concise and in plain English! Aim to establish the root cause.

- It is difficult to get funding
- extremely limited & competing demands
- extremely difficult to coordinate & build consensus
- High critical investment required

Who does it affect?
...and how?

- Members & end users of the content, can't use, might not know it exists
- Stakeholders who don't have the funds to participate

Why does it matter?
Quantify the scale of the problem or provide a pointer to where that information might be found.

- Institution not getting the value, impact not reputation, hinders own dev
- Only a small number of interested stakeholders can benefit, the opposite in OP regions

- Fundens
- TNA
- What is the role of albums
- Institutional drive
- Endangered archive
- BC / Scenul / RLUK

- Alignment with institutional mission.
- National or local leadership?
- Hard to have a mission?

Site to be broken ??
Or a forum / co-alition

British Academy
Arts Council
ALF

- Lack of clear leadership especially in England

Concept Generation Sheets

live|work

Workshop Summary

Concept generation sheets

This section contains the sheets generated during the workshop. These concepts were generated in response to the problems identified earlier. At the end of the day the concepts were laid out and participants hotspot those they felt had most resonance. The concepts were as follows:

- Partnership broker to aid collaboration
- Forum to provide leadership
- Choosing (how to choose?) a business model service
- Platform for shared datasets (no title on sheet)
- Reframing the model
- Toolkit (or toolkits)
- Spotify for heritage
- Digital platform
- Stop paying library resources to publishers
- Big funders + small donors as levers to social change
- Funding partnerships from micro to macro

Workshop Summary

Concept

Leadership

livework

BUSINESS MODEL CONCEPT DEVELOPMENT

Title
Keep it punchy!
Partnership Broker to ^{aid} Collaboration

Problems this Solves
What needs does this address? Who will it affect?
*Institutional v. National drivers
Collective view of relevant issues e.g. GDPR*

Description
Describe your concept. Keep it clear, concise and in plain English!
*Key role of national organisations
but need co-ordination/broker
rather than national leadership
~~A forum~~
A forum / Jisc / collective response /
coalition
BL/TNA/RLUK/Scopus*

Impact
What effect will it have? How will it be better than alternatives?
*Allows local & national drivers
to co-exist*

Themes
How does this map to the different challenges?
 Stakeholders buy in Access
 Stages to implementation Financial Sustainability

Benefits
How will this concept benefit the following groups?

Members: ●

End Customer: ● ●

Other: ● ● ● ● ● ● ●

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Concept

Leadership

livelwork

BUSINESS MODEL CONCEPT DEVELOPMENT

Title
Keep it punchy!

Forum to provide leadership

Problems this Solves
What needs does this address? Who will it affect?

to co-ordinate a more strategic approach

Description
Describe your concept. Keep it clear, concise and in plain English!

To address the strategic agenda - e.g. UK, British Academy, Arts Council, HLF, other funders, local government

Impact
What effect will it have? How will it be better than alternatives?

Themes
How does this map to the different challenges?

Stakeholders buy in Access
 Stages to implementation Financial Sustainability

FACILITATION

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Workshop Summary

Concept

GROUP 3: LEMBERGHI, VIKTORIYA

livelwork

BUSINESS MODEL CONCEPT DEVELOPMENT

Title
Keep it punchy!
Choosing the digitalisation business model service.

Problems this Solves
What needs does this address? Who will it affect?
- What business model is appropriate?
- How to deliver that business model

Description
Describe your concept. Keep it clear, concise and in plain English!
- Sector leadership role for facilitation + advice on best practice on funding models
- Hub for advice, networking, reflection on best practice, innovation for future.

Impact
What effect will it have? How will it be better than alternatives?
- Allow institutions to plan on a case by case basis
- range of solutions for different scenarios
It makes practical + institutional approaches to individual projects

Themes
How does this map to the different challenges?
 Stakeholders buy in
 Stages to implementation
 Access
 Financial Sustainability

Benefits
How will this concept benefit the following groups?
Members (of what?)
- Allow effective project planning, increase chances of success + getting external funding
End Customer:
- Increase access to collections - 'ambassadors'
- Allow appropriate public engagement
Other:
Middle men - ~~also~~ engaging SMEs in possibly related services.

(who is paying for this service ???) WHO WANTS TO PLAY THIS ROLE?

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Workshop Summary

Concept

Wed 10 Jan (Not 11 Jan)

BUSINESS MODEL CONCEPT DEVELOPMENT livelwork

Title
Keep it punchy!

Problems this Solves
What needs does this address? Who will it affect?

Researchers want access to data sets

Description
Describe your concept. Keep it clear, concise and in plain English!

Platform
cookie + bucket

Platform as shared service that
i-1b contributes to that offers
data sets to researchers & creates
frictionless
"Collective Collections" / Spotify

Impact
What effect will it have? How will it be better than alternatives?

Will address scale of data available
- Offer great free health's for researchers
who want both their own i-1b data +
other i-1b have

Themes
How does this map to the different challenges?

Stakeholders buy in Access
 Stages to implementation Financial Sustainability

Benefits
How will this concept benefit the following groups?

Members:
End Customer:
Other:

DIGITISATION BUSINESS MODEL WORKSHOP | LIVELWORK 2017

Workshop Summary

Concept

Funding

live|work

BUSINESS MODEL CONCEPT DEVELOPMENT

Title
Keep it punchy!

Reframing the Model

Problems this Solves
What needs does this address? Who will it affect?

Isn't an 'it'
Based on need - a real problem
- defined by audience
Address the strength of publishers

Description
Describe your concept. Keep it clear, concise and in plain English!

Mixed economy
Economies of scale
Collaborate on standards/protocols
- a set of principles?
Utilising network to make visible
what is available

Impact
What effect will it have? How will it be better than alternatives?

Divided by type/subject
- improve discoverability

Themes
How does this map to the different challenges?

Stakeholders buy in
 Stages to implementation
 Access
 Financial Sustainability

Benefits
How will this concept benefit the following groups?

Members: *Clearer path to digitisation*

End Customer: *Audience Driven*

Other: *Unite collections*

DIGITISATION BUSINESS MODEL WORKSHOP | LIVEWORK 2017

Workshop Summary

Concept

GROUP 3 : LETTER 1 B,
PRIORITY

live|work

BUSINESS MODEL CONCEPT DEVELOPMENT

Title
Keep it punchy!

TOOLKIT (OR TOOLKITS)

Problems this Solves
What needs does this address? Who will it affect?

FLEXIBILITY IN IDENTIFYING APPROPRIATE FUNDING MODELS. GIVES GOVERNANCE MODEL TO 'MARKET PLACE'. ADAPTIVE TO CHANGING ECONOMIC CIRCUMSTANCES

Description
Describe your concept. Keep it clear, concise and in plain English!

TOOLKIT THAT MAKES AVAILABLE FUNDING OPTIONS, RANGE OF BUSINESS MODELS, SELECTIVE USE OF APPROPRIATE MODEL(S) FOR TASK(S) TO BE DONE (RANGE/EXTENT OF DIGITISATION). PROVIDES A GOVERNANCE FRAMEWORK - SHARED COMMON INTEREST - WHAT WORKS IN SPECIFIC SITUATIONS.

Impact
What effect will it have? How will it be better than alternatives?

IT IS A FRAMEWORK - NOT ONE SOLUTION; ENABLER FLEXIBLE + ADAPTABLE APPROACH. PROVIDES LIBRARIES - TAKING INITIATIVE

Themes
How does this map to the different challenges?

Stakeholders buy in Access
 Stages to implementation Financial Sustainability

- ENGAGES STAKEHOLDERS IN APPROPRIATE DECISION MAKING.
- GIVES AN APPROACH / FRAMEWORK FOR IMPLEMENTATION
- Q: IS FINANCIAL SUSTAINABILITY A FALSE GOD? WHY IS IT NEEDED LONG TERM? WHY NOT SHORT TERM AS AN ALTERNATIVE?

Benefits
How will this concept benefit the following groups?

Members: LEADERSHIP
GOVERNANCE; FRAMEWORK FOR DECISION MAKING
DIGITISATION
TAKING THE INITIATIVE / OWNERSHIP OF LIBRARIES

End Customer: MORE CONFIDENT WHEN THEY NEED IT; FLEXIBLE COSTING OPTIONS

Other: PRIORITISATION; LEADERSHIP

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Workshop Summary

Concept

BUSINESS MODEL CONCEPT DEVELOPMENT

Title
Keep it punchy!
"SPOTIFY FOR HOUSING"

Participants:
UNIVERSITY RESEARCH
WORKERS
CITY
QUOTE
ARCHITECTS / INTERIOR DESIGNERS

Themes
How does this map to the different challenges?
 Stakeholders buy in Access
 Stages to implementation Financial Sustainability

Problems this Solves
What needs does this address? Who will it affect?
IDENTIFYING GLOBAL CHALLENGES / PROBLEMS / NEEDS.
INDUSTRY COLLABORATION - what are their problems? - what do they want from us?

Description
Describe your concept. Keep it clear, concise and in plain English!
TESTING NEW TYPE of COLLABORATION TO MEET GLOBAL CHALLENGES
- hosted by the city.
- food is organic.
- trials - delivery.

Benefits
How will this concept benefit the following groups?
Members: "FUTURE HISTORY"
"APPLIED RESEARCH"
End Customer: - temporary decision - making - good governance.
Other:

Impact
What effect will it have? How will it be better than alternatives?
NORTHUMBRIA REPORT.

DIGITISATION BUSINESS MODEL WORKSHOP | LIVEWORK 2017

Workshop Summary

Concept

BUSINESS MODEL CONCEPT DEVELOPMENT 

Title
Share keep it punchy!
Digital Platform (Spotify)

Problems this Solves
What needs does this address? Who will it affect?
Provide space data can be used as
Opportunity to use different settings
Provide good quality service

Description
Describe your concept. Keep it clear, concise and in plain English!
A share platform, funded by
customers where assets can be
deposited. Data can then be
worked on / integrated in the
way they want to to match
their reason need

Impact
What effect will it have? How will it be better than alternatives?
Brings more content together
in one place
Easier access to good quality tools

Themes
How does this map to the different challenges?
 Stakeholders buy in Access
 Stages to implementation Financial Sustainability

Attracts to stakeholders as source
of high quality good quality tools.
- Access to ~~share~~ ^{collab} new content available
Institutions prepared to pay for
Quality

Benefits
How will this concept benefit the following groups?

Members:
Provide home for content; wider
access to their content

End Customer:
Easier access to wider range
of content

Other:

DIGITISATION BUSINESS MODEL WORKSHOP | LIVEWORK 2017

Workshop Summary

Concept

BUSINESS MODEL CONCEPT DEVELOPMENT Group 3 live|work

Title
Keep it punchy!
Stop paying libraries resources to the likes of Elsevier, T+F, etc.

Problems this Solves
What needs does this address? Who will it affect?
*-keep the resources
→ digital more.
fight the power!*

Description
Describe your concept. Keep it clear, concise and in plain English!

Impact
What effect will it have? How will it be better than alternatives?

Themes
How does this map to the different challenges?

<input type="checkbox"/> Stakeholders buy in	<input type="checkbox"/> Access
<input type="checkbox"/> Stages to implementation	<input type="checkbox"/> Financial Sustainability

Benefits
How will this concept benefit the following groups?

Members: _____

End Customer: _____

Other: _____

DIGITISATION BUSINESS MODEL WORKSHOP | LIVE|WORK 2017

Workshop Summary

Concept

Group 3 - Oracles purpose?

BUSINESS MODEL CONCEPT DEVELOPMENT

live!work

Title
Keep it punchy!
Big funds as a lever towards
(+ small donors) social craft.

Problems this Solves
What needs does this address? Who will it affect?
Many sustainability of sector based
into gov't agenda.

Description - ^{not private funding initially}
Describe your concept. Keep it clear, concise and in plain English!
Demonstrate value content has
within society, to government
Value of libraries / Archives - is
providing access to this content.
+ outcome as tax.
- Critical mass of small data ^{supplies} to demonstrate ^{value} of information.

Impact
What effect will it have? How will it be better than alternatives?
Creates a cultural shift which
will change gov't agenda.

→ will eventually lead to more
sustainable funding for the sector/
initiatives

Themes
How does this map to the different challenges?
 Stakeholders buy in Access
 Stages to implementation Financial Sustainability

Issue - How do we align what
our priorities are - seems of making
content available + what
gov't

Benefits
How will this concept benefit the following groups?
Members:
Customers: part of something wider.
Other: Long term sustainability.

DIGITISATION BUSINESS MODEL WORKSHOP | LIVEWORK 2017

Workshop Summary

Concept

GROUP 3: GREATER GOOD

BUSINESS MODEL CONCEPT DEVELOPMENT  

Title
Keep it punchy!
Funding partnerships - from micro to macro

Problems this Solves
What needs does this address? Who will it affect?
Sourcing sustainable funding for the Greater Good

Description
Describe your concept. Keep it clear, concise and in plain English!
Using crowdfunding plus matchfunding as a means of persuading holders of major sources of money funding to support digitalisation (Model preferred - HLF + Nesta)

Impact
What effect will it have? How will it be better than alternatives?
Crowdfunding element demonstrates popular interest which persuades big funders to match contributions
Combines small and large scale activity
Is a partnership & Not relying on single source of funding - spreading the risk

Themes
How does this map to the different challenges?
 Stakeholders buy in Access
 Stages to implementation Financial Sustainability

Benefits
How will this concept benefit the following groups?
Members: Generating sustainable funds - Spreading risk
End Customer: Identified material of value to wider public
Other:

DIGITISATION BUSINESS MODEL WORKSHOP | LIVE|WORK 2017

Appendix 2

Workshop Slides

The following pages contain the slides shown
during the workshop itself.



Workshop Slides

New business models for digitisation

A Jisc, BL, RLUK, SCONUL and TNA Workshop

British Library

20 November 2017



Welcome!

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Today's Agenda

10:00	Welcome
10:15	Project Introduction: current context, themes, blind alleys
11:00	Problem Statement Generation
11:45	Prioritising Problem Statements
12:15	Lunch
13:00	Introduction: Business model examples
13:30	Concept Generation
15:00	Present Back and Prioritise Concepts
16:00	Done

Project Introduction

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Workshop Introduction

Why are we here?

Digital collections have a positive impact on research, teaching and learning and public engagement.

Many of us want to do more digitisation.

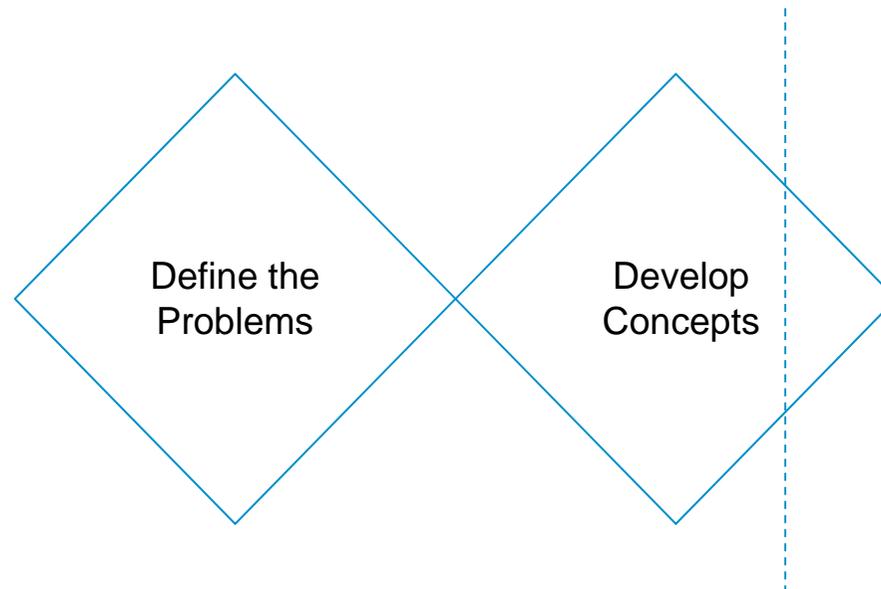
But budgets are tight, funding is scarce and time-consuming.

***Is there a
problem that
needs a more
strategic
collective and
community-based
solution?***

Workshop Introduction

Objective of today

To reach a level of consensus **on the need and value** of potential solutions for a financially viable, collective **approach** to the digitisation challenge.



Context

Workshop Introduction: Context

The past is the past... and the present

“Let a thousand flowers bloom”:
since late-1990s, lots of public
support for digitisation, over £130m
already estimated by 2005

Public and private funding: New
Opportunities Fund, Jisc digitisation
and content programmes, AHRC, HLF,
Trusts and Foundations, Google,
Microsoft, commercial publishers

Richness of project-based activity,
collaborations in the HE, heritage and
community sector to enable teaching,
research and public engagement



But times are changing...



Less public **funding** available; libraries and orgs have **tightening budgets**; purchasing commercially produced digital archives is **expensive**



Bidding for funding is **time** consuming and increasingly **competitive**



Plethora of activities but **little joined-up** or coordinated effort



Little efficiency and **lack of strategic thinking**

Workshop Introduction: Context

...and new solutions are proliferating

US Reveal Digital initiative for “library crowdfunding”: a hub that brings together libraries and archives contributing content, copyright clearing function and pledging insts

Jisc collaboration: Independent Voice collection available to UK insts through Jisc Collections as a one-off contribution
+
50% of UK contributions go towards digitisation of UK material

10 UK HEIs so far



DIVERSITY & DISSENT DIGITIZATION FUND: CIVIL SOCIETY IN 20TH CENTURY AMERICA



\$4,404,000 Funding Goal

Funded: \$1,291,100
Percentage Pledged/Funded: 29%
Number of Backers: 29
Funding End Date: December 31, 2021

NEWSPAPERS FROM THE RISE AND FALL OF THE 1920S KU KLUX KLAN, A DIVERSITY & DISSENT DIGITIZATION FUND PROJECT



\$573,877 Funding Goal

Funded: \$311,170
Percentage Pledged/Funded: 54%
Number of Backers: 51
Funding End Date: December 31, 2017

INDEPENDENT VOICES



\$1,794,453 Funding Goal

Reveal Digital Twitter

Tweets by @RevealDigital

Reveal Digital Retweeted

Michelle Moravec @ProlessMoravec

from The Spectator, Indiana University Bloomington 5/20/1970 "with glue stick to" suggestions are but also TOO TIMELY via @RevealDigital



Nov 2, 2017

Reveal Digital @RevealDigital

On this 500th anniversary of the Reformation @EmoryLibraries reminds us of the value of digitizing historical texts buff.ly/2ywXCHY



Workshop Introduction: Context

So, are there potential benefits in a collective solution?

There are precedents to tackling complex problems in a collective way, eg UKRR and now monographs, Open Library of Humanities, Knowledge Unlatched.

Some of the benefits are:

- Institutions have a say on what gets digitised, so more **influence** and **control**
- Insts work in a more coordinated and strategic way, which is more **effective**
- Economies of scale lead to **efficiencies**, eg cost saving, shared services
- Collective action can help make the case and leverage **additional funding**
- Increase **access** to content based on demand not just commercial priorities
- Less fragmentation, increased discoverability and **impact** of collections
- **The whole is bigger than the sum of its parts**

We think... “*possibly*”: a note about motivation

Jisc:

Not able to fund major digitisation or national purchases on the same scale as we did in the past, but we can still play a role in enabling our members to do so in a more coordinated and strategic way. Today it's about hearing what **you think** and beginning to work out **how**.

The British Library: Neil Fitzgerald, Head of Digital Research

RLUK: Stella Butler, University Librarian and Keeper of the Brotherton Collection (University of Leeds)

SCONUL: Chris Pressler, University Librarian & Director, Irish Modern Archives Research Centre (Dublin City University)

The National Archives: Isobel Hunter, Head of Archives Sector Development and Secretary of the Historic Manuscripts Commission

Today's work

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How we'll get through this in a day

1

We will tightly
scope our
discussion for today.

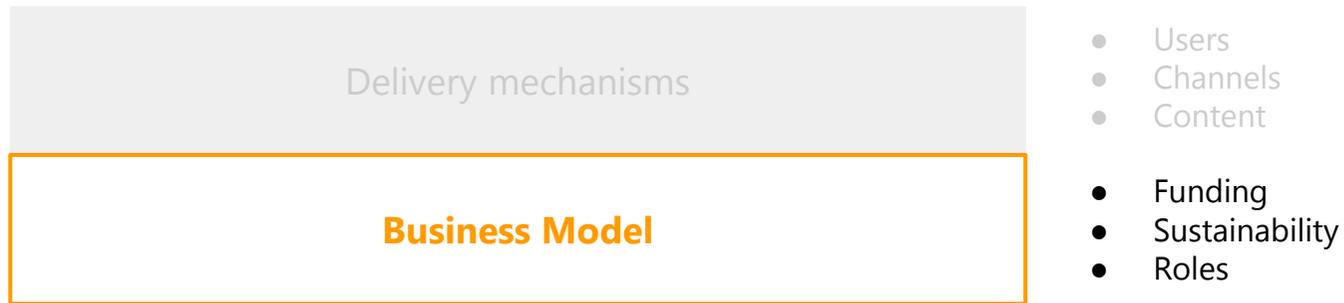
2

We agree to delay
some discussions
until later.

3

We will recognise and
embrace the diversity
in the room.

We are focusing on the potential business models today



There are **challenges** to address

- **Sustainability**: someone has to pay, who and at what point?
- **Access**: what degree of open/restricted content is desirable?
- **Stakeholder buy-in**: institutions and organisations have diverse points of view, missions and priorities, how do we ensure buy-in and collaboration in a competitive world?
- **Stages to implementation**: how do we start “small” but keep a “big vision”? What needs to happen first?

And some **important** discussions to delay until later

- Copyright
- Preservation
- Metadata Standards
- Discoverability and Findability
- Digitisation process + quality
- Content selection (which collections?)
- Advocacy on the above
- Personal Born Digital eg people's emails

Workshop Introduction

Embrace diversity and work collectively

A multidisciplinary workshop, which will leverage your expertise and experience, to define the problems and develop concepts that could provide solutions.

***Let's bring an attitude
of unconstrained enquiry
to this work.***

Problem Statement Generation

Activity

Problem Statement Generation

2 Rounds, 15 Minutes each

- Be specific.
- Describe the root of the problem.
- Record as many relevant stakeholders as possible.

Problem statement

Title
Keep it punchy!

What is the problem?
Clear, concise and in plain English! Aim to establish the root cause.

Who does it affect?
...and how?

Why does it matter?
Quantify the scale of the problem (or provide a pointer to where that information might be found).

Problem statement

Title
Keep it punchy!
Shelf space crisis

What is the problem?
Clear, concise and in plain English! Aim to establish the root cause.
University libraries across the UK are struggling to balance the need to provide more open, collaborative spaces for students with the need to provide access to printed materials.

Who does it affect?
...and how?
Senior librarians - pressure to keep their service relevant.
Students - need access to collaborative spaces and texts.

Why does it matter?
Quantify the scale of the problem (or provide a pointer to where that information might be found).
Number of monographs held vs times accessed.
Evidence of change in user behaviour.
Reduction in amount of shelf space over time.

Problem Statement Prioritising

Lunch

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Business Model Examples

Business Model Example

#1: Reveal Digital: Library “crowdfunding” Investment Fund

What is it?

“Library crowdfunding”: mainly academic libraries in US and Canada committing tiered multi-year investment into common fund to support digitisation and delivery of collections, with a focus on the humanities.

Sustainability;

Institutional contributions: needs commitment and scale, eg 170 libraries over 5 years

Stages to implementation

Started with one collection, Independent Voices, now moving into longer term Investment Fund for more collections sourced from libraries

Benefits

Contributing insts have decision making power. Content focus is 20th C civil society so it makes in copyright content available



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Business Model Example

#2: Open Library of Humanities: Library Partnership Subsidy

What is it?

A peer-reviewed open access, internationally supported, academic journal platform for the humanities.

Sustainability

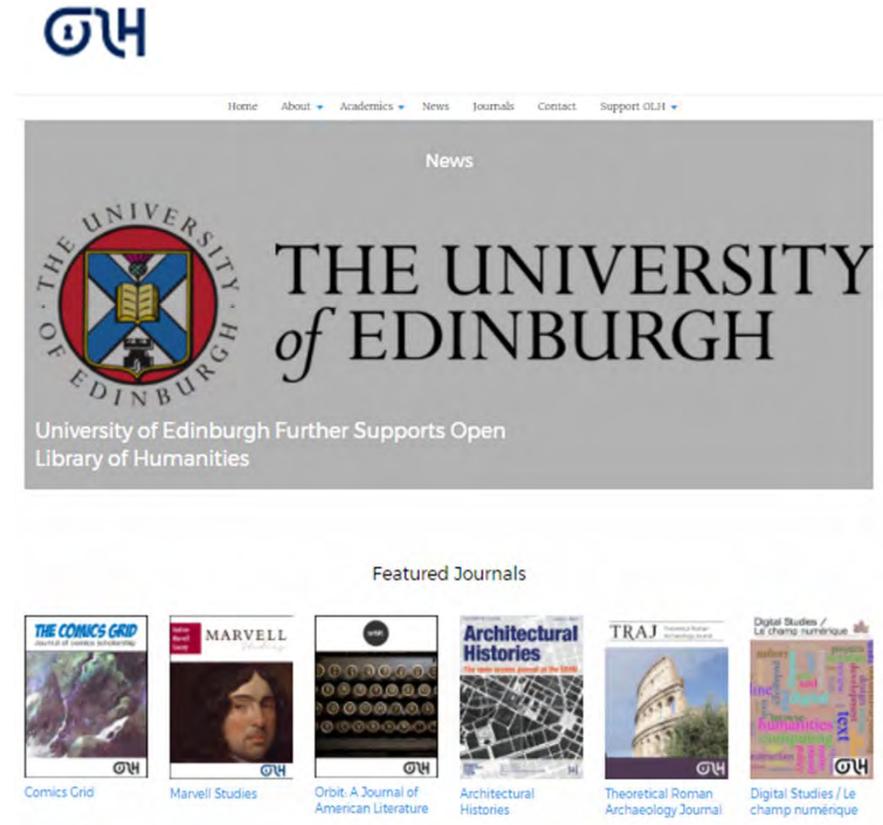
In UK partnership with Jisc Collections to collect contributions (£800 pa flat fee). Libraries across the world support infrastructure + some big supporters. Needs scale.

Stages to implementation

Mellon grant providing seed funding, ongoing recruitment of institutions to build capacity.

Benefits

Libraries play a part in OLH governance and membership board. Open Access remit is fulfilled.



Business Model Example

#3: Knowledge Unlatched: Library pledges

What is it?

A sustainable market where scholarly books and journals are freely accessible for readers. Bringing together publishers of books, journals and libraries to “unlatch” Open Access.

Sustainability

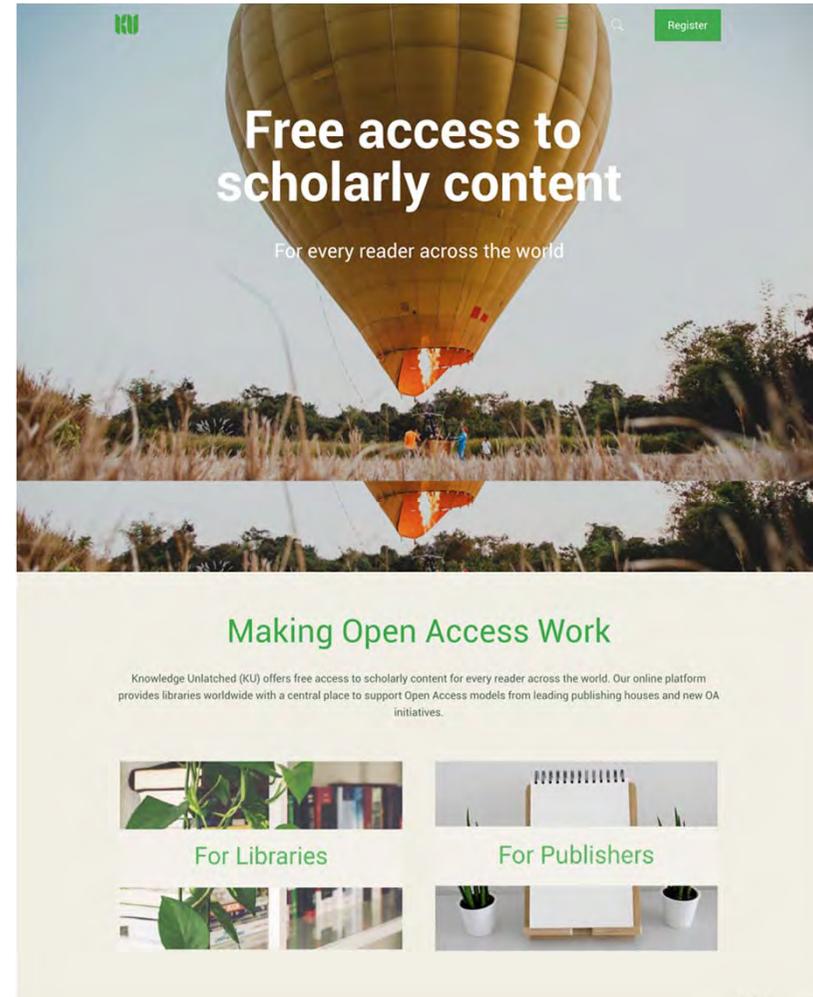
Libraries across world pledge funds to unlatch existing books/journals from publisher lists to make them OA. Depends on scale.

Stages to implementation

Focused on books first, then journals, now also publishers

Benefits

Pledges typically cheaper than purchasing hard copy/ebook. Support shift to OA scholarly publishing, MARC records etc



Business Model Example

#4: Matched crowdfunding for arts and heritage (HLF + Nesta)

What is it?

HLF and ACE are providing match funding of amounts raised through the CrowdFunder website (administered by Nesta + CF as partner)

Sustainability

Depends on public funding being available and success of the crowd-funding activities of orgs

Stages to implementation

5 month successful pilot funding 75% from crowd and 25% match. Stage 2: pilot with HLF, ACE funding of 50% + 50% from crowd. Now being established as a model

Benefits

Crowd supports ideas and government (funders) then has remit to match fund because the public is voting with their own £s. CrowdFunder helps to bring in private funders

The screenshot shows a Crowdfunder campaign page. At the top, the Crowdfunder logo is on the left, and navigation links for 'Start crowdfunding', 'Find project', and 'How it works' are on the right. Below the navigation is an orange banner with the text 'OPEN FOR INVESTMENT' and a message: 'Crowdfunder is also crowdfunding! You can now become a shareholder in Crowdfunder and help us to make more ideas happen. Now 100% funded from over 750 investors. Capital at risk.' A 'Become a shareholder' button is on the right of the banner.

Help Stirling to protect The Peter Mackay Archive

Project home | Updates 5 | Comments 2 | Supporters 64 | Contact project

The Peter Mackay Crowdfunding Campaign - University of Stirling



To catalogue and digitise the Peter Mackay Archive, an extremely important collection detailing the African Independence movement.

✓ We did it!

On 24th Jan 2017 we successfully raised **£8,100** of £8,000 target with **64** supporters in **56** days

Project by University of Stirling Fundraiser

Share or follow

Stirling, United Kingdom

Project Background

Peter Mackay (1926-2013) was a key figure in the independence movements of Southern Africa. Born into a Scottish family with strong links to Stirling, Mackay served in the Scots Guards before emigrating to Rhodesia in 1948 where he devoted himself to the cause of African liberation. He then began to be involved in the African Independence movement in 1952 and was a great chronicler of this period of history until his death in 2013.



Rewards

Pledge £10

A thank you. You will be added to our mailing list to receive regular updates about the archive from our Head Archivist, Karl Magee.

2 claimed so far

Select reward

Pledge £25

An invite to the exclusive launch of the Peter Mackay exhibition to be held at the Macrobert Centre in Stirling.

11 claimed so far

Models of collaboration

It's about finding ways of increasing impact through collaboration



Building a collaborative culture

Business Model Concept Generation

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Activity

Business Model Concept Generation

2 Rounds, 45 Minutes each

- Be specific and concise
- Focus on how it's different, what benefits will this provide?
- How does it solve the problem?

BUSINESS MODEL CONCEPT DEVELOPMENT live|work

Title
Keep it punchy!

.....

.....

.....

Problems this Solves
What needs does this address? Who will it affect?

.....

.....

.....

Description
Describe your concept. Keep it clear, concise and in plain English!

.....

.....

.....

Impact
What effect will it have? How will it be better than alternatives?

.....

.....

.....

Themes
How does this map to the different challenges?

Stakeholders buy in Access
 Stages to implementation Financial Sustainability

.....

.....

.....

Benefits
How will this concept benefit the following groups?

Members:

.....

.....

End Customer:

.....

.....

Other:

.....

.....

DIGITISATION BUSINESS MODEL WORKSHOP | LIVEWORK 2017

Business Model Concept Prioritisation