New business models for digitisation
A Jisc, BL, RLUK, SCONUL and TNA Workshop
British Library
21 November 2017
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.
Workshop Summary

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
Workshop Summary

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.
Workshop Summary

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.
Workshop Summary

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
Workshop Summary

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 the 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

Problem statement
Title: Institutional Competition and Prioritization

What is the problem?
- Conflicting priorities between stakeholders about context and funding - need to demonstrate contribution to addiction strategic objectives + priorities

Who does it affect?
- They versus us/autonomy vs. addition
- Institutional leadership
- Reward community & addiction

Why does it matter?
- Michele: it goes to matching the special necessary to move forward, suited and lack of progress
- Stakeholder buys in - prioritization

Problem statement
Title: Who or what provides leadership

What is the problem?
- No agreed obvious group - in fact a range of institutions who could/should provide leadership

Who does it affect?
- All institutions, libraries, users, funding bodies, suppliers + partners

Why does it matter?
- If you don't have anyone to lead it, it's not going to get off the ground and will be an opportunity missed - if the company bought this, competitors will...
Workshop Summary

Problem statements
Workshop Summary

Problem statements
Workshop Summary

Problem statements
Workshop Summary

Problem statements

Title: Mixed business models & service delivery
Public/private partnerships can make access, what they can use, where and what cost? Tying in a holistic view concept.

Title: Tension between needs and audience
Production users vs public users

Title: Rockcben is just the beginning
Enhancement.

Title: Software
The bring the vendor's value and when he people using the system value, isn't he some of the audience.
Workshop Summary

Problem statements

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**Problem statement**

**Title**: Recruitment

**What is the problem?**

There are a lot of different stakeholders, all of which have different interests and expectations. This can make things quite complex.

**Who does it affect?**

Everyone! It affects the ability to do research, make decisions, and develop new ideas.

**Why does it matter?**

The recruitment process is a key part of ensuring that the right people are hired to support the institution's goals.

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**Problem statement**

**Title**: Strategic Alignment

**What is the problem?**

There is a tension between institutional/short term goals and long term collaboration, funding, and operational v planned/strategic approaches. There may be a need to support these approaches.

**Who does it affect?**

Libraries, researchers, universities.

**Why does it matter?**

It's important to ensure alignment and support to make it happen.
Workshop Summary

Problem statements

Problem statement

Title

What is the problem?
- So difficult to get funding
- Intimidating, with a complex diagram
- Enduring, difficult to elucidate, both concepts
- Help with language required

Who does it affect?
- Endangered Ark: some view it use, others view it as a barrier
- Relaxed, inclusive concept that isn’t fixed to policies

Why does it matter?
- Institution of getting the rules, impact not replicated, history of workforce
- Only a small number of institutions
- Dated, is approach or methodology

TNA
- What is the role of artists?
- Institutional sharing
- Endangered values
- B55 Soldier/ERUK
- Military
- National vs local cohesion
- Need to have a mission?

RSC to be formed?
- A forum for artists

British Academy
Arts Council
HLF
- Lack of other leadership in England
Concept Generation Sheets
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
### Concept

**Title**

Leadership Brokers and Collaboration

**Problems this Solves**

<table>
<thead>
<tr>
<th>Institutional vs. National diversity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collective views of district owners</td>
</tr>
<tr>
<td>GAPS</td>
</tr>
</tbody>
</table>

**Description**

Describe your concept in 5-6 lines of text.

- Key role of national organisations
- We need coordination or broker rather than national advocacy
- A forum/pace/collective approach
  - coalition
  - AK/ANA/REAL/STAND

**Impact**

What effect will/could it have? What will it be better than alternatives?

- More local vs. national diversity to co-exist

**Benefits**

- How will this concept benefit the following groups?

**Themes**

- How does this map to the different challenges?
  - Communication
  - Access
  - Financial sustainability

**End Customer**

Other
Workshop Summary

Concept
Workshop Summary

Concept
Workshop Summary

Concept

Title

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?

Benefits

How will this concept benefit the following groups?

Comments

Other
Workshop Summary

Concept

BUSINESS MODEL CONCEPT DEVELOPMENT

Title
Reforming the Model

Problems this Solves
- Isn’t this a real problem?
- Address the strengths of publication

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

Mixed economy

Themes
- Economic & social
- Collaborative approach

Benefits
How will this concept benefit the following groups?

Members

Eco
Audience

End Users

Others
Workshop Summary

Concept
**Concept**

**Title**  
Provaal Pestfun (Sports)

**Problems this Solved**  
Wrongly sorted files can be used create opportunity to use different sectors pressed good quality service

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

**Impact**  
What effect will it have? How will it be better that alternatives?

**Benefits**  
How will the concept benefit the following groups?

**Themes**  
How does this apply to the different challenges?

<table>
<thead>
<tr>
<th>Theme</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access</td>
<td></td>
</tr>
<tr>
<td>Financial viability</td>
<td></td>
</tr>
<tr>
<td>Process</td>
<td></td>
</tr>
<tr>
<td>Resources</td>
<td></td>
</tr>
</tbody>
</table>

Members:
- Provaal home for community
- Coal and others

Easiest case:
- Either case wider range of content

Other:
**Workshop Summary**

**Concept**

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**Title:**
Keep it punchy!

**Problems this Solves:**
There's no reason to keep paying resources to the likes of Elsevier. Talk to the suffering.

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

**Benefits:**
How will this concept benefit the following groups?

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**Impact:**
What effect will it have? How will it be better than alternatives?
Workshop Summary

Concept
Concept
Appendix 2
Workshop Slides

The following pages contain the slides shown during the workshop itself.
New business models for digitisation
A Jisc, BL, RLUK, SCONUL and TNA Workshop

British Library
20 November 2017
Welcome!
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
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
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
Workshop Introduction: Context

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
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
Workshop Introduction

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
Workshop Introduction

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.
Workshop Introduction

We are focusing on the potential business models today

Delivery mechanisms

Business Model

- Users
- Channels
- Content
- Funding
- Sustainability
- Roles
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?
Workshop Introduction

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
Prioritising
Lunch
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
#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.
#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
Models of collaboration

It’s about finding ways of increasing impact through collaboration

Building a collaborative culture
Business Model
Concept
Generation
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
Prioritisation