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# Evolving Business Models: An Overview

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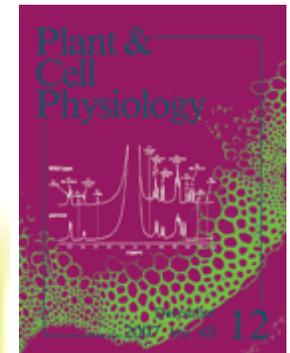
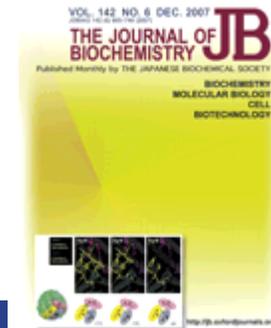
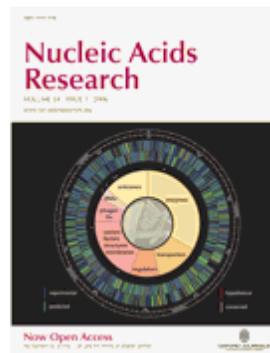
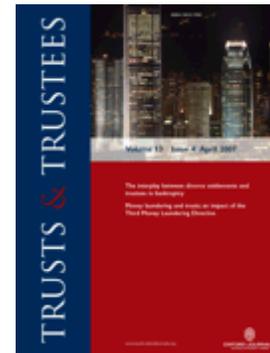
# Summary of presentation

- **Oxford University Press Overview**
- **The Traditional Model: Yesterday**
- **Models in Use: Today**
- **Models under Investigation: Tomorrow**

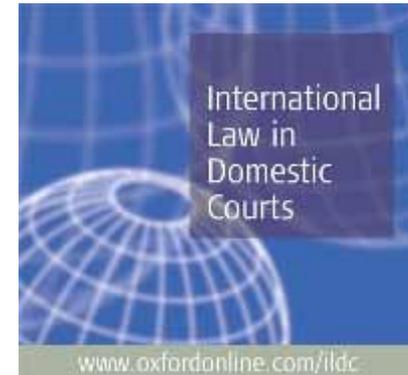
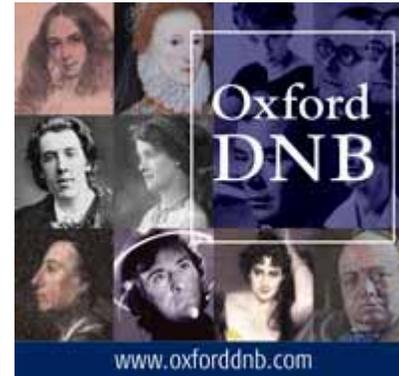
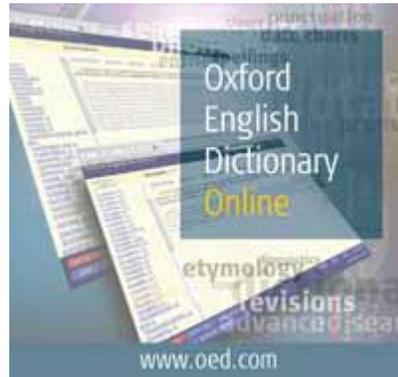
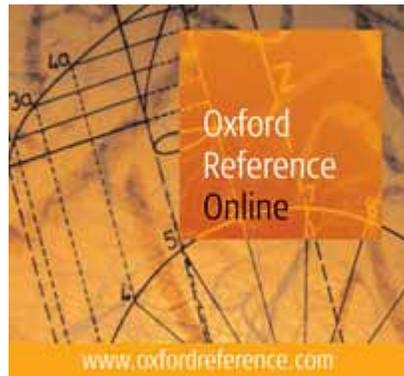


- **Oldest university press in the world**
  - Established 1478, department of the university
- **Publish more than 4500 books a year**
- **More than 50 branches worldwide**
  - Japan, China, Australia, New York, Spain, Hong Kong, Pakistan etc
- **Employs 3700 people worldwide**
- **Several divisions**
  - Journals, ELT, International, Academic, Educational, Dictionaries
- **Oxford Journals** – newly established division of the press
  - Approx 200 journals: dozen new titles in 2008
  - Society publisher





# Major OUP Copyrights



## Subscriptions and related non-subscription activity

### • **Traditional subscription sales: driven by print**

- Libraries/Institutions pay for print (“readers” pay)
- Primary market is institutional
- Access “barrier”
- All regular journal content included in subscription price
- Geographical penetration more difficult

### • **Special Sales: Based on circulation, penetration and prestige**

- Focus on non-subscription sales to the pharmaceutical and corporate sector
- Reprints, supplements and advertising



## **Libraries/Institutions purchase subscriptions**

- **Direct sales and indirect (agents)**
- **Print used to set prices, determine circulation/penetration**
- **Focus on individual journal titles**
- **Non subscription activity driven by subscriptions and print based**
  - **Reprints and Supplements in Print**
  - **Advertisers Seek Reach**
  - **Licensees Sponsor Print Derivatives: Translations, Excerpted Editions, Compilations**



# Evolutionary Pressures

- **High Prices and Budgetary Constraints**
- **Duplication of Subscriptions**
- **Storage of Print and Archiving Needs**
- **Usage Measurement Challenging**
- **Emphasis on Collections**
- **Technological Advances and Possibilities**
- **Researcher Demands**
- **Funding Shifts and Institutional Priorities**
- **Article Economy**
- **Changing Research Behaviour**



# Models in Use: Today

- **Consortial Selling**
- **Licensing**
- **Author Funded**
- **Advertising Based Models**
- **Article Economy**



# Consortial Selling

- **Libraries/Institutions in Groups**
- **Purchase Journal Collections**
- **Multi-site**
- **Archive sales**
- **The Big Deal**
- **Negotiation and Accounting Demands**
- **Preservation**
- **Issues with “valuing” individual journals**
- **Global penetration enhanced**
- **Have seen increased usage of previously unsubscribed material**



# Licensing Models

- **Aggregators**
- **Translations**
- **Local editions and excerpted editions**
- **Increasingly Digital**
- **“Timed” access**
- **Industry purchases for clients**



# Author Funded: Open Access



Springer Open Choice



Your Research. Your Choice



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- **Full OA**
- **Partial OA**
- **Delayed OA**
- **Toll Free Linking (HW)**
- **Journal/Feature Sections**
- **Developing Nations**
- **Author Manuscripts**



- **Colour Charges**

- **Authors Pay to Produce Colour**

- **Page Charges**

- **Authors Pay per Published Page after Acceptance**
- **Established in Some Fields, such as Neuroscience**

- **Submission Charges**

- **Authors Pay upon Submission, Fee required irrespective of decision**

- **Open Access**

- **Authors Pay to Have Material Outside Access Barrier of Subscription**



# Advertising Based Models

- **Controlled Circulation: Not new, but evolving**
- **Discipline Based Online Collections**

- **OncoStat:** <http://www.oncologystat.com/index.html>

OncologySTAT's mission is to improve worldwide cancer care and prevention by providing healthcare professionals with immediate integrated access to the most authoritative evidence-based information available. OncologySTAT's commitment to international health ensures that news, research, education, and analysis from all regions of the world are covered in a publisher-, society-, and sponsor-neutral online environment. OncologySTAT is commercially supported by online advertising, sponsorship, and educational grants. Individual access to OncologySTAT is free, based on users registering with the site.

#### HOW WE GET PAID

While OncologySTAT is a commercially-sponsored product, it maintains the highest level of academic rigor, objectivity, and fair balance associated with all Elsevier products. No editorial content on the site is influenced in any way by commercial sponsors or society content contributors.

#### EDUCATIONAL PROGRAMS

OncologySTAT provides a targeted online delivery channel for accredited and nonaccredited eCME/CME programs to cancer care and research professionals around the world. OncologySTAT can facilitate the delivery of live interactive educational programs, as well as preexisting educational content that can be hosted and delivered on-demand for a specified time period. For more information regarding OncologySTAT professional programs, please contact Mark Flanick at [m.flanick@elsevier.com](mailto:m.flanick@elsevier.com).

#### STRATEGIC ALLIANCES

OncologySTAT invites inclusion of high-quality basic, clinical, and translational research articles, news, conference coverage, original content, and educational programs from recognized publishers, societies, and research organizations. We also welcome reciprocal linking arrangements with reputable cancer information and research websites.

Elsevier has launched an end-user portal focused on cancer research called OncologySTAT ([www.oncologystat.com](http://www.oncologystat.com)). The site carries a broad array of content, including current (1-year only) articles culled from more than 100 cancer-related journals published by Elsevier, as well as chemotherapy regimens, drug and drug interaction databases, and multimedia content such as podcasts and a video network. However, what seems to have elicited the most comments on the new service is its business model—free to the registered user, paid for by advertisers. Despite the burst of hope that the success of such a model might someday alleviate the sufferings of Elsevier's licensees and subscribers, both the statements of Elsevier representatives and the current design of the system seem to confirm that the new portal aims to find new revenue through services targeted at end users without threatening existing revenue through "migration" or "cannabilization."



# Article Economy

• Search engines and metadata 

• Linked content   
crossref.org  
DOIs FOR RESEARCH CONTENT

• Author Links and Author Self-Archiving

• Pay Per View

• CME 

• Embedded Material



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ProQuest



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- **Perpetual Access:** the need to maintain access to content beyond subscription periods – post-cancellation access
- **E-journal Archiving and Preservation:** the need to ensure continued availability for future users – how to make sure it is accessible
- **Institutional Repositories:** accessible, but where's the business model?
- **Multiple Versions**
- **Non-Subscription Activity:** e prints, tokens, online advertising



## •Going Out of Print

- **Print on Demand: User Pays when Print Required**
- **Print Premium: Online Subscription with Additional Fee for Print**

## •Usage Based Model and Usage Factors

## •Beyond Text: Social Networking, Semantic Enrichment, Data Mining, Open Text, Tools, and Databases

- **Require new business models**





# Usage Based Models

- Experiments point to complexity
- Size of journals and number of articles
- What is standard usage? What is price per use?
- Requires benchmarks and context
- Who is the user and what is the use? Research vs report.
- Collection development needs
- PDF vs PDF and HTML
- Requires consensus about what constitutes “usage”
- Requires trust



Counting Online Usage of NeTworked Electronic Resources



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# Usage Based Model becomes Usage Factor

## CIBER KEY FINDING 10

### DOWNLOADS RULE!

Researchers believe that article downloads (mean 3.81) offer a better measure of the 'usefulness of research' than author citations (mean = 3.66).

Chi square = 1,528.98, d.f. = 25,  $p < 0.001$

*If I was guided solely by usage statistics, I would cancel all my subscriptions to humanities journals, which tend to publish far fewer issues per year than the monster science titles.....*Terry Bucknell, Electronic Resources Manager at Liverpool University

“... Currently journal publishers are under a lot of pressure to demonstrate the value they provide. By participating in this process, publishers will influence it, helping to develop useful measures in which they can have confidence.”



# Beyond Text

The screenshot shows a web browser window displaying the ALPSP website. The browser's address bar shows the URL: [http://www.alpsp.org/open\\_public/article.asp?fw=2549-2099](http://www.alpsp.org/open_public/article.asp?fw=2549-2099). The website header features the ALPSP logo and the tagline "The Association of Learned and Professional Society Publishers". A search bar and a user login section are visible in the top right. The main content area is titled "ALPSP Technology Update" and features the article "Why are we still just publishing text?". The article is dated Wednesday 19 March 2008, London (0930 - 1200) and is held by The British Institute of Radiology. The chair is Geoff Bædder from CrossRef. The article text discusses the challenges of reading individual articles in an era of increasing document volume and the rise of text mining techniques. A sidebar on the left lists various ALPSP events and training sessions. The bottom of the browser window shows the Windows taskbar with the start button and several open applications.

ALPSP - Association of Learned and Professional Society Publishers - Jacinta Finlay

File Edit View History Bookmarks Tools Help

[http://www.alpsp.org/open\\_public/article.asp?fw=2549-2099](http://www.alpsp.org/open_public/article.asp?fw=2549-2099)

Customize Links Free HTML Windows Marketplace Windows Media Windows

**ALPSP**  
The Association of Learned and Professional Society Publishers  
*Shaping the Future of Learned and Professional Publishing*

Search

Forgotten Password? Help?

User Name   
 Remember me?

small medium large Low graphics version

**ALPSP Events**

- 29 February 2008 Making the Most of your Editorial Board
- 13 March 2008 Book Publishing Strategies for Associations and Societies
- 19 March 2008 Why are we still just publishing text?
- 15 May 2008 Content Marketing in the Digital Universe
- 10 September 2008 ALPSP International Conference 2008

**ALPSP Training**

- 12 February 2008 The Journal Editorial Office (0802JEO)
- 5 March 2008 Effective Journal Editorial Management (0803EE)
- 19 March 2008 Strategic Journals Finance (0803SF)
- 26 March 2008 Licensing Digital Content (0803LDC)
- 2 April 2008 Web 2.0: Why it matters and what you need to

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**ALPSP Technology Update**  
**Why are we still just publishing text?**

Wednesday 19 March 2008, London (0930 - 1200)

The British Institute of Radiology, 36 Portland Place, London, W1B 1AT ([map](#))

**Chair: Geoff Bædder, CrossRef**

The industry has long known that the average amount of time researchers spend reading individual articles has decreased as the number of articles has increased. More recently we've become aware that some researchers are clamouring for the ability to semantically enrich documents, or, barring that, to subject documents to text mining techniques. How are these trends related? What do they mean for the future of scholarly publishing? This ALPSP Technology Update (the indispensable guides on technical subjects for non-techies) shows how some publishers are using podcasts, the semantic web and data/text mining technologies in order to help researchers not to have to just read articles. Have fun watching industry bibliophiles succumb to angst, and learn what the technology future really might hold.

Designed to explain the mysteries in all these inter-linked technologies, this meeting will appeal to all Publishing Managers, whether from a smaller society publisher or larger commercial publishing company.

**Programme Sessions - Please visit the website frequently to see the programme as it develops.**

- Open Text mining initiative
- Podcast
- Publishing datasets
- Swivel - where curious people explore data

[Booking Form](#)

**Registration Fees including lunch:**



# Beyond Text

Web 3.0/The Semantic Web



machine readable, artificial intelligence, collaborative working groups, etc.

European Bioinformatics Institute



The group focuses on extraction of facts from scientific literature in molecular biology. This is mainly based but not limited to matching of language patterns. In addition we do research on the disambiguation of semantic types, e.g. proteins, genes, species, drugs, and on automatic methods to identify language patterns. Both approaches require machine learning expertise and domain knowledge.



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**THANK YOU**