Sustainability of RoMEO

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Sustainability of RoMEO

Aim of talk:

- Apply the concepts of sustainability and business models to RoMEO

- Present an overview of work that we are doing to make RoMEO sustainable

- Focus on the role we can all play in aiding the sustainable RoMEO
- agenda

Sustainability, Business Models and RoMEO

Sustainability:

Def_Sustainability

"sustainability is the ability to generate or gain access to resources, financial or otherwise needed to protect and increase the value of the content or service for those who use it"

Sustainability as defined by the Ithaka Case Studies in Sustainability Project

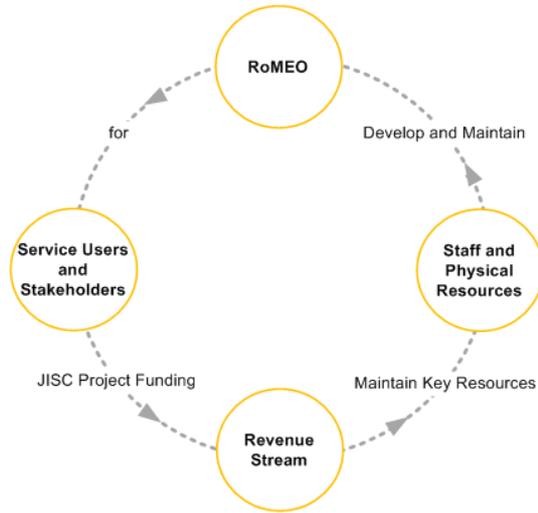### Business Model:

Def_Business Model

"A business model describes the basis of how an organisation, creates, delivers and captures value"

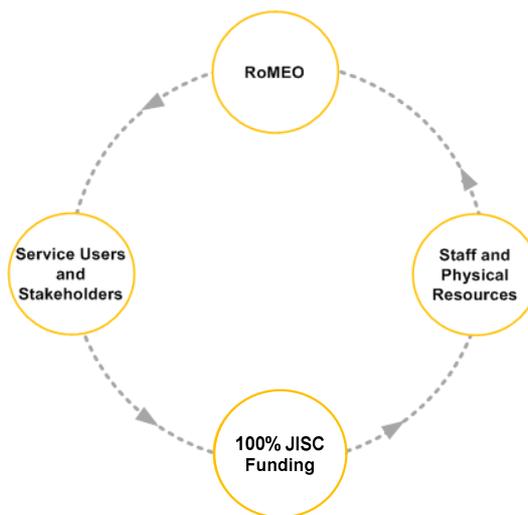## Sustainability, Business Models and RoMEO

Key Elements of a Business Model:

- **Value Propositions** = It seeks to solve customer problems and satisfy customer needs with unique value propositions e.g. cost reduction, risk reduction, getting the job done quickly etc
- **Revenue Streams** = Arteries of the business model
- **Customer Segments** = Value propositions aimed at particular customer segments (stakeholders)
- **Key Resources** = Assets required that allow an enterprise to create and offer value propositions - to make the business model work. These could be human, physical, intellectual etc.

Current RoMEO Business Model

RoMEO

for

Develop and Maintain

Service Users and Stakeholders

Staff and Physical Resources

JISC Project Funding

Maintain Key Resources

Revenue Stream

Why is the Current Business Model Not Sustainable?

RoMEO

Service Users and Stakeholders

Staff and Physical Resources

100% JISC Funding

Why is the Current Business Model Not Sustainable?

The model we have been working comfortably with over the past few years is now experiencing a crisis as a result of the challenging financial climate

- Over the coming years, the current reduced project funding from JISC will completely disappear leaving us with a gap in our business model.

- Outgoing costs are expected to rise or best case scenario remain fixed.

- Based on the number of new visitors we are getting to the RoMEO site demand for the RoMEO service is steadily increasing.

Making RoMEO Sustainable

There is no rule book with clearly defined steps from A to B

We have conducted an internal Situation Review of RoMEO and have:

- Applied Lean Thinking Principles and reviewed all service areas, workflows, development criteria and overheads

- Reduced costs and overheads where possible

- Decided to concentrate on maintenance of current service, and postponed any major development activity

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Making RoMEO Sustainable

We have also identified the following Revenue Streams for RoMEO

- Advertising - **5%**
- Voluntary Contributions - **30%**
- Licensing - **5%**
- Fee Based Premium RoMEO with enhanced options - **60%**
- Maintain Free, Lean and Efficient RoMEO - **0%**

Making RoMEO Sustainable

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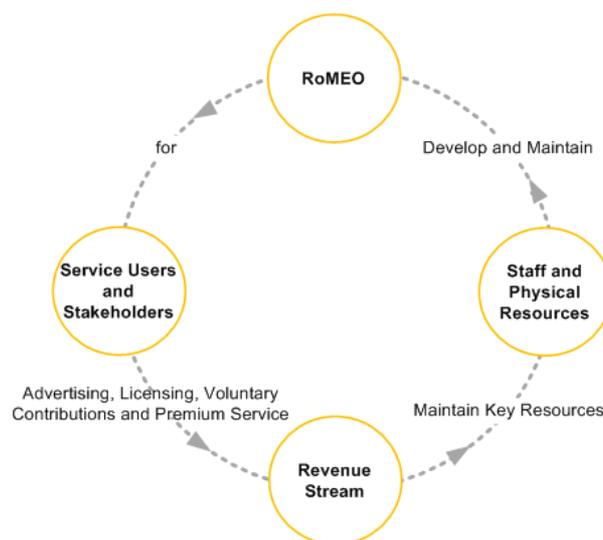
Long Term Sustainability for RoMEO

Sustainability is not just about revenue streams to keep the
service going on a stable basis; long term sustainability
needs to be matched with service growth.

- Service development can be done on a one off basis i.e. delivering
  technical solutions.

- Service growth is an ongoing process.

Long Term Sustainability for RoMEO

To look at long term sustainability of RoMEO we need to
look at RoMEO's Functional Workflow

Long Term Sustainability for RoMEO
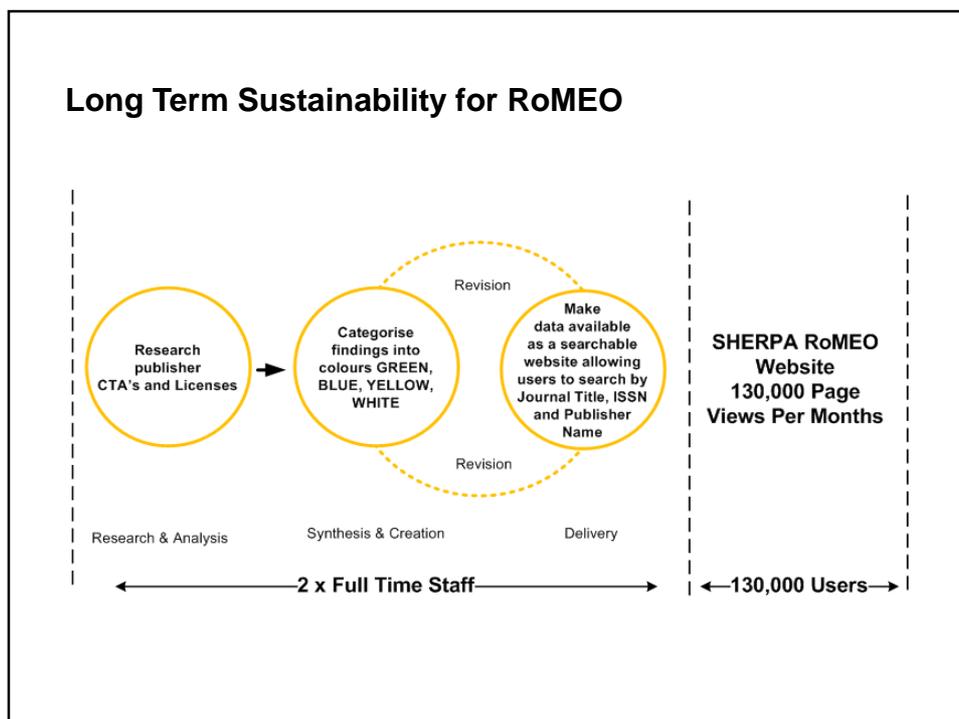
How is RoMEO used by the IR and Academic Community?

RoMEO is used for CTA clearance guidance as a first point of call by 130,000 service users per month; and in most cases some further investigation work is carried out by IR, Library or Academic staff into the status of publishers policies at a local level.

Currently as a community we are failing to feed this information back to RoMEO and this is resulting in sector wide:

• duplication of effort
• waste of resources

Achieving Long Term Sustainability

We are shifting the focus of the RoMEO Service from an organisation centric model to a customer centric community driven service model that will grow in response to the requirements of our service users.

Achieving Long Term Sustainability

This approach has been factored into the 2011-12 strategic priorities for SHERPA RoMEO and over the coming year we aim to:

- Simplify the process of information sharing with RoMEO.
- Develop closed sign in forums for service users, that will allow participants to share and contribute information discovered through actual investigations.
- Focus on developing improved tools, methods and guidelines to unify and broaden the reach of individual institutional copyright clearance activities.
- Increase focus on bridging coverage gaps in breadth of RoMEO information.
- Increase focus on refining ambiguous policy information.

In Conclusion:

- Overall the process of transitioning from development project to a long term functional and sustainable service is a challenging task faced by RoMEO.
- With new revenue models and enthused service users we can ensure sustainability of RoMEO on a long term basis.
- I ask you all to join and support our sustainability agenda by doing one thing and that is actively contribute data and information to RoMEO.

Any Questions or Comments:

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