The ITU Secretary-General's Academia Consultation

International Telecommunication Union

WRITTEN CONTRIBUTIONS
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TITLE:	Input to creation of a new ITU Journal/Magazine

Summary and key messages:
- **Planning for a successful business model for the ITU Journal to adopt**
- **Teaming up with a publisher while self-publishing**
- **What does it take to get cited in relevant databases and access to support?**
- **Example Open Access information links**

Contribution:

Planning for a successful business model for the ITU Journal to adopt

Leveraging the brand value of ITU it is possible to obtain Private Foundation funding to support the Journal for 5 years which provides sufficient time to build the Journal audience and reputation and to get cited into relevant databases. Citation qualification can take several years combined with other notable metrics such as each issue on time for those years combined with an application process. Considerable expertise exists in the professional societies to guide this process – I can provide introductions.

Examples of foundations providing funding would be the Gates Foundation, Kay Family Foundation and those found by mining the Private Foundation associations and through introductions. I can make these introductions.

Expertise on publishing models and gaining citations from databases can be provided from the 50 scientific and computing associations and societies that comprise the International Federation for Information Processing (IFIP) or by directly seeking support from expert members of notable associations within IFIP (examples: Association for Computing Machinery (ACM), Australian Computer Society (ACS), The Chartered Institute for IT (UK:BCS), Canadian Information Processing Society (CIPS), Information Processing Society of Japan (IPSJ), The Korean Institute of Information Scientists and Engineers (KIISE), …).

Added examples:
List of member countries -- scientific and computing societies:
http://www.ifip.org/index.php?option=com_content&task=view&id=125&Itemid=441
Technical communities:
http://www.ifip.org/index.php?option=com_content&task=view&id=124&Itemid=439

Once the Journal reputation is established then authors can be charged Article Processing Charges (APCs) with fee waivers for authors from developing countries.

To support planning for a successful business model the following framework could be used adapted from the business model canvas. The framework would be applied by an editorial advisory board pulled from government, academia and industry and leveraging expertise found in international federations and notable associations and such as IFIP, ACM and others. I can provide support to build the editorial advisory board from the wide range of roles I play internationally.

Additional framework used as a planning tool to support an agile business model updated monthly. The context is the business model canvas:

In my work with investments, we use these tools daily to grow startups to large profitable entities.

Definitions:
ITU Journal—IJ
ITU Journal columns, features, articles, services, bundled products, promotions, public relations, …—Programs
ITU Journal program registered members, users, readers—Audience

Operational Goals
Editorial advisory board members:
- Look to provide insight, advice, recommend, and at times, drive the creation of new IJ programs to engage the audience.
- Will work to provide advice and support of IJ programs.

- Liaise with other external groups and activities to assure that overall IJ programs work well for the audience.
- There will be defined processes and procedures for all IJ programs as defined by the editorial advisory board and the regular application of the planning tool.
- Define all IJ tasks with SMART objectives (specific, measurable, achievable, relevant, time-bound)
- Leverage their relationships network (bring in experts within their network to contribute to IJ programs and grow the audience).
- Identify data to make SMART decisions and to take proper actions for improving performance (growth, retention, satisfaction/affinity, usage, advocacy …) on each of the IJ programs.
- Determine how to obtain this data (e.g., determine what questions to ask, and how to leverage the data to make data driven decisions/actions for IJ program performance improvements).
- Define metrics and context to improve performance of IJ programs.
- Analyze IJ programs--usage trends over time:
  - Which IJ programs require adjustments to actions and what is the impact of these actions?
  - Which IJ programs need added investment and what broader value ROI (including intangibles) should be used to continue the investment?
  - What are the SWOT (internal strengths, internal weaknesses, external opportunities/threats) to IJ programs?
  - What are the IJ programs need/want/satisfaction gaps and how can the gaps be closed and addressed by changing the actions of IJ programs?
    - What does the audience like/don't like?
    - What does the audience want/need that we don't have?
    - How do we find out this information?
    - How do we measure the gaps and the closing of the gaps?
  - What IJ program questions should we be asking and actions should we be taking to ensure that:
    - We exceed our audience needs,
    - The audience are highly satisfied with our services,
    - The audience become IJ program advocates,
    - The IJ program usage/growth trends are moving up, and,
    - The audience want/need/satisfaction gaps are addressed.

IJ Program Planning Framework Components

IJ Key Partners

Who are our Key Partners that add value?
Who are our Key content and service Providers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

Motivations for Partnerships
- Optimization of what we do
- Economy to save costs in what we do
- Reduction of risk and uncertainty
- Acquisition of particular resources and activities useful to the IJ
- Audience reach

Key Activities

What Key Activities do our IJ Value Propositions require?
Our Distribution Channels?
Trusted audience Relationships?

Revenue streams: fees, subscriptions, donations, …?

Existing proposal:
The business model could be based on Article Processing Charges (APCs) to be paid by authors or their sponsoring organizations on acceptance of the paper. APC fees could range from USD 500.00 to USD 3,000.00 per article. Fee waivers would be granted to authors from developing countries. Also, ITU would work to secure financial support for authors from sponsors.

New: There could be full sponsorship from private foundations for 5 years. Example Gates Foundation, Kay Family Foundation. There is a consortium of foundations that could be sourced as well as high net worth philanthropists. IJ could leverage Social benefit corporations which by their bylaws allocate a fixed percentage of their profits as a funding source. Example, WikiOmni.

Categories
- Production of IJ programs, affiliated conferences, affiliated publications and newsletters
- Problem Solving of our audience challenges
- Platform / Network for the key activities

Key Resources

What Key Resources do our Value Propositions require?
Our Distribution Channels? Audience Relationships?
Revenue Streams?

Types of Resources
- Physical
- Intellectual (brand, copyright, data)
- Human
- Financial

Value Proposition

What unique value do we deliver to our audience?
Which one of our audience problems are we helping to solve?
What IJ programs are we offering to each audience segment? What are the segments?
Which audience needs are we satisfying?

Value Proposition Characteristics
- Newness eg. trends to keep our audience at the forefront
- Performance eg. increase our audience job performance or accelerate their professional status/career
- Customization eg personalization that meets individual needs
- Getting the Job Done eg. tools/content to help our audience complete actions that support their jobs/career
- Design eg. unique experience that out-delivers others
- Brand eg. No. 1 position in technology, leveraging UN connection
- Price eg. good value compared to other options
- Cost Reduction eg. reduces learning, professional development costs due to quality
- Risk Reduction eg. staying on top with quality content
- Accessibility eg. anywhere, everywhere, at any time
- Convenience / Usability eg. differentiated from others

IJ Audience Relationships

What type of relationship does each of our audience segments expect us to establish and maintain with them?

Which ones have we established and are there metrics or proof points?

How are they integrated with the rest of our ITU organizational business model?

How costly are they?

Examples
- Personal Assistance
- Dedicated Personal Assistance
- Self-Service
- Automated Services
- Communities
- Co-creation

Channels

Through which Channels does our audience want to be reached? How are we reaching them now? How are our Channels integrated?

Which ones work best?

Which ones are most cost-efficient?

How are we integrating them with audience routines/process?

Channel Phases
1. Awareness: How do we raise awareness about IJ programs?
2. Evaluation: How do we help our audience evaluate our organization's IJ program value proposition?
3. Purchase: How do we allow our audience to purchase or use specific program (whole journal, subsets of the journal, tutorials, videos, other specialized content)?
4. Delivery: How do we deliver a value proposition to our audience?
5. After Sales: How do we provide post purchase audience support?

Audience Segments

For whom are we creating value?

Who are our most important audience?
- Mass Market
- Niche Market
- Segmented in what way
- Diversified in what way
- Multi-sided Platform in what way

Cost Structure

What are the most important costs inherent in our IJ business model?

Which Key Resources are most expensive?

Which Key Activities are most expensive?

Is the IJ More:
- Cost Driven (leanest cost structure, low price value proposition, maximum automation, Extensive outsourcing)
- Value Driven (focused on value creation, Premium value proposition)

Sample Characteristics

- Fixed costs (salaries, rent, utilities)
- Variable costs
- Economies of Scale
- Economies of Scope

Revenue Streams

For what value are IJ audience really willing to pay?
For what will they currently pay?
How will they currently pay?
How would they prefer to pay?
How much does each Revenue Stream contribute to overall revenues?

Types
- Usage Fee
- Subscription Fees
- Audience member Fees
- Author submission, vet Fees
- Lending / Renting / Leasing of IJ capabilities/expertise
- Advertising

Fixed Pricing
- List Price
- Program Feature Dependent
- Audience Segment Dependent
- Volume Dependent

Dynamic Pricing
- Negotiation (bargaining)
- Metrics/Delivery Management
- Real Time Market

Teaming up with a publisher while self-publishing

There are benefits to forming partnerships with academic publishers. In addition, include major media groups, education publishers and professional associations to grow audience reach, influence, and global impact.

For example:

IDG – largest technology publisher according to ComScore rankings 2016 – 200 million audience

Forbes – well known business publisher

Pearson Publishing – largest education publisher

IFIP – largest computing technology federation of computing societies/associations

ACM – largest computing science association

Vendor publications for distribution channel for content

Private foundations to sponsor startup of Journal

[The ITU already has a relationship with the IEEE; add others within the IEEE group]

What does it take to get cited in relevant databases and access to support?

There is considerable expertise in the professional associations and it is key to add this expertise as advisors to the ITU editorial advisory board.

Example Open Access information links

For examples of pointers on Open Access based upon experiences from the ACM:

The ACM allows authors to pay to make their articles open –the uptake has not been significant.

Policies on open access: http://www.acm.org/publications/open-access

Short background documents:

- http://www.acm.org/publications/open-access, and especially
- http://authors.acm.org/main.html

A short *CACM* article is also available (Boisvert and Davidson: http://dl.acm.org/citation.cfm?id=2408776.2408777) describing 2013 changes to ACM access policies.

The much longer *ACM Author Rights and Publishing Policy* is found here: http://www.acm.org/publications/policies/copyright_policy

A few key points:

- ACM is "green" – allows author posting without any embargo of peer-reviewed accepted articles on home pages, institutional repositories, government mandated repositories, and any non-commercial aggregations.
- ACM adopted a "hybrid OA" publishing model in 2013, which means that authors have the option to pay an OA fee or APC to make their articles freely and permanently open from the Digital Library upon publication. The uptake has been 2.72% to date.
- ACM is a founder and supporter of CHORUS which means that all articles we publish that are funded by government agencies signed up with CHORUS will be freely and permanently available to the world from the Digital Library after the agreed upon embargo period.
- ACM SIGs can elect to make their sponsored conference proceedings series freely and permanently available on their SIG or conference site. (http://www.acm.org/publications/policies/permanent_access)

After much debate pro and con, ACM has committed to providing some gold OA journals in the relatively near-term future (that means the OA fee *must be paid* in order to publish in the journal).

This information was provided by Bernard including thoughts below:

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ACM Director of Publications
ACM Author Profile: http://dl.acm.org/author_page.cfm?id=81100365202
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ACM's *Fair Access* Model

ACM's publishing framework may be appropriately called a *Fair Access* framework (Vardi: http://dl.acm.org/citation.cfm?id=2160718.2160719). Low prices, with discounts for the economically disadvantaged, engage institutional subscribers from more than 90 countries with ACM content as well as individuals from most of the 193 countries in the world. ACM makes no effort to "corner the market" but empowers authors by policy agreement and with support tools to make every individual article free at their choosing. ACM reserves exclusive publishing rights to the organized aggregated collections for subscription access - collections embedded with their services.

The various options to access ACM content for free mean that revenue cannot be and never has been maximized as an objective.

In 2013, ACM enacted a series of changes to its access and rights policies to broaden still further the number of free paths to ACM content (Boisvert and Davidson: http://dl.acm.org/citation.cfm?id=2408776.2408777)

Authors want their work to be highly visible and to have maximum impact. It is commonly held that freely available work will have greater impact than work available by subscription.

While it is likely that a free work has a greater chance of being downloaded, download activity does not equate to visibility and impact. Downloads from free resources are less of an indicator of reading than of curiosity; it costs nothing but a moment of time to look at something that catches the eye.

Even reading itself is not necessarily a measure of impact on a field. In high-end research, impact relates to who is reading, what they think of the work, and how they can build upon it.

Publishing is not simply about "making public" nor about making freely available; it is all about "making visible to those who can engage deeply with the material". The ability to match focused attention with the relevant information is an essential aspect of publication - an aspect which is growing in importance with the torrent of publications and information resources available today.

This is why many OA publishers ask to be hosted in the ACM DL even knowing their content would be available by subscription there. Rather than being "locked up behind a wall" they realize their works would be seen by an active, world-wide community whose opinions are important. Impact of research is measured by the influence it has on the people working in the field who can make a difference. Whether access to content is free or by subscription may be of little consequence to an impact metric, so long as subscriptions are financially reasonable and relate to the value of the resource.

Fair Pricing of Subscriptions and Services

ACM's emphasis has been less on free distribution, but on what might be termed differential access. Besides the free access paths to content, the pricing itself for ACM subscriptions has always been and continues to be on the low end of the spectrum in both the print and digital versions. ACM has kept pricing as low as possible and has discounted it further for students, retires, and developing countries. ACM has invested heavily in its Digital Library app to better serve those whose internet access depends on mobile devices. Further investments are being made to optimize formats for those devices and increase their accessibility. The annual price for an ACM

professional member for unlimited access to the current year and entire ACM archive of 400,000 articles is $99 and has not changed in more than 15 years.

By long-standing agreement between authors and ACM almost all of what ACM publishes is readily discovered on the web and accessed for free.

ACM has never had a pure subscription model.