

o p e n a c c e s s

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## “Offsetting” im Kontext der OA-Transformation

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# 1. Einleitung

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## Transformation als gesetztes Ziel

- Finanz- & Datenanalyse MPDL White Paper (04/2015)
- Transformationsinitiative OA2020 (03/2016)
- Alle Allianz-Organisationen Erstunterzeichner Eol
- Allianz-Projekt Ntl. Kontaktpunkt (OA2020-DE)
- Schwerpunkt Transformationsverträge:
  - Offsetting
  - Datenarbeit
  - DFG-Ausschreibung „OA-Transformationsverträge“
- Praktische Umsetzungsschritte (workflows)

# Rolle & Verantwortung der Bibliotheken

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Der Transformationsgedanke setzt an den Mitteln des Erwerbungssetats an und zielt auf eine Umschichtung von Leserechten auf Publikationsservices ab.

Neue Service Levels müssen definiert, Übergangsmodelle entwickelt und Arbeitsabläufe neu modelliert werden.


Bibliotheken können es sich nicht länger leisten, ihre Aufgaben und Ausgaben nur auf die Aushandlung von Leserechten zu beschränken; solche Ansätze greifen deutlich zu kurz und gefährden die Zukunftsfähigkeit von Bibliotheken.

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*Vortrag Paul Peters auf Berlin13:  
Kann nicht verstehen, warum so wenige Bibliotheken eine bewusste Strategie gegenüber OA-Verlagen verfolgen*

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*Es gibt zahlreiche, zumeist kleinere Verlage oder Fachgesellschaften, die sehr gerne komplett auf OA umsteigen würden; aber sie haben kein hinreichendes Vertrauen in die Bibliotheken, das Geld auch weiterhin im System zu belassen (und nicht als Einsparung zu verbuchen)*

A decorative orange line that starts as a horizontal segment and then angles upwards to the right.

# Verlage sind oft weiter als Bibliotheken denken

**Germany is a driver of research – let’s keep it that way**

**Deutschland ist ein führender Forschungsstandort – wir möchten, dass das so bleibt**

Angelika Lex, 26 April 2017:

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“Building on **our transformation from a classical publisher to an information analytics company**, Elsevier seeks to support the German research landscape in efforts to make digital information more easily accessible, to render it applicable for decision making, and to help researchers network more effectively on a global scale.”

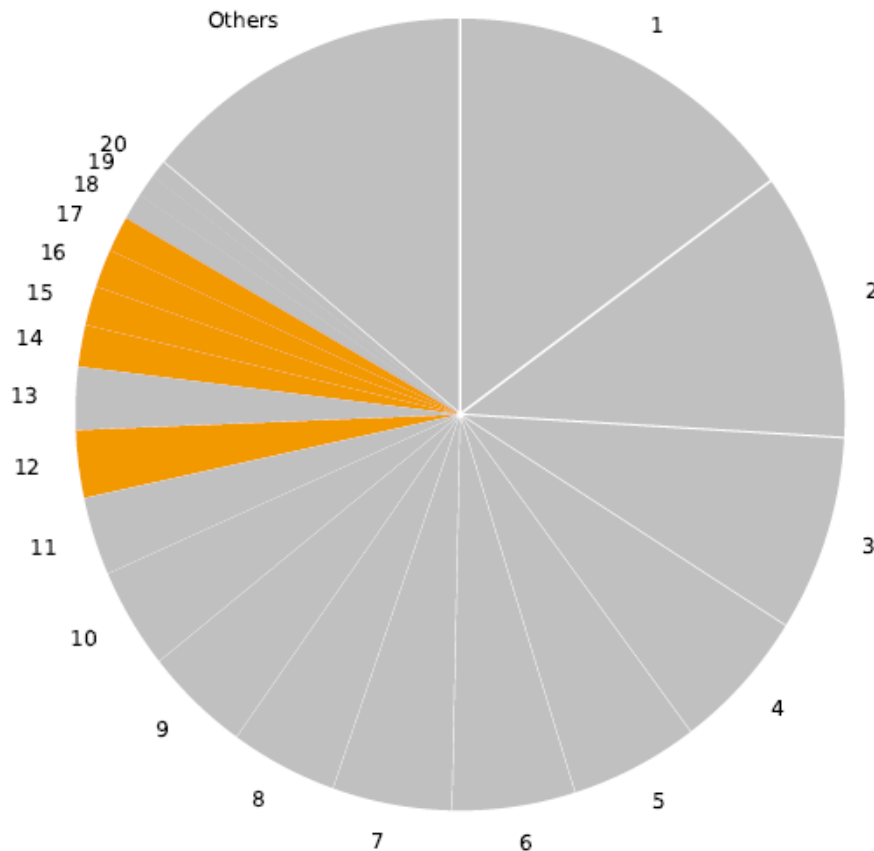
„Aufbauend auf unserer eigenen Unternehmensgeschichte und **Transformation vom klassischen Verleger hin zu einem Information-Analytics-Unternehmen**, möchten wir die deutsche Forschungslandschaft im Bereich Digitalisierung unterstützen, um digitale Informationen schneller auffindbar zu machen, sie besser zu vernetzen und sie als Entscheidungsgrundlage nutzbar zu machen, um so Forschern eine effiziente Zusammenarbeit weltweit zu ermöglichen.“

# Publisher distribution of Max Planck Society papers

## MPG publications by provider / OA Gold

articles and reviews in Web of Science 2015

Subscription publisher  
OA publisher

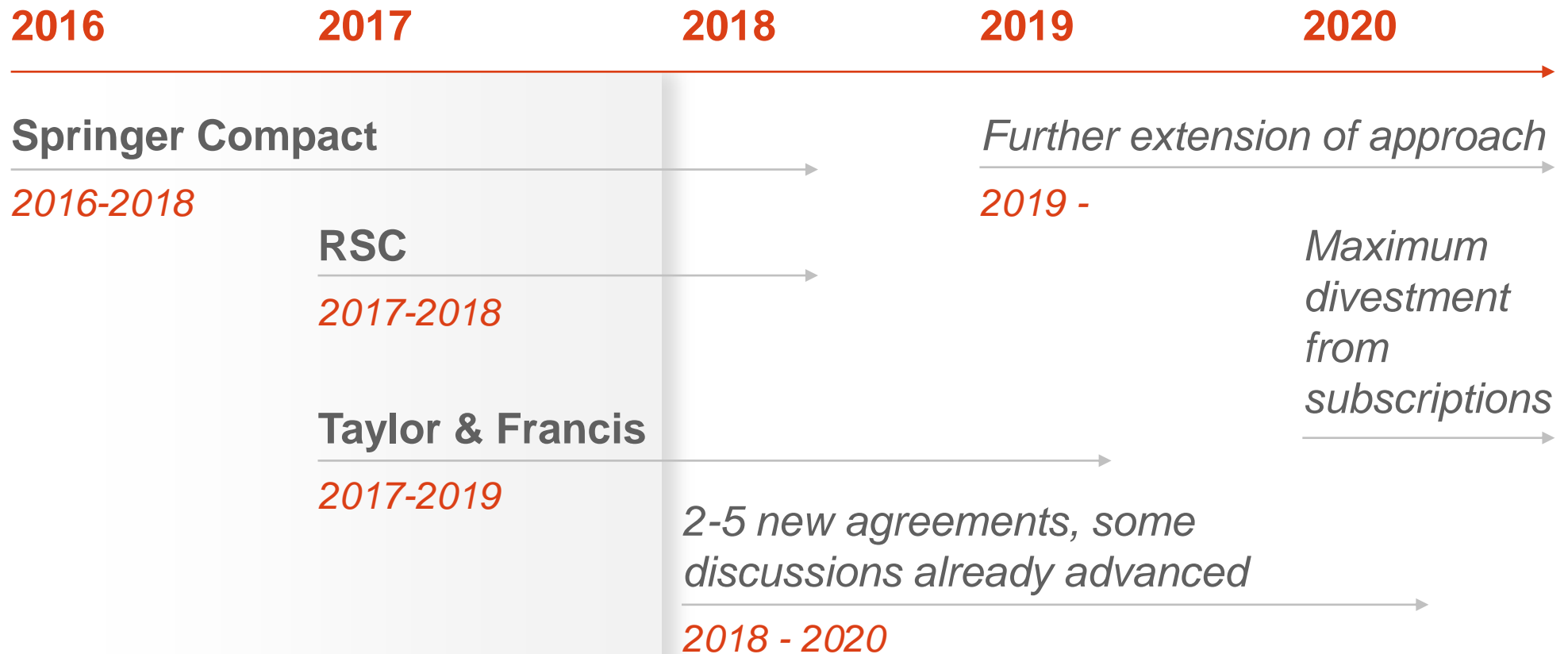


More than 80% of the total article output of the Max Planck Society is published in journals from **20 key publishers.**

5 out of the 20 publishers are already pure OA publishers.

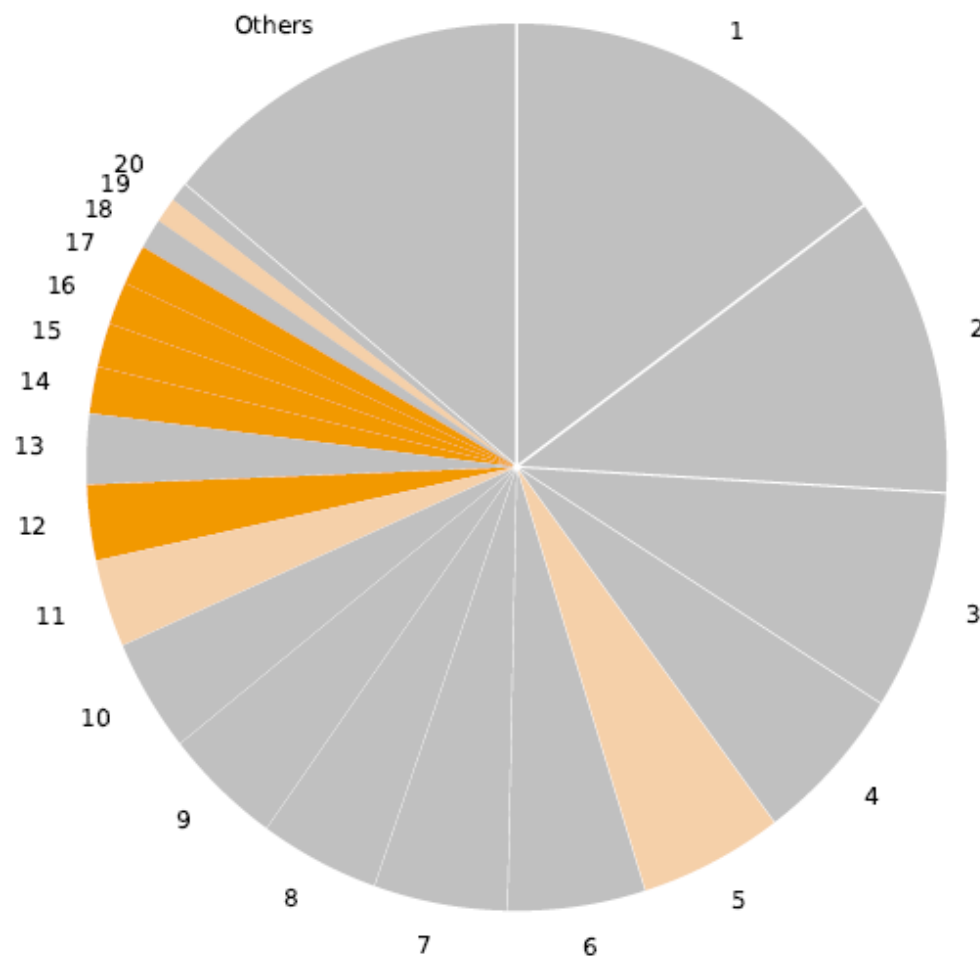
# A roadmap for the Max Planck Society

## Working on offsetting or otherwise transformative agreements with publishers





# Offsetting effects for the Max Planck Society in 2017



Subscription publisher  
OA publisher  
transformation agreement

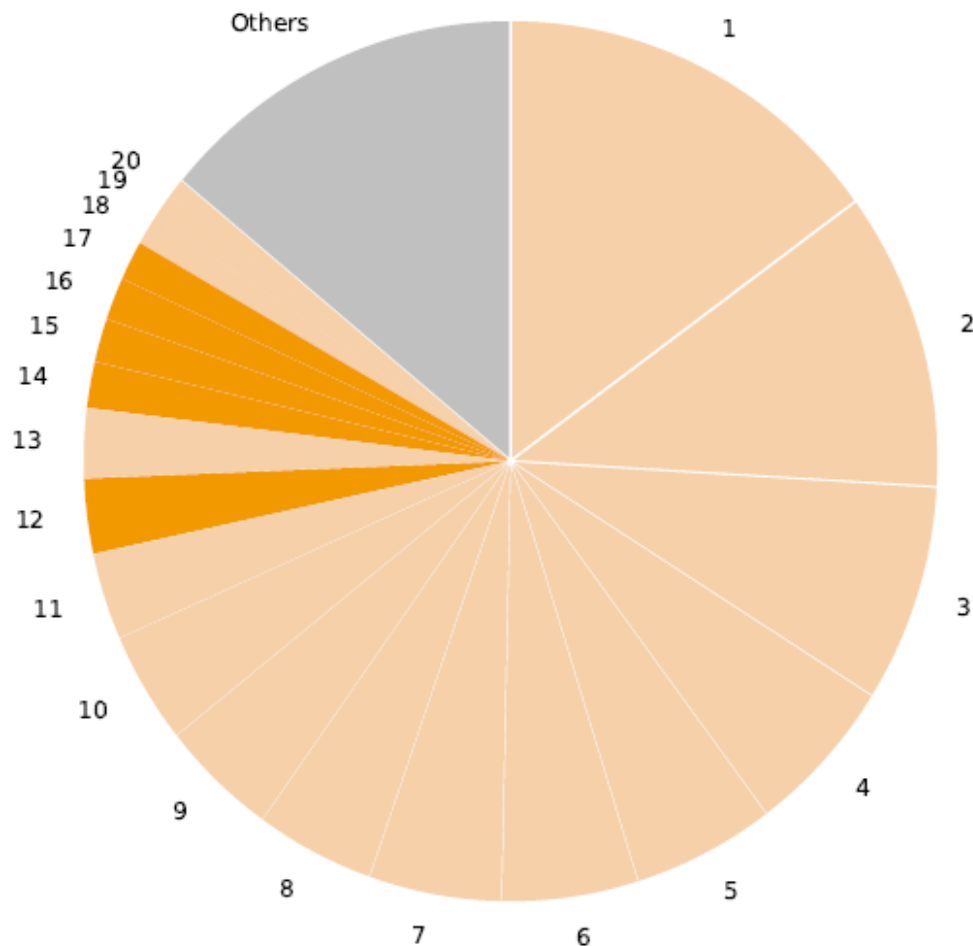
With our transformation agreements we have started to divest from subscriptions and increased our OA share.

This approach will be further extended as soon as the next license agreement is up for renewal.

# Our goal:

## Maximum divestment from subscriptions by 2020

open access  
2020



- Subscription publisher
- OA publisher
- transformation agreement

Even if we act unilaterally, we seek to divest with maximum consequence from subscriptions.

Our goal is that by 2020 none of our **20 key publisher** continues to operate on a regular subscription scheme.

## Creating a binary choice for publishers

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The instrument for our approach in negotiating with publishers is to analyze the relevant publishing and subscription data and to discuss ***two options:***

to engage in a transformative arrangement (e.g. offsetting) with OA rights based on fair conditions

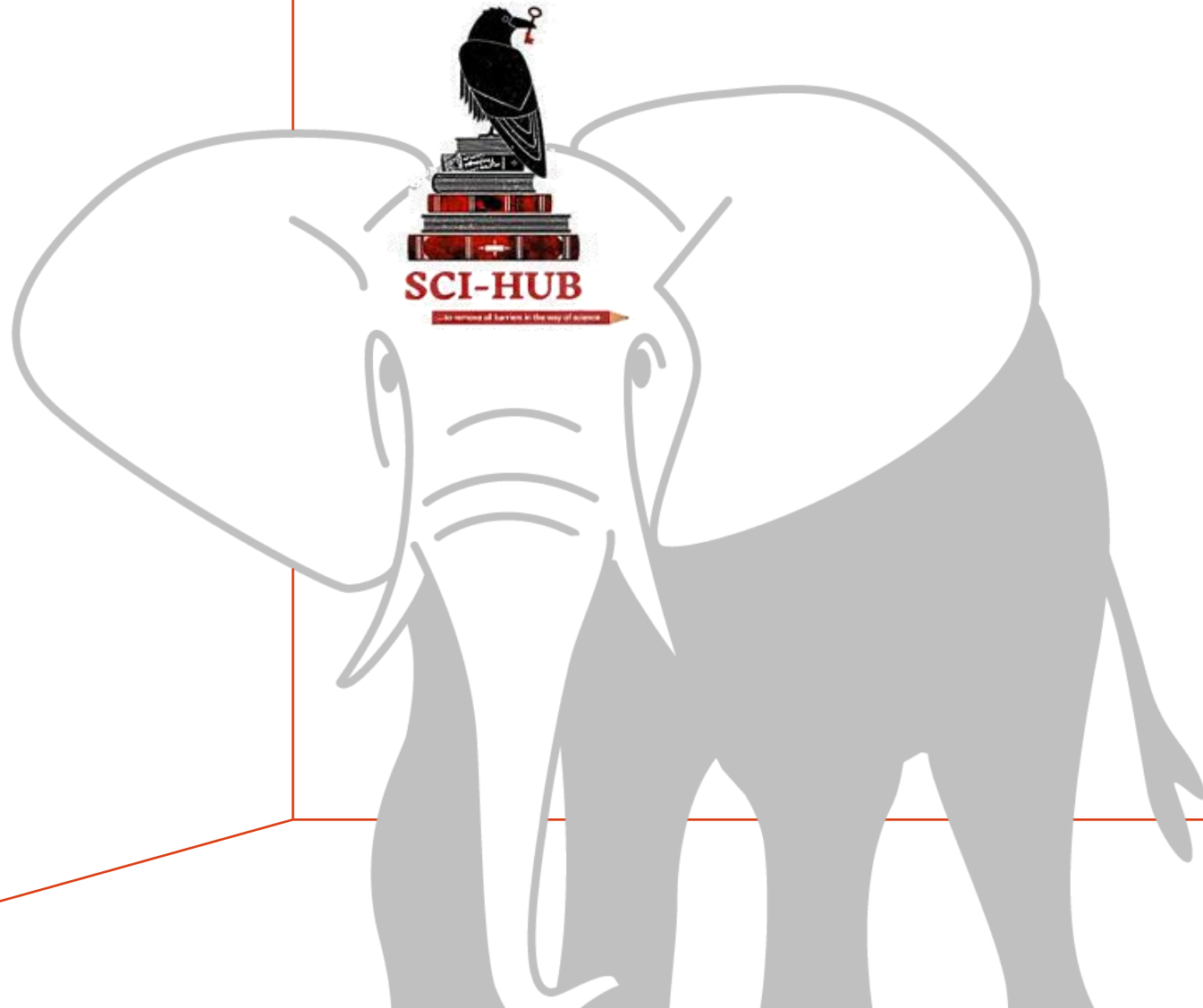
***or***

we pull the plug and discontinue our subscriptions altogether (completely or reduced to only a bare minimum)

# Alternative OAccess points (selection)



...and then there is another 'elephant' in the room



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## **2. Ziel der Umschichtung der Finanzströme**

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# Transformation means re-allocation of budgets and conversion of journals and processes



Global  
subscription journal  
budget  
7.6 bn EUR p.a.  
(≥3,800 EUR/article)

2.8 bn EUR buffer for  
new & improved  
services etc.  
(without remaining  
subscriptions)

Global  
open access journal  
base budget  
4 bn EUR p.a.  
(2,000 €/article)



**Assuming 90% conversion**

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## **2. Offsetting-Ansatz in der MPDL**

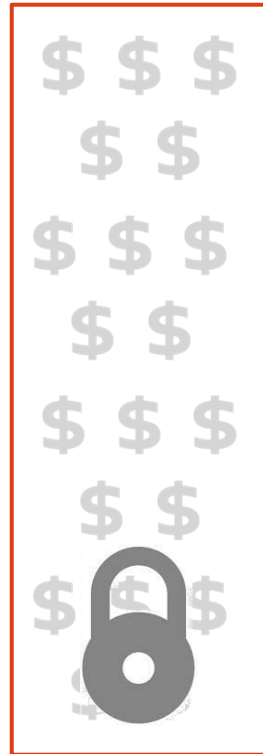
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# The standard hybrid model

## Institution

- Spending for reading
- Spending for publishing on top
- No integrated transaction



Subscriptions



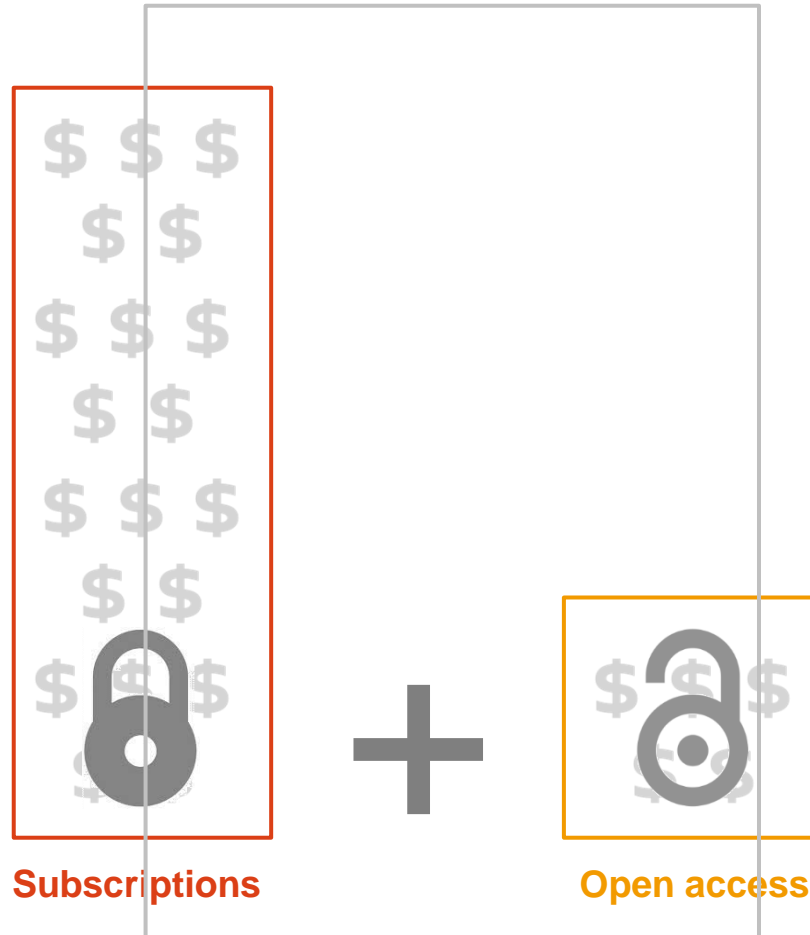
Open access

## Publisher

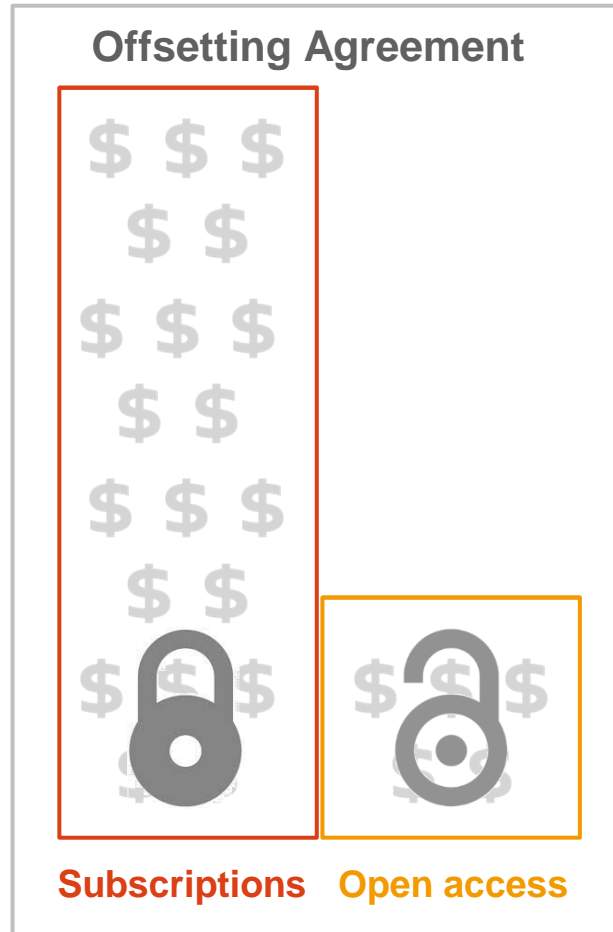
- Provides reading access
- Publishes individual papers open access

**Distinct operating models:  
add-on component with extra costs (“double dipping”) and little incentive**

# The two operating models are combined ...



The two operating models are combined ...

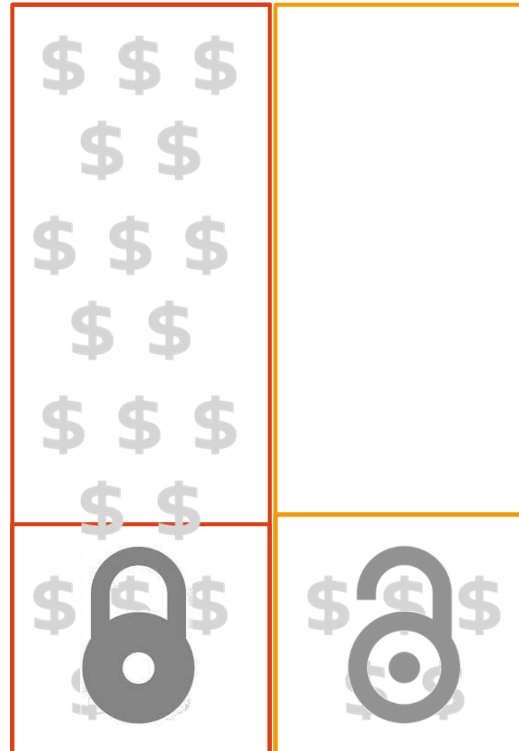


# Offsetting model at work

## Institution

- Spending largely for publishing instead of subscriptions
- Shift of expenses
- New workflows with OA relevance

## Offsetting Agreement



Subscriptions Open access

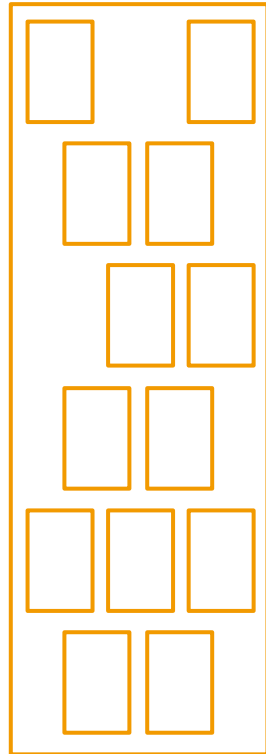
## Publisher

- Revenue stream not disrupted
- Publishes all articles from Institution in OA
- Continues to provide reading access

One comprehensive approach with incentives for institutions and publishers to shift costs and operating modes

# Working through the offsetting model

Publication Fee

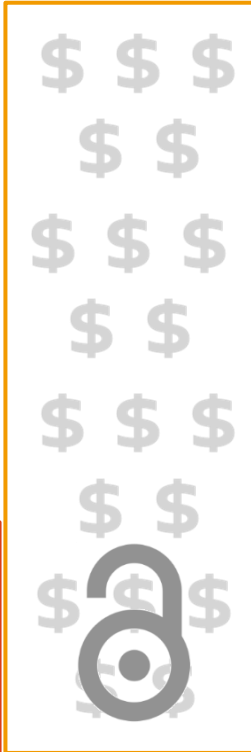


Reading Fee

## Offsetting Agreement



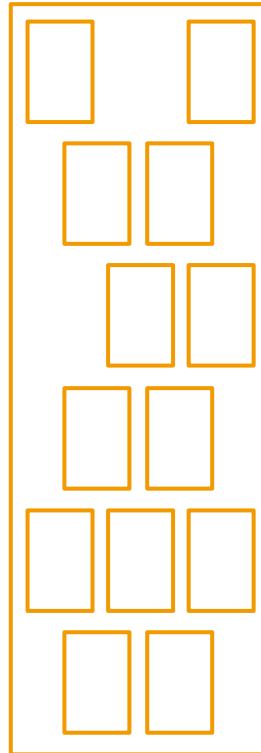
Subscriptions



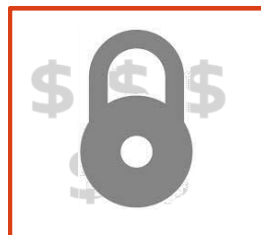
Open access

# Step 1: Unbundling the article output

Publication Fee



Reading Fee

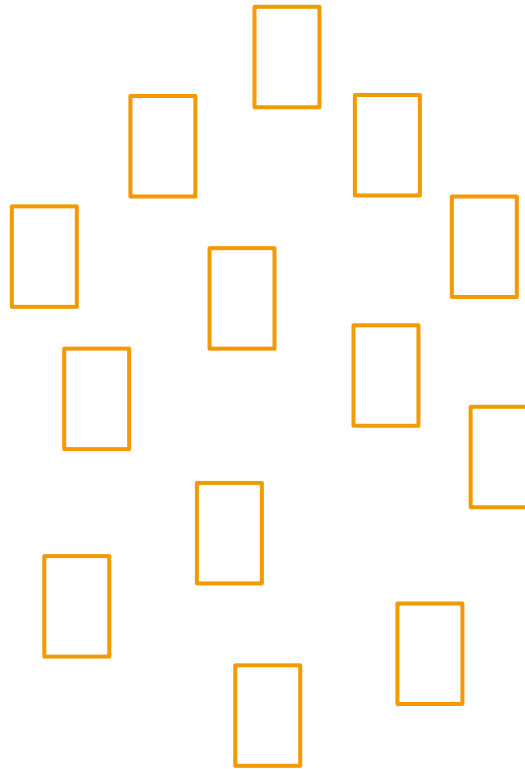


## Opening up

- Organize payment according to publishing output without guaranteed fee or capped articles
- Move from lump sum approach to individual invoicing
- Terminate the fixation of the big package deal
- Establish principle of “pay as you publish”
- Essential step towards an open publication market, which must be based on individually customized invoices per publication

## Step 2: Fading out the reading fee

Publication Fee



Reading Fee

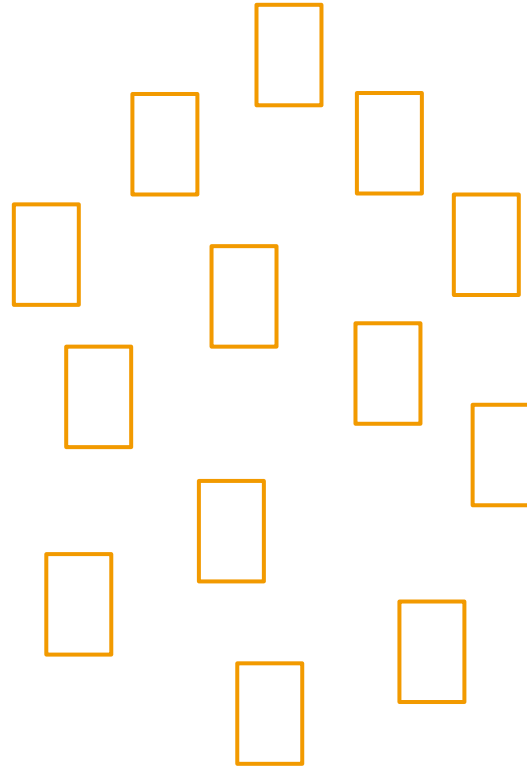


### Diminish & remove legacy

- Fade out read-access cost component
- Reading fee is an atavism in an OA business model and needs to be removed as a residual element of the past
- Inevitable target line: zero (to be reached as quickly as possible)
- Hence it is best not to start with such a cost component in an offsetting model

## Step 3: Establish differentiated APC pricing

Publication Fee



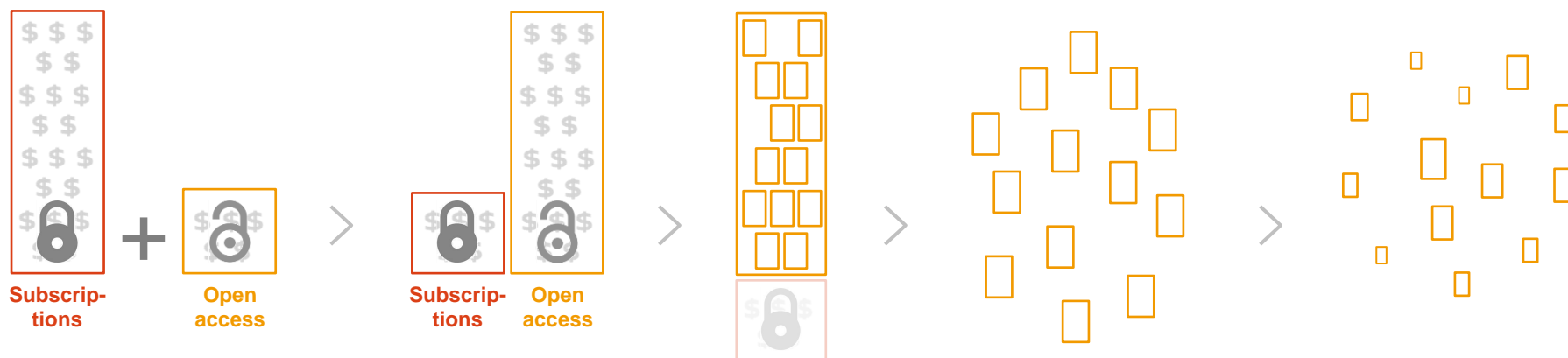
Reading Fee

### Create market conditions

- Depart from “one price fits all” publisher price policy as it has been typical for many hybrid offerings so far
- An individual APC level for each journal is needed
- An OA market system must be based on differentiated pricing (i.e. a stratification of APCs)
- The artificially set hybrid APC price points must be subjected to competition in order to arrive at an harmonized overall OA market



# The transformation road via offsetting summarized



## Phase 1

### How to get in

- Combine subscriptions with OA
- Combine entitlements and shift costs
- Establish OA processes & workflows

## Phase 2

### How to get out

- Unbundle the individual publications
- Fade out the reading fee
- Establish differentiated APC pricing

**Offsetting is a model dedicated to the transformation; it cannot be a new standard routine. Offsetting has two distinct phases; together they pave the way to an OA market situation.**

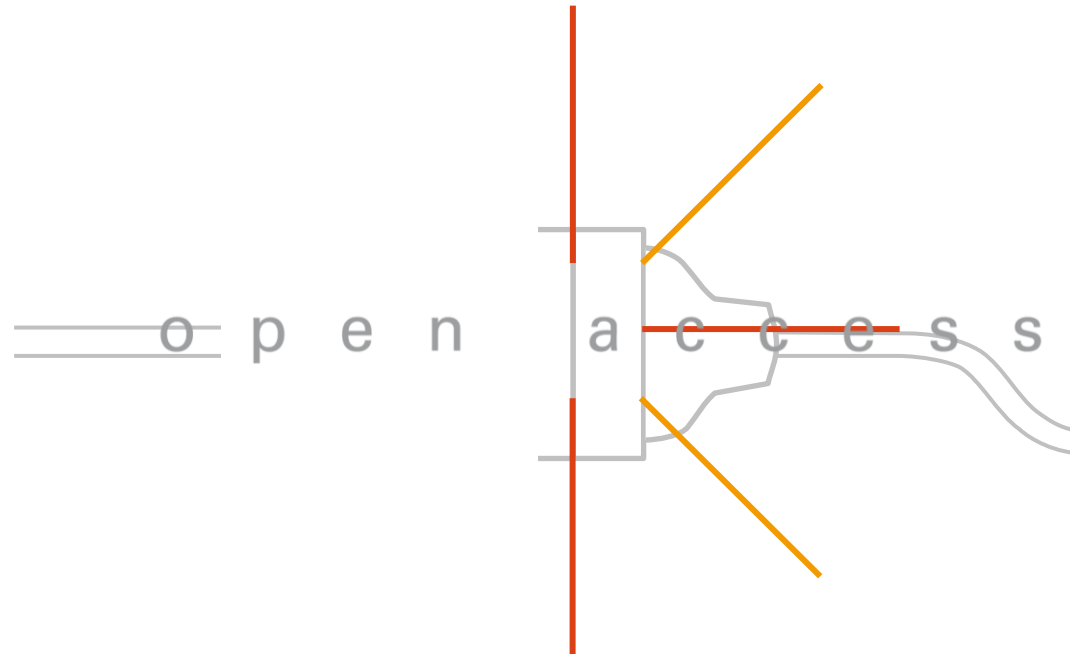


<http://esac-initiative.org/offsetting/>

- Agreement matrix
- Joint Understanding of Offsetting (March 2016)
- Customer Recommendations for Article Workflows and Services (March 2017)

# It is time to disrupt the funding mechanisms of scholarly communication

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We need to discontinue the subscription system and to **find new ways to finance the publishing services** that are wanted and needed in the 21<sup>st</sup> century