Making Sense of eBooks: Navigating Models of Access and Ownership

INFORUM Workshop
Prague
May 25, 2015

Michael Levine-Clark
University of Denver
michael.levine-clark@du.edu

Agenda

1. Business Models
2. Determining Value
3. Usage Data
4. Consortial Considerations
5. The Role of Print

eBooks

- Allow us to make *more* titles available
- Allow us to serve students remotely
- Don't take up space
- Are searchable

But they're confusing

- Most monographs don't come out as an ebook
- eBooks often released well after print
- eBooks often limited to some aggregators
- eBooks require licensing
- eBooks may have usage restrictions

eBooks at the University of Denver

2005-present
Ebrary Academic Complete
subscription, additional subs

2010-present
DDA – EBL, ebrary,
EBSCO, JSTOR

2013-present
Evidence-Based
Selection

1999-2005
Colorado Alliance
NetLibrary DDA

2006-present
Various publisher packages
Duke, Springer, OUP
E-preferred approval plan

2012-present
Alliance DDA

eBooks at the University of Denver

2005-present
Ebrary Academic Complete
subscription, additional subs

2010-present
DDA – EBL, ebrary,
EBSCO, JSTOR

2013-present
Evidence-Based
Selection

1999-2005
Colorado Alliance
NetLibrary DDA

2006-present
Various publisher packages
Duke, Springer, OUP
E-preferred approval plan

2012-present
Alliance DDA

2007
First Kindle Introduced
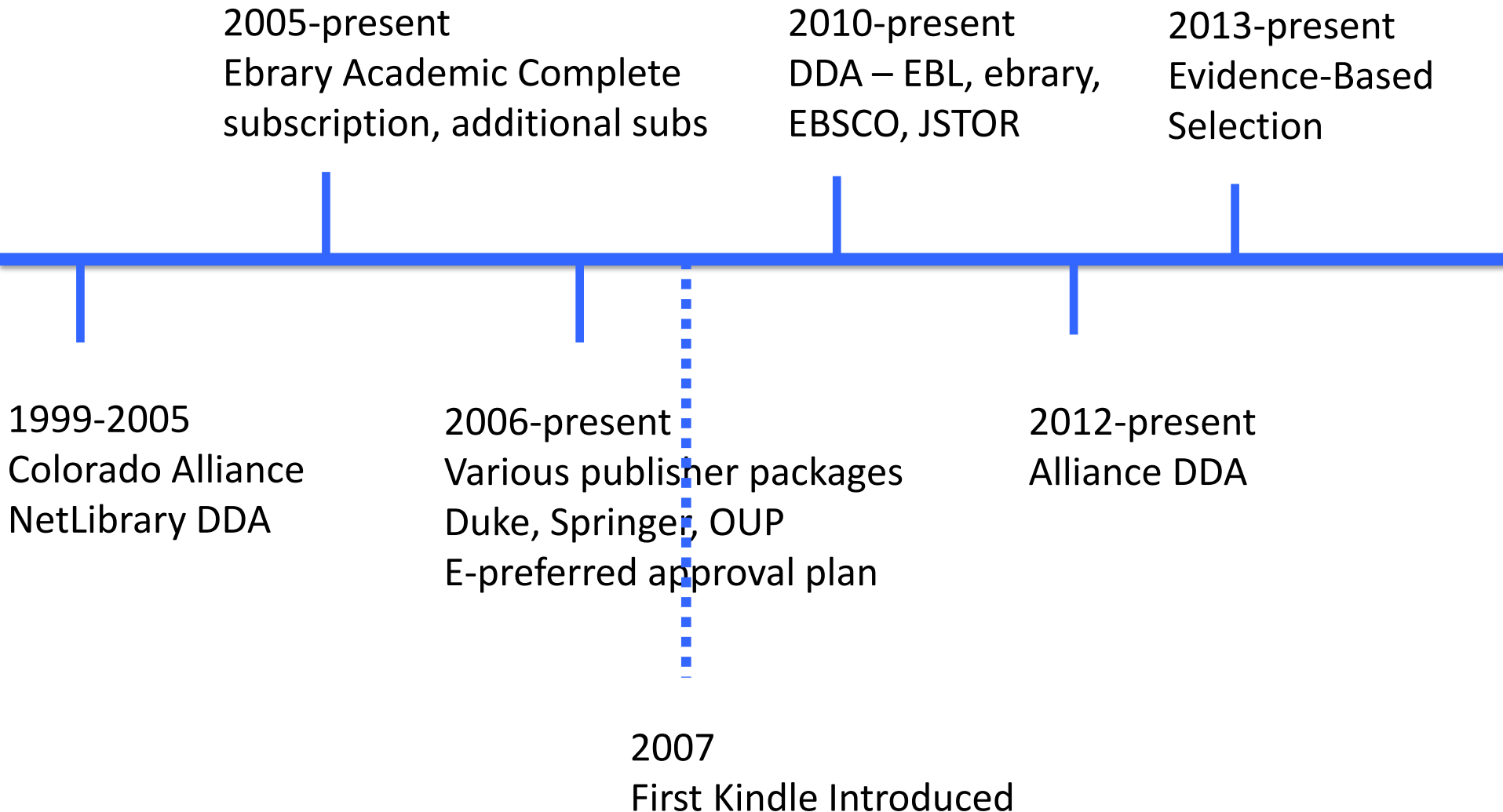
Print vs Electronic

- Still some grumbling, but most users prefer one format for some things and the other for other things
- We will duplicate formats on request

  (and would love to use DDA to do this on a large scale)

- But we prefer electronic when we have to make a collecting choice

BUSINESS MODELS

Selection Models: Title-by-Title

- Greater flexibility to match collecting needs – only buy what you need
- More expensive per title (full price)
- Potentially cheaper overall
- Time consuming

Selection Models: Packages

- May end up with material that isn't relevant to local needs

- Can be cheaper overall than buying title-by-title

- Frees up selector time

- Can be a good solution for particular subjects, types of materials

Access Models: Subscription

- Possible to get a large collection at a relatively low annual cost
  - Cheaper per title
  - ebrary Academic Complete
- Often a mix of backlist and frontlist content
- No guarantees of long-term availability
- Useful for material that may become obsolete quickly
  - Technology
  - Medicine
  - Business
- Useful to introduce critical mass

ebrary Academic Complete

- Subscription package
- About 125,000 titles
- Mix of frontlist, backlist

Access Models: Perpetual Access

- Higher cost than subscription
- Content added permanently to the collection
  - Guaranteed availability
- Can behave like a subscription in terms of budget commitment

Usage Models

- Single user
  - Often cheapest
  - Ideal for most books, in most libraries
- Multiple users
  - Defined number
  - Unlimited
  - Often more expensive
  - Often unnecessary
  - Useful for heavily used material
    - Course Reserves

Usage Models: Examples

- ebrary
  - Single User Purchase Option (SUPO)
  - Multiple User Purchase Option (MUPO)
  - Numerous Single User Purchase Option (NUPO)
    - Many copies of a SUPO title
  - Extended Access
    - Automatic upgrade from SUPO to MUPO triggered by use

Usage Models: Examples

- Ebook Library (EBL)
  - Non-Linear Lending Model
    - Unlimited concurrent users
    - 325 "uses" a year
      - (lower for some titles)
      - Doesn't include uses under ten minutes
  - Unlimited Access Model
    - Why?

E·B·L Ebook Library
Technology in the service of knowledge

Demand-Driven Acquisition

- User-driven access
- Allows libraries to offer more ebooks
- Allows libraries to acquire only what they need
- Allows libraries to offer bigger collections

Demand-Driven Acquisition

- The EBL model
  - Has been adopted by other vendors
  - Free browse (five minutes or less for EBL, ten or less for ebrary)
  - Short-term loan (STL)
    - Customizable
  - Auto purchase

Demand-Driven Acquisition: Key Components

- Free discovery
  - Brief time in the book
  - Free access to front/back matter
  - Allows payment only for *intentional* use
- Short term loan
  - Allows payment for *amount* of use
- Purchase
  - For titles with *significant* use

EBL at U of Denver,
May 1, 2010-June 30, 2014

	Actual	List**
1,337 titles purchased	$116,479	$116,479
10,661 titles with at least one STL*	$161,872	$928,680
17,883 titles with at least one browse	$0	$1,553,433
Savings	**$2,320,237**	

*Total number of STLs was 16,651 across 10,661 titles (including those ultimately purchased)

**Calculations of list price are based on the list price ($87.11) of the 1,337 books actually purchased.

Evidence-Based Selection (EBS)

- DDA for vendors without the technical infrastructure to support unmediated DDA

- Commit money up front, select purchases at year end

- Unmediated access

- Mediated purchase

EBS Risks/Rewards

Libraries

- Rewards
  - Provide large pool of content to users
  - Purchase based on use
- Risks
  - Must pledge money up front, with no guarantee of usage

Publishers

- Rewards
  - Guaranteed income stream
- Risks
  - Could have usage much higher than pledged amount

Risk Scenario: Library Perspective

- Commit $50,000
- Usage of $40,000 worth of titles
- Significant usage of $20,000 worth of titles
- Must choose $10,000 worth of unused titles and $20,000 worth of low-use titles

Risk Scenario: Publisher Perspective

- Library Commits $50,000
- Usage of $100,000 worth of titles
- Library selects $50,000 worth of titles
- How to account for royalties, etc. for other $50,000 worth of titles?

Managing Risk

- Establish mutually agreeable commitment
  - Historical spending
  - Past usage
  - Overall content
- Determine over/under payment points and rules for hitting those
- Track usage to determine next year's price

The Model

Guaranteed Purchase

Library Risk

Publisher Risk

% under   % over

Low Use

High Use

Minimum price   **Base Price**   **Maximum price**
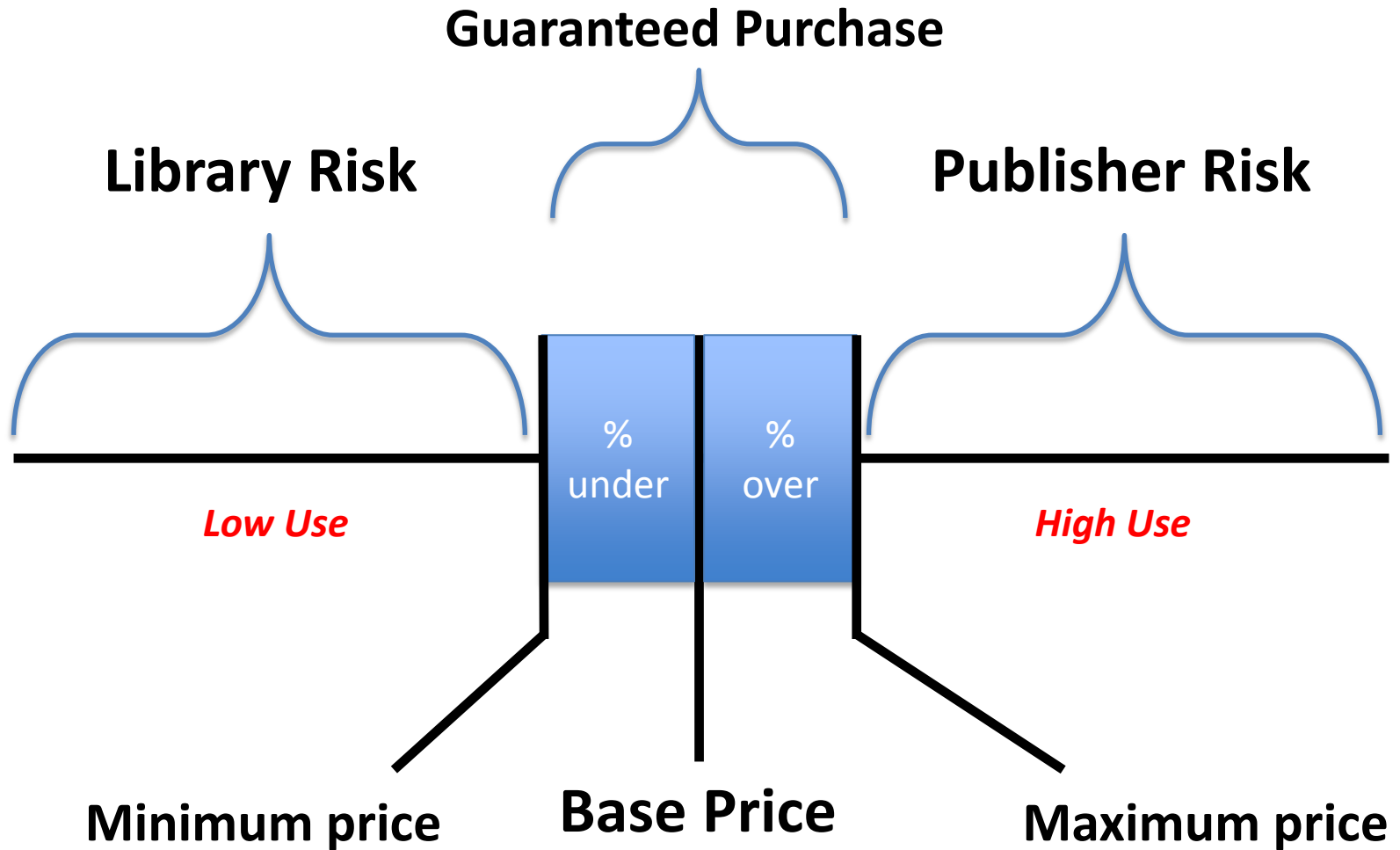
Selecting Titles

- Share usage data
- Library selects titles
  - Based on any criterion library applies
    - Generally usage
- Can opt for
  - title-by-title selection from within pool
  - subject package(s) (with discount applied)
  - A combination of the two

Years Two, Three…

- Should consider usage of content in previous years in purchase decisions
- Should use past usage to renegotiate base price

DETERMINING VALUE

Elements of Value

- Long-Term Stability
- Ease of Access (~~DRM~~)
- Staff Time
- Choice/Flexibility
- Cost
- Usage

Access Models: Balancing Rights, Cost, Long-Term Access

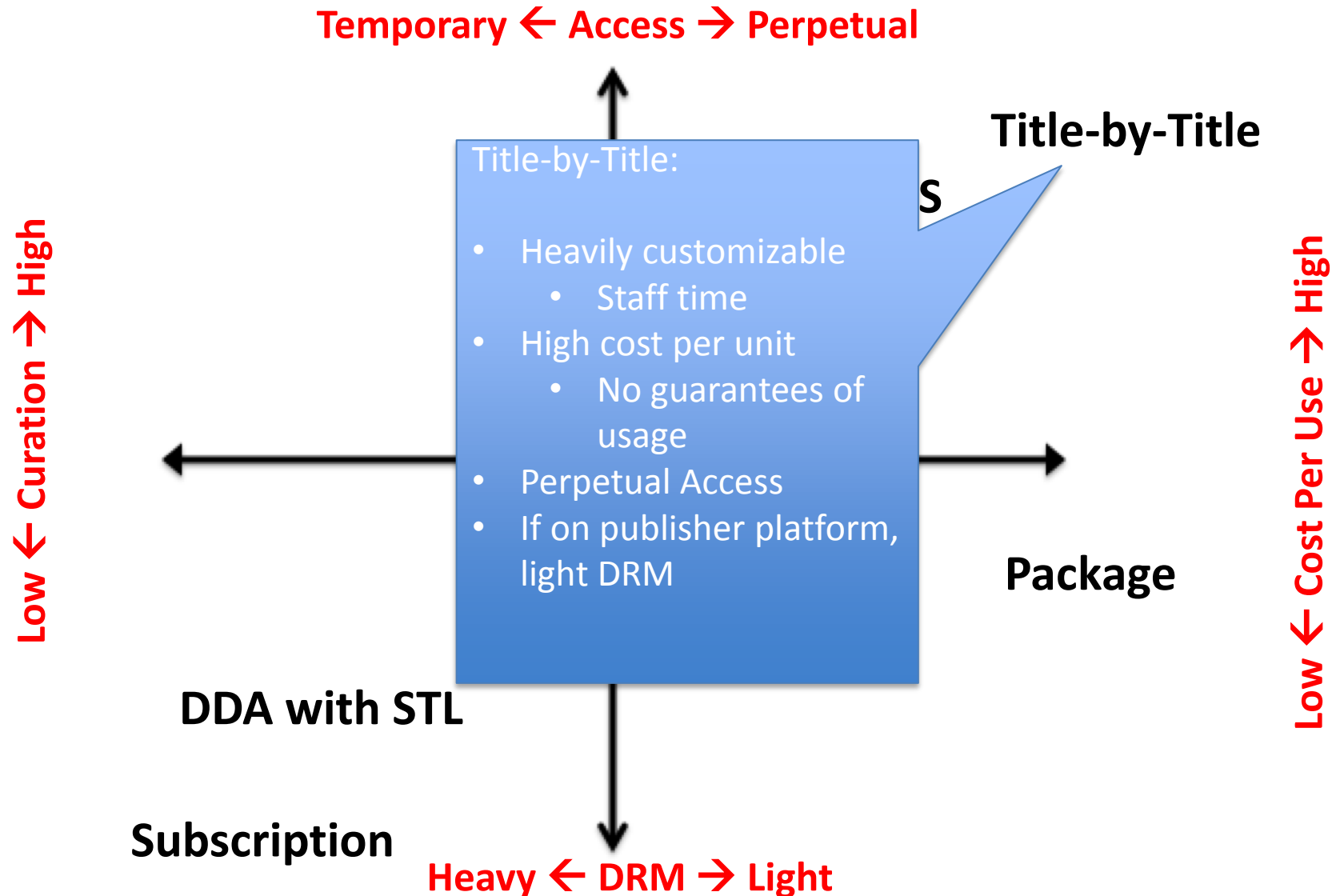**Temporary ← Access → Perpetual**
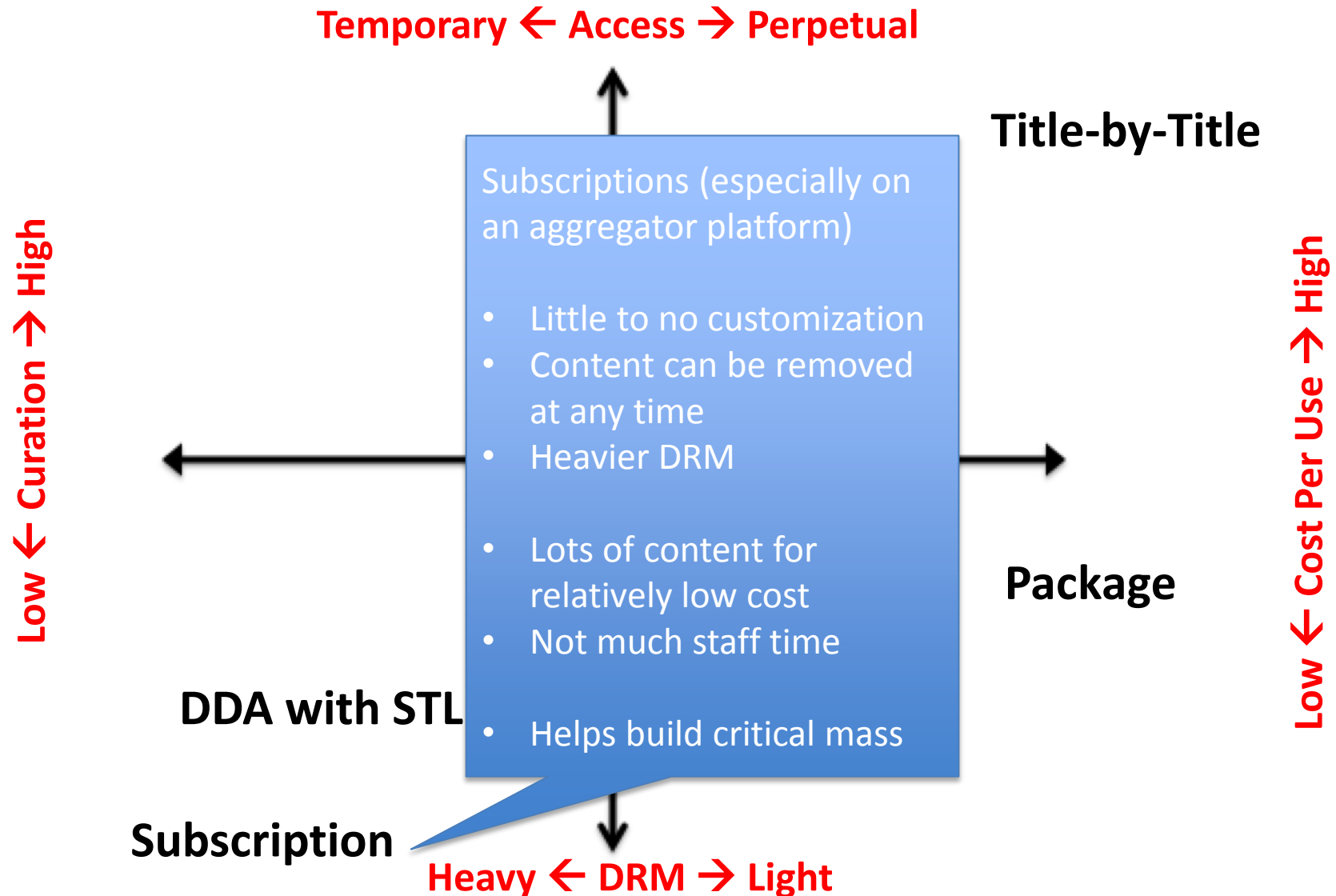
Low ← Curation → High

Low ← Cost Per Use → High

Publisher

Aggregator

Heavy ← DRM → Light

Access Models: Balancing Rights, Cost, Long-Term Access

Temporary ← Access → Perpetual

Title-by-Title

Low ← Curation → High

Low ← Cost Per Use → High

Title-by-Title:

- Heavily customizable
  - Staff time
- High cost per unit
  - No guarantees of usage
- Perpetual Access
- If on publisher platform, light DRM

Package

DDA with STL

Subscription

Heavy ← DRM → Light

Access Models: Balancing Rights, Cost, Long-Term Access

Temporary ← Access → Perpetual

Title-by-Title

Low ← Curation → High

Low ← Cost Per Use → High

Subscriptions (especially on an aggregator platform)

- Little to no customization
- Content can be removed at any time
- Heavier DRM

- Lots of content for relatively low cost
- Not much staff time

- Helps build critical mass

Package

DDA with STL

Subscription

Heavy ← DRM → Light

Access Models: Balancing Rights, Cost, Long-Term Access

Temporary ← Access → Perpetual

Low ← Curation → High

Low ← Cost Per Use → High

Title-by-Title

EBS

DDA without STL

Package

DDA with STL

Subscription

Heavy ← DRM → Light

~$510,000

Perpetual Access
- Duke
- ebrary
- EBSCO
- OUP
- Springer

49%

Subscription Packages
- ACLS HEBS
- Books 24x7
- ebrary
- EBSCO
- Knovel
- Safari

19%

EBS **7%**
- CRC
- Palgrave

DDA
- EBL
- ebrary
- JSTOR

25%

~575,000 titles

Perpetual Access
- Duke
- ebrary
- EBSCO
- OUP
- Springer

13%

Subscription Packages
- ACLS HEBS
- Books 24x7
- ebrary
- EBSCO
- Knovel
- Safari

46%

EBS **5%**
- CRC
- Palgrave
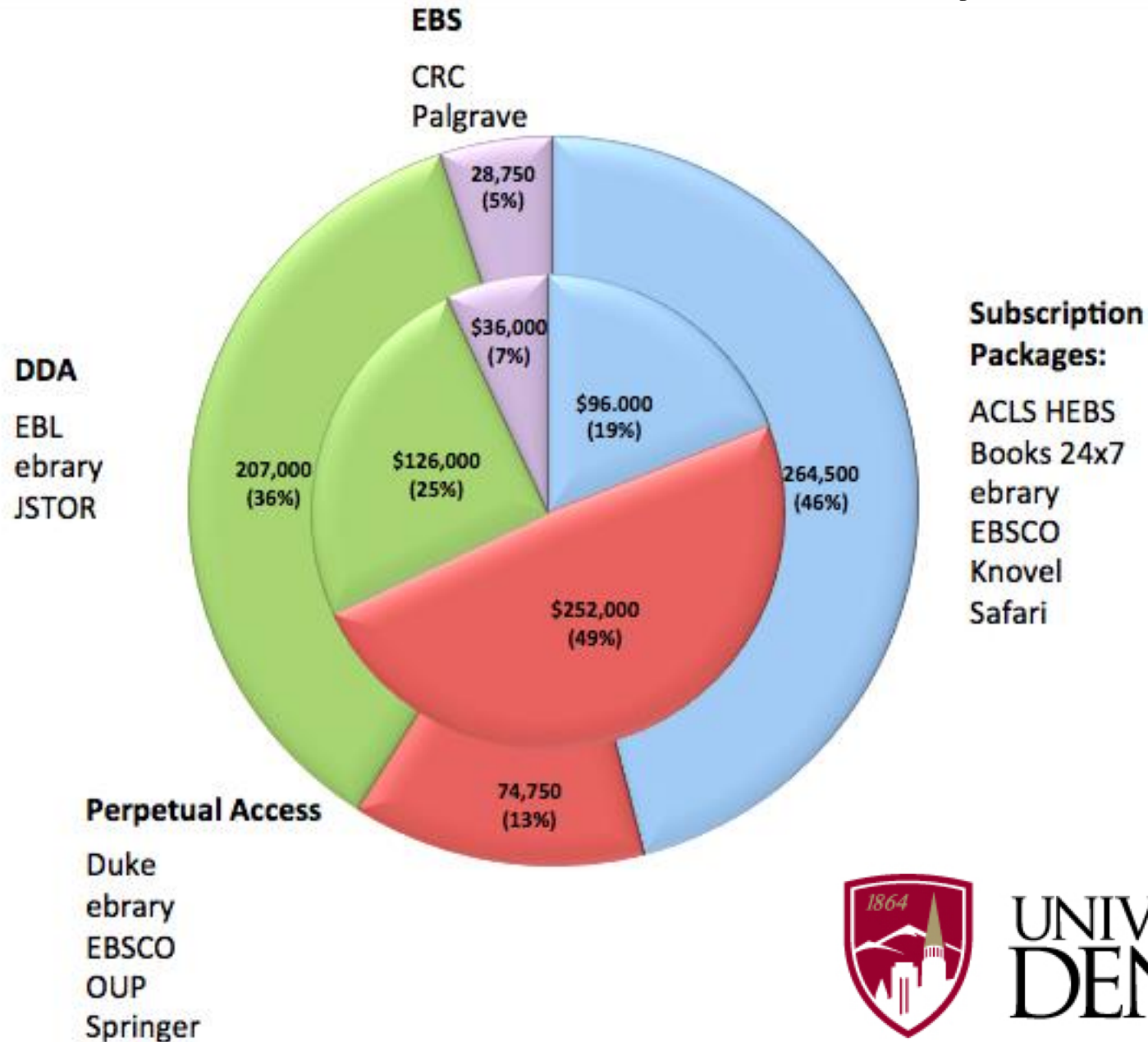
DDA **36%**
- EBL
- ebrary
- JSTOR

Cost vs. Availability

Cost vs. Availability
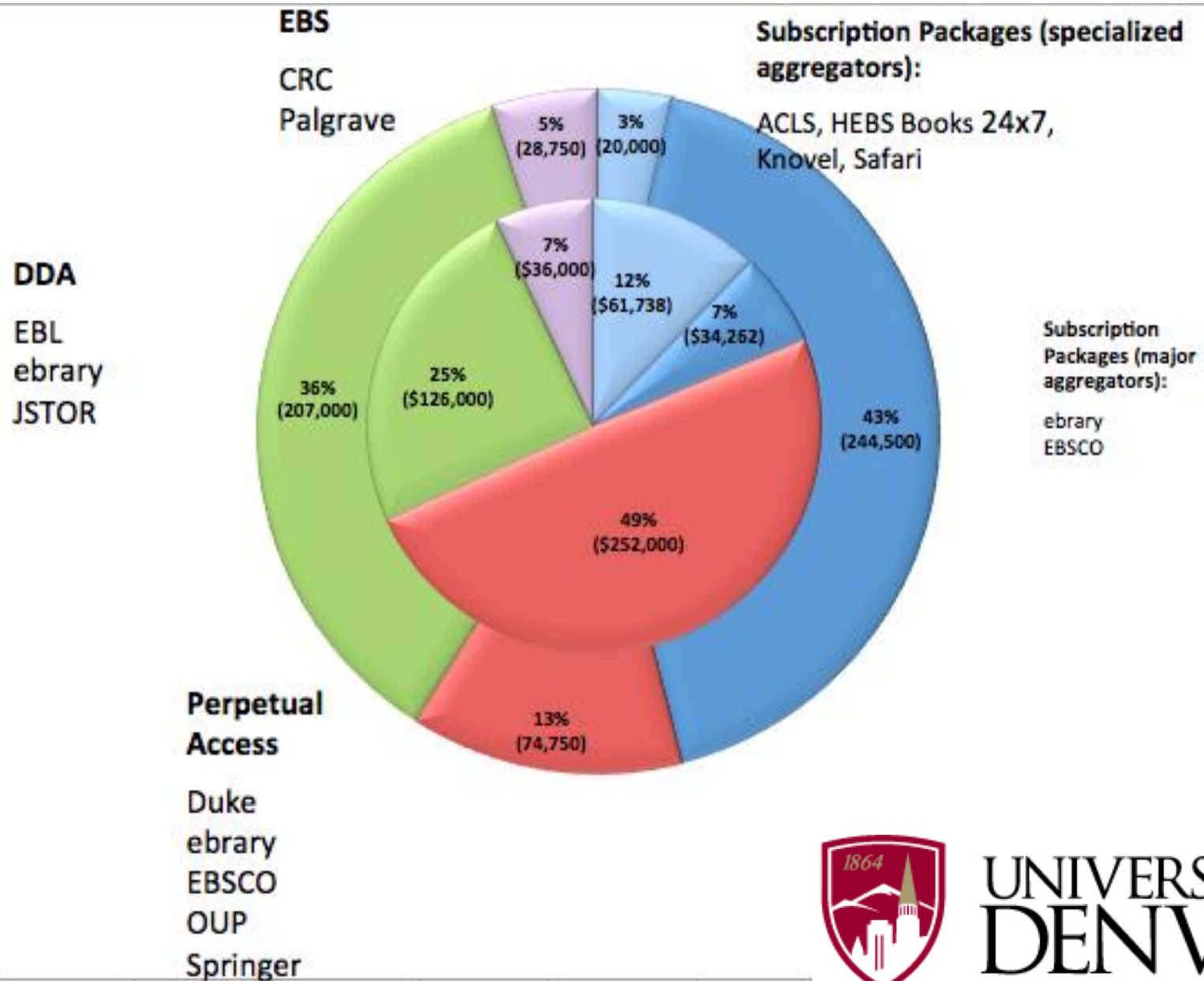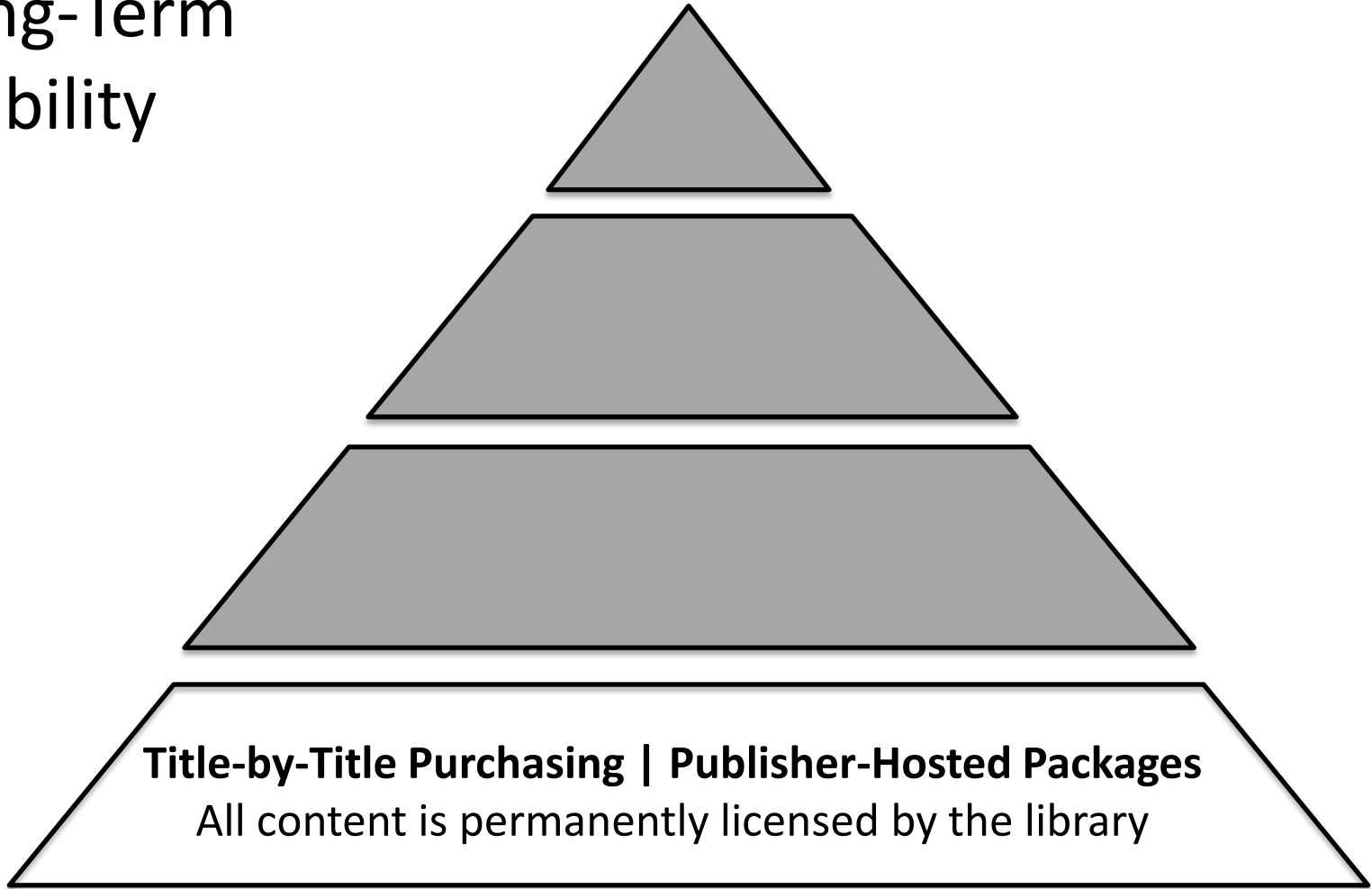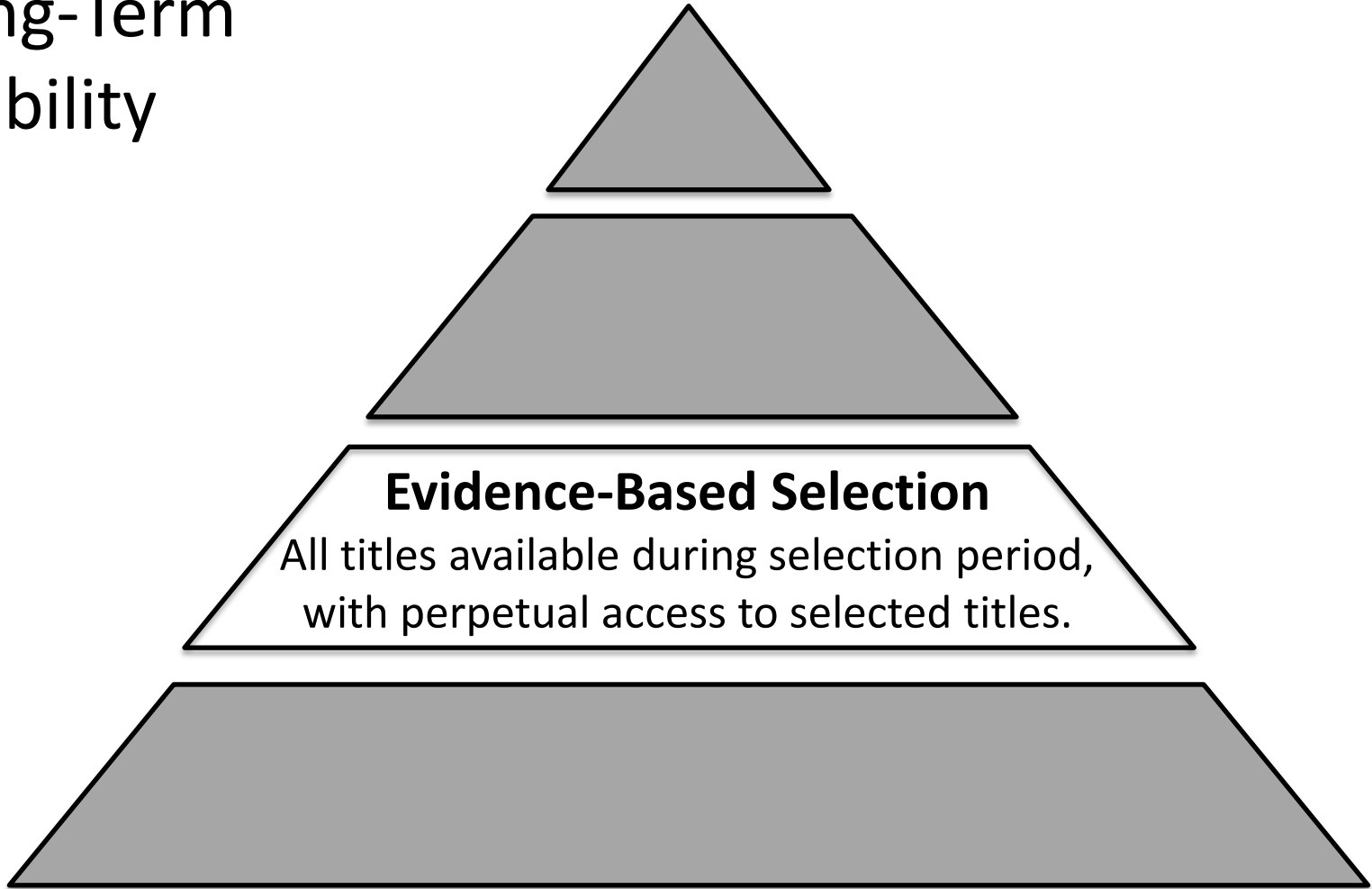
Assessing Value: Long-Term Stability

Temporary
Access

Perpetual
Access

⟵——————————————⟶

Long-Term Stability

Title-by-Title Purchasing | Publisher-Hosted Packages
All content is permanently licensed by the library

Long-Term Stability

Evidence-Based Selection
All titles available during selection period,
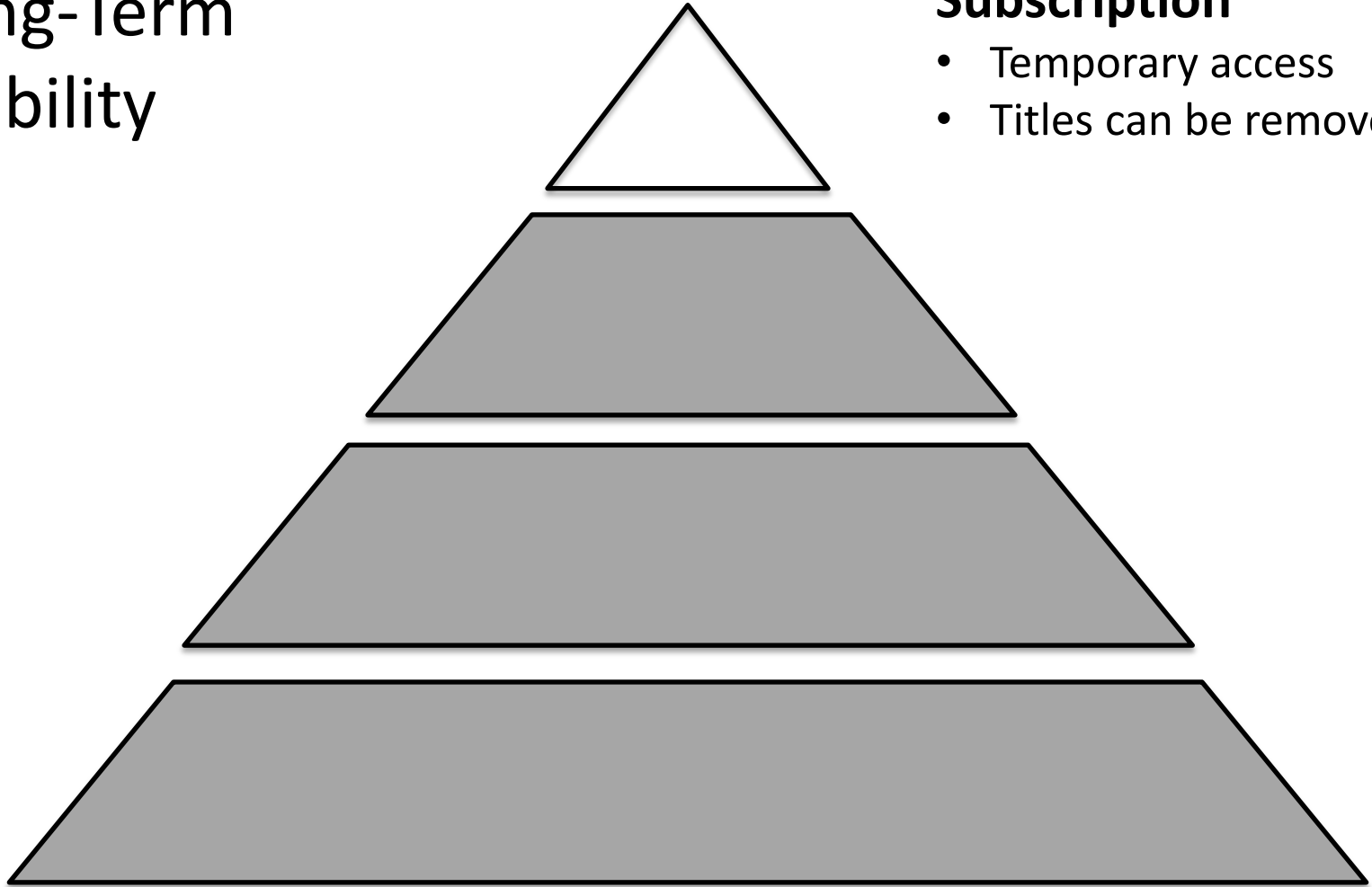with perpetual access to selected titles.

Long-Term Stability

DDA
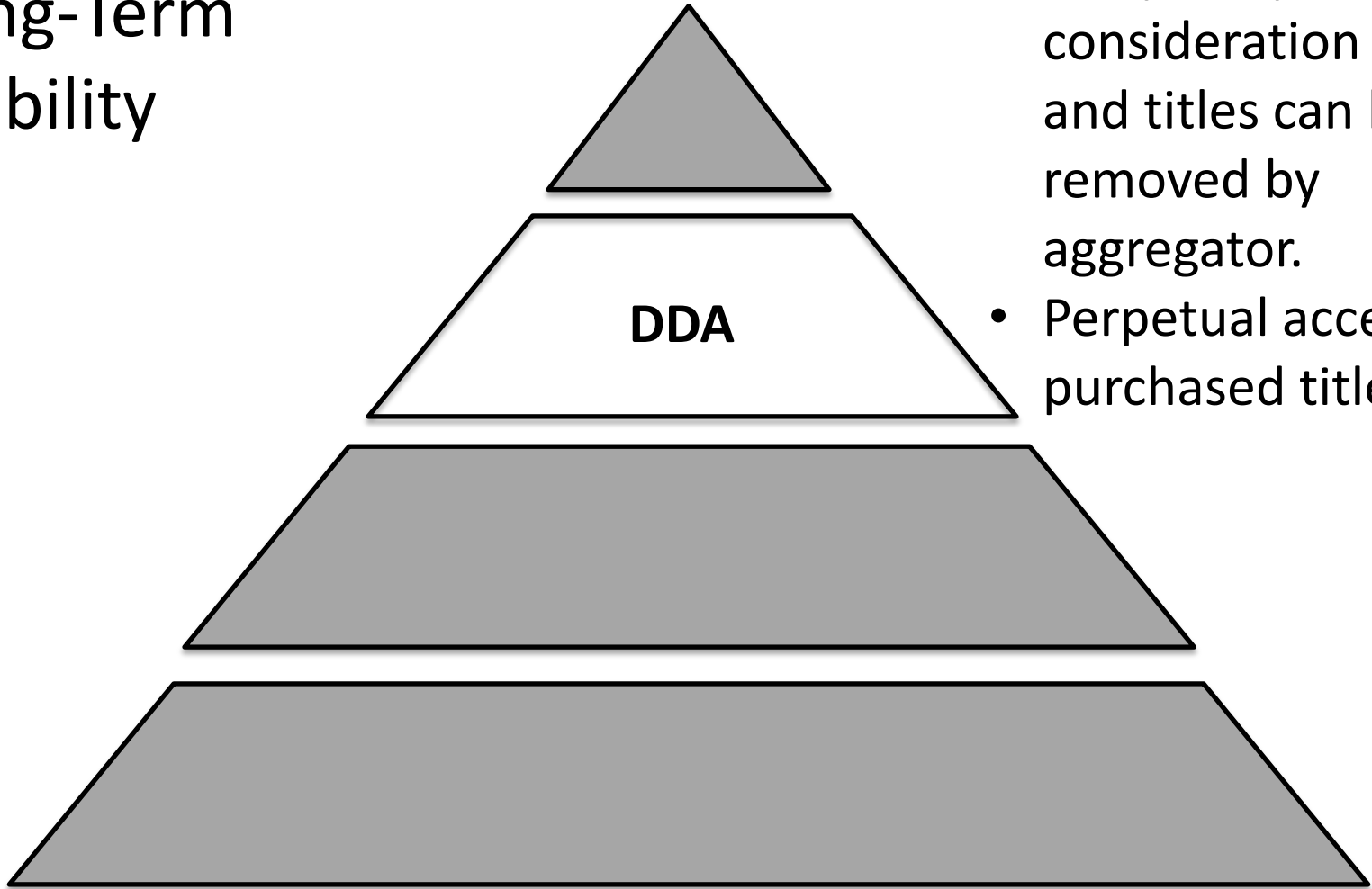
- Temporary access to consideration pool, and titles can be removed by aggregator.

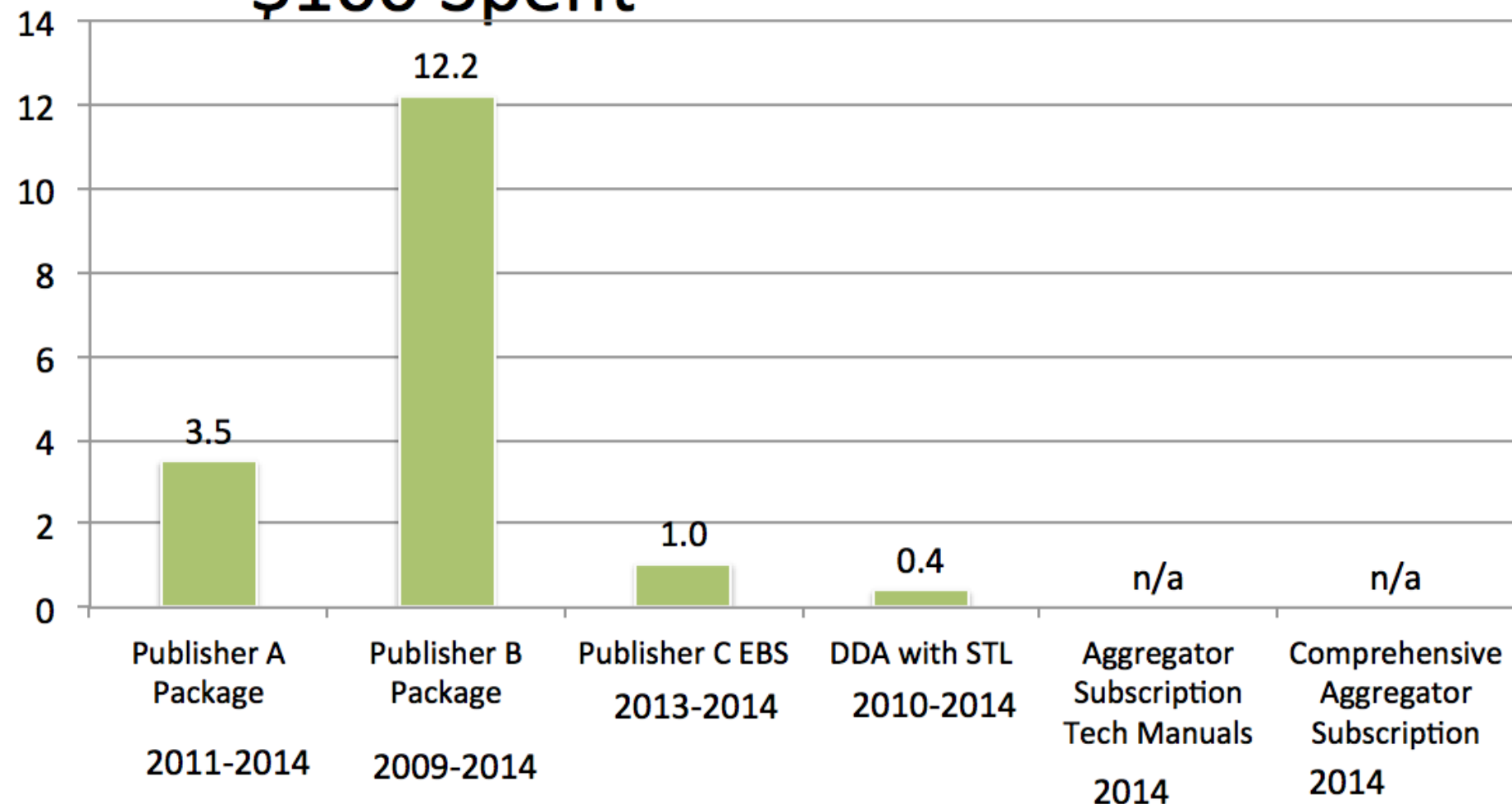- Perpetual access to purchased titles

Long-Term Stability

Subscription
- Temporary access
- Titles can be removed
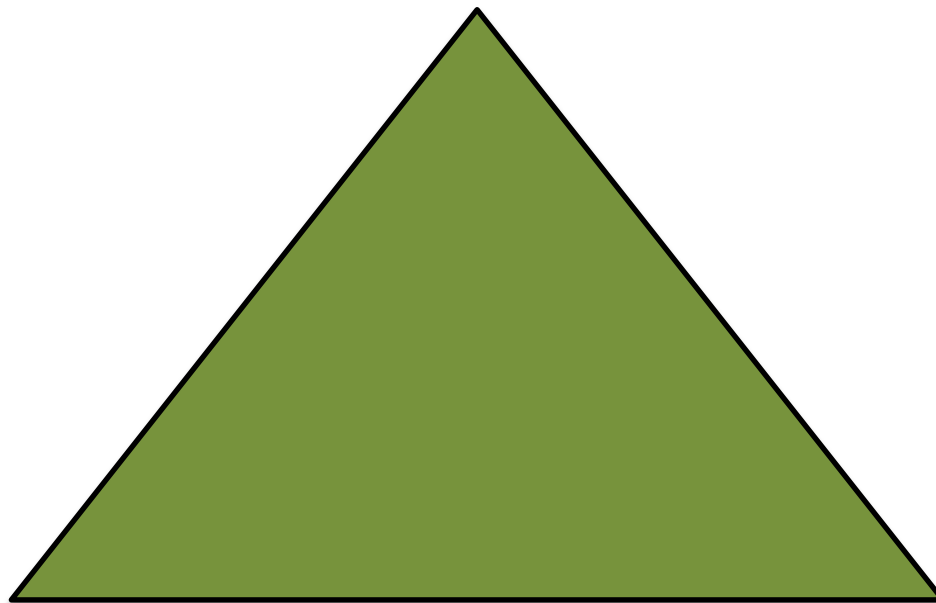
Ease of Access

- Digital Rights Management (DRM)
  - Restrictions on access (single vs multiple vs unlimited users)
  - Restrictions on actions
    - Printing
    - Downloading
    - Copying

DRM

Publisher-Hosted Content

Typically little or no DRM

Packages, Title-by-Title,
EDS

DRM

Aggregator
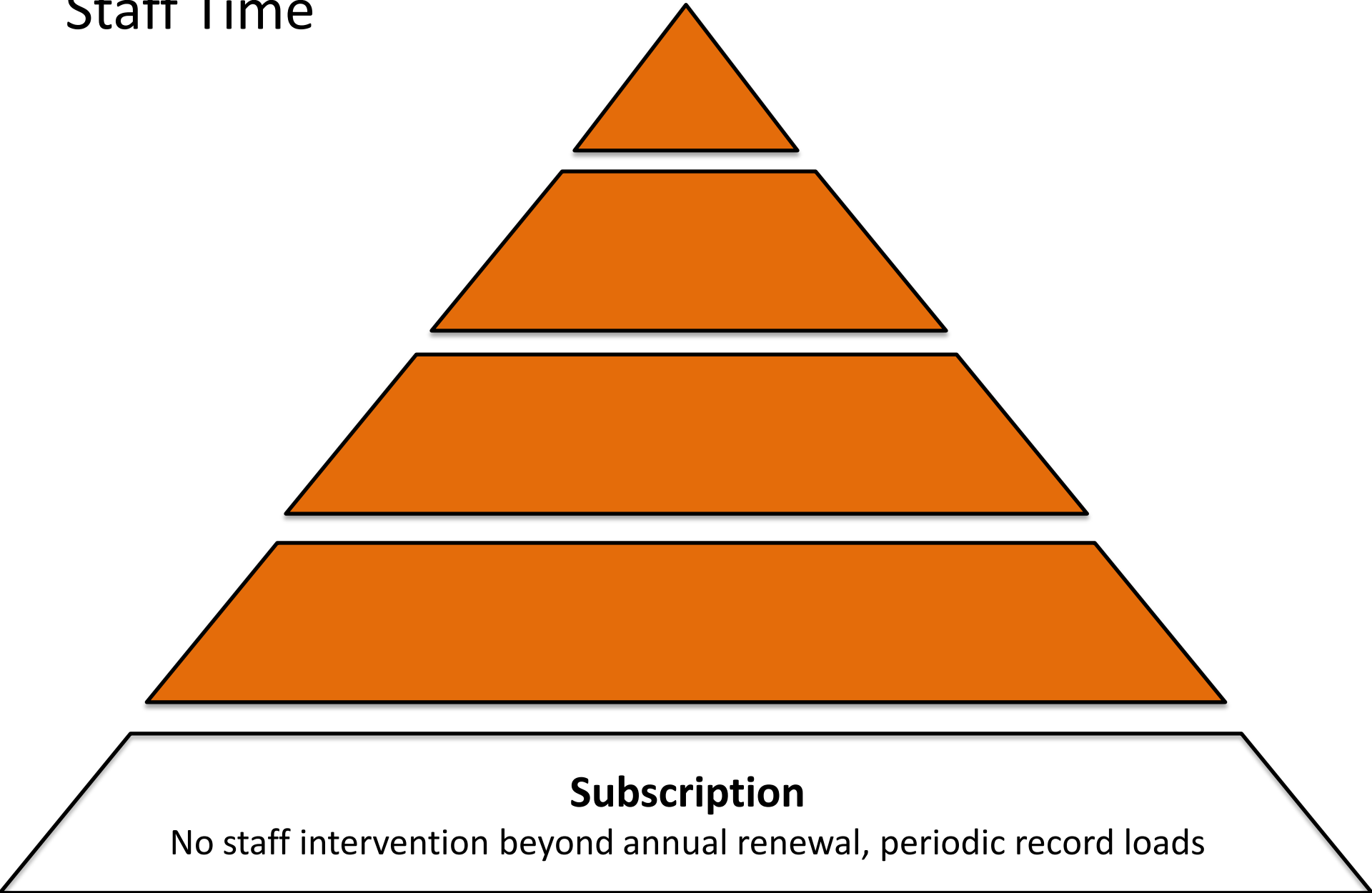Typically more DRM

User limits, limits on functionality

Staff Time

- How much time does it take staff to manage selection, deselection, profiling?

Staff Time

Subscription
No staff intervention beyond annual renewal, periodic record loads

Staff Time

Publisher-Hosted Packages
One transaction to get multiple titles;
depending on publisher, may need to select multiple packages

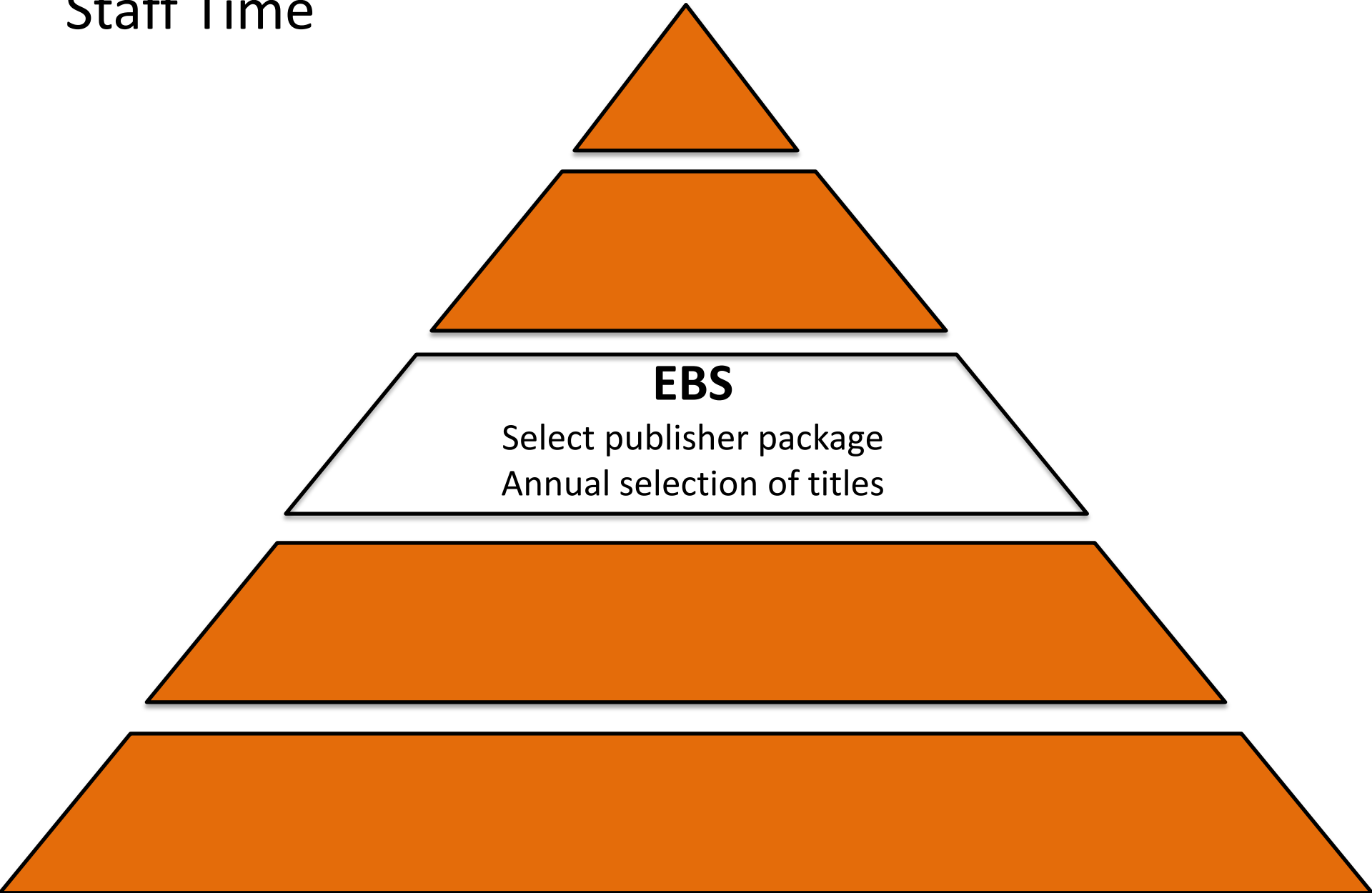Staff Time

EBS

Select publisher package
Annual selection of titles
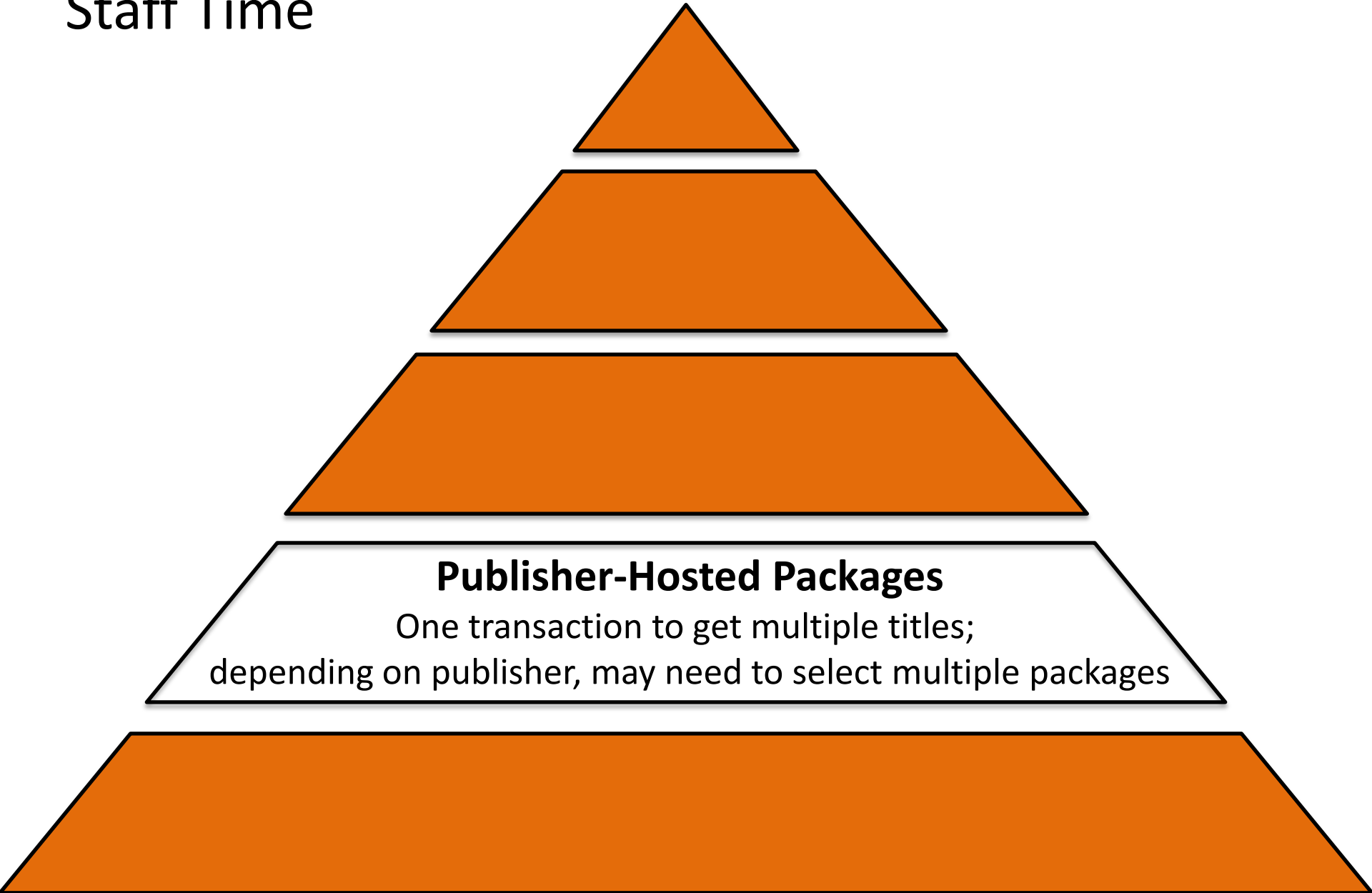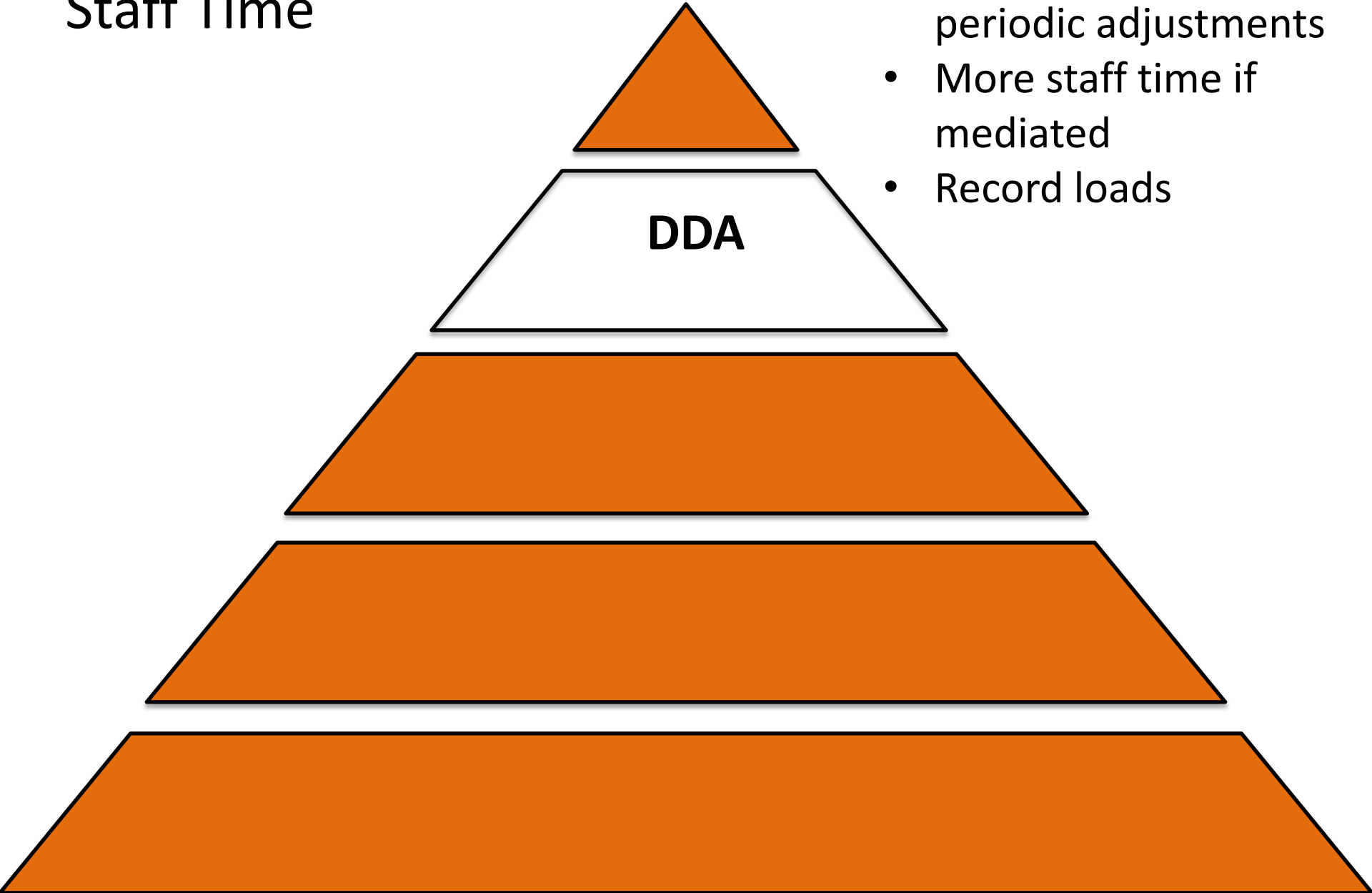
Staff Time

- Initial profiling, periodic adjustments
- More staff time if mediated
- Record loads

DDA

Staff Time

Title-by-Title Selection

- Regular selection of titles
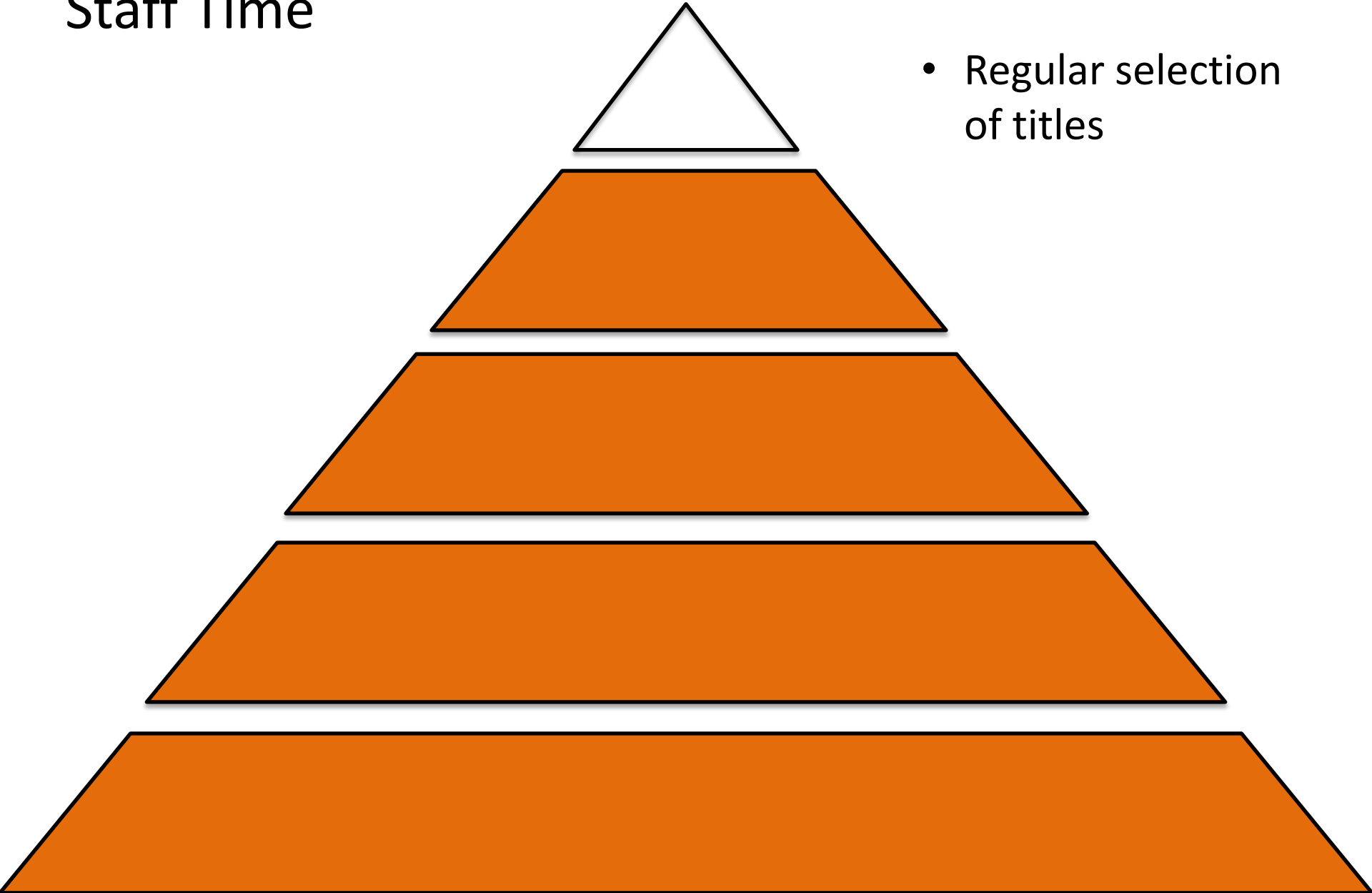
Choice/Flexibility

- To what extent do librarians get to select titles for purchase or insertion into consideration pool?

Choice/Flexibility
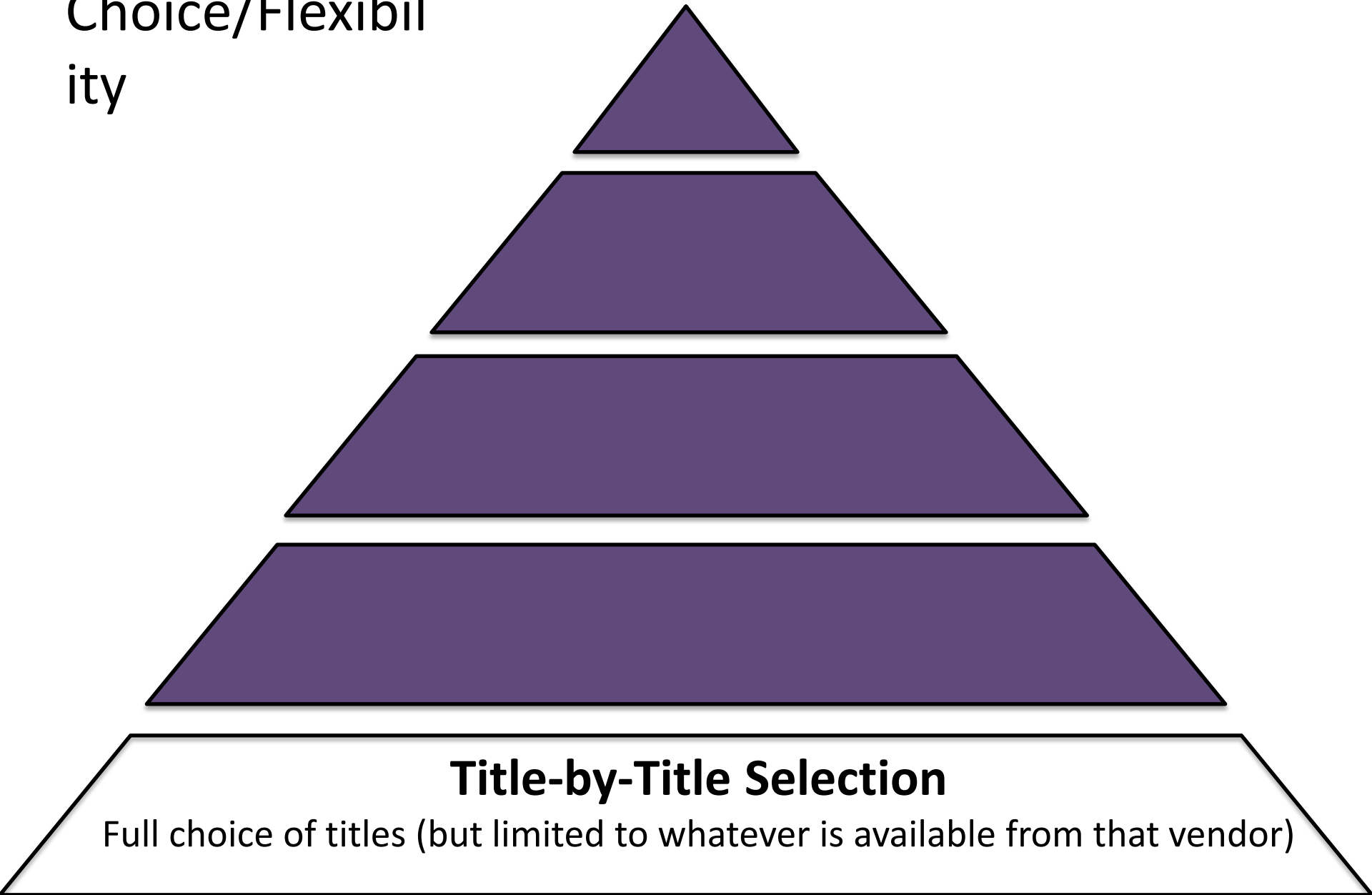
Title-by-Title Selection
Full choice of titles (but limited to whatever is available from that vendor)

Choice/Flexibility

DDA
Creation of profile, ability to manually add/remove titles
Limited by title availability from vendor/DDA eligibility
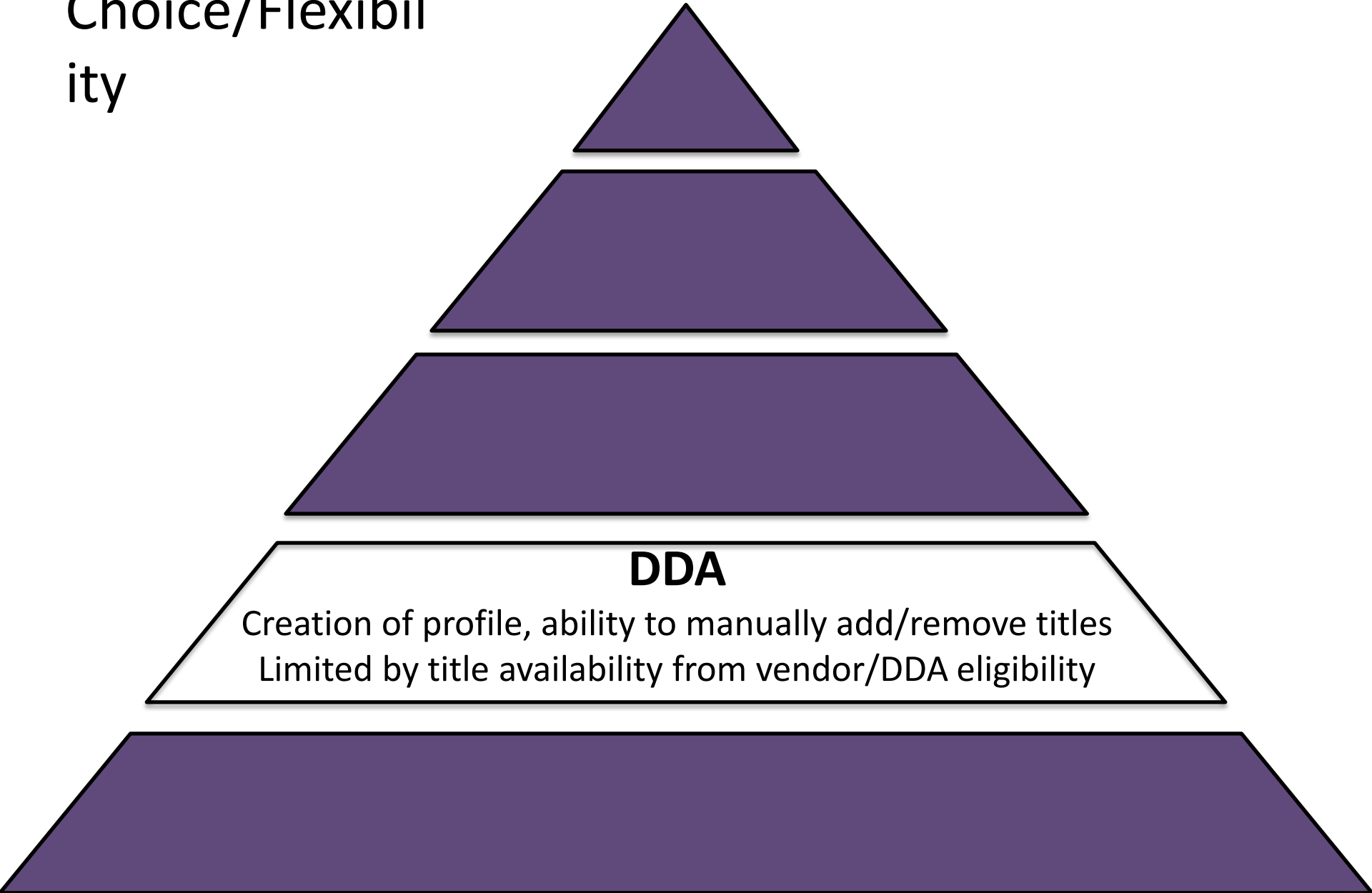
Choice/Flexibility
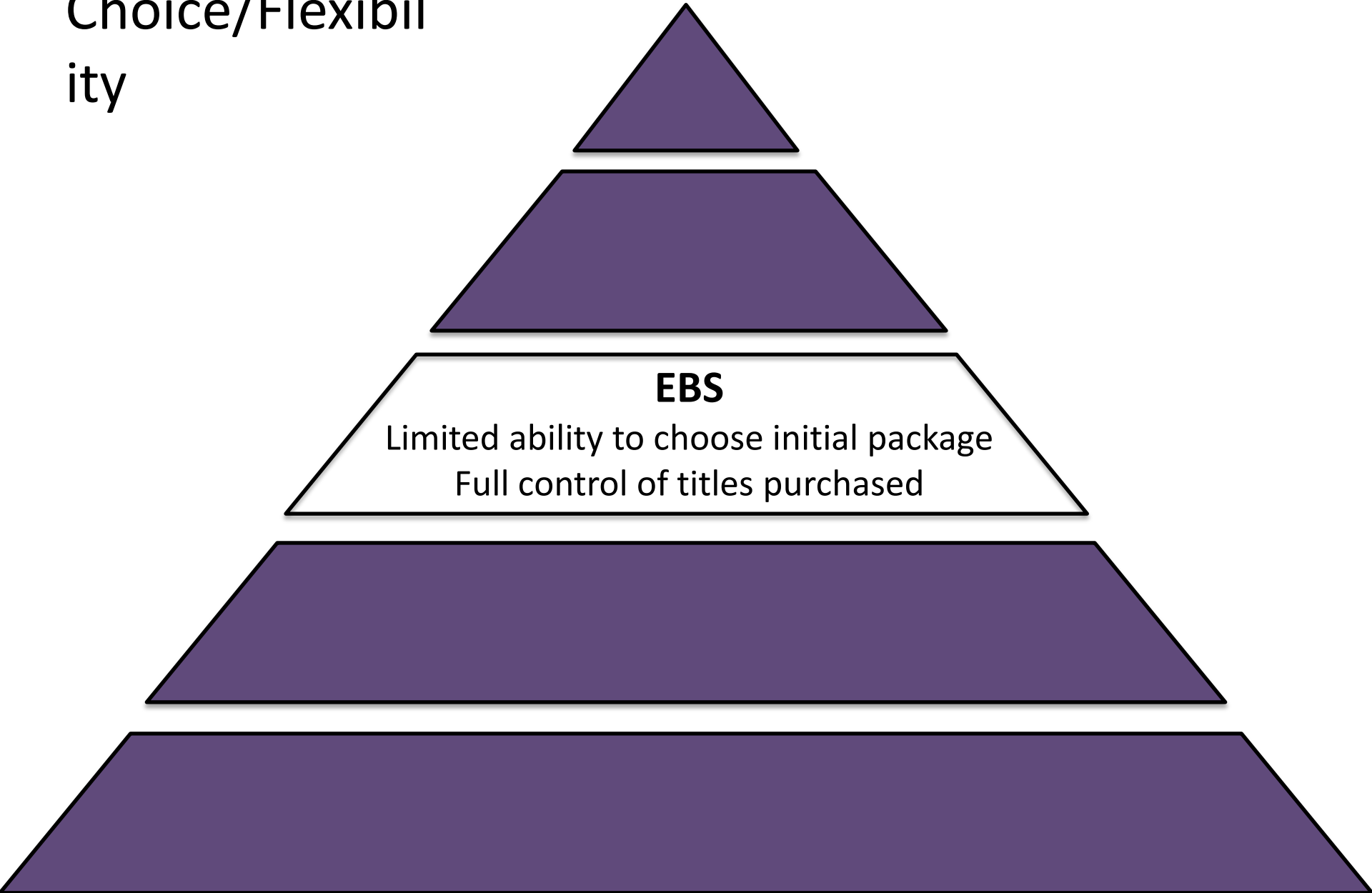
EBS
Limited ability to choose initial package
Full control of titles purchased

Choice/Flexibility

Publisher-Hosted Packages
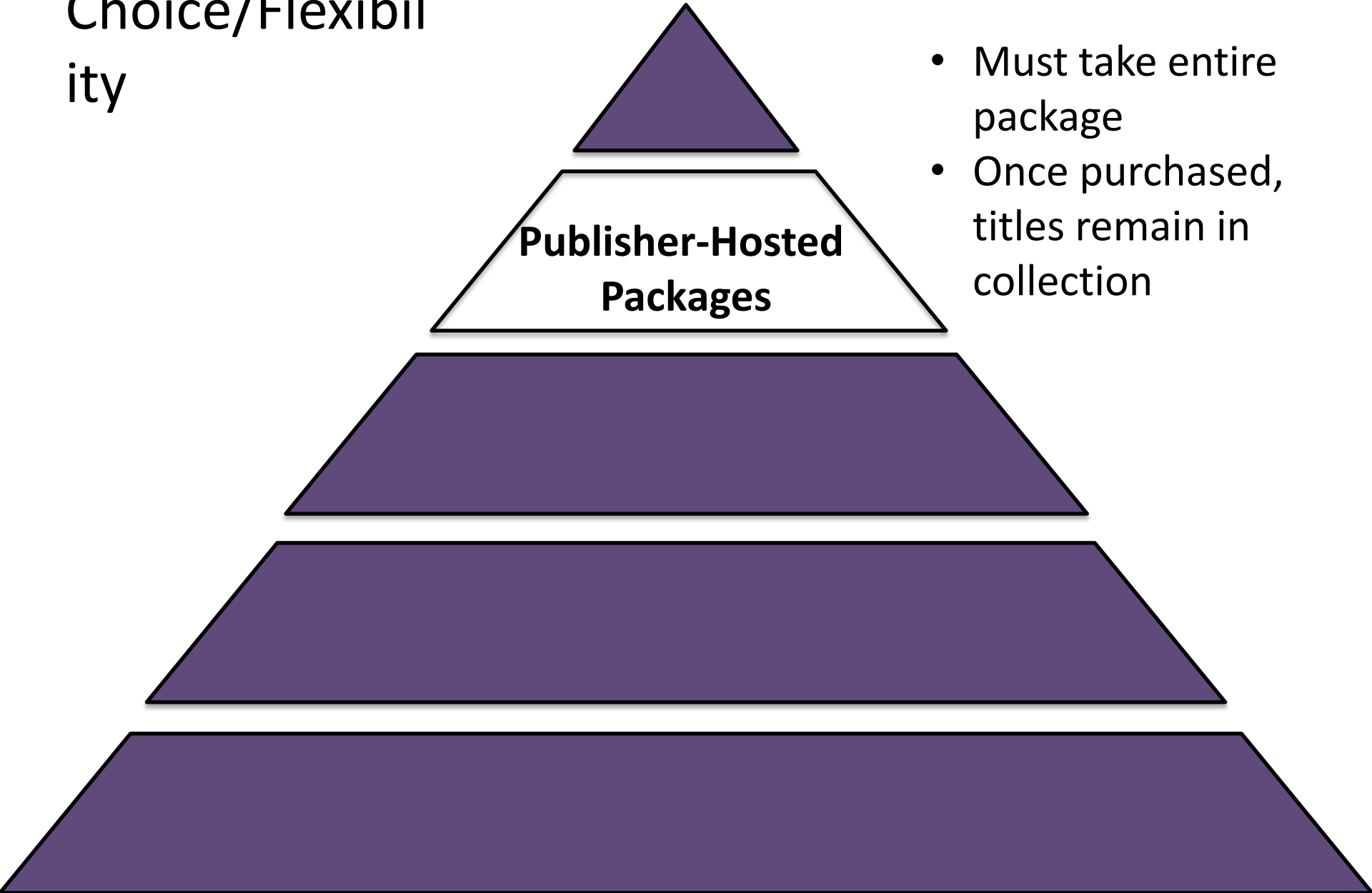
- Must take entire package
- Once purchased, titles remain in collection

Choice/Flexibility
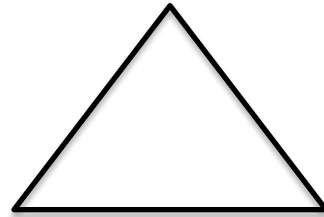
Subscription Package
- No choice – package is preselected
- Titles come and go

COST & USE

Cost

- Cost alone doesn't tell much
- Cost per title *available* is more meaningful

Cost per Title
Available

Subscription
Cheapest cost per title available. Tradeoff is no long-term access
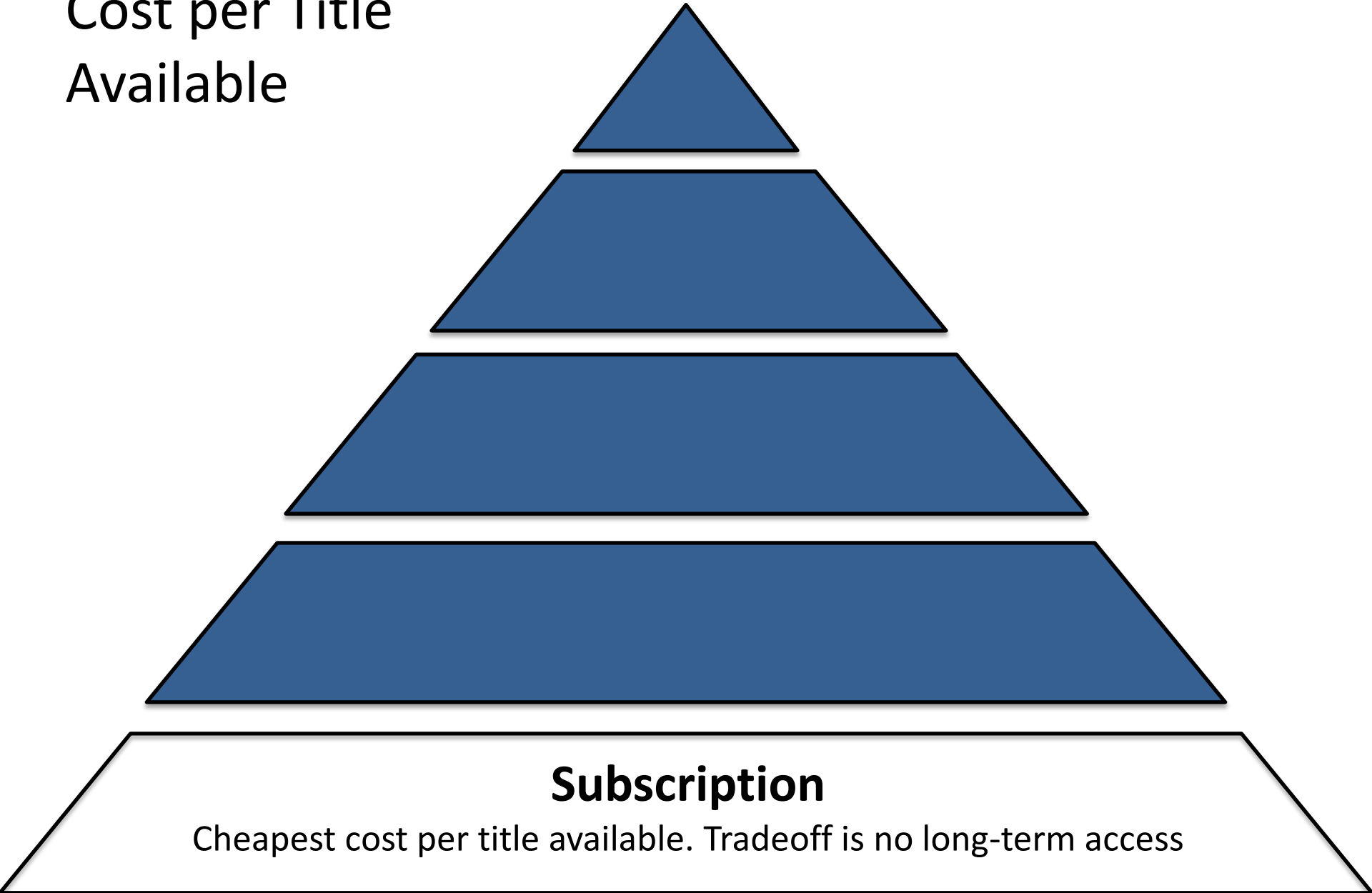
Cost per Title Available

DDA
Only titles with use paid for, but large pool of titles available.
Browse, STL programs cheaper than auto purchase.

Cost per Title
Available

EBS
Upfront cost, select titles based on use,
but large pool available
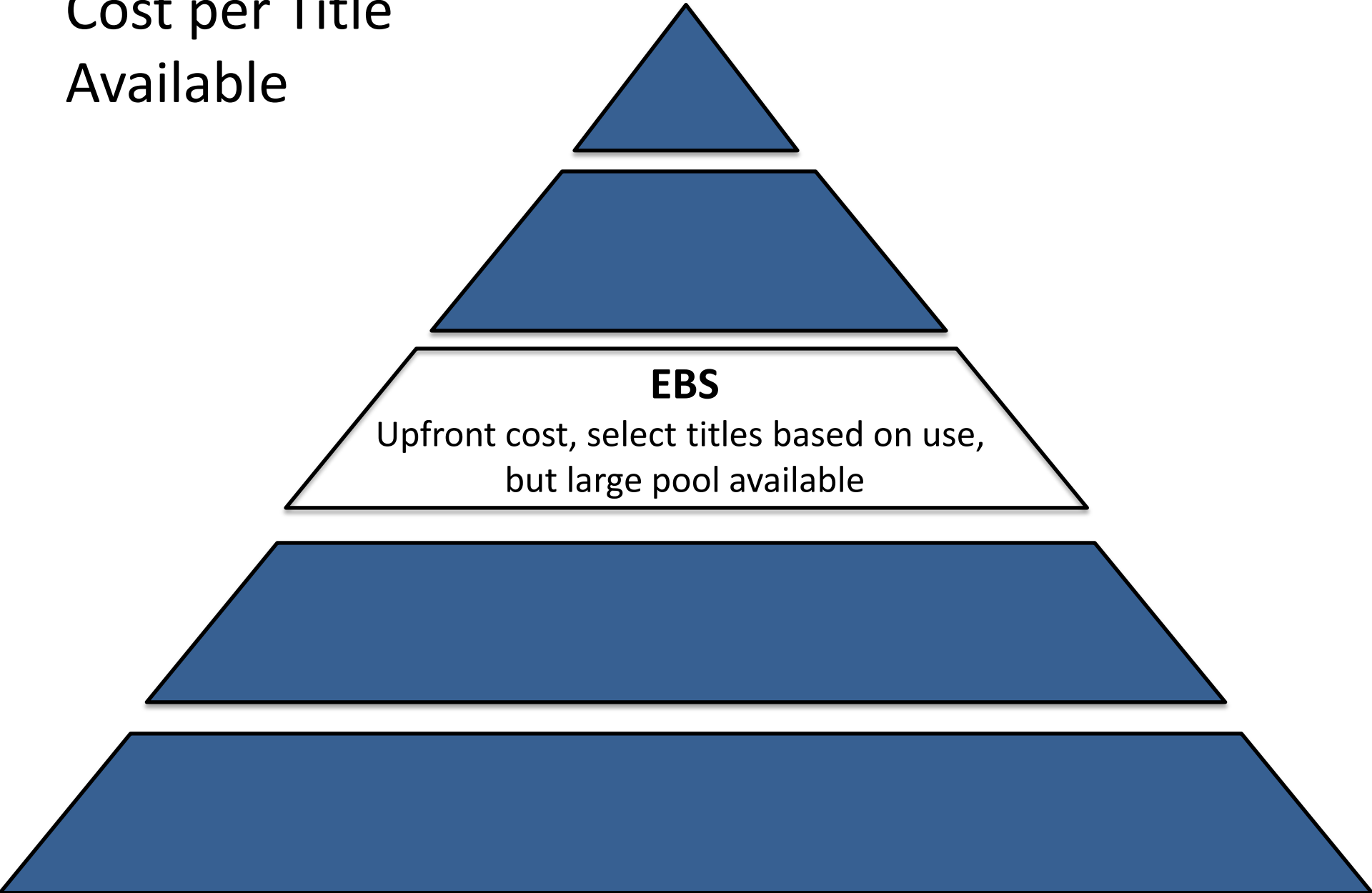
Cost per Title Available

Publisher Package

Discount to purchase in bulk, but more expensive per title than DDA, EBS, or Subscription.

Cost per Title Available

Title-by-Title Purchasing

- Generally list price for each title
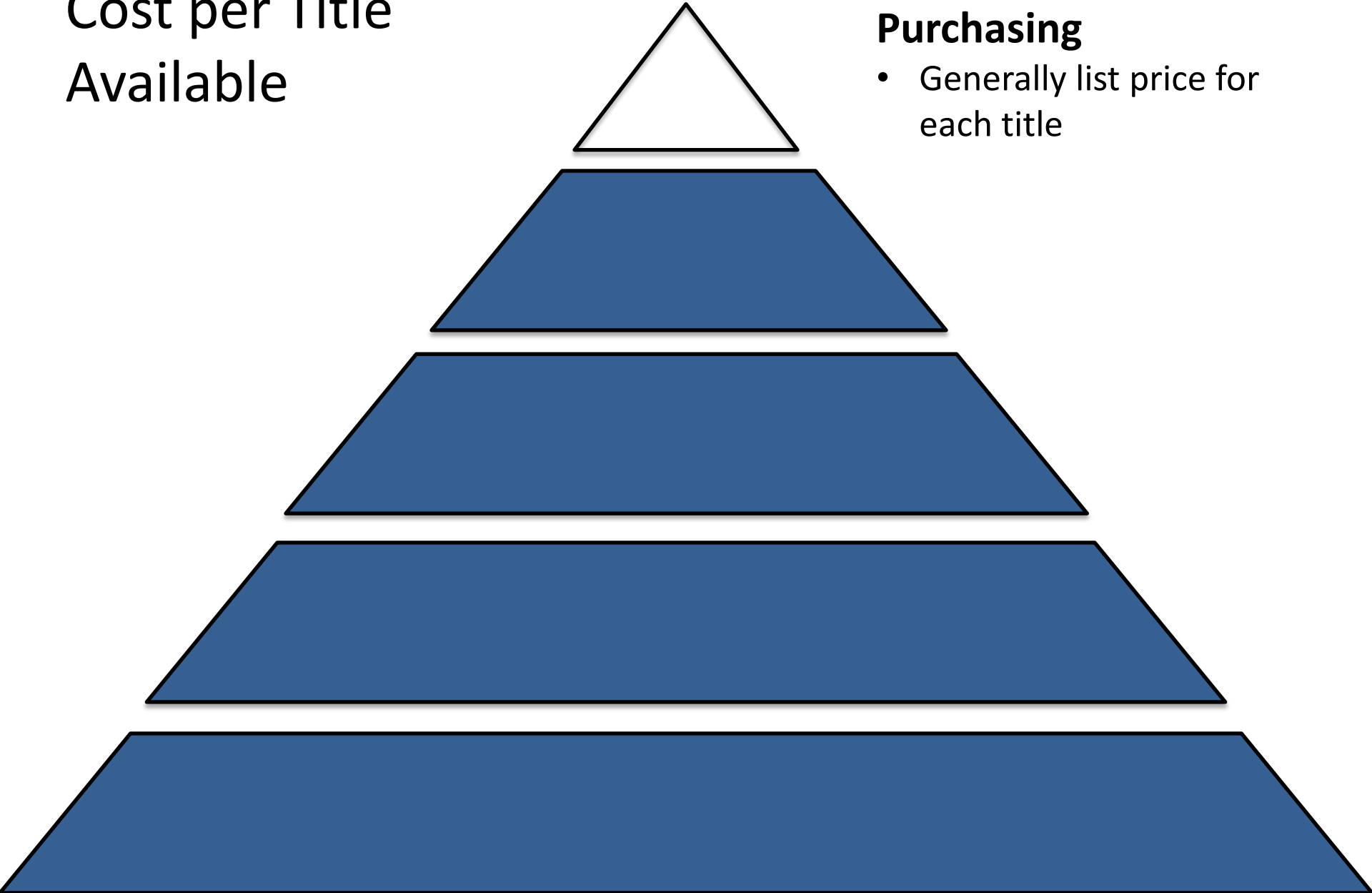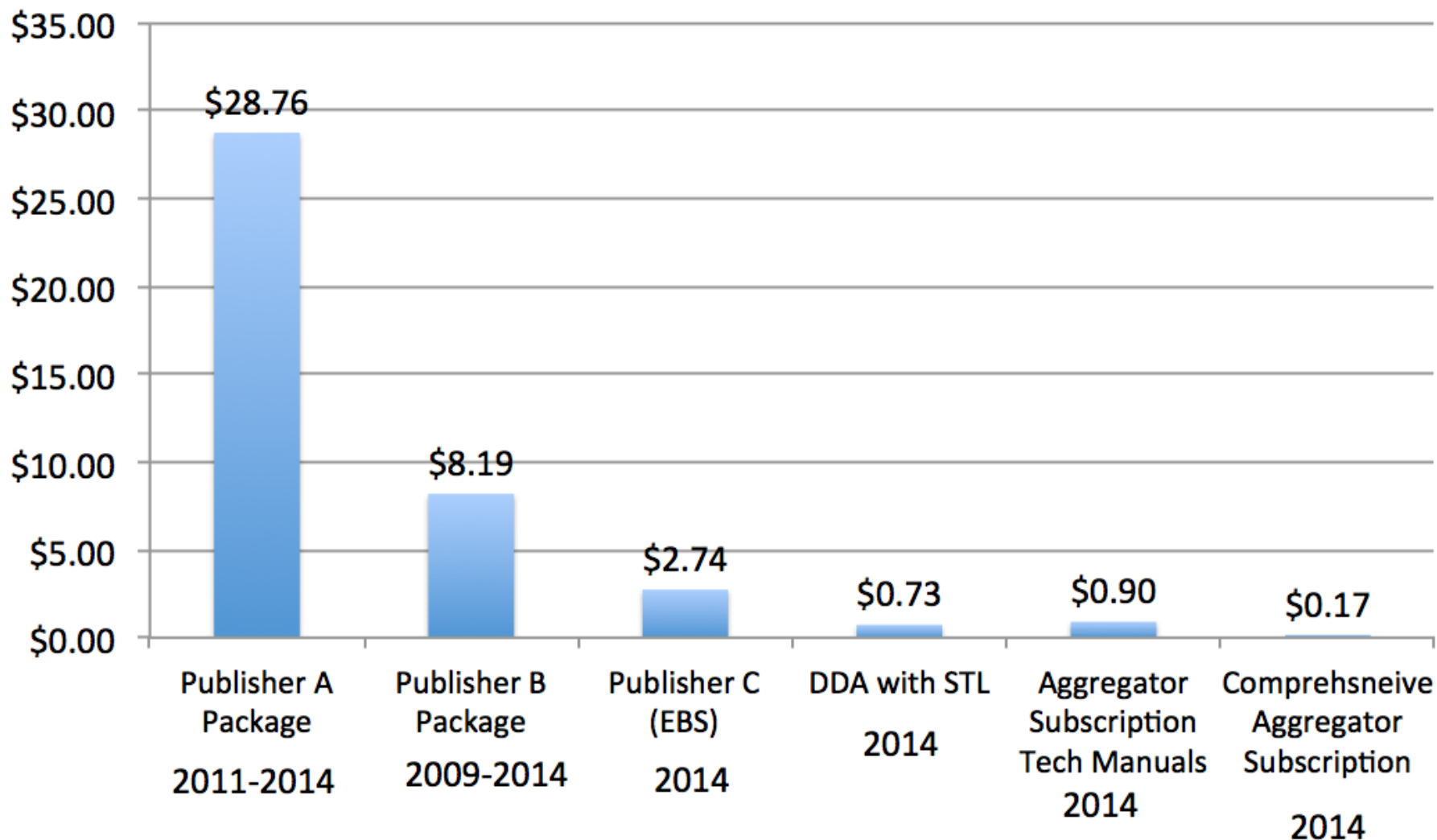
Use

- Use alone doesn't tell much
- Cost per use more meaningful
- Cost per title used has some meaning as well

A Use is not a Use is not a Use

- COUNTER BR2 – Successful *Section Requests*
  - Not always defined
  - Doesn't say anything about the type of use

	A	B	C	D	E	F	H	I
1	Book Report 2 (R4)	Number of Successful Section Requests by Month and Title						
2	University of Denver(udenver)	Section Type: All Usages						
3	20006722							
4	Period covered by Report:							
5	2014-01-01 to 2014-12-31							
6	Date run:							
7	2015-02-11							
8								
9	Title	Publisher	Platform	Book DOI	Proprietary Identifier	ISBN	ISSN	Reporting Period Total
10	Total for all titles		EBRARY					417,539

Other Data Problems

- ***Non-use often excluded*** from reports
  - Difficult to retroactively determine full title lists
  - Non-use helps tell the story of use
- COUNTER reports often conflate business models (subscription, perpetual access, DDA)
- List price for titles generally not included in reports

Time Series Data is Difficult

- How do you account for years in which you pay for backfiles?
  - Would be easier if you could track usage separately
- Need to track owned/not-yet owned content separately
  - EBS
  - DDA

Cost Per Use (CPU)

- Measures cost of each use = actual use
- Does not account for different types of use
  - Longer vs shorter use
  - Different measures by different vendors
- Is institution specific
  - A school that can afford to spend a lot of money (or is forced to because of historical spend) but has a relatively small user base (or large collection relative to user base) may have a high CPU compared to a school with opposite characteristics.

Cost Per Use
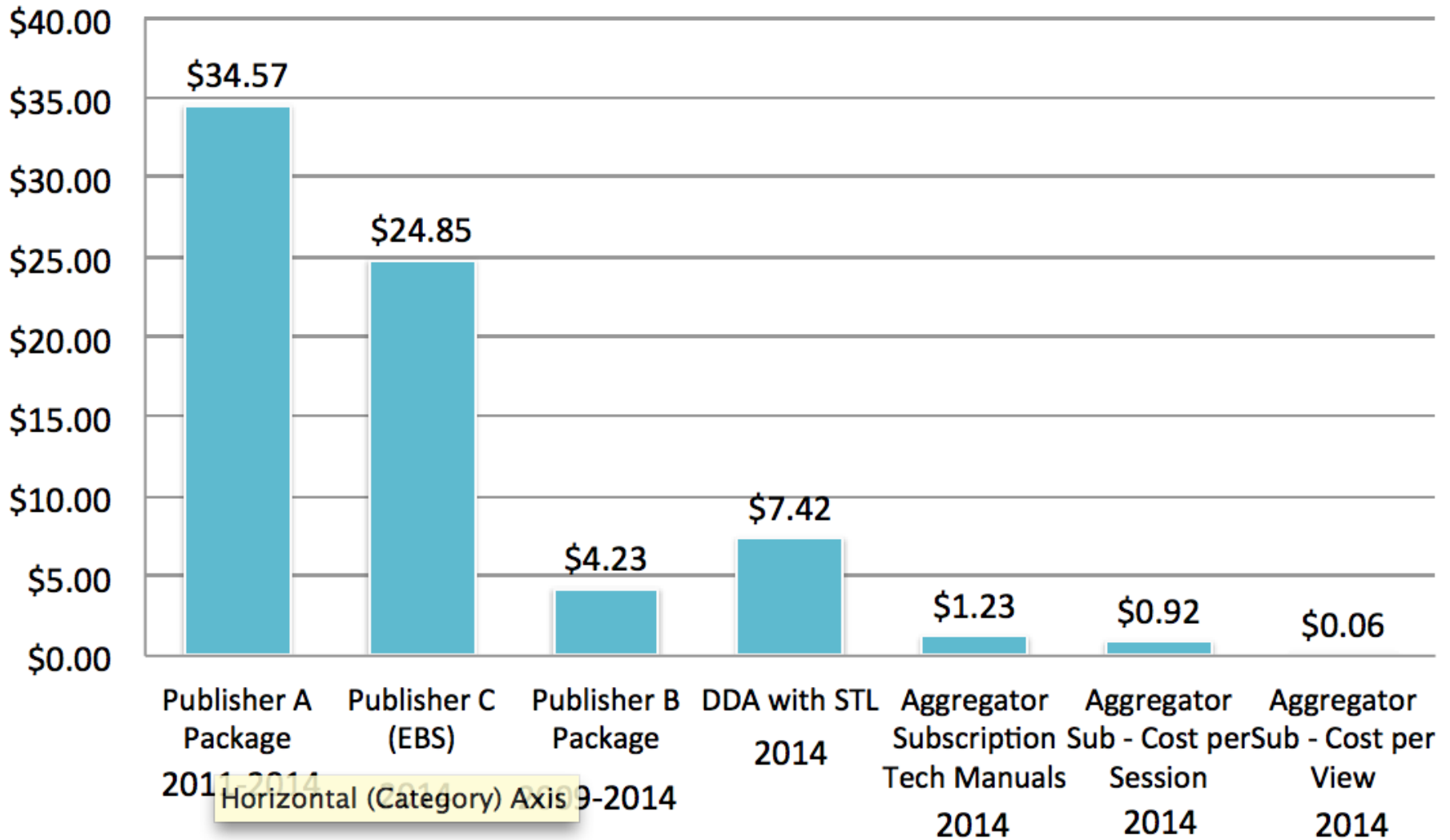
Cumulative cost per use (package level)

- One time book package purchases gain usage over time → cost per use (CPU) decreases

- Annualized Package purchase CPU cannot be compared to subscription CPU

- We need a cumulative definition of CPU

Cost Per Use –
Annual vs Cumulative (Platform Level)

Publisher hosted ebook collection	Year 1	Year 2	Year 3	
Total Books Owned	5000	6000	7000	
Books Purchased	5000	1000	1000	
Cost	$50,000	$30,000	$30,000	
Use	1000	1300*	1600	
Annual Cost per use	$50	$23	$19	

Cost Per Use –
Annual vs Cumulative (Platform Level)

Publisher hosted ebook collection	Year 1	Year 2	Year 3	Year 4
Total Books Owned	5000	6000	7000	7000
Books Purchased	5000	1000	1000	0
Cost	$50,000	$30,000	$30,000	$500
Use	1000	1300*	1600	1000
Annual Cost per use	$50	$23	$19	$0.50

Cost Per Use –
Annual vs Cumulative (Platform Level)

Publisher hosted ebook collection	Year 1	Year 2	Year 3	Year 4
Total Books Owned	5000	6000	7000	7000
Books Purchased	5000	1000	1000	0
Cost	$50,000	$30,000	$30,000	$500
Use	1000	1300*	1600	1000
Annual Cost per use	$50	$23	$19	$0.50
Cumulative cost	$50,000	$80,000	$110,000	$110,500
Cumulative use	1000	2300	3900	4900
Cumulative Cost per use	$50	$35	$28	$22

Cost Per Use –
Annual vs Cumulative (Platform Level)

Publisher hosted ebook collection	Year 1	Year 2	Year 3	Year 4
Total Books Owned	5000	6000	7000	7000
Books Purchased	5000	1000	1000	0
Cost	$50,000	$30,000	$30,000	$500
Use	1000	1300*	1600	1000
Annual Cost per use	$50	$23	$19	$0.50
Cumulative cost	$50,000	$80,000	$110,000	$110,500
Cumulative use	1000	2300	3900	4900
Cumulative Cost per use	$50	$35	$28	$22

Cost Per Use –
Annual vs Cumulative (Platform Level)

Publisher hosted ebook collection	Year 1	Year 2	Year 3	Year 4
Total Books Owned	5000	6000	7000	7000
Books Purchased	5000	1000	1000	0
Cost	$50,000	$30,000	$30,000	$500
Use	1000	1300*	1600*	1000
Annual Cost per use	$50	$23	$19	$0.50
Cumulative cost	$50,000	$80,000	$110,000	$110,500
Cumulative use	1000	2300	3900	4900
Cumulative Cost per use	$50	$35	$28	$22

Cost Per Use –
Annual vs Cumulative (Platform Level)

Publisher hosted ebook collection	Year 1	Year 2	Year 3	Year 4
Total Books Owned	5000	6000	7000	7000
Books Purchased	5000	1000	1000	0
Cost	$50,000	$30,000	$30,000	$500
Use	1000	1300*	1600*	1000
Annual Cost per use	$50	$23	$19	$0.50
Cumulative cost	$50,000	$80,000	$110,000	$110,500
Cumulative use	1000	2300	3900	4900
Cumulative Cost per use	$50	$35	$28	$22

Cost Per Use –
Annual vs Cumulative (Platform Level)

Publisher hosted ebook collection	Year 1	Year 2	Year 3	Year 4
Total Books Owned	5000	6000	7000	7000
Books Purchased	5000	1000	1000	0
Cost	$50,000	$30,000	$30,000	$500
Use	1000	1300*	1600	1000
Annual Cost per use	**$50**	**$23**	**$19**	**$0.50**
Cumulative cost	$50,000	$80,000	$110,000	$110,500
Cumulative use	1000	2300	3900	4900
Cumulative Cost per use	**$50**	**$35**	**$28**	**$22**

Challenges in Evaluating value going forward

- Annual cost per use not sufficient
- Comparing annual purchase models with subscription models – what's valid and what's practical
- What is the value of access (to books not [yet] used?)
- What is the value of ownership to titles that might otherwise be maintained by subscription?

Weighing the value of ownership, availability & use

Chart legend:
- Publisher A Package
- Publisher B Package
- Publisher C EBS
- DDA with STL
- Specialized Aggregator Subscription
- Major Aggregator Subscription

Y-axis: Cost OR Number

Titles owned per $100
- Publisher A Package: 3.5
- Publisher B Package: 12.2
- Publisher C EBS: 1.0
- DDA with STL: 0.4

Cost Per Title available
- Publisher A Package: $28,76
- Publisher B Package: $8,19
- Publisher C EBS: $5,23
- DDA with STL: $0,90
- Specialized Aggregator Subscription: $0,17
- Major Aggregator Subscription: $0,73

Cost per use
- Publisher A Package: $34,57
- Publisher B Package: $4,23
- Publisher C EBS: $24,85
- DDA with STL: $7,42
- Specialized Aggregator Subscription: $1,23
- Major Aggregator Subscription: $0,92

UNIVERSITY of DENVER 1864

USAGE DATA

Print Usage

- Circulation Data
  - Book is checked out, returned
    - No knowledge of usage while checked out
    - Could be returned unused
    - Could be read cover to cover
    - Could be used daily

- We can't say "ebooks are used more than print"

COUNTER Report BR1

Book Report 1 (BR1): Number of Successful Title Requests by Month and Title

- Includes total for reporting period

*used *only* when the ebook is available as a single file, otherwise use BR2

COUNTER Report BR2

Book Report 2 (BR2): Number of Successful Section Requests by Month and Title

- Includes total for reporting period

*used *only* when the ebook is not available as a single file, otherwise use BR1

COUNTER Report BR3

Book Report 3 (BR3): Access Denied to Content Items by Month and Title

- Includes total for reporting period
- Paired with BR1, reports on ebooks available as a full title

COUNTER Report BR4

Book Report 4 (BR4): Access Denied to Content Items by Month and Title

- Includes total for reporting period
- Paired with BR2, reports on ebooks unavailable as a full title

COUNTER Report BR5

Book Report 5 (BR5): Total Searches by Month and Title

- Includes total for reporting period
- Only reports on titles where searches can be performed at the title level

COUNTER Flaws

- **Excludes titles with no reported use**
  - Impossible to use COUNTER to show
    - Percentage of titles used
    - Overall availability of titles
- **BR2, BR4 do not use a standard "section"**
  - Requires that the section type be specified, but it sometimes isn't
  - Not possible to compare (or to easily compare with BR1

COUNTER Doesn't Measure

- Usage type
  - Printing, copying, downloading
- Usage model
  - STL vs free browse vs autopurchase
  - Subscribed title vs owned title

Custom Vendor Reports

- EBL (and ebrary) and others provide more nuanced reports with detail about
  - DDA activity
  - Length of use
  - Time of use
  - Pages viewed, printed, copied
  - Downloads
- Publishers/vendors can sometimes provide reports like this on request

CONSORTIAL CONSIDERATIONS

Shared Purchase of eBook Package

- Shared access

- Group discount

- Benefits the group, but does it benefit the individual library?
    - Must agree on components of package
    - Usage should be spread across libraries

Consortial Demand-Driven Acquisition

- Common pool of titles
- STL at base price (for example 25% of list price = $25 for a $100 book)
- Purchase after n uses across the consortium
- Purchase at a multiplier of list price (for example 5x list price = 5x $100=$500)
- Shared perpetual access

Risks of Consortial DDA

- All uses of a title by a single library
  - The consortium has just paid $500 for a $100 book, but that library could have bought it for $100
- One or more consortial partners must withdraw
  - Decrease multiplier
  - Decrease consideration pool

An Extra Layer of Usage Data

- Spread of usage across institutions
  - How valuable is the title to the group as a whole?
- A title with 100 uses
  - Is valuable to the consortium if those uses occur in ten libraries
  - May not be valuable to the consortium if they all occur in one library

Sharing within a Consortium

- Shared license, shared access
  - All consortial partners can use the title
  - Libraries in consortium who don't join deal can't use the title
  - Libraries outside the consortium excluded from access

- Implications for interlibrary loan
- Negotiate shared print rights?

THE ROLE OF PRINT

Questions about Print

- Is print still valuable?

- Should the library duplicate formats?

- Does usage of one format drive the other?

E-Preferred

- Many libraries buy e-only when it's available
  - Difficult to justify two copies of the same title
  - eBook often part of a package
  - eBook has more uses

Users tell us

- They prefer print in some circumstances (or even in all circumstances)
- They dislike most ebook platforms

Users also tell us

- There are some uses for which print is better
  - Immersive reading
  - Comparing images
- There are some uses for which electronic is better
  - Looking up a fact
  - Reading small portions of text
  - When it's inconvenient or impossible to get to the library

Integrating P and E

- Dual format DDA
  - Either version given as a choice
- Purchase package of ebooks, get print collection at a discount
  - Generally something done consortially
- Purchase either at request

Integrating P and E

- We have a wealth of information in existing print collections
  - Provide access to e when possible (DDA, subscription)
- Link users from one format to another

Discussion

Michael Levine-Clark

michael.levine-clark@du.edu