You can’t always get what you want

Liz Ferguson, VP Open Research
45,000 Articles covered by transitional agreements

- More than 50 agreements in place
- Rate of change accelerating
- Diversity of publishers
Developments in access provision, publishing services, business models as a precursor to transition.
External and internal dynamics

New players emerging; powerful participants seeking OA as core component of deals

Levers, decisions, checks and balances: impact on business

Our position and commitments in key markets and with key stakeholders
Delivery (really) is complex and demanding

- Collective and shared purpose must extend through to implementation
- Working teams must continually consider the requirements of multiple stakeholders
- Managing the transition is now our core business
- Meeting long term goals relies entirely on successful execution
Endless forms most beautiful

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Equality of provision
Transparency
Standards
Shifting the focus
Agreements in place
Negotiations taking place
Discussions in early stages
Priorities

- Total cost of agreement
- Speed of transition
- Workflows – administrators
- Workflows – researchers
- Licensing

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“Progress is impossible without change, and those who cannot change their minds cannot change anything”

George Bernard Shaw