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## **Proposal: Usage Reports Research**

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## Background

The BMJ is one of the leading global healthcare knowledge providers with a portfolio of 70+ journals and several database products including BMJ Best Practices. Institutional and consortia librarians can access their COUNTER 5 Usage reports via the “Usage statistics” portal powered by Scholarly IQ, which provides COUNTER compliant reports that can be found [here](#). Librarians have a dashboard with the option to view and export preconfigured reports and can configure customised reports to apply filters to the master data. It is now time to sense-check the current offering and conduct research to discover what other organisations are doing in this space and determine if the BMJ need to update their reporting module.

Current challenges:

- Bug resolution is slow when glitches are reported by the customer.
- Responsibility for usage is fragmented around the BMJ and there is a need for education around COUNTER 5 within sales teams.

## Project Objectives

The answers we are seeking from this piece of research are around these themes:

- Is the current usage reporting sufficient or are there opportunities for improving what is currently offered?
- How do librarians rate the usage portal including functionality, presentation and support?
- Do librarians want other metrics beyond COUNTER, for instance measuring impact?
- How do librarians want to visualise and interrogate the data?
- What are other academic publishers doing in this space?
- Should the BMJ be considering other third-party platforms?
- Is there a business justification for investing in extending reporting functionality?
- What is the GAP between “as is” state and “to be” state?

Maverick Publishing Specialists is pleased to set out below its approach to this potential assignment.

## Proposed Approach

Maverick agree that a landscape review to understand the provision offered by other academic publishers and therefore identify new approaches, combined with a series of qualitative interviews with

healthcare librarians (who are customers of the BMJ from across relevant territories responsible for usage reporting), will offer BMJ valuable market insights to either validate or improve their usage metrics and reports.

Maverick propose a 3-phased approach to this project, whereby the landscape and current capabilities reviews would be undertaken in parallel in phase I, and thus help inform the interview scripts for the librarian interviews in phase II. Analysis of the interview results and landscape findings would then be synthesised to identify new or extended functionality around usage metrics (and potentially beyond), and combined with a capabilities analysis to produce a GAP analysis with a set of actionable conclusions and recommendations for BMJ in phase III.

- Phase I: Landscape & current capabilities review
- Phase II: Librarian interviews
- Phase III: GAP analysis

We recommend an online meeting at the start and end of each phase, with further communication by email or by online meeting, as required.

The phases in detail:

### Phase I: Landscape review & current capabilities review

The Landscape review will assess a number of differing areas and questions including – what great usage reporting looks like; who is doing what in this space; what any new initiatives underway or developing in the market space (e.g. are other metrics being pulled in; are there different types of analysis going on; do they have different visualisation, report customisation and configuration options and data delivery methods). It will also factor in the fast-developing landscape of open access publication reporting.

Maverick will evaluate the offering of the major healthcare publishers including:

- BMJ
- Elsevier
- Wiley
- Taylor & Francis

- Wolters Kluwer
- Springer Nature
- elife
- Hindawi

In parallel, a current capabilities review will assess The BMJ's existing usage reporting. It will include what metrics are tracked; different reporting functionalities used across journals and databases; plus a high-level review of how customer issues are processed looking end to end and how a 'glitch' is reported and actioned. This review will comprise a mix of BMJ staff interviews (maximum of 5) and a review of internal documentation, including:

- Internal COUNTER5 usage guidelines and relevant documentation.
- Service level agreements both customer facing and inter-departmental.
- Usage dashboards and reporting examples.
- Customer service process overviews.
- Organisational charts as relevant.
- Top level metrics / success measurements for relevant departments.

## Phase II: Interviews

The outcomes of Phase I will help inform the question set for the librarian interviews, which will be used to validate assumptions, and identify pain points and improvement opportunities. Using a semi-structured qualitative design, a maximum of 15 one-to-one interviews (45-60 minutes) would be conducted via Zoom (audio recorded). The librarians will be sourced from the UK and EMEA and will include one consortia and one US librarian to confirm assumptions about similarity of US customer requirements. Maverick will recruit interview participants from the transformative agreements and BMJ journal platform, [here](#). We will share the list of intuitions prior to identifying the librarians to ensure a good range of institutions, including both OA and subscription customers.

Maverick will share the question set, list of interview candidates and email with the BMJ for feedback prior to embarking on the qualitative research.

### Phase III: GAP analysis and roadmap

This findings from the previous 2 -phases will feed into the GAP analysis to demonstrate BMJ's position in the market and potential directions to close any gap in service delivery. It will include a SWOT analysis to demonstrate current state and an overview of the cost/benefit. Although Maverick cannot provide specific costs for an investment at this stage, we can give a projection of the general scope of resources involved. These will be used to produce an iterative roadmap, showing recommended developments with timelines.

## Personnel

### Project Lead - Ruth King, Affiliate Senior Associate

Ruth is a publishing professional with deep experience of open science, change management and process development. She has worked in open access publishing since its inception and brings experience from a breadth of business types, from a start-up company using a new business model to global corporate environments.

Ruth has a special interest in open scholarly infrastructure and how open principles can strengthen research. She has worked closely with the World's largest professional societies and NGOs to support them to transition to open science. Including open research data strategy, transitioning a journal portfolio to open access, preparing an organization for an open science future, and convening stakeholders from across the research landscape to explore the relationship between open access and the development of research in low- and middle-income countries.

Before becoming a consultant, Ruth was Editorial Director for Springer Nature's open access journals in Health Sciences, at BioMed Central. A lot of her career has been about looking ahead and enabling change. Ruth has a collaborative and progressive outlook. She brings a great mix of insight, logical thought process and creativity to her work.

### Marie Hooper, Affiliate Senior Associate

Marie has over 20 years' experience in academic and professional STM publishing and information analytics as well as non-profit and consulting tenure. During her time at Elsevier, she held international leadership roles across book acquisitions, project management, strategy, and operations. Most recently,

as VP of Health Customer Services at Elsevier, Marie drove effective cross-matrix collaboration to implement a SaaS customer experience / customer success model.

Marie's skills range from: customer experience / success; operations management; strategy planning; project management; change management; process, workflow and organisational analysis and redesign; data driven problem solving; continuous improvement; book acquisitions; coaching, mentoring and team leadership.

A passionate problem solver, Marie has a particular keenness for data driven decision making and process improvement to deliver impact and insight. She specialises in improving operational efficiency and embedding a customer experience focus across organisations.

Marie is a driven and impassioned customer-focused consultant available for project level consulting and interim management. She is energised by resolving complex issues and delivering measurable impact to drive profitable service improvement and sustainable customer success.

## Project Final Deliverable(s)

From the Phase I landscape & current capabilities review as outlined above, BMJ can expect:

- A written report containing the reviews and the outcomes to inform phase II.

From the Phase II librarian interview capabilities review as outlined above, BMJ can expect:

- Audio recordings.
- A summary of findings from each interview.
- Synthesis of overall findings in a written report.

From the phase III analysis as outlined above, BMJ can expect the following assets delivered by Maverick at the conclusion of this project:

- A written report on recommendations with SWOT.
- Views on potential ROI.
- A visual roadmap.

## Pricing

Phase	Description	Price
Phase I: Landscape and Current Capabilities Review	Landscape (up to 7 healthcare publishers) and current capabilities review.	<b>£3750</b>
Phase II: Librarian Interviews	Interview scripts and up to 16 x virtual interviews with librarians.	<b>£3750</b>
Phase III: GAP analysis	Gap analysis, SWOT, findings, and written report.	<b>£3750</b>
<b>Total</b>		<b>£11,250</b>

*All prices are valid for 90 days from proposal submission date.*

## Payment terms

All prices above are exclusive of VAT and all previously agreed project specific travel and necessary out of pocket expenses.

For all project phases ordered, 30% of fee will be payable on acceptance of this proposal with the residual 70% payable on successful execution of each applicable project phase

All out of pocket expenses will be supplied in £GBP (British Pounds). All expenses will be previously discussed and agreed and charged and supplied with all relevant expense claim forms and supporting receipts. Legitimate expenses include project related travel, accommodation and subsistence; communication costs (e.g. telephone expenses); and directly attributable administrative costs. Any relevant project related car mileage would be charged at £0.45. All expenditures will be kept within overall client budget guidelines at all times.

*Note: For proposals where Maverick will be using client customer data to perform any part of the service/s described above, Maverick are fully compliant with GDPR requirements. Please refer to Appendix B for our compliance statement.*

## Appendix A - Maverick Publishing Specialists Overview

### Maverick Publishing Specialists Company Description

Maverick is the leading, specialist outsource services' company designed specifically for the publishing industry. We focus on providing strategic and operational sales and marketing; market research; product development and technical consultancy; and distributor / partner relations support for publishers in all market sectors. The Maverick team are publishing specialists with specific expertise across all areas of print and electronic information. We supply customized project based or interim management services that can be tailored to our individual customers' need. Maverick resources cover the US and Latin / South America, UK and Europe as well as Asia Pacific.

### Who we are

Maverick's specialists are some of the most experienced senior-level professionals in the information industry. We deliver the highest quality "results driven" sales and marketing activities, market leading products and profitable customer / partner development initiatives, without the associated fixed costs of an internal organization. Our goal is to provide the combined expertise, in-depth knowledge, centralized buying power and global contact networks that our Associates possess, but all at a fraction of the cost, management time, staffing levels or complexity it would take to replicate in-house.

Our associates have been in the electronic information industry since its very earliest days, launching, delivering and supporting a wide range of digital services including e-journal and e-book aggregation platforms, cross format e-content retrieval systems and numerous online datasets and communities.

### Our clients

Maverick have worked for, or supported, world-class industry leaders including

AIP Publishing (America Institute of Physics Publishing)	AphA (American Pharmacists Association)	BSAVA (British Small Animal Veterinary Association)
AAAS (American Association for the Advancement of Science)	ARM Education Media	BSI (British Standards Institute)
American Accounting Association	ASCE (The American Society of Civil Engineers)	CABI
ACHE (The American College of Healthcare Executives)	Atypon	The Charleston Advisor
Annual Reviews	BC Partners	Charlesworth Group
APA (American Psychological Association)	BioMedCentral	ClockSS
APP (American Psychiatric Publishing)	Bloomsbury	Cogent OA
	Bloomsbury Qatar	Credo Reference
	Foundation Journals	CUP (Cambridge University Press)
	The BMJ Group	David Thew and Company
	The Biochemical Society	Digital Data Divide
	Brepols	Digital Science
	Bridge 21	Dove Press
	Brill	

Dryad	JISC	ProQuest
EBSCO	JISRF (Joint Implant Surgery & Research Foundation)	Publons
Editage	Knowledge Exchange	Quicksort
Edward Elgar	Knowledge Unlatched	RCNP (Royal College of Nursing Publishing)
eJournal Press (eJP)	Kogan Page	Redlink
Electric Word	Kortext	Reference Tree Ltd
eLife	LanguageOutthere.com	Research Square
Elsevier	Libre Digital	Research Media Ltd.
Emerald Group Publishing	MacMillan Publishing Group	Royal College of Psychiatrists
Eurospan Group	Macmillan Distribution Ltd	Royal Society of Chemistry
Evidence Based Networks	Maney Publishing Group	Royal Society of Edinburgh
Future Science Group	Mark Allen Group	SAGE
GeoScienceWorld	Mark Ware Associates	Semantico Ltd.
Hackney Learning Trust	Nature Publishing Group	Serials Solutions
Hadrian Books	Nelson Thornes	SpringerNature
HBKU (Qatar)	NISO	Springer Publishing
HighWire	NOW Publishing	Stephen Austin Group
Hindawi	OECD (Organisation for Economic Co-operation and Development Publishing)	SWETS
IET (The Institute of Engineering and Technology)	Orcid	Taylor and Francis
IFIS (The International Food Information Service Publishing)	OUP (Oxford University Press)	Thomson
Informa	Packt Publishing	Touch Medical Media
Ingenta	Palgrave/Macmillan	University of California Press
Ingram Content Group	Pearson Education Ltd.	University of Toronto Press
International Baccalaureate Organisation	Pearson International	United Medicine
IOP (Institute of Physics Publishing)	PLOS (Public Library of Science)	University of West Indies Press
IPR License	Portland Press	Vathek Publishing
Ithaka	Polity Press	VitalSource Technologies
Ithaka JSTOR	PPF (EBSCO)	Walter de Gruyter
IWAP (International Water Association Publishing)	Print Future.com	Wiley
	Project Muse	Witherby Publishing Group
		Wolters Kluwer
		Woodhead Publishing Group
		Young Digital Planet

....and we have experience spanning academic, professional, education and trade publishing.

## What we do

Arranged over three separate divisions, Maverick specializes in

- Strategic and operational marketing and market research
- Publisher Relations and Publisher Business development
- Direct (library / end user) sales representation, distributor / agent identification and management.
- Technical / Technology consultancy (including vendor selection and RFP management) as well as specialist Product development
- Top Level e-Publishing / e-Distribution and business strategy consultancy
- Executive Search and Recruitment

Our services are designed to augment existing in-house capabilities - complementing our client's existing infrastructure by reducing internal overhead whilst still providing the necessary strength and experience for these often resource or budget challenged areas.

Our approach is to apply practical experience and a pragmatic approach to achieving strategic or operational goals. We specialize in quickly analyzing business situations and delivering successful solutions with an entrepreneurial flair and strong focus on ROI. The Maverick team has deliberately built a record of achievement that spans all content types, market sectors and steps in the supply chain. We also bring particular expertise in the field of digital publishing.

## How We Work

We have designed our cost structures to be equally flexible. We understand that all budgets are not the same and we can adjust our pricing models as necessary. We typically work under the following models - but are always happy to discuss any arrangement that best suits the project.

- Project based fixed fee basis
- Hourly rate / day rate / week rate.
- Sliding monthly retainers with minimum / maximum time allocations for on-going consultative advice or ad-hoc business strategy or product development support
- Interim fixed term contracts

## Appendix B: GDPR

Maverick Publishing Specialists Ltd. ethical considerations, data protection, confidentiality and GDPR Compliance Statements

The General Data Protection Regulation (GDPR) introduces new accountability obligations and stronger rights and restrictions on international data flows. Businesses operating in Europe or non-European organisations who have European customers are affected.

Maverick has put the following safeguards in place in order to be fully compliant. Please see below for our full GDPR compliance statement. Maverick operates to the highest possible standards of data protection and confidentiality. Issues of consent, privacy and data security are handled in accordance with best practice. Maverick's in-house research protocols ensure that:

- Respondents have clear and unambiguous understanding of the purpose(s) for which their data will be used ('transparency');
- Respondents give their consent to their data being collected and the conversation being recorded, and at the same time are given the opportunity to opt out of any subsequent uses of the data ('informed consent');
- Data collected for one purpose is not subsequently used for a different purpose unless the individual has given their permission;
- Personal data collected in the name of the research can only be transferred to you as the client, even for research purposes, with the explicit consent of the individual respondent;
- If they ask, respondents have the right to know the source of any personal data used to contact them;
- On completion, the interviewer returns or destroys any data shared with them during the course of project and does not use this data for any other purpose.

### GDPR Compliance Statement

Maverick has put the following safeguards in place in order to be fully compliant:

Maverick's Responsibilities as the identified Data Processor:

We will:

- Only act on the Data Controller's (client's) documented instructions (in processing the any data).
- Impose confidentiality obligations on all personnel who process the relevant data.
- Ensure the security of the personal data that we process by keeping records of activities performed on behalf of the Controller, including:

- Details of the Data Controller and Data Processor and any representatives e.g. Data Protection Officer.
- Categories of processing activities performed.
- Information regarding Cross-Border Data Transfers.
- General description of the security measures implemented in respect of the processed data.
- Encryption of the personal data.
- On-going, periodic reviews of security measures.
- Maintaining redundancy and back-up facilities.
- Regular security testing.
- Where necessary, and only applicable to any project where such sub-processors are utilised, assume that by accepting the terms of this proposal and/or agreement, the Data Controller (client) also provides their written consent to the appointment of sub-processors i.e. Snap Surveys Ltd. UK address: 5 Mead Court, Cooper Road, Thornbury, Bristol BS35 3UW, UK / US address: 210 Commerce Way, Suite 200, Portsmouth, NH 03801, USA and that the appointment of such sub-processors (i.e. Snap Surveys Ltd) will be on the same terms as those set out in the proposal and/or agreement between the Data Controller (client) and the Data Processor (Maverick) and in accordance with the security measures above.
- Implement measures to assist the Data Controller (client) in complying with the rights of data subjects.
- Assist the Data Controller (client) in obtaining approval from Data Protection Agents where required.
- At the Data Controller's (client's) election, either return or destroy the personal data at the end of the relationship (except as required by EU or Member State law); and provide the Data Controller (client) with all information necessary to demonstrate compliance with the GDPR.
- That Maverick Publishing Specialists Ltd will notify and/or be notified (whichever is applicable) any data breach to and/or from the Client without undue delay.

Maverick expects (and may request evidence) that any/all the personal data of EU Citizens which is provided to us by Clients in their role as Data Controllers are fully GDPR compliant.