



Publisher Case Study

Economic Organization Generates High Interest with an Ingenta-built Publication Website

The Organization for Economic Co-operation and Development (OECD) has dramatically increased subscriptions and customer sales with SourceOECD, an award-winning website built by Ingenta. In less than two years, OECD's user traffic rose 300% and they secured 140 new site licenses from prestigious institutions, including MIT, McKinsey Consulting and the Portuguese Central Bank. OECD also doubled the total amount of its content that is distributed globally and took significant steps towards tapping hard-to-reach markets in the developing world.

OECD is an internationally respected non-profit organization with a lofty goal: to help governments and corporations develop global economic and social policy. OECD has a membership of 30 countries and maintains active relationships with 70 non-member countries, civil societies and many non-governmental organizations (NGOs). Through its publishing arm, OECD Publishing, the organization offers librarians, students, academic professionals, and corporate and government researchers the latest key economic findings. It also distributes statistics, standards and international legal material. Results are published in more than 4,000 publications, including country reports, statistics, books, journals, newsletters, periodicals and loose-leaf binders.

The challenge OECD faced was how to deliver this vast array of information instantly, compellingly and cost-effectively online. Part One of this case study details how Ingenta helped OECD transform a bi-lingual print operation into a flourishing bi-lingual Web publishing program. Part Two details how OECD built on its initial success by launching SourceOECD, an Ingenta-built customized website. As a result of these enterprising initiatives, OECD is now enjoying a tremendous increase in user traffic, subscriptions and global exposure. Part Three provides a preview of OECD's future Web publishing initiatives.

Part I: OECD's Journey into Online Publishing

In 1999, OECD was a print publisher with lots of information to deliver but limited resources to do so. It was grappling with a small staff, a massive publication list and a rapidly dwindling subscriber base.

"Sales for our print publications were simply melting away. We were losing core book standing order clients and subscriptions at a rate of 5 - 10% a year," says Toby Green, the Head of Marketing at OECD Publishing.

"We knew this was because more and more researchers were opting to get their information online. But I never realized the full extent of the problem until one day, when I visited a library and saw absolutely no one in the stacks. The librarian then guided me to a huge room with hundreds of computers. And that's where everyone was, getting their information on the Web. It's then when I realized, if you're a publisher and you're not online, you might as well not exist," Green surmises.



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OECD immediately understood that librarians were seriously evaluating the associated costs and value of supplying print versus online information to their patrons. Added to this, in the face of overwhelming patron demand, librarians were making painful decisions to cut print subscriptions. OECD knew they needed to move swiftly. They looked at a variety of Web publishing companies and quickly settled on Ingenta.

OECD Partners with Ingenta

"Toby called in early 2000, asking us if we could quickly and affordably build them an online publishing program," says Carolyn Dougherty, VP of Publisher Sales at Ingenta. "Since we'd already helped 200 publishers meet this very same challenge, OECD's request was a relatively straightforward assignment for us."

"So many publishers were, and still are, in the same boat as OECD - convinced of the need to build an online presence, but lacking the time, expertise and manpower to do so," says Dougherty. "Publishers want to pass such nagging technical headaches over to a Web publishing expert, so they can focus on more important editorial and business issues."

As early as 1998, Ingenta began helping publishers set up, implement and manage online access to their publications. Ingenta loads publishers' content into ingenta.com, its highly trafficked research aggregation, and makes this content available to registered libraries, academic institutions and researchers around the world. Currently, ingenta.com offers more than 5,500 full-text journals from 200 publishers, and has a user base of 12,000 registered libraries and millions of researchers. Ingenta is now the world's largest provider of full-text scholarly and professional Web content.

"We picked Ingenta because they could accommodate our many different types of publications," says Green. "Other aggregators and abstracting and indexing agencies require content to be tagged in a certain way, or presented in a certain format. Our content just doesn't fit the standard mold. Ingenta was much more flexible about serving our unique needs."

Within a few months, in the summer of 2000, OECD's content was live on ingenta.com.

Early Results

"We managed to get online relatively painlessly," says Green. "All we had to do was provide our content files to Ingenta, which they loaded onto their server. And then there they were - our publications on ingenta.com with a big 'Please Subscribe' message."

All Ingenta visitors could now search OECD's publications online and freely browse articles, abstracts, tables of content and other bibliographic information. Subscribers could gain instant online access to OECD's full-text content, while non-subscribers now had the option to download content on a pay-per-view basis.

"It was so encouraging to finally be online and to have the opportunity to expand beyond our regular subscriber base," says Green. "For the first time ever, we could make pitches to clients in hard-to-reach areas like India, where our print publications are too expensive for institutions in those regions. The results were immediate. Overnight, sales erosion stopped and we began winning back clients whom we had lost. It was a terrific start."

Part II: Building on Initial Success With A New Publication Website

Over the next few months, OECD carefully analyzed usage statistics reports and collected feedback from librarians and researchers. Feedback was positive but demanding - many librarians were asking for even more targeted content and services from OECD.

"The research community was happy that we were finally online, but wanted to know if we could provide a more unique and personalized environment - basically, an independent OECD publication website," says Green.





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"You'll understand the reason if you actually go to a library and see how our books are shelved in the stacks. Our publications are never mixed with journals from other publishers, but instead, are placed on an OECD stack, in the inter-governmental organization (IGO) section or in the government document section. Not surprisingly, researchers wanted an online research experience that paralleled their offline research habits. The logical solution was to build an OECD-specific site."

OECD already had a website that covered general information, policies, updates and news about their organization. Green was looking for a separate subscription website from which they could deliver their premium content to large, information-hungry institutions, such as universities and multi-nationals.

Green sat down with Ingenta's sales managers, project managers and Web developers and developed a plan to build a new portal.

In November 2000, OECD launched SourceOECD, their new "Online Library for Books, Periodicals, and Statistics."

Laying the Foundations for SourceOECD

"OECD wanted more than just a basic Web publishing program," says Dougherty. "Like our other website clients, they were looking for something extra - a specialized environment to support diverse types of content, targeted services for their subscribers, and of course, greater global exposure."

"We consulted with OECD over several sessions, bringing in our Web developers and technical specialists to advise on different aspects of the project," says Martin Borbone, Regional Sales Manager at Ingenta. "After agreeing on the strategy, functionality, design and navigation for the new site, we got to work immediately. A few months later, SourceOECD was launched."

SourceOECD houses all of OECD's diverse publications and features the OECD brand name, logo, color palette and a custom URL. Users can search and browse OECD publications, read the full-text articles if they are a subscriber, and download articles via pay-per-view if they are a non-subscriber. OECD's content is still hosted on Ingenta's servers and available on ingenta.com, but can now also be directly served up on the new OECD site.

"OECD's visitors are essentially searching on ingenta.com without realizing it," says Talvinder Matharu, the Ingenta developer who worked on the site. "But because we built OECD-branded pages around their content, we've created the sense of a specialized community."

"By taking this approach, OECD is now enjoying the best of both worlds - the global reach and distribution of our aggregation coupled with their own independently branded Web presence," says Dougherty. "An equally important benefit is that we didn't need to build a whole new infrastructure from scratch, helping OECD save valuable time and money."

The site offers a uniquely branded platform from which OECD can inform its users. For instance, there are sections that introduce SourceOECD and explain how researchers can best find relevant publications. The service also provides news articles, a user guide, answers to FAQ and a special section for librarians. Researchers can seamlessly link to OECD's Online Bookshop or sign up for OECDdirect, an email alerting system. (Both features had been previously developed by OECD, but were seamlessly integrated into the Ingenta-built site.) Researchers can also link back to OECD's corporate site.

"We called SourceOECD our 'online library' as a counterpoint to our existing online bookshop," Green says. "It's an important distinction to stress, because each service addresses the needs of completely different sectors of the market."



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Reaping The Rewards

"We're truly excited about the results we've seen so far!" Green enthuses. "It's amazing how quickly things have turned around."

"One of our key goals was, and still is, to increase global distribution of our content. We're finding that libraries who previously only subscribed to one or two of our print periodicals or print standing order collections, are now taking out more subscriptions - or even subscribing to our entire website. In less than two years, we've managed to double the total quantity of material disseminated, if you take into account our total print copy distribution and PDF downloads from SourceOECD. And our revenues are growing too, which is icing on the cake for us."

"We've already secured 140 new site licenses worldwide, at an average of \$15,000 per license. Our customers now include some of the world's most prestigious academic institutions, such as Princeton University, Stanford and MIT, and some of the world's leading management consultancies, such as McKinsey and PricewaterhouseCoopers. The Portuguese Central Bank and the UK Cabinet and Treasury Office are also among our top users, so we're reaching the government sector too."

"What's more, our user traffic has skyrocketed over 300% since going live. In April 2001, we recorded 43,000 user sessions, but a year and a half later, we are logging 140,000 user sessions. We couldn't have achieved that kind of global exposure so quickly if it weren't for our partnership with Ingenta."

OECD and Ingenta's efforts were well rewarded in May 2001, when SourceOECD was awarded the prestigious American Library Association (ALA) Notable Government Documents Award. Winners arenominated by libraries and government agencies around the country, and are recognized for providing excellent sources of government information for libraries and their patrons.

Meeting New Challenges

"I'm really happy with the site, because everything works, the system is stable and the basic features are there," says Green. "Maintaining the site is also simple. All we need is one dedicated employee to handle ongoing tasks, such as loading content onto the website, managing email requests, and so forth. Our administrator didn't even know HTML when she first began, but she finds the whole process pretty straightforward."

"However, we can't afford to rest on our laurels, since things change so quickly on the Web," he continues. "SourceOECD is a work in progress and our relationship with Ingenta is an ongoing collaboration. We are planning on lots of new initiatives."

"One of our biggest challenges is to spread the word that we're delivering books online. With SourceOECD, we know we've got a business, technical and publishing model that works for e-books."

Although intermediaries other than Ingenta are finding these new content models hard to accommodate, librarians are pushing the market in this direction," Green says. "They like the significant cost-savings offered by e-book publishing, as well as the extra value of being online."

"With Ingenta's help, we're developing tools in SourceOECD that will allow librarians to link directly from their OPACs to each book, title by title. This capability will go live in October 2002 and I'm sure it will be one of our best new services to date."

Green also plans on tackling some immediate housekeeping issues. "Because traffic exceeded our wildest expectations, some users are experiencing slightly slower downloading times than we had initially planned for," notes Green. "Ingenta is exploring a variety of technical options to address this issue long-term, since our traffic will only continue to grow."



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Green is also working on several initiatives that will further enhance the user experience for SourceOECD's visitors. *"We need to keep developing and improving SourceOECD to ensure we continually meet - and even surpass - our users' expectations,"* Green states.

Part III: Looking Forward

Now that SourceOECD is built, OECD is definitely not waiting for the traffic to come. Green is pursuing aggressive marketing strategies to drive traffic and build subscription sales.

"We're trying out both traditional and unconventional tactics," says Green. *"Obviously, all of our print publications carry a message about SourceOECD. We're also offering free content trials and spreading the word through conferences, distributors and individual sales agents."*

"Most importantly, however, we made a philosophical decision to make SourceOECD as accessible as possible, by allowing visitors to freely browse articles, abstracts, tables of content and other bibliographic information," he comments. *"Only when users want to access full-text need to enter in their subscriber information or opt for pay-per-view."*

"We are actually adopting the ingenta.com model, where users are encouraged to come to a website, browse available content and spread the word to a larger community."

And on the horizon?

"At the moment, OECD is in an excellent position. We're the only IGO online, and far ahead of our peers," Green observes. *"However, from a long-term perspective, I'm hoping that other IGOs will take quick steps to get on the Web. Researchers are constantly requesting information from IGOs, but the content that exists is simply collecting dust on library shelves. There's not a single one-stop-shop on the Web where researchers can find such publications."*

Green is already taking steps to fix this current state of affairs.

"I'm talking with other IGOs to see if we can develop a co-operative IGO search engine," he says. *"As soon as more IGOs sign on with Ingenta, we'll be able to get something started. My hope is to soon launch a centralized IGO and NGO resource, so researchers can finally get the information they've always needed."*

IMPORTANT RECENT NEWS: OECD and Ingenta partner on two new global initiatives

OECD and Ingenta launched "SourceOCDE," a French version of SourceOECD on 1st November 2002. The new service offers the largest online collection of full-text French language publications and runs in parallel with the existing English service. Subscribers are able to access both English and French language editions of OECD publications, simply by clicking on their language of choice.

In addition, a new agreement with Ingenta will enable OECD to distribute their content to libraries and academic institutions in China. OECD will also gain further access to this significant growth market through new distribution agreements with Chinese organizations.

**To view SourceOECD, please visit:
www.sourceoecd.org**

**To learn more about OECD, visit their
organizational website at: www.oecd.org**

**To find out more about creating a custom-built
website, please contact a member of the Ingenta
sales team on +1 (401) 331 2014 or email
ussales@ingenta.com**