

succeed 

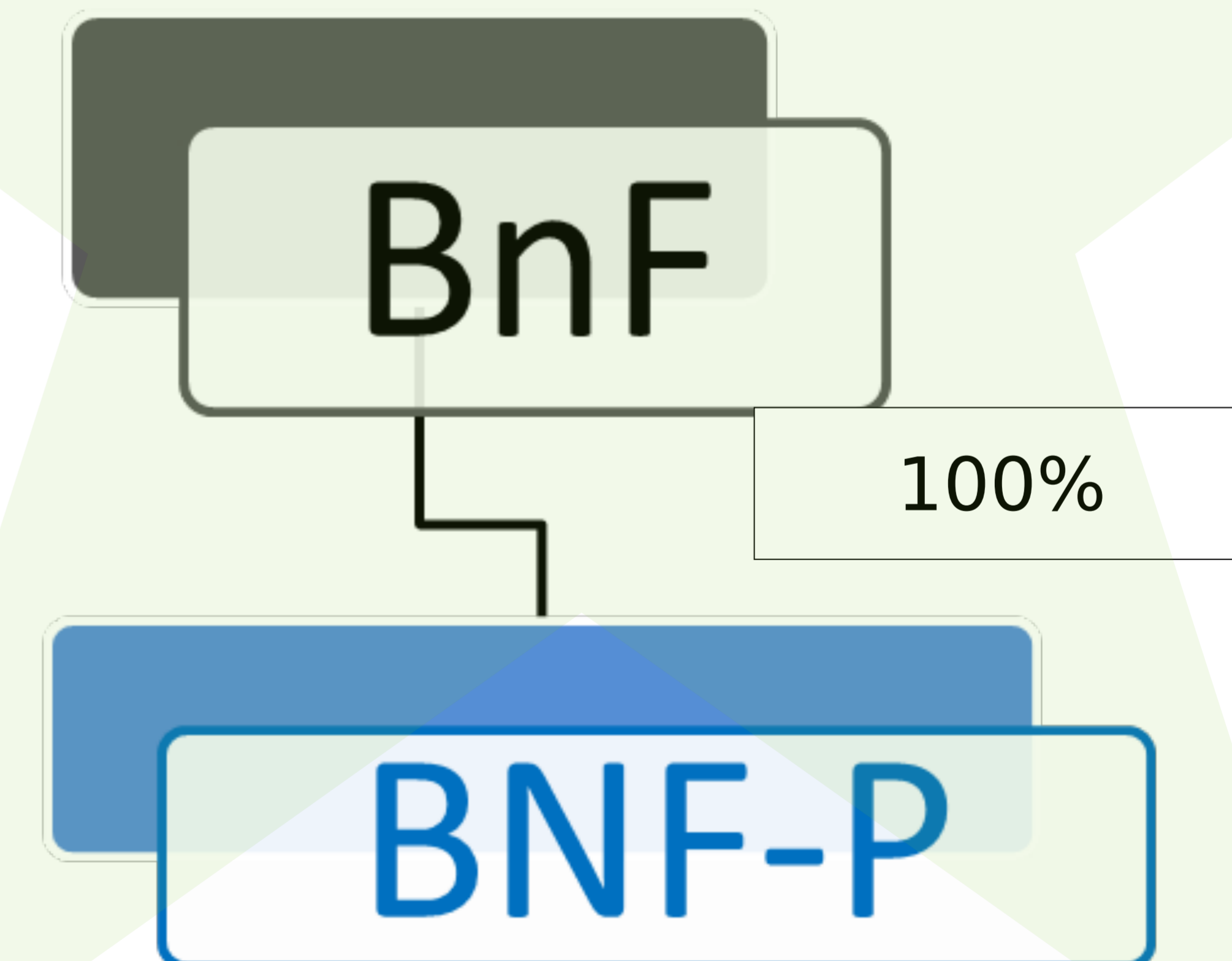
**Public-private partnership
experience**

Bibliothèque nationale de France

When BnF-Partenariats was created?

BnF-Partenariats was born in April 2012 within the framework of the Program of Investments for the Future (PIA - Programme d'Investissements d'Avenir) launched in 2010 in France and financially supported by the National Fund for the Digital Society (FSN-Fonds national pour la Société Numérique).

BnF-Partenariats is a private company wholly owned and controlled by BnF.



Why creating a new and independent structure?

In 2012, BnF was successfully selected by the FSN, following a call for expression of interest, to benefit from funding for the digitization and the valorization of its collections, by means of partnerships managed by a brand new structure.

A commercial subsidiary governed by private law was considered more adapted regarding the needs of the digital market in terms of flexibility and reactivity for business negotiation or human resources management of projects for instance.

At last, a subsidiary structure was also considered more appropriate to manage partnerships based on profitable business models (condition to benefit from FSN funding) implying to share along with its partners part of the commercial and financial risks of the projects.

How many people work at BnF-Partenariats?

BnF-Partenariats is run by Nathalie Thouny, managing director along with 5 people:

- Yoann Gantch: Partnerships & business developer
- Nicole Brossollet: Project manager
- Anne-Stéphane Ogerau: Web marketing manager
- Caroline Kageneck: Key account manager
- Olivier Garre (non permanent): Ebooks Publisher

As long as physical holdings are implied in our projects, BnF-Partenariats is responsible for the expenses associated with sourcing, retrieving, tracking, and re-shelving BnF collections, paid to BnF employees and/or employees specially hired for projects by the BnF. Two BnF project managers and one full-time IT person are also currently paid by BnF-Partenariats to BnF within its projects.

What does BnF-Partenariats do?

Main BnF-Partenariats activity is to create and develop new digital products and services from BnF collections whether digitized or not, such as catalog of ebooks in the epub formats, B2B/B2C web apps and/or native mobile applications. Those new digital products and services are developed in partnerships with private and/or public organizations all in the digital area.

BnF-Partenariats also develops a digital content licensing activity. To do so, BnF-Partenariats has adopted a proactive approach and set up processes with BnF curators and digitization experts. To identify the best content among millions of documents and capability to produce and deliver digital content files in the best formats are some of the key expectations from partners in this field.

In the end, for the French library, BnF-Partenariats is an additional and complementary way:

- To accelerate progress in digitizing BnF collections and more specifically for what is called “specialized collections” like photographs, newspapers, sound and audiovisual materials...
- To diversify and enlarge access to digitized contents towards a broader audience.

Does any partnership have to include digitization plan?

Partnerships can take many different shapes. Digitization plan can be part of it or not. The objective is to develop and promote the BnF collections, digitized or not. The revenues from any partnerships will be reinvested in developing new projects and digitization.

How many partnerships did BnF-Partenariats sign since its creation?

Four private-public partnerships have been signed so far:

- BnF-Partenariats / Proquest (10/25/2012)
- BnF-Partenariats / Believe Digital / Memnon Archiving Service (11/26/2012)
- BnF-Partenariats /Arte France/ Universciné (LMC) (04/26/2014)
- BnF-Partenariats / Ligarán (05/19/2014)

Apart from those major partnerships, BnF-Partenariats has been working on developing the licensing activity of digitized content. In association with BnF, we set up new tools and processes to improve search-ability and accessibility to our future licensees. In the first place, BnF-Partenariats focused on developing “Print on demand” offers with several partners such as Hachette. As a result, more than 50 000 printed on demand books from BnF-Hachette POD collection have been bought through both on line and off line bookshops in one year time.

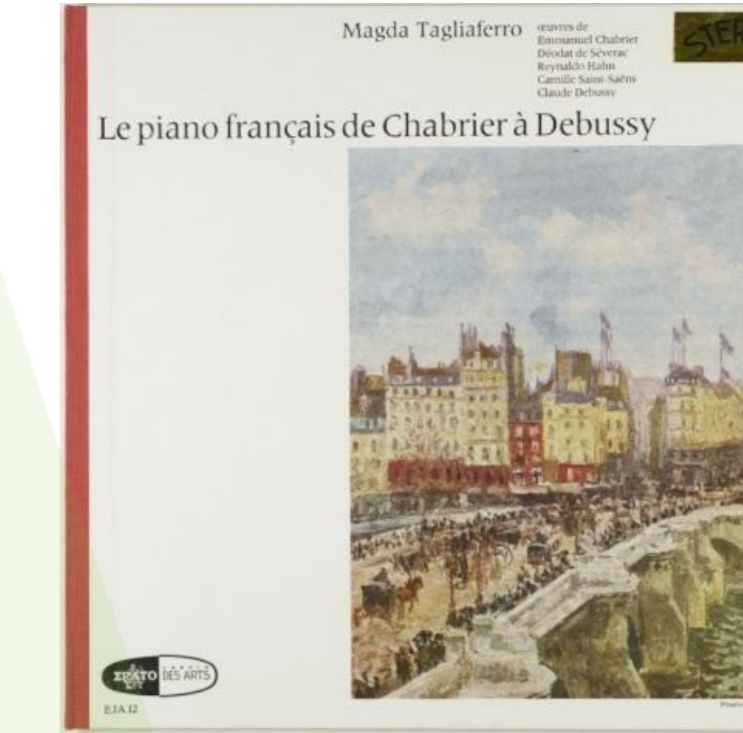
One representative example of PPP in terms of business model?

BnF-Partenariats / Believe Digital / Memnon Archiving Service signed on November 26th, 2012. The main characteristics of this project:

- 200 000 records = 135 000 78 rpm + 45 000 LPs makes one of the largest in the world with the British Library and the Library of the Congress.
- From 1920's to 1962.
- All kind of musical genre and spoken records are represented with a large proportion of French productions.
- Free of producer and artists rights (i.e. published before 1962) but still under authors' rights protection.
- Not in the public domain area (also true for the covers)



- Contract duration : 10 years
- Digitization duration : 7,5 years
- Preferential use : 10 years



Memnon and Believe Digital support part of the costs:

- New staff have been hired (#30).
- To make possible the management of a real industrial process, workflow development and adapted interfaces have been designed for the project.
- Research and development for Audiocut and metadatas management.
- Standard rates for digitization and digital distribution are discounted until the project generate positive cash flow.

BnF-Partenariats supports BnF direct cost and brings seed money through the FSN.

As long as the risks are shared and balanced, revenues are also shared between partners:

- Net revenues will be split between the partners.
- BnF-Partenariats benefits will be used to finance new investments.

Eventually, only 25% of the global costs are covered by BnF-Partenariats, the partners and the revenues covering the remaining costs.

What are the main benefits expected for the BnF in this example?

- A unique mean of digitizing BnF recordings. 45 000 LP have been digitized so far. More than 200 000 tracks are already available online.
- Immediate access through all commercial platforms such as I-Tunes, Amazon, Google Play, Youtube, Spotify, Deezer...



- 30 seconds extracts of each track on Gallica
- Free and immediate access on audiovisual station in BnF (High Definition) and Gallica Intranet only for BnF patrons
- Audio files integration, enhanced metadata by track, discs covers in SPAR (BnF long-term preservation system).

What are the main lessons from those first two years?

Learn how not to compromise between high BnF standards in terms of digitization, business & market rules, European Union Directive for digitization.

Communication is a very important factor too: internal communication as well as external communication. External communication mainly concerns libraries and professional organizations, influencers, and media.

To support the communication we set up a “Charte des Partenariats”, establishing the framework of our actions.

What are the questions I should answer before? Is there any business opportunity for my collections?

- What are my objective and timeframe?
- What is the partner bringing? Know-how, audience, funding?
- What is my partner added value?
- What is my partner specialized in?
- Do I have enough funding to start until revenue can finance the project?
- What product(s)? New and innovative or part of a well settle product?



Who are my potential partners?

Potential partners are traditional editors, digital editors, creative and digital industry, cultural “industry”, startups in the digital area... You should not limit yourself but you should check the company financial and commercial situation before engaging yourself further in a project.

What can I expect from my partners?

It is necessary to make sure that both partners bring balanced and complementary assets. The partner is a specialist and brings you either know how or audience or funding. It is recommended they bring 2 out 3 of these elements.



What kind of structure is best adapted to manage Public-Private investments? Integrated vs subsidiary?

According to our experience, subsidiary structure is more reactive and flexible than an integrated one. It is also may be less impressive to the potential partners than a large institution like the BnF. The subsidiary acts as a facilitator and might use some shortcuts.

Contracting is also made easier: two private companies are making an agreement. Therefore it is also easier for the partner who are not used to contract with institutions according to public law.

The subsidiary acts as a single access point to a large institution and might make arrangements simpler as being outside from the organization.



<http://succeed-project.eu>