BIC Task & Finish Working Groups
Project Briefing Document

Project Name:
Out of Print Best Practice
(document version 1.0)

BIC Project Brief

The Purpose of the BIC Project Brief

The BIC Project Brief is required to enable necessary projects, or pieces of work to progress from being a good BIC Board or Committee idea to a formal request for work that is submitted to the appropriate Task and Finish Group and/or consultant. The BIC Project Brief must be agreed upon and signed off initially by all members of the BIC Board or Committee responsible for the project and then the dedicated Task & Finish Working Group (if applicable, depending on the nature of the project) once established.

The BIC Project Brief should generally be short and provide an overview of the proposed project or piece of work.

The finalised, signed off document will be made visible to all BIC members, who will be able to provide comment or feedback on the intended project or work.

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Project Name: **Out of Print Best Practice**
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Created by: **Karina Urquhart**
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BIC Board/Committee Review

BIC Board/Committee	Date submitted
BIC Physical Supply Chain Committee	10th June 2019
BIC Metadata sub-Committee	10th June 2019
BIC Digital Committee	10th June 2019
BIC Operational Board	10th June 2019

BIC Board/Committee Final Approval

Approved by	Date approved
BIC Physical Supply Chain Committee	16th July 2020
BIC Metadata sub-Committee (project owner)	28th August 2020
BIC Digital Committee	28th August 2020
BIC Operational Board	28th August 2020

Document History

Version	Summary of Changes	Document Status	Date published
0.9.0	First DRAFT version	DRAFT	5th June 2019
0.9.1	Revised DRAFT version – minor changes after consultation with project consultant	DRAFT	10th June 2019
0.9.2	Correction of project end date to May 2020 (was May 2019)	DRAFT	13th June 2019
0.9.3	Section 3.1 updated to reflect COVID-19 pandemic situation Sections 3.2 and 3.3 updated to include reference to potential environmental considerations New Section 6 introduced referencing the impact of the BIC Governance Review on the project and the responsibilities of the Metadata Committee with regards to the project. Section 7 (Acceptance Criteria) amended to reflect the Metadata Committee (instead of the Operational Board) having full responsibility for this project in accordance with the recommendations of the BIC Governance Review. Reference to a review group meeting 6-9 months after project closure has been added here. Section 9 (Outline project plan) updated to reflect revised	DRAFT	1st July 2020

	dates/schedule Section 12 (proposed project consultant) amended to reflect Metadata Committee sign off and reporting line. Section 13 (Customers and Users) updated to remove Kobo as they are now BIC members.		
0.9.4	Sections 3.1 and 9 amended to reflect later start date (and soft launch) of November 2020 Section 12 amended to confirm the appointment of Pater Mathews as the project consultant.	DRAFT	8th July 2020
0.9.5	Section 9 amended to reflect inclusion of bookseller participation in January 2021	DRAFT	14th August 2020
1.0	Copyright and reversion of rights, and to the commercial impact of continued use of poor practices (eg unrealistic long-term use of RUC) added to Project Scope (section 3.2) Clarified consultant time/effort in Section: 3.1. Project Objectives	FINAL	8th October 2020

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1. PURPOSE

The ultimate purpose of this project is to agree, document and promote best practice for the treatment of out of print (OP) products for all organisations in the book industry. The guidelines will cover all areas of the supply chain (physical and digital). As such it is intended that the guidelines will not be issued solely with publishers in mind, but will also include best practice for data aggregators, retailers, service providers, distributors and so on.

2. BACKGROUND

Throughout the course of various and many BIC meetings, it has become increasingly clear that best practice guidelines for the treatment of OP products in the supply chain need to be agreed by the industry, adopted and promoted. Products that are made OP will be regarded and handled differently to in print products in the supply chain, particularly with regards to availability, orders, sales, returns, and so on. Agreeing, documenting and adopting best practice in this area is key to ensuring all areas of the supply chain are operating as efficiently and as accurately as possible. This new project has been approved by the BIC Operational Board and addresses Priority Paper #3 of BIC's 2019 Strategy (more information can be found here)

3. PROJECT DEFINITION

3.1. PROJECT OBJECTIVES

By the end of the project, BIC (i.e. the Committees and Board listed above) should be presented with Best Practice documentation for OP products, and a marketing plan to ensure socialization of the best practice. This documentation will be arrived at as a result of the efforts of the OP Best Practice Task and Finish Working Group (T&FWG) that BIC will set up for the purpose of completing this project. This T&FWG and the project will be led by a Project Consultant who will have responsibility for ensuring the project runs and delivers to schedule.

The effort involved is envisaged to be:

1) 2 x 8 hour days per week of consultancy over 32 weeks (between 23rd November 2020 and end June 2021 (512 hours)

2) Recruiting a Project Consultant

3) Establishing which, if any, organizations outside of the committees and board listed above should be approached to contribute information to this project.

4) Ensuring the Project Consultant has a clear understanding of the deliverables and purpose of the project.

5) At least one initial face-to-face meeting of the eventual T&FWG at the start of the project in the form of a workshop led by the Project Consultant. This will be held at BIC HQ and will involve hiring a room etc. However, given the current situation with the COVID-19 pandemic it is likely that this will need to be carried out via video call. Subsequent meetings are likely to be conference/video calls, at the discretion of the project consultant. These meetings are to be held at least once a month. The frequency

may vary slightly throughout the duration of the project however, subject to the project phase/pace – this will be at the discretion of the Project consultant.

6) Regular catch up sessions between BIC's Executive Director and the Project Consultant

7) Monthly, written, update reports from the Project Consultant to the BIC Board, the Metadata Committee and the following additional committees:

   o BIC Physical Supply Chain Committee
   o BIC Digital Committee

   These reports will also be published to the BIC website.

8) Final OP Best Practice documentation and marketing/adoption plan delivered in a comprehensive, clear manner.

9) There is no/minimal impact on BIC office set up as the Project consultant will work remotely.

3.2. PROJECT SCOPE

Items/areas in scope for this project are as follows:
The project will focus on both digital and physical products (including audio and multimedia products), in particular, the decision making, subsequent actions and supply chain ramifications of those actions with regards to making an item OP.
Types of organisations that should be involved and to be considered in the scope include:
• Publishers (including audio and multi-media publishers)
• Vendors (including audio and multi-media vendors, on-line and bricks and mortar)
• Data Aggregators
• Distributors (physical and digital)
• Service & systems providers
• Wholesalers
• Libraries
• Print on demand capable printers
• The International ISBN Agency

Given the global nature of the book industry, the project needs to maintain a global perspective and as such BIC will reach out to the likes of BISG, BookNet Canada, and EDItEUR etc to ensure an international approach. These organisations to be identified in the first meeting of the Task and Finish Working Group.

A consideration of the potential environmental impact of the Out of Print processes (current and future) should feature throughout this project.

Areas in scope:
Availability – messaging and supply chain stakeholder interpretation
Ordering
Returns
Digital book products with an ISBN

Physical book products with an ISBN
Audio and multimedia products with an ISBN
Print on Demand
Promotional reprints
Remaindering
Copyright and reversion of rights
Commercial impact of continued use of poor practices (eg unrealistic long-term use of RUC)

It is not clear at this stage if second-hand products are appropriate for inclusion in this project – this will need to be determined by the T&FWG.

3.3.   OUTLINE PROJECT DELIVERABLES AND/OR DESIRED   OUTCOMES

Key deliverables in summary are:
1. Agreement by all T&FWG members that their participation in the project is a demonstration of their organisation's commitment to adopting the final best practice guidelines within a reasonable time period after publication of the guidelines. This agreement should be sought and documented in the minutes, in the first meeting of the T&FWG. What is meant by "a reasonable time period" is to be agreed by the T&FWG.
2. Project Plan – showing deadlines for each deliverable with actions/owners clearly assigned. This to be drawn up and kept up to date by the project consultant.
3. List of issues to be resolved/addressed by the best practice documentation.
4. Regular progress reports from the Project Consultant to the BIC Executive Director and BIC Board - website version and summary document
5. Best practice documentation – to include a definition of OP, and reference to the potential environmental impact of the Out of Print processes (current and future)
6. Executable marketing and adoption plan
7. Review of progress made by all T&FWG members with regards adoption of the Best Practice guidelines (this to be performed no later than 12 months after publication of the final best practice guidelines)

3.4. CONSTRAINTS

The treatment of OP items in the supply chain impacts every area of the supply chain and so it is vitally important that the industry reaches agreement on best practice in this area – and subsequently adopts it. The consultant working on this project must buy into the Project Brief from the outset.

The workload and time pressures of those individuals that the consultant will need access to may be a potential constraint.

It is vitally important that the T&FWG participants commit their respective organisations to adopting and promoting the best practice guidelines resulting from this this project. This will help with the execution of the marketing and adoption plan after the project closes which is necessary to help socialize the guidelines throughout the industry.

3.5. INTERFACES

BIC member groups outside the T&FWG will be interested in this project, however it is the BIC Metadata sub-Committee that is ultimately responsible for the success and delivery of the

recommendations of this project. This project has been assigned to the BIC Metadata-sub-Committee due to the project scope being both digital and physical products, and the importance of the role of metadata in this area. The BIC Physical Supply Chain Committee, BIC Libraries Committee, and BIC Digital Supply Chain Committee will have interested parties. As will the BIC Operational Board.

ONIX 3.0, EDI and BIC Realtime (including Library Web Services) will need to be kept in mind/referenced.

The Project Consultant will also need to keep in mind the impact of the resultant best practice guidelines on the following areas/schemes that have been previously documented/updated by BIC:
- Acquisitions and Divestments Best Practice
- The IRI Rule Book
- Tradacoms list 54
- Supply Chain Excellence Accreditation Scheme
- BIC's Product Data Excellence Accreditation Scheme

4. OUTLINE BUSINESS/INDUSTRY CASE
Please refer to sections 1 (Purpose) and 2 (Background) above

5. QUALITY EXPECTATIONS
It is important that the deliverables of this project address all areas detailed in the scope above (as per section 3.2 of this document).

The importance of this project work will be in the following order of priority:
1. Quality
2. Cost
3. Time

Quality is most important because BIC's work must always be to the highest standards and misinformation or poor recommendations in such a key area as product availability would be detrimental to BIC's future and ultimately its reputation across the industry. Cost is the second priority because BIC's budget is important and BIC's resources must be managed. Timeline is the least important because if overrunning slightly was still within budget and delivered optimum quality then this would be acceptable. The timeline is (at the time of writing), only estimated. The crucial point is that any delay does not lead to increased costs.

6. IMPACT OF BIC'S GOVERNANCE REVIEW ON THE PROJECT AND THE METATADA COMMITTEE
Since the summer of 2019 BIC has been reviewing its governance and operating model. The recommendation (in summary) that has been agreed by the BIC Executive Board is that there should be one Board only and that the 4 BIC strategic committees should report directly to this Board. Once the new articles of association have been agreed by the Executive Board via Special Resolution, the Metadata Committee will assume responsibility for the budget for this project and will be mandated to make all necessary decisions to ensure the project runs on time, on budget and is delivered to a high standard. Should additional funding be required over and

above what has been agreed in the budget, application for the additional funds will need to be made to the new BIC Board.

7.   ACCEPTANCE CRITERIA

The Metadata Committee will have the final sign off on the Best Practice documentation presented by the project consultant. The final documentation that the project consultant submits should address all areas in scope and should first be signed off by all T&FWG participants. It should also include an Executive Summary. Acceptance of this documentation will close the project, after which point the marketing and adoption plan outlined in the best practice documentation will begin.

A meeting of the original project group to review adoption progress made will be called 6-9 months after the closure of the project.

8.   RISKS

Doing nothing to guide the book industry on best practice regarding OP products, means confusion (and frustration) will continue in this area. BIC may appear in a bad light if it does not address this area as it is clearly something it should be tackling asap. There may be some sensitivities encountered when it comes to discussions relating to the practice by some organisations of "resurrecting" OP products with regards Print on Demand items.

9.   OUTLINE PROJECT PLAN

The BIC Operational Board, and the BIC committees listed at the top of this document will be asked to sign off on this project brief. It is hoped that a final sign off will be possible by the end of July 2020. The steps following this will be:

- **By end August 2020**:   Agree contract with consultant
- **By end October 2020:**   Call for volunteers for the project issued to the BIC membership
- **By end November/early December 2020**: Project has begun via soft launch (bearing in mind Q4 2020 will be a critical period for booksellers and other stakeholders)
- **By end January 2021**: Bookseller engagement sought

The project should hold its first meeting/workshop by the end of November 2020.
The anticipated end date for project is end June 2021. This would be the date by which all the deliverables outlined in Section 3.3 above have been achieved.
A more detailed project plan will be put together by the Project Consultant and should be one of their first actions.

10. BUDGET/COSTS

At the time of writing, the costs to BIC are limited to the agreed Project Consultant's fees, meeting room costs (although in the current COVID-19 situation this will not be applicable), staff time, staff travel expense (should there be any).

11. AUTHORITY RESPONSIBLE

BIC's Executive Director

12. PROPOSED PROJECT CONSULTANT

This appointment of the Project Consultant is now finalised and will be Peter Mathews. Peter is currently working as Project Consultant for BIC on BIC's Metadata Map project for BIC.

The Project Consultant will report into BIC's Executive Director. The Metadata Committee and the T&FWG for this project will provide the Project Consultant with the steer for the project itself.

13. CUSTOMERS AND USERS

All BIC membership organisations (including BISG and BookNet Canada), plus it would be desirable if possible, to include the following non-members:

Apple
Google
Overdrive

14. REPORTING

This project reports into the BIC Metadata sub-Committee for the duration of the project. This committee meets face-to-face 4 times a year. The frequency of project update reports to the BIC Metadata sub-Committee will be agreed between the Executive Director and the Project Consultant at the start of the project. This reporting should include, but may not be limited to, the following:

i) Progress of deliverables against agreed timeline/project plan
ii) Engagement of stakeholders
iii) Potential or actual obstacles to delivering the project on time and in full
iv) Key Project KPIs

The Project Consultant will take responsibility for this reporting.

End of Project Brief