

# Case Study: Taylor & Francis



## A study in success: academic publisher rolls out RightsLink® to automate author off-prints, open access, commercial reprints & permissions

Founded in the City of London in 1798, Taylor & Francis is the oldest commercial journal publisher in the world and one of the leading global academic publishers. Part of the Academic Division of Informa plc, Taylor & Francis publishes more than 900 peer-reviewed research journals and approximately 1,800 new books each year, with a backlist in excess of 20,000 specialist titles.

With an ever-growing list of journal titles and authors as a result of organic growth and strategic acquisitions, Taylor & Francis set out in 2004 to enhance and automate the process of author reprints or *off-prints*, as they are commonly called in the publishing industry. With U.S.-based staff spending about 40 hours per month managing this important, yet labor-intensive process, finding a solution that would produce quantifiable time savings for Taylor & Francis staff while at the same time protect revenue associated with author off-prints was key, according to Ed Cilurso, production director for the company's U.S. journals.

At approximately the same time Cilurso was evaluating potential solutions, Taylor & Francis acquired Marcel Dekker, a New York-based publisher that had recently implemented a solution called RightsLink from Copyright Clearance Center (CCC), a global rights broker for millions of the world's most sought after books, journals and other content, to handle its reprints function. RightsLink is an easy-to-implement point-of-content licensing solution for publishers and content users. With RightsLink, publishers get a proven solution that adds real value to their on-line publishing strategy, while content users get instant, self-service access to reprint and permission services, any time, worldwide.

Upon learning more about RightsLink, Cilurso was confident that it would offer Taylor & Francis clear advantages over other solutions, including a faster implementation and the capability

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PRODUCTION DIRECTOR, U.S. JOURNALS  
TAYLOR & FRANCIS

to help them both improve and grow their reprints business. However, what most impressed Cilurso was CCC's ability to tailor the solution to meet his company's unique licensing requirements. "That was an enormous bonus," recalls Cilurso.

"CCC really had the vision that this work would pay off and that our relationship would grow and build. Without a doubt, CCC has proven to be extremely flexible."

Implementing RightsLink has also helped improve customer satisfaction with authors worldwide. In the past, despite the publisher's best efforts, many authors simply weren't receiving Taylor & Francis' notices about the availability of off-prints, meaning that potential revenue was lost. Now that RightsLink is integrated with the publisher's Central Article Tracking System (CATS), every time Taylor & Francis communicates with an author — whether it's to send them their article to proof or to let them know what the projected publication date is for their article — each message contains an 'Order Reprints' link that authors can click on to quickly and securely order reprints.

## Automating author off-prints: how it works

When an author clicks the 'Order Reprints' link, RightsLink receives the content metadata and populates the RightsLink application automatically with the publication logo and title, article title, date, and author. Authors select from the available finishing options and distribution quantities and click on 'Quick Price' to get an instant price quote. When the order terms are accepted, the transaction is complete and an order confirmation is provided. RightsLink then routes the order details to the appropriate vendor(s), such as a printer. The order detail also appears in RightsLink Workflow and Publisher Reporting, which allows staff to monitor the progression of each order and view specific details online, such as anticipated ship dates and aging data. Reprint orders can be delivered in as little as 24 hours.

"There's no doubt that RightsLink represents significantly better service to the customer than we previously provided," stated Cilurso. "It's completely transparent, it's online, and it has real-time tracking information. I had none of these things before RightsLink. What it comes down to is that we're enabling our authors to place orders for reprints the same way they place an order for a book on Amazon.com. Authors are consumers too and it's a desirable consumer experience to do things this way."

Lawrence Walton, U.K. journals production director for Taylor & Francis, echoes Cilurso's praise for RightsLink and its impact. "RightsLink has revolutionized our reprints model through its fully automated and totally secure platform. At the same time, it fits in perfectly as part of our new 'Authors Services' initiative, a unique program in the publishing industry aimed at assisting authors throughout the entire production process."

Since implementing RightsLink for off-prints for U.S. journals, hours associated with handling requests have gone from approximately 40 per month to closer to eight. At the same time that operational efficiencies have increased, off-print revenues have grown in excess of 30 percent, directly attributable to the ease of ordering provided by RightsLink. Results have been dramatic for the U.K. journals as well. Prior to implementing RightsLink for U.K. titles, approximately 320 hours were being spent per month fielding requests.

Now, that number has dropped by more than 50 percent. What's more, author off-prints for U.K. journals have gone from being a cost center to a revenue generator.

Based on these results, Taylor & Francis again turned to CCC and RightsLink in 2006 to automate a new business process. Like a number of other large publishers, Taylor & Francis recognized the importance of open access and wanted to be able to offer this option to authors in a way that made sense for its business. Early in the discussion phase, there was talk inside Taylor & Francis about building capability internally and integrating it with its online platform. However, as discussions progressed, the conversation turned to utilizing RightsLink to allow authors to pay a fee and make their articles freely available under open access.

"We'd seen that RightsLink was very popular with our authors and that it was very reliable," said Cilurso. "We decided that if we're going to offer a new service to our authors it made the most sense to capitalize on the success of RightsLink. Now, whether they're ordering reprints or open access, authors can go to one place, have one account, and use very similar forms."

Cilurso estimates that employing RightsLink for open access requests saves Taylor & Francis' U.S. Journals business alone 30 – 40 hours per month, saving the company many thousands of dollars annually.

At approximately the same time Taylor & Francis implemented RightsLink for Open Access, its parent company, Informa, launched Informaworld.com, the platform for the academic division of the Informa Group, which includes Taylor & Francis. The debut of the new website marked the introduction of RightsLink for automating the process of commercial reprint requests. Much like the way authors order off-prints via RightsLink, Informaworld.com users simply click on the 'Order Reprints' link found on each article, make their selections, and place their orders in a matter of minutes. Cilurso anticipates commercial reprint revenue to increase in the neighborhood of 30 percent in the short term for the U.S. journals, and sees that number rising in the future as more and more users discover the availability and ease of ordering reprints.

"Having RightsLink implemented on Informaworld means that subscribers and non-subscribers alike can read the article that they are interested in, click on a link that's staring them in the face, and place their reprint order without ever leaving the point of content," explained Cilurso. "This is a huge difference. In the past, if you read an article and you wanted reprints, you had to be a committed customer and seek us out."

### Next step: leveraging RightsLink for permissions

Wanting to reap the powerful business benefits afforded by RightsLink for another core business process, permissions requests are soon to be handled by RightsLink for Informa's academic division on a global basis via the Informaworld website. According to Walton and Cilurso, this move is expected to ease the administration of the permissions process and allow permissions staff to focus their time and effort on the most complex requests, representing only 10% of total orders. Cilurso also anticipates that by implementing RightsLink on the website for permissions, royalties will increase.

"I believe all publishers can see growth in their permissions business if they make it easier," stated Cilurso. "Reprints are something you might choose not to buy, but permission is something you need. People seeking permissions today are very motivated and quite frankly, they want it online and in a matter of minutes, not days. With Rights-link, we'll be able to meet this demand."

Reflecting on his company's experience with RightsLink and CCC and looking to the future, Walton concludes, "Looking back, I can't see that we would have been as efficient and effective without CCC and RightsLink and looking ahead, I can't imagine us not working together as partners. Based on the work we've done in the past and the relationship we have with the CCC team, if there's

### Permissions Powered by RightsLink

Informaworld.com users locate the content they wish to use and click the 'Reprints and Permissions' link to launch RightsLink. RightsLink appears in a separate window, so the customer never leaves the original point of content. RightsLink receives the content metadata and populates the RightsLink application automatically with the publication logo and title, article title, date, and author. Next, the customer selects the appropriate licensing option from the drop down menu — for example, post it on a website or republish it in a book, magazine, or coursepack, and then clicks 'Quick Price' to get an instant price quote. Once the customer reviews and agrees with the price and terms, a unique license number is generated, and the transaction is complete. RightsLink manages the billing, collection, and royalty payments. In addition, Informa staff can track and manage permissions orders with RightsLink's online reporting tools.

something we require, we know we can sit down together and come up with a solution where everyone benefits."

### About Copyright Clearance Center

Copyright Clearance Center (CCC), the rights licensing experts, is a global rights broker for millions of the world's most sought after books, journals and other content. Founded in 1978 as a not-for-profit organization, today CCC provides smart solutions that simplify the licensing of content that lets businesses and academic institutions quickly get permission to use copyright-protected materials, while compensating publishers and content creators for the use of their works. For more information, visit [www.copyright.com](http://www.copyright.com).

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