

# **BUSINESS PLAN**

# **2009 -2012**

**Adopted by the IFRRO Board  
4 June 2008**

# IFRRO MISSION STATEMENT AND CORE VALES

## IFRRO MISSION STATEMENT

**IFRRO** works to increase on an international basis the lawful use of text and image based copyright works and to eliminate unauthorised copying by promoting efficient Collective Management of rights through RROs to complement creators' and publishers' own activities.

## IFRRO CORE VALUES

- ✚ **IFRRO** respects the rights of individual creators and publishers to determine how their works are managed.
- ✚ **IFRRO** encourages management of rights and provides systematic and proactive support to RROs and supports joint efforts by authors, creators and publishers of literary and scientific printed works worldwide to establish RROs.
- ✚ **IFRRO** works to strengthen its role as the leading international body in fostering and providing information on reproduction rights and the collective administration of such rights
- ✚ **IFRRO** encourages and provides opportunities for authors, creators, publishers and their representatives to meet, exchange information, collaborate and partner in respect of reproduction of copyright works, document delivery and certain digital uses of their works.
- ✚ **IFRRO** and its members deploy the highest ethical standards when dealing with the rights which they are involved in administering, with the collection and distribution of remunerations, and with the funds they hold in trust.

## A. PURPOSE OF IFRRO

Intellectual Property (IP) contributes to the development of a nation's economy and is indispensable to culture, cultural identity and diversity, knowledge and education. The approach taken to stimulate intellectual creativity and create frameworks allowing culture, knowledge and the copyright based industries to prosper and grow, is of vital importance.

Intellectual property is important to education, knowledge and culture to the extent it is made accessible to users. Access channels include book stores; subscriptions; access through libraries; direct sales including downloads of books, chapters of books, journals, individual articles and other materials for purchase; and access from publishers and other rightholders or their representatives. In respect of uses which the rightholders do not wish to license themselves e.g. fragments or excerpts of published works, Reproduction Rights Organisations (RROs), where they exist, play an important role as intermediaries between copyright holders and the user community.

The International Federation of Reproduction Rights Organisations (**IFRRO**) is an independent organisation established on the basis of the fundamental international copyright principles embodied in the Berne and Universal Copyright Conventions. Its purpose is to facilitate, on an international basis, the collective management of reproduction and other rights relevant to copyright works through the co-operation of national Reproduction Rights Organisations (RROs). Collective or centralised rights management is preferable where individual exercise of rights is impractical.

**IFRRO** through its members supports creators and publishers alike and provides internationally a common platform for them to foster the establishment of appropriate legal frameworks for the protection and use of their works.

**IFRRO** works to develop and increase public awareness of the need for effective RROs and to support joint efforts of publishers, authors and other rightholders to develop rights management systems world-wide. To accomplish its mission, **IFRRO** fosters the development of studies and information-exchange systems; relationships between, among and on behalf of members; and effective methods for conveyance of rights and fees among rightholders and users, consistent with the principle of national treatment.

**IFRRO** facilitates co-operation among RROs as well as with and among creators, publishers and their associations. Through this work and its fight against copyright infringement and unauthorised use of text and image based works IFRRO stimulates creativity, diversity and investment in cultural goods as a useful tool for rightholders, consumers, the economy and society as a whole.

To these ends, **IFRRO** will pursue Objectives and actions set out in this *Business Plan*

## **B. IFRRO MAIN OBJECTIVES**

To enhance the services to its rightholder membership and the user community **IFRRO** will pursue the following main objectives during the period covered by the Business Plan 2009-12:

1. Enhance information exchange and education with the aims of consolidating the reputation of the organisation and of providing a real benefit for the members
2. Provide systematic and proactive support to the creation and start up of efficient RROs worldwide
3. Maintain the international representation role of IFRRO on a high level; develop strategic partnership and co-operation with a view to improving the understanding of the role and functions of RROs in the protection of copyright;
4. Facilitate and assist the membership in developing appropriate business models and effective methods for conveyance of rights and fees among rightholders for a changing environment
5. Provide an organisational structure that serves the best interest of the IFRRO membership and the rightholders in the text and image based sector
6. Maintain an administration with a staff and qualifications necessary to carry through the Objectives in the IFRRO Business Plan and other objectives set by IFRRO.

### **KEY Communication MESSAGES**

#### **Main messages**

- Copyright and RROs contribute to the establishment of an economic basis for CULTURE, KNOWLEDGE and EDUCATION
- RROs assist creators and publishers in providing legal access to copyright works in these areas through easy licensing mechanisms

#### **Additional messages when appropriate**

- Knowledge industries, creators and publishers and RROs contribute to cultural diversity, economic growth of nations and the creation of employment
- Cultural and knowledge industries contribute substantially to the GDP (Gross Domestic Product) of nations.

## **C. ACTIVITIES**

### **OBJECTIVE 1 ENHANCE COMMUNICATION AND INFORMATION EXCHANGE**

**IFRRO** will carry on the

- Implementation of the IFRRO Key Communication messages into IFRRO communication and information material and presentations
- Newsletter directed towards a broad range of stakeholders; a regular News update for the membership; and an Executive News directed towards the membership's executives
- Continued reviewing of the format of the Newsletters

#### **New Activities in the Business Plan 2009-12**

- ✓ Revise the IFRRO Communication and Information plan
- ✓ Develop "easy to read" papers on selected topics to facilitate the understanding of key topics
- ✓ Develop and maintain the dissemination of information on the ARROW project
- ✓ Develop a comprehensive presentation to demonstrate how collective management is a proper and effective solution to assist creators and publishers of text and image based works in managing their rights in general, and in the digital arena in particular
- ✓ Publish a study paper on digital rights and management of rights in the digital arena

### **OBJECTIVE 2 PROACTIVELY SUPPORT THE CREATION OF RROS**

**IFRRO** will carry on

- Regional Committees
- Regional Development Representatives at least in Africa, Asia, Latina America and the Caribbean
- Continue copyright compliance and education programs in cooperation with authors and publishers
- Continue to support its membership in combating unauthorised use of their works
- Continue the Anti-Piracy Training the Trainers (ATTP) program with UNESCO
- Continue to build priorities on the Business Plans for Regional development work

#### **New Activities in the Business Plan 2009-12**

- ✓ Develop an IFRRO welcome manual to new RRO members
- ✓ Develop a software package taking into consideration ONIX for RROs, ISTC and other standards to be offered to newly established RROs in membership of IFRRO to enable them to manage their repertoire and distribution policies
- ✓ Expand the ARIPO-IFRRO-WIPO training program and teaching material to OAPI, APEC and CERALC countries
- ✓ Explore the appropriate way for IFRRO to address issues on copyright compliance and education and unauthorised reproduction
- ✓ In co-operation with the creators' and publishers' organisations develop a best practice manual on copyright compliance and education and on the combating of unauthorised reproduction of text and image based works; draw up a plan for its implementation and dissemination
- ✓ Collaborate with international creators' and publishers' federations in membership of IFRRO to develop methods to compile data on unauthorised use of copyright works; publish an annual report

### **OBJECTIVE 3 REPRESENT IN INTERNATIONAL FORA. BUILD STRATEGIC PARTNERSHIP**

**IFRRO** will carry forward

- Representation as well as co-operation activities with WIPO and UNESCO
- Representation and co-operation activities with ARIPO, OAPI and CERLALC including the training program developed in co-operation with ARIPO and WIPO
- The monitoring of relevant European Union activities, where appropriate in close co-operation especially with its Brussels based trade association members
- Participation at APEC / IPEG meetings
- Co-operation and exchange of information with CISAC
- Dialogues with IFLA

#### **New Activities in the Business Plan 2009-12**

- ✓ Sign co-operation agreement with CERLALC
- ✓ Consider co-operation with ASEAN, Secretaria de Cooperación Iberoamericana, Mercosur and Pacto Andino
- ✓ Organise annually conferences on collective management related issues with CISAC and WIPO
- ✓ Organise seminar / conferences with IFLA and WIPO

### **OBJECTIVE 4 ASSIST IN DEVELOPING STRATEGIES FOR CHANGING ENVIRONMENTS**

**IFRRO** will

- Continue to monitor relevant development in the analogue and digital arenas
- Continue the collection and exchange of information on digital mandates and agreements on the exchange of repertoire between RROs for digital licensing
- Encourage and, when appropriate, participate in the development of international norms and standards for effective management of rights to text and image based works
- Actively participate in the further development of the ONIX for RROs and the ISTC
- Continue to monitor ACAP, DOI, PLUS and ISNI

#### **New Activities in the Business Plan 2009-12**

- ✓ Monitor and report business models to facilitate the development of RRO business models that can support and complement creators' and publishers' own activities in the analogue and digital arenas
- ✓ Show through examples of business models how RROs can assist creators and publishers
- ✓ Communicate regularly RRO activities in the analogue and digital arenas
- ✓ Present best practices on the IFRRO Members Only page on licensing in the digital arena
- ✓ Develop a RRO "Non Profit Intermediaries" online licence service to assist creators and publishers to offer access to content
- ✓ Examine solutions for multi-territorial licensing
- ✓ Sustain the membership's implementation of ONIX for RROs and the ISTC with the aim that by 2012 at least 50% of the RROs in membership of IFRRO use ONIX, either for distribution, repertoire or both; and that the ISTC is commonly used among the membership
- ✓ Develop an IFRRO Party Identifier compatible with the ISNI
- ✓ Carry through the ARROW project and sustain the IFRRO membership taking part in the project

## **OBJECTIVE 5 DEVELOP APPROPRIATE ORGANISATIONAL STRUCTURES**

### **IFRRO will**

- Maintain the current membership fee level throughout the period covered by the Business Plan
- Continue to facilitate meetings of creators' and publishers' groups at IFRRO events
- Continue to assess biannually the Committees, Working Groups and Fora, their remits and membership
- Carry forward the Senior Managers Forum (SMF)

### **New Activities in the Business Plan 2009-12**

- ✓ Carry out a full assessment of the IFRRO scope of activities in the text and image based works arena with a view to enable a broad discussion in appropriate IFRRO fora
- ✓ Review the membership categories and criteria for IFRRO membership
- ✓ Review the Board structure
- ✓ Assess with relevant stakeholders how IFRRO can best support PLR activities
- ✓ Address the relationship between RROs through a recommended Code of Conduct or a similar instrument
- ✓ Document the distribution rules applied by RROs
- ✓ Work out a guide on the IFRRO election and voting procedures
- ✓ Build on the creator and publisher gatherings to facilitate a dialogue between the two groups
- ✓ Launch a RRO forum to facilitate discussions and exchange of information on business models

## **OBJECTIVE 6 ENSURE ADMINISTRATIVE RESOURCES REQUIRED BY THE OBJECTIVES**

### **IFRRO will carry on**

- A focused staff with qualifications to offer high quality assistance to the IFRRO membership and the IFRRO structures
- Regional Development Representatives at least in Africa, Asia, Latina America and the Caribbean

### **New Activities in the Business Plan 2009-12**

- ✓ Improve the support to the membership in implementing technical standards
- ✓ Review the total number of staff