A risk analysis of business model canvas for digital curation
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The Problem: How can we get a better conscience of the actual costs in a repository, and forecast future costs? Are there techniques to help on that?
Hypothesis: From the body of knowledge of risk management we can conclude that costs are what we have to give up for controls, which in turn are the measures that we have to put in practice to minimise loss (digital preservation) or to maximise gain (digital curation in a broad sense). In that sense, a control is anything we are considering applying to either minimise negative impacts or to take advantage of opportunities to produce value and thus bring gains. The technique behind this method analyses the repository with the support of a risk registry and is based on Business Model Canvas (BMC). A BMC allows organisations to fill their business model in a visual canvas that allows for easy understanding of their business in nine building blocks. The motivation behind it is to understand both what can positively affect the value propositions of your business (opportunities) and what can negatively affect those same value propositions (risks).

The idea is to identify and understand the risks and their impact (positive and negative) on each of the nine building blocks of the BMC. We demonstrate how the BMC technique can be used in the method above to find risks and then controls for those risks. This in turn makes it possible to estimate the related costs as part of the overall costs of curation.

The Solution (a method):
1. Define the Context: Define the requirements of the main elements – e.g., the organisation (mission, etc.); the assets (data and services), and the external stakeholders – and, for each:
   a. Identify the relevant economic determinants.
   b. Identify relevant risks associated with the BMC.
2. Execute a Pragmatic Risk Assessment: Use a risk repository, or consult experts, in order to:
   a. Identify relevant risks associated with the identified determinants.
   b. Identify resultant extra determinants that might also be relevant for the scenario.
3. Recognise Actual Risk Treatment (the “Current” scenario):
   a. Consolidate the risks identified (mainly, to detect repetitions and overlaps).
   b. Use internal information, and if necessary also consult a risk repository or experts, to identify the controls to apply for the consolidated risks.
4. Simulate Alternative Risk Treatments (an optional activity, to be executed as many times as needed, to explore possible alternative “Future” scenarios):
   a. Use internal information, eventually also consulting a risk repository or experts, and according to the businesses strategic view and governance rules, conceive alternative scenarios for the controls of the identified risks.
   b. Make your best estimate for the costs of this new scenario.

This work was supported by national funds through Fundação para a Ciência e a Tecnologia (FCT) with reference UID/CEC/50021/2013, and by the project 4C, co-funded by the European Commission under the 7th Framework Programme for research and technological development and demonstration activities (FP7/2007-2013) under grant agreement no. 600471.