



ORCID'S 2025 VISION

Connecting Researchers and Research



TABLE OF CONTENTS

■ SUMMARY	3
■ IMAGINING THE FUTURE	4
2025 Goals and KPIs.	4
● Goal 1: Researcher Experience	5
● Goal 2: High Quality Data	6
● Goal 3: Organizational Resilience	7
● Goal 4: Broad Adoption.	8
■ MAKING IT HAPPEN	9

SUMMARY

ORCID is a global initiative, whose mission is to enable transparent and trustworthy connections between researchers, their contributions, and affiliations by providing an identifier for individuals to use with their name as they engage in research, scholarship, and innovation activities. We must engage with researchers and those organizations around the world that are part of the research and innovation ecosystem to succeed in this mission. To sustain our organization, we must find ways to scale and sustain our operations and services, so that as we gain more adopters we can continue to manage our activities and costs in alignment with our core values and strategies.

IMAGINING THE FUTURE

ORCID is driven by a vision of a world where all who participate in research, scholarship, and innovation are uniquely identified and connected to their contributions across disciplines, borders, and time. Here we lay out a plan for what ORCID will look like in 2025, in which we focus on how we provide value to researchers and the research and innovation ecosystem.

2025 GOALS AND KPIS

ORCID is centered on four core strategies. These guide our decisions and help us prioritize our actions as we work with the community to achieve our vision.



RESEARCHERS. Position the researcher at the center of all that we do



TRUSTED ASSERTIONS. Enable a wide range of verified iD-ID connections



INFRASTRUCTURE. Invest in developing a robust information infrastructure



STRATEGIC RELATIONSHIPS. Develop sustainability through strategic relationships.

As we look to the future, the following questions emerge from our core strategies:

1. Will **researchers be able to use ORCID** to enhance their ability to undertake, communicate, evaluate, and promote their research and in a variety of settings as they are doing their work?
2. Will we be providing **high quality data** in a way that researchers and their organizations value?
3. Will we be able to increase adoption and **scale our operations** effectively and efficiently?
4. Will our partners and members gain **value from adopting** ORCID?

From our core strategies and key questions, we have developed a 5-year framework by which to organize and prioritize our activities across the organization, as well as to measure and communicate our progress to each other and our community. Each core strategy is aligned with specific goals, each of which is supported by our activities and measured using key performance indicators.

GOAL 1: RESEARCHER EXPERIENCE

By 2025, we would like researchers to experience ORCID as a useful, delightful, and time saving service. *This will require* that we clarify ORCID's value proposition and work with researchers so that their use cases are specified and information collection workflows are obvious and straightforward. *We must* ensure that researcher control remains paramount.

This aligns with our **Researcher** strategy.

ACTIVITIES

- UI improvements to reduce tickets
- Registry speed up
- Improve the new user experience
- Improve accessibility and publish statement
- Encourage existing members to update records
- Improve Website experience for members and users
- Establish continuous community feedback mechanisms



METRICS

1.1 Increase proportion of active users. We will measure the proportion of users who updated and/or logged in during a time period (day, month, year).

1.2 Reduce the proportion of user tickets per total population of users.

We will measure the proportion of tickets per active user in the last year/month.

1.3 Improve ticket response time. We will measure the proportion of user tickets resolved in 24 hours or less / total number of tickets, normalized by the number of users

1.4 Save the user time. We will measure the number of users whose records have been updated by a member as a proportion of the total number of registered users who have granted update permissions.

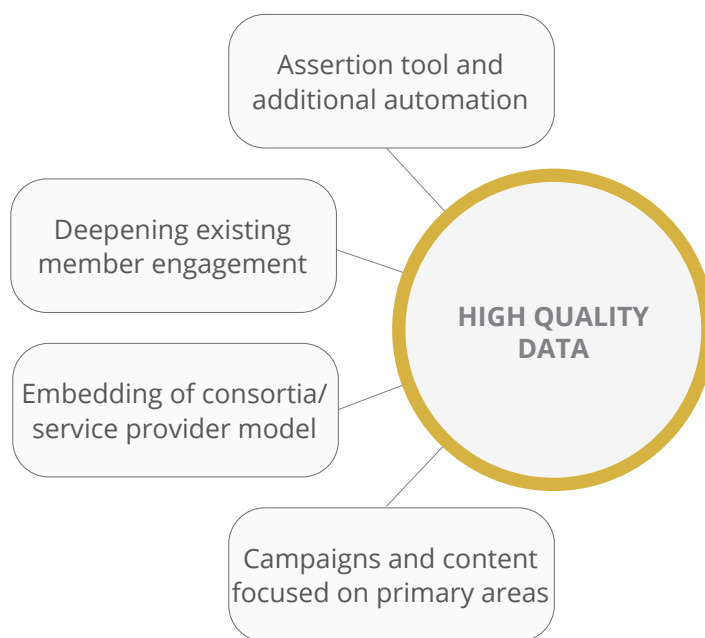
GOAL 2: HIGH QUALITY DATA

By 2025, we would like researchers and the organizations they interact with to consider the ORCID record as a reliable and easily accessible data source and to have implemented processes that enable researchers to share their ORCID information. *This will require* that the information flows to and from ORCID records are of consistently high quality, including basic and fit-for-purpose metadata and resolvable persistent identifiers (PIDs). *We must* support a variety of information flows, and expand support for a variety of information types.

This aligns with our **Trusted Assertions** strategy.

ACTIVITIES

- Test and launch new products to enable low-tech use of ORCID services
- Deepen the sophistication of member API usage
- Create channels for deeper engagement with Service Providers and Consortia
- Improve communications and maturity modeling of our Consortia and Service Providers through improved API usage insights reporting
- Develop communications campaigns to drive an increase in the number of items with metadata that meets our minimum utility standard



METRICS

2.1 Increase the number of records with metadata that meets our minimum utility standard. We will measure the proportion of records that have at least one affiliation and one work

2.2 Increase the number of organizations using data from Registry. We will measure the proportion of integrations that read data from Registry

2.3 Increase the number of members making assertions. We will measure the number of active members as a proportion of total members.

GOAL 3. ORGANIZATIONAL RESILIENCE

By 2025 we would like ORCID to have transitioned our organization from start-up to scale-up including more structured evidence for decision making and scaling services through partnerships with consortia and service providers. *This will require* ORCID to understand our service provision costs, identify areas that scale with adoption, analyze data and create reporting processes, and ensure team sustainability. *We must* find ways to incentivize creation and sustenance of national consortia, to engage with service providers in a way that is mutually beneficial, and to implement internal team development and reporting processes.

This aligns with our **Infrastructure** strategy.

ACTIVITIES

- Launch data platform and API analytics
- Engage in organizational design work
- Implement data platform including API monitoring
- Implement scaling communication campaigns
- Create new library of media resources to support researchers, members, consortia, and service providers
- Launch new processes and resources to enable rapid and consistent media response
- Develop partner approaches for Consortia and Service Providers
- Collect and analyze data on personnel time allocation and resource use
- Release MVP member self management tool
- Update financial reporting to post-breakeven metrics
- Review upcoming data protection regulations
- Security improvements per our risk register



METRICS

3.1 Reduce cost to onboard members. We will measure the proportion of members who are part of a consortia and/or integrating via a service provider

3.2 Increase the number of service provider integrations. We will measure the number of certified service provider members as a proportion of total SP members.

3.3 Continued financial stability. We will measure our EOY cash position, YOY revenue growth vs. expense, and average days to pay invoice.

3.4 Organizational resilience. We will measure staff retention, time to onboard new staff, and staff satisfaction and delight.

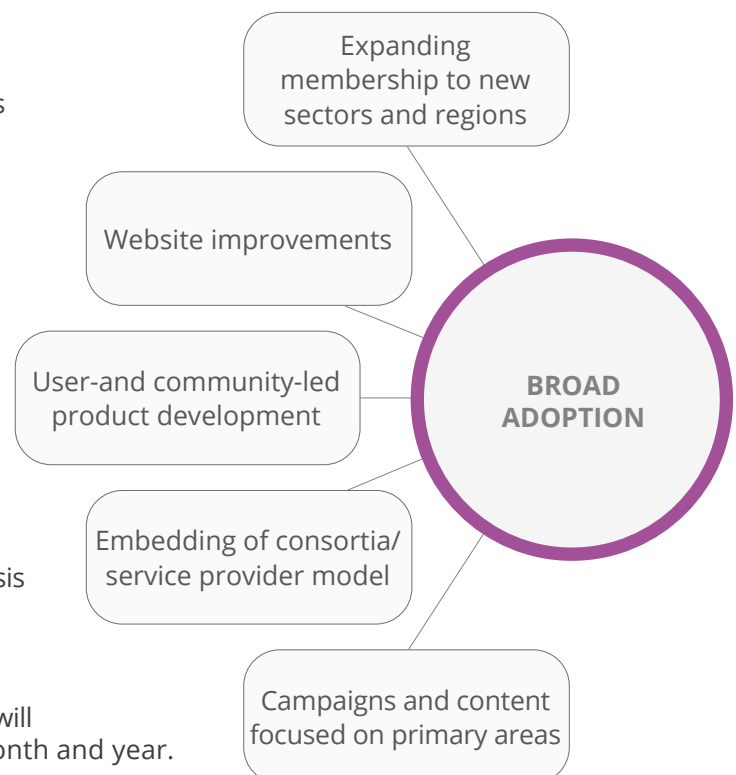
GOAL 4: BROAD ADOPTION

By 2025, we would like researchers in each region to be receiving and sharing their ORCID record information with publishers, funders, and research institutions. *This will require* organizations to have adopted at least the primary ORCID use case for their sector: in addition to collecting ORCID iDs, research institutions will assert affiliations; publishers will assert publications; funders will assert awards; and researchers can use their iD to share this information across all of these parties. *We must* reduce the technical barriers to adoption, and stimulate best practices for collection of ORCID iDs.

This aligns with our **Strategic Relationships** strategy.

ACTIVITIES

- Increase number and diversity of members across regions and sectors
- Develop focal area communications campaigns
- Develop and implement new content assets to demonstrate unique value proposition of ORCID
- Implement communications strategy that weaves together Product and Engagement strategic goals
- Rebuild product documentation
- Release new products that support adoption
- Continue leadership in data protection analysis



METRICS

4.1 Increase the number of members. We will measure the total number of members, by month and year.

4.2 Increase the number of members in each sector with active integrations. We will measure the number of members in each sector (funding, publishing, research institution) with integrations that at least read, broken out by region (Americas, EMEA, APAC).

4.3 Reduce time for members to implement ORCID. We will measure the average time from membership agreement signed to first authentication in production environment.

4.4 Maintain member churn at <5%. We will measure the number of members that don't renew as a proportion of the total number of members.



MAKING IT HAPPEN

Every journey starts with a single step. In 2020, we are starting with an internal focus to ensure we have the systems and processes in place to measure change and ensure organizational resilience. Our initial work will be to roll out an analytics platform, which we will use to establish KPI baselines and 2025 targets. In addition, we are developing our teams, both to ensure organizational values are understood and lived and to provide clear frameworks for prioritization of work and ongoing progress reporting. In parallel with this internal work, we are working to enhance our partnerships with our national consortia and service providers, through new product development, analytics and certification programs, and communications initiatives. We look forward to continued global-scale collaboration to further openness, transparency, and researcher control, and invite you to follow our progress on [our blog](#), [Product Roadmap](#), and in our [Annual Reports](#).

AUTHORS:

Laure Haak
Julie Petro
Tom Demeranville
Sarah Hershberger
Will Simpson
Ivo Wijnbergen