

- demonstrate the commercial value of open government data and how open-data policies affect this;
- develop the economic benefits case and business models for open data;
- help UK businesses use open data; and
- show how open data can improve public services.¹

ODI is very explicit about how it wants to make *open* business models, and defining what this means. Jeni Tennison, ODI's technical director, puts it this way: "There is a whole ecosystem of *open*—open-source software, open government, open-access research—and a whole ecosystem of *data*. ODI's work cuts across both, with an emphasis on where they overlap—with *open data*." ODI's particular focus is to show open data's potential for revenue.

As an independent nonprofit, ODI secured £10 million over five years from the UK government via Innovate UK, an agency that promotes innovation in science and technology. For this funding, ODI has to secure matching funds from other sources, some of which were met through a \$4.75-million investment from the Omidyar Network.

Jeni started out as a developer and technical architect for data.gov.uk, the UK government's pioneering open-data initiative. She helped make data sets from government departments available as open data. She joined ODI in 2012 when it was just starting up, as one of six people. It now has a staff of about sixty.

ODI strives to have half its annual budget come from the core UK government and Omidyar grants, and the other half from project-based research and commercial work. In Jeni's view, having this balance of revenue sources establishes some stability, but also keeps them motivated to go out and generate

these matching funds in response to market needs.

On the commercial side, ODI generates funding through memberships, training, and advisory services.

You can join the ODI as an individual or commercial member. Individual membership is pay-what-you-can, with options ranging from £1 to £100. Members receive a newsletter and related communications and a discount on ODI training courses and the annual summit, and they can display an ODI-supporter badge on their website. Commercial membership is divided into two tiers: small to medium size enterprises and nonprofits at £720 a year, and corporations and government organizations at £2,200 a year. Commercial members have greater opportunities to connect and collaborate, explore the benefits of open data, and unlock new business opportunities. (All members are listed on their website.)²

ODI provides standardized open data training courses in which anyone can enroll. The initial idea was to offer an intensive and academically oriented diploma in open data, but it quickly became clear there was no market for that. Instead, they offered a five-day-long public training course, which has subsequently been reduced to three days; now the most popular course is one day long. The fee, in addition to the time commitment, can be a barrier for participation. Jeni says, "Most of the people who would be able to pay don't know they need it. Most who know they need it can't pay." Public-sector organizations sometimes give vouchers to their employees so they can attend as a form of professional development.

ODI customizes training for clients as well, for which there is more demand. Custom training usually emerges through an established relationship with an organization. The training program is based on a definition of open-data knowledge as applicable to the organization and on the skills needed by their high-level executives, management, and technical staff.