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EUROPEANA INSIDE

Forward Plan

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Executive Summary

The *Europeana Inside* project has been funded under the European Commission's ICT Policy Support Programme with the aim of 'achieving a lasting transformation in the quantity, scope and usability of the content available to Europeana from European cultural institutions'.

The *Europeana Inside* Best Practice Network has achieved this objective through three complementary activities:

Technological Innovation

The project has specified, implemented, tested and delivered an innovative suite of software services designed to facilitate the provision of high-quality cultural heritage data to the Europeana platform.

New Content

The project has opened up access to hundreds of thousands of images and records from cultural heritage institutions not previously discoverable through Europeana.

Market insight

The project has provided unprecedented insight into the technical, strategic and operational challenges confronting cultural heritage institutions when opening up their data for discovery and re-use through Europeana.

The purpose of this Forward Plan is to build on the achievements of the *Europeana Inside* project by setting out the framework for a transition to a stable, ongoing service which consolidates these three activities.

Stakeholders in this Plan

Based on our SWOT and PESTLE analyses (see below), the following key groups and organisations have been identified as the stakeholders in this plan:

- European Commission
- ECK end-users
- Technical partners
- Content partners
- National/thematic/domain aggregators
- Sector professional organisations
- Other potential adopters/implementers

Future vision/mission

Our vision of the transition from project to sustainable service is expressed as:

"We will support the development of high-quality, resilient services enabling cultural heritage institutions to manage their participation in Europeana and similar data-sharing initiatives within their existing management systems and processes."

We will achieve this vision by:

- Securing the ongoing availability of the *ECKI* services as part of the hosting of the Dark Aggregator

- Building on and developing the SPECTRUM Partners Scheme as a network of expertise & compliance
- Working in partnership with Europeana to inform future strategy
- Advocating for the incorporation of the *Europeana Inside* outputs into the Europeana Digital Service Infrastructure proposal under CEF
- Maintaining and developing the technical services for data-sharing
- Promoting the value and benefit of open data-sharing
- Celebrating the content that has been shared through the ECK

Key activities

The following key activities have been identified as priorities in this Forward Plan:

- Preserving the value of the BPN by migrating the membership to existing sustainable networks (SPECTRUM Partners Scheme and Europeana Network, incorporating the *Europeana Tech* community);
- Aligning the 'core' identity of the *ECK* to the Europeana brand proposition and technology base;
- Supporting the creation of a series of stable 'core instances' of the Europeana Connection Kit, both inside partner platforms and within the Europeana technology base;
- Promoting engagement with the Europeana Connection Kit by new adopters/implementers;
- Engaging with Europeana to embed this activity into their medium-term planning and technical development;
- Supporting the Technical Partners on an ongoing basis as part of the *SPECTRUM Partnership Scheme* to embed the ECK functionality within their own platforms;
- Liaising with the Content Partners on an ongoing basis to advocate for the value of the ECK and participation in Europeana.

Business Model

Decisions about the future development of the *Europeana Inside* outcomes, and specifically the maintenance, promotion and support of the ECK fall into an interregnum between the current-generation of Europeana projects and the next iteration under the Europeana Digital Services Infrastructure (DSI) proposal.

The proposed model is therefore scalable depending on the outcome of these proposals and the extent to which the ECK forms part of them. It is clear that the activity will not be sustained through self-generated revenues, and that without investment, no partner is able to commit to ongoing support.

Instead of developing a new (untested) business activity for the maintenance and development of the ECK and supporting activities, it is proposed to use two existing activities to support this work in the medium-term:

- Integrate the outcomes, value, functionality and promotion of the ECK into the work of the SPECTRUM Partnership Scheme, thereby providing an existing, stable funded activity through which to support further work beyond the end of the project cycle.
- Additional investment from the MUSEU project funding under the Europeana DSI proposal for the Connecting Europe Facility programme*.

*Noting that the outcome of the CEF proposals will not be finalised before the end of the *Europeana Inside* project, and therefore accepting that there will be a hiatus in development and promotion pending the outcome of this negotiation with the European Commission.

Having reviewed the available financial models, and the level of investment being made across Europe in aggregation infrastructure, this Forward Plan does not propose to develop costed services directly to the industry. Instead, any financial investment in the ongoing maintenance of the functionality after the end of the project will be based on a combination of:

- Maintenance of the core ECK 'services' as part of the Europeana Inside 'dark aggregator', which is paid for by the Collections Trust as part of the ongoing hosting costs for the Culture Grid (noting that this support will be for a fixed period only and that no commitment can be made to ongoing support for this platform where it is not resourced);
- Integration of the ECK functionality into the technology platform being proposed for 'MUSEU', the museum domain aggregator supported under the Europeana DSI proposal;
- Integration of the ECK functionality into the technology platform for Europeana being developed under Europeana v3;
- Integration of ECK functionality (as a 'self-contained' modular set of functionalities) into individual Technical Partner platforms;
- Support to Technical Partners in integrating the ECK Functionality into their existing technology platforms;
- Costed end-user support services as required as a secondary support to Technical Partners;
- Integration of ECK functionality into platforms currently under development by National and Thematic Aggregators, such as the Dutch national aggregator.

This distributed model, based on promoting the creation of a series of iterations or instances of the ECK which operate on a more or less self-contained basis, is designed to promote resilience and latency in the overall system, and to avoid dependency on an 'external' partnership or service.

Objectives of the Forward Plan

1. Background to the project

- 1.1 *Europeana Inside* has sought to remove or reduce the barriers to participation in Europeana by museums, archives and libraries across Europe.
- 1.2 The project has developed, tested and delivered an innovative framework of software solutions (the *Europeana Connection Kit* or 'ECK') designed to integrate data publishing into the workflows of collections and information management in cultural heritage institutions.
- 1.3 In support of this integration, the technical partners have begun the process of embedding the ECK functionality into their existing and future products and services. By making the ECK functionality available to the existing installed user-base of these products, there is a genuine opportunity to reach an audience of tens of thousands of cultural heritage institutions.
- 1.4 In the process, the project partners have aggregated a significant quantity of high-quality metadata which has been submitted for inclusion in the Europeana platform at www.europeana.eu.
- 1.5 *Europeana Inside* has made significant progress towards the objectives set out in the Description of Work. In order for the project to achieve its full impact, it is necessary to regard the end of the project as the launch of a set of products and services, which will need to be maintained, improved and promoted to the cultural heritage community in the coming years.

2. About this Forward Plan

- 2.1 The purpose of this *Forward Plan* is to set out the strategies and methods by which the impact and value of the *Europeana Inside* project will be consolidated, secured and built upon after the end of the project funding in September 2014.
- 2.2 Forward planning has been a key aspect of the project, from its original submission, through each stage of the DoW, to the development of the final transitional phase of the project.
- 2.3 This *Forward Plan* therefore represents the culmination of the efforts of the project consortium and their commitment to the development of solutions that are scalable and self-sustaining without external project investment (although future projects may play a role in supporting future development, as set out below).
- 2.4 In developing this *Forward Plan*, we would like to acknowledge the contribution of the European Commission and the project reviewers who have provided invaluable feedback and suggestions at key stages of the project through the review and reporting process.

3. Short, medium and long-term priorities

- 3.1 This *Europeana Inside Forward Plan* is structured around the following planning 'phases':
 - Short-term (within 6-12 months of September 2014)
 - Medium-term (within 3 years of the conclusion of the project)
 - Long-term (within 5-10 years of the conclusion of the project)
- 3.2 The short-term priorities for the plan include:

- Delivering a successful launch phase
- Consolidating the product into a series of stable instances as described above
- Providing additional support material to facilitate engagement
- Raising awareness of and engagement with the ECK in the user community

3.3 The medium-term priorities for the plan include:

- Promoting the creation of multiple instances of the ECK functionality as described above
- Maintaining ongoing promotional activity to the user community
- Liaising with Europeana to align the ongoing development of the ECK (or multiple instances) with the Europeana DSI and new platform (including Europeana Cloud);
- Maintaining and building on relationships with technical partners
- Securing engagement by technical partners not included in the initial project
- Incorporating former EU INSIDE activity into the SPECTRUM Partnership Scheme

3.4 The long-term priorities for the plan include:

- Reviewing and evaluating the impact and adoption of the ECK functionality across the community;
- Identifying where instances of the ECK have been adopted and implemented;
- Developing a community of implementers and adopters to plan future technical development

4. Key elements of the Forward Plan

4.1 The purpose of this *Forward Plan* is not to sustain all of the *Europeana Inside* project outputs for their own sake, but to provide a realistic model for sustaining and developing the core outputs in the context of the wider operating environment.

4.2 In the next section, we evaluate the primary opportunities and challenges of this environment for the *Europeana Inside* products and services. Based on this situational analysis, we have proposed strategies for the consolidation, maintenance, development and promotion of the following elements:

- *Europeana Inside* content contribution
- *Europeana Connection Kit* (ECK)
- Associated technical infrastructure
- Promotion
- Training and support

Review of Scope and Outputs

5. Reviewing scope of *Europeana Inside*

5.1 In order to plan effectively for the future maintenance and development of the outputs of *Europeana Inside*, it is useful to revisit the original scope (aims and objectives) of the project.

5.2 As set out in the Description of Work agreed with the European Commission, the objectives of *Europeana Inside* were stated as follows:

The primary objective of the EUROPEANA INSIDE BPN (EU-INSIDE) is to support the Digital Agenda for Europe by achieving a lasting transformation in the quantity, scope and usability of the content available to Europeana from European cultural institutions.

Within this overall ambition, the main objectives of EUROPEANA INSIDE are:

- *To open up a significant critical-mass of new digital cultural content from European cultural institutions for delivery through Europeana,*
- *To simplify significantly the process of contributing content to Europeana for cultural institutions and aggregators of all scales and types throughout Europe,*
- *To help cultural institutions and aggregators overcome barriers to participation by part-automating the workflow by which content is made available to Europeana, and creating tools for the management of permissions and licensing,*
- *To build on the framework of standards and protocols established under previous Europeana projects by ensuring that current and future generations of Collections and Digital Asset Management Software are ‘Europeana-ready’.*
- *To support metadata enrichment in Content Provider systems (and thereby deliver value to participating organisations and their users) by creating a channel for enhanced content to flow back from Europeana as the central domain aggregator and point of access to local systems.*

5.3 The following table provides a schedule of the ‘outputs’ of the project (noting that this may vary from the list of technical ‘deliverables’ in the Description of Work):

Output	Description	Outcome
Europeana Inside Connection Kit	A set of innovative software services supporting different elements of the workflow of validation and submission from Technical Partner Systems to the Europeana Inside ‘dark aggregator’ (from which records are harvested into Europeana.	<i>Europeana Inside</i> has succeeded in developing an innovative, robust and scalable solution to a complex ‘real-world’ technical challenge. It has been impeded in this by the policy for Europeana <i>not to accept</i> direct data push, which limits the overall functionality and end-user experience.
Europeana Inside ‘brand’ identity	A set of logo and visual identity materials supported by guidelines and	A brand identity was established and has been

	examples.	applied consistently across the project outcomes and deliverables and in all marketing, promotional and dissemination activities.
Europeana Inside Best Practice Network	A network of technical, content and sector partners from the cultural heritage community across Europe who have worked together on the delivery of the project.	<p>This network was successfully established, and <i>Europeana Inside</i> is unique in bringing together the industry insight and expertise of such a wide group of European software development partners.</p> <p>The value and output of this network will be sustained through the existing SPECTRUM Partnership Scheme, which provides both a forum for ongoing discussion and an opportunity to engage with the developing needs of the heritage sector.</p>
Europeana Inside content contributions	A body of 800-900k metadata records about unique cultural heritage collections, spanning a range of subject and material types.	The project has successfully yielded a significant body of new content, meeting the proposed target and providing a genuinely robust test for the ECK functionality.
Europeana Inside communication channels	A website, blog, twitter and other social media accounts which have been created to support the work of communicating and disseminating the outputs of the project.	Communications have been ongoing throughout the project. However, it has been difficult to promote a product before the product itself exists and is available to the marketplace. For this reason, several members of the BPN have undertaken launch and dissemination activities after the end of the project funding.
Europeana Inside supporting materials	A body of technical guidance and documentation supporting the adoption and implementation of the Europeana Connection Kit by new partners.	Technical guidance and supporting materials have been made available to interested parties. There is still a considerable challenge for cultural heritage organisations to understand how to map their often complex and non-standard data to the requirements of the LIDO data-model. Considerable energy

		<p>has been expended in supporting the participants in this process.</p> <p>To address this on an ongoing basis, the Collections Trust is in the process of re-purposing the LIDO mapping guidance provided for the ATHENA Plus project, to avoid duplication of effort and benefit from the support efforts in that project.</p>
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5.4 An aim of this Forward Plan is to identify whether these outputs are to be sustained beyond the lifetime of the project and, if so, by whom and under what governance arrangements.

Situational analysis

6. PESTLE Assessment

- 6.1 The *Europeana Inside* Best Practice Network is committed to ensuring that the outputs of the project are sustainable and supported following the end of project funding.
- 6.2 To inform the sustainability planning for the project outputs, we have conducted the following analysis of the political, economic, social, technical, legal and environmental factors which will collectively impact on the viability of the ECK and related products and services.

Factor	Assessment
Political	<p>The European political context is a significant factor in the development of the <i>Europeana Inside</i> outputs. The recommendations of the European Commission's <i>Member States Expert Group on Digitisation and Online Accessibility of Cultural Heritage</i> place a clear emphasis on opening up cultural heritage collections for discovery and enjoyment online.</p> <p>More broadly, an increasing number of EU Member State Governments have made policy commitments to open Government and open data, which frequently includes the provision of access to cultural datasets for open re-use.</p> <p>In policy terms, then, there is an increased pressure on publicly-funded cultural heritage institutions to share information about their collections not only for discovery via their own websites, but also for open re-use via API. <i>Europeana Inside</i> makes this type of open data-sharing accessible even for smaller institutions with less technical capability.</p>
Economic	<p>Following the 2008 crisis and subsequent efforts to stabilise and recover the competitiveness of European economies, there are several significant economic pressures operating on the cultural heritage community.</p> <p>On the one hand, there is an increased recognition of the impact and value of cultural heritage services on tourism, local economies and the Creative Industries. On the other, many EU Member State Governments are significantly reducing public subsidy for museums, libraries and archives.</p> <p><i>Europeana Inside</i> does not itself directly provide a transactional platform, but it does have a significant economic impact in two senses. On the one hand, it has the potential significantly to reduce the cost for cultural heritage institutions in publishing their collections information online. On the other, it has the potential to open up discovery of collections information – including for use to support tourism and the Creative Industries.</p>

<p>Social</p>	<p>There are several key social policy agendas to which <i>Europeana Inside</i> is connected, the most important of which is to support the drive for enhanced access to formal and informal education for children and young people.</p> <p>By simplifying the process of submitting content from 'local' systems to Europeana, <i>Europeana Inside</i> has the potential to make a significant difference to the quantity and breadth of material made available for educational discovery and re-use.</p> <p>More broadly, by supporting the aim of Europeana to foster a sense of a shared European cultural heritage and identity, <i>Europeana Inside</i> is making an important contribution to the ability of European citizens to access and benefit from their heritage.</p> <p>We note that the creation of social capital is at the core of the <i>Europeana Strategy 2020</i> document, and that the ECK has the potential significantly to extend the scope and impact of this activity.</p>
<p>Technical</p>	<p><i>Europeana Inside</i> has focussed on technical R&D to address the existing barriers to participation in <i>Europeana</i> and similar aggregation-based online services. It has been developed in such a way that it can be configured to meet the demands of a changing technological environment.</p> <p>There are a number of key external factors which are likely to have a significant impact on the forward planning and sustainability of the products and services:</p> <ul style="list-style-type: none"> • Europeana platform – the <i>Europeana Connection Kit</i> is closely aligned to Europeana, and depends to an extent on the development path for the Europeana platform; • Europeana Data Model – a key element of the <i>Europeana Connection Kit</i> relates to the validation, correction and submission of LIDO records mapped to the current iteration of the <i>Europeana Data Model</i>. This model has been subject to change in the past and it will be necessary to update the ECK to account for changes in the future; • Data push – data push (ie. push directly from content providers into the Europeana platform) was identified early on in the <i>Europeana Inside</i> specification process as a key requirement. However, the Europeana technology infrastructure has not yet implemented support for data push, necessitating the use of a 'dark aggregator' between the providers and Europeana; <p>Technical partner systems – each of the Technical Partners is committed to rolling out the <i>Europeana Inside</i> functionality within their systems over the coming years.</p>

Legal	<p>The key legislation affecting the future planning of <i>Europeana Inside</i> is the <i>Public Sector Information Directive</i> and its implications for national implementations of Copyright law.</p> <p><i>Europeana Inside</i> has delivered a technical infrastructure and workflow for opening up collections-based metadata for delivery to Europeana under the <i>Europeana Content Re-use Framework</i>, which includes a requirement for open licensing compatible with the <i>Europeana Data Exchange Agreement (DEA)</i>.</p> <p>The broader legal environment will have a significant impact on the extent to which cultural heritage institutions are willing to make their content available for commercial and non-commercial re-use under an open licensing framework.</p>
Environmental	<p>In terms of the broader public ‘environment’, there is an increasing demand for access to information and knowledge relating to cultural heritage collections, and for services which support different types of use including cultural tourism, learning, formal education and research.</p> <p>The more cultural heritage institutions seek to engage with their audiences online, the greater the demand for tools and services which integrate data publishing and management into existing workflows.</p> <p>This is the key innovation of <i>Europeana Inside</i> – building distributed open-content publishing into the workflow of managing and interpreting a museum, archive or library collection.</p>

- 6.3 Based on this analysis, we can see that the *Europeana Inside* products and services (in particular the *Europeana Connection Kit*) are being launched into a highly fluid environment. There are opportunities to position the ECK and related services as part of the ‘GLAMWiki’ and open content movement, facilitating the open publication of data. At the same time, they are intimately connected to the Europeana technical development path, which may continue to change in future.
- 6.4 The key outcomes of this Forward Plan need to address the dual priorities of promotion and maintenance to ensure that the *Europeana Inside* services can deliver their potential for wider sector impact.

SWOT Analysis

7. SWOT Analysis for *Europeana Inside*

7.1 The following chart analyses the strengths, weaknesses, opportunities and threats confronting the transition of the *Europeana Inside* outputs from project to service.

<p><u>Strengths</u></p> <ul style="list-style-type: none">• Flexibility• Modular structure• Not solely bound to Europeana• Tested in the real world• Developed by market-leading experts• Highly innovative collaboration	<p><u>Weaknesses</u></p> <ul style="list-style-type: none">• Customers may not see value in a solely 'Europeana'-focused platform• Still requires mapping• Workflow may not be simple enough• LIDO introduces some complexity
<p><u>Opportunities</u></p> <ul style="list-style-type: none">• To promote data-sharing by collections owners• 2-stage mapping provides opportunity to explore alternate 'data destinations'• Opportunity to raise awareness of LIDO	<p><u>Threats</u></p> <ul style="list-style-type: none">• Functionality will not be embraced/used by end-users• ECK may not be adequately maintained• Services may not be sufficiently reliable• Europeana may change data structure

Stakeholders

8. Key audiences/stakeholders

8.1 The following groups have been identified as having a key stake in the future development and maintenance of the *Europeana Inside* products and services:

Stakeholder group	Requirement
European Commission	<p>The European Commission has provided funding for the research and development of the <i>Europeana Connection Kit</i> and associated <i>Europeana Inside</i> content on the expectation that they will continue to be available and promoted after the end of the project lifecycle.</p> <p>Key requirements include supporting engagement with the Digital Agenda for Europe (and the new priorities under the <i>Horizon 2020</i> programme) and maximising the return on investment in <i>Europeana</i>.</p> <p>The European Commission expects that there should be a viable forward strategy which will include the ongoing availability of the ECK and related services beyond the end of the project.</p>
ECK end-users	<p>The primary purpose of <i>Europeana Inside</i> has been to reduce barriers to content sharing by cultural heritage institutions (museums, archives and libraries). These barriers are partly legal (copyright) and technical, but partly also institutional and policy-based.</p> <p>The ECK cannot <i>in its own right</i> transform organisational attitudes toward open content sharing and re-use, but it can significantly remove the organisational inertia once the broader strategic decision has been made.</p> <p>The critical requirement of the end-users is likely to be ease-of-use – the ECK, as implemented in Technical Partner systems, needs to be intuitive and functional and yield the expected result.</p> <p>Our aim is to try and ensure that, as cultural heritage organisations move to procure new systems in the coming years, they begin to require ‘ECK-ready’ certification as part of their tendering process.</p>

Technical Partners	The <i>Europeana Inside</i> Technical Partners include
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	<p>leading suppliers of Collections Management, Digital Asset Management and related software solutions for cultural heritage institutions.</p> <p>Technical Partners need 'ECK-ready' certification to deliver competitive advantage for their businesses, as well as demonstrating their commitment to supporting the ongoing needs of their customers.</p> <p>In order to be confident in integrating the <i>Europeana Inside</i> functionality or services into their existing product set, Technical Partners require a guarantee in terms of the availability and integrity of the service that is at least equal to the minimum uptime set out in their SLA with end-users.</p>
Europeana	<p>Under the <i>Strategic Plan 2020</i>, Europeana is moving from a 'portal to platform' model, supported through its new proposal for funding as a Digital Service Infrastructure under the Connecting Europe Facility.</p> <p>Under this new model, Europeana is working to provide digital services and technical infrastructure which support the needs of the professional community, the public and the Creative Industries.</p> <p>Europeana's requirement of the <i>Europeana Inside</i> products and services is that they align to the technical development path for Europeana's core platform and that they support the delivery of quality data that meets the guidelines set out in the <i>Content Re-use Framework</i>.</p> <p>In the medium-term, a core Europeana requirement is the reduction of duplication in spending on technical tools and services, and their integration into the overall supply chain for cultural heritage institutions.</p>
National/Thematic/Domain Aggregators	<p>The European 'ecosystem' of aggregation includes a variety of aggregation services, each of which has a different focus. Some focus on surfacing content by country or region. Others by theme and others still by cultural heritage domain.</p> <p>National, thematic and domain aggregators need to find mechanisms of securing a sustainable flow of content into their platforms which also adds value to the existing work of cultural heritage institutions.</p>

	<p>The ECK and related services have the potential to open up a significantly larger potential pool of content providers to national and other aggregation platforms.</p> <p>Several organisations responsible for the running of aggregation services have expressed an interest in configuring the ECK to supply metadata from Technical Partner systems to their platform as well as directly to Europeana.</p>
Expert organisations	<p>Sector professional/expert organisations such as the Collections Trust and Digitaal Erfgoed Nederland also have a direct interest in maintaining the development of the <i>Europeana Inside</i> outcomes.</p> <p>The ECK has a core role to play both in embedding standards and best practices into the heart of cultural heritage management and in demonstrating the value and impact of open data sharing for the cultural heritage sector.</p> <p>It is therefore a strategic advantage to these organisations to ensure that the ECK and related services continue to be operational and that a significant number of cultural heritage institutions make use of the functionality to share their information.</p>
Other platforms/services	<p>In addition to Europeana, there are a number of public-facing platforms and services which have an interest in accessing and repurposing cultural heritage metadata.</p> <p>Initiatives such as the Digital Public Space in the UK, or the development of the Wikipedia community may provide an opportunity for future data-sharing partnerships.</p>
Other EU projects	<p>The Europeana ‘family’ of projects includes a range of initiatives which could benefit from making use of the ECK functionality to increase the contribution of metadata from their participating organisations. Approaches have already been received from the LOCloud and Europeana Cloud projects for discussions about potential use of the ECK in their work.</p>

Future Vision

9. Articulating the *Europeana Inside* vision post-project

9.1 In the transition from project to sustainable service, we propose the following vision which will inform the development of this Forward Plan:

“We will support the development of high-quality, resilient services enabling cultural heritage institutions to manage their participation in Europeana and similar data-sharing initiatives within their existing management systems and processes.”

9.2 We will achieve this vision by:

- Integrating the use of the ECK into existing partnerships, supported through the Collections Trust
- Building on and developing the SPECTRUM Partners Scheme as a network of expertise
- Working in partnership with Europeana to inform future strategy
- Advocating for the incorporation of the *Europeana Inside* outputs into the Europeana Digital Service Infrastructure proposal under CEF
- Maintaining and developing the technical services for data-sharing
- Promoting the value and benefit of open data-sharing
- Celebrating the content that has been shared through the ECK

9.3 We will articulate the core value proposition of *Europeana Inside* as:

“Europeana Inside makes it easier for European cultural institutions to share information about their collections with the public via online platforms including Europeana.”

Preserving the value of the BPN

10. Europeana Inside Best Practice Network

- 10.1 A key outcome of *Europeana Inside* has been the creation of a Best Practice Network (BPN) which (uniquely) combines the technical expertise of market-leading companies, the insight of cultural heritage institutions and the networks of European professional organisations.
- 10.2 It is important to sustain the value and expertise of this network, without creating an additional layer of networking activity which would be hard to support outside the context of an EU-funded project.
- 10.3 We therefore propose the following complementary strategies to maintain and build on the value of the *Europeana Inside* Best Practice Network:
 - Continue the technical implementation and mapping elements of the *Europeana Inside* activity under the SPECTRUM Partners Scheme, maintained by the Collections Trust on behalf of the professional museum community;
 - Continue the networking and knowledge transfer activity of the project through the *Europeana Network*, incorporating the work of the *Europeana Tech* community, supported and coordinated by the Europeana Foundation;
 - Encourage all *Europeana Inside* partners to become part of the *Europeana Network*, providing an ongoing opportunity for future networking and collaboration

Developing a brand proposition

11. Review of brand positioning

- 11.1 The name of the *Europeana Inside* project was chosen to indicate that a key output of the work is to integrate 'Europeana Readiness' into the platforms provided by the Technical Partners.
- 11.2 This branding of 'Europeana Inside' or 'Europeana Ready' has already been implemented by several Technical Partners in their marketing and promotional material.
- 11.3 The adoption of the Europeana brand and brand/visual identity has been advantageous during the lifetime of the funded project, and has enabled the platform to benefit from clarity of purpose. However, if the ECK and associated services find wider implementation (for example through the integration of other data destinations), then the brand of 'Europeana Inside' will be less accurate.
- 11.4 This linked brand identity will be supported through the rollout and implementation plans of the Technical Partners, and also in advocating the adoption of the ECK functionality by other stakeholders and partners (such as national and thematic aggregators).

Sustaining the Europeana Connection Kit

12. Description of the ECK functionality

12.1 Alongside the new content that *Europeana Inside* has opened up for discovery through Europeana, the Europeana Connection Kit (ECK) is the primary product of the project.

12.2 The high-level architecture of the ECK was designed to meet the following principles:

- The overall architectural style complies with established principles for service oriented architectures
- The ECK comprises a set of modular components
- The components may be implemented locally or externally
- Functionality which is closely related to exist functionality within a CMS should be embedded within the CMS
- Components should expose (machine) interfaces to other components in a consistent fashion
- User interfaces, where necessary, will be embedded within the CMS and will be consistent with the look and feel of the individual CMS
- As well as the CMS, ECK components will interact with, and may be embedded in aggregators
- Some ECK components will interact with aggregators or directly with Europeana

12.3 The core components of the Europeana Connection Kit include:

- ECK Core module
- Metadata definition
- Data mapping/transformation
- Preview
- PID Generation
- Statistics
- Set Manager
- Validation

12.4 The schematic overleaf demonstrates how these components/services are integrated.

13. Securing the future of the ECK

13.1 As a core output of the *Europeana Inside* project, the Europeana Connection Kit (ECK) represents a significant technological innovation which has the potential to provide a useful tool for cultural heritage institutions in opening up their collections online.

13.2 Our aim following the end of the project lifecycle is to ensure that there are multiple instances of the ECK functionality and services, integrated into the various Technical Partner and stakeholder platforms, including the Europeana technology base and the technology base under development for MUSEU – the museum domain aggregator.

13.3 The process of securing the ECK focuses on short-term and medium-term actions:

Short-term

In the short-term (0-12 months), we will:

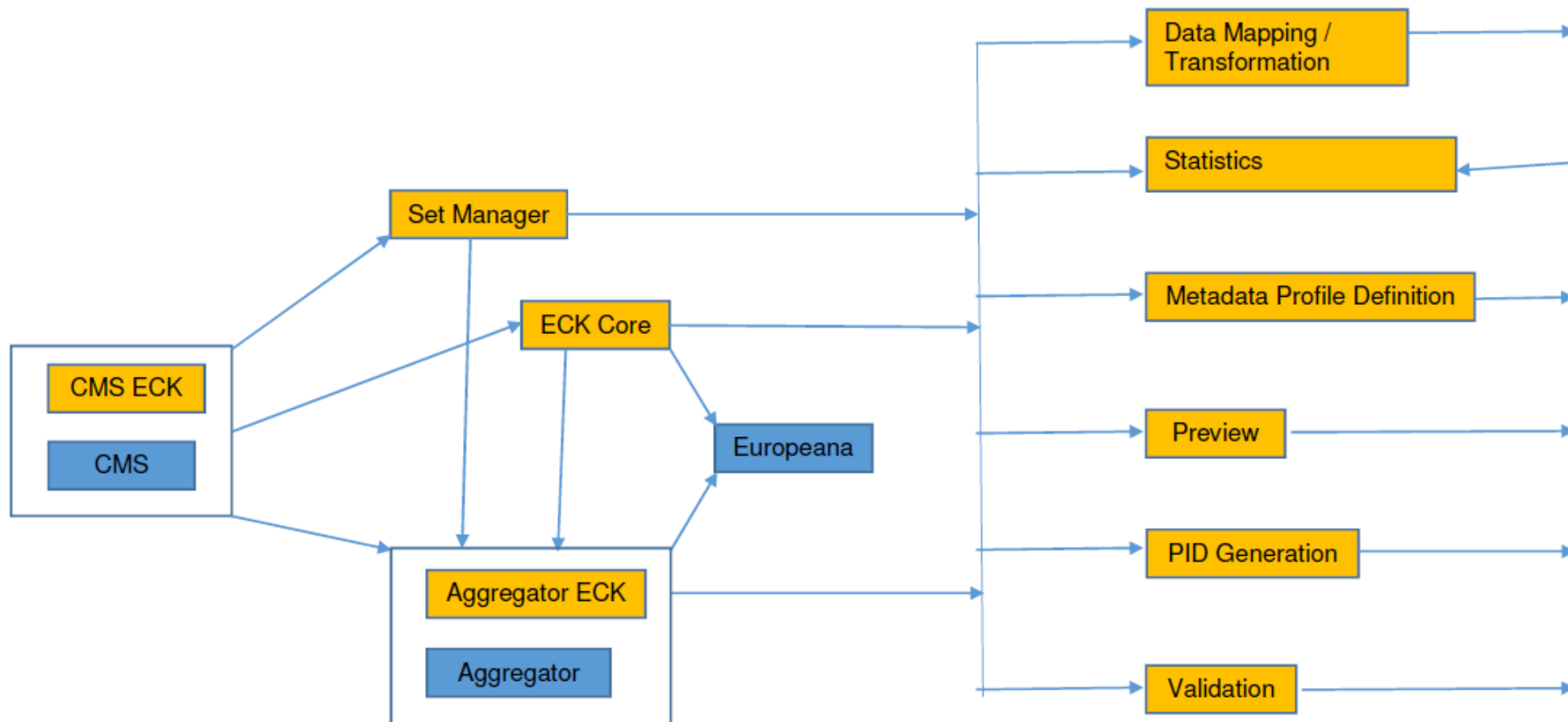
- Engage with the Technical Partners currently responsible for hosting modules/services of the ECK concerning their immediate plans for these components;
- Contract a partner to create and host a 'core' instance of the ECK components, if funds are available through the Europeana DSI 'MUSEU' proposal to support the costs of this consolidation (see also below);
- Integrate this core instance into the technology base for MUSEU, the Museum Domain Aggregator funded under the Europeana Digital Service Infrastructure;
- Create a single point of access for technical information about the ECK and migrate the existing technical documentation from the *Europeana Inside* website to this platform;
- Support the Technical Partners in creating their own supporting and promotional material for their customers wishing to make use of the ECK functionality;
- Engage with Europeana to identify opportunities to embed an instance of the ECK into their technology path under *Europeana Cloud*.

Medium-term

In the medium term (1-3 years), we will:

- Establish a Development Plan for the core ECK components;
- Work with Technical Partners (under the SPECTRUM Partners Scheme) to review integration and takeup and agree an ongoing forward plan for future fundraising and/or development.

Figure 1. Schematic showing the core components of the Europeana Connection Kit (ECK)



14. Promoting new instances

- 14.1 Alongside the short and medium-term priorities set out above, the project partners will proactively seek opportunities to engage with the following stakeholders to support them in embedding instances of some or all of the ECK components into their technology platforms:
- Other domain aggregators (libraries, archives, audiovisual archives)
 - National Aggregators (Netherlands, UK, others to be identified)
 - 'Thematic' and project Aggregators under the Europeana DSI
 - Other technology partners (Wikipedia, BBC Digital Public Space)
- 14.2 The ECK components and associated documentation will be made available to prospective implementers under an open license to facilitate engagement and use.
- 14.3 Technical documentation for potential new 'ECK instances' will be provided via a single point of access, to be hosted by the Collections Trust. A limited support service will be provided to prospective new adopters (according to capacity) with additional interaction supported through a chargeable consultancy offer.

Promoting integration with Europeana

15. The future development of Europeana

- 15.1 Under the *Strategic Plan 2020*, the Europeana Foundation has identified its mission to ‘transform the world with culture’.
- 15.2 A key element of delivering this mission is the evolution away from a single ‘portal’ towards a platform model in which Europeana delivers technical infrastructure, innovation and incubation services to support discovery and re-use of culture-sector data.
- 15.3 Alongside this strategic objective, Europeana is positioning itself under the connecting Europe Facility as a ‘digital service infrastructure’. This means that it will continue to develop technical services and solutions for use both by the Cultural and Creative Industries and by other industry sectors across Europe.
- 15.4 The *Europeana Inside* products and services, and particularly the Europeana Connection Kit, have been designed so that they can be integrated into the existing Europeana technology base to facilitate the workflow of content submission, validation and management.
- 15.5 It has not been possible to integrate the ECK into the core Europeana technology base during the lifetime of the *Europeana Inside* project due to the existing policy which prefers data harvest from partner aggregators over direct data push.
- 15.6 The Management Partnership will therefore engage with Europeana to implement the following actions:
 - To embed the ECK into the specification and development of MUSEU, the Museum Domain Aggregator being implemented by the Collections Trust, SPK and ICCU as part of the MICHAEL AISBL under the Europeana CEF proposal;
 - To engage with the technology team at Europeana to help them understand the scope and functionality of the ECK;
 - To work with the team at Europeana to identify opportunities to embed an instance of the ECK into the core development path for Europeana;
 - To work with Europeana to promote the use of the ECK by other Europeana-related projects and activities;
 - To align the ECK and the development of the recently-announced ‘Wikipedia Batch Upload Tools’

The role of Technical Partners

16. Building on success

- 16.1 The success of *Europeana Inside* has depended to a great extent on the willingness of the technical partners to collaborate and to share their knowledge and insight into the challenges and opportunities of opening up cultural heritage datasets.
- 16.2 A key aim of the *Europeana Inside* project has been to leverage both the knowledge and the market reach of the Technical Partners to achieve a lasting transformation in the number of cultural heritage organisations able to participate in Europeana.
- 16.3 The expertise of the Technical Partners has ensured that *Europeana Inside* has delivered a technical solution that is scalable, configurable and able to be adapted to a wide range of 'real-world' conditions.
- 16.4 Because each Technical Partner has committed considerable effort to the integration of the ECK into their core offer, the functionality is better-embedded and more intuitive than it would have been had it been presented as a standalone service.
- 16.5 Securing the ongoing engagement of the Technical Partners is therefore a critical factor in ensuring that the *Europeana Inside* outputs are sustainable beyond the end of the project.

17. Roles and Activities of Technical Partners

- 17.1 The Technical Partners have a number of key roles in securing the long-term viability of the project outputs. These include:
 - Integrating the ECK functionality into their technology base (to avoid risks associated with dependence on an unsupported external service);
 - Rolling out the ECK functionality to their installed user-base according to their Integration Plans;
 - Providing technical and other user support to new and existing clients wishing to make use of the ECK functionality;
 - Advocating the general principle of sharing collections data for discovery and re-use;
 - Informing the ongoing technical development of the ECK and related services;
 - Liaising with selected project partners to provide long-range insight into future developments and requirements.

17.2 .

18. SPECTRUM Partners Scheme

- 18.1 SPECTRUM is the international standard for Collections Management, used by more than 25,000 museums in 40 countries worldwide. It combines a procedural standard with a widely-used data standard, ensuring that museums and heritage organisations are able to capture and manage knowledge about their collections in a structured and methodical way.

- 18.2 SPECTRUM is maintained as an open standard by the Collections Trust and a network of National Partners on behalf of the international cultural heritage community.
- 18.3 Since 2009, providers of Collections Management software have been able to join the SPECTRUM Partners Scheme. Members of the SPECTRUM Partners Scheme:
- Demonstrate their commitment to best practices and supporting standards in the cultural heritage community;
 - Ensure that the core functionality of their systems supports the workflows and processes set out in SPECTRUM;
 - Have the ability to submit their systems for validation as 'SPECTRUM Compliant' (a combination of functional and structural compliance, assessed by the Collections Trust).
- 18.4 The original consortium of Technical Partners for *Europeana Inside* was formed from the current membership of the SPECTRUM Partners Scheme, with the intention of building on the scheme as an existing best practice network.
- 18.5 The SPECTRUM Partners Scheme has an established business model and market presence, based on the payment of an annual partnership fee and ongoing engagement between the Collections Trust and the SPECTRUM Partners.
- 18.6 The Scheme therefore provides an *existing business model* into which the ongoing development and support of the ECK and related services will be integrated. This provides a sustainable model through which the ECK can be promoted to clients of SPECTRUM Compliant systems.
- 18.7 As part of this work, the Collections Trust has already updated the SPECTRUM Compliance model to indicate which SPECTRUM Partner systems are 'Europeana Ready'.
- 18.8 This badging has now been incorporated into the online 'Choose a CMS' platform, which is used by thousands of cultural heritage institutions worldwide when selecting, upgrading or procuring a new Collections Management System.
- 18.9 In this way, the impact and outcomes of *Europeana Inside* can be sustained in partnership between the Technical Partners and the project partners through the extension of the SPECTRUM Partners Scheme.

The role of Content Partners

19. The value of 'real world' engagement

- 19.1 The 'Content Partners' have played a key role in securing the success of the *Europeana Inside* project, and their ongoing engagement is critical to the successful adoption and promotion of the ECK to the wider cultural heritage community.
- 19.2 The role of the Content Partners has included:
- Providing overall awareness of needs and expectations of cultural heritage institutions;
 - Supporting the specification and design of the ECK;
 - Providing technical knowledge and insight into their data, its structure and scope;
 - Delivering 'real world' implementations of the ECK and providing feedback;
 - Demonstrating both the opportunities and challenges of preparing cultural heritage datasets for part-automated submission
- 19.3 In this sense, the Content Partners have been closely embedded into the technical specification, development and implementation process. This has provided vital insight into the strengths and challenges of the *Europeana Inside* approach, which needs to inform the process of rollout and end-user support.
- 19.4 Following the end of the project, we propose that the Content Partners are invited to join the Europeana Network, and that we use this as the basis of an ongoing relationship based on the role as:
- Champions and advocates for the ECK to their networks and Technical Partner user communities;
 - 'Critical friends' to the Technical Partners;
 - Early-adopters and users of the ECK functionality

20. New content

- 20.1 In addition to their role in supporting the technical specification and implementation process, the Content Partners have opened up collections of beautiful images and data for discovery and use through Europeana.
- 20.2 This content has been celebrated through the series of *What's Inside* posts, highlighting different collections that have been delivered to Europeana through the *Europeana Inside* project.
- 20.3 The individual project partners propose to maintain and build on this material following the end of the project by migrating it from the project website to a more sustainable platform alongside the related technical documentation of the ECK.
- 20.4 The aim is to use both the content and the testimonials from the Content Partners as a key pillar of the promotion and advocacy of the ECK to the wider cultural heritage community.

20.5 As part of this advocacy process, we will also solicit volunteers from the Content Partner community to become champions or advocates for the ECK and to speak on its behalf at sector events and conferences following the launch event in London.

Core Business Model for future development

<p><u>Key partners</u></p> <ul style="list-style-type: none"> • Collections Trust • DEN • LIBIS • SPK • Technical Partners • Content Partners • Europeana 	<p><u>Key activities</u></p> <ul style="list-style-type: none"> • Maintenance of ECK • Promotion of ECK • Integration of ECK • Promotion of content 	<p><u>Value propositions</u></p> <ul style="list-style-type: none"> • Overall: We will make it easier for European cultural institutions to share information about their collections with the public via online platforms including Europeana. • To Technical Partners: We will add value for your business by helping promote the ECK functionality to your clients to share their collections information. 	<p><u>Customer relationships</u></p> <ul style="list-style-type: none"> • SPECTRUM Partner software users • Europeana • Other potential implementers 	<p><u>Customer segments</u></p> <ul style="list-style-type: none"> • New and existing clients of SPECTRUM Partner software • Other software/platform developers • Other implementers (National, Domain, Thematic aggregators)
<p><u>Key resources</u></p> <ul style="list-style-type: none"> • Finances • Person effort • Overheads • Maintenance costs • Technical infrastructure 			<p><u>Channels</u></p> <ul style="list-style-type: none"> • Existing sales and support activities of SPECTRUM Partners • Direct engagement with potential implementers • Engagement through the Europeana Network 	
<p><u>Cost structure</u></p> <ul style="list-style-type: none"> • Ongoing maintenance costs for the Europeana Inside 'dark aggregator' • Staffing and support costs • Ongoing SLA costs for development of functionality • Implementation costs for new adopters 		<p><u>Revenue streams</u></p> <ul style="list-style-type: none"> • MUSEU subcontract fund under Europeana DSI proposal • Revenue from existing SPECTRUM Partner fee structure • Consultancy/contract fees for implementer support 		