



europæana  
think culture

g'erard de Salaffane' & Emgouynne' p'voire  
et par h'c' & dolente' des font passiz sy an  
me' doit le temps que. La pais de Guant fut  
en viollee par Guillaume de Nassau prince  
de tunc et vovra' fortun' de Nassau  
ant quil me' sembloit que tant quil vivoit  
en seroit rebelle contre son frere le Roy  
ne' me' fire' au' et feroit toute' ses efforts par  
tous' manieres de troubler l'estat de  
cathol' que' et apostol' que' dite' romaine' ainsi  
de Nassau a fait et persiste' jusques a  
un' adrent' cause' d'une' infinité' de maniere  
regard' de la spiritualite' que' du temporal  
de' remembrance' de son pays baie. Et quil fut  
par son' Lad' intention' de le' demonstra  
de' de' la maison' de Johan' Vilhain' par  
ce' que' devant' le' main' d'une  
s'agins' de' plants' de' toute' maniere  
voite' & disant' que' se' vouldroit' que' ce'  
fust' este' comme' dans' le' cuer' du' prince  
A quoy' vng' nomme' Jussy' guillaume' porteur' de  
& Emgouynne' qui' manoit' vers' Jetter' Lad' gague'  
de' que' favor' dit' & me' tanca' bien' fort' disant'  
act'roit' de' tunc' & menasser' Lad' prince' et  
effort' de' volente' du' Roy' me' frere' que' le' Jussy'  
fut' tunc' que' se' maistr' avoit' p'nt' d'avo  
me' ce' fait' & le' commando'rait' mais' quil' ne'  
peut' perdre' ainsi' legerement' vng' se' bon' capitaine'  
de' pourroit' rediguer'. Ornement' ceste' remonstrance'  
et' le' tout' a' la' bonne' disposition' de' Dieu' et' de'



Business Plan 2011





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# Introduction

Outlined in this Europeana Business Plan are the business priorities for Europeana in 2011. Its framework is the Europeana Strategic Plan 2011 – 2015, which is built on four tracks:

- **Aggregate**
- **Facilitate**
- **Distribute**
- **Engage**

Europeana operates in a very dynamic environment influenced by strong technological, financial and political forces. Financially we are dependent this year on 14 projects and help from several ministries of culture and education. This is all subject to tight financial controls ensuring that we deliver on time and in budget. Thus a level of flexibility is built into this 2011 Business Plan while keeping our sights set firmly on the concrete aims and goals it promises to achieve.

2011 is a pivotal year, moving towards a service active in all the four strategic tracks. This year more emphasis and resource is to be placed on Engagement of the user and Distribution of the data, than on Aggregation and Facilitation and this is reflected in the volumes of work within each track. Each of the tracks details the activities for 2011 supported by a set of key performance indicators to be able to quantify success.

In addition to the explicit goals described in this plan there are 2 major aims for 2011 which are harder to quantify, but are integral to the vision of making cultural heritage openly and freely accessible to stimulate creativity and growth. These are the development of a European information space where the needs of the user are paramount, but where national and vertical portals, content and technology providers work collaboratively to achieve cost effective results. The other is the positioning of Europeana as one of the major facilitators of such a space while also remaining user centric in its appeal.

# 1 Aggregate

Build the open trusted source for European cultural heritage content

## 1.1 Sourcing content that represents the diversity of our cultural heritage

### Acquire more representative content

- Reach a minimum of 16 million objects in the portal
- Increase the amount of audiovisual content
- Increase masterpieces accessible via Europeana with strong representation from each member country
- Carry out a gap analysis to track missing content

#### KPI

- > 16 million objects from 27 countries

## 1.2 Extend the network of aggregators

### Encourage aggregation

- Actively identify and approach new partners to deliver content to Europeana and join the Council of Content Providers and Aggregators
- Support the development of national initiatives
- Work with domain and national aggregators to create a user-centric European information space
- Create new partnerships for further development of Europeana's WW1/Erster Weltkrieg initiative for 2012 and beyond
- Develop documentation and information packages to promote best practice, such as the Aggregators Handbook

### Council of Content Providers and Aggregators (CCPA)

- Foster and develop the CCPA
- Ensure that the work of the CCPA contributes to the objectives of the Business Plan, by working on policy and documentation needed by Europeana and its content partners
- Promote openness of data across the network to ensure take up of new data exchange agreements

- Liaise with each of the CCPA work groups to create work plans and help with their execution
- Respond to the recommendations of the CCPA and promote the results
- Organise the CCPA plenary and workgroup meetings

### Implement a more efficient partner information system

- A partner database and CRM tool is fully operational

#### KPIs

- 200+ CCPA members
- 50% of the current partners have signed the new data exchange agreements

## 1.3 Improve the quality of descriptive metadata

### Provide specifications, guidelines, planning and workflow to increase data quality

- Develop and improve data quality management:
- Provide statistical reports on usage of Europeana rights fields
- United Ingestion Management user requirements and ingestion tools updated as required. Tooling implemented and in use
- Create and implement operations workflow from partner content or user-generated content to export via APIs, etc

### Improve quality and scope of metadata added to the Europeana repository

- Support the refinement of enrichment of geo-location data
- Increase inclusion of Europeana rights elements
- Create awareness among data providers for more descriptive metadata to improve facet searching

**Increase the positive search experience in the portal for the end user**

- Keep the average percentage of dead links at the current level or less
- Provide support to raise awareness of the data providers of the importance of persistent identifiers
- Work with providers to improve the metadata visible to the user

**Develop the technical architecture and frameworks for the smooth ingestion of content**

- United Ingestion Management (UIM) framework agreed and embedded in development workflow
- UIM tooling implemented according to user requirements
- 80% of data harvested is processed and published within 4 weeks

**KPIs**

- Percentage of dead links stays at less than 3%
- Percentage of metadata records containing rights statements increases from 10% to 30%
- Statistics and reports sent out within 3 days

# 2 Facilitate

Support the cultural heritage sector through knowledge transfer, innovation and advocacy

## 2.1 Share knowledge amongst stakeholders

### Create an improved web interface for stakeholders to better integrate and share Europeana information with that of partners and projects

- Review, revise and restructure Europeana stakeholder web pages

### Publish White Papers and guides

- Commission and publish White Papers related to technical and advocacy outputs
- Publish a series of short guides or demonstrators on complex subjects such as Linked Open Data, persistent identifiers, Europeana Data Model (EDM) and the European information space

### Develop workshops and events

- Organize a series of activities, including a hackathon, EuropeanaTech conference, Linked Open Data seminar and a DISH event
- Ensure all Europeana projects are aware of the benefits of EDM and how to implement it

#### KPIs

- Publish 5 White Papers
- Publish 5 guides/demonstrators
- Organise a minimum of 5 successful events

## 2.2 Foster research and development of digital heritage applications

### Stimulate research and development

Develop a technical R&D agenda for Europeana: identify who is working on what, how we can support them and where the gaps are (in relation to 2.1 and 2.3)

- Ensure that a mechanism exists where R&D results from the IT community feed into the development of Europeana
- Ensure that the IT-related networks, e.g. the Linked Open Data or Digital Libraries communities, are actively informed of the

development of Europeana through publications, specialist networks and presentations at conferences

- The EDM model is developed, improved and incrementally implemented

### Increasing re-use of Europeana research and development

- Evaluate Europeana Labs, propose improvements and implement where feasible within the planning period
- Update and promote ThoughtLab

#### KPIs

- EDM model and documentation ready
- 4 EDM case studies
- 1 Evaluation paper on Europeana Labs
- 5 new ThoughtLab demonstrators

## 2.3 Strengthen Europeana's advocacy role

To set up an advocacy and policy programme including:

- At the policy and strategic level, advocate open data and open licences to support the adoption of the new Europeana data exchange agreements by providers
- Address issues around the data exchange agreements with aggregators and providers and find ways of mitigating their concerns
- Strengthen the role of the cultural sector within the Public Sector Information (PSI) directive review
- Co-ordinate Intellectual Property Rights (IPR) activity across Europeana projects and facilitate knowledge transfer
- Develop an IPR roadmap in close coordination with the CCPA Legal Work Group
- Actively research and understand the European Union activities in relation to IPR and communicate their consequences for Europeana and its stakeholders



- Work with CCPA Legal Work Group to overcome issues and promote solutions to copyright barriers, including results from ARROW and EuropeanaConnect, with particular emphasis on Collective Licensing
- Investigate methods to make it easier for users to comply with copyright when downloading and embedding

#### KPIs

- Advocacy pack on Linked Open Data distributed
- Data exchange agreement published

#### KPI

- Improved perception of Europeana's position in the digital landscape by policy makers and stakeholders, measured in brand awareness

## 2.4 Sustainability

- Develop a 3-year funding and sponsoring plan
- Raise necessary funding
- Advocate at a political level the need for sustainable funding from 2014 onwards
- Develop the 2012 Business Plan

#### KPI

- €0.9 million raised

## 2.5 PR and Promotion

- Develop and execute a pan-European corporate PR and Communications strategy that raises the profile of Europeana's brand among key stakeholder targets, such as policy makers and content providers
- Position Europeana within the larger European information space
- Form a group of national ambassadors to help increase political awareness and funding support in each EU member state
- Update the Europeana Brand guidelines and implement in all templates
- Publish the 2010 annual report

# 3 Distribute

Make heritage available to users wherever, whenever

## 3.1 Maintain and improve Europeana distribution services

### Continue to develop the Europeana portal and exhibitions

- Create, maintain and implement a Product Development Plan for 2011, including:
  - functions that build on a first implementation of EDM (in collaboration with 2.2)
  - services for a unified ingestion and enrichment workflow with integrated quality control (in collaboration with 1.2 and 1.3)
  - features that utilise enriched data for improved recall and precision
  - features that allow for multilingual and hierarchical search and display
  - features that allow for user participation in the form of annotations and content upload (in collaboration with 4.1)
  - features that build on geographical data, e.g. map search and display
  - mobile services to include more of the standard portal functions
- Create a Product Development Strategy identifying longer-term development lines for Europeana (in collaboration with 2.2)

### Continue to develop services for the re-use of Europeana content

- search and retrieval APIs based on API-user feedback
- widgets for retrieval, display and interaction with Europeana content
- a pilot for a Europeana Linked Open Data service
- an OAI-server allowing Europeana network members to harvest complete Europeana metadata collections
- solutions for creating and reporting statistics for the re-use of content

### Develop, document and sustain the technical infrastructure of the Europeana portal and services

- Create, maintain and communicate the logical and technical architectures for all tools and services
- Ensure hosting is adequate for forecasted needs
- Set up priority levels for development and bugs
- Maintain portal, ingestion and distribution mechanisms to high standards, fixing user-critical bugs within priority level times
- Create, document and implement an agile development process, delivering according to the release schedule in the Product Development Plan
- Ensure resources are equal to the development and maintenance required and are monitored
- Create a structure to systematically review functions and features of the portal through automatic regression testing
- Implement an automated procedure to check code quality

#### KPIs

- Achieve 100% of priority 1 developments and bugs, 70 % of priority 2 and 50% priority 3
- 80% of Product Development Plan implemented by Development Team
- 5 new user-oriented features implemented
- Linked Open Data pilot service and OAI-server implemented with 25 partners
- New functionality is developed to agreed specifications and delivery times

## 3.2 Put content in the users' online workflow

### General

- Distribute Europeana's content to end-users through multiple online channels – not just the portal, but also search engines, APIs and widgets, social networks and referral websites
- Increase the use of Europeana data

- Develop targeted product marketing activities for Europeana re-use services (APIs, widgets and linked data)

#### **Direct traffic to the Europeana portal**

- Increase direct visits to the Europeana portal, in particular from end-user groups through marketing and promotion of the portal, its features, its content and the Europeana brand
- Increase the visitor return rate

#### **Traffic from Search Engines**

- Increase visits from search engines by optimising the portal and its content for more organic search results in search engines (Search Engine Optimisation)

#### **Traffic from referral websites**

- Increase visits from links on social platforms, partner websites and blogs by implementing marketing programmes for inbound linkage and by promoting the sharing functionalities
- Develop and implement a marketing plan targeted at adoption of Linked Open Data, the Europeana API and widgets by the partner network
- Increase use of Europeana's open data, the API and widgets by the partner network
- Encourage partner network to actively link to Europeana

#### **KPIs**

- 3 million visits
  - at least 600,000 direct visits to europeana.eu
  - at least 1.4 million visits through search engines and
  - at least 1 million visits through referral sites and inbound links
- 20 API partners / 40 widgets partners

### **3.3 Develop partnerships to deliver content in new ways**

#### **Develop new partnerships with the publishing sector and others**

- Develop a minimum of 3 partnerships in the publishing and audiovisual sectors
- Develop partnerships with projects such the Digital Public Library of America and Project Gutenberg
- Partner with projects of strategic relevance to Europeana and manage the outcomes.

#### **Develop new projects for Europeana in the education and tourism sector**

- Submit the Europeana Awareness Project
- Submit the Europeana Culture into Education Project

#### **Develop pilot projects for integration of Europeana enriched data back to the provider**

- Develop and implement one small-scale pilot project for each domain with the purpose of integration of Europeana enriched metadata at its original source
- Develop partnership projects with the Wikipedia community

#### **KPIs**

- 3 content partnerships from the audiovisual and publishing sector
- 2 Europeana-led proposals submitted
- Streamlined project partnership process exists
- 1 Wikipedia upload project
- 1 data enrichment pilot project for each domain

# 4 Engage

Cultivate new ways for users to participate in their cultural heritage

## 4.1 Enhance the user experience

### Contextualisation

- Create awareness and engagement through campaigns around the editorial themes (City Life, Travel, Famous) that include social media activities, search engine marketing, exhibitions, newsletter articles and events. Ensure that user-generated content projects, social objects and partnerships for APIs and widgets complement and are coherent with these themes
- Provide users with context and interactive experiences, for example through the creation of storytelling and the development of a minimum of 6 virtual exhibitions. Include interactive elements such as commenting, tagging and allowing users to create their own exhibitions

### Experiment with User Generated Content

- Develop mechanisms to increase user generated annotations to enrich Europeana metadata, such as geo-tagging
- Orchestrate, integrate and promote First World War user generated content collection in Germany and France

### Acquire insights in user needs and behaviour

- Develop a better qualitative and quantitative understanding of users' needs and search behaviour through various means, including a user survey and focus groups, with a particular focus on secondary education and cultural tourism
- Perform regular statistics and log file analysis to get a better understanding of user behaviour on the Europeana portal

#### KPIs

- 2-3 editorial themes
- 5 interactive virtual exhibitions
- 2 UGC pilots, including 1 with the Great War Archive

## 4.2 Extend social media programmes and use of web 2.0 tools

### Conversation

- Realise a significant increase in Twitter and Facebook followers and newsletter subscribers
- Launch a Europeana blog for end-users to complement these channels and create additional opportunities for end-user involvement
- Engage in online conversations, especially around content themes such as the First World War and increase the reach to online communities and bloggers
- Manage and respond to end-user feedback and maintain up-to-date FAQs on the portal

### Adopt new media

- Identify, assess and adopt new social applications that have added value for Europeana to engage with end-user audiences, especially educational groups and cultural tourism; for example location-based services and services for audio and video.

#### KPIs

- 30% increase in Twitter and Facebook followers
- 1,250 new newsletter subscribers

### 4.3 Broker a new relationship between curators, content and users

- Develop and implement 3 small scale projects (social objects) that have a notable impact in the cultural heritage sector, express the chosen content themes, involve the partner network, are interactive, and invite new end user groups to explore cultural heritage online. For example, a storytelling project on social media surrounding the First World War project results.

#### **KPI**

- 3 social objects

# 5 Operation

## 5.1 Create a stable and inspiring office environment

- Corporate values have been established and communicated
- Creativity, collaboration and professionalism have been embedded in the organisation
- Job descriptions, appraisals and training plan have been implemented to address the needs of personnel in line with the business plan
- A business plan structure has been implemented on a monthly basis and the business plan 2012 developed

### **KPI**

- 1 example of the expression of the corporate values has been realised
- All job descriptions are current and appraisals completed



# 6 Budget

## 2011

	Europeana Local	EFG	Athena	Apenet	Europeana V1	Presto Prime	EU Screen
<b>Operating Income Subsidy</b>	<b>54.400</b>	<b>43.200</b>	<b>64.300</b>	<b>81.500</b>	<b>1.544.100</b>	<b>63.700</b>	<b>38.700</b>
* Subsidy European Commission	43.500	34.600	51.400	65.200	1.544.100	51.000	31.000
* Subsidy Ministry of OCW	10.900	8.600	-	16.300	-	12.700	-
* Subsidy from Ministry Funding	-	-	12.900	-	-	-	7.700
<b>Other operating income</b>							
* Subcontracting for other projects							
* Interest							
<b>Total Operating Income</b>	<b>54.400</b>	<b>43.200</b>	<b>64.300</b>	<b>81.500</b>	<b>1.544.100</b>	<b>63.700</b>	<b>38.700</b>

	Europeana Local	EFG	Athena	Apenet	Europeana V1	Presto Prime	EU Screen
<b>General operating costs</b>							
* Personnel staff costs							
* Costs for housing							
* Operating costs							
- Office supplies							
- Depreciation							
- Insurance							
- Financial Administration							
- Other external services							
-Other general office costs							
<b>Direct project costs</b>	<b>54.400</b>	<b>43.200</b>	<b>64.300</b>	<b>81.500</b>	<b>1.544.100</b>	<b>63.700</b>	<b>38.700</b>
* Personnel project costs	46.000	35.400	61.300	53.200	837.500	34.200	30.100
* IT Costs	7.400	-	-	-	179.500	-	-
* Subcontracting	-	-	-	22.900	211.500	1.300	-
* Marketing & Communication	-	-	-	-	-	-	-
* Travel costs	1.000	7.800	1.000	4.700	130.800	5.300	8.600
* Other material costs	-	-	2.000	700	179.300	-	-
* Overhead costs	-	-	-	-	5.500	22.900	-
<b>Total costs</b>	<b>54.400</b>	<b>43.200</b>	<b>64.300</b>	<b>81.500</b>	<b>1.544.100</b>	<b>63.700</b>	<b>38.700</b>
<b>Result</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



BHL Europe	Europeana Connect	Assets	Carare	Hope	Europeana Libraries	Europeana v2	Europeana General	Total
63.600	150.000	117.400	164.900	57.000	225.700	1.617.190	597.400	4.883.090
50.900	120.000	93.920	131.920	45.600	180.560	1.617.190	-	4.060.890
-	-	-	-	-	-	-	-	48.500
12.700	30.000	23.480	32.980	11.400	45.140	-	597.400	773.700
							35.000	35.000
							5.000	5.000
63.600	150.000	117.400	164.900	57.000	225.700	1.617.190	637.400	4.923.090

BHL Europe	Europeana Connect	Assets	Carare	Hope	Europeana Libraries	Europeana v2	Europeana General	Total
							437.400	437.400
							202.100	202.100
							71.400	71.400
							163.900	163.900
							10.000	10.000
							26.400	26.400
							40.000	40.000
							32.500	32.500
							30.000	30.000
							25.000	25.000
63.600	150.000	117.400	164.900	57.000	225.700	1.617.190	200.000	4.485.690
57.000	92.000	82.400	130.400	53.300	185.700	867.400	-	2.565.900
-	-	-	-	-	-	285.500	-	472.400
-	-	26.700	5.000	-	22.900	65.000	50.000	405.300
-	-	-	-	-	-	187.500	150.000	337.500
6.600	10.300	8.300	29.500	3.700	17.100	99.900	-	334.600
-	47.700	-	-	-	-	10.400	-	240.100
-	-	-	-	-	-	101.490	-	129.890
63.600	150.000	117.400	164.900	57.000	225.700	1.617.190	637.400	4.923.090
-	-	-	-	-	-	-	-	-

