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EUROPEANA NETWORK ASSOCIATION

Impact Assessment Report 2020

Nicole McNeilly (October 2020)

Executive Summary

Introduction

The Europeana Network Association (ENA) is a democratic community of experts working in the field of digital cultural heritage. Its 3000+ members are the driving force behind Europeana, working through six specialist communities and their Task Forces and Working Groups to address shared challenges, exchange knowledge, and support the development and digital transformation of the sector.

Methodology

We sent a digital questionnaire to all registered Network members. The survey asked questions related to impact, drawing on a change pathway developed for this exercise. It also asked questions relating to Network members' satisfaction. Both components were kept quite short to encourage completed responses. 308 Network members responded to the survey. This represents an estimated response rate of 10.5%.[1]

Findings

The Network provides its members with knowledge useful for their profession. 74% of Network members agree or strongly agree that the Network provides access to knowledge about trends and good practice. We see that most respondents select that the Network is a little bit important (32%) or moderately important for their work (30%). 14% of respondents suggest that Network membership has a great deal of importance for their daily work (most prevalent among those who have been members for more than six years), and only a small number of respondents suggest that it has no value for them.

The information shared with the Network reaches beyond its members. We learn that 64% of Network members encourage others to explore Europeana services and opportunities.

The Network provides an opportunity for professionals to improve their professional digital heritage practice and knowledge. 11% of respondents suggested that the Network provides opportunities to shape and drive policy in digital cultural heritage. 11% of Network members also report a link between membership and applications for project funding. Some respondents directly reference funded projects or levered funding. This suggests that there is a relatively small but discernible link between Network membership and the leverage of funding for activity in digital cultural heritage. We can say, then, that the Network helps to support the overall sustainability

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[1] 10% is widely recognised as the minimum response rate needed to be a representative sample.

and growth of the sector, but further research is necessary to quantify what the scale of contribution might be.

Only 16% of respondents suggested that an outcome of Network membership was the opportunity to get more involved in the Europeana ecosystem. Similarly, when we surveyed whether Network members felt that the Network provided access to opportunities and events, only 58% agreed or strongly agreed. Similarly, there is a higher response to the 'neither agree nor disagree' choice, suggesting that the sharing of opportunities and events is an area that could be improved for Network members.

The Network supports the development of a more collaborative and connected sector thanks to information flow and network development. 40% of Network members encourage others to join the Network, and we learn from the Net Promoter Score (NPS) that 48% of respondents can be considered 'promoters' of the Network and 15% are detractors. 50% follow Europeana on social media. 70% of Network members agree or strongly agree that the Network provides access to other sector professionals. This network development is strengthened by the fact that the longer someone is a Network member, the more likely they are to go to the main annual Europeana conference (formerly the AGM), at which a separate impact assessment found that network development was the strongest outcome. Yet when we looked at this more closely by asking Network members to report their personal experience of membership, only 34% of Network members suggested that the extension of their personal network was one of the most important outcomes of Network membership.

The Europeana Network Association, then, provides a structure through which the majority of members feel connected to other sector professionals. It keeps them up to date with sector knowledge and best practice. Though the Network is considered positively to provide access to other professionals, members do not seem to feel that network development, or the opportunity to collaborate with others, is as strong an outcome as others, such as gaining knowledge about best practice or learning something that they can apply in their work. That this content is designed to relate to best practice and innovation in digital cultural heritage, shows that the Network is positively contributing towards its goal of improving the quality of digital heritage, and thereby supporting the digital transformation of the heritage sector.

Recommendations
- The findings could be strengthened if combined with an interview programme where a representative cohort of Network members are surveyed.
- Future impact assessment could focus on the impact of specific changes or innovations in the Network or how it is run, in order to capture impact for Network members.
- This report shows initial findings that suggest a link between the Network and the levering of funding into digital cultural heritage, but more research is needed to understand the scale of this within the Network and to interrogate to what extent this is linked to Network membership.

- It would be valuable to more clearly differentiate between what is considered as active/super-active and inactive/passive membership. It would be interesting to ascertain how outcomes change between members who are reportedly more active in the Network, compared to those who are inactive.

Validation and next steps

This report was shared with the Members Council for their perspectives to help validate the interpretation and assumptions made in the report. The ENA Membership working group will begin to explore the membership potential and benefits, and to find new ways to actively involve ENA members.

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Introduction

The Europeana Network Association (ENA) is a democratic community of experts working in the field of digital cultural heritage.

The preparations for the Europeana Network Association (ENA or the Network) impact assessment and satisfaction survey were initiated in Autumn 2019, with the aim to measure and report the level of satisfaction of the ENA members with services that the Network offers as a KPI under DSI4. In March 2020, the ENA Members Council and Management Board reviewed and provided feedback on the survey format and content. Based on their feedback, the survey was further refined and simplified. However, due to the Covid-19 crisis, an agreement was reached to postpone the survey until June. It was sent out to all the Network members in the first half of June, and the preliminary results, together with an NPS score, were shared with the Members Council and Management Board in early July 2020. This report presents the full analysis and interpretation of the data captured.

Methodology

Data collection
Survey of Network members
In June 2020, we distributed an online questionnaire to Network members, combined with a communication that explained the intention of the survey and what we would do with the data. A follow-up communication was sent to Network members in the last week before the survey closed. The Survey was open for three weeks.

The survey was tested with the Members Council prior to its distribution to the Network. It was proposed to share the survey in March 2020, but as a result of Covid-19 this was postponed until June 2020.

The survey considers both an impact assessment as well as a satisfaction survey. The latter informs reporting to the European Commission as well as suggesting opportunities for improvement and sharing future direction.

Sample and response rate
The survey was distributed to the whole Network. We received 308 responses, which was estimated to suggest a 10.5% response rate. This is the minimum response rate that we felt would be a viable representation of the Network.

Methodology

Textual analysis (qualitative): we used textual analysis to draw out the most important themes from open text and interview data. Open text responses were most often coded in excel (having been downloaded as excel spreadsheets from Surveymonkey).

All quotations from stakeholders are presented verbatim or as written, meaning that no corrections for grammar or spelling are made.

Statistical analysis (quantitative): all data were captured by surveys (using SurveyMonkey) analysed in Excel or Google Sheets. They are presented in chart form using Google Sheets charts.

Economic impact: it was not felt appropriate to pursue economic impact assessment for this impact assessment. We investigated how to investigate willingness-to-pay with the Europeana Network Association, and proposed this to the Europeana Members' Council. There was a strong reaction against this approach, for several reasons, including that the theme was not introduced carefully enough to the Board. In addition, the idea of economic valuation elicited the following response:

- *Capturing economic impact is complex and interpretive, an arbitrary number (paying for access) isn't helpful due to the diversity of ENA member types.* (Members Council representative feedback)

However, we investigated in a light-touch way the extent to which Network membership (the network and opportunities that result) resulted in opportunities to apply for or to lever additional funding into the heritage sector. Our approach could be improved, for example, by being clearer in some of the questions about the distinction between applying for project funding and being awarded project funding.

Limitations

- If the respondent is active in the Network, it may be hard to disassociate outcomes (e.g. networking) from events as separate to those of Network membership as a standalone activity. The results should be viewed with this in mind.
- A higher response rate would have benefited the results. We are nonetheless content with the range of views represented.
- Follow-up interviews would provide additional nuance to future impact assessments. This was unfortunately not possible within the context of this assessment due to limited capacity.
- We have not been able to identify a baseline or pre-Network membership measure, or indeed, to identify what a measurement might focus on. This could be something we measure for future new members when they register. Additionally, we could follow the efforts of others (like the UK's Digital Culture

Network and measure change within a certain time period, e.g. six months after membership begins).

- The findings of this report are weakened by asking Network members to look retrospectively at outcomes that emerged as a result of Network membership without a specific time period in mind.
- There is a likelihood of survey bias, that is, that those with something positive to share might be more likely to respond. The data can be interpreted to suggest that there is a bias at play, and thus these results should be read with this potential bias in mind. Randomised surveying (e.g. picking a random sample of Network members) might be a more appropriate method to trial in the future, even if this resulted in a smaller sample of respondents. Attention should always be paid to the formulation of the questions themselves to reduce the opportunity for biased responses.

Findings

Who are the respondents?

The majority of respondents indicate that they came from a GLAM background, with educators and other cultural professionals being the next most selected categories. 57% of respondents do not select a GLAM background, and 27% of respondents selected at least two categories to describe their profession, highlighting the multidisciplinary nature of the Network. The majority of respondents have been members of the ENA for less than 2 years.
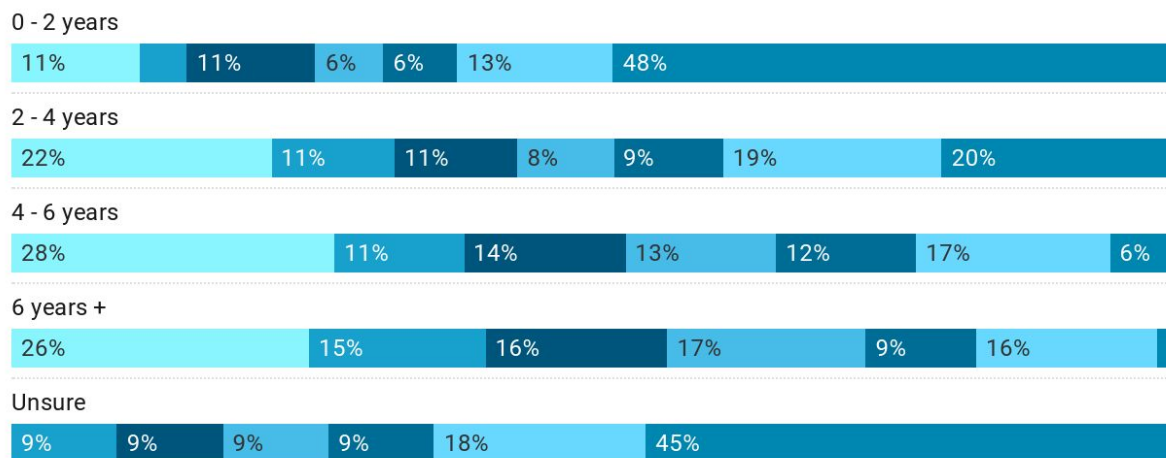
What do we learn about the value of Network membership?

Longer membership equates to a higher chance of event attendance

We see that the length of membership positively correlates to the number and/or diversity of events attended by ENA members. New members are much more likely to suggest that they have not been involved in any events, and the likelihood of this decreases for those who have been members for a longer period of time.

Network membership length and attendance at events

Europeana AGM/annual conference ■ National workshops ■ Presentations or workshops by Europeana staff at non-Europeana events ■ Europeana Network Association community, Working Group or Task Force meetings ■ EuropeanaTech events ■ Other Europeana events ■ I have not been to any Europeana events

0 - 2 years
| 11% | 11% | 6% | 6% | 13% | 48% |

2 - 4 years
| 22% | 11% | 11% | 8% | 9% | 19% | 20% |

4 - 6 years
| 28% | 11% | 14% | 13% | 12% | 17% | 6% |

6 years +
| 26% | 15% | 16% | 17% | 9% | 16% | |

Unsure
| 9% | 9% | 9% | 9% | 18% | 45% |

Source: Europeana Network Association 2020 · Created with Datawrapper

Figure 1. Chart illustrating number of years' membership and the activity in which the member has taken part
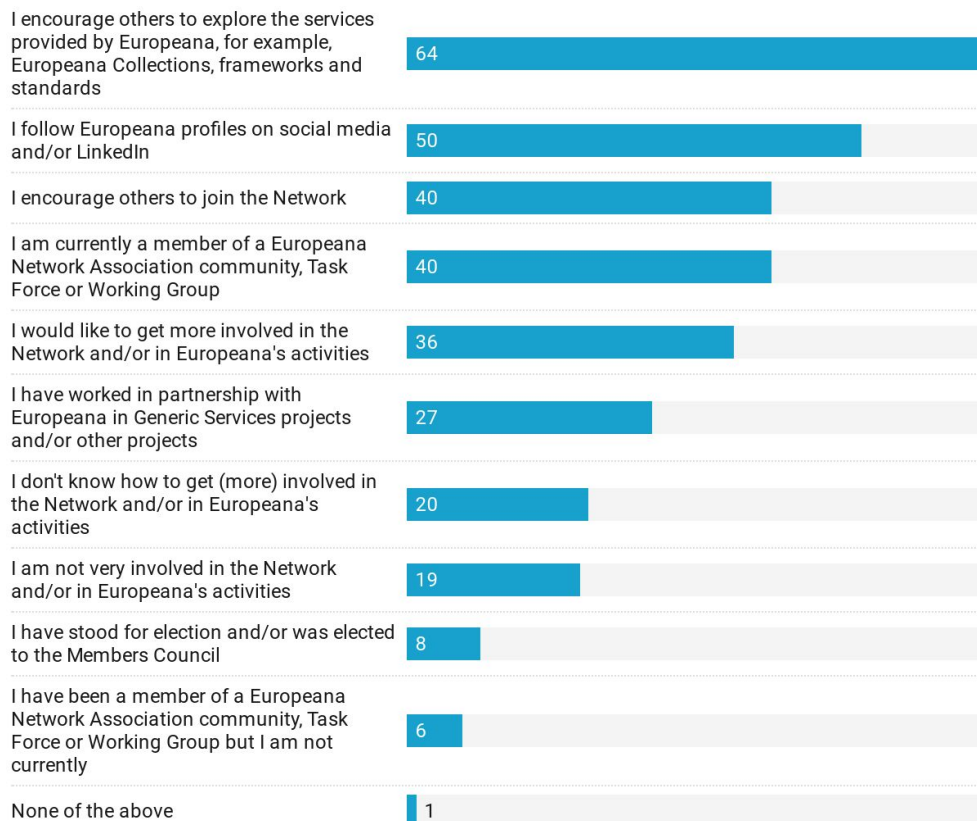
Good indicators of interaction with Europeana

Of the responding Network members, we learn that:
- 64% encourage others to explore Europeana services and opportunities
- 40% encourage others to join the Network
- Half follow Europeana on social media or Linkedin

Network member activity

I encourage others to explore the services provided by Europeana, for example, Europeana Collections, frameworks and standards	64
I follow Europeana profiles on social media and/or LinkedIn	50
I encourage others to join the Network	40
I am currently a member of a Europeana Network Association community, Task Force or Working Group	40
I would like to get more involved in the Network and/or in Europeana's activities	36
I have worked in partnership with Europeana in Generic Services projects and/or other projects	27
I don't know how to get (more) involved in the Network and/or in Europeana's activities	20
I am not very involved in the Network and/or in Europeana's activities	19
I have stood for election and/or was elected to the Members Council	8
I have been a member of a Europeana Network Association community, Task Force or Working Group but I am not currently	6
None of the above	1

Figures show the percentage of respondents who selected each option. Respondents could pick more than one option

Chart: Europeana Network Association 2020 • Created with Datawrapper

Figure 2. Chart demonstrating the activity of Network members

In the limitations section above, we highlight the possibility of a potential survey bias. The data above (and that presented below) suggest that respondents are more likely to be actively involved in the Network, and so this should inform the interpretation of the findings in this report.

There is desire to be (more) involved in the Network

19% of respondents (60 in total) suggest that they were not very involved in the Network or with Europeana activities. We also see that over a third (36%) of respondents would

like to get more involved in the Network. Half of these respondents (30) want to be more involved in the Network but do not know how to go about this.

We learn that those who are newer to the Network (less than 4 years membership) are more likely to desire more involvement in the Network. In parallel, those who have been in the Network for six or more years are more likely to say that the question was not applicable, or that they were already very involved.

When analysed according to length of Network membership, we see that new Network members are less likely to have worked with Europeana in different projects, and are slightly more likely to report not knowing how to get more involved in the Network or Europeana activities, while demonstrating more than the other groups that they would like to get more involved somehow.

Reported participation in events, according to membership length

⬤ 0 - 2 years ⬤ 2 - 4 years ⬤ 4 - 6 years ⬤ 6 years + ⬤ Unsure
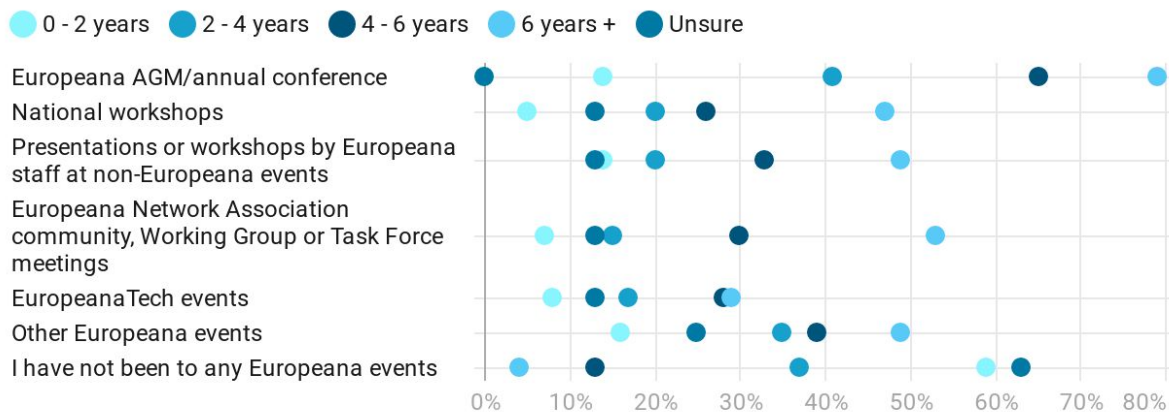
The figures show the percentage of those in each membership category who have participated in the given selection of events.
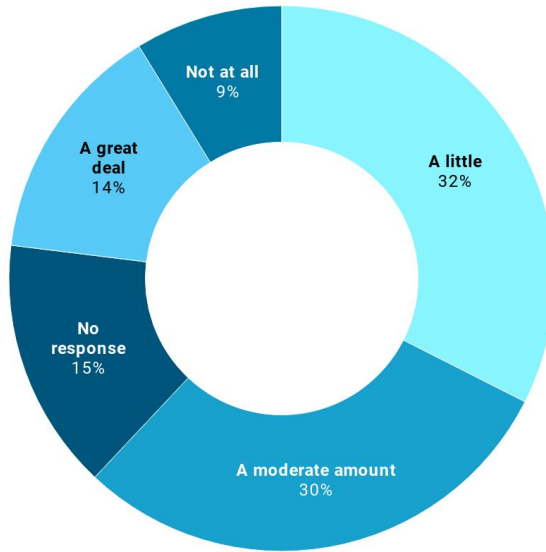
Created with Datawrapper

Figure 3. The desire for further involvement in the Network, analysed according to length of membership

The Network has importance for a Network members' daily work

We see that most respondents select that the Network is a **little bit important (32%) or moderately important for their work (30%)**.

How important is it for your daily work that you are a member of the Network?

Source: Europeana Network Association 2020 · Created with Datawrapper

Figure 4. The importance of Network membership to an individual's daily work

When we analyse this by length of membership, we see that there are a few observable trends. Those that have been members for between 2-4 years are more likely to suggest that it has no value at all to their daily work compared to the other categories. Those who have been members for more than 6 years are slightly more likely to suggest that Network membership has a great deal of value for their daily work, perhaps explaining why they have remained members over time. They are also least likely to say that it has no value for their daily work.

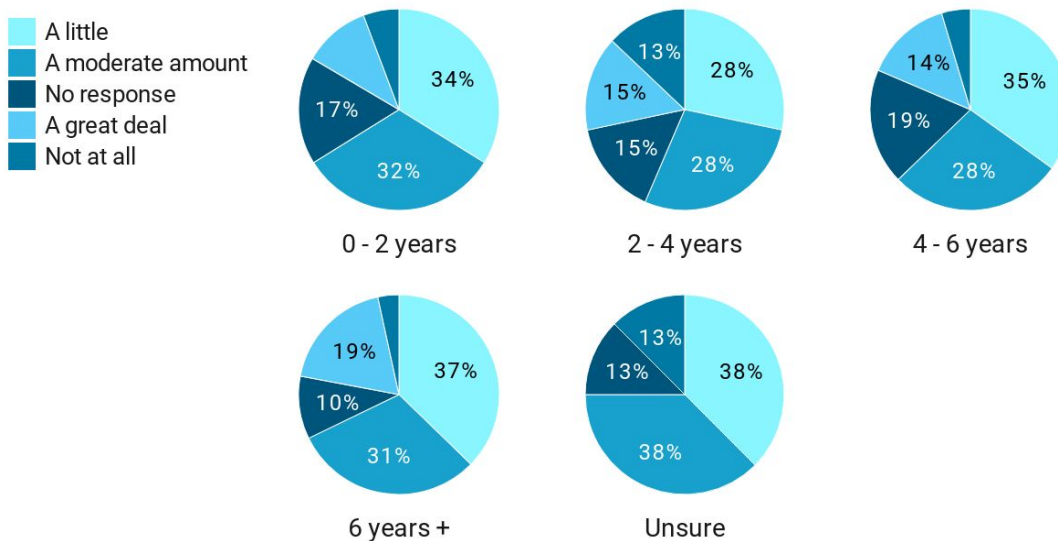## Importance to daily work, by length of membership

Figure 5. The reported importance to an individual's daily work, analysed according to length of their Network membership

Several open text responses suggest that the Network lacks relevance. A small number of respondents suggest that the Network has no value for them. Appendix 2 presents more detail about the open text responses that accompany these findings.

The outcomes of Network membership

Drawing on the Change Pathway developed for this impact assessment, we asked respondents to choose from a pre-populated list up to three areas where the Network has had value for them. The table below demonstrates the percentage of the respondent group who selected each outcome area.

Outcomes of Network membership

Outcome	%
Stay up to date with new trends and best practice in digital cultural heritage	51
Learn new information that I can use in my work	41
Extend my professional network	34
Learn new information that I can share with others	24
Collaborate with others	20
Become more confident in digital cultural heritage practices	19
Get more involved in the Europeana ecosystem	16
Shape and drive policy and practice in the digital cultural heritage sector	11
Apply for project funding	11

Figures show the percentage of respondents who selected this response. The question asked respondents to pick the top three areas where the Network had had most value for them. 'From the list below, please select up to three areas where the Network has had most value for you as a professional or for your organisation.'

Chart: Europeana Network Association 2020 • Created with Datawrapper

Figure 6. Prevalence of respondents who report that the above outcomes emerged as a result of Network membership (and were considered most important to them)

Appendix 2 presents some of the open text responses that accompany these findings.

In a separate question, we focussed on to what extent the respondent agrees that the Network provides access to other professionals, relevant opportunities and events, and knowledge about trends and good practice. The results are positive, particularly for the first two areas. When compared to these two results, somewhat fewer respondents agree that the Network provides access to events and opportunities. Similarly, there is a higher response to the 'neither agree nor disagree' choice, suggesting that this is an area that could be improved for Network members.

Being part of the Network provides access to:

Agree or strongly agree ■ Disagree or strongly disagree ■ Neither agree nor disagree
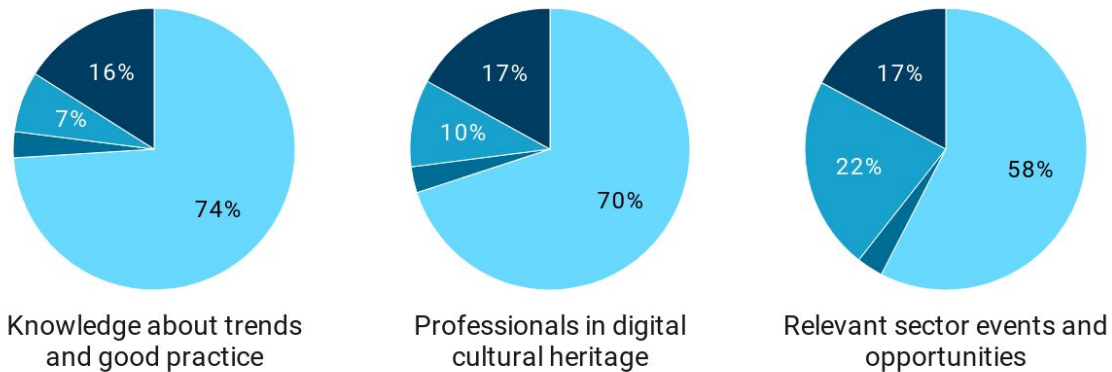No response

Figure 7. Agreement or disagreement with benefits of Network membership

It is interesting to see that the data in Figure 7 are higher than the data presented in Figure 2 above. We interpret this as follows. In Figure 2, respondents were asked to select up to three of the most important outcomes for them. Figure 7 suggests a more abstract agreement or disagreement with statements. This brings up methodological limitations relating to agreement scales, such as acquiescence response bias.[2] Triangulating these two questions gives us more insight into more objective levels of value for Network members.

There are cases of a link between Network membership and funding opportunities

11% of respondents report a link between membership and applications for project funding. In future, we should be more explicit when asking questions in this area. There is a difference between applying for project funding, for example, and successfully being awarded project funding.

Open text responses were able to shed some more light on this distinction. In some cases, like those below, respondents directly reference funded projects or levered funding:

● *Being a member I got the inspiration to make better and more up to date projects, which in turn brought the funding we wanted [...]*
● *Increase of new funded projects [...]*
● *[...] involvement in new funding projects*
● *[...] generated new projects and funding*
● *Developed two successful projects around metadata similar to the one handled by Europeana*
● *Increased funding*

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[2] https://en.wikipedia.org/wiki/Acquiescence_bias

This suggests that there is a relatively small but discernible link between Network membership and the leverage of funding for activity in digital cultural heritage. We can say, then, that the Network helps to support the overall sustainability and growth of the sector, but further research is necessary to quantify what the scale of contribution might be.

Conclusions

Central to our impact assessment was the following research question: how does the Network support digital transformation in the cultural heritage sector?[3] In the change pathway, we identified several longer-term outcomes (in bold below) that the Network is designed to or is likely to support, that could help lead to an increase in the quality of digital heritage content in Europe (impact). These outcomes focus mostly on professional skills, but also on the value of a connected sector.

The Network supports a knowledgeable sector of skilled and informed professionals. 74% of Network members agree or strongly agree that the Network provides access to knowledge about trends and good practice. We see that most respondents select that the Network is a little bit important (32%) or moderately important for their work (30%). 14% of respondents suggest that Network membership has a great deal of importance for their daily work, and only a small number of respondents suggest that it is irrelevant or has no value for them.

Information is shared with others outside of the Network. We learn that 64% of Network members encourage others to explore Europeana services and opportunities.

The Network is encouraged to capitalise on opportunities to improve their professional digital heritage practice. 11% of respondents suggested that the Network provides opportunities to shape and drive policy in digital cultural heritage. 11% of Network members also report a link between membership and applications for project funding. Some respondents directly reference funded projects or levered funding. This suggests that there is a relatively small but discernible link between Network membership and the leverage of funding for activity in digital cultural heritage. We can say, then, that the Network helps to support the overall sustainability and growth of the sector, but further research is necessary to quantify what the scale of contribution might be.

Only 16% of respondents suggested that an outcome of Network membership was the opportunity to get more involved in the Europeana ecosystem. Similarly, when we surveyed whether Network members felt that the Network provided access to opportunities and events, only 58% agreed or strongly agreed. The sharing of opportunities and events emerges as an area that could be improved for Network members.

The Network supports the development of a more collaborative and connected sector thanks to information flow and network development. 40% of Network members encourage others to join the Network, and we learn from the Net Promoter Score (NPS) that 48% of respondents can be considered 'promoters' of the Network and 15% are detractors. 50% follow Europeana on social media. 70% of Network members

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[3] At the time of writing, a vision or understanding of what digital transformation means to Europeana has not been agreed or published.

agree or strongly agree that the Network provides access to other sector professionals. This network development is strengthened by the fact that the longer someone is a Network member, the more likely they are to go to the main annual Europeana conference (formerly the AGM), at which a separate impact assessment found that network development was the strongest outcome. Yet when we looked at this more closely by asking Network members to report their personal experience of membership, only 34% of Network members suggested that the extension of their personal network was one of the most important outcomes of Network membership.

The Europeana Network Association, then, provides a structure through which the majority of members feel connected to other sector professionals. It keeps them up to date with sector knowledge and best practice. Though the Network is considered to provide access to other professionals, members do not seem to feel that network development, or the opportunity to collaborate with others, is as strong an outcome as, for example, gaining knowledge about best practice or learning something that they can apply in their work. That this content is designed to relate to best practice and innovation in digital cultural heritage shows that the Network is positively contributing towards its goal of improving the quality of digital heritage, and thereby supporting the digital transformation of the heritage sector.

Recommendations for future research

In-depth interview programme

The findings could be strengthened if combined with an interview programme where a representative cohort of Network members are surveyed. Such interviews would be able to interrogate the extent to which value emerged as a result of membership, and also, to explore any unexpected outcomes which may not have surfaced through the questionnaire.

Future impact assessment

Future impact assessment could focus on the impact of specific changes or innovations in the Network or how it is run, in order to capture impact for Network members. A baseline could be collected, and then any change to this measurement would be captured after the intervention.

Further research into funding levered into digital cultural heritage practice and research (economic impact)

This report shows initial findings that suggest a link between the Network and the levering of funding into digital cultural heritage, but more research is needed to

understand the scale of this within the Network and to interrogate to what extent this is linked to Network membership.

Developing a typology of intensity of engagement within the Network

This was the first time we have investigated the outcomes that might emerge as a result of Network membership. When following the Europeana Impact Playbook methodology to create the change pathway that has informed this impact assessment, we discussed differences in a typology of non-active, active and super-active membership, as shown in Figure 8 below.

Typology of Network membership engagement styles

Inactive, informal
- Follows on social media and LinkedIn

Active
- Shares information, opportunities, etc.
- Encourages others to join the network and explore Europeana
- Goes to the AGM
- Part of at least one ENA community

Super-active
- Joins a task-force/ working group or community activity to further standards
  Come forward in the elections or joined the Members Council

Figure 8. Typology of how active a Network member might be in terms of their engagement with Network activities, according to an inactive/active/super-active framework.

It would be interesting to ascertain how outcomes change between members who are reportedly more active in the Network, compared to those who are inactive.

What this framework does not show in detail is how a Network member might progress from one stage to the other (e.g. what is the trigger for more in-depth Network or Europeana involvement?). This is something that would be interesting for further research, particularly with those who are newer to the Network but now hold high positions e.g. in the Members Council.

About the Europeana Impact Playbook

The European Impact Playbook is being developed for and with cultural heritage institutions around the world to help them design, measure and narrate the impact of their activities. It helps guide professionals through the process of identifying the impact that their cultural heritage institutions have, or aim to have, as the sector works towards creating a shared narrative about the value of digital cultural heritage.

Two phases of the Impact Playbook have been published alongside tools and a growing library of case studies. Phase one introduces professionals to the language of impact assessment and helps them make strategic choices to guide the design of their impact. Phase two builds on the design brief in the first phase and focuses on data collection techniques. Phases three and four are in development and will focus on how to narrate impact findings and evaluate the process taken.

Find out and join the Europeana Impact Community by going to **impkt.tools!**

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