



# Europeana DSI 2– Access to Digital Resources of European Heritage

**DELIVERABLE**

## D4.6: Europeana Business Plan 2017

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<b>Dissemination Level</b>	Public



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## REVISION HISTORY AND STATEMENT OF ORIGINALITY

### Revision History

Revision No.	Date	Author	Organisation	Description
1	25/10/2016	Harry Verwayen	Europeana Foundation	Initial Version
2	03/11/2016	Jill Cousins, Harry Verwayen	Europeana Foundation	Revisions
3	17/11/2016	Harry Verwayen	Europeana Foundation	Updated Version
4	06/03/2017	Laura Rauscher, Victor-Jan Vos	ONB, Europeana Foundation	Revision of text and format
5	10/03/2016	Harry Verwayen	Europeana Foundation	Final Version

### Statement of originality:

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

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Nr. 47.)

14. Februar  
1918.

Mein lieber Fritz!



# europaena

Business plan 2017

'Spreading the word'

V1.0 | 28 February 2017

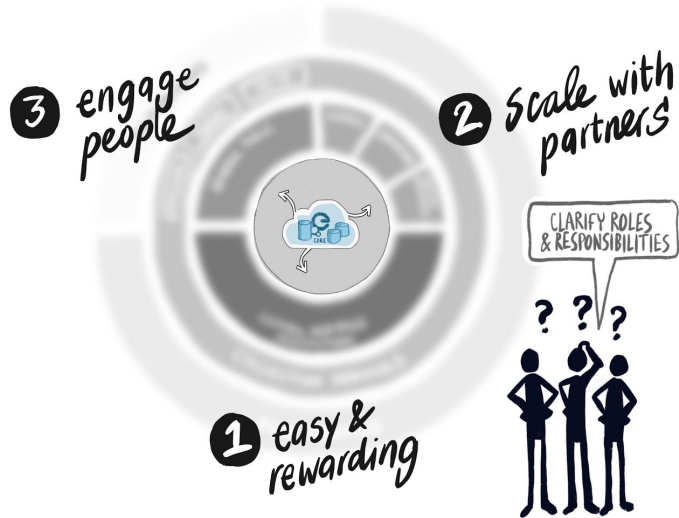
Fritz Kreisel's love letter to Trudel Joseger  
1918  
Europeana 1914-1918  
CC BY-SA

...auf wieder mal  
...hier oplassen.

...Annenberg  
...In 47. Jahr  
...gaitänzen  
...j. S. ...

# Strategic priorities

## CHANGE PRIORITIES



We are proud to present this year's business plan, the first one to align with the [strategic priorities](#) that we developed to become more efficient, engaging and impactful as Europe's platform for digital cultural heritage.

#Allezculture!

Jan Muller  
(Chair of the Europeana Foundation Governing Board)

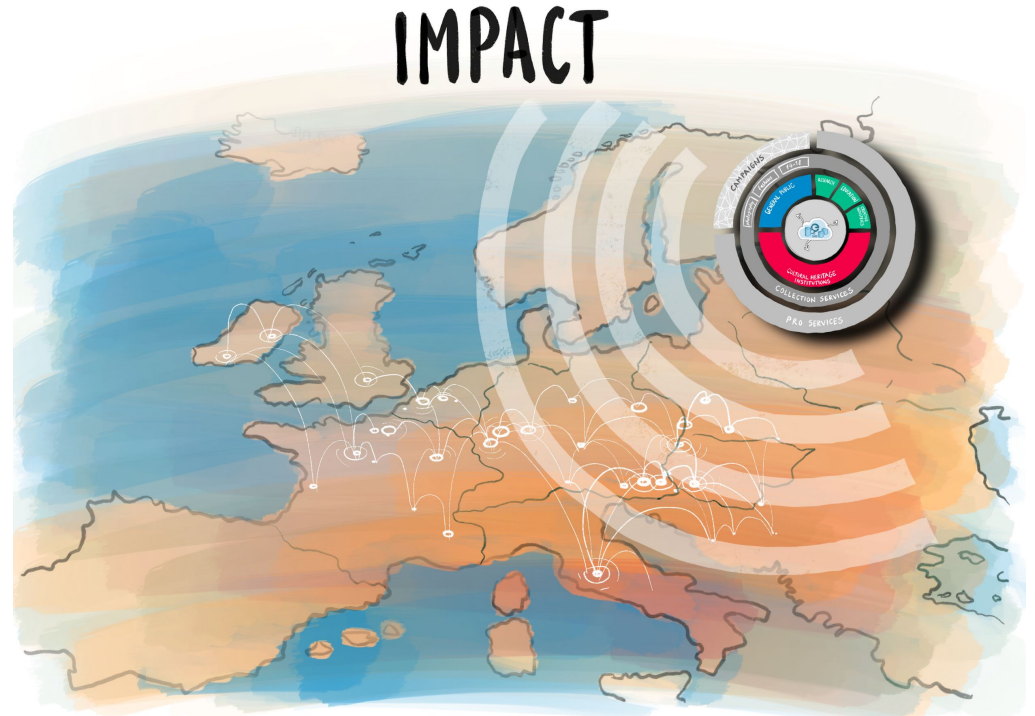
Jill Cousins  
(Executive Director of the Europeana Foundation)

Merete Sanderhoff  
(Chair of the Europeana Network Association)



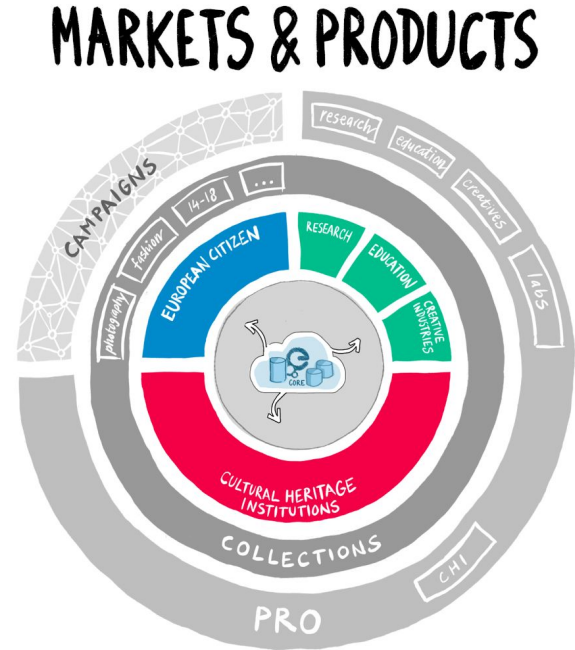
# Impact assessment

We believe it is important to be specific about our definition of success and to provide meaningful insights on the progress we are making. Where the [Strategy](#) gives direction, the impact statements describe the state of change that we would like to achieve together. We describe this state of change for each market segment and include indicators that give us the best information about our performance at this stage.



# Market focus

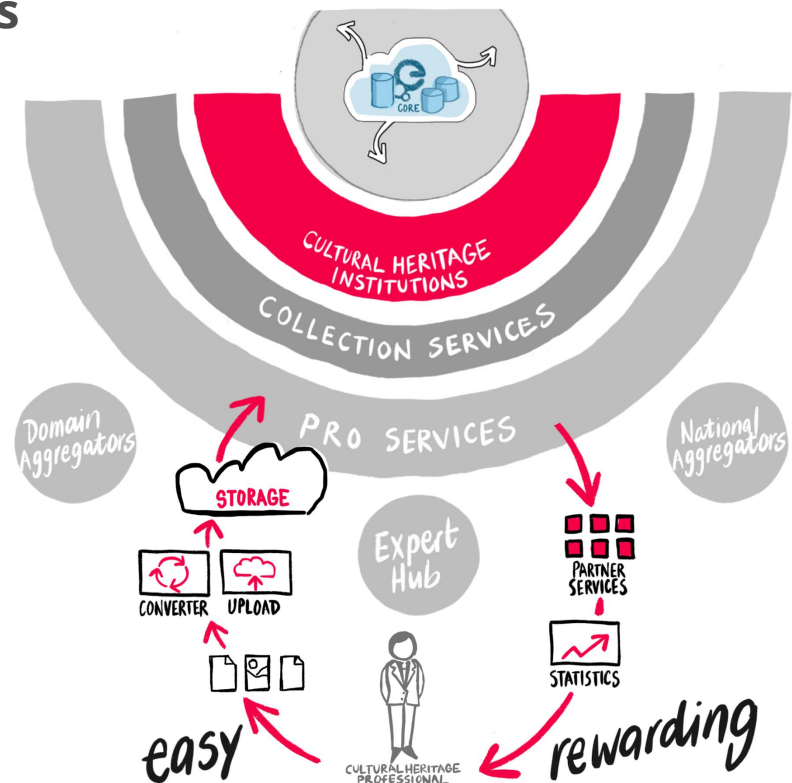
We have chosen to organise our work around five key markets that are connected through our platform. This organisational principle will allow us to iterate our services faster to meet audience demands and increase our overall impact.



# Market 1: Cultural Heritage Institutions

## IMPACT STATEMENT

“(In 2020) decision makers in Cultural Heritage Institutions (CHIs) feel rewarded as active participants in a culturally connected platform for Europe built on the principles of openness, mutuality and trust. Being part of Europeana has both connected them with peers and helped them make their collections available, in high quality, with standardised rights statements that allow for reuse by the general public and for use in education, research, and creative industries.”



# Cultural Heritage Institutions

## MARKET DYNAMICS

- Cultural Heritage Institutions have adopted a variety of strategies to make their collections available online, and they have access to multiple publication channels to do so besides Europeana. Primarily, CHIs do this through their own websites, but also via commercial platforms like Facebook and Pinterest, or via online digital collections platforms like Google Arts and Culture, Google Books and/or Wikimedia platforms.
- Europeana already counts [a significant number of CHIs](#) among its data partners, both directly or indirectly via aggregators.
- Europeana offers a unique service to CHIs that wish to connect their collections with others in a pan-European platform, while keeping control over how open their data should be and therefore what onward use can be made of it: in research, education, in commercial applications and platforms, and on open content platforms like Wikimedia Commons.
- Europeana also offers CHIs and their staff the opportunity to actively engage in the Europeana Network to both share with and acquire expertise from their peers and to become part of the governance of Europeana itself.



# Cultural Heritage Institutions

## MAKING IT EASIER

**Improve the aggregation model** Europeana will make the pathways to publishing with Europeana simpler, more streamlined and better documented on Europeana Pro. A new approach to Aggregation in Europe will be created by all types of aggregators in the first six months of 2017.

**Greater individual and domain specific support** Working with the domain aggregators and expert hubs we will encourage institutions along the entire aggregation chain to increase the amount of data in Europeana that is of high quality and available for reuse.

- For institutions with high-quality digital collections that match the prioritised themes or institutions that wish to upgrade their existing content, we will provide support by means of our helpdesk service, training workshops, data & infrastructure evaluation, and by normalising & improving domain specific information.
- The Europeana Aggregator Network will share knowledge, best practices, success stories, and guidance for institutions on technical and legal requirements.
- We will maintain, develop and foster domain standards, vocabularies and resources, and offer institutions support for the work with specific tools, like MINT and MORE.

# Cultural Heritage Institutions

## MAKING IT EASIER

**Publish and implement the new content strategy** With an emphasis on quality over quantity, we will liaise closely with expert hubs and aggregators to proactively identify new collections and partners for publication in Europeana. Selection will be based on user demand, quality and richness of content ([Europeana Publishing Framework](#) tier compliance) and theme alignment.

**Update the Europeana Publishing Framework** Clarifying the technical requirements for video, audio and texts. In late 2017, we also aim to introduce a [metadata quality component](#) to the framework as the tiers are currently based solely on the presence and licensing of media.

# Cultural Heritage Institutions

## MAKING IT EASIER

**Improve the aggregation tools** Europeana will introduce a new aggregation service, Metis, for greater automation of data publication flows, improved data quality reporting and incremental harvesting and publication. The new service will connect with existing aggregation and data processing tools in use by national aggregators and other partners.

**Aggregation research and development** Prototyping and testing new technologies to make publishing digital collections with Europeana even easier, with retained demands on high quality that will continue this year. This is a long-term commitment to research and development, and not every prototype solution will make it into production.

**Publishing curated content** Europeana exhibitions CMS will be made available to more CHIs to allow them to curate and publish exhibitions that feature their own content as well as that of other partners. Exhibitions that match with existing and planned thematic collections will be prioritised. Exhibitions published in our previous exhibitions CMS will be re-published in the new style that was introduced with [Faces of Europe](#).

# Cultural Heritage Institutions

## MAKING IT MORE REWARDING

**Improved statistics reporting** Improvements will include showing the reach of content on key external sites like Wikipedia, Facebook, and Pinterest on platform level. We will also add more key metrics to the existing reports, for example media views and downloads, and also include statistics reports for exhibitions and blog posts. The simple content reports will be complemented with Tier metrics and generalised metadata quality metrics. Detailed metadata quality metrics will be provided in Metis.

**More Impact assessment and case studies** Based on the [Europeana Impact Assessment Framework](#) we will publish an ambitious impact case study on the innovation value of Europeana for CHIs. The Impact Assessment Framework itself will also be documented in such a way that CHIs can adopt it for their own use and purposes. In addition to that, we will also publish a series of smaller impact case studies about the value of publishing with Europeana.

# Cultural Heritage Institutions

## MAKING IT MORE REWARDING

**Aggregator quality improvement plans** Aggregators funded by the Europeana DSI will devise and implement content quality improvement plans aligned with BP 2017 goals (improve existing data, support limited and targeted new data acquisition). The goals of each aggregator will vary but should include aspects like link fixing, adding descriptions and meaningful titles, increase the use of controlled standards compliant vocabularies, and increase the average Europeana Publishing Framework tier level of their aggregation.

**Detailed data quality reports** With the launch of Metis we will introduce detailed data quality reports. Each partner will be able to access reports that provide fine grained metrics from individual object fields to datasets as a whole. The dimensions and formulas will be based on the work of the data quality working group.

**Data Quality Working Group** Data quality improvement is ongoing work and one that requires the contributions of the Europeana Data Partners and Aggregators as a whole. Therefore, the Data quality working group that was initiated in 2016 will continue its work to identify issues with data quality and suggest solutions.

# Performance indicators

## KEY PERFORMANCE INDICATORS 2017

- Establish the components of a Net Promoter score baseline
- 60% of participating CHIs rate Europeana services 4 or higher on a Likert scale of 1-5
- Increase the percentage of Tiers 3 and 4 material to at least 16% of the total

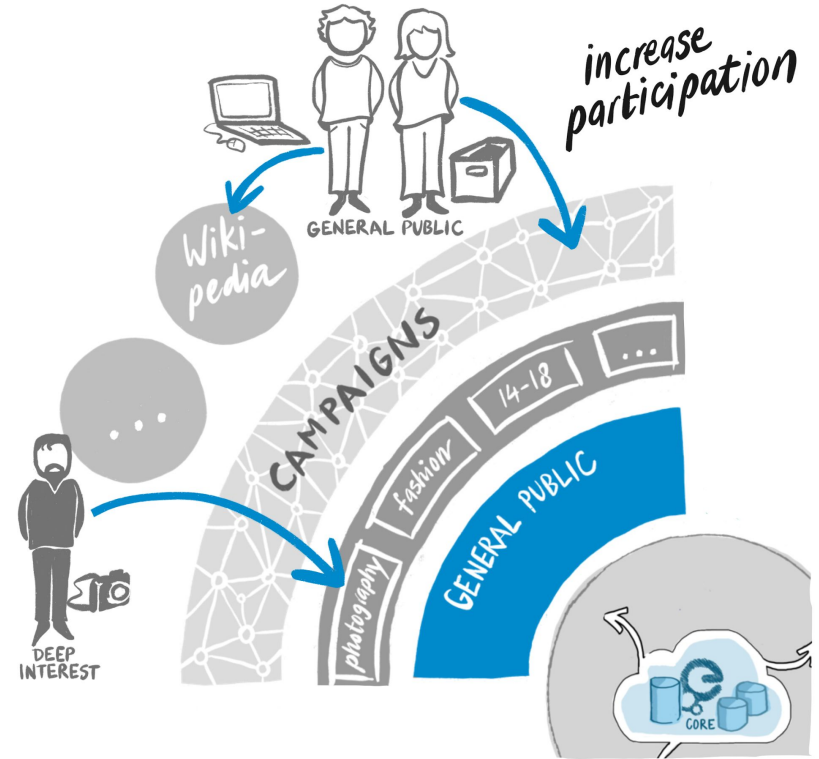


# Market 2: European citizens

## IMPACT STATEMENT

**A) General Public** “(By 2020) the general public has easy access to trustworthy digital cultural heritage in their workflow, and they are inspired to actively contribute, reflect on and share in creating a pan-European cultural identity”.

**B) Culture Lovers** “(By 2020) culture lovers and life-long learners appreciate Europeana products & services as aligning with their values and providing them with meaningful and inspiring online experiences that allows them to learn more about European cultural heritage and to create new things with it”.



# European citizens

## MARKET DYNAMICS

The 'market' of European Citizens is notoriously hard to define. Some people are heavy users of online culture, some less. The same individuals can be a professional use case when they're looking for visual materials for the class they are teaching on the Renaissance and casual users when they're looking for pictures of their grandmother's home village or checking out an exhibition unrelated to their work.

## OUR STRATEGY

Because we believe that cultural heritage belongs to us all, we aim to make the material we have gathered available in as many places as possible. Hence, to maximise our impact, we are taking a three-pronged approach:

- Reaching the more general public in two ways: we bring their cultural heritage to places where they are already present, such as Wikipedia, Pinterest and other social media.
- Developing large, pan-European themed campaigns where we invite them not only to consume but to participate.
- We design the Europeana services, including Europeana Collections, thematic collections and exhibitions primarily for the 'culture lovers' - people with a deeper than average interest in culture.



# Culture lovers

## MAJOR DEVELOPMENTS

**Europeana Collections** The improvements to Europeana Collections will focus on search and retrieval, Search Engine Optimisation by building entity collections, and experiment with the addition of a couple of interactive features such as the ability to annotate. Furthermore, with the integration in the stack Europeana 1914-1918, a user-generated content (UGC) component will also become available to other collections and thematic campaigns.

**Thematic collections** We want culture lovers to engage with their cultural heritage. User surveys have shown that the engagement levels of thematic collections are three times higher than average: users stay longer, bounce less and visit more pages. Curating higher quality data (Tier 2 and higher) and targeting specific audiences pays off. Thus, in addition to the already existing Art and Music collections the Europeana Fashion Association will launch Europeana Fashion, the Europeana Photography Consortium will run Europeana Photography and Europeana Newspapers will be developed by partners under supervision of the Staatsbibliothek zu Berlin.

# General public

## MAJOR DEVELOPMENTS

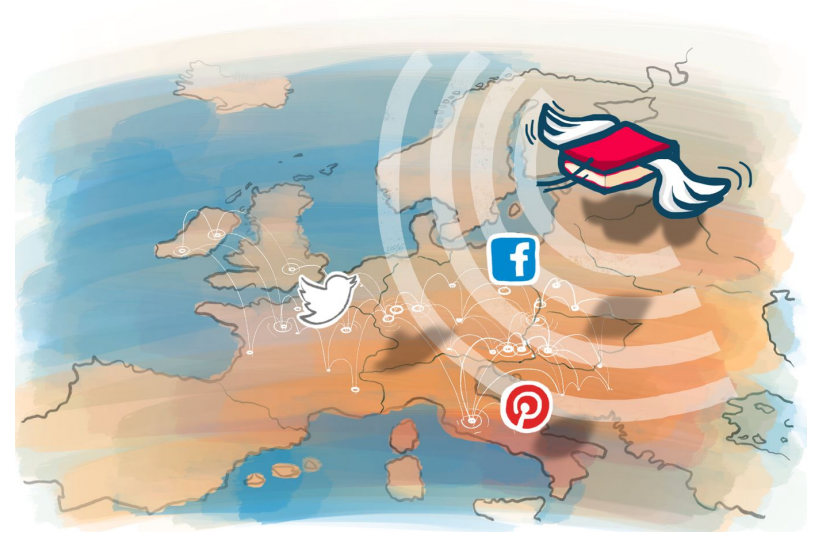
**Third party platforms** To maximise our reach to the general public, we will continue our successful cooperation with the Wiki community. Working closely with the local chapters we will support Cultural Heritage Institutions with Tier 4 material to upload to Wikimedia Commons and to participate in the GLAM-wiki challenge that runs on the theme of 1914-1918. Similarly, we will continue to develop partnerships with strong thematic brands like DailyArt to support seasonal campaigns such as on Art Nouveau.

**Social Media** We'll continue sharing cultural heritage material with European citizens on relevant social channels, making our messages interesting and engaging in order to be heard in a competitive and 'noisy' environment. We will employ proven methods of interaction with people: putting content in context, using popular hashtags, participating in online events (#GIFitUP and #ColorOurCollections). We will closely follow industry developments and adapt our activities to changing algorithms and relevant trends. Providing access to even more openly licensed content will be central to our approach, matching the available material with a suitable social media platform, such as SoundCloud for Music, Instagram & Tumblr for Fashion, Pinterest for Art & Photography, Reddit for Europeana 1914-1918, and Medium for blogs.

# General public

## SPOKEN & WRITTEN WORD CAMPAIGN

In February, together with our library and archive partners, we kicked off a social media and online campaign called [#AllezLiterature](#) to engage people and highlight the importance and significance of the spoken and written word. The libraries and archives help by highlighting and potentially improving or delivering material against the theme. We will strengthen the campaign by linking to existing text-related programmes such as Europeana 1914-1918 transcribathons, and to international 'word' related milestones including World Poetry day & World Book day.

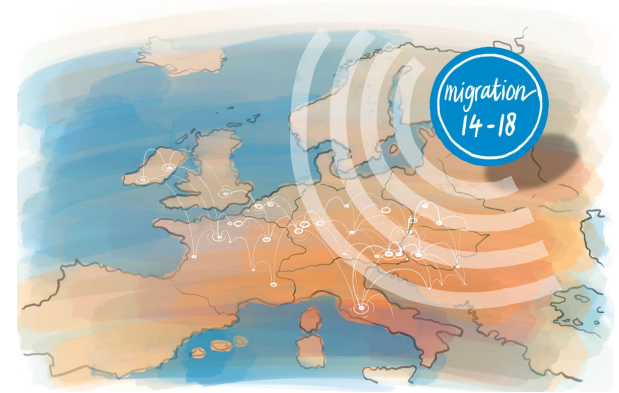


Campaign platforms will focus on existing channels, primarily social media and a relaunch of the Reading Europe exhibition. The campaign will be developed and executed by Europeana and Libraries and Archives with support from the Europeana Network Association's #AllezCulture group.

# General public

## BUILDING UP TO 2018

Campaigns need considerable lead time when they aim to cover 28 to 32 countries. The year 2018 will see the [European Year of Cultural Heritage \(EYCH\)](#) and the centenary of the First World War in which we will both fully participate. Two major campaigns are envisaged for 2018 that will be constructed during 2017. They will be localised and managed by Member States and Cultural Heritage Institutions.



**Migration and Culture** For Migration and Culture we will engage Member States, CHIs and the public to share stories about migration in Europe over the centuries and its influence on European culture and identity. We will link the campaign to the EYCH.

**Europeana 1914-1918** We will also run a Europeana 1914-1918 campaign - with a centenary tour of collection days and transcribathons - to commemorate the centenary of the end of the First World War and the birth of Europe. We will link this campaign explicitly to flagship projects that the Commission has planned under EYCH, working with partners such as Europa Nostra and UNESCO.

# Performance indicators

## KEY PERFORMANCE INDICATORS 2017

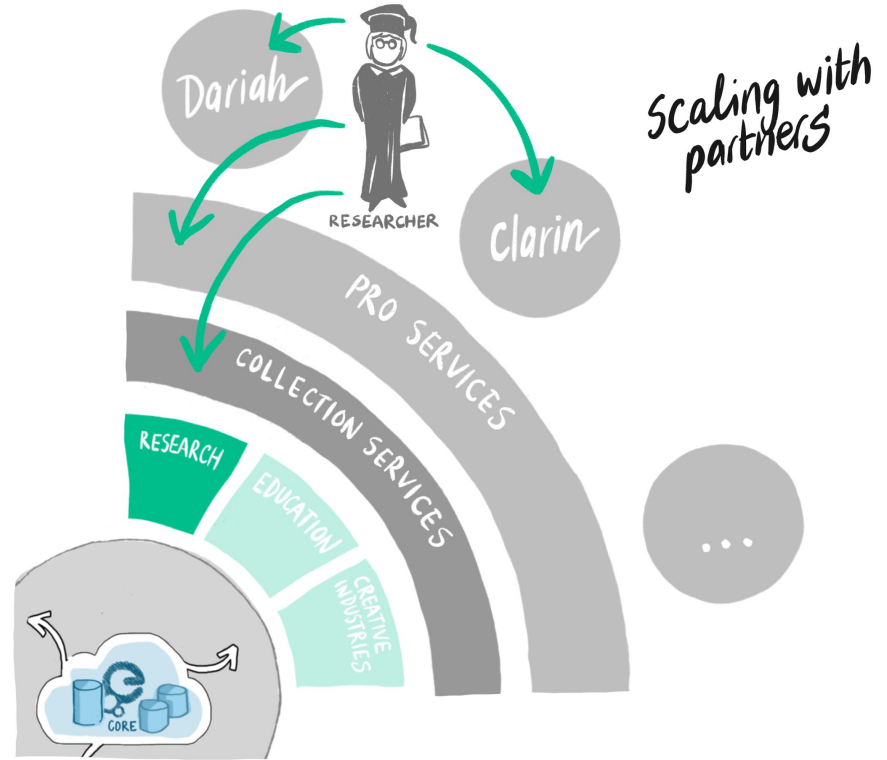
- Establish the components of a Net Promoter score baseline for thematic collections
- >60% 4+ average user satisfaction for all thematic collections, exhibitions and blog (culture lovers)
- Reach of Europeana data:
  - Total impressions 3rd parties: 125 million
  - Total impressions social media: 75 million
  - Total engagement social media: 318 thousand
  - Traffic overall: 6 million visits
- Engagement on Europeana products
  - Returning visitors >30% average on all thematic collections
  - Downloads: 180 thousand
  - Click-throughs: 1.2 million



# Market 3: research

## IMPACT STATEMENT

“(By 2020) Digital Humanities Researchers use Europeana as a trusted source of cultural heritage data to develop new knowledge and insights from our past or create new research methodologies. They can use the data directly from the Europeana platform or they can find it in research-related web services and networks. By nurturing partnerships that place the data in the workflow of the researcher, and allow for download of high-quality re-usable cultural heritage data we reduce their transaction costs for finding and mining primary resource materials for their research.”



# Research

## MARKET DYNAMICS

- Academic research in the Digital Humanities is a diverse and emerging market with high impact potential for society. \*Read Melissa Terras' [impact paper](#).
- Access to digital cultural heritage resources is key for this market, but is hampered by lack of digitisation, particularly of 20th century material and by copyright issues.
- Researchers are the largest and most satisfied user base of Europeana Collections.
- Data that is of poor quality to most people can be of use to the digital humanities and linguistics researcher wanting to show patterns or visualisations.
- Access to resources is provided primarily through Research Infrastructures (for example CLARIN).
- There is a growing movement within libraries to deepen their relationship with national research networks, for example through the development of Lab environments (i.e. Royal Library in the Netherlands, British Library).
- Europeana for Research [Recommendations](#) give more insights into the use of cultural heritage in research.

# Research

## MAJOR DEVELOPMENTS

### Improving policy

- Promotion and follow-up of [Europeana for Research Recommendations](#).
- We will develop a case study of our current and potential impact in this market.

### Scaling with partners

- Research Infrastructure and systems partnerships are key to the development of this market. The form of these partnerships will vary from API delivery to data dumps or Linked Open Data access.
- The two existing partnerships will be nurtured, and two additional partnerships that make use of the data at scale will be investigated during 2017.
- Work with our Europeana Research Advisory Board to provide the tools and services and data needed by digital humanities and linguistics researchers.
- Establish a network of European Research Labs to better exchange best practices across Europe.



# Research

## REACHING THE MARKET

- Researchers will be encouraged to directly interact with Europeana data via Europeana Collections and Europeana Research as our shop window for Researchers to access Europeana data via the APIs, curated data sets, data dumps, the full text newspaper collection, and the TEL linked open data set of Europe's library bibliographic data.
- Researchers will also be encouraged to use Europeana Collections and to publish any open sets they create on Europeana Research for others to use.
- Encouragement will also take the form of an annual Grants programme for Researchers.

## RECORDING THE RESULTS

- We will create case studies for the three winners of the 2016 programme, and we will find ways of encouraging the submitters for the 2016 grants programme to stay close.
- Feedback loops on what researchers want in terms of data as well as tools and services will be introduced.

# Performance indicators

## KEY PERFORMANCE INDICATORS 2017

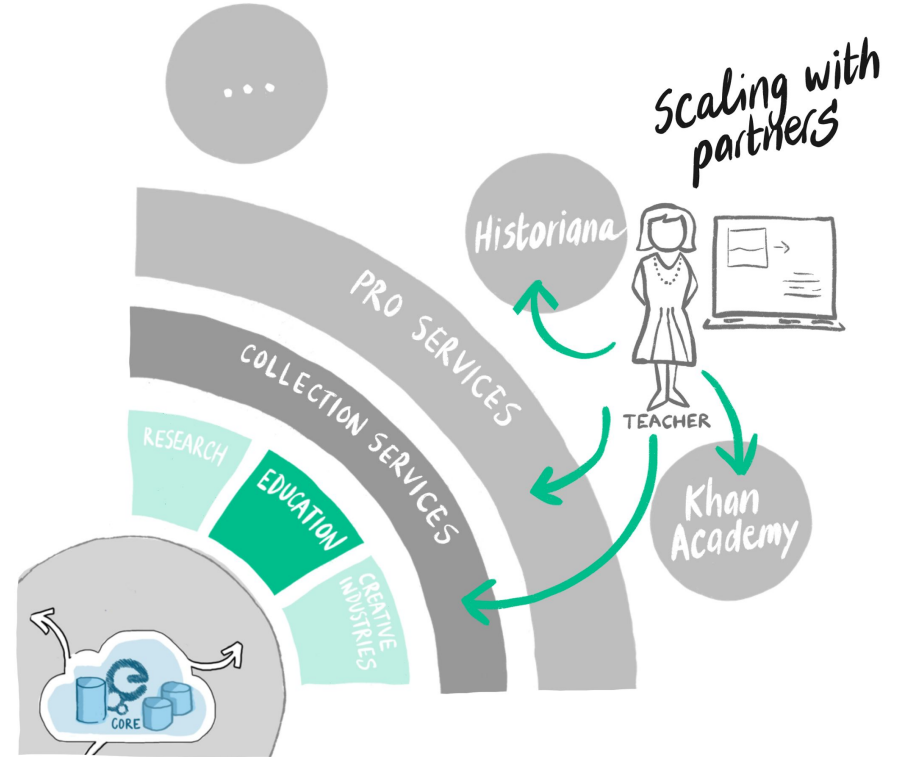
- Establish the components of a Net Promoter score baseline
- 60% of users rate Europeana services 4 or higher on a Likert scale of 1-5
- Consolidate partnerships with the two (2) research infrastructures that make Europeana data available
- Three publishable case studies from grant funding



# Market 4: education

## IMPACT STATEMENT

"(By 2020) teachers in secondary education use more digital cultural heritage resources in their classrooms. By making it easy to find and download high-quality cultural heritage data via Europeana we have reduced the transaction costs for publishers of educational and learning services, helping teachers to deepen their students' understanding of our shared heritage and shape innovative and inspiring future classrooms."



# Education

## MARKET DYNAMICS

- Education is a vast and pluriform market: online and offline education, formal and informal education. Formal education (5-18 years) is highly regulated by national governments.
- The market includes various and numerous stakeholders: public and private players, national Ministries of Education, schools, universities, teachers, educational publishers, and new stakeholders such as online educational providers. They cater to very large numbers of users - they can be pupils, students (formal education) to practically everyone for lifelong learning.
- There is a trend towards more collaborative learning using (visual) digital resources that can be used inside and outside of classrooms. \*See [Europeana4Education recommendations](#)
- The market stands at the beginning of the digital shift, and is therefore in need of digital resources making the timing for working in this space appropriate.

# Education

In 2017, Europeana will focus on investigating how to partner in secondary education in six countries: the Netherlands, France, Portugal, Italy, Spain, and Finland. Secondary markets are primary formal education and lifelong learning (OER and commercial). We will address the following audiences:

**Policymakers** DG Education and Culture, National Ministries of Education. They will help promote Europeana as an educational resource on European and national level and facilitate access to key national educational publishers.

**Non-commercial partners** Educational NGOs and associations (European Schoolnet, EUROCLIO). They will integrate Europeana Collections in their online portals and help us reach educators across Europe.

**Commercial partners** Educational publishers, learning software providers and content developers. They will feature (curated selections of) Europeana Collections on their platforms (Maskott), create and publish learning resources with Europeana content (MOOCs, e-books, Apple's iTunes U course) and/or develop educational applications and games (ArtFACES).

# Education

## MAJOR DEVELOPMENTS

- Access to sets of suitable curated resources is key in this market. We will deliver this through API queries (for developers). We will also feature teacher and partner curated datasets on the newly redesigned Europeana Pro site.
- We will support the development of educational resources through match, challenge and investor funding. For example, we will matchfund up to three educational projects through our partnership with Goteo or organise a challenge for education software developers or bring high-potential educational projects to the investor forum in June 2017.
- We will support community initiatives that use Europeana as a key resource. For example, we will work on developing the Europeana4Education community and on establishing a network of teacher ambassadors in Europe.
- Full 2017 plans for Europeana in the Education market will be made available in the 'Europeana for Education Business Plan'.

# Performance indicators

## KEY PERFORMANCE INDICATORS 2017

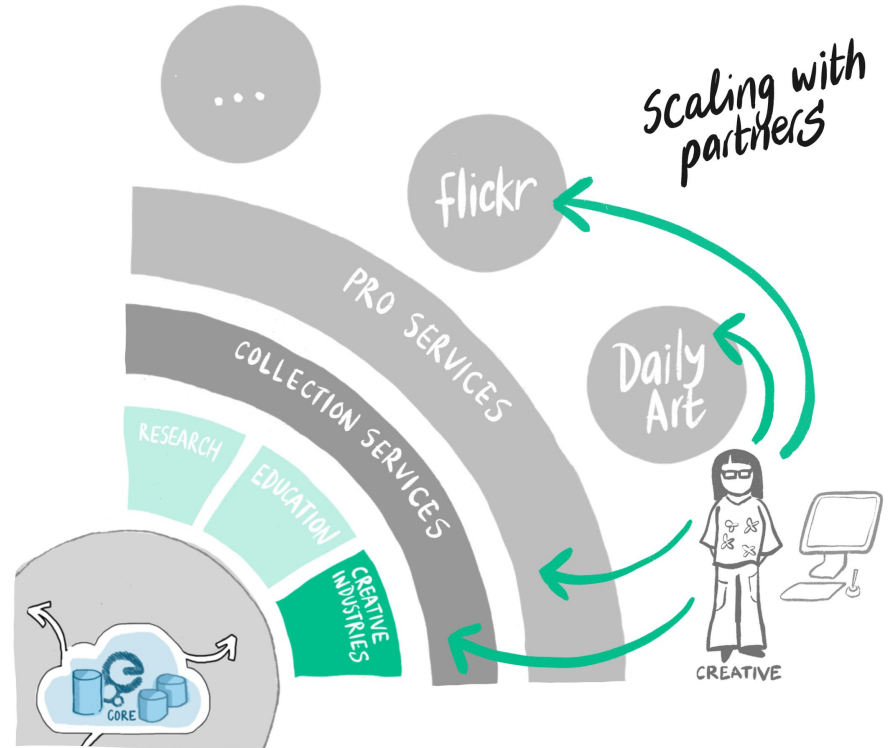
- Establish the components of a Net Promoter score baseline
- 60% of users rate Europeana services 4 or higher on a Likert scale of 1-5
- Develop three new educational partnerships that make Europeana data available



# Market 5: creative industries

## IMPACT STATEMENT

“(By 2020) Creatives (developers, designers, makers and entrepreneurs) develop new products and services inspired by the content and creative examples we make available to them. We have reduced their transaction costs for developing products, services and creations by making it easy to find and use high-quality re-usable cultural heritage assets and by improving access to funding. Some of these are developing into marketable products supporting European economic growth. Some of them increase awareness of our past through entertainment and creative expression.”





# Creative industries

## MARKET DYNAMICS

- Creative industries (CIs) are a [broad-and increasingly fragmented](#) market.
- Dominated by micro- and small enterprises, 95% of the CI businesses are [small businesses](#) with up to nine employees.
- No dominant players.
- The creative industries generate an annual revenue of 535.9 billion EUR.
- Employs more than 7 million workers (primarily in very small business) within the European Union, and account for 11.2% of all private enterprises.
- Continuously [growing market](#), with social entrepreneurship and sharing economy as strong growth drivers.
- Challenges and monetary incentives are increasingly seen to be inducement mechanisms.

# Creative industries

## MARKET SEGMENTATION

The breadth of the creative industries market requires that we focus on a primary target submarket. For 2017, we will work on creatives working as Digital entrepreneurs and investigate Makers as a potential target submarket.

**Primary market - Digital entrepreneurs** Designers, art and fashion students, creative directors, developers. They share an interest in using digital cultural content in their (sustainable) projects.

**(Potential) Secondary Market - Makers** High-level amateur and professionals who can demonstrate originality and excellence in using digital and technological means (e.g. computer-aided design, 3D printing or laser cutters) in concept, design and process to produce digital or physical products.

# Creative industries

## MAJOR DEVELOPMENTS

- Support the development of viable business ideas through direct funding (Europeana challenges), match funding (matching crowd donations in crowdfunding campaigns on our partner platform [Goteo](#)) and access to investment (investor fora).
- Make sure Europeana Labs works as a window to everything Europeana can offer to digital entrepreneurs, including the showcasing of their products.
- Develop further the network of multipliers, such as innovation labs, cultural heritage labs, and hackathon networks, to reach the target creative audiences through their professional affiliations.
- Investigate the makers market.
- Full 2017 plans for Europeana in the creative industries market will be made available in the 'Europeana for Creative Industries Business Plan'.

# Performance indicators

## KEY PERFORMANCE INDICATORS 2017

- Establish the components of a Net Promoter score baseline
- 60% of users rate Europeana services 4 or higher on a Likert scale of 1-5
- Minimum of 20 new products and services inspired by or developed with Europeana content

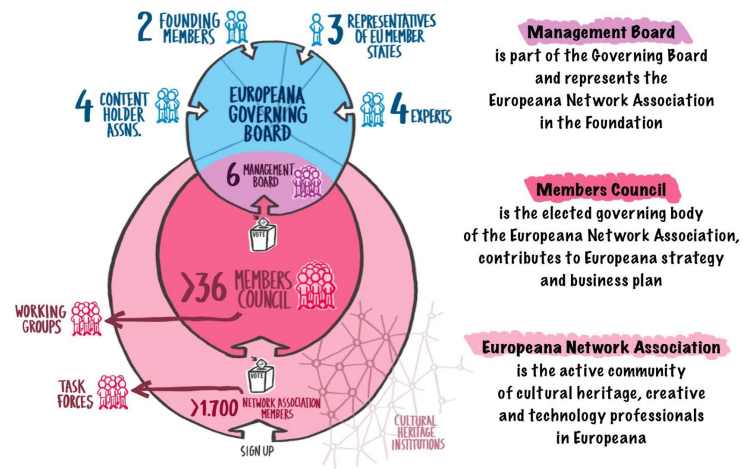


# Europeana Network Association

## Europeana Governance

### IMPACT STATEMENT

“(In 2020) more Association members feel connected to each other through the principles of openness, mutuality and trust. The Europeana Network Association and its dedicated communities have enabled each member to advance his/her knowledge and work practices. Together they have created the conditions for cultural heritage to become more accessible to citizens, school kids, digital humanists and creatives and thus contributed to Europeana’s impact.”



# Europeana Network Association

The [Europeana Network Association](#) is a democratic and transparent governed body that represents the interests of individuals who work with or contribute to Europeana and support the [Europeana Commons principles](#). Activities foreseen for 2017 cover a range of areas:

**Members Council** We have just elected a new [Council and Management Board](#) who will meet two to three times in 2017 as representatives of the Europeana Network. They will ensure communication flows between the Europeana Foundation and Network, they will actively support the #AllezCulture and Copyright Reform campaigns and supervise the activity of six to seven [Working Groups](#) and eight to ten [Task Forces](#) that are set up to operate as instruments for the Network Association.

**Europeana Network Association General Assembly** The annual General Assembly (GA) will take place this year in December, alongside the bi-annual [European Cultural Forum](#). The GA is the legal convention where all Network members are invited to discuss association matters and where voting can take place. The GA marks the launch of the annual Members Council (MC) elections and the Association official papers' endorsement, such as a budget and activity plan. In 2018, the MC will further grow to 43 councillors in total.

# Europeana Network Association

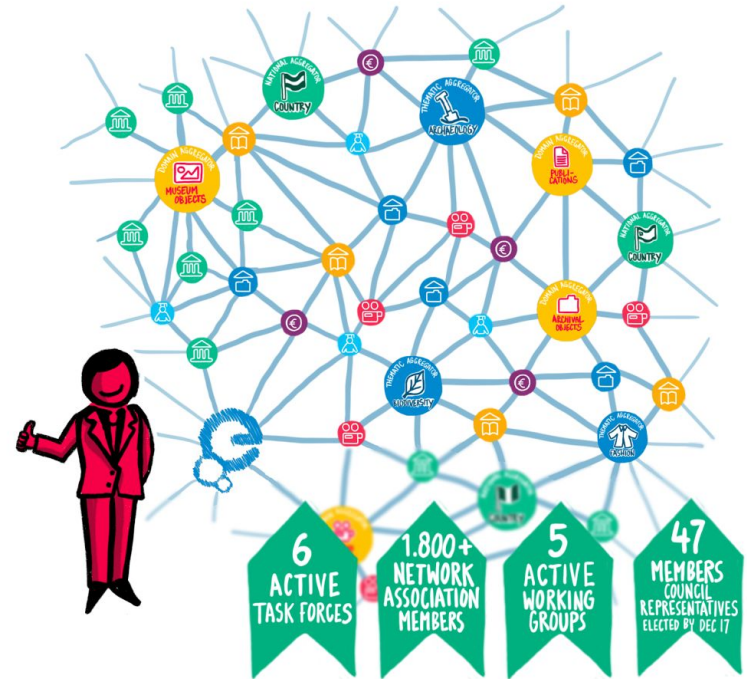
**Preparing the Europeana Conference in 2018** In the first half of 2018, we will also hold a large plenary conference as part of the [European Year of Cultural Heritage](#). This will be a great opportunity to discuss and showcase the wide variety of things happening in and around our industry with tracks on Tech, Copyright and Creativity.

**Europeana Presidency events** We organise two 'EU Presidency events' each year, with the aim to involve policymakers across Member States in the use of cultural heritage in our five markets. The Maltese Presidency event (May) and the event in Estonia (Q3/Q4) will help us deepen and broaden our relationships with policymakers in culture, education, and research. We will raise awareness and develop concrete [recommendations for actions](#) that can be taken to amplify the role of cultural heritage in society. The theme for the Maltese event will be '*Migration and Culture: how can our past educate our present?*'

# Performance indicators

## KEY PERFORMANCE INDICATORS 2017

- Establish the components of a Net Promoter score baseline
- Minimum of 1,800 Network Association members
- Six active Task Forces
- Five active Working Groups





# Policy and framework development

## **Rightsstatements.org governance and network**

[Rightstatements.org](http://Rightstatements.org) has become an important component of our aim to develop truly international frameworks for interoperability of cultural heritage data. This year we will focus on developing a lightweight governance structure with DPLA and other international digital platforms. Europeana Foundation will host the coordinator of activities, which will include broadening the network, find funding, develop new rights statements, and maintenance of the website.

## **Impact assessment framework**

The Europeana [Impact Assessment Framework](#) was met with a lot of enthusiasm in our Network and will be further implemented this year. Our first aim is to create an environment where we can share inspiration and best practices (Q2). With the support of a task force we will then further develop this into a 'toolkit' that can be used to design, assess and narrate impact of cultural heritage projects. In parallel, we will apply the methodologies to assess the impact of Europeana in the area of innovation and we will run a couple of smaller studies on the impact potential of thematic collections.

# Research & Development, product innovation and standardisation

By end of 2017 we aim to have contributed to the further development and adoption of the [International Image Interoperability Framework](#) (IIIF), in particular in the areas of Discovery, Newspapers and extension of IIIF to encompass also audio-visual content. As newly elected members of the IIIF Executive Committee we will represent the needs of all the actors that make up Europeana.

We will continue to experiment and innovate the representation of data on the Europeana Collections platform. One area we are looking into are thematic collections that require substantially less manual curation, which, if successful, would reduce costs and allow us to quickly scale up the number of available thematic collections. We will also experiment with national cross-domain portals.

A large part of our efforts will be dedicated to improved discovery, search and browsing in Europeana Collections and via the Europeana APIs. A crucial component of this will be the introduction of persons, topics, (resource) types, places available as linked open data into our discovery services, offering our users autosuggestions in search, knowledge cards in search results and the ability to browse for and between the person, topics, types, and places present in Europeana.

# Product design / design thinking and practices

Knowing who our customers are, what their needs are and their most common behaviours linked to these needs is key to our design and functionality choices. We get this information by continuous user research through, for example, user satisfaction surveys, A/B testing, log file analyses, and usability testing. For this purpose, we have set up a user testing group consisting of ~ 150 Europeana users who are regularly asked to give feedback on design and functionality choices and their quality.

We aim to not only increase the customer experience on Europeana services, but also to invest in sharing our findings, discovered best practices and lessons learnt with our partners. We hope that this will help improve the overall presentation and experience of interactions with digital cultural heritage content. We will share our findings through consultation sessions with our Network by blogging about it on Europeana Pro and on popular design, cultural heritage and technology blogs. By sharing our experiences and listening to others, we continuously perfect our approach in line with industry innovation and current customer preferences.

# Software development and infrastructure

As the official digital infrastructure for cultural heritage of Europe we are committed to be a highly available, high-performing technical platform.

Our main aim this year is to improve on our availability compared to 2016, but without increasing costs. This means that all our core services - Search API, Collections, 1914-1918, Pro, Labs and Research - strive for an uptime of 99.5+%. We aim to accomplish that by taking a number of measures:

- Improving our software development practices to increase code quality and simplify developer onboarding.
- Improving our documentation of servers and software to support more efficient management.
- Improving our deployment procedures to automate software updates and reduce risks of failure when updating our services.
- Improving our server deployment process by containerisation for greater efficiency and reduced manual effort.

We remain committed to developing Europeana's technical platform using only open source software and with a commitment to share our code improvements upstream with their communities.

# Organisational culture

In order to deliver great services having a solid strategy is not enough. We believe that nurturing a great [organisational culture](#) is at least as important. We are aware that Europeana is a complex amalgamation of various entities (Europeana Foundation, the DSI partners, the Europeana Network Association), which makes it all the more important to invest in our shared culture.

At the heart of this culture are our [core values](#), 'mutual, usable and reliable', that we attribute to everything we do together. These values influence what we want to achieve and provide the framework for how we work together with our partners to achieve it. This year we want to pay particular attention to the following aspects:

**Cross-team work** Now that our organisational focus has shifted to value creation for five markets it becomes increasingly important to foster cross-team work. We will therefore invest in methodologies (agile) that support this effort, both inside Europeana Foundation and between EF and the partners for mutual benefit.

**Sharing knowledge** A lot of knowledge is generated through our work but we are not always taking the time to evaluate, capture and share that knowledge in a suitable form. We will give extra attention to this aspect this year, for example by organising knowledge sharing sessions with experts from our network and by organising hack weeks.

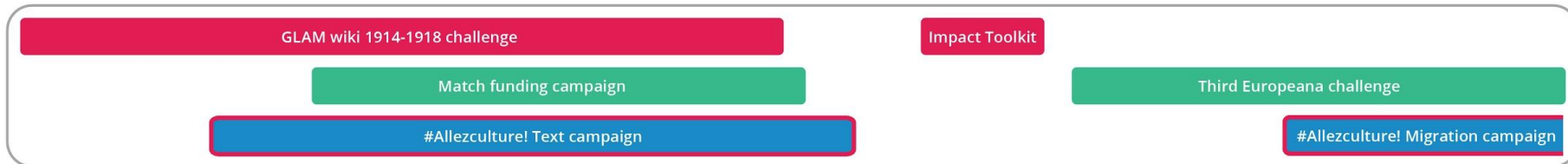
# Milestones



## Products



## Projects & Campaigns



## Events



2018 Year of cultural heritage →

Project DSI-2

Project DSI-3 / Generic Services

# Budget 2017

## INCOME

	GENERAL	DSI-2 (grant)	DSI-3 (procurement)	EU PROJECTS (firmed)	EU PROJECTS (potential)	TOTAL BUDGET
<b>Subsidy</b>	<b>126,700</b>	<b>4,017,000</b>	<b>2,016,250</b>	-	<b>150,000</b>	<b>6,370,150</b>
Subsidy European Commission	-	4,017,000	2,016,250	-	125,000	6,211,550
Subsidy from Ministry Funding	99,200	-	-	6,900	25,000	131,100
Libraries (subscription fee)	15,000	-	-	-	-	15,000
DPLA	12,500	-	-	-	-	12,500
<b>TOTAL INCOME</b>	<b>126,700</b>	<b>4,017,000</b>	<b>2,016,250</b>	<b>60,200</b>	<b>150,000</b>	<b>6,370,150</b>

## COSTS

	GENERAL	DSI-2 (grant)	DSI-3 (procurement)	EU PROJECTS (firmed)	EU PROJECTS (potential)	TOTAL BUDGET
<b>Personnel staff</b>	<b>94,500</b>	<b>2,596,500</b>	<b>1,484,050</b>	<b>39,150</b>	<b>120,000</b>	<b>4,334,200</b>
Personnel staff costs	33,300	2,596,500	1,453,250	39,150	120,000	4,242,200
Recruitment	16,600	-	8,400	-	-	25,000
Training and education	28,000	-	14,000	-	-	42,000
Other personnel costs	16,600	-	8,400	-	-	25,000

# Budget 2017

	GENERAL	DSI-2 (grant)	DSI-3 (procurement)	EU PROJECTS (firmed)	EU PROJECTS (potential)	TOTAL BUDGET
<b>Housing costs</b>	<b>83,200</b>	-	<b>41,800</b>	-	-	<b>125,000</b>
Costs for housing	60,600	-	30,400	-	-	91,000
Costs for Office IT and desk spaces	22,600	-	11,400	-	-	34,000
<b>Operating costs</b>	<b>139,600</b>	-	<b>69,900</b>	-	-	<b>209,500</b>
Office supplies	5,000	-	2,500	-	-	7,500
Depreciation	10,000	-	5,000	-	-	15,000
Insurances	40,000	-	20,000	-	-	60,000
Financial Administration	44,600	-	22,400	-	-	67,000
Other external services	20,000	-	10,000	-	-	30,000
Other general office costs	20,000	-	10,000	-	-	30,000
<b>Subcontracting</b>	<b>25,000</b>	<b>960,000</b>	<b>285,500</b>	<b>3,500</b>	-	<b>1,274,000</b>
Aggregation	-	45,000	-	-	-	45,000
Distribution	-	205,000	85,000	-	-	290,000
Platform	25,000	710,000	200,500	3,500	-	939,000
<b>Other direct costs</b>	-	<b>270,000</b>	<b>135,000</b>	<b>12,450</b>	<b>10,000</b>	<b>427,450</b>
Travel costs	-	195,000	85,000	12,450	10,000	302,450
Other Direct costs	-	75,000	50,000	-	-	125,000
<b>Overhead covered by projects</b>	<b>-215,600</b>	<b>190,500</b>	-	<b>5,100</b>	<b>20,000</b>	-
<b>TOTAL COSTS</b>	<b>126,700</b>	<b>4,017,000</b>	<b>2,016,250</b>	<b>60,200</b>	<b>150,000</b>	<b>6,370,150</b>



Buchholz, den 4. Mai 1917.  
Sachsen

Mein lieber Fritz!

Dein Domestik fühlt sich dein pfen benutzungs  
Liedern, mit einigem Bewußtsein & einem Dank, was neben in  
lieber Gott danken daß du  
Ich glaube dir, daß du pfen  
dich dort & ich für. lieber  
Verständnis wenn du kommst,  
auf deinem Geburtstag.  
hoffen wenn du mich  
wennigst, der mein lieber  
auf die Fahrt nach  
und Erlebnisse, was für  
Liedern, mit einigem Bewußtsein & einem Dank, was neben in  
lieber Gott danken daß du  
Ich glaube dir, daß du pfen  
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Verständnis wenn du kommst,  
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hoffen wenn du mich  
wennigst, der mein lieber  
auf die Fahrt nach  
und Erlebnisse, was für



Trudel Joesger's love letter to Fritz Kreisler  
1917  
Europeana 1914-1918  
CC BY-SA