europeana
think culture

Business Plan 2012

Contents

Introduction

Outlined in this Business Plan are the business priorities for Europeana in 2012.

The business plan 2012 will follow the line of the Europeana Strategic Plan 2011-2015:

Culture – Creativity – Growth

Europeana operates in a very dynamic environment influenced by strong technological, financial and political forces. After consultation with the Europeana Network during the Council of Content Providers and Aggregators' (CCPA)[1] Plenary in Rotterdam, the following five priorities were set for this year:

1. **Network:** reinforced feeling of Europeana as a movement, a platform that represents participating cultural institutions, think tanks and governments. Evidence: the increased diversity of the Europeana Network's membership, a shared understanding of the 'Cultural Commons' concept, volunteers on taskforces, etc.

2. **Internal Processes:** improved processes throughout the complete value chain of Europeana: partner relations/data ingestion/product development/marketing and communications. Evidence: job roles are clear to the partners in the network, processes have been documented and communicated to the network, tools are in place.

3. **Awareness of Europeana:** improved awareness with policy makers, end users and decision makers about the aims of Europeana, how it contributes to economic and social growth in all European countries. Evidence: amount of positive reactions through surveys, tweets by the Commission, number of mentions in influential media, etc.

4. **Distribution:** increased use and re-use of Europeana material. Evidence: increased number of API (application programming interface) implementations, improved articles on Wikipedia, applications built on Europeana API, etc.

5. **Innovation:** increased awareness of Europeana as a facilitator of innovation. Evidence: number of objects marked with open licences, R&D results, etc.
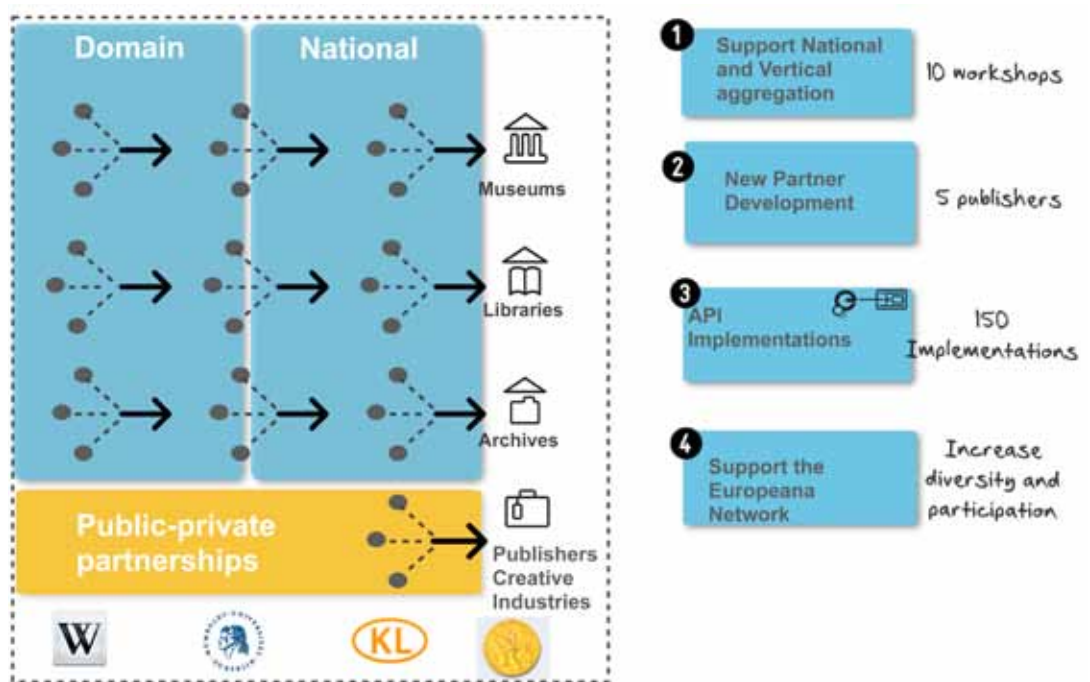
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[1] *The Europeana Network (formerly the CCPA) is a pan-European forum representing museums, libraries, archives and the audiovisual sector across a wide range of EU Member States.*

1 Aggregate

Build the open trusted source for European cultural heritage content

1.1 Partner network

Objective: Facilitate the development of a strong partner network.

Key tasks:

1. Support an ecosystem of vertical and national aggregation throughout Europe through training and presentations, the use of the Europeana Professional website as a knowledge-sharing tool and active participation at conferences.
2. Create new content partnerships with (commercial) publishers and develop new relationships with creative industries[2] (such as genealogy, cultural tourism, etc.).
3. Implement the Europeana API (application programming interface) at partner institutions in order to demonstrate the additional value of the Europeana repository.
4. Support the development of the Europeana Network (formerly the CCPA) at large and the work of its task forces. An important role for the

Europeana Office will be to support the Network and its officers by setting up a solid back-office structure.

KPIs
1. Grow the Europeana Network and diversify it by including publishers, developers, think tanks and knowledge institutions.
2. The Europeana API has been implemented by a minimum of 150 organisations.
3. Europeana Professional is actively used by the majority of partners as a knowledge-sharing tool.

[2] Europeana will not enter into any commercial, revenue generating agreements without prior consultation with the content providers.

1.2 Content

Objective: Improve the overall quality of the content repository with a special emphasis on the audio-visual material.
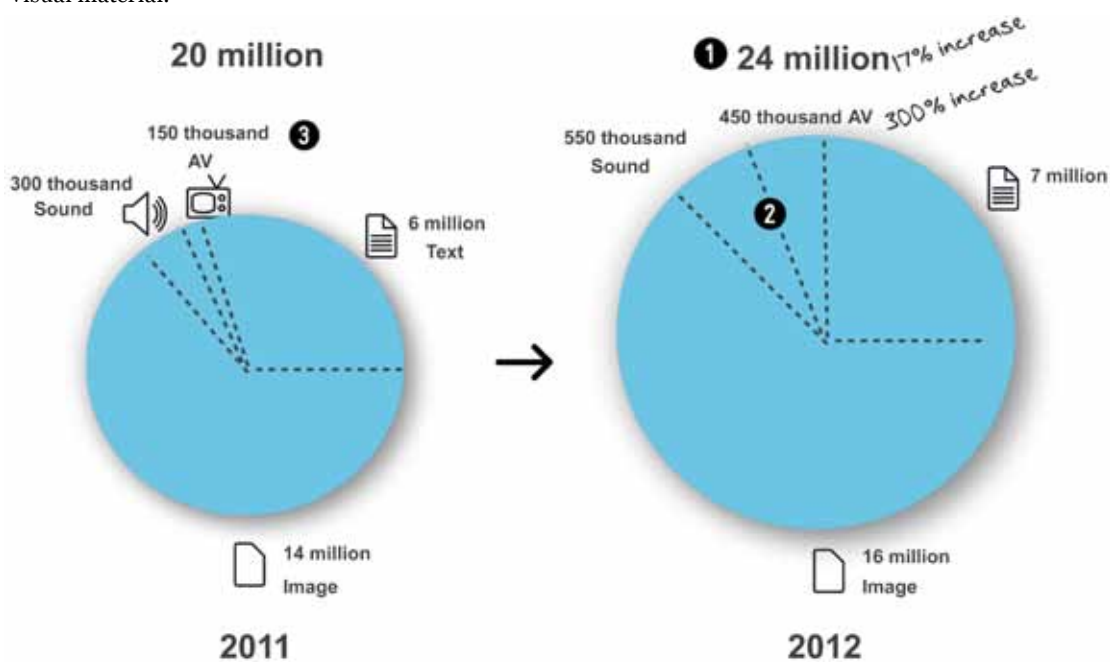
Key tasks:

1. Increase the Europeana repository and make routes for content delivery easy to understand.
2. Audio-visual material is viewed significantly more frequently than other media types on Europeana, yet it is under-represented in the repository. An increase in the amount of AV material from the existing and new partners is required.
3. Perform a GAP analysis of the content and so that the gaps are apparent to both partners and the European Commission.

KPIs

KPI 4: A minimum of 24 million objects is available in the Europeana Repository.

KPI 5: A minimum of 1 million sound and video material is available in the Europeana repository.

1.3 Funding & Sustainability

Objective: Realise sufficient funding to support the Europeana Office and projects until 2014. Actively promote the post-2014 structural funding solution and create awareness of broader sustainability aspects for the Europeana Network.
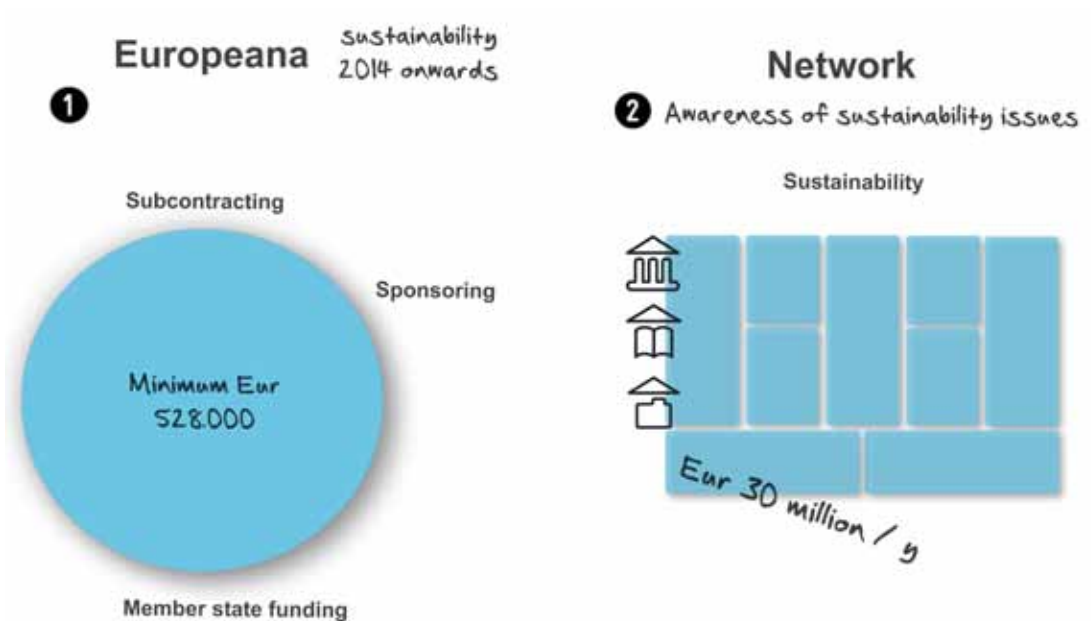
Key tasks:

1. Generate a minimum of EUR 528.000 in financial commitments from Ministries, Subcontracting and Sponsoring to support the Europeana Office and the matching funding necessary for projects until 2014. In addition, positively influence the European Commission's proposed solution for the structural sustainability of Europeana post 2014.

2. Europeana comprises an ecosystem of aggregators, projects and technology suppliers who all contribute to the success of Europeana. Sustaining the Europeana portal and a central organisation alone is, therefore, not enough to guarantee the long-term sustainability of the ecosystem. Europeana and its network will hence build a case for the sustainability of the Europeana Ecosystem, including national and vertical aggregation and Europeana-related projects.

KPIs

KPI 6: Generate a minimum of EUR 528.000: EUR 328.000 from European Ministries of Culture, EUR 100.000 from subcontracting in projects and EUR 100.000 from sponsors.

1.4 Ingestion

Objective: Improve the ingestion workflow and be completely EDM (Europeana Data Model) compliant.
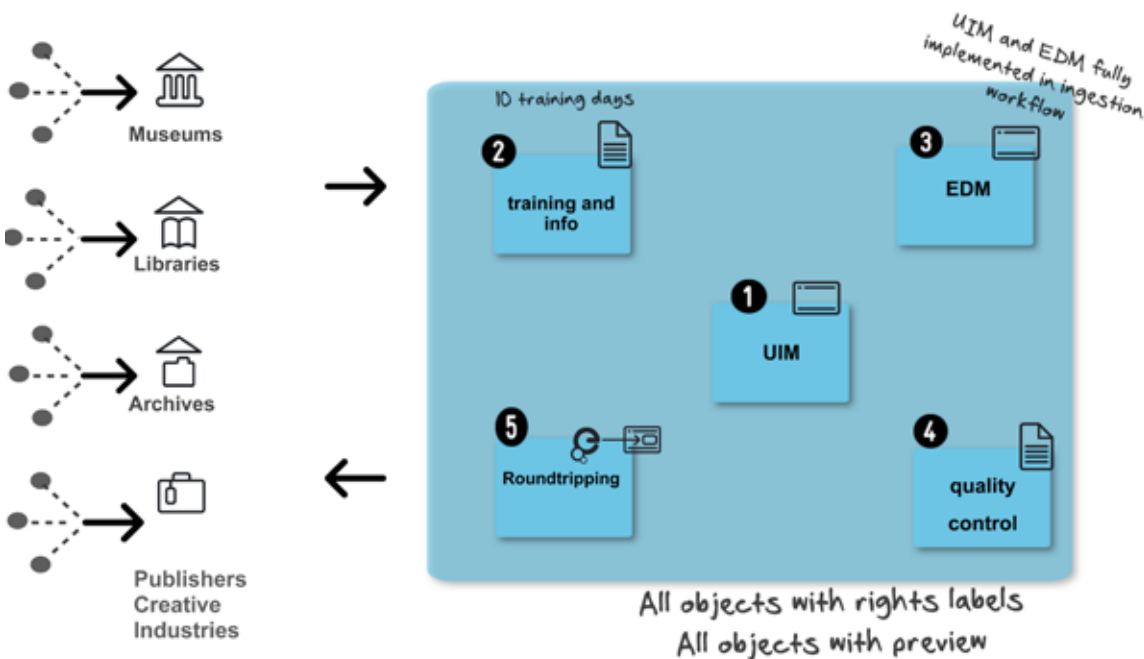
Key tasks:

1. Implement the United Ingestion Manager (UIM) to optimise the operations/ingestion workflow.
2. Develop training, documentation and information to partners to support best practice of EDM and data quality across the Europeana Network (for example, through the development of workshops or the improvement of the Aggregator Handbook).
3. Implement EDM in the operations/ingestion workflow and UIM.
4. Work with stakeholders on quality assurance issues, such as rights labelling, previews and preview quality, persistent identifiers, with a particular focus on public domain aspects).
5. Create and implement an operations workflow for the export (known as 'round tripping') of Europeana material back to the partners, for example through the Europeana API.

KPIs

KPI 7: All objects have a rights statement.

KPI 8: Decrease the turnaround time for ingestion of delivered data by partners to publish on Europeana to a maximum of one month.

2 Facilitate

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

2.1 Programme/Knowledge Management

Objective: Discover and exploit synergies among the Europeana portfolio of projects through proactive management of knowledge and risks.
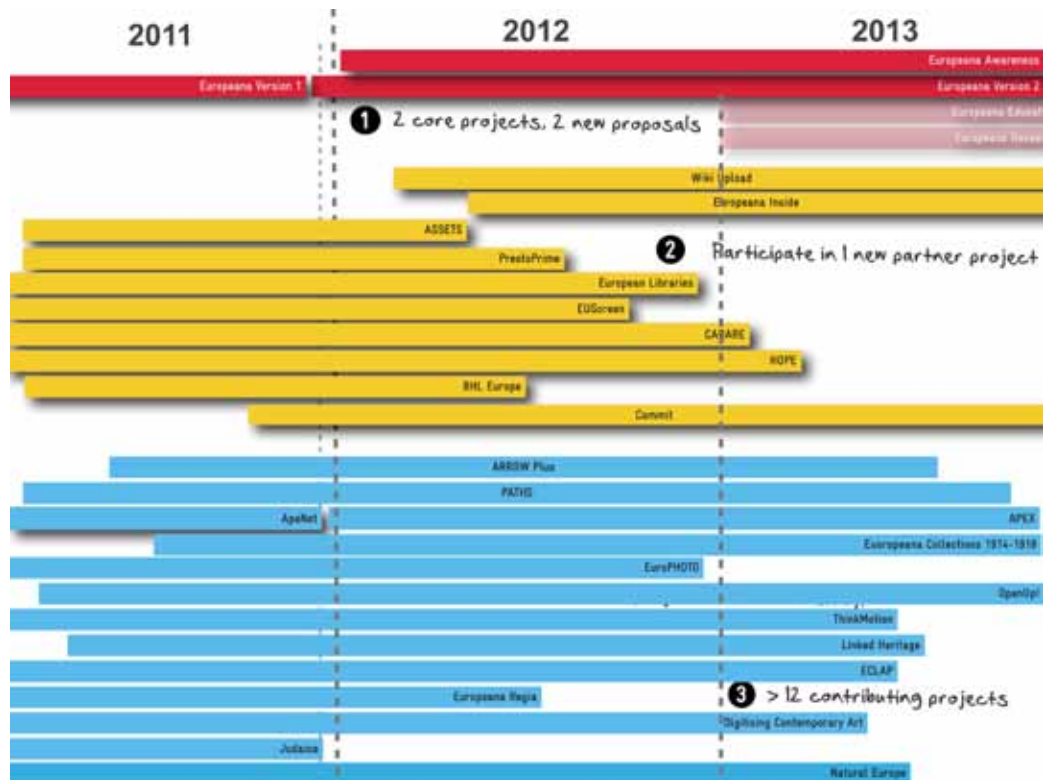
Key tasks:

1. Manage the two core Europeana Foundation projects — Europeana v2.0 and Europeana Awareness — to agreed standards of quality, budget and timeframes.
2. Develop and submit two project proposals targeting research and education audiences.
3. Manage and improve the process for Europeana partner projects. Become a project partner in one new project during the upcoming calls.
4. Develop a solid knowledge-sharing programme for the Europeana project family, including workshops, collaboration tools and training.

KPIs

KPI 9: Two proposals for new projects are successfully submitted.

KPI 10: Europeana Professional includes all participating projects and is actively used as a knowledge-sharing tool.

2.2 Advocacy

Objective: to raise awareness and create buy-in for open meta data.
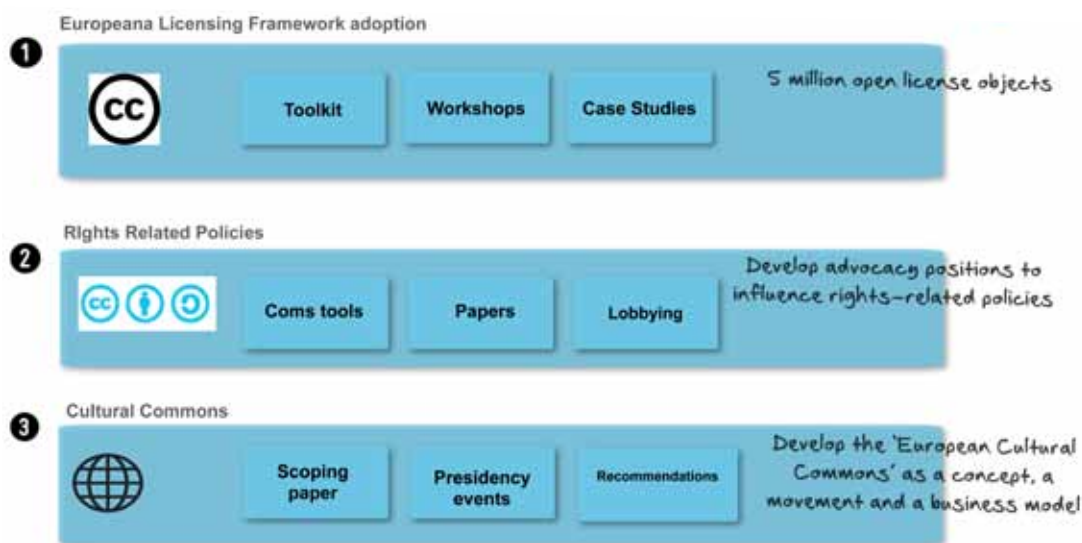
Key tasks:

1. Promote adoption of the Europeana Licensing Framework regarding open metadata among Europeana's providers together with Europeana Awareness WP5. The Europeana Licensing Framework comprises two major building blocks: the Data Exchange Agreement (DEA) which came into effect on 1 January 2012, and which will allow Europeana to commit the European cultural data to the public domain as of 1 July 2012; and the use of a set of controlled-rights labels to facilitate access and re-use of the content with an emphasis on the Public Domain Mark and the Creative Commons licences. Adoption of the Europeana Licensing Framework promotes a standardised, machine- and human-readable way to share and re-use information on the web.

2. Advocate with the Europeana Network to improve access to cultural heritage material through open-oriented rights-related policies and regulatory initiatives that affect digitisation and online access to and digital re-use of cultural information as well as orphan and out-of-commerce works.

3. Develop the 'European Cultural Commons' as a concept, a movement and a business model with the Europeana Network to help deliver culture to citizens in new cooperative and sustainable ways.
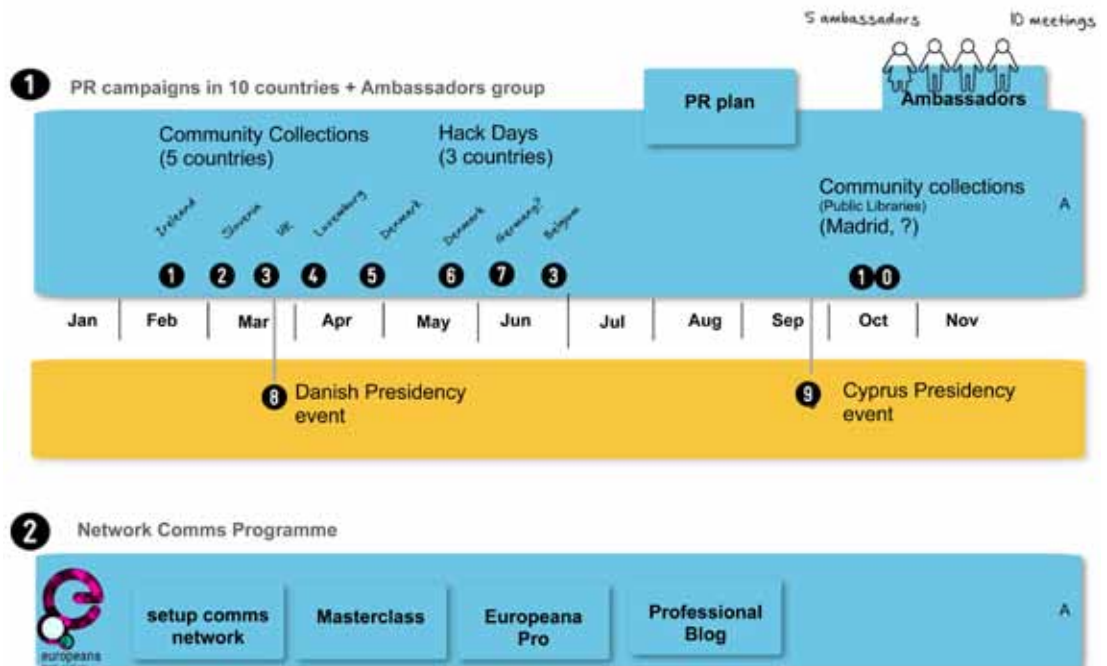
> **KPIs**
>
> KPI 11: Ensure that all metadata in the Europeana Repository referring to Public Domain objects are correctly labelled
>
> KPI 12: The idea of the Cultural Commons has been successfully developed during two Presidency Events.
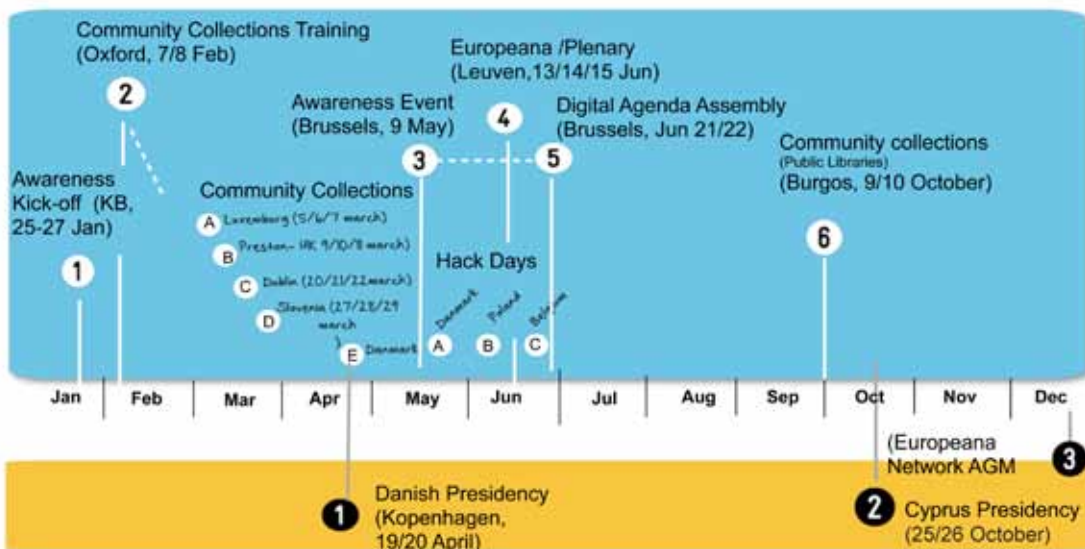
2.3 PR & Corporate Communications

Objective: Improve the awareness of Europeana in all EU countries.

Key tasks:

1. Develop a Strategic Communications Plan as a framework for a rolling programme of PR campaigns to cover 30 European countries over the next three years. The aim is to cover the first ten during 2012, recruiting a local agency to run each campaign, and drawing up tactical plans to govern each campaign. Create sustainability and ongoing awareness raising by working with a national coordinator in each country. In addition, set up an ambassadors group of thought-leaders, who can speak on behalf of Europeana and influence senior policy makers and board members of memory organisations. Where appropriate, the ambassador may also be the figurehead of the PR campaigns.

2. Work with the Europeana Network to improve the sense of shared ownership of Europeana's activities. This will be addressed initially through the Comms network comprising the Communications Work Package partners in Europeana v2.0 and Europeana Awareness, the leaders of the Communications Work Packages from all Europeana group projects, and the communications team leaders from the major aggregators. The Comms network will be inaugurated in Q1 with a master class on best practice communications.

3. Contribute to the organisation of major profile-raising events for policy makers and professional stakeholders. The events programme has two major strands. The first one will revolve around the theme 'Connecting Society through Culture'. A series of events will exemplify the complete value chain of

Community Collections Training
(Oxford, 7/8 Feb)

2

Europeana /Plenary
(Leuven,13/14/15 Jun)

Awareness Event
(Brussels, 9 May)

4

Digital Agenda Assembly
(Brussels, Jun 21/22)

3

5

Community collections
(Public Libraries)
(Burgos, 9/10 October)

Awareness
Kick-off (KB,
25-27 Jan)

Community Collections

A Luxemburg (5/6/7 march)

B Preston- UK, 9/10/8 march)

1

C Dublin (20/21/22 march)

Hack Days

6

D Slovenia (27/28/29 march)

E Denmark

A B C

Denmark Poland Belgium

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

(Europeana
Network AGM

3

Danish Presidency
(Kopenhagen,
19/20 April)

1

2 Cyprus Presidency
(25/26 October)

connecting people to their digitised cultural heritage through the Europeana 1914-1918 community collection days and the consequent re-use of this material via editathons, hackathons and developer outreach programmes. The second strand uses the European Presidencies as platforms for discussions around the development and sustainability of a commonly shared infrastructure enabling access to cultural heritage, tentatively called the 'European Cultural Commons'.

KPIs

KPI 13: Awareness of Europeana among the target audience in countries in which campaigns have been run has been raised by 25%, to be measured by an audience research agency.

KPI 14: Each national campaign should generate 100 mentions in online and offline media and social networks.

KPI 15: Six well-attended events have been organised and received media coverage.

2.4 Research & Development

Objective: Stimulate Europeana-related R&D and innovation
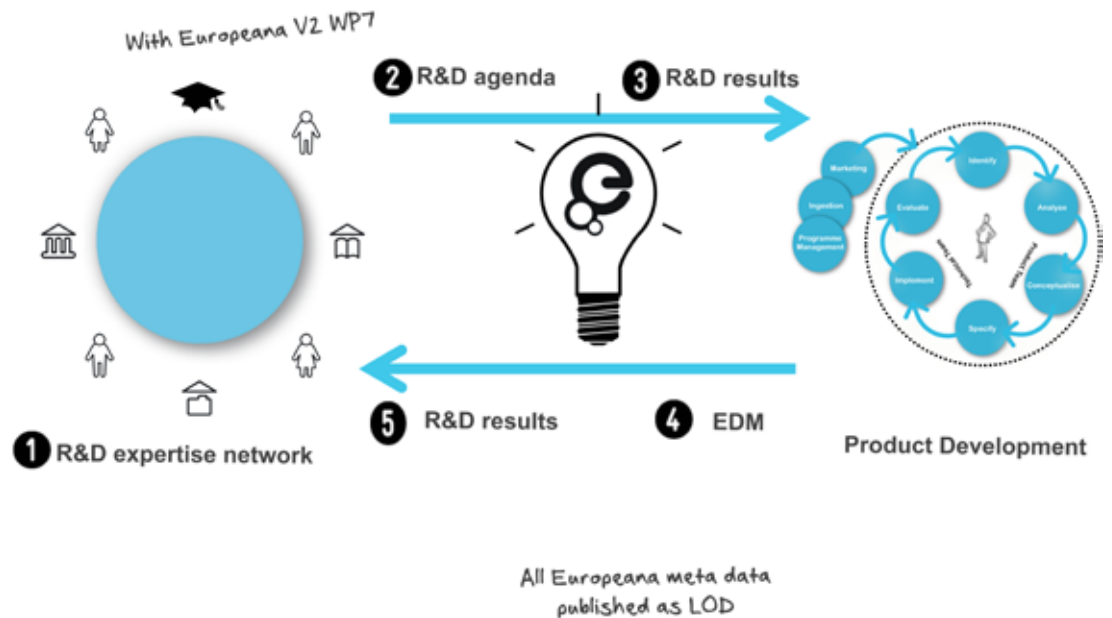
Key tasks:

1. Foster a network of specialists from GLAM and research institutions, to advise on technological topics when needed. Europeana's R&D workgroup[3] further develops the network of researchers and professionals building on earlier projects and workgroups. These experts will be asked for regular feedback on Europeana's developments. The Europeana Office will also request specific input from them on specific issues relevant to Europeana via dedicated task forces — for instance, on the display of EDM data.

2. Develop R&D agenda for Europeana: identify trends and gaps, who is working on them, how we can support them. The working groups will report on innovative open-source software; user interaction and user-generated content; Linked Open Data, semantic enrichment and

multilingualism to identify the key issues in these crucial themes as well as possible solutions for them to investigate further. The Europeana Office will promote knowledge sharing on the R&D activities in the various Europeana-connected projects. Europeana will support, if not participate in, appropriate R&D project proposals and continue to actively liaise with R&D activities from relevant projects and other initiatives (DPLA, W3C, Dublin Core) or the private sector.

3. Europeana will fuel its development from R&D results from the scientific / open source community. This will include: translating relevant results from R&D into technical requirements for Europeana, especially for data ingestion, enrichment and distribution; analysing innovative prototypes, or

[3] *WP7 Europeana v2, led by the ONB*

participating in their development. Both Europeana Professional (e.g., via the Thought Lab) and EuropeanaLabs (or an equivalent "code base") will be considered for channelling relevant R&D input from our partners into Europeana's own development and to our own scientific and technical networks.

4. Inform IT-related networks, e.g., the Linked Open Data or the Digital Libraries communities, on Europeana-related R&D. Europeana's partners are doing tremendous R&D work, but sometimes it needs to be better known and put into the perspective of an entire community.

5. Improve and incrementally update EDM: The workgroup is chartered to investigate the development of EDM, which may include fitting EDM into specific data dissemination channels (OAI-PMH, Linked Data), keeping track of metadata provenance or versioning, creating domain-specific "profiles" or coping with the representation of users' annotations. Europeana will also try to promote EDM adaptability through other networks.

KPIs

KPI 16: An active Europeana Network R&D group is activated and fostered.

KPI 17: Europeana office members are invited to participate in prestigious R&D platforms, such as W3C. Two presentations on major platforms about Europeana-related R&D activity.

KPI 18: Four demos/case studies showcasing R&D results (including LOD, semantic enrichments)

KPI 19: EDM is updated on two aspects (e.g., domain profiles, user tagging). EDM is promoted by other networks.

3 Distribute

Make heritage available to users wherever, whenever

3.1 Product Development

Objective: Improve the product development process focussing on the core services and infrastructure to implement EDM. Improve end-user services with a focus on content re-use aligned with DEA.
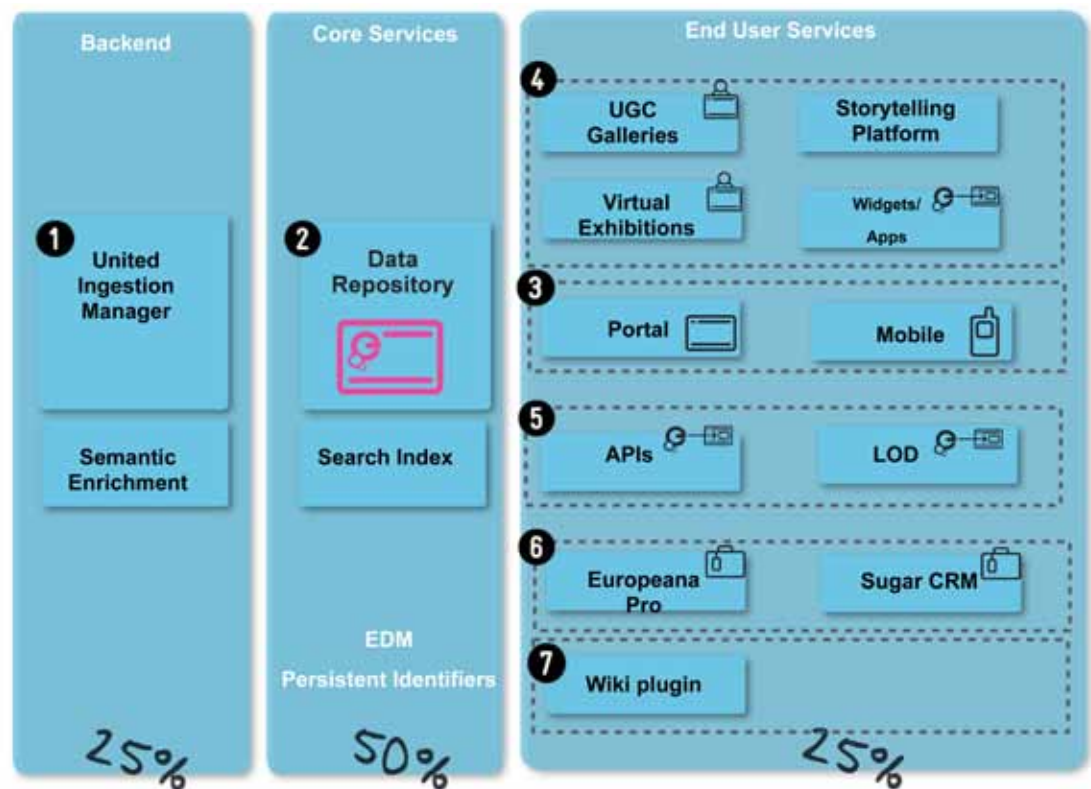
Key tasks:

1. Set up a solid and stable ingestion process (United Ingestion Manager, UIM) for the sustainability of aggregation. This process will be automated as much as possible, switching manual effort from getting data in towards quality control and semantic enrichment.

2. The focus of the (product) development team will be on the investment into the long-term viability of the platform. Create a service-oriented architecture to operate as the core of the portal and an open development of a data platform.

3. Optimise the portal for mobile and tablet access; enable display of EDM data in the form of hierarchical collections, and provide thematic browse entry points for users.

4. Adapt virtual exhibitions and user-created galleries for tablet access and integrate fully with core systems. Functions simplifying for users to submit and remix content will be developed.

5. Develop Linked Open Data for full production and an API to encompass all portal search and browse functionalities.

6. Europeana Pro and the Customer Relationship Management system Sugar will be developed into fully functional systems.

7. Develop a beta Europeana Search API to cross-publish Open Content on Wikimedia Commons will be developed.

8. Improve ranking and position of portal search results.

9. Continue to improve the product development process and methodology.

KPIs

KPI 20: UIM implemented according to the requirements and the Ingestion team's satisfaction.

KPI 21: Europeana core is fully EDM compliant, a framework for persistent Europeana object identifiers is in place and the system is scalable to 15 million visits and 30 million objects.

KPI 22: Europeana portal is optimised for mobile and tablets, able to display EDM content, and adapted for more contextualised presentations in order to improve SEO.

KPI 23: Virtual exhibitions are optimised for mobile and tablets, and UGC functions implemented.

KPI 24: A beta Wikimedia Commons upload service is in production with at least three batch uploads performed.

3.2 Marketing & Communications

Objective: Develop an effective product/market mix and involve our networks to reach end users.
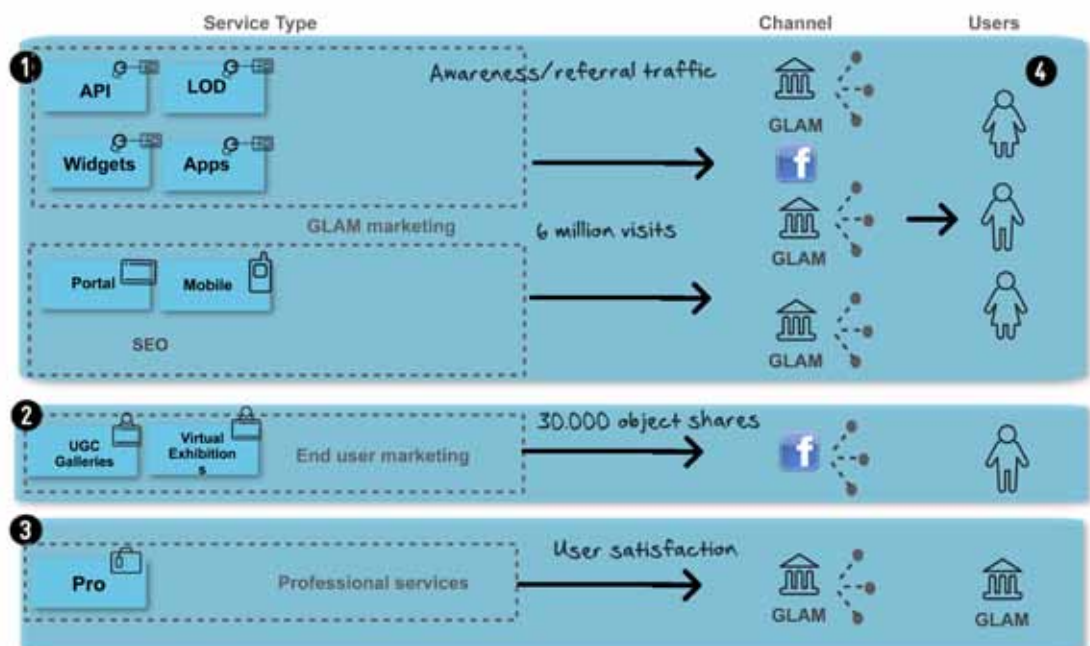
Key tasks:

1. Develop marketing programme reaching 300+ GLAM institutions to widen distribution of Europeana services (such as the portal, APIs, Widgets, VE platform, LOD and apps) and grow content usage through these services.

2. Promote Europeana content and re-use functions directly to end users. Develop services that add context to digital content, such as virtual exhibitions and galleries, and develop tailored social media campaigns to promote them (newsletter, blog posts, Facebook and video channels).

3. Develop promotional campaigns for Europeana Pro and measure user satisfaction.

4. Get a better understanding of end users, market segments and channels through various ways of quantitative and qualitative research. Organise a user research group as described in Europeana v2.0, involve key members of the network in the development and dissemination of user insights to our networks.

5. Create with the network standards for measuring success.

KPIs

KPI 25: Reach a minimum of 6 million visits.
KPI 26: Launch four new virtual exhibitions.
KPI 27: Generate a minimum of 90.0000 newsletter openings, 1000 blog post re-tweets, 2000 likes on Facebook postings, 30.000 object shares and 250 registered users for Europeana Pro.
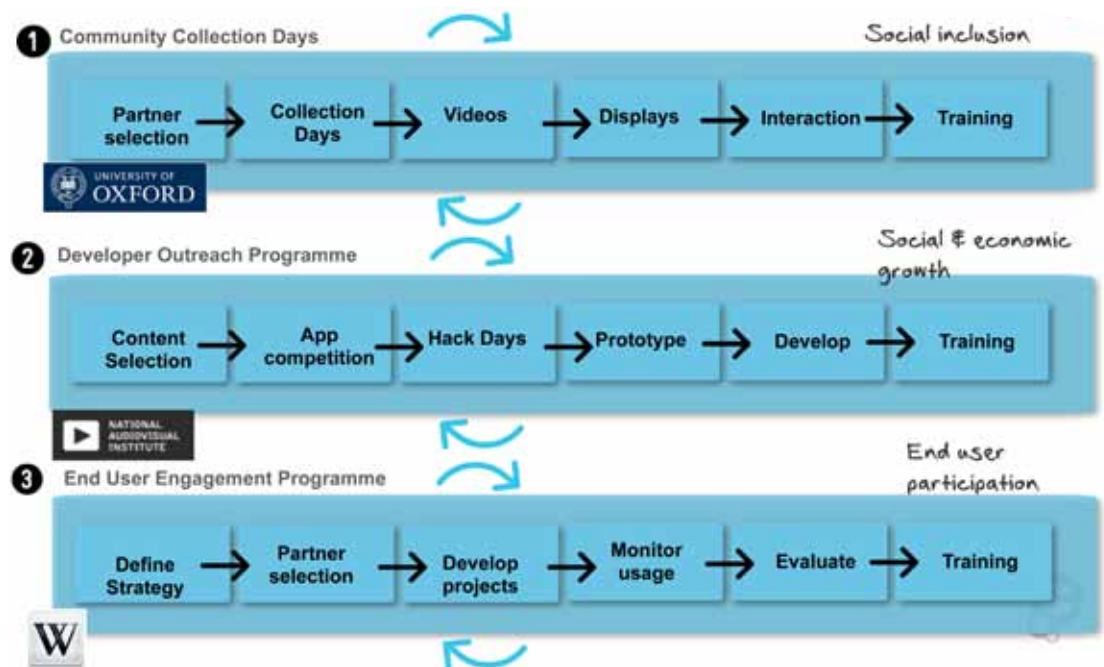
4 Engage

Cultivate new ways for users to participate in their cultural heritage

4.1 Engagement Programme

Objective: Create a programme for people to engage in new and meaningful ways with content and curators.

This programme is designed to demonstrate – through concrete examples – how individuals as well as developers and professionals are participating in new ways in the innovation of our industry. It consists of three independent but related streams to showcase the complete value chain of Europeana activities.

1. **Community Collection Programme;** inviting individuals from European countries to submit their memorabilia from the First World War and the stories behind them. This will create a corpus of user-generated objects in high resolution in the Europeana repository. This will enhance the WW1 material already available on Europeana. During the Europeana Awareness event in May, Ministers of Culture, captains of industry and decision makers in

cultural heritage will be presented with the results of the campaigns, which will showcase the unifying capacity (social inclusion) of attracting cultural heritage (in this case WW1 material) through crowd-sourcing activities.

2. **Developer Outreach Programme;** based on the community-collected WW1 material, developers will be invited to develop apps through hackathons and an apps competition. The best results will be presented and celebrated at the Digital Agenda Assembly (June 21/22). It is envisaged that the winning application will be developed to production stage.

3. **End User Engagement Programme;** a 'participation strategy' for Europeana to enable

and stimulate audiences to engage with digital cultural heritage, aggregated through Europeana.

All three programmes are developed in close cooperation with partners from the Europeana Network and designed to create multiplier effects in the industry.

KPIs

KPI 28: Two successful Community Collection training days and a minimum of 20 collection days in 5 countries.

KPI 29: A minimum of three hack days or other re-use events have been organised and the winning application has been developed to production stage.

KPI 30: A minimum of three participatory projects for end users have been developed in close cooperation with the Europeana Network.

6 Budget

2012

	Projects funded by the European Commission						
	APEnet	PrestoPRIME	EUscreen	BHL-Europe	ASSETS	CARARE	Hope
Operating Income Subsidy	8.200	33.200	28.500	20.500	54.100	178.300	76.100
* Subsidy European Commission	6.500	26.560	22.800	16.400	43.280	142.640	60.880
* Subsidy Ministry of OCW	1.640	6.640	–	–	–	–	–
* Subsidy from Ministry Funding	–	–	5.700	4.100	10.820	35.660	15.220
* Other funding	–	–	–	–	–	–	–
Other operating income							
* Subcontracting for other projects							
* Interest							
Total Operating Income	8.200	33.200	28.500	20.500	54.100	178.300	76.100

	APEnet	PrestoPRIME	EUscreen	BHL-Europe	ASSETS	CARARE	Hope
General operating costs							
*** Personnel staff costs**							
*** Costs for housing**							
*** Operating costs**							
– Office supplies							
– Depreciation							
– Insurance							
– Financial Administration							
– Other external services							
–Other general office costs							
*** Overhead covered by projects**							
Direct project costs	8.200	33.200	28.500	20.500	54.100	178.300	76.100
* Personnel project costs	2.200	15.300	22.600	18.300	31.000	141.300	71.100
* IT costs	–	–	–	–	–	–	–
* Subcontracting	5.000	2.000	–	–	20.000	5.000	–
* Marketing & Communication	–	–	–	–	–	–	–
* Travel costs	1.000	3.500	5.900	2.200	3.100	32.000	5.000
* Other material costs	–	–	–	–	–	–	–
* Overhead costs	–	12.400	–	–	–	–	–
Total costs	8.200	33.200	28.500	20.500	54.100	178.300	76.100
Result	–	–	–	–	–	–	–

Projects funded by the European Commission				Other projects			
Europeana Libraries	Europeana V2	Europeana Awareness	Europeana Inside	Commit	Wikimedia	General costs	Total
222.600	3.284.200	522.000	63.300	20.000	200.000	348.100	5.059.100
178.080	3.284.200	417.600	50.640	–	–	–	4.249.640
–	–	–	–	–	–	–	8.280
44.520	–	104.400	12.660	–	–	348.100	581.180
–	–			20.000	200.000	–	220.000
						100.000	100.000
	10.000					5.000	15.000
222.600	3.294.200	522.000	63.300	20.000	200.000	453.100	5.174.100

Europeana Libraries	Europeana V2	Europeana Awareness	Europeana Inside	Commit	Wikimedia	General costs	Total
						506.500	506.500
						259.000	259.000
						80.000	80.000
						167.500	167.500
						7.500	7.500
						30.000	30.000
						40.000	40.000
						35.000	35.000
						25.000	25.000
						30.000	30.000
						203.400-	203.400-
222.600	3.294.200	522.000	63.300	20.000	200.000	150.000	4.871.000
179.000	1.881.800	241.200	60.000	20.000	50.000	–	2.733.800
–	527.000	–	–			–	527.000
25.000	375.500	238.800	–		130.000	50.000	851.300
–	121.000	27.800	–		10.000	100.000	258.800
18.600	172.100	14.200	3.300		10.000	–	270.900
–	25.800	–	–		–	–	25.800
–	191.000	–	–		–	–	203.400
222.600	3.294.200	522.000	63.300	20.000	200.000	453.100	5.174.100
–	–	–	–	–	–	–	–