europeana
think culture

Business Plan 2013

Contents

Introduction

Europeana is part of an ever-expanding ecosystem. This is reflected in the number of projects, both technical and content-driven, the number of providers and aggregators, its funding and its current governance. The Strategic Plan 2011-2015 is now halfway through its life. Each year, the Business Plan prioritises work according to the overall vision and the needs of the Network. 2013 is pivotal as the year in which emphasis can go into distribution and the year in which Europeana should start to show a return on investment. Release of the metadata under a CC0 waiver creates huge opportunities to place culture in the workflow of users but also delivers massive challenges in the development of a distributed system in which the portal is a channel in a wider family of services. Prioritisation needs to strike a balance between achieving the longer term vision of providing new forms of access to cultural heritage, inspiring creativity and stimulating social and economic growth, and being able to deliver to expectations. We therefore need to ask ourselves, as members of the Europeana Network, where our attention should focus in order to achieve these aims. Consultation with the Europeana Network resulted in three main priorities:

level, and an Executive Office of 50 FTEs. These stakeholders, representing libraries, archives, museums, broadcasters, knowledge institutions and creative industries,[1] share the vision that improved access to our cultural heritage will create 'unity in diversity'[2] and will underpin a thriving knowledge economy.

In order for the Europeana Network to grow and to increase the impact of the actions of the individual members, it is increasingly important to foster the feeling of mutuality. This may be one solution to Charlotte Hess's question: 'How can organisations enhance their creativity and grow potential innovation with cooperation-based strategic models?'[3]

1   Europeana is an Ecosystem

Over the past four years, Europeana has developed from a project to a network organisation. This includes over 500 members of the Europeana Network, more than 2,200 content-contributing partners, a Europeana Tech community of over 75, some 25 EU-funded projects, a Board of 20 European associations of content holders, a Member State Expert Group representing all the EU countries on a policy

To strengthen the Europeana Network, we will focus on several projects that enhance the feeling of mutuality, including starting three pilot projects, each of which will be set up as a 'commons'. We will also investigate ways to improve the working relationship between the Europeana Network and the Europeana Foundation and start building a shared technical infrastructure for all partners to use - Europeana Cloud project.

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[1] *The term 'creative industries' in this document reflects the 2006 UK Department of Culture, Media and Sport's definition and includes: advertising; architecture; arts and antique markets; crafts; design; designer fashion; film, video and photography; software, computer games and electronic publishing; music and the visual and performing arts; publishing; television; and radio.*
[2] *Motto of the European Union*
[3] *Hess, 2008*

2   Europeana Foundation is a Core Service Platform

'Europeana should be the incubator, where the great ideas are developed.'

(Lizzy Jongma, Rijksmuseum)

In order to reach our aims and to create real multiplier effects, the Europeana Foundation should be mindful of its resource limitations and its strengths as a part of a network organisation. While it will be impossible to reach significant numbers of end-users by itself (acting as a 'Business to Consumer' operation), Europeana is uniquely positioned as a facilitator of innovation (acting as a Core Service Platform[4]). By acting as a Core Service Platform for the digital cultural heritage sector and the creative industries, Europeana will be able to leverage its strength as a network organisation and act as a catalyst for innovation. Activities in this area will be based, to a large extent, on the principles of interoperability. By creating and developing standards across the sectors in areas such as data modelling and intellectual property rights (IPR), we will be able to create a level playing field from which everyone can benefit.

By developing the network effect, the Europeana Office can focus on providing the tools and infrastructure for others to build end-user services. This requires a different market approach, focusing as much on the communities of Network partners, developers and creative industries as on end-users. These communities are the multipliers who have access to and knowledge of specific user groups.

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[4] *This idea is being developed as part of the Connecting Europe Facility (CEF) funding policies.*

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3   The Value of Opening Up

Central to a 'Cultural Commons for Europe' is the question of how to turn the principle of the public's right to engage with their shared cultural heritage into something tangible. Commercial providers also have an interest in this because they need their wares to be found by that same public. If we are to explore new ways of accessing knowledge, we must ensure that sufficient data behind that knowledge is opened up.

'Ecosystems only survive if you deliver more value than you capture.'
(Tim O'Reilly)

The idea of a Cultural Commons is fundamental to the successful operation of a web ecology of content and services. Underpinning the foundation of this Commons is a set of resources in the public domain that are owned collectively or 'held in common' and shared openly among the community. However, these freely available resources also have a relationship to paid services and a thriving economy in which rights-holders and creative artists are compensated for their creative activity.

With the release under a CC0 waiver of more than 20 million metadata records in the Europeana repository, we have collectively taken a major step towards the goal of opening up data to enable access. The next step will be to show concrete evidence of the value created by opening up the metadata. By further developing the Europeana API, improving the quality of the metadata and creating services around it, the data will find its way into the user's workflow. Instead of trying to bring the user to Europeana, we will take the material to the user. We will do this by developing strategic partnerships, by paving the way for creative re-use

by developers and by providing the infrastructure that offers opportunities for creating new meaningful ways to access and interpret culture.

In order to measure success in this area we will need to reinterpret what success means to us - measuring visits to the Europeana website alone will not be sufficient. Views on other sites such as Pinterest and Wikipedia, shares through Facebook, the amount of apps developed that make use of our shared resources - all of these are metrics that we want to track.

1 Aggregate

Build the trusted source for cultural heritage

Aggregation of European digital cultural heritage remains the lifeblood of Europeana. With over 25 million objects currently in the repository, we have established a critical mass, but work remains to be done to achieve full representation of the wealth and breadth of our cultural heritage. Equally, not all objects are fully described: 64% of the objects have rights statements, 60% have previews and 27.5% have geo-coordinates (as of January 2013). These are vital components for creative re-use and each one needs to move towards 100%.

Europeana is as strong as its Network of partners who contribute not only content but also knowledge and technology. Our aim will therefore be to improve the services for content-contributing partners in 2013 and to increase the number of partners from underrepresented stakeholders, such as publishing and other creative industries.

I. Europeana Network

The Europeana Network is expanding in scale and scope. We have grown quickly, counting over 500 Network members by the end of 2012. We now need to boost representation in certain areas such as the creative industries. We will invest in nurturing existing relationships and building new partnerships in a spirit of cooperation and mutuality, emphasising the benefits of the partnership for each individual member and the ecosystem as a whole.

Objective: Facilitate the development and diversification of the Europeana Network.

Key Tasks

a   Further develop the Aggregator Forum with special emphasis on the complementary value of the single-domain aggregators (such as The European Library) and the national, cross-domain aggregators (such as the Spanish aggregator, Hispana).

b. Further develop and communicate the value propositions of participating in Europeana for organisations in specific areas such as education, tourism and publishing.

c. Facilitate and share learning experiences with the Network through: workshops; roundtable meetings; the Europeana Network Annual General Meeting; the Cultural Commons; Task Forces; and the Aggregator Forum.

d. Promote the use of the Europeana Application Programming Interface (API) within the Network. Work with members on new implementations and develop strong use cases for the GLAM domains (galleries, libraries, archives, museums and audiovisual collections) and the creative industries.

e. Harmonise the registration systems on Europeana Professional with the Europeana Customer Relations Management (CRM) system to better manage partner relations.

f. Incrementally develop the Customer Relations Management (CRM) system to manage partner information, handle incoming and outgoing data and to integrate web data automatically.

g. Facilitate interaction between the Europeana Foundation and the Europeana Network and improve instruments of cooperation such as the Task Forces. Research and discuss new ways to manage and encourage the Network to be active and participatory. Aim to increase the quality of interactions.

KPIs
- 800 Europeana Network members from the GLAM domains and other industry sectors, such as education, tourism and publishing.
- A minimum of 20 new partners successfully implementing the Europeana API.

II. Content Gap

In an increasingly crowded landscape of digital cultural heritage providers, Europeana and its partners offer users very specific and unique qualities, such as authenticity and trusted data. These become unique selling points for creating new partnerships in the education and tourism sectors. However, two areas are in need of improvement: data quality and access to expected content.

End-users and developers of new applications are critical of the quality of the data that they get from Europeana. Not only do they need to know what they are legally allowed to do with it, they want rich contextual information and good visual representation. In addition to this, they expect to find certain material, particularly masterpieces from all member states, in Europeana. The content challenge for 2013 then is to tackle masterpieces, as well as increasing amounts of accessible audiovisual (AV) material, which is another underrepresented area.

Objective: To improve the overall quantity and quality of the content with a special emphasis on gaining more masterpieces and AV material.

Key Tasks

a. Pay attention to representation by EU member states (not all member states are well enough represented) with special focus on countries such as Slovenia, Greece, Hungary, Slovakia, Denmark, Luxembourg, Estonia, Malta, Bulgaria, Czech Republic, Romania, Latvia, Portugal, Lithuania and Cyprus.

b. Ensure good representation for each of the domains: all domains (galleries, libraries, archives, museums, audiovisual collections) are represented but the distribution is uneven with the archives lagging behind. Investigate ways to improve this situation.

c. Ensure that content represents all time periods - analysis shows that early modern history is not as well represented as it could be - and ensure

inclusion of user-generated content.

d. Work with the Member States Expert Group to ensure that national masterpieces are included in Europeana.

e. Create public-private partnerships with creative industries for the aggregation and distribution of content.

f. Actively pursue both large and small institutions to contribute AV material through national aggregators or audiovisual projects. AV material currently makes up less than 3% of the database, while research shows that this material gets most attention from end-users.

> **KPIs**
> • 27 million objects by the end of 2013.
> • 1.1 million AV objects by the end of 2013.
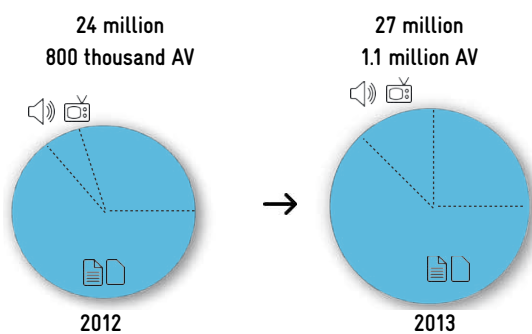
Figure 1: Projected content increase

III. Funding & Sustainability

Objective: Raise sufficient funding for the
Europeana Foundation for 2013 and 2014 and
secure long-term funding for Europeana under the
Connecting Europe Facility (CEF).

Key Tasks
a. Secure financial commitments to cover
    Europeana Foundation activities for 2013 and
    2014 from member states and sponsors.
b. Successfully submit a project proposal
    (Europeana Version 3) to cover the gap between
    2014 and funding under CEF.
c. Actively lobby and build the case for the
    sustainability of the Europeana ecosystem, to
    include single and cross-domain aggregation
    and Europeana-related projects under CEF.
d. Investigate the concept of paid associate
    membership for non-EU institutions and
    government organisations.

KPI
• Raise €420,000.

IV. Ingestion

Objective: Improve the ingestion workflow and the quality of the data.

Key Tasks

a. Implement the United Ingestion Manager (UIM) toolset to optimise the ingestion workflow for providing content to Europeana.
b. Develop 12 training days, along with documentation and information for partners, to support best practices.
c. Implement the Europeana Data Model (EDM) in the ingestion workflow.
d. Work with contributing partners on data quality assurance (rights labelling, previews and preview quality, persistent identifiers and geo-location) with particular focus on the correct labelling of public domain material.
e. Create and implement a workflow to import data improvements and feed them back to partners.
f. Investigate content ingestion processes from Europeana Cloud.

KPIs
- Reach an average ingestion turnaround time of one month (maximum) from delivery to publishing.
- Improve data quality: 95% have rights labels, 80% have previews, 50% have geo-coordinates and 97.5% of the links are functional.

2 Facilitate

Red: Core projects
Blue: Partnership projecs
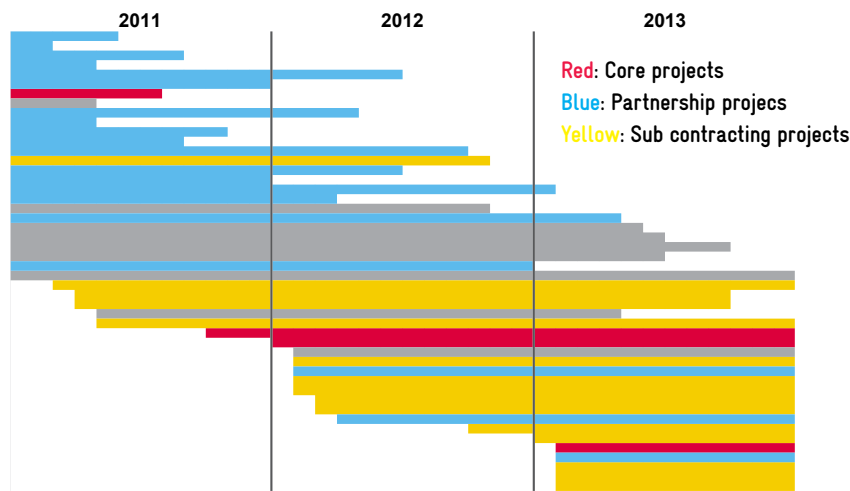Yellow: Sub contracting projects

Figure 2: Europeana Project overview

Europeana is a facilitator of innovation for the cultural heritage sector in Europe, changing mindsets, setting standards for interoperability and enabling others in the Network to better fulfil their aims. Under the Connecting Europe Facility (CEF), Europeana is positioned as a Core Service Platform, delivering an infrastructure for innovation.

I. Programme/Knowledge Management

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

Key Tasks
a. Manage the three core Europeana Foundation projects - Europeana Version 2, Europeana Awareness and Europeana Cloud - to agreed standards of quality, budget and timeframes. Ensure that all partners are fully engaged with the anticipated outcomes.
b. Develop and submit one new project proposal targeting audiovisual and publishing partners to focus on collections in the out-of-commerce timespan.
c. Manage and improve the outcomes and processes of projects for which Europeana is a partner. All partners are encouraged and supported to make their work processes transparent and their deliverables re-usable.
d. Develop and implement Cultural Commons pilots with Europeana Cloud and Europeana Version 2.

e. Coordinate and synchronise the inputs and outputs of the full family of projects that contribute technology and content to Europeana.
f. Develop a solid knowledge-sharing programme for the Europeana project family, including workshops, collaboration tools and training.
g. Further develop Europeana Professional to become a widely used knowledge-sharing tool in the cultural heritage industry. Improve the navigation and usability of the site with a special focus on search and discovery.

KPIs
• Europeana Professional includes all participating projects and is actively used as a knowledge-sharing tool.
• Europeana Professional receives an average of 500+ visits a day.
• The organisational principles and governance structure of three Cultural Commons pilots are available.

II. Advocacy & Policy

Objective: Raise awareness of intellectual property rights (IPR) issues through improved communication, process, collaboration and advocacy.

Key Tasks
a. Develop the Europeana Licensing Framework and produce case studies to encourage and enable the re-use of rich metadata and content.
b. Together with the Europeana Network, develop advocacy positions to influence rights-related policies and regulatory initiatives that affect digitisation and online access to and digital re-use of cultural information and of orphan and out-of-commerce works.
c. Develop a legal and social framework for the three Cultural Commons pilots, under the Europeana Cloud project deliverable, to ensure that they are able to operate within a robust structure.
d. Deliver a summary report on the IPR issues faced by partners (Europeana Awareness).
e. Improve the quality and accuracy of IPR-related metadata through an ongoing Rights Labelling Campaign (Europeana Awareness).
f. Develop the IPR information on the Europeana Professional website to be relevant to the Europeana Network and staff and to become a trusted source of information.
g. Publish a comprehensive set of policy and process documents on the management of information, intellectual property rights and associated issues, e.g. use of social media.

KPI
• 8 million content items are labelled under open licences (PD/CC0/CC-BY/CC-BY-SA).

Europeana Cloud will ingest 2.4m metadata records and 5m digitised objects into Europeana, placing the content and all metadata in a cloud-based infrastructure for better access and sustainability. The project explores the potential of cloud computing technologies for the Europeana ecosystem, putting in place an infrastructure for the use of Europeana and anyone else wishing to access the content and tools that it stores. The project will also create Europeana Research services, allowing researchers in the humanities and social sciences to make use of data, content and tools and to contribute new research to the platform.

III. PR & Corporate Communications

Objective: Manage corporate communications to improve the awareness of Europeana's work and content among target audiences in all EU countries.

Key Tasks

a. Develop and execute a programme of month-long public relations (PR) campaigns to cover 30 European countries over three years, 2012-2014. Draw up tactical plans to govern each individual campaign and aim to run 10 campaigns in 2013. These will include the inauguration of the major user-generated content series 'Europeana 1989' in June 2013 in Poland, rolling out to four other countries during the year.

b. Generate ongoing awareness-raising by developing the national partners' ability to run communications activities on behalf of Europeana, targeting policy-makers and politicians, GLAM professionals and selected end-user markets.

c. Provide and promote further templates, tools and techniques to the partners to support their communications initiatives.

d. Develop the work and engagement of the 'Europeana communicators' group so that its members may act as communications multipliers and support information exchange and buy-in among Europeana content providers, aggregators, project partners and Network members.

e. Coordinate Europeana's corporate publications, e.g. Annual Report, policy documents and communications campaigns.

f. Create a corporate communications programme that promotes the concept of Europeana as a catalyst of change and a Core Service Platform.

KPIs
- Engage a research agency to measure brand awareness among target audiences in three countries in 2013/14. The goal is to increase awareness of Europeana by 20% following the national PR campaign.
- Each national campaign and supporting awareness work will generate an average of 40 offline/online media mentions including social media platforms and networks; qualitative elements including tone, editorial content and reach to be taken into consideration alongside available social media analytics.
- 14,000 Twitter followers.

IV. Events

Objective: Organise and coordinate events to enhance the awareness of Europeana and facilitate our collaboration with specific target groups across Europe.

Key Tasks
a.   Improve event management processes with clear resource allocation, communication channels, templates per event type and strict budget control.
b.   Organise two events under the EU Presidency (Ireland and Lithuania) with local partners.
c.   Organise the Europeana Network Annual General Meeting with local partners.
d.   Coordinate and consult on the organisation of various project and partner-related events.

KPI
• Attendees rate events at '70%+ Good/ Excellent'.

V. Research & Development (R&D)

Objective: Stimulate Europeana-related R&D and innovation to improve access to digital cultural heritage.

Key Tasks

a. Sustain a network of specialists (Europeana Tech) from GLAM and research institutions to advise on technological topics when needed. Ask them for regular feedback on Europeana's technical development, possibly via setting up Task Forces on specific relevant topics.

b. Develop an R&D agenda for Europeana: identify trends and gaps, who is working on them and how we can support them. In particular, identify the key issues and make an inventory of possible solutions (including open-source software) for the topics of user interaction and user-generated content ('social web'), Linked Open Data, semantic enrichment and multilingualism.

c. Promote knowledge-sharing on R&D activities in the various Europeana-related projects. Support appropriate R&D project proposals and continue to actively engage with R&D activities from relevant projects and other initiatives (e.g. Digital Public Library of America (DPLA), the World Wide Web Consortium (W3C), Dublin Core) and the private sector.

d. Feed R&D results from the scientific/open source community into the development of Europeana. This will include: translating relevant results from R&D into technical requirements for Europeana, especially for data ingestion, enrichment, distribution and the use of cloud technology; analysing innovative prototypes, or participating in their development; sharing results with our Europeana Tech partners.

e. Adopt, develop and promote data modelling and exchange standards that facilitate interoperability. We will further develop and adapt the Europeana Data Model to ease its use by other networks and commence the process of creating a standard. This includes: fitting EDM into specific data dissemination channels (e.g. Open Archives Initiative Protocol for Metadata Harvesting (OAI-PMH), Linked Open Data, schema.org); keeping track of metadata provenance or versioning; creating domain-specific 'profiles'; coping with the representation of users' annotations or institutions' collections. The R&D activity will also investigate and support other types of initiatives that can facilitate interoperability, such as Linked Open Data as a data-exchange mechanism, or mechanisms for notifying providers for data updates.

f. Inform IT-related networks, e.g. the Linked Open Data or Digital Libraries communities, on Europeana-related R&D. Disseminate our partners' technological advances.

KPIs
- Two research reports on social semantic web recommendations and relevant free/libre/open source software (FLOSS) in the cultural domain. Two new Network Task Forces started.
- EDM updated on two aspects (e.g. hierarchical objects, user tagging). Progress made to facilitate wider adoption of EDM in the community (e.g. standardisation process).
- Europeana Office members are invited to participate in prestigious R&D platforms such as W3C. Four demos/case studies showcasing (our partners') R&D, e.g. on Linked Open Data, EDM uptake, semantic enrichments. Two presentations on major platforms about Europeana-related R&D activity.

3 Distribute

The objective for Distribution is to maximise the direct and indirect reach of partners' content through Europeana websites, strategic non-Europeana platforms, and the Europeana API. This will be accomplished through the further improvement of our portfolio of end-user products and the API and by developing the functions/tools necessary to support strategic partnerships with, for example, Historypin and the Wikipedia community. This development will focus on moving Europeana towards becoming a Core Service Platform.

Taken together, the improved product portfolio and a multi-channel approach will position Europeana as a node in an ecosystem of mutually reinforcing services from the Europeana Network and other strategic partners.

I.   Product Development

Objective: Improve products for end-users and the public API and begin the design, specification and prototyping of a new storage system and associated APIs as part of the Europeana Creative and Europeana Cloud projects.

Key Tasks
a. Extend the API and core service to handle user annotations and develop a prototype content storage system (Europeana Creative).
b. Incrementally improve the search, usability, visual design and accessibility of the portal. Develop a small number of search and content re-use widgets. Create a concept for a portal 'channels' engine including a 'digital storytelling' component.
c. Incrementally improve the search, usability, visual design and accessibility of Europeana's virtual exhibitions. Investigate the possibility for Europeana to host Omeka.net-powered exhibitions.
d. Develop the Europeana 1914-1918 website to become a general First World War content discovery site, serving both user-created stories

and institutionally provided content, in close collaboration with Europeana Collections 1914-1918 and EFG1914.
e. Actively liaise with Historypin in the development of the Europeana 1989 site and ensure the harvesting of user-created content from that site to the main Europeana repository.
f. Develop and deliver a first version of the GLAMwiki toolset to distribute Europeana content to Wikimedia Commons and simplify the uploading of content for all GLAMs.
g. Design and prototype a Statistics Dashboard providing the most important metrics of use/re-use on our sites, the API and selected non-Europeana platforms.
h. Improve and formalise the development process and include the major technology-providing projects (Europeana Awareness, Inside, Creative and Cloud). Set up a developers' environment fit for an Agile process for teams that are not physically co-located. Integrate the R&D process and outcomes more tightly into the product development process.
i. Liaise with The European Library to deliver Europeana Research as a new audience channel (Europeana Cloud).

KPIs
• Portal, exhibitions, Europeana 1914-1918 and the API are rated as '70%+ Good/Excellent' in annual user surveys.

The Europeana Creative project will demonstrate that Europeana can facilitate the creative re-use of cultural heritage metadata and content. The project will establish an Open Laboratory Network, create a legal and business framework for content re-use and implement all needed technical infrastructure.

II. Marketing & Communications

Objective: Develop and implement effective product-marketing plans and involve our networks in reaching end-user audiences.

Key Tasks

a. Create a partner programme reaching 250+ GLAM institutions to widen distribution of Europeana content and services (such as the portal, API, widgets, virtual exhibition platform, thematic channels, Linked Open Data and apps) and grow content usage through these services. The programme consists of workshops, best practices, online resources (e.g. presentations available on Europeana Professional), social media communications and printed and online collateral. Carry out an annual survey for the partner programme to identify partner satisfaction and new possible areas of collaboration.

b. Develop tailored marketing campaigns to promote Europeana's product and service portfolio to professional users in the creative industries, for example, an API services campaign.

c. Plan and execute customised marketing campaigns to promote Europeana's product and service portfolio to end-users, for example, Europeana 1914-1918 and Europeana 1989.

d. Get a better understanding of end-users, user segments, behaviours, preferences and channels through quantitative and qualitative research. Organise a user research group, and involve key members of the Network in development and dissemination of user insights. Describe a Network-wide benchmark on user behaviour and content usage. If budget allows, carry out an end-user survey via an external provider.

e. Investigate tourism as a market for digital cultural heritage and create a plan of action to cooperate with the sector.

f. Investigate education as a market for digital cultural heritage and create a plan of action to cooperate with the sector.

KPIs
- 20,500,000 impressions of Europeana content on other sites.
- 7,100,000 visits to Europeana sites.
- 11,000,000 redirects from the Europeana portal to partner websites.

Impressions: 5.5 million impressions of Europeana posts on Facebook and 15 million impressions of Europeana content in Wikipedia articles. An impression on Facebook is counted when a post associated with the Europeana Facebook page is loaded in the news feed of a Facebook user. An impression on Wikipedia is counted when a user loads a Wikipedia article that includes an image sourced from Europeana.

Visits: The number of times end-users access the portal, exhibitions, blog, Remix or Europeana 1914-1918 (unique sessions initiated by all visitors). If a user is inactive for 30 minutes or more, any future activity will be attributed to a new session. Users that leave and return within 30 minutes will be counted as part of the original session.

Re-directs: The number of clicks sent to partners' sites from object pages on the Europeana portal, for example when an end-user clicks on an image thumbnail or the 'View item at' link.

4 Engage

I. Community Collections/User-Generated Content (UGC)

Objective: Create a programme of concepts/ formats in which people share their stories.

Key Tasks

a. Develop a programme for the collection of user-generated content, the integration of that content in the Europeana product offering and the engagement of specific audiences with that offering. During 2013 the focus of this programme will be on the development of Europeana 1914-1918 and Europeana 1989.

b. Develop strategic partnerships with organisations that are well positioned to further our ambitions for increased user participation.

c. Create an infrastructure for the Europeana Network with tools and guidelines for organising UGC campaigns.

d. Work closely with the UGC Task Force to share knowledge across the Network about UGC campaigns through papers, blog posts and presentations.

e. Develop a sustainable archive repository for UGC content.

KPIs
- 500 stories collected.
- 40,000 items added to Europeana as part of the content gathering campaigns.
- 1,500 visitors attending the content-gathering events.

Europeana 1914-1918 is a crowd-sourcing project that collects memorabilia and stories from the period of the Great War. The focus is on personal items and stories from all over Europe. Contributions can be made in two ways: online via the Europeana 1914-1918 website, where people can add their stories and files; and at Family History Roadshows, where project staff photograph the items people bring in and record the stories that go with them. Since the project started in 2011, 30 roadshows have been held in eight different countries. Between 2013 and 2018, more roadshows will be held across Europe.

II. End-User Engagement Programme

Objective: Increase the use of Europeana-held content in web 2.0 channels.

Key Tasks

a. Develop an end-user engagement programme, with the Europeana Network, of four concepts introducing Europeana partner content and exploring (new) web 2.0 platforms.
b. Build an end-user engagement best practice repository for the Network; share knowledge through presentations and workshops.
c. Initiate a Europeana End-User Engagement Programme Task Force.
d. Develop a crowd-sourcing programme with Wikimedia to contextualise Europeana content, make open content available on Wikipedia Commons, and generate referral visits to partner institutions.
e. Deepen and broaden the Europeana involvement in Wikimedia projects in order to become a connection point for Europeana partners and Wikimedia projects.

Europeana 1989 is a pan-European community collection of digitised material concerning the political and social changes in Eastern Europe around 1989, the year of the fall of the Iron Curtain. Like its predecessor project on the theme of the First World War (Europeana 1914–1918), the Europeana 1989 initiative engages end-users through personal family memorabilia, experiences and memories, concentrating on the human aspects of this time of change. In 2013 and 2014, the Europeana 1989 project will establish new digital collections and events in many European countries.

KPIs
- 13,000 social sharing actions.
- 23,000 Facebook followers.
- 50,000 engaged users on Facebook.
- 200 items of Europeana content re-used in crowd-sourcing activities.

Social action: When an end-user clicks on a 'share' icon anywhere on the Europeana portal.

Facebook follower: When a user clicks 'like' on Europeana's Facebook page or from an integrated widget, for example on the blog, they become a Facebook follower. This results in Facebook posts from Europeana being displayed in the news feed of each follower. This is not to be confused with a 'like' associated with a post from Europeana, this is an engagement indicator.

Engaged users on Facebook: The number of people who engaged with Europeana's Facebook page - engagement indicators include any comment, 'like' or re-share of posts/stories created by Europeana.

Partner content integrated through crowd-sourcing: content uploaded (for example through hackathons) on sites such as Wikipedia.

III. Developer Outreach Programme

Objective: Create a programme to reach out to the developer community.

Key Tasks
a. Ensure that the Europeana API is used in all relevant events such as hackathons and that the results are publicised and collected on Europeana Professional.
b. Actively participate in the project 'Apps4Europe' and ensure that apps based on the Europeana API participate in incubator contests and business lounges.
c. Initiate and develop an active developer community programme, for example through Open Labs (part of Europeana Creative), the Europeana R&D community (Europeana Version 2) and a developers' blog.
d. Design and develop a first version of the Europeana Open Labs website (Europeana Creative) for developers and creative industries.

KPI
• 5% conversion rate from API key requests to implementations.

'Apps4Europe – turning Data into Business' will create a thematic network to organise competitions for using open data, stimulate the winners to start business ventures, and maximise the socio-economic impact and overall benefits of open data. It will contribute to the open data policy of the Commission and stimulate the re-use of public sector information from governmental, scientific and cultural sources. It brings together 19 partners from ten countries that have a background in hosting and facilitating open data competitions, providing data and supporting business ventures. Together, we will build on and align 20 existing local and national open data competitions held over the next two years by the partners and stimulate the participants to turn their inventions into viable businesses. The project will develop a new, transferable and tested programme that will increase the business knowledge and potential for success of participants in open data competitions: the Business Lounge.

5 Budget

2013

Income	Projects funded by the European Commission				
	Carare	Hope	Europeana V2	Europeana Awareness	Europeana Inside
Operating Income Subsidy	37,500	19,000	3,632,400	341,300	63,300
* Subsidy European Commission	30,000	15,200	3,632,400	273,040	50,640
* Subsidy from Ministry funding	7,500	3,800	–	68,260	12,660
* Other funding	–	–	–	–	–
Other operating income	–	–	–	–	–
* Subcontracting for other projects	–	–	–	–	–
* Interest	–	–	10,000	–	–
Total Operating Income	37,500	19,000	3,642,400	341,300	63,300

Costs	Projects funded by the European Commission				
	Carare	Hope	Europeana V2	Europeana Awareness	Europeana Inside
General operating costs					
* Personnel staff costs	–	–	–	–	–
* Costs for housing	–	–	–	–	–
* Operating costs	–	–	–	–	–
– Office supplies	–	–	–	–	–
– Depreciation	–	–	–	–	–
– Insurances	–	–	–	–	–
– Financial administration	–	–	–	–	–
– Other external services	–	–	–	–	–
– Other general office costs	–	–	–	–	–
* Overhead covered by projects	–	–	–	–	–
Total general operating costs	–	–	–	–	–
Project costs					
* Personnel project costs	32,600	17,800	1,978,100	237,200	60,000
* Subcontracting	–	–	429,600	55,400	–
* Other direct costs	4,900	1,200	1,024,500	48,700	3,300
* IT costs	–	–	719,500	–	–
* Travel costs	4,900	1,200	168,400	20,000	3,300
* Other direct costs	–	–	136,600	28,700	–
* Overhead costs	–	–	210,200	–	–
Total project costs	37,500	19,000	3,642,400	341,300	63,300
TOTAL COSTS	37,500	19,000	3,642,400	341,300	63,300
Result	–	–	–	–	–

Projects funded by the European Commission			Other projects			
Europeana Cloud	Europeana Creative	Apps4Europe	Commit	Wikimedia	General costs	Total
117,600	166,300	8,300	20,000	182,500	415,600	5,003,800
94,080	133,040	8,300	–	–	–	4,236,700
23,520	33,260	–	–	–	415,600	564,600
–	–	–	20,000	182,500	–	202,500
–	–	–	–	–	–	–
–	–	–	–	–	60,000	60,000
–	–	–	–	–	10,000	20,000
117,600	166,300	8,300	20,000	182,500	485,600	5,083,800

Projects funded by the European Commission			Other projects			
Europeana Cloud	Europeana Creative	Apps4Europe	Commit	Wikimedia	General costs	Total
–	–	–	–	–	293,300	293,300
–	–	–	–	–	70,000	70,000
–	–	–	–	–	182,500	182,500
–	–	–	–	–	7,500	7,500
–	–	–	–	–	40,000	40,000
–	–	–	–	–	35,000	35,000
–	–	–	–	–	45,000	45,000
–	–	–	–	–	25,000	25,000
–	–	–	–	–	30,000	30,000
–	–	–	–	–	210,200-	210,200-
–	–	–	–	–	335,600	335,600
74,900	135,500	8,300	20,000	40,000	–	2,604,400
15,000	20,000	–	–	140,000	50,000	710,000
27,700	10,800	–	–	2,500	100,000	1,223,600
–	–	–	–	–	–	719,500
1,500	7,600	–	–	2,500	–	209,400
26,200	3,200	–	–	–	100,000	294,700
–	–	–	–	–	–	210,200
117,600	166,300	8,300	20,000	182,500	150,000	4,748,200
117,600	166,300	8,300	20,000	182,500	485,600	5,083,800
–	–	–	–	–	–	–