



Europeana Foundation Governing Board Meeting

16 November 2016
16h30 – 18h00 CET
Teleconference Call

Business Plan 2017 Priorities

Action proposed: : For discussion and approval of the priorities

Foreword

This paper provides a first draft for the Board on the priorities for Europeana in Business Plan 2017, following framework of the strategic refinements that are currently under discussion.

Markets

In order to understand and improve the impact we have for our audiences we will segment Business Plan 2017 into markets. For each market we will describe their assumed needs, and the products & services that we can deliver for them. This will enable us to validate our assumptions and continuously improve our service offering. For this year the business plan will operate 5 markets: cultural heritage institutions, Education, Digital Humanities Research, Creative Industries and (the culturally minded) general public.

Strategic priority 1

We invest in making it insanely easy and rewarding for CHIs to publish with Europeana. What are the main objectives for 2017 towards that priority?

Insanely easy

We will be investing in infrastructure that makes it much easier to deliver data to Europeana, and by end of 2017 we aim to have achieved the following results:

- **Transition to a new aggregation model:** where Europeana relies more on national aggregators and direct data providers, supported by emerging expert





hubs. Some domain aggregators will remain active in the longer term whereas others will have begun the transition to become expert hubs.

- **Release and introduce Metis into production:** and begin incorporating into it features prototyped under Operation Direct and other R&D activities. Such features could include e.g. harvesting over IIIF and other protocols like sitemaps, integration with commonly used Collections Management Systems, or allowing select partners to independently publish data in Europeana. In parallel to this we will continue research and development to conceptualise and test cutting-edge technologies to gradually integrate those solutions deemed viable for production. Focus will be on improving Europeana's technological capacities in regards to ingesting, searching, displaying and distributing text materials.
- **Introduce a low-cost service for Cloud based collections management:** to support cultural heritage institutions who don't have the technological or financial capacity to adopt or buy a collections management system to take the first steps in publishing their collections online and in such a way that the collection is also publishable on Europeana.

Rewarding

Feedback we received from cultural heritage institutions tells us that while the aspirations of the Europeana Publishing Framework make sense to them (the more you give, the more you get), the perceived return on investment is not high enough at the moment. While we are creating a lot of value through our thematic collections (the user engagement is three times higher than average), third party platforms such as Wikipedia and Pinterest (where the engagement is ten times higher than average) and through partnerships in Education, Research and Creative industries, this value is not actually seen by individual partner institutions. What can we do about this?

- **Improve the Statistics Dashboard:** We already provide usage stats through the Statistics Dashboard. But this information is not complete (only shows statistics on Europeana products, not 3rd party platforms) and it does not travel easily. We will invest in better alerting systems and the integration of other relevant source data.
- **Develop Impact assessments and case studies:** On a more general level we will invest in impact assessment and case studies that highlight the relevance of Europeana on an institutional level (addressing the 'what's in it for me' question).

Data Quality

- **Implementing the Content Strategy:** We will take substantial steps towards implementing a content strategy where emphasis is on quality over quantity with the goal to primarily improve the quality and richness of existing data rather than ingesting large amounts of new data. Another strategic shift in content strategy is that Europeana will increasingly, liaising with expert hubs and aggregators, proactively work to identify new collections and partners for publication in Europeana. The selection will be based on factors such as user demand, quality and richness of content (Europeana Publishing Framework Tier compliance) and theme alignment.



- **Devise and implement quality improvement plans:** Aggregators funded by the Europeana DSI will devise and implement content quality improvements plans in alignment with the above mentioned goals (improve existing data, support limited and targeted new data acquisition). The exact goals of each aggregators plan will vary from aggregator to aggregator but would typically include aspects such as link fixing, adding descriptions and meaningful titles, increase of the use of controlled standards compliant vocabularies, and increasing the average Europeana Publishing Framework tier level of their aggregation.
- **Improving the Publishing Framework:** We will improve the richness and coverage of our statistics reporting in regards to data quality and use, on and off Europeana. This will include the introduction of a per object quality completeness value to complement the Europeana Publishing Framework tiers which are based on the presence and licensing of media. The completeness values will from 2017 onwards be used as a proxy to be able to represent metadata quality and can thus be used to measure changes of metadata quality at great scale.

Strategic priority 2

**We introduce a more contemporary approach to reach end users.
What are the main objectives for 2017 towards that priority?**

Thematic Campaigns

One of the known and appreciated strengths of Europeana is its ability to show how culture connects Europe. The Europeana Network Association and the Europeana Foundation itself are effective at showing our shared cultural heritage. Making use of the strengths and benefits of user participation seen in Europeana 1914-1918 and building on the work of Europeana 280 and its achievements for a massively improved Europeana Art Collection in the quality of material, two thematic campaigns are envisaged for 2017: a. text-based aimed at promoting literature, poetry, prose, the power of the written word using the CHI's mainly libraries and archives; b: a thematic campaign on Migration to be launched in the Autumn of 2017

A) Text based campaign

Objectives:

- Develop and execute a theme with internal taskforce and Network #AllezCulture group. Preliminary #tag #AllezLitterature.
- Engaging of libraries and archives through direct contact to deliver material against the theme.
- Low level publishing activity: although results can eventually contribute to our proposed Literature Collection. The campaign publishing will concentrate on existing mechanisms such as a twitter campaign, or creative industry challenge and/or an exhibition.



- Linking to existing programmes such as Europeana 1914-1918 transcriptions of all poetry or letters could also be in scope.

Expected outcomes:

- Improved quality of material received from libraries and archives, under a specific theme, serving as a model to the whole domain.
- More interest in our textual material.
- Increased awareness of words over pictures and video
- More open material around the theme for sharing via an exhibition or use in wikipedia campaign Wiki Loves Literature.
- More tier 2 and 3 material for possible collections under Generic Services.
- Increased interest of libraries and archives in Europeana.
- Update and relaunch of the Reading Europe exhibition.

B) Culture, Refugees & Migration campaign

Objectives:

- Bring Europe together on a subject of modern and personal significance
- Create a politically motivating campaign that engages the Member States, European Parliament, Commission and Ministries other than Culture.

Expected outcomes:

- Increased awareness of Europeana as a cross border resource by general public, in relation to own lives.
- A user engagement software development to more effectively manage a large participatory campaign across Europe
- A base for a Brussels launch of the campaign by the end of 2017, partnering with relevant cultural heritage institutions, EYCH and developing a communications strategy and media campaign

Thematic Collections

- **New partner collections:** Europeana will continue to develop and run thematic collections. User surveys have shown that the engagement levels of these sub-sites are three times as high as the average in Europeana Collections: users stay longer, bounce less and visit more pages. Curating higher quality data (tier 2 and higher) targeting specific audiences pays off. Our strategic shift of direction is that Europeana Foundation will get out of the curation business in favour of developing the CMS for partners. Thus, in addition to the already existing Art and Music collections - the Europeana Fashion Association will launch the Europeana Fashion Collection, the Europeana Photography Consortium will run Europeana Photography Collections and Europeana Newspapers will be launched by partners under supervision of Staatsbibliothek zu Berlin.



- **Integration of UGC components:** We will integrate Europeana 1914-1918 into the stack which will make its unique UGC component available for other collections and the thematic campaigns. There are some known issues around branding and functionalities that we will address to try to make it more attractive for consortia of partners to run their own (paid for) community sites on the Europeana platform. Depending on the success of the Generic Services call we therefore expect to have between 6 and 10 thematic collections running by the end of 2017, each with high engagement levels in the communities that they are targeting.
- **Third party platforms:** In addition, we will continue our successful partnerships with third party platforms such as Wikipedia and Pinterest.

Education, Research and Creative Industries B2B markets

Reaching users requires knowledge of their needs and ways of working. To know the needs of educators, in each EU country and deliver material to them in ways they want is a huge undertaking, requiring greater numbers of human and financial resource as well as language skills than we have in the Europeana Office. Therefore for Education and Research we are largely continuing down the path of partnerships with organisations that have expertise in the respective fields. This tactic also allows us to multiply our reach.

- **Education:** Education needs will be met by use of the API by educational software publishers. EUN works directly with teachers and will look to create educational datasets and a MooC using Europeana material. Euroclio develops educational resources for teachers in Historiana. We will investigate how to use these relationships and those being developed with Ministries of Education to encourage teachers themselves to develop and share Educational data sets. We will work with a further 5 Ministries of Education during 2017. The results our strategic partnerships, software publishing partnerships and help by the ministries is expected to result in a greater recognition and take up of Europeana as a resource in Education. Our efforts in the areas of culture and migration are aiming to reinforce some of the messages ministries are trying to get to schoolchildren.
- **Research:** Research equally continues to make use of existing infrastructures who can use the API. However, in the field of Digital Humanities some more effort is being put into reaching out to individual researchers via Europeana Research and the grants programme. While not have actual results from this programme, the success of the 2016 call has been phenomenal and will be repeated in 2017. The outcomes should be strong partnerships with existing infrastructures and a willing community of Digital Humanities researchers making use of cultural heritage material via Europeana.
- **Creative Industries:** More for reasons of resource, but also some difficulty of access, 2017 will see us keeping our hand in the Creative Industry sector. We will continue development relationships with intermediaries to encourage the use of the Europeana resources and API in their networks, challenges and labs. We will create a network of cultural heritage labs to inform each other of best practice, successes and failures in the use of cultural heritage by



creatives. Primarily we will hold 2 challenges à la Europeana Fashion Challenge. These make use of the networks to reach potential competitors and generate some potentially commercially viable results, such as Art Faces or StoryPix. Lastly with will investigate if and how we can reach the “makers” market.

General

We will keep Europeana Collections running and try to improve the search performance as this also has benefits for all of our API users. We will look into streamlining and simplifying our service offering to the professional markets, developing a user oriented access for each of our markets. The outcome will be a more unified and coordinated access for our professional users to the services we offer from IPR advocacy to Rights Labelling, implementation of the Europeana Publishing Framework to management of the needs of the Europeana Network Association.

Circulation:

Europeana Foundation Governing Board Members & Observers

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Public