



DELIVERABLE



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Authors:

- Eleanor Kenny, Europeana Foundation (Lead)
- Martin Moyle, UCL
- Alastair Dunning, The European Library / Europeana Foundation
- Nienke van Schaverbeke, The European Library / Europeana Foundation
- Julia Fallon, Europeana Foundation
- Friedel Grant, LIBER (review)

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Background

Europeana Cloud is an ambitious three-year project to build a shared technical infrastructure for the Europeana ecosystem of cultural heritage data providers, aggregators and Europeana itself. Once the project concludes, Europeana will be able to offer first aggregators and then data providers the opportunity to upload their metadata and content to this cloud.

In the long term, this service will open up a future for both small and large cultural heritage organisations to do their work more efficiently and effectively – to participate in a European cloud for cultural heritage so that they can, in turn, better serve their end-user communities, whether that be education, the creative industries or research communities.

On a higher, organisational level, the project demonstrates how three aggregators can work together to address governance and technology issues, in order to deliver a cloud-based

platform for the sharing of resources and data.¹ Going through this process has helped all participants to better understand how we can progress towards a cooperatively owned service that joins up aggregators and cultural institutions across Europe.

The purpose of this deliverable is to lay out a clear communications strategy that will communicate and inform the development of the services that will be offered by Europeana Cloud. Its focus is the final year of the project (Feb 2015 to Jan 2016).

The communication goals contained within this document build on continual dialogue with potential members of Europeana Cloud. Much discussion has already taken place, for example, in helping define the business plan for Europeana Cloud and this approach will continue. We will continue to work together on issues such as cost and governance so as to forge a shared sense of Europeana Cloud. This, in turn, will encourage future participation by aggregators and data providers within the Europeana ecosystem.

The communications plan for the Europeana Cloud service explicitly recognises that the need for dialogue and its results will necessarily inform the communications approach taken and the end product. It sits alongside the *Stakeholder Engagement Plan* (D6.1), which identified the many stakeholders of the project as a whole and outlined some high-level communication principles.

Communications Objectives

The key communication objectives are to:

- Secure buy-in. Encourage the shared value of Europeana Cloud services for and by aggregators.
- Encourage participation. Promote the actual use of Europeana Cloud by key stakeholders.
- Inform. Communicate the progress and benefits of Europeana Cloud services to a broader audience.
- Provide context. Place the development of Europeana Cloud services within the wider European Digital Agenda and cloud market.

Approach

The communications approach should be consistent with Europeana's ambitions for and approach to Europeana Cloud. That is, to develop a trusted and workable service, namely to:

¹ Three aggregators are part of the Europeana Cloud project itself and will be migrating to the shared infrastructure as part of the project. These are the Poznan Networking and Supercomputing Center, The European Library and Europeana itself.

- Foster a sense of community and ownership that will ensure its relevance and longevity
- Promote the accessibility of digital content, collaboration and innovation

To this end, the strategic approach to Europeana Cloud communications will be to:

1. Build trust in the product and the consensual approach to its management.
2. Inspire its potential members by illustrating the benefits available to them.
3. Identify and prioritise initial communications with the potential early adopters of Europeana Cloud, whilst maintaining a vision of the benefit of the Europeana ecosystem as a whole.
4. Recognise and reflect the cyclical nature of service development and dialogue with potential members in the evolution of messaging and tactics.
5. Recognise that the timescales and resources to migrate to Europeana Cloud must be acknowledged.

Risks

- Potential partners become competitors
- Aggregators in the Connecting Europe Facility (CEF) decide not to join

Key Audiences and Considerations

1. Aggregators in Connecting Europe Facility

From 2015 onwards, the Europeana Foundation will lead a consortium of cultural heritage organisations dedicated to pushing forward the strategic aims of Europeana. This is funded under the rubric of CEF. Several large aggregators are part of this consortium. Their closeness to Europeana and their key role in the ecosystem will make them the main audience for Europeana Cloud and therefore also potential customers from 2016 onwards.

Our approach must be one of open dialogue, especially in the first half of 2015, adopting a cyclical approach in which the needs of aggregators feed into the continual refinement of the Europeana Cloud services, business model and governance and also into our communications.

2. Other aggregators

There are several other aggregators who are not part of the CEF Consortium, including aggregators with a national focus (as opposed to a domain or thematic focus). Like the aggregators in the Connecting Europe Facility, they will have an interest in the services provided by Europeana Cloud and we will therefore ensure that our messages are shared with this group. At the same time, we acknowledge that this group of aggregators will need to plan far in advance and may require specialised information if they are to participate in the cloud. This means that our aim within this group will mainly be to build awareness. The Foundation will fully explore their needs and how they can become members of the Europeana Cloud in 2017.

3. European Commission and Member States

The European Commission is a core stakeholder in the Europeana Foundation and its ecosystem of publicly funded projects and initiatives such as Europeana Cloud. Under the Digital Agenda for Europe, the Commission's interests are in the continuation of the provision of services that support and enable cultural heritage institutions to share their data online. In addition, individual Member States, who share the interest of the Commission, also view the services provided by Europeana, such as the cloud service, as a mechanism to enable or extend their national endeavours to support their cultural heritage institutions within a pan-European context.

4. Potential partners

The EU-funded LoCloud project is developing services that have synergy with those developed by Europeana Cloud. Continued dialogue with the project will be key to ensure that the business plans of the two proposed services are complementary and that potential users are aware of the services the two projects have developed.

5. Data providers

Europeana's dataset is sourced from thousands of cultural heritage providers across Europe. The implications of giving direct access to Europeana Cloud to such data providers are great and could radically change the current aggregation infrastructure. Therefore data providers are considered as a separate audience, who will be invited to become members of Europeana Cloud at a later date (2018).

6. Third-party developers

The involvement of developers who can build tools on top of the cloud will ensure that the data aggregated to the cloud can be enriched and exploited. Once APIs for the cloud are completed and documented, developers will be able to start on this work. This is scheduled for summer 2015.

Developers, however, access the content via specific Europeana dissemination mechanisms - Europeana Labs and Europeana Research (which have their own communication plans). The relationship between these bodies and Europeana Cloud still has to be fully defined. We should also note that there is some overlap between third-party developers and re-users of data, i.e. the developers can also be the re-users.

Key Messages

Headline messages

- Europeana Cloud delivers a service that enables the efficient and effective storage, sharing and management of cultural heritage content
- Europeana Cloud is a cooperatively-owned sustainable service run by the Europeana Foundation
- Europeana Cloud creates efficiencies of scale for its members
- Europeana Cloud allows for greater innovation and re-use of metadata and content by third parties

Key and developing messages by audience

1. Aggregators in CEF (i.e. potential members)

- a. Europeana promotes openness and is governed and led by the community.
- b. Europeana invites aggregators in CEF to join Europeana Cloud in 2016 because:
 - i. Europeana Cloud makes it easier to manage your data storage and hosting requirements.
 - ii. Europeana Cloud provides access to tools and services to help enrich data.
 - iii. Europeana Cloud lets data be shared more easily (create once, publish anywhere).
- c. Europeana Cloud will serve the needs of its community: the providers, members and users of the services make use of and build on cultural commons

principles. The community is self-regulating and has responsibility for establishing the boundaries of the community as well as the services provided. These services include raising awareness, and offering and enabling access to resources and tools as well as ensuring Europeana Cloud is a trusted and secure resource and service for the community.

2. Other aggregators

- a. Europeana wants to explore with aggregators how they could join Europeana Cloud from 2017 onwards - once a trusted robust service has been created.
- b. Benefits of Europeana Cloud to aggregators are:
 - i. Europeana Cloud makes it easier to manage your data storage and hosting requirements.
 - ii. Europeana Cloud provides tools and services to help enrich data.
 - iii. Europeana Cloud lets data be shared more easily (create once, publish anywhere).

3. European Commission and Member States

- a. Europeana Cloud delivers services which enable Europe's cultural heritage institutions to
 - i. Benefit from reduced costs and efficiencies of storing and sharing their metadata and content.
 - ii. Access greater opportunities and mechanisms for enhancing and enriching data, which in turn leads to greater re-use possibilities by current and emerging communities.
- b. Europeana Cloud provides opportunities for Member States and their aggregators to develop tailored channels and a platform for sharing cultural heritage. Using this platform will reduce costs and offer efficiencies in storing and sharing metadata and content, and greater opportunities for re-use of the data amongst various communities.

4. Potential partners

- a. Europeana Cloud is not the only pan-European cloud-based service. Europeana wishes to ensure that these services are complementary, not competitive.

5. Data providers

- a. Small data providers contribute directly. Europeana Cloud is keen to explore how such data providers can join, once a trusted robust service has been created.
- b. Data providers who supply Europeana via aggregators should note that Europeana is moving to a cloud-based infrastructure. It will work first with aggregators then (in 2017/18) ask data providers to join Europeana Cloud.
 - i. Why join? See reasons for aggregators above.
 - ii. Why can't data providers join straight away? The Europeana ecosystem is evolving to allow for data providers to provide data directly. However, the aggregators need to adapt first and will be the first to use the cloud as part of CEF.
 - iii. Europeana Cloud services are community-governed and trusted. Data providers can be assured that aggregators will continue to respect the terms under which data is supplied to them.
 - iv. Data providers can use the Europeana Cloud API to download data.

6. Third-Party Developers

- a. Europeana Cloud's API will allow developers to build tools to get and enrich data from the Europeana ecosystem.

This message can only be developed as the nature and precise rationale of the Europeana Cloud API becomes apparent in the context of other APIs and services offered by Europeana.

Timeline of Key Engagement Points

January 2015 onward

- Ongoing discussion with aggregators (e.g. buy-in) about the precise nature (e.g. licensing, re-use, governance) of Europeana Cloud (Stakeholder Group 1).

May 2015

- Publication of first version of *Europeana Cloud Handbook*
- Draft governance structure for Europeana Cloud
- Publication of first version of *Revised Europeana Licensing Framework*
- Publication of cost model
- Triggers invitation to participation with aggregators (Stakeholder Group 1)

Summer 2015

- Europeana Cloud APIs and documentation available for re-use by developers
- Migration of Europeana/TEL/PSNC content to Europeana Cloud

November 2015

- Publication of final version of *Europeana Cloud Handbook*
- Final governance structure for Europeana Cloud
- Publication of final version of *Revised Europeana Licensing Framework*
- Triggers commitment from interested aggregators to transition to Europeana Cloud

January 2016

- Project completed - Europeana Cloud open to use by aggregators

Channels

The communications channels (eg. physical meetings, online platforms) used should reflect the approach and be relevant to audiences.

Considerations

- Prioritising audiences in the initial stages means that very focused or closed channels will be appropriate to, for example, potential early adopters while broader channels can be used to communicate headline messages to a wider audience.
- The importance of an ongoing dialogue between Europeana Cloud and its target audiences means that the chosen channels should facilitate and support this.
- Given the developing nature of the project, channels should be revisited throughout Year 3 to ensure that all relevant ones are being used.

We envisage using the following channels, at relevant points in the timeline:

Physical Meetings

- One-to-one meetings/interviews (key aggregators)
- Specialised workshops organised via Europeana Cloud (key aggregators)
- Europeana Cloud plenary (key aggregators)
- Workshops at relevant Europeana events

- Europeana Version 3 meeting
- CEF meeting
- Europeana Aggregators' Forum
- Europeana AGM (all audiences)
- Hackathons (developers)
- Conference presentations (all audiences as relevant)

Digital and online platforms

- Europeana Cloud website (wider audience)
- Social networking platforms – blogs, Twitter, Facebook, LinkedIn, etc.(both niche and wider audiences depending on platform)
- Europeana Cloud Basecamp (key aggregators)
- Email-based lists (as relevant)

The Media

- Press releases (wider audience)
- Interviews (wider audience)

Publications

- High-level publications and case studies (online dissemination coordinated by WP6)

Key players

Europeana will use the Europeana Network and the following partners to push out messaging and information:

- The Europeana Cloud WP6 partners
- The European Library
- Poznan Supercomputing and Networking Center
- Other partners in Europeana Cloud

Tactics

The communication tactics employed will:

- **Establish and provide focused forums that facilitate ongoing dialogue**, with opportunities for questioning and discussion as well as information updates. This will be done through:
 - **a series of regular focused meetings/events** throughout the year that take advantage of existing events or are set up specifically. These will be organised to allow for an ongoing dialogue, with opportunities for questioning and discussion as well as information updates.

- **online forums and channels** to supplement physical meetings for discussion and providing information. Social media allows for responsive communication and for a sense of community to be built. It also facilitates the curation of ongoing conversations. A dedicated hashtag will be created and employed.
 - Use of Europeana Cloud Basecamp
 - Social media relevant to specific target groups – blogs, Twitter, LinkedIn, etc.

- **Use milestones and publications as key engagement points** to move on dialogue and to trigger discussion as well as to impart information via relevant channels.

- **Provide an evidence base for benefits**
 - A series of case studies to be facilitated by WP6 and distributed through the project blog covering key points such as:
 - how Europeana has migrated to the cloud and how their services are built on top of it
 - how PSNC has migrated to the cloud and how their services are built on top of it
 - why and how an external aggregator would want to move to the Europeana Cloud

- **Use key and trusted players**
 Enlist relevant, high profile and trusted figures and organisations to promote messages, discussion and disseminate information across all platforms - events, social media, meetings - throughout the duration of the plan.

- **Provide a regular and consistent flow of reliable information** and supporting documentation, segmented as relevant, throughout via relevant channels. To include:
 - Business plan
 - Aggregator handbook
 - Governance structure
 - White papers and other high-level publications

Timeline

The table below shows which stakeholders, engagement points and channels will be focused on in each quarter of 2015.

Stakeholder(s)	Key Engagement Points	Channels
	Q1 ongoing	
<ul style="list-style-type: none"> - Aggregators in CEF - Other aggregators - Potential partners 	Ongoing discussion with aggregators (e.g. buy-in) about precise nature (e.g. licensing, re-use, governance) of Europeana Cloud	<ul style="list-style-type: none"> • One-to-one meetings/interviews (key aggregators) • Specialised workshops organised via Europeana Cloud (key aggregators) • Workshops at relevant Europeana events • Europeana Cloud website • Social networking platforms– blogs, Twitter, LinkedIn, etc. • Europeana Cloud Basecamp • Email-based lists
	Q2	
<ul style="list-style-type: none"> - Aggregators in CEF - Other aggregators - European Commission and Member States 	Publication of first version of <i>Europeana Cloud Handbook</i>	<ul style="list-style-type: none"> • Europeana Cloud plenary (key aggregators) • Europeana Version 3 meeting • CEF meeting • Europeana Aggregators' Forum • Europeana Cloud website • Social networking platforms– blogs, Twitter, LinkedIn, etc. • Europeana Cloud Basecamp • Email-based lists • Press releases (wider audience)

<ul style="list-style-type: none"> - Aggregators in CEF - Other aggregators - European Commission and Member States 	<p>Draft governance structure for Europeana Cloud</p>	<ul style="list-style-type: none"> • Europeana Cloud plenary (key aggregators) • Europeana Version 3 meeting • CEF meeting • Europeana Aggregators' Forum • Europeana Cloud website • Europeana Cloud Basecamp
<ul style="list-style-type: none"> - Aggregators in CEF - Other aggregators - European Commission and Member States 	<p>Publication of first version of <i>Revised Europeana Licensing Framework</i></p> <ul style="list-style-type: none"> • Leads to invitation to participation with aggregators (Stakeholder Group 1) 	<ul style="list-style-type: none"> • Specialised workshops organised via Europeana Cloud (key aggregators) • Europeana Cloud plenary (key aggregators) • Workshops at relevant Europeana events • Version 3 meeting • CEF meeting • Europeana Aggregators' Forum • Europeana Cloud website (wider audience) • Social networking platforms– blogs, Twitter, LinkedIn, etc. • Europeana Cloud Basecamp • Email-based lists • Press releases (wider audience) • White papers, high-level publications and case studies (disseminated online)
<ul style="list-style-type: none"> - Aggregators in CEF - Other aggregators - Potential partners - European Commission and Member States 	<p>Publication of cost model</p>	<ul style="list-style-type: none"> • One-to-one meetings (key aggregators) • Europeana Aggregators' Forum • Europeana Cloud website (wider audience) • Social networking platforms– blogs, Twitter, LinkedIn, etc. • Europeana Cloud Basecamp • Email-based lists

		<ul style="list-style-type: none"> • Press releases (wider audience) • White papers, high-level publications and case studies (disseminated online)
	Q3	
- Third-party developers	Europeana Cloud APIs available for re-use by developers	<ul style="list-style-type: none"> • Hackathons (developers) • Europeana AGM • Conference presentations (all audiences as relevant) • White papers, high-level publications and case studies (disseminated online)
- Aggregators in CEF - Other aggregators - European Commission and Member States - Data providers	Migration of Europeana/TEL/PSNC content to Europeana Cloud	<ul style="list-style-type: none"> • Europeana AGM • Conference presentations (all audiences as relevant) • Press releases (wider audience) • White papers/case study and similar high-level publications (disseminated online)
	Q4	
- Aggregators in CEF - Other aggregators - European Commission and Member States - Data providers	Publication of final version of <i>Europeana Cloud Handbook</i>	<ul style="list-style-type: none"> • Europeana Cloud website (wider audience) • Social networking platforms– blogs, Twitter, LinkedIn, etc. • Europeana Cloud Basecamp • Email-based lists • Press releases (wider audience) • White papers, high-level publications, case studies (disseminated online)

<ul style="list-style-type: none"> - Aggregators in CEF - Other aggregators - Potential partners - European Commission and Member States - Data providers 	<p>Final governance structure for Europeana Cloud</p>	<ul style="list-style-type: none"> • White papers, similar high-level publications and case studies • Press releases (wider audience) • Europeana Cloud website (wider audience) • Social networking platforms– blogs, Twitter, LinkedIn, etc. • Europeana Cloud Basecamp • Email-based lists
<ul style="list-style-type: none"> - Aggregators in CEF - Other aggregators - European Commission and Member States - Data providers 	<p>Publication of final version of <i>Revised Europeana Licensing Framework</i></p>	<ul style="list-style-type: none"> • Press releases (wider audience) • Europeana Cloud website (wider audience) • Conference presentations (all audiences as relevant) • White papers and similar high-level publications • Europeana Cloud Basecamp • Email-based lists
<ul style="list-style-type: none"> - Aggregators in CEF - Other aggregators - Potential partners - European Commission and Member States - Data providers 	<p>Commitment from interested aggregators to transition from Europeana Cloud</p>	<ul style="list-style-type: none"> • One-to-one meetings (key aggregators) • Press releases (wider audience) • Europeana Cloud website (wider audience) • Social networking platforms– blogs, Twitter, LinkedIn, etc. • Europeana Cloud Basecamp

Evaluation

Evaluation of the communications activity is based on the following success indicators:

- Number of aggregators in CEF wanting to join Europeana Cloud

A series of one-to-one and joint meetings with aggregators who are part of the Connecting Europe Facility will take place in 2015. Commitment from three of these aggregators to join Europeana Cloud can count as success.

- Number of other aggregators with a good understanding of Europeana Cloud services.

Feedback forms from the physical meetings will allow the project to judge if aggregators have a good understanding of Europeana Cloud.

- Number of workshops and presentations about Europeana Cloud services at relevant conferences.
- Social media engagement.

While the number of tweets, retweets and likes will be measured, social media metrics will focus on engagement, conversion and retention, necessarily those that the project has the tools to measure, e.g.

- Referred traffic to Cloud website
- Click-throughs to blogs, LinkedIn.
- Growing number of followers on Twitter
- Key influencers in the social media community
- Number of active discussions on LinkedIn