

D5.2 – Open Labs / Europeana Labs Incubation Support Pack and Offer

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D5.2 – Open Labs / Europeana Labs Incubation Support Pack and Offer

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Statement of Originality

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Scope and Executive Summary

This document provides a first overview of the Europeana Labs Incubation Support Pack and Offer. Based on the emerging character of the Europeana Labs and the incubation support provided by the project consortium, the outlined structure is just a starting point for the incubation support development.

The deliverable provides:

- Information on the general objectives of the Europeana Labs Incubation Support Pack and Offer (chapter 1).
- A description of the Europeana Creative Incubation Support Pack for the Challenge winners which will be the starting point for the development (chapter 2).
- A description of the adaptation of the Challenge Incubation Support Pack for the Europeana Labs (chapter 3).
- A definition of areas for the Europeana Labs Incubation Support (chapter 4).
- An outline of the approach for enriching and maintaining the support pack (chapter 5).

In consequence of the development status of the Europeana Labs (alpha release: end of January 2014; beta release: end of March 2014), this document is a living document that needs to be enriched with information gathered throughout the incubation support phases for the Challenge winners. Finally, these results have to be integrated into the Europeana Labs online platform when their efficiency has been proven.

Within the Europeana Creative project, two kinds of incubation support packages will be developed: one support package aiming at the Challenge winners and delivered by the consortium partners, and another support package implemented in the Europeana Labs website to be available for everyone interested in engaging with digital cultural heritage content in a creative way. Deliverable “D5.2 – Europeana Labs Incubation Support Pack and Offer” is focussing on the latter one and outlines the adaptation of the incubation support package for the Challenge winners and its implementation as a tool kit for the Europeana Labs website.

The document combines information from the project deliverables “D1.1 – Service Design for the Co-Creation Labs” and “D5.3 – Challenge Entry Criteria, Selection Process and Prize”. The Europeana Creative Challenge prize is a comprehensive incubation support package consisting of **business support, technical support, access to specialised development and testing environments as well as business partnerships, marketing and promotion and expert support**.

This deliverable outlines the conversion of these categories into a **wiki** to enable the Europeana Labs community to build new application by using the Europeana Labs Incubation Support Pack and Offer.

1. Introduction and Context

Incubation support programmes are an already established instrument to help start-ups and small and medium-sized enterprises (SMEs)¹ to get on track and to develop into a successful business. The arrangement of such instruments can be designed in different ways, e.g., Business Innovation Centres (BICs), University Business Incubators (UBIs), Independent Private Incubators (IPIs) and Corporate Private Incubators (CPIs)² as well as hybrid forms of Incubators. Independent from its design, incubation support has the objective to create and support development and growth in an effective way. Following the principles of Open Innovation,³ the Europeana Labs are an open access point for start-ups as well as already established organisations interested in new services or products.

The project Europeana Creative aims to create and sustain an environment for engaging SMEs in the re-use of digital cultural heritage content. The Europeana Labs developed and established within the project duration build an important assemblage point supporting this objective. As a part of the Europeana Labs Network consisting of several physical labs and the Europeana Labs website, the latter shall host a broad tool kit to support everyone interested in creating applications that re-use digital cultural heritage content.

Those parties interested in building new applications or services related to digital cultural heritage content will need quite specific support and expertise regarding the unique nature of the content itself like intellectual property rights, accessibility, resolution, etc. and additional support regarding the requirements for software development or building a start-up business. Such information comprises, for example, the areas of business support, technical support, financial support and marketing support. The Europeana Labs platform aims to provide this kind of support to interested parties in form of a tool kit, the Europeana Labs Incubation Support Pack (ELISP).

The tool kit will be comprised of a variety of services including types of online and offline resource (e.g., simple electronic documents, web-based services, open source codes, prototypes, communities of practice and advice on how to access finance, etc.) which will enable interested parties to leverage the digital cultural heritage content. The areas of incubation support consist of:

¹ See <http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/sme-definition/>; accessed February 16, 2014.

² See Rosa Grimaldi and Alessandro Grandi, “Business Incubators and New Venture Creation: An Assessment of Incubating Models”, in: *Technovation*, Vol. 25, Issue 2, February 2005, pp. 111–121, available online at: <http://www.sciencedirect.com/science/article/pii/S0166497203000762>; accessed February 16, 2014.

³ See Henry William Chesbrough, *Open Innovation: The New Imperative for Creating and Profiting from Technology*, Harvard Business School Press, Boston, MA, 2003.

- Business support
- Technical support (e.g., open source codes and prototypes)
- Marketing and promotion
- Access to finance
- Additional specialised topics

These support categories will be an incremental part of the Europeana Labs Incubation Support Pack.

The starting support package will be developed within Europeana Creative and evolve in the Europeana Labs. One part of the project is to carry out five different Challenges in the themes of History Education, Natural History Education, Tourism, Social Networks and Design. The winner of each Challenge will be presented with a hands-on incubation support package provided by the consortium partners and their broader networks. The development of the ELISP will be based on the experience gathered in the Challenge incubation support phases.

The following chapter outlines the incubation support offered to the Challenge winners. According to the specific requirements and their specific needs, the support offered will be tailored to the assessed needs and emphasis will be placed on certain core services of the ELSIP.

2. Europeana Creative Incubation Support Pack

In a first step, Europeana Creative develops and establishes a hands-on incubation support package for the Challenge winners which will be further developed to a web-based service provided by the Europeana Labs. The incubation support aims to develop the spin-off projects of the Challenge winners into sustainable businesses. One part of this process is a holistic documentation of the incubation support areas provided.

Detailed Description of the Europeana Creative Challenge Prize

The Europeana Creative Challenge prize will be delivered in the form of an incubation support package. To ensure the success of the spin-off projects, several areas need to be covered by the project consortium. The final delivery of the incubation support depends mainly on the types of support requested from each Challenge winner. This incubation support package is addressing the Challenge winners whose projects have been chosen to become Europeana Creative spin-off projects and who will receive support to bring their products to the market.

The support offer described in this section of the document can either be standard support or premium support. **Standard support** will be integrated in the Europeana Labs platform and shall address everyone interested in re-using digital cultural heritage for new product ideas. **Premium support** will be offered only to the spin-off projects / Challenge winners and will comprise of direct access to consultancy by experts in the following categories.

2.1 Business Support

In order to assist the development of the spin-off projects, Europeana Creative will provide a business support package. When setting up a successful business, it is important to elaborate at an early stage how to transfer a vision into a sustainable business plan that underpins the product.

The business support offer will cover the following topics:

- ✓ *Translating a vision into a business idea*
- ✓ *Conversion of a business idea into a business model*
- ✓ *Market scoping*
- ✓ *Refinement of the business model*
- ✓ *Financial analysis and planning*
- ✓ *Developing a business plan*
- ✓ *Sales and growth strategy*

Standard support will consist of a set of advice and guidance published on the Europeana Labs website (beta release: end of March 2014), covering each of the above-mentioned topics at an introductory level.

Spin-off projects will be given privileged access to the following **premium support**:

- ❖ *Mentoring and coaching* – from experienced business coaches and entrepreneurs, including Leo van Loon, developer of Buzinezzclub, a major entrepreneurship training programme in the Netherlands, in the following topics:
 - *Strategic analysis and development*: Using established analytical frameworks such as Five Forces, SWOT or Scenario Planning.
 - *Market scoping and research*: Assess your own added value, the competitors and your market positioning; customer or user research and segmentation to inform product development or communications plan; soft and hard market testing.
 - *Developing business infrastructure*: Understand and develop a resource plan to establish what resources you need to buy or hire now to realise a business; guidance on operational structures.
 - *Financial analysis and planning*: Understand pricing and implications for costs; develop and refine financial forecasts for the business; assess cash flow and critical financial issues.
 - *Sales and growth*: Plan for sales; understand and use the marketing funnel; develop a communications strategy; define the phases of growth for your business and a potential outcome.
 - *Entrepreneurship skills*: Understand the personal requirements needed to become an entrepreneur and prepare to develop them, such as networking training, resilience training, owning the room.
- ❖ *Online support by business modelling experts* – such as e-mail and Skype for one-to-one assistance.

2.2 Technical Support

The Europeana Creative technical support offer consists of a number of different technical services and components. We will provide each spin-off project with a support package comprising of a range of services to help improve product development cycles.

The following technical models/services/components will be supported:

- ✓ *Europeana Data Model (EDM)* – a structured data model used by Europeana as a basis to ingest, manage and publish its data (<http://pro.europeana.eu/edm-documentation>).
- ✓ *Europeana Content Re-use Framework (CRF)* – a filtering framework for Europeana content that meets technical quality and commercial re-use standards (coming mid-2014).
- ✓ *Europeana API service* – a web service providing access to Europeana collections (<http://www.europeana.eu/portal/api-introduction.html>).
- ✓ *Europeana Linked Data service* – a SPARQL endpoint for accessing the Europeana dataset (<http://data.europeana.eu>).
- ✓ *Europeana Client for Java* – a library for Java programming language providing an interface for remote invocation of the Europeana API (<https://github.com/europeana/europeana-client>).
- ✓ *Europeana OAI-PMH (Beta)* – a web service providing an OAI-PMH compliant interface for harvesting Europeana collections (meta-)data (coming this April 2014).
- ✓ *Image-Similarity Tool* – a web service supporting retrieval of image content basing on visual similarities (<http://image-similarity.ait.ac.at/imagdemo/>).
- ✓ *Geo-Mapping Service* – a demo application providing assessment for cultural tourists or tour guides; it supports creation of map routes and aggregation of rich contextual information from Wikipedia and Europeana related to given points of interest (<http://62.218.164.177:8080/geomapping/>).

The following **standard support** infrastructures will be used to provide developer support regarding the models/services/components listed above:

- ✓ *Europeana Labs website* (beta release: end of March 2014).
- ✓ *Europeana's API developer forum* (<https://groups.google.com/forum/?pli=1#!forum/europeanaapi>).
- ✓ *Europeana Creative's bug and issue reporting service* (<https://www.assembla.com/spaces/europeana-creative/>).
- ✓ *Service demonstrators and sample codes*

Spin-off projects will be given privileged access to the following **premium support** services:

- ❖ *Direct support lines* – to the core development teams behind each of the products and services supported, such as e-mail and Skype for one-to-one assistance.
- ❖ *Bespoke technical support sessions* – from technical experts on specific implementation aspects.
- ❖ *Priority ticket resolution* – for any bug and issues raised within the reporting service.

2.3 Marketing and Promotion

In order to introduce a product successfully to the market, certain marketing and promotional activities have to be pursued. The spin-off projects will receive assistance in marketing and promotional activities. This comprises:

- ✓ *Product promotion* – using the Europeana infrastructure (Europeana Labs, Europeana Pro, etc.) and project partner networks to introduce the products.
- ✓ *Marketing support* – such as introduction to the marketing mix⁴ and start-up marketing (e.g., niche strategy, “free rider” strategy, alliance strategy, guerrilla marketing).

The **standard support** will cover the documented trainings and introductory information on both topics.

Spin-off projects will be given privileged access to the following **premium support** services:

- ❖ *Online communication trainings.*
- ❖ *Advice in collaboration strategies* – linking creative industries to cultural institutions.
- ❖ *Online trainings in the social media usage.*
- ❖ *Spin-off projects will be featured on the labkultur.tv website.*
- ❖ *Direct one-to-one e-mail and Skype contact with experts.*
- ❖ *Presenting the spin-offs in public events* – to increase visibility and chances to gain funding.

2.4 Access to Finance

Spin-off projects will be offered a range of hands-on advice, guidance and introductions all facilitated by the Europeana Creative team, covering a variety of topics relating to access to finance. These topics will include:

- ✓ *Choosing the right funding for your business* – including assessment of alternative approaches such as crowdfunding.
- ✓ *Access to financial mechanisms for raising initial funding* – such as crowdfunding, loans, venture capital and business angels.
- ✓ *Planning, creating and delivering the pitch to funders or investors* – including presentations, product demos, videos and abstracts.
- ✓ *Planning, creating and delivering campaigns to raise funding.*
- ✓ *Identifying and connecting with investor/funder communities and initiatives.*

⁴ See <http://www.graphics.com/article-old/marketing-using-4ps-product-price-place-and-promotion> accessed December 22, 2013.

Standard support will consist of a set of advice and guidance published on the Europeana Labs website (beta release: end of March 2014), covering each of the above topics at an introductory level.

Spin-off projects will be given privileged access to the following **premium support** services:

- ❖ *Bespoke online tutorials.*
- ❖ *Tailored group sessions delivered online by experts.*
- ❖ *Direct one-to-one e-mail and Skype contact with experts.*
- ❖ *Personal introductions to potential investors/funders and communities.*

2.5 Additional Specialised Topics

Hands-on advice and guidance will also be offered in a range of additional specialised topics. The objective for each specialised support topic will be to capitalise upon Europeana Creative's professional knowledge, expertise and contacts to directly benefit the spin-off projects.

The following specialised topics will be included:

- ✓ *Identifying and selecting content from Europeana* – finding the most relevant and useful content for the product/service.
- ✓ *Facilitating partnerships* – identifying and connecting with the most appropriate individuals and organisations to support business growth.
- ✓ *Access to living labs* – for product/service development and specialised testing environments.
- ✓ *Testing, validation and evaluation* – bespoke testing, validation and evaluation support for the product/service.

Standard support will consist of a set of advice and guidance published on the Europeana Labs website (beta release: end of March 2014) covering each of the above-mentioned topics at an introductory level.

Spin-off projects will be given privileged access to the following **premium support** services:

- ❖ *Direct support from Europeana content experts* – such as e-mail and Skype for one-to-one hands-on assistance.
- ❖ *Facilitating access to thematic sector experts* – identification of and introduction to knowledgeable individuals that can help inspire and offer critical sector-led opinions.
- ❖ *Facilitating access to and cooperation with key partner international networks* – including personal introductions to members of the Europeana Network, European Business & Innovation Centre Network (EBN) and European Network of Living Labs (ENoLL).

- ❖ *Facilitating access to cross-border incubation support* – providing access to the Soft Landing Club⁵ and ACE programme⁶.
- ❖ *Privileged access to and partnering with thematically specialised living labs* – including:
 - Future Classroom Lab⁷ in Brussels is a fully equipped, reconfigurable, teaching and learning space supporting Ministries of Education and leading educational technology providers.
 - YOUCOOP⁸ CoLaboratory in Palma focuses on ICT applications for creative and social uses specialising in methodologies for collaborative creation, testing and fostering innovation in cultural and social projects.
 - Aalto FabLab⁹ in Helsinki is a small-scale workshop for digital fabrication with machines such as laser cutter, vinyl cutter, desktop CNC milling machine and 3-D printer and electronic prototyping equipment.
 - i-Matériel.Lab¹⁰ in Paris is a user-driven innovation platform dedicated to cultural heritage and tourism, specialised in mobile products and services.
- ❖ *Focus group planning and member recruitment* – assistance for planning, identifying and recruiting thematically appropriate focus group members for product/service testing and evaluation.
- ❖ *Direct support from testing, validation and evaluation specialists* – such as e-mail and Skype for collaborative review, including the sharing of guidelines used for Europeana Creative's Pilot development phase.

2.6 Quality Assurance

All measures conducted in the incubation support package will be monitored regarding their efficiency. The agile and iterative character of Europeana Creative with five different Pilot and Challenge themes allows to obtain a deeper insight and to improve the incubation support package according to the requirements of the winners / spin-off projects. In case some measures are not requested and desired or considered necessary by the Challenge winners, they will be improved or substituted. The goal is to develop a comprehensive incubation support package which enables the recipients to bring their product successfully to the market, independent from the content themes.

⁵ See <http://www.ebn.be/DisplayPage.aspx?pid=128>; accessed January 30, 2014.

⁶ See <http://www.europeanace.eu>; accessed March 18, 2014.

⁷ See <http://fcl.eun.org>; accessed February 4, 2014.

⁸ See <http://www.youcoop.org>; accessed February 4, 2014.

⁹ See <http://fablab.aalto.fi/site/>; accessed February 4, 2014.

¹⁰ See <http://imateriel.eu>; accessed February 4, 2014.

3. Adaptation of the Challenge Incubation Support Pack for the Europeana Labs

The main task for developing an efficient Europeana Labs Incubation Support Pack is the transfer of applied methods and mechanisms in an online tool kit accessible through the Europeana Labs website. This online tool kit needs to enable users to apply it directly without major support from the Europeana Labs Network. Therefore, results and documentation from the Europeana Creative project have to be converted into precise guidelines presented in a way that allows users to attain a quick overview of available information. This information will be supplemented with relevant project and workshop outcomes that enable interested parties to be inspired and further build upon their project ideas.

In the deliverable “D1.1 – Service Design for the Co-Creation Labs”,¹¹ suggestions regarding the site structure of the Europeana Labs have been made. The following categories were suggested as examples:

- “Application Gallery”
- “Technical Services”
- “Case Studies”
- “Example Code”
- “Content for Experimentation”
- “Software Services”
- “API Documentation”
- “Working Software Demonstrations”
- “Reference Implementations”

The suggested categories should be enriched with:

- “Best Practice Methodology for Co-Creation Workshops”
- “Locations and Details of the Physical Labs in the Europeana Labs Network”
- “Inventory of Services”
- “Related Projects and Services”

Many of those suggestions have overlaps between each other and need to be clustered in order to maintain a clearly structured site for users.

¹¹ See http://pro.europeana.eu:9580/documents/1538974/1601973/eCreative_D1.1_EF_v1.0 accessed March 12, 2014.

Conversion and Implementation of the Incubation Support Offer into the Europeana Labs

A major objective of the Europeana Labs online platform is to provide helpful and relevant information for spin-offs from Challenges as well as for self-motivated spin-off projects. In order to meet this goal, the Europeana Labs website will become an archive for project outcomes from the Europeana ecosystem. Such an approach requires a change in the documentation of project outcomes. Instead of (or in addition to) presenting comprehensive deliverables, the outcomes need to be documented in an “easy-to-use” form and clearly address specific topics.

It will be rather difficult to keep general information on best practices up-to-date in such a fast-changing environment like the creative industry sector. Therefore, the Europeana Labs should focus on the outcomes of its related projects (e.g., Europeana Creative, Europeana Space, AMBROSIA: Europeana Food and Drink, etc.).

The core strengths of the Europeana Labs as an incubator lie in its expertise in the field of digital cultural heritage content. Instead of providing general information on business models, marketing and promotion or access to finance, the Europeana Labs should describe and document best practice cases from experiences in bringing applications that re-use digital cultural heritage content successfully to the market. Additionally, project results ought to be presented in a way that allows interested parties to adopt or enhance the results according to their requirements. For example, most of the incubation support measures provided by the partners will be delivered online. Converting of these measures into online documentation will be rather simple. This documentation can consist of tutorials, web-conferencing videos and topics related to white papers. This information will be supplemented by access to a broad variety of open-source applications developed in projects of the Europeana Labs Network. The provided information needs to be:

- An introductory starting point for people without background knowledge.
- Easy to understand with certain options (links and citations) to acquire a deeper knowledge.
- Information based on research, project outcomes and best practices.

In the following chapter, a possible structure for the incubation support section on the Europeana Labs website, based on the Europeana Creative Incubation Support Pack, will be outlined and described.

4. Europeana Labs Incubation Support Pack

The initial framework for the incubation support provided by the Europeana Labs Network is described in “D1.1 – Service Design for the Co-Creation Labs”.¹² The document introduces a service model, which supports incubation projects, focusing on the re-use of digital cultural heritage content and related metadata accessible through Europeana. This overview on all components of the services developed within the Europeana Creative project sets the stage for the Europeana Labs Incubation Support Pack. The access point will be the Europeana Labs website (fig. 1).

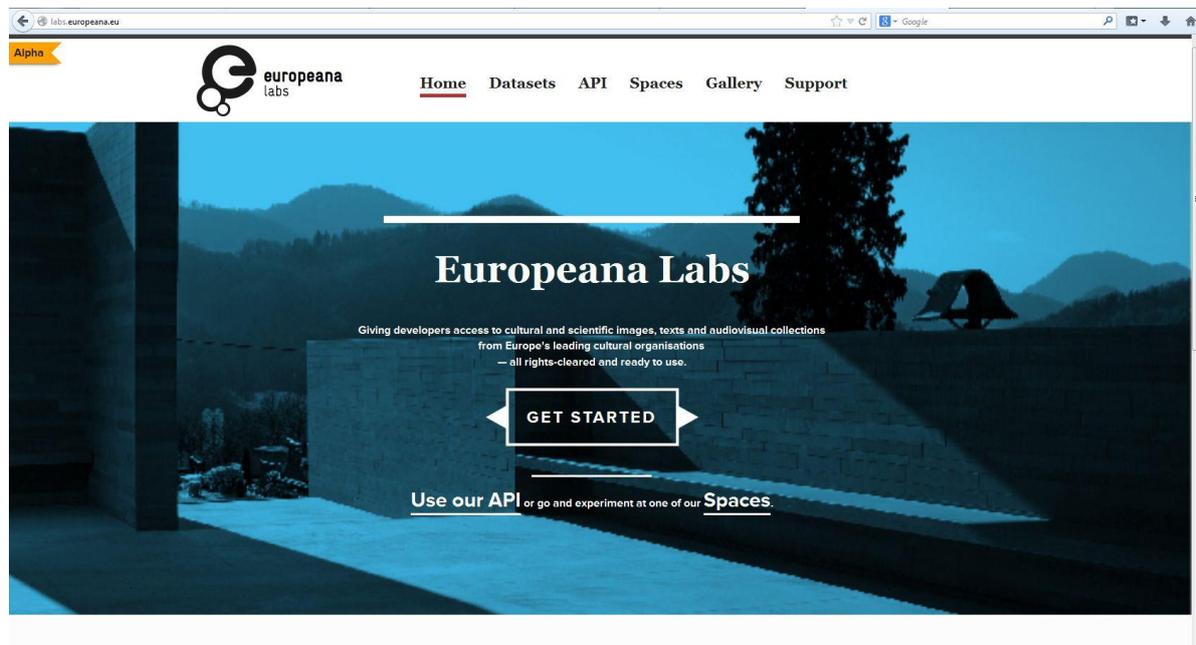


Fig. 1: Europeana Labs website (alpha version)¹³

Building on the categories from the Europeana Creative Incubation Support Pack, the Europeana Labs Incubation Support Pack and Offer will be integrated in this service framework.

¹² See http://pro.europeana.eu/documents/1538974/1601973/eCreative_D1.1_EF_v1.0; accessed February 12, 2014.

¹³ See <http://labs.europeana.eu/>; accessed February 21, 2014.

The Europeana Labs Incubation Support Pack will vary from the Europeana Creative incubation support package provided for the Challenge winners. Most of the measures described in chapter 2 will be integrated in the Europeana Labs structure. This section points out what this integration could look like. Given the fact that the Europeana Labs are in an alpha development stage, several changes can occur.

4.1 Europeana Labs Technical Support

The Europeana Labs technical support will consist of a broad variety of help and support mechanism like those described in chapter 2.1.2. The main objective is to support interested parties with technical infrastructure solutions, e.g.:

- Europeana Application Programming Interface (API) support
- Europeana Data Model (EDM)
- Europeana Client for Java
- Europeana OAI-PMH (beta release)
- Europeana Content Re-use Framework (CRF)
- Europeana Linked Data service

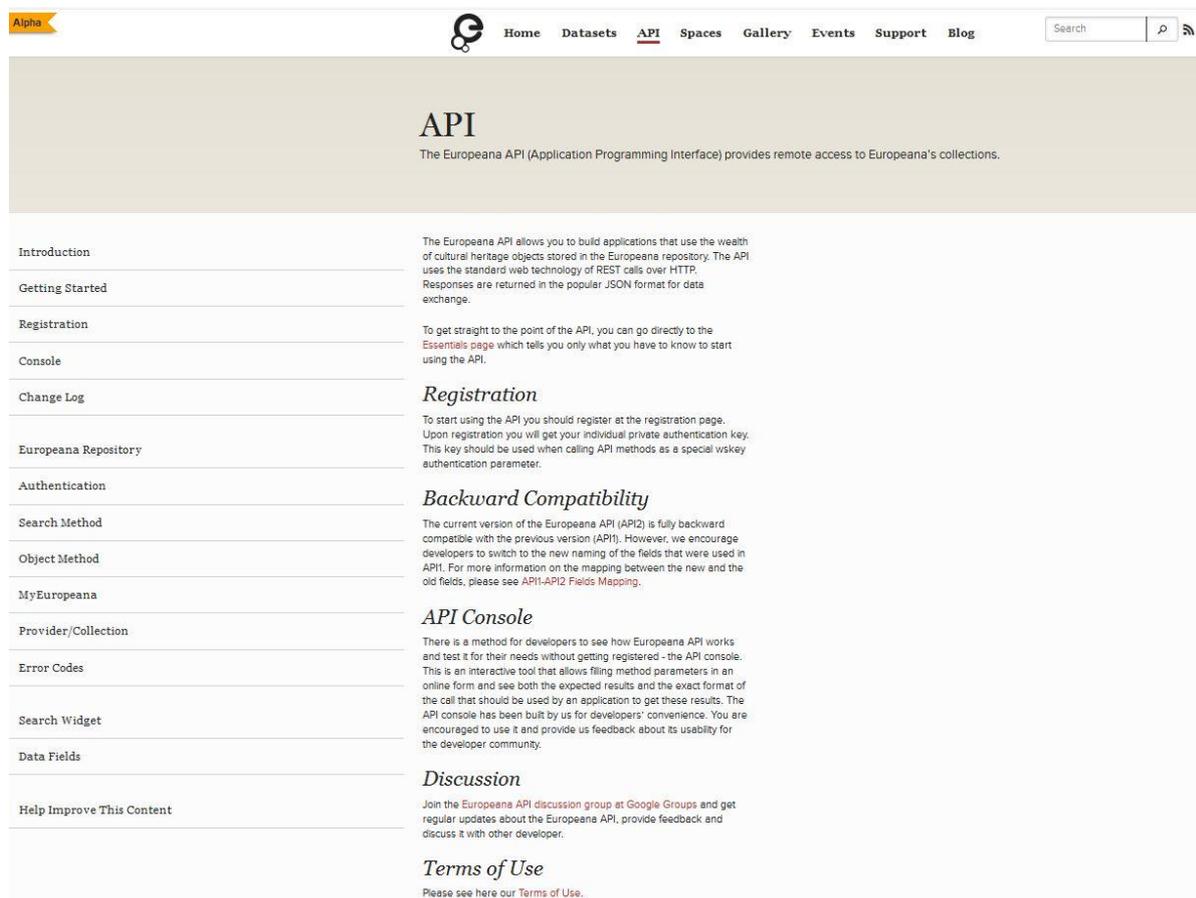
This kind of support will be supplemented by access to topic-related communities, e.g.:

- Europeana's API developer forum
- Europeana Creative's bug and issue reporting service

In a final step, the Europeana Labs will offer easy access to demonstrations of re-using digital cultural heritage, e.g.:

- Service demonstrators and example codes
- Image-Similarity Tool
- Geo-Mapping Service

Such services could be integrated in the existing website structure in the API section (fig. 2) and the Gallery section (fig. 3).



Alpha

Home Datasets API Spaces Gallery Events Support Blog

Search

API

The Europeana API (Application Programming Interface) provides remote access to Europeana's collections.

Introduction

The Europeana API allows you to build applications that use the wealth of cultural heritage objects stored in the Europeana repository. The API uses the standard web technology of REST calls over HTTP. Responses are returned in the popular JSON format for data exchange.

Getting Started

Registration

To get straight to the point of the API, you can go directly to the [Essentials](#) page which tells you only what you have to know to start using the API.

Console

Change Log

Europeana Repository

Authentication

Search Method

Object Method

MyEuropeana

Provider/Collection

Error Codes

Search Widget

Data Fields

Help Improve This Content

Registration

To start using the API you should register at the registration page. Upon registration you will get your individual private authentication key. This key should be used when calling API methods as a special wskey authentication parameter.

Backward Compatibility

The current version of the Europeana API (API2) is fully backward compatible with the previous version (API1). However, we encourage developers to switch to the new naming of the fields that were used in API1. For more information on the mapping between the new and the old fields, please see [API1-API2 Fields Mapping](#).

API Console

There is a method for developers to see how Europeana API works and test it for their needs without getting registered - the API console. This is an interactive tool that allows filling method parameters in an online form and see both the expected results and the exact format of the call that should be used by an application to get these results. The API console has been built by us for developers' convenience. You are encouraged to use it and provide us feedback about its usability for the developer community.

Discussion

Join the [Europeana API discussion group](#) at Google Groups and get regular updates about the Europeana API, provide feedback and discuss it with other developer.

Terms of Use

Please see [here](#) our Terms of Use.

Fig. 2: Europeana Labs API section (alpha version)¹⁴

¹⁴ See <http://labs.europeana.eu/api/>; accessed March 12, 2014.

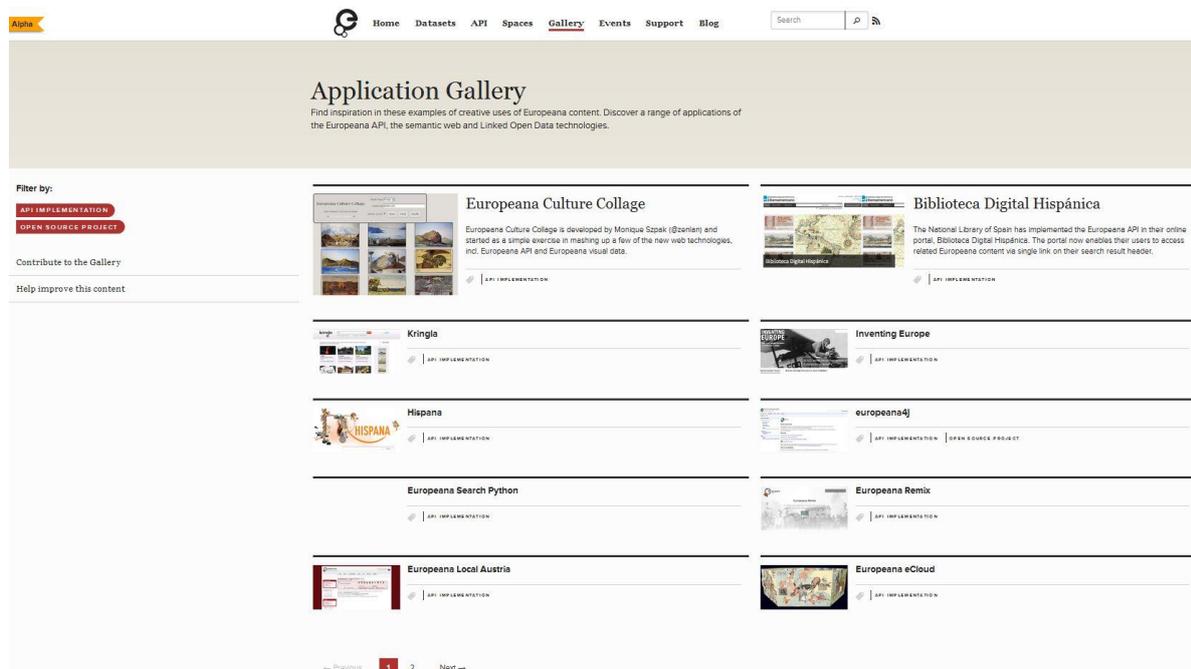


Fig. 3: Europeana Labs Gallery section (alpha version)¹⁵

4.2 Europeana Labs Support on Business, Access to Finance, Marketing and Promotion

The section on business support, access to finance and marketing and promotion should focus on describing the used approaches and best practices from workshops, product developments and Challenges carried out in the Europeana ecosystem. Instead of trying to summarise the variety of approaches available on these topics, it is recommended to focus on documenting the practicability of tested and implemented approaches. Therefore, the documentation of case studies is recommended. These samples shall provide information on the concepts and prototypes developed and incubated in the Europeana ecosystem.

As an example, the outcomes of the Europeana Creative co-creation and business model workshops consisted of a certain number of concepts and business models developed during three-day workshops. The results of such activities could be presented as sample concepts including a suggested business model which will require elaboration and adjustment but serve as inspiration for interested parties.

Additionally, the prototypes developed within the projects can be presented with all relevant information concerning their development and refinement:

¹⁵ See <http://labs.europeana.eu/gallery/>; accessed March 12, 2014.

- Starting vision
- Concept phase
- Business model
- Development phase
- Incubation phase

Each of the case studies should comprise the relevant sections listed here:

- Business model
- Access to finance
- Marketing and promotion

At the end, interested users of the Europeana Labs would have access to inspiring concepts including information on the applied business model and marketing approach. The documentation should give hints for further reading and exploring relevant topics.

4.3 Europeana Labs Support on Additional Specialised Topics

In its role as a platform with an incubation function, the Europeana Labs should provide support on additional specialised topics. These thematic areas need to cover the following methodologies and advices:

- Identifying and selecting content from Europeana.
- Set of methodologies:
 - Introduction to co-creation methods applied in Europeana Creative.¹⁶
 - Information (e.g., documents, video tutorials) on Lean/Agile adaptations of software processes including Scrum.¹⁷
 - Report on focus groups, usability tests, expert and user interviews applied in Europeana Creative.
- Access to the Europeana Labs Network.
- Overview of stakeholders from the Europeana ecosystem categorised according to their key expertise.

¹⁶ See http://pro.europeana.eu/documents/1538974/1601973/eCreative_D1.1_EF_v1.0; accessed February 12, 2014, pp. 58–71.

¹⁷ See <http://www.scrumalliance.org>; accessed February 13, 2014.

Themes related to content search and access to specific datasets could be integrated in the dataset section of the Europeana Labs website (fig. 4).

Fig. 4: Europeana Labs Datasets section (alpha version)¹⁸

¹⁸ See <http://labs.europeana.eu/datasets/>; accessed March 12, 2014.

The Europeana Labs shall serve as a service provider for the Europeana Labs Network and associated living labs. This includes information on the labs themselves and on applied methodologies which can be adopted for starting a development and incubation process. This information could be integrated in the Spaces section (fig. 5).

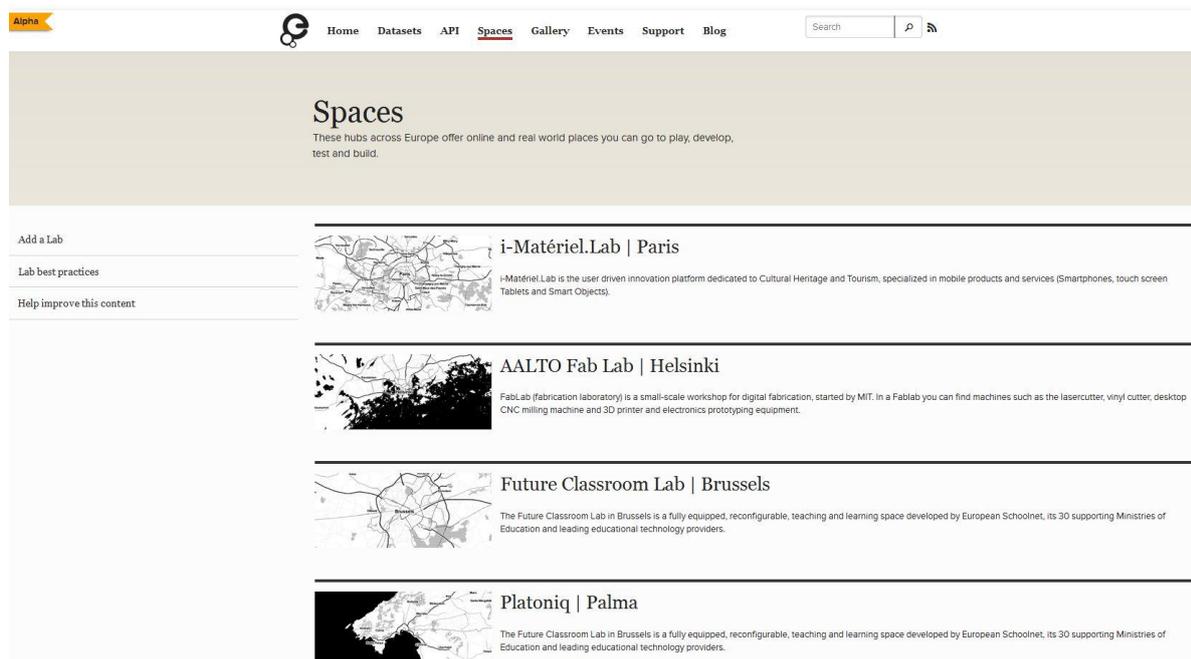


Fig. 5: Europeana Labs Spaces section (alpha version)¹⁹

¹⁹ See <http://labs.europeana.eu/spaces/>; accessed March 12, 2014.

A general support service for users is offered in the support section where requests can be sent to the Europeana Foundation directly (fig. 6).

api@europeana.eu', 'or ask our API forum', and 'Follow us on Twitter at [@europeanaeu](https://twitter.com/europeanaeu)'. The footer contains links for Home, About us, Terms & policies, Sitemap, and icons for Creative Commons, Facebook, and Twitter, along with the text 'Co-funded by the European Union.'" data-bbox="109 273 858 640"/>

Fig. 6: Europeana Labs Support section (alpha version)²⁰

The categories described in this section will be enhanced and modified according to the knowledge gained throughout the project period.

²⁰ See <http://labs.europeana.eu/support/>; accessed March 12, 2014.

5. Enrichment of the Europeana Labs Incubation Support Pack

The incubation support package is developed based on the experience and best practice from projects within the Europeana ecosystem.

For Europeana Creative's input, each partner institution involved in the Challenge incubation support package shall document the process and its results in a way that matches with the requirements of the Europeana Labs. Starting from May 2014, when the first incubation support phase starts, these documentations will be improved and adjusted according to the evaluated efficiency. The first incubation support package for the Europeana Labs will therefore be finalised by May 2014.

Additionally, the emerging community engaged in the Europeana Labs can contribute with their experience and knowledge to improve the package. This ensures that the incubation support offered is up-to-date and matches the requirements of application development and the current market.