

→ Europeana strategy 2015-2020, Impact

Executive Summary

In order to understand and agree on what success means to us under the new Europeana Strategy 2015-2020, we have researched the 'impact' we can expect from Europeana as a Digital Service Infrastructure¹. By impact we mean the positive effects of our activities for the stakeholders of Europeana: Have we actually made a difference?

In this paper we have assessed this first on a qualitative level, that is - when are our stakeholders happy with what we have done? Secondly, on an economic level - what are the expected returns on investment? Finally taking a more holistic, balanced approach, we ask what the desired returns are, taking into consideration the mission and values of Europeana. While we can't claim that we have resolved the issues completely, we believe we have developed a framework, a mind-set, which will help us evaluate success and failure in relation to our aims and objectives as an organisation. The paper concludes with a view on the three main areas of impact for Europeana, the desired outcomes of our activities in these areas and a first review of possible performance indicators to measure success.

Inspired by the approach described by Digital Humanities academic Dr Simon Tanner, King's College London in the 2013 paper 'Value Based Scorecard Approach to Impact Assessment', we set about exploring the feasibility of applying the method of Impact Assessment to Europeana's activities.

¹ See: <http://ec.europa.eu/dgs/connect/en/content/public-services-digital-service-infrastructures-connecting-europe-facility>



With the very active support of the members of our Impact Assessment Task Force², we built on the methodologies of the Business Model Canvas by Alex Osterwalder and the Balanced Value Impact model by Simon Tanner. We have designed a framework that suits the Europeana Network ambitions for the next phase of our existence. A framework that balances the impact of openly accessible culture on our well-being with the economic effects that sharing culture, knowledge and infrastructure can have on the creation of new jobs in creative enterprises. Above all, this impact model enables us to continue to build on Europeana's strengths as a mobiliser of networks and a creator of standards that will foster an innovative eco-system of contributing partners that will create value well into the future.

This paper aims to:

1. Provide information about the logic of value creation for Europeana as a Digital Service Infrastructure
2. Investigate methods of impact assessment
3. Establish meaningful impact perspectives

1. Introduction

Why is it so difficult to establish a common understanding about success in the cultural sector?

Why are we so motivated to do things for the greater good and yet so bad at expressing what this contribution has led to?³ One explanation is that in the *for-profit* world, the assessment of a good return on investment is relatively straightforward⁴ - how much did our income outweigh the costs, commonly measured in Earnings Before Interest, Taxes, Depreciation and Amortisation or EBITDA. This is much harder to do in the *not-for profit* world where money is an input, but not the right currency for measuring output.⁵ In a not-for-profit organisation such as Europeana, we are investing taxpayer money (and contributions in kind from institutions) because we believe that these activities can have a multiplier effect on our general wellbeing and welfare, and that the market will not solve this by itself. Yet we still need to understand whether we are making the right

² *Impact Assessment Taskforce: Simon Tanner (Chair, Kings College), Julia Fallon (Coordinator, Europeana), Sejul Malde (Culture24), Marco de Niet, Digital Heritage Netherlands (DEN), Julia Walter (Deutsches Filminstitut/EFG Project), Norman Rodger (University of Edinburgh), Marko Goels, (Kulturpool), Adolf Knoll, (Manuscriptorium – National Library of the Czech Republic), Rolf Kaellmann, (Swedish National Heritage Board), Marie Helen Serra, (Cite de la Musique), Astrid Verheusen (National Library of The Netherlands), Britta Woldering (Deutsche National Bibliothek), Kerstin Arnold (Bundersarchief), Stuart Dempster (JISC), Gudrun Stock (European Commission), Simon Bell (Open University), Leif Andreseen (The National Library of Denmark), Aly Conteh (British Library), Daniel Terrugi (InA)*

³ *Read the excellent blog post by Nick Poole on this topic: <http://www.collectionslink.org.uk/blog/2143-happy-safe-connected-and-free>*

⁴ *In the business world new success evaluation metrics are also emerging, such as the 'triple bottom-line: people, profit, planet'.*

⁵ *Read: Jim Collins, From Good to Great in the Social Sector.*



investment in the right place, whether our output outweighs the estimated €10 million per year investment that is required to support its activities.⁶

What is lacking here is a strong conceptual framework, with a dashboard that can guide us whilst evaluating the success and failure of Europeana. We need something to steer our decisions on where to make new investments, and where not to.

Given that impact assessment is a very interesting but complex area of research, we can safely say that we will not come up with any answers that will go scientifically unchallenged. The results we are proposing here are based on available conceptual frameworks (most notably Simon Tanner's Value based Impact Assessment, the Business Model Canvas by Alex Osterwalder) and input from our partner network (most notably the Impact Task Force and the Europeana Board).

⁶ One option is to calculate the socio-economic impact in the same currency (euro) as the input required to develop the activities. We believe these studies can provide valuable input but will not give any definitive answers.

<http://www.seo.nl/pagina/article/the-value-of-europeana/>



2. The Business Model: Developing a Service Infrastructure

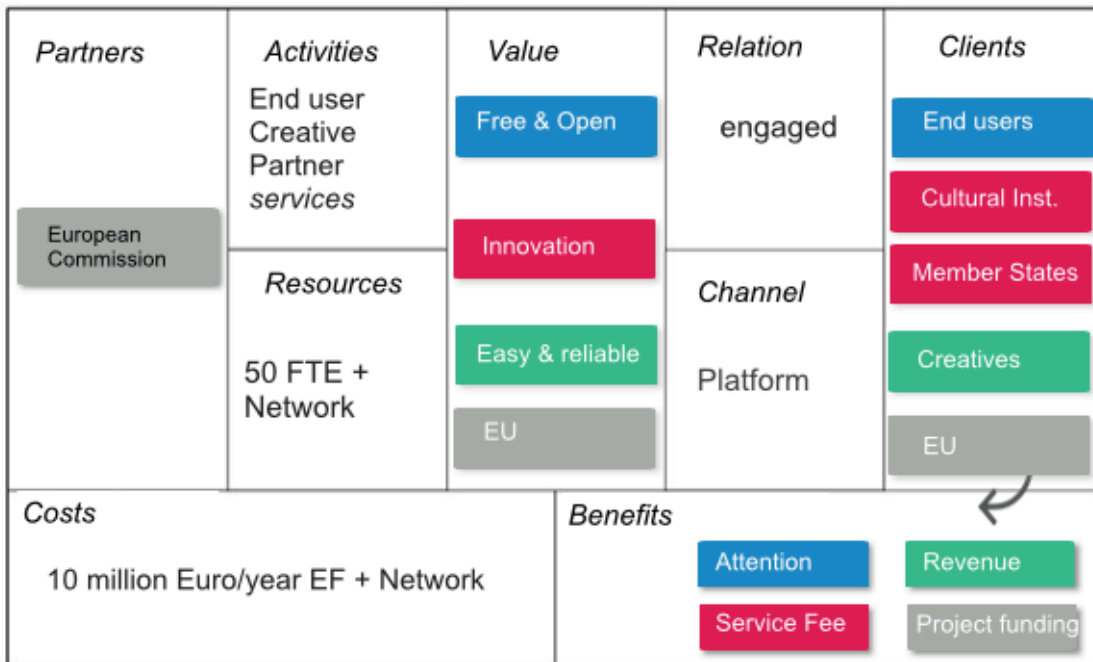


Figure 1: Business Model Europeana 2015-2020

As we outlined in our paper ‘Europeana Strategy 2020- Network and Sustainability’, we will diversify our business model. From what is now primarily a centrally funded operation that started as a political wish, we intend to move to a distributed service organisation that operates a multi-sided platform.⁷

The model is based on the principle that cultural heritage should be freely available to end-users and that Europeana needs to develop services that generate income from three different sources: the cultural sector and the Member States that are part of our Network (service fee), the Creative Industry (revenue) and the European Commission (Connecting Europe Facility and project funding from other programmes such as Horizon 2020 and Creative Europe).

3. Moving forward: A new way of doing business

The business model is intimately linked to an operational structure of Europeana as a multi-sided ‘Platform’. This is a service architecture that brings together people and businesses who want to see, use and re-use heritage with people and organisations that have heritage to share.

⁷ ‘Multi-sided Platform’ is one of the prevailing business model patterns of the internet economy. Multi-sided Platform brings together two or more distinct but interdependent groups of customers. Such platforms are of value to one group of customers only if the other groups of customers are also present. The platform creates value by facilitating interactions between the different groups. A good example is Airbnb, which brings together people who are looking for a place to stay and people with apartments for rent.

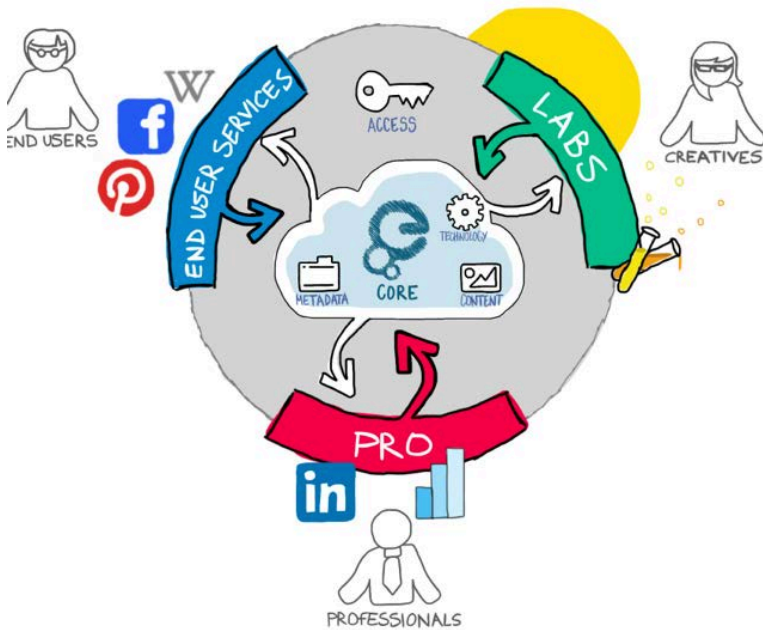


Figure 2: Europeana as a Multi-sided Platform

The platform consists of three layers of activity. The core service will develop into a cloud-based infrastructure that will host metadata, content and technology shared by partner institutions. The second layer of activity will be the development of access mechanisms to the data. This includes policies, advocacy on copyright reform as well as multi-lingual improvements and technical interfaces such as APIs. The third layer consists of the services for the three distinct but interrelated client groups (end-users, creatives and professionals).

What we are looking for in our impact framework is to gain understanding of how value flows through our network and therefore how we can organise and evaluate our actions so that they result in maximum impact.



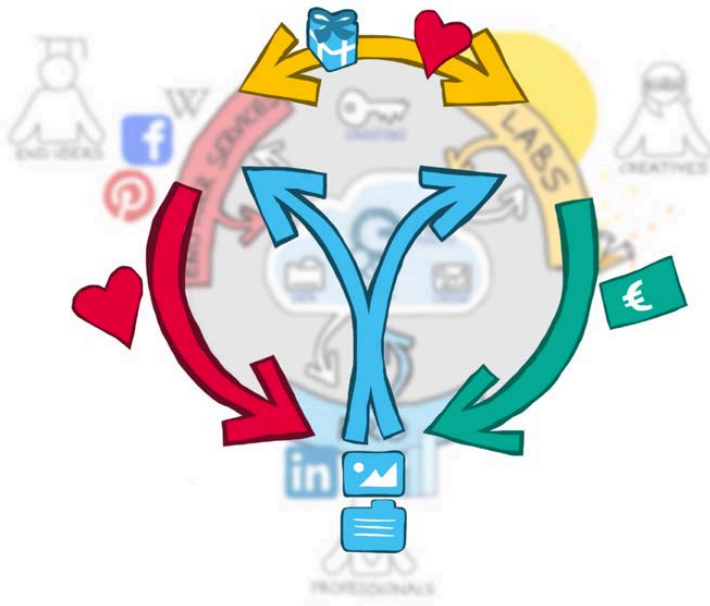


Figure 3: Flow of Value

Partner institutions share metadata and re-usable content with creatives and end-users through the platform (which sets conditions and enriches the product). The end-users generate increased visibility and co-creation opportunities, and creatives re-package the product and provide revenue-sharing opportunities for the partners.

4. Out with the old, in with the new: A model for assessing impact

With a new business model (differentiated income structure) and a new way of creating value (multi-sided platform), it becomes imperative to determine how the value creation of Europeana's activities may be described and measured.

4.1 Qualitative approach

When we asked over 100 Network members for examples of what they believed to be the greatest successes of Europeana so far, the answers unanimously pointed in the same direction:⁸

- We have been able to bring together thousands of individuals and organisations from very different backgrounds with a shared belief (**the Europeana Network**).
- Europeana has enabled all these organisations from every Member State to share metadata about their content in a single place (**content diversity**).
- We have been able to facilitate an agreement about a shared **data model (the Europeana Data Model or EDM)**
- We have been able to broker an agreement on the **legal conditions** for sharing this information (CC0)

⁸ Based on five workshops with Network members between July and December 2013:
<http://pro.europeana.eu/strategy-engine-room>



- Equally the Family History Roadshows on the theme of the **First World War** are perceived to be very successful: one only has to look at the news clippings about these collection days and the very personal and emotional stories about joy and suffering to understand the value of collecting these stories.

So far, so good. On an operational level, we understand that this network has been useful in identifying common issues, coordinating the design of solutions and implementing them as standards across the sector. We can 'feel' that all these efforts together have contributed to the overarching goals that culture has in our society: to create a sense of connectedness, a deeper understanding of ourselves and our neighbours, contributing to 'Unity in Diversity'⁹, the official motto of the European Union, to inspire future generations to develop new creative solutions for the problems we are facing. Perhaps our efforts ultimately contribute even to happiness and safety. We believe that making our digital culture freely available can and should contribute to a thriving and innovative knowledge economy, which is the primary aim of the Agenda 2020.¹⁰

This qualitative exercise has informed us that our constituents are primarily motivated by 'cultural' innovations and that the value of Europeana is clearest in areas where common issues that cross national and domain boundaries require to be solved.

Yet without a stronger conceptual framework, when we come to the point of measuring the success of our day-to-day activities, this very quickly becomes a difficult exercise. We start to count the things we can measure (*how many people visited the website?*) instead of measuring the things that really count (*have we significantly contributed to safety, happiness and the welfare of the European citizens?*).

4.2 Economic (cost-benefits) approach

As part of the proposal for continued funding under the Connecting Europe Facility, Europeana asked the Amsterdam-based agency SEO Economic Research to assess the socio-economic value of continued investment in Europeana. The question the report aimed to answer was formulated thus:

'What is the socio-economic value of continued investment in Europeana to maintain and extend its current ambition in terms of services and infrastructure in the years 2015-2020?'

The research identified several groups of users and effects. It was established that Europeana either already provides substantial benefits to these groups or has the potential to do so in future in the following ways:

- Hundreds of **galleries, libraries, archives and museums** benefit from using the infrastructure and services provided by Europeana – which are all open source. It helps them improve their

⁹ *The motto means that, via the EU, Europeans are united in working together for peace and prosperity, and that the many different cultures, traditions and languages in Europe are a positive asset for the continent.*

http://en.wikipedia.org/wiki/Motto_of_the_European_Union

¹⁰ *Europe 2020 is the EU's growth strategy for the coming decade. In a changing world, we want the EU to become a smart, sustainable and inclusive economy. These three mutually reinforcing priorities should help the EU and the Member States deliver high levels of employment, productivity and social cohesion.*



communication to their public and professional users, and at the same time it can help them save on the costs of developing these services and the infrastructure for themselves.

- A second group of users who benefit from Europeana is the **general public**: people inside and outside Europe who are interested in arts, culture and heritage visit the website Europeana.eu, the digital exhibitions, use the thematic access points such as Europeana 1914-1918 or Europeana 1989. They also follow Europeana on social media, download the Europeana Open Culture app or visit the real-life roadshows.
- A third group of interest are **tourists** who may make use of websites, apps and guide books that incorporate the rich database provided by Europeana. Better access to information on arts, culture and heritage can improve the attractiveness of Europe for tourists; in particular for the less well-known regions and cultural heritage.
- The fourth group that can benefit from Europeana is the large and diverse set of industries commonly referred to as the **creative industries**: publishers who make books on arts, culture, heritage or travelling guides, journalists looking for historic information, artists and designers doing their research, and game or app developers who can benefit from the accessibility of content and metadata.
- The final group of beneficiaries distinguished here are **educational institutions and researchers**. Access to digital content to develop teaching material and e-learning tools may lead to cost savings and improve the quality and consequently the output of education.

Effects of Europeana: mechanisms and calculation method

User group	Examples / groups	Services / effect	Calculation
Institutions	<ul style="list-style-type: none"> • Galleries / Libraries / Archives / Museums 	<ul style="list-style-type: none"> • Shared infrastructure leading to cost savings for stand-alone use and co-operation 	<ul style="list-style-type: none"> • Estimated % cost saving on digitisation/ICT expenditures
General Public	<ul style="list-style-type: none"> • Online visitors Europeana website & social media • Offline visitors Europeana exhibitions & road shows • Online visitors institutions websites • Offline visitors institutions 	<ul style="list-style-type: none"> • Welfare/utility of visiting website • Welfare/utility of visiting virtual and offline exhibitions • Both directly via Europeana and via institutions through redirect or as a result of using Europeana inputs 	<ul style="list-style-type: none"> • Time spent at Europeana website, virtual exhibitions and social media • Time spent at Europeana offline exhibitions / roadshows • Estimated % growth in offline and online visitors at institutions
Tourism	<ul style="list-style-type: none"> • Non EU-tourists coming to EU • EU-tourists staying in EU 	<ul style="list-style-type: none"> • Better access to heritage information (through websites, apps, guide books) improves position of EU for tourism 	<ul style="list-style-type: none"> • Estimated % growth in tourism of various kinds (what-if) • Estimated growth in duration of stay or expenditures
Creative industries	<ul style="list-style-type: none"> • App developers, Game developers • Publishers, Journalists, Authors • Artists, Designers, Architects 	<ul style="list-style-type: none"> • (Machine-readable) database with metadata, making content accessible throughout institutions 	<ul style="list-style-type: none"> • Top-down business cases
Education & Research	<ul style="list-style-type: none"> • Researchers • Teachers / lecturers • Students 	<ul style="list-style-type: none"> • Access to content for digital teaching material • Access content, cost savings on travel expenses and improvement of productivity 	<ul style="list-style-type: none"> • Cost savings for education and research • Output improvement for education and research

Figure 4: Effects of Europeana

The most significant quantifiable economic benefits that the research made apparent are cost savings for institutions and additional income from tourism. These benefits translate directly into cost savings for governments or institutions and into economic growth and jobs. Other non-monetary, but quantifiable welfare effects result from recreational website use by the general public. Additional benefits are achievable in creative industries, education and research. The research shows that in the base case scenario, the benefits outweigh the cost by €21.5 million (or 37%) in terms of net present value, exclusive of any benefits for the creative industries, education and research. Even in a pessimistic scenario, there is a slight surplus of benefits over costs. In an optimistic scenario, the net present value of the benefits outweighs the costs by 70%. These main conclusions are graphically represented in the figure below.



Benefits of Europeana versus costs

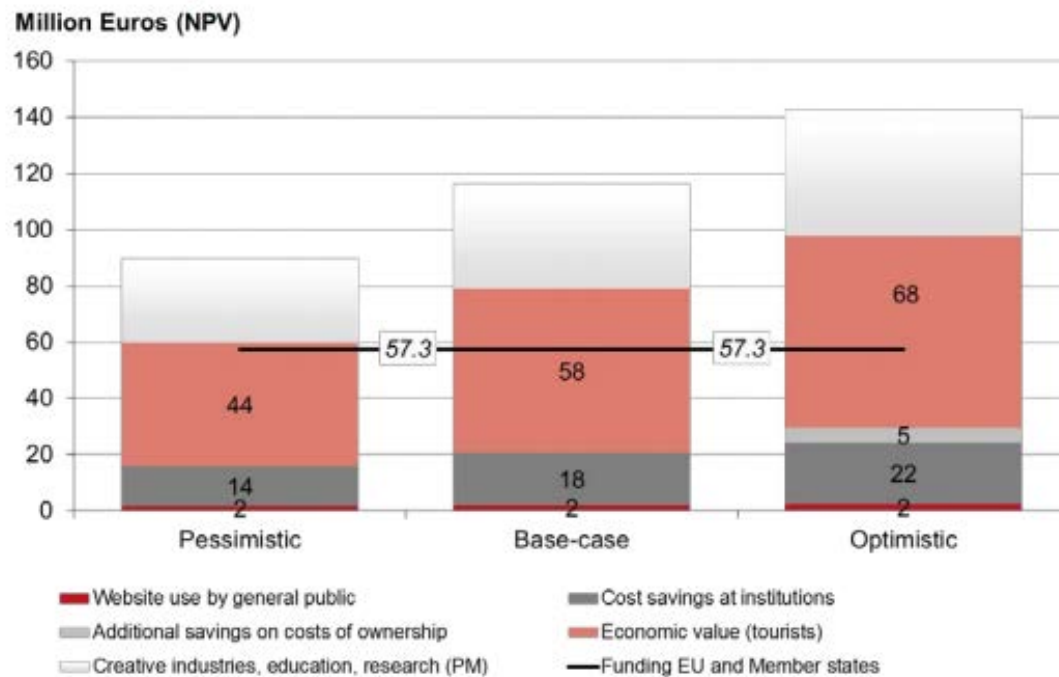


Figure 5: Benefits Versus Costs¹¹

Apart from the actual costs and benefits of a project, an important question is 'Why should the EU and Member States be involved?' In a welfare economic framework, government intervention in a market through funding or other measures can be justified to correct market failures, such as market power, public goods, external effects, information problems and transaction costs. Market failures prevent private companies and individuals from materialising potential welfare gains. There are a number of reasons as to why private incentives fall short of achieving the socially desirable investments in (linking and disclosing) databases of cultural heritage. Europeana works in this regard because:

- Europeana reduces transaction costs (costs of uncovering or finding heritage and cultural information and possibly of licensing content to third parties). This creates spill - over effects for creative industries, app developers, consumers, creative industries and scholars using/looking for heritage content. Benefits accrue for numerous users, while due to transaction costs that may be high compared to individual benefit, these users or beneficiaries cannot (always) be charged and will not reach co-ordination in their investment decisions.
- Without the standardisation brought about by Europeana, the likely scenario is a fragmentation of databases used by different institutions, a multiplication of development costs and a loss of synergy due to lock-in into sub-optimal solutions. In particular, smaller institutions that lack the economies of scale to invest in digitisation will benefit from standardisation. So will apps and websites that aim to integrate the metadata of a wide variety of collections (e.g., for tourism).

¹¹ Cost estimates are based on Europeana's Strategic Business Plan 2015-2020 (v0.7) and amount to a net present value of € 57.3 million per 1-1-2015 (using a real discount rate of 5.5 %). This includes necessary funds to maintain the current network of partners.



- Europeana counterbalances market power (based on economies of scale) that would exist if a commercial party were to lead the way.
- It creates positive external effects for copyright holders if it leads to additional licensing (through a reduction of transaction costs).
- Institutions and digitisation projects tend to underinvest in enhancing and maintaining digital resources already created, thereby foregoing the economic and welfare impact of digitisation effects. Europeana helps to reduce the costs of ownership and balance this underinvestment.
- Providing coordination and setting standards for digital infrastructure may also give a first mover advantage vis-à-vis countries outside the EU that adopt the Europeana standards. This is likely to reduce the costs of adaptations to standards set elsewhere.

Europeana as a Digital Service Infrastructure makes sense from a pure cost-benefit perspective. Even if we just count the measurable economic impact in a pessimistic scenario, the benefits will outweigh the costs. It gives us some indication about where we can expect most of the benefits (or impact), such as tourism or cost reduction for institutions. However it does not provide the full picture: it does not encompass the cultural effects that Europeana intends to have and therefore does not give us enough of a framework to guide us in our activities.

4.3 Balanced Value Approach

We asked ourselves if it was possible to establish a common understanding of what impact means to Europeana and our activities. Is it possible to find an approach that balances the economic incentives we generate with the cultural and social benefits we deliver, and one that guides our future resource investments? We are not alone in asking these questions. Within the public sector - from the European Commission¹² through to publicly funded organisations - there is a move to establish customised methodologies to assess the impact of each organisation's activities.

Within the cultural heritage and academic communities, the value-based scorecard approach to impact measurement¹³ (the BVI Model) proposed by Digital Humanities academic Dr Simon Tanner, King's College London was well-regarded. This approach to 'measuring the impact of digital resources and using evidence to advocate how change benefits people' provides a compelling methodology that is specific to evaluating the impact of activities based on the use of digital resources.

The qualitative and cost-based evaluation exercises undertaken gave us a solid base from which to explore how we adopt this methodology, or aspects of it, to assess the impact of our activities. We are impelled to ensure that the impact we measure and seek to assess:

- relates to the mission of Europeana: Transforming the World with Culture,
- derives from the values: 'usable, mutual and reliable'
- is based on SMART objectives (Specific, Measurable, Acceptable, Realistic, Time Bound)

¹² http://ec.europa.eu/smart-regulation/impact/index_en.htm

¹³ <http://www.kdcs.kcl.ac.uk/fileadmin/documents/pubs/BalancedValueImpactModel>



VALUES



USABLE



MUTUAL



RELIABLE

Usable

We believe culture is a catalyst for social and economic change. But that's only possible if it's readily usable and easily accessible for people to build with, build on and share. We are on a mission to unlock Europe's cultural heritage, harnessing technology to help people make new things and pass them on.

Mutual

We are a network, a partnership of connected organisations - from cultural institutions to commercial software developers. We can make an impact on the world because together, we're greater than the sum of our parts. We believe in the power of creative collaboration and teamwork, working towards common goals and for mutual benefit, fostering innovation and new working practices.

Reliable

We represent the cultural organisations that have safeguarded our heritage for hundreds of years. Who have organised it, structured it and made it accessible with great care and precision. We are committed to ensuring that our digital data is always authentic, trustworthy and robust, that it's easy to create with and that our network partners benefit from sharing it.

Impact

Exploring the methodology of the BVI Model, we are challenged to think beyond the measurable direct output of our activities towards a new conceptual framework that is based on our own core values. The methodology follows a five-stage process that starts with identifying the context, undertaking stakeholders' analysis and identifying the indicators, methods and techniques that would be most effective to define the outcomes of the activities. Once implemented, the outcomes



are evaluated from a number of pre-defined and carefully balanced perspectives, before the final stage of reporting the results.

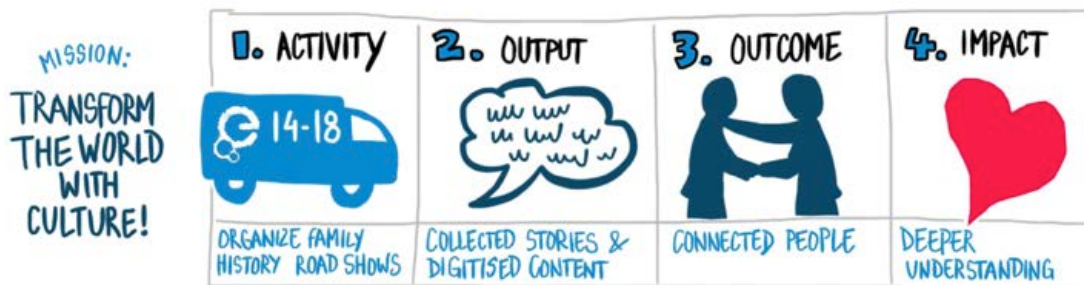


Figure 6: Value Based Impact Assessment

This whole process stresses the importance of distinguishing between actions, the output of these actions, the outcome of these actions, and ultimately the impact we have on real people. In particular, it encourages us to look beyond the immediately measurable ‘output’ of our actions towards the demonstrable outcome, which leads to defining the real impact. To demonstrate success, we have to provide evidence of significant change in the lives and life opportunities of our communities.

From the perspective of Europeana, the enabling feature of the methodology proposed in the BVI Model is the use of pre-defined perspectives from which to evaluate the activity, output and outcomes of our actions.

5. Framing the impact of our activities: the three perspectives

Delivering the change in approach from cost benefit analysis to impact assessment

Taking the best aspects of each of the approaches to valuations: qualitative, cost-based and balanced value, the Impact Assessment Taskforce debated the features of a framework that would allow us to extend our thinking beyond mere metrics and statistics to how these will influence outcomes leading to a positive impact.

We explored a framework that employs the existing methods of evaluation with those proposed in the BVI Model. It distinguishes between an activity, the output of that activity and its outcome in order to identify its impact. Critically, we have adopted an aspect of the methodology of the BVI Model by identifying three core perspectives¹⁴ from which we believe we can effectively assess and demonstrate the overall impact of our activities.

¹⁴ These perspectives are based on similar perspectives in other methodologies such as the Balanced Scorecard (Kaplan and Norton) and the so-called ‘triple bottom line’ methodologies (people, profit planet).

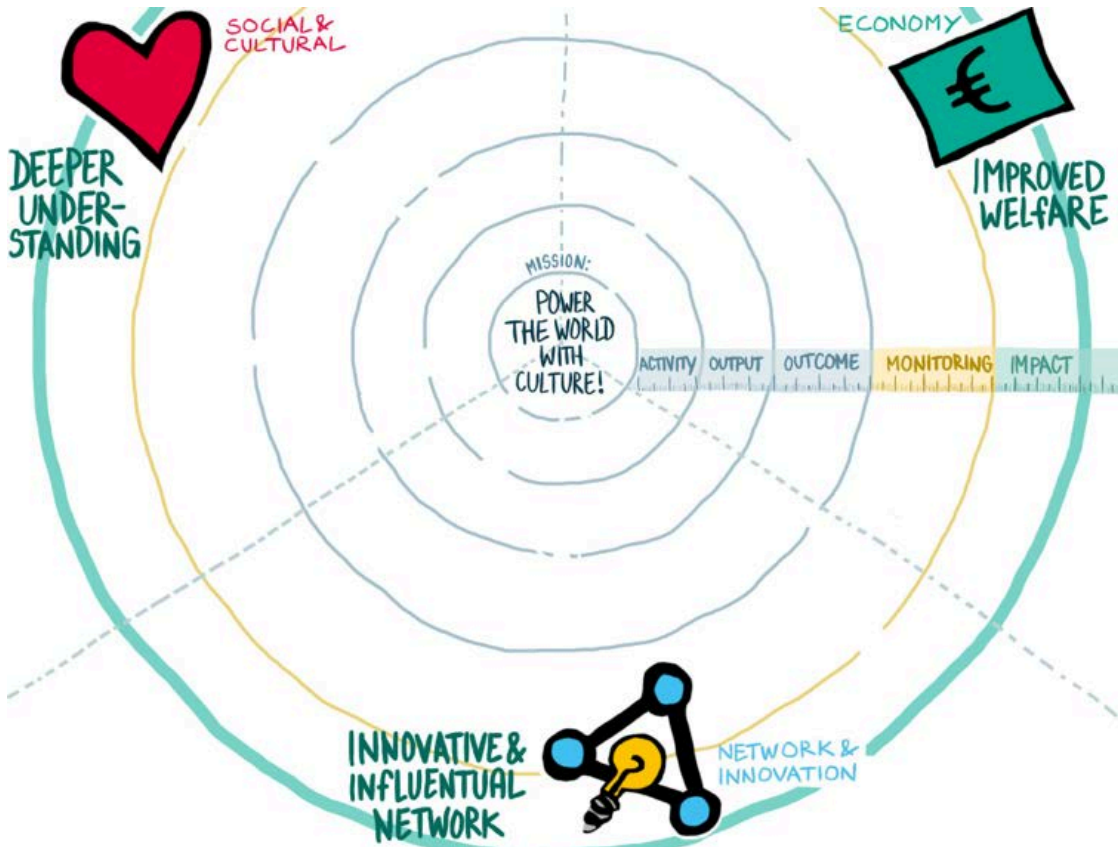


Figure 7: Europeana Impact Framework

Social & Cultural Impact: Can we demonstrate that identifiable communities have benefited and have been positively influenced by our activities?

Economic Impact: Can we demonstrate that our stakeholders have benefited from the value and economic benefit we have generated through our activities?

Impact on Network & Innovation: Can we demonstrate that the network has positively benefited from the opportunities and standards we have developed through our activities?

Taking each of these three perspectives and applying the SMART principles of evaluation, we have developed the guiding principles of the Europeana Impact Assessment Framework. As the business of Europeana grows and flexes to accommodate societal, legal and technological changes, so must the methods in which we measure ourselves. What follows is the spine of the framework, which will be reviewed and updated annually to ensure that it continues to be an effective method of assessing the impact of our activities.



5.1 Perspective #1: Demonstrating social & cultural Impact

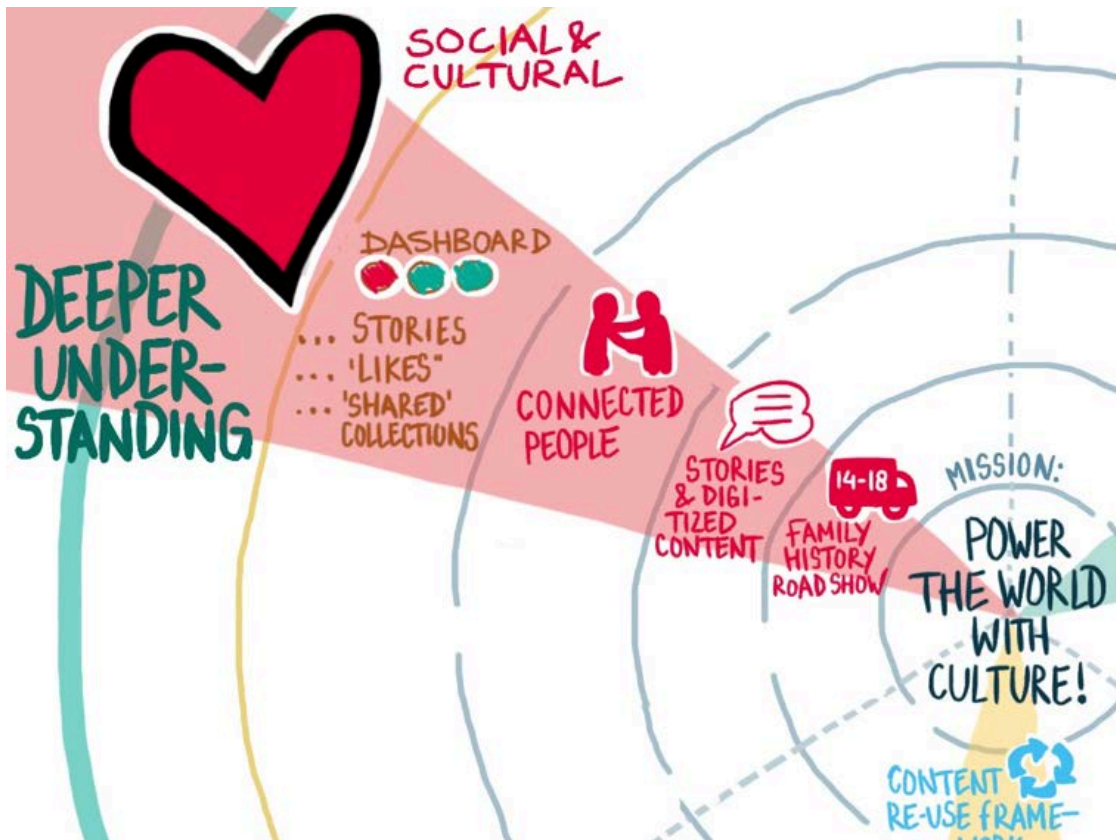


Figure 8: Social & Cultural

Why is looking at social and cultural impact important?

Each and every one of us is shaped by our backgrounds, culture, nationality and a sense of belonging. The communities around us are built on the understanding of each other's needs. The more we understand about our culture, about our society and how we behave and relate to each other, the better relationships we can hope to build.

Culture drives more than our behaviour. Learning about our culture, about historical events and influencers enables us to feel a better connection with our past, with our heritage and history, and with those who helped shape our life and experiences. Connecting the here and now with the past and using it to inspire and drive our future sounds like an ambitious goal on paper. In reality however, this is taking place in every home, city, office and country across Europe.

Thanks to the internet and mobile technologies the opportunity to be better connected with our own culture is greater than it has ever been. Europeana's vision to transform the world through culture is a bold and powerful one. We will achieve our ambition by working to improve the amount, quality and discoverability of cultural heritage content alongside seeking out opportunities to create new ways to access and share this new-found knowledge.



What do we do for you? How do we know we have made an impact on your life?

Our activities will make it easier for you, your friends, colleagues, and family to access the same levels of high quality cultural heritage content. Starting with schools and colleges, we will facilitate easier and wider access to your cultural heritage throughout the education system. We will continue to work in local communities, connecting people from different age groups and cultures, running roadshows and encouraging them to share their stories and experiences with each other.

We will make it simpler to improve your understanding of those around you by making it easier to find cultural heritage in any language in any country throughout Europe. We will continue our drive to deliver high quality data that makes great content easier to find, understand and share. We support this by encouraging openly licensed content, and advocating reducing the barriers you may experience when using content.

How can we measure this? What indicators can we put in place to demonstrate that we have had a social & cultural impact?

We can count the number of teachers, students and lecturers who make use of the cultural heritage content in their classes, homework and studies. By embedding it into their workflows and making sure it is open and free to access, authoritative and high quality content is easy and free to access, use and share.

A great example of something we've done that has high social and cultural impact is Europeana 1914-1918.

The **activities** undertaken through the Europeana 1914-1918 project have delivered the largest trusted European repository of high quality, open and re-usable content representing the history of Europe during the period of 1914-1918. Working within local communities, running roadshows and collection days we can identify two core **outputs** in that we have attracted 10,000 individual stories from people in the community, and enabled over 100,000 openly licensed digital objects to be made available for the public, schools and universities to use. The **outcome** of these activities is the increase in community cohesion and the raising of awareness of these historical European events.

Applying the Europeana Impact Framework, we can estimate that our activities have had a **social and cultural impact** by increase in content and knowledge. In some cases some significant discoveries have improved Europe's collective understanding of these events, and those of our memory institutions facilitating improved connections across generations and communities.



5.2 Perspective #2: Economic & value-added impact

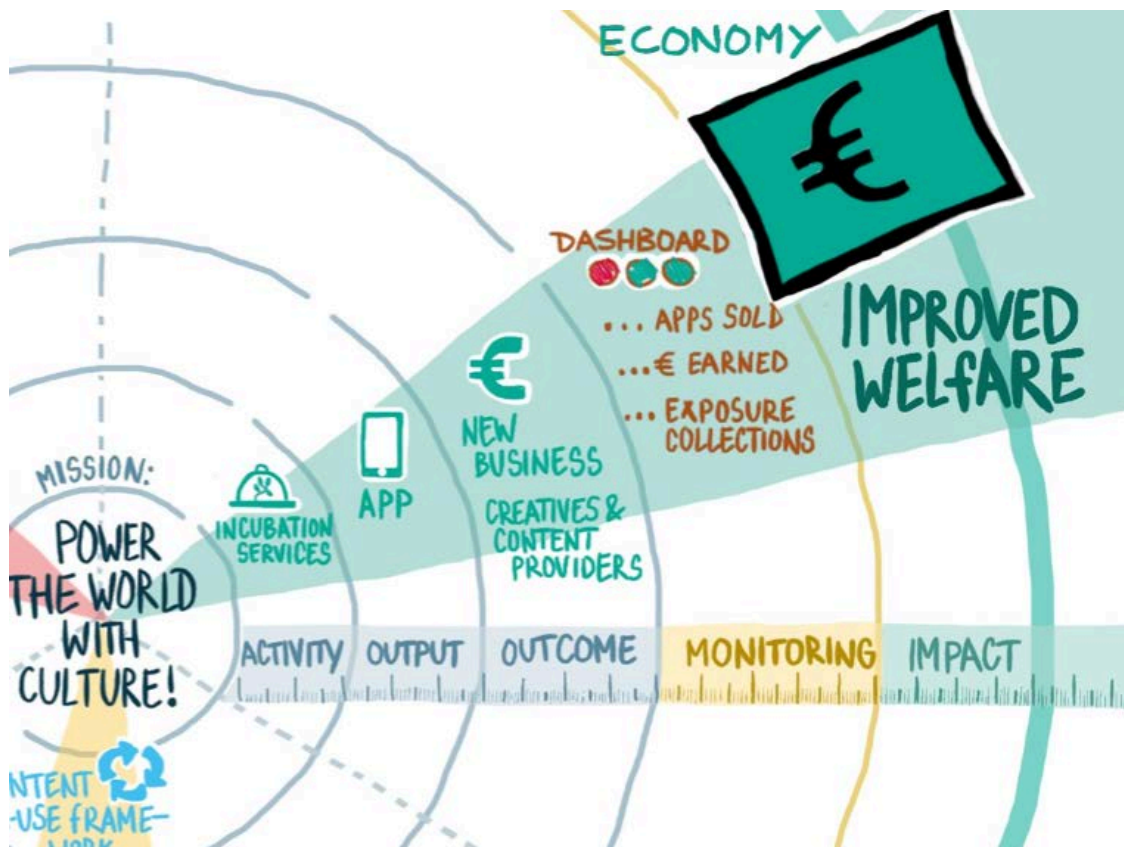


Figure 8: Economic

Why is looking at the economic impact important?

Surrounded by expectations of perpetual growth and self-improvement, we are all challenged to create new opportunities to generate wealth and income and to add value to our existing lives and activities. We are however motivated to take the first steps towards generating value or income by our desire to improve the visibility and use of our metadata, digital objects and collections. Working with our peers and partners, in a trusted and secure environment we can forge the space, and develop the relationships, skills and expertise we need to support our new ventures.

Developing new partnerships helps us to explore new ways for individuals and institutions to collaborate, to build and to grow. Working together, we can find and access new funding sources, reduce our costs and generate economies from sharing resources. From cultural heritage to creative industries, our challenges unite us - we want to build better products, using better quality data and enrich our lives in the process.

Levering the value of working within a strong network, and utilising the tools and standards and infrastructure it provides, we can find ways to reduce our costs without lowering our



expectations. We can do more with less. Europeana is committed to finding more ways to help you create value, by developing the partnerships that deliver the opportunities.

What do we do for you? How do we know we have added value or had an economic impact?

We make it easier for everyone to discover cultural institutions' high quality cultural heritage content. Working with them, our partners and our network we seek new methods to increase the visibility of the data. We can provide people interested in working with our content with the space and support to incubate ideas, connect to funding sources and network with trusted partners.

Working with the creative industries, we help foster new partnerships that lead to the development of new products and services. These activities contribute towards generating new jobs and an increase in economic activity as well as help to reduce costs by sharing skills, resources and expertise.

How can we measure this? What indicators can we put in place to demonstrate that we have had an economic and value added impact?

We can count the number of partnerships we generate, the number of new products and services we have facilitated and the amount of funding we have helped to raise.

We can report the amount of revenue that has been generated through the activities we support - for example, how much money have been made from selling apps - how many jobs have been created, and how many business benefited.

A great example of something we've done that has high levels of economic impact is the leverage of public funding

The **activities** undertaken by Europeana have leveraged €150m in five years of public funding resulting in nearly 100 projects involving hundreds of European partners. The next challenge for Europeana will be to continue this by identifying and connecting to funding sources, enabling new businesses, jobs and an increase in economic activity.



5.3 Perspective #3. Impact on Network & innovation

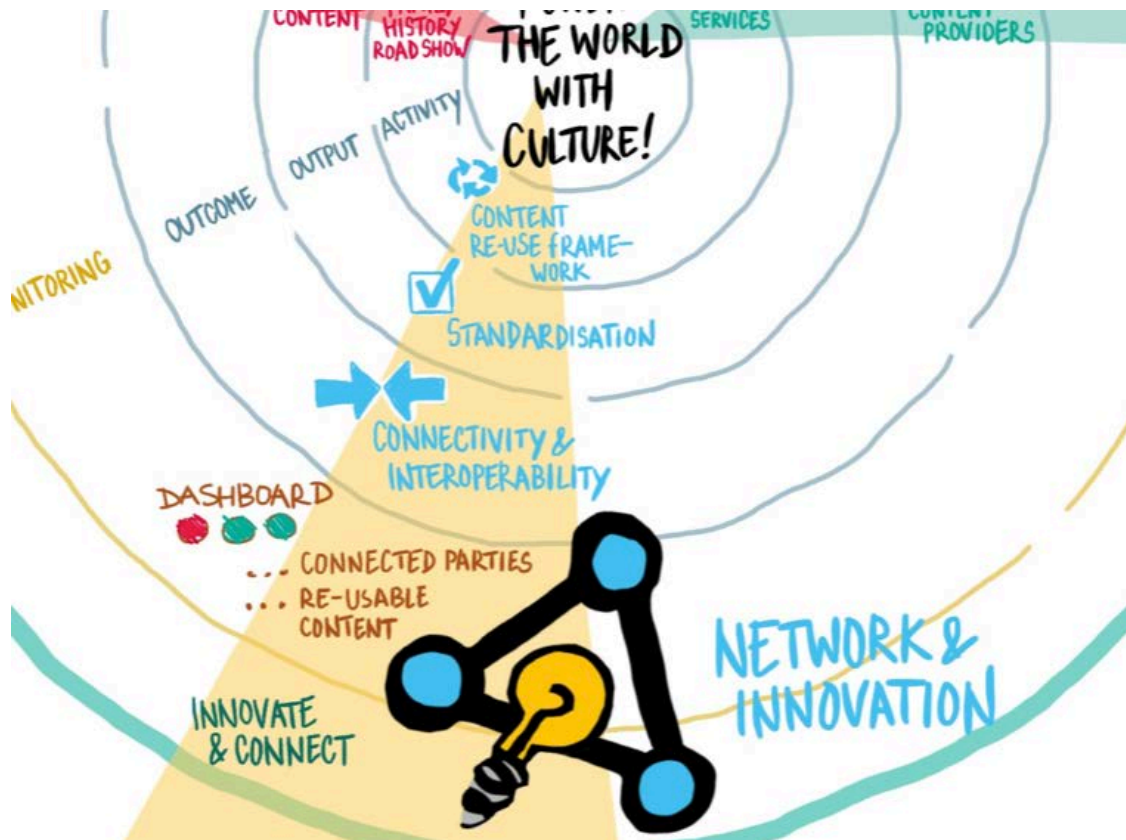


Figure 8: Network & Innovation

Why it is looking at the impact on networks and innovation important?

A community works towards achieving mutual benefit. Brought together by shared values, being part of a community enables us to develop skills, spread knowledge and enable positive changes in our behaviour. We benefit from participating, having access to our neighbours skills, knowledge and resources and by being part of a collective and influential voice. Embedded within this community is a network made up of like-minded individuals who share our core objectives.

The greater the community, the more active the network, which becomes a powerful force that drives innovation and creativity. Working together, we support and develop the standards, tools and infrastructures that address sector-wide issues, facilitating innovation and creativity throughout Europe. We strengthen the skills, cohesion and influence of the people in our organisation and Network in order to be true thought leaders in the field of change in our industry. We use the breadth of interests and experience to grow and develop the network, responding to changes in the technological, societal and legal environment.

The core objectives that bind the community and its network are the core objectives and foundations of Europeana. What we research, design and develop now has an impact on what we, and our peers can do with the increasing amounts of high quality, open and re-usable data in



the future. We work with the network, as part of the network to anticipate and prepare for change, by innovating and creating new opportunities for everyone.

What do we do for the community and its network? How do we know we have made an impact on the level of innovation?

We work within the cultural heritage community to develop our understanding of the issues, which affect your ability to share, access and use content, tools and services. This gives us a different mind-set with which to approach exploring a solution. Working with our Network we have access to some of the best minds and innovative thinkers, which attracts the next generation of fresh bright minds to help us develop a solution.

Working with partners, we develop and advocate the open standards, tools and infrastructure that you need to share your data efficiently and effectively. We work with innovators and creative thinkers to identify new opportunities to showcase, share or simply use the high quality content that we receive.

How can we measure this? What indicators can we put in place to demonstrate that we have had an impact on the Network and innovation?

We can count the number of services, tools and standards with which we can integrate or be interoperable with - meaning you don't have to use a new tool to access the content we supply - it will already be in your workflow, the channels you already use, the networks you already access.

We can identify the number of opportunities we create to develop or extend our tools and standards.

A great example of something we've done that has high levels of economic impact is the development of the Europeana Data Model (EDM).

Europeana has undertaken a range of **activities** to provide standardisation and frameworks through the Cultural Heritage Industry. These have resulted in **outputs** such as the Europeana Data Model and the establishment of CC0 as the standard way of sharing Cultural heritage metadata. The **outcome** of this is the embedding of these standards across the Europeana Network, with EDM and CC0 providing a common language for cultural heritage institutions to share their metadata, ensuring metadata from archives, museums and libraries are compatible and comparable and open.

Applying the Europeana Impact Framework, we can estimate that our activities have had a **network and innovation impact** by providing mechanisms for applying standards to the sharing of digital cultural heritage, connecting not only metadata but partners across Europe. Our Network has improved Europe's collective approach to sharing metadata in a standardised and open format, facilitating improved connections across generations and communities



6. Conclusion

Following our aim to understand what impact means for Europeana as a Digital Service Infrastructure, we have worked with our stakeholders to develop the Europeana Impact Framework.

By evaluating the established mechanisms for defining and presenting value creation, and relatively recent developments in the field of impact assessment, we have identified how we can frame our approach to assessing impact. Taking the robustness and reliability of the cost-based approach, we have integrated the more personal qualitative approach with the normalising features of the balanced value methodology. We have developed three perspectives from which we can evaluate the impact of our activities and placed these at the core of our Impact Framework.

The Impact Framework provides us with the basis for evaluating past, present and future activities, ensuring that the impact of each of these embodies our core values of being sharable, re-usable and reliable. The framework as an evaluation tool allows us to demonstrate the social and cultural, economic and network and innovation impact that ensures all of our activities work towards achieving our core mission to 'Transform the world with Culture'.