



europæana
think culture

strategic plan
→ 2011 - 2015

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“Digitisation and online accessibility are essential ways to highlight cultural and scientific heritage, to inspire the creation of new content and to encourage new online services to emerge. They help to democratise access and to develop the information society and the knowledge-based economy.”

European Council of Ministers on the launch of the Europeana prototype, Brussels, 20 November 2008

Foreword



Dr Elisabeth Niggemann,
Chair of the Europeana Foundation Board



Europeana has achieved recognition as the digital showcase for the inestimable riches of Europe's cultural and scientific heritage. Access to this cultural heritage stimulates creativity, the rootstock of innovation and growth. Embedded in the learning and research infrastructure, Europeana will become the trusted source of Europe's collective memory, celebrating our cultural diversity and providing a space in which we can reflect on our European identity.

Europeana has in a short time established itself as a catalyst for change. It is playing a pivotal role in forwarding the debate about the public domain, orphan works and copyright harmonisation in Europe. It has facilitated innovative collaboration and knowledge transfer throughout the memory institutions of Europe. The result is a new spirit of collaborative enterprise that is creating a sustainable European information space.

I commend this Strategic Plan as a clear-sighted assessment of the route Europeana must take in order to fulfil its potential.

Introduction



Jill Cousins,
Executive Director of Europeana



Europe's heritage of political, scientific, economic, artistic and religious culture shapes our perspective and informs our understanding. Recorded in books and documents, paintings and objects, broadcasts and films, it is held in trust by Europe's libraries, museums and archives.

Throughout history, progress is the result of the reworking and reinterpretation of ideas drawn from our cultural and scientific heritage. These we use to generate new knowledge and to innovate. This process is accelerating, its impact widening as increasing amounts of our shared cultural and scientific heritage are digitised. The promise of a ubiquitous, universal and open library is now within reach.

Europeana is a record of Europe's journey. Through it, people can discover text, image and audiovisual material, regardless of the country or institution it is held in. All that Europe has considered worthy of keeping, of understanding, of studying – a vast resource of organised and trustworthy knowledge – has the potential to become accessible through Europeana.

“Europeana is the EU’s most visible expression of our digital heritage. In less than three years, Europeana has established itself as a reference point for European culture on the Internet. It reflects the ambition of Europe’s cultural institutions to make our common and diverse cultural heritage more widely accessible to all.”

Neelie Kroes, Vice President of the European Commission responsible for the Digital Agenda, 13 October 2010

Launched as a proof of concept in 2008, with 2 million objects from 27 EU countries, Europeana spent 2009 and 2010 creating an operational service and ingesting a critical mass of data from some 1500 providers across Europe. Together with content partners and aided by Europe’s leading research universities, we now have a strong and vibrant network of museums, archives and libraries.

We are achieving our objective as an aggregator, and aim to give access to all of Europe’s digitised cultural heritage by 2025. However, to remain successful in the future we need now to move from a centralised role to a more distributed model. Europeana will take its place in a wider European information space, collaborating with other aggregators of content. From the users’ perspective, Europeana’s content will be readily accessible in the places they frequent online – social networks, educational sites and cultural spaces.

Our ambition is to provide new forms of access to culture, to inspire creativity and stimulate social and economic growth. To achieve this, Europeana and its stakeholders grapple with major challenges. Primary among these are the intellectual property barriers to digitisation. Europeana will become outmoded if it is not renewed through access to 20th and 21st century material. To ensure such access, more concerted efforts are needed at a European level to deal with orphan works and rights harmonisation. Secondly, it is vital that the digitisation of Europe’s cultural and intellectual record is accelerated. Thirdly, long-term funding needs to be secured for both Europeana and the ecosystem of content providers and aggregators that supplies its lifeblood.

In this strategic plan we outline our approach to these challenges and to creating value for the stakeholders and users. Over the next five years, Europeana will focus on four strategic tracks:

- aggregate content to build the open trusted source of European heritage
- facilitate knowledge transfer, innovation and advocacy in the cultural heritage sector
- distribute their heritage to users wherever they are, whenever they want it
- engage users in new ways of participating in their cultural heritage

Creating value

Europeana has gained recognition for the value it creates through content aggregation, technology transfer, knowledge sharing and policy development. This strategic plan builds on our experience and looks to the future. It reflects our plans for development as a service over the next five years so that we keep creating value for our stakeholders.

Business Model

Europeana has used the Business Model Canvas developed by Osterwalder and Pigneur to sharpen our focus on our most important stakeholders: users, policymakers and market players. European content providers and aggregators represent our main partner group.

Process

We worked with these stakeholder groups in a five-month process, from planning and preparation to research and writing. Our consultation programme comprised two elements:

→ Value proposition surveys

A set of specific value propositions were developed for each of the identified stakeholder groups. These were rated and commented on in an online consultation with various groups. These groups included our User Test Panel, the Council of Content Providers and Aggregators, the Member States Expert Group and market players.

"The proposition is what makes the organisation distinct; it serves to resolve customer problems and meet customer needs." (Business Model Innovation Cultural Heritage, DEN Foundation/Kennisland, 2010)

→ Workshops

Five workshops were held with expert representatives from each stakeholder community to translate the resulting value propositions into specific activities. Nearly 70 people from the Europeana network were involved in 30 hours of passionate discussion. This was followed by a thorough analysis and synthesis of the results.

Results

The process resulted in the following value propositions Europeana could offer:

The users valued

- Trusted source
- Ease of use
- Reuse
- In my workflow

The content providers and aggregators valued

- Visibility
- Services
- Revenue

The policy makers valued

- Inclusion
- Leadership
- Education
- Economic growth

The market valued

- Straightforward route to content
- Access to the network
- Premium services
- Brand association

The consultation also provided us with expert predictions about our working environment in 2011–2015. Social trends, evolving customer needs and changing economic and political factors were identified. These will determine the direction Europeana takes in order to continue delivering stakeholder value.



Business Model Canvas developed by Osterwalder and Pigneur

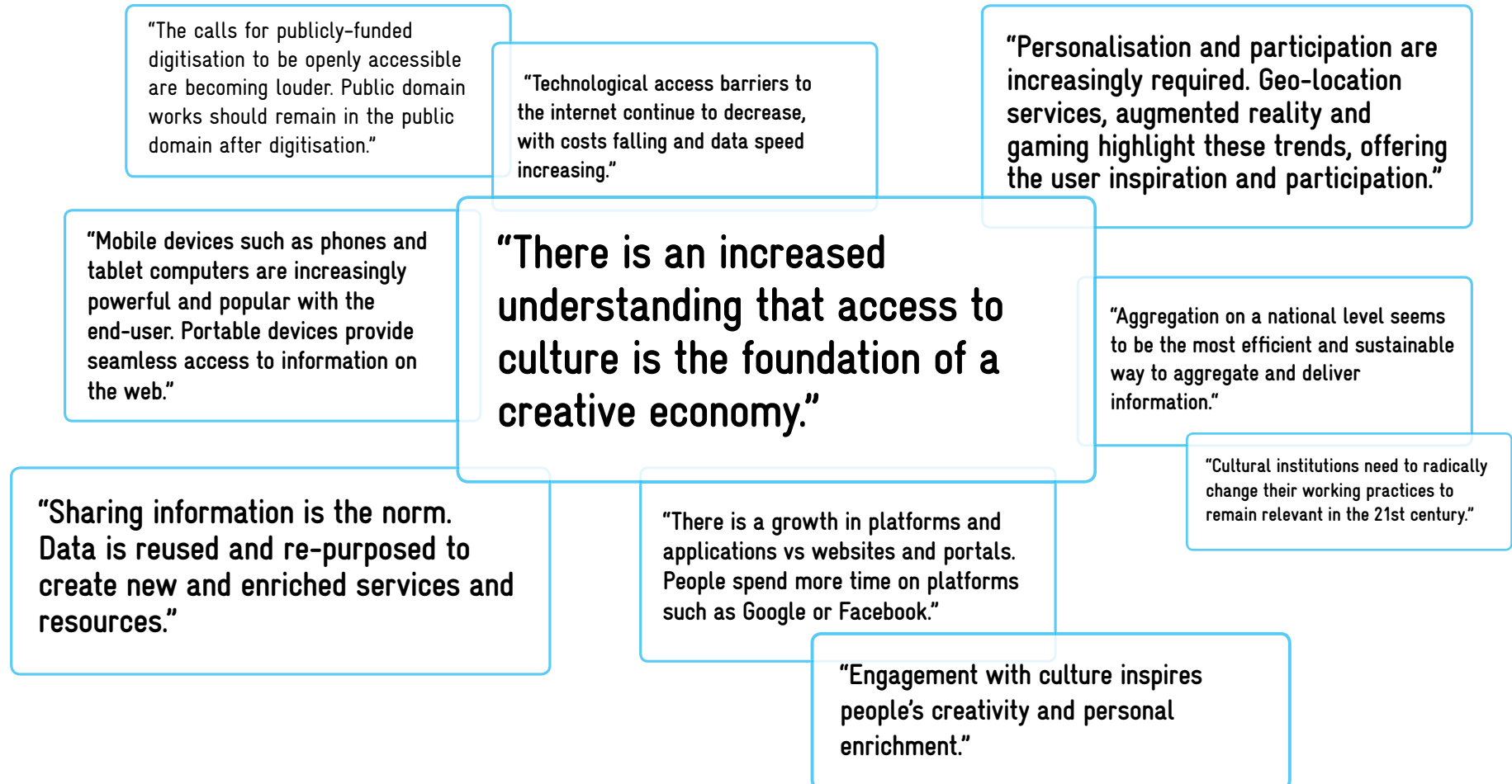
“Europeana will be of tremendous value for culture and education worldwide. Stakeholders, public and private, will be smart to work together to make this a success.”

Peter Kaufman, Intelligent Television



A changing landscape

→ Trends



→ Customer Needs

→ Economic Climate

→ Political Factors

"In my workflow is the mantra of many internet users. The scale of the information available bewilders the user."

"Information push and web 2.0 lead internet users to expect information delivery to the channel of their preference rather than seeking it actively themselves."

"Information overload calls for more focus, curation and design. Being able to identify authoritative, high-quality content is all the more vital."

"The end-user is no longer solely an information consumer but is quickly becoming an active creator and participator."

"Tough economic times will mean cuts to cultural heritage provision. There is a need for new business models to sustain the management and digitisation costs that put and keep heritage information online."

"The creative industry is a growing market taking advantage of the need to package and re-purpose online information."

"Open standards such as Open Access and Linked Data will stimulate the knowledge economy."

"New ideas are born from our cultural heritage. In an online world, lack of access to this is a barrier to creativity and growth."

"Geo-political fragmentation and growing nationalism are countered by greater recognition of our shared European identity."

"The European Union and its governments strive for a more unified Europe where society is connected through culture."

"The countries of Europe want to support an internet information space that embraces social inclusion."

"Some European governments are leading the way and openly sharing information in the interest of the public good."



Galli



Belai



Castiliani



Castiliani

Distribute

3

Facilitate

2

Engage

4

Aggregate

1



O C E A N U S

O C C I D E N T A L I S

M A R E

A T L A N T I C U M

HIBERNIA

NOORT

ZEE

BRITANNIA

OCEANUS BRITANNICUS

HI SPANIA

ELIXIA DE GIBALTAR

BRITANNIA

Strategic Tracks

The following four strategic tracks represent the results of our consultation and analysis. They are the means by which Europeana will continue to deliver value to our stakeholder groups in the years 2011-2015. These four strategic tracks - aggregate, facilitate, distribute and engage - underpin Europeana's future direction and business success.

1 Aggregate

Build the open trusted source for European cultural heritage content

- Source content that represents the diversity of our cultural heritage
- Extend the network of aggregators
- Improve the quality of the metadata

2 Facilitate

Support the cultural heritage sector through knowledge transfer, innovation and advocacy

- Share knowledge among cultural heritage professionals
- Foster research and development of digital heritage applications
- Strengthen Europeana's advocacy role

3 Distribute

Make their heritage available to users wherever they are, whenever they want it

- Upgrade the Europeana portal
- Put content in the users' workflow
- Develop partnerships to deliver content in new ways

4 Engage

Cultivate new ways for users to participate in their cultural heritage

- Enhance the users' experience
- Extend our social media programmes and use of web 2.0 tools
- Broker a new relationship between curators, content and users



Hungary



Bohemia



Polonia



1 Aggregate

Build the open trusted source for European cultural heritage content

Europeana is assembling the most comprehensive, trustworthy and authoritative collection of Europe's cultural and scientific heritage ever compiled. It is provided to Europeana by the institutions that have been entrusted to preserve, interpret and make available the heritage that preceding generations have valued.

Our aim is to accumulate digitised content, standardise the data that describes it, apply linked data techniques to enrich it and promote persistent identifiers to locate it in the long-term. Following our published Content Strategy, we will extend our network of content providers and encourage the development of aggregators that fit the needs of different countries, domains and users. By doing so we will increase the level of content to which Europeana is able to provide access.

Furthermore, in order to best serve the diverse audiences and fulfil their range of needs, we will collaborate with aggregators and other content providers in the sustainable development of an effective European information network.

Source content that represents the diversity of our cultural heritage

Europeana provides access to content that is unparalleled in terms of quality and quantity. The trust that the world has in the names of our content providers has been built over centuries and cannot be equalled. The scale and scope of the content represents a significant step towards a comprehensive account of Europe's cultural and scientific achievements.

That collection will increase as partners' existing digitised content is ingested, as new partners join the network and as new digitisation programmes come to fruition. In particular, Europeana will make use of the collection development of providers, while also looking to provide and enrich European thematic collections not covered by other sources.

In order that the diversity of Europe is reflected, we will seek out content from under-represented cultures and countries and aim to stimulate digitisation programmes to make sure that Europeana offers an appropriate level of visibility. Users should be able to access the full spectrum of culture, from court composers to street music, and from ancient worlds to modern times. We will also strive to rectify the lack of audiovisual and 20th/21st century content, thereby ensuring that

“Europeana was the catalyst for us to get mobilised to work together across different domains and for the first time ever set up a national infrastructure for digital heritage information.”

Rolf Källman, Swedish National Heritage Board, Europeana Open Culture Conference 2010

Europeana contains a range of formats from all domains. To do this, we will enter into alliances that include providers of commercial content.

We will strive to automate and simplify our ingestion process, to make the most effective use of resources. We are developing tools and systems that put more control in the hands of content providers. By doing so, we can effectively manage the increasing content flow and meet the expectations of our providers. Partnerships with selected providers of in-copyright material will integrate published, born-digital, contemporary content with complementary heritage content. Similarly, as new types of cultural heritage content develop – for example, 3D visualisations – we shall endeavour to ensure they are included in Europeana.

Extend the network of aggregators

The museums, libraries, archives and audiovisual collections of Europe number in the thousands. The effective way to bring their content together for users has proved to be primarily through national and domain aggregators, which then channel content into Europeana.

Europeana will work to extend the aggregation model because of the synergies and economies of scale it provides. We will partner with countries or content domains, providing support in the shape of source code, services and expertise. We will continue to adapt the model in accordance with the needs of the country or sector.

Europeana's primary forum for refining and extending the aggregator model is the Council of Content Providers and Aggregators. It represents the voice of the content providers at the Europeana Foundation Board level and acts as a grassroots enabler, information sharer and champion of Europeana's aggregation strategy out into national and domain networks.

We are working with our partners, including national initiatives and aggregators of all types, to shape a sustainable European information space that is responsive to the changing needs of the widest range of users. The requirements of the higher education research community, the creative professional and the expert amateur, for example, have overlapping but distinct needs. The challenge – and the opportunity – is to develop a suite of appropriate services

from collaborations between the elements of this complex information ecosystem.

Improve the quality of the metadata

Europeana holds descriptive metadata rather than digitised objects. Improvements to this data offer better search results to users and increase the research opportunities that are enabled by Europeana. We are developing guidelines, tools and training to help content providers improve and standardise data quality and the validity of persistent identifiers. We are enforcing the clear attribution of rights information so that users know how they can legitimately use the content.

The web works on the basis of things being found; scholarship functions on traceable reference. These require that the cultural heritage sector ensures the persistency of its digital heritage in the same way that it has preserved and made accessible our physical and intellectual heritage. Agreement must be reached on the use of persistent identifiers so that links are not broken, users are not alienated and scholarship can proceed on the basis of secure citation.

The full potential of interoperability will be unlocked by the implementation in 2011 of the Europeana Data Model [EDM], a new way of structuring data. EDM will enable the use of Semantic Web technology, support Linked Open Data, maintain more domain-specific rich information and allow digital objects from providers to be shown alongside authoritative and curated information from other domains. The

change will benefit not only Europeana but also our providers, who will be able to use the enriched data to upgrade services to their own users.

Multilingual access to Europeana's content is known to be a priority for users. In association with experienced partners in the field, including Humboldt University and Google, we are investigating solutions for the forthcoming releases of Europeana.

Expected content growth over the next five years

2010
14.000.000
objects

2011
16.000.000
objects

2012
21.000.000
objects

2013
26.000.000
objects

2014
28.000.000
objects

2015
30.000.000
objects

A national aggregation initiative in every EU member state:
this is Europeana's aim by 2015

2 Facilitate

Support the cultural heritage sector through knowledge transfer, innovation and advocacy

Europeana has brokered a new consensus in the digital heritage domain and forged a working partnership. The international associations concerned with all aspects of heritage have formed a strategic alliance at the executive level in the Europeana Foundation. The Europeana group of projects has created operating networks of content providers across the cultural, scientific and information domains. The domains and providers now have an ongoing forum – the Council of Content Providers and Aggregators – in which their diverse professional practices can achieve common ground in order to best serve users in the digital environment.

Europeana will continue to be a driver for change, promoting knowledge transfer and helping build professional skills around online access to digital content. We will nurture innovation in the cultural heritage sector by making our code open source, for example. We will take a strong advocacy role, promoting policies and business models that favour opening up access to cultural heritage content.

Europeana is the facilitator and the guarantor of equal participation; the real value is created by the network that develops, disseminates and embeds the new skills, applications and policies.

Share knowledge among cultural heritage professionals

Europeana has a strong record of promoting knowledge transfer through its working groups, conferences and dissemination activities. Our outputs and deliverables, in the form of tools, services and publications, are widely used and referenced. We will continue to build on this achievement, seeking new platforms and methods to develop and reinforce digital competencies throughout the cultural heritage sector.

Our goal is to stimulate new developments, foster new partnerships and achieve economies of scale in the cultural heritage sector. We will promote dialogue and collaboration between librarians, curators, archivists and the creative industries, to work together on areas of common interest in the digital environment, such as usability, multilinguality, Intellectual Property Rights, business models, technology, semantic web, data standards and enrichment.

The Council of Content Providers and Aggregators provides a professional forum that allows us to take this to a new level. It provides a platform to develop training programmes, working groups and awareness-raising services that will strengthen professional capacity in the network and encourage new membership.

We will develop our online publishing programme to disseminate best practice

“The cultural sector is going through an enormous transition. We have to make sure that it reaps benefits from technological advances. This means finding new business models for the creative industries, and expanding the traditional role of cultural institutions to the digital world.”

Androulla Vassiliou, Commissioner for Education, Culture, Multilingualism and Youth, 21st April, 2010

guidelines, standards, and positioning papers on policy issues. We will continue to organise international plenary conferences as well as workshops in member states to ensure a broad distribution of information.

Foster research and development of digital heritage applications

We are speeding up the development of tools and service innovation by providing our codebase as open source through Europeana Labs, where we

encourage creative reuse and refinement by a process of peer review. Europeana will provide incubator and test-bed environments to support creative innovation in the cultural heritage sector and beyond. The reuse of Europeana's code also enables new digital aggregation initiatives to make substantial savings on development costs.

Once applications are developed to beta stage, Europeana promotes innovation in application development by providing a public showcase where Europeana and its projects share prototypes and enable testing and feedback from users.

In the coming years we will continue our extensive dissemination of these results to the technical partners of the projects in the Europeana group and to newly formed aggregators, so that use and development of the code is taken up in each domain and in each country.

Strengthen Europeana's advocacy role

Europeana plays an advocacy role both within the cultural heritage sector and to the wider world of policy-makers, funders and ultimately end-users. Our overall aim is to open up access to online cultural heritage because of the social and economic benefits it stimulates.

We actively advocate across a range of topics that contribute to sustainable access, including open business models, improved access through Linked Data

applications, the importance of persistent identifiers, the need for better data, the removal of barriers to access, increased user participation and the responsible reuse of content.

Dominant themes in the medium-term centre on the public domain and orphan works. Europeana is mounting a robust defence of the public domain, the knowledge base on which creativity and learning depend. The publication of the Europeana Public Domain Charter, the adoption of the Public Domain Mark in association with Creative Commons, and the development of the Use Guidelines for Public Domain Works are important steps in raising awareness among policymakers, content providers and end-users.

Orphan works are of particular concern to Europeana, because the portal focuses attention on the existence of the 20th century black hole. The most recorded century is sparsely documented on Europeana, and the most popular audiovisual content is the most scarce. Europeana will continue to press for solutions to the problems caused by orphan works, which cannot be digitised and made publicly accessible. We will work with the European Commission, with policymakers in Member States and with partners to support research into solutions such as collective licensing and registries of rights.

Ian Davis, Talis,
Europeana Open Culture
Conference, 2010



3 Distribute

Make their heritage available to users wherever they are, whenever they want it

We are building a strong brand that is associated with the destination site, Europeana.eu. We will continue to develop the portal in line with our users' evolving needs and expectations, but in addition, we will develop initiatives to make the content as findable, understandable and reusable as possible. Enabling discovery and reuse of Europeana's content is the essence of our business model.

Recent technological changes mean that users no longer go to content; rather, applications deliver content direct to the user, and the chosen device is mobile. We must ensure that our content is available where our target users congregate, among the resources that they habitually use.

APIs and widgets will make our heritage available in cultural and social networking places, among college resources and on information sites. We will partner with public and private players, for example in the learning and travel sectors, to interpret and re-purpose the content for their audiences.

Promoting distribution through applications and partnerships makes Europeana scalable: we can grow usage through the multiplier effect that these offer without increasing costs.

Upgrade the Europeana portal

Europeana.eu will continue to be the flagship for new content and services. It is becoming established as the trusted and comprehensive resource for authoritative cultural heritage content from across Europe. We will continue our Search Engine Optimisation programme. We will also optimise our social media activities, which drive an increasingly large percentage of traffic to Europeana.

We will deliver personalisation and services to send alerts directly to users. We will develop multilingual access, new ways of viewing the content and create an enhanced mobile interface. The search experience will be improved with intuitive search and visualisation techniques and more cross-linking between different content types. There will be more opportunities for customisation, so that a teacher, for instance, can use Europeana results on smartboards.

Put content in the users' workflow

Partners in our network are customising the Europeana Open Search API in order to embed content in their own resources. APIs, widgets and other web services will be the primary mechanisms for putting content in places that users frequent, including social networks, educational sites and cultural spaces.

Competitions and hackathons will be held to develop applications and interfaces that extend the use of Europeana's

“Europeana offers teachers and students the opportunity to source quality digital learning objects that will enhance teaching and learning. These resources will increase teachers' confidence in using online material and allow students to represent their knowledge in a format that is meaningful to them within the context of what is required in the 21st century.”

Donal O'Mahony,
eLearning Awards 2010 winner for “History Matters” blog

resources beyond our portal – to new generations of mobile devices, for example.

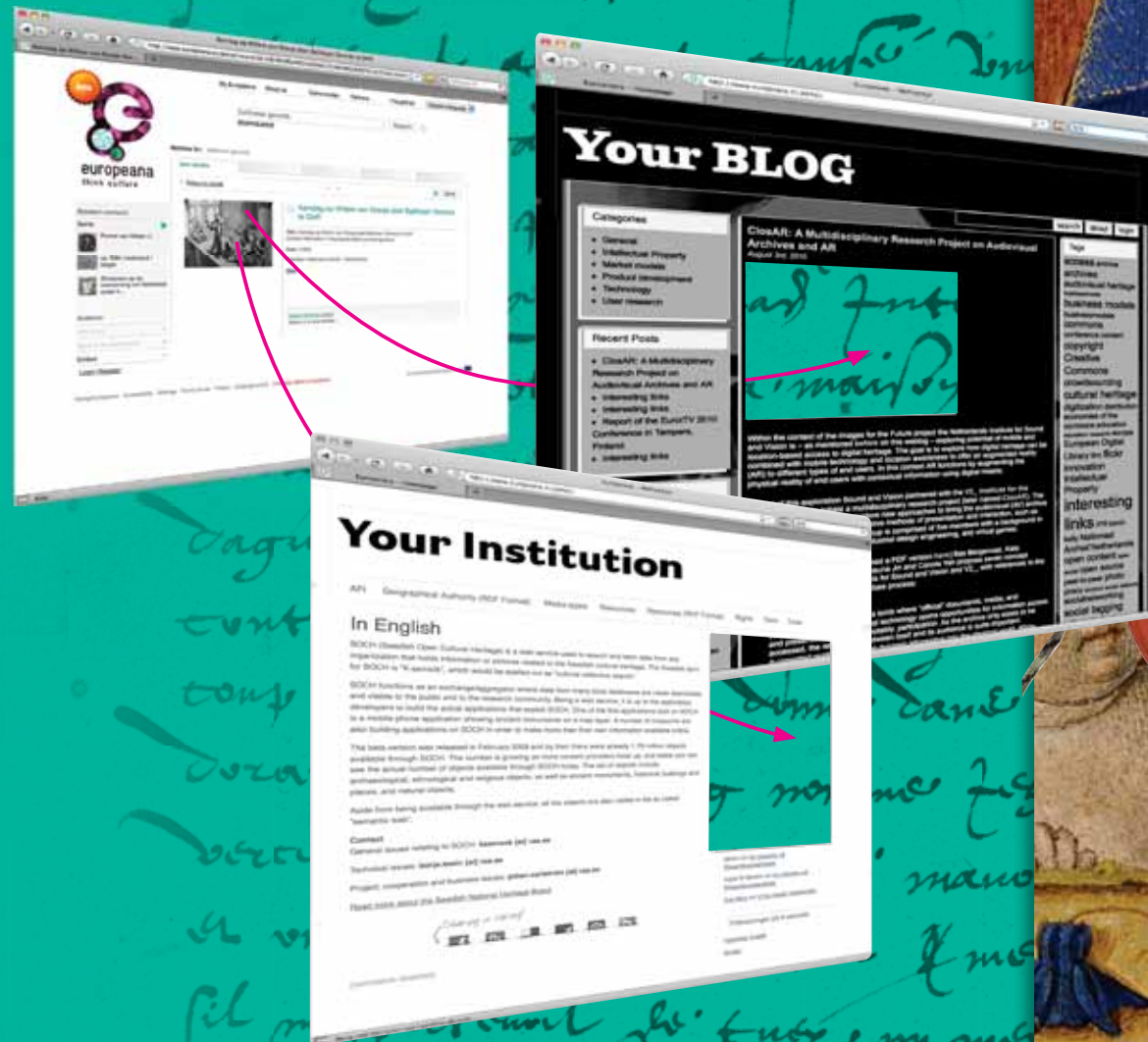
These services and applications are a means of refining Europeana's vast content down to a specific and manageable subset, relevant to specific

audiences. By using these services, school history blogs, cultural tourism services, learning resource sites, local history groups and so on can integrate Europeana's content with their own.

Develop partnerships to deliver content in new ways

We will partner with players in the public and private sector who are able to integrate Europeana content into services targeted to specific user groups. Our initial focus is on provision of services to education and we will continue to work with partners like European Schoolnet to develop ways of integrating heritage content into multimedia learning resources.

We will also develop relationships in the tourism sector to create services for cultural explorers and travellers. We aim to work with organisations that have a remit for culture on a pan-European level, such as the European Capitals of Culture programme and the Council of Europe's Directorate of Culture and Cultural and Natural Heritage, the coordinating body for European Heritage Day. Our collaborations aim to relate our physical and virtual cultural heritage and increase awareness.



4 Engage

Cultivate new ways for users to participate in their cultural heritage

We will enhance the user experience, creating a richer and more intuitive service that maximises the users' participation and interaction and increases usage of the content. We will build on the loyalty of our users and attract new users, developing our dialogue with them and fostering communities of interest that generate their own conversations.

Our network comprises the archivists, curators and librarians who are entrusted with the care of Europe's collections. They show a growing interest in pioneering new methods of access and encouraging the use of their content in untried situations. We will cooperate in the development of new relationships between these custodians, their content and the crowd.

User Generated Content [UGC] is another aspect of this re-evaluation. Expertise and information about our cultural heritage exist outside the heritage institutions; artefacts and written sources in private hands complement those held in public collections. In the digital environment, these resources can take their place alongside the traditional offerings of the institution.

Enhance the user experience

We will continue to refine and improve the usability of our site and our services. We will build on our programme of research into the present and emerging needs of existing and target users. We will create and share tools that help people make the most of the site.

We will provide users with more context to support and interpret the content that we offer. We will involve them in the creation of new virtual exhibitions that show how our pan-European, cross-domain content creates new juxtapositions and opens up new interpretations.

Greater participation in the site will increase user interest and loyalty. Storytelling, guest blogging, surveys, quizzes, reviews, commentaries and new ways to deliver feedback and foster dialogue all offer ways to engage users in the development of the site.

Extend our use of web 2.0 tools and social media programmes

We will develop relationships with special interest groups that focus on topics that Europeana can illustrate and illuminate. We will create online conversations around new content, functions and features – the social objects that catalyse exchange. We will position Europeana as

“Europeana is really fascinating, wonderful project, excellent – so i am a little bit proud of “my” Europe!”

Europeana.eu Facebook page friend

a contributor to multiple conversation networks, rather than as the centre of a dominant discourse.

We will continue our programme of supporting local events for end-users run by our partners with Europeana participation. These will focus on topics such as our virtual exhibitions, building on our successful Art Nouveau roadshows in Belgium, Latvia and Poland.

We will inaugurate partnerships with the public and private sector to promote the creative reuse of content and bring about new juxtapositions and relationships. We will run competitions and provide spaces and resources for remixing, sampling and mashups. We will foster creative communities around new practices.

Broker a new relationship between curators, content and users

We will devote increasing resources to initiatives that bring out the value of the contribution that users can make. We will continue to work with Wikipedia to develop opportunities for collaboration. Wikipedia's model of user involvement, multilingual content, range of cultural and scientific coverage and extensive interpretation offers strengths that are complementary to Europeana's.

We are working with partners that specialise in User Generated Content, such as the Great War Archive from the University of Oxford, on models that allow Europeana to bring in user content without compromising our authoritative positioning and with appropriate levels of mediation.

We are working with national and local hosts to extend the Great War Archive into Europe. The first expression of this is our partnership with the Deutsche Nationalbibliothek to run roadshows involving local communities in Germany in digitising their First World War documentation such as family letters, pictures and memorabilia for inclusion in Europeana.



The Great War Archive initiative is being developed by a series of partnerships with other theatres of conflict in WW1. The first set of the Archive's content can be found on Europeana. One story concerns RAF man Bernard Darley who was commended for putting out a fierce fire in a workshop containing petrol tanks. At his side throughout was a German prisoner of war, Otto Arndt. The two became friends and Otto made a matchbox from a shell-casing as a memento which he inscribed and presented to his friend. This story shows the human side of the war - in this case an unlikely friendship between normal people caught up in a war not of their making.



Resources

Budget Europeana 2011-2015

Year	2011	2012	2013	2014	2015
INCOME (thousands)					
→ Operating Income	4.923	4.978	4.856	5.261	5.504
* Long term subsidy European Commission	-	-	-	4.661	4.894
* Subsidy from projects	4.061	4.336	4.241	480	488
* Subsidy Ministries to support projects & overhead	857	637	610	110	112
* Other Income	5	5	5	10	10
Total operating income	4.923	4.978	4.856	5.261	5.504
COSTS (thousands)					
→ General operating costs	437	259	282	626	657
* Personnel staff costs	202	212	223	234	246
* Costs for housing	71	75	78	202	212
* Operating costs	164	172	181	190	199
* Covering overhead costs out of projects	-	200-	200-	-	-
→ Europeana Operational Services	-	-	-	4.035	4.237
* Personnel costs	-	-	-	2.004	2.104
* IT costs	-	-	-	576	605
* Subcontracting	-	-	-	410	431
* Marketing & Communication	-	-	-	748	785
* Travel costs	-	-	-	128	134
* Other material costs	-	-	-	169	177
→ Direct project costs	4.486	4.719	4.574	600	610
* Personnel project costs	2.566	2.948	2.819	510	515
* IT costs	472	611	648	-	-
* Subcontracting	405	195	162	30	32
* Marketing & Communication	338	445	455	-	-
* Travel costs	335	300	270	60	63
* Other material costs	240	20	20	-	-
* Overhead costs	130	200	200	-	-
Total costs	4.923	4.978	4.856	5.261	5.504
Result	0	0	0	0	0

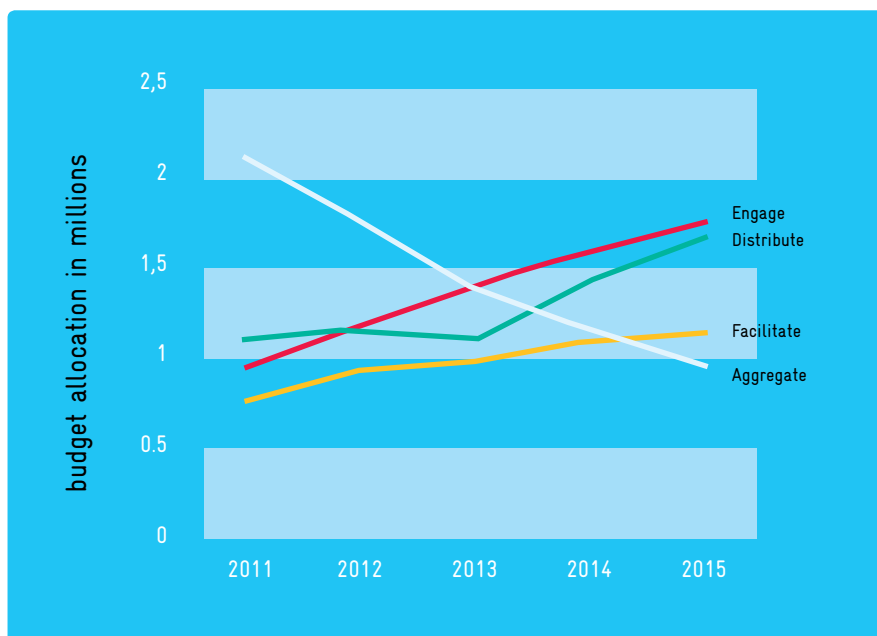
Cost allocation

Year	2011	2012	2013	2014	2015
Total budget	4.923.000	4.977.900	4.855.800	5.260.900	5.503.900

in %	2011	2012	2013	2014	2015
Aggregate	43%	35%	28%	22%	17%
Distribute	22%	23%	23%	27%	30%
Facilitate	15%	18%	20%	21%	21%
Engage	19%	23%	29%	30%	32%

track	2011	2012	2013	2014	2015
Aggregate	2.112.400	1.752.000	1.379.000	1.152.500	951.500
Distribute	1.103.100	1.149.800	1.110.300	1.425.800	1.668.300
Facilitate	760.700	917.300	976.600	1.086.400	1.134.600
Engage	946.800	1.158.800	1.389.900	1.596.200	1.749.500

The percentage of budget allocated to 'Aggregation' will decrease in the period 2011–2015 to allow a more even distribution of activities across the 4 tracks. This decrease will be realised through the better use of the network and increased efficiencies at Europeana and the Partners.



Cost-Benefits

Some of the most important benefits of Europeana are considered economically intangible. These include the contribution to a European society connected through culture, the fostering of social inclusion and the furthering of a collective, pan-European understanding. Other benefits are potentially easier to quantify, such as the economic return of increased visibility of our shared heritage, the cost reductions realised by developing and sharing open source code and the value that access to culture can contribute to the educational sector and the creative industries.

Key metrics are being developed to better track and measure some of these effects over the course of the coming years. In order to give an indication of the areas where positive returns on investment are to be expected we use the (social) cost-benefits classification guidelines developed by OECD of direct, indirect and external returns of investment¹.

¹ OECD (2007) OECD principles and guidelines for access to research data from public resources

External: External benefits are those that can be classified as positive consequences (externalities) of the actions of Europeana. Although hard to quantify, these effects are at the heart of Europeana's existence and are judged to be an important contribution to the Digital Agenda of the European Union and an underpinning of the knowledge economy. These include but are not limited to:

- The strengthening of a shared European culture
- The promotion and enabling of diversity
- The increase of social inclusion
- The improvement of multimedia literacy

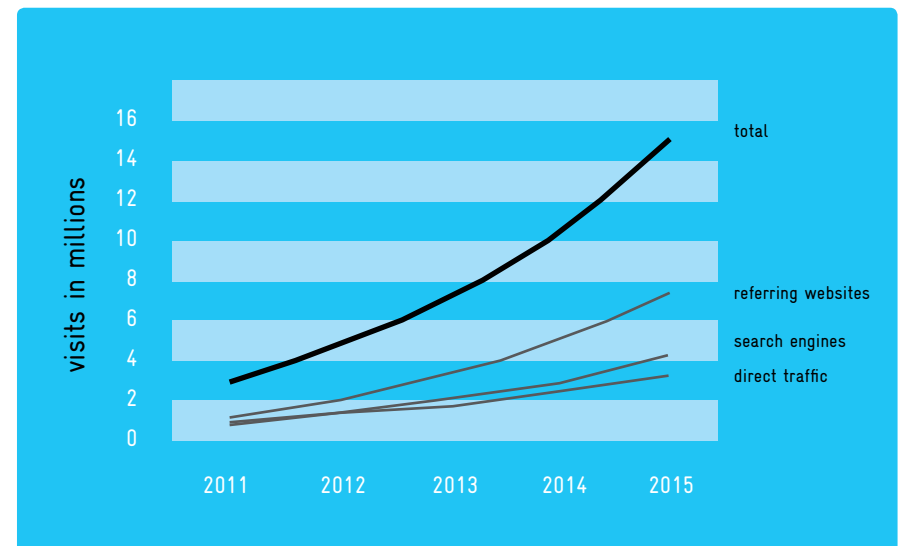
All are deemed of high importance and Europeana has a unique competitive advantage to be successful in developing these opportunities.

Indirect: Indirect benefits are benefits that, through market transactions, are transmitted to consumers and producers in other markets. By making the material accessible outside the cultural sector and by the development of new business models and public-private partnerships Europeana can play an important role in reaping these indirect benefits. Expected benefits in this area include:

- Time savings by researchers
- Creation of new businesses in areas such as tourism
- Creation of new jobs in the creative industries
- Cost savings in the educational market

Direct: Direct benefits refer to the benefits for Europeana and its participating investors and partner institutions. Direct benefits include the following:

- Increased visibility of the content of participating institutions, creating relevance and direct economic returns from use of online content and physical footfall
- Decreased cost of providing access through the adoption of the open source code developed by Europeana, such as the portal and ingestion tools
- Cost savings through standardisation of metadata
- Cost savings through knowledge transfer



**“Creativity is the driving force
of economic growth.”**

Richard Florida, *The Rise of the Creative Class*, Basic Books, 2002

