



Europeana Foundation Governing Board Meeting

27 February 2017
09h45 – 16h30 CET
Koninklijke Bibliotheek
[Prins Willem-
Alexanderhof 5
2595 BE The Hague](#)
5th Fl. , I5.200

Europeana Strategy Refined

Action proposed: Approval for the minutes of Basecamp decision by the Board with discussion on potential risks and mitigations





A call to culture

Europeana 2020 Strategic update

It's three years since we launched our 2020 strategy. We're now at the halfway point; a good time to review our progress, refine and update our plans and make sure we're on course to meet our targets together.

As we undertake this midterm review, it's clear that much has changed in the world even in this short space of time. Technology and user behaviour have moved on. The way people access information and engage with content has evolved. The funding environment and overall economic outlook have grown more uncertain and our political and social landscape is unstable.

We know many of you, like Europeana, are looking for a way to take positive action. That's why we're seizing this opportunity to reaffirm our shared commitment to a vision of Europe that is united in its cultural diversity and strives to increase our collective welfare through smart and inclusive growth. By adapting faster to the changes around us, together we can maximise our impact.



Supercharging strategy 2020

Our stakeholders agree that our 2020 Strategy still sets the right overall direction for the future, with the commonly owned European platform for cultural heritage at its core. The opportunity at this midpoint is to accelerate our progress and make sure we are doing everything we can to harness the power of our shared culture for positive impact. But our collective time and resources are finite, requiring us to focus and jettison anything that isn't core.

That's why our recalibrated strategy will make the most of our combined strengths, channelling our energies efficiently and targeting the areas where we can have the greatest influence and most immediate and wide-ranging impact.



Impact we aim to create

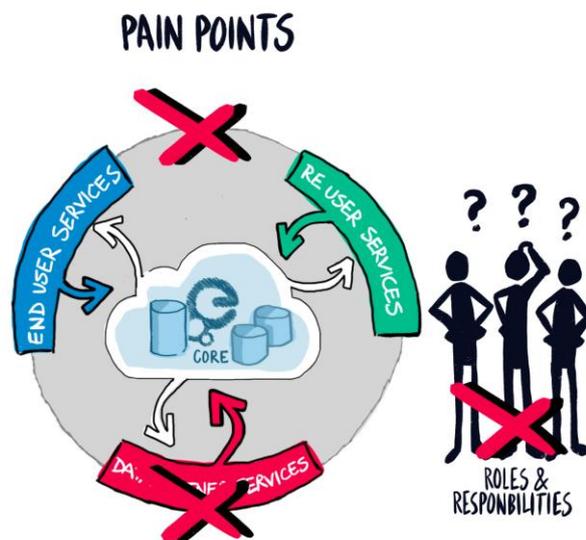
“(in 2020) Europeana will have contributed to the aims of the European Union to foster ‘Unity in Diversity’, ‘Smart Inclusive Growth’ and a ‘Digital Single Market’. We will have increased the feeling of a shared European identity through cultural heritage for European citizens. Cultural heritage will be used and enjoyed across national borders for work, learning or pleasure because we will have developed and implemented interoperable standards, frameworks and intellectual property rights that make it work. We will have increased the quality and usability of digital cultural heritage with a powerful network of game changers from Europe’s cultural sector.



Pain points

We also know that there are some notable pain-points which we need to address if we're going to supercharge our efforts and create this impact:

1. **It is not easy or rewarding enough to share data with Europeana.** That means we're not yet getting enough of our shared cultural heritage, in the right quality, out into the world into people's hands and the returns therefore do not yet warrant the additional effort that is needed.
2. **Our approach for end users needs to be modernised.** We need to find smarter, more up to date ways to reach citizens with our powerful content and vital message – ways that fit with the way media is consumed today.
3. There is a **lack of clear division of roles and responsibilities** in our eco-system. This means, as a community, we're not yet harnessing our combined energy and expertise, we're not yet much more than the sum of our parts.





Our 3 priorities

Our supercharged 2020 strategy will focus on three powerful priorities, designed to unlock more culture, address our pain points and create more positive change across Europe and the world.

1. Make it easy and rewarding for Cultural Heritage Institutions to deliver high quality data
2. Scale with partners to reach our target markets and audiences
3. Engage and involve people on our websites and via participatory campaigns

Change Priorities



For each of these priorities, we will also seek to change the way we work with each other. Together, we will aim to sharpen our focus on quality, to make sure educators, researchers, creators and citizens across Europe genuinely can make use of the content we provide. We know users consume content in different ways and that there is a growing appetite for participation – the key is to make sure we all know “who is responsible for what” across our diverse network so that we can rely on each other to deliver.



What does this mean for you?

If we do these three things well, and delineate roles and responsibilities better, we believe we can mobilise the cultural community across Europe to help uphold our shared values and offer an alternative narrative to citizens. The next four years can be a time of positive action and forward motion. Here's what our supercharged priorities could mean for you, your organization and your team:

1. Making it easy and rewarding...

As a **Cultural Heritage Institution**, this means you'll reach and engage more and wider audiences at a lower cost and with less friction (which also means a lower cost for taxpayers). You'll be further rewarded by directly contributing to a more cohesive and inclusive Europe as well as increasing your relevance to more audiences.

2. Scaling with Partners...

As an **educator, researcher or creative**, having more clearly labelled, high quality material will help shift your focus from finding good content to harnessing and using it. This in turn will make it easier to create new knowledge, new ideas and new value. And the user, will get rich, trusted cultural heritage, in their workflow, tailored to their specific need.

3. Engaging and involving people more...

As a **culture lover**, high quality content means browsing Europeana Collections will become much more satisfying, with thematic collections and exhibitions that help you go deeper into a subject and understand how it connects across our shared cultural heritage.

As a **citizen of Europe**, taking part in our thematic campaigns – like adding your family memorabilia to Europeana 1914-1918 – will help increase your appreciation of our shared history and reinforce the importance of our shared future.

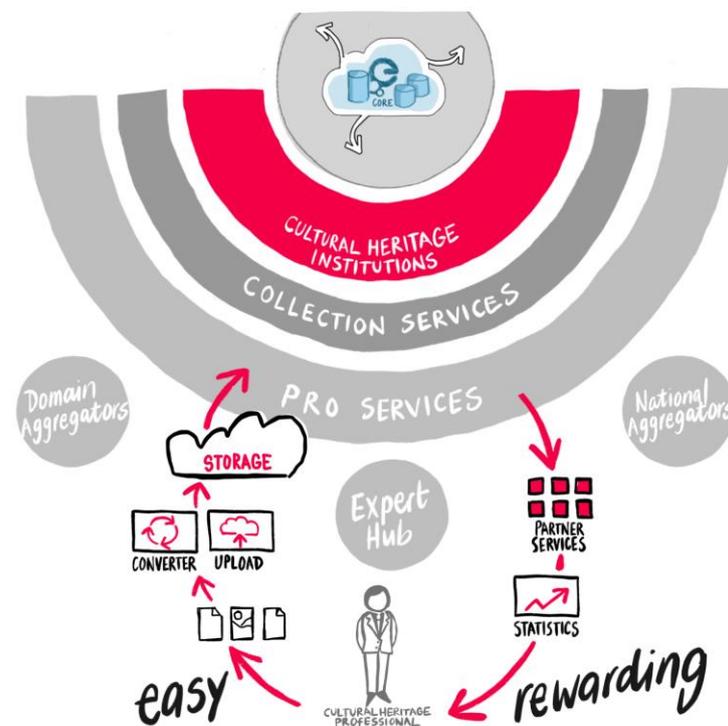


Making it happen

What do we need to do to deliver the priorities and effect change?

1. Making it easy and rewarding for cultural heritage institutions

[Quote: Work with the Europeana Publishing Framework to help you meet your own objectives: get more when you give more.]



The European aggregation infrastructure has become complex, slow and cumbersome.

The process of uploading is opaque and the benefit to the cultural heritage institutions is not yet clear enough. They cannot see what happens to their collections and this in turn creates low input and commitment on data quality. Too often, when it comes to contributing content, it's a case of publish and forget.



To get higher quality content uploaded to the Europeana platform, we need to increase our content partners control of and insight into the system. We need to close the feedback loop on what users are demanding and what Cultural Heritage Institutions are providing. We need to implement our Content Strategy. We need to show the rewards of being part of an ecosystem that brings our cultural heritage together, to create new insights and increased use and reach of collections.

Organisational change

1. A root and branch review and reform of our **European Aggregation Infrastructure**, where Cultural Heritage Institutions are in control of their data, national platforms drive standards and contribute infrastructure, domain specialists deliver expertise and relationship management and Europeana is the platform that brings it all together. Creating a more cost efficient, cost effective and streamlined workflow between contributing cultural heritage institutions, national platforms and Europeana.
2. **Update of the role of aggregators** in a new technical landscape, keeping their strong connections to data partners as well as the skills and knowledge required to improve data quality.

Platform & Product Change

1. Delivery of **tools that connect Europeana seamlessly** to existing commercial data management systems as well as **direct upload** of single collections from cultural heritage institutions using the latest web technologies.
2. Give direct system **control to the Cultural Heritage organisations** to: improve the quality of their data, using feedback from users; determine where their data gets published and distributed from the Europeana platform (via an online version of the Data Exchange Agreement).
3. **Show the results on Europeana Statistics Dashboard** for cultural heritage institutions to know where and how much of their data is used and make the connections to the benefits of increased quality and openness.

Data Change

1. **Close the loop** between what users want and the acquisition of that metadata and content from our Cultural Heritage Institutions partners



2. Shift our focus from **data quantity to quality**; from 85% tier 1 and 15% tiers 2,3 & 4 to 85% high quality objects ready to be harnessed for education and beyond, implementing the content strategy.
3. Work with Member States to set some **data quality targets** to encourage and support online accessibility of high-quality cultural heritage
4. **Help Cultural Heritage Institutions** feel supported and empowered to take more responsibility for data quality through use and improvement of the Europeana Publishing Framework.

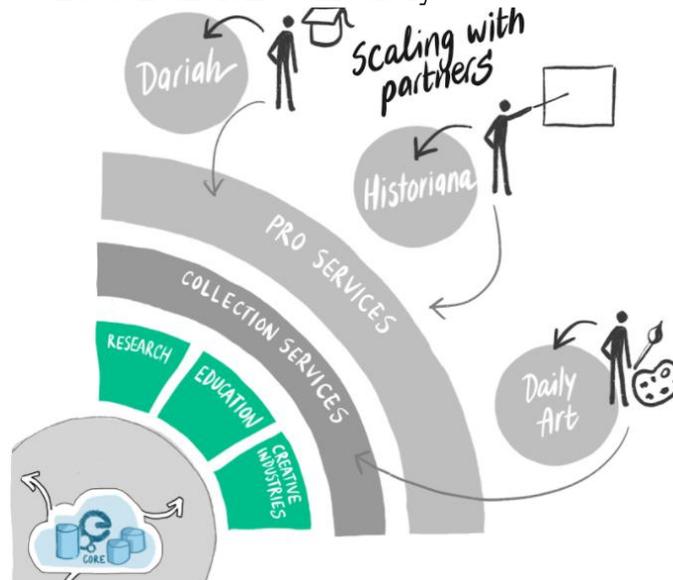
Clarifying the Roles:

- Quality of data and control of its use (application of correct rights statement) : Cultural Heritage Institutions
- Targets for data and data quality in Europeana: Member States
- Data and standards enrichment and improvement plus expert help: Aggregators
- Publishing, interoperability of data, frameworks, distribution and reporting on use: Europeana



2. Scaling with partners

[quote: *Let content follow the user*]



For several years the overarching trend is to place the content where users already go, rather than to create new destinations outside people's use patterns and workflows. By using and developing our partnerships in Education, Lifelong Learning, Research, Infotainment, Social Media and Creative Industries so that we can take cultural heritage out to more people across Europe and beyond. Focusing on sectors with known demand and with the largest accessible user bases, will allow us to deliver scale quickly, moving away from peripheral partnerships that do not.

Our priority will therefore be to build and nurture large scale media and distribution partnerships with like-minded organisations and companies who already have strong and loyal communities of users with an interest in, need or passion for culture.

Organisational Change

1. Develop **more partnerships in the market focus areas** of education, research and creative industry (digital entrepreneurs, designers, developers) to add to the successful ones¹ we have.

a. ¹Educators via [EUN](#), [Euroclio](#), Ministries of Education, [EduTheque](#), [iTunesU](#), MOOCs and education software providers and publishers



2. Continue to develop **relationships with social media hubs** like Pinterest, DailyArt, Etsy, to widen take up by casual users of culture
3. Give creatives and researchers the possibilities to develop **new products and services or gain new insights** into our shared history by extending our Challenge and Grants programmes
4. **Work with major platforms and communities such as Wikipedia, Wikimedia Commons, WikiData and Wiki Chapters** on themes that spark new visualisations or knowledge in our cultural heritage material data

Platform & Product Change

1. Improve provision of our **free platform and functionality**, access to data and tools that promote and enable content reuse, such as read/write API's
2. Improve the feedback chain to **empower new partners to curate and market services** to their end users and acquire extra metadata and content from key Cultural Heritage Institutions
3. **Loop back the packages of content** produced by educator and research partners into shared online spaces creating virtuous feedback loops so that use of content builds content

Data Change

1. Supply **rich, good quality content**, with the metadata and tools that aid specific content re-use, i.e. labelled as Open Educational Resource..

Clarifying the Roles:

- Partner development : Europeana
- Audience Development & Outreach, including new product development: Education & Research Partners, Creative Industry intermediaries, Wikimedia communities
- Supply of content of the type and quality needed by the partners (tier 3 and 4)- Cultural heritage institutions
- Challenges & Grants programmes: Europeana & Advisory Boards
- Platform functionality: Europeana

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- b. Researchers via [Clarín](#), University systems, [DARIAH](#),
 - c. Creative industries via networks such as [ENoLL](#) and [FabLabs](#) or partnerships such as [The ARTS+](#)



3. Engaging the people

[quote The Rich Cultural Heritage of Europe curated for me - from Faces of Europe survey]



As well as placing content in the pathway of the user through partnerships, we need to continue to improve access to Europeana Collections, so that people, both professionals and public, can understand what is available. Everything our community does to improve data quality will help users to discover more cultural content but we can also make it easier for them by showing what's on the racks.

Some strides have been made to improve browsing of Europeana Collections. Our thematic sites curate and package content thereby attracting much more loyal and engaged users. This we will continue. Expanding subjects and themes according to demand, available high quality content and curatorial capability.

We need to to increase participation in our cultural heritage, making it personal and relatable by connecting people's family stories and memories to major shared cultural themes. We will continue to invest in our successful programme of campaigns – like Europeana 1914-1918 – encouraging people to contribute their family stories, make



new things with our content and spread the word. We will take these new narrative themes and campaigns out into the world to both challenge expectations and draw in new audiences.

Organisational Change

1. Take advantage of the curatorial know-how of our primary partners, the Cultural Heritage Institutions, to build on Europeana Collections, to curate **shared pan-European cultural themes**: e.g.: Europeana 1914-1918, Europeana Music, Art, Photography, Newspapers etc
2. Together with member states and individual Cultural Heritage Institutions, promote these themes across a local roll-out **programme of annual campaigns** designed to show culture in a new light, encourage citizen interaction, participation and data improvement
3. **Harness the power of social media** across all themes, campaigns and events, using all relevant tools and mechanisms to reach out and tell people about their cultural heritage.
4. Link to existing initiatives such as the **European Year of Cultural Heritage in 2018** to increase impact and integrate with school and social initiatives to bring cultural heritage to the fore in people's daily lives.

Platform & Product Change

1. **Constantly improve our APIs**, as the primary driver of Europeana and the thematic Collections
2. Pour **major investment in our search technologies** together with leading academic institutions and specialist companies so that users and partners find the results they need and get value from the API.
3. Overcome **linguistic barriers** to using our cultural heritage content in the classroom and outside the academic elite. Include using automated translation software, developed by others, but also continuing research and exploration into the problem.
4. **Improve browsing opportunities in Europeana Collections** with automatically generated thematic or subject collections and sharing the underlying technologies such as our exhibition platform



5. Find solutions that **allow more content to be indexed** (e.g.: entity pages), and show the semantic connections in the data, across all EU cultural heritage institutions
6. Develop solutions to **deal with content and media**, such as newspapers and video-streaming

Data Change

1. Encourage and develop **Collection themes that attract audiences**, bring scale and interest guest curators. Initial plans are in place for new themes celebrating Photography, Fashion and Newspapers
2. Look for themes that encourage interaction across the generations and countries of Europe, tap into people's daily life and **unlock further personal and family stories**, start new conversations, fuel debate and encourage collaboration.
3. Provide user feedback to persuade cultural heritage institutions to deliver **demand led high quality content**. Encourage the use of linked data compliant domain and subject specific ontologies/thesauri to aid search and overcome the language barriers.
4. Encourage the public to help us enrich and improve our data through **citizen-literature events**, such as Transcribathons. Work with museums, libraries and archives to **lift data quality** to tier 2, 3 or 4 and broaden public engagement in new and innovative ways

Clarifying the Roles:

- Collection Curation; domain and cultural heritage institution subject experts
- Social media interaction: Europeana, the Europeana Network Association and the relevant cultural heritage partners
- Campaigns: European - Europeana; Local- Member States and Cultural Heritage Institution partners
- API, Search, Multilingualism improvements: Europeana and Experts (public and private)

Circulation:

Europeana Foundation Governing Board Members & Observers

Classification:

Public