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## **D4.6 Strategic briefing to highlight opportunities afforded by Europeana content for key tourism ministries**

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## REVISION HISTORY AND STATEMENT OF ORIGINALITY

### Revision History

Revision No.	Date	Author	Organisation	Description
V1	August 2014	Culture24	Culture24	Pre EF reviewed version
FINAL	27 August 2014	Nicole Emmenegger	Europeana	Final proofread

### Statement of originality:

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

## Summary

This deliverable documents the work conducted to date as specified in 4.3.3 of DoW which states that: *“Culture24 will work with AH&G to coordinate a strategic briefing or roundtable event (D4.6) to raise awareness of opportunities afforded by Europeana content for key European tourism ministries and bodies. This event will be hosted by the EF by Month 30”*.

This work relates to the broader aim specified in the DoW of “Exploring the possibilities to promote culture into tourism on a strategic level through discussions with European and national governmental tourism bodies, forming relationships with key European tourism bodies”.

The ‘strategic briefing or roundtable event’ referred to in the DoW became part of a broader EF initiative exploring Europeana’s strategic potential for reuse, focussing not only on tourism but also for research. The event that was held was called “Europeana for Research & Tourism: Unlocking the Value of Digitised Culture” and was held in Athens on 23/24 June 2014 and hosted by the Hellenic National Documentation Centre (EKT).

EF took the lead in organising the event (with EKT’s support). EF took responsibility for contacting and inviting the relevant tourism, cultural and research related policymakers. Contacting these individuals was originally identified in the DoW as AH&G’s task, but as this strategic briefing event had become part of a broader EF strategic event, it was clear that EF was better placed to take on the role in place of AH&G. Culture 24 and Plurio.net acted as advisors, helping to shape the format and programme of the event, and in particular inform and facilitate the tourism related content presented and discussed at the event.

For the event, tourism and cultural policymakers were invited to explore the opportunities and challenges in the reuse of Europeana content for the tourism sector, by examining and discussing a set of policy recommendations. An initial set of draft recommendations was produced by Culture24 and Plurio.net based on the existing learning derived from EA WP4 to date.

As this event represented the first opportunity that Europeana had during EA to engage with tourism focussed policy making, it was decided that the primary objective for the event would be to better define these initial draft policy recommendations using the expertise and knowledge of the specially invited participants (see list on page 12). The reworked policy recommendations from the Athens event would then be taken to a subsequent Europeana strategic briefing event due to be held under the Italian Presidency in October 2014 for final discussion, refinement and integration into a broader EU policy agenda.

The discussions during the Athens event identified significant agreement in a few areas that then became the basis for the revised tourism policy recommendations that are proposed for Rome. In particular the following 4 areas of commonality were identified:

1. The need to **create demand** within the tourism sector for Europeana enabled content
2. The need to promote a **high quality supply** of Europeana enabled content for reuse

3. To better **articulate the value** of linking supply with demand by utilising **case studies and best practice examples**
4. To **establish and build on the relationship** between cultural institutions and tourism bodies

Based on the discussion and learning from the Athens event, the revised tourism policy recommendations that will now be taken to the Italian presidency event in Rome in October 2014 are as follows:

For tourism policy makers and cultural policy makers:

1. Tourism policy makers should promote to the wider tourism sector, through the use of case studies and usage statistics, the value of using digitised cultural heritage content to advance their cultural tourism focussed marketing strategies
2. Cultural policy makers should demonstrate to cultural institutions, through the use of case studies and visibility statistics, that their digitised cultural heritage content is a valuable asset in the promotion of cultural tourism marketing strategies
3. Promote the value of cultural heritage content as an asset in the promotion of niche tourism destinations / markets and in addressing tourism sector challenges of seasonality and locality
4. Promote closer collaboration between local tourism bodies and cultural institutions
5. Support the development (working with 3<sup>rd</sup> party stakeholders where appropriate) of more meaningful services that reuse digitized cultural heritage and that provide a better experience to the tourist, by demonstrating best practice and showing what is possible

For cultural institutions:

1. Create access to authentic, authoritative, digital cultural heritage content that is fit for reuse by the tourism sector and other sectors
2. Work with the tourism sector (and other sectors ) to apply standards, developed by Europeana, to create 'fit for reuse' digitised cultural heritage content (e.g. high resolution images of meaningful content with rights statements that allow a free reuse of the content (public domain, CC-BY, CC-BY-SA, with geotags to enable mobile application)

## What's the context and scope?

This deliverable documents the thinking, process and details behind the organisation of a strategic briefing event to promote Europeana reuse with national tourism bodies.

This work is detailed in the DoW as: *“Culture24 will work with AH&G to coordinate a strategic briefing or roundtable event (D4.6) to raise awareness of opportunities afforded by Europeana content for key European tourism ministries and bodies. This event will be hosted by the EF by Month 30”.*

This deliverable relates to the broader WP4 detailed aim of exploring the possibilities to promote culture into tourism on a strategic level and so focuses on the need to explore and developing strategic partnerships with public tourism bodies.

## What happened?

### Event organisation

It was decided by EF, that the strategic briefing event required as part of EA WP4 should form part of a broader event exploring Europeana's strategic potential for reuse, focussing not only on tourism but also on research stakeholders. It was also decided due to the current Greek Presidency of the EU, that it would be hosted by the Hellenic National Documentation Centre (EKT) in Athens on 23/24 June 2014.

EF and EKT managed the administration and logistics of the event with EF taking responsibility for contacting and inviting the relevant tourism and cultural policymakers. This was originally identified as per the DoW as AH&G's task, but as the strategic briefing event had become part of a broader EF strategic event, it was clear that EF was better placed to take on the role in place of AH&G.

The approach taken by EF to contact the various policymakers was as follows:

- The Tourism Unit of DG Enterprise was contacted, who then assisted with inviting people on the European Commission's Tourism Advisory Committee (TAC).
- With permission from DG CONNECT, the Member States Expert Group (MSEG) (who are the policy makers for culture ministries across Europe), were contacted.
- Later on in the process the MSEG members were asked to invite their counterparts in the Ministry of Tourism.

In total 132 potential participants were approached (including 36 members of the TAC, 53 MSEG members, and later on in the process another 43 potential participants).

Of these about 35 people expressed interest but due to other appointments or sickness, only 6 TAC members and 15 MSEG members were actually able to attend (details of attendees are provided in the Event Summary section of the document).

There were a number of challenges in identifying and approaching the correct people. These included:

- Identifying and contacting the right person to make sure the invitation would go out to the relevant people in time.
- Having to effectively cold call the Tourism Ministries. Despite an initial introductory letter from DG Enterprise, these Ministries were still unaware of this event and indeed had no knowledge of Europeana. This combined with not actually having the initial contact list made it difficult to chase people up.
- The fact that participants indicated they would attend, but subsequently did not turn up.

### **Event content and approach**

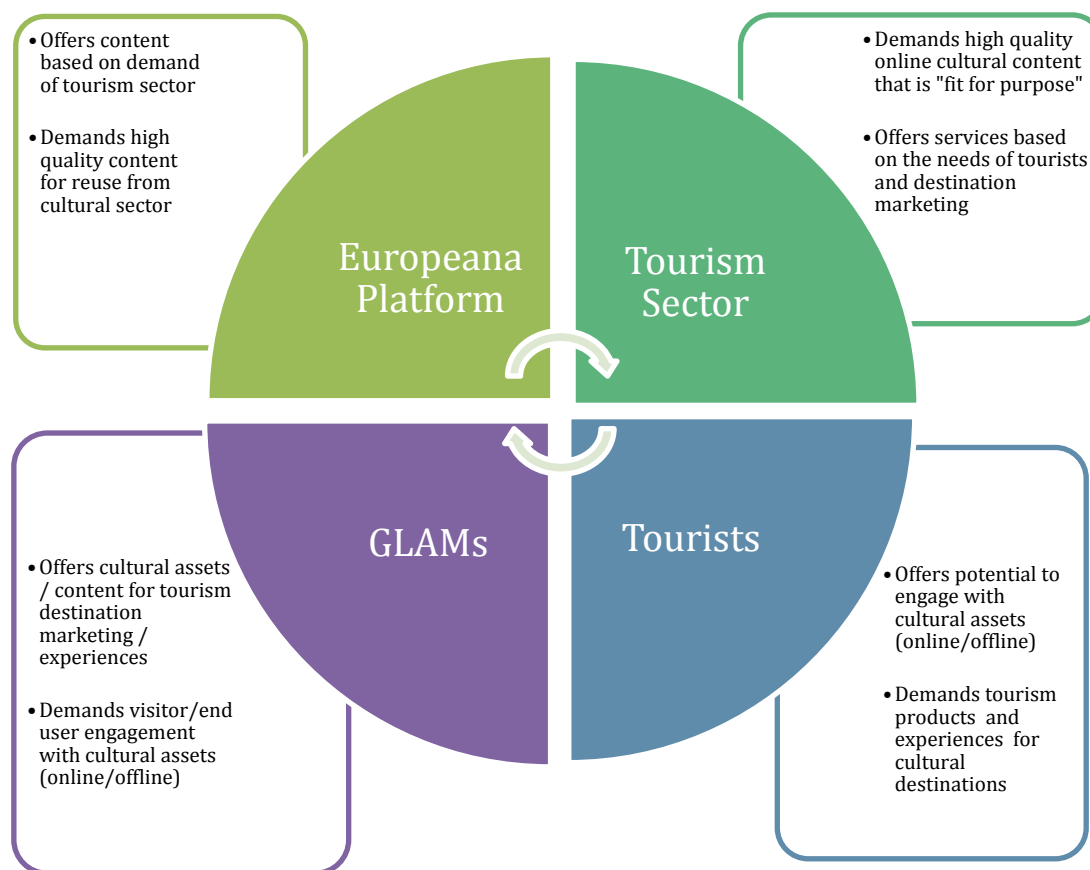
Culture24 and Plurio.net worked with EF and EKT to help shape the format and programme of the event, and in particular inform and facilitate the tourism related content presented and discussed at the event.

It was agreed by EF that this strategic event would focus on a discussion of draft policy recommendations that would aim to both to reflect both the opportunities for reuse of Europeana content for tourism but also the existing challenges. This was informed by the learning generated to date from EA WP4.

### **The vision**

The vision for the policy recommendations for the reuse of cultural heritage content in tourism was discussed in regular event planning meetings conducted via Skype in the months preceding the event. It was agreed that the long term vision was not to merely establish a one way “supply-demand” relationship (with Europeana enabling the supply of content from content holders (GLAMS) in order to satisfy the demand of the tourism sector), but rather that the reuse of digitised cultural heritage content should create a chain of value – or better a circle of value – for all the key parties involved. Broadly these parties are content holders (GLAMs), the tourism sector (which includes public tourism bodies and other tourism publishers), the tourists themselves (the end users) and of course Europeana as the platform that can connect these parties up. The policy recommendations should ultimately foster the connections between the sectors.

Diagram of key parties involved:



### The challenges

Through the work that Culture24 and Plurio.net have undertaken within EA WP4 to date, a number of challenges to developing strategic partnerships with public tourism bodies based on Europeana content have been identified (these are documented at various points throughout the project's deliverables, but in particular D4.1, D4.3, D4.5 and D4.7). These can be summarised as follows:

1. For some European tourism markets, the opportunities arising from **cultural** tourism focussed strategies are not fully recognised
2. For some European tourism markets, the opportunities arising from **online content** driven tourism marketing strategies are not fully recognised
3. For **many** European tourism markets, the opportunities arising from **online content driven cultural tourism** marketing strategies are not fully recognised
4. Even where opportunities from online content driven cultural tourism marketing strategies are recognised, the tourism industry has set up its own rules to deal with this and Europeana needs to incorporate its offer into this ecosystem in order to be successful.



5. There is little inter country or pan regional collaboration between European tourism bodies
6. A lot of digitised cultural heritage content is currently not fit for purpose for the tourism sector or therefore for tourists
7. Europeana has no existing relationship with the tourism sector to leverage or build upon.

### **The proposed draft tourism related policy recommendations (for Athens)**

Following reflection of these opportunities and challenges, the following proposed draft policy recommendations (together with contextual information) were agreed prior to the event:

#### ***Overarching conclusions/recommendations:***

The open availability of appropriate digital cultural content is at the heart of this vision requiring top level policy commitment by tourism, cultural and GLAM sectors to the reuse of cultural heritage content at all levels.

- Culture and tourism policy makers are invited to work together and with Europeana, at the national and European level to achieve a convergence of policies that lead to the greatest possible cross border openness and reuse of Europe's digital cultural heritage, for the benefit of cultural heritage, tourism, innovation and the citizens of Europe.
- Tourism policy makers are invited to view Europeana as resource for them to build on and shape according to the needs of the tourism sector locally, nationally and across Europe.
- Culture policy makers are invited to take active and coordinated measures for the digitization of Europe's cultural heritage, including 20<sup>th</sup> and 21<sup>st</sup> century material, for widest possible access to, reuse and preservation of digital cultural heritage to the benefit of society and the European economy, and in such ways that address the needs of the tourism.
- GLAMS are invited to collaborate at the national and European level in order to meet the increasing demand for digitized cultural content for tourism along internationally accepted standards of interoperability and in the maximum possible openness in such ways that meets the needs of the tourism sector.
- Tourism Policy makers and GLAMS are invited to define with Europeana, the standards that make cultural heritage material fit for purpose in tourism.

#### ***Recommendations for Tourism Policy Makers:***

A1. Promote to public tourism bodies the value of using digitised cultural heritage content to advance their cultural tourism focussed marketing strategies

A2. Promote and exploit the assets of cultural tourism for niche audiences for the promotion of niche destinations / markets

A3. Develop more international and cross-border marketing initiatives for cultural destinations and touristic themes

A4. Position local or regional destination marketing initiatives in a European context to leverage benefit from better connected markets

A5. Promote closer collaboration between local tourism bodies and GLAMs

A6. Build sustainable, close cooperation with Europeana based on mutual understanding and exchange of good practice

A7. Planning of relevant tourism services based on a long-term strategy for content reuse

A8. Introduce Europeana to relevant public tourism bodies and channels as a resource that belongs to them.

A9. Work to better define and communicate the needs of the tourism sector regarding digitised cultural heritage content, using Europeana as the conduit to ensure full interoperability of resulting standards.

A10. Support the development of more meaningful services that reuse digitized cultural heritage and that provide a better experience to the tourist before, during and after the trips

***Recommendations for Cultural Policy Makers:***

B1. Advocate 'fit for tourism purpose' standards towards GLAMs and work with Europeana to achieve this

B2. Promote Europeana as the platform to enable 'fit for tourism purpose' standards for digitised cultural heritage content

B3. Help, through the use of case studies and visibility statistics, demonstrate to GLAMs that their digitised cultural heritage content is a valuable asset in the promotion of cultural tourism marketing strategies

B4. Build on initial relationships between GLAMs-Europeana-Tourism to explore other areas of shared value creation

B5. Promote Europeana as the broker for future partnerships and services with tourism for mutual benefit to achieve maximum reach and impact for GLAMs

B6. Promote the benefits of working with other partners/stakeholders to reach tourists (e.g. creative industries, commercial tourism publishers)

***Recommendations for GLAMs:***

C1. Create more open and better resolution access to authentic, authoritative, digital

cultural heritage content as the primary supply for cultural tourism

C2. Work with the tourism sector to develop and apply standards to create 'fit for tourism' digitised cultural heritage content (e.g. high resolution images of meaningful content with rights statements that allow a free reuse of the content (public domain, CC-BY, CC-BY-SA, with geotags to enable mobile application)

C3. Consider more digitisation on demand, in accordance with the agreed standards to supply to needs of niche tourism markets

C4. Better use the added value of the promotion of cultural assets via touristic destination marketing, by continuing to supply content that is fit for tourism purposes

C5. Work with Europeana to record the impact of making cultural heritage content available for tourism, using case-studies and recording useful statistics on use and reuse

As this event represented the first opportunity that Europeana had during EA to engage with tourism focussed policy making, it was decided that the primary objective for the event would be to better define these initial draft policy recommendations using the expertise and knowledge of the specially invited participants. The reworked policy recommendations from the Athens event would then be taken to a subsequent Europeana strategic briefing event due to be held under the Italian Presidency in October 2014 for final discussion, refinement and integration into a broader EU policy agenda.

## **Event summary**

The event was called “Europeana for Research & Tourism: Unlocking the Value of Digitised Culture” and was held in Athens on 23/24 June 2014.

The relevant policymaker participants representing both tourism and culture at the event were as follows:

### **TOURISM**

Italy	Dr.	Lucio	D'Amore	Coordinator EU and International Relations	Ministry of Culture and Tourism
Cyprus	Mr.	Lacovos	Loizides	Tourist Officer A'	Cyprus Tourism Organisation
Greece	Mr.	Spyros	Parthenis	Deputy Director for International Relations	Ministry of Tourism
Sweden	Mr.	Robert	Nilsson	Deputy Director	Ministry of Culture
Austria	Ms	Monika	Klinger	Deputy Head, International Tourism Affairs	Federal Ministry of Science, Reserach and Economy
Greece	Mr s.	Aikaterini	Kontoudaki	Head of the EU Affairs Department	Ministry of Tourism

### **CULTURE**

Hungary	Dr.	Máté	Tóth	chief librarian	National Széchényi Library
Italy	Mrs.	Rosa	Caffo	director	MiBACT-ICCU
Cyprus	Dr.	Marinos	Ioannides	Cahir	Digital Cultural Heritage Lab / Cyprus University of Technology
Belgium	Mr.	Hans	van der Linden	policy adviser	Flemish Government. Agency for Arts and Heritage
Greece	Prof.	Stefanos	Kollias	Professor/Dire ctor IVML	Institute of Computer & Communication Systems
Greece	Mr.	George	Bolanis	New Business Director	New Media Concept
Spain	Miss	Elena	Cortés Ruiz	Archivist Head of Description & Preservation	State Archives of Spain

Spain	Ms.	Maria Luisa	Martinez-Conde	Projects manager	Ministry of Education, Culture and Sport
Finland	Ms.	Anne	Mattero	Special Government Adviser	Ministry of Education and Culture
Finland	Mrs.	Pirjo	Karppinen	Project Coordinator	National Library, Finland
Latvia	Ms.	Kristine	Paberza	Project manager	Culture Information Systems Centre
Sweden	Mr.	Rolf	Källman	Head of Department	Digisam/Swedish National Archives
Lithuania	Mrs.	Erika	Buivydiene	Chief Officer of Information Society Development	Ministry of Culture
Belgium	Mr.	Jean-Louis	Blanchart	Director	Federation Wallonie-Bruxelles
Luxembourg	Ms.	Gudrun	Stock	Policy Officer	European Commission

From a tourism context the event was structured as follows:

- ***Presentation by Nicholas Hall, Founder and CEO of SE1 Media; “Augmenting the Visitor Experience: Opportunities for Cultural Heritage”***

Nicholas Hall was chosen to speak at this event, as he is one of the travel industry’s leading experts on destination marketing. As founder and CEO of SE1 Media, a specialised destination consulting firm and the Digital Tourism Think Tank, Nicholas has worked with hundreds of destinations helping to navigate the complexities of an increasingly digital visitor experience.

In his presentation Nicholas talked about:

- The different content models emerging in the tourism industry due to technology disruption, particularly:
  - Aggregation V Distribution: where some destinations are becoming content hubs aggregating and pulling in content in (e.g. Bergen), whereas others are becoming the data hub for multiple distribution channels (e.g. Oslo)
  - Isolation V Integration: where some destinations do everything alone and focus on becoming the best hub of information, whereas others are working together with all other channels important to the visitor planning cycle
- The current needs of the tourism industry relating to content and in particular content needs relating to:
  - New trends in content combining authorised content with ‘sourced’ content

- Reliable and thorough data for destination sites and location based services through APIs
- Content targeted for different tourism markets and segments such as language and format
- The current challenges of linking up to the cultural sector.
  - Nicholas confirmed a lot of the existing research and learning from WP4 by stating that the tourism industry has very different objectives to culture and any relationship needed to support this
- **Presentation by Jane Finnis, CEO Culture24; “Moving Targets: online motivations and behaviours”**

Jane presented the key thinking that came out of D4.1: “Moving Targets” report. This emphasised that if Europeana and the cultural sector wanted to develop a content relationship with the tourism sector, it had to be led by designing services or building partnerships driven by a “demand” rather than “supply” focus.

Jane emphasised the importance of considering tourism demand, as a set of multitude of changing behaviours and motivations and to identify the ones that were important. She illustrated the thinking, that was informed by EA WP4 learning, that went into targeting the particular emotional motivations of tourist when developing the successful VanGoYourself solution as part of Europeana Creative. This represents a useful ‘demand focused’ case study of how collections content could be linked up with tourists

- **3 ‘tourism chef’ tables facilitated by Culture24, Plurio.net and Nicholas Hall.**

Relevant participants representing tourism policymakers, cultural policymakers and GLAMs discussed the draft policy recommendations. The discussion focused on suggesting which policy recommendations to retain, remove or edit.

Finally all participants were asked to vote on which policy recommendations were most viable (with a voting system of 10 votes per person to be allocated across recommendations as necessary)

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## What we learnt

### The outcome of the voting

The tourism policy recommendations presented in Athens were prioritised according to the number of votes received (highest to lowest in each section). Any that received fewer than 5 votes were excluded. The outcome was as follows:

Recommendations for Tourism Policy Makers:

1. A1: Promote to public tourism bodies the value of using digitised cultural heritage content to advance their cultural tourism focussed marketing strategies **(Votes = 18)**
2. A2: Promote and exploit the assets of cultural tourism for niche audiences for the promotion of niche destinations / markets **(18)**
3. A10: Support the development of more meaningful services that reuse digitized cultural heritage and that provide a better experience to the tourist before, during and after the trips **(17)**
4. A5: Promote closer collaboration between local tourism bodies and cultural institutions **(16)**
5. A4: Position local or regional destination marketing initiatives in a European context to leverage benefit from better connected markets **(10)**
6. A3: Develop more international and cross-border marketing initiatives for cultural destinations and touristic themes **(7)**
7. A8: Introduce Europeana to relevant public tourism bodies and channels as a resource that belongs to them **(7)**
8. A6: Build sustainable, close cooperation with Europeana based on mutual understanding and exchange of good practice **(5)**

Recommendations for Cultural Policy Makers:

1. B3: Help, through the use of case studies and visibility statistics, demonstrate to Cultural Institutions that their digitised cultural heritage content is a valuable asset in the promotion of cultural tourism marketing strategies **(23)**
2. B6: Promote the benefits of working with other partners/stakeholders to reach tourists (e.g. creative industries, commercial tourism publishers) **(11)**
3. B4: Build on initial relationships between Cultural Institutions-Europeana-Tourism to explore other areas of shared value creation **(5)**

Recommendations for GLAMs:

1. C2: Work with the tourism sector to develop and apply standards to create 'fit for tourism' digitised cultural heritage content (e.g. high resolution images of meaningful content with rights statements that allow a free reuse of the content (public domain, CC-BY, CC-BY-SA, with geotags to enable mobile application) **(20)**
2. C1: Create more open and better resolution access to authentic, authoritative, digital cultural heritage content as the primary supply for cultural tourism **(17)**
3. C5: Work with Europeana to record the impact of making cultural heritage content available for tourism, using case-studies and recording useful statistics on use and reuse **(10)**

### **Session notes (from all chef tables)**

Key points identified from discussion from each of the chef tables are outlined below (under logical groupings):

#### ***Establishing demand***

*Is vital that the main emphasis of policy recommendations focus on why the tourism sector needs Europeana facilitated content. It is vital to establish if there is a demand for this*

*Why do the cultural sector want to engage tourism? It is important to not assume this and work with the cultural sector to explore this*

#### ***Promoting content supply***

*Important for cultural policy makers to demonstrate to cultural institutions why they should engage with tourism, why what they have is a tourism asset and understand the benefits in reaching out to the tourism sector.*

*Tourism bodies won't invest time and investment to develop supply of content – it is up to the cultural sector to lead on this*

*Only get one go at this – get it right! Get content right first and build case studies*

*Reuse and “fit for purpose” ideas are not just for tourism, they should be promoted for other audiences (education, research and creative)*

*Cultural policy makers have key role in policy in promoting effective reuse standards for cultural organisations*

#### ***Articulating value***

*Importance to use language of tourism to demonstrates value and use practical case studies and best practice examples to demonstrate this*

*Cultural sector needs to show tourism what it has to offer – need good examples – culture is a good way of filling room all year (seasonality) and addressing local tourism needs (locality)*

*People want personal stories and niche interests, therefore cultural content should work well here*

*Tourism policy makers should aim to understand and articulate the offer/promote to niche audiences/promote local regional work in European context*

#### ***Tourism and cultural sector relationship***

*Need to promote relationship between culture and tourism and need people from both sectors to come together. But at what stage? Also important that isn't just a case of sitting around a room talking about ideas – need practical ways to move forward.*

#### ***Europeana's role***

*Europeana is not the only player – don't try and do everything – know what it can't do*

### **Points of process**

*Lots of main recommendations relate to both cultural policy makers and tourism policy makers – reflect what in common and perhaps group together?*

*Don't use the expression "GLAMs" as is confusing terminology*

### **Areas of commonality**

The discussions during the event identified significant agreement in a few areas that should be prioritised when considering these policy recommendations. In particular the following 4 areas of commonality were identified:

1. The need to **create demand** within the tourism sector for Europeana enabled content
2. The need to promote a **high quality supply** of Europeana enabled content for reuse
3. To better **articulate the value** of linking supply with demand by utilising **case studies and best practice examples**
4. To **establish and build on the relationship** between cultural institutions and tourism bodies

## What next?

As a result of discussion and feedback from the event, Culture24 and Plurio.net worked up the following revised tourism policy recommendations that will be further analysed and discussed during the Italian Presidency event in Rome in October 2014.

### **The revised tourism related policy recommendations (for Rome)**

#### For tourism policy makers and cultural policy makers:

1. Tourism policy makers should promote to the wider tourism sector, through the use of case studies and usage statistics, the value of using digitised cultural heritage content to advance their cultural tourism focussed marketing strategies
2. Cultural policy makers should demonstrate to cultural institutions, through the use of case studies and visibility statistics, that their digitised cultural heritage content is a valuable asset in the promotion of cultural tourism marketing strategies
3. Promote the value of cultural heritage content as an asset in the promotion of niche tourism destinations / markets and in addressing tourism sector challenges of seasonality and locality
4. Promote closer collaboration between local tourism bodies and cultural institutions
5. Support the development (working with 3<sup>rd</sup> party stakeholders where appropriate) of more meaningful services that reuse digitized cultural heritage and that provide a better experience to the tourist, by demonstrating best practice and showing what is possible

#### For cultural institutions:

1. Create access to authentic, authoritative, digital cultural heritage content that is fit for reuse by the tourism sector and other sectors
2. Work with the tourism sector (and other sectors ) to apply standards, developed by Europeana, to create 'fit for reuse' digitised cultural heritage content (e.g. high resolution images of meaningful content with rights statements that allow a free reuse of the content (public domain, CC-BY, CC-BY-SA, with geotags to enable mobile application)