Europeana – Core Service Platform

DELIVERABLE

D8.1: Strategic Communications Plan

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Revision History

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Statement of originality:

This milestone contains original unpublished work except where clearly indicated otherwise.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.

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Chapter 1   Background

Europeana has a vision – to transform the world with culture. That vision and the related roadmap for the next five years are set out in *Europeana Strategy 2015-2020: We transform the world with culture.*

In that strategic plan, Europeana describes and claims a role for itself - developing and operating as a multi-sided platform for cultural heritage that brings together and provides real value to people and businesses who want to view, use and re-use heritage, and to the people and organisations who have heritage to share.

The three overarching goals that Europeana has set itself over this period are to:
- Improve data and metadata quality
- Open the data
- Create value for participating partners

Europeana has identified three key customer groups on which its efforts are focused:
- End-users - the cultural enthusiasts who visit and interact with Europeana's collections online
- Creatives - the developers and entrepreneurs collectively known as the 'creative industries'
- Professionals - the cultural institutions who digitize and share collections.
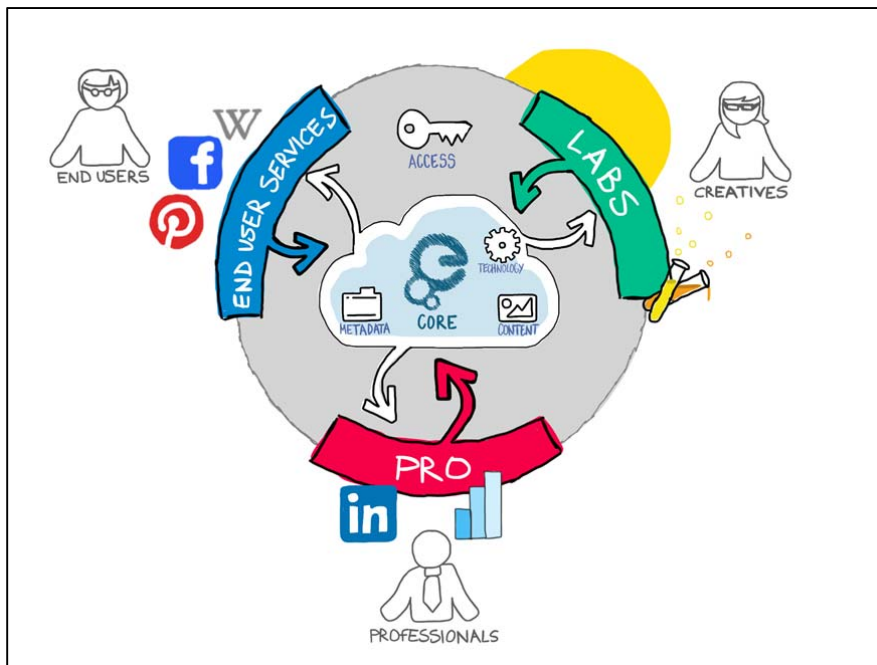
Europeana key customer groups, *Europeana Strategy 2015-2020*

As described in *Europeana Strategy 2015-2020*, Europeana's strategic approach to achieving its goals and working with partners and stakeholders is underpinned by three working principles.

- Usable - making culture readily and easily accessible for people to build with, build on and share.

- Mutual - enhancing creative collaboration and teamwork, working towards common goals and for mutual benefit, fostering innovation and new working practices.
- Reliable - working with the cultural organisations that have safeguarded our heritage for hundreds of years and providing access to clearly labelled data, enabling sharing and re-use.

In its first year as a Digital Service Infrastructure (May 2015 to April 2016), Europeana is focusing on addressing the needs of customer groups and providing building blocks towards its longer-term strategic vision. The focus of Europeana's work in this year is to:

- Attract high-quality collections of heritage material for use and re-use.

- Improve the re-use offering of partners' material for tourism, education, research, science and the creative industries.

- Improve the user experience, highlighting the benefit of digital content.

- Research, develop and advocate standards that enable data to be structured, licensed and enriched.

- Ensure Europeana Network Association members feel involved and informed and can actively contribute to the Europeana DSI mission and values.

- Promote cohesiveness and inclusion within the Network through a coherent communications approach.

To support and maximize the impact of this work, we must communicate how Europeana is working towards its goals and what it achieves, to all our stakeholders.

The purpose of this deliverable is to set out a clear strategic communications plan that will support Europeana's goals during this period by helping to position Europeana as a shared infrastructure that enables creativity and innovation, and in doing so provides value and service to its three key customer groups. Communicating relevance and value to key stakeholders and audiences is central to this plan.

Our focus is the period of DSI 1, however the plan also recognizes the importance of a longer-term perspective in its strategic approach and aims to reinforce the longer-term awareness, understanding and relationships necessary to achieve the goals set out in *Europeana Strategy 2015-2020*.

The plan recognizes the importance of a coherent approach by Europeana to communications; it focuses on the work undertaken by the Corporate Communications team and it references, supports and is supported by the work of colleagues in Europeana's Marketing, Network Communications and Re-user Services teams.

Related documents/outputs referenced:

- D3.1Creative industries' reach report
- D3.2 Europeana Research distribution plan
- D3.3 Plan for distribution in education
- D3.4 - Plan for Europeana's distribution in the tourism market:

- D5.1 Network activity and communications plan
- D2.1 Marketing and social media plan for end-users
- D6.4Three thematic channels
- MS41 Communications plan for awards advertising and event

Chapter 2 Communication objectives

The communications objectives that will support Europeana's goals for the period of DSI 1are to:

- Increase recognition of Europeana in key stakeholder groups and promote continued political support.

- Extend Europeana's reach towards the key sectors such as research, science, education, tourism, and the creative industries.

- Encourage increased participation and interaction with Europeana by Ministries of Culture and cultural institutions.

- Increase policy-makers' awareness of Europeana's position on key areas of interest, such as the Digital Single Market and copyright.

- Develop and maintain the Europeana Communicators Group.

Chapter 3 Strategic approach

To fulfil these objectives, the communications approach will be to demonstrate and communicate relevance and value to key stakeholders and customer groups, and to do so in a targeted way that makes use of existing resources and expertise across the Europeana Network Association. Establishing this awareness during DSI 1 will be essential to optimizing uptake and new applications of digital heritage over the next few years as Europeana works towards the goals of *Europeana Strategy 2015-2020*.

The key elements of this approach will be to:

- Communicate how digital heritage is relevant to EU goals on culture and the Digital Economy, including the Digital Agenda and the Digital Single Market.

- Demonstrate the relevance to and communicate the value of digital heritage to the tourism, research, scientific, education and creative sectors.

- Use digital content to create engagement both within stakeholder groups and between stakeholders and Europeana on a national and EU level.

- Focus efforts and resources on target audiences by using segmentation of audiences, targeted messaging and focused channels. This will reinforce efforts to demonstrate relevance and value.

- Identify, connect with and communicate through interest-specific communities open to Europeana through its Network Association members, partner organizations and stakeholders. These communities represent relevant audiences for Europeana and their infrastructures can provide us with direct and effective communication channels to their audiences.[See D5.1 Network activity and communications plan]

- Ensure coherent and coordinated approaches across Europeana's communications (with colleagues in Marketing, Network Communications, and Re-use) to reinforce messaging and branding, including use of Europeana Brand and Tone of Voice Guidelines.

Chapter 4   Key Audiences

As previously described, Europeana has three key customer groups - end-users, creatives and professionals. Consequently, those customer groups are represented in Europeana's key audiences.

Corporate Communications is concerned with two of these groups - creatives and professionals - whilst also addressing another key group of stakeholders - policy-makers and politicians. This group of people do not rely on Europeana for services directly but serve as either paymasters or agenda setters.

Cultural heritage professionals relevant to Europeana represent a wide range of domains, including museums, libraries, galleries and archives. Europeana's professional audience is now also extending to those in the creative sectors.

Politicians and policy-makers are important to Europeana at EU and member state level and need to be addressed at both levels. Ensuring political support is key to long-term sustainability. Developing policy-makers' awareness and understanding of our positions in areas such as copyright is essential to serving the longer-term interests of Europe's digital heritage community.

Communications will also be targeted at policy-makers, professionals and creatives in active communities to which Europeana wants to extend its reach. In particular, the creative, tourism, science, education and research communities that are the focus of Re-user Services [See D3.1/3/4/5 on Re-use].Communications to these communities will focus on the value of digital cultural heritage and will aim not only to raise awareness of that value but to encourage these groups to proactively promote and support the conditions that will enable its use, for example, to promote an environment where education and research systems automatically reference Europeana content.

These sectors are also areas of interest to politicians at both member state and EU level. Therefore, the relevant committees within the European Parliament such as the Culture & Education Committee, the Transport & Tourism Committee and the Industry, Research & Energy Committee are an important audience for Europeana.

Note that Corporate Communications work does not target the general public. This audience is primarily addressed through Europeana's Marketing approach [See D2.1 Marketing and Social Media Plan for End-Users].However, it is important that we can and do leverage Europeana's

public engagement and communications to illustrate value to policy-makers, politicians and professionals, including in wider PR campaigns.

Chapter 5   Communication challenges

Europeana is built on a community of professionals and cultural institutions across all 28 EU member states and includes strategic partners in other non-EU countries also. This provides a rich and diverse resource of expertise and knowledge - it also throws up a number of communication challenges.

Multilingualism is a key problem when faced with such an international audience. It is not possible with the central resources available to make communications available in all languages. Ensuring that messages are equally and effectively disseminated to relevant stakeholders in all countries is a recognised challenge.

Reaching specific communities of interest within that wide audience is also challenging; the majority of Europeana-owned communication channels are necessarily broad in scope and wide in reach.

When communications are disseminated de-centrally, ensuring consistency of branding and messaging can be difficult. This is especially important at a time when Europeana is repositioning itself as a Digital Service Infrastructure.

Some of Europeana's target audiences, e.g. the creative industries, are relatively new to or not yet fully integrated into the Europeana community. Consequently, the ability to reach that audience is less developed.

In areas of key social and economic interest such as the EU's Digital Agenda and the Digital Single Market, Europeana is one of many sectors articulating its value and interests. Approaches must be developed to cut through that noise to be recognised and heard by key stakeholders.

Chapter 6   Messaging

Europeana must communicate its value across its target audiences and, with reference to this plan, to politicians and policy-makers, professionals, and the scientific, research, tourism, education and creative communities. To achieve the goals set out in *Europeana Strategy 2015-2020*, it is essential to establish awareness and understanding of Europeana as a platform that facilitates access to quality digital content, providing real value to these groups. The messages conveyed during DSI 1 will promote this, feeding into the work carried out in 2015-16 and beyond.

For all audiences

Europeana transforms the world with culture: we want to build on Europe's rich cultural heritage and make it easier for people to use, whether for innovation, education, research, business or pleasure.

For politicians and policy-makers

Digital cultural heritage supports cultural and social innovation, economic growth, infrastructure and innovation.

Europeana makes cultural heritage accessible for all online.

Europeana promotes interoperability: we have standardised the data of over 3,300 organisations, covering all EU countries and all EU languages.

Europeana provides creative industries, SMEs and business start-ups with rich, digital material, complete with copyright information.

Europeana supports a revision of EU copyright law that allows cultural heritage institutions to fulfil their mission in the digital world, which in turn increases the potential of Europeana in the number of digitized objects available and in cross-border availability.

Europeana advocates for sustainable approaches to digitizing and maintaining more of Europe's cultural collections, especially 20th and 21st century material, to ensure that they can be re-used for many years to come and so that the digital cultural heritage ecosystem is sustained long-term.

For cultural heritage professionals

Europeana provides a platform to bring together organizations that have heritage to share with the people and sectors who want to view, share and build with that heritage.

Europeana can transform the impact of cultural institution's collections. Working together, we can:
- Take collections to where audiences are – on blogs, social media and Wikipedia
- Provide richer context and increase the visibility of collections
- Make collections available for re-use by other services.

Europeana helps ensure collections stay relevant for the 21st century. As Europeana advances in technology, we promote new standards that benefit the cultural heritage sector. We also advocate for copyright reform on the sector's behalf and for mutual benefit.

Scientific, research, tourism, education, creative communities

Digital cultural heritage provides rich inspiration and resources that can be used by the [scientific/research/tourism/education/creative] sector to enrich our everyday lives and contribute to a successful economy.

Europeana is working with partners across Europe to make sure digital cultural heritage is accessible, high-quality and correctly labelled so that it can be used for learning, building, creating and innovating.

Europeana provides the platform and tools to bring together cultural institutions that have heritage with the [scientific/research/tourism/education/creative] sectors who want to share and build with that heritage.

Europeana encourages cultural heritage institutions to open up their collections in order to reap the benefits that their re-use in the [scientific/research/tourism/education/creative] sector can bring.

Chapter 7   Communication channels

Europeana will draw on the most relevant communication channels to reach its audiences, including both Europeana-owned and external channels. The approach is to use *specific* channels relevant to targeted audiences.

Communicating through communities

In line with a focus on targeted messaging to segmented audiences, a key approach to communications under the DSI is to communicate with and through relevant communities.

With this in mind, the Europeana Association Members Council will be an important communication channel for Europeana. It comprises senior representatives of key domains, sectors and networks - such as research, education, and creative industries - relevant to our target audiences. The Council will be proactively engaged to support Europeana's communication campaigns on specific topics. For the period of this plan, that includes copyright, the Digital Single Market and Copyright Reform. [See also D5.1 Network activity and communications plan]

The Europeana Communicators Group is another relevant channel in this approach. It comprises communications specialists from Europeana-related projects who support pan-European awareness of Europeana's added value by promoting discussion and illustration of that added value to relevant target audiences.

A Task Force is currently reviewing the future framework and development of the Communicators' Group. The Task Force's objective is to optimize the Group's ability to identify and make use of opportunities to work with the Europeana Network Association and stakeholders and find ways to link to other networks related to the targeted communities of *Europeana Strategy 2015-2020.*

Existing Europeana communities that have been developed in the past couple of years will also be engaged in this approach of communicating through a network of networks:
- the Europeana Tech community (R&D)
- the Europeana Labs community (creatives)

Social media

Social media is important for Europeana – both through Europeana-owned channels and interaction with external channels. Strengths of social media are:
- the ability to attract and reach specific-interest communities; and
- the opportunity to not only communicate to but follow and engage with relevant communities, key influencers and stakeholders through their own platforms

Both points reflect and support key elements of Europeana's communications approach.

Europeana's owned social media include general channels for audiences on Facebook https://www.facebook.com/Europeana and Twitter @Europeanaeu and segmented channels for more specific-interest groups, e.g. Facebook and LinkedIn for professionals in the cultural heritage and creative sectors:

- *#AllezCulture Facebookwww.facebook.com/groups/AllezCulture/*
- *Europeana LinkedInhttps://www.linkedin.com/groups/Europeana-134927/about*

Europeana also owns Twitter channels for those with specific interests in topics such as R&D, research and copyright or content-related areas such as the First World War, which reflect key areas about which Europeana wishes to communicate:

- @EuropeanaTech
- @EuropeanaIPR
- @EuropeanaResearch
- @Europeana1914

Europeana also ensures that all important messages relevant to specific-interest groups are retweeted via its main Twitter account. This reflects a couple of trends in social media in recent years: specific-interest users will self-select content from more general channels; and in practice, as accounts are increasingly set up at organisational and institutional level, general accounts are more likely to be followed by key stakeholders.

Consequently, Europeana's output on its main Twitter account will include targeted campaigns to key institutional stakeholders. For example, this will be a key supporting channel to the EU institutions, particularly when communicating value on the Digital Agenda, which has its own dedicated account (@DigitalAgendaEU).

Following and engaging *with* key interest groups, influencers and stakeholders is as important as communicating *to* them and Europeana will proactively use social media to this end.

Other channels

Europeana will also use a number of other platforms to support its communications approach.

Europeana-owned:
- Social media (Facebook, Twitter, LinkedIn) and blogs
- Web: Europeana Pro, Europeana Labs
- Email: Network Association newsletter
- Publications: e.g. Annual Report, Business Plan, White Papers
- Events: AGM, workshops

External:
- Events: domain-relevant, topical and EU-focused workshops, conferences, speaking engagements. One-to-one meetings with stakeholders are essential.
- Media: online, offline and broadcast, specialist (art and cultural, technical, educational, museum, research, creative and digital focused) and general.

Chapter 8   Communication plan: engagement points and tactics

Europeana's Corporate Communications plan for the period of DSI 1 is to implement a series of targeted communications, campaigns and events that:

- Underpin the value of planned activity undertaken by Europeana as set out under DSI 1 and in the *Europeana Business Plan 2015*.
- Leverage digital heritage content and use studies to create engagement with key stakeholders and to support messaging.
- Target priority sectors including the scientific, research, education, tourism and creative sectors.
- Make strategic use of existing networks and communities to reach those audiences.

Consistent use of the #AllezCulture label across communication approaches is important. It encourages European professionals, organisations and institutions to have pride in cultural heritage and helps policy-makers and politicians to recognise its value.

Politicians and policy-makers

2015 - 2016 Ongoing advocacy

Throughout DSI 1, Europeana will engage with policy-makers and politicians through conferences, workshops, speaking engagements and smaller meetings relevant to the larger political and policy-making landscape. This includes for example:
- Attending relevant meetings organised by the European Internet Foundation and similar Brussels policy forums.
- Organising round-tables in the European Parliament with MEPs on subjects such as copyright and cultural heritage online.
- Offering individual meetings to MEPs, relevant Commission officials and Council working party members to provide updates on Europeana and sector positions on issues such as copyright, and to share the results of recommendations in areas like education, tourism and research.

Communication will focus on the value of Europeana and the contribution of digital cultural heritage to the EU's Digital Agenda in the key areas of social and cultural innovation, economic growth and infrastructure.

This will be supported by topical campaigns that incorporate press and social media activity, including:

- Copyright Reform
- The Digital Single Market

The Europeana Network Association will encourage its members in advocacy to promote Europe's cultural heritage sector. As part of its strategic approach to extend communications reach and effectiveness by communicating with and through communities, Europeana will engage its Members Council to support these topical campaigns through their respective networks and communities. This will also support the 'Network of Networks' approach designed to strengthen Europeana Network Association engagement [See D1.5].

June 2015 – May 2016   Europeana 280 campaign

Europeana channels are a new feature on the Europeana portal for 2015, offering visitors a rich user experience based on selected thematic content, demonstrating the benefits of bringing together high-quality material from across Europe and highlighting how culture and the arts contribute to our shared heritage. The first planned thematic channels include Music and Art History [See D6.4].

To support this development and to communicate its value to European Culture Ministries and EU institutions, Europeana has conceived a pan-European campaign that will leverage quality digital content to engage both these target groups, as well as cultural institutions and end-users [See D2.1]. The campaign will focus on content related to the Art History thematic channel.

Summer 2015: Under *Europeana 280,* each of the 28 Ministries of Culture is invited to liaise with their national cultural institutions to select 10 pieces of art held in their country that have contributed to, or created, a European art movement.

Spring 2016: Interactive online and social media campaigns will be used to support a public-facing competition, based on the nominated pieces of art. This will encourage people across the EU to engage with their national art history in the context of its contribution to Europe's rich heritage and raise awareness of the Art History channel.

This will be supported by a dedicated, professionally curated virtual exhibition that will showcase the collection online.

Summer 2016: The collection will be the focus of a formal launch of the Europeana Art History Channel at a ministerial level event with the support of the European Commission during the Dutch Presidency in 2016. Selected pieces of art from each country will be included in an interactive digital experience, especially created for the launch event.

Spring/summer 2016: A PR campaign that leverages the nominated content and the engagement of cultural ministries and institutions and public across Europe will run throughout spring 2016.

Related activity

Spring/summer 2016: Additional stakeholder communications are foreseen to communicate the benefits of quality content and to complement the work of the Marketing team [See D2.1] around the re-launch of the improved Europeana portal as well as the launch of the Art History and Music channels.

Scientific, research, tourism, education, creative communities

2015 - 2016   Presidency events

Europeana will organise two events during the 2015/16 EU presidencies (Luxembourg and the Netherlands) in order to highlight issues relating to culture, tourism, education, science, research and creativity/innovation to the associated Ministries and to enable the development of connections between the cultural heritage sector and these key communities, supporting work done by Re-user Services [See D3.3 - Plan for distribution in education; D3.4 - Plan for Europeana's distribution in the tourism market].

The work foreseen for the Luxembourg Presidency will bring together previous recommendations on the value of digital cultural heritage to these sectors. It will focus particularly on its relevance and potential value to areas that Europeana will explore and promote over the next few years, such as the use of digital heritage in the development of Smart Cities. The results of these events will be widely communicated to and via the relevant communities.

September 2015 – May 2016   Heritage in Motion awards campaign

Europeana has signed a Memorandum of Understanding with the European Museums Academy and Europa Nostra that sees us support communications on the Heritage in Motion awards. [See supporting communications plan MS41]. The objective is to strengthen the profile of the Heritage in Motion awards as an important annual event for cultural heritage institutions and professionals.

Strengthening the awards and Europeana's association with them will:

- Reinforce Europeana's positioning as a digital platform for culture in Europe, at the forefront of developments in this field

- Support our message on re-use in the creative sector by profiling re-use of digital heritage collections in games, apps and films.

Cultural heritage professionals

July 2015 – November 2015

A campaign to introduce and explain the Europeana Publishing Framework will support Data Partner Services in attracting high-quality collections of heritage material for use and re-use.

The Europeana Publishing Framework sets out the benefits of publishing data through Europeana, making it more attractive for partners to share their very best material, while remaining inclusive.

In line with the strategic approaches of segmenting audiences and communicating via communities, the campaign will specifically target data content partners. Europeana's aggregators will be engaged and supported to proactively disseminate the Framework through meetings, workshops etc.

2015-2016 ongoing outreach

Communicating the value of the Europeana DSI to digital cultural heritage professionals is an ongoing task. A key element of this work is the strategic use of the Europeana Pro website to support wider messaging.

The approach to Pro will be not only to 'push' communications out to professionals but also to reach out to representative members of the Europeana community and provide regular opportunities for them to engage with us/each other and share stories about the value that they are creating or receiving. The tool for these communications will be the Europeana Pro blog.

Planned communications via the Pro blog will focus on four key areas reflecting DSI 1 priorities:
* Communicating value
* The importance of re-use
* The role of the Europeana Network Association
* Copyright

The Europeana editorial team will work closely with contributors to ensure that the content they provide supports Europeana's key messaging and importantly provides value to readers.

Chapter 9 Evaluation

Europeana will employ both quantitative and qualitative measures in evaluating the impact of its communications strategy.

Measuring and evaluation will be an ongoing process; results and learning from each stage will be captured and fed into future activity to promote and facilitate best practice.

Qualitative measures

- Europeana referenced by stakeholders as Europe's platform for digital cultural heritage.

- Europeana's recommendations on the use of digital cultural heritage in science, education, research, tourism and the creative industries reflected in the dialogue, relevant reports and recommendations of these sectors.

- Take-up and active engagement of stakeholders in Europeana 280: member state ministries and organisations contribute content to Europeana 280; support wider communication activities and messaging around the campaign; participate in ministerial event.

- Europeana policies and messaging in areas such as copyright and the Digital Single Market are reflected in relevant meetings, reports and communications of key stakeholders, particularly politicians and policy-makers.

- Correct, consistent and widespread use of Europeana visual identity by projects and partners.

Quantitative measures

Social Media

As described in chapter 7, Europeana employs a number of social media channels including blogs, Twitter, Facebook and LinkedIn. Social media will be used to support all communication activities and where relevant, partners will be encouraged to share and support this approach.

Europeana utilises a range of quantitative metrics for measuring social media activity and engagement for owned channels. The main four categories of quantitative social media metrics that will be employed measure social activities, traffic generated, reach and network size.

In addition, the take-up of Europeana messaging by key influencers and stakeholders will also be registered as a qualitative measure for social media, as will Europeana's profile as a key influencer with key target groups.

Overview of key engagement points and tactics 2015-16					
Stakeholders	**Campaign**	**Date**	**Messages**	**Campaign approach/ elements**	**Channels**
Politicians and policy-makers	- The digital single market - Copyright reform	2015-2016	Added value of Europeana to Digital Agenda – social and cultural innovation, economic growth and infrastructure	On-going advocacy	- Conferences - Workshop - Members Council - Social media - Press
Politicians and policy-makers	Europeana 280	June 2015 - May 2016	- Europeana channels provide a more rewarding experience and give data partners greater visibility - Channels demonstrate the benefits of bringing together high quality material from across Europe - Highlight how culture and the arts contribute to our shared European heritage	- Ministries and institutions to select ten pieces of art (summer 2015) - interactive online and social media campaigns support public-facing competition (spring 2016) - online virtual exhibition (spring 2016) - Europeana Art history channel launch - ministry event under Dutch presidency (summer 2016) - PR campaign using nominated content (spring/summer 2016) - Supported by related comms on the re-launch of the portal and launch of first thematic channels	- Presidency events - PR campaign - Social media - Online tools, e.g. ArtStack - Virtual exhibition - Europeana and partner blogs

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Stakeholders	Campaign	Date	Messages	Campaign approach/ elements	Channels
Professionals	Europeana Publishing Framework	July 2015 – Nov. 2015	- Europeana wants to attract high quality collections - There are great benefits for data partners to publish their very best material on Europeana	Demonstrate and advocate for value of high quality content and open licences to data partners through new guidance document and supporting tools	- Meetings with data partners, e.g. Aggregators' Forum - Workshops with data partners - Europeana Pro website
Professionals	Communicating the value of the DSI	2015 - 2016	Comms will focus on four key areas reflecting the DSI priorities: - Communicating value - The importance of re-use - The role of the Europeana Network Association - Copyright	Engage and encourage Network in community-wide dialogue on value they are creating or benefiting from	- Europeana Pro website - Europeana Pro blog - Members Council

Stakeholders	Campaign	Date	Messages	Campaign approach/ elements	Channels
Scientific, research, tourism, education and creative communities; policy makers	Presidency events	2015-2016	Digital cultural heritage provides rich inspiration and resources that can be used by [stakeholder sectors] to enrich our everyday lives and contribute to a successful economy. Europeana is working with partners across Europe to make digital cultural heritage accessible, high quality and correctly labelled so that it can be used to learn from, build on, create and innovate. Europeana provides a platform that brings together those that have heritage to share with those who want to share and build with that heritage and the tools to help them achieve that.	- Further develop connections between cultural heritage sector and target stakeholder groups - Focused communications (of results) to and via relevant networks	- Presidency events in Luxembourg - Presidency events in the Netherlands - Workshops - Re-user Services' networks and communication channels - Publications - Specialist press
Scientific, research, tourism, education and creative communities	Heritage in Motion Awards	Sept. 2015 - May 2016	-The Heritage in Motion awards is an important annual event for cultural heritage institutions and professionals. - Europeana is a digital platform for culture in Europe, at the forefront of developments in this field.	- Support and promote Awards to the Europeana Network - Profile re-use of digital heritage collections in games, apps and films (previous and this year's winners)	See MS39 - supporting communications plan