



DELIVERABLE

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Project Title: Europeana Version 3

D6.1 Review of the implementation of the Revised Brand Strategy

Revision	FINAL
Date of submission	09 December 2014
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REVISION HISTORY AND STATEMENT OF ORIGINALITY

Revision History

Revision No.	Date	Author	Organisation	Description
1	10 Nov 2014	Eleanor Kenny	Europeana	First draft
2	09 Dec 2014	Eleanor Kenny	Europeana	Final draft after feedback and input from Directors and Branding company

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This deliverable contains original unpublished work except where clearly indicated otherwise.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

Branding review process

Work on the Europeana branding strategy review began with a tender process in the autumn of 2013. The Undivided group, a London agency, was selected as a result of the tender process, which considered brand consultancies in France, UK and the Netherlands.

The review process began in the first quarter of 2014; Undivided engaged internal and external stakeholders in workshops and interviews, as well as undertaking extensive desk research to examine the existing brand in order to develop a refreshed positioning and framework.

A first draft report and recommendations on the branding review were received in February 2014. The recommended positioning was presented to, and accepted by, the Europeana Board in April 2014.

This process was developed alongside the Europeana Strategic Plan 2015-2020, which allowed the branding review to be informed by and reflect the strategic direction of Europeana, to ensure its relevance and longevity.

Key findings of branding review

The review clearly set out that the Europeana brand must do more than provide a visual identity; it must support Europeana in fulfilling its mission and strategy by providing a framework for presenting who we are and what we do, in a way that is fresh and relevant way to the cultural and creative sectors.

This framework needs to build on the foundation of what has already been achieved, and at the same time to introduce the new component of creative reuse and to position Europeana as a network organisation.

The key positioning elements identified by the review were:

- The need for
 - greater focus on what Europeana stood for
 - a defined and consistent tone of voice,
 - clearer brand guidance and more empowered guardianship of that brand.
- The transformative power of culture, and the importance of being able to express how we make a positive social and economic contribution
- Europeana's joint cultural and technological roles, and the importance of this duality in defining and expressing what we do and who we are.
- The importance of generating pride and confidence and momentum as a thought leader, building on our achievements and looking forward to our challenges.

This positioning allowed Europeana to develop and set out our central purpose, belief, and values, which provide the framework of how we work and how we present ourselves as an organisation, both internally and externally. See figure 1.

- Our stated purpose is to transform the world with culture.
- Our belief is that culture transforms lives
- Our values are usable, mutual and reliable
- The personality that we present is inspiring, welcoming and intelligent.
- We sum up who we are as a community as 'The Cultural Innovators'

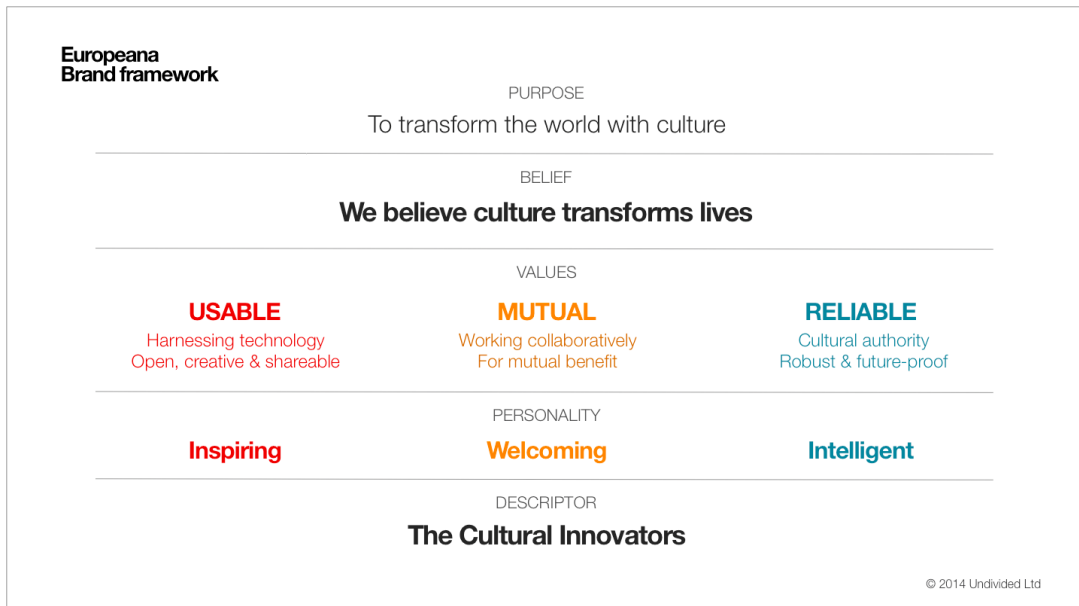


Figure 1 Europeana Brand Framework

Translating the framework into action

Since April 2014 Europeana has been working to bring this framework to life across the organisation and to prepare to introduce it to our wider community and the marketplace. This is an on-going process; the framework has produced a number of outputs that will allow us to do so.

Europeana visual identity

Europeana's core belief should be reflected in our visual identity, how we appear to the outside world. Graphically this means presenting ourselves in a way that is inspiring, dynamic and simple.

To progress this we are examining our current visual identity to see which areas do not convey this and need to be revisited; which elements may need to be added; and which elements are no longer useful. We are currently working with both the strategic branding agency Undivided, and our graphic design agency Sin to ensure coherence across our approach.

As part of this process we are also revisiting how we make these updated graphic elements available externally across our network and partners, and the guidance we provide to support them in using it.

The current static PDF guidance will be replaced by an online 'toolkit' that can be added to as new tools are made available. Its structure will provide more clarity and simplicity; it will make it easier for the network to navigate and adopt the guidance provided by reflecting the scenarios they have told us they come across in implementing it. This toolkit will be made available on and will be consistent with the forthcoming new version of Europeana Professional in 2015.

The new version of Europeana Professional, to be launched in January 2015 will also visually reflect and support our brand in its simplicity, clarity and visual coherence with other Europeana sites. This layout reflects the site's improved user-friendly content and navigation.

Compare the current teaser navigation for the Projects section on Europeana Professional, see Figure 2, with the equivalent section of the new website, see Figure 3.

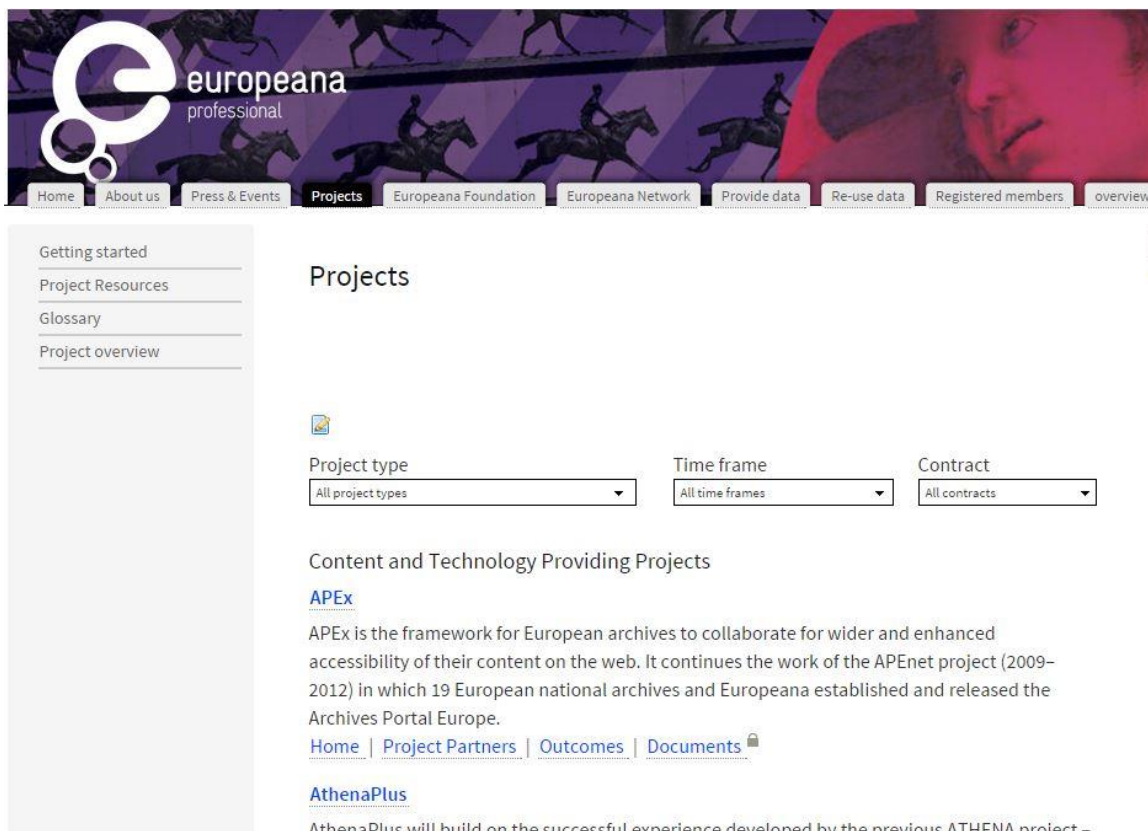


Figure 2 current navigation for the Projects' section, Europeana Professional

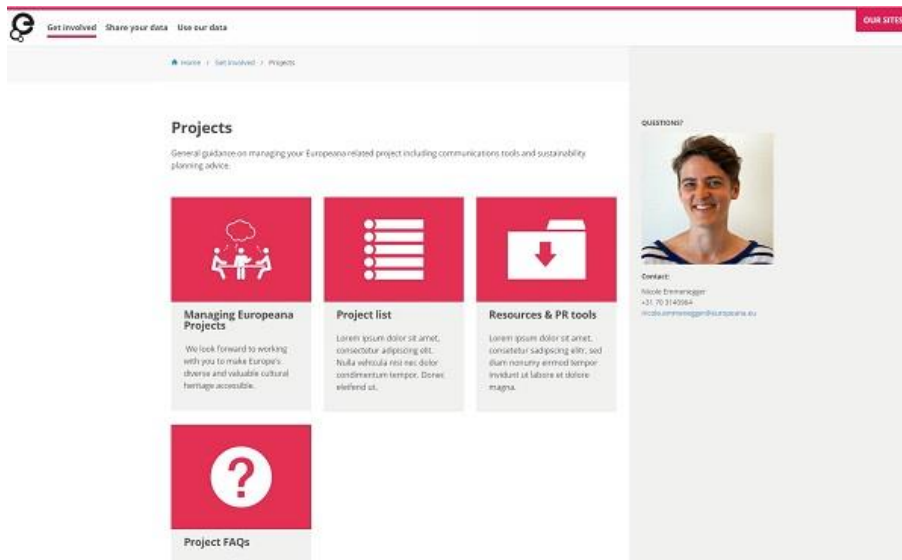


Figure 3 proposed navigation for the Projects' section, Europeana Professional

Europeana brand endorsement architecture

The new branding framework provides a clear description of our purpose, to transform the world with culture. In practice we do this with through and in collaboration with our network, related projects. Increasingly we hope to involve the wider cultural and creative community.

To maintain the strength of Europeana as a brand we need to be able to acknowledge and endorse that collaboration. To this end we have identified a range of scenarios and developed a simple, clear and consistent logic to allow us to reflect our contribution and the different levels of our engagement in each case. As we have developed this we have consulted with and taken into account feedback from partners in Europeana Projects and other collaborative organisations.

In practice, this ranges from Europeana owned projects such as 1914-1918, to content related projects such as Europeana Fashion, and from one-off collaborative efforts to scenarios that simply make use of the Europeana API.

This branding 'architecture' is currently being finalised and will be shared externally with supporting guidance in the first quarter of 2015. See figure 4.

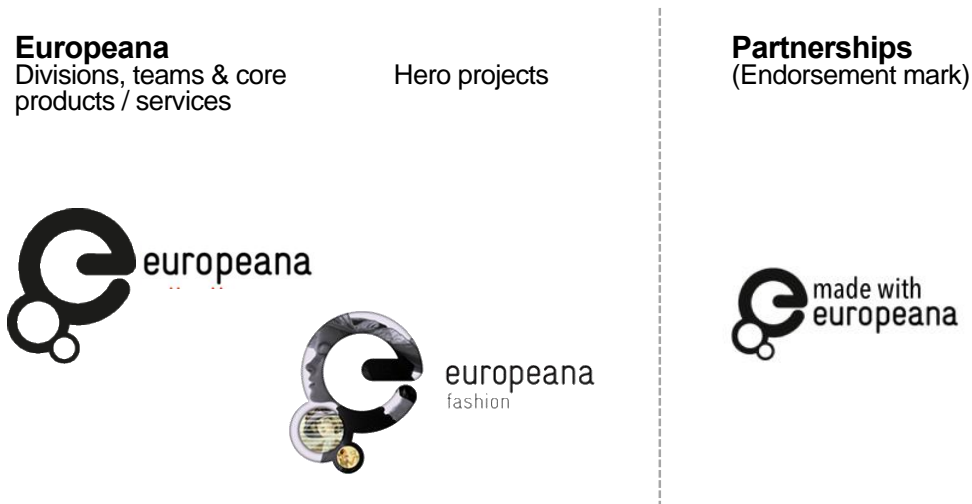


Figure 4 Europeana brand endorsement architecture summary

Europeana organisational values and behaviours

A key focus since April has been to bring the values we have defined for Europeana through the branding strategy to life and turn them into behaviours across the Foundation. To this end we have organised a series of workshops with staff.

An initial workshop was held for more than 40 Europeana staff on 17 June 2014 to introduce the belief and values and to engage them with it. This was followed up by a staff survey, to inform future engagement.

See Annex 1 for the internal branding workshop programme. The accompanying presentation can be found at <http://www.slideshare.net/Europeana/europeana-future-day-screen-pres-compressed-16-06-14>

The brand framework provides a clear personality for Europeana – inspiring, welcoming and intelligent. This should be consistently recognisable in the tone of voice used across our communications. Consequently we have developed and implemented a programme to train key people in the organisation to write in a way that reflects that personality. These ‘champions’ will then be in a position to support others to do so also.

Tone of Voice workshops were held with staff with responsibility for external audiences on 21 & 22nd October 2014. These workshops were then linked to writing for the web workshops held for staff responsible for content on Europeana Professional, also held in October 2014 to ensure consistency across our approach.

See Annex 2 for the work programme for the Tone of Voice workshops, 21 & 22nd October 2014. The accompanying presentation can be viewed at <http://www.slideshare.net/Europeana/europeana-tov-workshop-screen-pres-compressed-2014>

This process is supported by the development of tone of voice guidelines that explain and illustrate what that 'tone of voice looks like in practice across different disciplines; these guidelines are being finalised to include input from the workshops themselves. The tone of voice is already being introduced in Europeana's communications and will be rolled out in our writing across all formats by the end of 2014. The guidelines will be made available as a communications tool to key partners such as Europeana Projects.

Compare text from Europeana's 2011-14 strategy text using a formal, academic tone,

'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.'

with the more welcoming and inspiring tone of the Europeana 2015 -2020 strategy:

'Europeana started 5 years ago as a big political idea to unite Europe through culture by making our heritage available to all for work, learning or pleasure. A deeply felt belief that our shared cultural heritage fundamentally belongs to all of us, and is therefore too important to leave to market forces alone to digitise and make available. We still believe in this big idea. We are Europeana, the network for the cultural heritage sector in Europe, and we think we are in a unique position to make these ideals come true.' Europeana Strategy 2020

External introduction of branding strategy

Europeana 2020

Europeana's Strategic Plan for 2015-2020 was launched in July 2014. It was the culmination of months of work with the Europeana Network and the wider cultural and creative community, looking forward to what the cultural sector would look like in 2020 and what Europeana could do to support it on that journey. This plan serves as the basis for the work with our Network over the next five years.

It also served to introduce the wider public to the three working principles or values that emerged from the branding strategy review and which sum up what Europeana stands for and what we do; Usable, Mutual, Reliable.

The format of Strategy 2020 and the way it was introduced was in itself representative of the branding strategy. It introduced a different look and feel and tone of voice – one that was more direct more accessible, avoiding jargon, and which was welcoming in tone and inspiring in content.

It was published not as a static PDF but as an interactive site allowing users to engage more fully with it.
<http://strategy2020.europeana.eu>

Europeana Projects Group Assembly

The Europeana Projects Group Assembly held on 25-26 September 2014 included a communications workshop that introduced the main points of the branding strategy. This was the first external introduction of the branding strategy to a core group of Europeana focused communicators and their feedback will influence future communication of the strategy.

See Annex 3 for the Projects Group Assembly programme. The accompanying presentation can be viewed at <http://www.slideshare.net/Europeana/20140925-projects-assembly-brandingclean>

Europeana AGM 2014

The branding strategy was more widely introduced to the Europeana Network at the Europeana AGM 2014 in Madrid on 31 October, by the head of communications Eleanor Kenny. This presentation served to introduce the principles of the branding review to the Network in particular:

- How these values enable Europeana as a Network;
- The value it creates for the Network; and
- Underlining and illustrating the value of a strong brand to the Network as a community for example in generating awareness and attracting like-minded partners.

This opportunity was also used to frame the introduction of other new elements of work that will be introduced to the Network, including the updated Europeana Professional.

See Annex 4 for Europeana AGM 2014 programme. The accompanying branding presentation can be viewed at <http://www.slideshare.net/Europeana/branding-presentation-agm-2014-final>

Future activities

External

The results of the branding review will be reflected increasingly in the ways that Europeana presents itself:

For example - instead of a range of different styles across our websites, Europeana sites will have a cleaner more consistent approach and feel across them not only visually but also in how you navigate through them. This directly reflects the implementation of the branding strategy, ensuring that the sites will be usable quite directly, reliable in that they can be recognised as part of the Europeana family, trusted in terms of content, and also user friendly.

Internal

To further embed the branding values within the organisation and therefore strengthening its external

expression, a series of activities designed to relate the values to the everyday working environment is planned for end 2014 and the first quarter of 2015. These activities will employ tactics to bring the Europeana brand, belief and values to life, keeping them at the forefront of employees' thoughts.

Europeana will be moving premises in early 2015 and this move will be used as the impetus and framework for this set of activities, ensuring the belief and values to life are brought to life in the new environment.

This session will follow up from the work done in the summer and autumn and lay the groundwork for the further engagement programme in 2015.

A further series of workshops with team managers to develop how these behaviours can best translate into approaches for their respective teams and functions and how they can support their teams in putting this into practice is foreseen for later in 2015.

Conclusion

The results of the Europeana branding strategy review have begun to be clearly communicated and implemented both internally within the organisation and externally to our key audiences.

This is being achieved through a programme of work on key brand areas including architecture, tone of voice, and visual identity reflecting the core beliefs and values.

To date this has included workshops to refine and embed this with Europeana staff; external presentations to the Europeana Network and key communicators who will help support the brand; and the start of the ongoing process of reflecting this branding across our external communications, including but not limited to our tone of voice and websites.

This approach includes the development of practical tools to establish and support Europeana's positioning, as well as working to ensure consistency across all areas of communication.

The nature of branding means that its implementation is necessarily an ongoing process, which will continue to be refined and developed beyond the foreseen activities for 2015.

Annex 1: Europeana internal branding workshop programme, 17 June 2014

Undivided Ltd		undividedagency.com +44 (0)20 3397 0069
Day-plan		
Time	Stage	Description
9:30	Coffee	Arrivals, attendees find their table places
9:50	Welcome	Jill / Harry / Eleanor Greet the team and introduce the objective of the day to share a newly created purpose, belief and value for Europeana and start using this framework to generate new ideas, new energy and opportunity.
10:00	Warm-up	Stefan & Nick "Big data / little data"
10:15	Setting the scene	Stefan & Nick Intro presentation – Outline the flow of the day – Agree behaviours / rules of engagement – Introduce the challenge, the development process and findings from the review and the strategic framework
11:00	Q&A	Stefan & Nick Ask the room for immediate thoughts / reactions / questions
11:15	What are we?	Stefan & Nick How to be a cultural innovator An exercise to unpack what it means and what it takes to be a Cultural Innovator. We start by presenting a list of great cultural innovators as stimulus In pairs, choose a cultural innovator from the list or beyond that inspires you. Answer the following questions: – Why did you choose them? – What 3 things about them made them successful innovators? – What can Europeana learn from them? --- – Download the big themes on flipcharts (Snap me) and collect pro-formas
11:45	Our belief	Harry, Jill & Eleanor Culture transforms lives: Discuss An exercise to help people think about the meaning of the belief - both for them and for the organisation Harry, Jill & Eleanor give their personal responses to the belief - what it means to them, how it makes them feel and what it could mean for Europeana. Invite personal responses from the group: – Does the belief ring true for you? – How does it make you feel? – What could it mean for Europeana? --- – Download the big themes on flipcharts
Registered address 19b Helix Gardens Brixton, London		Registered Company No: 08584908 VAT Reg No: GB 166 126 120

Undivided Ltd		undividedagency.com +44 (0)20 3397 9089	
Day-plan			
Time	Stage	Description	Materials
9:30	Coffee	Arrivals, attendees find their table places	Breakfast
9:50	Welcome	Jill / Harry / Eleanor Greet the team and introduce the objective of the day – to share a newly created purpose, belief and values for Europeana and start using this framework to generate new ideas, new energy and opportunity.	-
10:00	Warm-up	Stefan & Nick "Big data / little data"	Flipchart
10:15	Setting the scene	Stefan & Nick Intro presentation – Outline the flow of the day – Agree behaviours / rules of engagement – Introduce the challenge, the development process, findings from the review and the strategic framework	Screen presentation
11:00	Q&A	Stefan & Nick Ask the room for immediate thoughts / reactions / feelings	Flipchart
11:15	What are we?	Stefan & Nick How to be a cultural innovator An exercise to unpack what it means and what it takes to be a Cultural Innovator. We start by presenting a slide of great cultural innovators as stimulus In pairs, choose a cultural innovator from the list or beyond that inspires you. Answer the following questions: – Why did you choose them? – What 3 things about them made them successful innovators? – What can Europeana learn from them? --- – Download the big themes on flipcharts (Snap mechanic) and collect pro-formas	Screen presentation Pro-formas Flipchart
11:45	Our belief	Harry, Jill & Eleanor Culture transforms lives: Discuss An exercise to help people think about the meaning of the belief - both for them and for the organisation. Harry, Jill & Eleanor give their personal responses to the belief – what it means to them, how it makes them feel and what it could mean for Europeana. Invite personal responses from the group: – Does the belief ring true for you? – How does it make you feel? – What could it mean for Europeana? --- – Download the big themes on flipcharts	Flipcharts
Registered address 19b Helix Gardens Brixton, London		Registered Company No: 06584908 VAT Reg No: GB 166 126 120	

D6.1 Review of the implementation of the Revised Brand Strategy

Undivided Ltd		undividedagency.com +44 (0)20 3397 9099	
12:15	Values	<p>Stefan, Nick & Eleanor</p> <p>Where we stand</p> <p>An exercise to help people think practically about the values and how they connect with their own personal strengths and approach to their work.</p> <ul style="list-style-type: none"> - We hang large print-outs of the 3 values (Usable, Mutual, Reliable) in different places around the room - Ask everyone to stand next to the value that feels most like them - Ask each value group to explain their choices - Ask people to stand next to the value that feels least like them - Ask each group to explain --- - Download the big themes on flipcharts 	<p>Large value print-outs on the wall</p> <p>Flipcharts</p>
13:00 Lunch			
13:30	Proof-points	<p>Stefan, Nick & Eleanor</p> <p>Sharing stories</p> <p>An exercise to help people recognise what good looks like and where Europeana is already living the belief and values.</p> <ul style="list-style-type: none"> - In table teams, discuss the best examples of Europeana's cultural innovation and where the belief and values already exist in the organisation - Think inside and outside, big things and small things - Agree the best story on each table and present back to the group --- - Download the stories on flipcharts - Collect pro-formas 	<p>Flipcharts</p> <p>Pro-formas</p>
14:30	Tackling blockers	<p>Stefan, Nick & Eleanor</p> <p>Positive change</p> <ul style="list-style-type: none"> - An exercise to identify what we can change to help make the most of our belief and values - In table teams, discuss the things that may stand in our way as we start to activate our belief, identify those that lie within our sphere of influence and discuss potential solutions - Make sure you reference specific situations / circumstances - Choose the 3 top three changes we need to make by table and share with the group --- - Download the top changes on flipcharts - Collect pro-formas 	<p>Flipcharts</p> <p>Pro-formas</p>
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D6.1 Review of the implementation of the Revised Brand Strategy


Undivided Ltd		undividedagency.com +44 (0)20 3397 9099	
15:30	Ideas	<p>Eleanor, Stefan & Nick</p> <p>Cultural Innovation starts here!</p> <p>A free-form creative session designed to get people using the belief and values to generate new ideas.</p> <ul style="list-style-type: none"> - Eleanor introduces the 2 briefs: - Europeana Pro – how can we improve the service we offer to our GLAM partners? How can we engage them more deeply? How can we help them take part in cultural innovation with us? - Europeana Labs – how can we connect more effectively with the creative industries? How can we reflect their working practices? How can we convince them of the power of cultural innovation and get more of them involved? - Each table gets one of the two briefs. As a team, develop a short pitch presentation for how we can super-charge these two parts of our business using the belief and values - <u>Think about:</u> - Practical easy wins we can implement tomorrow - Big-picture plans for the future - <u>Consider all aspects:</u> - Our ways of working - Communication and messaging - New product development - Customer service philosophy - Our people, their talents and expertise - Our technology and processes --- - Each team presents their pitch - Download on flipcharts 	<p>Flipcharts</p> <p>Paper / pens</p>
17:00	Wrap-up & homework	<p>Jill, Harry & Eleanor</p> <p>Sum of the day and thank people for their hard work, energy and ideas.</p> <p>Stefan & Nick</p> <p>Remind people of the tone of voice values. Set homework for the group to identify language examples that resonate with these values from film, TV, literature, politics and the land of brands. Send these examples to Eleanor by the end of w/c 23rd.</p> <p>Eleanor</p> <p>Next steps</p>	<p>Screen presentation</p>
17:30	END.		
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Annex 2: Europeana Tone of Voice workshops programme 25 & 26 September 2014

EUROPEANA TONE OF VOICE WORKSHOP		
Stage	Process	Materials
Intro & warm up (10 mins)	<ul style="list-style-type: none"> • Introduce session • Write down a single word that sums up your tone of voice 	PowerPoint Post-its
Good / bad examples (30 mins)	<ul style="list-style-type: none"> • Explore home work • Define list of good and bad rules for Europeana • Define evil cliches 	PowerPoint Flipchart Print outs
Tone of voice exploration (30 mins)	<ul style="list-style-type: none"> • Introducing the values • Invite feedback on print outs • Thesaurus/ public figure exercise 	PowerPoint Print outs
Writing tips (20 mins)	<ul style="list-style-type: none"> • Some general rules of thumb 	PowerPoint
Break (15 mins)		
Practical exercise (1 hour)	<p>Before & After: Body Copy</p> <ul style="list-style-type: none"> • Hints and tips (pro-forma) • Live writing on a paragraph (as individuals) • 2-3 per person • Download and discuss 	Pro-formas
Advert exercise (45 mins)	<p>In 2 groups</p> <ul style="list-style-type: none"> • Pick a topic to advertise • Work out the benefit • Develop an advert • Download and discuss 	Flipchart
Wrap up	Thank and next steps	

Running time approx 3 hours 30 mins

Annex 3: Projects Group Assembly programme, 26 September 2014



Europeana Projects Group Assembly 2014
25th / 26th September 2014
Koninklijke Bibliotheek (KB) | Prins Willem-Alexanderhof 5 | The Hague, Netherlands

Thursday, 25th September

13.00 – 13.30	Arrival, Registration and Coffee	KB Entry Foyer
13.30 – 14:00	Welcome and Introductions	KB Entry Foyer
14:00 – 15:00	Strategic Overview	IFLA room, 4 th Floor
	<ul style="list-style-type: none">• Europeana Strategy 2015–2020 – Harry Verwayen• CEF Future – Victor-Jan Vos• Cloud on the Horizon – Alastair Dunning• Network Connections – Aubery Escande	
15:00 – 15:15	Questions and Discussion	
15:15 – 15:30	Break	IFLA Foyer, 4 th Floor
<u>15:30 – 17:30 Comms/D&E sessions</u>		<u>15:30 – 17:30 Tech sessions</u>
IFLA room, 4 th Floor		B4 meeting room, 4 th Floor
15:30 – 16:00	Intro to the new branding strategy Eleanor Kenny	(invite only, see separate timetable)
16:00 – 17:00	Accessing Social Media Wiebe de Jager	
17:00 – 17:15	Editorial Calendar/End User Newsletter Wiebe de Jager, Susan Muthalaly	
17:15 – 17:30	Round-up, Questions, Next Steps	
18:30 – 21:30	Drinks and Social Dinner (own cost)	Location TBC, The Hague

Annex 4: Europeana AGM 2014 programme, Friday 31 October 2014



→ Friday 31 October

08.45 – 09.15	Registration AGM	
09.15 – 09.45	Europeana Network member's Ignite Talks, 6 candidates elected by the network present their project	
09.45 – 10.15	Europeana projects' Best Practices moderated by Nick Poole, Chair of the Europeana Network, 3 candidates selected by the Network Officers share their experiences	
10.15 – 11.00	Business Plan 2015 recommendations This session will also accommodate Task Forces' highlights; recommendations of the past and present and Task Force Election set-up for new future Task Forces	
11.00 – 11.20	Comfort break	
11.20 – 11.30	Introduction to Europeana new Brand Guidelines – Eleanor Kenny, Europeana Head of Communications	Museo Nacional del Prado
11.30 – 11.45	Introduction to Europeana new Governance structure – Jill Cousins, Europeana Executive Director	
11.45 – 12.10	Presentation of Members' Council nominees	
12.10 – 12.15	"Heritage in Motion" – Awards 2015 – Onno Ephraim, Director Heritage in Motion	
12.15 – 12.20	Walk to Palacio Neptuno	
12.20 – 12.50	Ignite Talks Speed Dating: 3 sets 10 minutes each, during which you get to speak with Network representatives. The topics at hand can be found on the Ignite Talks page of the AGM website.	Palacio Neptuno
12.50 – 13.45	Lunch , during which you are invited to VanGoYourself with one of our selected images. We will also hold informal presentations on Europeana Pro, Europeana Dashboard, Governance, Network, and the GLAM Wiki Toolset	
13.45 – 13.50	Walk to Museo Nacional del Prado	
13.50 – 14.00	Introduction to Europeana new Pro – Dasha Moskalenko, Europeana Product Developer	
14.00 – 14.15	Members' Council focus & New Task Forces proposed	
14.15 – 14.25	Introduction to Europeana Dashboard – Neil Bates, Europeana Marketing Specialist	
14.25 – 14.45	Comfort break	