



## MILESTONE

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### MS26: CREATIVE INDUSTRY COMMUNICATION OF POSITIONING

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This milestone contains original unpublished work except where clearly indicated otherwise.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

What is this communication of positioning?

This paper aims at demonstrating how Europeana positions itself towards the Cultural and Creative Industries (CCIs). It is the result of the recent initiatives of Europeana aiming to involve the community of creative professionals in the Europeana network and is suggesting specific actions for even stronger future engagement with the CCIs.

Its specific purpose being to lay the foundations of Europeana's positioning towards the CCIs, this paper will address the following topics:

- briefly refer to past and ongoing europeana projects involving the CCIs
- present facts about (1) the actual offer and the potential future offer of Europeana for the CCIs and (2) the needs of the CCIs
- suggest new Europeana strategic actions to more dynamically involve the creative industry with respect to the sector's entrepreneurial needs

Who is concerned by this paper?

The topics approached by this communication paper concern more than one audience:

- It is addressed to the actual members of the Europeana network in order to raise awareness among them about the benefits that a linkage to the CCI entrepreneurs' community will create for the network
- It communicates to the Creative Industry stakeholders Europeana's intention to create an inspiring environment for the CCIs with respect to their entrepreneurial needs.
- It is also a call for joining the Europeana network addressed to all parties involved in a creative industry's life circle from an idea owner to the financier.

## **Until now...**

### **Building the relationship between Europeana and the Creative Industries**

Europeana is Europe's richest digital cultural collection gathering over 40 million items under CC0 license in various fields of interest. Enabled by technology, it is much more than a static archive; it is a dynamic access point of re-usable content. While all these years Europeana has been progressing in the richness of its collections and the re-usability of the available data, it has recently taken a step forward and has also launched, the Europeana Labs website, a dynamic platform for content users. This paper comes almost a year after the Europeana Labs website was launched opening up new possibilities for the CCIs to use the Europeana APIs in apps, games, websites. From this moment and on, Europeana could be enabled to build an even more dynamic relationship with the creative professionals. The platform, "a place not only to visit, but also to build on, play in and create with", can become a unique Europeana "access-to content" tool for the creative professionals. Apart from the Labs website, it is to be mentioned that this paper comes at the very moment that a new version of the professional network's website was launched offering high-quality fit-for-purpose cultural content and encouraging cultural heritage institutions through case studies, best practices and clear statistics to provide reusable content.

The creative professionals community is very much concerned by Europeana's new key messages "usable, mutual, reliable" and is therefore expected to make best use of its services. Europeana has recently undertaken projects aiming at the maximization of the CCIs involvement in its network and projects. With projects like "Europeana creative" or thanks to aspects of projects such "Europeana Sounds", "Europeana Fashion" and others, Europeana offers possibilities for the re-use of its collections. The recently launched Europeana labs are also a first step towards creating the conditions for a better understanding of what the CCI sector needs from Europeana. Within this context, peacefulfish, a consultancy for the creative industries with in-depth knowledge of the CCI sector and its needs joined Europeana 3.0 in order to advise Europeana on how to engage with the Creative Industry entrepreneurs' community. peacefulfish aspires to help Europeana address the Creative Industries taking into consideration their entrepreneurial needs. In order to better achieve this, a survey on the needs of the CCIs was launched. Its results will be presented here, together with a call for further action to further engage with the CCI community.

## The facts

Which is Europeana's current offer?

Until now, Europeana has been positioning itself as a unique access point to European cultural heritage content. In these terms, its offer to the CCIs has been focusing on the content-provision side.

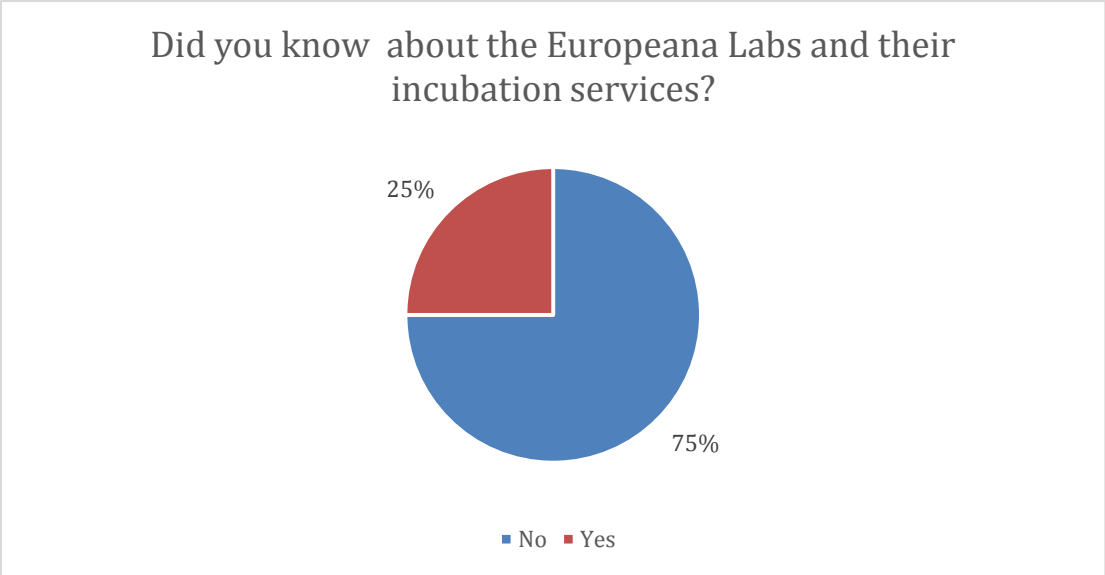
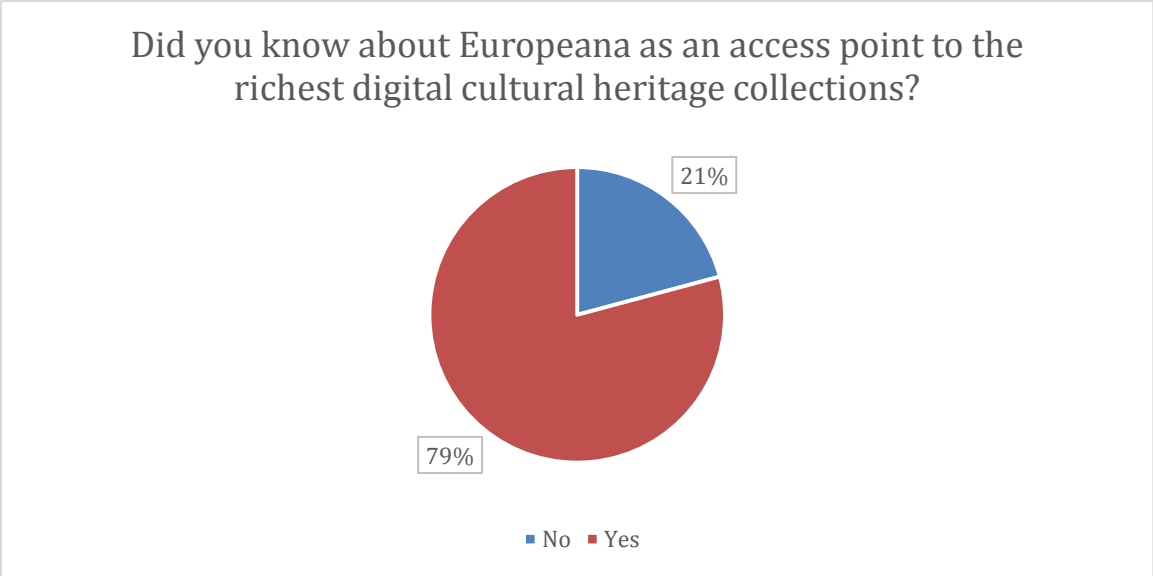
As we can read in [an article written by the Director of the UCL Centre of Digital Humanities](#), the creative professionals long for platforms that support them from the moment they get access to content and on. Building on the basis of improved data quality and optimized access conditions, the relationship between Europeana and the CCIs must be built on the needs of the creative professionals.

Europeana as a network and as a platform, has a series of unique characteristics that should be at the core of its positioning towards the CCIs:

- **Innovation:** Europeana not only includes potent technology developers in its network but also encourages innovation through its platform, labs and hackathons.
- **Sector Interconnectivity:** Europeana is positioned at the crossroads between culture and technology, as all creative startups do.
- **Networking:** The networking opportunities that Europeana offers, such as the network's Annual General Meeting and the Tech Conference are among the leading ones in Europe in the cultural sector and with increasing importance for the CCIs. Creative professionals could use these opportunities to identify potential clients.

Apart from the above, the launching of the "Europeana labs" demonstrates that Europeana also aspires to become the place where creative professionals can foster their entrepreneurial skills, network and get support for accessing finance. The above is a proof that Europeana can become an **one-stop-shop** for the creative professionals from the moment they access content to the moment they access finance. Such a positioning as an one-stop-shop for creative professionals would need a dynamic strategy and a strong targeted campaign.

We have asked 100 creative entrepreneurs to measure their awareness of Europeana and its offer and here are their responses:



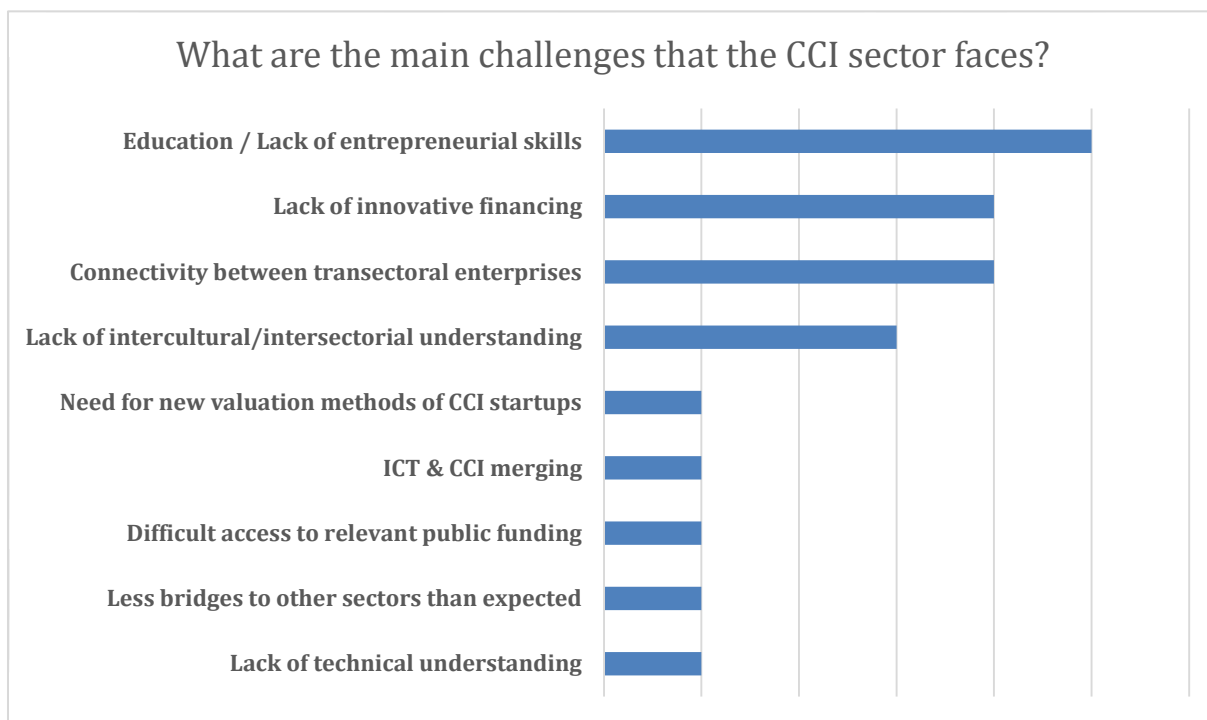
The responses here below definitely prove that Europeana is acknowledged as an access point to content but still needs to more dynamically position itself as a place that creates opportunities for the business development of creative professionals. However, the following chapter demonstrates that if Europeana's offer does not address the issues of entrepreneurial capacity-building and access to finance, it will fail to respond to the CCIs' needs (see here below) and attract them as members of its network. The CCIs will feel motivated to join the network if Europeana's offer to them could include specific privileges corresponding to their needs, such as support to develop entrepreneurial skills, consulting on business modeling and finance and access to investors.

We identified the needs of the CCIs

As our basis for reflection we will take here a survey addressed to CCI stakeholders that gathered at the Creative Shift Forum, organized by peacefulfish and held in Brussels on the 29th of September 2014.

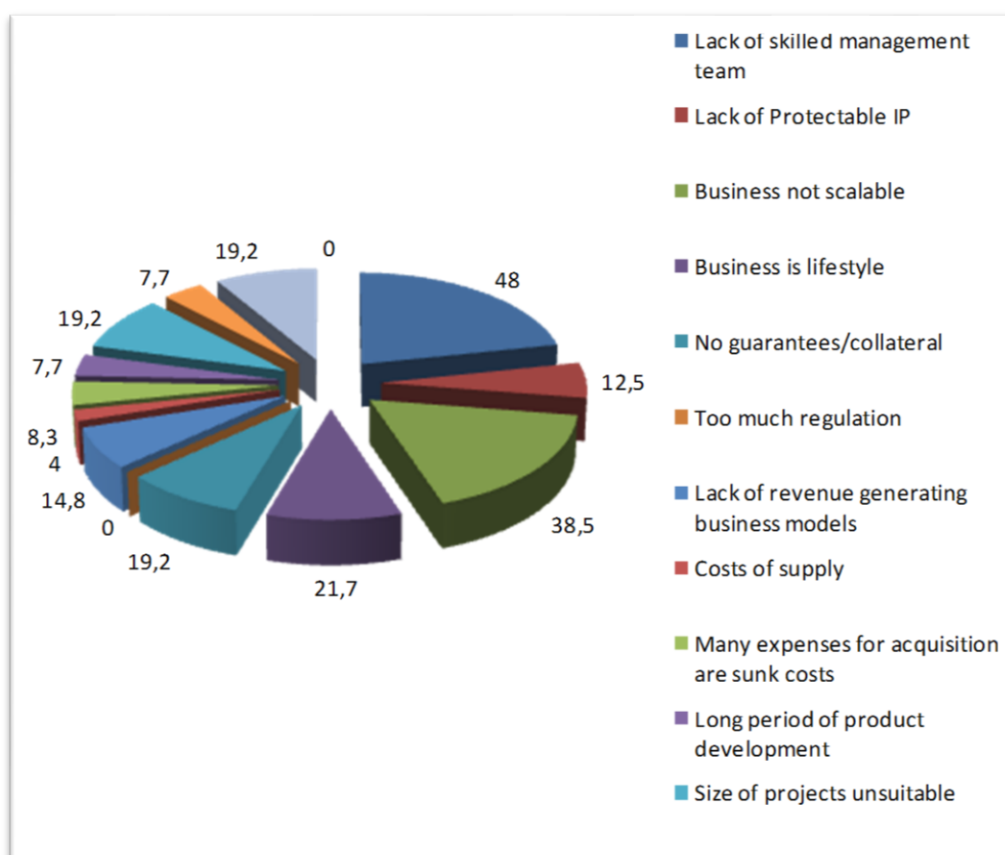
The Creative Shift Forum gathered over 100 cultural and creative entrepreneurs, financiers and policy-makers to discuss the challenges faced by the sector and make recommendations for the creation of trans-European incubators and eco-systems for the creative industries to develop an entrepreneurial spirit, connect with tech professionals and get easier access to finance..The attendees of the Forum replied to a survey about the needs of the CCIs and gave their insight about Europeana.

From the survey, it resulted that **capacity-building in entrepreneurial skills** is the main need of the CCI-sector. **Innovative financing** and **inter-sectoral connectivity** come right after, followed by the need to foster **intercultural and inter-sectorial understanding**.



Complementarily to the survey here above, another survey sheds even more light to the results of the survey here above. peacefulfish addressed a survey to 250 European investors in the context of the European Creative Industry Alliance Policy Learning Platform, in order to identify the main drawbacks of the creative industry as seen by the sector's financiers.





The financiers' responses prove that that **lack of entrepreneurial skills** is on the top of the list of the challenges faced by the creative industry.

As a conclusion to the above, we need to highlight that if Europeana aspires to become an attractive platform for creative professionals, it needs to be in line with their needs and motivations, understand them and help them understand themselves as entrepreneurs.

## What's next?

We believe that Europeana will better position itself in the CCI sector, if it builds on two things, taking advantage of *both its acknowledged and successful branding in the Cultural Heritage sector and its high potential within the CCI community*:

### A. Re-thinking and Innovating its strong relationship with Cultural Heritage Institutions:

Foster innovation within the museums and strengthen the involvement of the CCIs in cultural heritage institutions. Support projects within cultural heritage institutions with measurable economic impact.

- B. Creating new strong relationship with the CCIs:** Strengthen the package of the Europeana offer to the CCIs and its communication with focus on new opportunities to generate new business models in the sector.

#### Create extra value with the existent network

In the first case of the first approach, Europeana will build on its already existing and most recognized relationship with the Cultural Heritage Institutions. Apart from providing content, the cultural heritage institutions can interconnect - thanks to the Europeana network- among them *and* with the creative sector and generate innovative products, services and business models. Through the Europeana network, creative professionals that consider cultural heritage institutions as their potential clients can work closely with cultural heritage professionals and technology experts, create business models with measurable economic impact and thus serve as best practices in the cultural heritage sector

The added value that Europeana can bring is that building on subsector-specific projects like "Fashion", "Sounds" and others, it can create international portfolia of highly-innovative business propositions that will have more chances in front of financiers than individual propositions. In this context, an eventual **"Europeana" labeled portfolio** including business propositions resulting from the use of cultural content by creative innovators could present advantages when pitched to investors. These portfolia could be subsector-focused but transnational combining high-risk innovative propositions with lower-risk models. The issue that this approach tackles is the reluctance of financiers towards small-scale cultural and creative projects. The expected result of this solution will be to support high-risk highly-innovative business propositions and **create innovative eco-systems with proven economic impact** within the cultural world.

These portfolia could be formed according to: (a) industry subsector, (b) stage of developmen/ investment readiness.

A model scenario for this approach could emerge from the Gaming Sector: Museums holding 3D plans of Heritage Monuments and artifacts could launch a call for game developers that would wish to create games with educational purpose. The portfolia of games that would result as an outcome of this initiative will be pitched to financiers. The advantage of this specific proposition is the short exit period in the gaming sector that attracts financiers. This would be good advertisement for future "Europeana" labeled similar initiatives in different sectors.

Thanks to its huge network, its relation to technology and its reputation, Europeana can become the perfect starting point to:

- Foster innovation and facilitate the collaboration between creative professionals and cultural institutions
- Create high-value investment-ready portfolia

## Expand the network to unexplored areas

In both the 2015 and 2020 Europeana strategic plans, the potential social and economic impact of the CCIs engagement with the network is underlined but until now, the economic impact of their participation in the network is hard to measure.

If Europeana's network is to become attractive to the CCIs and thus help generate business models with measurable economic impact, there needs to be activity towards the concretization of its offer to the CCIs. The aim above can be achieved only if business experts and financiers are involved in the network and in Europeana's CCI-related initiatives.

The proposition explained in the previous chapter can become a stepping stone towards attracting the financiers' community in the network, as it is expected to have a positive impact on financiers' trust towards "Europeana" labeled CCI initiatives and result in a first best-practice case of **proven economic value** generated by Europeana and its network of institutions and innovators.

Through the labs, Europeana already took an important step towards becoming an open laboratory for testing new ideas and experimenting in the creative sector. However, a couple of shortcomings prevent the Labs from becoming the "**All-in-one**" **CCI solution** that they should aim to be:

- lack of **experts** to offer their support in co-creation, business modelling and financial management among others
- lack of links with educated sector-aware **financiers** in the network

If Europeana is to build an effective incubation service that would attract CCIs to its network, these two issues need to be tackled. The network should be extended with business experts with demonstrated expertise in the CCIs and educated financiers that are aware of the investment opportunities that the sector offers. In order to achieve these, Europeana needs to:

- **invite CCI business experts** through to its targeted events and projects
- develop an **educational program for financiers** ready to invest in "Europeana" labeled business propositions

The Europeana Labs website could become this long-awaited all-in-one proposition contributing with data, technology, knowledge and business opportunities, by building within its structures:

- a **knowledge center** where experts contribute with material, studies and online support sessions
- a point of attraction of all the diverse yet equally vital communities of the creative sector (from content providers to developers and from business consultants to financiers) thus opening up to new onsite and online **networking opportunities**

To sum up, Europeana's renewed offer. Europeana could from now on offer:

- ✓ quality content
- ✓ visibility
- ✓ connectivity/ network
- ✓ technology
- **substantial business and investment-readiness-support**
- **concrete financing opportunities through a Europeana network of sector-aware investors**

Thanks to this model, Europeana will be able to measure its economic impact in new businesses established, apps sold, company investments.

## **Key-words**

- **re-use of content**
- **digital innovation**
- **mutuality on the platform**
- **interconnectivity of communities**
- **incubation services**
- **one-stop-shop**
- **new successful businesses generated**
- **proof of economic impact**
- **products with commercial value**
- **revenue generated**
- **links with the financiers community**