europeana

**MAKE THE
BEAUTIFUL THING**
Europeana Business Plan 2015

Contents

Introduction

2015 is the first year of the Europeana Strategy 2015-2020, which outlines how Europeana will transition into a multi-sided platform - a truly networked organisation working together to create the largest repository of trusted, accessible and re-usable digital heritage in the world. The Europeana Business Plan 2015 reflects this change in perspective.

So what can you expect in 2015?

Our main aim will be to make sure our core infrastructure, processes and products are fit for purpose so that other people - our data partners, the Europeana Network, all our audiences from the casual browser to the professional user - can and will do more with the data. Likely the most visible change this year will be the improved experience, engagement and visibility on the portal, where we will be introducing thematic channels that make it easy to find great content. To mark this make-over we will run a country based campaign to bring in the best art pieces for each country to launch our thematic channel on Art History in the autumn with full participation from citizens of all member states.

In 2015 we will take the first steps towards a new aggregation model for Europe so that it becomes easier and more attractive to share your data, and we will give partners more direct feedback on the results through a Statistics Dashboard.

Finally, you will see further development of our entrepreneurial capacity and the development of more creative tools that allow use of the content our partners make available. This year, we start working together on making the beautiful thing.

To achieve this, we have set up three market-facing teams, who are each tasked with maximising value for their customer group.
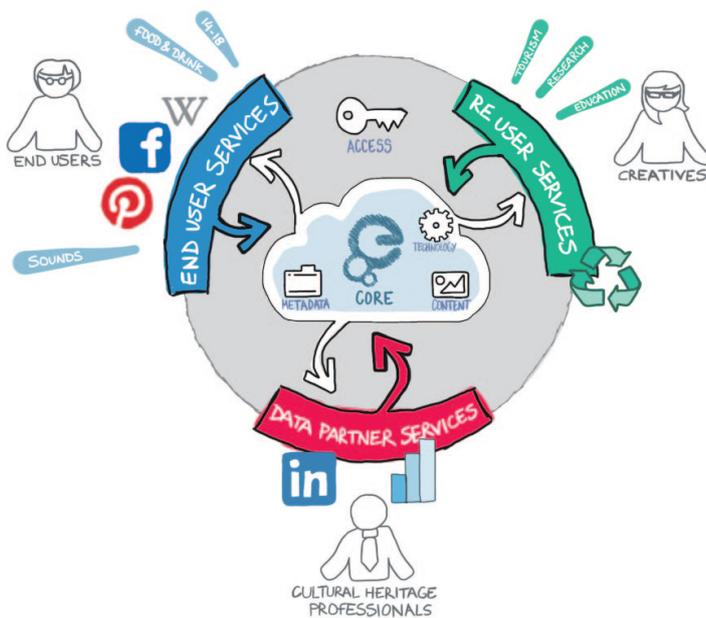
Figure 1.
Europeana's market-facing services

Data Partner Services focus on Europeana's aggregators and data partners. The team is tasked with attracting the very best collections of heritage material, of the highest possible quality, under conditions that allow for wide use and re-use. They will take steps to innovate the aggregation landscape and supply chain using cloud-based technologies and they will develop new tools and services to make it easier, more transparent and more attractive to share data with Europeana. A Statistics Dashboard and improved reporting to partners make this progress visible. This year we aim to further increase our network of data partners and we will focus in particular on attracting the leading museums in Europe to support the Art History Channel. By the end of the year we hope to have increased our database to more than 45 million objects.

End-user Services focus on engaging audiences in specific thematic areas (this year art history, music, fashion, world war one) by making the collections visible and sharable through social

media, platforms such as Pinterest and Wikipedia, and via the revamped and theme-based portal that allows more targeted browsing and promotion to specific customer segments such as fashionistas, art lovers and music buffs. This should significantly increase visibility for data partners' collections and engagement with specific user groups. Concretely, we aim to reach around 6 million people, creating around 66 million impressions for our partners' data and engage users more than 350 thousand times to like, share and click.

The new **Re-user Services** team will develop partnerships for the distribution of data. Its primary target audiences are education, tourism, research and the creative industries. Two of these markets will be supported by websites: Europeana Labs for the Creative Industries and Europeana Research for Research Communities. The team will build on the work of the projects Europeana Creative, Europeana Sounds, Europeana Fashion, Europeana Newspapers, Europeana Food & Drink and Europeana Space projects to distribute Europeana's offering to professional users of heritage material and proactively find opportunities for creative re-use. Over the course of 2015 we will develop an end- to- end service for cultural institutions, developers and creative entrepreneurs who wish to make the beautiful thing. This entrepreneurial arm will include facilitated co-creation in physical labs and workshops, crowdfunding of good ideas and reaching out to investors with help from two partners: Platoniq and Peacefulfish. Our main performance indicators in this area will be the amount of inspiring applications that we will showcase on Labs (100) and the establishment of at least 6 distribution partnerships.

A further six teams work closely together to provide the necessary support for this market approach.

Policy, Research and Programme Management has an outward focus. The team sets standards for the structuring, licensing and enriching of data, with the aim of making it interoperable and more accessible for our audiences. It promotes and supports the development of new projects under Horizon 2020, Creative Europe and Connecting Europe Facility (CEF), making sure that they fit with Europeana Strategy 2020. The team drives forward the access research agenda for Europe and coordinates the Europeana Tech community with the aim of improving multilingualism, the Europeana search and retrieval functions, the data model and the linking of data. Copyright reform, that helps Europe's cultural heritage sector, is an important remit of this team, aided by Kennisland and the Europeana Network Working Group on IPR. Development of new business models for our products and services to the benefit of our partners and policies that create a closer match between the quality of the data provided and the expected returns for our partners will be worked on throughout 2015.

The **Network & Sustainability** team supports the massive volunteer workforce of Europeana Network members to feel involved and informed and actively contributing to Europeana's mission and values. It will develop and enlarge the Network and, in close co-operation with the newly formed Members Council, make sure that the Network and Europeana are a cohesive and inclusive whole - key to our long-term sustainability. The team will explore several avenues, to find long-term funding solutions for the core infrastructure that Europeana provides. These include: building on the strong relationship that Europeana enjoys with the Member States, via the Member States Expert Group (MSEG) to deliver recommendations by mid year, and working with other aggregators to share the costs of the core service platform. Approaches will also be made towards corporate social responsibility

departments of large companies to try to uncover additional funding lines.

Our **Communications** team is in charge of re-positioning the Europeana brand and increasing its recognition amongst appropriate stakeholder groups as well as assuring continued political support for the work of Europeana within the European Parliament and Council. They will ensure the necessary advocacy to keep Europeana front of mind in Brussels but also head up a new 'Europeana 280' campaign under the #AllezCulture banner to attract nationwide interest to art and art history as part of our European culture.

Product Development and Technology work closely together to create and maintain all our products and services as well as the platform that serves both our needs and that of our aggregators and distributors. The priority will be on enhancing the core services in the platform, especially search and retrieval functionalities, and in improving the user experience.

Finally, **People & Business Support** are responsible for the business processes that allow effective, better, faster interaction and reporting within the Europeana Offices (in the National Libraries of the Netherlands and the British Library) and towards all of our partners.

1. Data Partner Services

Introduction

Europeana, after 6 years, at the end of 2014 has brought together more than 39 million digital objects from the online collections of more than 3,300 galleries, libraries, museums and archives from across Europe. To continue to build this open and trusted source for European cultural heritage, we need to improve our service offerings. The aggregation process will be the cornerstone of our attempt to improve the data quality.

Figure 2.
Data Partner Services
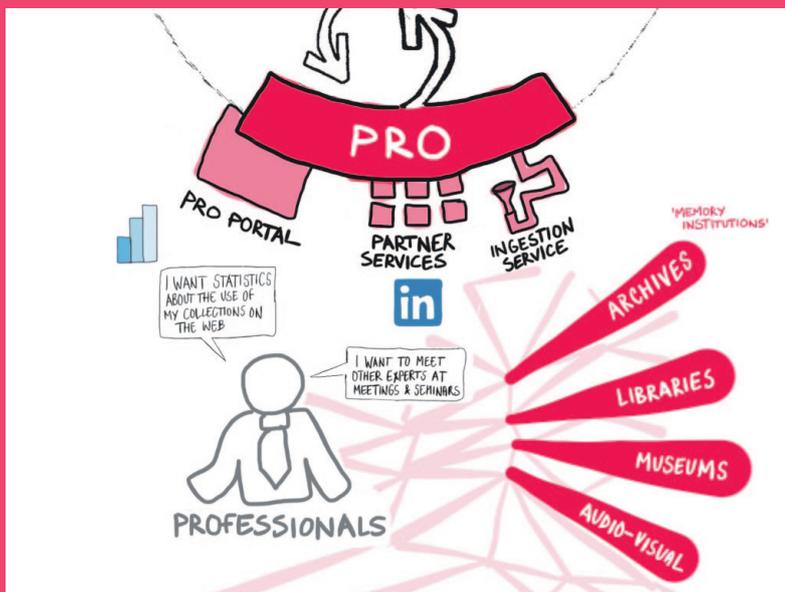
The transformation of the aggregation process to a shared technical infrastructure will make it easier for institutions to participate and provide their best data. By the end of 2015, we want to have identified the business requirements for the new aggregation model and have a roadmap to implement it. A key component of the future aggregation process is Europeana Metis - a set of independent ingestion workflows for Europeana Data Model (EDM) datasets that Europeana

makes available as self-service tools for aggregators and data providers. The development of Europeana Metis in 2015 will lead to the first functional modules of the new tools.

The improvement of data quality - with a strong focus on accessibility, accuracy, consistency and re-usability of metadata and content - is key to fuelling the creative industries, reaching our audiences, and returning as much value as possible to the memory institutions opening up their data. In early 2015, we will deliver the recommendations of the Europeana Network Task Forces on metadata quality and content re-use and start to implement these recommendations in accordance with the *Europeana Publication Policy* published in December 2014.

Objectives

Data Partner Services will:
- Innovate the aggregation infrastructure,
- Optimise the interaction between aggregators and data providers,
- Continue and maintain The European Library data distribution into Europeana and migrate the aggregation infrastructure,
- Improve the Europeana repository,
- Streamline and improve the Europeana operational workflow.

Tasks

Task 1.1 Data and aggregation infrastructure innovation

Innovation on the aggregation infrastructure is key to the future of Europeana. Europeana is currently using an aggregation infrastructure that was developed five years ago. Technology and demands have moved on and so must the way

data is collected and shared by cultural heritage organisations. Together with the national, thematic and domain aggregators, we will work to create a new dynamic, efficient and cost-effective metadata aggregation system.

The aim is for Aggregators to become expert hubs. Founded on well-defined communities expert hubs can support cultural heritage organisations in their domain to deliver quality metadata and provide value-added services on top of high quality and open data. We'll investigate this idea and develop a roadmap to translate it into a new aggregator model.

The Product Development and Technology teams will carry out the related technical component of this task. Using the cloud infrastructure developed by Europeana Cloud we will make data aggregation more efficient, by starting the development of the new Europeana Metis and provide a storage repository for content.

Subtask 1.1.1 Devise business requirements for the new aggregation infrastructure
Provide the vision and the business requirements to restructure how Europeana accesses data held by cultural institutions for a multitude of purposes, removing layers of manual interaction where possible. Effecting such change will alter the nature of the work of the current domain aggregators and possibly also that of national aggregators.

Subtask 1.1.2 Investigate and develop the concept of expert hubs
Workshops will investigate the benefits and challenges of creating expert hubs among the domain aggregators and their relationship towards the Europeana Digital Service Infrastructure or platform
Task 1.2 Continue and maintain The European Library data distribution into Europeana and migrate the aggregation infrastructure

Continue the flow of data from libraries to Europeana and its channels. To ensure the current technical infrastructure for aggregation still functions until migrated to the Europeana DSI and the Cloud. Critical actions under this task include the ongoing management of the

aggregation schedule and the execution of the present aggregation workflow. In preparation for the migration of the aggregation infrastructure, an aggregation flow based on a shared, cloud-based technical infrastructure needs to be developed. As soon as Europeana Cloud and Metis are operational, the data ingestion and distribution will be gradually migrated following a migration plan.

Task 1.3 Optimise the interaction between aggregators and data providers

Manage and optimise the interaction between aggregators and data providers, with a focus on value for data-providing partners. This work will also lay the foundation for domain aggregators to become expert hubs for Europeana.

Figure 3. Europeana Cloud Services development. See: https://vimeo.com/europeana/review/114241258/0c5f686b39

Subtask 1.3.1 Develop partner relationships with aggregators and data providers
Develop, maintain, operate and extend the group of more than 3,000 aggregators and data providers, encouraging new content holders to join and foster their active involvement in Europeana. Improve collaboration and participation of the contributing organisations during the data provision cycle for the ingestion of new data. We will also try to balance geographical spread by representing all Member States, building upon Europeana v3.0's Partner and Data Development Plan (February 2015). We will support organisations to provide high quality data, under-represented content and content that can be used by the creative industries. Additional effort will be expended on the ingestion of the results of the Europeana 280 campaign.

For 2015, The European Library will be the formal name of the aggregator for national and research libraries. Creating value for these partners will be of paramount importance for the continuation of their financial support and any future business model. This work should link strongly to subtask 4.4.3.

Guidelines will be developed or updated and made available via Europeana Professional to inform existing and potential data providers about the ingestion workflow and other requirements. Particular attention will be paid to sustaining the data aggregated to Europeana by projects after the project itself has ended. A 'project shift' plan will be put in place to support projects in transition.

Subtask 1.3.2 Organise and facilitate aggregator meetings
Europeana v2.0 established the Aggregators' Forum using Basecamp for most of its communication. This year, we will hold two Aggregators' Forum meetings. The first meeting, in spring 2015, will update aggregators on specific

aggregation developments, looking at how Europeana can work to add mutual value, and provide opportunities for aggregators to share experiences and best use cases. This will connect to work being undertaken by the Network & Sustainability team on the Cultural Commons and consideration on how to pay for the Europeana core service platform in future. The second meeting, in autumn 2015, will be organised and hosted by an aggregator and will focus on specific questions that require common solutions. In addition to the Aggregators' Forum meetings, Europeana will organise six bespoke training days, workshops or roundtables with and for individual aggregators, at least one of which will be for the TEL partners.

Task 1.4 Improve the Europeana repository

Subtask 1.4.1 Ingest and enrich metadata for Europeana
Increase the number of metadata records in the Europeana database using an ingestion plan for each publication cycle. Our ingestion work follows a well-established process that is automated within the Unified Ingestion Manager (UIM). The Europeana Statistics Dashboard will be updated continuously to reflect the monthly ingestion work and to help generate content reports summarising our data partners' contributions. We will also run the feedback loops for issue reporting between Europeana and its aggregators and data providers to obtain continual improvements in metadata.

Subtask 1.4.2 Improve data quality
Improve the quality of both existing and new data, so that it works for mobile, tablet and other technologies and satisfies user demands. By adhering to the Europeana Publication Policy and following the recommendations of the Metadata Quality Task Force and the Content Re-use Framework (CRF), we will help the aggregators
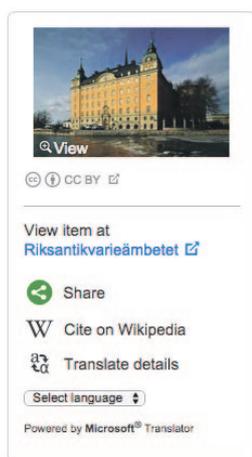
GAMLA RIKSDAGSHUSET

Description:
Ursprungligen låg här Gråmunkeklostret, grundat 1270. Partier av detta finns ännu bevarade under den norra delen av dagens byggnad. Efter reformationen hade huset många olika funktioner. Bland annat var det helgeandshus, barnhus och tukthus. Här anlades också ett myntverk och Stockholms första fängelse. Tomten skänktes på 1620-talet till Stockholms stad, som där inrättade en skola. År 1666 förvandlades huset, genom omfattande om- och påbyggnad, till privatpalats för guvernören Bengt Horn. Därefter var huset i privat ägo fram till 1794 då Riksgäldskontoret övertog fastigheten. I början av 1700-talet påbyggdes huset med ytterligare en våning och en tvåvånig flygelbyggnad uppfördes mot sjösidan. På 1820-talet väcktes frågan om en gemensam lokal för riksdagens tre ofrälse stånd (präster, borgare och bönder), adeln hade sedan tidigare ett eget hus. Valet föll på Riksgäldskontorets hus och 1834 kunde de tre stånden flytta in i sina första gemensamma lokaler. 1865 avskaffades ståndsriksdagen och tvåkammarriksdagen infördes. Ombyggnadsarbetet för den nya riksdagen innebar bland annat att ytterligare en våning byggdes för att huset skulle kunna rymma två kammare. Arkitekt var Johan Fredrik Åbom. Riksdagen köpte också det intilliggande Hebbeska huset som slogs samman med riksdagshuset. 1905 flyttade riksdagen till Helgeandsholmen. 1908-11 byggdes i stället huset om för statliga ämbetsverk efter ritningar av Aron Johansson. Den tornprydda byggnadskroppen mot söder tillkom då.

Geographic coverage:
Stockholm;
Latitude: 59.324196; Longitude: 18.065058
Latitude: 59.33258; Longitude: 18.0649
Uppland

Time period:
1700; Part of: Early 18th century; From: 01-01-1700 — To: 31-12-1700; 1749; Part of: Mid 18th century; From: 01-01-1749 — To: 31-12-1749; 1666; Part of: Late 17th century; From: 01-01-1666 — To: 31-12-1666; 1908; Part of: Early 20th century; From: 01-01-1908 — To: 31-12-1908; 1911; Part of: Early 20th century; From: 01-01-1911 — To: 31-12-1911; 1866; Part of: Late 19th century; From: 01-01-1866 — To: 31-12-1866

Type:
Administrationsbyggnad/förvaltning/ kontor; Riksdagshus; Bebyggelse - byggnad

Identifier:

Is part of:
http://kulturarvsdata.se/raa/bbr/21300000019240

Language:
Svenska

Rights:
Creative Commons - Erkännande

Publisher:
Riksantikvarieämbetet

Source:
Förteckning över byggnadsminnesmärken som tillhör staten eller står under statsmyndighets eller statsinstitutions omedelbara inseende. Riksantikvarieämbetet och Liber Förlag, 1976. ISBN: 91-38-02814-X Statens Fastighetsverk, http://www.sfv.se/

Data provider:
Riksantikvarieämbetet

Provider:
Swedish Open Cultural Heritage | K-samsök

Providing country:
Sweden

View item at
Riksantikvarieämbetet

Share

Cite on Wikipedia

Translate details

Select language

Powered by Microsoft® Translator

Figure 4. This record is from a dataset provided by the Swedish national aggregator (Swedish Open Cultural Heritage - SOCH). It has an open licence and links directly to the provider's collections. The title is meaningful and the description is very rich. The record also has precise geo-coordinates that point to the location of the Old Parliament House in Stockholm.

and data providers improve the quality of data provided. High quality records include direct links to the actual object, open licences, high technical quality, rich descriptions and meaningful titles.

The data providers and aggregators will be encouraged to enrich metadata so that the content is more accessible for users (e.g. by adding vocabularies). Aggregators will also engage with existing sector standards (e.g. SPECTRUM, LIDO, ABCD, CARARE, EBUcore) to support metadata quality improvements at source.

Subtask 1.4.3 Source content for creative re-use
We will build on the lessons learned during the Europeana Creative project and continue the sourcing of content for creative re-use. This

Figure 5. This is the same record as in Figure 4 but stripped to show only the mandatory elements. This demonstrates the difference that putting more effort into metadata quality makes to the record and the user experience.

GAMLA RIKSDAGSHUSET

CC BY

View item at
Riksantikvarieämbetet

Share

Cite on Wikipedia

Translate details

Select language

Powered by Microsoft® Translator

Type:
Administrationsbyggnad/förvaltning/ kontor; Riksdagshus; Bebyggelse - byggnad

Data provider:
Riksantikvarieämbetet

Provider:
Swedish Open Cultural Heritage | K-samsök

Providing country:
Sweden

includes regular scanning of the Europeana database for new or updated high quality and openly licensed content. Re-usable datasets will be made available via the regularly updated Europeana Labs website. We will collaborate with data providers and aggregators to remove barriers to providing content that meets the conditions of creative re-use. This also includes the implementation of the recommendations of the Europeana Network Task Force on content re-use.

Task 1.5 Streamline and improve the Europeana operational workflow

This task will contribute further to the development and improvement of Europeana's ingestion tools and workflows, in line with developments proposed under Task 1.1. We will specify more business needs for Europeana Metis, the new ingestion toolkit that we started to develop under Europeana v3.0, ensuring that the

tools to harvest, validate and preview the data work both for the Europeana DSI and participating aggregators. We will coordinate the testing of Europeana Metis developments by selected aggregators, with a first use case being the integration of The European Library libraries data. We will refine communication mechanisms to improve the feedback loops between Europeana and aggregators and data providers. We will continue work that also allows the data to be delivered as linked open data, building on our own and the massive dataset of The European Library.

2.   End-user Services

Introduction

2015 will see big improvements to the portal interface and in the development of 3 new thematic channels to engage new audiences in more targeted ways: Art History, Music & Fashion. Marketing of the portal and channels will underpin much of the work of the End user service team in the second half of the year. We will make strong use of the platform by reaching out to multipliers for our partners data such as Pinterest, Daily Art, Wikipedia, Mashable and others. This should translate into higher visibility of partners' content.

Figure 6. End-user Services
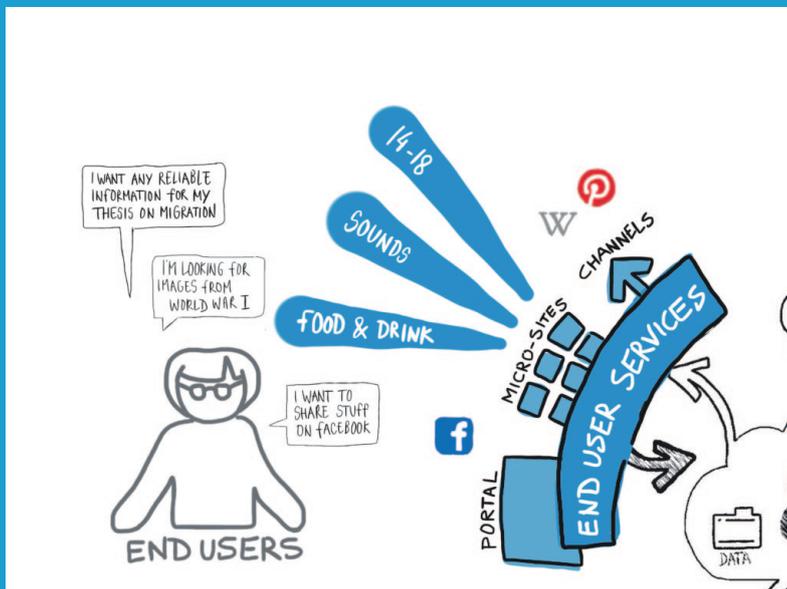
We will continue to maintain and develop our unique Europeana 1914-1918 channel through localisation of activity and encouraging others to make use of the collection days concept and deliver their data. The better and more open the data we receive, the more we can encourage its dissemination and wider enjoyment. We hope, in so doing, to be able to demonstrate strong value

for partners and The Statistics Dashboard developed over the course of 2015 will give us valuable insight into the effects of opening up.

While traditional promotional techniques are still central to many of our marketing activities, we now need to place more emphasis on user engagement. We believe that by captivating and intriguing audiences with our partners' collections, we can build and sustain an active online community of interest for the wider cultural heritage sector in Europe. Most engagement - liking, sharing, commenting - will take place on social media platforms that users are already familiar with. In addition, features will be investigated to our portal that allow for additional forms of engagement, such as the creation of user collections.

Objectives

The overall aims of the End-user Services team are to connect and interact directly with our audiences and to increase the visibility of partners' collections. We will:

• Launch and promote the renewed Europeana. eu portal and three thematic channels,
• Increase participation and engagement of end users,
• Demonstrate the impact of Europeana's work by providing feedback and statistics for stakeholders,
• Highlight and showcase high quality and openly licensed content via user galleries and curated virtual exhibitions, placing some emphasis on library data,
• Make optimal use of social media channels and external platforms to reach new audiences for partner collections,
• Identify and collaborate with external partners (e.g. DailyArt, Imgur) to bring our content to new outlets.

Figure 7. End-user
Services' activities

End-user marketing has four stages for each
target audience: Promote, Engage, Create &
Curate, and Monitor. For 2015 these target
audiences are: portal users (general public);
channel users – specifically musicologists and
music lovers, fashionistas and the fashion
industry, Art history enthusiasts and curators;
users of social media channels, reached through
partnerships.
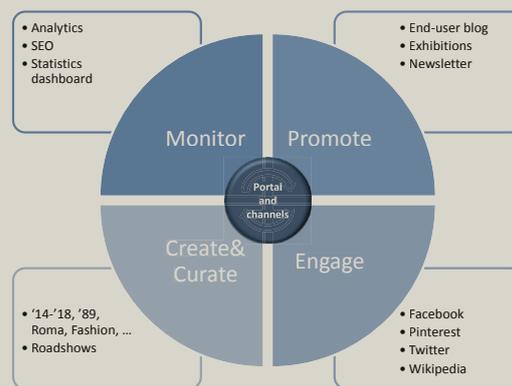
Task 2.1 Promote

*Subtask 2.1.1 Promote data via Europeana's
end-user products to target audiences*
Promotion and wide dissemination of data are
prerequisites for user engagement. The portal,
the three new thematic channels and
Europeana1914-1918, will use the blog,
newsletter and exhibitions and other marketing
mechanisms to reach end users.

Our main activities are: audience development;
content selection; populating the editorial
calendar; creating new virtual exhibitions;
populating thematic channels with content;
running marketing campaigns; and writing blog
posts and newsletters. Extra attention will be paid
to the promotion of re-usable datasets (for
example, using the hashtag #OpenCollections).
Each promotion will be clearly aimed at the target
audience using the mechanisms that they engage
with.

*Subtask 2.1.2 Define end-user product
requirements*
Liaise with the Product Development team to turn
findings from Task 2.4 'Monitor' into requirements
for our end-user products. We will focus on
improving the product development cycle
through continuous involvement in end-user
research, defining market needs and being able
to deliver marketing campaigns faster. Many
visitors find our products through search engines,
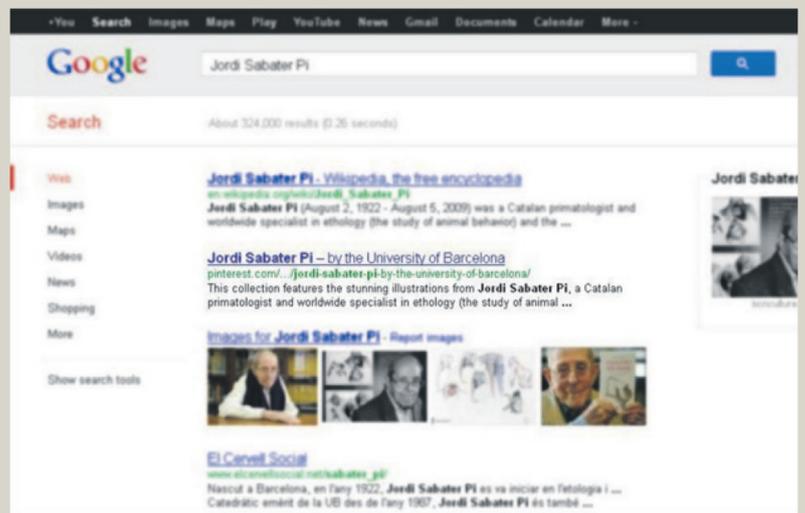
so we need to focus on our discoverability. To do
this, we need to look at search engine
optimisation and improving our ranking by
increasing links to relevant content on both our
own and other sites. Findings in the field of SEO
will be turned into requirements for further
product development.

Figure 8. SEO optimisation
for specific topics via
Pinterest. Here, a Pinterest
board of images from
Europeana by Jordi
Sabater Pi ranks highly on
a Google search for the
artist's name.

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Subtask 2.1.3 Increase the visibility of partner data through Wikipedia

Focus on increasing the visibility of partner collections through Europeana's relationship with the Wiki community. In addition to enabling and assisting partner institutions to upload suitable content to Wikimedia Commons using the GLAMwiki toolset, Europeana will encourage the Wiki community to use the uploaded items in Wikipedia articles. Requirements will be gathered for further development of the GLAMwiki toolset, for example in the area of statistics and category translation/tagging. We will also investigate a close partnership with Wikidata.

Task 2.2 Engage

Subtask 2.2.1. Engage audiences through social media

Having promoted our products via more traditional channels we will engage people by making Europeana content available on their preferred platforms. We will source content for use on social media channels, expand the reach of channels such as Facebook and Twitter by active community building, and encourage the sharing of content from our products. Platforms that allow for thematic content clustering (such as Pinterest and Tumblr) will be used to appeal to specific markets. Trending topics on social media will fuel the promotion of specific items in Europeana's collections.

The social media strategy will be in sync with corporate communication campaigns such as the #AllezCulture campaign. Partners will be encouraged to make use of Europeana's social media channels, and interesting updates from partners will be amplified by Europeana's social media team.

Subtask 2.2.2 Engage new audiences to art via the Europeana 280 campaign

This team will be responsible for coordinating the competition to uncover the 10 most representative pieces of Art per EU country. An existing platform will be deployed in several languages for Ministries to run their national campaign. The final results will call for high-resolution images of the chosen pieces for inclusion in a launch exhibition for Europeana Art History.

Task 2.3 Create and curate

Subtask 2.3.1 Create and curate thematic channels

We will begin with three thematic channels: Europeana Sounds, Europeana Fashion and Europeana Art. We will organise promotion and engagement campaigns, including exhibitions, for these channels within the appropriate communities and identify opportunities for additional channels.

Subtask 2.3.2 Europeana 1914-1918 publication

The end of Europeana Awareness requires a means of keeping Europeana 1914-1918 vibrant in its content. Looking at local exhibitions that we put on over 2015, this task will create a programme of giving them a second life on Europeana1914-1918 and at the same time benefitting from new content.

Subtask 2:3.2 Develop exhibitions and joint roadshows supported by Facts & Files

Family history roadshows for Europeana 1914-1918 will cover countries that have not yet been included in the roadshow programme, and will be supported by Facts & Files. By offering guidelines on how to run a roadshow and by giving access to marketing collateral, external parties will be encouraged to run their own events, with the requirement that all content they collect will be made available via Europeana 1914-1918.
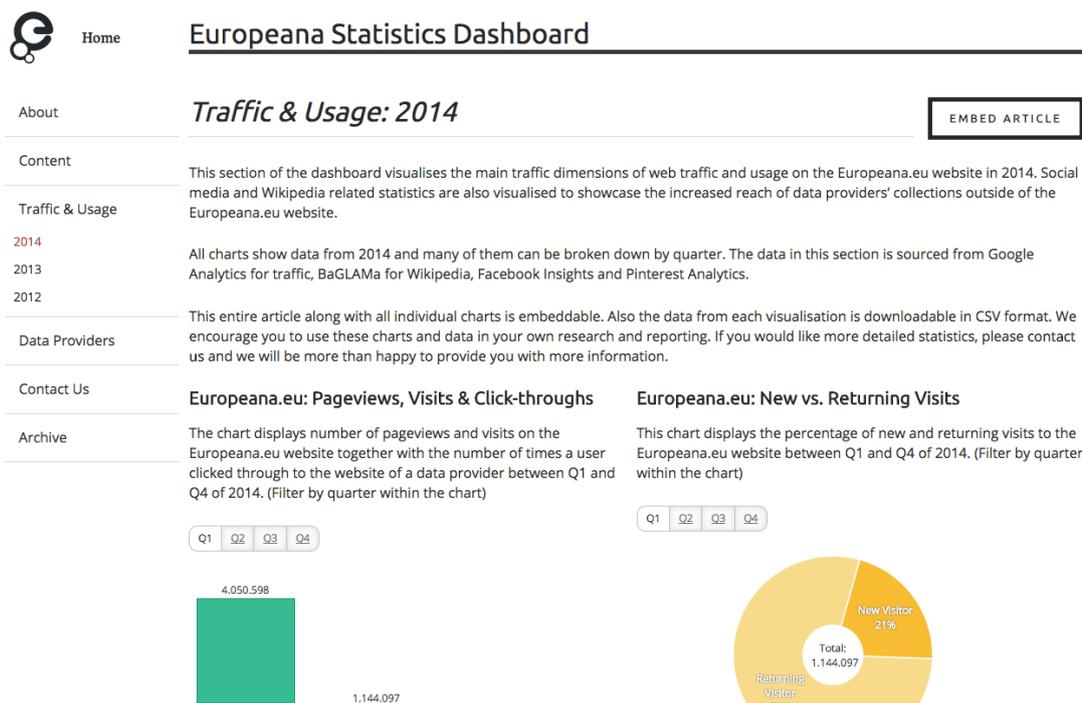
Figure 9. Alpha version of the Europeana Statistics Dashboard (available at statistics.europeana.eu), launched in November 2014

Subtask 2.3.3 Run crowdsourcing community campaigns

Find ways to use existing technology for user annotations. Experiment with crowdsourcing campaigns that aim to enhance the metadata of specific collections (e.g. by adding geolocations, object descriptions or tags). Extra attention will be given to re-use initiatives that require better or application-specific metadata. Metadata translation is one of the more specific forms of crowdsourcing that we want to investigate.

Each end user site or content promotion campaign will decide on the statistics it wishes to collect and incorporate them into reports.

Task 2.4 Monitor

Monitor the use of Europeana products and data. We will demonstrate the impact of Europeana's work by providing feedback and statistics to partners through the deployment of the Statistics Dashboard.

3. Re-user services

Introduction

With the strategic move from a portal to a digital infrastructure platform, Europeana's efforts are shifting from aggregation and single access towards active re-use of Europe's cultural heritage in multiple environments. More than 40 million digital cultural records of rich type, language and thematic variety on Europeana.eu provide a solid start for anyone interested in using cultural content for their creative projects. Now, we aim to build on top of the content and enrich our offer with high quality technology, tools, expertise, collaboration and distribution mechanisms to

- **Creative industries - developers, designers, makers and entrepreneurs** who come up with new product and service ideas based on re-use of cultural heritage content,
- **Selected distribution partners** - key players in the target markets who have the domain expertise and the large-scale outreach to the relevant user audiences,
- **Three main markets: education, research and tourism** - Through our wide partner network, we could also reach out and explore other markets, such as fashion, photography or food and drink.

Objectives

The Re-user Services team will:
- Consolidate the distribution infrastructure,
- Improve take-up and re-use of digital cultural heritage,
- Develop a more independent financial basis for Europeana to increase the re-use of Europeana material and to grow an entrepreneurial arm.

We will achieve these objectives by:
- Directly and indirectly targeting key audiences: 'creatives' and humanities research communities via our own products, Labs and Research, and the education and cultural tourism markets through strategic partnerships,
- Facilitating others to develop new business and by creating opportunities for creativity.
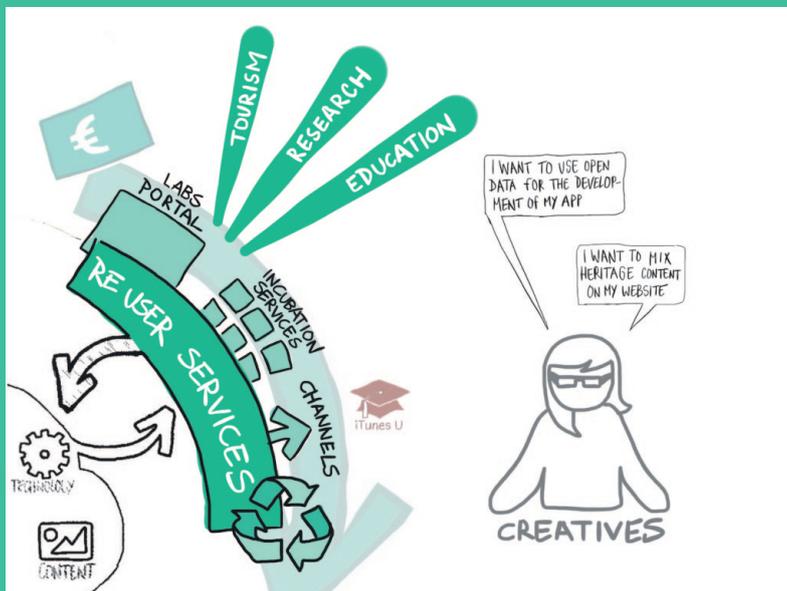
Figure 10: Re-user Services

foster the re-use of cultural heritage content and generate economic and social value for Europeana's platform.

Europeana has sharpened its re-use market approach and target audience definitions. For most value, we will work primarily with:

Tasks

Increasing Re-use

Task 3.1 Develop and market products that create access to Europeana data for creative and research communities (Europeana Labs & Europeana Research)

Subtask 3.1.1 Establish Europeana Labs as a product and service for a targeted audience of cultural apps developers, designers, makers and entrepreneurs
Europeana Labs should be the de facto access point to cultural heritage for our target audiences. We will continue to develop and manage Europeana Labs, completing its business plan with clearer audience targets. The site will be developed according to the needs of the target audiences. A 2015 communications and marketing plan will develop and nurture users and potential users of Europeana material.

The Europeana Foundation, aided by Österreichische Nationalbibliothek (ONB), who are responsible for Europeana Creative, will build partnerships with creative industry intermediaries (such as innovation hubs and ICT clusters) to multiply outreach to the target audiences. Events will be organised on specific re-use themes with creatives and intermediaries. Europeana will participate in app competitions across Europe with a strong focus on prototyping viable products and services.

Subtask 3.1.1.1 Continue to improve access to materials and tools
Introduce the ability to search the Europeana database by quality of content. Incorporate other applications and tools.

Subtask 3.1.2 Establish a Europeana Research prototype, under Europeana Cloud, directed at digital humanities research communities
The material gathered by Europeana and its partners is of enormous use to digital humanities research communities. A prototype of Europeana Research will be launched giving access to the wide range of digital and bibliographic material accessible via the Europeana Cloud. A content strategy that meets the demands of the research communities will be implemented and tested under Europeana Cloud and the Europeana DSI,

Figure 11. Europeana Labs (beta), available at labs.europeana.eu
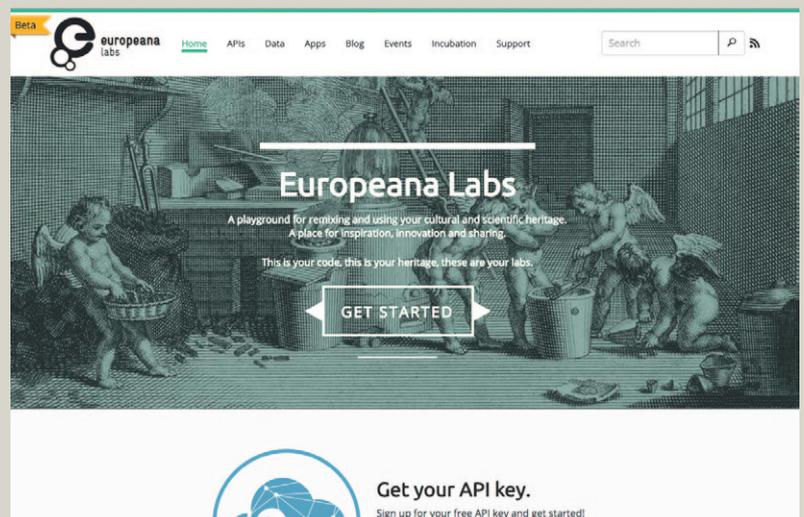
in agreement with the Data Partner Services team.

Subtask 3.1.3 Market Europeana Newspapers
Create and Implement a plan for the promotion of Europeana Newspapers as a resource for public and scholars.

Subtask 3.1.4 Promote the distribution of libraries data
Using current distribution partnerships and establishing new ones for the use of libraries data. Develop the management of the TEL bibliography in the using the Cloud as a repository and Linked Open Data as the distributor.

Subtask 3.1.5. Build on the partnerships in research with DARIAH, CLARIN and The European Library (TEL), created within Europeana Cloud, under Europeana DSI, co-ordinated by ONB
The Europeana Foundation and ONB, in close cooperation with research network partners DARIAH, CLARIN and TEL, will develop mechanisms for the distribution of Europeana data into their research networks. Europeana Research will continue to be developed in

Figure 12. The Google Field Trip app highlights touristic highlights such as geo-tagged cultural heritage objects
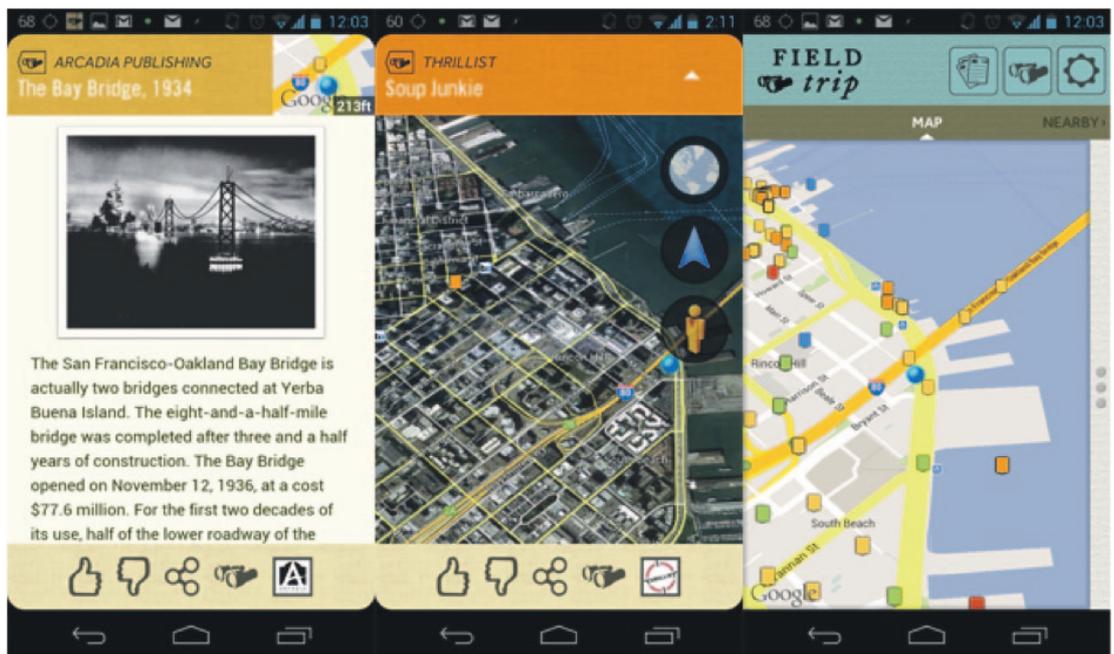
accordance with user requirements defined by researchers as represented by the research infrastructures DARIAH and CLARIN. The participants will be responsible for developing the role of Europeana Research within their infrastructures. They will form an editorial board for Europeana Research and be responsible for the presentation and content of the site. ONB will be responsible for coordinating the editorial board and writing the Europeana Research distribution plan.

Task 3.2 Develop distribution partnerships in education and tourism

Develop large-scale partnerships for the distribution and re-use of Europeana data with key players in the target markets of education and tourism.
Europeana Awareness and Europeana Creative investigated and experimented with potential

markets for Europeana material. The knowledge and lessons garnered inform our strategy for two major markets - education and tourism. We will create and execute strategic and operational plans for the penetration of these sectors. We will create and nurture partnerships that promote the distribution and re-use of cultural heritage via education platforms and into niche cultural tourism. This will include the development of distribution mechanisms for the delivery of data to products such as Google Field Trip or Booking. com and joining Horizon 2020 or Creative projects that deliver such market access. Additionally, we'll approach cross-border initiatives such as European Capital of Culture, Cultural Routes of Europe and Smart Cities to broaden the re-use potential of cultural heritage data in the context of tourism. We will also support the distribution strategy in education with stronger, pragmatic partnerships with education partners such as Euroclio, Inventing Europe and European Schoolnet.

Subtask 3.2.1. Develop distribution partnerships in education with European Schoolnet (EUN), Euroclio, Inventing Europe
The Europeana Foundation, together with well-established and innovation-driven educational partners, will set up automatic distribution of Europeana data into education systems. We will identify subsets of data that fit with the publication policies of the three education partners. We will map and enrich data obtained via the API and ensure the full automation of processes. Inventing Europe will write the plan for distribution in education together with EUN and Euroclio.

Subtask 3.2.2. Distribution partnerships in tourism with PLURIO and SE1 Media
To uncover the potential of digital cultural heritage to the tourism industry, SE1 Media will consult with the industry across Europe to establish the needs and an appropriate framework for Europeana data to successfully develop a model for content distribution. Input will be sought from a wide cross-section of the tourism industry, including: destination marketing organisations; national, regional and city tourism boards; SMEs in tourism working with the European Tourism Association (ETOA), DG Enterprise and Industry and online travel agents. The Europeana Foundation will investigate cooperation with pan-European initiatives, such as Cultural Routes of Europe, the EU heritage routes, European Capital of Culture and Smart Cities. The challenge of change management in the use of cultural heritage for tourism (online and offline) will be the subject of a conference run by PLURIO under the Luxembourg EU Presidency in the second half of 2015. PLURIO will also hold two workshops that will further investigate the tourism industry's specific cultural heritage data needs.

Growing an entrepreneurial arm - Europeana Inc.

In cooperation with our data partners, we will explore money-making mechanisms and brand reach activities to support the work of Europeana and the cultural heritage sector. Europeana Inc. is conceived as a means of contributing to a sustainable model for financing Europeana by obtaining payment for services that provide additional value to the cultural heritage sector and develop new jobs and employment related to digital data. The areas under consideration for investigation and development are: incubation of new business; brokerage/consultancy services; and charging for premium services in relation to Europeana Cloud.

Task 3.3. Develop and market end-to-end services for the creative re-use of Europeana material

We will consolidate the services developed under Europeana Creative as part of the Europeana Labs offering and ensure its communication and marketing. We will create opportunities for the generation of ideas and nurture them from ideation to full product via the appropriate Europeana incubation service.

Subtask 3.3.1 Create a business plan for Europeana Inc.
We will create an initial business plan for Europeana Inc., detailing the proposed services of brokerage, Europeana Cloud premium services and business incubation. Europeana Labs will be used as a collaboration and communications platform.

Subtask 3.3.2 Create end-to-end processes for Europeana Inc.
We will market Europeana material to specific audiences. We will offer a series of services from brokerage to access networks. We will offer co-creation workshops that could lead participants to crowd-funding opportunities or access to incubators and accelerators specialised in seed/early-stage financing.

Anyone who has created a product/service based on Europeana content and technology (independently, within an app competition, in a physical lab), can submit their project via an online form on Europeana Labs to qualify for incubation support. Winners of app contests within our distribution channels may apply for the incubation rounds.

The developer can benefit from a mix of incubation services provided by Europeana Inc. and its partners. Use will be made of the market-validated co-creation methodology developed by Platoniq. Depending on the product maturity and financial needs, Europeana will connect the developers with crowd-funding platforms.

Along with 'how to' guides from Europeana Creative, Europeana Labs will include:
• An event plan for relevant hackathons and events for creative industries wishing to experiment with cultural heritage,
• A guide to the physical labs that can support co-creation,
• Development of co-creation partnership with Platoniq,
• An 'incubatee funnel' - showing the necessary steps needed to launch a product or service,
• Funding opportunities via crowdsourcing (Goteo) and investors (Peacefulfish, Apps4Europe).

Europeana will also investigate collaboration opportunities with the new European Investment Advisory Hub and how we might contribute to the investment project pipeline within the €315 billion investment plan initiated by the European Commission.

Subtask 3.3.3 Broker relationships between Europeana partners and industries wishing to associate with culture:
• A matching service for brand association between cultural institutions and industry partners - e.g. slow food movement via Europeana Food and Drink,
• Packaged access to the services of Subtask 3.3.1,
• Bespoke content research service.

4. Policy, Research and Programme Management

Introduction

The Policy, Research, Knowledge and Programme Management team is responsible for setting standards on policy, programme and project management, and research and development. Together with our partners in the Europeana Network and across the European cultural heritage sector, we aim for innovation and change in our sector, supported by new business models. All to make Europeana's products usable and reliable.

participate in several new (project) proposals under European funding programmes Connecting Europe Facility (CEF), Horizon 2020 and Creative Europe. These new opportunities should help us innovate our products.

The team is responsible for the Europeana Tech community. Sharing and managing our knowledge so that the European cultural heritage sector is informed about the work of Europeana, projects, and the sector.

Figure 13. Core areas of activity for Policy, Research, Knowledge and Programme Management

Objectives

The Policy, Research, Knowledge and Programme Management team will:
• Manage Europeana's programme of projects and subcontracts,
• Develop new projects to fulfil Europeana's innovation needs under funding streams other than the Connecting Europe Facility,
• Coordinate knowledge management within the programme of projects,
• Coordinate Europeana's advocacy and policy development on copyright reform,
• Coordinate the development of Europeana's business models, strategy and impact assessment,
• Coordinate and develop Europeana's research and development activities.

Tasks

Task 4.1 Implement strategic programme management

A major goal for change in 2015 is pan-European copyright reform. We set standards in data modelling and push on the boundaries of multilingualism. We are involved in research and development activities around linked data and the improvement of Europeana's search functionality. To make this possible, we aim to

Europeana currently participates in a number of projects, either as a full consortium partner or as ractor. All projects aim to support innovation in Europeana's products for data partners, end-

users and re-users. To manage this programme of projects and subcontracts, we require a strategic programme management approach. Our strategic approach, based on the Europeana Strategy 2015-2020, guides how, when and why we participate in new projects. The objectives of our programme of projects and subcontracts are:

- To increase the number and the quality of the metadata records available in the Europeana repository,
- To improve access to Europeana, for example by improving the search function, linked data, multilingualism, uniform use of licences,
- To provide value for partners by, for example, reducing costs for aggregation services, building cloud services or developing new business models.

We will manage people and resources in the current programme, making sure that objectives are being met, based on agreed standards as required by the European Commission. We will work with the People & Business Support team to manage finance and resource for projects.

Task 4.2 Develop new projects to fulfil Europeana's innovation needs

To allow for the innovation of our products after 2015, we will proactively identify new funding opportunities within European programmes (such as Horizon 2020 and Creative Europe) and within the Europeana Network. We will collaborate with organisations in and outside the Europeana Network and broker between organisations and individuals with similar project ideas. Additionally, in September 2015, we will submit a new proposal for a second year (2016 onwards) of funding for Europeana under the European Commission's Connecting Europe Facility. To allow the further development of Europeana as a Digital Service Infrastructure.

Task 4.3 Coordinate knowledge in projects

We will actively encourage the sharing of knowledge and information within the programme of projects and subcontracts. We will use a range of tools such as Europeana Professional, Basecamp and SmartSheet. We will facilitate meetings with targeted project participants to discuss specific issues such as communication, technologies, project management, strategy and IPR. We will conduct a survey on our projects' knowledge management needs in the first quarter of 2015.

Subtask 4.3.1. Coordinate development of the ENUMERATE Observatory
We will work with Digitaal Erfgoed Nederland (DEN) and Collections Trust to develop the ENUMERATE Observatory. This service will map the current and potential digitisation status of Europe's cultural heritage and inform the sector of its discoveries. This information will be accessible through Europeana Professional.

Task 4.4 Coordinate Europeana DSI's advocacy and IPR policy development

We will support cultural heritage institutions across Europe to create value from sharing their online collections as openly as possible, in line with copyright laws, policies or practices, by advocating standards in interoperability of data, rights and models. We will coordinate international efforts on advocacy and policy development on the interoperability of copyright. We will make sure that policy-based best practices are embedded within the Europeana Network. Using Europeana Professional and other communications channels, we will make sure that information on the proposed position is shared within the Europeana Network.

Subtask 4.4.1 Develop Europeana's IPR policy
Coordinate the development of policies to improve data quality, open data, create value for partners and develop new markets for cultural heritage institutions. Europeana will comply with international standards, open specifications and orientations for interoperability.

The Europeana Foundation will continue to advocate for copyright reform. We will develop our positions in collaboration with cultural heritage institutions and rights holders. This includes hosting workshops and/or awareness events with key stakeholders to help promote the importance and impact of advocating for IPR reform. We will develop and promote positions to influence rights-related policies and regulatory initiatives that affect digitisation as well as online access to and digital re-use of cultural assets and of orphan and out-of-commerce works, across the borders of the Europe. We will develop international partnerships to promote, manage and host standardised rights statements.

Subtask 4.4.2. Coordinate the development of Europeana's business plans, strategies and impact framework
We will contribute to the long-term impact, viability and sustainability of Europeana by developing business models that provide an efficient and sustainable basis for Europeana (in strong collaboration with Re-user Services). This will result in a white paper that describes the value and impact of Europeana's products for our markets. The outcomes of Europeana Cloud's business model will be a major part of Europeana's business proposition for 2016 onwards.

We will write the 2016 business plan based on current projects, feedback from our Network, the results of 2015 and the requirements of the Connecting Europe Facility. The business model and impact framework will be adjusted as

necessary. This task also covers the incorporation of new areas of activity and related business models. A model for Europeana Newspapers will be debated and included and a new model conceived and communicated for The European Library as the aggregator of libraries data.

Task 4.5 Coordinate research and development (R&D)

We will coordinate research and development activities that make Europe's cultural heritage more accessible. We will create, maintain and update as necessary a research and development agenda that explains the short and long-term objectives and needs for research for Europeana and our Network. Topics to be addressed are, for example, multilingualism, linked data, semantic web, EDM improvements and development of the portal's search function. We will support the EuropeanaTech community, as an integral part of the Europeana Network,to work on these subjects.

In February 2015, together with the Bibliothèque national de France (BnF), Österreichische Nationalbibliothek (ONB) and the Netherlands Institute for Sound and Vision (NISV), we will organise the EuropeanaTech conference focussing on inspiring participants to create beautiful things with technology. We will pilot a new dissemination channel for EuropeanaTech in the shape of a journal or magazine. Additionally, we will use the channels we already have (Europeana Professional, journal articles, conferences, workshops and Task Forces) to disseminate the outcomes of Europeana's research activities.

We will proactively collaborate with institutions such as Google, the Digital Public Library of America (DPLA), OCLC and the BBC on R&D on issues relevant to Europeana.

The Europeana Data Model (EDM) is a cornerstone for Europeana. We will further develop and update this model by adding profiles for new kinds of metadata, based on the needs of data partners and new projects.

Our R&D results will be shared with the Product Development team and lead to requirements to improve our products. We will be involved in testing those improvements.

Additionally, we will continue to collaborate with our Data Partner Services team to make sure that R&D expertise is used in metadata ingestion and aggregation.

5. Network & Sustainability

Introduction

Europeana has developed from a project to a network organisation with over 1,700 members of the Europeana Network and more than 3.500 contributing partners. These stakeholders, representing libraries, archives, museums, broadcasters, researchers, knowledge institutions and creative industries, share the vision that improved access to our cultural heritage will create unity in diversity and will underpin a thriving knowledge economy

Figure 14. The functions of the Network & Sustainability team

For the Europeana Network to remain influential in managing change in the industry and to increase the impact of the actions of the individual members, it is important to foster the feeling of mutuality – that the Network works for the benefit of all members. . At the end of 2014 the Europeana Association was formed to manage the work and needs of the Europeana Network. The Europeana Association elected a Members Council, a group Network members actively supporting the Europeana Strategy

2015-2020 and steering the Task Forces towards subjects of common interest. The Europeana Network is, together with the Europeana Foundation Board and office, jointly responsible for achieving the objectives of the Europeana Strategy 2015-2020.

We will strengthen and extend the Europeana Network to support Europeana's development. A membership programme will be developed, ensuring that Network members enjoy meaningful participation and contribution.

The Europeana Office acts as the secretariat for the Association's Members Council. It's duties include meeting management and minute taking, membership management, communications and maintenance of Europeana Pro for the Network. The Members Council is responsible for setting up and running the Europeana Annual General Meeting, proposing strategic and practical development, communicating and transferring knowledge to the Network.

Objectives

The Network & Sustainability team will strengthen and grow the Europeana Network by:
- Completing the transition to a new governance of Europeana,
- Coordinating Network membership, meetings (including the AGM), elections to the members council, and communication,
- Deepening and broadening our relationships with policymakers in culture, education, tourism, research and the creative industries,
- Broadening the sustainability of Europeana as a platform.

Task 5.1 Complete the transition to a new governance of Europeana

The Europeana Foundation is introducing a change of governance structure, creating an Association to manage the Network and to form part of the governing board of the Europeana Foundation. The Network & Sustainability team will manage this transition and be responsible for all logistics related to Europeana's proposed governance structure, including the development of the Association for the Network. We will coordinate the Europeana Network Annual General Meeting (AGM) and the process of elections to the Members Council and to the Association Management Board.

Task 5.2 Coordinate Europeana Network membership, meetings (including the AGM), elections to the members council, and communication

Working with members of the Network, a Europeana Network Development and Communications Plan to support Europeana's key objectives will be jointly developed and implemented. Identifying and making use of opportunities to work with the wider network and stakeholders, the plan will look at ways to link to the networks related to the targeted communities of the Europeana Strategy 2015-2020.

Working closely with the Europeana Communications Group, the Europeana Network will engage its members in the development of the annual business plan for the following year and in the promotion of Europe's cultural heritage.

Coordination of the Network will be achieved by:

· Creating better and scalable processes for a growing membership,
· Running effective elections for the second half

of the Members Council,
· Guiding the Members Council to fulfil its part in the delivery of the Business Plan 2015 and in the best ways to grow and activate the Network,
· Organising the AGM upon delivery of a programme,
· Developing and managing tools, services and strong communication channels to support the activities of the Network (e.g. Europeana Professional, LinkedIn, conference attendance).

Figure 15. Europeana Professional is the main communications tool for the Network
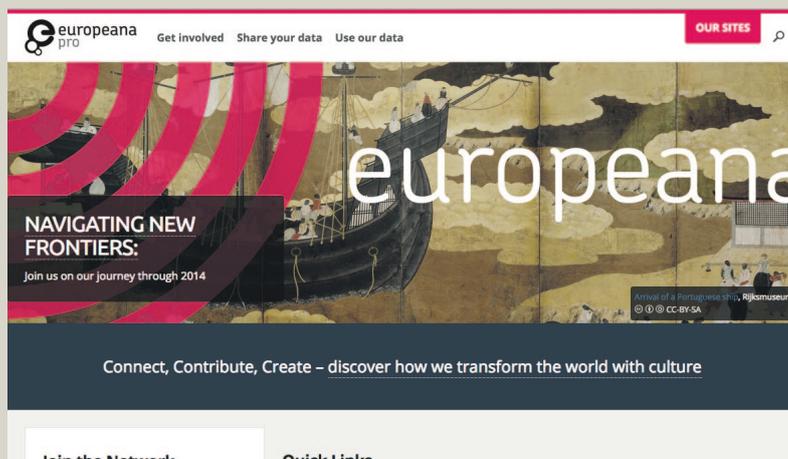
Subtask 5.2.1. Continue development of Europeana Professional
Europeana Professional (http://pro.europeana.eu) is the platform for all Europeana-related information and knowledge exchange for the Europeana Network and partners. It is the official source for technical and legal information, metadata standards, case studies and project outcomes. We will develop the platform and manage its editorial workflow. The development of the technical platform is carried out by the Product Development team.

A new Europeana Professional will be launched in February 2015. A launch plan will be made and followed.

Task 5.3 Deepening and broadening our relationships with policymakers in culture, education, tourism, research and the creative industries

As the secretariat to the Europeana Network, we will further develop relationships with the creative industries, culture, tourism, education and telecoms, meeting our requirement to seek support from national authorities and industry.

Three events are foreseen in 2015:

1. Latvian Presidency Event – creating recommendations for Europeana in Education and the Creative Industries,

2. Luxembourg Presidency event – looking at how to effect change with Research, Tourism, Education and Creative Industry policy makers,

3. Launch of Europeana Art Channel and Europeana 280.

Each event will have a brief and roadmap.

Task 5.4 Broaden Europeana's sustainability structures

Develop further the Europeana Sustainability Plan. The plan has four components: continued EU funding; working with Member States on structural support; and the development of Europeana entrepreneurial arm, cover Re-Use, investigation into non EU funding and corporate social responsibility funding.

For the two areas to be covered directly by the sustainability team the following is envisaged for 2015:

A. The Member States Expert Group (MSEG) Task Force under Europeana v3.0, will develop recommendations on how the Member States can best participate in and support Europeana,

B. Work with non EU Foundations to obtain funds for specific projects and discussion with major international companies who have corporate social responsibility programmes.

6. Product Development

Introduction

Europeana's Product Development team ensures that all development efforts efficiently contribute to establishing and improving the technical platform of Europeana in line with our strategy and business goals. This encompasses the in-house product development of the Europeana Foundation, and the coordination of product development in multiple Europeana-related projects like Europeana Cloud, Europeana Creative and Europeana Sounds.

The Product Development team is responsible for

Figure 16. Upgrading the portal is one the Product Development team's major tasks of 2015. Here is a mock-up of how the portal landing page could look.
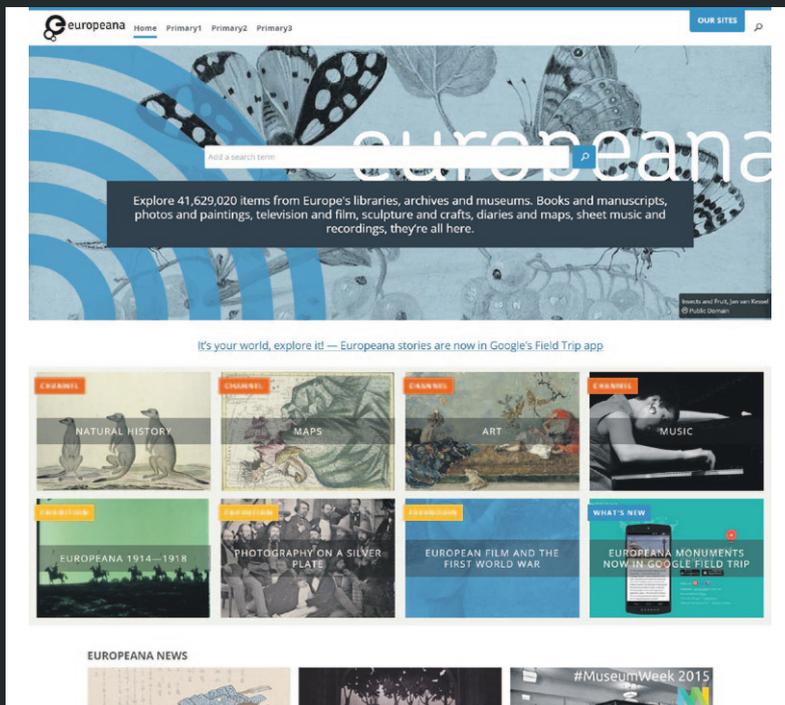
managing product development according to business requirements, and product ownership including:

- Chief product ownership of all Europeana products and the technical platform as a whole,

- Product ownership of core services (storage, search, public APIs),
- Product ownership of all end-user oriented products (portal, exhibitions and thematic channels including Europeana 1914-1918 and Europeana 1989),
- Product ownership of re-use oriented products (Europeana Labs, Europeana Research),
- Product ownership of all data partner and Network partner oriented products (Europeana Metis/Ingestion tools, Europeana Enrichment Framework, and Europeana Professional and the Statistics Dashboard).

Objectives

The Product Development team will:

- Provide product development capability for reliable, highly-usable, scalable and high-performing products and applications for all our major target groups: end-users, creative industry users, researchers and Europeana Network partners, especially data-providing partners,
- Design and coordinate the phased implementation of a coherent technical platform with shared storage, an enriched and improved multilingual index for search/browse, and public API services for ingestion, enrichment, annotation, search and retrieval.

Tasks

Task 6.1 Manage Product Development

Subtask 6.1.1 Chief product ownership and technical projects coordination
Product development plans and roadmaps will be created and implemented as adjuncts to the Europeana Business Plan 2015. These will take

into account the work needed across the Europeana Foundation and the development within Europeana Network technology projects.

Subtask 6.1.2 User experience (UX) research, design and evaluation
User experience research and design of new products and product features. Design iterations to be data-driven and based on analytics, A/B testing and usability testing. We will manage and develop the Europeana Pattern Lab to ensure a coherent, efficient, accessible, usable and aesthetic user experience across all sites.

Subtask 6.1.3 Management of product development subcontracts
Specify and manage the contracts with commercial partners needed for the realisation of the team's objectives and tasks.

Subtask 6.1.4 Manage knowledge management and process support tools
Manage the tools needed to support proper knowledge management, project management and product management processes.

Task 6.2 Manage product development of core platform services

The Data Partner Services, End-user Services and Re-user Services teams will provide business goals for this task.

Subtask 6.2.1 Develop storage and search services for metadata, vocabularies and content
We will support the implementation and migration of our current storage to the Europeana Cloud Storage Service, improve our search engine, improve multilingual access, scale up our prototype for SKOS-compliant vocabularies and implement a standards (IIIF) based image caching service.

Subtask 6.2.2 Develop APIs for search, retrieval and user annotations
Design and ensure development and documentation of public APIs and API extensions for use in our portal/channels, Europeana Labs and by third parties.

Subtask 6.2.3 Develop an authentication and authorisation service
Design and coordinate the development of a cross-Europeana authentication and authorisation service.

Subtask 6.2.4 Develop data exchange solutions for other data platforms and digital libraries
Research and prototype data exchange solutions between Europeana and non-Europeana platforms. The research will focus on partnering with open crowdsourcing platforms like Historypin and other large-scale digital libraries like the DPLA. We will also research and prototype provision of data to the European Union Open Data Portal.

Task 6.3 Manage product development of all re-use related products

The Re-user Services team will provide the business goals for this task.

Subtask 6.3.1 Develop Europeana Labs
Maintain and incrementally develop Europeana Labs. The main focus of development will be to improve the editorial workflow and consolidate the underlying content-management system (CMS) with that of Europeana Pro.

Subtask 6.3.2 Develop Europeana Research services
Design and develop operational services for the (academic) research community. The services focus on facilitating networking between Europeana and specialised research networks

and improving Europeana Labs for use by researchers.

Subtask 6.3.3 Migrate Europeana Newspapers

Work with Technology to migrate the current systems of Europeana Newspapers to our core platform and cloud hosting environments.

Task 6.4 Manage product development of data partner and network-oriented products

The Data Partner Services, End-user Services, Re-user Services and Policy, Research, Knowledge and Programme Management teams will provide the business goals.

Subtask 6.4.1 Develop ingestion APIs and tools

Develop Europeana Cloud compliant ingestion APIs. Develop Europeana Metis - a new ingestion tool based on those APIs for use by our aggregation team and aggregator partners. Taking into account the need to migrate The European Library ingestion to become part of the Europeana DSI ingestion and data management services.

Subtask 6.4.2 Develop data enrichment services and APIs

Improve our services for enrichment to support an increase in scale while still retaining and improving quality. Develop solutions for data partners and end-users to correct automatic enrichments. Make our semantic enrichment service available as an API via Europeana Labs.

Subtask 6.4.3 Further develop the Statistics Dashboard

Further develop the Statistics Dashboard in the areas of statistics generation automation and alignment of the user interface to the Europeana web style guide. Import and display of ENUMERATE statistics will be made possible.

Subtask 6.4.4 Maintain Europeana Professional

Ensure the successful launch of the new version of Europeana Professional and steward a consistent and coherent content strategy and information architecture of the new version but will not invest larger development resources on improvements.

Task 6.5 Manage product development of end-user applications

The End-user Services team will provide business goals for this task.

Subtask 6.5.1 Maintain and develop the portal, exhibitions and end-user blog

Major development in terms of feature additions will be deferred as the focus of development will be on the channels engine and on integrating the portal, channels, exhibitions and end-user blog into a coherent whole.

Subtask 6.5.2 Develop the portal and channels engine

Research, design and develop the portal and channels engine and begin the phased consolidation of existing end-user applications (portal, exhibitions, and blog) into it. Create and configure two channels in collaboration with Europeana Network partners, Europeana Music and Europeana Fashion. Develop the Europeana Art History channel using the Europeana 280 campaign to establish an editor in chief and editorial board.

Subtask 6.5.3 Maintain Europeana 1914-1918

Maintenance and planning of migration (in 2016) to the portal and channels engine. Research a solution for the digital archiving and preservation of the user-contributed content.

Subtask 6.5.4 Maintain Europeana 1989 and 89 Voices

Maintenance and planning of migration to the

portal and channels engine or deprecation.
Research a solution for the digital archiving and
preservation of the user-contributed content.

7. Technology

Introduction

The Technology team is responsible for all the Europeana activities requiring IT expertise: software development; system architecture; maintenance; and hosting. The team is constantly engaged with internal and external stakeholders and service providers to ensure the smooth operation of existing Europeana technological assets as well as development of new ones according to the Product Development Plan and overall guidance by the Europeana management.

Figure 17. Core technology

Objectives

The Technology team will:
•   Operate existing Europeana systems,
•   Migrate to a new cloud-based hosting infrastructure,
•   Plan the Europeana system architecture,
•   Migrate TEL and Europeana Newspapers to be fully part of Europeana DSI (Cloud storage and Platform),
•   Introduce cloud technologies on various levels to promote efficiency of Europeana operations,
•   Develop innovative software for Europeana's needs.

Tasks

Task 7.1 Manage the operation of existing systems

Operating Europeana DSI systems is our primary task. The DSI's product portfolio is constantly evolving and responding to these changes needs proactive work by development personnel with an emphasis on flexible approaches. Cloud-based hosting, chosen and implemented during Europeana v3.0, enables this proactivity. It enables turnkey solutions for a wide range of hosting challenges - scaling up and down, quickly integrating external services, monitoring performance and code quality, testing new versions, etc. Efficient hosting is not a static solution implemented once, it is an ongoing activity involving monitoring business needs and how the operational environment can meet them. Under Europeana v3.0, a subcontract was awarded to a hosting partner. Subject to performance, this subcontract would be renewed for the Europeana DSI's hosting needs.

Subtask 7.1.1 Manage cloud-based production hosting
Complete the migration of the production systems to the new cloud-based hosting and explore its benefits.

Subtask 7.1.2 Manage cloud-based development/ testing/acceptance hosting
Complete the migration of the non-production systems to the new hosting.

Subtask 7.1.3 Manage continuous integration for deployment
Implement the continuous integration and deployment approach to streamline the deployment process. Enhance quality control through automatic testing and deployment procedures.

Subtask 7.1.4 Manage monitoring and performance
Leverage the new hosting to implement better application monitoring and reporting through integration of specialised tools and services: e.g. NewRelic.

Task 7.2. Manage the architectural planning of the platform

For Europeana DSI to fulfil its strategic goals, platform-centric thinking needs to penetrate all its business units, including technology. Distinguishing between the components and services that belong to the platform, and as such constitute Europeana´s core offerings, and those which can be added in according to need under Service Level Agreements (SLAs) is part of our architectural planning. Priorities will be set for the parts of Europeana´s technological stack and policies applied to hosting, monitoring and SLAs. Some outsourcing of hosting to external partners is envisaged. We'll work with Poznań Supercomputing and Networking Center (PSNC) to achieve this.

Subtask 7.2.1 Architecture planning
Ensure a structured approach to dividing Europeana´s stack into platform-related components (e.g. data, search, API) and non-platform products (e.g. ingestion tools, portal, thematic products) with SLAs.

Subtask 7.2.2 Migration to Europeana Cloud
Factor out core storage into a separate product developed and operated by the Europeana Cloud consortium.

Subtask 7.2.3 Develop Europeana Metis
Re-engineer UIM into a suite of loosely coupled ingestion workflows and make the main engine interoperable with the data processing layer of Europeana Cloud.

Subtask 7.2.4 Migrate TEL ingestion systems to be fully part of Europeana DSI
This includes moving the data into Europeana Cloud storage, away from UCLC and writing the use cases and requirements for the migration of the ingestion systems to Metis as part of the Europeana DSI Platform. The aim is to have a fully integrated data flow for libraries within the Europeana systems by the end of 2015.

Subtask 7.2.5 Migrate Europeana Newspapers to be fully part of Europeana DSI
The migration of the storage of the newspapers to Europeana's Cloud storage and of the systems to the Europeana DSI Platform should be in place by mid 2015. This must go hand in hand with a sustainability plan for the service and strong communications to potential user targets under Subtask 3.1.3

Task 7.3 Develop metadata and content synchronisation

Explore additional methods to synchronise the metadata and content stored in the DSI repository with the partners' repositories so that we may update the current linear mechanisms in line with the requirements of the participating aggregators. PSNC will undertake a large proportion of this work.

Subtask 7.3.1 Explore synchronisation protocols
Explore new resource synchronisation protocols and gain expertise, which will be used to advise content partners on the best synchronisation solutions (e.g. ResourceSync as a successor of the Open Archives Initiative Protocol for Metadata Harvesting (OAI-PMH), SWORD as a push approach).

Subtask 7.3.2 Explore lightweight protocols
Explore lightweight protocols for content syndication and their applicability for various

partners and types of content (e.g. RSS, Atom feeds).

Subtask 7.3.3 Explore crawling approach
Explore a crawling versus traditional harvesting approach in the context of various partners and types of content.

Task 7.4 Innovate system architecture

Europeana uses digital technologies to solve new problems. This task is about making choices for Europeana´s technological stack that will allow it to cope with a multifold increase in the amount of metadata, its content storage needs, the complexity of ingestion workflows and performance requirements. We will foster discussion and exploration of how Europeana´s architecture should evolve and design the specific steps required. As an example, we will investigate the following areas of technological innovation (among others):

- The applicability of concurrent distributed architectures for other, resource-consuming, ingestion workflows,
- The potential of event-driven flows for implementing the increasing number of business and technological workflows in the data publication cycle, such as: media analysis (CRF); asynchronous updates of data stores (search index, graph database with relations between semantic entities); and the Europeana OAI-PMH service,
- he inclusion of Linked Open Data delivery, particularly of the libraries bibliographic data sets.

8. Communications

Introduction

2015 is an exciting and challenging year for Europeana's communications. Last year, we shared a vision for digital cultural heritage built on innovation, access and re-use in the Europeana Strategy 2015-2020. This year, we start to live that vision and we must share how we are working towards those goals and what we achieve, across our stakeholders.

2015 is also the year Europeana shifts to a Digital Service Infrastructure. Working not as a project but as a platform will enable us to function in a different way, to deliver on the vision and strategy that we have set out. From a communications perspective, we will: extend our reach to include the creative sector; focus on communicating the added value we can provide to the scientific and research communities and the tourism and education sectors; strengthen our message to introduce re-use; and present Europeana as a truly networked organisation.

Against this background of change, we will also be working with a new European Commission and Parliament, which has set out its goals for Culture and the Digital Economy. We need to communicate to our stakeholders how digital cultural heritage is relevant to those goals and how our work contributes to achieving them. We also need to continue to highlight and explain the particular challenges our sector faces to politicians and policy-makers at both EU and national level across Europe to gain the support needed to meet them.

Objectives

The Communications team will:
- Manage the strategic positioning of Europeana,
- Increase awareness of Europeana to policy makers according to need e.g. copyright,

channels, political importance,
- Coordinate Europeana 280 campaign to increase participation and interaction with Europeana by end –users, ministries of culture and art galleries,
- Develop and maintain the Europeana Communicators Group.

Tasks

Task 8.1. Manage the strategic positioning of Europeana

A strategic communications plan will be developed and implemented with key communication objectives to reach the relevant target audiences and stakeholders from politicians to audiences. It will reflect the actual technological, policy-making and political landscape and provide a strategic framework for all Europeana's communications and dissemination work. It will promote the added value of Europeana to the European Parliament, Council and Commission and other stakeholders and policy makers. It will support the Europeana Presidency events.

Use of the #AllezCulture label is integral to this task, encouraging pride in cultural heritage by European professionals, organisations and institutions (to feed into and support the work of colleagues in Data Partner Services, End-user Services, Policy, Research, Knowledge & Programme Management, and Network & Sustainability).

Communications will be targeted at active communities where Europeana wants to extend its reach, in particular the creative, tourism, education and research communities that are the focus of Re-user Services. The Europeana Professional website will be used to reach professional audiences and will support and

promote the work done by Policy, Research, Knowledge and Programme Management.

Task 8.2 Develop advocacy on policies relating to European cultural heritage at European and Member State levels

Develop campaigns of advocacy at European and national levels to promote the work and needs of the cultural heritage sector to politicians and policy-makers. This includes engaging with policy-makers and politicians through conferences and workshops relevant to the larger political and policy-making landscape. A new set of campaigns will be carried out in 2015 from supporting copyright reform to underpinning the value of Europeana.
The Europeana Network will encourage its members in advocacy to promote Europe's cultural heritage sector. This task will create understanding of the purpose and benefits of the Europeana DSI and will complement related work by colleagues in Policy, Research, Knowledge and Programme Management.

Task 8.3 Coordinate Europeana 280 campaign

To increase participation and interaction with Europeana by end –users, ministries of culture and art galleries and to deliver content worthy of a new Europeana Art History channel, 2015 will see a full 28 country campaign. At national levels ministers will be ask to engage their compatriots in voting for the best art pieces that can represent their country. These will be digitised to high resolution and form the launch of an exhibition and the new channel. The launch will be in the Autumn of 2015 with the Ministers of Culture.

Task 8.4 Support EU Presidency events with Latvijas Nacionālā bibliotēka (LNB) and

PLURIOnet, Koninklijke Bibliotheek (KB),

Europeana will organise events during the subsequent EU presidencies (Latvia, Luxembourg and the Netherlands) to highlight issues relating to culture, tourism, education, research and creativity/innovation to the associated Ministries. This will enable Europeana to further develop connections between the cultural heritage and other sectors and support work done by Re-user Services. The Network events team will manage the logistics of the events but their content will be determined by the Communications team.

Task 8.5 Develop the Europeana Communicators Group

Develop the Europeana Communicators Group to support pan-European awareness of Europeana's added value by promoting discussion and illustration of that added value to relevant target audiences. This work will also help to address the issue of multilingualism. The group should act as national content points for the transfer of knowledge and communications about Europeana and cultural heritage.

Task 8.6 Explore the Partnership in Awards programme with Heritage in Motion

Partnership with Heritage in Motion will give Europeana the opportunity to be involved in an established awards system for cultural heritage. Together with Europeana, Heritage in Motion, represented by Europeana Museum Academy (EMA) and Europa Nostra we will create an awards section as part of Europeana Pro. They will manage the task of advertising the awards to the Europeana Network, in close cooperation with colleagues in Network & Sustainability, and deliver a plan for communications related to the awards event.

9. People & Business Support

Introduction

The work carried out by Europeana colleagues is not possible without full back office support. The People & Business Support team support and facilitate the entire organisation (see below) through HR, Programme Control, Financial Management and Business Support.

| Data partner services (B2DP)	End - user services (B2C)	Re - user services (B2B)
Policy, Research, Knowledge and Programme Management		
Network & sustainability		
Product Development		
Technology		
Communications		
People & Business support		
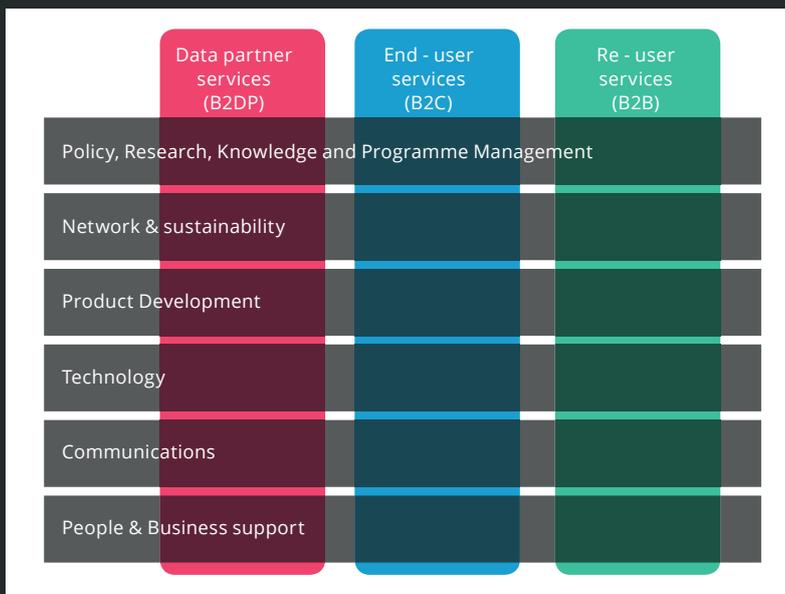
Figure 18. The Europeana team structure

Our focus for 2015 will be on further improving the processes related to contract management, project and financial reporting and HR. The process for assigning budget to teams will also be implemented.

Objectives

The People & Business Support team will:
- Ensure that the Europeana DSI has the people, resources and physical work environment it needs to operate,
- Manage the financial needs of the Europeana Foundation across all EU-funded projects,
- Manage the development of revenue generated from new activities.

Tasks

Task 9.1 Manage human resources

Manage human resources for the Europeana Foundation including recruiting new staff, making sure that the organisation's practice is in line with applicable employment laws. Offer learning and development opportunities for all staff members, if budget allows.

Task 9.2 Coordinate programme and project finances

Subtask 9.2.1 Manage and control finances for the Europeana Foundation's programme of projects and subcontracts
In close cooperation with Task 4.1. (Programme Management), we will produce management reports for the monthly management team meetings and quarterly partner board.

Subtask 9.2.2 Manage and control finances for the Europeana DSI programme of projects and subcontracts
Coordinate partners' financial reporting and delivery of financial and management reports to the European Commission.

Task 9.3 Manage finances for the Europeana Foundation

This includes budget management, a yearly audit and financial administration and control, reporting to the Europeana Foundation Governing Board.

Task 9.4 Provide business support

Ensure that the Europeana business and business support units can function properly and

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efficiently. Manage the back office systems such as office software and customer relations management and office management tools & services.

Annex 1 – Deliverables & Milestones

The following list details each team's deliverables and milestones, and the project from which they originate.

Data Partner Services

MS5	Aggregators' Forum meeting in fall	DSI
D1.2	Paper on amount of data partners and outreach to major institutions	DSI
MS2	Updated partner and Data Development Plan (incorporating outcomes of subtask 1.1.2)	DSI
MS2	Updated Partner development plan	v3.0
MS4	Collections and Data Development Plan	v3.0
MS6	Data ingestion plan	DSI
MS5	Improved quality of metadata	v3.0
MS3	Aggregators Forum	v3.0
MS3	Updated project shift plan	DSI
MS7	Content reports	DSI
MS8	Plan for training and workshops of aggregators for data providing partners	DSI
D4.4	Recommendation for enhancing EDM to support research-orientated content	Cloud
D1.3	Description of planned work for the aggregators on improving data	DSI
MS4	Aggregators' Forum meeting in spring	DSI
MS25	Additional plugins to enrich Cloud metadata as part of the content ingestion workflow are ava	Cloud
MS24	Additional enrichment plugins to enrich Cloud data as part of the content ingestion workflow	Cloud
MS20	Update reports on content ingestion	Cloud
MS19	2.4 million metadata records from project partners available in Europeana	Cloud
MS18	Periodic reports on meta data ingestion	Cloud
D4.5	Research metadata and content available in the Europeana Cloud	Cloud
D4.3	A report and a plan on future directions for improving metadata in the Europeana Cloud	Cloud
D1.1	Work and implementation plan to innovate the aggregation infrastructure	DSI
MS1	Specifications for the accurate representation of data providers' names in the DSI	DSI
MS6	Data ingestion plan	DSI

End user services

MS9	Technical infrastructure development plan	DSI
D2.5	GLAM-wiki collaboration progress report	Sounds
D3.1	Europeana Food & Drink Virtual Exhibition	Food & Drink
MS18	Developer outreach programme in place	v3.0
MS15	Annual traffic report and analysis	v3.0
D2.1	Marketing and Social Media plan for end users 2015-2016	DSI
MS10	Development Plan GLAMWiki relations	DSI

Re-user services

MS12	Set up of editorial board for Europeana Research and division of editorial responsibility	DSI
MS14	Two workshops on the need by the tourism industry on digital cultural assets, linked to task 3.3.3.	DSI
MS13	Luxembourg presidency event (PLURIO)	DSI
D6.2	Evaluation Report on Challenges and Uptake	Creative
D3.1	Creative industries' reach report, ONB	DSI
D3.3	Plan for distribution in education	DSI
D3.2	Europeana Research distribution plan (ONB-DARIAH/CLARIN)	DSI
MS11	Channels development and campaign plan	DSI
D3.4	Plan for Europeana's distribution in the tourism market	DSI
D3.1	Creative Industries' reach report	DSI

Policy, Research, Knowledge and Programme Management

MS17	Europeana research Portal	Cloud
D3.4	Europeana Research Portal	Cloud
MS17	Projects Group Assembly	DSI
MS20	Ingest plan for adding new content to the ENUMERATE Observatory	DSI
MS27	Research and development plan	DSI
MS45	People and Business Support Plan	DSI
MS21	Review of rights statements under the Europeana Licensing Framework	DSI
MS30	Search improvement plan (in relation to T4.5.1.as well as the WP 6 (Product Development)	DSI
MS18	Europeana DSI Knowledge Management plan	DSI
MS19	Launch of the ENUMERATE Observatory	DSI
MS23	Updated IPR documentation on Europeana Pro	DSI
MS24	Europeana DSI's copyright policy statement of principles	DSI
MS25	Migration plan to internationally standardized rights statement	DSI
D3.3	Report from stakeholder workshop including the reactions from right holders	Sounds
D2.1	Revised Europeana Licensing Framework	v3.0
D7.1	Europeana Foundation Annual Report 2014	v3.0
D1.2	Report on ENUMERATE survey	v3.0
MS13	White paper on enhanced Europeana Data Model	v3.0
MS12	White paper on best practices for multilingual access to digital libraries	v3.0
D5.2	DRAFT Handbook for the Europeana Cloud participants	Cloud
D5.3	Europeana Cloud Legal Framework	Cloud
D5.4	Model and Governance Structure for Europeana Cloud	Cloud
MS29	Cost model	Cloud
D7.2	Europeana v3.0 final report	v3.0
D5.5	Europeana Cloud Partner Roadmap	Cloud
D7.6	Periodic progress report	Cloud
MS22	IPR training plan for Aggregators	DSI

D5.3	Report on Sounds thesaurus and the metadata cleaning and normalisation module	Sounds
MS15	Europeana Inc. business plan	DSI
MS28	Overall plan to coordinate, innovate and disseminate Europeana coordinated R&D	DSI
MS29	EDM Development plan	DSI
D5.2	Handbook for the Europeana Cloud participants FINAL	Cloud
D5.3	Revised Europeana Licensing Framework v2	Cloud
D2.6	Music Information Retrieval Pilot delivery report	Sounds
MS16	Europeana DSI's Policy, Research and Knowledge management development plan	DSI
D4.1	Europeana DSI 2016 Business Plan	DSI
D4.2	Assessment report on needs for intelligence on digital heritage collections and services	DSI
MS26	Recommendation report on Business Model, Impact and performance indicators 2016	DSI
MS31	Report on the improvement of search	DSI
D4.3	Analysis report of new statistical content	DSI

Product Development

D6.3	New portal Europeana.eu	DSI
MS14	Usability plan and methodology report	v3.0
D3.1	User behaviour benchmark report	v3.0
D3.2	Product development report	v3.0
D2.4	Crowdsourcing infrastructure V1 Assessment and Recommendations	Sounds
MS29	Audio channels first production version	Sounds
MS28	Europeana Sounds Spotify application prototype	Sounds
D4.1	Audio channels public beta	Sounds
D6.1	Description of planned development work for platform back - end	DSI
D6.2	Requirements specification for the portal europeana.eu	DSI
D6.4	Three thematic channels	DSI

Technology

D5.2	Review of technical and logical architectures	v3.0
D5.1	Operations process description and manual	v3.0
D5.2	Deployment of fully functional updated aggregation system deployed by UIM	Sounds
MS13	25% of available metadata available in cloud	Cloud
D3.1	Document on personas, scenarios and use cases	Cloud
D2.6	Metadata and Content Cloud delivered	Cloud
D1.5	Expert Forums with Reports	Cloud
D1.3	User requirements analysis and case studies report	Cloud
D7.1	Strategic Development Plan, Architectural Planning	DSI
D5.4	Report on the development of the crowdsourcing infrastructure	Sounds
MS16	Third version of tools and documentation	Cloud
D2.7	Migration/Upload of metadata and content analyzed	Cloud
D1.7	Research Community Evaluation Report	Cloud

D1.6	Content Strategy Report	Cloud
MS34	Successful review at end of project	Cloud
D7.7	Final Report	Cloud

Network and Sustainability

MS21	Status Report 2014 on co-financing	v3.0
MS20	White paper European Cultural Commons	v3.0
D6.4	Final Report on a Strategy for a Sustainable Europeana Labs Network	Creative
D6.3	Pilot and Infrastructure Evaluation Report	Creative
D5.4	Challenge Spin-off Project Final Reviews	Creative
D3.4	Final Report on Europeana Labs Network Sustainability Plan and Generic Business Models	Creative
D4.6	Delivery of the Design Pilot	Creative
D5.1	Network activity and communications plan	DSI
MS32	Multilingual research and development plan	DSI
MS33	Implementation of Europeana new governance of the Network	DSI
MS34	Implementation of Europeana Network/Association representation bodies	DSI
MS35	Annual General Meeting	DSI
MS36	Implementation of a membership programme & management of Task forces	DSI

Communications

MS40	Europeana Communicators Group in place	DSI
MS37	report on sustainability	DSI
MS39	three EU presidency events undertaken and recommendations formulated by KB, LNB and PLURIO	DSI
MS31	Publicity Material for Final Conference Available	Creative
MS33	Promotion Campaign Europeana Lab / Spin-offs: Success Stories Put in Place	Creative
MS41	Communications plan for Awards advertising and event	DSI
D6.7	Dissemination Materials and Press Kit 2	Sounds
D8.1	Strategic communication plan	DSI
MS38	Three EU presidency events undertaken and recommendations formulated by KB, LNB and PLURIO	DSI
MS37	report on sustainability	DSI
MS38	Launch of Europeana 280	DSI

People and Business Support

MS44	Technichal development report 2	DSI
D9.1	Annual report of the Europeana Foundation	DSI
MS42	Requirements for new Awards site	DSI
D9.2	Progress report	DSI
MS43	Technical development report 1	DSI
D9.3	Final report	DSI

Annex 2 - Performance Indicators

Data Partner Services
- 6 Meetings organised by Europeana for aggregators and/or data providers (workshops, trainings, Aggregators' Forum)
- 45,000,000 Metadata records accessible in Europeana
- 25,000,000 Metadata records provided in native EDM
- 18,000,000 Digital objects labelled under rights statements that allow re-use (PDM, CC0, Creative Commons, OOC-NC)
- 13,000,000 Downloadable digital objects with direct links number of objects
- 18,000,000 Digital objects include geo-location data

End-user Services
- Number of impressions of Europeana's portal - 20,000,000
- Number of re-tweets, favourites, replies, clicks on Twitter - 25,000
- Number of new followers on Facebook - 15,000
- Number of new followers on Twitter - 5,000
- Number of collection days (in cooperation with Facts & Files) - 3
- Number of trainings on collection days - 3
- Number of times an item is viewed - 66,000,000
- Number of visits to Europeana's portal - 6,000,000
- Number of engaged users (clicking, sharing, liking) - 350,000
- Number of engaged users on Facebook - 300,000
- Number of engaged users on Pinterest - 25,000
- Number of impressions of Facebook updates - 13,000,000
- Number of impressions of Pinterest pins - 3,000,000
- Number of impressions of Europeana's content on Wikimedia projects - 30,000,000

Re-user Services
- Number of applications showcased on Labs - 100
- Number of active API keys - 150
- Business requirements for Europeana Inc. defined
- Number of partnerships established - 6

Policy, Research, Knowledge and Programme Management
- CEF proposal for 2016 onwards delivered
- Number of new projects that Europeana will participate in will be at least 2
- Subcontracts in external projects - 10
- Europeana Cloud governance and business model developed and implemented (Y/N)
- Business and cost model for Europeana developed in a white paper (Y/N)
- High profile meetings/workshops on copyright reform - 5
- Impact Framework revised (Y/N)
- Integrate at least 1 new domain in EDM - 1
- Contributions Europeana Tech community - 10

Network & Sustainability
- Association Governance fully set up and by-laws agreed and published
- Number of unique users of Europeana Pro - > 95,000
- Implementation of a Membership programme - In place
- Successful AGM 2015 - 250 Network representatives attending - 250
- Agreed plan for structural contributions by Member States - In place
- Europeana strategy recommendations reports - 2

Product Development
- Users rating products as Good or Excellent. In 2015 our APIs and Labs, Pro, and Statistics Dashboard will be evaluated - 75%
- Number of channels developed - 3
- AA WCAG accessibility rating for Europeana Pro and Europeana Labs (Y/N)
- Europeana search rated as equal to Google in recall and precision as evaluated in a formal benchmark test (Y/N)
- Performed guerilla usability tests and/or A/B-tests/other online tests - 48

Technology
- Production systems are available 99% of the time
- Development systems are available 95% of the time
- Hosting costs   10% less than 2014
- On average, 80% of Europeana media objects are analysed within two weeks after ingestion
- There is an automatic process in place which can deploy new features after these are tested and accepted within 1 day
- Team Velocity is measured in all the sprints and increased in 2/3 of them

Communications
- Europeana 280 event - 1
- Events/workshops related to the promotion of digital cultural heritage held for and attended by policymakers and political influencers from across Europe - 3

People & Business Support
- Implement Sugar CRM into the entire organisation and create automatic processes for the Pro website (Y/N)
- Turnover of staff less than 20% related to employees who worked more than three years at Europeana (Y/N)
- Further improvement of reporting processes and further implementation of budgets assigned to teams (Y/N)

Annex 3 - Budget 2015 Europeana Foundation

Income	General	TEL Aggregation	Europeana DSI	EU projects	Other projects	Total budget
Income						
Subsidy	124.200	411.160	3.623.300	2.401.050	55.000	6.614.710
* Subsidy European Commission			3.623.300	2.230.390		5.853.690
* Subsidy from Ministry Funding	124.200			82.260		206.460
* CENL		411.160		88.400		499.560
* Other funding				-	55.000	55.000
Other income						
* Subcontracting for other projects	65.000					65.000
* Crowd funding			10.000			10.000
Total Income	**189.200**	**411.160**	**3.633.300**	**2.401.050**	**55.000**	**6.689.710**

Costs	General	TEL Aggregation	Europeana DSI	EU projects	Other projects	Total budget
Personnel staff	170.000	284.160	2.317.000	1.559.650	50.000	4.380.810
* Personnel staff costs	86.000	276.660	2.317.000	1.559.650	50.000	4.289.310
* Recruitment	25.000	2.500				27.500
* Training and education	40.000	1.000				41.000
* Other personnel costs	19.000	4.000				23.000
Housing costs	88.000	25.000				113.000
* Costs for housing	44.000	20.000				64.000
* Costs for Office IT and desk space	44.000	5.000				49.000
Operating costs	200.000	19.500				219.500
* Office supplies	15.000	1.500				16.500
* Depreciation	30.000	1.500				31.500
* Insurances	40.000	5.000				45.000
* Financial Administration	55.000	3.500				58.500
* Other external services	30.000	5.000				35.000
* Other general office costs	30.000	3.000				33.000
Subcontracting		44.500	709.700	480.100		1.234.300
* Hosting & maintenance websites		44.500	225.000	215.500		485.000
* Platform, portal and product development *)			102.000	142.700		244.700
* Marketing, Advocacy & Research			166.000	91.000		257.000
* Other subcontracting			216.700	30.900		247.600
Other direct costs		38.000	415.300	283.800	5.000	742.100
* Travel costs		15.000	231.000	125.900	5.000	376.900
* Other Direct costs		23.000	184.300	157.900	-	365.200
Overhead covered by projects	268.800-	-	191.300	77.500	-	-
Total Costs	**189.200**	**411.160**	**3.633.300**	**2.401.050**	**55.000**	**6.689.710**

*) Including search improvement