



europæana
think culture



Business Plan 2014

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Introduction

2014 is a transitional year for Europeana as we move from the current Strategic Plan (2011-2015) to the new Strategic Plan, which will cover the period 2015- 2020. This provides a long-term vision for Europeana as a Digital Service Infrastructure (DSI), primarily funded under the Connecting Europe Facility (CEF), the new financial instrument used by the European Commission.

This year will therefore be used to prepare our organisation and the Europeana Network for that transition. This business plan is largely based on the descriptions of work of the nine projects that the Europeana Foundation either leads (Europeana Version 2, Europeana Version 3 and Europeana Awareness) or is a partner in (Europeana Creative, Europeana Cloud, Ambrosia, Europeana Inside, Apps 4 Europe and Europeana Sounds). Within this framework, we will start to prioritise the work and put in place the processes that position Europeana as a true service infrastructure to connect Europe through culture.

The year 2014 will capitalise on the community collection work for Europeana 1914-1918 and Europeana 1989 we have undertaken in previous years. The centenary of the First World War and the 25th anniversary of the fall of the Iron Curtain provide excellent marketing and PR opportunities to demonstrate the work of the Europeana Network. Both will show what can be achieved with good quality data, improvements in multilingualism and strong partnerships. Both themes will underpin our work distributing Europeana to where the users are.

This year will also see the setting up of distribution partnerships and fulfilling the demand by the creative industries for cultural heritage material as fuel for their new applications. We will use 2014 to experiment with new ideas and pilot ways of making Europeana sustainable in the longer term.

The major priorities for 2014 are therefore:

- Continuing the shift from portal to platform
- Focusing on data quality and advocacy
- Creating value for contributing partners
- Developing the Europeana Network

Underpinning all of these are the importance of operational efficiency, a decent return on investment for partners, the need to bring the issues of multilingualism to the fore and to promote new ways of curating our collections.

1. Transition from Portal to Platform

'Portals are for visiting, platforms are for building upon'

(Tim Sherrat)

This means less focus on inviting individuals to explore their heritage in a pre-defined way on the europeana.eu portal and much more on developing communities who re-use the data, content, knowledge and technology that Europeana and its partners make available for them. This shift is essential to enable a future that will be read-write, where you will be able to take and give back to your community.

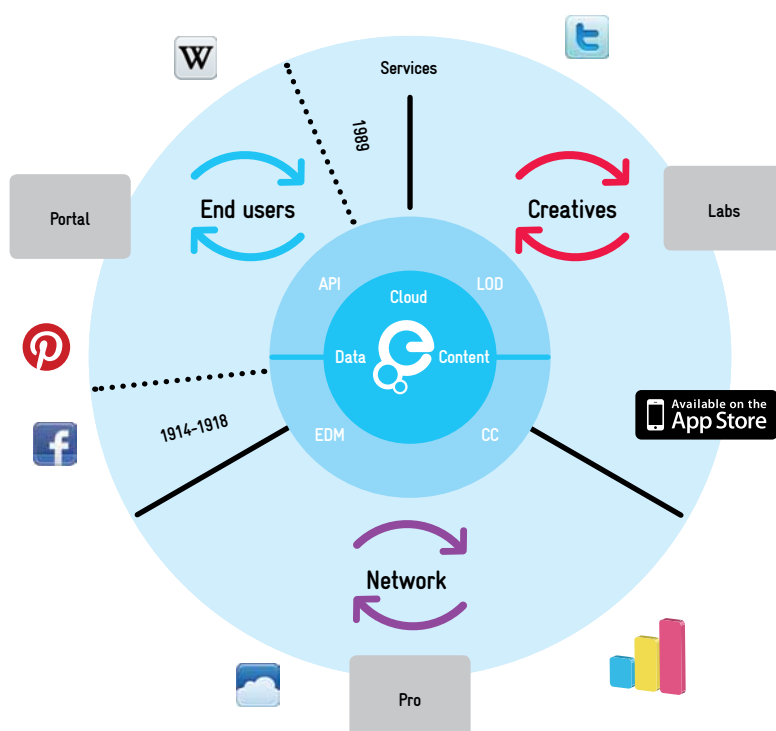
Last year, we put effort into developing a platform infrastructure. This year, we will expand our offering with a new service designed for the creative industries - Europeana Labs - where developers and creatives will find data, content, technology and documentation they can use to build new apps, games and services. Europeana Labs, built by the projects Europeana Creative and Europeana Space, will be the first point of entry to find prototypes of apps developed with Europeana data. It also offers access to partners for collaborative work in one of the five physical labs ('spaces') across Europe and to hackathons and challenges using the API or Linked Open Data.

Under the project Europeana Cloud, a first

prototype of a Cloud infrastructure will be built for partners to share data and tools in much more fluid ways than ever before. This infrastructure will also deliver data to the digital humanities researcher via their own networks in ways that allow them to manipulate and mine an ever growing cultural and scientific data set.

With Europeana Sounds and Ambrosia, we will build new channels to discover data and we plan to revamp Europeana Professional so that it can truly accommodate the needs of our thriving Network. To make this new diversified Digital Service Infrastructure offering consistent and coherent for our three stakeholder groups - end-users (B2C), creative industries (B2B) and Europeana Network

partners (B2N) - we will develop and implement a new global navigation system and style guide across all of our websites. There will be a very strong focus on curatorial themes that make Europeana's material more accessible to the end-user, such as the First World War (Europeana 1914-1918), the Iron Curtain (Europeana 1989) and Food and Drink. We will work with strong, like-minded partners, such as Wikimedia, to make all content specifically licensed for re-use available on the platforms that bring the highest visibility and user interaction. We will also ensure cultural institutions will be able to track and understand the impact of that engagement in their own statistics.



2. Focus on Quality

Changing the way we distribute our heritage is of course directly related to the quality of the material we make available for distribution. While we will continue to collect all the material that partners make available, it is important that the data works well on the web. Working with the contributing partners, the Europeana Foundation will focus strongly on improving the quality of that data, which will in turn improve its re-use and discoverability potential wherever the cultural heritage institution wishes to expose their data. We aim for all data in Europeana to have relevant descriptions, previews of reasonable sizes, accurate geo-location data, clear and correct rights statements (preferably to allow re-use) and persistent direct links to the objects themselves.

For Europeana to provide a valuable service for its contributing partners, we must become the best place to find direct access to trusted sources. We also need to improve the IPR conditions to permit comprehensive digitisation and access to the digital objects provided by the memory institutions. This means continued work on promoting the benefits of the public domain as fuel for creativity, working to improve copyright so that cross-border access and rights clearance are not insurmountable barriers, and advocating the persistency of links. Discoverability in a multicultural world requires solutions to multilingualism. Enriching the Europeana database to improve multilingual discovery therefore remains a high priority.

‘Quality’ does not only pertain to the data that is provided to us. It is also about the quality of the processes we put in place to develop products, share knowledge, and get things done. Emphasis will be put on transparency and efficiency of processes.

3. Value creation for contributing partners

Europeana can only be as good as the data it receives and to receive good quality data there must

be strong motivation for the contributing partners to do the work. We will therefore work at making these benefits more visible to the partners, including:

Standardisation and interoperability: We’ll invite the Network to participate in working groups to work out issues of interoperability so that we can help them get better exposure for their collections. We’ll work with them on the standardisation of data models to create international discoverability (e.g. with Digital Public Library of America (DPLA) and digital public library of Australia, Trove). And together, we’ll look at enriching metadata with multilingual tags, geonames and annotations that can also be returned to the providers and used within their own systems. We’ll continue providing forums within the Europeana Network for the discussion and resolution of specific issues.

Advocacy on importance of culture: Through campaigns such as #AllezCulture, which is strongly supported by the Network, we’ll promote the importance of culture to the economy, education and the creative industries as well to the political and social fabric of Europe. We believe that cultural heritage can fuel new services and so should be measured as a revenue generator.

Project partnering support: We’ll continue to provide networking forums and help our members to find partners and resources for new project funding. We’ll keep on creating new projects and framing them within EU work programmes to the benefit of memory institutions.

Open source software: Europeana will promote the open source software it produces to the contributing partners and to the open source community. Examples include the Europeana.eu platform, Europeana Cloud and the software behind the Europeana Open Culture app.

Visibility via distribution: We’ll increase visibility of partner content to the wider world through

distributors such as Google, Wikipedia, the Linked Open Data community and our own data.europeana.eu service. Together with more specific partnerships such as Inventing Europe and the DPLA, Europeana will be a major player in making distribution of data easier for partners. We will also encourage collections distribution by subject so that partner collections can be found by the users in places they are already using.

4. Become a fully networked organisation

Over the past four years, Europeana has developed from a project to a network organisation. This includes over 800 members of the Europeana Network, more than 2,300 content-contributing partners, a Europeana Tech community of over 75, some 25 EU-funded projects, a Board of 20 European associations of content holders, a Member State Expert Group representing all the EU countries on a policy level and an Executive Office of 50 full-time employees.

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.

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 increasingly important to foster the feeling of mutuality - that we all work together for the benefit of all members.

To strengthen the Europeana Network, we will focus on several projects that enhance the feeling of mutuality, including carrying out the Europeana Cloud under 'commons' principles, commencing with the building of a shared technical infrastructure for all partners to use.

Four major events are scheduled over the course of 2014 with the aim of widening and reinforcing the

Network and its work to make Europeana sustainable and accountable. These events are: a Europeana Tech conference in Paris; two EU Presidency events in Greece and Italy aimed at policymakers in culture, research, tourism and education; our Europeana Network Annual General Meeting in Madrid, which will set the business plan for 2015; and the final conference of Europeana Awareness. In addition, several national meetings are planned with the national digital libraries, as well as aggregator forums and project meetings.

The Europeana Foundation and the Europeana Network will review the governance of Europeana to make it fit for purpose for the following five to seven years, with continued work on the strategic plan for 2020. While 2014 will be a year of transition, it will also be a year in which we continuously champion the importance of culture to Europe and its social and economic well-being.

A Aggregate

Build the open and trusted source for European cultural heritage

Aggregation of European digital cultural heritage remains the lifeblood of Europeana. With more than 30 million metadata records in the repository, we and our contributing partners have established a critical mass. But now we need to fully open up the data and content to make it easily and directly accessible via Europeana for creative re-use. Two key elements to this success are securing more content with open licences and ensuring there are more direct persistent links to digital objects in the metadata. We also recognise that the caching and temporary storage of digital objects makes creative re-use of content easier and whatever we can do to make re-use easier helps build bridges between the cultural and creative sectors.

Europeana is as strong as its network of partners. The achievements of Europeana over recent years are the achievements of the cultural institutions we work with to improve the Europeana database. While improving the aggregation process and structure we have to foster a feeling of mutual benefit with all the aggregators and data providers. For 2014, we will focus on demonstrating the value that contributing data to Europeana provides to cultural institutions. This will contribute to the establishment of Europeana as a Digital Service Infrastructure from which all partners will benefit.

I. Aggregation Infrastructure

Europeana currently brings together the online collections of 2,300 galleries, libraries, museums and archives from across Europe. However, Europeana does not have the scale to directly collaborate with all these organisations. With its aggregator model, Europeana is able to represent the collections from all these cultural heritage organisations while only ingesting metadata from fewer than 150 organisations. National aggregators (e.g. Hispana in Spain, SOCH in Sweden) process metadata on a national level and prepare them for

Europeana. Pan-European domain aggregators (e.g. The European Library) process metadata from one domain (e.g. libraries) and prepare them for Europeana. European Commission funded projects also act as domain or thematic aggregators (e.g. Archives Portal Europe network of excellence, EUscreenXL, OpenUp!). This complex aggregation infrastructure needs to be streamlined to ensure continuous and efficient aggregation of metadata. The Europeana Foundation needs to coordinate, operate and enlarge the network of partners and data-providing organisations. Europeana needs to engage with new partners and nurture existing relationships. It is essential for the future of the Europeana aggregation infrastructure to develop valuable services for cultural heritage organisations and to promote a clear value proposition to them.

Objective: Further develop the network of data providers to Europeana and streamline the Europeana aggregation infrastructure with a strong focus on creating value-added services for aggregators and data providers.

Key Tasks

- a. Further develop the Aggregator Forum so its members can discuss common issues and challenges and work towards solutions through the transfer of knowledge and expertise. Develop the Aggregator Forum on Basecamp, hold one meeting of the Aggregator Forum in The Hague in the spring and facilitate the execution of another national aggregator meeting hosted by a national aggregator.
- b. Organise and execute six workshops or roundtable events with national aggregators to develop a common understanding of challenges and processes and to foster collaboration among and between Europeana and its aggregators, but also to provide practical advice and training on metadata and content processing, if necessary.
- c. Develop, update and make available the guidelines and documentation required by data providers to enable smooth and efficient

submission of metadata to Europeana.

- d. In collaboration with the Facilitation team, coordinate the Europeana group of projects providing data to Europeana. Provide up-to-date guidelines, plan ingestion activities that are aligned with project deadlines, consider specific (technical) requirements and ensure continuous data submission/updates beyond the end of the project.
- e. Promote the content of data providers and aggregators through the Europeana Network newsletters and Europeana Professional blog posts.
- f. Further develop and promote a clear value proposition for data providers and aggregators. Europeana will improve the ingestion tools to allow, for example, a bi-directional data flow between Europeana and data providers. Europeana will also provide access to various metrics through a dashboard that allows our data providers and aggregators to better understand how their data gets used. Europeana will also encourage closer links between cultural institutions and creative industries, for example, by promoting collections for creative re-use. Europeana will also engage with data providers and aggregators to help them promote their content through new channels such as the GLAMwiki Toolkit.
- g. The cloud infrastructure developed within Europeana Cloud can improve the service offering to aggregators and data providers. This has to be further developed with case studies using tools and content that allow specific audiences to demonstrate the value of cloud-based services.
- h. Promote the Europeana Network to aggregators and data providers (e.g. at the Aggregator Forum, conferences) and support them to become active members of the Europeana Network.

KPIs

- Two national aggregator meetings organised/facilitated
- Six workshops/roundtables with national aggregators taken place
- 12 data providers or aggregators highlighted via blog posts/newsletter

II. Improve the Europeana Database

In an increasingly crowded landscape of digital cultural heritage providers, Europeana and its partners offer users very specific and unique qualities, such as authenticity and trusted data. However, end-users and creative industry partners are critical of the quality of the metadata that they get from Europeana. Not only do they need to know what they are legally allowed to do with it, they want rich contextual information and direct links to high quality digital objects for creative re-use. In addition to this, they expect to find certain material (masterpieces, audiovisual material, user-contributed content, 20th century works) and a balanced representation of the EU member states and each of the cultural domains.

Objective: Improve the Europeana database with a strong focus on quality to facilitate the creative re-use of metadata and content.

Key Tasks

- a. Facilitate a Europeana Network Task Force to develop recommendations for metadata quality, then communicate and implement these recommendations.
- b. Develop a Europeana publication policy to specify and summarise requirements for metadata and content that will or should be made available via Europeana.
- c. Continue the Rights Labelling Campaign and implement the latest recommendations to significantly reduce the number of unlabelled objects in Europeana.

- d. Implement the recommendations of the revised Europeana Licensing Framework proposed by Europeana Awareness WP5 (i.e. retire the 'Rights Reserved - Restricted Access' statement, apply the 'Out Of Copyright - Non Commercial Re-Use' and 'Orphan Work' statements).
- e. Work with aggregators and data providers in collaboration with the Europeana Facilitation team to increase the number of openly licensed items (Public Domain Mark, CCo, CC BY, CC BY-SA) in Europeana to support the creative re-use of content.
- f. Develop the richness of Europeana metadata: (1) increase the amount of previews in the portal; (2) decrease the amount of dysfunctional links; (3) increase the amount of digital objects with geo-location data; and (4) further manage the transition to the Europeana Data Model.
- g. Develop a strategy and a source that gives open direct access to high-quality content for research (in the context of Europeana Cloud) and for creative re-use, with particular focus on content supporting the 5 themes of Europeana Creative (history education, natural history education, social networking, tourism, design). Process the data/content so that it is accessible via Europeana.
- h. Develop and update the Europeana ingestion plan in collaboration with the national aggregators and the key Europeana projects and ingest the metadata accordingly. The ingestion plan should address the content gaps as described below and the development of the total numbers of items in the Europeana database.
- i. Pay attention to the representation of collections by EU member states (not all member states are well enough represented) with special focus on countries such as Bulgaria, Croatia, Cyprus, Czech Republic, Greece, Italy, Portugal, Romania, Slovenia, Slovakia, and the United Kingdom.
- j. Ensure good representation of each of the domains: all domains (galleries, libraries,

archives, museums, audiovisual collections) are represented but the distribution is uneven with archives and audiovisual archives lagging behind. Collaborate closely with APEX (for archives material) and EUscreenXL, EFG and Europeana Sounds (for audiovisual material).

- k. Ensure that content represents all time periods - analysis shows that early modern history is not as well represented as it could be - and ensure inclusion of user-generated content.

KPIs

- 33 million digital objects accessible through Europeana
- 30 percent of digital objects are downloadable with direct links
- 100 percent of digital objects have a rights statement
- 11 million digital objects labelled under open licences (PD/CCo/CC-BY /CC-BY-SA)
- 85 percent of digital objects include a preview
- 25 percent of digital objects include geo-location data
- Only two percent of metadata records have dysfunctional links
- 10 million metadata records provided in EDM
- Europeana publication policy developed, published and implemented

III. Maintain and Improve the Ingestion Workflow

Europeana and partners have been changing the data model behind Europeana from the original and simple Europeana Semantic Elements (ESE) to the richer Europeana Data Model (EDM). EDM has been implemented and data providers can now provide their richer EDM metadata to Europeana. To make all of this happen, Europeana has introduced a new workflow for the ingestion of EDM metadata and a new tool - the United Ingestion Manager (UIM). With the help of several plug-ins, the UIM facilitates the different steps of the

ingestion process, e.g. harvesting, mapping, de-referencing, enrichment, thumbnail caching and link checking, all of which are necessary before metadata can be published. Although UIM is in place and functional, more work is necessary to further automate workflow processes and also to allow a bi-directional flow of metadata between Europeana and the data provider. This will eventually make the entire publication process much more transparent and flexible for data providers, which will in turn support data processing and improve data quality significantly.

Objective: Develop and implement a product development plan for ingestion and deliver a mature and stable ingestion workflow for Europeana and partners.

Key Tasks

- a. Working with a cross-functional team, manage UIM's lifecycle, plan releases, prepare the UIM launch and deliver the product to data providers and aggregators.
- b. Develop the requirements for a Europeana/data provider (including Europeana Inside) ingestion workflow that supports versioning of datasets and allows, for example, data push/pull, data validation and preview/quality check of data.
- c. Consider the tools designed in the context of Europeana Cloud when developing the product development plan for ingestion.
- d. Improve the communication mechanism and operational workflow for ingestion in accordance with UIM to ensure more efficient data processing and partner collaboration.

KPIs

- Product Development Plan for ingestion delivered in July 2014
- Average ingestion turnaround time of one month from delivery to publishing

B Facilitate

Support the cultural heritage sector through knowledge transfer, innovation and advocacy

Europeana facilitates innovation and change for the cultural heritage sector in Europe, changing mindsets, setting standards and models for interoperability and access, and enabling others in the Network to better fulfil their aims. Under the Connecting Europe Facility (CEF), Europeana is positioned as a Digital Service Infrastructure composed of a core service platform, a central hub enabling trans-European connectivity and interoperability, with related generic services, which link national and sectoral infrastructures. Europeana delivers an infrastructure for the re-use of digital cultural heritage objects which supports cultural institutions and creative industries.

Europeana will continue its ongoing work advocating changes that facilitate the exposure of more of Europe's cultural and scientific heritage online. It will continue to develop the framework to increase data interoperability and its re-use potential. This includes: a revision of the governance structure of Europeana so it is fit for purpose; participation in the EU Copyright Reform Review both on behalf of cultural heritage institutions and in order to find structural solutions to the difficulties Europeana faces in bringing heritage to users; the promotion of the importance of a multilingual solution; and an emphasis on the role played by Europeana Tech and Research & Development in unfolding solutions that push our sector to the fore as a major force within the European Union, both politically and economically.

In the transition phase to our new strategic plan, we will investigate new business models that support the long-term sustainability of Europeana and its partners in the cultural and scientific heritage sector. In the shorter term, funding for innovation will come from collaborating with current and new partners. Europeana will look to participate in new and imaginative projects under the recent Horizon

2020, Creative Europe and COSME (Competitiveness of Enterprises and Small and Medium-sized Enterprises) EU programmes.

To help achieve the objectives of the whole Europeana ecosystem and share the knowledge we create, 2014 will see a re-engineering of the Europeana Professional website.

I. Programme and Knowledge Management

Objective: Identify and exploit synergies among the Europeana portfolio of projects through proactive management of people, knowledge and new proposal submissions.

Key Tasks

Project Management

- a. Manage the Europeana Foundation core projects - Europeana versions 2.0/3.0 and Europeana Awareness - to agreed standards of quality, budget and time-frames. Ensure that all partners are fully engaged with the anticipated outcomes.
- b. Coordinate and synchronise the inputs and outcomes of the five projects - Europeana Cloud, Europeana Creative, Europeana Sounds, Europeana Inside and Ambrosia - in which Europeana is a partner.
- c. Oversee the management processes for the full family of projects which contribute data, access to digital objects, user-generated content, technology and other products to Europeana. Organise a new projects co-ordination meeting in March and a Europeana Projects' Group Assembly after the summer.

Project Proposals

- d. Develop and submit the grant proposal for Europeana as a Digital Service Infrastructure under the Connecting Europe Facility.
- e. Review and collaborate in relevant Horizon 2020, Creative Europe or COSME proposals.

Knowledge Management

- f. Re-launch Europeana Professional to become a widely used knowledge-sharing tool in the cultural heritage industry. Improve the usability of the site with a special focus on search and discovery.
- g. Further develop the platforms of communication and collaboration, both externally and internally. Encourage and support all partners to make their work processes transparent and their deliverables re-usable.
- h. Develop and enforce processes for the maintenance of Basecamp and Europeana Professional across and within Europeana's internal teams.

KPIs

- Tools for internal project management (e.g. Smartsheet, Basecamp) are rated good or excellent by 70 percent of the users
- 100 percent of all Europeana related projects listed on Europeana Professional
- Average of 500+ visits a day on Europeana Professional

II. Advocacy & Policy

Objective: To advocate for the changes needed to make cultural and scientific heritage available online.

Key Tasks

Governance

- a. Create and implement a revised governance model for the Europeana Foundation together with the Governance Task Force, reflective of the strategic direction set out in the Europeana Strategic Plan 2015-2020.
- b. Develop a governance model for Europeana Cloud founded on the principles of the Cultural Commons. The model will promote open, fair and representative governance, which relates to

the new governance model of the Europeana Foundation.

IPR

- c. Represent the interests of the Europeana Network and cultural and scientific heritage institutions in the review of copyright laws by the European Commission. Develop and promote positions to influence rights-related policies and regulatory initiatives that affect the digitisation and online access to and digital re-use of cultural information and of orphan and out-of-commerce works, across the borders of Europe.
- d. Revise the Europeana Licensing Framework (Europeana Cloud) in coordination with Europeana Creative and Europeana Awareness and Europeana Sounds, to enable open re-use of cultural heritage metadata and content within creative industries, education, research and tourism.

Business Models

- e. Develop a business and cost model (Europeana Cloud) that provides an efficient and sustainable basis for Europeana Cloud to deliver new tools and services to the Europeana Network that encourages and enables the re-use of rich metadata and content.
- f. Develop and implement an Impact Assessment Framework with the Impact Task Force in line with the impacts outlined in the Europeana Strategic Plan 2015-2020.
- g. Develop a sustainable business model for Europeana Labs (Europeana Creative).

Policy

- h. Research and coordinate the development of IPR and policy strategy and activity across Europeana projects, ensuring consistency and improving the sharing of knowledge through the Europeana Network.
- i. Develop the advocacy and policy information on the Europeana Professional website to be

- relevant to the Europeana Network and staff and to become a trusted source of information.
- j. Publish a comprehensive set of policy and process documents on intellectual property rights, accessibility issues, and management of information and associated issues, e.g. use of social media. Promote the publications via the relevant Europeana Network communications channels.

KPIs

- Europeana Network positions on copyright law agreed
- Europeana Licensing Framework (revised through Europeana Cloud and Creative) fully implemented
- Europeana Cloud governance and business models developed and implemented
- Impact Assessment Framework implemented
- Business model for Europeana Labs in place

III. Research & Development (R&D)

Objective: Stimulate Europeana-related R&D and innovation to improve access to digital cultural heritage.

Key Tasks

Data modelling and Exposure

- a. Develop and promote the data.europeana.eu facility (for data dumps, Linked Open Data) in collaboration with the requirements of Europeana Labs and Europeana's Distribution and Engagement team.
- b. Expand Europeana's data modelling and exchange activities, including EDM updates for the Content Re-use Framework (for Europeana Creative and Europeana Cloud), sound content (for Europeana Sounds), collections, datasets and providers.

R&D Collaboration

- c. Nurture Europeana Tech as a network of specialists from galleries, libraries, archives and museums (GLAMs) and research institutions so that they continue to advise on Europeana's technical development, especially on topics like metadata modelling and exchange, user interaction and user-generated content, Linked Open Data, semantic enrichment and multilingualism. Incorporate Europeana Tech processes within those of the Europeana Network. Use Europeana Tech in project preparation or prototyping in the context of other relevant collaborations such as Google, DPLA, OCLC, and the BBC.
- d. Progress the R&D agenda and continue state-of-the-art surveys (for example by continuing the work on the FLOSS inventory). Disseminate R&D results within the ecosystem.

Product Development Support

- e. Support product development by translating R&D results into requirement writing and testing.
- f. Create a roadmap for multilingualism research and implementation. In all tasks, promote and reinforce multilingual enrichment and search as well as user-generated metadata.

KPIs

- Contributions from the Europeana Tech Community about Europeana-related R&D issues: eight case studies, research reports, or presentations on major R&D platforms
- Europeana Data Model improvements for rights and sound developed and implemented.
- Provide input into the product development plan for data.europeana.eu
- Implement a successful Europeana Tech event

C Distribution & Engagement

Make heritage available to users wherever they are, whenever they want it, on any device, for any purpose

The shift from portal to platform will be most visible in Europeana's Distribution and Engagement activities. In order to create a valuable impact for our contributing partners, we will diversify our activities from attracting users to visit the portal to making the data, content and tools available for use and re-use to third party platforms and communities, who can better target their audiences.

In practice, this means that in addition to reaching out to end-users via our own portal and existing thematic websites such as Europeana 1914-1918 and Europeana 1989, we will be focusing on further collaboration with powerful distribution partners such as Wikipedia and stimulating the creative re-use of data and content by the creative industries. Our engagement activities will increase in intensity with the further development of the format of the Family History Roadshows, our end-user engagement programme and the GLAM-Wiki partnership activities. We will also see a strong thematic focus in our marketing and communications. With the upcoming centenary of the start of the Great War and the 25th anniversary of the fall of the Berlin Wall, we will make the collected material available through all of our dissemination channels and re-use platforms.

Across our various target audiences and themes, the use of social media is increasingly important for Europeana's marketing and communication. We have seen a fundamental shift in the standard communication model from pure exposure to engagement. In the old model, most communication was one-way. As a result, organisations would try to reach lots of people and then whittle them down to the end-users that matter most. In the new model, organisations invite their audiences to take part by interacting, commenting, sharing and creating – using the ripple effect. In 2014, we will be exploiting the ripple effect that off-site engagement offers to the fullest.

Finally, in 2014 we will focus on showing our impact to our Network partners. The new statistics dashboard is a first step in doing so: it will give data providers and aggregators more insight into the actual usage and distribution of their data via Europeana.

I. End-Users (B2C)

The shift from portal to platform does not mean that we lose interest in making sure that cultural heritage works for end-users. Europeana will keep developing demonstrator products that make our partners' material accessible directly to users interested in heritage. We will additionally make the material more accessible to specific audiences through targeted campaigns and micro-sites, or through third party platforms (such as Pinterest).

Objective: Engage end-users via the spaces that they already use – place Europeana data in prominent channels to maximise the impact and visibility of partners' collections.

Key tasks

Portal

- a. The Europeana portal will continue to act as reference point for all distribution and engagement activities. The homepage will be the shop window for Europeana and its aggregated collections, updated and enriched monthly with new and updated partner collections highlighted.
- b. Search engine optimisation will continue to drive traffic from search engines; platforms such as Facebook and Wikipedia will be used to create sustained referral traffic.
- c. We will make improvements to the portal so that it will continue to be used to direct users to specific collections from outside sources, providing users who are already engaged off-site with the opportunity to delve deeper into Europeana's 30+ million items.
- d. Through distribution and engagement activities, Europeana will highlight how content, taken

from Europeana, can be re-used on new platforms to reach and engage new users. Essentially, the portal will be used by the Distribution and Engagement team to identify and then surface the collections that are going to generate the most impact and increase the reach of partners' content.

- e. Based on the results of Europeana's 2013 user survey, the Distribution and Engagement team will collaborate with the Product Development team to prioritise areas for improvement.

Thematic websites

This year sees the beginning of centenary commemorations across Europe for the start of World War One. Europeana's 1914-1918 user-generated content (UGC) project will take centre stage in Distribution and Engagement's planned activities.

Europeana 1914-1918

- f. An improved thematic website of both UGC and institutional material will be launched in January in Berlin. It will complement the kick-off of seven national campaigns across Europe - in the Netherlands, Poland, Germany, Portugal, Austria, Serbia and Bosnia and Herzegovina.
- g. Working closely with partners in campaign countries, social media, including newsjacking in this centenary year, will be more aggressively used in local languages to promote the Europeana 1914-1918 collections, platform and API. To help realise this, D&E will publish social media guidelines for partners with the purpose of expanding the reach of Europeana 1914-1918's collections and to drive online submissions via the new and improved thematic website.
- h. The site will be used to encourage crowdsourcing to improve multilingualism and to enrich the data through annotation and tagging.
- i. Capitalising on the centenary year the site will market an API and search widget related to the material. This will be used to create hackathons and editathons on the subject matter.

- j. A marketing and high level content strategy will be published and shared with Network partners in order to achieve marketing and communications consistency across the project. The plan will incorporate the major events taking place and use them as the basis for promotion in coordination with PR and Corporate Communications.

Europeana 1989

- k. Support partners running national campaigns in Germany and Hungary with the promotion of events and the content collected during these events.
- l. Increase activity on social media: take a more consistent approach to platforms such as Facebook and update them with new content that has been submitted to the project on a regular basis.
- m. Focus online communications and calls to action on increasing online submissions to the project.
- n. Continue to record and publish personal stories and photograph individuals for the satellite engagement project 89 Voices. Integrate content from 89 Voices into the Europeana 1989 HistoryPin website and map out an integrated user journey between the two.

Virtual Exhibitions

- o. Develop, publish and promote five new virtual exhibitions around the themes of 1914-1918, photography, festivities in Rome, Darwin and fashion.
- p. Liaise with Product Development and the Web team to prioritise the continued development of the exhibitions platform, with regards to features, functionalities and theming options.

Newsletter

- q. Optimise the newsletter to focus more on collections - transition to a new platform that will streamline the process of generating and deploying newsletters.

KPIs

- 5.7m visits to Europeana's portal and thematic websites
- 2.5m redirects from the Europeana portal to partner websites
- 12 end-user newsletters
- Five virtual exhibitions
- 70 percent of the languages on the '14-'18 website translated into at least one other language.

II. Creative Industries (B2B)

The Europeana API will play a central role in facilitating re-use of our data by creative industries (B2B) in their applications and services. In order to stimulate and help external developers to use Europeana's API and datasets, case studies, best practice guidelines and API documentation will be provided centrally via the new Europeana Labs website. Additionally, we will develop and promote the outcomes of the pilots and challenges of Europeana Creative, Europeana Space and Ambrosia and investigate new large-scale distribution mechanisms such as Google Field Trip and eBook creators.

Objective: encourage and facilitate re-use of data and content by creative industries

Key Tasks

- Promote the Europeana Labs website (Europeana Creative), pilots and challenges to developers and creative industries.
- Initiate and develop an active developer community programme around Europeana Labs using, amongst others, the Europeana Tech community (developed in Europeana Version 2), the open source communities, initiatives such as Inventing Europe and a developers' blog.
- Ensure that the Europeana API, widgets and Linked Open Data are promoted and used in all

relevant events such as hackathons and that the results are publicised and collected on Europeana Labs.

- Ensure that Europeana Network partners who develop apps based on Europeana data can participate in incubator contests and business lounges (e.g. through Apps4Europe).
- Develop demonstrator projects such as Europeana Open Culture and promote the re-use of the open source software by the Network.
- Investigate new partnerships with organisations that can enrich and improve Europeana's service offering to partners, such as Google.
- Create and/or promote new distribution mechanisms and partners for Europeana data, such as the trilateral partnership Europeana-Retronaut-Rock Paper Photo, <http://www.rockpaperphoto.com/> (print-out sales), Europeana-CultureLabel www.culturelabel.com (image source for artists), etc.

KPIs

- Forty active API users showcased and impact measured in the API library
- Europeana 1914-1918 data used by 2 other centenary sites via the API
- 3,000 unique visitors to the online Europeana Labs environment
- Two physical labs actively working in the Europeana Labs Network

III. Community Engagement

Objective: Develop the format for Family History Roadshows for re-use

Key Tasks

- Further develop a programme for the collection of user-generated content, the integration of that content in the Europeana product offering and the engagement of specific audiences with that offering. During 2014, the focus of this

programme will be on the development of Europeana 1914-1918 (as part of Europeana Awareness), Europeana 1989 (as part of Europeana Awareness) and Europeana Food & Drink (as part of Ambrosia).

- b. Create and bring to market a format, with tools and guidelines, for organising UGC campaigns for the Europeana Network.
- c. Act as a communication point for sharing knowledge and ideas across the Network about UGC campaigns through papers, blog posts and presentations (following the outcomes/ recommendations of the UGC Task Force).
- d. Develop a sustainable archive repository for UGC content.
- e. Develop strategic partnerships with organisations that are well positioned to further our ambitions for increased user participation.

KPIs

- 45.000 items available on Europeana 1914-18
- 5.000 items available on Europeana 1989
- 750 stories collected through Europeana 1914-1918
- 1,500 visitors attending the content-gathering events.
- Format and toolkit for UGC campaigns available on Europeana Professional

IV. End-User Engagement

The effective and successful use of social media has been at the heart of Europeana's Distribution and Engagement team. As with many of our partners, the development and implementation of a successful social media strategy to reach new and existing audiences across the web is a priority. However, knowing where and how to start can be a daunting task for many institutions.

For the past five years, we have had the privilege of promoting some of Europe's biggest and most important cultural collections. Along the way and

together with our partners, we have dabbled and experimented with social media, and we've learnt a lot. Judging by the success of our recent Pinterest case study, which was downloaded over 2,000 times, there is clearly a demand for case studies that highlight the use of social media for memory institutions and we will strive to provide more based on new and past experiences at Europeana.

Objective: Lead the way for re-use of collections outside of the portal, in particular on social media, and as a result, multiplying the reach of collections in Europeana and providing the sector with solid engagement use cases.

Key Tasks

- a. Actively collaborate with partners to expand the reach of their collections and engage new audiences outside of their current web presence. By doing so, act as a mentor to enable Europeana's partners to realise the potential of social media to engage end-users with their organisation and collections.
- b. Engage Europeana's strong following with new and relevant content from partners on a daily basis via platforms such as Pinterest, Facebook and Twitter.
- c. Position Europeana as an innovator and thought leader when it comes to engagement on social media for heritage institutions and their collections. Based on Europeana's experiences, regularly publish papers, studies or use cases that prove and highlight the importance of engagement on social media.
- d. Work with thematic projects such as Europeana 1914-1918 and Europeana 1989 to ensure innovative use of social media and consistent engagement activities across the board.
- e. Expand the takeover of Europeana's social media presence to include eight more European languages.

KPIs

- Three industry papers on the effective use of social media for memory institutions
- One end-user engagement initiative for Europeana 1914-1918 project
- Eight European languages in Europeana's social media presence
- 13m impressions of Europeana content on Facebook and Pinterest
- 160,000 Engaged users on Facebook
- 40,000 followers on Facebook

V. GLAMWiki Programme

Objective: Improve the relationships between GLAM and Wiki communities through Europeana

Key Tasks

- a. Promote the GLAMwiki toolset, which allows GLAMs to upload large datasets to Wikimedia whilst adding the right metadata.
- b. Engage with Wikimedia Chapters, for example by organising edit-a-thons around Europeana 1914-1918 and Europeana 1989 content.
- c. Facilitate Europeana Network members work with Wikimedia, playing an advocacy role.
- d. Actively collaborate with Wikidata, the newest Wikimedia project.

KPIs

- 25m impressions of Europeana's content on Wikimedia projects
- 250,000 uploaded digital objects from Europeana on Wikimedia Commons
- Five Wikimedia Chapters joining the Europeana Network
- One WWI related project in co-operation with the Wikimedia Foundation.

D Network & Sustainability

The Europeana Network is key to the future sustainability of Europeana. Whether or not the Europeana Network takes ownership of the challenges - from funding to relevance - currently facing cultural and scientific heritage will determine whether Europeana will remain valid and valuable in the long term. Throughout 2014 we will investigate how to connect with other networks to prove that culture has a worth to economic growth and jobs, such as those for tourism, education and research. Increasing the active participation of members of the Europeana Network by nurturing Task Forces and supporting the Europeana Network Officers in doing their work will take place alongside engaging the policymakers in tourism, research and education via our strong relationship with the Member States Expert Group in Cultural Heritage.

Europeana's sustainability will be addressed by reinforcing the concept of mutual benefit, demonstrating its value to the partners, and finding ways to fund Europeana in the long term. The Europeana Network will be responsible for working out how to fund the service that it needs with support from culture ministries and new educational and tourism ministries. Discovering new ways of sustaining Europeana and its ecosystem becomes increasingly important if we are to achieve the level of funding required.

I. Network Development

More: Task Forces creating results; ideas for connecting to other networks; activism in the #AllezCulture campaign.

At the end of 2013, Europeana Network represented more than 800 members. The year 2014 will encourage more active involvement of members to make Europeana a living, thriving, sustainable ecosystem for all its contributors and users.

Objective: use the active Europeana Network to develop a Network model that celebrates culture, nurtures diversity, encourages links with the creative industries and jointly addresses operational, financial and strategic needs.

Key Tasks

- a. Increase active participation of Europeana Network members in Task Forces by pro-actively supporting the management of the work and reporting cycles, making sure outcomes are promoted on Europeana Professional and other communication channels.
- b. Run Europeana Network Officer elections and support the Europeana Network Officers via meetings, templates and action plans.
- c. Develop national Europeana Network meetings in four countries in close cooperation with the national ministries.
- d. Actively involve the Europeana Network in the #AllezCulture campaign so culture remains at the top of the political agenda.
- e. Actively engage the Europeana Network via forums such as LinkedIn, the Europeana Network newsletter and the Annual General Meeting 2014.
- f. Investigate, recommend and implement recommendations for the development of Europeana as a network organisation connected to other distributor networks in the creative industries, tourism, education and research.
- g. Determine the best processes and structures to fit subgroups of the Network such as Europeana Tech, Projects Group and the Communicators Group.
- h. Before the start of Europeana V3, create a management plan for the growth and activity of the Network agreed by the officers and within the financial framework of Europeana Version 3.
- i. Use the work of Europeana Cloud to promote the high level principles of the Cultural Commons to the Network and to develop sustainability.

KPIs

- Network model agreed in relationship to Europeana governance and other distributor networks
- Publication of Europeana Task Force results
- Successful AGM 2014 and four national Europeana Network meetings
- Increase number of active members to 200 and activities to 120 (taskforces, blogs, newsletters, etc.)
- Two invitations to speak at conferences

- and develop ones with tourism, education, research and the creative industries to ensure support (financial and strategic) of Europeana.
- d. Co-organise the two EU presidency events (Greece and Italy) aimed at culture policymakers sharing their knowledge of Europeana with the policymakers in tourism, education and research.
- e. Investigate and develop new strategic alliances for the delivery and exploitation of Europeana data, e.g. publishing systems.

II. Funding & Sustainability

From 2015, Europeana will receive support as a Digital Service Infrastructure under the Connecting Europe Facility (CEF) Programme. This funding requires that we show ourselves to be sustainable in the longer term. We will therefore build on existing and new relationships to uncover new funding and revenue opportunities.

Sustainability has several components: relationship building; network development and pure fundraising. The link with the Europeana Network is integral.

Objective: Sustainability; build strategic relationships with key influencers and develop new funding mechanisms to secure the short and long-term sustainability of Europeana and its ecosystem.

Key Tasks

Relationships

- Strengthen relationships with key funding and political stakeholders (CEF rapporteurs, attachés, MEPs) at national and local levels
- Increase involvement and participation from these stakeholders at Europeana-related events, strategic briefings, Europeana 1914-1918 family history roadshows etc.
- Maintain relationships with culture ministries

Funding

- Deliver required matching funds for Europeana Foundation project participation.
- Find ways to sustain Europeana's ecosystem by developing a long-term strategy and plan for co-funding sources.
- Organise a workshop to set recommendations on funding opportunities based on 'commons' principles.

KPIs

- Fill the funding gap of 130,000 euros by mid-2014

E PR & Corporate Communications

Our challenge this year is to shift the perception of Europeana to a platform, rather than simply a portal, among both our professional and political stakeholder communities, as we transition from a project to a Digital Service Infrastructure. This period of transition is paralleled in the political world as the commissioner who has responsibility for Europeana steps down and her successor takes over. Meanwhile, under the new funding regime, Europeana moves under the remit of the Telecomms Parliamentary Committee, around which a new expert group will be formed. We will communicate this transition to key stakeholder communities, primarily using the #AllezCulture campaign across platforms that most effectively reach the professional community. We will generate response that gains traction with Telecomms policymakers and political groupings that influence funding decisions. We will recalibrate and implement new brand positioning to reflect the transition, and implement that brand shift throughout corporate communications.

Objective: increase the awareness of Europeana as a rich resource for cultural heritage and a new Digital Service Infrastructure.

Key Tasks

The shift from portal to platform

- a. Communicate the shift to politicians, policymakers, the Europeana Network and partners, enabling the core teams and related projects like Europeana Cloud and Europeana Creative to position Europeana in new market sectors such as education and the creative industries.
- b. Work with Cloud and Creative dissemination WPs to establish the PR background for the launch of Europeana Labs, focusing on channels and platforms relevant to education and the creative industries.

- c. Promote the facilitation capabilities of Europeana, i.e. its role as a DSI in underpinning and creating standards, interoperability and a level playing field for cultural institutions.
- d. Work closely with advocacy colleagues to promote work on copyright reform, defining more clearly our role, areas of interest and positions.

Gaining traction with Telecomms stakeholders

- e. Manage the communications and advocacy around the transfer of responsibility for Europeana to the Telecomms Committee and the new expert group that will be formed.

#AllezCulture

- f. Continue the #AllezCulture campaign to promote the value of culture to Europe.
- g. Maintain #AllezCulture as the primary political advocacy campaign, covering the political and funding changes but also cross-pollinating with Europeana 1914-1918 and Europeana 1989 PR.
- h. Maintain close relationships with the MSEG as effective and knowledgeable champions of Europeana.

Awareness of Europeana

- i. Continue the PR programme for Europeana Awareness in the remaining partner countries, devising customised campaigns for those countries which aren't participating in Europeana 1914-1918 and Europeana 1989.
- j. Develop pan-European media campaigns around the centenary of the First World War, to promote the new platform Europeana 1914-1918 and the opportunities it offers for commemoration, lifelong learning and shared European history.
- k. Work closely with our Europeana 1989 partners to create PR opportunities around 2014 as the 25th anniversary of the year's events.
- l. Develop these and other Europeana events and campaigns to provide the outgoing and incoming Commissioner and MEPs with

positive PR opportunities, and demonstrate the value of Europeana to the incoming Commissioner.

- m. Continue to develop the ongoing communications and advocacy work of the Europeana Awareness national co-ordinators, targeting policymakers and politicians, GLAM professionals and the media.
- n. Migrate the Communicators Group into the Europeana Network as a permanent Task Force.

Brand Architecture

- o. Finalise the brand strategy review with external consultants and work with the Business Planning team and Distribution and Engagement to implement its recommendations, which will be crucial in marking the shift from portal to platform, from project to DSI.

KPIs

- Increase Twitter followers for all Europeana handles to 18.000
- PR campaigns in 12 countries
- Increase brand awareness by 20 percent - measured before and after PR campaign. Target country for 2014: Norway.
- Generate an average of 60 offline and online media mentions per campaign.
- Produce three corporate publications, to include Annual Reports, White Papers and policy documents.

F Technology

Technology supports and sustains the whole organisation. It needs to keep the vision of becoming a platform while delivering practical solutions in a timely manner. The streamlining of processes and imposition of structure and planning have improved productivity over 2013. This will help deliver our promises to projects and the Europeana ecosystem in 2014.

Objective: Establish the technological foundation of the future Digital Service Infrastructure from hardware to software, using the work of Europeana Cloud and Creative as enablers.

The focus will be on three key areas of responsibility:

1. Consolidating existing technologies into a unified stable, flexible and transparent Digital Service Infrastructure;
2. Developing, implementing and facilitating a set of processes allowing the wide developer community to continuously contribute to the Europeana software stack;
3. Developing and integrating the software foundations of the Europeana Core Service Platform. In addition, the work and results of three major technological projects will be integrated in the Platform.

Key tasks:

Stable Operation of Platform

- a. Consolidate IT resources into a unified, scalable and transparent infrastructure hosted by a new provider.
- b. Improve reliability, stability and flexibility of the service through better reporting, reduced system complexity, reliance on out-of-the-box commercial and open-source solutions and modular architecture.
- c. Reduce costs by using transparent pricing models, continuous resource consumption review cycles, resource optimisation strategies,

pro-active avoidance of vendor lock-in and negotiating better prices with vendors.

Agile Distributed Development Process

- d. Embed, develop and maintain an Agile development methodology through customising the Scrum approach to a Europeana setting.
- e. Provide constant feedback on resource spending per project through a transparent development tracking system and better Scrum discipline.
- f. Develop Agile methods for distributed teams coordinated by the Europeana main office.
- g. Develop and support the continuous software release process through streamlining and exposing all the stages of the development/release cycle, and building capacity to involve the wider developer community in the Europeana development cycle.

Product Development Plan 2014

- h. Support the Product Development team with quality software development using the Agile methodology, delivered on time and within resources.
- i. Focus on the development of the ingestion infrastructure as a central technological asset of the future platform following the priorities set by the Aggregation team with help from the work of Europeana Inside.
- j. Implement a continuous and automated publication process.
- k. Under the direction of Product Development, deliver a first channel for Europeana Sounds and create and maintain the creative re-use site, Europeana Labs.
- l. Europeana Cloud: investigate the potential of the new cloud platform developed by the project as the future backbone of the Europeana Digital Service Infrastructure, connected to the work of LoCloud and other European Union projects.
- m. Europeana Creative: leverage the project as the catalyst for open source strategy development and implementation.
- n. Technological innovation: stay up-to-date with

the developments in technological innovation, mainly in the cloud-based services domain and pro-actively optimise the core platform by farming out non-core functionality to these services.

KPIs

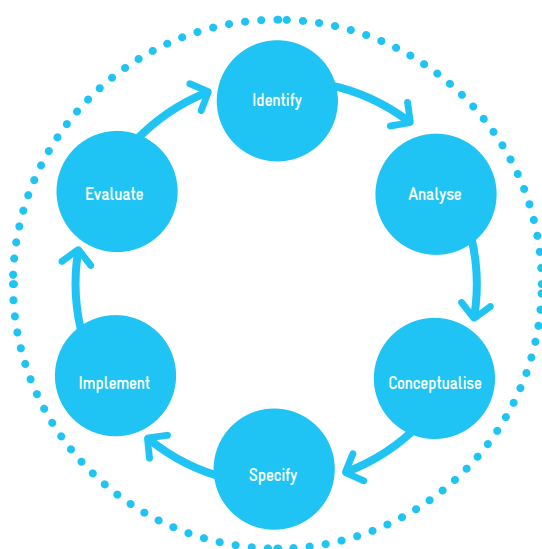
- Hosting and Operations
 - Operation stability with 99% system uptime
 - New hosting provider is chosen and the systems are migrated
 - No human single-point-of-failure operation node
- Resources
 - Transparent pricing scheme supporting quick scale up/down available
 - Monthly resource consumption review cycles in place
 - Transparent development tracking scheme allowing constant feedback on resource spending per project
- Development
 - Agile development methodology with 90% of the drill exercised
 - 80% of the product development plan is delivered on time and within scope
 - Continuous deployment process implemented in the fullest scope (production included)
 - External contribution process is standardized
 - Continuous automatic publication process is developed

G Product Development

As the number of currently committed products and services grows, an increasing proportion of the time of the product-related activities at Europeana will be spent on maintenance and operations. Meeting the requirements of specific projects will require increasing use of external product development resources alongside the internal ones to accomplish business goals.

Europeana makes a significant shift to become a technical platform that enables the expanding sector of creative industries and others to make literal or transformative use of the contents of the Europeana repository. This will require an ongoing rebalancing of resources from the end-user search portal to the enabling technologies and APIs that will lower current barriers to entry.

Objective: develop products and services to a high standard in accordance with business goals and priorities.



Key Tasks

- More efficiently connect Europeana products to the needs of users and stakeholders by co-ordinating product ownership and user-centred design across all product lines.
- Enable greater re-use of the Europeana repository by developing Europeana Labs and building out platform technologies, such as APIs and software services, that expose data and content for re-use.
- Improve the quality, richness and multilinguality of Europeana data by improving the tools used in ingestion, enrichment and annotation.

KPIs

- **B2B: Business to Business Products**
 - Europeana Labs developed and delivered in 2 releases
 - Synchronised triple store and SPARQL-node implemented for data.europeana.eu
 - OAI-PMH server service implemented
 - User Annotations API implemented
 - Provider and Dataset API implemented
 - 70 percent or more of our users rate our API as Good or Excellent
- **LOB: Line of Business (Internal) Products**
 - Improved United Ingestion Manager
 - Improved semantic enrichment implemented
 - Improved API-management tools
- **Core Storage & Index Products**
 - Semantically enriched and multilingual index
 - Log-analysis based metadata ranking implemented
 - Extended Licensing Framework implemented
 - Cloud metadata and content storage service prototype implemented

- **B2C: Business to Consumer Products**
 - All sites: Web style guide developed and implemented
 - Portal/Search: Hierarchical objects search and display implemented
 - Portal/Search: Improved EDM display (contextual metadata, creator and subject pages) implemented
 - Portal: Improved multilingual search and display
 - Europeana 1914-1918: 2 new releases
 - 25m indexed cultural object pages in Google
 - 70 percent or more of our users rate our consumer products as Good or Excellent
- **B2N: Business to Network Products**
 - Europeana Professional: Redesigned, redeveloped and in operation
 - 70 percent of Europeana Professional users rate the usability of the site as Good or Excellent.
 - Statistics Dashboard in operation
 - First channels engine prototype delivered
 - GLAMWiki Toolkit in operation
 - External ingestion tools for data providers implemented

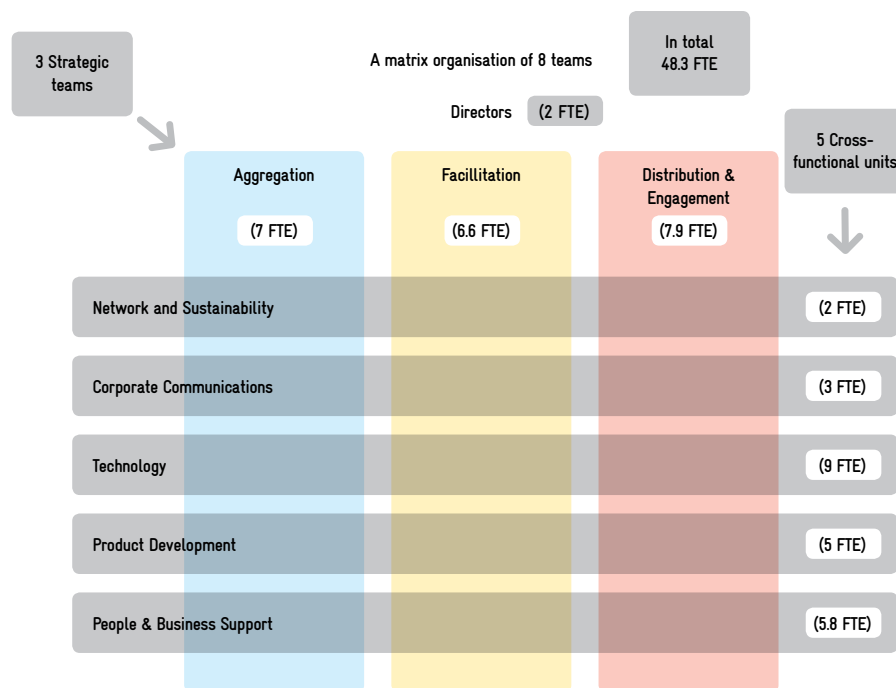
H People & Business Support

Carrying out the work which needs to be done this year is not possible without a proper back office. People & Business Support is facilitating the organisation for HR, Finance and Office management.

Personnel resources: for 2014 we have planned resources for 48.3 FTE (50 employees). As of 2013, the organisation is based on 3 strategic teams and five cross-functional teams. The main strategic teams are: Aggregation, Facilitation and

Distribution & Engagement. In addition HR looks after the 14 staff of The European Library, who are also employed by the Europeana Foundation.

Objective: Create and maintain a well-organised back office and take control of different processes and guidelines. Improve processes around project reporting and planning, data-sharing and purchase rules.



Key Tasks

- a. Support the organisation, including the staff of the European Library, in all HR matters - recruitment - learning and development - performance management - organisational culture.
 - a. Improve the manager's coaching role.
 - b. Explore for different platforms job advertisement.
 - c. Create, maintain and support a pleasant working environment.
- b. Improve and maintain back office systems. Managing all incoming and outgoing subcontracts. Improve the process around project planning and reporting.
 - a. Improve the process for project planning and reporting.
 - b. Improve the use of CRM within the office.
- c. Ensure a stable financial position, keep track on regular financial reporting and budget management.
 - a. Implement the process for budget management, based on team level.
 - b. Improve the process on purchase rules.

KPIs

- Human Resource Management
 - Turnover of staff at less than 20 percent
- Business Support
 - CRM understood and used by all staff
- Financial management
 - Team budgets assigned and controls effective

Budget 2014

Explanation of the budget

Where Europeana hoped to get structural funding from mid-2014 (at the end of Europeana v2), it became clear at the end of last year that this would not be possible, because the budget process on EU level was hugely delayed. Therefore, instead of structural funding, the 'bridging period' will be filled with the project Europeana v3. This project will start directly after the Europeana v2 project, which is extended by three months (until the end of May 2013). Europeana v3 will cover a period of 12 months, until June 1 2015, after which the structural funding under CEF is expected.

An important side-effect of not having the sustainable funding from mid-2014 is that Europeana still needs extra funding for projects and general costs. For 2014 this is calculated on € 446,180 (€ 281,900 to cover the general costs).

The overall budget for 2014 is derived from projects that started between 2011 and 2013 plus three new projects that will start in 2014. The budget 2014 is based on the total of all project budgets for their full durations. Calculated and shown is the part that will be allocated in 2014.

Europeana will start three new EU-projects in 2014:

- Europeana v3 (starting June 2014), 100 percent funded by the EC, including 7 percent overhead.
- Europeana Sounds (starting February 2014), 80 percent funded by the EC.
- Ambrosia (starting January 2014), 80 percent funded by the EC.

Budget 2014

	Projects funded by European Commission				
Income	General	Europeana V2	Europeana V3	Europeana Awareness	Europeana Inside
Operating Income Subsidy	281.900	1.623.500	2.376.350	242.000	63.300
* Subsidy European Commission	-	-	-	193.600	50.640
* Subsidy from Ministry Funding	281.900			48.400	12.660
* Other funding	-	-	-	-	-
Other operating income	-	-	-	-	-
* Subcontracting for other projects	90.000	-	-	-	-
Total Operating Income	371.900	1.623.500	2.376.350	242.000	63.300

	Projects funded by European Commission				
Costs	General	Europeana V2	Europeana V3	Europeana Awareness	Europeana Inside
Operating costs					
* Personnel staff costs	331.300	1.007.000	1.355.950	165.000	60.000
* Costs for housing	70.000	-	-	-	-
* Operating costs	200.000	-	-	-	-
- Office supplies	10.000	-	-	-	-
- Depreciation	40.000	-	-	-	-
- Insurances	40.000	-	-	-	-
- Financial Administration	45.000	-	-	-	-
- Other external services	25.000	-	-	-	-
- Other general office costs	40.000	-	-	-	-
* Subcontracting	-	225.000	266.800	25.000	-
* Other direct costs	-	300.000	615.700	52.000	3.300
* IT Costs (Europeana environment)	-	200.000	308.700	-	-
* Travel costs	-	50.000	120.000	22.000	3.300
* Other Direct costs	-	50.000	187.000	30.000	-
* Overhead covered by projects	229.400-	91.500	137.900	-	-
Total Operating Costs	371.900	1.623.500	2.376.350	242.000	63.300

Projects funded by European Commission						
Europeana Cloud	Europeana Creative	Apps 4 Europe	Europeana Sounds	Ambrosia Europeana	Commit	Total
117.600	162.200	8.300	205.000	23.000	30.000	5.133.150
94.080	129.760	6.640	164.000	18.400	-	4.656.970
23.520	32.440	1.660	41.000	4.600	-	446.180
-	-	-	-	-	30.000	30.000
-	-	-	-	-	-	-
-	-	-	-	-	-	90.000
117.600	162.200	8.300	205.000	23.000	30.000	5.223.150

Projects funded by European Commission						
Europeana Cloud	Europeana Creative	Apps 4 Europe	Europeana Sounds	Ambrosia Europeana	Commit	Total
74.900	135.500	8.300	172.000	18.200	30.000	3.358.150
-	-	-	-	-	-	70.000
-	-	-	-	-	-	200.000
-	-	-	-	-	-	10.000
-	-	-	-	-	-	40.000
-	-	-	-	-	-	40.000
-	-	-	-	-	-	45.000
-	-	-	-	-	-	25.000
-	-	-	-	-	-	40.000
15.000	20.000	-	21.700	-	-	573.500
27.700	6.700	-	11.300	4.800	-	1.021.500
-	-	-	-	-	-	508.700
1.500	3.500	-	11.300	4.800	-	216.400
26.200	3.200	-	-	-	-	296.400
-	-	-	-	-	-	-
117.600	162.200	8.300	205.000	23.000	30.000	5.223.150

Glossary of Terms

This glossary is intended to provide formal definitions of terms used frequently by the Europeana Office, projects and Network.

Access: The ability to view a Digital Object or Metadata that is available online.

Aggregator: An organisation that collects, formats and manages Metadata from multiple Data Providers, providing services such as offering their own Portal and acting as Data Provider to Europeana.

Collection: A set of Metadata that has been intentionally-defined at an institutional or thematic level.

Note: This can be used as an alternative to Dataset.

Content: A physical or Digital Object that is part of Europe's cultural and/or scientific heritage, typically held by a Data Provider.

Note: You can use the terms Content and Digital Objects interchangeably.

Data Exchange Agreement: The agreement that governs the exchange of Metadata (including Intellectual Property Rights) between Europeana and its Data Providers.

Data Provider: An organisation that contributes Metadata describing Content that it is offering online.
Note: This should be used instead of Content Provider or Provider.

Dataset: An administrative unit representing a suitable amount of Content or Metadata for ingestion or download.

Digital Object: A digital representation of an object that is part of Europe's cultural and/or scientific heritage. The Digital Object can also be the original object when born digital.

Europeana API: The Europeana API (Application Programming Interface) is a web service which provides remote access to the Europeana collections, allowing you to build applications, websites and mash-ups that include a customised view of Europeana Metadata and Content.

Europeana Data Model (EDM): The data model developed by Europeana that specifies the format of the Metadata that can be submitted, ingested and

published via the Europeana Portal and Europeana API.

Europeana Licensing Framework: The framework of agreements, guidelines and terms and conditions that facilitates the supply, exchange, access to and use of Metadata and Content via Europeana.

Europeana Portal: The access point to the Metadata records aggregated by Europeana.

Europeana Semantic Elements (ESE): The Metadata standard developed by Europeana, now superseded by the Europeana Data Model.

FLOSS: Free/Libre/Open Source software.

Freely Re-usable Content: Digital Objects that are available for re-use with minimal or no conditions, specifically those objects labelled Public Domain, CCo, CC-BY and CC-BY-SA.

Ingestion: The process of collecting, mapping and publishing the data from the Data Provider to Europeana.

Intellectual Property Rights (IPR):

Intellectual Property Rights including, but not limited to copyrights, related (or neighbouring) rights and database rights.

Linked Open Data: Linked Open Data is a way of publishing structured data that allows Metadata to be connected and enriched, so that different representations of the same content can be found, and links made between related resources.

Metadata Mapping: An expression of rules to convert structured data from one format or model to another such as EDM.

Metadata: The textual information and hyperlinks that serve to identify, discover, interpret and/or manage Content.

Note: This is a general term used to describe any element of Metadata.

Metadata Field: A single element of a Metadata Record describing the Digital Object.

e.g.: 'edm:Provider' is the Metadata Field that is used to describe the Provider of the digital object.

Metadata Record: The information that makes up an entry in Europeana, typically comprising of a title, description, Preview and other information about a Digital Object.

MSEG: Digital Libraries Member States' Expert Group

Open Data/Content: A piece of data or content is open if anyone is free to use, reuse, and redistribute it — subject only, at most, to the requirement to attribute and/or share-alike.

Preview: A reduced size or length audio and/or visual representation of Content, in the form of one or more images, text files, audio files and/or moving image files.

Public Domain: Content, Metadata or other subject matter not protected by Intellectual Property Rights and/or subject to a waiver of Intellectual Property Rights.

Re-Use: The ability to make use of a Digital Object or Metadata that is available online, through the acts of sharing, duplicating, modifying or publishing.

Rights Statement: A statement that describes the conditions for Access and Re-use of Digital Objects and their Previews. Rights statement are communicated via the 'edm:rights' Metadata Field as defined by the Europeana Data Model.

Thumbnail: A reduced and/or low resolution version of the Digital Object, normally limited by pixel dimensions, commonly used as the basis of the Preview.

User or End-user: A person or entity making use of the services offered by Europeana through the Europeana Portal, Europeana API, third party services or social networks.

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