



# Europeana – Core Service Platform

## MILESTONE

**MS26: Recommendation report on business model, impact and performance indicators**

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## Statement of originality:

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# Updating the Europeana Impact Assessment Framework

Recommendations on implementing the Europeana Impact Assessment Framework

Simon Tanner, King's College London

# Executive Summary

*Impact is a heightened form of evaluation that seeks to measure beyond performance or success indicators to demonstrate the measurable outcomes that can demonstrate a significant change for people affected by the existence of Europeana and its activities. These changes would mainly be beneficial and wide reaching. We expect Europeana to respond to impacts, both positive and negative, within its strategic management processes.*

From September to March 2016 Simon Tanner from King's College London worked with Europeana to update and adjust Europeana's [Impact Assessment Framework](#) and recommend ways to put the framework to practice in daily life. This document presents the following:

## **Recommendations for implementing the framework**

1. Use impact assessment as a way of informing strategic decision making,
2. Work with partners to identify impact indicators and measurements that are meaningful to them,
3. Increase opportunities to collect data,
4. Measure impact over a range of dates,
5. Ensure there is an Outcomes and Impact Coordinator,
6. Place special emphasis on measuring impact for learning and education,
7. Analyse, document and learn from impactful past projects,
8. Acknowledge that there will be areas of impact which are not feasible to measure.

## **Implementing the Impact Assessment Framework**

This document lays the foundations for the delivery of impact assessment for Europeana. It focuses upon the workflow or analysis and design for Impact Assessment and presents a draft Impact Assessment Plan for 2016-2020. It explains the individual conceptual elements of the Spreadsheet and includes main observations and recommendations for Europeana's future impact assessment work.

Every individual activity should be accompanied by an Impact Assessment Activity Plan. The plans detail the objective of each planned activity, the resources required, the expected outcomes and the data collection mechanisms - quantitative or qualitative - required to assess the impact of the individual activity.

Supporting the Activity plan is a spreadsheet used to collect and analyse data. It provides a map for navigating through activities, their expected impact and the data collection mechanisms to measure that impact. It summarises the different steps that are followed in the Impact Assessment process, offering the opportunity to understand at a glance the social, innovation and economic impact of a planned activity.

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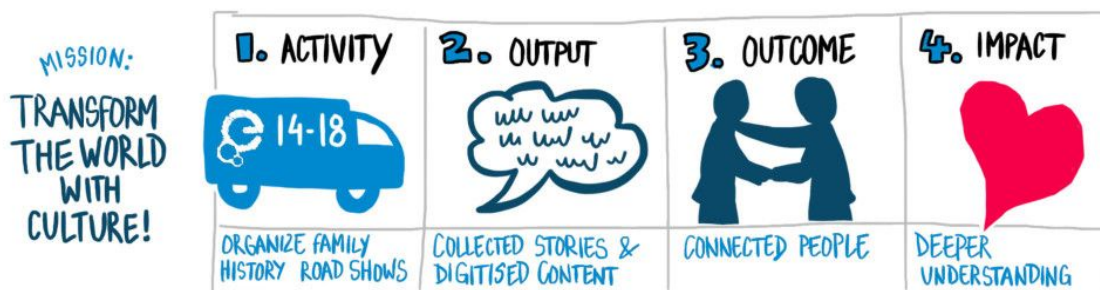
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# Introduction: measuring impact & staying relevant

In 2015 Europeana launched the Europeana Impact Assessment Framework to support of Strategy 2020. It proposed a conceptual framework for measuring the impact of our activities.

This document provides eight recommendations to move the beyond a conceptual framework towards a fully functioning framework.

Qualitative and quantitative methods to collect data such as statistics, case studies, surveys and focus groups are at the heart of measuring the impact of Europeana's activities. Utilising the Balanced Value Impact Model, the 2015 Europeana Impact Assessment Framework challenged Europeana to think beyond these measurable direct outputs. The conceptual framework follows a process which stresses the importance of distinguishing between actions, the output of these actions, the outcome of these actions, and ultimately the impact Europeana has on real people. In particular, it encourages Europeana to look beyond the immediately measurable 'output' of its actions towards the demonstrable outcome, which leads to defining the real impact. To demonstrate impact and therefore success, Europeana has to provide evidence of significant change in the lives and life opportunities of our communities.



# Eight recommendations for implementing the impact assessment framework at Europeana

The following recommendations are made to enable the successful implementation of the impact assessment framework.

## **Recommendation 1: Use impact assessment as a way of informing future strategic decision making**

Everything that is worth doing is worth measuring. Making choices about where to invest future resources and activities should be a structured and consistent process which rests upon a strong base of evidence. The Impact Assessment Framework provides the process for gathering information in a structured way, and presenting it in an understandable manner. The process is about control and organisation, where the Framework ensures the measures don't become out of sync or uncontrolled.

Europeana needs to be in the habit of asking questions whenever possible – little and often is the mantra. This requires a structured and managed approach through the spectrum of data gathering, analysis, review and ultimately decision making. Europeana has a strong track record of undertaking data gathering and assessment which makes incorporating impact assessment a natural next step in their decision making processes.

## **Recommendation 2: Work with partners to identify impact indicators and take measurements that are also meaningful to them.**

Working with partners helps to broaden, focus and strengthen our perspectives.

### *(i) Avoid the lamppost effect*

When measuring impact it is very easy to fall into the “lamppost” effect, that is, to be looking at the indicators that Europeana is already used to collecting. Working with stakeholder groups to investigate what impact indicators and measures are meaningful to them rather than rely on existing data will mitigate this risk.

### *(ii) Work with thematic projects and aggregators to access specialised and local data*

Thematic projects and aggregators work in niche areas or with local audiences and special communities of interest. They are in the unique position to develop, implement and share data from the initiatives that they undertake which are inspired by Europeana or its data, such as Europeana Fashion.

### *(iii) Work with intermediaries to access data from emerging opportunities*

Working with intermediaries, such as the European Schoolnet or iTunesU in the areas of education and tourism provide a feasible way to access emerging opportunities and collect data along the way. Europeana should investigate intermediaries that map to the indicators in impact assessment to help identify the best strategic partnerships to embark

upon. These intermediaries should be asked to provide as data which has been identified as desirable as an integral aspect of the partnership.

**Recommendation 3: Increase opportunities to collect data**

In addition to the recommendations for data collection provided by stakeholders, Europeana should implement opportunities to increase the relevant data collection;

*(i) Encourage sign-in.*

Europeana should strongly consider enhanced services or products which encourage users to sign in with a user identity and profile. Services such as MyEuropeana which are presently "underused" are excellent means to get a subset of users to voluntarily identify themselves and as such open up their behaviour to stronger monitoring and also allows for better feedback and possibly involvement in surveys, focus groups etc. Terms and Conditions should change if Europeana wishes to enable a wider and deeper gathering of demographic Webmetrics. Sign-in could be in particular, considered in the context of the development of the thematic channels or for certain activities, ie for the download of the highest resolution of the images, where Europeana would like to monitor more closely the use and reuse of content.

*(ii) Collect case studies.*

Case studies provide a strong narrative for explaining the impact achieved. Pilots or projects may be the first ones to gather preliminary data before any substantive data is available. However, they have to be supported by other evidence gathered in advance at a higher level which is then investigated and proven in depth by the case studies.

*(iii) Analyse social media for user behaviour data.*

Whilst this will not replace other measures of impact it will certainly add more context to the evidence base and show metrics of change in response to activities (if measured before and after each change is made).

**Recommendation 4: Measure impact over a range of dates.**

There needs to be a decision on a Baseline from which changes will be measured. The baseline is whatever Europeana wishes it to be. At no point should a Baseline suggest that previous activity or outcomes that bridge the baseline are to be discarded, but there needs to be a point of reference for change measurement to be set. This is implied with the Strategy 2016-2020 that things will be different in Europeana's actions than they were in the previous years. But a baseline can be set pretty much anywhere as long it is consistently set. Some measures will deliver very quickly in 2016 and others will deliver over a 4-5 year period. Also, there is a causality in the order of events which should be taken into account. Innovation, for example, comes first and financial gain usually follows.

**Recommendation 5: Ensure there is an Outcomes and Impact Coordinator at Europeana.**



Managing the collection and coordination of data requires a dedicated resource to ensure that data is collected and analysed in a cohesive, comparable and consistent manner. Considering the desire to increase the scale of data collection, without specific data analytic personnel then opportunities to implement impact measures will be lost or will be likely to be underachieved.

It is recommended that Europeana resource a dedicated data analytic function to enable and ensure that outcomes from activities are recorded and kept in a centrally managed information hub. This resource should be available to all staff to advise on ways of gathering data and to ensure simple common mechanisms (e.g. survey tools with standard questions) are available to reduce reinvention.

In this process Europeana needs to identify the skills needed for the Impact Assessment. A mapping of these skills to available people may help Europeana to plan further. These include:

- Strategic planning
- Basic audit and desk research
- Stakeholder analysis
- Evaluation expertise
- Data analytics expertise
- Applied data gathering techniques and methods expertise
- Market research and segmentation expertise
- Economic evaluation expertise

#### **Recommendation 6: Place special emphasis on assessing impact for learning and education**

Learning, both formal and informal, is an area where Europeana is expected to deliver important benefits. This expectation has been voiced very strongly both from network partners and the European Commission. Europeana is exploring this area with collaborations such as the European Schoolnet and through projects such as Apple's iTunes U WWI course and textbook.

#### ***Recommendation 7: Analyse, document and learn from impactful past projects.***

Past projects can provide a valuable source of data, from which the expected impact can drive strategy. For example, experiences with projects such as Europeana 1914-18 tell us that developing thematic channels is likely to create a lot of impact. Several factors are the cause of impact here: timing, that is, the centenary celebrations, pan-European appeal, the direct involvement of the public, and collaboration with renowned institutions.

The collection days were an innovative idea which almost form a stand alone product. The project developed over several years and helped grow a particularly large and open collection of content, reached out to an identified community of interest of professional and amateur historians of WW1 across Europe and drew a lot of media interest. Thanks to the impressive collections it developed, new partnerships were formed which made it possible to create new products, such as the

ITunesU WW1 course and coursebook which in turn opened up further collaborative opportunities.

This is a good example of where the impact of the this project should be further analysed and documented and serve as a guide for developing further the thematic channels of Europeana.

***Recommendation 8: Acknowledge that there will be areas of impact which are not feasible to measure.***

Measures must be cost effective. At the same time as pushing beyond our current boundaries to explore new methods and areas within which to collect data Europeana must also be mindful of how feasible that action is. For instance, it would be extremely desirable to know how about all the school aged users in Europe and how they are using Europeana but the metrics do not provide this data. The cost of finding this out by polling every school in Europe is too costly in relation to the usefulness of the information gained.

From another perspective, a lot of Europeana activity is focused on delivering pilots. For some of these activities impact assessment may show that a pilot couldn't scale, for others, impact may not appear within the timeframe of the pilot but will show much later in time. Not every activity of Europeana will deliver an impact outcome every time, but all Europeana activities will contribute to the overall context that holistically will deliver impact. As such, whilst no measure will have a one-to-one relationship with activities, every activity should seek evaluation/feedback and ask impact related questions informed by the impact plan.

# Methodology

The update of the Framework included a series of interviews and two focus groups with key Europeana staff members [Appendix A], a workshop with representatives from the main stakeholder groups of Europeana [Appendix B], desk analysis of the existing Europeana data collection mechanisms and a paperplane exercise with 300 network members at the 2015 AGM [Appendix C].

Defining the Impact Objective Questions;

The questions were gained by taking into account the core modes of cultural value (defined by Tanner in the BVI Model) that drive an organisational activity in the cultural sector: Utility, Learning, Community and Investment. These were elaborated upon and investigated through the workshops to consider ways to provide a detailed response to the main question of how is Europeana delivering change?

## Implementing the Impact Assessment 2016-2020: Step by Step

In the following section we focus on how to implement Impact Assessment Framework taking into consideration the recommendations, and propose templates for planning activities, and for collecting the data to support impact assessment. This process allows for the structuring of evaluation of data such that as it progresses it can be managed and the outcomes recorded in a strong narrative. These narratives are then used to compile and impact assessment report. NB: The impact assessment report, and method of evaluation of the outcomes are not described in this process.

In the process of compiling this report we have identified our objectives from undertaking an impact assessment - examples of these are detailed further on as they can change with each activity you wish to measure. But each time we consider the Impact Objective Questions we will seek to answer how they are impactful they are from three perspectives:

- Social & Cultural Impact: Can we demonstrate that identifiable communities have benefited and have been positively influenced by our activities?
- Economic Impact: Can we demonstrate that our stakeholders have benefited from the value and economic benefit we have generated through our activities?
- Impact on Network & Innovation: Can we demonstrate that the network has positively benefited from the opportunities and standards we have developed through our activities?

The remainder of this report moves us on from these higher level perspectives onto the more practical side of impact assessment as we start to identify exactly what we wish to demonstrate, how we wish to show we have met these objectives and how we wish to use them in decision

making processes. All of this work is underpinned by a matrix of data that can be used at every stage from planning activity and structuring thoughts on impact, through to the evaluation stage. This matrix is presented in the Europeana Impact Framework Spreadsheet and should be read alongside this report.

## Setting the Indicators & Measures

The Impact Objective questions are answered by taking measurements according to indicators of four types of benefit: utility, learning, community and investment. These measurements in turn allows us to draw conclusions. For example: if we know the answer to a question, then we can assert x, y and z.

For each impact assessment undertaken, the indicators may change depending on the strategic priorities or the views of the different stakeholder group consulted. This approach enables us to build a strong, evidence led narrative of impact which reflects current or future priorities and takes the views of the stakeholder groups into account. They should therefore, regularly be revisited to check if they are still the most relevant and important indicators.

As Europeana considers the implementation of the Strategic Plan 2016-2020 and any longer term year on year type planning then the Impact Objectives should be reconsidered as each strategic objective is planned. Where there are strategic choices for an investment then the option most likely to deliver these Impact Objectives should be chosen.

The indicators suggested below are the product of the workshops discussions with the Europeana office and the stakeholder representatives<sup>1</sup>.

<b>Utility benefits</b>	
Definition	Benefits gained through active use of Europeana resources by a stakeholder group.
Objective(s)	Will Europeana deliver a change such that new uses are made and/or there is an increase in uptake of services/products?
Indicators	<ul style="list-style-type: none"> <li>● A growth in the extent and range of innovative and creative activity. (IU1)</li> <li>● A more socially/culturally aware EU community. (SU1)</li> <li>● An associated growth in economic activity to indicate that new wealth creation opportunities are occurring. (EU1)</li> </ul>

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<sup>1</sup> Codes shown in brackets relate to the Impact Framework Spreadsheet for reference.

<b>Learning benefits</b>	
Definition	Benefits are those activities/products/services which contribute to an increased sense of culture, education, knowledge and heritage. We divide these between Formal and Informal Learning.
Objective(s)	<ul style="list-style-type: none"> <li>● Will Formal Learning (e.g. use in schools and universities for ages 6-21) be enabled by Europeana and benefits delivered for formal teaching and learning?</li> <li>● Will Informal Learning (e.g. "life-long learning") be enabled by Europeana?</li> </ul>
Indicators	<ul style="list-style-type: none"> <li>● The range of innovative uses of Europeana for learning in Formal and Informal education (IL1, IL2).</li> <li>● Increased instances of learning associated with social cohesion and cultural awareness enabled through Europeana activities/products/services. (SL1, SL2)</li> <li>● Demonstrable changes in work opportunities or benefits to the cultural economy through learning in Formal and Informal education enabled through Europeana activities/products/services. (EL1, EL2)</li> </ul>

<b>Community benefits</b>	
Definition	Benefits are delivered to those people/organisations (within the Europeana Network in the first instance) who gain from the experience of being part of a community that is afforded by Europeana.
Objective(s)	Will benefits delivered through Europeana to members of the Europeana Network and other communities be achieved because that community is enabled?
Indicators	<ul style="list-style-type: none"> <li>● The variety of new modes of use suggests that a reliable, usable and mutual Europeana infrastructure supports new opportunities for members of the Europeana Network and other communities (IC1).</li> <li>● The creativity inherent in the making of new content, products or services generates a multiplier effect of creativity as a measure of cultural impact. (SC1)</li> <li>● The comparative costs of delivering services/products (such as outside of Europeana or developing them in-house) enabling the re-use, sharing and innovation/creativity indicate an economic multiplying effect such that for each Euro invested then more Euros are returned. (EC1)</li> </ul>

<b>Investment benefits</b>	
Definition	Benefits perceived by stakeholders in the existence of Europeana or in the perceived investment in the future (bequest) represented by Europeana.
Objective(s)	Will Europeana's existence be cherished by the European public and will they derive benefit from knowing that digital products/services are delivered via Europeana?
Indicators	<ul style="list-style-type: none"> <li>• An active appreciation of the benefits of innovating and/or creating together with a reliable, mutual Europeana for all stakeholders. (II1)</li> <li>• A perception and appreciation of the benefits of the existence of Europeana for all stakeholders. (SI1)</li> <li>• The induced benefits demonstrated by significant engagements by end-users with the Europeana Network (such as bequeathing or creating content) increases the value of the cultural capital of Europe.</li> </ul>

## Gathering Data

The core methods of measuring impact will by necessity revolve around a mixture of quantitative and qualitative measures leading to an impact narrative as the final outcome. The most likely methods of data collection will be: surveys, questionnaires, case studies, Webmetrics, observation, focus groups, feedback, market research and participatory investigations. These are all methods that Europeana has some experience with and thus the task is to organise, structure and deploy them strategically to serve the plan.

For any given indicator;

- Quantitative data should be gathered first to help identify the scope, range and participants of the activity. This should be followed by qualitative measures such as case studies to provide a stronger narrative evidence base to demonstrate the extent and depth of the impact achieved. This layering of evidence and data is essential to provide a fully contextualised impact outcome.
- A range of possible data gathering techniques should be considered, depending upon the nature of the indicator and stakeholder group to be investigated.

Consider the following to help identify the appropriate data gathering technique;

- Is the information you need already available? For instance, gathered by your data analytics or by a partner organisation.
- Cost - how much is it worth to you to know the information you might gather?

- In what timeframe will the method allow for results to become available? What is the time taken to gather data?
- Are the methods of data gathering going to deliver good, reliable, usable data?
- What is the availability of respondents (presumes knowledge of likely audience)? What is the likelihood of gaining a good proportion of responses from audience?

For a fuller list of data gathering tools and mechanisms see Appendix D.

## Constructing an Impact Assessment Activity plan

For each activity where impact assessment is to be undertaken, an Impact Assessment Activity Plan should be made. The purpose of the plan is to manage the specific process of data gathering as appropriate for each activity. The plan should convey a structured process and feed a centralised information hub for with data for evidence of impact.

The Impact Assessment Activity Plan should be used to evaluate the feasibility of the activity in light of operational and strategic requirements.

An Impact Assessment Activity Plan should provide:

- A description of the proposed activity.
- The resources required to deliver the planned activity with a budget and timescale.
- The likely outputs from the activity in terms of an amount of product or service delivery.
- The expected benefits from the activity.
- How the activity will answer as many of the impact objective questions as possible.

# Template Activity Plan

The Art History channel will take an active role in providing evidence to support the strategic Europeana measurement of Investment Impact. Our stakeholders will be identified for surveys, questionnaires, feedback and interview within the wider impact measurements.

## **Activity Plan: Europeana Art History - thematic channel**

### **Description**

*<A description of the proposed activity.>*

### **Resources**

*<The resources required to deliver the planned activity with a budget and timescale>*

### **Outputs**

*<The likely outputs from the activity in terms of an amount of product or service delivery>*

### **Expected Benefits**

*<The expected benefits from the activity>*

### **Indicators and Measurements**

*<A summary taken from the completed impact assessment spreadsheet>*

<b>Utility Indicator</b>	<b>Method</b>
A growth in the extent and range of innovative and creative activity. (IU1)	We will seek to prove that the development of the art history channel triggers more creatives uses of cultural content.
A more socially/culturally aware EU community. (SU1)	We will show that Europe as a whole, or particular communities, will know more about art history because of the existence of the art history channel.
An associated growth in economic activity to indicate that new wealth creation opportunities are occurring. (EU1)	We will seek to demonstrate economic growth by investigating economic activity in partners. For example: consider if image sales of a data partner have increased because of their participation in the art history channel? Or, that a company has developed a profitable app using the art history channel API?



Learning Indicator	Method
The range of innovative uses of Europeana for learning in Formal and Informal education (IL1, IL2).	We will investigate the various innovative uses - for instance whether there been a new iTunesU course based on the use of the Art History channel? We will seek to discover the usage of the Art History Channel in schools - for instance such as seen in Latvia to teach Michelangelo's importance to the Renaissance.
Increased instances of learning associated with social cohesion and cultural awareness enabled through Europeana activities/products/services. (SL1, SL2)	We will seek exemplars and case studies. For instance, are children in the south of Spain using the Art History Channel to learn about the islamic works of the Moors in their city in the 12th century BC?
Demonstrable changes in work opportunities or benefits to the cultural economy through learning in Formal and Informal education enabled through Europeana activities/products/services. (EL1, EL2)	We will seek exemplars and case studies. For example, do art history students use the Art History Channel to plan their visit to study in person the islamic works of the Moors in the south of Spain?

Community Indicator	Method
The variety of new modes of use suggests that a reliable, usable and mutual Europeana infrastructure supports new opportunities for members of the Europeana Network and other communities (IC1).	We will seek exemplars and case studies. For instance, will an Islamic Art museum from Greece use the Art History Channel to plan an exhibition on Islamic wedding costumes?
The creativity inherent in the making of new content, products or services generates a multiplier effect of creativity as a measure of cultural impact. (SC1)	We will seek exemplars and case studies. For instance, a series of jewelry is, for example, inspired from the Art History Channel for the above exhibition.
The comparative costs of delivering services/products (such as outside of Europeana or developing them in-house) enabling the re-use, sharing and innovation/creativity indicate an economic	We will seek exemplars and case studies. For instance, art history textbooks or teaching packs requiring fewer copyright licences due to CC0 content on Europeana or the production of

<p>multiplying effect such that for each Euro invested then more Euros are returned. (EC1)</p>	<p>exhibition catalogues becoming less expensive to produce.</p>
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<b>Investment<sup>2</sup> Indicator</b>	<b>Method</b>
<p>An active appreciation of the benefits of innovating and/or creating together with a reliable, mutual Europeana for all stakeholders. (II1)</p>	
<p>A perception and appreciation of the benefits of the existence of Europeana for all stakeholders. (SI1)</p>	
<p>The induced benefits demonstrated by significant engagements by end-users with the Europeana Network (such as bequeathing or creating content) increases the value of the cultural capital of Europe.</p>	

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<sup>2</sup> It is expected that Investment Impacts will be measured centrally by Europeana at the macro strategic level as the same set of questions will be made to every activity. Thus, the key objective of the activity is to identify and engage with a specific coherently described stakeholder group.

# Appendix A: Europeana Staff Members Workshops and Interviews

A number of one-to-one interviews with Europeana staff members and two half day workshops were held to gather further information and context.

Participants included:

Jill Cousins, Executive Director

Harry Verwayen, Deputy Director

Milena Popova, Business Development Manager

James Morley, Creative Industries Community Developer

Aleksandra Strzelichowska, Online Marketing Specialist

David Haskiya, Product Development Manager

Henning Scholz, Partner & Operations Manager

Victor Jan Vos, Head of Programmes, Policy & Research

Aubéry Escande, Projects & Communications Advisor

Alastair Dunning, Programme Manager, The European Library

The interviews were a source of contextual information whilst providing information on Europeana's activities and capabilities. During the workshops we tested the Impact Objective Questions to hone them and provide exemplars of how they could be applied to areas of activity: such as iTunesU, the E-Publishing Framework and Europeana Research. Further we used the 4 value areas as a means of estimating where Europeana was now in delivering impact and where it needed to be in 2020 to deliver its impact agenda.

## Appendix B: Impact Assessment AGM Workshop

As part of the AGM pre-events, a workshop was organised with invited experts representing different data provider and re-user stakeholder groups of Europeana. The workshop was organised on the 3rd of November and was led by Simon Tanner. The purpose of the workshop was to test initial Europeana IA Framework assumptions and indicators with the group, to assess whether the proposed indicators were the most relevant and important for them and to identify possible data collection mechanisms which were thought to be appropriate and feasible.

The group was made of the following persons:

Mr. Hans Jansen, Deputy Director, General Koninklijke Bibliotheek NL

Mr. Frank Frischmuth, General Manager, Deutsche Digitale Bibliothek DE

Miss Barbara Dierickx, Staff member PACKED vzw BE

Mr. Steven Stegers, Deputy Director, Euroclio NL

Mr. Nikolaos Maniatis, Director Museotechniki Ltd. GB

Dr. Allison Kupietzky, Collections Database Manager, The Israel Museum, Jerusalem IL

Mr Gerhard Jan Nauta, DEN NL

Mrs. Tamara Butigan, Deputy Director, National Library of Serbia RS

Mr. Maarten Brinkerink, Innovatieve Toe Beeld en Geluid NL

Miss Silvia Alfreider, Senior Adviser National Archives of Norway NO

Mr. Thorsten Siegmann, Head of Digitisation Staatsbibliothek zu Berlin NL

Prof. Costis Dallas, Research Fellow, Digital Curation Unit, IMIS/Athena

Mr. Christian Bajomi, IT-Manager Länsmuseet Västernorrland SE

Ms. Elisabeth Freyre, Chargée de mission Europe, National Library of France

Mrs. Tessy Fritz, Agence Luxembourgeoise d'Action Culturelle

The group was split in three groups representing the 3 different perspectives: Social/ Cultural, Innovation and Financial. The group found the framework and the spreadsheet difficult to grasp at the beginning, but once they understood the logic and the process, they thought that it provided an effective, structured and enlightening way to approach impact.

There was very useful input from the group that helped simplify and shape the Framework and the Spreadsheet. Below we present some key points mentioned at the workshop from the 3 different tables.

The economics table remarked that the draft indicators were seen too much from the point of view of the GLAMs and not of the market, which was due to the fact that GLAMs form the primary stakeholder group of Europeana and were also the largest group present in the workshop. The methods suggested such a PVA would address this concern somewhat. It was also said that economic effects may take some time to become apparent.

The innovation table thought that the bridging role of Europeana in innovation is vitally important and that GLAMs are clearly changing their internal operational processes by participating in the network. Growth in uptake of services was not considered a good measure in itself when focused upon re-users – it is rather the modes of use and the depth of creativity and change that is most meaningful. Thus the recommendation to use metrics to identify use and case studies to evidence the impact. It was also said that innovation is happening a lot in the process not just in the output, which deserves special attention. Innovation happens first, economic effect happens later, therefore our measures should reflect that causality. Finally, the prototyping activities (Google Field Trip pilot & iTunesU) were seen as rich opportunities for gathering change based information with planned 4-6 large partnerships and a few incubators.

Last but not least, it came out strongly that financial and innovation benefits were easier to approach while regarding the social and cultural benefits it was more difficult to come up with specific measurements to assess impact, even more, since there were no representatives of the end-user stakeholder groups in the room, which makes it difficult to think what impact would look like for them. Building of trust relationships between partners and Europeana was thought to be an important impact indicator and the existence of accessible content for people with reading disabilities was proposed as an example that would clearly indicate Europeana's social impact.

Overall, giving very useful input and lighting areas "outside the lamppost", the group helped simplify and focus significantly the framework and the spreadsheet. The workshop now serves as an example on follow-up workshops involving the stakeholder groups in the IA process.

## Appendix C: AGM Paperplane Activity

At the Europeana AGM 2015 (2-4 November 2015, Amsterdam) network members were distributed a paper plane template and were asked to write down what they thought was the “Biggest Change Europeana Could Deliver by 2020”. 200 paper planes were collected and processed automatically via a dedicated software tool developed by Jeandorie. Education was the single most important impact that Europeana could deliver.

Trying to avoid repetition and focusing on very strong or clear statements, here are some of the main points delivered.

- A cutting edge, robust Content Delivery Network with fantastic UX (github meets flickr meets Youtube)
- Use Cases where Europeana provides more than delivered to Europeana – that end-users benefit of in practice – not only theoretical.
- Being a better society!
- Open and free access to cultural heritage in Europe.
- Open contents for use and reuse for schools – new ways of teaching and learning.
- Deliver pan-European access to all European newspaper content and full-texts.
- A personalized front-end platform that my community can use to showcase its digital content in the best way.
- From ~50m data in the portal to ~50m data in the collections that are really (re)usable.
- Access!
- Multilingualism
- Proving to my bosses that freeing up content can lead to increased revenues.. Showing that E. drives visits and sales is the goal.
- Everyone needs to know Europeana.
- To see widespread public use of the data and collections.
- Reach out to a wider education community.
- Involve more libraries in the progress of the work.
- “Europeana can help you!” By 2020 almost anyone should know “who/what” Europeana is and search/access Europeana services in as many as possible fields: culture, research, entertainment, education. Europeana should be more than a “European Google”.
- Become visible by visiting institutions (roadshow) and potential re-users at least regionally.
- Metrics for CHOs – business models for new revenue streams for them.
- Link Europeana to Wikipedia the RIGHT way! Use Europeana template on Wikipedia.
- Tools, models and motivation for improving CH data documentation from heritage communities.
- Offer also applications of your collection for education by innovative web learning applications.
- Deliver content that can be used, enjoyed and be delighted by.
- It is a viable platform for scholarly research.

- Turn the European heritage sector into a close community where people collaborate, make their voice heard and learn from each other.
- Provide a really easy infrastructure for all data providers and aggregators.
- Handy tools to automatically improve metadata.
- Recognition!
- Europeana should be more than art history.
- Make Europeana focus on user and data providers needs so it becomes the place to go to for cultural heritage.
- Make relationships between collections more visible.
- I want Europeana to be a commons that all Europeans know, use, love and care for together!
- Inspiration, good story to tell for social impact.
- High-quality with rich metadata, usable for education and a clear vision on Europeana for education community to have a real re-use in education.
- Make cultural heritage not a dead thing of the past.
- To connect and form Europe.
- Digital tourism.
- Copyright exception to AV and film heritage.
- No more creative re-use apps!
- Help set up national digital repositories for storage of digital content, provide equipment to help smaller institutions actually digitize their collections.
- Every school child in Europe knows Europeana.
- All EU cultural content on one side and every European citizen uses Europeana.
- Remix culture and cities.
- Integrate Europeana Search as one of the default search engines in all major web browsers.
- To make a non-EU country (Serbia) closer to EU cultural practices.

## Appendix D: Data Gathering Tools Recommended

1. **Data Analytics and KPI's:** These are the starting point for every data gathering. The data is already being collected and provide at least information on reach and scope as well as context to other measures. On their own they are not helpful but as a way of seeing where further investigation can be focused and as a way of segmenting audiences they work very well. It is recommended that further extensions to this kind of data gathering are considered such that things like API key applications/usage, referrer analysis and demographic and interests data can be gathered. Useful for all indicators. Outputs = quantitative.
2. **Case Studies:** These are the main narrative tools for expressing the Europeana impact. A case study involves an up-close, in-depth, and detailed examination of a subject, as well as its related contextual conditions. It is thus essential that any case study must be backed by other evidential data to provide the context such that it becomes more significant. I recommend this approach for every indicator as long as is backed up with quantitative data and other measures to add context. Outputs = qualitative.
3. **Surveys:** An important tool that allows specific questions to be asked of a defined audience. Europeana must know the audience to reach them otherwise expensive with low response rate. Rigorous questionnaire design and professional application essential for success. Use for Utility indicators especially. Outputs = both quantitative and qualitative.
4. **Focus Groups:** A very useful tool for finding out the specific benefits received by a representative group to indicate a wider beneficial group. Needs high skill levels to gain a meaningful outcome and rigorous identification/selection of representative participants (avoid known 'friends of Europeana'). Use for social and cultural impacts and especially for Community indicators. Outputs = qualitative.
5. **Structured Interviews:** A kind of halfway position between surveys and focus groups. This is a one-to-one interview where the questions are pre-set survey style. The interview can range wider than the pre-set questions and the questions do not have to be set in a specific order but all need to have been asked. Whilst time consuming they are an especially effective method for gaining opinions and providing comparable data from a range of key interviewees, such as European Commission policy makers or funders. Use particularly for Education and Investment indicators. Outputs = qualitative.
6. **Web Surveys:** a sub-set of surveys that relate to surveys carried out purely on the Web. These fall into several main types, such as:
  - Intercept surveys
  - List-based samples
  - Polls as entertainment
  - Unrestricted self-selected surveys
  - Volunteer opt-in panels
  - Pre-recruited panels of Internet users
  - Pre-recruited panels of full population



It is recommended for Europeana that Intercept, List-based and Volunteer opt-in panels will best suit the kinds of data gathering that will be possible. Useful starting point for all indicators and especially for Education. Outputs = both quantitative and qualitative.

7. **Economic Measures:** There are a wide range of economic measurement techniques (see the Appendix D of BVIM for more information). Here I select the most likely to be of use to Europeana as these combine economic and social/community factors. IN every case these require skills that are unlikely to be present within Europeana and will require external support or consultancy to achieve. None of these are inexpensive to achieve to any level of satisfaction. These methods are applicable to the economic and social and cultural impact perspectives as applicable to all indicators. Outcomes = quantitative and qualitative.
- i. **Consumer surplus value:** Consumer surplus value was used by the British Library in their 2013 valuation exercise. It is described as the benefits to those who would otherwise never use the BL's resources and is a "form of induced demand – effectively an increase in consumption of a good associated with an increase in supply". The method used takes a suggested value from McKinsey relating to "recreational internet services" of 20 Euros per month and "used in conjunction with the relative proportion of time spent on the Library's website to derive a consumer surplus value".
  - ii. **Multiplier Analysis:** Associated with capturing the scale and geographical pattern of expenditure impacts and applying multipliers to reflect the induced and indirect impacts of these. This is a more loosely applied version of PMA. Proportional Multiplier Analysis where the economic impact of user-based spending relating to a service/product consists of four stages:
    - the initial spending by the visitors in the local economy (known as the multiplicand);
    - the direct impacts: the incomes and jobs resulting from visitors' spending in destination businesses;
    - the indirect impacts: the incomes and jobs visitor spending generates as a result of businesses buying goods and services locally;
    - the induced impacts: the incomes and jobs resulting from people spending some, or all, of any income earned as a result of the visitor spending.
  - iii. **Contingent Valuation:** Assesses the values associated with user and non-user's willingness to pay to continue accessing a service or the willingness to accept if the service were to cease.
  - iv. **Income compensation:** An enhancement and adaptation of the contingent valuation(willingness to pay) approach that seeks to link perceptions of well-being with participation in cultural activities and to assign income values to these.
  - v. **Return on Investment:** seeks to obtain a ratio of benefit of availability of a service against the cost of providing that service using a combination of user value and multiplier techniques. See also: Economic Valuation (Cost-benefit analysis): A streamlined return

on investment approach focused on economic values of services against the cost of the provision of those services.

Other measures will take place in parallel with the Impact Assessment, such as associated with marketing or user satisfaction. The point being: impact is not the only reason to measure and that not everything measured will necessarily support impact assessment but may contribute to the context of Europeana's impact. These may include, for example:

- Quantitative measures of audience reach
- Qualitative/quantitative testing of user experience
- Technical delivery – achievement of technical quality targets
- Governance/financial management – measured via audit
- Amount of value created for partners
- Delivery to some strategic KPIs

## Appendix E: Analysis of Europeana's data gathering methods to-date

Europeana has over many years been systematically collecting several types of data such as related to traffic to the portal and usage of collections and, more broadly, Key Performance Indicators. As planned in the annual business plans and recorded in the annual activity reports, the KPIs which have been systematically collected account for the growing numbers related to the traffic to the portal, the amount of contributed objects, the amount of partners and projects and later the amount of APIs - numbers that mark Europeana's trajectory to becoming known and established in the sector and to growing from a pilot into an operational service.

Additionally, Europeana has been regularly documenting case studies related to the importance and the reach of individual activities, via mainly the end-user and the pro blogs as well as issuing special reports. Things like highlights from the WW1 collection days such as personal extraordinary stories from contributors have often been published in a blog reaching out via the social media and the press to the wider audiences and gaining great attention by the public.

Furthermore, Europeana has been regularly consulting with the known stakeholder groups via surveys, focus groups and the AGM. As part of the annual business plan, for example, Europeana is extensively consulting with the key known stakeholder groups on their needs and expectations. The longer the collaboration with a specific stakeholder group, the more and more systematically organised information there is about its' size and characteristics, the expectations from their participation in Europeana and their level of satisfaction. This is for example, the case with Europeana's data partners and aggregators as well as with the European Commission. Understanding and analysing the impact on these groups is more easily approachable than, for example, the creative industry or the tourism sectors which are relatively new sectors that Europeana is working with, nor do they form a uniform group with similar characteristics, needs and expectations within Europeana. Similarly, it is easier to measure impact for long-established projects like the EDM or the WW1 for which there is a wealth of data rather than for newer projects.

The importance Europeana pays in collecting, organising and sharing analytics and statistical data is reflected in the development of the Statistics Dashboard<sup>3</sup>, a web-based application for sharing real-time collection-level data with partners. Through this application data providers and aggregators are able to monitor usage of their individual items on Europeana and click-throughs to their site, among other analytics.

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<sup>3</sup> [http://statistics.europeana.eu/accounts/sign\\_in](http://statistics.europeana.eu/accounts/sign_in)

## Possible gaps in Europeana data collection

Europeana had long ago made an explicit decision not to deploy sign-in to the services it develops with the aim to provide free and unobstructed use of the content. The result is that there are no detailed user data like the education level or the stated preferences of the users. There is, therefore, a hole in the data gathering at present with regard to end-user beneficiaries, particularly where those end-users are general members of the public. Whether they are using the content for social, cultural or educational use there are few apparent routes to finding out about their use at present.

Europeana is an innovation catalyst in the cultural sector and openness is in its DNA. It pilots new concepts, new products and re-use activities which are then freely copied by partner institutions and beyond. Without having invented the concept, Europeana definitely stirred, for example, the uptake of the concept of hackathons and editathons in the cultural sector. When an activity grows from what are individual scattered events in a few countries, to become common practice across Europe, it becomes extremely difficult to trace back its origin to Europeana and to tell precisely the number of hackathons across Europe that have been organised as a result. Europeana's positive spill-over effects are not expected to be fully measurable.

Additionally, Europeana is often working with intermediaries, as is the case in the education, research and tourism sectors, meaning, it doesn't reach directly the end-users but via distribution channels such as iTunesU, the European Schoolnet or Clarin and it doesn't have direct control over these distribution mechanisms. In most of the re-user services activities are relatively new and are also carried out as pilots. Statistical data in these cases are also harder to acquire or there needs to be time before impact can be documented in some way.

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[1] Note that when Europeana is used here it refers to all possible and relevant Europeana activities/products/services and not necessarily just to the executive branch or the Network.

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