

MINUTES SUCCEED SUSTAINABILITY WORKSHOP

Room A, conference centre at the KB, 10.00-17.00

Present:

Name	Partner	Role in project
Aly Conteh	BL	Project participant
Marion Ansel	BnF	Project participant
Francis Ballesteros	BVC	Coordinator
Alicia Blaya	BVC	Coordinator
Rafael Carrasco	BVC / UA	Coordinator
Sebastian Kirch	Fraunhofer	Project participant
Marion Borowski	Fraunhofer	Project participant
Katrien Depuydt	INL	Project participant
Hildelies Balk-Pennington de Jongh	KB	Project participant
Lieke Ploeger	KB	Project participant
Clemens Neudecker	KB	Project participant
Irene Haslinger	KB	Project participant
Bram van der Werf	Open Planets Founda- tion	External CoC
Tomasz Parkola	PSNC	Project participant
Marcin Werla	PSNC	Project participant
David Arnold (via Skype)	VCC-3D	External CoC
Daniël Pletinckx (via Skype)	V-MUST.net	External CoC

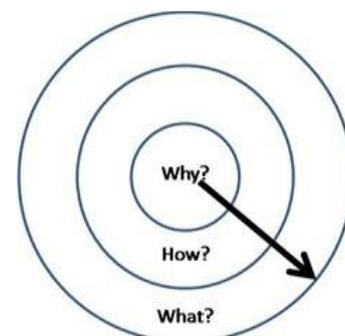
Welcome and introduction (Irene)

2. Purpose of the workshop, WHY, HOW and WHAT (Irene)

Why should CoCs cooperate, and if so, how should this be organized and what kind of results should come out of this cooperation?

WHY cooperate? (=MISSION)

- Sharing / applying knowledge
- Balance companies / research centres / universities
- Network extension
- Cost reduction
- Providing better services
(one workflow - there needs to be domain similarity)
 - o ——— to customers
 - o to the community
- Increased visibility and credibility
- Lobby
- Fund raising / agenda setting (fits into EU business models)
- Synergies



Discussion:

Bram: Having a top layer above Centres of Competence could limit your flexibility.

Aly: A consolidation of several Centres could be a benefit to the library to reduce costs and to reduce the administrative burden, so that a library does not need to be a member of several CoCs's

Tomasz: Also, institutions look at the complete process of digitisation, from OCR to digital preservation, so this does not necessary need to be split into several CoC's.

Irene: Bram's remark is connected with the issue of flexibility (benefit for a Centre to operate independently) versus stability (benefit of presenting yourself to the outside world as one stable network).

Bram: The long-term goal is of course to have the knowledge embedded in the organisation.

Marion B: It is important to define for whom we establish a Centre of Competence.

Hildelies: As a support action, we now have the opportunity to work together with the EC and advise them in this area.

Irene: We should define what sort of organisation form would be most suited for a network of Centres of Competence.

Presentation Network Theory (Irene)

The presentation based on a paper by Provan & Kenis (2007) describes two types of governance for networks: Non-brokered (shared governance) and brokered (Lead organization or NAO (Network Administrative Organization)). With different forms of governance come different key-predictors for network effectiveness. This is summarized in the table below:

	Trust	Number of participants	Goal consensus	Need for network-level competencies
Shared	High density	Few	High	Low
Lead organization	Low density, highly centralized	Moderate	Moderately low	Moderate
NAO	Moderate density, NAO monitored by members	Moderate to many	Moderately high	High

For the IMPACT CoC now, we have a Lead organization network structure. [See SUCCEED wiki for Irene's presentation]

Contributions from representatives of CoCs

4.1 Open Planets Foundation, Bram van der Werf

Most projects currently have a work package dedicated to sustainability. Following PLANETS, OPF was started to sustain certain competences at the end of the EC funding. success factors for OPF:

- Active discussion, mainly through blogging on the website. Issue: mainly technical people use the blog now, as the techy community is more involved blogging and use of social media than any other group. We should find a way to also involve practitioners - this could be an issue for other Centres too.
- Knowledge-sharing is a strong part - sustained in a wiki
- Regular hackathons, where people bring in data with a digital preservation challenge and present this to the technical community (3-5 times a year)

The sustainability of OPF depends on activity of the members involved.

Discussion:

Irene: What is your main incentive to cooperate with other CoC's?

Bram: Better service for customers if you can point them to relevant other Centres ('one stop shop'); agenda setting for fund raising. There is a lot of overlap in activity: we all want to sustain results after the funding ends. Having a wider network also makes it much more stable.

4.2 Impact Centre of Competence, Rafael Carrasco

Rafael gives a picture of the field of CoCs in relation to different formats (text, 3D, AV) and different steps in digitization (digitization, digital preservation, and access) in order to identify the gaps. [see the SUCCEED wiki for Rafael's presentation]

Rafael: We should stay aware of more CoC's to cooperate with, but for the moment we will focus on the Centres in our domain. Identifying any gaps is also important for the vision document.

Discussion:

Marcin and Marion B stress that it may be of interest to also look at national competence centres. In Poland they have an important role: distributing funding, stimulating sharing best practice and sustainability and promoting long term preservation. It would be good to work with them if we want to reach the (smaller) institutions for which they are the natural contact point. In Germany, there are four digitisation centres though not with such a far-reaching role.

4.3 Contributions from David Arnold (VCC-3D) and Daniël Pletinckx (V-Mustnet (via Skype) (Hildelies)

David: Useful presentation on networks: a network of Centres is the same as a network of anything else. Important to present a united front to the EC. Regarding internal collaboration it is important to not overlap too much, also links to projects like DARIAH are useful. Long-term view: linked data, co-referencing, integration of information from various media types. [See SUCCEED wiki for David's presentation]

Daniël: Most important reasons for cooperation are (1) defining viable structures for CoCs, (2) transferring knowledge, (3) awareness raising. On the basis of the points in the presentation, we will look into possible ways of cooperating, mapping this to tasks in SUCCEED. [See SUCCEED wiki for Daniël's presentation]

Cooperation: How and What

The WHY of cooperation has already been discussed in the opening session and during the discussions of the other Centres of Competence. We now proceed to the What (vision) and How (strategy)

HOW cooperate? (= STRATEGY)

- Governance (overview from presentation Irene)
- Legal forms
- Business models / market development



- Fraunhofer model 30% / 70%
- Public-private partnerships
- Roles (certification)
- Cooperation national CoC's
- Trust
- Effectiveness / inclusiveness

WHAT to cooperate on? (= VISION)

- Define process: development □ implementation (“common use”)
- Fostering adoption of standards
- Supporting community (training, best practices, roadmapping, next generation digitisation)
- Joint marketing
- Promoting public-private partnerships
- Customers: who are they?
- What services / service-based operations?
- Co-development?
- What do existing CoC's offer?
- What do partners in these CoC's do?
- Certification
- Linked open data, multiple media
- Change management in CH organisation (digital): “organizational readiness”

□ Rafael will open up his document for others to work on.

Defining shortlist of discussion topics for the afternoon (Hildelies)

- Governance
- NAO: how to relate this to the objectives of Rafael?
- Public-private partnerships
- One workflow
- Clear goal of the cooperation of the different CoC's (reaching consensus on this)
- Cooperation with local CoC's
- What services?
- Concrete services offered by the existing CoC's, and by national centres
- Synergies
- Business models
- Deeper knowledge of partners involved or how we can gain this
- Trust
- Effectiveness / inclusiveness
- Certification

6. Discussion on the basis of topics defined in the morning session (Bram)

Bram: WHY, WHAT, HOW: where do we see synergy?

Hildelies: Synergy in promoting working together, and synergy in the real work



Mission (WHY): will exist of two parts: 1) synergy and 2) providing better services. These can then be elaborated on further in the vision document.

The institutionalizing / formalization of the cooperation constitutes a certain commitment to the common goal. There should be a commitment to a frequency of contact.

Synergy:

- Marketing
- Branding
- Network extension
- Domains
- Change management
- Business models
- Knowledge sharing, expertise
- Interoperate
- Increased visibility / credibility
- Lobby

Better services:

- Institutionalized formalization, supporting frame
- Trusted network
- Widening number of options for customers

So, two overall areas of synergy: Technological and Network-level competencies

Technological: Clemens will draft input, with help of PSNC

Network-level: Hildelies, with help of Aly

Better services: Hildelies and Irene

VISION (WHAT):

- The benefit of being networked would be the one-stop shop, signposting, referral service
- There could be for example a case manager, but it is hard to establish this, also in terms of funding, as our clients do not have much money.
- There could be different levels for the services in the Centre.
- There is no need for an extra office on top of all CoC's: no matter from which Centre somebody gets in, they should always be referred to others in the network if needed.
- Also, in this way it is no extra overhead to establish a new CoC within the network.
- We have to show the EC that we can use resources most efficiently.
- For training and certification, a pool of CoC's is more reliable as an organisation
- We should also focus on what we can offer to small and medium-sized institutions, as there are many of these
- Use case: Cologne archive that lost a lot of material due to natural disaster, or: small poor company without digitisation equipment & help them through the pipeline. Germany had the idea to establish a digitisation bus with a bookscanner in it. (the idea was not put into practice by now)

BVC / UA will write draft content for the section on the What

When the draft content is ready, we will also ask external CoCs for their input / feedback



STRATEGY (HOW):

- Governance options, with their pros and cons (☐ **draft: KB - Hildelies & Irene**)
- The preference now is for shared governance, include key factors for this
- High need for network-level competencies
- Business models
- We should start simple, and discuss possible cooperation options with each Centre as time goes on (for example today with OPF, later with V-MUST.net, 3D-COFORM, etc.), take care to present things step-by-step, as a learning network. It also depends on the other CoC's of course.
However, the vision document should also be about the ideal situation.
- Public-private partnerships
- Joint dissemination through each other's websites

7. Towards formulating a vision statement & wrap-up (Irene)

The vision document (deliverable 6, WP7) is due in M8, August 2013. This vision document will culminate in the roadmap. First step is putting together the outcome of the workshop and expanding on that. Division of labour is repeated below;

Deadline is June 1, 2013

WHY (MISSION)

- ☐ **Technological: Clemens will provide draft input, with help of PSNC**
- ☐ **Network-level: Hildelies with help of Aly**
- ☐ **Better services: Hildelies and Irene**

WHAT (VISION)

- ☐ **BVC / UA will write draft content for the section on the What**
- ☐ **When the draft content is ready, we will also ask external CoCs for their input / feedback**

HOW (STRATEGY)

- ☐ **Governance options with pros and cons (draft KB: Hildelies and Irene)**

Thanks everyone for coming to The Hague!

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