



Specific proposals and possible actions

Digital Treasures

Co-funded by the Creative Europe Programme of the European Union

Introduction



Cross pollination

The challenge of this project has been to collect and gather information from five different countries with different priorities, different capabilities, different levels of digital maturity and with the common challenge of solving the question of how to optimize digitization applied to national Archives

After the meetings with each of the partners, 9 potential business models -mostly based on digital capabilities- were identified, of which a selection was made, recognizing those that best apply to each country. Bearing in mind that digital transformation is not a matter of tools, but of digital strategy and that Society is acquiring digital skills, the National Archives must include that transformation into their digital life path and in their procedures.

In the following document, we want to expose the **common learnings** and propose different ways to face business models and digital challenges. In each of the countries, some applicable business models have been identified and in the document's proposals, we will add a legend with the flags of the countries and in those in which it can be applied it will appear colored and with a green circle.

We have chosen the option of sharing openly the opportunities suggested to every partner -with a code of Flags that help to identify which applies whom-, for the benefit of *Cross-pollination* of ideas and projects between partners, so what today helps one of the country partners, may serve yo other in the future, once certain requisites are fulfilled.











Collaboration





Public and Private Partnerships (PPP). Triple Helix model

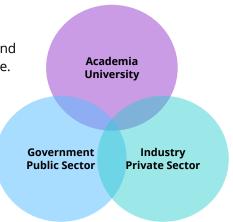
"If you want to go fast, go alone. If you want to go far, go together" African Proverb

Collaborating with innovative companies not only provides solutions to difficult problems to solve yourself, but also provides flexibility and an injection of confidence both for users and internally for employees. That help in building trust is good for the Archives marketing and visibility. Nowadays, corporates and institutions are embracing **Open Innovation** dynamics to reach their digital Transformation goals. These Open innovation tools require extending the projects beyond the intrena boundaries of the organization, seeking for talent, tools, resources, inspiration, solutions, awareness, expertise...

Since Innovation and Digitization are blurring the lines and borders among and across business and industries this potential collaboration can now happen between companies of very different nature and size.

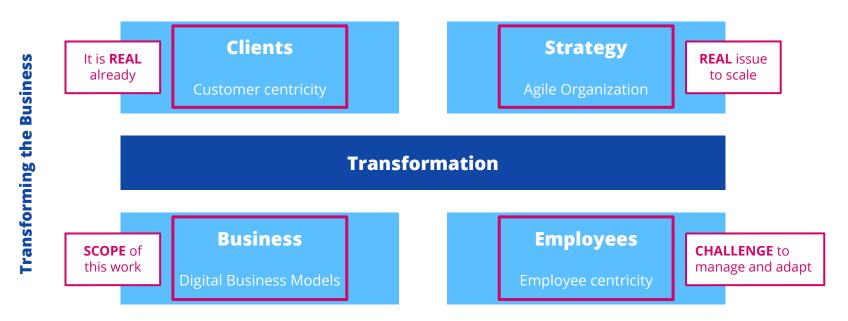
A triple Helix Innovation model might be very applicable to deploy some of the Business models suggested in this work, joining forces with

Private companies (for profit, or Corporates Social Responsibility),
Public Sector (a must, considering the nature of the Archives) and
Academia for research, talent ...



Digital Transformation of the Archives

Challenges Ahead

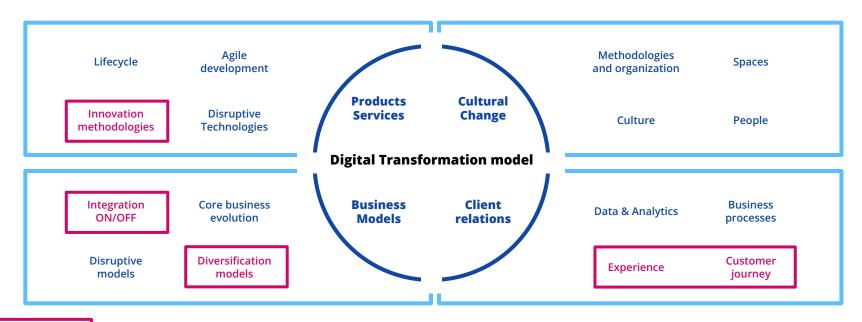




Digital Transformation



Model



SCOPE of this work

Applicability 9 Relevant NBM today





*Instrumental for everything else, we cannot close the Cloud door as it blocks any digital initiative.

			_		
Business Model	Hungary	Norway	Malta	Portugal	Spain
Freemium	•	•	•	•	
Long Tail	•	•	•	•	•
Cloud*	•	•	•		•
Subscription	•	•	•	•	•
Affiliation	•	•	•	•	•
e-Commerce	•	•	•	•	•
e-Learning	•	•	•	•	•
Consulting	•	•	•	•	
Events	•	•	•	•	





A single challenge with many faces

"The Future is already here but It is not evenly distributed"

A Common goal project with Different...

- Resources
- Strengths
- Opportunities
- Stages
- Priorities



Details





A Single Challenge with many faces: Characteristics of each of the countries

		#			1
	Hungary	Norway	Malta	Portugal	Spain
Current goals	Focus services on heavy users	Availability and digitalization Rebuild digital Archives Al implementation CRM for the external users	New Building project: Public, iconic, green, with community and services	Managing human resources Guarantee national identity and heritage storage	Improvement plan Merchandising Simplify user experience through digital improvements
Strengths	Strong KYC and intention to dedicate resources to them	Innovation leader	Good digitized services for clients	Great identification of relevant documentary funds	Strong structure and vast heritage
Opportunities	Extract more data from the records (text recognition, cross data)	Understand and involve the users	Virtual reality to implement in the new building Create community Expand the collections with new collaborations	Facilitate the disposition of documents and financial administration through subscription models	Attract new audiences and targets Facilitate user experience
Digitalization level	1% digitized	Highly developed	Capacity to host new collections and give space, facilities and expertise	650TB of information	Digitalize complete units to speed up digitization
Staff	Motivated and placing innovation as first affair priority. Digitalization unit (6 pax)	300 people Strategic direction, innovation unit and good relationships	Multitask and small team 38 people	352 people It is necessary to incorporate new talent	Experienced and trained
			Specific proposals and actions		



Hungary

Specific proposals

- **1.** Facilities for researchers and heavy users
- 2. Data and documentation analytics





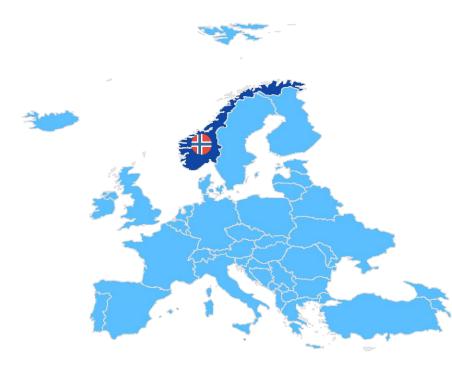
Norway

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Specific proposals

- **1.** Artificial Intelligence businesses research to add value to OCR.
- **2.** Know Your Customer to improve the user experience journey and anticipate what users want.
- **3.** Behavioural patterns for users.
- **4.** Optical character recognition (OCR)

One of their objectives is the **availability** of the Archives. The post-covid era will be defined by a renewed commitment to the customer with a combination of digital and human. This renewed combination will allow the best products to continue to be offered to customers.





Malta



Specific proposals

- **1.** New building facilities*.
- 2. Host new collections.
- **3.** New, creativity and sustainable. Those are the three fundamentals for the project.

*7 relevant points for the new building:

- 1. Public space.
- 2. Iconic building.
- 3. Green building.
- 4. Hub and Agora.
- 5. Community interaction.
- 6. Small cinema.
- 7. Cafeteria.





Portugal

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Specific proposals

- **1.** Subscription model establishing prices and ranges.
- **2.** e-Commerce.
- **3.** Talent attraction.
- **4.** Infoproducts about the archives activities.
- **5.** Consulting.
- **6.** Events and exhibitions.





Spain



Specific proposals

- **1.** Payment gateway for the Archives to facilitate the customer experience. Implementing a payment gateway greatly increases conversions. For online businesses, a great **payment gateway is mandatory**. We strongly recommend to collaborate with one of the companies added to the presentation.
- **2. e-Commerce** platform production and sale of merchandising. Having an online shop will allow to the Spanish Archives to build trust and generate visibility.
- **3. Subscription** Model.
- **4.** e-Learning.
- 5. Events and exhibitions.







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Optical character recognition (OCR)



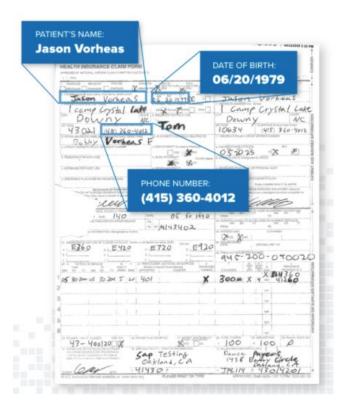
Vidado / SS&C

https://vidado.ai/

Vidado has Handwriting OCR functionality. **Handwriting OCR** (optical character recognition) is the process of automatically extracting handwritten information from paper, scans and other low-quality digital documents.

Optical – relating to sight Character – a printed or written symbol, letter or number Recognition – identifying something from previous encounters

OCRs provide security and accuracy, but the most interesting thing is the **data that can be extracted and analyzed** more easily once the document has been digitized. It's a way to explore the OCR of the documents.







Innovative functionalities and tools for heavy users





"Tracing your family tree beyond documented records. Your own DNA tells many stories"

23andMe

https://www.23andme.com/en-int/

23andMe is an innovative company that allows to identify the origin of DNA in a different way and with an interesting and extensive data analytics. As they define, you can "Experience your ancestry in a whole new way and find out what your DNA says about you and your family".

As in some countries the Archives are collaborating with **MyHeritage**, the idea of sharing more solutions related with the biological heritage thematic is a good close up to the users interests.

What we find interesting is to arrange a meeting with them to launch a project aimed specifically at heavy users in each of the countries in which a strong interest in family trees, ancestors and origins has been identified.







Optical character recognition (OCR)



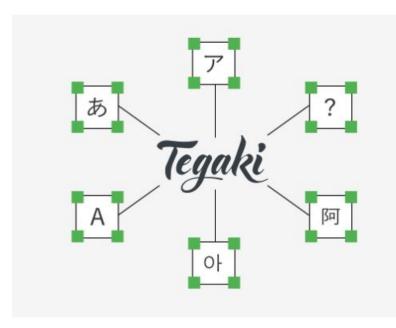


Tegaki

https://tegaki.ai/

Tegaki is an Artificial Intelligence OCR service that allows the client to easily convert and save handwritten documents just by scanning and importing them. It is focused on the work of forms and allows to reduce costs and time.

Once the characters have been recognized, the digitized data can be processed and searches in the National Archives easier, facilitating users a quick search for specific concepts and speeding up the study of the documentation.







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Google Books collaboration

Google is much more than a search engine. Its mission is to Organize the world's Information and make it Universally accessible and useful. In order to accomplish that they have created a set of tools and functionalities which fits perfectly with the mission of the Archives.

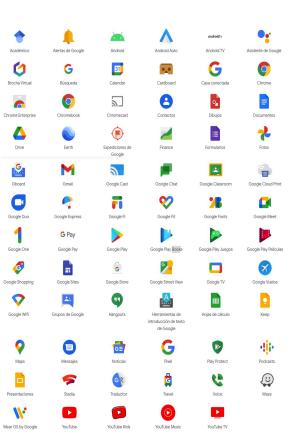
In addition to providing accessibility, they are experts in freemium business models, so with their experience and knowledge of the Archives, a collaboration can be created that involves services such as the Google Books digital library.

Collaborating in a specific project with Google Books can allow the Archives to achieve the data analytics goals.

"Google's mission is to organize the world's information and make it universally accessible and useful."



The matching of missions and purposes with the Archives, as well as their huge catalog of technology & digital solutions and resources make Google a preferred partner to explore partnerships













SmartLook

https://www.smartlook.com/

SmartLook could allow the Archives to analyze their users behavior recording users on websites and in mobile apps. With features that allow you to find useful information, SmartLook is a good option to understand better the users of the Archives. It complies with European GDPR regulations and is easy to install on web pages.

SmartLook features to understand users and be able to offer them the best services.

- **Recording**: Identifies the user in compliance with current legislation and thanks to that classification and identification, projects and processes can be improved.
- **Heatmaps**: Allows the Archive to know the interests of the users and how users use the website.
- Events: Monitoring of marketing campaigns, it can be oriented towards exhibition creations or public interests.
- **Funnel**: It allows to identify the weak points of the processes.
- Analytics and reporting: Analytics linked to Google, very useful to better understand the user.
- **Retention tables**: Allows you to improve user engagement.







Payment gateway for the Archives to facilitate the customer experience



stripe

Stripe

https://stripe.com/es

The most widespread, very reliable and easy to implement. The best option to start by facilitating a payment gateway in the Archives both on the web and on the App.

Stripe accepts all major credit and debit cards from customers around the world. This is relevant when selecting a gateway as card payments make up more than 40% of global online payments.

- Quick and easy integration
- The easiest way to incorporate a new payment method
- Unification of monitoring, reporting and transfers for all payment methods







Payment gateway for the Archives to facilitate the customer experience





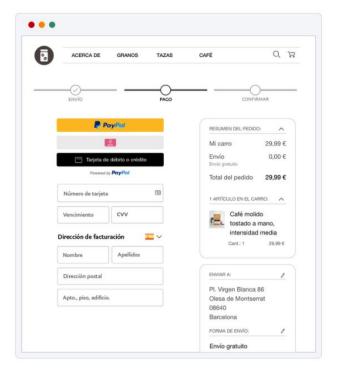
PayPal

https://www.paypal.com/es/

With a single integration, you can receive payments with PayPal, credit and debit cards, and alternative forms of payment. The Archives can thus offer a fast payment experience on the website or application and from different devices.

Periodic payments and subscriptions can facilitate the implementation of proposal number 3 for Spain, the subscription business model.

Periodic payments and subscriptions	Flexible subscription plans	Simple and efficient administration
Generate a steady income stream with subscription options for products and services.	It offers fixed prices or by quantity. Set billing cycles for the period of time you want.	Manage your plans and subscriptions with the APIs or the subscription tool.







Payment gateway for the Archives to facilitate the customer experience





Redsys

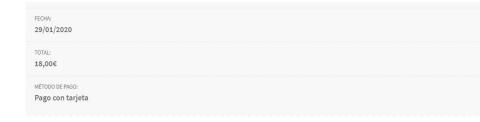
http://www.redsys.es

It's easy to use, especially when it comes to online card payments. It's simple, versatile, flexible and secure. It allows various types of connections in order to adapt to your and your client's needs, as well as enabling you to customize the image of payment web pages.

InSite connection: offers a good experience to customers because you can offer the entire checkout process including the payment process on the same page, 100% personalized and integrated into the design of the Files.

It offers service for the main payment methods, in Spain and a large part of Europe.

All card brands and also alternative methods preferred by your clients, such as Bizum, Apple Pay, Google Pay, Masterpass, Paypal ...











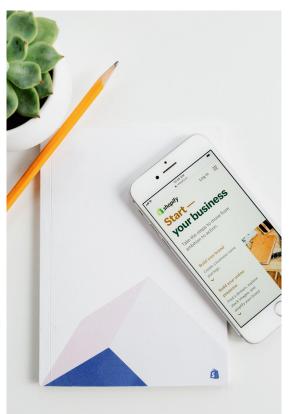
9 benefits of the E-commerce

- 1. Faster buying process
- 2. Store and product listing creation
- 3. Cost reduction
- 4. Affordable advertising and marketing
- 5. Flexibility for customers
- 6. No reach limitations
- 7. Product and price comparison
- 8. Faster response to buyer/market demands
- 9. Several payment modes
- 10. Easy integrated **PIM** -Product Information management-

How to start an online business

- 1. Define your audience
- 2. Choose your products
- 3. Create your business
- 4. Build a store
- 5. Ship products and fulfill orders
- 6. Market your products

*Buy Now Pay Later (BNPL) trend. Provide a one click shopping experience allows customers to pay when and how they prefer. Companies like Klarna, AfterPay, Humm, Twisto... they give customers the opportunity to carry out the one click shopping experience and make installment payments (BNPL is not necessarily seen as debt. As long as the amount is paid on time, there is 0% interest. That's a strong value proposition).











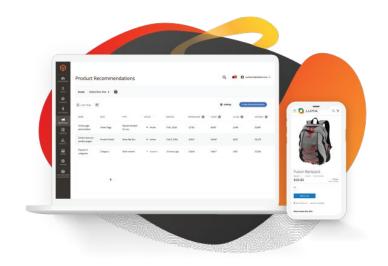
Magento

https://www.magento.com

Magento is the number one eCommerce platform for small business and mid market with a very friendly and scalable interface.

As an ADobe product, it offers a very comprehensive set of solutions with the best endorsements by Gartner, to set up ant e-commerce related project from scratch.

Include multiple guides for self management, although being an Adobe product. Many vendors and consulting firms have experience with this platform.



Any commercial project, either a physical shop/store on premises, or even online e-commerce probably **will require the expertise of an already established** business with whom different ways of partnership/concession can be arranged.

This kind of partnerships (eg. Museum Shops operators) will speed up projects and minimize operational risks.









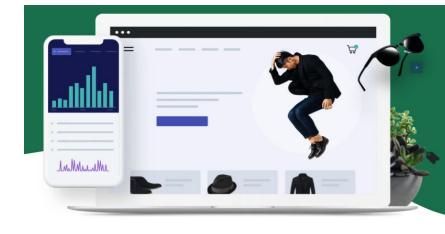
The importance of the experience of the purchase process

Shopify

https://es.shopify.com/

E-commerce, fueled by widespread high-speed Internet access and customers' endless desire for convenience, is growing rapidly around the world.

With companies like Shopify you can easily set up an online store thanks to templates. The platform allows you not only to create the online store, but also to make it responsive and add numerous functionalities, among which is **Shopify Payments**, that accept credit cards and other popular payment methods with a payment provider and can facilitate a solution for Spain on the the Payments gateway issue.











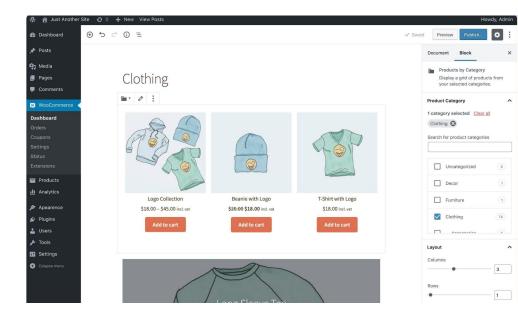
Woocommerce

https://woocommerce.com/

WooCommerce is a customizable, open-source eCommerce platform built on WordPress. Get started quickly and make your way. You can add WooCommerce plugin to any WordPress site and set up a new store in minutes.

Get secure payments, configurable shipping options, and more, out of the box for free.

Like Shopify, **Woocommerce** also has its own payment gateway, Woocommerce Payments. This functionality facilitates full implementation and lightens bureaucratic paths.











PrestaShop

https://www.prestashop.com

PrestaShop is a complete, innovative and efficient eCommerce platform that will allow you to create your online store and develop your business on the internet.

PrestaShop allows users to customize the store, manage the business, attract visitors to ecommerce through social networks, and increase sales geographically.





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Subscription model

The **subscription model** allows better control of income due to recurring payments and helps the financial management of any entity. Revenues generally increase with this business model. The model used on platforms such as Netflix, Spotify or HBO is **100% applicable** to the business model of the National Archives.

This model can be implemented both for **physical products** such as recurrent impressions or scans of users and researchers, as well as for **digital products** such as Archives search platforms or advanced data analytics functionalities.

Advantages:

- Recurring **income**.
- Increase in CLTV (Customer Lifetime Value).
- **Time** forecasting and improvement of identification of employee dedication to projects and tasks.
- Possible **upselling** and cross-selling for your users.

We can take as an example some subscription models such as the annual card of the **State Museums of Spain** or initiatives such as the **Museum Kaart in Netherland**.

To face this business model, the following points should be identified:

- **Segmented clients**. The simplest example is that of age groups. In addition, more categories can be included by users' occupation, etc.
- **Products** and **services** to offer in each branch. Reprography services can be added (provided that complete blocks are scanned in such a way as to aid digitization), and consultation services can also be included.
- **Rates**. The ideal is to offer three or four different packages depending on the group of users and services offered.







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E-Learning & E-Teaching. Driving digital transformation

"We are researchers and we have a lot to teach"

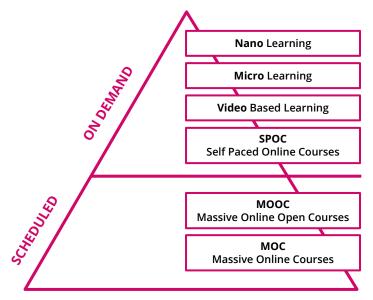
One of the recommendations gleaned from the conversations with the project partners is to create an **E-learning** line of **infoproducts**, to teach the what and how. Transmit the know-how and bring it closer to society by making the Archives accessible.

The triple helix is an icon of public-private partnership. Archives can naturally collaborate with faculties and academies that are in charge of dissemination and production.

- **1.** A series **of pills can be created on e-learning** platforms to explain the analysis methodologies and archival processes with expert knowledge.
- **2.** Another option is to create archival-themed courses such as documentation or documentary dissemination.
- **3.** Finally, there is another aspect more focused on the use of the platforms already developed by the Archives and for their users, which consists of the creation of explanatory pills on how to find or request information in the State Archives. (How to manage photographic funds or classify archival documentation).

As an example of platforms: the 3 developed in the following pages. There are many more, but those are the principals.

Online Learning Modes







E-Learning & e-Teaching. - Top 5 Learning Management Solutions





Docebo Leverage a suite of tools that seamlessly work together to cover the entire enterprise learning lifecycle, from content creation, management and delivery to measuring learning impact and key business drivers.



Engagedly Performance Management platform built for High Performance Teams. 360 Performance Appraisals, 10n1 Feedback, Goal Management and Social Praise.



TalentLMS is the LMS built for training success. Easy to manage and a joy to use, teams embrace training from the very first click.

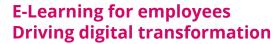


EHabilis is a knowledge and talent management software that helps organizations maintain and distribute training sessions, best practice manuals, audio clips, infographics, and more. Team members can gain points...



Pluto LMS is a learning management software, which helps businesses create, manage, and deliver online courses for employee training, performance tracking, teaching in schools or universities, and more.





We live in the era of KNOWLEDGE

- Knowledge has never been more accessible, literally one click away of your fingertips.
- Digitalised content can be generated, stored and shared (almost) at no cost, allowing personalised and customised learning experiences.
- Life Long Learning is an imperative of our time. The XXI century illiterates will be those that can not unlearn, and learn new skills.
- During the COVID-19 Lockdowns we have seen an spectacular growth on E-learning interest that seems to consolidate in the Post-Covid era. There is a new attitude more open to develop knowledge through online courses.

Archives, as entities depositaries of knowledge themselves, have an opportunity and a responsibility by adding value to their communities and users sharing theri stored knowledge, both the What, and the How, , their registers as well as their experience and know how.



7 BENEFITS of Learning



SCALABLE

e-Learning enables us to quickly create and communicate new policies, training, ideas and concepts. Entertainment or formal education eLearning is nimble.

CAPACITY AND CONSISTENCY

Using eLearning allows educators to achieve a great degree of coverage for their target audience and ensures that the message is communicated in a consistent fashion. This results in all learners receiving the same training.

HIGH LEARNING RETENTION

D3 Blended Learning approaches result in a higher knowledge retention rate. It also helps refresh and update Learning materials whenever needed.

TIME AND MONEY SAVINGS

04 e-Learning reduces time away from the workplace, eliminates the need for travel and removes the need from classroom-based training.

ACTIVITY AND ROI MEASUREMENTS

If you are using a Learning Management System to deliver your eLearning, tracking learner progress is a piece of cake and reporting on this activity is just as simple.

REDUCTION OF THE CARBON FOOTPRINT

By leveraging eLearning for online testing and quizzing, the need for printing out paper-based assessments is reduced. In fact, it's practically eliminated altogether!

FLEXIBLE

7 Using eLearning you can give employees and students the freedom to learn at their own convenience and at pace that is tight for them.





E-Learning for employees. Driving digital transformation

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Arguably, the most relevant issue identified during the interviews, that can jeopardize or significantly delay the progress of this project is the set of digital skills and mindset of the Archives human resources.

Also on this topic there are very significant differences, both in quantity and professional profile of the workforce and od the teams assigned to this project.

Despite being fully aware of the specific situation of the different countries/partners. Some course of action should be taken on order to correct or Offset such Gap.

EMPLOYEES

Employee centricity

CHALLENGE

to manage and adapt



Even if no other course po action is possible, we strongly recommend to take steps towards a self-learning culture, facilitating resources, many of the free of charge either through MOOCS -Massive Online Open CourseS- structured contents or On Demand tutorials, available for free, or minimum cost, in global and/or local platforms.

Even Google has multiple solutions for self learning, self updating digital skills.

Link:

https://grow.google/intl/europe/programmes





E-Learning for employees. Driving digital transformation





UDACITY

https://www.udacity.com

UDACITY is arguably the most relevant platform of courses and self training for digital skills alt all levels. Udacity and GOOGLE have joined forces to make accessible relevant education and training in new web-based digital technologies focussed on improving employability opportunities

Udacity has specialised programs for governments https://www.udacity.com/government/overview and is the most used platform for the digital reskilling of many governments and administrative bodies of the world.



Udacity is a powerful catalyst for workforce development. Through public and private partnerships deliver government-funded scholarships for our Nanodegree programs, designed to upskill and reskill workforces at scale.





















E-Learning for employees. Driving digital transformation



coursera

Coursera

https://www.coursera.org/ https://www.coursera.org/government

Coursera for teams is an online learning plan for companies or organizations interested in purchasing it for their team of 5 to 125 students that allows them to master new skills. Coursera for Teams offers unlimited access to our catalog of 4,200+ courses, 400 majors and more offered by the world's best universities and industries.

Google, IBM or Yale offer courses through this platform offering users flexible and certified learning, these learnings are key to internal cultural change focused on digital transformation.





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E-Learning for employees. Driving digital transformation





edX

https://www.edx.org/

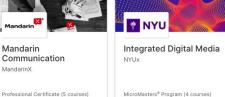
Through experience and practice, employees can improve their performance and knowledge to focus on digital transformation.

Companies such as Amazon, MIT or IBM are part of this digital education platform.

Programs (18 results)

Show (18) >





Courses (190 results)

Show (190) >





JaverianaX



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Talent Attraction

One of the problems identified in Portugal is the lack of digital skills in the work force and challenge of attracting new talent incorporated into the workforce. Even considering the restrictions and other limits of the public sector for hiring human resources, We recommend a plan of new additions to the workforce.

Digital transformation requires an **internal cultural change** that involves the implementation of new work **methodologies**, new **organization**, and focusing on **employees** as the engine of change. Without these implications, it is very difficult to improve the business model. The Archives must have employees as a point of reference and offer them a plan to adapt to digital transformation and **attract talent**.

The change has to come from the National Archive, offering prospective employees a developed career plan and clear values and mission.

Analogical employees may not be agents of digital transformation.







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Facilities and functionalities for new building

"People protect what they love, and they only love what they know"

The project of a new building for the National Archives of Malta is an **unique opportunity** to leverage on and should be explored to its fullest potential. Projects such a new venue are powerful catalysts to change culture, habits, behaviors, beliefs, and draw media and society attention.

- New Buildings can turn into a singular asset with potential to generate revenues by renting it as venue for events of different kind. The more unique the venue is the biggest potential for monetization.
- Certain experiences can be themed according to historical context of the archives - or the rich history of Malta
- All the visitors get to know the place, and enjoy it, becoming familiar with it and its team. Users can become ambassadors of the Archives
- Like other business, probably the most feasible way to exploit the potential business would be through a local partnership with an event management agency that provides the service complying with the security and safety standards, guaranteeing all the insurance required.
- This Additional storing space in the Archives may open the opportunity of additional business brokering that additional storing space.











Additional paths to explore

Chatbots are cross-sectional solutions to all the National Archives as vehicles for relations with clients and users.

This type of software has a simple and adaptable integration to social networks, web pages, etc.

This solution allows solving several problems at the same time, due to the lack of training of resources such as for customer service at the time of opening and arrival at the Digital Archives channels. It can also serve to streamline processes and questions about payment, photocopies or user requests.



Purchase process simplification



User experience improvement



Customer care improvement



benefits for business

Personalized service



K20

Service integration opportunity



Resource saving



Consulting





The national archives have the documentary capacity and professional experience to advise on the production of audiovisual content with a historical theme.

National Archives provide **Trust and reliability**. Those are highly valuable assets with the potential possibility of creating fees to monetize this field.

There is **growing interest** on historical content fueled by content Platforms (Netflix, HBO...) for entertainment industry (films, TV series, other multimedia contents...). Historical accuracy, on the script, historical facts, as well as overall look & feel of the contents.

Consulting fees, Royalties for endorsement, or simple mention in the credits could be a source of resources, or recognition and reputation.

Powered by National Archives

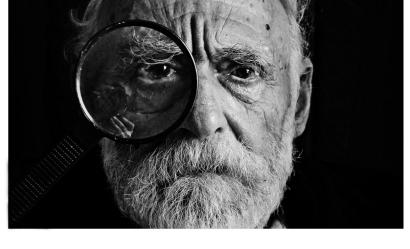
















Events and exhibitions



The National Archives have a **unique architectura**l value with iconic buildings of great value. One way to monetize these venues is to facilitate external events and displays in these buildings. As most of the Archives are under a government umbrella, the rates and specifications are already set, so the next step to follow would be to identify a series of best practices and minimum quality standards of the events that are hosted in order to have a clear line of business.

Events provide **cross-knowledge**, **visibility**, **brand image**, **and marketing**. All these added values can in some way boost the different branches of the Archives business.

Regarding the **exhibitions**, we propose two lines of action to the partners:

- **Offline line**: Physical exhibitions are the best way to create a unique experience and connect beyond the content with the institution of the Archives since being physically present in an iconic building and being able to have direct contact with history is special. For this reason, successful exhibitions such as "The Longest Journey" at the Archivo de Indias is a clear example to follow. Ideally, you should plan 3 or 4 similar events annually.
- **Online line**: In times of pandemic, any digital resource is necessary, so along with these physical events, we believe that it is absolutely necessary to generate virtual exhibitions such as the one carried out with **Google Arts & Culture**. It is a way of approaching the public from home, sharing knowledge in the simplest and most effective way. The action plan to follow would be to identify with the secondary education systems of each country a series of themes to emphasize and create specific projects to publish. In an age where students are completely digitized, it is a way to connect with new users and share knowledge.





