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Meetings report

Spanish State Archives, National Archives of Malta, National Archives of Norway, National Archives of Hungary and Portuguese State Archives.

From January to March, 2021



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1. First meetings

The main purpose of these first meeting, is to get to know all the project partners in every country by analyzing the questionnaire for interviews previously sent and completed by the respective team of every country This preliminary assessment is essential to apprehend and understand the characteristics of the team, size, capacity for action, identify potential barriers, problems and opportunities that may arise in each country when making a business model proposal.

An initial idea is to detect the common ground for every country, as well as their specific circumstances in order to design a framework that might serve the project as a whole.

1.1. Spanish State Archives

January 19th, 2021

10:00 h - 12:00 h (CET)

Reunited:

- Antonio Alonso
- Carmen Mateos
- Cristina Díaz
- Ivan Stoychev
- Elena Cortés
- Miguel Bermejo Alonso
- Nacho Villoch
- Miguel Escánez

“It is important to know the limits and know if they can be exceeded.”

The project proposal must be linked to the improvement lines and the strategic plan of the National Archive of Spain.

Regarding the Attitudes and Abilities of the employees, they are boxed in an administrative structure since the education and training comes from the ministry. From the INAP (National Institute of Public Administrations), they have a generic and non-personalized offer.



Education (Re-skilling and Up-skilling) and training on digital capabilities is important to them, but they have little autonomy for this purpose.

The Council that they have for the Regional Archives and the National Archives is not as fluid as it should, they do not meet on a regular basis.

Merchandising. This issue has been considered previously, and is worth to be explored to its potential. They would be interested in having a physical store in buildings, following best practices like museums in several EU countries.

Reprography. It is an important service related to the core function of the archives. The way this service is provided requires an update They have an outdated operational model, with the same procedure as 12 years ago. It is one of the few ways to monetize that they have currently. (With an amount around € 150K per year it helps to cover petty-cash out of budget running expenses)

- The payment gateway currently used is that of the Tax Agency, through banking branches.
- Red.es integrated with a payment gateway
- Through citizen authentication
- There is a delay of about 6 months in reprography requests.(From request to actual delivery)
- The document is first located and digitized.

As an idea, it would be good to digitize complete units in order to expedite the following requests for that unit.

Self-service, the user requests few units, is a way to streamline the process and relieve workload.

There have been meetings with Google or Microsoft, but never in detail, without a prioritized agenda and highlight specific issues.

1.2. National Archives of Malta

January 20th, 2021

10:00 h - 12:00 h (CET)

Reunited:

- Charles Farrugia
- Leonard Callus
- Etienne Ferrito
- Carmen Mateos



- Nacho Villoch
- Miguel Escáñez

“Focusing on small projects.”

Take into account the **size** of the country and the Archive.

They are currently working on the project of building a new premise. A unique opportunity to re-design completely their value proposal consistently, integrating services and user experience in a modern XXI Century fashion. On the other hand, the complexity of such project may jeopardize the progress of short term actions subdue to other building works.

Social Media.

- Twitter doesn't work for Malta, and Facebook is working good but with Leonard's attention and dedication. (They are a very small team, and many functions are being covered partially on a best effort basis; This might be a potential bottle-neck, if further steps are taken on this direction, and it will be necessary to fill the gap if someone is dedicated to these works).

During 2020 (COVID) they have had **more customers connected through social media than physically**.

The petitions (Information requests) are made via email. The idea is to develop a standard request On Line form but right now the email is the main route of requests.

There is a lack of training on digital skill beyond customary “as user” of MS Office, Google apps and basic Internet Navigation. There are not scheduled plans for further training..

They have to advise the government and they're **creating some synergies with museums or libraries**. There's some relation with suppliers, but nor formalized.

Digitalization and reprography, There are established processes and procedures, but the users are free to take their photos or copies with their own devices (Mobile phones). The payments can be done digitally or in cash, through the government payment service or PayPal.

The most digitalized and requested documents are maps, passports, etc.

With the new building project there's a possibility of adding services as a cafeteria, but without compromising the Archive core activity of public service, it has to add additional value and preserve the DNA of the Archive.



1.3. National Archives of Norway

January 26th, 2021

12:00 h - 14:00 h (CET)

Reunited:

- Carmen Mateos
- Ole Gausdal
- Nacho Villoch
- Miguel Escánez
- Inga Bolstad

“Focus on objectives, get to know users more closely and involve them.”

They have a very **solid structure**, with a communications team, and a strategy team, also an Innovation unit, that takes the strategic decisions also.

The relationship with the other Archives or organizations is very close, the local Archives are independent but they collaborate and share, helping to create a good relationship.

The National Library, for example, has a lot of muscle and they are digitalizing the documents that the National Archives send to them. It's a great cooperation, but the National Library doesn't provide the tools to tag or classify the documents so they work with other partners like Ancestry, Myheritage or Family Search, they are giving them the opportunity to use those documents.

They want to decrease the merchandising products in order to focus their objectives, and one of their main goals is to **involve the users** into all the process and understand them.

1.4. National Archives of Hungary

January 29th, 2021

09:00 h - 10:30 h (CET)

Reunited:

- Zoltan Szatucsek
- Carmen Mateos
- Nacho Villoch
- Miguel Escánez

“Look for a premium service to help researchers and create new lines of business.”

It is necessary to take into account some relevant differences that characterize Hungary:

- The **resources** available for the National Archive.
- The **stage of digitalization**.
- The **size** of the National Archive.

The Hungarian National Archives uses social media, its newsletter website and other channels to communicate events and day to day communications. They do not have an identified community, but there are people involved in supporting the Archives but in an unofficial way.

The first goal for them is to scan the documents and make it all available for the users. The challenge consists of working with the data of these records, they have 300 kilometers of documents, but for that reason they want to transform themselves and place innovation as a first affair.

The **digitization department** has 6 people working on it. The rest of the team is deeply motivated as further digitization of documents brings more users closer together and creates a more accessible and open collection.

In 2018, a government initiative was created for memory institutions and having the same user interface.

The National Archives of Hungary are working on a few projects in collaboration with external partners, one of them is the digitalization company. Before the European Digital Treasures Project they haven't got any merchandising but now they have.

The **MOOCs** (Massive Online Open Courses) as a sort of potential source of business is worth exploring.

The commercialization of the copies and scanned documents gives more problems than incomes. They have just digitalized 1% of the collection and the process is long, they have to integrate the images, videos, documents, add them to the catalog, tag and classify, then add a description, etc.

They would like to create a **premium service for researchers**, or at least develop the services for them for example with the family research center, adding more data and a more sophisticated search creating links between the personal records.



Text recognition -Through OCR or other AI technologies - is one of the main priorities, as they would like to extract more data for digital services.

Additional ideas:

- Crossing Data
- DNA testing
- Family data

Those ideas are in a great market niche, with a lot of demand, and it can help to monetize under the proper business Model.

1.5. Portuguese State Archives

February 18th, 2021

12:00 h - 13:30 h (CET)

Reunited:

- Dr. Silvestre Lacerda
- Anabela Ribeiro
- Nacho Villoch
- Carmen Mateos
- Miguel Escáñez

Team: 352 employees.

The Portuguese State Archives do not have a specific communication channel, but rely on the the National Communications Agency (Ag. Lusa de Comunicação) to spread the messages for their clients through social media, emailing, newsletter and CRM service.

The National Archives are independent and there is one Archive in each capital centralized in the general direction.

The portuguese Archives are part of the Direcção Geral jointly with the National Libraries (Bibliotecas Publicas) and the municipals, and the Organization do Libro supporting the editors, authors, translations and divulgation of Portuguese books,.

On the **digitalization** section, on their data base (Digitarq) they have more than 5 M registros, they have 70 millions of digitalized images, which correspond to 1% of the documents under their responsibility (156 kilometers of documentation).

Community: there is an autonomous group of users that are very close to the Archives, especially with Braganza and Oporto.

Specific connections with other Lusofona Communities (Brasil, Angola, Mozambique, Tomor, Cabo verde)

Tools: They are using an aggregator of the national network of municipal Archives, particulars, organizations, enterprises, etc. that allows digital preservation with the objectives of authenticating the digital documents

RODA. Repositorio Objetos Digitais Autenticos .

Documentary collections:

1. **Ecclesiastical:** Baptism, marriage and death. In 1911 the competitions were transferred to the National Archives that are complementary to the Civil Registration for evidence of citizenship or dual nationality to demonstrate the three generations of Portuguese descent.
2. **Inquisition.** . Data of the Jewish Communities (Sefardies) expelled and currently settled in Salónica that eventually request info on their ancestral roots.
3. **International and State Defense Police PIDE:** In 1974, the documentation was opened to the general public under the protection of the National Archives. The uses of these documents, for example, serve to demonstrate that clandestine times are useful for retirement, for example.

Storage: They have 670 terabytes of information capacity in their Datacenter and they want to explore new ways of storage.

Digital Archival heritage: (Patrimonio Arquivístico Digital) nIt serves to safeguard the national heritage.

Bugget

Document certification (Function as Public Notary or Registry) generates an annual income € 700,000 .

Digitalization Process

There are three mayor drivers for digitalization.

1. **Internal Digitalization:** Internal service for users/ clients with a full digitalization of documents.



2. **Preservation:** Intervention and digitalization of documents that are not in a good shape to preserve them.
3. **Outsourcing:** Related to the Civil Registration, helping to digitize the processes of the civil registration and the ones with genealogical interest.

External Collaborations:

They are collaborating with Myheritage with the digitalization of documents of the Inquisition, they give them the materials and they analyze and work the documents.

Ideas:

- There is no desire/need for monetization, (*sem animo do lucro*) Portuguese State Archives are a public service as not for profit.
- Watermark: for the documents digitalized, in order to authenticate the records and guarantee the reliability, authenticity and traceability respecting the records and the authors. The blockchain is a long-term idea.
- Merchandising: They've collaborated (Public-Private -Partnership) with Vista Alegre The archives can provide the original idea while the manufacturer makes, and markets and deliver the product.
- Other Sponsorship In Kind (Win/Win) for specific practices are a source of inspirational best practices.(Eg. Agreement with Photo/documentary high quality material in exchange for accessing to some resources)

Problems, needs and opportunities for Portugal:

- Staff: There may be an issue with the upskilling and reskilling of digital capabilities related to human resources management, and a lack of new talent as the staff has not been renewed in the last years.
- Storage need, they have to guarantee the *storability* of the new flow of documents, as well as the progressive Digitalization of the stock.

2. Second meetings

Upon assessing and understanding the characteristics of each of the project partners, the second meeting is held with each country in order, to generate potential ideas:

The purpose of these co-creation dynamics, regardless the limits of remote work and on line sessions, without previous mindset restrictions or mental barriers is to generate as many options as possible. This divergent thinking in every session, combined with the "Cross-Pollination" of combining the best ideas of the different countries would, eventually, be a source of inspiration that will help us later to be

able to organize the proposals in different categories and to be able to analyze the viability of each of the ideas.

Oscar Wilde: *An idea that is not dangerous is unworthy of being called an idea at all.*

2.1. Spanish State Archives

February 2nd, 2021

10:00 h - 12:00 h (CET)

Reunited:

- Antonio Alonso
- Carmen Mateos
- Cristina Díaz
- Ivan Stoychev
- Elena Cortés
- Miguel Ángel
- Nacho Villoch
- Miguel Escánez

Due to dependence on the Ministry and bureaucratic procedures, they have little autonomy in general.

Individual document scanning and photography: With the appropriate protocols, control and security you can work on this idea. Archives reprography has outdated processes on payments and processes. A pilot could be made taking into account the possible manipulations of the documents and preserving and guaranteeing the security of the records.

Axis 2, digital transformation. We should start to establish the pathways of digital transformation and be ambitious with the process, not give up on the future and be at the forefront of digital transformation.

Exploration of new business models and exponential technologies. Pay per use, the platform model, online access to documentation, freemium model, or merchandising are some of the models to review in this activity.

Merchandising: There are different merchandising models explored by Spain.

- Faximil or reproduction
- Image: Transfer to everyday objects through an agreement.
- Icon: Images that are not properly the document



Storage: Explore the possibility of selling both physical and digital storage, breaking down analog barriers.

World of knowledge: Knowledge as a business model with courses or MOOCs. Courses, classes and tutorials counting the product and the Archives process as content. The content can be associated with teaching units for secondary teaching the history directly through the primary sources. It would be nice to explore platforms like Coursera.

Advice on audiovisual content platforms to avoid anachronisms and contribute to the story that is told and contribute to the image that is told.

Exhibitions: An improvement in exhibitions could be explored and prepared on demand, adapting to current trends.

PARES: The main objective is to open it to the internet, so far it can only be accessed through the intranet. In addition, functionalities can be added to improve the advice of the funds, facilitating the reprography process, the reservation of rooms, or the reservation of funds.

Blockchain: It could be a project for the second horizon, working on the traceability of documents.

Line 6 of the improvement plan is a great challenge, it implies a responsibility as a competent unit to receive the documents that are produced electronically and how to manage digital documents.

2.2. National Archives of Malta

February 5th, 2021

10:00 h - 12:00 h (CET)

Reunited:

- Charles Farrugia
- Leonard Callus
- Etienne Ferrito
- Carmen Mateos
- Nacho Villoch
- Miguel Escáñez

“One in a lifetime project, it’s a big opportunity to jump to the new era.”



Malta is going to have a new building, they want to reengineer the way they operate and balance the digital and the traditional services, the building has to create an interaction with the audiovisual also.

7 important 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.

There is not going to be just a space for the Academia, they are not working just the government records, they are using also people's records and memorial records which complements the administration.

"We don't want to change the address only, we want to change the way we are. We would like a brand new start."

New ideas: to provide the professional storage space and guarantee with other collections.

- Giving: Space, facilities and expertise.
- Receiving: Collections.

Explore virtual reality and the exponential technologies.

New cafeteria space to work and create community.

2.3. National Archives of Norway

February 11th, 2021

12:00 h - 14:00 h (CET)

Reunited:

- Ole Gausdal
- Inga Bolstad
- Carmen Mateos
- Nacho Villoch
- Miguel Escánez

1 Rebuild our Digital Archive:



We have a dedicated site where we publish digitized archives, www.digitalarkivet.no.

- Now we are working to improve the workflow and expand the functionality. We are doing this together with other archive institutions in Norway, because the site will be a common, national digital archive. It will cover both long term preservation and improved user interface.

One of the main objectives is to understand the users and make all the materials researchable, all documents digitally archived and from any source. They would like to have all the archival institutions under the same place (Museums, Archives, libraries and State agencies).

The Museums are good to follow and the Norway partner wants to learn about how the museums are connected with the users.

It is not a dissemination project, it should focus on availability.

2 Implement Artificial Intelligence in relevant areas

We have two or three AI experts, and are experimenting and working to implement AI in areas where it can improve our services. I have asked for more precise information, in case that is relevant.

They are working on handwriting recognition.

This point of interest is related to reading the images and documents connecting one source with other ones with three highlights:

- General findings of the documents.
- Handling requests.
- Historical population for specific purposes.

This project could benefit from the collaboration of other archives.

3 Implementing a CRM system

In order to improve the way we handle requests from external users. The system is called Top Desk.

They are currently using the internal file system, but working with Top Desk will make the processes more modern, efficient and easy.

In Norway Archives the general rule is that everything is free for users, generating, gathering, sharing and storing information should be free for them.

3. Third meetings

During this third round of meetings We have analyzed the 9 most relevant business model proposals at present -based on digitalization or innovation models- , reviewing with each of the countries the possible application of them or the possible dismissal due to incompatibility. The conversation aims to balance short term views on what may be feasible to deploy in the current status quo (horizon 1), as well as other potential ideas that could be developed in a near future (horizon 2 ;2-3 years ahead from now) if the necessary changes and challenges are addressed.

9 Business models

1. **Freemium:** It is about offering the product for free, hence the "free" in front, and then charging for special features (premium). Spotify or LinkedIn are some of the most relevant examples.
2. **Long Tail:** Try to get the smallest market (niche) through having many products or services available that are difficult to find.
3. **Cloud:** This business model refers to the service offered by companies (usually technology) from the cloud without the need for complex installations on equipment or additional hardware, in which a monthly fee is charged for all services provided.
4. **Subscription:** This model implies a recurrence in the purchase by the user who must make a financial outlay every month to receive a series of products or services, being able to unsubscribe from the service at any time.
5. **Affiliation:** In this type of business model, the company (or freelance) creates content (videos, articles, images, etc ...) interesting enough for the user to click on a link, and end up buying a product or service. The business earns income, in the form of commission, for each sale made through its link.
6. **e-Commerce:** In a dropshipping business model, the company does not store any type of product, but acts as an intermediary between the buyer and the warehouse. The user buys on the company's website, the warehouse receives the purchase notice and sends it to the end customer's address.
7. **e-Learning:** Creation of content through platforms linked to dissemination.
8. **Consulting:** to become a relevant party in terms of advice in the world of audiovisual production.
9. **Events:** Rediscover new uses for historic and iconic buildings from archives related to the world of events.

Once we have analyzed each of the business models with the countries, we will be able to identify those proposals that are applicable and those that are not. We can also organize them by placing those that have the greatest applicability within the three McKinsey horizons.



Horizons

- **Horizon 1:** An eye on the present focusing on improvement plans.
- **Horizon 2:** A clear horizon. (2-3 years from now)
- **Horizon 3:** Horizon to explore.

3.1. Spanish State Archives

February 24th, 2021

10:00 h - 12:00 h (CET)

Reunited:

- Cristina Díaz
- Iván Stoychev
- Miguel Bermejo Alonso
- Elena Cortés
- Fernando Gutiérrez
- Carmen Mateos
- Severiano Hernández
- Antonio Alonso
- Ignacio Villoch
- Miguel Escánez

We have to take into account sociological changes. Society incorporates new habits that can be opportunities for Archives, they are not only technological changes, but sociological, such as the use of the QR code.

Another factor to take into account when evaluating the different business models proposed to partners is the DNA of the Archives. They are a public service and their function is to allow accessibility to documents for users.

During the meeting, the business models were reviewed, we will comment on those that are more affordable to implement.

The freemium model can be applied to Archives since, as we have mentioned, being a public service they can help them to be more open.

The possibility of creating the AaaS (Archives as a Service) is being considered. Digitization is necessary for this service to be possible. It would be interesting to collaborate with a partner that adds an additional layer to tagging or classification through artificial intelligence to better understand what is behind it.

OCR (Optical and Character Recognition) is one avenue to explore.



The subscription model would mean a release in the bureaucratic flow of files, improving payment processes and providing agility. The charge for the delivery of documentation to users would have fixed prices based on some sections of use of the Archive's resources. For this section, the state museum cards and their characteristics can be taken as a reference, taking into account the common users, levels of service rates and accessibility.

It is going to propose a modernization of payment services through online platforms that make the process easier for users, it is something completely necessary for users.

Another action point can be collaboration with other partners to create trust, veracity and recognition of documentation.

E-commerce: following the file accessibility guidelines, e-commerce allows breaking the time-space barrier, a very interesting option for Spain.

e-learning: linked to digital course platforms has two aspects that address the purpose and capital of the archives.

- Analysis methodologies and archival processes.
- Specific courses on archival topics such as documentary and documented dissemination.

Advisory and consulting services for the production of audiovisual content is another avenue to explore and that has the potential for monetization.

Finally, events in historic archives buildings are another avenue of resource exploitation that should be considered.

In summary, we can highlight the following points to develop:

- E-commerce.
- Payment gateway.
- Subscription model.
- E-learning with possible collaborations with partners.
- World of events.

3.2. National Archives of Malta

February 23th, 2021

12:00 h - 13:30 h (CET)

Reunited:

- Charles Farrugia



- Leonard Callus
- Etienne Ferrito
- Carmen Mateos
- Nacho Villoch
- Miguel Escáñez

The main purpose of the Archives is to make the information available to the public and digitalization is a good way to make it possible. Main idea for Malta: Value creation beyond economics. They want to create added value not focusing on monetization.

As in Norway, Malta has an all for free concept so the business model proposed has to take into account the characteristics of the Archive: Trust, curators and guardians of the Memory.

Problem identification: The **storage** in the new building should remain on the same philosophy and also give space to the new collections. Maybe they could use other storage points as the Church buildings.

Another way to explore is the collaboration with other companies to expand the collections and create Storage as a service.

After proposing the possibility of creating publications as a business model, Malta saw a red flag, they do not want to enter into the publication's world.

3.3. National Archives of Norway

March 1st, 2021

14:00 h - 15:00 h (CET)

Reunited:

- Ole Gausdal
- Inga Bolstad
- Carmen Mateos
- Nacho Villoch
- Miguel Escáñez

For the Norwegian Archives everything is free, so the business model focused on Freemium strategies is not a viable option.

As for the long-tail businesses, they already have their own project that helps them work on specific requests, collaborating jointly with the Norwegian government to manage public documentation, so this development path is already in operation.



Affiliation and e-commerce are not avenues to explore either, since on the one hand they already have a store that manages the entire marketing area and being a third party trust provider is not within their main objectives.

What Norway needs is guidance for users and how to get the most on archives.

So after reviewing the possible business models that have been discussed with the other partners, we can open three different avenues to help Norway in this field.

- AI. The Digital Treasures team will search on the market possible companies that help businesses to analyze the users behaviour and adding value to image reading.
- KYC to improve the customer journey and anticipate what users want.
- Behavioural patterns for users.

3.4. National Archives of Hungary

February 26th, 2021

10:00 h - 11:30 h (CET)

Reunited:

- Zsuzsanna Mikó
- Szatucsek Zoltán
- Pál Germuska
- Carmen Mateos
- Nacho Villoch
- Miguel Escáñez

Most of the users from Hungary Archives are family researchers and they want to take them as main users.

- Allowing special requests.
- Preparing and working on special records and collections and developing the ones that they already have as family trees or family records.

Cooperating with external contractors is very difficult for Hungary and the demands of the users can be summarized in three points:

- More data. Hungary is hungry for the data and ready to pay.
- Instant information.
- More support for the researchers.

The Affiliation business model (provide trust and reliability being a third party trust provider) is not a way to explore in Hungary.



Info-products. One possibility that Hungary opens up is to create an online course to help archive users to request documentation and make the information flow process easier.

3.5. Portuguese State Archives

March 3rd, 2021

12:00 h - 13:00 h (CET)

Reunited:

- Anabela Ribeiro
- Jose Salgado
- Carmen Mateos
- Nacho Villoch
- Miguel Escáñez

The long-tail model may make sense for projects like the one they did on the study of Portuguese collaborating with a university in the country. By having to make available and digitize all the oldest documents written in Portuguese for a niche audience, they have the experience in this type of project.

The subscription model could facilitate the economic processes within the archives since until a while ago they had stipulated usage prices for students, researchers, commercials, etc. but it did not work correctly. In this way, the incentive for the entire request of the product to be digitized or made available can be included, not just a part.

Having monthly or annual prices for the request of documents is a proposal that can fit within Portugal.

Regarding merchandising and e-commerce products, the Portuguese country is in favor of these proposals.

Like the world of online commerce, e-learning is a green light and they see great potential. Courses and pills could be created for the use of archives, how to handle photographs, or how to classify archival documentation. As José Salgado commented, "We are researchers and we have a lot to teach."