

# Historiana post project business case

The screenshot displays the Historiana website interface. At the top, there is a navigation bar with a large 'H' logo and several menu items: HISTORICAL CONTENT, TEACHING & LEARNING, SEARCH SOURCES, E-ACTIVITY BUILDER, and MY HISTORIANA. On the right side of the navigation bar, there are buttons for 'Logout' and 'demo'. Below the navigation bar is a search bar with the placeholder text 'Find ideas and ready-to-use resources for your classroom practice'. Underneath the search bar, there are filter options: 'Filter on All Learning Activities e-Learning Activities'. The main content area shows a grid of learning activity cards. Each card has a title, a thumbnail image, and a brief description. The visible cards are:

- Learning Activity**: Experiencing the end of World War 1. This learning activity focuses on enabling students to understand the impact of the end of the war on some of the surviving soldiers. It is common for students to study how World...
- Learning Activity**: How does knowledge help us to use a source as evidence? At the end of this activity, students will be able to explain what a political cartoon source reveals about World War 1 in 1915. They will study the source closely and match events of 19...
- Learning Activity**: Iconic images. This learning activity is designed to help students to reflect upon their learning about World War 1, and to demonstrate what they have learnt in previous lessons. It is an end of topic activity....
- Learning Activity**: Remembering the assassination in Sarajevo. This learning activity is designed to help students to develop their understanding of historical significance. They do this by learning about the ways in which the site of the assassination of...

Below these cards, there are four more cards partially visible, each with a different thumbnail image.

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## **Introduction**

The Historiana Post Project business case is the first step of the upcoming Historiana development phase. It is based on an analysis of what is the Current Historiana Business Model (Annex III), and of what the direction in which EuroClio and its Business Allies would like to develop Historiana, identified in the Future Business Model (Annex IV).

This walkthrough analyses in detail Historiana's Customers, Offering, Infrastructure, and Finances, detailing the current situation, comparing it to the expected future situation, and identifying several intermediate steps that will assist EuroClio in reaching its goals.

## **Acknowledgements**

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## **Disclaimer**

The contents of this publication are the sole responsibility of EuroClio and do not necessarily reflect the opinion of the European Union.

## Customers

Currently, Historiana targets history and citizenship educators that are actively looking for ready to use sources and adaptable educational materials. This is a very specific customer segment, that EuroClio and the other partners involved with Historiana's design and maintenance know well and that knows well Historiana and what it offers.

In the future, EuroClio aims at deepening and diversifying the customer segments that Historiana targets, reaching out to various actors that are involved in the history education landscape:

- **History and citizenship teachers.** History and citizenship teachers will remain the core customer segment for Historiana, and the platform will strive not only to keep engaged all those educators who are actively looking for sources and educational materials, but also to acquire and engage all those educators that are not actively looking for educational materials, or who do not feel comfortable in tackling digital teaching. History and citizenship teachers want to interest, challenge and support their students to learn in motivating, meaningful and effective ways within the constraints of time, technology and the curriculum. They need to be able to respond to the individual learners' needs by giving clear instructions and support materials, reviewing the answers and providing feedback to the students. If they create their own activities, they need access to historical sources and reliable historical information. If they use eLearning Activities, they need a stable online environment to create and share them with their students.
- **Cultural heritage institutes with digital collections.** Cultural heritage institutes with digital collections need to preserve and promote culture. In particular, Historiana will target those institutes that have already begun the effort to digitise their collections, and that have to justify or regain the costs invested in digitisation.
- **Commercial educational publishers.** Commercial educational publishers need to increase the reach of their published educational materials, both in their countries of origin and, whenever possible, beyond. Historiana will target not only publishers that have already developed an online portfolio, but also those – often smaller – that are investigating the costs and opportunities behind online portfolios.
- **Teacher training institutes.** Teacher training institutes need to provide quality training to future teachers and help them develop key competences, including the ability to develop their own educational material and to tackle digital teaching in an effective manner. Furthermore, they want to provide engaging, hands-on, and informative training to their students.
- **History and citizenship students.** History and citizenship students are the ultimate target not only of Historiana, but also of all the customer segments described above. They want to learn history and develop critical thinking skills and other key competences in a way that they enjoy. In addition, they want to understand the connection between historical and current events, going beyond the mere learning of dates and chains of events.

All the new customer segments will be acquired thanks to a combination on targeted communication, one-on-one demonstration of Historiana functionalities and potential for the tasks customers need to fulfil, and to the involvement of customer in the design of future Historiana features. This bold campaign has already started: in June 2020, EuroClio has conducted interviews and demonstrations with representatives of all the customer segments. The results of these interviews informed the Historiana future business model, and this briefing.

Once acquired, customers will be engaged with continuous updates of Historiana's content and functionalities, targeted (face-to-face and online) trainings (both content- and functionality-specific), and with Historiana's communication channels, as well as with the channels of Historiana's business allies and partners.

Ultimately, Historiana's customers relationship will move from a model where customers are acquired and engaged via trainings and word of mouth to a model where the reputation of Historiana as the go to repository of Educational Material is the main source of traffic to the website. Frequent trainings and professional development courses will complement the customer relationships, and concur to the creation of a solid and diversified customers base that not only engages with the content available, but that creates and shares quality content with the help of Historiana and its tools.

This will result in the gradual phasing in of a new customer relationships model, no longer on a *self service* basis, but based on the **co-creation** of content thanks to, among others, the crowdsourcing of source collections and the possibility for contributors to collaborate online in the creation of Learning Activities. Ultimately, this will result in the engagement of an active community of users, thus resulting in

Communication channels will, in the first phases of implementation of the new business model, remain the same used with the current model, making good use of the wide networks available to EuroClio and Europeana. Once the new customer segments have been acquired and a Historiana-centered network is created, new communication channels will arise. In particular, a dedicated **Historiana newsletter** for all those who hold a Historiana account will be created and used to share information on featured source collections and learning activities, training opportunities, new building blocks or teaching strategies. To facilitate customers' ability to share their work, and to further Historiana as a community of professionals, it will also be made possible for users to share their eLearning Activities on Social Media, by means of a share button.

## **Offering**

In order to engage and offer value to all the identified customer segments, Historiana will be equipped with a series of core and add-on products and services, complementing the core products and services that are already present on the website. Annex I outlines a list of the core and add-on services and products available on Historiana. All the core products that are currently available on Historiana have been thoroughly tested by a team of EuroClio staff members, by the Historiana Content and Teaching teams, and by Historiana users. They have also been presented to representatives of the future customers segments in a set of interviews held in June 2020.

All the products that have been identified as targets for the upcoming Historiana development phase have been pitched to representatives of the future customers' segments as well, or – in specific cases – directly suggested by them.

The continuous attention to user experience and service experience, including the involvement of the end user in the design of Historiana are, and will remain, key in ensuring that the platform remains innovative, user-friendly, and that no redundancies are created. Furthermore, the connection with the end user allows to verify that Historiana offers values that are cherished by its customers.

Being a complex and multi-faceted platform, Historiana offers a wide-ranging series of values to its customers. These are:

- **Innovation** – this is mainly found in the ready-to-use activities that are available on the website, which make use of digital sources and tools to promote historical thinking;
- **Quality** – this is mainly found in the rigorous peer-reviewing process that each activity or source uploaded on Historiana undergoes before being shared with the public;
- **Transferability** – this is mainly found in the fact that all the Learning Activities available on the website are easily shareable and adaptable;
- **Engagement** – this is mainly found in the use of digital tools to hook students to the subject and to the activity at hand;
- **Time** – this is mainly found in the fact that all the material available on Historiana is not only ready-to-use, but also copyright cleared, contextualised, and multi-perspective. Moreover, Historiana users have the possibility to directly search the digital collections of museums, archivers, and libraries across Europe, thus determining a further time saving dimension to Historiana;
- **Cost savings** – all materials available on Historiana are available free of charge
- **Accessibility** – Historiana and its content can be accessed via any browser, and the interface is user friendly and immediate to understand.

These values will remain at the heart of Historiana throughout the phasing to the new business model, ultimately determining the core of the future value proposition. The future value proposition, in fact, will consist of an iteration of the current values, with further features and qualities attached to each of them:

- **Innovation** – In addition to ready-to-use activities, digital sources, and tools for teachers and teacher trainers, cultural heritage institutes and commercial publishers will enjoy the innovation provided by the possibility to create and share source collections revolving around a specific theme, connecting them to activities that promote specific historical thinking skills. Digitisation will be further enhanced by Historiana's compatibility with other platforms. This

has been successfully implemented with Europeana, and will be extended in the future (e.g. with the Digital Public Library of America).

- **Quality** – this will continue to be ensured by the rigorous peer-reviewing process that each activity or source uploaded on Historiana undergoes before being shared with the public, which will be extended to materials developed by customers, upon request. Furthermore, a rigorous trainings catalogue and the availability of guides on how to develop material will contribute to enhance the quality of content developed for Historiana in the co-creation scheme;
- **Transferability** – this will continue to be ensured by the shareability and adaptability of the materials available on the website. Furthermore, clear indications on curriculum connections for each learning activity will be added to the platform, thus increasing the transferability of the activities to the national context;
- **Engagement** – this will continue to be ensured by the use of digital tools to hook students to the subject and to the activity at hand;
- **Time** – the very nature of all the material available on Historiana – ready-to-use, copyright cleared, contextualised, and multi-perspective – will ensure that Historiana keeps on offering the value of time. Furthermore, the accessibility (see below) of the platform, as well as many new products and functionalities (including advance filters for search, the possibility to directly share the activities, user statistics embedded in the backend and premium accounts) will ensure further time savings to Historiana’s customers;
- **Cost savings** – despite the existence of premium accounts and, subsequently, of some materials behind a paywall, Historiana will still provide cost savings to all its users, I that the majority of the ready to use materials will remain available free of charge;
- **Accessibility** – Historiana and its content can be accessed via any browser, and the interface is user friendly and immediate to understand. In the future, Historiana will provide multilingual content, and be presented with a multilingual interface, further increasing the accessibility of the platform;
- **Value for money**– Careful quality control of all the materials presented behind a paywall, and available only to users with a premium account, paired with the establishment of reasonable pricing for the account and services – based on market research – will make sure that users receive high value products and functionalities when subscribed as premium;
- **Revenue** – At the same time, the possibility to present some of the activities behind a paywall will grant a small, but consistent, revenue stream for Cultural Heritage Institutes and Educational Publishers;

- **Fun** – Engagement and Accessibility will be paired by another, key, value: **Fun**. Thanks to the use of an array of tools that are not only educational, but also fun, students will want to return to eLearning activities as often as possible, enjoying the learning process. Furthermore, other key customers of Historiana will enjoy the easy to use process for the creation of eLearning activities, returning to the activity builder more and more often;
- **Internationalisation and Reach** – the wide distribution of the website, both in English and with selected material translated in other languages, will grant an increased reach to Cultural Heritage Institutes and Educational Publishers, together with a set of new opportunities for internationalisation;
- **Information** – a series of products currently in the pipeline, including the access to user statistics and the possibility to pilot activities with the end user, will give customers the opportunity to collect valuable information on the materials they developed and on their reception;
- **Professional Development** – will be granted thanks to the development and implementation of a series of customer-, skills-, content-, and functionality-specific trainings. These will be provided both online and in person, and managed by EuroClio in collaboration with other Historiana business partners and allies.

## Infrastructure

The product and value proposition presented above will be developed and maintained thanks to a set of key activities. These include:

- **Content development.** The development of historical content and teaching and learning resources will remain Historiana’s primary activity. This will aim not only to the production of new content to be uploaded on the platform at periodic intervals, but also to the continuous update of the content already available online. It will be furthered by EuroClio, its partners and allies, and in particular by the Historiana Volunteers. At the same time, content production on the part of customers will be promoted and facilitated, in line with a co-creation business model in which relevant and quality content is created by specific customers’ segments, reviewed by users or by the Historiana team, and shared with the community.
- **Professional development.** The promotion of Historiana content will be fostered with two main activities: professional development and communication (outlined below). The professional development efforts, managed by EuroClio in collaboration with other Historiana business partners and allies, will focus on the provision of online and in person trainings that are hands-on, collaborative, and innovative. A trainings calendar for the academic year 2020 – 2021 is currently in the making.

- **Testing and research.** The creation of new content and the updating of already existing materials will be informed by careful and continuous testing and researching. This is done mainly with targeted needs assessments and user research. User research will focus on mapping what activities and sources are most widely used, expanding on the reasons for the selection. In addition, frequent focus groups and feedback sessions with the end users will be carried out, to verify the accessibility and usability of new features in the pipeline. Needs assessments, on the other hands, will focus on the mapping of future topics, features, and content that will be of interest for the end users. Testing and research are carried out by EuroClio (who will take care of the targeted needs assessments) and Webtic (in charge of user research). In the near future, research will expand to include also students' behaviour and engagement with Historiana.
- **Web development.** Rigorous, constant, and iterative web development will allow the growth of Historiana and the periodic launch of new functionalities. In the upcoming years, web development will focus primarily on the development of new building blocks for the e-activity builder, the development of a “narrative builder”, on the improvement of user experience, and on the development of new functionalities for premium accounts and partner pages.

In the future, it is our hope that Historiana will further develop in an open source project where people are contributing code. To encourage this to happen, it would be possible to present Historiana during events where open source programmers are meeting, such as [FOSDEM](#), and cooperation with institutes that enable students to learn to code.

- **Marketing and Communication.** A communication and outreach campaign focused on the promotion of Historiana content, professional development opportunities, research activities, and of the launch of new functionalities will be key in making sure that all customers' segments know what's new on the platform. It will be based on the creation of a Historiana newsletter, and on the promotion of specific content on Historiana social media. Furthermore, ad hoc communication campaigns around specific anniversaries or initiatives at European and Global level will be created.
- **Support.** The creation of support pages and instruction videos on the functioning of Historiana will ensure that Historiana is not only the go to place when it comes to eLearning, but also when it comes to its ability to assist its users in their everyday challenges connected to digital teaching and learning.
- **Fundraising.** All the key activities are currently supported by project funding and the EuroClio core support. In the future, Fundraising will become an additional Historiana key activity, with a dedicated team of EuroClio representatives and dedicated trainees who are actively looking for funding opportunities to support the platform and the development of specific features.

The implementation of the key activities will be ensured by Historiana's resources and allies.

Developing Historiana is done by a multidisciplinary team of international experts in history, education, history didactics, design and IT. This unique mix of people makes it possible to ensure the quality that is needed to make sure that Historiana does not only have the potential to enhance history and citizenship education, but actually does this, and does this in a way that meets all the needs of its users.

The development of Historiana is made possible through:

- **Historiana Volunteers** – in particular members of the Historical Content and Historical Education teams, who are the main source of new and updated content for the platform;
- **EuroClio staff**, who manages the platform and its communication channel;
- the staff of **Webtic**, who are leading the concept, design and development of Historiana.
- **USE Media**, who is doing the interaction design and develops the interface;
- **Strategic Partners** – such as Utrecht University, who strive to develop new quality content to publish on the platform;
- **Customers**, who contribute to the development of new activities and to the testing of the functionalities developed for the platform in the co-creation scenario detailed above.

This set of human resources is complemented with an array of valuable intellectual resources, including:

- The platform's code;
- The exemplar content;
- A set of documentation for developers;
- A series of guides detailing how to create source collections, how to deal with copyright, and how to create educational material;
- A guide for teacher training, including a collection of best practices for teachers.

In the future, Historiana will rely for its development and communication campaigns on a series of key allies, including business partners, business allies, strategic partners, and users themselves.

Historiana's business allies are – and will remain for the foreseeable future – EuroClio, Webtic, and Use Media. As the creator and manager of the Historical Content and Historical Education teams, EuroClio is the primary manager of the platform. This will be the case also in the future, with closer links being drawn between the platform and EuroClio staff members that are responsible of specific areas of work, including Fundraising, Outreach and Exchange, Professional Development, and Project Management – especially in the case of projects that aim to develop educational material. Webtic and Use Media are the main web developers involved in the webhosting and development of new functionalities. They will retain their role in the future, joined on a case by case basis by additional web developers.

Currently, Historiana has one strong business partner, Europeana. The business partnership between Historiana and Europeana is based on the complementary needs of the two entities: Historiana looking for quality and copyright cleared sources and Europeana for increased reach and visibility for its collections, as well as the use of its collections in education. In the future, Historiana aims at

deepening the cooperation, going beyond the creation of source collections with the provision of ad hoc professional development opportunities and co-creation of educational material.

In the future, Historiana will aim at establishing partnerships with organisations who are interested in cooperating with the platform in the long term. These can be: (1) teacher training institutes who would like to challenge teachers who are trained to create their own learning activities, or to suggest design for new tools; (2) archives, museums or other cultural heritage institutes who have digital collections, and would like for them to be used in education; (3) partners who can make Historiana available in other languages, or who wish to do research with Historiana.

Strategic partnerships, on the other hand, will undergo a major enlargement in the upcoming Historiana development period. Currently, the sole Historiana strategic partner is the Fontys University of Applied Sciences, who has become a strategic partner when it comes to the development of educational material and the provision of workshops and feedbacks. In the future, Historiana aims at acquiring strategic partners among:

- **Selected cultural heritage institutes.** This partnership will follow the example of the partnership between Europeana and Historiana: Historiana will provide a platform for the institutes to promote their digital collections and exhibitions, while the institutes will enrich the pool of copyright cleared resources available on Historiana. At the same time, the institutes will have the possibility to develop and share their educational material on Historiana, further increasing their reach. The first talks to establish strategic partnerships with cultural heritage institutes have already started, and many of the institutes interviewed in June 2020 for the creation of this briefing have been identified as potential partners.
- **Selected teacher training institutes.** Teacher training institutes will have the possibility to use Historiana to train their students in the creation of (e)Learning activities and source collections, both by using the materials and functionalities of the website and via Historiana-focused professional development courses. As with the case of cultural heritage institutes, teacher training institutes involved in the June 2020 interviews have been identified as potential partners.
- **European Schoolnet.** The partnership between eTwinning and Historiana will be created building on the long standing relationship between EuroClio and European Schoolnet, and will be based on the combinations of Historiana's ability to provide quality professional development opportunities and eTwinning's wide reaching network. In this partnership, Historiana will organise ad hoc trainings for eTwinning registered teachers, thus increasing the traffic to the platform and benefitting eTwinning with quality content for its trainings.
- **Projects with educational purposes.** Currently, part of the content available on Historiana has been created by Historiana Volunteers involved in EuroClio-led educational projects, and published after careful review from the Historical Education team. This model has proved to be successful in enriching Historiana's catalogue. For this reason, in the future Historiana will

seek to establish partnerships with other (non EuroClio-led) projects with educational purposes. In these partnerships, Historiana will offer the projects a platform to publish and disseminate their project results, obtaining in return quality, open, and ready-to-use content to populate the platform for an indeterminate period of time. Some such projects have already been identified, and EuroClio, representing Historiana, will begin partnership talks with them in Fall 2020.

Finally, Historiana will rely more and more on partners and professional users to develop, curate and check the quality of the resources that are available. This way, Historiana will become an accelerator for the transfer of practice between professionals on a transnational level, and transform from a platform for dissemination to a tool for cooperation.

## Finances

The finances of Historiana are determined by the nature of the platform, which is **value driven**: it focuses on the maximisation of the value connected to its products and services. This means that all Historiana's revenue streams are completely invested in the platform, used to cover fixed or variable costs and to develop new features for future launches.

The yearly costs of the above mentioned key activities are determined by two components: fixed costs and project-based, or variable, costs.

Currently, Historiana's **fixed costs** reach a yearly average of 13500 € per year. These costs include the hosting of the Historiana **servers; maintenance costs**; a set of **licenses** (including licenses for the user statistics software); the Historiana.eu domain and additional **domains** used for the development and testing of the functionalities; the **travel and stay** of Historiana volunteers for two Historiana management meetings; and management- and maintenance-related **staff costs** for EuroClio and the web developers.

Historiana's **variable cost** are, in the current business model, determined by the project funding available for Historiana-related projects in a determined year. For the purpose of this business plan, the variable costs of 2019 have been modelled. In 2019, the variable costs amounted to: 134.250 €. These included: **project-specific staff costs** for EuroClio and the web developers; **travel and stay** costs for project specific meetings of Historiana volunteers; Historiana volunteers' **fees** for the production of contents and for hosting trainings.

Future fixed costs for Historiana have been determined combining conversations held with the web developers on the sketching of future products and estimates based on yearly price raises, increased numbers of functionalities to host on the website, and new products ideation. It is estimated that future fixed costs will amount to: 13.000 € in the years 2021 and 2022; 16.000 € in the years 2023 – 2025; 20.000 € in the years 2025 – 2030.

At the time being, future variable costs are assumed to be in line with the variable costs from 2019, with a slight increase due to yearly price raises. It is estimated that future variable costs will thus

amount to: 135.000 € in the years 2021 and 2022; 160.000 € in the years 2023 – 2025; 200.000 € in the years 2025 – 2030.

Currently, Historiana’s fixed costs are covered by the EuroClio core support, while variable costs are covered by different project funding schemes. Webtic is investing in the future development of Historiana through concept development, sketching and research and maintaining the platform.

In the future, EuroClio will seek to secure core funding specific for Historiana activities, in the form of an **operating grant**. This funding will cover Historiana fixed costs, as well as part of the variable costs related to travel and stay for Historiana volunteers.

To the Historiana operating grant, two additional revenue streams will be added:

- **Project funding** will remain a source of income for Historiana, generating specific revenue for the development of new functionalities and content. It will cover staff costs (both EuroClio and web developers), and Historiana volunteers fees;
- **Users fees** via premium accounts will cover the maintenance of the platform, including bug testing. In addition, they will cover communication, support, and testing and research. Annex II details a potential three-tiered approach to premium accounts;
- **User donations** collected on the website via a “donate now” / “buy us a coffee” box.

Furthermore, Historiana will seek to ensure **in-kind support** from its strategic partners and from key service providers in the field of digital learning. This will, specifically, take the form of:

- Provision of copyright free or copyright cleared visual and textual sources for the development of Historiana content;
- Hosting of the Historiana servers;
- Development and updating of parts of the platform’s code, under the “open source” system detailed in the section about Infrastructures.

## CONCLUSIONS AND NEXT STEPS

This briefing concludes the business planning step of the upcoming Historiana development phase. In this step, the business model and value proposition canvases for the future of Historiana have been developed, new customer segments, and revenue streams have been identified. Representatives of the customer segments have been interviewed to make sure that the future value proposition, key activities, and products reflect their needs and desires. Furthermore, a first attempt at mapping future donors and partners has been made.

The next steps in the new Historiana development phase will entail:

1. Reaching out to future strategic partners to discuss how to establish a collaboration that is fruitful for both sides;
2. Continuing to map donors, and begin reaching out to them in a coordinated fundraising effort;
3. Liaising with the web developers to sketch and get started with the development of new Historiana functionalities;

4. Researching the legal and copyright implications of students' and premium accounts;
5. Continuing to develop and update the platform's content;
6. Periodically consulting representatives of the customers segments, to check that the platform is engaging, useful, and accessible for the final users, and that reflects their needs and desire;
7. Developing professional development and communication campaigns aiming at the acquisition, engagement, and training of Historiana users.

The success made in the implementation of these steps will be assessed by EuroClio in two years, with a new business planning session.

## **Annex I: Historiana products and services planning**

Below, you can find a list and short description of Historiana products. The list divides between core products (=products that are needed for Historiana to exist and function) and add-ons (=products that will improve the user experience, but are not needed for Historiana to exist and function). Products are presented in four categories: already existing, in the pipeline, planned for the middle term development, planned for the long term development.

### **Core products:**

- Source Collections – collections of images that are copyright cleared and make reference to a specific theme, enquiry question, or historical event. This product is already existing.
- (e)Learning Activities – Ready to use lessons that teachers can share with their students immediately, either online or in the classroom. This product is already existing.
- Historiana trainings – professional development opportunities that focus on a specific topic, historical thinking skill, or Historiana functionality. This product is already existing.
- Personal account – account that Historiana users can create and use to make their eLearning activities, share them, and store sources. The lite version of this product is already existing. The final version of the product is currently in the pipeline.
- Partner pages – accounts that are not linked with an Historiana user, but with a partner. They have access also to part of the platform’s back-end, allowing partners to upload source collections or (e)Learning activities. This product has just been launched.
- Branding – this product gives partners the possibility to add their logo to the material that they develop. It is considered key for cultural heritage institutes and publishers, because it allows to promote the institutes, thus increasing their reach. This product is currently in the pipeline. In the middle term, branding will include also the possibility for partners to link to their external websites.
- Narrative builder – this is an editor that can be used to write narratives, combining them and using all available sources within Historiana. The narrative builder will make it possible to present the existing historical content in a way that is compatible with all the other functionalities that have been added to Historiana after this content was created.
- Access to user statistics – this product gives content creators insights on what works and what does not, allowing to check the user’s statistics for each of the materials developed. This product is currently in the pipeline.
- Advanced filtering system – this product gives users the possibility to search sources and (e)Learning activities based on the duration, target group, learning outcomes, and other variables. It is considered key for teachers and teacher trainers, who need to plan their lessons for specific students. This product is currently in the pipeline.
- Role management – this product gives users the possibility to share their content with other users, attributing them a specific role. This is considered key because it will allow for the co-creation of eLearning Activities directly on Historiana, without the need to use external websites for the collaborative part of the work. This product is currently in the pipeline.
- Guides on how to create Learning Activities and Source Collections for users – this product is planned for the middle term.

- Historiana Newsletter – this will allow Historiana users to receive specific updates on content, material, and trainings. It is planned for the middle term, when the Historiana users base will be wide and engaged.
- Premium account – account that Historiana users can create and use to make their eLearning activities, share them, and store sources. The premium account gives users access also to materials that are behind a paywall. This product is planned for the middle term.
- Paywall – this product gives partners who have developed educational material for Historiana the possibility to make part or the whole activity available only upon payment. This is a key functionality for educational publishers and cultural heritage institutes that have to pay copyright for their sources. This product is planned for the long term.
- Translated interface – this allows users to select the language of the Historiana interface, increasing the reach of the platform as such. Because of high translation costs, this is planned for the long term, when Historiana’s customer base will be as wide and diverse as to justify the expense.
- Integration with other online learning platforms – such as Google Classroom or Microsoft Teams. This will allow teachers to use Historiana in the online learning environment chosen by their school, making the process considerably smoother. This is planned for the long term.

#### **Add-ons:**

- Support page for users – this contains videos and written instructions on how to navigate the website and use the building blocks. It is planned in the middle term.
- Assessment space – this will ensure that every (e)Learning activities and that Historiana as such contain a dedicated space for assessment rubrics, and information on how to use them. This is planned for the long term, as it is estimated that assessment methods in history education will need a separate project to be studied and developed.
- Curriculum links – this takes the form of a dedicated space in (e)Learning activities where the links to the national curriculum are explained. This is planned for the long term, because of the time required to study national curricula and uncover all the necessary links.
- Possibility to support videos in a set of building blocks – this is planned for the long term.
- Role management for students – this will allow students to work in groups in tackling eLearning activities, without the need to move to an external platform for the discussion and group work. This is planned for the long term, especially in relation to the studies needed to make sure the functionality protects students’ privacy.

## **Annex II: Three-tiered Premium Accounts**

1. Individuals. Individual with a premium account get a personal page where they can feature the resources that they created and made available for members of the Historiana community to download. The basic (= free) account provides teachers with all the functionalities they need to be able to use Historiana with their students.

2. Partners. Partners can use their premium account to create a partner and/or a project page, where they can feature and curate the resources that they created and others can use. While it is possible for basic partner's pages to be created for free (with additional functionalities available only with a premium account), project pages are always available only upon payment. This is justified by the fact that, usually, projects are funded. The basic partners' account provides enough functionalities for partners to engage their users via Historiana.

3. Commercial partners. Commercial partners use their premium account to publish their (branded and/or copyrighted) resources. Users can add their commercial partners' resources to MyHistoriana only upon payment, and cannot share these resources with others. They can do everything that normal partners can, but users can only add their resources to MyHistoriana when they subscribe (so after a paywall). They cannot share these resources with others.

### Annex III Current Business Model

INFRASTRUCTURE		OFFERING	CUSTOMERS	
<p><b>Key Partners</b></p> <p>BUSINESS PARTNERS</p> <ul style="list-style-type: none"> <li>● Europeana</li> </ul> <p>BUSINESS ALLIES</p> <ul style="list-style-type: none"> <li>● EuroClio</li> <li>● Webtic (Paul and Nique)</li> <li>● Use Media (Joes)</li> </ul> <p>STRATEGIC ALLIES</p> <ul style="list-style-type: none"> <li>● Fontys University of Applied Sciences.</li> </ul>	<p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>● Content development</li> <li>● Professional development</li> <li>● Testing and research</li> <li>● Web development</li> </ul>	<p><b>Value Propositions</b></p> <ul style="list-style-type: none"> <li>● Innovation</li> <li>● Quality</li> <li>● Transferability</li> <li>● Engagement</li> <li>● Time</li> <li>● Cost saving</li> <li>● Accessibility</li> </ul>	<p><b>Customer Relationships</b></p> <p>New customers are acquired thanks to word of mouth and live advertising at events, and the customers base is engaged with constant production of content and with the updating of the functionalities and existing content.</p> <p>The customers base is engaged also via frequent (online and in person) trainings on the new Historiana functionalities, and via the creation of feedback sessions for customers to help improve the product.</p> <p>We work on a <i>self-service basis</i>: Historiana provides the tools and customers can proceed how they prefer to use Historiana. .</p>	<p><b>Customer Segments</b></p> <p>History and Citizenship Educators looking for ready to use sources and adaptable educational materials.</p>
	<p><b>Key Resources</b></p> <p>HUMAN RESOURCES:</p> <ul style="list-style-type: none"> <li>● EuroClio Staff</li> <li>● Webtic + Usemedia</li> <li>● Test panel</li> <li>● Historiana Volunteers                             <ul style="list-style-type: none"> <li>○ Historical Content</li> </ul> </li> </ul>		<p><b>Channels</b></p> <ul style="list-style-type: none"> <li>● Historiana website (including Blog)</li> <li>● Historiana Social Media (Twitter, Facebook).</li> <li>● EuroClio (Newsletter, Facebook, Twitter, Website)</li> </ul>	

	<ul style="list-style-type: none"> <li>○ Historical Education</li> </ul> <p>INTELLECTUAL RESOURCES:</p> <ul style="list-style-type: none"> <li>● Code for Historiana.</li> <li>● Exemplar resources.</li> <li>● <a href="#">Documentation for webdevelopers.</a></li> <li>● Guide on creating source collections.</li> <li>● Teacher training guide + Best practices for teachers.</li> <li>● Guide on how to deal with Copyright.</li> </ul>		<ul style="list-style-type: none"> <li>● Europeana Education (Linkedin, Facebook, Twitter)</li> <li>● Trainings (in person or online)</li> </ul>	
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*FINANCES*

**Cost Structure**

Historiana is *value driven*: it focuses on maximising the value connected to its products and services.

Fixed costs (do not depend on the amount of product):

- Servers;
- Licenses;
- Domains;
- EuroClio Staff - management;
- Webtic and USE Media Staff – management and maintenance;
- Travel and stay for the Historiana volunteers;
- Overhead (rent, depreciation, etc.).

Variable costs (depend on the amount of product):

- Staff ( Webdevelopment).
- Staff (Project Manager, Trainees).
- Travel and stay for Historiana volunteers and trainers.
- Fees for Historiana volunteers.

**Revenue Streams**

- Core financing EuroClio (fixed costs)
- Project funding (innovations and wishes)

## Annex IV FutureBusiness Model

INFRASTRUCTURE		OFFERING	CUSTOMERS	
<p><b>Key Partners</b></p> <p>BUSINESS PARTNERS</p> <ul style="list-style-type: none"> <li>• Europeana</li> </ul> <p>BUSINESS ALLIES</p> <ul style="list-style-type: none"> <li>• EuroClio</li> <li>• Webtic</li> <li>• Use Media</li> </ul> <p>STRATEGIC ALLIES</p> <ul style="list-style-type: none"> <li>• Fontys University of Applied Sciences.</li> <li>• Projects with educational purposes</li> <li>• Selected Cultural Heritage Institutes</li> <li>• Selected Teacher Training Institutes</li> <li>• eTwinning</li> </ul>	<p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>• Content development</li> <li>• Professional development</li> <li>• Testing and research</li> <li>• Web development</li> <li>• Communication</li> <li>• Support</li> <li>• Fundraising</li> </ul>	<p><b>Value Propositions</b></p> <ul style="list-style-type: none"> <li>• Innovation</li> <li>• Quality</li> <li>• Transferability</li> <li>• Engagement</li> <li>• Time</li> <li>• Cost savings</li> <li>• Accessibility</li> <li>• Value for money</li> <li>• Revenue</li> <li>• Fun</li> <li>• Internationalisation and Reach</li> <li>• Information</li> <li>• Professional Development</li> </ul>	<p><b>Customer Relationships</b></p> <p>New customers are acquired thanks to the reputation of Historiana as the go to repository of quality Educational Materials.</p> <p>Customers loyalty is promoted thanks to the constant sharing of new content and updating of functionalities and existing content.</p> <p>The customers base is engaged via frequent (online and in person) trainings on the new Historiana functionalities, and via the creation of feedback sessions for customers to help improve the product.</p> <p>Historiana works on a <i>co-creation</i> basis: customers create content with the help of Historiana tools, and the content is shared with the community after a quality review from the Historiana team.</p>	<p><b>Customer Segments</b></p> <ul style="list-style-type: none"> <li>• History and Citizenship Educators looking for ready to use sources and adaptable educational materials.</li> <li>• History and Citizenship Educators looking for a platform to create their own educational materials.</li> <li>• Cultural Heritage institutes with digital collections</li> <li>• Commercial Educational Publishers</li> <li>• Teacher Training Institutes</li> <li>• History and Citizenship Students (aged 14 – 19)</li> </ul>
	<p><b>Key Resources</b></p> <p>HUMAN RESOURCES:</p> <ul style="list-style-type: none"> <li>• EuroClio Staff</li> <li>• Webtic + Use Media</li> <li>• Test panel</li> <li>• Historiana Volunteers                             <ul style="list-style-type: none"> <li>○ Historical Content</li> </ul> </li> </ul>		<p><b>Channels</b></p> <ul style="list-style-type: none"> <li>• Historiana newsletter</li> <li>• Dedicated email address for questions and queries</li> <li>• Historiana website (including Blog)</li> <li>• Historiana Social Media (Twitter, Facebook).</li> </ul>	

	<ul style="list-style-type: none"> <li>○ Historical Education</li> <li>● Customers (in the co-creation scenario)</li> </ul> <p>INTELLECTUAL RESOURCES:</p> <ul style="list-style-type: none"> <li>● Code for Historiana.</li> <li>● Exemplar resources.</li> <li>● Documentation for web developers.</li> <li>● Guide on creating source collections.</li> <li>● Teacher training guide + Best practices for teachers.</li> <li>● Guide on how to deal with Copyright.</li> <li>● Guide on creating Educational Material</li> </ul>		<ul style="list-style-type: none"> <li>● EuroClio (Newsletter, Facebook, Twitter, Website)</li> <li>● Europeana Education (Linkedin, Facebook, Twitter)</li> <li>● Trainings (in person or online)</li> </ul>	
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*FINANCES*

**Cost Structure**

Historiana is *value driven*: it focuses on maximising the value connected to its products and services.

Fixed costs (do not depend on the amount of product):

- Servers;
- Licenses;
- Domains;
- EuroClio Staff - management;
- Webtic and USE Media Staff - management and maintenance;
- Travel and stay for the Historiana volunteers;
- Overhead (rent, depreciation, etc.).

Variable costs (depend on the amount of product):

- Staff ( Webdevelopment).
- Staff (Project Manager, Trainees).
- Travel and stay for Historiana volunteers and trainers.
- Fees for Historiana volunteers.

**Revenue Streams**

- Historiana operating grant
- Project funding
- Users fees (via premium account)
  
- In-kind support