



Europeana Space – Spaces of possibility for the creative reuse of Europeana’s content
 CIP Best practice network - project number 621037

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EXECUTIVE SUMMARY

One of the main objectives of the Europeana Space project is to create jobs; an area of work that is overseen by the Work Package 5 Innovation Space. At the start of the project, the creative hackathons had been allocated to six locations across Europe, with the requirement for winners to monetise their ideas and, following a period of incubation support, start a business. The challenge facing the project and, specifically the WP5 team, was; how would this work? What would be the best flow for this process? What criteria should be used to decide which teams deserve to progress and indeed, who are the best people to make these decisions?

This deliverable details the discussions that took place during the first year of the project. The WP5 team considered many options and challenged itself to come up with a process that would utilise the prior work of the project, introduce new idea and maximise the chances of developing sustainable new businesses within the cultural heritage sector.

In readiness for the TV hackathon in May 2015, criteria was developed to decide how teams would progress to (what became know as) Business Modelling Workshops and ultimately onto a three month period of business incubation. The assessment would be based upon use of project content and tools and/or those of Europeana, the innovation of the idea, a detailed SWOT analysis, the feasibility of realising the business, as well as the candidates themselves.



Teams hard at work at the Athens hackathon; aiming to have their business idea selected

There was a strong belief that the process would be strengthened, if hackathon juries were made up of industry experts, guided by REMIX and NISV, together with the Project or Technical Coordinator, to ensure that project objectives were not overlooked.

Ultimately, the model defined in late 2014 has proven to be successful during the initial hackathons and Business Modelling Workshop.

1. INTRODUCTION

This deliverable outlines the process and criteria regarding how participants attending the hackathons are to be assessed and how winning teams are chosen to progress onto the Business Modelling Workshop and the subsequent business incubation stage. It presents criteria and best practices for judging innovation and strength of projects, outlines the jury composition and their responsibilities as well as share the final selection criteria that are used at every hackathon and Business Modelling Workshop.

1.1 BACKGROUND

A major stand of the WP5 Innovation Space encourages the entrepreneurial re-use of content, with a view to creating jobs and new businesses. The DoW describes how this activity is to take place:

- Deliver six themed hackathons in which the pilot results will provide models and form the basis for further experimentation and innovation in developing new prototype services and applications based on Europeana's resources
- Deliver six workshops on monetising content
- Agree criteria for the selection of projects to be taken into further development and carry out the selection of these
- Provide mentoring and incubation support to enterprises whose products are selected for further development

The background to this deliverable is detailed further within the DoW's description of Task 5.4 - *Selection of projects/processes for further development*

Six projects (pilots, apps or services emerging from the hackathons) will be selected to be further developed in order to identify and open up routes to market. Those wishing to submit their proposals for further development will be asked to provide expressions of interest to a selection committee composed of the Europeana Space Board, and advised by CultureLabel.

In order to ensure full accountability in the selection of these projects, criteria for the selection of projects will be developed and full information will be given to all applicants about the processes of selection.

There will thus be two sub-tasks:

5.4.i Establish criteria and processes for selection of applicants/projects to be taken to Enterprise development/incubation (NISV – all WP leaders)

5.4.ii Manage and evaluate processes of selection (NISV – all WP leaders)

In October 2014, Culture Label sold their website and therefore the right to use that name, instead taking on the name REMIX. Although this is not formally changed on the NEF/in the DoW, this deliverable will refer to the partner as REMIX.

Based upon the Europeana Space Year 1 Progress Report, the project's approach to hackathons, monetisation/Business Modelling Workshops and incubation (which is detailed within chapter 2) was discussed at the Technical Review in April 2015. It was agreed within that meeting, and noted within the report, that this model of activity 'deviates positively from the DoW' and that the 'pre-planning process had been thorough'.

1.2 ROLE OF THIS DELIVERABLE IN THE PROJECT

The role of this deliverable is to describe the development of the selection criteria for participants to progress from hackathon to monetisation/Business Modelling and ultimately to the incubation stage. It will outline the steps taken to discuss, refine and finalise this process, which involved a great deal of early discussion and the production of a model that has remained reasonably unchanged thereafter.

This text provides some description and discussion of each of the three stages, but it does not consider them in depth, either in terms of their development or the activities that have subsequently taken place within the events. Further details will be provided in the following deliverables:

- D5.2 – *Hackathon report*
- D5.3 – *Monetisation workshops*
- D5.5 – *Enterprise development report*

1.3 STRUCTURE OF THE DOCUMENT

This document contains chapters that explain how the selection criteria were decided upon, what aspects of start-up and innovative projects are integral for success, the constitution of the jury and results from putting the criteria and process into action during the first two hackathons.

Chapter 2 considers the discussions that took place within WP5 to Model the participant journey from hackathon to incubation.

Chapter 3 delves more deeply into the actual criteria to be used when choosing participants/teams to progress to the next stage.

Chapter 4 details the juries that will be appointed to make the progression decisions

Chapter 5 evaluates how this process has worked and any variation that may have occurred during the first two iterations of the process.

Chapter 6 concludes the document, but is followed by Appendix 1, the table of criteria used by juries.

2. INNOVATION SPACE PROGRESSION MODELLING

2.1 DISCUSSION PROCESS

During July 2014, WP5 Leader NISV coordinated two Skype meetings with Task Leaders REMIX and COVUNI to discuss the way in which the process from hackathon to monetisation to incubation would work. This was a well balanced group containing a specialist in business start-up (REMIX), a partner that is integrated within the Europeana eco-system and that is also leading the Europeana TV pilot (NISV) and the Project Manager (COVUNI) that could relate the activity to the other parts of the project. Although animated at times, this discussion was the genesis of a valuable process that shaped and tested the scope of the potential participant/team journey, considering vastly different options and defining what was most important to the project.

With deference to the DoW, the whole process of this WP5 journey was examined; nothing was assumed as fixed, with boundaries tested including considerations of the project's main drivers, at either extreme i) to test interesting ideas that may not end with a business developed or ii) to create businesses, even if the hackathons participants are ultimately not involved or where the end product is not related to the cultural heritage sector. It was questioned whether it was feasible for hackathons participants to create a realistic business idea within a two day hackathon, and even if they did, would they need further management and/or technical support from third parties? What would be the contingency options if they don't have good enough ideas? These meetings were extremely fruitful and resulted in a draft plan that ultimately changed very little and was agreed with partners.

As the decision had been taken at a meeting in May 2014 to bring the Europeana TV hackathon forward from January 2016, this task of defining selection criteria received much greater attention; to guarantee that everything was in place for the new May 2015 date.

The first step was to begin draft of T5.4i – *Establish criteria and processes for selection of applications/projects to be taken to Enterprise*. This document was started by NISV in September 2014. The primary focus was to establish a base of knowledge using existing literature that would help inform the selection criteria, as well as conferring with WP5 partners and liaising with the experienced team directly involved with the Europeana Creative project, to learn important lessons. Once a solid base of knowledge was established, REMIX produced condensed and specific selection criteria that will be used for each hackathon event as well as for monetisation.

2.2 DISCUSSION OUTCOMES

The original model, based upon these meetings was made available on the WP5 Basecamps in late July 2015, which broadly contained the following messages:

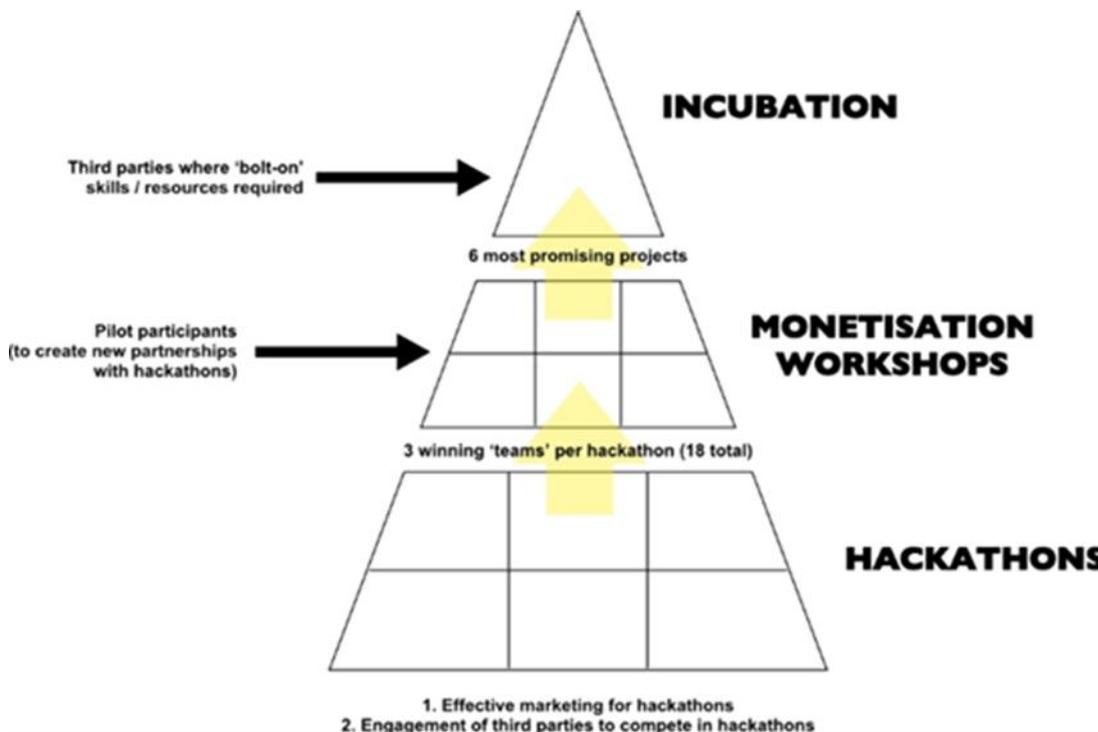
Pilots will supply hackathon participants with tools, apps and guidance, based upon their development activity within WP4. These will be integrated with the local and thematic approach of the hackathon.

It is considered to be unfair for a pilot that has had two years to develop a product to be in competition for a place at the monetisation workshop with the winner of a hackathon that has ostensibly had only two days of development. If this were to happen, the pilot would probably be selected, which would remove the value of even holding a hackathon.

At the time of hackathon recruitment, it needs to be clear that the objective is for the winners to create a business based upon their idea.

Within the hackathon, teams can be joined by partners from a pilot. If they create successful new partnerships, pilot participants (together with their hackathon partners) can proceed through to Incubation. In this way, the development work of pilot partners can be maximised and blended with new ideas from outside of the project.

Hackathon teams do not need the involvement of pilot members to proceed through to Incubation, but pilot participants do need to be associated with hackathon teams to proceed.



Innovation Space Progression Model

Rather than asking the Project Board, comprising Work Package Leaders, to judge progression between stages, a locally based jury involving sector experts would be established and key project personnel would be appointed for each hackathon.

The composition of juries is discussed further in chapter 4.

Approximately, three winning teams from each hackathon go through to the monetisation workshop stage. The workshops will take place approximately 2-3 weeks after the hackathon.

The six most promising projects from across all six workshops will be selected for Incubation. This will be based on set criteria to include market potential alongside various other pre-set considerations.

Although it is certainly preferred, this does not automatically mean that there will be one selected project per monetisation workshop. Flexibility will be needed as the project unfolds, as some workshops might not have strong enough ideas or teams lacking the necessary commitment and therefore a second team may be substituted from a different workshop.

At the selection stage, third parties with relevant 'bolt-on' skills can be asked to become involved if this is deemed necessary to complement particular teams.

If pilot participants and/or third parties are involved with hackathon teams, new IPR challenges will emerge. This needs to involve and be facilitated by the WP3 Content Space team.

Although minor changes have been made based upon the result of the initial hackathons, see chapter 5, the process has largely remained intact.

2.3 MONETISATION/BUSINESS MODELLING WORKSHOP PLANNING

As the project progressed and regular discussions were held between REMIX, COVUNI and NISV, the monetisation/Business Modelling Workshop model began to take shape. After internal discussion REMIX shared with the consortium a half-page overview:

“The objective of this full-day session is to explore the business potential of the project ideas, in order to evaluate which are most suitable for progression through to the intensive incubation phase.

Participants will be encouraged to think laterally around their ideas – to find the hidden gems contained within larger ideas, and to fully evaluate some of the assumptions they enter with.

The workshop is organised around two main sections: Creating Value and Resourcing Value Creation. Where possible these will be tailored to the types of projects in attendance, although content-based business models will be a common thread throughout.

Creating Value will focus on critical assessment of the customer value proposition – evaluating the customer segments (including transferable applications), market and consumer trends, and sources of innovation within the proposition. This extends into revenue models, considering the options available as well as consumer appetite for each.

Resourcing Value Creation will consider some of the requirements essential to efficient execution of the value proposition. This includes the core team and partners, leveraging resources, managing IP effectively and mapping out a bootstrapped path to proof of concept stage.

Although a one-day session will not be enough to answer every detail and question, the broad sketches of ideas and opportunities developed during the course of the day will enable a successful team to be selected to progress through to the intensive incubation process.”

2.4 INCUBATION PLANNING

REMIX and NISV structured the incubation process and circulated an initial outline of how it should look.

“Incubation participants will be asked to complete a series of mentored courses over an intensive three-month period. By the end of the Incubation period, the business plan for each project team will be ready for pitching to investors or for launching directly (as applicable).

Each project team will be given an initial evaluation to tailor their learning priorities for the Incubation phase. Once designed, participants will be given access to an online platform containing a mix of inspirational speakers (in part sourced from the global REMIX conferences in London, New York and Sydney).

The teams will be asked to remotely undertake a series of exercises and planning workshops. Once complete, their responses will be discussed at length with their mentor on the REMIX team in order to challenge and refine their thinking.

The support areas will be tailored per team, in order to emphasise elements where further development is required. However, they will broadly correspond to the following building blocks: sources of finance; consumer insight; cultural assets; identifying the right opportunities; thinking multi-channel; managing resources; managing innovation; marketing; working with creative IP; collaboration and partnerships; building and sustaining communities of interest; pitching and presentation skills.

In addition to the business, marketing and finance support provided by REMIX, additional support is available to participants from the Europeana Space partners throughout the Incubation period.”

Further details will be provided within D5.5 – *Enterprise Development Report* – due in the final months of the project.

2.5 WIDER PARTNERSHIP DISCUSSIONS

In addition to sharing details of plans with project partners via e-mail and through the dedicated Basecamp channels, a presentation and discussion slot was allocated to REMIX at the project’s General Assembly meeting, held in Venice in October 2015.

As part of this discussion, the model with winning hackathon teams having to come from outside of the project, but with the pilots in a support role, was widely discussed and ultimately approved. It was acknowledged by partners as the best way to guarantee successful results for the whole process and to extend the aims and the benefits of the project also beyond the consortium. Indeed, by giving pilots the opportunity to link with hackathon teams, there was a mechanism in place for both safeguarding the pilots’ ideas and for leveraging them further.

It was also during this discussion in Venice that the project agreed that monetisation was not the most appropriate word for this second phase, as it could alienate participants. It was felt that not all hackathon participants would want to make money; instead, they would prefer to build projects that are simply, sustainable.

Over the following weeks, the WP5 team agreed on the new term of Business Modelling Workshop (BMW).

This term is used solely from this point onwards within this document.

The theme of pilots' involvement in Business Modelling was returned to at the General Assembly meeting in Tallinn in December 2015. Having participated within hackathons, project partners were really interested to hear the progress of the three teams in the subsequent period after the event. A mechanism is therefore to be implemented for REMIX to provide these updates to partners.

As ad hoc conversations had taken place over the previous months, a proposal was also put to pilots, in Tallinn, that a specific BMW be held for their benefit, to share project experience and help them to consider taking their products and applications to market. This extra BMW, to be conducted by REMIX, will follow a similar approach to that offered to hackathon winners. Due to the interest shown by pilots, this session has now been scheduled, together with the next General Assembly meeting, in Brussels in May 2016.

3. HACKATHON WINNER SELECTION CRITERIA

As part of Europeana Space WP5 Innovation Space, it falls upon the jury selected by the hackathon organisers, containing at least one member of the Europeana Space Project Board to decide which hackathon participants are chosen to be invited to the Business Modelling Workshop. While every hackathon will be different, it is necessary to assess the quality of each winner consistently and equally. This will be done by providing the hackathon organizers and jury with a list of criteria which have to be taken into account when selecting a winner. (see Appendix 1) It will also help maintain consistent results, subsequently benefiting task 5.4ii – *Manage and evaluate processes of selection*.

There are multiple relevant aspects that must be assessed to choose a winning project. These will not only maintain the goals outlined within the Europeana Space DoW, but additionally, match the values of the project, catalyse marketability of the winners, and streamline the incubation process. This means that less time spent defining what the project is and more time getting it ready for the market.

Each respective hackathon jury will take into consideration the characteristics outlined within this chapter when selecting each winner.

3.1 RELEVANCE WITHIN THE EUROPEANA SPACE PROJECT GOALS

One of the ultimate goals of Europeana Space is to “create new opportunities for employment and economic growth in the creative industries based on Europe’s rich digital cultural resources.” Therefore, it is imperative that any projects/potential businesses taken to incubation, as part of this project visibly and directly facilitate, re-use, re-mix, or represent cultural heritage materials. Therefore the following criteria must be given priority over the rest.

- Does the project explicitly make proper use of and/or re-use digitised cultural heritage content?
- If the above is not applicable, does the project facilitate the use or re-use of digitised cultural heritage content?
- Does the project make use of the Europeana API and/or the project’s Technical Space/WITH API and/or content whose metadata is available on Europeana/Content Space?
- Is the project noticeably inspired by the corresponding pilot of the hackathon event during which it was presented?
- Has the project made use of:
 - Software developed by the pilots
 - Europeana API
 - E-Space Technical Space (WITH) API
 - Content Space
 - Content from pilot partners

3.2 INNOVATION OF IDEAS

The app market in Europe is currently booming. It is expected that app revenue in 2014 will reach \$16.5 billion (€12.7 billion). To raise the chances of Europeana Space's success as a project competing within such a booming market, a market where failed app start-ups are more common than in areas like San Francisco, assessing the innovativeness of the project is pivotal.

A longstanding tool for assessing innovativeness is Everett M. Roger's "Diffusion of Innovativeness". His five points are outlined below. The hackathon juries will take them into consideration when deciding which winning project will be taken to incubation.

- Relative Advantage
 - Is this project more advantageous, faster, sleeker, better. Is the technology better? Can be it made for cheaper? Is it more fun?
- Compatibility
 - Is this project compatible with the normal values and standards of the targeted community? I.e. will they have to change current practices in order to incorporate the project into their lives.
- Complexity
 - Is the project difficult to understand or use? Is it easy to maintain? More complicated = slower uptake.
- Trialability
 - Can the project be easily tested by users or companies? Good trialability will lead to faster uptake.
- Observability
 - Can the innovativeness of the project be easily seen? Rogers uses the example of solar panels on a neighbour's roof as a pristine example of visible innovation that will generate a conversation.
- Risk
 - Is the innovativeness of the project too risky to consider a cost-efficient, worthwhile endeavour to support and grow?

3.3 SWOT ANALYSIS

Following the points above, another imperative tool to measure product quality is the SWOT Analysis. SWOT asks business or projects to measure their Strengths, Weaknesses, Opportunities, and Threats. Internally, the selection board must consider these aspects of each project. Aspects that are highlighted can then be improved or utilized during the incubation process.

- Strengths: What gives the project advantages over similar projects?
 - What advantages does your project have?
 - What do you do better than anyone else?
 - What unique or lowest-cost resources can you draw upon that others can't?
 - What do people in your market see as your strengths?
 - What factors mean that you "get the sale"?
 - What is your project's Unique Selling Point?

- Weaknesses: What aspects of the project give it disadvantages juxtaposed with similar projects?
 - What could you improve?
 - What should you avoid?
 - What are people in your market likely to see as weaknesses?
 - What factors could cost sales?
- Opportunities: What aspects of the project could be exploited to give it an edge over similar projects?
 - What good opportunities can you spot?
 - What interesting trends are you aware of?
 - Changes in technology and markets on both a broad and narrow scale.
 - Changes in government policy related to your field.
 - Changes in social patterns, population profiles, lifestyle changes, and so on?
 - Local events?
- Threats: What aspects of the market the project would enter could hinder its success?
 - What obstacles do you face?
 - What are your competitors doing?
 - Are quality standards or specifications for your job, products or services changing?
 - Is changing technology threatening your position?
 - Do you have bad debt or cash-flow problems?
 - Could any of your weaknesses seriously threaten your business?

3.4 COMMUNITY DEVELOPMENT AND ENGAGEMENT

It is also important that projects have the potential to engage communities or develop their own dedicated following.

- Social Impact
 - The project has the capability to engage communities at a high level.
 - There are viable and tangible communities.
 - There is demand within communities to utilize the winning tool.
 - The project is relevant for “open” communities.

3.5 PROJECT CANDIDATES

It is necessary to consider not only the projects that are being created, but also the individuals behind them who will receive the training and take the product to market. The right candidates are necessary for success since a project represented by individuals lacking the skills listed below will certainly not succeed.

Criteria to take into consideration are:

- Does the candidate have the capability to sell the project? I.e. drive, interest, passion, dedication.
- Can the candidate coherently, concisely, and effectively convey the goals, purpose, and benefits of their project
- Can the candidate clearly and concretely explain what makes their project different or better than other similar projects?
- Does the candidate have past experiences working with cultural heritage content?

3.6 FEASIBILITY

Feasibility is an obvious criterion for selection. While some projects might have strong potential they need to be feasible as well, otherwise the risk for failure or incomplete delivery of a working product is much higher.

- Technical feasibility
 - The project's technical parts can be reasonably updated, developed, and maintained. Innovation is required, but that does not need to be a technical goliath.
- Budget
 - The available budget of the project is enough to match development requirements (software licences, human resources and work stations, etc).
- Time
 - The project can reasonably be made market ready within the given timeframe.
- Expertise
 - The project owners have the skills and capacity to successfully accomplish the project needs.

All of these aspects have gone on to inform the selection criteria available in Appendix 1. Hackathon and Business Modelling Workshop participants will be informed that these are the aspects their project will be judged against. The juries will use these criteria to guide their assessment. Judging criteria are also published in short form in the hackathons' webpages.

The same criteria are also used in the selection of the final winner after the Business Modelling Workshop, where there are three additional criteria considering the teams' financial planning, launch and growth strategies.



Judging

Any app or website that uses photographic heritage in a technologically innovative way can qualify, as long as it integrates a clear concept of a business model. We are looking mainly to the business innovation aspect, and the way the project enables new Intellectual Property generation while coping with existing IP. The focus is on the project's potential applications rather than the content used. The jury looks at several aspects of each concept:

- **Relevance and value to the cultural heritage Sector.** Does the proposition offer a new application or perspective on the use of the digitized (photographic) cultural heritage content and/or the services made available by Europeana and similar repositories? Does the proposition use, re-use, or facilitate the use or re-use of digitalized cultural heritage material? It is important to remember that these projects are not only confined to the museum space. Participants are free to choose their own field for exploration.
- **Business potential & job creation objective.** Does the proposition hold a strong position against current and likely competitors? What is the composition and size of target market(s) for this proposition?
- **Likelihood of success.** How likely is the proposition to be adopted by users? Does the team have the skills and capacity to successfully accomplish and launch a new business concept?
- **Innovation & quality & uniqueness.** How innovative, new, or original is the idea? (New technology, original approach, potential uptake by target users) What is the quality of the concept? (Form, function, aim)

It's all about telling stories, tapping into emotions and exploring new business models involving photography.

New opportunities for the creative industries

During the Hackathon developers will have access to the vast public photographic heritage now available on resources such as Europeana (see the API's at Europeana Labs), Wikipedia and Flickr, while at the same time having access through the Europeana Space API's to copyright protected content to experiment with. Through the WITH environment API, users can login and user data can be stored together with the data from other sources. Also the JPSearch API will be available and support for similarity-based search will be provided. At the [FABLAB KU Leuven](#), 3D-printers, laser cutters and a small joinery will be available for use, together with Oculus, Google Cardboard, Moverio and Kinect.

Explanation of judging criteria in the Photography hackathon website
<http://www.europeana-space.eu/hackathons/photography/>

4. EUROPEANA SPACE JURIES

4.1 OVERVIEW

According to the DoW the Europeana Space Project Board should serve as judges for all hackathons. This consists of the project's Work Package Leaders. While their advice and opinions are undoubtedly valued, in order to guarantee a better quality of the judgement process for each thematic hackathon, the WP5 team recommended that the selection process and judging needed to be undertaken by a jury consisting of those more specifically and professionally attached to the sectors of each hackathon.

A dedicated Skype of the Project Board was held on 15 January 2015 to consider and finalise the model; there was instant acceptance of the idea. (This approach was also recognised as beneficial during the project's first Technical Review in April 2015.)

4.2 MEMBERS

It is important to note that two different judging processes.

- The hackathon jury is appointed to select three projects to continue from hackathons to the Business Modelling Workshop;
- REMIX will make the ultimate decision of which of the three projects is best suited to win incubation support.

Each hackathon will engage stakeholders and interested parties involved in the specific thematic fields. These individuals will be asked to serve on the jury and assess the hackathon projects to the best of their ability using the criteria established in chapter 3 and outlined in Appendix 1. REMIX will always sit on the hackathon jury in addition to either the Project Coordinator or Technical Coordinator (or Project Manager) and where possible, the Pilot Coordinator. Ideally, each jury would have around 6 members.

The Business Modelling Workshop team will always include REMIX and NISV. The relevant Pilot Coordinator and WP3 Content Space Leader from UNEXE will be invited, and an open invitation is made to other members of the Project Board. This decision will also be guided by the criteria outlined within chapter 3, including the three addition points shaded grey within the Appendix 1 table.

4.3 RESPONSIBILITIES

The responsibilities for the selection process will also be different between the hackathon and the workshops. They are defined here below.

4.3.1 Hackathon

During the hackathon the jury members' responsibilities are thus:

- engage with the participants to get a better understanding of their motivations and what their product is.
- have an understanding of the assessment guidelines provided in Annex 1
- participate in jury deliberation after the presentation of projects by hackathon attendees.
- decide upon three winners who they believe hold the most potential
- provide constructive feedback for all participants' projects

4.3.2 Business Modelling Workshop

The following process will be used to select a single team to enter the incubation stage, with project personnel required to:

- follow the guidance of REMIX as participants are taken through the business modelling canvas
- familiarise themselves with the selection criteria in Appendix 1; there are three additional points to be considered at this stage.
- provide critical feedback on participants choices and responses
- provide advice and their opinion to REMIX who will make the ultimate decision as to which project is best suited to enter incubation

The Jury



Sarah Whatley
Director of Centre for Dance Research at Coventry University and Europeana Space project coordinator
[LinkedIn Profile](#)



Simon Cronshaw
Co-founder global REMIX Summits on Culture, Technology & Entrepreneurship
[LinkedIn Profile](#)



Wilko van Iperen
Head digital and innovation at NCRV & KRO (Dutch broadcaster)
[LinkedIn Profile](#)



Lizzy Jongma
Manager Information Systems, department Collection Information at the Rijksmuseum
[LinkedIn Profile](#)



Dick van Dijk
Creative Director at Waag Society, specialized in interactive concepts, strategizing design research & user involvement
[LinkedIn Profile](#)



Milena Popova
Senior Marketing Manager at Europeana, the European digital library
[LinkedIn Profile](#)

Members of the jury at the TV hackathon in Amsterdam <http://www.europeana-space.eu/hackathons/>

5. SELECTION IN PRACTICE/LESSONS LEARNED

As this deliverable is written after the three hackathons have taken place, it is worth reflecting upon how the criteria held up during the first two deliberation processes.

5.1 HACKATHON MARKETING

Although the process model and selection criteria has stood up to practical scrutiny, it has become even clearer that in order for the progression from hackathon to incubation to work effectively, the teams entering hackathons need to be interested in creating a viable business idea. The feedback from the first two hackathons has led to the wording being strengthened within marketing materials and webpages for future hackathon events.

5.2 SELECTION CRITERIA

The selection criteria and the process have worked very well. The selection criteria were presented by Europeana Space project partners and especially, REMIX, who is in charge of the BMWs and incubation support process. During each presentation the selection criteria are not only presented but extensively elaborated upon. This is done by giving example business models from other successful creative and cultural products and other real world examples. Furthermore, during the hackathons, REMIX extensively coach, question and steer the participants to strengthen their products for final evaluation.



Simon Cronshaw (REMIX) talking at the Dance hackathon in Prague

The criteria were considered to be concise. This is necessary during a short hackathon as participants are busy working on many different things.

5.3 SELECTION PROCESS

In terms of jury deliberation, there have been a few challenges. Simply awarding a quantitative score per each criterion on a scale of 1-5 is too difficult in such a short timespan. NISV drafted a scorecard for each jury member during the Amsterdam TV hackathon. Different criteria held different weights. These scorecards were distributed to the jury but after several minutes of deliberation it was decided to forgo the scorecards. Instead, the jury had a structured discussion over all the presented hackathon products according to the selection criteria. At the end of the deliberation the jury gave each product a score on a scale of 1-5 for the three main selection criteria sections. The three teams with the highest total scores were chosen as winners.

Having learned the lesson, this method was also used for Hacking the [Dancing] Body (Dance hackathon) in Prague and the Hack the Book Festival (Open and Hybrid Publishing hackathon) in Athens

5.4 JURY CONSTITUTION

The consensus is that the respective juries for the Amsterdam, Prague and Athens hackathons were very well constructed. The idea to bring in external experts for each hackathon theme allowed for a much wider knowledge base in the jury deliberations which in turn catalysed richer and more intense discussions.

By maintaining one Europeana Space project management slot and REMIX on the hackathon jury, in addition to NISV overseeing the process, awareness of the project's scope remains present within deliberations. The WP3 Leader from UNEXE, (with expertise in IPR matters), has so far joined REMIX and WP5 Leader NISV at the BMWs. This dual approach has the advantage of bringing a level of consistency across all hackathon and BMW deliberations.

Final analysis of the BMWs and Jury will be provided in D5.3 – *Monetisation Workshops*

5.5 EVENT TIMING

Originally, it was envisaged that the Business Modelling Workshop would quickly follow the hackathon. However, upon reflection, it was decided that there should be a gap between the events. This would help logistically, with the winning teams being available to travel, make flight and accommodation bookings in good time, and most importantly, it would give greater scope for each team to develop their thinking around business models, based upon the topics that REMIX asks each team to consider.

6. CONCLUSION

In the latter part of the first year of the project, the WP5 Innovation Space team spent a great deal of time considering the optimum model for participants/teams progressing from hackathon to Business Modelling and ultimately to incubation. It was a team that drew on a breadth of experience in business start up, pilot delivery, the Europeana ecosystem and Europeana Space project management. Although the DoW was the starting point and wider scenarios were considered, a robust model was ultimately defined that would give hackathon winners the chance to take their business to market, whilst ensuring that pilot partners did not lose out after developing their tools for two years.

To reflect the depth of the process, the selection criteria are clearly detailed and provide for hackathon ideas to be considered from a number of angles before making judgment. These include alignment with the project's expectations and goals (the creative re-use cultural heritage content), innovation of ideas, SWOT analysis results and levels of community/social engagement. The feasibility of an idea both financially and technically is considered, coupled with the character of team members; their experience, passion and determination to make the business work

Although this deliverable could have been submitted earlier, there was always value in retaining its Month 24 due date, to allow reflection upon the first three hackathons, as well as the team that is now mid way through its incubation period.

It is fair to conclude that the selection criteria and processes have held up well and benefits from the strong and vibrant discussion that originally shaped it. Amendments have been made locally, as was always envisaged, and the process will continue to be refined, with lessons passed from one event onto the next. The WP5 Innovation Space team are confident that this will remain the case for the remaining hackathons and BMWs, but will continue to watch progress closely, amend as necessary and learn from results.

APPENDIX: SELECTION CRITERIA

SECTION 1: Use of digitised cultural heritage objective

1. Does the proposition use or re-use (or facilitate the use or re-use) of digitalised cultural heritage material?
2. How innovative is the proposition in relation to this objective?
3. How important is developing the proposition for the cultural heritage sector?
4. What potential does the proposition have to deliver data and research findings that are of relevance and value to the cultural heritage sector?

SECTION 2: Job creation objective

5. What is the composition and size of target market(s) for this proposition?
6. What is the likelihood of job creation as a result of this proposition?
7. What social, economic, political and technological trends could support this proposition?
8. What social, economic, political and technological trends could threaten this proposition?
9. Who are the current and likely competitors to this proposition, and to what extent does the proposition demonstrate high barriers to entry, first-mover advantage or high-quality differentiated products?

SECTION 3: Likelihood of success

10. How likely is the proposition to be adopted by users?
a. Relative advantages to the user over other current options
b. Compatibility with the normal values and behaviours of the user
c. Low complexity for the user
d. Ability for users to engage on a trial basis

11. To what extent does the team possess and demonstrate:
a. Effective communication skills
b. Technical competency
c. Experience within relevant industries
d. Skills and capacity to successfully accomplish launch
e. A long-term desire to build the proposition as a new business
12. Does the proposition have a realistic and sound financial plan?
13. Does the proposition have a realistic time plan for launch and growth?
14. To what extent has the proposition formulated a sound business strategy for growth?

Points 12-14 are only considered at the Business Modelling Workshop when deciding which team progresses to the incubation phase and not during hackathon deliberations.