Executive summary

The successful completion of the Deutsche Digitale Bibliothek (German Digital Library) start-up phase highlighted the enormous potential and the challenges that lie in bringing together and creating links between Germany’s cultural and intellectual heritage. By committing ourselves to tackling these challenges, we – with the support of our partners – are fulfilling an important cultural, educational, and scientific task.

The German Digital Library is a reliable source that aims to make Germany’s cultural and intellectual heritage permanently available for users to view and experience. The forward-looking nature of this mission means that it must be carried out in a targeted, systematic way. With that in mind, this strategy is intended to serve as our fundamental guide.

Between now and 2020, we will work on achieving our vision of becoming the main platform for culture and knowledge in Germany. In the process, we will collaborate with our partners to make the idea of giving everyone free access to cultural assets a reality.

Our strategy sets out the goals for the German Digital Library and lists our main target groups, the general public, the cultural and knowledge institutions, the education sector, and researchers. Based on that, it describes our services, priorities, supporting activities, and marketing and communication measures.

If we are to breathe life into our strategy and implement it successfully, we need to create appropriate financial and organisational frameworks for the German Digital Library. For this to happen, the structures that still currently reflect the scheme’s project status must be replaced by a long-term undertaking.
DEUTSCHE DIGITALE BIBLIOTHEK
Culture and Knowledge Online

Strategy
2020
Stacks, historic collections, level -2 (basement), Sächsische Landesbibliothek – Staats und Universitätsbibliothek Dresden (Saxon State and University Library Dresden)
Our priorities up to 2020

I. Expand our content
II. Optimise our data processes
III. Become a data platform
IV. Increase user satisfaction
V. Improve data quality
VI. Increase our reach
VII. Expand our search space
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Introduction

The Deutsche Digitale Bibliothek (German Digital Library), which started life as a joint project between Germany’s national and state governments and is supported by cultural and knowledge institutions from all cultural domains, has achieved the key goals of its start-up phase. We have nearly 20 million documented objects from the more than 200 German institutions that partner with us. We offer an attractive user interface, regularly deliver data to Europeana, and have increased the public’s use and awareness of our project.

We are now at a stage where it is easier to see the potential and challenges that arise when heterogeneous data from different sources are collected and linked together. It creates many new usage scenarios and a great deal of added value – so it is well worth setting up an overarching and sustainable information infrastructure for linking, presenting, and providing access to cultural and intellectual heritage.

This is a major ongoing task that we aim to fulfil systematically and in collaboration with strong partners. Our 2020 strategy sets out the guidelines for our activities and describes the areas on which our work will focus.

Our fundamental goals remain unchanged: the German Digital Library will become the first port of call for access to Germany’s cultural and intellectual heritage, and will create links between the holdings. We will also create links between the cultural and knowledge institutions on matters of digitisation. This will allow us to create added value in terms of both content and structure. At the same time, we are consistently working to take this comprehensive goal forward: we want to transform the German Digital Library into a data platform and incorporate information about cultural and intellectual heritage that is not yet digitally available. In doing so, we will strengthen the infrastructural character of the German Digital Library and will provide our partners and users with a wide variety of usage scenarios.

We cannot realise our vision without our partners. Our success depends on the cultural and knowledge institutions, and on their many partnerships, experiences, services, and technologies.

This publication is based on the German Digital Library’s strategic plan for the period 2015 – 2020. It was discussed extensively with the German Digital Library’s committees and was published on the portal for its data partners in July 2015.
The strategic plan sets out our jointly formulated goals and provides the basis for detailed implementation plans towards which we will orient our work. This will allow us to build the operational framework that we need, and to create transparency for our members, partners, donors, and the public.

On the one hand, our strategy commits us to achieving our ambitious goals. On the other, we see strategy building as a process that we must actively shape – by reviewing the overall situation at regular intervals and adjusting the goals and measures as necessary.
Bellied jug, Stoneware with floral decoration, first half of the 20th century, Keramiksammlung (Ceramics Collection), Museumsdorf Cloppenburg – Niedersächsisches Freilichtmuseum (Cloppenburg Museum Village – Lower Saxony Open-Air Museum)
Our vision
We want the German Digital Library to be the central platform for culture and knowledge in Germany. To achieve this, we are virtually gathering cultural heritage holdings and collections and making them visible via a single portal. The German Digital Library will be a trustworthy source for cultural and intellectual heritage, and will make it permanently available in an attractive form for users to view and experience. The portal will open the digital content as widely as possible so that it can be reused, enriched, and enhanced.

The German Digital Library is supported by the expertise and capabilities of Germany’s cultural and knowledge institutions, and by the richness of their collections. We will run a wide variety of activities to draw attention to their digital content and thereby raise awareness for Germany’s cultural and intellectual heritage as a whole.

Through the German Digital Library, we will promote dialogue and links between Germany’s cultural and knowledge institutions. We will bring their digital holdings and metadata together, support the sharing of experiences and technologies, and promote innovative developments for digitising and providing access to cultural heritage. In doing so, we will also help introduce the necessary standardisation to these areas.

**Metadata**

are structured data that contain descriptive, content-related, administrative, or technical information about all kinds of objects. In the German Digital Library, metadata ensure that objects relating to cultural and intellectual heritage can be clearly identified, researched, and made accessible.

For more information, see our glossary (in German): pro.deutsche-digitale-bibliothek.de/node/509
We are a well-respected partner of Europeana, the Digital Public Library of America, and the World Digital Library. Together, we will work towards realising our vision of a world in which every citizen has free access to cultural heritage. We will make German culture and knowledge accessible around the world and act as a central, national aggregator for Europeana, Europe’s digital cultural memory.

We see ourselves as playing a crucial role in bringing Germany’s cultural and intellectual treasures into the digital age. We will keep cultural heritage alive in our collective memory – even in cases where, for conservational reasons perhaps, the originals cannot be used. The German Digital Library will be a catalyst for diverse projects that aim to digitise Germany’s cultural and intellectual treasures, and will thus be a recognized authority on this type of work both nationally and internationally.

As a publicly funded project, we perform a permanent and important service for culture, education, and research: we actively help to lower the obstacles that hinder access to culture and knowledge, and facilitate and simplify cultural participation.

**Europeana**

is the central point of access to Europe’s digital cultural heritage. To create a European cultural memory, the project has been collecting digital cultural assets from all EU member states online since 2008. Europeana currently has over 50 million digital records from some 2,000 cultural and scientific institutions located throughout Europe.

For more information, visit europeana.eu

**The Digital Public Library of America**

is a Harvard University project that presents digital records and coordinates access to the digitised holdings of the participating institutions. The test phase began in 2013 with 2.4 million digital records comprising photographs, manuscripts, and works of art.

For more information, visit dp.la

**The World Digital Library**

is a project of the US Library of Congress and UNESCO. The World Digital Library makes culturally outstanding documents from around the world available for free and in multiple languages online.

For more information, visit wdl.org
Workspace for restoring damaged archive documents. If a file is only partially damaged, restorers use minimally invasive tools such as scissors, bone folders, spatulas, tweezers, brushes, and gelatine-coated Japanese paper. Sächsisches Staatsarchiv, Archivzentrum Hubertusburg (Saxony State Archives, Hubertusburg Archive Centre), Wermsdorf
Strategic goals
We have set the following goals for the German Digital Library up to 2020:

1. **A comprehensive, attractive portal** – We will set up a comprehensive and attractive portal. Users should be able to access and experience German cultural and intellectual heritage in a consistent way that is aligned with the needs of our target groups.

2. **An open platform** – We will create an open platform and thereby provide machine-readable access to the digitised cultural and intellectual heritage contained in the German Digital Library. This will allow cultural and knowledge institutions, external applications, and search engines to reuse this digital information. We will also make it possible to incorporate external data sets via the platform and thus enrich the existing data collection.

3. **Free access** – We will provide free access to digitized cultural and intellectual objects, and to their descriptions. In doing so, we will take care to consistently and transparently mark the information with details regarding rights and licences.

4. **An open knowledge store** – We will open specialised and closed knowledge stores (so-called “knowledge silos”), incorporate them into the German Digital Library, and situate them in larger contexts by creating links between them.

5. **Networks** – We will link Germany’s cultural and knowledge institutions with each other and with other important stakeholders. We will take a partnership-focused, collaborative approach to supporting and strengthening digitisation efforts. We will set up an interactive service and exchange platform, and thereby promote collaboration and the exchange of technologies, services, and standards.
6 A national aggregator – We will act as a national aggregator for Europeana by supplying it with all its holdings from Germany. We will also help to actively shape Europeana.

7 Better frameworks – We will work on creating frameworks to facilitate digital access to culture and knowledge that is as open and unrestricted as possible. Our areas of focus will include financing, digitisation, standards, and copyright.

8 Social discourse – We will support social discourse on the digital transition in culture and science.

9 Innovative technologies – We will develop and test innovative technologies for digitising, presenting, and providing access to cultural assets.

10 Support for digitisation – We will generally support digitisation efforts in Germany.
Map of the world, 1630:
Nova totius terrarum orbis geographica ac hydrographica tabula, Hendrik (Henricus) Hondius, Kartenabteilung (Map Department), Staatsbibliothek zu Berlin – Preußischer Kulturbesitz (Berlin State Library – Prussian Cultural Heritage Foundation)
Target groups & services
Our services are designed to support a variety of usage scenarios and create added value for different target groups. We aim to reach the following audiences in Germany and abroad:

Our target groups

The general public – We are developing a simple way for the public to access culture and knowledge, one that will allow them to directly use and experience cultural and intellectual heritage. Given the heterogeneous nature of this group, the usage scenarios are particularly diverse. They include satisfying the need for specific information (e.g. on literature, art, or historical contexts), conducting in-depth examinations (motivated by, e.g., specific occasions) of current events or anniversaries, planning and preparing cultural trips and events, and researching local history and genealogy.

Cultural and knowledge institutions – We serve these entities primarily by presenting their digital collections and digitisation activities and by making them more visible. In addition to having their holdings integrated into the German Digital Library, and having scope to curate virtual exhibitions and publish additional information on our institution overview (the Culture Map), our partners will also benefit from access to the network that we are building with their help. The platform will allow them to exchange experiences, best practices, technologies, and services. We will share and offer advice and support (e.g. on legal questions and standard-compliant data processing), and will act as an advocacy group when it comes to legal and financial frameworks. The active involvement of the German cultural and knowledge institutions that partner with us is crucial for the overall success of our project.

Education providers, and learners of all ages – In particular, teachers and pupils at secondary schools will use the German Digital Library as a source of materials and information. We will provide scope for engaging intensively with individual topics (e.g. for homework assignments and presentations) and will offer participative forms of access to promote critical and active media experiences. In addition, specially tailored services will help children and teenagers learn about and acquire media and information skills.

Researchers and students – This group uses the German Digital Library as an overarching research tool and as a source of information for teaching and research. For the humanities and cultural science in particular, we will act as an object catalogue and data source for metadata and digital records, as a full-text source, and as a basis for developing academic tools.
We will provide different services for each of our target groups. We have already deployed some of these and put them into productive operation during the first implementation phase. Others are still in the design or development phase.

In addition to our core strategic services, we will plan, develop, and run other supporting and supplemental services. To develop these extra services and put them into operation, we will need additional financial resources. Our core services, however, are fully covered by the German Digital Library’s regular budget.

Our services have a clear usage profile and defined and documented quality characteristics. The more important our products and services become for individual target groups, the more important it will be to guarantee consistently high, reliable quality. We will therefore set up product management and quality assurance processes that will allow us to secure and review our services on an ongoing basis.

This also means that we must move from a project-financed undertaking to a product-oriented provider that functions on the basis of permanent and stable resources.
Our core services

**DDB portal** – We want our portal to make it as easy as possible for users to search for and find objects related to Germany’s cultural heritage. As more and more cultural objects become accessible via the portal, they will gradually form an increasingly comprehensive picture of Germany’s diverse cultural landscape.

**API and other interfaces** – By publishing the German Digital Library’s API (application programming interface) we have made it possible for external applications such as websites and mobile apps to directly access our data and use and present the information in other contexts. This platform-like character will be expanded further and will help to turn the German Digital Library into a digital hub.

**Culture Map/presentation of our partner institutions** – With their digitised content, our partners – the participating cultural and knowledge institutions – are establishing the German Digital Library as a cultural showcase for the world. Our Culture Map provides an overview of our partners’ work. We will expand the ways in which they can present themselves on the German Digital Library website.

**DDBpro** – This is the portal for our data partners and for institutions that are interested in participating in the German Digital Library. It provides access to all information relevant to these target groups. It explains how to register and how to supply data, and includes information about legal frameworks. We will gradually expand DDBpro to include other target groups.

**Advice/outreach** – We advise cultural and knowledge institutions and their employees on matters of law, data and technology, and digitisation projects. Alternatively, we put them in touch with consultancy services in the relevant area. Our advisory and outreach activities are also directed at education providers and at other target-group multipliers – such those who work in the field of media and information skills.
Target groups & services


The DDB portal homepage
(deutsche-digitale-Bibliothekare)

DDBpro, the homepage for DDB’s data partners
(pro.deutsche-digitale-Bibliothekare)

Culture Map
Stacks, Deutsche Nationalbibliothek (German National Library), Leipzig
Priorities & measures
Priorities & measures

Based on the definitions of our strategic goals and target groups, we have drawn up priorities and measures that will guide our activities over the next five years.

**Priority 1**

Expand our content in a targeted way

We want to gradually increase the number of collections and objects documented and available in the German Digital Library. This is so that we can present the diversity of Germany’s cultural heritage in as much detail as possible, and can make our portal more attractive to users.

When we integrate digital collections into the German Digital Library, we will select and arrange them according to defined criteria. We will expand the portal with documentation of digital objects and (as yet) non-digitised objects and collections. All the descriptive information collected in the German Digital Library will be available free of charge. Also the documented digital objects should be available to users free of charge. In addition we want to give users transparent information about how they can use the copyright-protected data collected in our library. We will use Creative Commons licenses for this.

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For details of our strategic goals, see pages 18 and 19.
Starting point
With some 20 million data records, the German Digital Library currently only documents a fraction of Germany’s cultural and intellectual heritage. There are various reasons for this. For instance, the rate at which Germany is digitising its cultural heritage is (for now) low. And the current legal frameworks, particularly the rules on applicable copyright law, often present obstacles for the cultural and knowledge institutions.

However, some collections have been digitised, have no copyright issues preventing their publication, but are still not yet available on our portal. There are also several reasons for this. We might not (yet) be aware of these collections, we might not have finished reviewing and processing the digital content, or the digital content might not have been supplied by a public cultural or knowledge institution in the narrow sense. Furthermore, there is currently no systematic record of digitisation schemes and projects in Germany.

Actions required
All freely accessible collections that exist in digital form or for which digitisation plans exist, must be systematically recorded and gradually integrated into the German Digital Library.

Activities & measures
Record content systematically – The German Digital Library will systematically record digitised collections and digitisation projects. Analyse costs – We will establish what resources (technology, personnel) are necessary for integrating and presenting digital collections. These analyses will form the basis of our annual planning. Identify the need for special content – We will identify specific digital content that is particularly important for specific target groups, such as students and teachers. Use criteria to select and prioritise content – The way we select and arrange relevant collections when recording them in the German Digital Library will follow specific criteria and take account of various formal aspects. These will include the following: our partners’ capacities, the size of the collections, the quality of the digital objects, the quality of the metadata, the usability in terms of licensing, the relevance of the content/collection to our target groups (this applies to special content in particular), and the ratio of digital objects to purely documentary information on non-digitised content. Do marketing – We will use communication and marketing measures to encourage cultural and knowledge institutions to include their digital collections in the German Digital Library. Take a targeted approach to acquisitions – We will acquire collections that we consider to be relevant. License content – We will enter into licensing agreements or make other contractual provisions to give German Digital Library users free access to important, copyright-protected collections.

Creative Commons licenses
Creative Commons licenses are standard license agreements that are a simple way for authors to give the public the right to use their works. The licenses are not tailored to specific types of work, and can be applied to any work that is subject to copyright – such as texts, images, music, and video clips. This creates free content.

For more information, visit creativecommons.org
Priorities help to focus our strategic goals

Optimise data provision and processing

We want to optimise our data processes. This includes the way in which the cultural and knowledge institutions provide us with their data, and the way in which we integrate and present it on our portal, maintain it, regularly update it, and share it with Europeana. We will constantly refine the tools and processes necessary for these tasks, and will do the same for the technical architecture as a whole. This is particularly important because we want to integrate more content faster, while having only limited resources.

Starting point
The German Digital Library has well-functioning structures and processes, and good technical infrastructure for integrating new collections and data, and for updating existing data. However, the current system involves many employees and a high degree of technical complexity, which means that we are quickly reaching the limits of our capacities as the number of processes increases. This also applies to supplying data to Europeana.
Actions required
We must expand our processes, technical tools, and basic infrastructure so that they can accommodate a faster increase in our content and regular update cycles for large quantities of data. We also need to establish new processes, such as using thematic or regionally focused aggregators that pre-process data, store them temporarily, and deliver them as a package to the German Digital Library. Overall, this should make the data transfer process more efficient.

Activities & measures
Review our technology – We will review our basic infrastructure (the core system) and, if necessary, adapt it to the planned increase in transferred data. Expand our service infrastructure – Our service centre and domain-specific service desks help the cultural and knowledge institutions prepare and supply their data. We will expand this existing structure. Optimise transformation workflows – Before digital information can be transferred into the German Digital Library’s system, it must be checked and converted into our internal data format. The more data we have, the more likely it is that errors will occur. We will therefore evaluate the complex processes and streamline them. Establish update plans – We will draw up a reliable, efficient plan for regularly updating large quantities of data. Develop and introduce service agreements – We will introduce binding service level agreements (SLAs) that govern and make transparent the service – and the service quality – that we provide to the cultural and knowledge institutions that partner with us. The agreements will specify matters such as response times, processing times, and update cycles. Set up aggregator structures – We want to ensure that smaller and mid-sized collections in particular can be quickly integrated into the German Digital Library and displayed on our portal. We will therefore increase our use of aggregators that pre-process digital collections from multiple data suppliers, temporarily store them and then supply them to us as a package. These aggregators could be responsible for specific cultural domains or particular regions, for instance. Take over services from current Europeana aggregators – At the moment, Europeana receives a lot of its digital content from transnational, EU-funded aggregators that deal with specific domains or materials. In future, this task will increasingly fall to the German Digital Library – especially once the EU’s project funding ends. Improve data flows to Europeana – We will work with Europeana to improve our data flows and develop more efficient and more robust supply processes.
Transform the German Digital Library into a data platform

In addition to displaying digital content on our portal, we also want to increasingly transform the German Digital Library into a data platform. This means that we want to expand the scope for machine access to the data. With that in mind, we plan to expand the existing program interfaces and supplement them with additional interfaces.

Priorities help to focus our strategic goals

1. A comprehensive, attractive portal
2. An open platform
3. Free access
4. An open knowledge store
5. Networks
6. A national aggregator
7. Better frameworks
8. Social discourse
9. Innovative technologies
10. Support for digitisation

For details of our strategic goals, see pages 18 and 19.

Starting point
We published the German Digital Library’s programming interface in 2013. The interface allows third parties – such as programmers, institutions, and software providers – to access the data collected in the German Digital Library and integrate them into their own applications. This creates scope for embedding the information in new contexts. Our project Archivportal-D (German Archives Portal), for instance, uses our programming interface to display archive data in an archival context on its own website. Smaller applications are now also using this technical interface – as is the DDB portal itself.
Actions required
We want to make it as easy as possible to reuse the data we have collected. This is why we plan to expand the scope for machine access, integrate it into a community concept, and establish the German Digital Library as a data hub.

Activities & measures
Expand our programming interface – We will add more functions and additional interfaces to our existing programming interface. Align our data with LOD principles – We are committed to the idea of Linked Open Data (LOD). We have already begun to orient our work towards these principles, and will continue to do so. Provide transparent, consistent information about rights – The programming interface will also provide information about how the data can be used. Most of the descriptive information on the German Digital Library website is not only freely accessible, but can also be reused without any restrictions. Develop a user community – We will develop close contacts to programmers. Through events and forums, we will find out what their technical needs are and will adapt our interfaces accordingly. Make the OAI interface publicly available – We currently use this interface to supply data to Europeana, and we want to make it publicly available so that other external services and applications can use it. Set up interfaces with teaching and learning management systems and with virtual research environments – We plan to expand our technical interfaces and set up new interfaces so that it is easier for teaching and learning management systems and virtual research environments to access our content and use it in their own context.

LOD – Linked Open Data
Linked Open Data is about creating a (global) network of linked, open data that can be collected from a variety of sources.

For more information, visit linkeddata.org

OAI – Open Archives Initiative
The Open Archives Initiative aims to simplify data transfers – primarily by developing global standards. The best-known outcome of the initiative is the OAI Protocol for Metadata Harvesting, which is designed to standardise the way in which metadata are exchanged.

For more information, visit openarchives.org

Archivportal-D (German Archives Portal) provides Germany’s first central point of access to archives and archive documents from all over the country. archivportal-d.de
Priorities & measures

Priority IV

Improve user experience on our portal

We want to make our website more attractive. To achieve this, we plan to align it more closely with our target groups. We want to make it easier for our users to find what they are looking for, and we want to ensure that they keep on using our website.

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Starting point
Even though we are only at the end of the start-up phase, the German Digital Library is already a good reference and research system. However, when setting up the portal, we initially focused most of our attention on our partners’ requirements. This is because our first aim was to make the diverse, branched digital information from many different data partners visible and available for research on a single website. Now our aim is to concentrate more closely on the needs of our user groups and bring the DDB portal into line with them. Many users have difficulties understanding the structure of the various page types on our portal, and the search functions we provide do not always match their expectations. Furthermore, we are rarely able to provide high-resolution digital images or full texts on our portal – in most cases we can only offer previews. Our users are then directed to very different interfaces, which could potentially have a negative impact on their experience.
**Actions required**
We must systematically analyse and evaluate what our users expect and how they move around our portal. We are especially interested in our largest user group: those who reach our portal via search engines. The results of these user analyses will be the basis for technically implementing specific improvements and upgrades.

**Activities & measures**

- **Analyse user behaviour** – We will optimise our current tools for analysing the website so that we can better examine our users’ behaviour. We will also apply other analytical methods, such as surveys, to find out how our visitors actually use our portal.

- **Analyse target groups and markets** – We will investigate what expectations our various target groups have, and will examine overall trends in the field of digital content. The results of these investigations will help with the ongoing development of our portal.

- **Improve our search function** – We will upgrade our standard search by improving, among other things, the autosuggest function, the autocorrect function, and the hit ranking. We will also introduce fuzzy and full-text searches.

- **Transform object pages into “access pages”** – Most of our users arrive directly on specific object pages after being directed there by search engines. We will therefore design the pages so that users can move to other German Digital Library content more easily.

- **Integrate digital media** – To deliver a seamless user experience, we will work on integrating more digital media into our portal. This will make our data partners and their efforts highly visible and valued. The digital media will continue to be stored by our partners wherever possible.

- **Provide download functions** – We will provide download functions to make it easier to reuse digitised cultural objects. We will of course ensure that this complies with all legal requirements.

- **Rework search results pages** – We will rework and improve the search results pages. This will include a filter function, object preview, and gallery view.

- **Develop alternative portal access points** – We will develop portal access points that make it easier to access topic-specific content, and that are designed for specific target groups such as teachers and students.

- **Increase transparency about content type** – We will provide information about what the data contained in the German Digital Library is made up of, what quality characteristics the digital media fulfil, and under which conditions they can be used.

- **Talk to target groups in their language** – We will provide versions of the DDB portal user interface that are targeted towards different user groups.
Priorities & measures

**Priority V**

**Improve data and object quality**

We want to make the content in the German Digital Library more attractive overall. To achieve this, we must improve the quality of the data. If the data we receive are more homogeneous and standardised, we will be better able link them up, present them all on a single portal, and provide access to them via our interfaces.

**Priorities help to focus our strategic goals**

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**Data quality**

*Data quality refers to the formal correctness of the data. This includes the data’s uniformity, completeness, and consistency. A simple example involves checking whether a year has been entered in the “production year” field.*

For more information, see our glossary (in German): pro.deutsche-digitale-bibliothek.de/node/509

**Starting point**

The quality of the data in the German Digital Library is still mixed. Formal accuracy, technical quality characteristics, and things like the quantity of information provided about a cultural object all vary widely from one partner and collection to the next.
**Actions required**
We want to ensure that our partners can supply us with data of the best possible quality. With that in mind, we aim to fine-tune our quality criteria for digital information, and enable our partners to independently assess the quality of their data and align it with the German Digital Library’s standards.

**Activities & measures**

**Promote standardisation and consistent data deliveries** – We will adapt the requirements regarding quality standards for data delivered to the German Digital Library. We will support standardisation measures within the German Digital Library and beyond. In addition, we will develop tools for improving data quality. By using standardised interfaces and data aggregators, we hope to avoid losses in quality during data transfers. We will improve awareness of our quality requirements, for instance by collaborating with publicly funded digitisation initiatives.

**Fully exploit data quality** – We want to use the data that our partners share with us in the best possible way, for instance by regularly and systematically analysing them. We will make them as extensively available as possible and will pass them on to third parties.

**Enrich and link data** – To ensure that the information on cultural treasures can be placed in larger contexts and linked together, it will be enriched with additional information – in particular via links with authority files and controlled vocabularies.

**Improve quality via users** – We will develop mechanisms and tools that will allow German Digital Library users to participate in improving data quality. This could involve creating scope for linking objects that belong together or for posting direct feedback and comments on objects.
Increase our reach

We want our services – particularly the portal and the programming interface – to be put to greater, more intensive use.

Priorities help to focus our strategic goals

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Starting point
At the moment (as of May 2016), around 10,000 visitors use the German Digital Library portal every day, with around 16,000 page views. More than one in six users (18.6 percent) regularly return to our website. We get around 50,000 hits on our programming interface every day.
**Actions required**
Our goal is to become the foremost platform for culture and knowledge in Germany. To achieve this, we must reach more users than we currently do. We also want to ensure that users can find what they are looking for on our site, and reduce the likelihood of them leaving the site prematurely. We also want more users to return to our site and make it “their site”. This means we have to make the DDB portal more attractive and better suited to our target groups. Above all, however, we want to increase awareness of the portal and attract more users who reach us via other services – such as search engines or Wikipedia. In addition, we will develop specific services for our target groups.

**Activities & measures**
*Increase awareness and improve our reputation* – We will run communications and marketing campaigns to increase awareness of the German Digital Library. We also hope this will increase the number of users. *Attract visitors to our portal via other information services* – We will optimise our website to make it easier for search engine users to find the DDB portal. Our partners’ websites, and information services provided by other stakeholders working in culture, education, and science should link to the German Digital Library. All German Digital Library products (including future products), such as Archivportal-D (German Archives Portal), will be brought together under our brand. Reference and search tools, such as online catalogues from other providers, should include our content. *Increase API use* – We will raise awareness and thus increase the use of our programming interface by holding programming contests, running university and school projects, organising hackathons, and collaborating with strategic partners. *Expand and develop additional DDB services* – As well as expanding our portal and programming interface, we will also expand and develop our services for specific target groups. These activities will include Archivportal-D (German Archives Portal, which is for archival research), and potentially a museum portal for Germany, a youth portal, and a newspaper portal. *Approach and integrate communities* – We will work harder to make contact with specific interest groups (such as those in the education sector) and thereby achieve a multiplier effect.

*Presenting the German Digital Library in the lobby of the Gemäldegalerie (Picture Gallery), 2014, Staatliche Museen zu Berlin – Preußischer Kulturbesitz (National Museums in Berlin – Prussian Cultural Heritage Foundation)*
Expand our search space

We also want to present the cultural and intellectual heritage that is not yet digitised or cannot be made digitally available. We therefore want our search to include content whose reference data have not been loaded directly into the German Digital Library.

Priorities help to focus our strategic goals

1. A comprehensive, attractive portal
2. An open platform
3. Free access
4. An open knowledge store
5. Networks
6. A national aggregator
7. Better frameworks
8. Social discourse
9. Innovative technologies
10. Support for digitisation

For details of our strategic goals, see pages 18 and 19.

Starting point
The number of digitised cultural treasures in Germany is still low. Legal obstacles often prevent objects from being added to the German Digital Library. This means we cannot show or display Germany’s cultural and intellectual heritage in its entirety – even if the German Digital Library presented all the content that has already been digitised.
Actions required
The German Digital Library should ideally document Germany’s cultural and intellectual heritage in its entirety. We therefore want to expand our search function beyond the data immediately available in the German Digital Library, and integrate other data sources such as overarching library catalogues.

Activities & measures
Highlight alternative sources of information and services – In the short term, our search results pages will direct users to alternative services outside the German Digital Library – particularly when a search returns few or no hits because the content in the German Digital Library is currently incomplete. Integrate external search indices – In the medium term, we also want to integrate external databases and thereby reference content that is not part of the German Digital Library.

35 mm film technology, Deutsches Filminstitut (German Film Institute), Frankfurt am Main
Golden Bull of 1356, collection of laws issued by Charles IV, Holy Roman Emperor (reigned 1346 – 1378), Landesarchiv Baden-Württemberg, Abteilung Hauptstaatsarchiv Stuttgart (Baden-Wuerttemberg Regional, Archives, Stuttgart Central State Archives)
Supporting activities
Supporting activities

We have formulated priorities to help us achieve our goals. If we are to succeed, we need additional measures, which we will present in this section.

Providing advisory services

We want to support the employees of the cultural and knowledge institutions, education providers, and other multipliers by advising them on topics connected to digitising culture and knowledge, or by putting them in touch with competent partners. The topics include law, data, standards, and technology, as well as sources of funding for digitisation projects, and methods for developing media skills.

Supporting activities help to focus our strategic goals

1. A comprehensive, attractive portal
2. An open platform
3. Free access
4. An open knowledge store
5. Networks
6. A national aggregator
7. Better frameworks
8. Social discourse
9. Innovative technologies
10. Support for digitisation

For details of our strategic goals, see pages 18 and 19.
Starting point
We receive a wide array of questions from employees of the cultural and knowledge institutions, and from our website users. At the moment, we provide individual advice and offer workshops on selected issues. However, as things stand, we do not have enough staff to fully respond to the high demand for support. Uncertainties regarding legal matters, data formats, standards, and supply interfaces are the main issues that (ultimately) create obstacles for our partners when it comes to incorporating their digital collections into the German Digital Library.

Actions required
We must systematically develop information and advisory services for all questions regarding the German Digital Library and digitising culture and knowledge. More than anything, this should lower the barriers that prevent cultural and knowledge institutions from providing their digital information to the German Digital Library.

Activities & measures
Develop and provide recommendations and work aids – We will develop guidelines, casebooks, and practical examples for various topics. These will include model texts for legal issues, guidelines for digitisation, and documentation about the delivery format and procedures we use. Offer information and training – We will offer information and training to cultural and knowledge institutions. This will include workshops and talks, as well as online seminars about legal issues, licenses, and funding opportunities, and practical help with digitisation projects, data, and technology. Teach media skills – We will help teachers and students to build and develop their media skills. We will develop further training materials aimed at teachers, and modular teaching materials that are based on media education and focus on using the German Digital Library.
Supporting activities

Improving frameworks

We want to help create suitable frameworks for digitising and providing access to cultural assets. For the areas of law and financing in particular, we aim to establish ourselves as the direct point of contact for policymakers and social initiatives. We also want to promote the digitisation and online provision of culture and knowledge.

Starting point

It is our aim and our task to make Germany’s cultural and intellectual heritage available in its entirety – permanently, free of charge, and in an attractive form. Currently, however, many obstacles (legal and financial) are hampering our efforts to fulfil this mission. The German Digital Library works across domains and as a catalyst for the digitisation of cultural assets. We have an excellent reputation among policymakers and cultural and knowledge institutions. The German Digital Library can therefore act centrally to help answer questions that arise when it comes to digitising culture and knowledge.
We have only taken minimal action in this area so far. An important exception, however, is the think tank that we set up: Digital Cultural Memory. This internal advisory committee is tasked with further developing and improving the legal frameworks. It addresses its recommendations to the German Digital Library committees.

**Actions required**

If the German Digital Library is to achieve its aim of making cultural and intellectual heritage available permanently, free of charge, and in an attractive form, the frameworks for digitisation and cultural heritage must be improved. In this sense, the German Digital Library sees itself as representing the interests of the cultural and knowledge institutions that digitise cultural heritage and make it available – a task that, from the perspective of policymakers, requires contact partners.

On the one hand, the legal frameworks need to be adapted so that cultural and knowledge institutions can comply with their legal duty to make cultural assets available. On the other, the necessary financial foundations must be laid – both at the German Digital Library and (for sufficient human and financial resources) at the cultural and knowledge institutions with which we collaborate.

To improve our scope for influencing the economic and legal frameworks, we aim to position ourselves at the interface of policymaking, the economy, and society, and to organise and promote links with governments, parliaments, authorities, and scientific associations.

**Activities & measures**

**Expand the Digital Cultural Memory think tank** – The think tank will be expanded as an advisory committee for the German Digital Library. **Actively represent the interests of cultural and knowledge institutions** – As an active lobby group, we will formulate statements, participate in consultations, and contribute to legislative processes. **Increase our public relations work** – We will make decision-makers and funders more aware of the necessary and appropriate frameworks, and will publish (among other things) specialist publications.
Supporting activities

Creating networks

We want to improve the links between individual interest groups, incorporate more experts into developing the German Digital Library, and, as a competence network, establish ourselves as a key point of contact for matters related to digitisation and creating access.

Supporting activities help to focus our strategic goals

1. A comprehensive, attractive portal
2. An open platform
3. Free access
4. An open knowledge store
5. Networks
6. A national aggregator
7. Better frameworks
8. Social discourse
9. Innovative technologies
10. Support for digitisation

For details of our strategic goals, see pages 18 and 19.

Starting point

Ever since it was founded, the German Digital Library’s competence network has consisted of renowned cultural and knowledge institutions that are experienced in the field of digitisation and ensure that the efforts to develop the German Digital Library benefit from a wide range of specialist knowledge covering all cultural domains.
Actions required
For specific aspects – such as individual target groups, user requirements for websites aimed at a mass audience, and working with digital media art – we need support from external experts. Furthermore, existing skills should be fed back into the various communities more than is currently the case, and should, for instance, be used for lobbying when it comes to developing standards.

Activities & measures
Acquire external skills – We will bring in external experts to help us design and improve our services.

Actively incorporate the German Digital Library into other networks – By participating in committees and working groups, we will take an active role in networks linked to digitisation and creating access. We will, for instance, promote the development, dissemination, and application of standards, and support existing and proven initiatives.

Collaborate and share experiences with sister projects in other countries – We will expand our collaboration with similar projects, such as Europeana and the Digital Public Library of America.

Collaborate with system developers and service providers – To establish standards and catalogues of requirements, we will work directly with software system developers and with service providers.

Set up and improve our service and exchange platform – We will provide cultural and knowledge institutions with more support for sharing experiences, best practices, technologies, and services linked to digitisation.

Support the social dialogue on the digital transition – We will take part in the discussion on participation in digital cultural heritage. We will also help to actively shape it, for instance via conferences and publications.

Promote innovation – We will participate in cross-domain projects that promote innovation in areas such as data enrichment and networking, cross-media presentation, and combining online with on-site services.
Painting and sculpture depot,
Department for the Preservation of
Architectural and Artistic Monuments,
Division of Building Research/Restoration,
Brandenburgisches Landesamt für
Denkmalpflege und Archäologisches
Landesmuseum (Brandenburg State
Office for Monument and State
Archaeological Museum), Wünsdorf
Communication & marketing
Starting point
The German Digital Library is a networking project in progress. Its mission is inherently educational, in that it is about creating free public access to digital cultural and intellectual knowledge across all cultural domains.

The German Digital Library is unique – we are the first project in Germany to be building a structure of this technical and procedural complexity. We align our work with the ever-changing developments in technology and with the highly competitive online digital market and the powerful competitors that share the space with us.

We have therefore adopted a series of core messages that take account of the conditions necessary for an innovative, publicly funded cultural project, that can live up to the public’s expectations, and that allow us to communicate with our stakeholders on an equal footing.

Our core messages
We are all part of the German Digital Library: Our success depends very much on our cooperation partners being able to identify with our vision. We therefore see our communication and marketing activities as part of the German Digital Library’s overall task. Our authentic, transparent communication activities – particularly those that relate to the German cultural and knowledge institutions with which we partner – are helping us to build the German Digital Library.

The German Digital Library is more than meets the eye: Many areas of our work are not visible to our users. Aspects such as cross-domain technical standardisation and our efforts to create optimal legal frameworks provide important added value in the medium and long term for all cultural and knowledge institutions in Germany. Communication and marketing activities raise public awareness of these areas of our work and actively communicate their added value for cultural and knowledge institutions in particular.

The German Digital Library is a worthwhile investment in the future: Our communication and marketing work aims to secure long-term success for the German Digital Library, and we ensure that it is always aligned with the project’s current status. All our activities will be incorporated into a sustainable strategy that initially focuses on our unique features and on raising awareness so that we can gradually raise the German Digital Library’s profile.
**Requirements and preparatory measures**

We will continually build and expand the German Digital Library, in particular its financing, technology, and infrastructure. The number of German Digital Library partners is rising steadily, and with it the number of cultural and intellectual treasures documented on our portal. **We will develop a sustainable communications and marketing strategy** that is based on the German Digital Library’s vision and strategic goals, and that covers the short, medium, and long term. **We will build a team for editorial work, publications, events, and campaigns** tasked with preparing content and activities for specific target groups, disseminating them via specific channels, and running events and campaigns. **We will identify strategic partners** and collaborate with them.

**Implementation measures**

We will communicate and sustainably establish the **German Digital Library’s core messages and unique features**. To achieve this, we will improve our **communication and marketing measures**, and will strengthen the German Digital Library brand – for instance by organising events such as conferences and workshops, and by participating in trade fairs and congresses. Measures in a variety of media formats, such as our website, social media channels, newsletters, publications, and themed campaigns, will allow us to increase **awareness** of the German Digital Library and **raise its profile**.
Bangle with spiral discs, bronze, second half of the second millennium BC, findspot: Prützke in Brandenburg, Museum für Vor- und Frühgeschichte (Museum of Prehistory and Early History), Staatliche Museen zu Berlin – Preußischer Kulturbesitz (National Museums in Berlin – Prussian Cultural Heritage Foundation)
Competence network & strategic partners
Starting point
We already work with a variety of institutions and initiatives both within and outside the German Digital Library’s competence network. Within the German Digital Library, however, we do not yet have any agreed definitions regarding specific partnerships or their strategic goals.

Goals
By collaborating with others, we hope to increase our latitude and improve our ability to achieve our goals and implement our ideas. In collaboration with our partners, we aim to use synergies and drive innovative developments forward. In addition, we want to raise the profile of our joint projects by engaging in cooperative exchange and acting in unison with our partners. We also want our partners to commit to our goals and to the German Digital Library vision.
Actions required
When the German Digital Library makes the transition from project status to a permanent undertaking, we will also have to adapt our organisational form and structure. As part of these changes, our first task will be to define the future role of the competence network, how it will work, and what the membership criteria should be. We will also need to clarify the role of registered institutions and data partners. Furthermore, we must define criteria for strategic partnerships. Guidelines for collaborating with strategic partners must be binding for all parties involved, and must create clear prospects for joint tasks and projects. We must develop binding principles that we can use to identify strategic partners. As a general rule, institutions, organisations, associations, foundations, societies, and businesses are suitable partnership candidates if they pursue content, goals, and ideas that largely conform to ours and contribute to our service and its use.
Book scanner, scan centre, Bayerische Staatsbibliothek (Bavarian State Library), Munich
Financing & stabilisation
The German Digital Library committees are committed building and developing the German Digital Library in line with the following principles:

**Principles for building and development**

**The project status will end and long-term financing will be provided (institutional funding)** – In particular, this will help prevent the loss of expertise by creating stable jobs.

**Financing will be suitably adjusted** – This will include reimbursing the institutions that support the German Digital Library for ancillary personnel costs, committee costs, and infrastructure costs.

**The German Digital Library’s organisational structure will be consolidated** – If necessary, it will be converted into its own organisational form.

**The German Digital Library will continue to be financed exclusively from public funds** – This will include all necessary updates, improvements, and innovations.

**Extra funding will be raised** – This will be used to develop additional services.

**The German Digital Library will remain free of charge and free from advertisements** – The German Digital Library will leave the institutions and the partners associated with them to market their own content.

**The German Digital Library will help ensure that the task of digitising and providing access to Germany’s cultural heritage is not left entirely up to market forces** – It will also advocate making data and software available for reuse in as open and free a way as possible.
Micro X-ray fluorescence analysis in the Staatsbibliothek zu Berlin (Berlin State Library) using a device from the Rathgen Forschungslabor (Rathgen Research Laboratory), Staatliche Museen zu Berlin – Preußischer Kulturbesitz (National Museums in Berlin – Prussian Cultural Heritage Foundation)
Golden bull, Emperor Frederick I Barbarossa, gold seal, 1154 – 1155, Münzkabinett (Numismatic Collection), Staatliche Museen zu Berlin – Preußischer Kulturbesitz (National Museums in Berlin – Prussian Cultural Heritage Foundation)
German Digital Library: About us
About us

The German Digital Library uses the internet to create free access to Germany’s cultural and intellectual heritage. In doing so, it is helping to democratise knowledge and resources. The German Digital Library is a network of cultural and knowledge institutions located throughout Germany. It links and presents its partners’ digital content, and makes it available from a central location.

We make the content of Germany’s cultural and knowledge institutions available online and free of charge. To do so, we link digital content from archives, libraries, museums, media libraries, institutions involved in monument preservation, and other knowledge institutions. The German Digital Library provides free online access to millions of books, works of art, archive documents, images, sculptures, pieces of music, historical monuments, official records, sound documents, films, scores, and much more.

Financing

The German Digital Library is wholly publicly funded. It is a collaborative project between Germany’s federal, state, and local governments. Based on a decision reached by the German Bundestag, the German Digital Library is funded by the Federal Government Commissioner for Culture and the Media, and by the country’s 16 states.

The competence network: Who we are

Prominent cultural and knowledge institutions that are funded by Germany’s federal, state, and local governments and cover all cultural domains have come together in the German Digital Library’s competence network. They are responsible for steering the development of the German Digital Library.
The competence network supports the German Digital Library. It is made up of the General Meeting, the Board, and the Board of Trustees. Since FIZ Karlsruhe – Leibniz Institute for Information Infrastructure joined the network in March 2016, the General Meeting has included the following 14 members:

- Bayerische Staatsbibliothek (Bavarian State Library)
- Bibliotheksservicezentrum Baden-Württemberg (Library Service Centre Baden-Wuerttemberg)
- Brandenburgisches Landesamt für Denkmalpflege und Archäologisches Landesmuseum (Brandenburg State Office for Monument Preservation, and State Archaeological Museum)
- Bundesarchiv (German Federal Archives)
- Deutsches Filminstitut (German Film Institute)
- Deutsche Nationalbibliothek (German National Library)
- digiCULT-Verbund eG
- Digitales Kunst- und Kulturarchiv Düsseldorf (d:kult)/Kulturamt der Landeshauptstadt Düsseldorf (Düsseldorf Digital Art and Culture Archive (d:kult)/Office for Culture of the State Capital Düsseldorf)
- FIZ Karlsruhe – Leibniz-Institut für Informationsinfrastruktur (FIZ Karlsruhe – Leibniz Institute for Information Infrastructure)
- Landesarchiv Baden-Württemberg (Baden-Wuerttemberg Regional Archives)
- Max-Planck-Institut für Wissenschaftsgeschichte (Max Planck Institute for the History of Science)
- Niedersächsische Staats- und Universitätsbibliothek Göttingen (Göttingen State and University Library), here: Göttinger Digitalisierungszentrum (Göttingen Digitisation Centre)
- Sächsische Landesbibliothek – Staats- und Universitätsbibliothek Dresden (Saxon State and University Library Dresden)
- Stiftung Preußischer Kulturbesitz (Prussian Cultural Heritage Foundation)
Picture credits

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Detail from the inside cover; picture credits listed from page 71

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Stacks, historic collections, level-2 (basement), Sächsische Landesbibliothek – Staats- und Universitätsbibliothek Dresden (Saxon State and University Library Dresden), 2016. Photo: German Digital Library/Jürgen Keiper

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Non-invasive pigment identification on a painting using Micro Raman spectroscopy at the Rathgen Forschungslabor (Rathgen Research Laboratory), Staatliche Museen zu Berlin – Preußischer Kulturbesitz (National Museums in Berlin – Prussian Cultural Heritage Foundation), 2016. Photo: German Digital Library/Jürgen Keiper

P. 16/17
Workspace for restoring damaged archive documents in situ. If a file is only partially damaged, restorers use minimally invasive tools such as scissors, bone folders, spatulas, tweezers, brushes, and gelatine-coated Japanese paper. Sächsisches Staatsarchiv, Archivzentrum Hubertusburg (Saxony State Archives, Hubertusburg Archive Centre), Wermsdorf, 2016. Photo: German Digital Library/Jürgen Keiper

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Digitisation of 24,000 exile monographs as part of the digitisation initiative launched by German culture minister Bernd Neumann, 2013. Deutsche Nationalbibliothek (German National Library), Frankfurt am Main. Photo: DNB (German National Library)/Stephan Jockel
World map, 1630: Nova totius terrarum orbis geographica ac hydrographica tabula, Hendrik (Henricus) Hondius, Map Department, Staatsbibliothek zu Berlin – Preußischer Kulturbesitz (Berlin State Library – Prussian Cultural Heritage Foundation). Photo: bpk-images/Staatsbibliothek zu Berlin

German Digital Library trade fair booth, Leipzig Book Fair 2016. Photo: German Digital Library/Robert Stollberg

Homepage of the DDB portal (deutsche-digitale-bibliothek.de); homepage of DDBpro for our data partners (pro.deutsche-digitale-bibliothek.de), Culture Map, presenting the German Digital Library in the lobby of the Gemäldegalerie (Picture Gallery), 2014, Staatliche Museen zu Berlin – Preußischer Kulturbesitz (National Museums in Berlin – Prussian Cultural Heritage Foundation). Photo: German Digital Library/Reynaldo Paganelli

Stacks, Deutsche Nationalbibliothek (German National Library), Leipzig. Photo: Jürgen Keiper, CC-BY 4.0 SA

Archivportal-D (German Archives Portal) is Germany’s first central point of access to archives and archive documents from all over the country. Photo: Landesarchiv Baden-Württemberg (Baden-Wuerttemberg Regional Archives)/Marcella Müller, CC-BY

Uncovering archaeological objects under a stereomicroscope, Department for the Restoration of Archaeological Cultural Assets, Brandenburgisches Landesamt für Denkmalpflege und Archäologisches Landesmuseum (Brandenburg State Office for Monument Preservation, and State Archaeological Museum), 2016. Photo: German Digital Library /Jürgen Keiper


35 mm film technology, Deutsches Filminstitut (German Film Institute), Frankfurt am Main. Photo: courtesy of the Deutsches Filminstitut
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Golden Bull of 1356: a collection of laws issued by Emperor Charles IV (reigned 1346 – 1378), which were discussed, promulgated, and published in seven volumes (Mainz, Trier, Cologne, Palatinate, Bohemia, Frankfurt, Nuremberg) at the Diet of Nuremberg in 1355/1356 and Metz in 1356/1357. Photo: Landesarchiv Baden-Württemberg, Abt. Hauptstaatsarchiv Stuttgart (Baden-Wuerttemberg Regional Archives, Stuttgart Central State Archives) H 51 U 598, CC-BY

P. 45
Information material, German Digital Library, 2016. Photo: German Digital Library/Robert Stollberg

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Painting and sculpture depot, Department for the Preservation of Art and Architectural Heritage, Division of Building Research/Restoration, Brandenburgisches Landesamt für Denkmalpflege und Archäologisches Landesmuseum (Brandenburg State Office for Monument Preservation, and State Archaeological Museum), Wünsdorf, 2015. Photo: German Digital Library/Jürgen Keiper

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Homepage of the DDB portal (deutsche-digitale-bibliothek.de), 2014. Photo: German Digital Library/Reynaldo Paganelli

P. 54/55
Bangle with spiral discs, bronze, second half of the second millennium BC, from a hoard, findspot: Prützke in Brandenburg. Photo: bpk-images/Museum für Vor- und Frühgeschichte (Museum of Prehistory and Early History), SMB (National Museums in Berlin)/Ingrid Geske

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German Digital Library press pack, 2014. Photo: German Digital Library/Reynaldo Paganelli
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Book scanner, scan centre, Bayerische Staatsbibliothek (Bavarian State Library). Photo: Jürgen Keiper, CC-BY 4.0

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Micro X-ray fluorescence analysis at the Staatsbibliothek zu Berlin (Berlin State Library) using a device from Rathgen Forschungslabor (Rathgen Research Laboratory), Staatliche Museen zu Berlin – Preußischer Kulturbesitz (National Museums in Berlin – Prussian Cultural Heritage Foundation), 2015. Photo: German Digital Library/Jürgen Keiper

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Golden bull of Emperor Frederick I Barbarossa, gold seal, 1154 – 1155; diameter: 5.9 cm, front: depiction of the emperor with a short beard, wearing a crown with cross, and holding a lily sceptre in his right hand and the imperial orb in his left; place of manufacture: Meuse region. Münzkabinett (Numismatic Collection), Staatliche Museen zu Berlin – Preußischer Kulturbesitz (National Museums in Berlin – Prussian Cultural Heritage Foundation). Photo: bpk-images/Münzkabinett, SMB (National Museums in Berlin)/Lutz Jürgen Lübke

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Detail of the inside cover, picture credits follow below

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Reading room, Jacob-und-Wilhelm-Grimm-Zentrum (Jacob and Wilhelm Grimm Centre), Berlin. Photo: Jürgen Keiper, CC-BY 4.0
Images (or details) that appear on the inside cover, from top left to bottom right:

First row

(1) Reading room, Deutsche Nationalbibliothek (German National Library), Leipzig. Photo: Jürgen Keiper, CC-BY 4.0

(2) Nagold forest showing the Waldgeding (a cooperative of settlements with rights to and responsibilities for a section of forest), 1593, from: Chorographia Beschreibung des lüblichen Fürstentums Württemberg samt allen desselben Landschaften, Ämtern, Städten, Klöstern, Schlössern, Flecken, Dörfern, Wassern, Flüssen, Bächen, Forsten, Wäldern, Gebirgen und Hölzern. Desgleichen mit den Anstössern und Grenzen. Wie auch mit den darin gelegenen geistlichen und adeligen Gütern, by Georg Gadner. Photo: Landesarchiv Baden-Württemberg (Baden-Wuerttemberg Regional Archives), HSTAS N 3 No. 1/12, CC-BY

(3) Shoulder vase with dragon decoration, Ming dynasty, Jiajing era, China. Photo: bpk-images/Museum für Asiatische Kunst (Asian Art Museum), SMB (National Museums in Berlin)

(4) Notgeld (emergency money) issued by the City of Magdeburg, 1921. Photo: Landesarchiv Baden-Württemberg, Staatsarchiv Freiburg (Baden-Wuerttemberg Regional Archives, Freiburg State Archives), W 307 No. 425, CC-BY


(6) Reading room, Jacob-und-Wilhelm-Grimm-Zentrum (Jacob and Wilhelm Grimm Centre), Berlin. Photo: Jürgen Keiper, CC-BY 4.0

(7) Poster for the Palais de Glace ice rink on the Champs Elysées; design: Jules Chéret, 1896. Photo: bpk-images/Kunstbibliothek (Art Library), SMB (National Museums in Berlin)/Knud Petersen

(8) Attic krater depicting athletes preparing for a competition, Euphronios, late sixth/early fifth century BC. Photo: bpk-images/Antikensammlung (Collection of Classical Antiquities), SMB (National Museums in Berlin)/Johannes Laurentius

(9) Stacks, Deutsche Nationalbibliothek (German National Library), Leipzig. Photo: Jürgen Keiper, CC-BY 4.0 SA
(10) Pazzi Madonna, Donatello, c. 1420. Photo: bpk-images/Skulpturensammlung und Museum für Byzantinische Kunst (Sculpture Collection and Museum for Byzantine Art), SMB (National Museums in Berlin)/Antje Voigt

(11) Röthelheimgbad (Röthelheim swimming pool). Photo: Lala Aufsberg, 1936. SLUB Dresden/Deutsche Fotothek (Saxon State and University Library Dresden/German Photo Library)

**Second row**

(12) Dragon of Marduk, Ishtar Gate, Processional Way, reconstruction of the outer gate, sixth century BC. Photo: bpk-images/Vorderasiatisches Museum (Museum of the Ancient Near East), SMB (National Museums in Berlin)/Reinhard Saczewski

(13) Blumen und Bäume (flowers and trees), Max Liebermann (1847 – 1935). Photo: bpk-images/Kupferstichkabinett (Museums of Prints and Drawings), SMB (National Museums in Berlin)/Jörg P. Anders

(14) Book scanner, scan centre, Bayerische Staatsbibliothek (Bavarian State Library). Photo: Jürgen Keiper, CC-BY 4.0


(16) Promotional film, German Digital Library (2011), film still

(17) Ein Auto wird abgeschmiert (lubricating a car). Photo: Paul W. John, SLUB Dresden/Deutsche Fotothek (Saxon State and University Library Dresden/German Photo Library)

(18) Galarobe à la française, c. 1770. Photo: bpk-images/Kunstgewerbemuseum (Museum of Decorative Arts), SMB (National Museums in Berlin)/Hans-Joachim Bartsch


(20) Graphitarbeiter in Bitterfeld (graphite worker in Bitterfeld), c. 1960. Photo: Richard Peter jun., SLUB Dresden/Deutsche Fotothek (Saxon State and University Library Dresden/German Photo Library)
(21) Ishtar Gate, reconstruction of the outer gate, sixth century BC. Photo: bpk-images/Vorderasiatisches Museum (Museum of the Ancient Near East), SMB (National Museums in Berlin)

(22) Wikimedia Deutschland, Berlin. Photo: Jürgen Keiper, CC-BY 4.0

(23) Promotional materials for the German Digital Library, 2016. Photo: German Digital Library/Robert Stollberg

**Third row**

(24) Arm reliquary of St. George, Guelph Treasure, c. 1350. Photo: bpk-images/Kunstgewerbemuseum (Museum of Decorative Arts), SMB (National Museums in Berlin)

(25) Stacks, Deutsche Nationalbibliothek (German National Library), Leipzig. Photo: Jürgen Keiper, CC-BY 4.0


(27) Analog-Digital, courtesy of Landesarchiv Baden-Württemberg (Baden-Wuerttemberg Regional Archives).

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This text is based on the German Digital Library’s Strategy Plan 2015 – 2020. The plan is the result of a wide-reaching strategic process that was carried out under the leadership of the core strategy group between 2014 and 2015. The group consisted of Reinhard Altenhöner, Ellen Euler, Frank Frischmuth, and Uwe Müller.

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About this publication

Between summer 2014 and summer 2015, the employees of the Deutsche Digitale Bibliothek (German Digital Library) competence network and the members of the board engaged in an extensive strategy process. Working in a variety of topic groups with numerous external experts, they considered and discussed the German Digital Library’s status-quo and shortcomings, and drafted a vision for the overall project. Under the leadership of a core strategy group, the team jointly distilled the results of the topic groups into priorities, goals, and measures.

The outcomes of this process are formulated and set out in the German Digital Library’s strategic plan for 2015 – 2020. The plan was published in July 2015 on DDBpro, the website for the German Digital Library’s data partners. It can be downloaded here (in German): pro.deutsche-digitale-bibliothek.de.

This publication is a shortened, simplified version of the strategic plan.

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