




*erpa*training

ERPANET Seminar

Business Models
related to Digital Preservation

Amsterdam, The Netherlands
September 20-22, 2004



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Seminar Programme

Amsterdam, The Netherlands
September 20-22, 2004

Monday, September 20

10.00 *Registration*

10.30 *Welcome*

Hans Hofman - Nationaal Archief, co-Director ERPANET; the Netherlands
Director of the Netherlands Institute for Archival Education and Research

Session 1

10.45 Public Sector Information for Commercial Re-use: the Impact of the new Directive on the Management of Access and Preservation
Rob Davies - MDR Partners; UK

11.20 Business Planning for Cultural Heritage Organizations
Nancy Allen - University of Denver; USA

12.00 *Lunch*

Session 2

13.30 Economic Factors Underlying Business Models for Cultural Digital Content
Gerry Wall - Wall Communications Inc.; Canada

14.10 From Database to Learning Service - the Technical, Cultural and Political Issues in Scran's Sustainable Future
Alan Blunt - Scran; UK

14.45 *Break*

15.15 **Breakout session**

16.30 *Reporting*

17.00 *Closing*

Tuesday, September 21**Session 3**

- 9.00 Determining the Costs - Issues to Consider
Maggie Jones - Digital Preservation Coalition; UK
- 9.40 Digital Preservation Management: Identifying and Securing the Requisite Resources
Anne Kenney - Cornell University Library; USA
- 10.20 *Break*
- 10.50 An Organisational Model for Digital Archive Centres
Claude Huc - Centre National d'Etudes Spatiales; France
- 11.30 Seamus Ross - HATII and ERPANET; UK
- 12.00 *Lunch*

Session 4

- 13.30 Humans - the Ultimate Tool for Preserving Digital Information
Simon Tanner - King's College London; UK
- 14.10 Investment, Sustainability, and Ethics in the Development of Large-Scale Humanities Databases: The Case of the Shoah Foundation
Douglas Greenberg - Shoah Foundation; USA
- 14.50 *Break*
- 15.15 **Breakout session**
- 16.30 Reporting
- 17.00 *Closing*

Wednesday, September 22**Session 5**

- 9.00 DigiZeit - a Digital Journal Archive [title t.b.c.]
Andrea Rapp - Staats- und Universitätsbibliothek Göttingen; Germany
- 9.40 DSpace, Digital Preservation and Business Models
Julie Walker - MIT Libraries; USA
- 10.20 *Break*
- 10.45 **Breakout session**
- 11.45 Reporting
- 12.30 *Closing*



ERPANET Seminar
Amsterdam, The Netherlands
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Briefing Paper

Business Models related to Digital Preservation

Introduction

The impact of digital information, its management and persistence in many organisations is still barely understood. In spite of information technology (IT) being implemented for several decades, the awareness of the consequences of its use is growing rather slowly. The emergence of PCs and networking facilities has accelerated the change, but the human mind and behaviour are still in a process of adapting themselves to the new opportunities that are opened up. The sheer depth and scale of the changes make it difficult for many to see what is happening, where to start, and how to deal with it. The transition from the existing procedures or working processes based on the use of paper to new and other innovative ways requires time and a lot of effort. The rapid sequence of new versions of software applications is, for example, an indication of their immature and makes people cautious to take steps, afraid of going in the wrong direction.

In essence, there is a distinct lack of knowledge on how to organise the traditional functions of information management in all its aspects within the new dynamic world of digital information. What impact does the new and underlying technology have on these functions and the way they are organised (including economic issues)? What opportunities or possibilities are opened up to organisations that have a role and responsibility in managing and preserving information?

The new evolving digital order requires organisations, both in public and private sector, to adapt and change. It is not only the content, e.g. digital resources, that changes, it is the whole. That relates to organisational structures, funding mechanisms or business models, roles and responsibilities, and technical infrastructure, and may include mandates as well.

This training seminar will explore these issues in relation to the topic of digital preservation. That topic, however, does not stand on its own, but needs to be embedded in a broader context.

One of the largest challenges for organisations is undertaking changes required, and at the same time seamlessly implementing these changes without affecting the processes of the organisation. Those changes may have an impact on the position of the organisation itself, because the new order may entail new division of responsibilities among organisations, or changes in mandate. Such a process of transition therefore may even require self-denial, the toughest aspect of all, since nobody wants to lose power and identity.

Three decisive areas must be tackled to successfully make the leap to electronic process and preservation: funding must be found and properly allocated; organisational structures must be redefined internally, but may also include repositioning of an organisation in relation to

other parties; and cultural issues must be addressed to ensure the correct environment for the daily processes.

Organisations are often still in an experimental phase, establishing small projects and doing testing. The first need is to overcome issues such as choosing standards, defining metadata sets, finding practical tools and acquiring the necessary knowledge and expertise. Without them no progress can be made at all.

The situation

Business models depend on understanding work processes that in this case are intrinsic to digital preservation and the related costs. It is this very issue however that still requires more research and experience. Experience with digital preservation is very recent and still evolving. There is no common practice yet. It includes also some agreement about the scope or the domain we should take into consideration. Should that be limited to digital preservation itself or should that also include work processes related to creation or access and end-user services, to mention only two other important areas of the life cycle?

The individual organisation must identify its position in terms of objectives with respect to managing digital information. Such an assessment has to be done within the framework of the mandate of the organisation and the context in which it is working. Based on the outcome, a related programme for capacity building has to be developed. An example of such an exercise can be found in a recent research report for the New Zealand National Library.¹ Each organisation may have of course its own criteria, but any choice will entail a kind of business model.

This report also shows that organisations are still starting to explore different approaches. Such a conclusion can also be drawn from the case studies carried out by ERPANET (see www.erpanet.org). Organisations often are aware that organisational challenges are more critical than technological. What has to be done and what workflow and processes are needed? How should tasks and responsibilities for a preservation programme be distributed within the organisation? How to implement preservation procedures, to ensure their quality and to make them sustainable for the long-term? What staffing is needed? What costs are involved, both in investment and revenues? What expertise and knowledge is needed? Many questions have to be answered, but there is not yet enough experiential information available for reliable answers and for taking solid decisions. There is an amount of risk as well as courage involved in moving forward in this area.

It is not only dependent on organisations though. At the other end of the spectrum governments and even society are influencing the directions that should be taken. The policy of free and open access to public sector information has fundamental consequences from an economic perspective. The approach taken in the USA on one hand and in Europe on the other clearly shows that different business models will lead to different outcomes.² The cost recovery policy generally adopted in Europe seems to be in the long run less profitable on a macro-economic scale than the open and free access policy in the US.

It raises the question what interests should prevail, those of an organisation that may benefit more from cost recovery policy or those of government (and perhaps society) that will

¹ Seamus Ross, Digital Library Development Review, Final Report, July 2003, p53-61.

To be found at: http://www.natlib.govt.nz/files/ross_report.pdf

² Peter Weiss, Borders in Cyberspace: Conflicting Public Sector Information Policies and their Economic Impacts. *Summary Report*. See http://www.nws.noaa.gov/sp/Borders_report.pdf.

benefit from higher taxes because of increased economic activity? Who will decide on these issues?³

Roles and responsibilities

The previous section shows that it is important to realise the different perspectives that can be taken. They represent different interests. In this seminar, however, it will be mainly the perspective of the organisation that has an interest in preserving digital information.

In positioning themselves, organisations need to identify the playing field in which they are active. Who are the parties involved? What roles and responsibilities do they have and how do they relate to those of the own organisation? With respect to digital information at least the roles of creator, preserver, provider, user and supplier can be distinguished. They all contribute to creation, management, and access of digital information. Other than in a paper world closer co-ordination is needed to ensure the interoperability and sustainability of that information over time and across domains. Preservation actions for instance should be taken at the time of creation of the digital objects. This requires some awareness and co-operation of information producers. In the end a chain of management with respect to information may be needed that connects these different players under the same regime. The way it will be organised is dependent on the objectives. In the public sector selected information has to be preserved for cultural heritage purposes for instance. In the paper environment the mandate for preserving that information over time is assigned to special institutions, such as archives and libraries. For archives it requires adequate co-ordination with government organisations on the one hand and other cultural heritage information providers on the other. The same goes for libraries, though they have to co-ordinate with publishers as information producers. The nature of digital information in conjunction with IT, which allows location independent access, may require new approaches in management and re-allocation of responsibilities in the long term.

Organisations may internally assign a responsibility regarding preservation actions to information producers, that is staff members, which requires good communication with the information management and archives department. The Dutch Meteorological Institute KNMI⁴ for example established a Digital Archiving Coordination Group that includes representatives from all departments. Representatives are responsible for the implementation of the corporate preservation programme in their departments, and also provide feed-back on the adequacy of the preservation programme in place. Many organisations when asked about digital preservation believe that it is purely an issue for the information technology department.

Organisational issues

As already discussed, an important component of business models is how to organise work, its funding and position in the field. It is the ultimate outcome of considering and assessing the political, economic, infrastructural (technological) aspects and the responsibilities and functions involved. A reference model like the Open Archival Information System (OAIS) reflects most of the activities involved in digital preservation, it does not tell, however, how to organise this. The RLG/OCLC report on trusted digital repositories goes a little further in discussing attributes such as administrative responsibility, financial sustainability, organizational viability, and technological suitability. That helps in identifying the

³ See also the European Directive on Public Sector Information (2003/98/EG), which endorses the issuing of licenses for re-use of information.

⁴ See the erpaStudy on the KNMI, the Dutch Meteorological Institute, at www.erpanet.org

conditions and requirements, but still leaves open the organisational structure. That choice has to be made by the organisations involved within the context in which they are working. Perhaps economic, legal or political circumstances will favour one way or another of organising things. The question is, what criteria determine the choice or can support making it?

Another related issue is that of sharing costs through collaboration in carrying out certain preservation activities or sharing certain facilities, e.g. storage facilities, migration processes, and even reference services. That may be easier within sectoral domains such as libraries and archives, but in the end may also occur across domains.⁵

Any organisational model also depends on a technology infrastructure that supports the model adequately. Emerging technologies such as grid technology and data grids open up new paradigms that have hardly yet been examined.⁶

What needs to be taken into consideration when designing a repository and what are the implications of architecture on the organisational model it should support?

A distributed system that can be accessed from multiple locations is becoming more and more essential in an increasingly globalised world. Such a geographically distributed digital archive may however raise security concerns. The European Patent Office⁷ tackled this issue in their global, federated system by introducing smart-cards – chip-cards similar to credit-cards. Staff and EPO clients can only log into the EPO system by using this card, but can do this from any computer in the world that has a smart-card reader device and is connected to the internet.

In general it is acknowledged in the preservation community that the bytes and bits of archived information resources should be retained redundantly as a safety measure. To avoid natural or other disasters redundant copies should be geographically distributed. A good example of such an approach is the LOCKSS ('Lots Of Copies Keep Stuff Save') project.⁸

Distributed systems can also take the shape of a federation of various independent organisations with the same interest. The driver then is to achieve synergy or economy of scale and making their work more cost effective. So there may be different types of cooperation in distributed systems:

Apart from co-operation among partners, can a number of tasks be outsourced to external services? More than 86 percent of the IT executives participating in a recent survey expect an increase in the use of offshore IT outsourcers over the next 12 months.⁹

Finally

The above does not represent an exhaustive overview of all the issues with respect to business models. It has touched on some of them and reflects some of the perspectives that can be taken. As indicated, next to a thorough understanding of the issues involved, more experience is needed. This seminar intends to help organisations by further exploring the issues and by discussing the existing experiences.

⁵ See the erpaStudy on the Broadcasting Sector available at www.erpanet.org

⁶ The application of data grids is investigated at the San Diego Supercomputer Center (SDSC) for NARA, see <http://www.sdsc.edu/NARA/>

⁷ See the erpaStudy on the EPO, the European Patent Office, at www.erpanet.org

⁸ LOCKSS - Lots Of Copies Keep Stuff Save: <http://lockss.stanford.edu/>

⁹ DiamondCluster International: 2004 Global IT Outsourcing Study.

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Speaker Biographies and Abstracts of presentations

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Nancy Allen

University of Denver and the Colorado Digitization Project, USA

Biography

Nancy Allen received her MLS from the University of Illinois, Urbana. She has more than thirty years experience in large academic libraries, some of which she held senior management positions. She is currently the Dean and Director of Penrose Library at the University of Denver, and Interim Executive Director of the Collaborative Digitization Program. Furthermore, she is principal investigator for several major Institute for Museum and Library Services (IMLS) grants for the CDP, and a member of the Association of College and Research Libraries Board, and the Board of the Center for Research Libraries.

Abstract

Business Planning for Cultural Heritage Organizations

This presentation will include an interpretive summary of case study research done for the recent CLIR publication referenced in the Seminar reading list, with a discussion of organizational sustainability planning trends found in US museums, libraries, and archives. It will also include a discussion of elements of a business planning template that could be used by cultural heritage organizations.

Alan Blunt
Scran Ltd, UK

Biography

Alan Blunt, Chief Executive, Scran Ltd started his career in engineering roles in the IT and telecommunications industry and progressed to successfully deliver within sales, marketing and corporate development for a range of international 'blue chip' organisations and SME's. He has worked globally negotiating rights of ownership to processes, technologies, content and businesses. Alan has helped develop and implement strategies involving corporate change, commercial partnering, business funding along with product/market development. More recently, he has worked for a variety of leading Scottish based organisations involved in video over IP, document management systems, telecommunications services and business improvement software. He has an MBA from Strathclyde Business School and a Diploma in Electronics and Telecommunications. In addition, he is a member of the Chartered Institute of Marketing and The Strategic Planning Society.

Abstract

From database to learning service - the technical, cultural and political issues in Scran's sustainable future

Scran has faced a range of technical, cultural and technical issue since its conception eight years ago during the dotcom boom times. The original project proposed a hundred educational CD's, a hundred thousand images and four million records, substantially data on a fixed media. The result today is progression from a basic supply driven data base with issues of availability and accessibility through to a user driven web service and the need to provide an ever increasing range of sources and types of material. The transition has required increased organisational learning and flexibility from its project based roots resulting in both cultural and financial changes as both Scran and the industry matures. The previously funded digitisation collaborations are decreasing and the developing age of voluntary partnerships are reliant on the goodwill of both parties to succeed and develop a future together. Meanwhile governments across the globe are looking to integrate the active use of cultural heritage into lifelong learning adding a cross sectoral political dimension. The presentation will take a brief journey through the development phases of Scran, try to understand the current environment and make a few predictions about sustainable business in the market sector that is at the cusp of its next generation.

Rob Davies
MDR Partners, UK

Biography

Rob Davies is a partner in MDR Partners, a specialist consultancy based in the UK, which is active in information society research and implementation at European level. He was a partner in the PSINet Preparatory Action, funded under the e-Content programme, which supported the lead up to the EU Directive and is now Human Network Co-ordinator of the ePSINet Accompanying Measure and its extension to the new member states under the ePSINet-CEE contract. He is currently also Scientific Co-ordinator of the CALIMERA Thematic Network under IST FP6, which is supporting the take-up of research outcomes by local cultural institutions across 40 countries.

Abstract

Public Sector Information for commercial re-use: the impact of the new Directive on the management of access and preservation

The presentation will describe the main provisions of the recent EU Directive on public sector information, especially in relation to its availability for re-use by external businesses. It will outline the possible impact of the Directive in terms of its impact on the organizational behaviour, information management practices and business models to be adopted by public sector bodies and raise issues related to the long-term preservation of PSI of various kinds and in various formats.

Douglas Greenberg

Survivors of the Shoah Visual History Foundation, USA

Biography

Douglas Greenberg is President and Chief Executive Officer of Survivors of the Shoah Visual History Foundation, a global undertaking to collect, digitise, and preserve testimonies of eyewitnesses to the Holocaust. Dr. Greenberg came to the Foundation in 2000 from the Chicago Historical Society, where he served as President and CEO for seven years. Previously he was Vice President of the American Council of Learned Societies and Associate Dean of the Faculty at Princeton University. He has also served on the boards of many non-profit and historical organizations, including the American Historical Association, the Organization of American Historians, the Latin School of Chicago, and the Research Libraries Group.

Abstract

Investment, Sustainability, and Ethics in the Development of Large-Scale Humanities Databases: The Case of the Shoah Foundation

This session examines the growth and development of one of the largest humanities databases in the world: the 200 TB video archive of Survivors of the Shoah Visual History Foundation. After surveying the issues that had to be addressed in creating the archive, the presentation turns to questions bearing upon the creation of an appropriate preservation strategy for both data and metadata and the creation of a sustainable business model. The session concludes with some consideration of the moral and ethical issues that must be addressed in order for an archive of such inestimable significance to be made available to the broadest possible audience.

Claude Huc

Centre National d'Etudes Spatiales (CNES), France

Biography

A physicist and engineer by training, Claude Huc joined CNES (French Space Agency) in 1973 to take charge of the design and development of systems for processing and archiving data from European scientific space missions. Since the early nineties, he worked on the management, preservation, recovery and exploitation of scientific data. In this context, various Research & Technology studies have been conducted on the generic nature of systems, and he contributed to the creation of specialised CNES services. He also participates in standardisation activities in the field of data archiving: he has been a contributor to the OAIS Reference Model and more recently, and the main author of the 'Producer Archive Interface Methodology Abstract Standard – PAIMAS', approved as a CCSDS Standard in May 2004 and currently submitted to become an ISO Standard. He has been in charge of a department created by CNES to exploit, preserve and add value to space data. He contributed to the studies for the creation of CDPP (Plasma Physics data centre), where he is now technical manager. He is also the coordinator of the French inter-organisation PIN group (PIN – perennisation des Informations numériques means long term preservation of digital information).

Abstract

An organisational model for digital archive centres

We propose a model for the practical organisation of digital archive centres. This model translates the functions and concepts defined in the OAIS reference model into services, interfaces, resources and human competencies. It structures the archive into three largely autonomous entities: data collection and preparation, long-term storage, and communication (i.e. dissemination). The first entity is responsible for the ingest process, and is in direct contact with data producers (controlling agencies). The storage entity then preserves the bit streams on physical media, which is checked and renewed frequently enough to warrant confidence in the reliability of data preservation. The entity in charge of dissemination is responsible for making and maintaining a system through which a remote user can seek, select and retrieve data. We analyse the detailed characteristics of these three entities, the human technical skills required to implement them and the coordination needed to ensure that the whole system runs smoothly. The lessons learnt at the French Space Agency (CNES) for such an organisation are presented.

Maggie Jones

Digital Preservation Coalition, UK

Biography

Maggie Jones worked at the National Library of Australia for a number of years and was one of the founding members of the PADI (Preserving Access to Digital Information) working group. Maggie was responsible for the care of the Library's collections from 1992-1998 and during this time, became interested in the care of increasing numbers of digital materials coming into the Library. Since 1999, she has been living in the U.K and has been involved in several digital preservation projects, including being Project Manager for the final year of the Cedars project. With Neil Beagrie, Maggie co-authored the Handbook of Digital Preservation Management. In May 2003, she became the first, and only full-time staff member of the Digital Preservation Coalition, a membership organisation established in 2001.

Abstract

Determining the Costs - Issues to Consider

Lack of knowledge on costs of digital preservation has sometimes been seen as a barrier to developing digital preservation programmes. There is fear that it will be much more costly than traditional preservation, and fear that it is more responsible to wait until things have "settled down" before making a start on digital preservation programmes. While there is no "magic formula" for working out costs, there are factors which impact on how costly a digital preservation programme will be - the range and age of formats will be key, as well as the complexities of determining who is the rights holder. Institutions can exert some control over what they preserve to match available budgets. The implications of lifecycle management make it imperative that all organisations creating and collecting digital resources take responsibility at least for the digital materials they create themselves, at least for a defined period of time, if not forever. Institutions creating digital materials need to begin to manage at least selected resources from the beginning, making the long-term management of important digital resources much more viable.

Anne R. Kenney
Cornell University Library, USA

Biography

Anne R. Kenney is Associate University Librarian for Instruction, Research, and Information Services at Cornell University Library. For over a decade, her research and teaching interests have focused on digital imaging and digital preservation and, most recently, information services in a digital environment. She and her colleagues at Cornell currently offer a week-long intensive workshop on digital preservation management. Anne is co-author of three award-winning monographs, including *Moving Theory into Practice: Digital Imaging for Libraries and Archives*, and numerous reports and articles. She is the past president and a Fellow of the Society of American Archivists, co-editor of RLG DigiNews, and a member of the executive committee of the Standing Committee on Cuban Libraries and Archives.

Abstract

Digital Preservation Management: Identifying and Securing the Requisite Resources

This session reviews the kinds of costs encountered in developing a digital preservation program, provides simple formulas for calculating costs, discusses strategies for securing requisite resources, and provides suggestions for defining and expressing your own funding situation. A case study, based on the ArXiv.org e-Print archive, is also presented.

Seamus Ross*ERPANET & HATII, University of Glasgow, UK***Biography**

Seamus Ross, Director of Humanities Computing and Information Management at the University of Glasgow, runs HATII (Humanities Advanced Technology and Information Institute) (<http://www.hatii.arts.gla.ac.uk>) of which he is the founding director. Currently he is also Principal Director of ERPANET (Electronic Resource Preservation and Network) (IST-2001-32706) a European Commission activity to enhance the preservation of cultural heritage and scientific digital objects (<http://www.erpanet.org>). He is a lead partner in The Digital Culture Forum (DigiCULT Forum, IST-2001-34898), which works to improve the take-up of cutting edge research and technology by the cultural heritage sector (<http://www.digicult.info>). He leads the preservation cluster in DELOS2, an FP6 Network of Excellence for Digital Libraries. Before joining the University of Glasgow he was Head of ICT at the British Academy and before that a technologist at a company that specialised in knowledge engineering. He holds a doctorate from the University of Oxford. Among his recent projects was a review of National Library of New Zealand's digital library development activity see http://www.natlib.govt.nz/files/ross_report.pdf .

Simon Tanner
King's College London, UK

Biography

Simon is the founding Director of King's Digital Consultancy Services at King's College London (www.kcl.ac.uk/kdcs/) providing expertise for the creation and management of digital resources. Simon has a Library and Information Science degree and background. Before joining King's, he was Senior Consultant at HEDS: the Higher Education Digitisation Service. Simon has also previously held IT, management and library roles for Loughborough University (Systems Manager), Rolls-Royce and Associates (Head of Library Services) and IBM (UK) Laboratories (Information Officer). Simon is the co-author of the book, *Digital Futures: Strategies for the Information Age* with Dr Marilyn Deegan. They also co-edit the Digital Futures Series of books and are currently working on a volume about digital preservation.

Abstract

Humans - the ultimate tool for preserving digital information

As the ends of information are human ends, built from our information desires and depleted by our inattention, then it is clear that humans are the ultimate tools for digital preservation. Digital preservation is so often visualised as a systemic model that it is easy to forget the two key components: information and people. This paper puts people and information back at the center of the debate. It considers the tools that we can use to evaluate information assets, plus the management tool kit needed to enable the effective assessment of risk, reward and sustainability. Whilst not seeking to deliver all the answers, this paper hopes to offer some means by which humans can answer the fundamental information questions that really drive digital preservation costs.

Julie H. Walker
MIT Libraries, USA

Biography

Julie H. Walker is a Senior Business Strategist in the Digital Library Research Group at MIT Libraries and is the project liaison to Cambridge University for the DSpace@Cambridge project. She joined MIT Libraries as part of the team that developed the business plan for the DSpace service at MIT. Before joining the MIT Libraries, her experience includes business planning and product management for emerging technologies at the General Electric Co. and Adero, Inc. and management consulting to high technology companies with Pittiglio, Rabin, Todd & McGrath. Walker has an MBA from the MIT Sloan School of Management and a BS in Management from Rensselaer Polytechnic Institute.

Abstract

DSpace, digital preservation and business models

This session will describe the current digital preservation approach and activities of the DSpace project and offer a vision for how its adoption as open source software and subsequent development of a Federation community could serve as a possible business model for digital preservation, exploring the technical platform, available resources, research initiatives, service models, and economic factors.

Gerry Wall*Wall Communications Inc., Canada***Biography**

Gerry Wall is the founder and President of Wall Communications Inc. Prior to the formation of Wall Communications in 1993, Gerry held a variety of positions in the private and public sectors, including Director of Policy Analysis at Bell Canada, Chief of Regulatory Research and Strategic Planning at the Canadian Radio-television and Telecommunications Commission ("CRTC") and Vice President, Telecommunications and Strategic Planning at the Canadian Cable Television Association ("CCTA"). As President of Wall Communications, he has successfully completed numerous economic and policy analysis projects for private and public sector clients in the areas of content, carriage and policy measure evaluations.

Abstract**Economic Factors Underlying Business Models for Cultural Digital Content**

This presentation examines the economic factors underlying business models relating to the utilization, creation, preservation and accessibility of digital (cultural) content. It utilizes research findings from a study on Canadian digital cultural content that involved a detailed survey on existing digital products developed by federal agencies and non-profit cultural and heritage organizations. In addition, a literature review of business models used to fund digital products is described.