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F- M U. S. EU. M.
(Form Multimedia System for a European Museum)

BUILDING A EUROPEAN VIRTUAL MUSEUM
A SURVEY AND SWOT ANALYSIS ON NINE MUSEUMS

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**BUILDING A EUROPEAN VIRTUAL
MUSEUM. A SWOT ANALYSIS OF NINE
MUSEUM**

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Executive summary

This Report analyses the questionnaires received from nine Museums participating in the F.MU.S.EU.M. project, with the aim of pointing out their ability to migrate to a Virtual Museum; the results of this analysis is also the basis for planning specific actions to help them in creating a good virtual product.

The analysis of the data received by the partner museums has been done through the SWOT method, in order to point out Strengths, Weaknesses, Opportunities and Threats of any participating Museum.

Particular attention was given to the professional roles employed, at the moment of the survey, in the Museums: as a previous research report documented, in fact, several professional roles are of capital importance for the possibility to migrate to a Virtual Model of Museum, like the Web Designer, the E-learning Expert, the Communication Expert, the Content Expert, the Web Manager, the Project Manager as well as other relevant professional profiles.

The questionnaires collected aimed also to point out the presence of ICTs, management and educational skills in the Museums as well as the potentialities of the staff in being trained for the elaboration, the management and the maintenance of a Virtual Museum.

1. METHODOLOGICAL INTRODUCTION

This report has the aim of examining the questionnaires received from nine European Museums, three partner museums –The Regional History Museum of Kyustendil, The Banat Museum, The Civic Museums of Pitigliano- and six beneficiary Museums - The Regional Museum of History of Veliko Tarnovo, The Ruse Regional Museum, The Civic Museum of Farnese, The Fiora Valley Prehistory and Protohistory Museum of Manciano, the Brukenthal Museum, The Deva Museum of Dacian and Roman Civilization.

The data coming from the survey has been elaborated pointing out the following:

- Background of the museums (short presentation of the participating museums, annual budget and turnover, number of visitors, staff employed, collections, etc.)
- Strengths and weaknesses noticed by the analysis of the data received, as well as opportunities and threats

The answers to the questions (which is possible to see in detail in the *Appendix* of this work) have been analyzed with to a simple SWOT analysis tool, aiming to point out strengths, weaknesses, opportunities and threats related to the participating museums.

The SWOT analysis was chosen as a route into pilot and business planning, providing a snapshot of internal and external structures, roles and relationships and inviting decisions on a route map to a chosen strategic goal using a systematic managerial framework.

SWOT analyses are particularly helpful in such contexts, as SWOT helps in achieving a particular purpose and pointing out decision options.

The outcomes of a SWOT analysis, in fact, are *decision choices* and not simply a description of strengths, weaknesses, opportunities and threats.

Strengths and weaknesses refer to matters over which the organisation has control, whereas opportunities and threats refer to external or environmental factors over which the organisation exercise little or no control. Listing strengths and weaknesses gives a state-of-the-art, whilst the opportunities and threats help identify what museums might become in the future (i.e. a prototype virtual museum).

With a particular goal in mind, (in this case creating a Virtual Museum) the SWOT analysis helps analyse how opportunities can help amplify strengths and reduce weaknesses and how threats might pull or push in the opposite direction.

The *Appendix* of this report details the questionnaire circulated to partner museums, this along with discussions and interviews forms the data for the following SWOT analysis the purpose of which is to identify the following.

The training needs of the museums in order to create a Virtual Museum

Existing ICT capacity

Internal and external complementarities relevant to business planning.

SWOT ANALYSIS OF NINE EUROPEAN MUSEUMS

A. PARTNER MUSEUMS

BULGARIA

1. The Regional History Museum "Academician Jordan Ivanov", Kyustendil

Background

The Kyustendil Regional History Museum is a scientific and educational institute with vast experience in discovering, researching, preserving and promoting of the cultural and historical heritage. The territory of its cultural activities covers all of the ninth municipalities within the Kyustendil Region.

The history of the museum activities started in the middle of the 19th century and as a town institution it was founded in December 1897 as a museum collection at the Pedagogical school. It was the first one in Southwestern Bulgaria and the third within the country; in 1907 a second museum opened its gate as a part of the local cultural club "Bratstvo". Since August 6th, 1944 it has developed into a town museum with a gallery and since 1960 it is Province Historic Museum.

Since 1992 it is called "Academician Jordan Ivanov", after the name of the great Bulgarian scholar.

By ordinance № 153 issued on July 28, 2000 it is transformed in Regional History Museum with the site in Kyustendil.

Regional History Museum "Academician Jordan Ivanov" is a municipal cultural institution, a corporate body with an independent budget. According to its profile the museum is historical with the following departments:

- Archeology (Prehistory, Antiquity, Middle Ages)
- Numismatic
- Ethnology
- Folklore
- History of the Bulgarian lands (15th –19th century)

- New and Modern History
- Intangible monuments of culture
- Library and Scientific Archives
- Atelier for conservation and restoration work
- Photo atelier
- Publisher's section

The Museum has four permanent expositions, and its funds are over 100 000 exhibits.

The basic collections are:

- Prehistoric vessels and idol plastics
- Original finds from Thracian mounds
- Antique bronzes and marble plastics
- Ornaments
- Numismatic collection

Since 2000, the number of visitors (which are, mainly, local students), has increased, as detailed as shown in table 1:

Year	Visitors
2000	11 638
2001	12 212
2002	13 112
2003	15 324
2004	16 940
2005	18 820
2006	16 424
2007	17 624

Table 1 – Number of visitors per year

Year	Foreigners	Bulgarian	Students	Adult	Young people
2000	294	11 344	4954	3528	2863

2001	220	11 992	5297	3642	3053
2002	210	12 902	5922	3906	3073
2003	700	14 624	6775	4365	3484
2004	960	15 980	7479	4788	3713
2005	1 027	17 793	8249	5054	4490
2006	730	15 694	7350	4685	3659
2007	731	16 893	7759	4815	4319

Table 2 – Composition of the audience per year

35 people are currently working at the Museum; in particular, the Museum staff is composed by 6 Archeologists, 1 Numismatist, 2 Artists, 7 Historians, 3 Restorers, 1 Photographer, 1 Librarian, 2 Ethnographers, 4 Guides, 1 Public Relations, 5 Administratives and 2 Stock keepers.

The Museum total annual costs and turnover are 180.476,00 EUR.

Income from sales of literature and scientific issues amounts at 342.56,00 EUR per year; none of these sales come from e-commerce.

Strengths and weaknesses

The Regional History Museum of Kyustendil has a good web presence and several experiences in implemented projects devoted to the elaboration of museum's site - www.kyustendilmuseum.primasoft.bg.

At present time, there are 5 specialists with European computer driving license working at the Museum. Nevertheless, most of the Museum collections is not digitalised.

The Museum, furthermore, is not familiar with the organization of on-line paid services and it is not linked to broadband.

Concerning the staff, part of it has some competences necessary to do the documentation work, associated with a European Virtual Museum.

Due to the experience in several projects for elaboration of museum's site, the museum has also sufficient management skills to help run a European Virtual Museum.

Opportunities and threats

The Regional Museum of Kyustendil looks at the web development as a great potential.

In fact, this Museum faces to a European Virtual product with the following characteristics:

Presenting and promoting the variable culture and historic heritage to the common public introducing not only each national specific features but also the common European origin;
Contributing to develop a tourist net connecting a route of sites which tourists will be enabled to get to by visiting the Virtual Museum;
Improve specialists' capacity and enriching their experience in working on joint projects using the modern technologies;
Gaining visitors new products and services, so as satisfying their cultural interests;
Selling products relative to competitive products from tourist branches that have been already well developed in Bulgaria.

The Museum staff has been working for three years on developing an electronic catalogue of books and digitalizing manuscripts as well as old-printed books from museum's fund.

A remarkable data is that the Museum staff has been dynamically developing professionally

At present time, the Museum hopes to increase its web services and enlarge its digitalized collection.

Some difficulties could appear in museum's hard wear and soft wear maintenance and in computer and linguistic preparation of a part of the museum experts, which are both not well developed. Furthermore, the Museum marketing competences to run a European Virtual Museum are insufficient. Also the competences in teaching and preparing specific material for e-learning needs to be improved.

Regional History Museum "Academician Jordan Ivanov" SWOT summary and conclusions

In the process of migrating to the Virtual Market, the Regional Museum of Kyustendil seems to have a strong position, due also to the general interest for Virtual Museums in Bulgaria and to the recent rapid growth of similar products in the country.

The Museum is very interested in developing its web presence and has already begun to digitalize part of its collection, but need to train its staff in order to guarantee the maintenance of a dynamic Virtual product.

Furthermore, it has to be stressed the lack of ITCs internal specialists as well as experts devoted to the elaboration of pedagogical contents of a Virtual Museum.

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Good web presence ➤ Web site available in 2 languages ➤ Strong experience in the research area ➤ Several experiences in projects related to digitalizing museum items and in creating the Museum web site ➤ Collection partially digitalized ➤ Several multimedia products available (CD, DVD) ➤ High number of visitors 	<ul style="list-style-type: none"> ➤ Web presence externally controlled ➤ Web site structure needing to be improved ➤ No specific staff specialized in preparing specific pedagogic museum ➤ Little internal ITC competences
Opportunities	Threats
<ul style="list-style-type: none"> ➤ Good experience in cataloguing, copying and archiving which could easily migrate in the virtual museum market ➤ Strong scientific preparation of the experts and good documentation experience ➤ Dynamic and rapid professional development of the staff 	<ul style="list-style-type: none"> ➤ Virtual market not developed due also to the Bulgarian legislation ➤ Staff needing to be trained in hard wear and soft wear maintenance

ITALY

2. The Civic Museums of Pitigliano (Civic Archaeological Museum of the Etruscan Civilization, The open-air Archaeological Museum “A. Manzi”)

The Civic Museums of Pitigliano are made by: the Civic Archaeological Museum of the Etruscan Civilization, and The open-air Archaeological Museum “A. Manzi”.

The Civic Museums of Pitigliano are municipality owned Institutions, with annual total costs of € 60.000; the Museums income from sales is € 5.000, none of which comes from ecommerce.

The Civic Museum of the Etruscan Civilization

The Civic Museum of the Etruscan Civilization holds artifacts from Etruscan Civilization dating back to the 7th- 6th centuries b.C, found during the excavations at the Poggio Buco necropolis.

In 1864 it was already existing an Antiquarium, collecting coins, archaeological items as well as other materials. During the 19th century the Antiquarium was enriched thanks to several findings from the surrounding area.

Strongly damaged during the last world war, it was re-opened in 1995, when the Municipality received the donation of the Vaselli collection, with items from the Poggio Buco Necropoli.

The exposition has been completely renewed in 1999.

The open-air Archaeological Museum “A. Manzi”

The Open-air Archaeological Museum was born with a strong educational valence, with the aim of improve the cultural and historical heritage of the region.

The new archaeological area allows visitors to fully become engrossed in the history of the place; it is possible to walk in the living city to learn about the different phases of the urban settlements, from the protohistoric village of the Bronze Age, to the Etruscan city.

It is also possible to visit the Etruscan necropolis of the Gradone.

The Civic Museums of Pitigliano made together, between 2006 and 2007, about 5000 visitors per year, mainly adult people, both international and national. The staff is composed by 2 ticket sellers.

The Museums don't have an independent web site; their home page, available at the address www.archeologiatoscana.it, is hosted in the web site of the Association for the Archaeological Museums of Tuscany.

Strengths and weaknesses

Among the most important elements that could represent a point of weakness of this Museum there is the lack of digital products. Furthermore, its web presence needs to be strengthened. In particular, the Museum staff needs to be trained for what concerns ICT skills.

Finally, no specific server is available in the Museum.

Opportunities and threats

The Museum looks to the develop of a European Virtual Museum as a great opportunity to increase its presence and diffuse the knowledge of its big heritage, focusing in particular on the following elements:

- Exchange of common and different points of the cultural heritages of each partner, made available for users who, through the virtual museum website, can receive information, guides, routes and services relating to remote sites involved in the project
- Useful services for the user, like an easy and convenient opportunity to book tickets of the museums and interesting sites, hotels and restaurants, information a tickets for transports
- Selling several products, like useful services (i.e. archaeological/na-naturalistical tour, typical local products, merchandising objects)
- Helping the growth of interest in culture and heritage as well as in travels

One of the most remarkable threat for the civic Museums of Pitigliano comes from the poor level of ICTs competences of the Museum staff in all the fields involved in the creation and the maintenance of a Virtual Museum, like management skills, web-design competences, as well as skill related to the marketing, the creation of specific pedagogical contents and their communication to virtual visitors.

Also the financial situation of the Museum (which is, currently, running an operating deficit) might be an element of risk.

The civic Museums of Pitigliano SWOT summary and conclusions

The low –level of ICTs skills of the Museum (from the design to the development, the management, the maintenance of a Virtual Museum as well as the competences related to the preparation and communication of pedagogical contents suitable for a virtual audience) professionals together with the lack of resources and a weak web-presence, are among the factors which could obstacle the migration to a Virtual market, as summarized in the following table.

ROMANIA

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Strong scientific competence ➤ Linked to broadband ➤ International visitors 	<ul style="list-style-type: none"> ➤ Weak web presence due to the lack of a web site ➤ Lack of professionals working on the elaboration and communication of educational contents ➤ ITC competences of the staff need to be improved
Opportunities	Threats
<ul style="list-style-type: none"> ➤ Strong scientific competence ➤ Very important collections which can easily attract the interest of local and international visitors 	<ul style="list-style-type: none"> ➤ Staff needing to be trained in running and managing a Virtual Museum ➤ Human resources with little ITC competences which should be improved ➤ Lack of funds ➤ No relevant experience in joint projects

3. The Banat Museum, Timisoara

Background

The Banat Museum is an Institution under the Timis County Council.

With an average of 200.000 visitors per year, the Banat Museum has a significant position for what concerns the number of visitors; its audience is mainly composed by children, students, international students, tourists and researchers.

The total costs of the Museum are € 552176.21; income from sales are € 8850.54

The Banat Museum of Timisoara has developed as an outcome of over a century of evolutions and accumulations of museum patrimony, as well as through the development of envelop sphere of the owned collections.

The birth of the museum collections is due to the initiative of some enthusiastic private collectors, which step by step gains a scientific character, by research and publication of this patrimony, especially through their own scientific magazines.

Although there have been previously known private collections of historic and archaeologic objects in Timisoara, starting with the moment of founding the History and Archaeology Society, the fast accumulations of valuable objects has made so that the initially received rooms inside the building of the Romano – Catholic Bishopric and the first headquarters in A. Pacha street, nowadays occupied by the Academy Library, become insufficient for the collections more and more extended.

At the end of year 1914, the patrimony of the museum was in amount of 60.205 pieces of museum's patrimony. At that moment, the museum of Timisoara was the only museum institution which presented to the public collections of goods from the natural environment and relics of human activity from the entire Banat.

In 1979, the Banat Museum owned, according to a report of that period director, the following museum patrimony: archeology and history – approximately 500.000 pieces; arts – approximately 7.000 pieces; ethnography – approximately 9.000 pieces; nature sciences – approximately 50.000 pieces.

One of the priorities aimed as an objective was also making a permanent exposition that would live up to the high quality level of the owned patrimony.

During the last years, after the Banat Museum has been taken over by Timis County Council, as a consequence of the development of preoccupations of each section in order to vary the cultural offer, the museum has suffered important reorganizations.

At the Banat Museum it is possible to visit several exhibitions:

- Paleolithic and Epipaleolithic
- Neolithic, the Neolithic Sanctuary from Parța
- Bronze Age
- Iron Age (north Thracians and Gaeto-Dacians)
- Daco – Roman Age (Roman Dacia, daco-romanity)
- Prefeudal and Medieval Age
- Modern and Contemporary Age
- Nature sciences
- The flora and fauna of Banat
- Evolution of man
- Evolution of plants and animals
- Mineralogy
- Collection of rocs and minerals
- Paleontology collection
- Collection of pressed plants (Herbarium)
- Butterfly collection (Lepidoptera)
- Beetle collection (Coleopterans)
- Exotic mollusc collection (Malacology)
- Bird collection (Ornithology)

The Museum staff is composed by 75 persons among Administratives (lawyer, account manager, human resources personnel), Specialists (like archaeologists, historians, researchers, librarians, restorers, guides) and personnel for the exhibitions.

The Museum is currently being restored, so that some sectors at the moment are closed to the public. The restoration works are also the reason why at the moment the expenses of the Museum are higher than the income.

Within the Museum there will be, at the end of the restoration, a shop which will be externally managed.

Strengths and weaknesses

The Museum has a good team composed by 1 manager, 1 accountant, and several specialists in museography as well as 1 chief of the Department for the organization of the exhibitions, which could work in the Virtual Museum management. Part of the Museum staff (about 20 people) has a good basic Computer preparation, having a EU computer driving licence; furthermore, 4 people working at the Museum have been specifically trained in preparing pedagogic materials.

Furthermore, the Museum professionals have also good competences in cataloguing and archiving material, which could help in migrating to the Virtual market.

The Museum, which has a web site available only in Romanian, has realized several digital products, mainly the archives and some studies have been digitalized.

Opportunities and threats

The Banat Museums looks at a European Virtual Museum being easy accessible, interactive, competitive, and with the following characteristics:

- Promoting the real museum and assuring interactivity
- Focused on new services, which a real museum cannot provide
- Devoted to professors, students, researchers, tourism agencies

A point of strength for the Banat Museum is the availability of professionals with management, design and development competences as well as marketing skills.

Other relevant factors are the strong experience in archaeology, in all the museum activities as well as in the commitment to continued professional development of the staff, with about 2-3 specialisation program per year.

The Museum is currently running an operating deficit, also due to the costs for the restorations of the Museum.

A point of weakness lies on the necessity of a specific training in ICT for the Museum staff.

The Banat Museum SWOT summary and conclusions

With an articulated staff including several experts in museography and well trained professionals devoted to the elaboration of pedagogical materials, and with a staff having the competences needed for running and managing a Virtual Museum, The Banat Museum has a quite strong position, which needs to further strengthen in order to develop some ICT skills requested by a Virtual Museum, such as contents creation and communication, as well as management of a Virtual product.

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Strong scientific competence ➤ Strong experience in the organization of exhibitions and cultural events ➤ Part of the archive has been digitalized ➤ Very articulated staff ➤ Staff trained in the preparation of pedagogical materials 	<ul style="list-style-type: none"> ➤ Web site available only in Romanian ➤ ITC competence of the staff need to be further improved ➤ The Museum is not involved in any projects other than the F-MU.S.EU.M. project
Opportunities	Threats
<ul style="list-style-type: none"> ➤ Several experience in archiving and cataloguing material which can help in migrating to a Virtual Museum ➤ Design and development competences of the staff which can help in migrating to a Virtual Museum 	<ul style="list-style-type: none"> ➤ No relevant experience in joint projects ➤ Staff needing to be trained in ICTs

B. BENEFICIARY MUSEUMS

BULGARIA

1. The Regional Museum of History, Veliko Tarnovo

Background

The Regional Museum of History of Veliko Tarnovo is a municipally owned Museum, with a budget that is annually appointed by the Ministry of Culture and the municipality. All the Museum incomes go to the Municipality budget.

The Museum had 307.050 visitors in 2007, but statistics about the composition of this audience are not available.

Established in 1871, the Museum performed its first exhibition in 1914.

Since 1945 the museum is declared as State Museum.

The Regional Museum of History consists of the following museums:

- Museum of Archaeology
- Museum Renaissance and Constituent assembly
- Museum of Ethnography
- New and Recent history museum
- Prison-museum
- Museum Konstatsaliev house - village of Arbanassi
- House museum of P.R. Slavejkov

and the following sites

- Archaeological preserve - NIKOPOLIS AD ISTRUM
- Archaeological preserve Carevec
- Medieval chuerch St Peter and Paul - Veliko Tarnovo
- Medieval chuerch St. Demetrius of Salonika - Veliko Tarnovo
- Medieval chuerch St George - Veliko Tarnovo
- Late Medieval chuerch Nativity of Chist - Arbanassi
- Late Medieval chuerch St. Archangels Michail and Gabriel - Arbanassi

and three more Late Medieval churches in - Arbanassi

The Museum of Archaeology has four main collections:

- Prehistory
- Antiquity
- Medieval
- Coinage

The Museum staff is composed by 105 people, including Administratives, Curators, Guides, Keepers, Restaurateurs and Ticket sellers.

Strengths and weaknesses

The Regional Museum of History of Veliko Tarnovo needs to increase the competences of its staff from the point of view of the skills needed for building, running and maintaining a Virtual Museum, with particular focus on:

- Web Design and Develop competences
- Management skills needed to run and maintain a virtual product
- Elaboration and management of specific educational contents
- Training focused on the achievement of communication skills, specifically devoted to a virtual audience

Opportunities and threats

For this Museum, the European Virtual Museum should be:

- With opened and web-based database
- Meant for students, scholars and tourists
- Realized with a broadband access
- E-learning oriented
- Devoted to the growth of interest in culture, heritage as well as tourism

A lack of funds, due to the legal status of the Museum, is the most remarkable threat which could affect the process of migrating to a Virtual market.

SWOT summary and conclusions

Due to the lack of funds, scarce ICT, educational and management competences of the staff, the Regional Museum of History of Veliko Tarnovo has a rather weak position and needs to strengthen in several fields.

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Strong scientific competences ➤ High number of visitors 	<ul style="list-style-type: none"> ➤ Web site available only in Bulgarian ➤ No staff specialized in preparing specific pedagogic material and in communicating with a virtual audience ➤ Little internal ITCs competence
Opportunities	Threats
<ul style="list-style-type: none"> ➤ Strong academic experience 	<ul style="list-style-type: none"> ➤ Staff needing to be trained in running and managing a Virtual Museum ➤ Human resources with little ITCs competences ➤ Lack of funds

2. The Ruse Regional History Museum

Background

The Ruse Regional History Museum is a legal entity institution, municipality owned and constituted after the Culture Development and Protection Law.

The Ruse Museum has a staff composed by 28 people: 1 chief; 13 experts; 3 administrators; 1 book-keeper; 1 driver; 1 librarian; 4 tourist guides; 4 subsidiary staff.

The new exposition of the Museum opened the doors in autumn 2007.

The Museum collection is composed by:

- Artefacts from prehistoric period (mainly from Rousse city settlement)
- Antiquity (mainly from Thracian tumulus; fortress Sexaginta Prista and Yatrus),
- Middle Age (mainly from Cherven fortress) and Modern times items.

The most important part of the collection is the Thracian Treasure from Borovo, well-known in all the World

In 2007 the Museum had 32.915 visitors, mainly local people, as shown in table 3:

KIND OF VISITORS FOR 2007	NUMBER
Foreigners	10.971
Bulgarian	11.344
Students	6.933
Adults	9.084
Official guests	5.927

Table 3 – Composition of the audience for 2007

The Museum current incomes have been, in 2007, 66.5 % from museum municipal budget, while the 33.5 % came from own income.

The Museum has no legal right to trade, but it has the right to sell some of the museum's products.

The Museum budget and total costs was 155.772,00 Euros for 2007, while income from sales of artefacts was 2.910,00 Euros. No income comes from ecommerce.

Strengths and weaknesses

At present time, the Ruse Regional History Museum has not yet developed any digital product. Furthermore, it has to be noted that no server is available at the museum.

The web site realized is available only in Bulgarian at the address www.museumruse.com.

The Museum has 2 specialists with European Computer driving license; about the educational staff, a point that needs to be stressed is that in the Museum is not available any specific department or staff devoted to the elaboration of pedagogic materials, whereas a point of strength is that the Museum has sufficient management competences to help run a European Virtual Museum. Furthermore, the staff of the Museum has several experiences in joint projects, thanks to the work done during the elaboration of the Museum web site.

Opportunities and threats

The Ruse Museum looks at a European Virtual Museum having the following characteristics:

- Presenting and promoting the variable culture and historic heritage to the common people
- Contributing to the development of local tourism

Some difficulties in running and maintaining a Virtual Museum for the Ruse Regional Museum could appear in the soft wear maintenance.

Other threats come from the scarce computer and linguistic preparation of a considerable part of the museum experts, which are, definitely, not properly trained in those fields.

Furthermore, no specific design and development competences are available among the Museum staff; while the Museum professionals have several competences in cataloguing, copying and archiving materials and in the documentation work –which could help in migrating to a Virtual Museum-, the staff has no practical experience or specific training to communicate with virtual audience and to manage a Virtual Museum.

Also the competences in creating specific contents at high pedagogic standards need to be developed.

The Ruse Regional History Museum SWOT summary and conclusions

With a little experience in the creation of its web site, the Ruse Museum has a rather weak position, due, in particular, to the scarce ITCs preparation of its staff as well for the lack of consistent funds to train its team; another element which can weaken the position of this Museum is the scarce linguistic preparation of its staff.

Furthermore, the Educational department needs to be trained with particular focus to the Virtual visitors' needs, as well as the communication and content creation skills of the Museum staff, which need to be improved.

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ High number of visitors ➤ Web site available ➤ Strong experience in the research area ➤ Good management competences 	<ul style="list-style-type: none"> ➤ Web site available only in Bulgarian ➤ Collection not digitalized ➤ No staff specialized in preparing specific pedagogic material, in communicating and creating educational contents ➤ Little internal ITC competence
Opportunities	Threats
<ul style="list-style-type: none"> ➤ Good experience in cataloguing, copying and archiving materials, which could help to easily migrate to the virtual market 	<ul style="list-style-type: none"> ➤ Staff needing to be trained in hard wear and soft wear maintenance ➤ Human resources to be properly trained from the point of view of the technical and linguistic competences ➤ Lack of relevant funds

ITALY

3. The Fiora Valley Prehistory and Protohistory Museum, Manciano

Background

The Fiora Valley Prehistory and Protohistory Museum of Manciano is a municipality owned Institution, documenting the life in the valley before of the Etruscan civilization, from the Paleolithic to the Bronze Age. Most of the Museum collection come from graves.

The Museum is devoted to the Fiora Valley territory, from the most ancient settlements of the Valley, dating back to a half million of years ago (lithic instruments from Montauto-Vulci), to findings from Paleolithic Age (findings from Monte Amiata).

The Neolithic findings come from Vacasio and Poggio Lucio (Pitigliano) as well as from Poderi del Bufalo (Manciano). Other remarkable findings are from the Copper Age.

The Museum, whose audience is mostly international, in 2007 received 1727 visitors, while visitors for the Ciacci Collection were 1098.

The Museum staff is made of 1 ticket seller, 1 official guide; the Museum annual total costs are € 30.000, while income from sales of artifact is € 3.500; none of these comes from ecommerce.

Strengths and weaknesses

The position of the Prehistory and Protohistory Museum of Manciano is rather weak, because of the low level of ICT competences of its staff, for the absence of any kind of digital products as well as for the lack of a web site.

Furthermore, there is not any professional, within the Museum, with a Computer driving license or any other high-level computer skills.

The Museum is, nevertheless, strong in the scientific preparation of its staff, and has a significant experience in cataloguing.

Opportunities and threats

As stated about the Pitigliano Civic Museums and for the Farnese Museum, also for the Prehistory and Protohistory Museum of Manciano one of the most relevant threat lies on the low level of ICT competences as well as the lack of specific competences of the Museum staff in those fields involved in the creation and the maintenance of a Virtual Museum (e.g. management skills, design competences, as well as skill related to the

marketing, the creation of specific pedagogical contents and their communication to virtual visitors).

The financial situation of the Museum might be a factor of risk.

The Fiora Valley Prehistory and Protohistory Museum SWOT summary and conclusions

The lack of skills needed for creating a Virtual Museum, together with a weak web presence are among the factors which could obstacle the migration to a Virtual market, as shown in the following table.

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Strong scientific competence ➤ Linked to broadband ➤ High number of international visitors 	<ul style="list-style-type: none"> ➤ No significant web presence ➤ No staff with specific skills in elaborating and communicating educational contents ➤ Little ITC competences of the staff
Opportunities	Threats
<ul style="list-style-type: none"> ➤ Experience in cataloguing which could help in migrating to a virtual product 	<ul style="list-style-type: none"> ➤ Staff not prepared in running and managing a Virtual Museum ➤ Human resources with any ITC competences ➤ Lack of funds ➤ No relevant experience in joint projects

4. The F. R. Vonwiller Civic Museum of Farnese

Background

Established in 1990, the Museum, dedicated to the archeologist F. R. Vonwiller, holds findings coming from the proto-historic site of Nova Springs, from the excavations of a late-Etruscan site as well as Medieval and Renaissance materials from the historical centre of Farnese. The new setting of the Museum has been done in 2002.

Important findings are also those from the eneolithic necropolis in the neighborhoods of Naviglione and Palombaro; the most important finding is the settlement of Nova Springs, inhabited between the 11th and the 12th century b.C.

The Museum also houses a Centre for the visits of the Natural Reserve of the Lamone wood and the Centre for Prehistory and Archaeology Studies.

The museum is municipality owned; its annual total costs are € 30.000, while its income from sales of artifacts is € 3.500; none of this income comes from ecommerce.

The audience of the Museum, which in 2007 received 1.359 visitors, is mainly composed by adult people, both international and national.

The Museum staff is composed by 1 ticket sellers.

Strengths and weaknesses

The position of the Farnese Civic Museum is currently weak, due to the low level of ICTs preparation of its staff, to the lack of any digital products. There is not any professional, within the Museum, with a Computer driving license or any other high-level computer skills. The Museum doesn't have an independent web site; its web page, available at the address www.archeologiatoscana.it, is hosted in the web site of the Association for the Archaeological Museums of Tuscany.

Opportunities and threats

The low level of ICTs skills of the Museum staff in all the fields that are involved in the creation and the maintenance of a Virtual Museum (e.g. management skills, design competences, as well as skill related to the marketing, the creation of specific pedagogical contents and their communication to virtual visitors) is the major problem and the most relevant threat for this Museum.

Also the financial situation of the Museum might be a factor of risk.

Nevertheless, the Museum looks to the development of a Virtual Museum as a great opportunity, looking at a product focused on the following elements:

- Exchange of common and different points of the cultural heritages of each partner, made available for users who, through the virtual museum website, can receive information, guides, routes and services relating to remote sites involved in the project
- Useful services to the user, such as an easy and convenient opportunity to book tickets of the museums and interesting sites of the territory, hotels and restaurants, information a tickets for transports
- Selling several products, like useful services (i.e. archaeological/naturalist tour, typical local products, merchandising objects)
- Helping the growth of interest in culture and heritage as well as in travels

The F. R. Vonwiller Civic Museum SWOT summary and conclusions

The low –level of skills of the Museum professionals in the fields involved in building a Virtual Museum (from design to development, management, maintenance, skills, competences related to the preparation and communication of pedagogical contents suitable for a virtual audience) together with a weak web presence are among the factors which could obstacle the migration to a Virtual market, as summarized in the following table.

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Strong scientific competence ➤ Linked to broadband 	<ul style="list-style-type: none"> ➤ Weak web presence ➤ No staff with specific skills in elaborating and communicating educational contents ➤ ITCs competences of the Museum staff needing to be increased
Opportunities	Threats
<ul style="list-style-type: none"> ➤ Strong scientific preparation of the staff 	<ul style="list-style-type: none"> ➤ Staff not prepared in running and managing a Virtual Museum ➤ Human resources with any ITC competences ➤ Lack of funds ➤ No relevant experience in joint projects

ROMANIA

5. The Brukenthal National Museum, Sibiu

Background

The Brukenthal Museum is a governmental Institution, hosting collections of:

- Numismatics: about 60,000 Greek and Roman, medieval-Hungarian, Transylvanian and German coins
- Archaeology: 39,000 items and further 82,000 fragments of artefacts
- Decorative art items: about 14,000 items
- Arms and armours: 1,900 pieces
- Seals and prints
- Decorations and medals
- Romanian bills
- Textiles

The Museum departments are:

- Prehistoric and Old archaeology
- Medieval archaeology
- Seals and prints
- Carl Engber – collector and bibliophile
- From the history of Sibiu
- Medals and Decorations
- Guilds from Sibiu
- The numismatic Cabinet
- Arms and armours
- The National and Cultural Movement in Transylvania in Modern Times
- The Ancient and Medieval Lapidary

The Museum has an average of 250.000 visitors per year, of whom 4440% are students, and 60% are adults.

The Brukenthal Museum 168 employees, distributed as follows:

- 19% curators
- 5% conservators
- 13% restorers
- 5% researchers
- 29% administrative personal
- 29% others

Strengths and weaknesses

The Museum has a good web site, available in Romanian, English and German and providing access to general information about the Museum (collections, history, etc.) as well a several external links (European, American and Canadian libraries and organizations, International organizations, etc.).

The Museum, furthermore, is linked to broadband and has 3 servers.

The staff, in which there are 1 person with a European computer driving license and 2 people specifically trained in preparing pedagogical materials, has some experience in digitalising materials.

The Museum is strong in publishing, cataloguing and describing items and is committed to professional development, with particular focus on the improvement of the internal network and the training of the staff.

Opportunities and threats

From previous experiences made by the Museum, it has appeared the necessity of a team trained in the digitalisation of the materials, the improvement of the realized portal, as well as the lack of professionals devoted to the quality control.

The competences in virtual merchandising are missing; furthermore, it is necessary to increase the computer skills of the staff.

Some field in which the Museum should strengthen are professional photographs, development of professional soft wares, servers and e-commerce platforms.

The Museum looks at the development of a European Virtual Museum as a huge resource to improve the quality of the services to the public, also opening new doors to the tourism sector.

The idea of the European Virtual Museum is a product with the following characteristics:

- Virtual-Reality based
- Easy accessible and user-friendly
- Showing paintings, pictures of the artefacts as well as educational movies
- Devoted to people interested in art, and to public and private Institutions as well as educational Institutions.

The Brukenthal National Museum SWOT summary and conclusions

With a very good web presence (the web site is available in 3 languages and provides access to several information about the museum) and a huge and important collection, the Brukenthal Museum has a strong position, which, nevertheless, risks to be weakened because of the scarce ICTs competences of the museum staff .

The already started process of digitalisation of the collection can be further improved thanks to the participation to a joint project devoted to increase the virtual presence of the Museum.

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Very good web presence (web site available in three languages and realized with a good graphic) ➤ Huge collection ➤ Strong scientific competence ➤ Experience in the digitalization of materials ➤ Good level of preparation of the staff in the preparation of pedagogical materials ➤ Management, design and development competences of the staff 	<ul style="list-style-type: none"> ➤ ICTs competences of the staff could be improved ➤ No practical experience in the Virtual merchandising ➤ Lack of tools as a professional photographic laboratory
Opportunities	Threats
<ul style="list-style-type: none"> ➤ Experience in cataloguing material which can help migrating to a Virtual Museum ➤ Good management experience ➤ Some design and development competences which can be useful for migrating to a virtual product 	<ul style="list-style-type: none"> ➤ No relevant experience in joint projects ➤ ICTs competences of the staff to be increased

6. The Deva Museum of Dacian and Roman Civilization

The Deva Museum of Dacian and Roman Civilization is an Institution owned by the Government.

The museum is housed in the 17th century Magna Curia Palace, built in 1621 under the authority of Prince (Voivode) Gabor Bethlen.

The palace is located at the foot of the citadel hill, next to a small park.

The Museum holds collections of:

- Archaeology, including prehistoric, Dacian, Roman, pre-mediaeval, and early mediaeval items
- Roman reliefs from Ulpia Traiana and Micia, like mining tools, smith's workshop, medical instruments, bronze pieces
- Numismatics
- History, fine arts, decorative art
- Romanian and foreign antique books
- Weapons
- Ethnography (costumes, tools, pottery of Botiza, glass icons)
- Natural sciences (botanics, paleontology, malacology, entomology, etc.)
- Library (40,000 vols.)

The Museum has a staff of 55 people, and is mainly composed by scientific experts, like Curators, Restoration experts, Librarians, Researchers.

Among the professionals, there are also 2 Analyst-programmers and 1 on-line publication editor.

DEVA MUSEUM VISITORS				
Group number	Individuals in groups	individuals	Paying	Free
201	2.004	4.034	1.993	4.045

Table 4 – Visitors to the Deva museum for year 2007

YEAR 2007	
Foreigners	288
Romanians	5.750
Students	6.933
	1.373
8-18 years	3.102
19-30 years	1.373
Over 31 years	1.563
students	3.726
Intellectuals	1.524
Others	788
Local area	4.357
Tourists	1.681
TOTAL	6.038

Table 5 – Number, age and provenance of the Deva Museum visitors

Strengths and weaknesses

The Deva Museum of Dacian and Roman Civilization has a web site meant to be available in several languages (Romanian, German, English, French, Spanish, Italian, Japanese, Portuguese, Chinese, Korean); at present time, only four languages (Romanian, German, English and French) are available.

The web site provides access to several information about the Museum collections and organization.

It is remarkable the presence of many links to other web sites devoted to Romanian archaeology, museums and Institutions.

The Museum is strong in publishing, cataloguing and describing items and is committed to professional development, with particular focus on the improvement of the internal network and on the training of the staff, but has several problems concerning the lack of human resources, especially with ICTs skills: within the museum, in fact, there is only 1 person owning a European computer driving license, while no professional trained in the elaboration, and communication of pedagogical contents is available.

The competences in virtual merchandising as well as in the elaboration and communication of educational contents are missing; other fields in which the Museum should strengthen are professional photographs, development of professional soft wares, servers and e-commerce platforms.

Opportunities and threats

One of the main threats for this Museum is the lack of experience in the management of a Virtual Museum and the lack of professionals skilled in ICTs. Generally speaking, the computer skills of the staff need to be implemented. The lack of funds and of human resources is also a problem.

The Museum, nevertheless, looks to the development of a European Virtual Museum as a huge potentiality to increase its visibility and improve its services to the public.

According to the Museum idea of the European Virtual Museum, it should be:

- Virtual-Reality based
- Easy accessible and user-friendly
- Showing paintings, pictures of the artefacts as well as educational movies
- Devoted to people interested in art, and to public and private institutions as well as education institutions

The Deva Museum SWOT summary and conclusions

The position of the Deva Museum of Dacian and Roman Civilization could be a strong one, proving that it will be able to train its professionals in order to make them achieve the competences needed for migrating to a Virtual Museum.

Nevertheless, the Museum looks to the Virtual Museum as a huge potential and has a very positive, dynamic vision of the European Virtual Museum, which should provide new services and sell new products.

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Good web presence ➤ Web site with a user friendly structure ➤ Huge and important collection ➤ Strong scientific competence ➤ Experience in the digitalization of materials 	<ul style="list-style-type: none"> ➤ Little ITC competence ➤ Lack of staff skilled in communicating with a virtual audience ➤ Lack of tool like a professional photographic laboratory ➤ Lack of management, design and development competences of the staff
Opportunities	Threats
<ul style="list-style-type: none"> ➤ Experience in cataloguing material which can help in migrating to a Virtual Museum 	<ul style="list-style-type: none"> ➤ Staff needing to be trained in ICTs ➤ Lack of human resources ➤ Not linked to broadband ➤ Lack of funds

CONCLUSIONS

This report analysed the characteristics and the potentialities of nine European Museum, participating in the F-MU.S.EU.M. Project to migrate to a Virtual Museum.

The elaboration of the questionnaires received, made through by a SWOT analysis, shows a situation which is different from one museum to another, even if, definitely, it is possible to point out several elements, common to the situation of all the involved museums and of capital importance for the possibility for these Museums to migrate to the virtual market. The Regional History Museum of Kyustendil, the Banat Museum and the Brukenthal Museum have a position stronger than the other participating Museums and seem to have more chances to easily migrate to a Virtual Museum, whilst other Museums, like the Regional Museum of History of Veliko Tarnovo and the three Italian Museums might face some more difficulties in doing that.

The analysis reveals that all the nine Museums, which in the majority of the cases have a local audience, need to increase ITCs competences of their staff.

In most cases, the web presence is not of high level, with web sites available only in the local language and, furthermore, externally controlled and managed.

It is also to be stressed the need for these local Museums to improve or develop new services and competences, as the e-commerce, the virtual merchandising, and increase its web presence so as increasing their audience and promoting its huge heritage.

The other external elements of weakness and threats for all the Museums come, in order of importance, from:

- Lack of human resources
- Lack of funds
- Low level of linguistic competences of the staff

Looking, in particular, to the process of migrating to a Virtual Museum, the position of the participating museums is weakened by the lack of professional profiles skilled in the following fields:

- Elaboration of pedagogical contents for a virtual audience
- Creation of specific cultural contents suitable for a virtual product

- Communication of cultural contents to a virtual audience
- Web expertise (with particular focus on the web design and development)

Special attention, therefore, has to be given to a training action devoted to the following key-roles and competences, needed for creating, running and maintaining a Virtual Museum:

- E-learning expertise
- Web expertise
- Content creation
- Communication expertise

Achieving these competences and expertises must be considered as a basic action to make the nine participating museum migrating to the virtual market, so as increasing their visibility, improving the quality of their services and developing new products for virtual and actual visitors.

APPENDIX

QUESTIONNAIRES FILLED BY THE PARTNER AND BENEFICIARY MUSEUMS

1. The Regional History Museum of Kyustendil

Background and vision	
What is your vision for the European Virtual Museum?	<p>The general objective of the European Virtual Museum is to present and promote the variable culture and historic heritage to the common public introducing not only each national specific features but also the common European origin.</p> <p>The European Virtual Museum will contribute to develop a tourist net connecting “imaginarily” a route of sites which tourists will be enabled to get to by visiting the virtual museum.</p> <p>At the end but not on the last place, the work on developing and elaborating the European Virtual Museum will improve specialists’ capacity and will enrich their experience in working on joint projects using the modern technologies. Will increase the interest to each of the museums and to their images.</p> <p>The visitors will gain new products and services and high contentedness in satisfying their cultural interests.</p>
What are the key requirements of the virtual museum market?	<p>In Bulgaria up to now the virtual museum market has not been developed yet. Particularly, the Regional History Museum</p>

	<p>doesn't propose any virtual market. The key requirements of future virtual market are high quality, alteration of the Legislation in order to be increased each museum's interest to develop virtual market and to propose products for sale through internet. Except of the National Museums and the Varna Regional History Museum, all other Regional Museums in Bulgaria grant their incomes to the Municipalities' Budgets.</p>
<p>Is your museum's content totally protected by intellectual property law? If not, can you give examples of items relevant to the European Virtual Museum that are not protected?</p>	<p>Yes, it is. As a whole, the Intellectual Property Law and other relative properties, being coordinated with the European Legislation, protect the museum institution content.</p>
<p>What is your current annual turnover?</p>	<p>352 980 BGN for 2006 or 180 476 EUR.</p>
<p>What are your current total costs?</p>	<p>352 980 BGN for 2006 or 180 476 EUR.</p>
<p>Do you have a separately constituted trading arm?</p>	<p>We haven't any separately constituted trading arm. The Regional History Museum is a legal entity institution constituted after the Culture Development an Protection Law.</p>
<p>How much income from sales of artefacts (i.e. not entry charge or cafeteria etc) do you make annually?</p>	<p>Income from sales of literature and scientific issues - 670,00 BGN (342.56 EUR).</p>
<p>How much of these artefact sales are made using ecommerce?</p>	<p>There are no sale from ecommerce.</p>
<p>Product and services</p>	
<p>Describe how you see the product that the European Virtual Museum will sell?</p>	<p>The virtual museum will include materials from museum partners' collections which are detailed photographed and presented three-dimensionally. Beside detailed description of every exhibit there will be published articles-interpretations searching for parallels on European level.</p>

	<p>It makes the Project extremely interesting and useful for the archeologists and historians of Prehistory and also fro the common European auditory. Its curiosity to its own original roots will be satisfy through the high-quality photos, video materials and the available information and through interpretation of the whole virtual museum’s contents in different languages.</p>
<p>What specific support infrastructure and services will be necessary to create this product?</p>	<p>The main specific support infrastructure and service is connected with soft wear elaboration and consulting the competency of ITP specialists.</p>
<p>What unique selling points will the European Virtual Museum’s products have relative to competitive products?</p>	<p>The unique selling points of the European Virtual Museum’s products have to be relative to their competitive products from the other tourist branches that have been already well developed in Bulgaria – sea and winter tourism with centers like Varna and Bansko, culture tourism with the popular centers in Bulgaria - Veliko Turnovo Museum, Perperikon, the Valley of Thracian Kings, etc.</p>
<p>What are main competitive products already on the market?</p>	<p>I can’t point concrete competitive products on the market but as a whole, recently, on the National Tourist Markets and on Culture Tourism Markets in the town of Veliko Turnovo more and more public and non-government organizations present and promote multimedia products. But</p>

	generally, they can not be a competition for European Virtual Museum.
Can you give an example of the cost of creating one digital product?	Museum's web site - 1200 EUR. Multimedia product "Region of Kyustendil – A Cross Road of 8 Thousand Years of History and Culture" – 1.00 EUR per number.
Do you have a preferred pricing model for your virtual museum product e.g. some content free others chargeable; viewing free, downloading charged.	I can not give any pricing model at this moment.
Do you have a preferred business model for a virtual museum e.g. outsourcing to content provider, charge per unit accessed or subscription?	I propose the following model: During the first year of its establishment promotional access to the product except of: downloading and using of museum materials – labels, banners, etc. for trading and advertising purposes., as well as using them for publication in specialized scientific issues without the given permission by the author of the primary publication.
Do you envisage a network of museums taking the European Virtual Museum business to market or will you need business partners?	Elaborating of networks of museums taking the European Virtual Museum business to market is the variant that is preferred but it will take much time.
If you need business partners can you list what types of partners you might seek?	I am not familiar with the organization of on-line paid services. Probably specialized internet trading organizations after contracting I might seek for.

2. The Civic Museums of Pitigliano

Background and vision	Your answer
What is your vision for the European Virtual Museum?	It is an exchange of common and different points of the cultural heritages of each partner, made available for users who, through the virtual museum website, can receive information, guides, routes and services relating to remote sites involved in the project.
What are the key requirements of the virtual museum market?	To provide useful services to the user, such as an easy and convenient opportunity to book tickets of the museums and interesting sites of the territory, hotels and restaurants, information a tickets for transports.
Is your museum's content totally protected by intellectual property law? If not, can you give examples of items relevant to the European Virtual Museum that are not protected?	yes
What is your current annual turnover?	none
What are your current total costs?	€ 60.000
Do you have a separately constituted trading arm?	no
How much income from sales of artefacts (i.e. not entry charge or cafeteria etc) do you make annually?	€ 5.000
How much of these artefact sales are made using ecommerce?	none
Product and services	
Describe how you see the product that the European Virtual Museum will sell?	Useful services (i.e. archaeological/naturalistical tour, typical local products, merchandising objects.

What specific support infrastructure and services will be necessary to create this product?	Companies and public sectors specialized in the products mentioned above.
What unique selling points will the European Virtual Museum's products have relative to competitive products?	The network of EVMuseum
What are main competitive products already on the market?	all the products mentioned above
Can you give an example of the cost of creating one digital product?	no
What costs do you think you will incur to enter the virtual museum market?	???
Do you have a preferred pricing model for your virtual museum product e.g. some content free others chargeable; viewing free, downloading charged.	no
Do you have a preferred business model for a virtual museum e.g. outsourcing to content provider, charge per unit accessed or subscription?	no
Do you envisage a network of museums taking the European Virtual Museum business to market or will you need business partners?	network of museums
If you need business partners can you list what types of partners you might seek?	no

3. The Banat Museum

Background and vision	Your answer
What is your vision for the European Virtual Museum?	I think it is a modern solution in promoting the museum and in assuring interactivity.
What are the key requirements of the virtual museum market?	Easy access, interactivity, competitive products.
Is your museum's content totally protected by intellectual property law? If not, can you give examples of items relevant to the European Virtual Museum that are not protected?	No. Images and texts (some being the results of long and expensive research).
What is your current annual turnover?	
What are your current total costs?	552176.21 euro
Do you have a separately constituted trading arm?	No
How much income from sales of artefacts (i.e. not entry charge or cafeteria etc) do you make annually?	8850.54 euro
How much of these artefact sales are made using ecommerce?	None, as we have no artefacts.
Product and services	
Describe how you see the product that the European Virtual Museum will sell?	It is a product compatible with the actual man, with his searches and expectations
What specific support infrastructure and services will be necessary to create this product?	Knowledges of design, management, specialty knowledges.
What unique selling points will the European Virtual Museum's products have relative to competitive products?	Product authorized by a scientific group/ authority.
What are main competitive products already on the market?	None
Can you give an example of the cost of creating one digital product?	None
What costs do you think you will incur to enter the virtual museum market?	None

<p>Do you have a preferred pricing model for your virtual museum product e.g. some content free others chargeable; viewing free, downloading charged.</p>	<p>The model of Britannic encyclopaedia, reading the beginning (resume) and the rest is counter cost.</p>
<p>Do you have a preferred business model for a virtual museum e.g. outsourcing to content provider, charge per unit accessed or subscription?</p>	<p>We don't have but we are interested.</p>
<p>Do you envisage a network of museums taking the European Virtual Museum business to market or will you need business partners?</p>	<p>I think a network of museums can do that, having employees specialized in the necessary fields.</p>
<p>If you need business partners can you list what types of partners you might seek?</p>	<p>We don't need.</p>

4. The Regional Museum of History, Veliko Tarnovo

Background and vision	Your answer
What is your vision for the European Virtual Museum?	Opened web-based database with useful illustrations.
What are the key requirements of the virtual museum market?	
Is your museum's content totally protected by intellectual property law? If not, can you give examples of items relevant to the European Virtual Museum that are not protected?	Not totally protected.
What is your current annual turnover?	N/A
What are your current total costs?	N/A
Do you have a separately constituted trading arm?	NO – we do not have the rights to trade
How much income from sales of artefacts (i.e. not entry charge or cafeteria etc) do you make annually?	NONE
How much of these artefact sales are made using ecommerce?	None
Product and services	
Describe how you see the product that the European Virtual Museum will sell?	Web based database, accessible by password, electronically charged
What specific support infrastructure and services will be necessary to create this product?	
What unique selling points will the European Virtual Museum's products have relative to competitive products?	
What are main competitive products already on the market?	
Can you give an example of the cost of creating one digital product?	
What costs do you think you will incur to enter the virtual museum market?	

Do you have a preferred pricing model for your virtual museum product e.g. some content free others chargeable; viewing free, downloading charged.	
Do you have a preferred business model for a virtual museum e.g. outsourcing to content provider, charge per unit accessed or subscription?	
Do you envisage a network of museums taking the European Virtual Museum business to market or will you need business partners?	
If you need business partners can you list what types of partners you might seek?	none

5. The Ruse Regional History Museum

Background and vision	Your answer
What is your vision for the European Virtual Museum?	To present and promote the variable culture and historic heritage to the common public. The European Virtual Museum will contribute to develop a tourist net connecting “imaginarily” a route of sites which tourists will be enabled to get to by visiting the virtual museum.
What are the key requirements of the virtual museum market?	The key requirements of future virtual market are high quality, alteration of the Legislation in order to be increased each museum’s interest to develop virtual market and to propose products for sale through internet.
Is your museum’s content totally protected by intellectual property law? If not, can you give examples of items relevant to the European Virtual Museum that are not protected?	Yes, it is.
What is your current annual turnover?	458.206 BGN for 2007
What are your current total costs?	458.206 BGN for 2007
Do you have a separately constituted trading arm?	We haven’t any separately constituted trading arm.
How much income from sales of artefacts (i.e. not entry charge or cafeteria etc) do you make annually?	5814.92 BGN for 2007
How much of these artefact sales are made using ecommerce?	There are no sale from ecommerce.
Product and services	
Describe how you see the product that the European Virtual Museum will sell?	Well photographed, detailed described materials from museum partners’ collections, whit published articles-

	interpretations.
What specific support infrastructure and services will be necessary to create this product?	Support of ITP specialists.
What unique selling points will the European Virtual Museum's products have relative to competitive products?	The unique selling points of the European Virtual Museum's products have to be relative to their competitive products from the other tourist branches that have been already well developed in Bulgaria – sea and winter tourism.
What are main competitive products already on the market?	I can't point concrete competitive products on the market.
Can you give an example of the cost of creating one digital product?	No I can't, because, we don't have digital product yet.
What costs do you think you will incur to enter the virtual museum market?	I can't give pricing model at this moment.
Do you have a preferred pricing model for your virtual museum product e.g. some content free others chargeable; viewing free, downloading charged.	I can not give any pricing model at this moment.
Do you have a preferred business model for a virtual museum e.g. outsourcing to content provider, charge per unit accessed or subscription?	I'm thinking that during the first year (or two years) of its establishment must be limited promotional access to the product of the virtual museum.
Do you envisage a network of museums taking the European Virtual Museum business to market or will you need business partners?	Elaborating of networks of museums taking the European Virtual Museum business to market is the variant that is preferred but it will take much time.
If you need business partners can you list what types of partners you might seek?	I am not able to point any partners at the moment.

6. The Fiora Valley Prehistory and Protohistory Museum, Manciano

Background and vision	Your answer
What is your vision for the European Virtual Museum?	It is an exchange of common and different points of the cultural heritages of each partner, made available for users who, through the virtual museum website, can receive information, guides, routes and services relating to remote sites involved in the project.
What are the key requirements of the virtual museum market?	To provide useful services to the user, such as an easy and convenient opportunity to book tickets of the museums and interesting sites of the territory, hotels and restaurants, information a tickets for transports.
Is your museum's content totally protected by intellectual property law? If not, can you give examples of items relevant to the European Virtual Museum that are not protected?	yes
What is your current annual turnover?	none
What are your current total costs?	€ 30.000
Do you have a separately constituted trading arm?	no
How much income from sales of artefacts (i.e. not entry charge or cafeteria etc) do you make annually?	€ 3.500
How much of these artefact sales are made using ecommerce?	none
Product and services	
Describe how you see the product that the European Virtual Museum will sell?	Useful services (i.e. archaeological/naturalistical tour, typical local products, merchandising objects.

What specific support infrastructure and services will be necessary to create this product?	Companies and public sectors specialized in the products mentioned above.
What unique selling points will the European Virtual Museum's products have relative to competitive products?	The network of EVMuseum
What are main competitive products already on the market?	all the products mentioned above
Can you give an example of the cost of creating one digital product?	no
What costs do you think you will incur to enter the virtual museum market?	
Do you have a preferred pricing model for your virtual museum product e.g. some content free others chargeable; viewing free, downloading charged.	no
Do you have a preferred business model for a virtual museum e.g. outsourcing to content provider, charge per unit accessed or subscription?	no
Do you envisage a network of museums taking the European Virtual Museum business to market or will you need business partners?	network of museums
If you need business partners can you list what types of partners you might seek?	no

7. The F. R. Vonwiller Civic Museum of Farnese

Background and vision	
What is your vision for the European Virtual Museum?	Your answer It is an exchange of common and different points of the cultural heritages of each partner, made available for users who, through the virtual museum website, can receive information, guides, routes and services relating to remote sites involved in the project.
What are the key requirements of the virtual museum market?	To provide useful services to the user, such as an easy and convenient opportunity to book tickets of the museums and interesting sites of the territory, hotels and restaurants, information a tickets for transports.
Is your museum's content totally protected by intellectual property law? If not, can you give examples of items relevant to the European Virtual Museum that are not protected?	yes
What is your current annual turnover?	none
What are your current total costs?	€ 30.000
Do you have a separately constituted trading arm?	no
How much income from sales of artefacts (i.e. not entry charge or cafeteria etc) do you make annually?	€ 3.500
How much of these artefact sales are made using ecommerce?	none
Product and services	
Describe how you see the product that the European Virtual Museum will sell?	Useful services (i.e. archaeological/naturalistical tour, typical local products, merchandising objects.

What specific support infrastructure and services will be necessary to create this product?	Companies and public sectors specialized in the products mentioned above.
What unique selling points will the European Virtual Museum's products have relative to competitive products?	The network of EVMuseum
What are main competitive products already on the market?	all the products mentioned above
Can you give an example of the cost of creating one digital product?	no
What costs do you think you will incur to enter the virtual museum market?	
Do you have a preferred pricing model for your virtual museum product e.g. some content free others chargeable; viewing free, downloading charged.	no
Do you have a preferred business model for a virtual museum e.g. outsourcing to content provider, charge per unit accessed or subscription?	no
Do you envisage a network of museums taking the European Virtual Museum business to market or will you need business partners?	network of museums
If you need business partners can you list what types of partners you might seek?	no

8. The Brukenthal National Museum, Sibiu

Background and vision	Easy to use, good resolution, easy to browse (search artefacts)
What is your vision for the European Virtual Museum?	
What are the key requirements of the virtual museum market?	Realism, accurate picture, easy download and use.
Is your museum's content totally protected by intellectual property law? If not, can you give examples of items relevant to the European Virtual Museum that are not protected?	Legally all images from museum cannot be commercial use without a consent.
What is your current annual turnover?	-
What are your current total costs?	-
Do you have a separately constituted trading arm?	no
How much income from sales of artefacts (i.e. not entry charge or cafeteria etc) do you make annually?	-
How much of these artefact sales are made using ecommerce?	none
Product and services	
Describe how you see the product that the European Virtual Museum will sell?	Paintings, artistic pictures of the artefacts, educational movies
What specific support infrastructure and services will be necessary to create this product?	E-portal, a digitalisation team, e-commerce, painting printing
What unique selling points will the European Virtual Museum's products have relative to competitive products?	
What are main competitive products already on the market?	

Can you give an example of the cost of creating one digital product?	Painting reproduction, cost of labour photographing, cost of digital refine, printing or web expose.
What costs do you think you will incur to enter the virtual museum market?	Cost of photo mobile laboratory, cost of web portal, printing laboratory
Do you have a preferred pricing model for your virtual museum product e.g. some content free others chargeable; viewing free, downloading charged.	
Do you have a preferred business model for a virtual museum e.g. outsourcing to content provider, charge per unit accessed or subscription?	
Do you envisage a network of museums taking the European Virtual Museum business to market or will you need business partners?	Business partner
If you need business partners can you list what types of partners you might seek?	High technology printing companies

9. The Deva Museum of Dacian and Roman Civilization

Background and vision	Easy to use, good resolution, easy to browse (search artefacts)
What is your vision for the European Virtual Museum?	
What are the key requirements of the virtual museum market?	Realism, accurate picture, easy download and use.
Is your museum's content totally protected by intellectual property law? If not, can you give examples of items relevant to the European Virtual Museum that are not protected?	Legally all images from museum cannot be commercial use without a consent.
What is your current annual turnover?	-
What are your current total costs?	-
Do you have a separately constituted trading arm?	no
How much income from sales of artefacts (i.e. not entry charge or cafeteria etc) do you make annually?	-
How much of these artefact sales are made using ecommerce?	none
Product and services	
Describe how you see the product that the European Virtual Museum will sell?	Paintings, artistic pictures of the artefacts, educational movies
What specific support infrastructure and services will be necessary to create this product?	E-portal, a digitalisation team, e-commerce, painting printing
What unique selling points will the European Virtual Museum's products have relative to competitive products?	
What are main competitive products already on the market?	

Can you give an example of the cost of creating one digital product?	Painting reproduction, cost of labour photographing, cost of digital refine, printing or web expose.
What costs do you think you will incur to enter the virtual museum market?	Cost of photo mobile laboratory, cost of web portal, printing laboratory
Do you have a preferred pricing model for your virtual museum product e.g. some content free others chargeable; viewing free, downloading charged.	
Do you have a preferred business model for a virtual museum e.g. outsourcing to content provider, charge per unit accessed or subscription?	
Do you envisage a network of museums taking the European Virtual Museum business to market or will you need business partners?	Business partner
If you need business partners can you list what types of partners you might seek?	High technology printing companies