



‘Commercialisation Opportunities Through Digitisation’  
**The Imperial War Museum’s PSRE  
Project, 2006-2009**

Roger Smither

Keeper, Film & Photograph Archives

IWM



# The Imperial War Museum

- Conceived in 1917, formally established in 1920
- Terms of reference covering all aspects of conflict since 1914
- 'Multi-media' from the start





# Extensive Collections

- Photograph Archive:  
10m images
- Film and Video Archive:  
20,000 hours
- Sound Archive:  
56,000 hours
- Department of Art:  
19,000 paintings, drawings  
and sculptures;  
15,000 posters
- Official collections covered by  
Crown Copyright,  
administered under licence

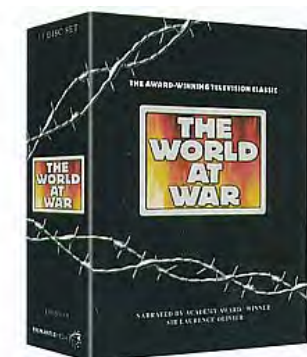
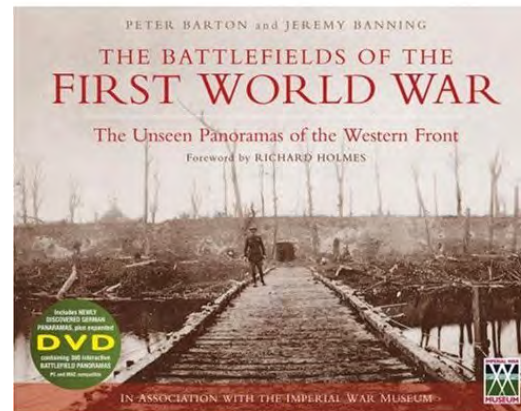
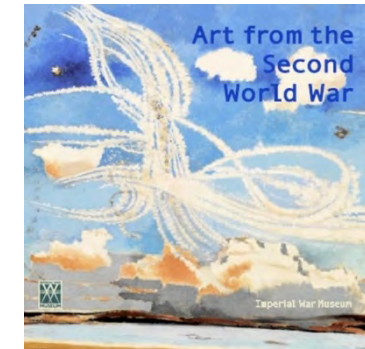




# Significant Income

## ANNUAL FIGURES

- Photograph Archive: £200-250,000
- Film and Video Archive: £350-700,000
- Sound Archive: £10-15,000
- Department of Art: £20-30,000
- Total: £600,000 - £1m

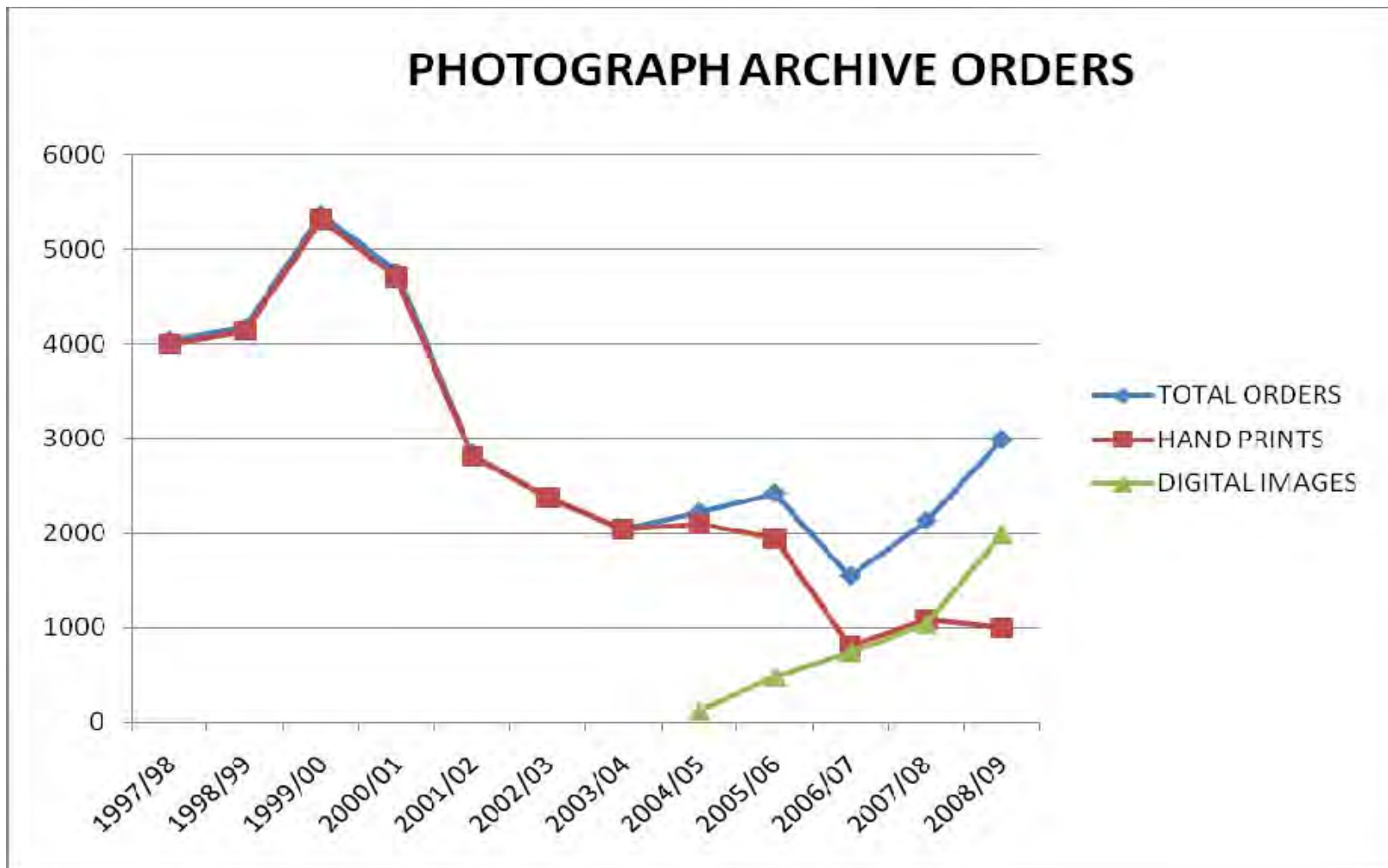




# The changing market place

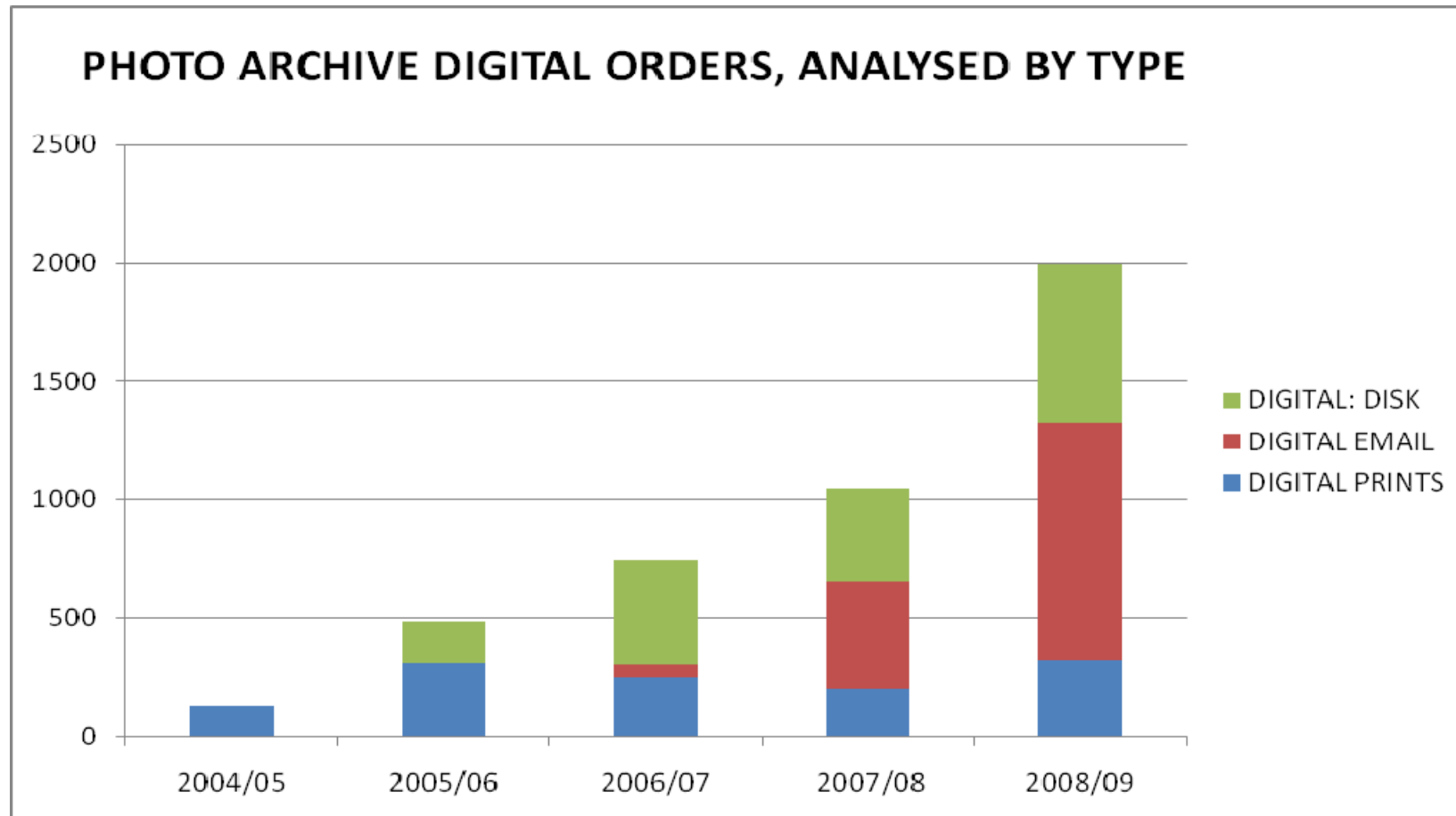
- Declining budgets for television production and popular history
  - Less money available for archive research
  - Less money available for archive imagery
- Changing tastes in programme making
  - War-weary public (?)
  - Computer-generated imagery, re-enactors and celebrity talking heads replace archive
- New digital technology changes customers' expectations about the way they want to access our material:  
“The Museum has identified the transition from analogue to digital technology, and the use of web technology, as crucial to future commercial performance.”

# Changing business patterns





# Changing business patterns





# The PSRE Project: Background

- Awareness of the market changes previously noted
- Experience with earlier access-based projects, internally or externally funded – in the latter case, notably
  - the AHRC-funded ‘Posters of Conflict’ digitisation project
  - the digitisation strand of the Big Lottery funded ‘Their Past, Your Future’ project
- Desire to include the Film and Video Archive in the digitisation process and offer



# The PSRE Project: Outline

“A grant of £997,000 to the Imperial War Museum (IWM) over the period April 2006 to March 2009 to enable the IWM to build on its substantial experience in selling and licensing material derived from the collections, particularly photographs and film.”



# The PSRE Project: Specific goals...

- To develop a sustainable business model for the sale and licensing of the IWM's collection material, and in particular its film and video collections
- To fund the development of the necessary infrastructure to support this model
- To create a shop window for IWM collections through web searchable interfaces, quality documentation and digital assets
- To deliver an increase in profit measured against a shrinking market
- To explore future possibilities for resource exploitation



# The PSRE Project: ... and Targets

- To digitise 140 hours of film/video
- To increase income by £315k over the three years compared to 2005-06 baseline
- To provide online payment facility
- To publish 1,500 records online



# The PSRE Project: Issues

- Content
- Mass storage
- Bandwidth
- Documentation and collection management
- Digital asset management
- E-commerce
- Working practices



# The PSRE Project: Achievements

- Market research to validate approach (Yr 1)
- Recruitment of a contract team of three additional documentation posts (Yrs 2-3), who achieved 3,000 new records published online (against target of 1,500)
- Digitisation of 150 hours of film (against target of 140), achieved largely without cost to IWM or project, through Vidipedia partnership (Yrs 1-2)



# The PSRE Project: Achievements

- Contributions to infrastructure development (Yrs 1-3)
  - New server room for mass digital storage at IWM London (80Tb of storage, scalable) with mirrored back-up at Duxford
  - Upgrades to the IWM's LAN and internet/web connections





# The PSRE Project: Achievements

- Contribution to procurement of new IWM-wide system for documentation and collection management (Yrs 1-3)
- Procurement of a DAMS (digital asset management system), Imagen (Yrs 2-3)
- Integration of the two systems (Yr 3)





# The PSRE Project: Achievements

- Purchase of equipment for inhouse digitisation (Yr 3)
  - P+S Technik SteadyFrame scanner for film digitisation
  - SAMMA Solo for videotape migration
  - Associated hardware and software for ingest and editing





# The PSRE Project: Achievements

- E-commerce (Yr 3):
  - Re-launch of existing shop-window for still images, with online payment and online licensing application
  - Test site for moving images, with content streaming and ability to download

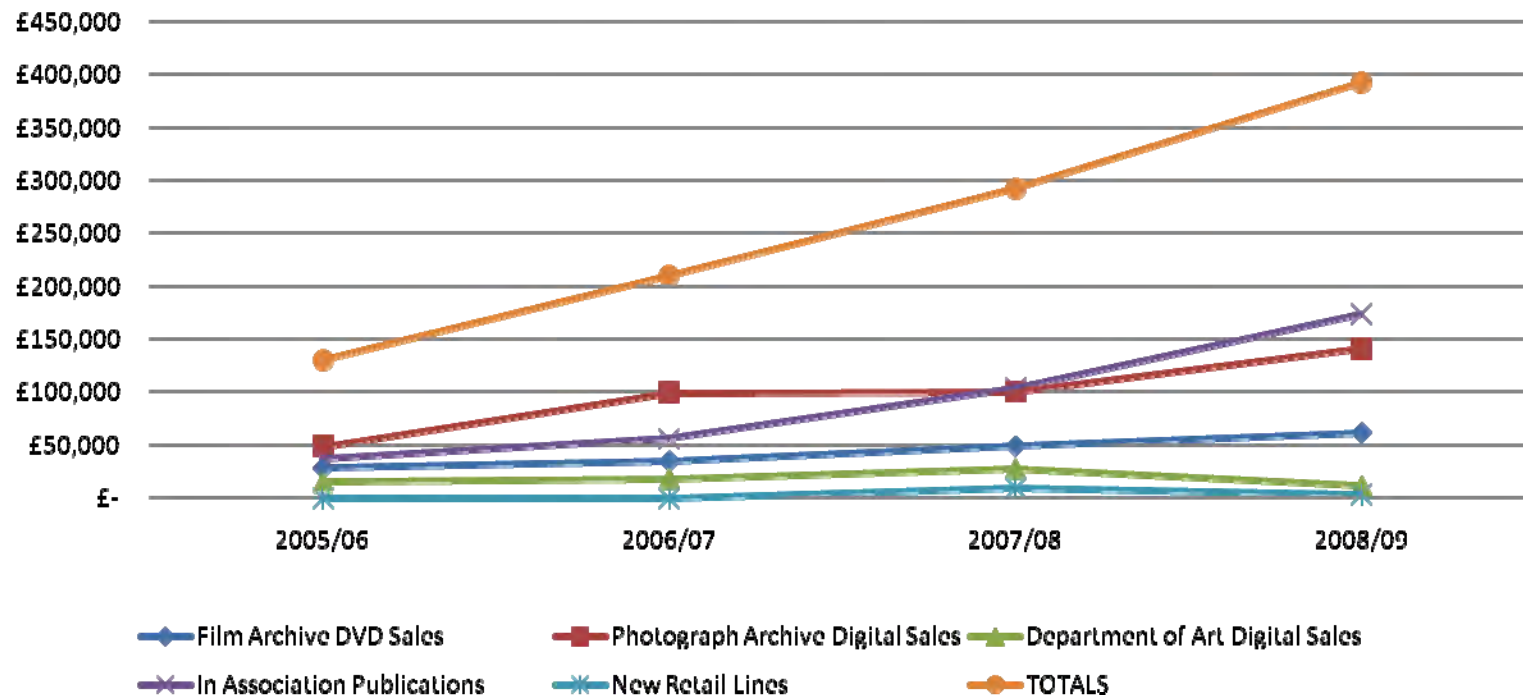




# The PSRE Project: Achievements

- Income (Yrs 1-3):
  - Increase in income attributable to digitised assets

IWM Digital Income





# The PSRE Project: Expenditure

<b>Commitment</b>	<b>IWM Spending Totals: 2006/07 - 2008/09 (actual) + 2009/10 (budget)</b>	<b>PSRE Spending Totals: 2006/07 - 2008/09 (actual)</b>
Construction of new server room	£108,246	£0
Purchase of servers	£33,256	£161,707
Infrastructure upgrade	£286,842	£0
CCMS/DAMS Procurement	£38,333	£303,047
CCMS/DAMS Development and Service Costs	£55,250	£17,818
Additional ICT staffing	£404,164	£0
Additional CCMS and digitisation staffing	£351,008	£252,654
Digitisation Services and equipment	£0	£331,774
<b>TOTALS</b>	<b>£1,277,099</b>	<b>£1,067,000</b>



# The PSRE Project: Remaining Challenges

- Continuing growth of digitised offer
- E-commerce development, to provide
  - True multi-media capability
  - Time-based selection and purchase
  - Online delivery of digitised media
  - Streamlined licensing application
- Working practices
  - Digital rather than analogue access
  - Digitisation on demand



# Questions and Follow-up

- Roger Smither contact details
  - Tel: 020 7416 5290
  - E-mail: [Rsmither@iwm.org.uk](mailto:Rsmither@iwm.org.uk)
- IWM Website details
  - Home page [www.iwm.org.uk](http://www.iwm.org.uk)
  - Collections Online [www.iwmcollections.org.uk](http://www.iwmcollections.org.uk)