



# **GUIDELINES ON BUSINESS MODELS FOR GALLERIES, LIBRARIES, ARCHIVES AND MUSEUMS (GLAM)**

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## Acronyms

BnF	National Library of France (
BY	Attribution
CC	Creative Commons
EU	European Union
GLAM	Galleries, Libraries, Archives, and Museums
IP	Intellectual Property
RAMM	Royal Albert Memorial Museum & Art Gallery

# 1. Introduction

GLAM (Galleries, Libraries, Archives, and Museums) institutions are custodians of cultural, historical, and intellectual assets. In the digital age, these institutions increasingly recognise the value of their intellectual property (IP) as a means to generate revenue, support sustainability, and expand their public impact. This guide provides information on how GLAM utilises IP, outlines business models for monetisation, and presents case studies illustrating successful strategies. The strategic adoption of IP licensing enables museums and libraries to transform cultural assets into sustainable revenue streams while advancing contextualised and authoritative content diffusion.

The key benefits of adopting IP licensing by cultural institutions augment:

- Revenue Diversification and Financial Sustainability
- Audience Expansion and Engagement
- Brand Elevation and Innovation
- Risk Mitigation and Legal Compliance
- Strategic Opportunities and Future Trends.

Below is an overview of the key business models, including 'freemium', subscription, and other approaches for GLAM institutions.

## 1.1. Freemium Model

The freemium (a merge of the terms 'free' + 'premium') model offers free access to basic content or services (e.g., low-resolution digital collections, general admission) while charging for premium features, such as high-resolution images, special exhibitions, or enhanced digital experiences.

### Structure:

- **Free Tier:** Provides access to public domain or low-resolution content, basic metadata, or general museum entry, often under Creative Commons (CC) licenses (e.g., CC0 or CC BY).
- **Premium Tier:** Charges for high-resolution images, commercial use licenses, guided tours, virtual reality experiences, or exclusive events.
- **Implementation:** Often supported by digital asset management systems to manage access tiers and licensing.

### Application in GLAM:

- **Digital Collections:** Many GLAM institutions provide free access to low-resolution images or basic metadata of their collections online, while charging for high-resolution images, commercial use licenses, or enhanced digital experiences (e.g., interactive virtual tours or exclusive content). A "Free and Fee model" can be adopted, where low and medium-resolution images are released for free reuse while high-resolution images are made available for a fee. For example, the [Royal Albert Memorial Museum & Art Gallery \(RAMM\) adopted an open access strategy](#) for public domain artworks by providing medium resolution images (300 dpi) through Wikimedia Commons while charging a reasonable fee for premium services like high-quality reproductions or specialised research access<sup>1</sup>.
- **Educational Resources:** Libraries and archives may offer free access to basic digital resources (e.g., scanned documents or public domain eBooks) but charge for premium services like advanced search tools, curated datasets, or personalised research assistance.

<sup>1</sup> See <https://rammuseum.org.uk/open-access-at-ramm/>

- **Visitor Experience:** Museums might provide free general admission to certain galleries or exhibits during specific times, while charging for access to special exhibitions, guided tours, or exclusive events.

#### Advantages:

- Broadens access to cultural heritage, aligning with GLAM missions to serve the public.
- Attracts a wider audience, which can lead to up-selling premium services.
- Attracts new revenue channels such as grant funding, public donations, new photography requests, brand licensing and commercial partnerships, print on demand orders and new products in the gift shop.

#### Challenges:

- Balancing free and paid offerings to avoid alienating users who expect free access to cultural heritage.
- High costs of maintaining digital infrastructure for free access, which may not be offset by premium revenue.

#### Examples:

- **Rijksmuseum, Netherlands:** The Rijksmuseum offers free access to over 700,000<sup>2</sup> low-resolution images of its collection via the Rijksstudio platform under a CC0 license, encouraging personal and creative use. Premium services include high-resolution image downloads for commercial purposes (e.g., publishing or merchandise) and access to curated digital exhibitions for a fee. This model has significantly increased the museum's global reach, with millions of downloads annually, while generating revenue from commercial licenses.

### Sample Licensing Clause

#### Objective

Provide free access to basic content or services while reserving premium content or uses (e.g., high-resolution images, commercial applications) for paid licensing.

#### IP Licensing Clause

The [Institution Name] grants users a non-exclusive, non-transferable, royalty-free license to access and use low-resolution digital images, metadata, and public domain materials available on our website for personal, non-commercial purposes, subject to attribution of the source to [Institution Name]. High-resolution images, enhanced digital experiences, or materials subject to third-party copyright are available under a separate paid license agreement. Users seeking to use any content for commercial purposes, including but not limited to reproduction, distribution, communication to the public or derivative works, must obtain a written commercial use license from [Institution Name], specifying permitted uses, duration, and applicable fees. All rights not expressly granted are reserved by [Institution Name] or its licensors, and unauthorized use may result in legal action.

#### Notes

- Reflects the dual structure of free access (e.g., Creative Commons CC BY for public domain works) and paid premium services.
- Ensures compliance with copyright laws by restricting commercial use to paid licenses, addressing practices like those of the National Gallery, which charge for commercial image use.

<sup>2</sup> <https://www.ianvisits.co.uk/articles/over-700000-paintings-from-the-rijksmuseum-online-copyright-free-41073/>

- Includes attribution to align with open access principles, as seen in the Open GLAM movement.

## 1.2. Subscription and Membership Model

The subscription model involves recurring payments for access to exclusive content, services, or membership benefits, providing a predictable revenue stream. In EU (European Union) GLAMs, this often takes the form of membership programs or digital subscriptions for access to archives, exhibitions, or educational resources.

### Structure:

- **Membership Programs:** Annual fees for benefits like unlimited museum entry, exclusive previews, or discounts at gift shops.
- **Digital Subscriptions:** Recurring payments for access to digital collections, virtual tours, or premium databases, often targeting researchers or educators.
- **Implementation:** Requires robust digital platforms and compelling content to retain subscribers, often integrated with customer relationship management (CRM) systems.

### Application in GLAM:

- **Membership Programs:** Museums and galleries often offer annual memberships that include benefits like unlimited free entry, exclusive previews, discounts at gift shops, or access to members-only events. For example, the London National Gallery's membership scheme<sup>3</sup> provides such perks.
- **Digital Subscriptions:** Some GLAM institutions offer subscription-based access to digital collections, virtual exhibitions, or educational content. The Rijksmuseum offers premium digital access through its "Rijksstudio" platform. While basic access is free, certain features, such as high-resolution downloads, curated digital experiences, or exclusive virtual tours, may be tied to a subscription fee model. This model gives the museum a steady stream of revenue, though specific financial figures are typically not disclosed publicly. However, the subscription model is recognized for providing predictable income and supporting structured budgeting for institutions.
- **Library Subscriptions:** Academic and public libraries may offer subscription-based access to digital archives, premium databases, or specialized research tools, often targeting researchers or institutions.

### Advantages:

- Provides a steady revenue stream, reducing reliance on unpredictable funding sources like grants or donations.
- Encourages long-term engagement with audiences who feel invested in the institution.
- Can be tailored to different audience segments (e.g., individual, family, or institutional memberships).

### Challenges:

- Requires consistent, high-quality programming to justify recurring payments, as "dark periods" without new exhibitions can lead to subscribers.
- May exclude lower-income audiences if subscription costs are high.

<sup>3</sup> <https://www.nationalgallery.org.uk/membership>

- Digital subscriptions face competition from freely available cultural content online, making it harder to justify.

#### Examples:

- **Louvre Museum, France:** The Louvre offers a “Friends of the Louvre”<sup>4</sup> membership program (€80 annually for individuals) that includes unlimited free entry, priority access to exhibitions, and exclusive guided tours. This model generates significant revenue while fostering a loyal donor base, though it primarily attracts affluent local audiences.
- **National Library of France (BnF):** The BnF’s Gallica platform provides free access to millions of digitized documents, but its premium “Gallica Marque Blanche” service offers institutions and researchers subscription-based access to advanced search tools, high-resolution scans, and curated datasets. This supports BnF’s digitization efforts while maintaining free public access.

### Sample Licensing Clause

#### Objective

Provide recurring access to content or services (e.g., membership benefits, digital archives) while protecting IP rights for subscribed users.

#### IP Licensing Clause

Subscribers to [Institution Name]’s membership or digital subscription program are granted a non-exclusive, non-transferable license to access and use designated digital collections, virtual exhibitions, or premium services for personal, non-commercial purposes during the active subscription period. This license includes viewing, downloading, and limited reproduction of content as specified in the subscription terms, provided such use complies with applicable copyright laws and includes attribution to [Institution Name]. Commercial use, redistribution, or modification of subscribed content is strictly prohibited unless expressly authorized in writing by [Institution Name]. Upon termination of the subscription, all access and use rights cease, except for any content explicitly released under an open license (e.g., Creative Commons CC0). [Institution Name] retains all rights to enforce IP protections against unauthorized use.

## 1.3. Open Access Model

The open access model involves making digital collections freely available for public use, often under Creative Commons (CC) licenses (e.g., CC0), with no or minimal restrictions on reuse. This model is central to the Open GLAM movement.

#### Structure:

- **Public Domain Releases:** Digitised public domain works are released under CC0 or CC Public Domain, allowing unrestricted use.
- **Collaborative Platform:** Content is shared via platforms like Europeana<sup>5</sup> or Wikimedia Commons, enhancing visibility and engagement.
- **Implementation:** Requires investment in digitisation and metadata management, often funded by grants or public budgets.

#### Application in GLAM:

<sup>4</sup> <https://tousmecenes.louvre.fr/en/friends-of-the-louvre/>

<sup>5</sup> See <https://www.europeana.eu/en>

- **Public Domain Releases:** Institutions like the Smithsonian, Cleveland Museum of Art, and RAMM release digitized public domain works for unrestricted reuse, increasing visibility and engagement. For example, RAMM's 63 pilot images received over 6.16 million<sup>6</sup> views online after being uploaded to Wikimedia Commons.
- **Collaborative Platforms:** GLAMs publish collections on platforms like Europeana, Wikimedia Commons, or the Internet Archive, enabling global access and supporting scholarship, education, and creative reuse.
- **Crowdsourcing and Engagement:** Open access facilitates crowdsourced projects, such as metadata enhancement or participatory science initiatives, where the public contributes to research or curation.

#### Advantages:

- Aligns with GLAMs' public mission to provide access to knowledge and cultural heritage.
- Increases global reach and impact, as seen with RAMM's images appearing on educational websites and historical tours.<sup>7</sup>
- Reduces administrative costs associated with licensing and permissions, freeing resources for mission-critical work.

#### Challenges:

- Perceived as a non-monetizing activity, which can strain budgets, especially for smaller institutions with limited resources.
- Requires careful copyright clearance to ensure lawful public domain dedications, which can be resource-intensive.
- Risks misuse of culturally sensitive materials if safeguards are not in place.

#### Examples:

- **National Museum of Denmark:** The museum has released thousands of public domain images under CC0 via its digital collections portal, allowing free use for education, research, and creative projects. This has boosted visibility, with images appearing on Wikimedia Commons and educational platforms, though the museum relies on public funding to offset costs.
- **Royal Library of Belgium (KBR):** KBR's Belgica platform provides open access to digitised manuscripts, newspapers, and maps under CC0 or CC BY licenses. The library collaborates with Europeana to share content, enhancing its global reach while relying on government subsidies and EU grants for digitisation.

### Sample Licensing Clause

#### Objective

Maximize public access to digital collections, typically under Creative Commons licenses (e.g., CC0), while clarifying rights and responsibilities.

#### IP Licensing Clause

[Institution Name] releases designated digital collections, including public domain works and institution-owned metadata, under a Creative Commons CC0 1.0 Universal Public Domain Dedication, waiving all copyright and related rights to the extent permitted by law. Users may copy, modify, distribute, and perform these works for any purpose, including commercial use, without restriction or need for attribution, unless otherwise specified. For materials not in the

<sup>6</sup> <https://www.heritagefund.org.uk/about/insight/research/open-licensing-digital-heritage-leadership-briefing>

<sup>7</sup> <https://www.glamelab.org/products/making-the-business-case-for-open-access/>

public domain or subject to third-party rights, users must obtain permission from the respective rights holders before use. [Institution Name] disclaims liability for any misuse of culturally sensitive materials or violations of third-party IP rights by users.

#### **Notes**

- Aligns with the Open GLAM movement, as practiced by institutions like the Smithsonian and Cleveland Museum of Art, which release millions of images under CC0.
- Clarifies that third-party rights (e.g., copyrighted artworks) are excluded to avoid legal risks.
- Addresses ethical concerns by noting potential misuse of sensitive materials, encouraging responsible use.

## 1.4. Licensing and Commercialisation Model

This model generates revenue by licensing digital or physical assets, such as high-resolution images, reproduction rights, or merchandise based on collections. In the EU, this is common among larger museums with high-demand assets, though it can conflict with open access trends.

#### **Application in GLAM:**

- **Image Licensing:** Museums operate picture libraries offering high-quality digitized images for various uses (academic, publications, commercial) with pricing based on usage type and duration. However, profitability can be difficult to determine due to opaque financial reporting and high running costs. The rise of low-cost or free image repositories (e.g., microstock, Pixabay, Wikimedia Commons, Open GLAM), has significantly disrupted the traditional image licensing industry, undermining its profitability. Some museums, like the Victoria and Albert Museum, have even stopped charging for academic and scholarly image reproduction due to high overhead costs and the recognition that free access increases circulation and promotional opportunities. The British Museum licenses high-resolution images of its collection for commercial use (e.g., publishing, advertising) through its Image Service, charging fees based on usage type. Low-resolution images are available for non-commercial use under more restrictive terms, balancing revenue with accessibility.
- **Biblioteca Nacional de España, Spain:** The Spanish National Library licenses high-quality scans of rare manuscripts and maps for commercial purposes, such as in publishing or media, while offering free, low-resolution access for research. This model supports digitisation costs but has faced scrutiny for restricting public domain reuse.

#### **Merchandising:**

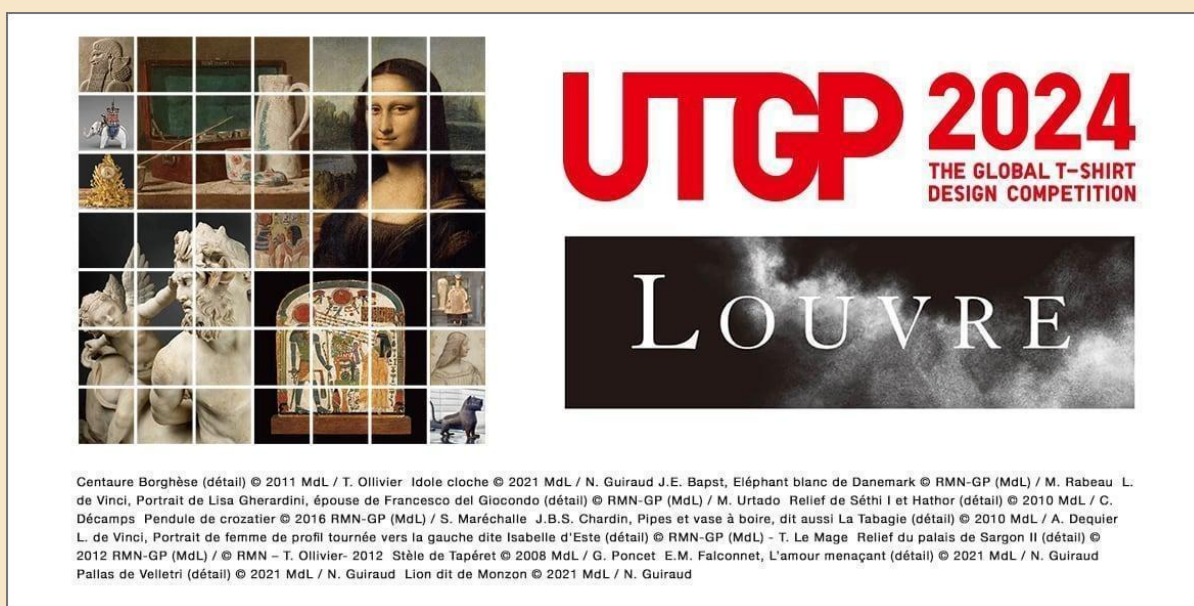
- Museums and galleries generate revenue through gift shops, selling reproductions, books, or branded merchandise.

### Examples of Brand Collaborations

Brand Collaborations: Museums license high-value digital assets (e.g., artwork images) to brands for merchandise, as seen in the Louvre's partnerships with Uniqlo and CASETiFY.

#### Uniqlo – Louvre Partnership: Democratizing Art Through Fashion

- **Multi-Year Partnership:** Initiated in 2021 as a four-year collaboration, Uniqlo's UT (Uniqlo T-shirt) line features Louvre artworks reinterpreted by renowned designers. The 2023 collection with M/M (Paris) focused on historical inscriptions from 3rd-millennium BC artefacts to 19th-century signatures, transforming them into geometric typographic designs. This included "The Agent"—a genderless digital figure interacting with Mona Lisa's reflection and the Pyramid.
- **Revenue & Access Initiatives:** Beyond merchandise, Uniqlo funds free Saturday admissions and educational programs. The partnership generated \$5.3 million in 2020 (up from \$3.2 million in 2019), demonstrating how cultural IP monetization supports accessibility.
- **Product Range:** Includes apparel, tote bags, stationery, and home goods sold globally via Uniqlo stores and the Louvre's e-boutique.



(This image was taken from the official Uniqlo website: <https://www.uniqlo.com/es/es/spl/ut/utgp>)

CASETiFY- Louvre Partnership has created a range of tech accessories, including phone cases, AirPods cases, grip stands, wireless charging pads, and water bottles, featuring images of famous Louvre artworks like the Mona Lisa, Venus, and Liberty Leading the People.

Companies like ARTiSTORY<sup>8</sup> facilitate these deals by transforming cultural content into design-ready material. ARTiSTORY enables IP licensing by acting as a master licensee for art and cultural IP, developing design assets, and then licensing those assets to brands and retailers. They secure multi-year, exclusive master licenses covering merchandise in their markets and invest in developing annual art and cultural theme designs. ARTiSTORY also provides marketing and storytelling support to their licensees, helping them reach consumers through various channels.

<sup>8</sup> <https://artistorybrands.com/>

### **Advantages:**

- Provides a tangible revenue stream that can be directly accounted for in budgets.
- Suitable for institutions with high-demand collections or unique assets.
- Can be combined with freemium models to offer free, low-resolution access while charging for commercial use.

### **Challenges:**

- Restrictive licensing can limit public access and conflict with open access principles, as seen with UK museums asserting copyright over public domain works.
- High administrative costs for managing licenses and permissions.
- Smaller institutions may struggle to generate significant revenue due to limited consumer awareness or demand.

## **Sample Licensing Clause**

### **Objective**

Generate revenue through licensing of high-demand assets (e.g., images, reproductions) while maintaining control over IP.

### **IP Licensing Clause**

#### **Grant of License**

The [Institution Name] (“the Museum”) hereby grants [Enterprise Name] (“the Enterprise”) a [non-exclusive/exclusive], worldwide license to reproduce, manufacture, distribute, and sell merchandise incorporating images, designs, or representations of the Museum’s artifacts as detailed in Schedule A of this Agreement (the “Licensed Artifacts”). The license is granted strictly for the purpose of developing, marketing, and selling merchandise, including but not limited to apparel, home décor, stationery, and other products mutually agreed upon in writing by both Parties.

#### **Quality Control and Approval**

The Enterprise shall submit prototypes or digital proof of all proposed merchandise to the Museum for written approval prior to production and sale. No item may be offered for sale without the Museum’s prior written consent. The Museum reserves the right to approve the quality, design, and manner of reproduction to ensure the merchandise aligns with the Museum’s standards and reputation.

#### **Attribution and Branding**

Each item of merchandise shall be marked with a credit line, such as “Courtesy of [Museum Name],” and must not imply Museum endorsement of the Enterprise or its products beyond the scope of this agreement.

#### **Remuneration (Royalties)**

In consideration of the rights granted herein, the Enterprise shall pay the Museum a royalty of [X]% of net sales revenue from all licensed merchandise, payable on a [quarterly/annual] basis. The Enterprise shall provide sales reports and allow reasonable audit of relevant records by the Museum.

#### **Intellectual Property Ownership**

All rights, titles, and interests in and to the Licensed Artifacts and related intellectual property

rights shall remain the sole property of the Museum. Any goodwill arising from use of the Museum's intellectual property accrues to the Museum.

#### **Duration and Termination**

This license shall commence on the Effective Date and remain in force for [X] years, unless terminated earlier in accordance with... Either party may terminate this Agreement with [30/60] days written notice if the other party breaches any material obligation and fails to cure within the notice period.

#### **Governing Law**

This Agreement shall be governed by and construed in accordance with the laws of [Jurisdiction/Country]. Any disputes arising out of or in connection with this Agreement shall be subject to the exclusive jurisdiction of the courts of [Jurisdiction/Country].

#### **Note**

Please adapt all bracketed terms (e.g. [Museum Name], [non-exclusive/exclusive], royalty rates, duration) to suit your specific collaboration and consult local legal counsel for compliance with jurisdictional requirements.

## 1.5. Donation and Crowdfunding Model

GLAMs often rely on donations, grants, or crowdfunding to fund operations, digitization projects, or specific initiatives.

#### **Application in GLAM:**

- **Online Donations:** Some institutions, as noted in a UK study, have found online donations to be a reliable income stream, particularly when paired with digital offerings like blog posts or podcasts.gov.uk
- **Crowdfunding Campaigns:** GLAM institutions may launch crowdfunding campaigns to digitize specific collections or fund exhibitions, engaging communities in the process.

#### **Philanthropic Support:**

- Philanthropic support for larger GLAM institutions often comes in the form of substantial donations of money, time, or expertise. This support can significantly impact these institutions, enabling them to expand their collections, improve their facilities, and enhance their educational programs.

#### **Advantages:**

- Engages communities and fosters a sense of ownership among supporters.
- Can fund specific projects without relying on government budgets.
- Aligns with the public mission by encouraging collective support for cultural heritage.

#### **Challenges:**

- Unpredictable revenue, as donations depend on public goodwill and economic conditions.
- Requires significant marketing and outreach to attract donors.
- May not be sustainable for smaller institutions with limited visibility.

## Sample Licensing Clause

### **Objective**

Encourage public contributions to fund projects while clarifying IP rights for donated or crowdsourced content.

### Intellectual Property Licensing Clause for Crowdfunding Collaborative project

#### **Grant of License**

The [GLAM Institution] (hereinafter, GLAM Institutions) grants [Enterprise Name] (“ hereinafter, the Enterprise”) a limited, non-exclusive, and non-transferable license to use designated images, descriptions, and other intellectual property (the “Licensed Materials”) solely for the purpose of preparing, promoting, and executing a crowdfunding campaign relating to the [GLAM Institution] [project/exhibit/collection], as detailed in Annex [X] of this Agreement.

#### **Scope and Restrictions**

The Licensed Materials may only be used:

- For campaign content, rewards, and promotional materials directly associated with the crowdfunding initiative and not for broader commercial exploitation or unrelated purposes.
- For the duration of the crowdfunding campaign and, if funded, for the fulfillment period of the related project.
- All uses must be pre-approved in writing by the [GLAM Institution] to ensure consistency with the [GLAM Institution]’ s mission and intellectual property policies. The Enterprise agrees not to alter, adapt, or create derivative works from the Licensed Materials without the [GLAM Institution]’ s prior written consent.

#### **Attribution and Recognition**

All public uses of the Licensed Materials must clearly credit the [GLAM Institution] as the source, using agreed branding guidelines and language (e.g. “Images courtesy of [GLAM Institution Name]”).

#### **Revenue Sharing**

If the campaign is successful, the parties agree that [describe the agreed percentage or fixed amount] of net proceeds generated from the crowdfunding campaign will be remitted to the [GLAM Institution] within [X] days of receipt by the Enterprise.

#### **IP Ownership**

All intellectual property rights in the Licensed Materials remain with the [GLAM Institution]. This Agreement does not transfer or assign any ownership of intellectual property to the Enterprise. Any goodwill arising from the use of the Licensed Materials accrues to the [GLAM Institution].

#### **Compliance and Termination**

The Enterprise will comply with all applicable copyright and data protection laws. The [GLAM Institution] may terminate this license immediately upon written notice if the Enterprise breaches any term of this Agreement or uses the Licensed Materials beyond the agreed scope. Upon termination, the Enterprise must immediately cease all use of the Licensed Materials and remove them from all campaign platforms.

#### **Governing Law**

This Agreement shall be governed by and construed in accordance with the laws of [Jurisdiction/Country]. Any disputes arising out of or in connection with this Agreement shall be subject to the exclusive jurisdiction of the courts of [Jurisdiction/Country].

## 1.6. Sponsorship and Partnership Model

GLAMs collaborate with corporate sponsors, academic institutions, or other organizations to fund operations or specific projects.

### Application in GLAM:

- **Corporate Sponsorships:** Museums and galleries often partner with corporations for funding exhibitions or digitization projects.
- **Academic Collaborations:**
- **Joint Research Grants:** Partnering with universities or research bodies to apply for EU or national research funding (e.g., Horizon Europe). Such collaborations often include a project budget that covers staff costs, facility use, and dissemination activities, providing revenue to the GLAM institution.

### The Art of Reading in the Middle Ages (ARMA)

#### Overview

The ARMA project is a major European digital heritage initiative. Its main objective was to showcase and enhance understanding of medieval reading culture as a foundational element of European society, spanning from the 5th to the 15th centuries.

#### Key Features

- **Digitization and Sharing:** The project delivered over 66,000 newly digitized or improved records—including manuscripts, books, and 3D objects—to the Europeana platform, making medieval heritage widely accessible online.
- **Educational Resources:** ARMA produced editorials, online exhibitions, and multilingual learning materials for students and educators at all levels. These resources help bring digitized medieval objects into classrooms and support heritage education.
- **Collaborative Curation:** The project engaged curators and educators from across Europe to design engaging content, leveraging rich manuscript collections from participating institutions.
- **Innovation in Access:** ARMA implemented advanced protocols like IIF (International Image Interoperability Framework) to provide high-quality imagery and facilitate research and reuse.

#### Impact

- Enhanced public and scholarly access to medieval manuscripts and artifacts.
- Fostered pan-European collaboration among cultural heritage and academic institutions.
- Developed best practices for digitization and digital curation.

#### Example Outputs

- Type: Details
- Editorials: 40, including a multilingual exhibition
- Digitized Records: 66,327 new or improved online objects
- Learning Resources: Activities for primary to post-secondary education

#### Partners

The ARMA project was a collaboration involving libraries, museums, digital platforms (such as Europeana), curators, and educators from several European countries.

- **Consultancy and Expert Services:** Institutions supply academic expertise, access to collections, or participate in curriculum development, often on a fee basis.
- **Co-Branded Educational Programs:** Offering jointly developed courses, workshops, or summer schools funded via tuition or participation fees, often with university partners.
- **Hosting Funded Researchers and Projects:** GLAMs serve as venues or coordinators for research projects, attracting overhead payments from grants.
- **Public-Private Partnerships:** Initiatives like the GLAM-E Lab, support open access toolkits for GLAMs worldwide.

#### **Advantages:**

- Provides access to resources and expertise that GLAMs may lack internally.
- Enhances credibility and reach through partnerships with reputable organizations.
- Can support innovative projects, such as machine learning applications for collections, as seen with the Internet Archive and with Hugging Face.

#### **Challenges:**

- Dependence on external partners can limit institutional autonomy.
- Requires alignment of goals and values between partners, which can be complex.
- Partnerships may not provide long-term financial stability.

### **Sample Licensing Clause**

#### **Objective**

Facilitate collaborations with external partners while defining IP ownership and use rights.

#### **IP Licensing Clause**

[Institution Name] retains all intellectual property rights in its collections, digital assets, and derivative works created through sponsorships or partnerships, unless otherwise agreed in writing. Partners are granted a non-exclusive, limited license to use designated content for the purposes outlined in the partnership agreement (e.g., exhibitions, research, or promotional materials), subject to attribution and compliance with copyright laws. Any new IP created jointly by [Institution Name] and partners shall be governed by a separate agreement specifying ownership, licensing, and revenue-sharing terms. Unauthorized use or distribution of [Institution Name]'s content by partners or third parties is prohibited and subject to legal action. Public domain materials shared through partnerships may be released under Creative Commons CC0, as specified in the agreement.

#### **Notes**

- Ensures institutional control over IP while allowing limited partner use.
- Supports open access for public domain materials, aligning with partnership goals.

## 1.7. Institutional Subsidy Model

GLAMs, particularly those affiliated with governments or universities, rely on direct funding from parent institutions or public budgets.

### Application in GLAM:

- **Public Funding:** For instance, countries like Canada, GLAMs have a range of funding programs from federal, provincial, and municipal governments, supporting heritage collections.
- **University Support:** GLAMs, like those at Simon Fraser University, benefit from institutional subsidies for digitization and student-led projects.
- **Grant Funding:** GLAMs apply for grants from bodies like the UK's National Lottery Heritage Fund, which often require open licensing as a condition.

### Advantages:

- Provides stable funding for core operations and public missions.
- Enables investment in long-term projects like digitization or preservation.
- Reduces reliance on commercial revenue, allowing focus on accessibility.

### Challenges:

- Subject to government budget cuts, as seen with UK museums facing up to a funding reductions.<sup>9</sup>
- May limit flexibility for innovative or experimental projects.
- Grant conditions, such as open access requirements, can strain resources.

### Sample IP Licensing Template

#### Objective

Support publicly or institutionally funded operations while clarifying IP rights for subsidized content.

#### IP Licensing Clause

Materials digitized or created with funding from [Institution Name]'s parent organization or public grants are licensed according to the terms of the funding agreement. Public domain materials are released under a Creative Commons CC0 1.0 Universal Public Domain Dedication, permitting unrestricted use unless otherwise specified by the funding body. Copyrighted materials are made available for personal, non-commercial use under a non-exclusive, royalty-free license, subject to attribution to [Institution Name]. Commercial use or redistribution requires a separate written license from [Institution Name] or the relevant rights holder. [Institution Name] reserves the right to restrict access to sensitive materials or enforce IP rights as required by law or funding conditions.

<sup>9</sup> <https://www.wsws.org/en/articles/2025/01/03/bedj-j03.html>

## 1.8. Participatory and Crowdsourcing Model

GLAMs engage the public in contributing to collections, metadata, or research, often as part of citizen science or crowdsourcing initiatives.

### Application in GLAM:

- **Citizen Science:** Museums and archives involve the public in projects like transcribing historical documents or classifying images, as seen with the Internet Archive's ARCH datasets.
- **Crowdsourced Metadata:** The GLAM-Wiki Initiative encourages contributions to Wikimedia platforms, enhancing collection metadata and visibility.
- **Participatory Exhibits:** GLAMs create interactive exhibits or programs where visitors contribute content, such as oral histories or community stories.

### Advantages:

- Enhances collections through public contributions, improving metadata and discoverability.
- Builds community engagement and loyalty, fostering a sense of ownership.
- Cost-effective way to process large datasets or collections.

### Challenges:

- Requires robust systems to manage and validate public contributions.
- May face challenges in ensuring data quality and consistency.
- Limited revenue potential, often requiring other funding sources to support infrastructure.

### Sample IP Licensing Template

#### Objective

Engage the public in contributing to collections while defining IP rights for user-generated content.

#### IP Licensing Clause

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## 1.9. Hybrid Models

Many GLAMs combine multiple models to diversify revenue and maximize impact. For example:

- A museum might offer free access to digital collections (open access) while charging for premium virtual tours (freemium) and running a membership program (subscription).
- An archive might rely on public funding (institutional subsidy) while generating revenue through licensing high-demand records (licensing) and crowdfunding specific digitization projects (donation).

### Considerations for GLAM Business Models

- **Digital Transformation:** The shift to digital has forced GLAMs to rethink traditional models, as online content competes with freely available resources. Digital asset management (DAM) systems, like those offered by Fotoware or Arkivum, streamline workflows and support multiple business models.
- **Equity and Accessibility:** Models must balance revenue generation with the public mission to provide equitable access, especially for underrepresented communities. Open access and participatory models are particularly effective.
- **Legal and Ethical Issues:** Copyright and database rights can complicate digitisation, requiring clear policies (e.g., extended collective licensing or limitations and exceptions) to support open access and reuse.

## 2. Conclusions

GLAM institutions utilize diverse business models, including freemium, subscription, open access, licensing, donations, partnerships, institutional funding, and community-driven approaches. Each model presents distinct benefits and trade-offs, leading many GLAMs to combine multiple strategies to achieve financial sustainability while fulfilling their cultural and educational missions. The optimal approach depends on factors such as collection types, regional and cultural contexts, available public or private funding, and broader institutional priorities.

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