



European Foresight Platform

supporting forward looking decision making

www.foresight-platform.eu

Future of Cultural Heritage

- Impact of external developments -

Background Paper to the 18 December 2012 European Policy Workshop, Brussels

Authors: Wietske Koers, Annelieke van der Giessen, Marc van Weelden, Julianna Becker

Contents

1	Introduction.....	2
1.1	The Workshop	3
2	Starting point: STEEP trends and developments	4
2.1	Society.....	4
2.2	Technology and innovation	6
2.3	Economy.....	8
2.4	Ecology	10
2.5	Policy	11



1 Introduction

“Even before Europe was united in an economic level or was conceived at the level of economic interests and trade, it was culture that united all the countries of Europe. The arts, literature, music are the connecting link of Europe.”

Dario Fo – Italian satirist, playwright, theatre director, actor, composer and recipient of the 1997 Nobel Prize in Literature

Through centuries of intercultural exchanges and creativity, Europeans have created a rich cultural heritage, which has inspired and still inspires many around the world. Our common cultural heritage includes a wide range of tangible cultural artefacts, intangible forms of cultural expression and natural environments that have been preserved and passed on as a legacy from generation to generation. Hence, it has become part of our individual and collective memory, providing retrospective on past developments and achievements, offering reflection on our current identity, and providing a source of inspiration for the future. Therefore, cultural heritage is not a fixed entity, but it is defined by what people nowadays consider as of cultural importance for personal, social, political and economic reasons.

In Europe there is a growing recognition for the value and importance of cultural heritage as both a social and economic resource. It contributes to forming an individual and collective identity, supports social and territorial cohesion, is of great economic importance for the tourism industry, and has potential for defining new types of artistic careers. This importance for society and economy demands a better protection, promotion and use of the our cultural heritage. Europe’s cultural heritage is a fragile resource and exposed to many threats. Due to rapid urbanization, economic interests, pollution, climate change, social and political instability and mass tourism the condition of cultural artefacts and environments is deteriorating. Likewise, non-physical cultural heritage is threatened by globalization, which causes more uniform life-styles and the disruption of economic systems. Therefore, the sustainable management of cultural heritage is a major challenge for today and the future.

At the same time, the way of thinking about cultural heritage is evolving and the way cultural heritage is developed, appropriated, enriched, promoted and transmitted is also changing. Sources of cultural heritage are increasingly preserved and transmitted digitally and online, offering new ways of sharing, analysing and presenting cultural heritage. Another development is the increase in digital-born heritage, which includes artistic and cultural forms of expression that are only created digitally (e.g. e-culture). In addition, the general public is becoming a more prominent stakeholder in presenting and sharing cultural heritage collections. As a result, these developments increase public awareness of the significance of cultural heritage.

This awareness is also reflected in the Europe 2020 strategy, which taps into the potential of culture and cultural heritage to build capacities in four flagship initiatives: the innovation union, the digital agenda, and industrial policy for the globalization era and an agenda for new skills and jobs. Hence, the European Union recognizes the importance of cultural heritage preservation and dissemination. However, these tasks are primarily a national responsibility and despite the dynamics in cultural heritage, thinking about the future of cultural heritage is not wide-spread. There are only a few foresight oriented initiatives known in this domain. For example, in 2008-2009 the Arts Council of Wales commissioned a study to identify the main trends and drivers that possibly impact Arts in the

coming 20 years¹. Researcher M. Rhisiart, leading this study for the Arts Council, is also preparing a foresight study as part of the Joint Programming Initiative (JPI) on Cultural Heritage and Global Change. This JPI ‘addresses the strong relationships that link cultural heritage, conservation, technological innovation and economic development within the dynamic framework of the challenges and competitiveness in an enlarged European Union presented by an increasingly globalised, environmental and security-conscious society.’² The JPI provides a framework within which Member States address jointly areas where public research programmes can respond to major societal challenges. The foresight study aims to contribute to developing a strategic research agenda for the JPI.

Although the retrospective nature of cultural heritage might be contradicting the prospective nature of foresight and future studies, future perspectives on relevant trends and drivers of change for cultural heritage in Europe in the coming decades can support strategic thinking and cooperation in cultural heritage policies and management including preservation, promotion and use of cultural heritage sources.

1.1 The Workshop

The European Foresight Platform organizes this workshop to contribute to applying a future perspective on cultural heritage by discussing and anticipating the potential impact of emerging trends and developments on the creation, management, preservation, promotion, use and funding of cultural heritage. To support this discussion, this background paper will identify trends and drivers of change using the STEEP (Society, Technology, Economy, Ecology and Policy) framework. This analysis is neither predictive nor exhaustive, as the future is uncertain and it is clearly impossible to record all relevant future developments. However, we hope to present a global overview that stimulates a dynamic dialogue about possible futures for the cultural heritage domain.

In the workshop we will structure the discussion around the 5 STEEP drivers of change. For each group of trends and development, we will discuss the following topics:

- Which trends and developments are most likely to impact the cultural heritage domain?
- What will be the potential implications?
- What are the challenges, needs, uncertainties, options and questions for research following from these implications?

The outcomes of this workshop will be processed and used in the final paper to outline potential impacts of the STEEP trends and developments on cultural heritage. The final paper will be offered to stakeholders dealing with cultural heritage, including European and national policy makers, programming initiatives, agencies, institutes and research councils as inspiration to their strategic research agendas. Furthermore, the resulting paper will be published on the EFP website and social media.

¹ Rhisiart, M. & While, G. (2008). The Future of the arts and culture in Wales within a global context: Trends, Drivers of Change and New Paradigms; <http://www.artscouncilofwales.org.uk/what-we-do/research/latest-research/the-futures-study>

² Vision document JPI Cultural Heritage and Global Change, <http://www.jpi-culturalheritage.eu/>

2 Starting point: STEEP trends and developments

This chapter will offer an introduction to trends and developments in society, technology, economy, ecology and politics that might impact the future creation, management, preservation, promotion, use and funding of cultural heritage in Europe. For each development some first ideas of potential impact on cultural heritage will be described as well.

2.1 Society

The **aging population** of Europe is a demographic phenomenon that is characterized by decreasing fertility and higher life expectancy, which is likely to be of major significance in the coming decades. Eurostat predicts that the population of working age will decline, while those aged 65 years or over will account for 29.5% of the EU's population by 2060 (compared to 17.4% in 2010).³ This results in a steadily decreasing workforce and the growth of retired senior citizens, which will lead to an increased financial burden on those who are working to provide for the social securities of pensioners.

Aging confronts us with a range of challenges for the future. The increase in economically inactive elderly individuals will have repercussions on government expenditures, pensions, the job market, healthcare, social security and the housing market. At the same time the aging population also offers new opportunities. It creates new markets and society is increasingly coming to appreciate the contributions of active elderly people at work, at home, or in their community.

International migration plays an important role in European population change. In 2011 around 4% of the total EU population (20.2 million) consisted of immigrants from outside the EU and 2,5% of EU citizens moved to another EU member state.⁴ There are several reasons for people to migrate to a different country, such as a new job or education, reuniting with previously immigrated family members, or to seek refuge from a dangerous situation in the native country. In recent years, the role of international migration has come under increasing scrutiny. It is difficult, however, to predict how international migration will develop in the future. On the one hand, prospective shortages of labour due to demographic ageing, might require the migration of both skilled and less-skilled employees to the EU. Asylum policies, on the other hand, are becoming more and more stringent, to reduce pressure on social securities.

Migration has a strong influence on the demographic composition of a country. Migrants are usually relatively young and knowledge migration influences the educational profile and skills of the population. Moreover, international migration increases the cultural diversity of a population and hence there will be a greater diversity of culture providers and consumers, who can invigorate local cultural heritage through new ideas and perceptions.

Furthermore there is a development of increasing **urbanization**. This is the gradual expansion of intensively inhabited areas, caused by population growth, economic conditions and lifestyle changes. Urbanization also indicates the phenomenon that cities play an increasingly important role in the economy of regions and even countries. Since 2007, the majority of the world has lived in a city and

³ Eurostat, 2012. Population structure and ageing - Statistics Explained. [online] http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/Population_structure_and_ageing. Accessed on 10 December 2012

⁴ European Commission, 2012. 3rd Annual Report on Immigration and Asylum (2011).

the United Nations expect that in 2050 70% of the world population will live in urban areas.⁵ Urbanization does not only lead to the emergence of very large cities with more than 10 million inhabitants (megacities), but also to more and more smaller cities with less than 500,000 inhabitants (minicities). However, the great attraction of cities also has negative effects. Less attractive rural and urban areas shrink, while other natural and cultivated landscapes disappear due to expanding cities. Infrastructure congestion, pollution and crime increase due to the higher concentration of people living in one area. The costs of property in sought-after city centres rises considerably, dividing the city in poor and rich neighbourhoods, thus increasing social tensions.

Social cohesion is changing in several ways. There is a shift towards more and more **individualization**, which is driven by movements that originated in the sixties, such as secularization, but also by the emergence of mass media and the Internet. Citizens' identity and thus their existence is no longer derived from traditional social groups based on e.g. religion, politics, or social class, and individuals are thrown more upon one's own resources. Individual choices and interests have taken centre stage, and solidarity as the corner stone of society and public services appears to crumble.

In recent years, a trend towards increased **polarization between communities** can be witnessed everywhere: between religious groups, between EU member states, between politicians, between natives and immigrants, between the political elite and 'the people', between rich and poor, between educated and less educated, between citizens and social service providers, and the list continues. This is not necessarily a negative development, as there should be room for opposing and irreconcilable positions in the public discourse. In a positive sense, this might contribute to opinion formation, group formation, an improved sense of identity, emancipation and making problems between social groups discussable. Polarization is harmful, however, when it undermines values and leads to stigmatization, thus affecting people's wellbeing, leading to less participation, undermining social stability, stifling debate, and complicating the decision making process.⁶ A far-reaching negative consequence is **social exclusion**, which means that certain social groups do not have access to the opportunities that others do have access to.

But individualization also leads to new opportunities such as the customization of products and services. And where individualism previously went hand in hand with consumerism and an unbridled desire for more, there is now an opposing trend of **post-materialism**. This leads to a new emphasis on goals such as personal freedom, self-expression and quality of life, which offers a more favourable climate for artistic expressions and cultural heritage policies.⁷

We no longer want more, but we want less and better.⁸ We live in a turbulent time, in which huge organizations seem to lose their coherence and traditional social groups are disappearing. But in the search for new social relationships, we form new cursory collectives, mainly through social media, that aim to contribute to a mutual goal. This **self-organizing** behaviour, building on the ambitions and potency of individual people, will become the powerful engine behind future social innovation.

⁵ United Nations, 2011. 2011 Revision of the World Urbanisation Prospects.

⁶ Raad voor Maatschappelijke Ontwikkeling (2009) Polariseren binnen onze grenzen, Advies No. 46

⁷ Rhisiart, M. & While, G. (2008). The Future of the arts and culture in Wales within a global context: Trends, Drivers of Change and New Paradigms.

⁸ Boland, C., et al. (2012). Trendrede 2013.

Some potential implications for cultural heritage

- Ageing population could lead to preserving and sustaining particular forms of arts and culture (e.g. classical music)
- International migration increases the cultural diversity of a population
- Urbanisation can lead to higher pressure on preserving and managing cultural heritage, because of infrastructure congestion, pollution, crime increase, urban sprawl etc.
- Urbanisation can lead to creation of new styles of urban culture, urban art forms.
- Growing emphasis of post-materialism can lead to a more favourable climate for artistic expression and cultural heritage policies.
- Possibly growing inequality between on the one hand groups in society that are engaged and have the skills to take action, to organize themselves, and on the other hand groups in society that are not engaged and lack the skills to participate.

2.2 Technology and innovation

This paragraph focusses on the effect of technological trends on cultural heritage. Technological trends can impact the way cultural heritage is preserved, managed, disseminated and used, but also the creation of arts and culture. New customs that come with new products and business models may influence cultural heritage as well.

The growing application and use of **information and communication technologies** has an huge impact on daily life. Starting with the wide distribution of the personal computer, followed by graphical interfaces, Internet, email etc. and resulting in a completely new way of sharing information. Where civilians, companies and governments can communicate, share information and fully exploit the available data. ICT drives innovation: we can do things more efficiently, effectively, faster, smarter and more sustainable.

The internet-based society offers new opportunities for disseminating information, to reach a wider audience, to access information from faraway places. Raw, unstructured data contained in all kinds of databases are increasingly opened up and shared through the internet. Civilians, companies, news agencies, publishers, NGOs can use these **open data** for interpretation and reuse in all kinds of new products and services. This offers many opportunities for cultural heritage as well. Collections are increasingly digitalized. Collections can become available to anyone via the web and allow for innovative ways of studying, contextualizing and representing.

At the same time, the amount of data is growing very rapidly, really an explosion of data. This requires completely new techniques and tools for storing these data, but also for searching, filtering, analysing, accessing and managing these data. Research efforts in this domain of **big data** focus on standards, filters, metadata, innovative storage techniques, advanced data analytics tools, datamining tools, search strategies, semantics, but also protection and security of the data.

Artificial intelligence as well as new imaging techniques are used to develop new **pattern recognition tools** to analyse very fast and with high precision large amounts of images, texts etc. for recognizing patterns. This supports searching large datasets, identifying linkages, monitoring and observing changes in artefacts etc.

3d imaging and other new visualization techniques such as virtual and augmented reality techniques are used to create computer-simulated environments and artefacts. This enables analysing and observing complex situations and data sets and offers more opportunities for

presenting additional information by experiencing this in a 3d image. It is also used in games, for example, for ultimate user experience.

Also in **software development** some trends can be identified. Software increasingly supports sensitive interactions with users. Moreover, software is increasingly integrated into machines and objects, including telephones, televisions, and even clothing. Software is increasingly embedded in hardware and enables seamless exchange of data and functions between various platforms (television, telephone, table, PC etc.). Social software connects people with sensors.

Online social networks, such as Twitter and Facebook, are used intensively and worldwide. Social media and social networks stimulate the sharing of information worldwide and real-time and facilitate and enable mobilization and active participation of civilians.

The use of online social networks is supported and stimulated by the increasing use of mobile internet. Increasingly people use smartphones and tablets to connect to the internet anytime and anywhere. The **mobile revolution** leads to many new services for civilians, governments and businesses. Regardless of time and place, people can access information, entertainment. People increasingly use streaming of content (video, music, texts) instead of owning and storing the content themselves.

Future internet technologies enable an **internet of things**. Increasingly, not only people will be connected to the internet, objects such as cars, fridges, televisions, water management systems etc will be as well. Combined with sensor technologies, this allows for remote management of the objects and continuous and remote monitoring of conditions and changes.

Mass customization and involving users / consumers in the design and product process (**prosumers**) are two strong trends in product and service development. ICTs make it possible to translate consumer demands and ideas into product designs, prototyping and production. New techniques including **3D printing** allow flexible production systems and even home-based production.

The world wide web of information, the real-time exchange of information and experiences could be a threat to cultural heritage people can become more unified in their consumption and traditions, reducing the diversity in people and their cultural heritage. However, these developments can also support attracting additional attention to the cultivation of cultural heritage.

Nanotechnology supports the development of new materials with special functions, such as self-repairing and automatic heating and cooling.

Another relevant development is **Energy efficient and smart lighting**, allowing for automatically adjusting lighting to environmental conditions, using lighting for all kinds of purposes, doing less harm to sensitive objects and saving energy substantially.

New construction technologies, such as heat and cold storage in water, solar panels on rooftops and sustainable lighting systems, but also local energy production techniques are increasingly used on both new and existing buildings to address the need for sustainable and comfortable buildings (energy efficient retrofitting). New construction and energy production technologies can both aid cultural heritage by increasing the lifespan of existing buildings , however it can also hinder cultural heritage preservation by influencing the aesthetics of existing buildings.

Changes in technology often lead to **new business models**. More and more is done online and the new business models can lead to **fully virtual organisations, mobile services, new experience concepts, shared services** and **global sourcing of manpower**. These changed business models can lead to a highly **fragmented value chain** which can be spread out over the entire world. This globalisation can result in larger exchange and melting of arts and culture, but it can also threaten the conservation of local cultural heritage. A strong counter-development is the pursuit **control over the entire value chain**. Even though this can lead to sustaining local cultural heritage influenced by the dominant parties in the value chains, it could also overshadow cultural heritage in countries that have actors in less dominant positions in value chains.

Open innovation and **trans-sector innovation** are new concepts influencing how firms and innovations develop. Both concepts focus on using collaboration to induce innovation, for example by actively collaborating with **prosumers**. Cultural heritage can be preserved as it becomes part of new concepts and is incorporated by actors using open innovation, however it could also be replaced by new traditions and culture as a result of the openness involved with the innovation concepts.

Some potential implications for cultural heritage

- Development of networked heritage
- New digital opportunities for preserving, studying, accessing collections, presenting artifacts to the wider public.
- Opportunities for developing new services based exploiting large amounts of data available.
- Opportunities for involving the public more actively in preserving, contextualizing and analysing cultural heritage.
- Possibly melting of different cultures, unification of culture and traditions, decreasing diversity in cultural heritage.
- New technologies for preserving cultural heritage, also noninvasive technologies
- Opportunities for sustainable, energy efficient refitting of monuments etc.

2.3 Economy

Since 2007, the world has been experiencing economic hardships. What started as a debt crisis has transformed into a global economic crisis and Europe has been one of the area's most greatly affected by this downturn as it is experiencing the largest economic slowdown. The **Euro crisis** poses a serious threat to the maintenance of culture in countries like Greece, where this is felt the greatest and they have great deal to preserve. Due to the current economic crisis many European nations are experiencing recessions which effect the government budgets. This is translated to a **reduction of public funding**, to spend on such things as supporting the arts and restoring and maintaining historical landmarks. There is also a **reduction of public facilities**, such as museums and parks, due to this budgetary reduction. Museums preserve the historical culture and areas such as parks and other more modern public facilities give room for the current culture to be preserved. The lack of funding for such areas threatens these forms of preservation. Further such a collapse could lead to other countries stepping in to help rescue the government and in turn imposing their own culture and economic systems on the country. Changing the current cultural system and creating a new societal foundation.

Over the past century the **globalisation of economies** has been ever increasing. Opening trade lanes and increased means of transportation has allowed access for countries on other sides of the world to trade and exchange goods, services, as well as immigration of people. Importing goods from around the world opens Europe to the introduction of culturally inspired products. For instance, many consumer trends from the United States, such as Apple products, have spread overseas and

are also popular throughout Europe. The rise of some emerging economies, including China, Brazil and India, brings other cultural perspectives as well. This allows for merging of cultures as well as people. With globalisation of economies comes outsourcing as well as international recruitment, bringing people from drastically different backgrounds into contact. Such intertwining of people spreads languages as well as stories of tradition from their own countries. Europe is a melting pot for such cultural blending and this may lead to a loss of preservation of individual cultures due to such blending.

Structural economic problems can lead to poverty amongst different populations. The current economic crisis in Europe has led to a large scale **reduction in income** as many people have lost their jobs. People no longer have the same income to spend on leisure activities and are becoming more guarded with their spending. Lower leisure spending limits travel and commercial spending which feed into today's cultural trends and learning. This lower income has also widened the poverty gap in some areas. With increasing income disparity comes increasing economic inequality which can lead to increased **criminal activity**. This often comes in the form of theft, burglary, as well as fraud which often robs people of their artefacts (art, books, etc.) and, in some cases, on a national level. For instance, recently a museum in Rotterdam suffered from the theft of several works of art⁹. Income reduction can also be seen through the lenses of governments.

Along with an increase in criminal activity and the power of the internet comes an increase in **cybercrime** as well. Cybercrimes are directed at persons, property, and organizations by electronic communication networks and information systems. These crimes extend across country lines and often involve identity theft, breach of data privacy, terrorism threats, infringement of intellectual property, and hacking into websites and networks¹⁰. Stealing intellectual property threatens the credibility of new discoveries and the rightful owner of such informational developments. The ability to assume someone else's identity or steal their work threatens the security of new developments and the trust of people in the work of others.

Some potential implications for cultural heritage

- Problematic financial situation in European countries can lead to reduction of public funding for arts, the preservation, management, dissemination of cultural heritage
- Reduction of public facilities because of budget cuts threatens preservation and dissemination as well
- Growing power of other emerging economies in the world can bring new cultures and traditions; this can enrich and threaten the cultural heritage in Europe
- Globalisation and internationalisation can offer opportunities for internationalisation of the funding for arts, cultural output and cultural heritage, a wider audience and transfer of art forms, and new opportunities for offshoring of specific forms of arts and culture.
- Structural economic problems lead to reduction in income and hence lower spending on leisure, culture and arts
- Increasing income disparity and economic inequality can lead to more criminal activity, including theft, burglary and fraud of artefacts.
- A shift to cybercrime increases the risks and consequences of stealing and infringing intellectual property

⁹ *Rotterdam art thieves take valuable paintings in dawn heist*. The Guardian. 16 October 2012.

¹⁰ *Impact van trends op de verzekeringsbranche*. TNO 2012.

2.4 Ecology

The profound impact of man on the earth is becoming more visible and noticeable in almost all places in the world. As a result **climate change** and, in parallel, **sustainable development** are two major challenges the world is facing today.

Since the mid-20th century the climate is changing under the influence of natural factors and the greenhouse effect caused by humans. The IPCC (the climate panel of the United Nations) expects that the sea level and global temperature will keep rising if human activity remains unchecked.¹¹ This can result in more extreme weather and climate events, which threaten both cultural and natural heritage. This is not only a problem for the far future. The World Monuments Watch List demonstrates that several cultural heritage sites around the world are already experiencing the negative impacts of climate change.¹² As the sea and river levels rise, the water reclaims much of the coastal areas and river banks and with it the historic settlements that have been built on these shores. Changing weather patterns also cause damage to historic buildings that have been designed to endure another type of weather conditions. To cope with the challenges of climate change, governments, organizations and individuals can adopt two responses: reducing greenhouse gas emission to mitigate climate change or adapt to the effects of climate change in the future. However, preservation of cultural heritage is a local activity, whereas climate change is a global threat. Therefore, UNESCO acknowledges the need to adopt a united approach to issues of environmental preservation and sustainable development, resulting in more than 30 programmes dedicated to sustainable development, climate science, adaptation, monitoring and mitigation.¹³ Cultural heritage is not only vulnerable to climate change, but it can also provide a source of inspiration to cope with it. The many human-made structures that have survived for centuries offer new ideas for adapting buildings to their natural environment and using local resources. Also, the preservation of historic sites can contribute to a more sustainable mind-set, because it emphasizes the importance of reusing and repairing instead of replacing.

Another problematic ecologic trend is the increasing **pollution** of our environment. Due to population growth, urbanization, and consumerism nature is giving way to residential areas and pollution is everywhere: soil pollution, water pollution, air pollution, light pollution, noise pollution. This puts great pressure on the environment and leads to decreased biodiversity. Also the effects of air pollution on built cultural heritage is evident. Industrialization has left society with many defaced historic statues and corroded and soiled monuments.

Some potential implications for cultural heritage

- Climate change and pollution are huge threats to the preservation of cultural heritage
- Cultural heritage can be a source of inspiration for developing sustainable constructions
- Climate change and pollution require huge attention and financial means from governments and society. This could lead to less attention, less funding for arts, culture and cultural heritage
- Climate change, pollution and the focus on sustainable development can also inspire the creation of arts and culture.

¹¹ IPCC, 2012. Managing the risks of extreme events and disasters to advance climate change adaptation.

¹² Berenfeld, M.L., 2008. Climate Change and Cultural Heritage: Local Evidence, Global Responses.

¹³ UNESCO, 2009. Case Studies on Climate Change and World Heritage.

2.5 Policy

In the European Union there is a trend or call for more **centralized governing**. This European integration is based on the notion that more power will provide the European Commission with more means to strengthen Europe and bounce back from the current economic crisis and prevent or deal with other crisis in the future. One aspect of the European integration will be the increasing number of possibilities the European Commission has to preserve cultural heritage. However, another aspect will be a more unified Europe, with more unified rules in all EU countries and more unified behaviour as a result of this. This can affect local cultural heritage.

A counter movement is the call for more self-government for countries and **renewed independency** by several political parties in many different countries. This political trend calls for countries to abandon the European Union and return to the independent countries as they were before the establishment of the Union. As this is opposing the previously mentioned trend, the results are also contrasting. As the political view is based on chauvinism, there is attention for the preservation of cultural heritage, however as independent countries no longer join forces, several countries will lack the means to successfully preserve their cultural heritage.

The abilities to preserve cultural heritage are also in several ways related to the current economic climate and the effect it has on politics. The current **economic crisis** by itself reduces the means available to preserve cultural heritage. However the effect the crisis has on politics, or from a different view, how the crisis is currently handled by politicians amplify the effect the economic crisis is having on cultural heritage preservation. The current focus of politicians is on numbers and getting budgets balanced. In order to do so, **expenses are being cut** throughout Europe and culture is one of the elements where budgets are being cut drastically. Without the means from the government and with the current financial climate, cultural heritage preservation is under stress. The example here being Greece where maintenance on several ancient buildings is no longer provided, leading to their cultural heritage to be at risk of demise, which ultimately influences their economics as the tourist industry is an important industry.

Driven by the need to restructure the government budgets and to cut public spending, governments increasingly call upon civilians to organise activities themselves, that used to be provided by public service. Governments increasingly **hand-over public tasks to society** and ask from society to take care of these tasks themselves. Especially in the domain of arts and culture, governments cut budgets and expect institutions to explore and use other ways of funding, including crowdfunding, public private partnerships, commercial exploitation of collections and so on. Governments are expecting a more **entrepreneurial approach** to arts, culture and cultural heritage, developing new business models, exploring new markets. It also means that public funding will only become available if institutions can show their added value to the cultural landscape. Uniqueness, but also diversity and reach in audience, entrepreneurship and collaboration with education partners become more important .

Some potential implications for cultural heritage

- *More Europe* supports collaborating in cultural heritage and supports the preservation, management, dissemination of cultural heritage. Could also lead to more unified traditions and culture.
- The counter movement of *less Europe* will probably results in less means and higher inefficiency in cultural heritage. Probably more focus on keeping own traditions and culture.

- Budget cuts for all sectors, also for cultural heritage. Call upon society to take responsibility and to organize activities without or with less public funding. More focus on entrepreneurial approach.