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D3.1 Rolebook and prioritised responsibility assignments

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List of Acronyms

Abbreviation / Acronym	Description
AI	Artificial Intelligence
AP	Associated Partner
COO	Coordinator
CSA	Coordination and Support Action (EU project type)
DGA	Data Governance Act
DMOs	Destination Management Organisation
DoA	Description of Action
DS	Data Space
DSSC	Data Spaces Support Centre
Dx.y	Deliverable number y, belonging to WP number x
EC	European Commission
EDIC	European Digital Infrastructure Consortium
EMDS	European Mobility Data Space
ETDS	European Tourism Data Space
EU	European Union
IDSA	International Data Spaces Association
ISO	International Organization for Standardization
KPI	Key Performance Indicator
MSME	Micro, Small, and Medium Enterprises
NTO	National Tourism Office
PC	Project Coordinator
PCT	Project Coordination Team
PMB	Project Management Board
PET	Privacy Enhancing Technology
QA	Quality Assurance
QM	Quality Manager or Quality Management
RASCI	Responsible/Accountable/Supportive/Consulted/Informed
SME	Small and Medium Enterprises
Tx.y	Task number y, belonging to WP number x
TL	Task Leader
UC	Use Case
WP	Work Package
Acronyms of Data Space Roles	
DS-DAT	(Meta)Data Management Expert role
DS-Executive	The part of the Data Space Governance Authority which guides the operative activities of the DS
DS-FIN	The role dealing with all financial aspects of data space administration
DS-LEG	The legal expert role
DS-MKT	The role taking care of communication and marketing
DS-RUL	The expert role dedicated to maintaining and enforce the rulebook
DS-TEC	The expert role for the technical infrastructure

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Executive Summary

This deliverable represents the first step towards a comprehensive framework of guidelines for the governance and operational roles within the European Tourism Data Space (ETDS). As recommended by the blueprint of the preparatory projects DATES¹ and DSFT², it outlines the roles, responsibilities, and processes necessary to ensure the compliant, efficient, and collaborative management of the ETDS ecosystem, including all functions of data sharing. The document, being essentially the proposed "Rolebook", provides detailed descriptions of the various stakeholder roles involved, their specific responsibilities, and the interactions between them to facilitate seamless data exchange and collaboration. Moreover, it describes in detail several supporting roles important for technological decisions, data space administration, touristic business expertise, and potential sponsors.

The document serves as a foundational guide to determine governance of the ETDS, providing the necessary knowledge base, offering practical insights and actionable steps for setting up and maintaining its governance framework. It addresses essential topics such as data governance, security protocols, interoperability standards, and best practices for data management and explicitly pronounces responsible and supporting roles for the relevant topics. By following the findings outlined in this report, stakeholders can ensure the successful implementation and future operation of the ETDS and promote effective collaboration on innovation in the European tourism landscape.

The key topics addressed in this deliverable are:

1. Governance frameworks for data spaces: the rationale for having a governance framework in a Common European Data Space is introduced, followed by a description of the concept of a Rolebook/Rulebook and its implementation in the ETDS.
2. Responsibilities of the data space roles: the responsibilities of 14 core roles within the data space organisation, including data providers, data consumers, service providers, and governance authorities and 6 associated roles were described in detail. The importance of each role for the success of the Data Space is outlined.
3. Rulebooks and agreements for the ETDS: An overview of the rules required to guide the roles through their obligations, including technical onboarding, data product descriptions, usage control obligations, and service product descriptions.
4. Next steps towards a governance framework for the ETDS: a final section outlines the steps towards implementing the rulebook, prioritising the creation of essential rules for data sharing participants, technical experts, and the data space governance authority.

By implementing the governance framework outlined in this deliverable, the ETDS can achieve its objectives of enhancing digital presence, improving customer engagement, and promoting innovation in the European tourism sector. The framework ensures that all stakeholders are aligned with the strategic objectives of the ETDS, creating a secure, efficient, and collaborative data space that drives growth and competitiveness in the tourism industry.

¹ See <https://www.tourismdataspace-csa.eu/>

² See <https://citydestinationsalliance.eu/initiatives/data-space-for-tourism/>

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The target group of this deliverable is the project team of all work packages of DEPLOYTOUR, who will use the outcomes of this document to create the “Rulebook”, i.e. the ETDS governance framework in detail, which is the main objective of Tasks 3.2 and 3.3. Nevertheless, it is also dedicated to external key stakeholders involved in the implementation and governance of the ETDS. These individuals and groups are ultimately responsible for ensuring that the ETDS operates in compliance with established standards and regulations, while meeting the needs of all participants.

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1 Introduction

1.1 Project summary

To turn the vision of a European Tourism Data Space into reality, DEPLOYTOUR brings together key actors of the tourism and data ecosystems and their broad public, business and research partner networks. Convinced that tourism data is crucial for the data economy in a European Single Digital Market, DEPLOYTOUR will develop a measurable contribution to the digital transformation of the tourism sector that can significantly strengthen European competitiveness.

The project outcomes provide the elements of an operative ETDS, together with a framework of rules and processes for all roles identified to act on governance, decision-making and policymaking to foster innovation powered by tourism data. They will enable society to make Europe the most desired sustainable space for living and travelling. Starting from a mapping of the EU and non-EU tourism data landscape (with a focus on the European environment) and leveraging on initiatives on data sharing done by the CSA projects for tourism, DATES and DSFT, DEPLOYTOUR will collaboratively implement all proposals and requirements identified by their shared strategy roadmap for building a sustainable tourism data space. The processes will define clear objectives and key results to engage, support and motivate all stakeholders to share and use high-quality tourism data as a basis for innovation, operational efficiency and improved decision-making.

DEPLOYTOUR will implement the recommendations from theory and best practices for data governance and digital business models, demonstrating how benefits for society can be created. Key success factors will be defined, and this will demonstrate how the tourism data space can create added benefits for the tourism industry and all sectors that tourism is interlinked with. In addition, technical infrastructure and organisational structures will be designed to spark and fuel the usage of interoperability standards and participation in a tourism data space to foster the digital transformation of SMEs in tourism and relevant cross-sector industries. DEPLOYTOUR will be a kick-start for implementing a European Tourism Data Space by involving all players on the supply and demand side through the strong ecosystem representatives of the DEPLOYTOUR project.

1.2 Purpose of the document

These deliverable documents the scope and content of the future governance framework of the European Tourism Data Space. Task 3.1 “Identify the roles and the thematic components of a governance framework for the EU Tourism Data Space”. The concrete objectives of the task were summarised as follows:

“(1) Identify mandatory and optional roles in the ETDS based on the ETDS Blueprint, IDSA, and Sitra rulebooks, encompassing internal roles, use cases, and external stakeholders impacting the Tourism data space.

(2) Identify decision scenarios (“governance items”) for legal, ethical, strategic/business, organisational, and technical aspects guided by IDSA, Sitra, and other sources. Describe governance items on interoperability and standardisation with support from WP2 and WP4.

(3) Assign responsibilities using the RASCI schema for each governance item and justify the assignments.

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(4) Prioritise governance items based on use case and organisational needs as input for tasks T3.2 and T3.3, always considering external dependencies to ensure interoperability.

(5) Define the Rolebook format and anticipate the Rulebook structure.

(6) The outcome will be the Rolebook of the ETDS, a matrix with role/responsibility assignments and justifications.”

1.3 Structure of the document

Deliverable 3.1 – The Rolebook of the European Tourism Data Space is a key milestone within Work Package 3 of the DEPLOYTOUR project.

The document begins with an introduction that provides a general overview of the project, outlining its main objectives, purpose, and the overall structure of the report.

Following the introduction, Chapter 2 provides a general exposition to the rationale of having a governance framework in a Common European Data Space (Chapter 2.1). In the following chapter 2.2 the concept of a Rolebook/Rulebook is described and the arguments for its use in DEPLOYTOUR for the ETDS are explained. Chapter 2.3 describes the concrete implementation of the Rolebook in DEPLOYTOUR, emphasising that this approach stems from the set of basic roles introduced by the DSSC blueprint. It also describes how the role of the governance authority has been significantly expanded according to common sense and observed best practices from existing data space initiatives.

Chapter 3 represents the body of this deliverable D3.1 is dedicated to the detailed description of the responsibilities of the identified roles in a data space organisation. The sequence of the role descriptions can be seen as an indicator of the importance of the roles for the success of a data space. Therefore, chapter 3.1 comprises the roles involved in data sharing and use case operation. The following chapters 3.2 and 3.3 deal with the Governance Authority which must support the roles engaged in data sharing. In this context, the view of the DSSC is adopted. This means that the administrative responsibilities of the Governance Authority are best mirrored by splitting it into a more “legislative” part, represented by the role “Governance Authority” (in the narrower sense), and an executive part, represented by the “DS-Executive” role (both in chapter 3.2).

In chapter 3.3, we take account of the fact that the support of a data space to its data sharing participants goes beyond the mere provision of the technical means for data sharing, but must comprise the data space administration including finance, and legal support and the maintenance of a data sharing community. We have therefore created a group of ‘data space expert roles’ that explicitly reflect these aspects that have always been implicitly present. In chapter 3.4 we mention a series of mostly external stakeholders which interact with the data space participants either as sponsors, requesters or as experts.

For the characterisations of the responsibilities of the core roles the following standard format has been created as specified in 2.2.1:

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Responsibility Title

Responsibility Short Description

Output and Deliverables

Process Dependencies (on processes of other roles)

Role Dependencies (with RASCI indicator)

References (Optional)

Comments, Open Points (Optional)

The associated roles of the stakeholder ecosystem, predominantly external supporters and advisors of the core roles are described in a free format.

Chapter 4 provides the overview of rules and advice which must be provided by WP3 of DEPLOYTOUR as the constituents of the future ETDS governance framework. The sub-rulebooks are grouped by data sharing roles and get prioritised as input for the upcoming Task T3.2, whose deliverable should be a minimum viable rulebook.

Chapter 5 summarises the decisions made in the preceding chapter and designs the next steps of WP3 in task 3.2.

Chapter 6 adds concluding remarks setting the rolebook in relation to the overall objective of the creation of the ETDS governance framework.

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2 Governance Frameworks for Data Spaces

2.1 Introduction

The main objective of data spaces, enabling data sharing between many stakeholders, requires their coordinated and regulated cooperation. This can only be guaranteed by a jointly developed set of rules that everyone adheres to. The body of such rules is generally referred to as the 'governance framework' of a data space. However, since the sharing of data is embedded in a network of legal, technical, organisational, business and political requirements and boundary conditions, a governance framework must go far beyond the mere handling of data exchange and regulate a wide range of organisational aspects. Thus, the Data Spaces Support Centre (DSSC) defines the governance framework of data spaces as follows. It is

"The structured set of principles, processes, and practices that guide and regulate the governance, management and operations within a data space to ensure effective and responsible leadership, control, and oversight. It defines the functionalities the data space provides and the associated **data space roles**, including the **data space governance authority** and **participants**"³

The governance, management, and operations of an organization or system are shaped and controlled by a set of overarching principles, structured processes, and established practices, and have to be defined, applied and controlled by the participants of a data space and certain external stakeholders, which should be formally described in appropriate roles. As stated in the definition, governance is about decision-making, monitoring the consequences of decisions and control with the aim of achieving improvements. The need for governance generally extends to all organizational levels of a data ecosystem, which the DSSC has proposed as detailed in the figure below:

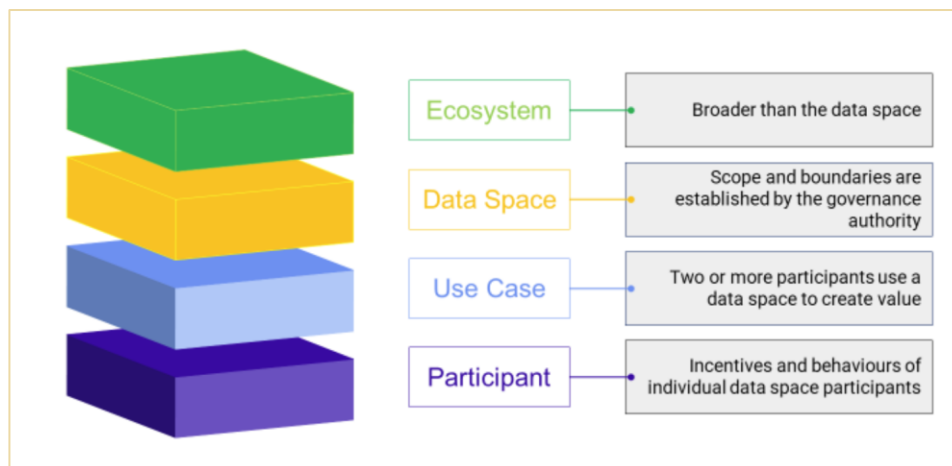


Figure 1: Levels of data space business and governance⁴

³ See <https://dssc.eu/space/bv15e/766061638/1+Key+Concept+Definitions> (highlighting as in the original document)

⁴ Taken from <https://dssc.eu/space/bv15e/766064294/Business+and+Organisational+Building+Blocks>). It should not be forgotten that the scenario is not a column of four boxes, but should be a pyramid with a broad fundament: from bottom to top of the model, the individual participants, groups of them forming project teams working on specific use cases, the level of single data spaces which integrate use cases and participants into an effective data sharing community, and finally the wider ecosystem of sectoral data spaces, and of course a future cross-sectoral Europe-wide data sharing market.

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The roles within the four layers need to interact for efficiently sharing data, and for beneficial interactions they need to be interoperable. The keyword interoperability can be seen as an overarching objective of governance. Interoperability must be assured within each layer, between the peers there, but also for the interactions between the layers. The European Interoperability Framework, an initiative to shape data sharing in the finance sector, proposed four areas of interoperability, which cover the challenges that must be worked on⁵:

Legal interoperability is about ensuring that organisations operating under different legal frameworks, policies and strategies can work together.

Organisational interoperability means documenting and integrating or aligning business processes and relevant information exchanged. Organisational interoperability also aims to meet the requirements of the user community by making services available, easily identifiable, accessible and user focused.

The **semantic interoperability** aspect refers to the meaning of data elements and the relationship between them. It includes developing vocabularies and schemas to describe data exchanges and ensures that data elements are understood in the same way by all communicating parties.

And finally, the **technical interoperability** aspect: A major obstacle to interoperability arises from legacy technical systems in the backends of the participants. It is a core promise of the data space concept in general to overcome these differences by providing a technology stack that brings all the different, real-world systems into an interoperable way.

The interoperability goals of all data sharing activities in a data space are supported by a group of operational objectives of the governance activities, namely:

Realisation of the data space vision: Fair, efficient and compliant data sharing, but still preserving a maximum of sovereignty for each holder of rights. Beneficial data sharing, guaranteed by a data space, should be accompanied by attractive value propositions and funding models, organisational framework and legal structure. It should allow various external relationships on the technical and business level.

Quality assurance: This must be seen under all possible aspects. Quality of data, of services, of processes, of the whole governance framework. 'Quality' should be defined as the correspondence between the characteristics of required or announced services and those delivered. Quality has a lot to do with standardisation. Referring to agreed standards will facilitate establishing the correspondence between requirements and delivery, the efficiency of the interactions will be raised, together with the trust among the partners, and the susceptibility to errors will be reduced.

Risk Management: Governance is closely linked to the identification and assessment of risks, and to preventing their materialisation or at least mitigating the consequences.

⁵ The following statements were, with minor modifications and additions, taken from <https://interoperable-europe.ec.europa.eu/collection/nifo-national-interoperability-framework-observatory/3-interoperability-layers>

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Compliance: It must be ensured that all relevant legal and regulatory requirements are met (but also compliance with private licenses and basically non-binding but established standards). The EU data economy is considerably regulated to facilitate data sharing on one hand but also protect vulnerable stakeholders from abusive practices. Even though projects like DEPLOYTOUR (and a future ETDS organisation) are fundamentally committed to fair behaviour, due to the complexity of the issue there is a great deal of uncertainty among many participants, which, therefore, requires guidelines and advice to support the partners in complying with the hard law rules. **Community:** Although many processes around data sharing, data quality and even use case definition can be supported by digital applications and especially Artificial Intelligence (AI), dealing with the concern of individual humans and legal entities needs the establishment of a culture of collaboration and communication between them or their representatives. This necessity becomes clear when regarding the diversity of participants: public vs. private, small vs. large, non-profit vs. commercial, players, active only in their local environment vs. multinational or global players, respectively. Direct communication is always necessary to identify common interests and requirements that should lead to joint use cases, or conversely, to avoid blocks that may arise from conflicting interests.

Oversight: Governance has a lot to do with knowing about the status of the undertaking, the roadmap for the future, and the lessons learned from the past. Plans and achievements, progress and problems, acceptance and reservations need to be known and considered. Governance must provide the means to monitor any progress with the help of Key Performance Indicators (KPI) and derive from the gained insights further plans or corrective actions, respectively.

Stability: The word “stability” stands here instead of “sustainability” to distinguish the meaning in the sense of long-term viability of the ETDS organisation from the more familiar association of “sustainable tourism”, which is the goal of the tourism ecosystem and is approached in the use case projects. The vision of the data space concept mentioned above is only complete when it has found the acceptance of the participants that will lead to their long-term commitment. Pragmatic, coherent, efficient and effective governance dedicated to the participants' needs will provide an important pillar for that. To summarise, in the context of our tourism data space, the relationship between the different functions might be illustrated by the figure below. In the centre of all our efforts, both in the DEPLOYTOUR project, and particularly later in the operative ETDS, are the answers to challenges of the tourism industry, which will be identified and elaborated in use case projects. Their work might be characterised by key words like innovation, creativity, flexibility, and community, which pronounce a spirit of dynamicity, continuous evolution, and improvement. Enabling this, needs a framework of governance policies and methods which introduce in a certain sense the aspects of stability, reliability, efficiency, control, and feedback.

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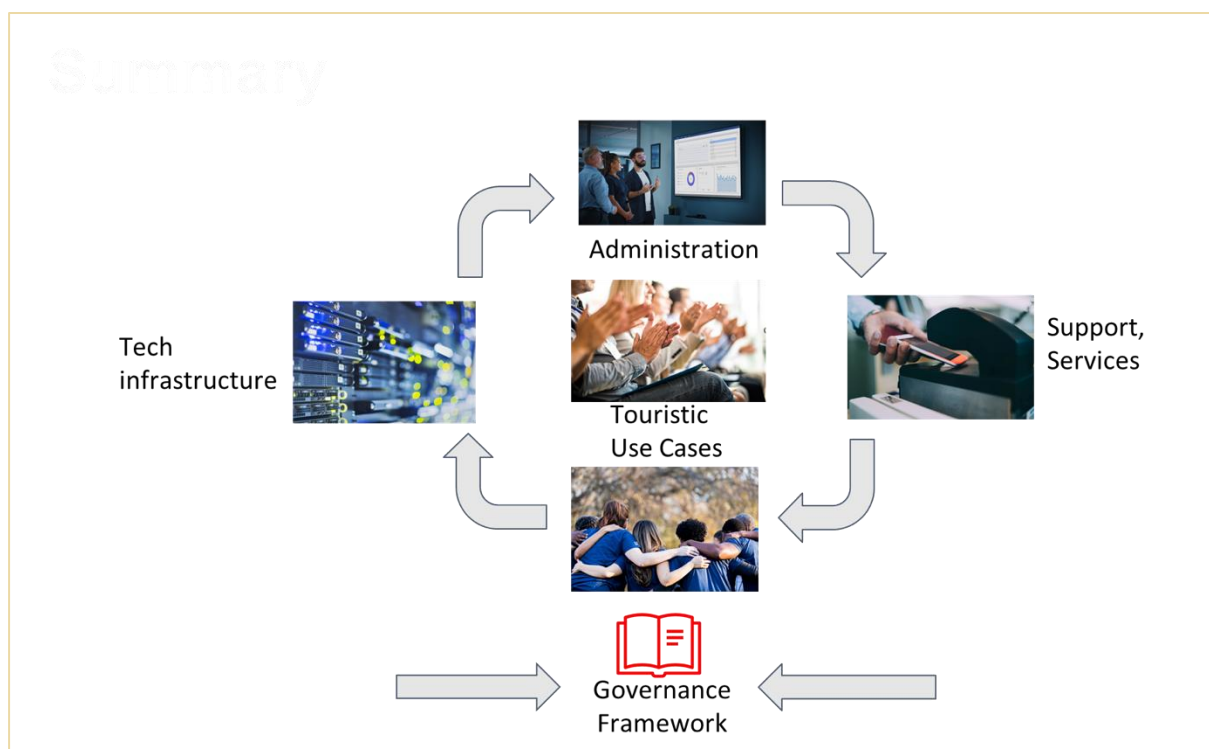


Figure 2: The governance framework as one supportive element of a Data Space.

The governance framework of a data space plays a crucial role in harmonizing these diverse elements. It ensures that the technological advancements and business-driven use cases are aligned with overarching strategic goals. By providing a structured approach to data management, the governance framework facilitates seamless integration and interoperability between different systems and stakeholders.

Moreover, the governance framework fosters a culture of accountability and transparency, which is essential for building trust among all participants. It provides clear guidelines and standards for setting up data products and data usage rules, ensuring that all activities are conducted ethically and in compliance with relevant regulations. This, in turn, encourages innovation and experimentation, as stakeholders feel confident that their efforts are supported by a robust and reliable framework.

In essence, the governance framework acts as a backbone that supports and enhances the dynamic and evolving nature of technology and business-driven use cases. It provides the necessary stability and control, while also allowing for flexibility and adaptability. This complementary relationship ensures that the data space can continuously evolve and improve, addressing the ever-changing challenges and opportunities in the tourism industry.

2.2 The Rolebook/Rulebook Concept

One approach to implementing a governance framework for data spaces builds on the evident fact that such an organisation consists of an array of diverse participants and stakeholders operating in a variety of functional roles. Each role contributes to the success of data sharing by taking decisions within the limits of its responsibilities. Many of their responsibilities, in turn,

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stem from explicit empowerments, but are also subject to restrictions and boundaries which are caused by law, by standards, and by internal conventions, respectively.

Having these preconditions in mind the recommendation of the DATES/DSFT Blueprint for the design of the governance framework of the ETDS was to create a Rolebook and a Rulebook for the future organisation⁶.

The governance framework following this paradigm presents a comprehensive body of processes aimed at coordinating all stakeholders in the data space ecosystem, across the different levels shown above, to collectively determine rules in response to diverse types of requirements (hard law, soft law, internal decision-making rules)⁷.

The concept of assigning responsibilities and obligations (rules) at the beginning to abstract roles have the advantage, that the governance structure and decision-making paths can be sufficiently designed without knowing the concrete organisational structure of the undertaking. For example, the responsibilities of a platform provider will be essentially the same, regardless of whether it will later be a team within the ETDS organisation or an external supplier. Or, as it can be seen below, the tentative distribution of responsibilities between the roles of the “Data Space Governance Authority” (in the narrower sense) and the “Data Space Executive” role can be easily changed depending on the final ‘distribution of power’ between the organisation’s highest decision-making bodies, provided that the individual responsibilities are clearly described and thus sufficiently separate.

Furthermore, the summary of responsibilities in the roles do not fully provide indications about the personnel required to carry out all governance activities in a data space. The Rolebook explicitly lists the activities that generally fall within the remit of a data space organisation. It then depends on quantitative parameters such as the number of participants or use cases or the available budgets as to whether the roles must be filled by entire teams or whether an administrative core team or even individual persons can take on one or even several roles.

On the other hand, it does not impair the ‘hierarchical’ assignment of related responsibilities to different roles. Again, for example, the issue of ‘data governance’, in the sense that there is a need to procure missing data sets, arises not only at the level of individual use cases, where the data is to be exchanged specifically, but also at the level of use case coordination, if several use cases may have the same demand. Moreover, if the procurement of missing data sets is

⁶ Consequently, several parts of this section have been taken from the deliverable D4.2 of the DATES project: https://www.tourismdataspace-csa.eu/wp-content/uploads/2023/11/DATES_D4.2-Governance-Framework_v1-1.pdf. The principal source for this section here was chapter 4 on the pages 24 ff.

⁷ The Data Space Rulebook outlines the rules for data sharing, but also for the internal organisation within the Data Space, as well as for external collaborations: These rules can have 3 different types of origin:

- Hard law: EU and member state legislation that directly or indirectly relates to data or data sharing.
- Soft law: Standards, codes of conduct, guidelines, etc., that are not legally binding [NOTE: coming from i.e. ISO, DSSC, Simpl and others]. Soft law rules cover a wide range of issues, including technical, business, ethical and security.
- Internal rules: Rules developed specifically between participants in a data space, such as business agreements/rules and context-specific data standards and policies.

Taken from the DATES/DSFT Blueprint:

https://www.tourismdataspace-csa.eu/wp-content/uploads/2024/01/DRAFT-BLUEPRINT-Tourism-Data-Space-v3.3_final.pdf, page 23.

In general, rules will be set as obligations to act, authorizations to do something (but not being forced), permissions or prohibitions.

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of strategic importance for the entire data ecosystem, then the governance authority level can also address this issue to its peers.

Another argument in favour of the Rolebook/Rulebook approach, is the prediction that the roles identified for a single data space organisation will also be “reusable” when designing the governance framework of an organisation of connected data spaces. Such an overarching organisation, for example, will also have technical experts who will take care about the architecture, specification and implementation of the technical elements of a federation layer which connects data spaces, instead of doing so on the level of a federated data space infrastructure which connects individual participants of a data space. Experts for the management of metadata will be required to semantically connect data spaces, and they will have to deal with similar ontologies and vocabularies as their colleagues acting on a single data space level. And, as a last example, the coordination of use cases, which is fundamentally important at the level of the individual data space, obviously continues with the same tasks and responsibilities at the next higher level, where data spaces are linked, but then likely involving participants of wider thematic or geographical scope.

Moreover, clearly defined business rules will help to automatise the governance of several aspects on the level of data sharing. This will require the conversion of the business rules into a formalized format that can be understood by machines⁸. These rules might include data access permissions, data usage policies, compliance requirements, and data quality standards. For example, defining access control policies using appropriate markup languages, to specify who can access the data, under what conditions, and for what purposes. In some cases, smart contracts (self-executing contracts with the terms of the agreement directly written into code) can be used to automate the enforcement of data sharing rules. The International Data Spaces (IDS) framework, for example, provides guidelines and tools for creating these kinds of machine-readable rules.

2.2.1 Format and function of the Rolebook

The Rolebook in the context of the ETDS is structured as a template-based repository of roles, each defined with a standardised set of metadata fields to ensure clarity, reuse, and cross-data space alignment. For each role, the following format is applied:

- Responsibility title**
- Responsibility short description**
- Outputs and deliverables**
- Process dependencies**
- Role dependencies (with RASCI indicators)**
- References (optional)**
- Comments and open points (optional)**

This structured format allows the Rolebook to serve as both a governance inventory and a modular reference for implementing governance in other data spaces. The consistent metadata also supports integration with future automation (e.g., machine-readable governance rules or smart contracts). This Rolebook format is intended to align with the DSSC Blueprint and can be reused or adapted in other domains or federated ecosystems.

⁸ This often involves using a specific syntax or language designed for rule representation, such as the Rule Interchange Format (RIF) or the Web Ontology Language (OWL).

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2.3 The approach in DEPLOYTOUR

The design process of the governance framework of the tourism data space is generally based on a series of steps proposed by the DSSC⁹:

- Exploration: what is already known about the governance topics and what is in and out of scope.
- Design: find answers to the many topics included in governance.
- Evaluation/Experimentation: find additional answers to open parts.
- Finalisation: All stakeholders agree.
- Formalization: The governance can be formalized in agreements.

Task 3.1 focuses on the first step using a pragmatic approach. The pragmatic aspect might be seen in the fact that it is acknowledged that from data space theory and from already available best practices, it is possible to deduce a list of the mandatory and optional roles of a data space. Based on such initial “Rolebook”, by identifying the responsibilities and needs of all the roles, DEPLOYTOUR tried to explore “what is in and out of scope” and drafting the topics which a “Rulebook” must cover. The role model was initially referring to the concept, again of the DSSC, which introduces only four core roles, which are directly involved in data sharing: Data Space Governance Authority, Data Provider, Data Consumer and Service Provider¹⁰. However, in the subsequent chapters of the DSSC Blueprint several more potential candidates for roles in a data space ecosystem are identified.

In addition to the DSSC and IDSA foundations, this role model is also consistent with the governance principles outlined in the **Sitra Rulebook**. Sitra’s emphasis on transparent responsibilities, participatory governance, and interoperability across ecosystems has informed the structuring of expert roles and decision-making responsibilities in the ETDS framework.

The main reason for an extended role model arises from the fact that the Data Space Governance Authority has many more responsibilities when considering the organisational tasks that go beyond the provision of technical and semantical federated services. It is expected that a ‘data space’ provides manifold support to the participants in whatever role they might act technical (including semantical), legal, organisational, financial and communicational support can be in scope. Thus, what at first glance appears to be a single block of the Data Space Governance Authority is in fact a richly organised structure with several sub-units, which we have called ‘Data Space Governance Expert Roles’. In the summarising Figure 3 it is emphasised, that these expert roles are still essential parts of the Governance authority, which can be separated and highlighted because they address specialised experts’ topics. As part of the ‘Data Space Governance Authority’, they face the actual data exchange roles that they must support.

⁹ This listing has been taken, with minor modifications, from the “DSSC Starter Kit” publication: <https://dssc.eu/space/SK/32112791/8+A+design+approach+for+data+and+organizational+governance+for+Data+Spaces>

¹⁰ See <https://dssc.eu/space/bv15e/766061351/Introduction+-+Key+Concepts+of+Data+Spaces>

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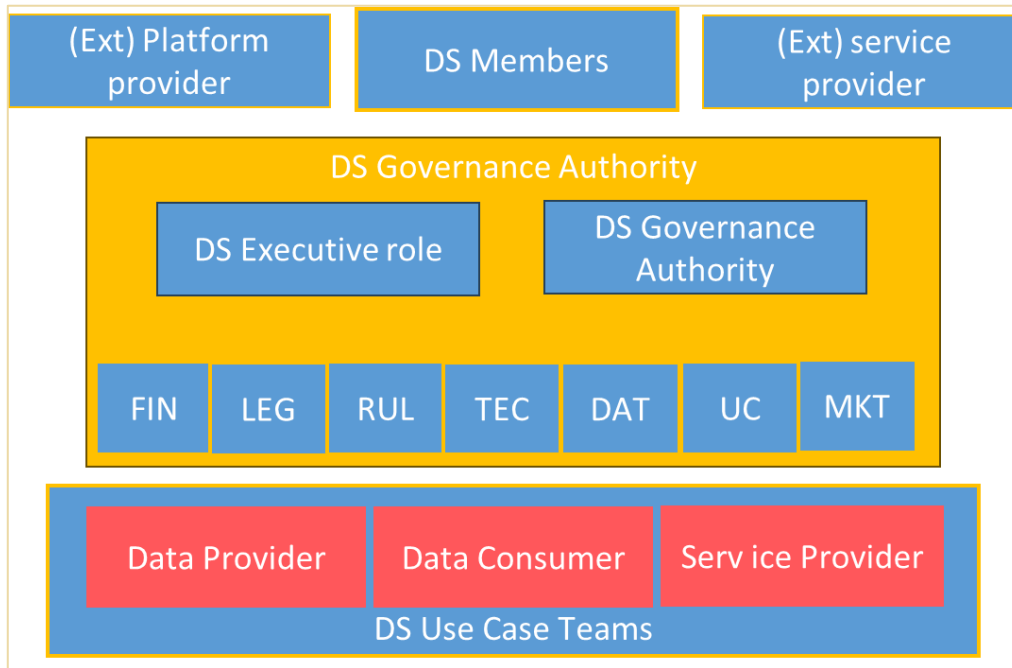


Figure 3: Core Roles of a data space

The abbreviations in this figure mean: FIN = Finance, LEG = Legal, RUL = Governance framework (Rulebook), TEC = Tech Infrastructure. (HW, SW, Arch), DAT = Data/Metadata Modelling, UC = Use Case Coordination, MKT = Marketing, Communication.

Special expertise is obviously needed for legal, financial, technical, semantic support for the data sharing roles, but also for the administration of the whole data space legal organisation, the latter includes also the rulebook maintenance, the important function of uses case coordination, and marketing/communication. Those are guided and coordinated by two central governance roles, which will be designed according to the proposal of the DSSC Blueprint (for all details see chapter 3.2):

- one which is deciding about the highest strategic challenges, being somehow the 'legislative' part, which is called the Data Space Governance Authority in the narrower sense.
- secondly, a sub-role dedicated to the more operative tasks of the administration of a data space organisation, it is here called the Data Space Executive Role (DS-Executive).

All roles will have responsibilities addressing the collaboration with relevant external stakeholders to guarantee interoperability between data spaces and with important non-data space stakeholders, if necessary. This is to support the objective to elaborate an European Tourism Data Ecosystem, which connects all types of participants, but it also takes the long-term vision of cross-sectoral integration into account.

In addition to the internal roles of a data space, there are many external stakeholders to be considered in a governance framework, which do not contribute to decisions, but which have impact because they set mandatory or optional standards, provide services or support, or some actors that do not participate directly in data exchange, but do so by commissioning and sponsoring use case projects. The latter stakeholder role could be applicable to the European Commission (EC) and even more to the EU member states. However, depending on the type

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of sponsoring and control over the ETDS which political authorities might wish to execute, they could also be part of the Data Space Governance Authority in the narrower sense.

Based on the identified capabilities and responsibilities of the roles operating in a data space, the required guidance and policies they need for their work are identified and prioritised and then specified in detail in task T3.2

The identification of governance items in this deliverable is further supported by ongoing work in WP2 (Semantic and Technical Interoperability) and WP4 (Platform and Core Services Design). These work packages provide critical input regarding the implementation of interoperability standards, metadata vocabularies, service integration, and technical onboarding procedures. Their outcomes and requirements directly constitute the governance needs related to legal compliance, technical alignment, and operational consistency across the ETDS. This alignment ensures that governance items are not only conceptually sound but also actionable from an infrastructural and implementation perspective.

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3 Responsibilities of the Data Space Roles

3.1 Responsibilities of the Roles Participating in Data Transactions

3.1.1 Data provider

The data provider is essentially responsible for its data products; this is implicitly included in the promise of data sovereignty and no other parties have the competence to act for the data provider. However, given that the data space concepts are new and complex, a lot of support is needed, and a big part of the rulebook of the ETDS will be advice for the data providers and consumers. Moreover, most of the roles described below will have the responsibility to provide this help.

In the DSSC Blueprint, the Data Provider role is quite simply introduced as “an entity providing data to the ecosystem”¹¹. However, the Data Provider is a critical role in each data space, since the whole of all data providers constitute the value of the data space, because they determine the richness of data offered, their quality and their compliance with legislation. Their importance will become more evident, when looking at the DSSC description of a data product, where several characteristics are listed. A data product typically includes¹²:

- the resource, that can be data and/or data service,
- the description of the resource,
- its allowed purposes of use,
- quality, format, frequency, duration and other requirements of the data product,
- access and control rights (e.g., attribution, Intellectual Property Rights, liabilities, geographical limitations, usability for training LLMs),
- delivery options (e.g., APIs, SMTP, web interface, mapping tools),
- information about data provenance and lineage,
- pricing and billing information,
- other information (e.g., ethical considerations),
- and metadata describing all these above.

The data provider must identify/define and describe all the characteristics listed here. In most cases it is free in its decisions (e.g. access criteria, pricing, delivery channels), in some others it must comply with legal provisions (e.g. personal data, intellectual properties). As mentioned in the last point, the characteristics must be thoroughly described with appropriate metadata. The ontologies, vocabularies and mandatory rules for all these descriptions must be provided by the Data Space Governance Authority and its expert roles (DS-DAT, DS-TEC), guaranteeing that data product descriptions will be consistent, rule-compliant and interoperable.

3.1.1.1 Quality assurance of offered data

Responsibility short description:

Prior to offering a data product for consumption, a data provider must prepare its data for future transfer and use. It should ensure data accuracy, consistency, completeness and other

¹¹ See <https://dssc.eu/space/bv15e/766061351/Introduction+-+Key+Concepts+of+Data+Spaces>

¹² The listing is taken from <https://dssc.eu/space/bv15e/766065053/Data+Product>

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standard quality attributes¹³, if possible, by using validation frameworks or automated tools. Data providers may try to enrich their raw data with suitable additional content, but on the other hand, cleansing measures to remove sensitive business data or personal data will often have to be considered. Reformatting of data might be helpful, in the case that the raw data have a legacy format. Gaps and deficits should be evaluated and documented in the data product descriptions, because an important aspect of ‘data quality’ is the correspondence between the announced properties of a data product (which raise expectations) and its actual characteristics. In the event of differing views regarding the quality and quantity of data offered, the data provider should consult with the requesting data consumers and work towards mutually satisfactory solutions.

Output and deliverables:

Quality related attributes in the data product description
Documentation of quality enhancing measures

Process dependencies:

Define metadata vocabularies
Provide Feedback on Data Quality and Usability to Data Providers
Identify, design, and implement concrete, domain-specific use cases

Role dependencies:

DS-DAT (consulted)
Use Case Teams (consulted)

3.1.1.2 Assure legal compliance (including provenance and ethical aspects)

Responsibility short description:

The data provider in the sense of the data space concept is the participant which offers data products to the data space community. This role is thus essentially responsible for ensuring that these data products are compliant with all applicable regulations. The most important laws here concern the protection of the rights of the parties directly affected by the data product. A data product will often contain data which are collected from other data sources. Thus, the data provider must have the permission of all original data owners (often also “Data Holder”) to reuse their data and to publish them. This can be based on consent, contracts or on a legal obligation (DGA, DA)¹⁴. The data provider must make sure that no intellectual property rights are infringed. It is recommended to document those permissions internally¹⁵, if doubt or even litigations are raised.

In the case that personal data is affected, and the data provider is a controller in the sense of Art 4 (7) GDPR, the data provider is also in charge to make sure that the data product offer is fully compliant with the GDPR. Most important is that the data provider has got the consent of all data subjects to disclose their data-to-data consumers. This is not easy, since it requires that the data subjects get informed in detail about the intended data processing conditions on

¹³ A good overview over conceivable criteria is listed in the Open Data Product Specification (ODPS): <https://opendataproductions.org/v3.1/#data-quality>

¹⁴ Data owners (sometimes also called data holders) must check whether they are subject to either the Data Governance Act (public bodies) or the Data Act (private organisations) and could therefore be obliged to publish certain data.

¹⁵ Since contracts, consent documents, or other agreements between data providers and possible data owners are business secrets of many parties, they might not be mentioned in the data product metadata.

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the side of the data consumer. In addition to ensuring the lawfulness of data processing, it is also important to respect the rights of data subjects (Chapter III GDPR) and to take technical and organisational measures to guarantee data privacy and data security. Data providers are thus always obliged to apply privacy enhancing techniques, like anonymisation, whenever it might be possible. This is especially required, if sensitive data according to Art 9 GDPR is affected, or if data of vulnerable data subjects are being processed.

Data privacy law, IP law, competition law, and other regulations might require that access restrictions be implemented for consumer groups.

Output and deliverables:

Law-related attributes in the data product description

Documentation of legal compliance assessments

Documentation of consent given by data subjects

Process dependencies:

Define metadata vocabularies

Role dependencies:

DS-DAT (supportive)

DS-LEG (consulted)

3.1.1.3 Determination of the business conditions (access, pricing, liabilities)

Responsibility short description:

Each data product is a business object in a wider sense, as much as it has a value, target audiences, usage conditions, lifetime restrictions and so on. Each data provider has therefore to determine the conditions under which it can or wants to provide its data. Even freely accessible open data offers need such determinations to prepare a correct data product description (e.g. data might be for free only for non-commercial purposes, excluding thus companies as data consumers)¹⁶. Indeed, most of the characteristics mentioned above in the DSSC data product summary, fall under this responsibility, because it is supposed that here the attributes of value for potential data consumers should be identified and formulated.

- the description of the resource,
- its allowed purposes of use,
- quality, format, frequency, duration and other requirements of the data product,
- access and control rights (e.g., attribution, Intellectual Property Rights, liabilities, geographical limitations, usability for training LLMs),
- information about data provenance and lineage,
- pricing and billing information,

Particular attention must be paid, if a data product is composed of more than one data set or services. Data sets which involve different delivery technology or which have different pricing models might not be offered within one data product.

¹⁶ Detailed advice about how to express business conditions, up to standardised options and formats will be provided by the data space (DS-DAT).

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Output and deliverables:

Business-related attributes in the data product description

Process dependencies:

Define metadata vocabularies

Role dependencies:

DS-DAT (supportive)

DS-LEG (consulted)

Use Case Teams (consulted)

3.1.1.4 Prepare the delivery channels (including the connector's data plane)

Responsibility short description:

The next step after having prepared the descriptions of the data products, which will be constituents of the so called “control plane” of the local data space connector (and become thus also an element of the federated services (federated catalogue, contract closing module)), is the the preparation of the “data plane”, which is the module of the connector that actually manages the data transfer¹⁷. For each data transfer channel type (file download, API, streaming service, etc.) a special extension needs to be included in the data plane and connected to the respective data source in the data provider's backend. Preparing such data channels might need modifications of local security settings (e.g. opening of ports, creating dedicated agents, use of a DMZ). Therefore, the setup of such extensions is currently not yet trivial, and data providers and consumers will need strong support from the relevant expert roles of the data space organisation.

Output and deliverables:

Fully configured data plane of the connector

Process dependencies:

Implementation of mandatory Data Space Services (DSSC building blocks) (DS-TEC)

Guidelines and Knowledge Management (DS-TEC)

Role dependencies:

DS-TEC (supportive)

3.1.1.5 Publish data products in the data space environment

Responsibility short description:

¹⁷ The meaning of data plane and control plane is explained in the DSSC Blueprint (v2.0): <https://dssc.eu/space/BVE2/1071254937/How+a+Data+Plane+and+Control+Plane+Work+Together>:

It is important to distinguish between a control plane and a data plane: The control plane is responsible for deciding how data is managed, routed and processed. The data plane is responsible for the actual sharing of data. Another helpful description of the relationship between the control plane functions and the data plane has been published by the data space Catena-X: <https://catena-x.net/en/1/offers/edc-the-central-component>

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The data provider's primary function is to offer data products. Doing this requires providing comprehensive information about the product to the interested data consumers (see the list above, and the preceding responsibilities). The data space provides suitable templates for this purpose¹⁸, which must be filled in completely and carefully. Particularly, the description must give a sound insight into the quantitative and qualitative properties of the data product (purpose, content, data volumes, formats, data not included, etc). Optimally, the data provider has an internal quality assurance process to determine all the properties, validate them and approve the readiness of the product for sharing.

Output and deliverables:

Data product descriptions in standard formats of the data space

Process dependencies:

Define metadata vocabularies

Role dependencies:

DS-DAT (supportive)

DS-TEC (supportive)

3.1.2 Data Consumer

Organisations can assume multiple roles within the ecosystem, such as Data Provider, Data Consumer, or Data Holder. The Data Consumer, also named as a Data User or Recipient, is an entity within use cases responsible for receiving relevant Data Products identified for specific business or research needs. Data Consumers use Data Products as part of a transaction between themselves and Data Providers, ensuring alignment with intended use cases by assessing metadata, quality descriptors, and API documentation to understand data exchange protocols. They self-serve Data Products by agreeing to the license terms and committing to the data product contract. Therefore, there is a strong connection between the roles and responsibilities of data consumers and data providers to ensure the expected value of a Data Product. This value creation and its requirements are recommended to start from the Data Consumer's perspective, clarifying their needs and intended outcomes. Collaboration with Data Providers may be required to refine data specifications and ensure efficient acquisition while complying with established protocols (see Figure 4).

¹⁸ Moreover, in the IDSA RAM 4.0 is mentioned that "Usually, IDS Connectors provide the technical manners to create and maintain them [a data product description], e.g. through suitable GUIs." (See [https://docs.internationaldataspaces.org/ids-knowledgebase/ids-ram-4/layers-of-the-reference-architecture-model/3_4_process_layer/3_4_2_data_offering](https://docs.internationaldataspaces.org/ids-knowledgebase/ids-ram-4/layers-of-the-reference-architecture-model/3-layers-of-the-reference-architecture-model/3_4_process_layer/3_4_2_data_offering)). Thus, given that the technology is basically available, DEPLOYTOUR needs to figure out which "business" information has to be included in the product descriptions. Business (WP4) needs will have to be aligned with technical expertise (WP2) for the technical realisation; the proposal is that WP3 moderates the solution finding, because those decisions will be key elements of the future rulebook of the ETDS

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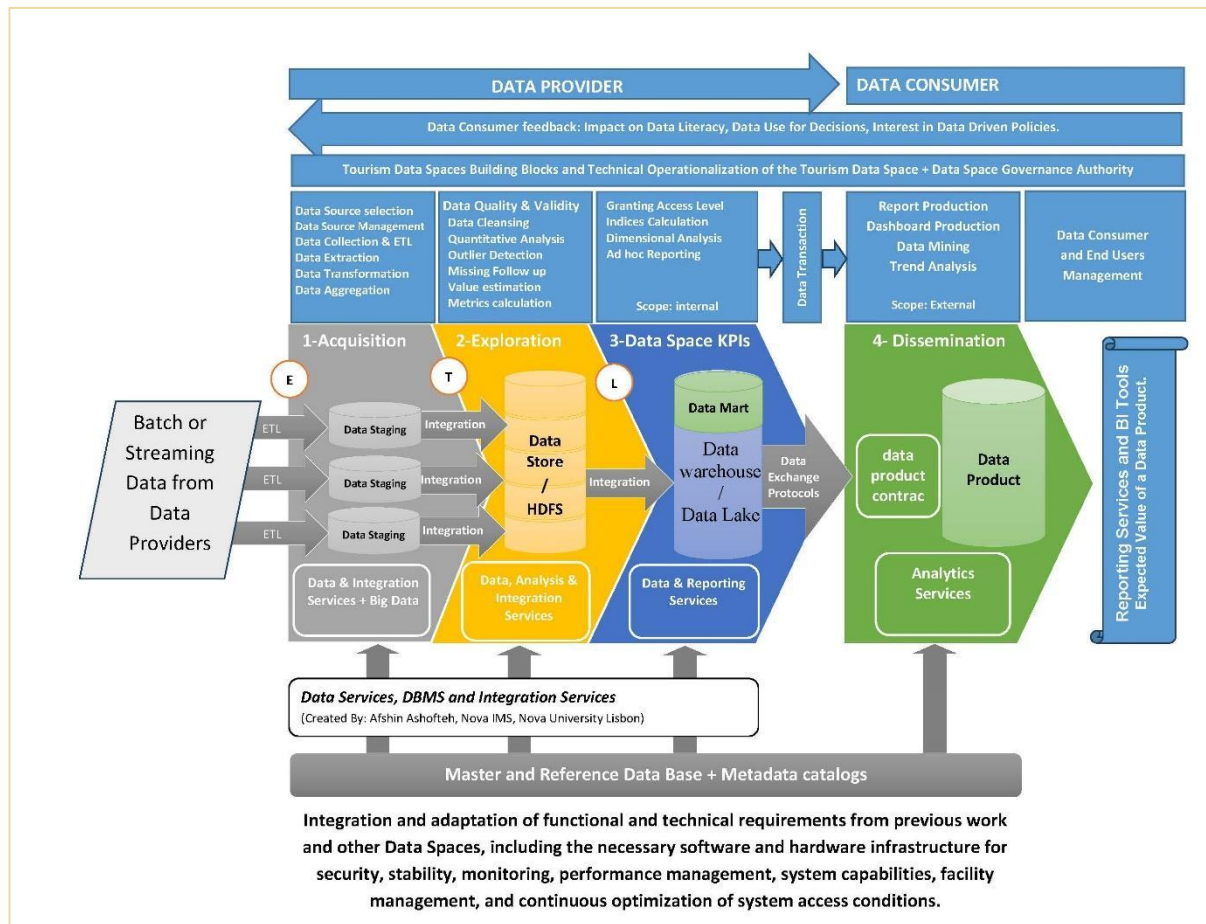


Figure 4: Graphical summary example of the data consumer process flow¹⁹.

3.1.2.1 Identify, request and retrieve relevant datasets for specific Use Cases

Responsibility short description:

The data consumer is the direct entry point for data procurement either for its own use case or for a use case team (see 3.1.3) of which it is a member (of course, a use case team can consist of several data consumers or data providers). It is the role that identifies required data sets in the data space catalogue, closes the contract with the data provider, and receives the data through the data plane of its connector. In the case that extensions to the data plane of the connector are necessary to enable the data transfer from the data provider, the data consumer takes the necessary actions. Data Consumers might implement a compliance verification process to ensure that received datasets meet legal and regulatory requirements (as described in reference [2]).

In the case that the data consumer is a member of a use case project team, it follows the use cases data strategy, regarding, content, quantity and quality of the data selection.

¹⁹ Taken from: Ashofteh, A., & Bravo, J. M. (2021). Data Science Training for Official Statistics: a New Scientific Paradigm of Information and Knowledge Development in National Statistical Systems. Statistical Journal of the IAOS, 37(3), 771 – 789. <https://doi.org/10.3233/SJI-210841>

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Output and deliverables:

The reference [1] describes founding agreements and governance frameworks, which outline rules for dataset access, usage, and member responsibilities, including documentation and compliance with shared protocols. Specifically, the creation of governance frameworks supports the operationalization of these deliverables. Therefore, the output and deliverables could be listed as below:

Standard Contracts with the specifications of the required datasets, represented by agreed metadata.

Documentation of the selection process for requested datasets.

Approved access permissions or contracts for the requested datasets, including payment conditions (if applied).

Process dependencies:

Define metadata vocabularies

Implementation of mandatory Data Space Services (DSSC building blocks) (here: Data request approval and authorization workflow.)

Provide Feedback on Data Quality and Usability to Data Providers.

Role dependencies:

DS-DAT (consulted): To provide metadata and catalogue details for identifying relevant datasets in line with the data plane concepts, which is responsible for the actual sharing of data [4].

DS-TEC (consulted): To ensure the technical compatibility of requested datasets with existing infrastructure and technical infrastructure in line with the control plane concept, which is responsible for deciding how data is managed, routed, and processed [4].

DS-LEG (consulted): To verify compliance with data usage agreements and legal requirements.

DS-UC (consulted): To align dataset requests with defined use cases and organizational priorities.

References:

[1] Data Spaces Support Centre, Blueprint v2.0, Building Blocks Overview, Governance Building Blocks, Created 22 April 2025.

<https://dssc.eu/space/bv15e/766064294/Business+and+Organisational+Building+Blocks>

[2] Data Spaces Support Centre, Blueprint v2.0, Technical Building Blocks, Created 07 March 2025. <https://dssc.eu/space/BVE2/1071254703/Technical+Building+Blocks>

[3] Data Spaces Support Centre, Blueprint v2.0, Building Blocks Overview, Legal Building Blocks, Created 07 March, 2025, <https://dssc.eu/space/BVE2/1071253899/Legal+Building+Blocks>

[4] Data Spaces Support Centre, Blueprint v2.0, Technical Building Blocks, How a Data Plane and Control Plane Work Together, Created 07 March, 2025.

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<https://dssc.eu/space/BVE2/1071254937/How+a+Data+Plane+and+Control+Plane+Work+Together>

3.1.2.2 Analyse and Transform Data to Generate Insights and Reports

Responsibility short description:

The Data Consumer must analyse, and process accessed datasets to produce actionable insights about their objective quantity and quality, that address the needs of the respective use case²⁰. This includes data preprocessing, cleansing, transforming, and visualizing data using appropriate tools and methodologies. The responsibility involves documenting the entire process, from the selection of an analytical framework and validation process, data preparation to the generation of reports or dashboards, ensuring that the outputs meet stakeholder expectations and decision-making requirements.

Output and deliverables:

Processed datasets tailored for specific use cases.

Analytical reports detailing insights (KPI) derived from the data.

Dashboards or visualizations illustrating key findings.

Workflow documentation outlining the transformation and analysis steps.

Repository of reusable scripts, tools, or templates used in the analysis process.

Process dependencies:

Implementation of mandatory Data Space Services (DSSC building blocks)

Evaluation and Impact Reports (done by UC teams, see their output #4)

Role dependencies:

DS-TEC (consulted): To support technical requirements for data processing and analysis tools.

DS-DAT (consulted): For guidance on dataset structure, formats, and transformations.

DS-UC (consulted): To ensure that analytical outputs align with specific use case goals.

DS-Executive (informed): To coordinate cross-functional dependencies during analysis.

References:

[1] Data Spaces Support Centre, Starter Kit for Data Space Designer, Version 1.0, March 2023, Section 7, Functionality. <https://dssc.eu/space/SK/812056709/7+-+Functionality>

[2] Data Spaces Support Centre, Starter Kit for Data Space Designer, Version 1.5, November 2024, Section 7, Functionality. <https://dssc.eu/space/SK/812056709/7+-+Functionality>

3.1.2.3 Ensure Compliance with Data Usage Policies and Licensing Agreements

Responsibility short description:

The Data Consumer must strictly adhere to data usage policies and licensing agreements set by the data providers, according to definitions released by the data space. This includes

²⁰ The business value of the retrieved data is then evaluated by the use case team to which the data consumer belongs by assessing its alignment with the business objectives.

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understanding access rights, restrictions, and limitations, and ensuring that datasets are utilized only within agreed boundaries. Data consumers are therefore responsible to use the agreed connector extensions to allow for effective data usage control and usage policies' enforcement. The Data Consumer is also responsible for maintaining records of data use utilising the observability features of a connector to demonstrate compliance during audits or reviews, as well as ensuring that downstream use aligns with ethical and legal standards.

Output and deliverables:

Compliance checklists and records demonstrating adherence to data usage policies.
Logs of data usage, including access dates, duration, and activities performed.
Reports outlining compliance audits and findings.
Templates for documenting licensing agreements and usage rights.
Risk assessment reports related to potential non-compliance issues.

Process dependencies:

Implementation of mandatory Data Space Services (DSSC building blocks); (here: data plane extensions for data usage policy enforcement)
Provide Feedback on Data Quality and Usability to Data Providers
Conflict resolution

Role dependencies:

DS-LEG (consulted): For interpreting and enforcing compliance with data usage policies.
DS-DAT (supportive): To validate dataset ownership and licensing agreements.
DS-RUL (supportive): To ensure adherence to the governance framework and rulebook.
DS-Executive (informed): To document compliance practices and support audits.

References:

- [1] Data Spaces Support Centre, Starter Kit for Data Space Designer, Version 1.0, March 2023, Section 4, Legal Aspects of Data Governance.
<https://dssc.eu/space/SK/31424775/4+Legal+Aspects+of+Data+Governance>
[2] Data Spaces Support Centre, Starter Kit for Data Space Designer, Version 1.5, November 2024, Section 5, Legal. <https://dssc.eu/space/SK/812056666/5+-+Legal>
[3] Data Spaces Support Centre, Data Spaces Blueprint, Version 1.0, March 2024, Section 7, Data policies and contracts. <https://dssc.eu/space/SK/812056666/5+-+Legal>

3.1.2.4 Provide Feedback on Data Quality and Usability to Data Providers

Responsibility short description:

The Data Consumers within a use case team should evaluate and communicate the quality, completeness, and usability of datasets back to Data Providers. However, such feedback cannot be enforced. There were discussions in DEPLOYTOUR, where the necessity to enable communication between data providers and consumers was strongly recommended, if the consumer has requirements, not (yet) met by the data product. Feedback should be constructive and cover aspects such as data accuracy, timeliness, metadata clarity, and potential improvements. In some cases, issue tracking systems for documenting and resolving data quality concerns might be useful. This process helps maintain the overall quality of the data space and ensures the datasets evolve to meet user needs effectively.

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Output and deliverables:

Structured feedback reports detailing data quality, accuracy, and completeness.
Recommendations for improvements in metadata, formatting, or usability.
Records of communication and resolution processes with Data Providers.
Documentation of recurring quality issues for reference in future evaluations.

Process dependencies:

Analyse and Transform Data to Generate Insights and Reports

Role dependencies:

DS-UC (consulted): To ensure feedback aligns with the needs of defined use cases. To mediate feedback processes between Data Consumers and Data Providers.
DS-Executive (informed): To document feedback for ecosystem-wide quality improvement.
DS-TEC (informed): To address technical issues related to data usability.

References:

[1] Data Spaces Support Centre, Starter Kit for Data Space Designer, Version 1.0, March 2023, Section 7, Functionality.
<https://dssc.eu/space/SK/812056709/7+-+Functionality>
[2] Data Spaces Support Centre, Starter Kit for Data Space Designer, Version 1.5, November 2024, Section 7, Functionality.
<https://dssc.eu/space/SK/812056709/7+-+Functionality>

3.1.2.5 Maintaining Data Security and Privacy Standards During Processing

Responsibility short description:

The Data Consumer must ensure on its side that all data processing activities align with the security and privacy standards defined by the data space governance framework. This involves implementing measures to safeguard sensitive or confidential data, adhering to data anonymization and encryption guidelines where applicable, and preventing unauthorized access. Regularly updating security protocols and undergoing audits are integral to fulfilling this responsibility.

Output and deliverables:

Security protocols and workflows implemented during data processing.
Logs and documentation of data access control and encryption activities.
Incident reports for any identified breaches or anomalies.
Audit trails demonstrating adherence to privacy guidelines.
Regularly updated training materials on data security for team members.

Process dependencies:

Technical support of other DS roles
Incident Management and Troubleshooting

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Role dependencies:

DS-TEC (consulted): For implementing security protocols and maintaining infrastructure integrity.

Platform Provider/Core Service Provider (consulted): Support for incident management and troubleshooting

DS-LEG (consulted): To ensure compliance with privacy regulations and contractual obligations.

DS-Executive (informed): To oversee cross-functional alignment on security policies.

DS-DAT (consulted): To manage sensitive data and anonymization processes.

References:

[1] Data Spaces Support Centre, Starter Kit for Data Space Designer, Version 1.0, March 2023, Section 7, Functionality.

<https://dssc.eu/space/SK/812056709/7+-+Functionality>

[2] Data Spaces Support Centre, Starter Kit for Data Space Designer, Version 1.5, November 2024, Section 7, Functionality.

<https://dssc.eu/space/SK/812056709/7+-+Functionality>

3.1.2.6 Train and Support Internal Teams on Data Utilization Techniques

Responsibility short description:

The Data Consumer should play a role in enhancing the data literacy of internal teams by conducting training sessions, workshops, or knowledge-sharing activities. This includes teaching data analysis techniques, ensuring proper interpretation of datasets, and guiding teams on tools and methodologies for efficient data utilization²¹. Building a data-driven culture within the organization is a primary goal of this responsibility.

Output and deliverables:

Training materials, including presentations, guides, and recorded sessions.

Feedback forms and evaluations from participants of training sessions.

Knowledge base or FAQs for addressing common data utilization challenges.

Reports summarizing training outcomes and areas for improvement.

Support logs documenting queries and solutions provided to internal teams.

Process dependencies:

Support implementation of use cases

Collect and promote common requirements of use cases

Role dependencies:

DS-Executive (Responsible): To coordinate training schedules and participant involvement.

DS-UC (consulted): To align training content with use case requirements.

DS-TEC (consulted): To support training on technical tools and platforms.

DS-Participants (informed): To provide feedback and ensure adoption of training outcomes.

²¹ References to such techniques and available tools can be found on ‘The official portal for European data’ provided by the European Commission: <https://data.europa.eu/en>

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References:

[1] Data Spaces Support Centre, Starter Kit for Data Space Designer, Version 1.0, March 2023, Section 6, Operational Activities.

<https://dssc.eu/space/SK/812056709/7+-+Functionality> (Educational initiatives to inform potential users about the benefits and functionalities of the data space.)

3.1.3 Use case teams

This role description is intended to ensure that Use Case Teams operate with clarity of purpose, clear responsibilities, and a solid governance backbone. By coordinating closely with governance bodies, data providers, data consumers, and technical teams, they establish the foundation for meaningful, scalable outcomes that drive innovation within the European Tourism Data Space.

3.1.3.1 Identify, design, and implement concrete, domain-specific use cases

Responsibility short description:

Use Case Teams are responsible for identifying, designing, and implementing concrete, domain-specific use cases within the European Tourism Data Space. They gather and consolidate subject-matter expertise, define data and technology requirements, coordinate with relevant stakeholders, and ensure the outcomes align with the overarching governance and technical frameworks established for the Tourism Data Space. This involves defining key performance indicators (KPIs), measuring results against objectives, and preparing detailed impact reports. Insights from this assessment inform future data usage strategies and justify the value of continued participation in the data space.

If appropriate, they use the network to be established by DS-UC for partnering. They explore and identify external funding opportunities or partnerships for piloting and scaling up. By doing so, they help demonstrate tangible value, accelerate adoption, and lay the foundation for scalable solutions. The process includes the mandatory alignment with GDPR and other relevant data protection regulations, especially if an EU member state has used the opening clauses in some articles of the GDPR to release specific regulations²², as well as oversight of data ethics and security considerations throughout the project lifecycle.

The use case teams actively engage with tourism stakeholders (e.g., travel agencies, hotel operators, local tourism boards, research institutions) to define and validate use case requirements, and they collaborate with standardization bodies and relevant industry associations to ensure alignment with broader sector initiatives. Whenever it is appropriate the UC teams collaborate with other data platforms, interfaces, and technology infrastructure to ensure seamless data exchange. They will do this in collaboration with DS-DAT and DS-TEC to validate the feasibility and performance of proposed solutions.

The realisation use cases will be done necessarily in the form of projects. Depending on the size of such projects this needs coordination with project management and development teams to align use case implementation with the sponsors overall program and roadmap (for

²² The most prominent opening clause is the permission granted in Art 88 GDPR to release specific rules in the employment context, but also, Article 9(2)(b) GDPR allows, under certain conditions, the processing of special categories of personal data based on national laws. See also the articles 17 (3) (b), 14 (5)(d) and 85 GDPR.

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example, alignment with a national tourism program). Iterative feedback loops to adapt timelines and scope are needed, as new insights emerge. Alignment with financial planning and resource allocation processes at program or organizational level. The cooperation of legally independent partners in use case teams normally requires a contractual agreement in which financial, organisational and, above all, legal agreements are defined, especially in the case that the project partners are of heterogeneous origin (i.e. public - private cooperation). The legal risks that should be contractually controlled extend to ownership of project outcomes, liability issues, accountability for personal data under GDPR, and, where applicable, responsibilities when using AI under the AI Act (among others).

Output and deliverables:

1. Use Case Concept Documentation

- Detailed descriptions of the problem statement, objectives, and expected benefits (economic, social, or environmental).
- Clear definition of scope, timelines, and high-level roadmap for each use case.
- For DS-internal documentation DS-UC will create a template to have comparable formats of such descriptions (a good candidate is the Use Case Canvas taken from deployEMDS).

2. Requirements Analysis and Specifications

- Comprehensive lists of data requirements, including data types, quality standards, formats, and sources.
- Technical specifications for integrations, interfaces, and service-level agreements (SLAs).
- Identification of any legal or regulatory constraints relevant to data collection and usage.

3. Pilot Implementations / Proof of Concept (PoC)

- Development of minimal viable products (MVPs) to test core functionalities and validate assumptions.
- Collaboration with Technical Teams to ensure that the solutions meet performance and security standards.
- Identification and onboarding of data providers which are not yet members of the data space²³.
- Assess available data for its fit with quantitative and qualitative requirements.

4. Evaluation and Impact Reports

- Documentation of success metrics, key performance indicators (KPIs), reports demonstrating the impact of data utilization and lessons learned.
- Recommendations for refinement, scaling, or broader adoption.
- Case studies or success stories highlighting data-driven achievements.

²³ As mentioned repeatedly, first in the introduction (Chapter 2.2), the recruitment of data providers can be a multi-stage process that could escalate from the efforts of individual use case teams, through the use case coordinator role, to the governance authority if this is required to procure data.

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- Periodic assessment reports comparing objectives with outcomes.
- Recommendations for optimizing future data usage strategies.
- Dashboards tracking ongoing data usage metrics and trends.

5. Use Case Documentation

- A consolidated record of all findings, outcomes and lessons learned for each use case, serving as a reference for future projects, stakeholders, and governance bodies.
- Best practices and guidelines for replication in additional tourism regions or sectors.

Process dependencies:

Support implementation of use cases (by DS-UC)

Identify and monitor use cases scenarios (by DS-UC)

Collect and promote common requirements of use cases

Analyse and transform data to generate insights and reports

Role dependencies:

DS-Executive

Approval and prioritization of proposed use cases based on strategic objectives and resource availability.

DS-Use Case Coordination:

Provides standardised processes to identify and develop use cases (e.g by the Use Case Canvas taken from deployEMDS); supports the introduction/approval of new use cases in the ETDS ecosystem; supports the establishment of partnerships and data acquisition; supports solving technical issues and, if appropriate, issues involving all other DS and external stakeholders.

Steering Committee (project specific)

Regular review of progress, milestones, and performance metrics.

Data Providers

Provision of required data sources, quality checks, and access rights.

Collaboration on data harmonization and enrichment efforts.

DS-TEC (Data Engineering, IT Infrastructure, Software Development)

Support the implementation of technical solutions and integration points in line with the Use Case Teams' functional requirements.

Ongoing support for maintenance, updates, and enhancements during pilots and after deployment.

Legal & Compliance Team

Review of all legal and regulatory issues related to data usage, sharing agreements, and intellectual property.

Ensuring that use cases adhere to the overarching data governance and compliance frameworks.

Business & Marketing Stakeholders

Validation of business impact and alignment of use case deliverables with market needs.

Joint definition of communication strategies and stakeholder engagement plans to promote successful use cases.

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References:

[1] **Governance Model** (as outlined in the DSSC Blueprint v2.0). Available at: <https://dssc.eu/space/BVE2/1071251457/Data+Spaces+Blueprint+v2.0+-+Home>

Comments, Open Points:

Scalability and Replicability

How to efficiently replicate or extend successful pilot use cases to other European regions or tourism segments.

Strategies for managing different languages, cultural norms, and regulatory environments.

Funding and Cost Sharing

Clarification on who bears the financial burden for pilot phases, continued operation, and maintenance.

Exploration of potential revenue-sharing models or joint ventures.

Data Privacy and Security Concerns

Identification of sensitive data types (e.g., personally identifiable information of tourists) and the necessary compliance measures.

Potential need for advanced encryption or anonymization techniques to protect user privacy.

Standardization and Interoperability

Harmonization of data schemas, metadata standards, and API protocols across different tourism platforms.

Gaps in existing standards and opportunities for collaboration with standardization bodies.

Success Metrics and Impact Measurement

Clear definition of KPIs to measure the impact (e.g., increased visitor satisfaction, reduced costs, improved resource allocation).

Continuous improvement processes based on outcomes and lessons learned from pilots.

Long-term Sustainability

Frameworks or guidelines to ensure ongoing governance, operational stability, and relevance of the use cases beyond initial deployment.

Consideration of evolving market demands and emerging technologies.

3.1.4 Service provider

The Service Provider (sometimes also App Provider) is an entity or company that plays a central role in developing and offering services for the data space participants, which allow them to optimise value generation from the data shared within the data space and from other sources.

This role bridges the potential of data with its practical value, providing applications such as trend analysis, result prediction, and data quality enhancement. These services are designed for use by participants within the data space.

Using a connector, this role provides value-added services to data space participants through a catalog of service offers made available by the data space organisation.

3.1.4.1 Provision of value-added services to data space participants

Responsibility short description:

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Based on knowledge about the requirements of data provider and/or data consumer and the data needed therefore, the service provider implements and offers value-added services.

Output and deliverables:

Services that process data and add value to it.

Process dependencies:

Implementation of mandatory Data Space Services (DSSC building blocks)(requires continuous integration with them)

Role dependencies:

Data Providers (consulted)
Data Consumer (consulted)
Use Case Teams (consulted)
DS-UC (supportive)
DS-TEC (supportive)

3.1.4.2 Ensuring Interoperability between Systems and Services

Responsibility short description:

Ensure the services can communicate and share data with data space building blocks and other external systems of relevance through common standards, or through internally agreed standards of the DS.

Output and deliverables:

APIs for data integration
Services compatible with systems and platforms

Process dependencies:

Quality Assessment of external services (by DS-TEC)

Role dependencies:

Data Providers (supportive)
Data Consumer (supportive)
DS-TEC (consulted)

3.1.4.3 Compliance with Privacy and Security Regulations

Responsibility short description:

Under the guidance of DS-TEC, the Platform Provider/Service provider ensures that services comply with privacy regulations such as GDPR, and other legal requirements related to IT security and data protection, i.e. by including privacy enhancing technology, where appropriate. The adherence to security standards, as defined by ENISA²⁴ and its associated

²⁴ See: <https://www.enisa.europa.eu/>

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national IT security offices, will be ensured by consultations with DS-TEC and/or external experts.

Output and deliverables:

Services that comply with security and privacy standards.

Process dependencies:

Quality Assessment of external services (by DS-TEC)

Role dependencies:

DS-LEG (consulted)

DS-TEC (consulted)

3.1.4.4 Data Provider Policy Usage

Responsibility short description:

If the offered service is part of the processes of data consumption the service provider must take care that the data consumer, who uses this service is enabled to read and apply the data provider's policies to ensure that data is handled according to established guidelines and regulations.

Output and deliverables:

N/A

Process dependencies:

Define metadata vocabularies

Quality Assessment of external services (by DS-TEC)

Role dependencies:

Data Provider (consulted)

DS-DAT (consulted)

DS-TEC (consulted)

3.1.4.5 Collaboration with Tourism Ecosystem Stakeholders

Responsibility short description:

Work collaboratively with sector specific stakeholders in the data space or tourism sector to understand their needs regarding improved data processing (i.e. on the fields of data analytics or quality assurance), to ensure that the provided added value services are relevant and useful.

Output and deliverables:

Collaboration agreements with tourism stakeholders.

Process dependencies:

Identify, design, and implement concrete, domain-specific use cases (UC Teams)

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Role dependencies:

DS-UC (supportive)

Use Case teams (consulted)

Regional/National/European Tourism Organisations (consulted)

External Experts (supportive)

3.1.4.6 Technological Innovation and Adaptation to Emerging Trends

Responsibility short description:

Stay updated with the latest technological trends and adapt the services to provide more added value to the data and to the roles which process them. With a view to the required increased use of AI, the service provider must comply with the provisions of the AI Act that apply to it and provide the necessary documentation. Again, this should be done in collaboration with the use case teams which might use the services, and with the technical roles, which take care of technical compliance of added services and interoperability with other elements of the data space.

Output and deliverables:

New functionalities based on emerging technologies, such as Artificial Intelligence, which provide added value to the data space.

Process dependencies:

Quality Assessment of external services (by DS-TEC)

Provide legal support for data governance topics

Role dependencies:

DS-TEC (consulted)

DS-LEG (consulted)

External Experts (supportive)

3.1.4.7 Publication in the services catalogue

Responsibility short description:

Publishing services in the catalogue/marketplace to ensure they are accessible to consumers, guaranteeing that the services meet marketplace requirements. Therefore, the service provider must use the DS standard for service descriptions to enable their publication in a services catalogue.

Output and deliverables:

Services listed in a service registry and accessible to the target audience.

Process dependencies:

Define metadata vocabularies (here: metadata of service descriptions)

Implementation of mandatory Data Space Services (DSSC building blocks) (here: the service catalogue feature)

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Role dependencies:

DS-DAT (consulted)

DS-Tec (supportive)

3.2 Responsibilities of the Data Space Governance Authority

The Data Space Governance Authority is the body that directs and coordinates all activities in the organisation and makes the final decisions at the highest level. It represents the data space to the outside world and is the accountable point of contact for all matters. The characterisation of the data space Governance Authority in this document follows the concept introduced by the DSSC Blueprint²⁵, which states that this entity has typically two levels of responsibility, one dealing with the strategic challenges, thus the Data Space Governance Authority in the narrower sense, and a sub-role dedicated to the more operative task of the administration of a data space organisation, it is here called the Data Space Executive Role. The following figure summarises in brief the different responsibility levels:

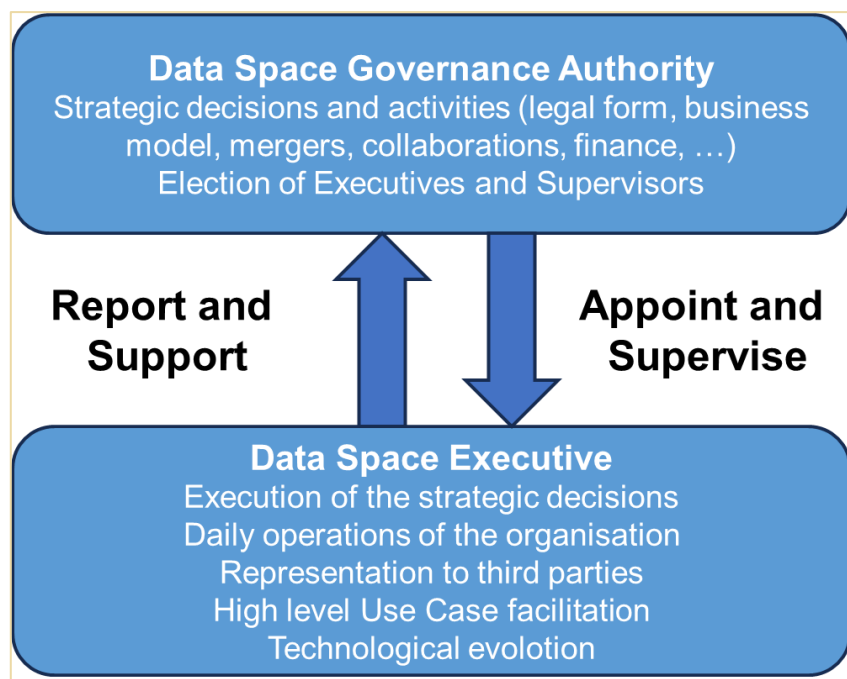


Figure 5: Relationship between the DS governance authority and its executive partner.²⁶

In addition, the DSSC Glossary provides some more helpful characteristics of this key role in all data space organisations:

²⁵ See DSSC Blueprint v2.0 (created 7 March, 2025):

<https://dssc.eu/space/BVE2/1071253671/Organisational+Form+and+Governance+Authority>

²⁶ Sketch following (with modifications) a concept published by DSSC:

<https://dssc.eu/space/bv15e/766065689/Organisational+Form+and+Governance+Authority#3.-Elements-and-their-key-functions>

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- The data space governance authority does not replace the role of public regulation and enforcement authorities. [NOTE: this is especially relevant for GDPR and AI]
- Establishing the initial data space governance framework is outside the governance authority's scope. [NOTE: this is therefore a task for DEPLOYTOUR]
- The governance authority performs the governing function (developing and maintaining the governance framework) and the executive function (operating and enforcing the governance framework).

The work in a data space covers numerous specialist subject areas that have a decisive influence on the processes of data exchange on the one hand, but on the other hand go beyond data exchange in the narrower sense, as they relate to the processes of the organisation. This includes technology design, numerous legal sub-areas, semantic interoperability and other organisational topics. In this draft governance framework, we deal with those aspects that require special expertise for informed decisions by defining sub-roles of the Data Governance Bodies, which we call 'Data Space Governance Body Expert Roles'. In practice, it will be single persons, committees or teams of experts that are empowered to identify decision-making needs and develop draft resolutions. Such expert roles exist in nearly all comparable organisations, even the structure of the DEPLOYTOUR project, with its specialised work packages, acknowledges the need for such differentiation. The responsibilities and obligations of these expert roles are described in Chapter 3.3.

In general, the high-level responsibilities described here for the Governance Authority of a single data space, can also be applied to the Governance Authority of an ecosystem of member data spaces.

3.2.1 Governance Authority Role in the narrower sense

This Governance Authority is therefore the role that takes the ultimate decisions for the data space. The DS Governance Authority is even the final accountable role for all matters relating to the data space. It is responsible for the high-level strategic decisions, for all matters that have financial impact on the data space participant community, and for driving external contacts. Thus, it takes all decisions on the accession or participation of the organisation in other bodies, projects and organisations. It approves budgets and monitors their implementation, as well as the organisation's action programme. It takes all decisions relating to the management, conservation and disposal of the organisation's assets and on the acquisition and utilisation of funds.

Depending on the fundamental organisational decisions and the legal form of the organisation, the highest-level decision-making body may be a board of directors (permanently employed or temporarily elected) or a general participants assembly, for example.

3.2.1.1 Define the strategic direction of the ETDS

Responsibility short description:

The governance Authority must determine and further develop the strategic direction of the data space. This might start with an agreed mission statement, which refers to the considerations elaborated in the DEPLOYTOUR project but also to the requirements of potential sponsors and co-founders such as the EC or EU Member States.

Once agreed and documented, the main strategic objectives are derived and continuously checked for their validity and corrected if necessary.

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Strategic objectives (according to the blueprint) should address at least the topics

- technology
- facilitation of use cases
- governance framework and guidance
- business model and financial sustainability
- ethical principles and commitments
- conflict resolution
- relationship to external stakeholders and other data spaces

Output and deliverables:

Mission statement and strategy document.

Document of incorporation of the organisation

Bylaws and other agreements

Ethics charter

Decision log

Process dependencies:

Create and maintain the business model of the DS

Maintenance of the rulebook

Maintenance of the business model

Role dependencies:

EC/ETDS Sponsor/Founder (Co-Responsible)

External Subject Matter Experts (consulted)

DS-Executive (consulted)

DS-RUL (consulted)

DS-FIN (consulted)

DS-LEG (consulted)

DS-MKT (informed)

3.2.1.2 Define the membership policy of the DS

Responsibility short description:

The governance Authority must define a membership lifecycle policy and the principles of its execution. Such details may vary depending on the legal form agreed on. Clear rules for member admission and introduction need to be agreed, especially such rules that define the credentials, certificates and verification actions for identifying and authenticating new members, as well as criteria for approval or denial of a membership request. It defines the rights and obligations of members and the measures to be taken in the event of breaches of obligations. In addition, policies for demission of members must be defined, addressing (among others), hand-over of functions, clarification of ownership issues, financial accounts. In this context, it must also be decided which access rights different member classes should have to the catalogue and, for example, whether non-members should have access to the catalogue at all and if so, to what extent. Credentials should be preferred that can be prepared in machine readable format, to include them seamlessly in the technical trust framework. In addition, members' contributions to the funding of the data space must be defined (as of

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membership fees, in kind contributions, discounts depending on membership classes, transaction fees, etc.).

Output and deliverables:

Membership lifecycle description and procedures (e.g. part of the bylaws)

Requirements for technical implementation of verifiable credentials + list of mandatory and optional credentials

Procedure of continuous review of the deliverables

Process dependencies:

Technical maintenance of the trust framework

Member financial accounting

Conflict resolution

Role dependencies:

DS-Executive (consulted)

DS-TEC (consulted)

DS-FIN (consulted)

DS-LEG (consulted)

References:

Bylaws of [Catena-X](#)

Bylaws of [EONA-X](#)

Open Points:

It still needs to be clarified if a member exclusion must be approved by this role, or if the executive can do that.

3.2.1.3 Define and maintain the business model and the legal form of the DS

Responsibility short description:

Business model choices and strategic decisions, as outlined in the DATES/DSFT blueprint, influence the optimal legal form of the future ETDS organization. Initial decisions will be made during the DEPLOYTOUR project, with the governance authority handling the legal entity's launch and future reviews. Business model decisions must consider stakeholder value propositions and a stable funding model. The legal form depends on factors like public stakeholder involvement or profit orientation and is influenced by DATES/DSFT survey results favouring neutrality, non-profit orientation, and initial public funding. National law may also impose restrictions. Regular assessments are needed to determine if the data space should be categorized as a data intermediary under the EU Data Governance Act (DGA), with decisions reviewed and adjusted as necessary.

Output and deliverables:

Business model description (value propositions, funding concept; may be part of the bylaws)

Incorporation document(s)

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Bylaws

Procedure of continuous review of the deliverables

Process dependencies:

Membership management
Onboarding process

Role dependencies:

EC/ETDS Sponsor/Founder (Co-Responsible)
External Subject Matter Experts (consulted)
DS-FIN (consulted)
DS-LEG (consulted)

References:

<https://dssc.eu/space/bv15e/766065689/Organisational+Form+and+Governance+Authority>

3.2.1.4 Monitoring of the DS performance

Responsibility short description:

Depending on the key objectives of the data space, derived from the mission definition (see above Chapter 3.2.1), the data space governance authority must take care to get the relevant information about the achievement level of each target. KPIs for the measurement of the achievements must be defined in accordance with the respective internal and external experts. Policies for continuous data retrieval and analysis must be developed and delegated to the responsible roles (probably the “Data Space Governance Body Expert Roles”). For the sake of the long-term sustainability of the organisation it monitors budgets and their implementation, in relation to the organisation's action programme.

In the case of deviations from the target values, corrective actions have to be induced. Depending on the size and criticality of such actions, a multi-role task force team might be set up temporarily to identify the appropriate measures.

Output and deliverables:

Report on retrieved KPIs, combined with a qualitative assessment of necessary corrections.
Decisions about concrete, prioritised corrective actions.
Prioritised backlog entry (e.g. EPIC)

Process dependencies:

Monitor and report quantitative and qualitative progress (DS-UC)
System Administration and Support (Platform provider, technical KPI)
Internal audits (DS-RUL)
Financial Data Analysis and Financial Reporting (DS-FIN)
Collect KPIs and prepare the regular status report (DS-Executive)

Role dependencies:

DS-Executives (Co-Responsible)

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EC/ETDS Sponsor/Founder (consulted)

All “Data Space Governance Expert Roles” (consulted)

Comments, Open Points:

Most of the operative monitoring of the DS performance will be executed by the DS-Executive role and the “Data Space Governance Body Expert Roles”. Therefore, the data space governance Authority might be seen, in fact, as the accountable role, that does the final evaluation of KPIs prepared by the roles which are responsible for the monitoring in an operative sense.

3.2.1.5 Regular status report of the DS to the sponsors

Responsibility short description:

The data space governance authority will have to provide a regular report about the activities, progress, and plans of the whole organisation. The report should provide information and KPI values about

- Project overview and objectives: A summary of the project's goals, scope, and status.
- Data management: Information on data quality, data integration, and data security measures in place.
- Compliance and regulatory updates: Updates on compliance with relevant regulations and standards, as well as any changes in the regulatory landscape.
- Technical infrastructure: Status of the technical infrastructure supporting the data space, including any recent upgrades or issues.
- Stakeholder engagement: Information on stakeholder interactions, including feedback received and actions taken.
- Risk management: Identification of potential risks and the measures in place to mitigate them.
- Performance metrics and KPIs: Key performance indicators and metrics to track the progress and success of the data space.
- Financial overview: Budget status, including expenditures and any financial challenges.
- Future and roadmap: Upcoming milestones, planned activities, and strategic direction for the data space.

The target audience will be the sponsors and/or other supervisors, but also the external public. Depending on the legal form the data space organisation will have to provide a financial report to tax offices.

The reports are prepared by the DS-Executive role, supported by all internal stakeholders. The DS-Governance authority approves it or claims for corrections. It is published under the name of the data space.

Output and deliverables:

Formally signed regular status report

Financial report

Process dependencies:

Financial accounting

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Role dependencies:

DS-Executive (consulted)

DS-FIN (consulted)

DS LEG (consulted)

All other "Data Space Governance Body Expert Roles" (consulted)

3.2.1.6 Appoint data space executive role

Responsibility short description:

The data space governance authority role will engage one or more persons who will execute and coordinate, respectively, the operative tasks of the whole data space organisation. They fill the data space executive role.

The responsibilities of this role and in particular the demarcation from the responsibilities of the governance authority are defined by the governance authority itself and documented in the bylaws of the organisation

Output and deliverables

DS-Executive Role specification (part of the bylaws)

Engagement document

Process dependencies:

Business model and legal form definition

Role dependencies:

EC/ETDS Sponsor/Founder (Co-Responsible)

DS-Executive

3.2.1.7 Conflict resolution

Responsibility short description:

The governance authority role, as the ultimate accountable of the data space is responsible for conflict resolution and serves as a final escalation instance for solving discord between partners. The governance authority role will be also in charge of resolving conflicts, where the executive role is involved. This highest governance authority is therefore the escalation level for issues which the data space executive role has with other roles/participants.

There should be a document outlining the organization's approach to handling conflicts, including definitions, procedures, and responsibilities, especially regarding confidentiality levels.

Conflict scenarios should be submitted well prepared in a standard incident description format enabling detailed accounts of the conflict, including the parties involved, the nature of the conflict, and any initial steps taken to address it.

Records of discussions and decisions made during conflict resolution meetings, ensuring transparency and accountability should be kept.

Output and deliverables:

Incident description

Conversation records

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Action plan

Process dependencies:

Conflict resolution (DS-executive role)

Role dependencies:

DS-Executive (consulted)

All other roles

Comments, Open Points:

A similar responsibility will be assigned to the executive role, because it will be responsible for conflict resolution for issues between its stakeholders.

3.2.2 Data Space Executive Role

This role is another aspect of the data space governance authority, in the sense introduced by the DSSC Glossary: “The governance authority performs the governing function (developing and maintaining the governance framework) and the executive function (operating and enforcing the governance framework).” ²⁷

The governance authority, thus, may be engaged in strategic decisions touching essential matters of the organisation, whereas the executive role described here deals with the orchestration of the data space, being responsible for decisions which are close to daily doing. The executive role should be vested with the appropriate powers to act on behalf of the organisation in its day-to-day management, within the framework of the general guidelines laid down by the governance authority.

However, depending on the organisational setup and on the agreed balance of responsibilities between both roles, some of the responsibilities described for each of them, respectively, could move from one to another.

For example, if a general meeting only takes place once a year, it cannot deal with many lower-ranking issues, it should focus on agreed high-level topics. If it is possible to meet at a higher frequency, it could be empowered to take also fewer essential decisions.

3.2.2.1 Execute the membership management process (“Onboarding Process”)

Responsibility short description:

If a candidate applies for data space membership, the Executive role evaluates the documents and evidence, approves the application if criteria are met, and activates the new member. The new member receives access to onboarding instructions and guidelines. The Executive creates a member file, advises the finance team to set up accounting, and the technology team to implement necessary software or system settings. If rule violations are detected, the Executive investigates and initiates consequences, with the governance authority making final decisions on exclusions. If a member leaves, the Executive removes them from the system, closes financial accounts, ensures obligations are fulfilled, and inquiries about the reasons for

²⁷ See <https://dssc.eu/space/bv15e/766061638/1+Key+Concept+Definitions>

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departure. The performance of the process is regularly evaluated, and corrections will be induced, if appropriate.

Output and deliverables:

Membership contract form
Member inventory, including history and financial accounts
Technical implementation orders to TEC (backlog entry)
Financial accounts orders to FIN (backlog entry)
Member management KPIs

Process dependencies:

Accounting, Budgeting and Financial Planning
Implementation of mandatory Data Space Services (DSSC building blocks)(here: technical realisation of the onboarding)

Role dependencies:

DS-Members
DS- FIN (Co-Responsible)
DS-TEC (Co-Responsible)

3.2.2.2 Human resources management

Responsibility short description:

The data space organisation will need some permanent staff to orchestrate administrative processes. Depending on decisions of the governance authority, the executive role will hire and manage the appropriate persons. The recruitment and personnel management processes depend very much on the national employment law of the country in which the data space organisation is based.

Output and deliverables:

Personnel files

Process dependencies:

Budget planning

Role dependencies:

DS-Governance authority (informed)
DS-FIN (consulted)

3.2.2.3 Decision about the platform strategy

Responsibility short description:

A key decision for a data space is about organizing its core services and defining the legal status of the platform provider/operator. Often, platform services and core software components are managed by a contracting entity to reduce costs, but data spaces can also be

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operated on their own cloud/premises with their employees. Strategic, financial, and legal arguments exist for each setup, which come along with specific sets of dependencies and requirements with severe impact on the whole organisation. Therefore, the decisions once taken need regular review by the DS-Executive and other experts, followed by approval through the DS-Governance authority. Depending on the review results adjustment actions due to changes in circumstances, might follow. For example, platform provider contracts are usually time-limited, requiring periodic reassessment or new tenders.

Output and deliverables:

Decision about either internal platform operation or “external” solution.

Process to regularly review the validity of the decision and change management; based on predefined criteria and KPIs.

Process dependencies:

Strategy definition process

Business model definition process

Requirements management process

Change management process

Financial investment analysis process

Due diligence process

Role dependencies:

Platform Provider (int/ext) (supportive)

DS-Governance authority (Co-Responsible)

DS-FIN (consulted)

DS-TEC (consulted)

DS-UC (consulted)

External Subject Matter Experts (consulted)

DS-MKT (informed)

Comments, Open Points:

Depending on the organisational form, this task could also be assigned to the governance authority as a decisive organ, which, in turn, delegates preparative work to the executive.

3.2.2.4 Implementation/acquisition of major additional services

Responsibility short description:

The DS executive role decides on conducting the full process for the acquisition of major software applications, like data intermediaries, or value-added services, but also on engaging contractors for the data space. If a new service interests several participants but not all, it should be negotiated whether it is funded by the organization or by the requesting parties. Implementation requests should follow a standardized change request format to ensure a thorough evaluation of all key parameters. Decisions may involve a make-or-buy choice, including a due diligence investigation, supported by the technical expert team. Requests should be assessed and prioritized in the context of other projects.

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Output and deliverables:

Due diligence process description
Standard implementation request form
Due diligence report providing assessment results
Evaluation and (Dis)approval documentation of the implementation request
Integration plan for the selected solution
Prioritised backlog entry (e.g. EPIC)

Process dependencies:

Requirements management process
Change management process

Role dependencies:

DS-Governance Authority (Co-Responsible)
DS-UC (consulted)
Use case teams (consulted)
DS-FIN (consulted)
DS-TEC (consulted)

3.2.2.5 Internal tooling

Responsibility short description:

Each larger organisation needs an internal IT infrastructure for its operation and orchestration. Tools, like a fileserver, office applications, communication tools, project management/task tracking, a content management system, or developer tools need to be selected, implemented, documented and maintained. In general, requirement management and due diligence processes, similar as for external services, can be applied. Office tools should be integrated with “business processes” like Onboarding, and member management.

Output and deliverables:

Internal office tool landscape document
Due diligence reports
Implementation plan/roadmap
User Documentation
Usage policies

Process dependencies:

Requirements management

Role dependencies:

DS-TEC (consulted)
DS-LEG (consulted)
DS-FIN (consulted)
DS-Members (consulted)

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3.2.2.6 Conflict resolution

Responsibility short description:

The executive role, which has the task to coordinate multi-party processes within the data space organization, is responsible for conflict resolution and serves as the escalation instance for solving discord between partners involved in these processes.

The executive role takes care about the designing of a process outlining the organization's approach to handling conflicts, including definitions, procedures, and responsibilities.

Conflict scenarios should be submitted well prepared in a standard incident description format enabling detailed accounts of the conflict, including the parties involved, the nature of the conflict, and any initial steps taken to address it.

Records of discussions and decisions made during conflict resolution meetings, ensuring transparency and accountability should be kept. The conflict resolution process might be supported by internal audits, surveys and or interviews with the relevant stakeholders.

In the end results a detailed plan that outlines the steps to be taken to resolve the conflict, including timelines and responsible parties.

Output and deliverables:

Conflict resolution process description

Incident description

Conversation records

Action plan

Role dependencies:

DS-Governance Authority (consulted)

DS-LEG (consulted)

All other roles

Comments, Open Points:

Conflict resolution will have to take place at all organisational levels. It will be necessary within Use Case teams, and expert teams, before conflicts are “escalated” to the DS-Executive role as a moderator. The responsibility to resolve conflicts at the level of the DS-Governance Authority can then be seen to address issues where the Executive role itself is a party.

3.2.2.7 External stakeholder management to promote the tourism ecosystem

Responsibility short description:

The success of the ETDS relies on involving a wide range of stakeholders in tourism, including sectoral data spaces, European and national authorities, sponsors, and high-value data providers. Communication is also the responsibility of the highest leading role, which oversees speaking on behalf of the entire organization. The governance authority supports the Use Case Coordination role or single use case teams in attracting data providers, use case projects, and funding. Channels for communication include advisory boards, standardization organizations, expert groups, business organizations, conferences, and publications. These activities must align with expert-level efforts and be documented in a communication plan.

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Output and deliverables:

Communication plan (Events, Presentations, Publications)

Process dependencies:

Communication management

Use case identification and implementation

Role dependencies:

DS-MKT (Co-responsible)

DS-UC (consulted)

Use case teams (consulted)

All "Data Space Governance Body Expert Roles" (consulted)

3.2.2.8 Engage in fundraising

Responsibility short description:

The data space executive should monitor the opportunities to receive external funding for its core activities (e.g. cybersecurity, AI usage), and support participants and external stakeholders in raising funding for touristic projects.

Output and deliverables:

List of funds and tenders of interest

Process dependencies:

Use Case identification and implementation

Role dependencies:

DS-Governance authority (Co-responsible)

DS-UC (consulted)

DS-FIN (supportive)

DS-LEG (supportive)

Regional/National/European Tourism Organisations (supportive)

3.2.2.9 Maintain a risk map of the ETDS

Responsibility short description:

The key objectives of the risk management for a tourism data space are to identify, assess, and mitigate potential risks that could impact the data space's operations and stakeholders on the level of the whole organisation. The other roles of the DS will manage their own risk scenarios and contribute to the corporate risk assessment. This involves legal, technical, political, financial, security, privacy aspects, respectively. The risk map aims to enhance the resilience and reliability of the data space, fostering trust among participants and supporting the sustainable growth of the tourism sector.

Output and deliverables:

Risk Assessment Report

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Risk Mitigation Plans

Process dependencies:

All processes

Role dependencies:

DS-Governance authority (consulted)

DS-LEG (consulted)

All other DS roles depending on the topic

3.2.2.10 Maintain a corporate roadmap of the ETDS

Responsibility short description:

Maintaining a corporate roadmap for a European tourism data space organization provides a strategic framework for development, aligning activities with long-term goals, like interoperability or SME support. It helps identify and prioritize initiatives, set milestones, and allocate resources. Thus, the other DS roles must maintain their topic specific roadmaps and must contribute to the corporate plan. The roadmap fosters collaboration among stakeholders, supports innovation, planning, and sustainability, and ensures compliance with legal and regulatory requirements. It needs to be accompanied by continuous monitoring and evaluation processes.

Output and deliverables:

Data Space evolution Roadmap

Procedure for regular evaluation

Process dependencies:

Use Case identification and implementation

Technical Roadmap

Define the strategic direction of the ETDS

Role dependencies:

DS-Governance authority (Co-responsible)

EC/ETDS Sponsor/Founder (consulted)

All other roles depending on their topics (supportive)

3.2.2.11 Collect KPIs and prepare the regular status report

Responsibility short description:

The DS-Governance authority oversees providing a regular report about its activities, progress, and plans (See chapter 3.2.1, Responsibility #5). The status assessment might be supported by internal audits, surveys and or interviews with the relevant stakeholders. The report is prepared by the DS-Executive role, supported by all internal stakeholders. The DS-Governance authority approves it or claims for corrections.

Output and deliverables:

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Draft regular status report

Process dependencies:

Regular status report of the DS to the sponsors

Role dependencies:

DS-Governance authority (Co-responsible)

All other roles depending on their topics (supportive)

3.3 Responsibilities of the Data Space Expert Roles

3.3.1 Legal Expert (DS-LEG)

The legal expert role within the data space governance authority handles legal issues and provides support to all roles of the data space, ensuring the organization operates within any applicable law. They lead in formulating contracts with external parties and have the final say before approval. They also support data exchange use cases with legal advice on contracts, intellectual property, privacy, and other obligations, offering guidelines and case-specific consultancy. Additionally, they help design the trust framework and machine-based contracting by defining standard clauses. They support the identification and evolution of the legal form of the organization and can raise high-priority action items or change requests if legal requirements change. This role comprises the support to be provided by a DPO to data controllers according to Art 37 ff. GDPR, where applicable.

For the Legal Expert role, the following nine responsibilities were identified.

3.3.1.1 Provide legal support for data governance topics

Responsibility short description:

The European data ecosystem is regulated by several laws, DGA, DA, AIA, GDPR, ePrivacy Directive, Cloud Act, Cybersecurity Act, Open Data Directive, Implementing Act on High Value Datasets, Regulation of Free Flow of non-personal data, several IP related regulations. The consequences arising from the regulations for each role in the data space and the concrete processes and rules derived from them must be described in separate guidelines. The legal status of additional technical building blocks must be assessed according to the DGA ("data intermediary service"). In addition, legal questions regarding provenance of data and usage control need to be solved. The rules and recommendations provided by DS-LEG might be chapters of comprehensive guidelines for specific roles, like a Data Provider Handbook or a Data Consumer Handbook.

The legal expert will advise the addressees of the individual laws and the resulting guidelines regarding their implementation in specific cases of application.

Output and Deliverables (all rulebook relevant):

Data privacy guideline

Competition law guideline

Anti-fraud and ethical compliance guidelines

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Guideline about intellectual properties and copyright compliance
Legal obligations set by the AI Act in an AI usage handbook
Legal obligations set by the Cybersecurity Act in the DS architecture document
Guideline to identify Data Intermediary Services
Guideline about Open Data provisioning

Process dependencies:

Use Case Identification and Implementation
Publish data products in the data space environment
Implementation of mandatory Data Space Services (DSSC building blocks)
Operation of the Platform (DS-TEC) or
System Administration and Support (Platform provider)

Role dependencies:

Data Provider (supportive)
Data Consumer (supportive)
Use Case Teams (supportive)
DS-TEC (supportive)
DS-DAT (supportive)
Platform provider/Core Services Provider (supportive)

References:

<https://mobilitydataspace-csa.eu/wp-content/uploads/2024/03/2024-03-19-deliverable-d3.1-analysis-report-v3.pdf> (see the chapter 5 about the legal framework on pages 93 ff.)

3.3.1.2 Advice on data sharing contracts

Responsibility short description:

Data sharing requires a contractual agreement between providers and consumers. The design and enforceability of these contracts build trust among data space participants. The legal expert, representing the data space governance authority, provides guidelines on contract content, options, and limitations. One key function is the automatic closing of contracts based on data product catalogue entries, provided the requester's attributes match the access conditions, which must be machine-readable. Standard contractual clauses can be preconfigured. The legal expert advises and monitors the drafting and implementation of such standard vocabulary and other formats for describing contractual clauses to ensure that the automated conclusion of contracts fully corresponds to the 'human' conclusion of contracts. The legal expert supervises testing of the contracting module, and advises on using blockchain in the case it is used for critical contracts. They also help data providers and service providers express access conditions and contractual clauses using standard vocabulary.

Output and deliverables:

Guideline for data product descriptions (together with data experts)
Guideline for setting up Data Sharing contracts (incl. standard contract clauses)

Process dependencies:

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Metadata model evolution

Role dependencies:

DS-TEC (supportive)

DS-DAT (supportive)

Data Provider (supportive)

Data Consumer (supportive)

References:

https://www.srd-rechtsanwaelte.de/blog/datenlizenzvertrag-grundlage-fuer-rechtssicheren-datenzugang-und-nutzung?utm_source=brevo&utm_campaign=Newsletter_SRD_01-2025&utm_medium=email (in German)

3.3.1.3 Support on use case agreements

Responsibility short description:

Use cases with several partners involved will need an internal agreement on various topics, like use case (project) scope and objectives, roles in the project team, financial, material and human resources, ownership and usage conditions of deliverables, joint controllership according to Art 26 GDPR, representation rights, liabilities.

If such larger use case teams need support on setting up an appropriate fair agreement, it will be provided by the legal expert.

Output and deliverables:

Guideline to design use case agreements; including agreement template

Process dependencies:

Use Case identification and implementation

Role dependencies:

Use Case teams (consulted)

Data provider (supportive)

Data consumer (supportive)

App provider (supportive)

3.3.1.4 Monitoring of the external legal framework

Responsibility short description:

The legal experts monitor further developments in legislation and case law, to identify any resulting impact. They will document the new or changed requirements, classify their criticality and priority, and induce responding action items.

Action items may include changing contract templates, internal rules, guidelines for other data space roles.

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Output and deliverables:

Report on changes in the legal framework

Change requests to the rulebook/guidelines (new backlog items?)

Process dependencies:

Change management

Role dependencies:

DS-Executive (informed)

DS-RUL (informed)

All other roles (informed)

3.3.1.5 Evolution of the legal form and the bylaws

Responsibility short description:

The legal form of an organization is typically long-term but should be periodically reviewed to ensure it supports the business model. This assessment is the responsibility of the governance authority, with legal experts providing their opinion on proposed changes. If changes are needed, legal experts prepare new bylaws for review and approval by the data space governance authority. While the legal form rarely changes, individual clauses may need modification due to business needs or external legal changes. Legal experts draft, review, and amend key documents like incorporation documents, bylaws, and other corporate agreements.

Output and deliverables:

Incorporation document

Bylaws document

Ethics Charter

Anti-fraud and ethical compliance guidelines (part of the Ethics Charter)

Documentation of the change process

Process dependencies:

Define and maintain the business model and the legal form of the DS

Monitoring of the external legal framework

Role dependencies:

Sponsor/Founder/European Commission (consulted)

DS-Governance authority (consulted)

DS-Executive (consulted)

3.3.1.6 Provide and maintain legal input to internal rules

Responsibility short description:

Many internal rules are impacted by legal obligations, i.e. human resources, procurement, insurance, IP, taxes, accounting rules, electronic signature, document archiving, etc.

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The legal expert role is in charge to provide such rules where it is the owner or contribute with legal advice to rules owned by other roles.

Output and deliverables:

Human resources policy
Procurement guideline (including license issues)
Finance/accounting rules
Document archiving rules
Electronic signature guideline
Register of processing activities (Art 30, GDPR)
Privacy statement (internal)
Privacy statement (website, events)
Photo consent form
Data space trademark (could be part of the bylaws)

Process dependencies:

Monitoring of the external legal framework

Role dependencies:

DS-Executive (supportive)
DS-FIN (supportive)
DS-RUL (supportive)

3.3.1.7 Set up and assess contracts for the data space

Responsibility short description:

The legal expert role sets up all contracts with external parties, according to legal best practices. Contracts will likely be closed with suppliers, service providers, consultants, other data spaces, funding sponsors, banks, employees.

The legal expert role also checks contracts offered by external partners for completeness, correctness and fairness. It reports any problems to the data space executive role and recommends either accepting or rejecting the contract or introducing changes.

The assessment of “inbound and Outbound” contracts will be supported by other expert roles, depending on the contract.

Approval will be given by the data space executive role or by the governance authority. However, individual legal experts may be granted procuration for certain scenarios.

Output and deliverables:

Employment Contracts
Supply Contracts
Contractor Contracts
Collaboration Contracts
Contract repository

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Process dependencies:

Define the membership policy of the DS
Implementation/acquisition of major additional services
Human Resources Management
Fundraising and Grant Management

Role dependencies:

DS-Governance authority (consulted)
DS-Executive (consulted)
All other DS roles, depending on topic (consulted)

References:

See an overview of contract elements here: <https://www.trackado.com/blog/key-elements-commercial-contract/>

3.3.1.8 Represent the ETDS in legal working groups of data space ecosystems

Responsibility short description:

To achieve and maintain legal interoperability in the data sharing ecosystem, the legal role will represent the ETDS in external expert working groups discussing overarching legal challenges. These groups may be within the tourism ecosystem or for cross-sectorial legal adjustments. This role can also contribute to formal standardization initiatives like ISO, CEN/CENELEC, or national ones. Legal interoperability involves standardizing machine-readable expressions of contractual and legal matters and harmonizing additional services with legal relevance (like PETs, Personal Data Intermediaries, ...) between data spaces and within wider ecosystems.

Output and deliverables:

Reports on proposed harmonisation/standardisation projects
Action items for the role and for the DS executives (new backlog entries)

Process dependencies:

Maintain a corporate roadmap of the ETDS
Maintain a risk map of the ETDS

Role dependencies:

DS-Executive (consulted)
DS-RUL (consulted)

3.3.1.9 Legal representation and dispute resolution

Responsibility short description:

The legal expert supports the governance authority and the executives the case if the organisation gets involved in legal actions and acts in favor of protection against claims.

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It assists in resolving conflicts within the association, whether between members or with third parties, through negotiation or legal proceedings.

Output and deliverables:

Archive of the legal disputes

Process dependencies:

Conflict resolution

Role dependencies:

DS-Governance authority (consulted)

DS-Executive (consulted)

All other DS roles, depending on topic (consulted)

3.3.2 Financial Expert (DS-FIN)

A data space has costs and needs funding. Thus, the data space governance authority needs also to have expertise dedicated to dealing with the financial matters of the organisation, to ensure the financial sustainability of the data space, and for support of participants in financial matters (e.g. external funding of UCs). In practice, many of the detailed tasks and deliverables which this role will deal with depend on the business model, the legal entity form, and on the financial regulations of the EU member state where the organisation will have its seat.

3.3.2.1 Establish and maintain the financial strategy

Responsibility short description:

Based on the mission statement, the business model decisions and on the organisational form, this role will elaborate financial strategies to support the organisation's goals and initiatives, including investment decisions, tax and risk management, respectively.

Output and deliverables:

Financial Strategy description (not rulebook relevant)

Process dependencies:

Define and maintain the business model and the legal form of the DS

Maintain a corporate roadmap of the ETDS

Role dependencies:

DS-Governance authority (accountable)

DS-Executive (supportive)

DS-LEG (supportive)

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3.3.2.2 Accounting, Budgeting and Financial Planning

Responsibility short description:

Developing and managing the organisation's budget, forecasting financial needs, and planning for future financial stability.

Expense Management: Monitoring and controlling expenses to ensure they align with the budget and financial policies.

Revenue Management: Managing revenue streams, including membership fees, donations, and other income sources.

Tax management: depending on the legal form and national tax regulations of the country where the organisation has its seat, this role will collect all tax relevant information and prepare a tax declaration.

Output and deliverables:

Financial Accounting Document(s)

Budget Forecast

Tax declaration

Process dependencies:

Maintain a corporate roadmap of the ETDS

Decision about the platform strategy

Implementation/acquisition of major additional services

Internal tooling

Role dependencies:

DS-Executive (Co-responsible)

DS-LEG (consulted)

DS-TEC (supportive)

DS-UC (supportive)

DS-MKT (supportive)

External Subject Matter Expert (here: tax consultant, consulted)

3.3.2.3 Compliance and Auditing

Responsibility short description:

Ensuring compliance with EU financial regulations and standards, and with those released by the EU member state where the data space organisation has its legal seat and coordinating internal and external audits.

Output and deliverables:

Internal Audit Guideline

Internal Audit report

External audit documentation

Corrective actions backlog

Process dependencies:

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Accounting, Budgeting and financial planning

Role dependencies:

DS-Executive (Co-responsible)

DS-Legal (consulted)

3.3.2.4 Financial Data Analysis and Financial Reporting

Responsibility short description:

Analysing financial data to provide insights and recommendations for improving financial performance. Preparing and presenting financial reports to the executive role and the data space governance authority, ensuring transparency and accountability.

Output and deliverables:

Internal Financial Report

Process dependencies:

Accounting, Budgeting and Financial Planning

Compliance and Auditing

Role dependencies:

DS-Governance authority (accountable)

DS-Executive (Co-responsible)

DS-LEG (consulted)

3.3.2.5 Fundraising and Grant Management

Responsibility short description:

Overseeing the application for and management of grants from external sources, ensuring funds are used appropriately and reporting on their usage, insofar the DS organisation is beneficiary. Support single members and use case teams in financial aspects of fundraising. Depending on strategic decisions, funding from national, European and wider international sources can be considered.

Output and deliverables:

Report on available external funding (not rulebook relevant)

Report (FAQs) on best practises/success stories regarding external funding (not rulebook relevant)

Process dependencies:

Establish and maintain the financial strategy

Role dependencies:

DS-Executive (Co-Responsible)

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DS-UC (supportive)
DS-LEG (consulted)
Use Case Teams (supportive)

3.3.2.6 Advising use case teams and individual partners on financial issues

Responsibility short description:

On request, the financial experts might support UC Teams and single participants with issues regarding business cases, accounting, reporting and monetisation. In general, use case teams should be seen as financially independent entities, but obviously there will be issues arising from legal complexities or organisational ambiguities which need support by financial experts to overcome them.

Output and deliverables:

FAQs advising on financial issues

Process dependencies:

Identify, design, and implement concrete, domain-specific use cases
Determination of the business conditions (access, pricing, liabilities) (Data Provider)

Role dependencies:

DS-UC (supportive)
DS-LEG (supportive)

3.3.3 Rulebook Administrators (DS-RUL)

As with all other Data Space deliverables, the governance framework also needs to be maintained and further developed. The introduction of the DS-RUL role is due to this fact. The role is undoubtedly very closely linked to that of the Data Space executive but is nevertheless justified by the emphasised importance of the governance framework, as a complement to the technical infrastructure and the 'business' area of the use cases. Since the rulebook is a collection of agreements set up by other roles (e.g. DS-LEG, DS-TEC, DS-DAT and so on), always in response to the needs of data providers and consumers and use cases, this role will always liaise with them and guide the updating process for each rule and its thorough documentation in new rulebook versions.

Therefore, the responsibilities of this role deal with having oversight over the body of rules established for the data space, knowing about or identifying the needs for review and amendments of the different elements of the governance framework, and contacting relevant stakeholders to execute the routinely iterative or exceptional updates.

The activities of this role are necessary, because there is no dedicated European instrument that provides clear guidance on the creation and governance of a sectoral data space in tourism. Essential elements that must be defined include:

- The entity responsible for initiating and authorizing the creation of the data space.
- The legal instrument approving its establishment.
- The mandatory content and structure of the data space.

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- The technical and legal requirements for data admission.
- The governance bodies overseeing operation and compliance.
- Control mechanisms to ensure lawful access, usage, and exchange of data.

The future legal framework must establish a dual scope of application:

- Subjective Scope: Clear distinctions between obligations applicable to public and private tourism operators.
- Objective Scope: A dynamic list of data types eligible for inclusion, expandable as experience grows.

Key elements of the framework must also include:

- A catalog of definitions to enhance legal certainty.
- A robust rights framework, particularly protecting natural persons' data rights.
- Compliance with competition law and intellectual property rights.
- Adherence to interoperability standards to ensure data portability and accessibility.
- The creation of a sanctioning regime for non-compliance.
- Governance processes for participant onboarding, data access requests, withdrawal procedures, and oversight.

3.3.3.1 Update of agreements derived from Hard Law Rules

Responsibility short description:

As mentioned in the description of the responsibilities of DS-LEG, that role has to monitor changes of the regulatory environment with impact on data spaces. If new relevant regulations are detected or if applicable law undergoes significant changes, it liaises with DS-RUL to create new or updated parts of the rulebook. The special function of DS-RUL will be to integrate the new content into the existing structure in a suitable manner and, in particular, to prepare and present it in such a way that users can easily understand and apply it. Moreover, if guidelines and trainings are affected, the appropriate activities to provide or update them must be performed.

Output and deliverables:

Updated or newly created rulebook items with legal background

Updated or newly created information material

Process dependencies:

Provide legal support for data governance topics

Advice on data sharing contracts

Monitoring of the external legal framework

Provide and maintain legal input to internal rules

Role dependencies:

DS-LEG (co-responsible)

DS-Executive (co-responsible)

DS-Governance authority (informed)

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3.3.3.2 Update of agreements derived from Soft Law Rules and Internal Agreements

Responsibility short description:

The same applies to the maintenance of those parts of the regulations that are based either on so-called soft law rules or on internal agreements, i.e. the application of industry standards, generally recognised best practices or defined internal processes. Accordingly, changes in external circumstances or internal requirements observed by the expert roles must be taken on board and translated into updated and usable rule components. The highest priority will always have updates of the code of conduct on data sharing, affecting fundamental guiding principles, including interoperability, data usage rights, value and remuneration for data, liability, competition, security, intellectual property, transparency, data limitation, privacy, data quality, and SME specific topics. Again, if guidelines and training are affected, the appropriate activities to provide or update them must be performed. Documentations may undergo tailoring for specific target audiences: high level for non-technical participants and more specific for expert ones.

Output and deliverables:

Updated or newly created rulebook items with technical and organisational background
Updated or newly created information material

Process dependencies:

Implementation of mandatory Data Space Services (DSSC building blocks)
Define metadata vocabularies
Creation and maintenance of catalogues (DS-DAT)
Alignment with external Partners (DS-TEC, here to ensure interoperability and use of standards)

Role dependencies:

DS-Executive (co-responsible)
DS-TEC (consulted)
DS-DAT (consulted)

3.3.3.3 Internal audits

Responsibility short description:

Compliance with external hard law rules and internal rules, respectively, should be monitored by regular or, if necessary, spontaneous checks and audits. Again, this activity has a strong overlap with responsibilities of the DS-Executive role, which is in charge to always have an overview over the status of the organisation, including, of course, a knowledge of adherence to the various rules and especially of the reasons for non-compliance, if such is detected.

Output and deliverables:

Audit process schemas
Audit reports

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Process dependencies:

Collect KPIs and prepare the regular status report

Role dependencies:

DS-Executive (co-responsible)

All other roles of the organisation

3.3.3.4 Review and amend the rolebook

Responsibility short description:

Depending on the organisational structure, and especially upon changes of the organisation, and in the case of detected problems of the “organisational performance”, the role concept and its actual realisation need to be revisited and corrections must be proposed. Amendment proposals would then be (dis)approved by the Governance Authority.

Output and deliverables:

Audit reports

Amendment proposals

Process dependencies:

Define and maintain the business model and the legal form of the DS

Collect KPIs and prepare the regular status report

Maintain a corporate roadmap of the ETDS

Role dependencies:

DS-Governance Authority (co-responsible)

DS-Executive (co-responsible)

All other roles of the organisation (supportive)

3.3.4 Technical Experts (DS-TEC)

The DS-TEC role is responsible for the development, implementation and the functional assurance of the hardware, software and the overall architecture of the data space. As part of the Data Space Governance Authority²⁸, the DS-TEC role must implement all the requirements given by the DS-Governance authority within alignment to the other roles of the DS-Governance authority. Therefore, technical development and implementation, for example, must always take place under financial conditions given, as well as the rules and guidelines of the rulebook. Furthermore, the intra data space interoperability must be ensured and the cross data space interoperability, which is crucial for the ETDS. Therefore, DS-TEC must align with DS-Data/Metadata Management and metadata models must be developed together.

In addition, existing standards of the leading data space initiatives are accessed to ensure interoperability with other data spaces and to keep pace with the state of the art. Blueprints for

²⁸ <https://dssc.eu/space/Glossary/176554052/2.+Core+Concepts>

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the technical development are therefore, in particular, the technical building blocks of the DSSC²⁹ for the construction of the individual data space components, but also the Data Space Protocol of the IDSA³⁰, which sets a standard in data space communication in order to create a minimum viable interoperability and to provide the foundation for the development of the connectors. Also, the software stacks of EDC and SIMPL, as well as those provided by private entities like GAIA-X and FIWARE, offer services for the technical implementation of the data space and must therefore be evaluated by DS-TEC.

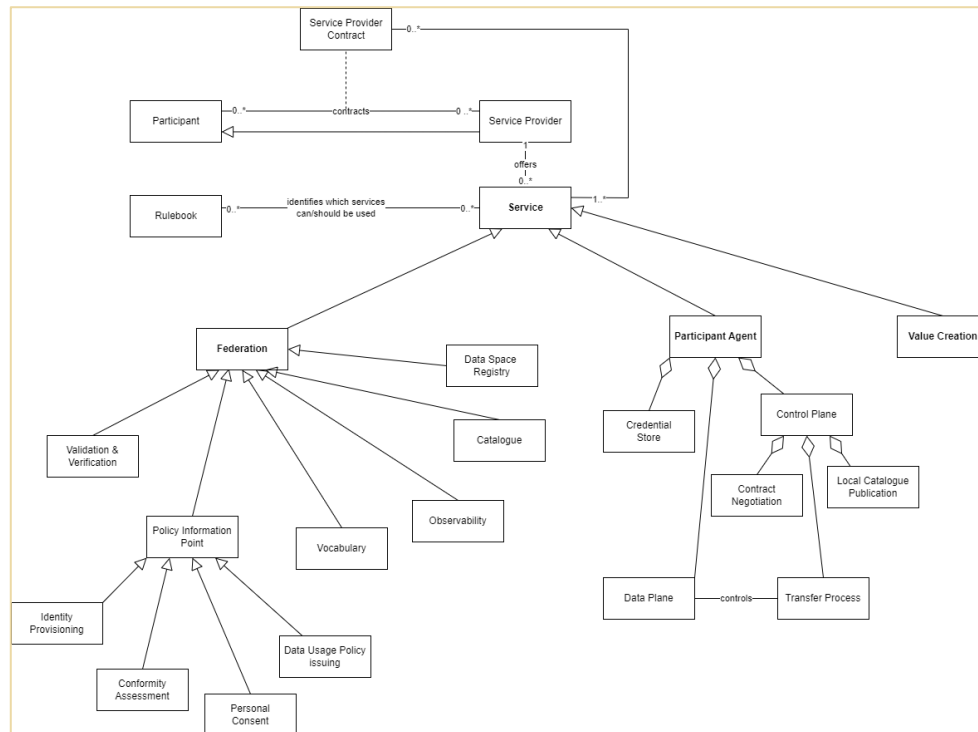


Figure 6: Ontology of Services as defined by the DSSC³¹

The first described responsibilities refer to the so-called Federation Services, which means that those are the technical components of the ETDS offered by the DS-Governance authority.

3.3.4.1 Implementation of mandatory Data Space Services (DSSC building blocks)

Responsibility short description:

A core task of the DS-TEC role is to select and implement the federated services defined by the DSSC, so called Federation Services and Participant Agent services, shown above. Here, it is necessary to consider which federation services should be implemented in which sequence. A minimum viable infrastructure comprises at least a mandatory identity management system to establish trust through identification, authentication, and authorization of participants. Secondly, federated catalogues, or even a central catalogue for finding data

²⁹ <https://dssc.eu/space/bv15e/766066850/Technical+Building+Blocks>

³⁰ <https://docs.internationaldataspaces.org/ids-knowledgebase/dataspace-protocol>

³¹ <https://dssc.eu/space/bv15e/766067344/Services+for+Implementing+Technical+Building+Blocks>

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assets are also to be discussed, selected and implemented. Another mandatory task in establishing the initial system setup is selecting and specifying the connector (Participant Agent) component. All other federation services mentioned above will be selected and implemented according to the data space's technical roadmap or on demand of the use cases.

Regarding identity management, the DS-TEC role decides how required trust anchors and a common trust framework are to be set up in accordance with the guidelines of the rulebook and must also be able to integrate identity attributes of participants from other data spaces. This requires close coordination with DS-DAT to ensure a minimum level of interoperability.

About catalogues, several federated catalogues or a central catalogue may be relevant, for example for data that is not subject to specific access policies. This decision should be made in consultation with other DS-Governance authority roles, and in particular the use case teams, and may be based on standards such as DCAT. Catalogue components from SIMPL or EDC can form the technical basis for publishing the required metadata.

Connectors must be used to link participants and central ETDS services – ideally EDC or SIMPL. All technical guidelines and rules must be implemented at the connector level to ensure that existing connectors are adapted to meet ETDS requirements. Here, too, close coordination with DS-DAT is necessary. Furthermore, a connector as a service should be developed and offered, which is crucial for the participation of smaller companies in the ETDS. While implementing all required federated services, implements adequate quality assessment (KPI's, Testing, etc.) measures, to be able to monitor the performance of the components.

Finally, entry and other requirements from the rulebook must also be considered so that they can also be implemented technically.

Output and deliverables:

Identity: Technical foundation to onboard Identity Provider(s)

Identity: Selection of a standard for credentials to ensure inter-data space interoperability (e.g. W3C VC)

Identity: Participant registry

Identity: Alignment with other DS for identification of participants from other DS

Identity: Choosing a Trust Framework (e.g. SIMPL, EDC, Gaia-X)

Catalogue: Catalogue component selection (SIMPL, EDC and implementation)

Catalogue: Catalogue implementation (federated and/or central catalogues)

Catalogue: Implementing metadata standards for the catalogues and communication to DS-DAT

Connector: Selection of a connector (e.g. EDC or SIMPL agent)

Connector: Specification of the Connector through ETDS specific requirements

Connector: Offer of a Connector-as-a-Service (CaaS)

Connector: Preparing standard Plugins for the data plane (e.g. on request of use cases)

Process dependencies:

Maintain a corporate roadmap of the ETDS

Define the membership policy of the DS

Execute the membership management process ("Onboarding Process")

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Define metadata vocabularies
Creation and maintenance of catalogues (DS-DAT)

Role dependencies:

DS-RUL (supportive)
DS-DAT (supportive)
DS-UC (consulted) (organising input from Use case Teams)
DS-Executive (consulted)

Comments, Open Points:

It is unclear if Know Your Customer (KYC) is relevant to the identification and authentication
KYC is the authentication and verification process of the users

3.3.4.2 Implementation of other Data Space Services

Responsibility short description:

The DS-TEC role is responsible for setting up additional federated services for the data space. The requests for certain services can come from the Use Cases, for instance. “Market analyses” can be used to find out which services need to be implemented in the ETDS. This requires the support of the other DS-Governance authority roles. DS-TEC is much more responsible for implementing these services. This means that if, for example, a use case requires a certain service and the go-ahead is given by the DS-Governance authority, DS-TEC implements it or looks on the market to see whether it can be implemented externally. At the same time, this effort should be managed by consultation with DS-FIN in order to inspect if the research is necessary and feasible, and if it is, to which amount it should be conducted.

Output and deliverables:

Implementation of specific federated ETDS services

Process dependencies:

Maintain a corporate roadmap of the ETDS
Collect and promote common requirements of use cases

Role dependencies:

DS-Executive (consulted)
DS-RUL (supportive)
DS-DAT (supportive)
DS-UC (consulted)
DS-FIN (supportive)
DS-MKT (informed)

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3.3.4.3 Operation of the Platform

Responsibility short description:

ETDS will need an operating platform so that federated data space services can be hosted. A decision must also be made between the individual components as to whether they are provided on premise or via a cloud provider. Here too, DS-TEC is responsible for looking at what alternatives are available in the form of market analysis. It is possible that external providers operate some data space services, in which case DS-TEC should write corresponding ETDS specifications so that the data space can be hosted as intended. Finally, it must be ensured that the data space is resilient and performant.

Furthermore, DS-TEC must know what the ETDS-specific requirements are. This requires an alignment with DS-RUL. For example, industry-specific or EU-wide laws may force certain services to run on premise. Another task in this context is the definition of KPIs to monitor the performance of the data space regarding platform stability, security, capacity and other parameters. This is especially relevant if the platform provider/operator is a contracted partner, then the monitoring should be part of a more comprehensive surveillance task.

Output and deliverables:

Decision where to host the data space components
Continuous scanning of the market for alternatives
Ensuring high reliability and Resiliency and Performance
Platform specification, operational requirements (incl. Troubleshooting Guide)
Architecture Documentation
Roadmap of the technical evolution of the DS
Platform performance KPI
Platform performance report

Process dependencies:

Decision about the platform strategy

Role dependencies:

DS-Executive (consulted)
DS-LEG (supportive)
DS-RUL (supportive)
DS-UC (consulted)

3.3.4.4 Quality Assessment of external services

Responsibility short description:

DS-TEC is responsible for checking whether services offered by external service providers are of the desired quality. This means that DS-TEC uses assessments based on defined KPIs to check whether the services meet the quality requirements of ETDS.

The DS-TEC role is responsible for the assessment of the quality of value-added services by Service Providers.

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Output and deliverables:

Definition of KPIs for specific external services
Continuous Quality Assessment (Establishing a fixed QA Cycle)

Process dependencies:

Various Responsibilities of the Service Provider role

Role dependencies:

Data Space Executives (consulted)
Platform Provider/Core Services Provider (consulted)

3.3.4.5 Guidelines and Knowledge Management

Responsibility short description:

The DS-TEC role is responsible for technical guidelines for the participants in the ETDS, be it for the onboarding process or for setting up the connector and other processes. To achieve this, the DS-TEC will create detailed guidelines that outline technical requirements and procedures for these processes. In addition, a knowledge base, for example in the form of a website or White Papers to specific topics, as well as trainings, for instance in the form of Videos or other multimedia materials, are ways in which the DS-TEC can fulfil his role to spread knowledge (public). The DS-TEC is also responsible for the tracking of the technical characteristics and disseminating data space knowledge in trainings. This way, all members of the project team can be on the same page about the technical implications of the data space. Additionally, it is crucial to establish a clear framework for proclaiming the guidelines to ensure all stakeholders can easily access and understand them. Effective communication channels will be identified to decide where these guidelines are to be disseminated.

Output and deliverables:

Guidelines for the use of the technical components
Trainings
Selection of a Technical platform for the trainings
Selection of a technical platform for the knowledge base

Process dependencies:

All DS processes

Role dependencies:

Data Consumer (consulted)
Data Provider (consulted)
Use Case Teams (consulted)
DS-UC (consulted)
DS-RUL (supportive)
DS-MKT (informed)

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Comments, Open Points:

Guidelines should be part of the rulebook

3.3.4.6 Technical support of other DS roles

Responsibility short description:

The DS-TEC role is responsible to help participants and the DS role in cases of technical issues, especially regarding IT security and technical measures to ensure data privacy in accordance with Art. 25 and 32 GDPR, respectively. This requires the creation of a communication channel in which members of the team can make problems known and/or exchange solutions. There should be fast support for technical issues to help a quick resolution. Additionally, the DS-TEC role also assumes the responsibility for data space processes, as for instance for tasks like technical onboarding or the connector preparation.

Output and deliverables:

Task tracking tool

Rules for ensuring technical data security and data protection

Technical support documents (i.e. FAQs)

Process dependencies:

Provide legal support for data governance topics

Role dependencies:

All DS roles

3.3.4.7 Alignment with external Partners

Responsibility short description:

To represent the ETDS technically in the European Data Space community and to stay up to date regarding all technical topics, DS-TEC role should always remain in contact with relevant initiatives such as DSSC, SIMPL, FIWARE and IDSA and also, other data spaces, especially with the Common European Data Space initiatives of closely related sectors. Aim of this is to work together in relation to all technical interoperability issues and to contribute to the identification and implementation of technical EU standards for data spaces. This implies constant exchange with external initiatives, the technical representation of the ETDS and using the knowledge from contact to external initiatives to incorporate new technical ideas.

Output and deliverables:

Participation in relevant meetings of the leading DS initiatives

Continuous exchange

Continuous improvement of the data space

Process dependencies:

Maintain a corporate roadmap of the ETDS

Implementation of mandatory Data Space Services (DSSC building blocks)

Collect and promote common requirements of use cases

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Role dependencies:

DS-Executive (consulted)
DS-UC (consulted)
External Experts (supportive)
Other European Data Spaces (consulted)

3.3.5 Platform provider/Core Services Provider

This role is characterised as the provider of the “platform”, in the sense of the implementation and maintenance of the running environment of the data space (the “platform” in a cloud or on someone’s premises). Secondly, the federated core services, and each additional service which should be centrally implemented, because they are of interest for all participants.

This role is somehow unique, because, depending on the decisions of the DS Governance Authority, it might be executed “internally” as part of the responsibilities of the DS-TEC role, or delegated to an external contracting entity.

In both cases DS-TEC (and perhaps DS-DAT) will have to write the specification for what must be implemented, and how it should be maintained and monitored.

3.3.5.1 Provide the operating platform of the Data Space

Responsibility short description:

Based on the specifications released by the data space organisation (prepared by DS-TEC), the platform provider implements the technical elements of the platform, where all core services should run (storage, memory, operating system, IAM, admin roles, etc.).

Depending on the identified needs, appropriate test systems will be implemented in addition. State of the art security mechanisms must be applied.

Output and deliverables:

Test and staging platforms of the ETDS
Production platform of the ETDS

Process dependencies:

Define and maintain the business model and the legal form of the DS
Decide about the platform strategy
Operating platform design (DS-TEC)

Role dependencies:

DS-Executive (consulted)
DS-TEC (consulted)

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3.3.5.2 Provide the federated (core) services of the Data Space

Responsibility short description:

Based on the specifications released by the data space organisation (prepared by DS-TEC), the platform provider implements the fundamental software elements of the platform. As of now this will be the software stack provided by SIMPL or EDC, which will implement the technical building blocks of the DSSC Blueprint. But, according to the needs and their availability, also some additional components (GAIA-X, FIWARE etc.).

As far as metadata handling is concerned (e.g. templates for entity descriptions, vocabulary hub, metadata editors), DS-DAT will assist.

The software will be implemented first on the test system(s), and promoted to production upon approval by DS-TEC.

State of the art security and privacy configurations will be applied.

Depending on the contractual conditions, modifications to the software might be ordered from this role (if not done by DS-TEC, or submitted to third parties)

Output and deliverables:

Test and staging instances of the ETDS software

Production instance of the ETDS

Process dependencies:

Decide about the platform strategy

Operating platform design (DS-TEC)

Role dependencies:

DS-Executive (consulted)

DS-TEC (consulted)

3.3.5.3 Implement additional services of common interest to the Data Space

Responsibility short description:

Depending on the requirements raised by data space participants and/or DS-UC, the platform/service provider will implement additional software which provides services of common interest. In the terms of the DSSC Blueprint these will be predominantly “Federation Services: These are services that facilitate the interplay of participants for all kinds of data sharing”, some of them might fulfil the criteria for data intermediary services. The needs for such implementation will be decided by the executive role, and specified by DS-TEC and/or DS-DAT. The service provider will customise the services and scale them, if required. The software will be implemented first on the test system(s), and promoted to production upon approval by DS-TEC)

State of the art security and privacy configurations will be applied.

Output and deliverables:

Test and staging instances of the supplementary services

Production instance of the supplementary services

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User guidelines

Process dependencies:

Decide about the platform strategy

Operating platform design (DS-TEC)

Collect and promote common requirements of use cases (DS-UC)

Role dependencies:

DS-Executive (consulted)

DS-TEC (consulted)

DS-UC (consulted)

3.3.5.4 System Administration and Support

Responsibility short description:

The role executes continuous system and service monitoring and administration. Depending on the required service level, the role makes sure that agreed KPI regarding availability, performance and resilience are met. It delivers customer support and provides guidance and resolves technical issues promptly, within the SLA limits, enabling clients to maximize the value applications.

Output and deliverables:

System KPI

Support statistics

Process dependencies:

Decide about the platform strategy

Operating platform design (DS-TEC)

Role dependencies:

DS-Executive (informed)

DS-TEC (Supportive)

DS-DAT (Supportive)

3.3.5.5 Continuous Software Updates

Responsibility short description:

Depending on the service specifications or a service contract, this role implements regular updates of the system and service components, introducing required new features, improving functionality and security, to stay aligned with the latest technological advancements.

Output and deliverables:

Test protocols of updated software or services

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New components deployed to production

Process dependencies:

Decide about the platform strategy

Operating platform design (DS-TEC)

Collect and promote common requirements of use cases (DS-UC)

Role dependencies:

DS-Executive (informed)

DS-TEC (Co-Responsible)

DS-DAT (consulted)

DS-UC (consulted)

3.3.5.6 Incident Management and Troubleshooting

Responsibility short description:

Depending on the service specifications or a service contract, this role oversees reporting immediately any technical, security or privacy incident. It provides to the DS-Executive any required information for eventual regulatory reporting obligations (e.g. according to Art 28, 33, 34 GDPR). Furthermore, it immediately takes all possible measures to analyse the causes and restores the normal functions. It contributes to the lessons learned process.

Output and deliverables:

Incident reports

Lessons learned document

Process dependencies:

Decide about the platform strategy

Operating platform design (DS-TEC)

Role dependencies:

DS-Executive (Co-Responsible)

DS-TEC (Co-Responsible)

DS-DAT (consulted)

DS-UC (consulted)

3.3.6 Data Modelling and Governance Experts (DS-DAT)

It is a critical challenge for any Data Space to ensure that all data (metadata describing entities and payload data that is exchanged) is accurately and consistently described, interpreted and used across different organisations and systems. Any data category needs to become semantically interoperable within and across domains and data spaces to facilitate cross-border, cross-platform and cross sector data sharing, respectively. The establishment and

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management of such common interoperable vocabularies for seamless data exchange, is the responsibility of the Data Modelling and Governance expert role. The outcomes of this part of the governance authority are therefore critical for intra-DS interoperability and for inter-DS interoperability.

3.3.6.1 Define metadata vocabularies

Responsibility short description:

Metadata are essential for describing key elements of a data space: participants, data and service products, transactions, and contracts. These descriptions must be machine-readable, yet also accessible to humans. While metadata for transactions and participant interactions (e.g., catalogue searches, contract negotiations) may largely depend on the specific implementation of the federated infrastructure (such as EDC or GAIA-X trust mechanisms, all aligned with the IDS protocol), the metadata for participants and data products must be governed by the data space itself. This is because participant and data product metadata reflect business needs, partially requiring sector-specific vocabularies. The participants self-descriptions³² are the base of trust mechanisms and are needed for the organisational administration. They have to be defined by the data space community and some of the identified attributes will be even strictly mandatory verifiable credentials of a participant.

Besides providing the general “product” attributes, like price, availability, provenance and so on, the descriptions of a touristic data product must ensure that a data provider can communicate any sector relevant information about a product to potential data consumers. Thus, any generic data product model must be enriched with tourism specific metadata.

The format of the machine-readable descriptions must follow agreed standards (or de facto standards like currently ODRL or DCAT), to allow the described entities to be listed in registries and catalogues. Moreover, attributes of product and participant descriptions must be compatible with the metadata formats of data sharing contracts. However, since over long-time data providers will probably deliver data product descriptions in legacy formats, the role DS-DAT should try to provide tools for metadata transformation.

Representatives of this role should participate in committees and initiatives with standardisation bodies and other sectoral Data Spaces to consolidate and harmonise metadata models, vocabularies, catalogues, data discovery, quality criteria and data model governance wherever ETDS interoperability interests require such alignment.

Output and deliverables:

Specifications and templates of descriptions of data products

Specifications and templates of descriptions of data sharing contracts

Specifications and templates of descriptions of data space participants

Specifications of descriptions of transactions (if relevant)

Guideline to metadata management for data providers and service providers

Metadata quality validator tools

³²See

https://docs.internationaldataspaces.org/ids-knowledgebase/idsa-rulebook/idsa-rulebook/3_functional_requirements

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Process dependencies:

Define the membership policy of the DS

Execute the membership management process ("Onboarding Process")

Publish data products in the data space environment

Implementation of mandatory Data Space Services (DSSC building blocks)

Collect and promote common requirements of use cases

Role dependencies:

DS-Executive (consulted)

DS-UC (consulted)

Data Provider (consulted)

Data Consumer (consulted)

External Subject Matter Experts (data spaces, tourism data model experts, standardisation bodies, etc.) (consulted)

DS-TEC (supportive)

Use case teams (supportive)

3.3.6.2 Creation and maintenance of catalogues

Responsibility short description:

This role also contributes to the implementation of the various registries which are needed within a data space: participant registry, data products catalogue, data services catalogue. Especially, the implementation of a data discovery service must be driven by defining discovery metadata, legal limitations, visibility rules, and their technical realisation. In this context the data management role contributes to the design of the querying engine, preconfigured queries, and data visualisation.

Output and deliverables:

Design of the required registries (especially additional metadata)

Querying engine design and implementation

Guidelines to use the catalogues

Process dependencies:

Implementation of mandatory Data Space Services (DSSC building blocks)

Collect and promote common requirements of use cases

Role dependencies:

DS-UC (consulted)

Data Provider (consulted)

Data Consumer (consulted)

Service Provider

External Subject Matter Experts (data spaces, tourism data model experts, standardisation bodies, etc.) (consulted)

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DS-TEC (supportive)

3.3.6.3 Quality of Payload Data

Responsibility short description:

Facilitate the quality assurance of the payload data, the data which is concretely exchanged, of data providers. Define and maintain data models for touristic payload data, using best practice ontologies and data models³³. Define data quality criteria together with use case stakeholders. Provide tools for semantic and syntactic data validation to be used by data providers for their internal quality checks (see responsibility #1 of data providers, chapter 3.1.1). DS-DAT might also perform data quality audits on demand, using appropriate tools. Participate in committees and initiatives with standardisation bodies and other sectoral Data Spaces to consolidate and harmonise payload data models, vocabularies, catalogues, data discovery, quality criteria and governance wherever ETDS interoperability interests require alignment. However, since over a long-time data providers will probably offer their payload data in legacy formats, the role DS-DAT should try to provide tools for data reformatting.

Output and deliverables:

Data quality guideline
Touristic data model definition and templates
Data quality validator tools
Review and amendment processes

Role dependencies:

Use Case teams (consulted)
Data Providers (consulted)
Data Consumers (consulted)
DS-TEC (consulted)

3.3.6.4 Training on data/metadata topics & value creation

Responsibility short description:

The consequent and correct usage of the data models data might not be trivial at all and will be especially a challenge for data space participants which are tourism experts, but not IT specialists. Therefore, the decisions taken and rules adopted during the activities described above must be disseminated and explained to the data space participants by appropriate practical guidelines and training. These must cover the conceptual background of metadata and payload data design (and especially provide a clear distinction between both), as well as the sound introduction into the agreed structures and formats (the templates to use) and to the use of available tools (i.e. wizards to fill the templates, tools to check the quality, tools to transform (meta)data formats). Since regarding the technical aspects of (meta)data management there is a considerable thematic overlap between DS-DAT and DS-TEC, it will be necessary to align on an unified training concept.

³³ This is a major objective of Task 2.2 of DEPLOYTOUR. Relevant input has been preselected in the DATES/DSFT deliverables: see chapter “3.2 Standards regarding Data Models & Formats” in https://www.tourismdataspace-csa.eu/wp-content/uploads/2023/08/D3.2_Technical_Standards_v1.pdf (p. 15)

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Output and deliverables:

Training on descriptive metadata usage

Training on payload data handling

Role dependencies:

Use Case teams (consulted)

Data Providers (consulted)

Data Consumers (consulted)

DS-TEC (consulted)

DS-Executive (supportive)

DS-MKT (supportive)

3.3.7 Use Case Coordination Role (DS-UC)

This role deals with the coordination and support of the use case ideation, design and implementation within the DEPLOYTOUR project³⁴ and later in the operative ETDS. It should organise an active community of stakeholders interested and inclined to sharing data and implementing use case projects. This includes ensuring alignment among the participants with strategic objectives, facilitating collaboration, and monitoring progress to successfully achieve desired outcomes of the use cases.

Building such an ETDS “business” community requires a thorough mapping of stakeholders generating, consuming, and exchanging data. Key groups include:

- Users: Consumers of tourism services requiring access to reliable, up-to-date information.
- Accommodation Providers: Hotels, chains, federations, agritourism providers, and holiday homes.
- Transport Operators: Air, maritime, rail, and road transport companies.
- Intermediaries: Online platforms, OTAs, and reservation centers.
- Public Authorities: National, regional, and local bodies managing tourism-related activities.
- Complementary Services Providers: Catering, cultural, nautical, MICE, sports, and environmental tourism companies.

The central role of public actors, local entities, must be acknowledged (see therefore the characterisation of the role “Regional/National/European Tourism Organisations”, chapter 3.4.4). Data generated through regulatory and promotional activities represents a core contribution to the ETDS.

The following figure summarises the tourism data ecosystem:

³⁴ In DEPLOYTOUR several responsibilities of this role are covered by WP4.

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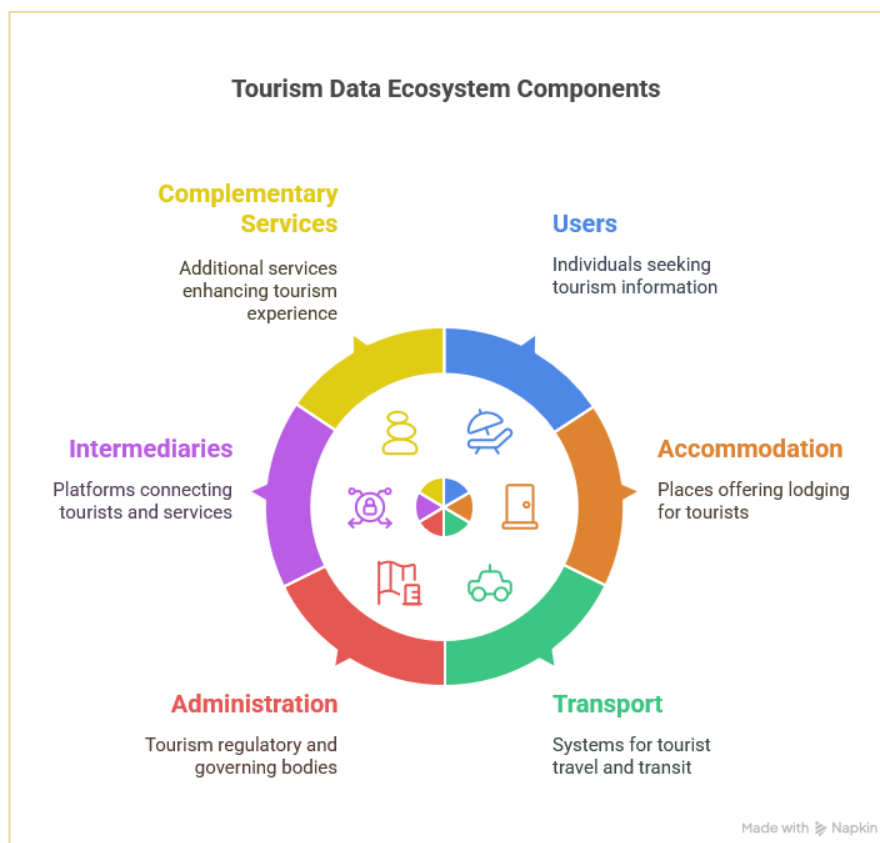


Figure 7: Tourism Data Ecosystem

By organizing events, workshops, and forums, the Use Case Coordination role helps to create a vibrant ecosystem where challenges can be discussed, ideas can be exchanged, partnerships can be formed, and collective knowledge can be leveraged for the benefit of all participants. This role should also help identify common technical, semantic, legal and organisational requirements that many use case teams share, to optimise the evolution of the data space with respect to interoperability and efficiency. Moreover, the role should also engage in any form of support to find and attract new data providers to facilitate use case evolution. Therefore, it is a key player in the overall data governance activities of the data space.

3.3.7.1 Identify and monitor use cases scenarios

Responsibility short description:

This responsibility involves identifying potential use cases scenarios, monitoring their progress, and ensuring they align with the overall objectives of the ETDS. It requires a thorough understanding of the organisation's goals and the ability to coordinate with various stakeholders to gather and analyse relevant data, select the potential scenarios and monitor their advancement. As far as feasible, strategic goals of the ETDS, like the involvement of SMEs and the development of AI supported services, should be facilitated thereby.

A process template, tools and support for the identification and implementation of use cases should be provided to use case teams and participants.

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Output and deliverables:

Process of use case identification, setup and evolution

Requirements/Backlog items for other roles

Comprehensive list of KPIs, status and timeline

Regular progress reports on the status of each use case

Documentation of any issues or challenges encountered and proposed solutions

Final evaluation report summarizing the outcomes and impact of the use cases

Process dependencies:

Identify, design, and implement concrete, domain-specific use cases

External stakeholder management to promote the tourism ecosystem

Alignment with the overall data space governance framework (see the responsibilities of DS-RUL)

Role dependencies:

Data Provider (Co-Responsible)

Data Consumer (Co-Responsible)

EC/ETDS Sponsor/Founder (consulted)

External Subject Matter Experts (consulted)

DS-Executive (supportive)

DS-FIN (informed)

DS-LEG (informed)

DS-TEC (informed)

DS-MKT (informed)

3.3.7.2 Organize the multi-player orchestration

Responsibility short description:

This responsibility involves coordinating and managing the orchestration of multiple players within the DEPLOYTOUR project and later in the ETDS. It requires ensuring seamless integration and collaboration among various stakeholders to facilitate use case implementation and to achieve the organisation's objectives. This is particularly relevant when several to many use case projects are developing simultaneously in the Data Space and therefore also need to be supported simultaneously by the organisation's various expert roles. The DS-UC role is then also responsible for liaising with the use case teams and the desired internal and possibly also external stakeholders to set appropriate priorities and plan the sequential processing of the requested services.

Output and deliverables:

Detailed orchestration plans outlining the roles and responsibilities of each player

Regular status updates and progress reports on the overall progress

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Process dependencies:

Alignment with the overall data space governance framework (see the responsibilities of DS-RUL)

Define and maintain the business model and the legal form of the DS

Define the strategic direction of the ETDS

Role dependencies:

DS-Executive (Co-Responsible)

DS-Governance Authority (supportive)

DS-FIN (supportive)

DS-LEG (supportive)

DS-TEC (consulted)

DS-DAT (consulted)

Platform provider/Central Service Provider (consulted)

External Subject Matter Expert (consulted)

DS-MKT (informed)

3.3.7.3 Identify missing data and stakeholders

Responsibility short description:

This responsibility should be seen as a part of the data governance activities of the data space. Its purpose is to identify missing data and data providers in which several use cases are interested and for which it might make sense to consolidate the requirements and have them represented by a 'higher-ranking' instance. It involves close collaboration with the use case teams in identifying gaps in the available data and recognizing key players who can contribute to filling these gaps. It requires a thorough understanding of the use case data needs and the ability to coordinate with various internal and external stakeholders to gather and analyse relevant information.

Output and deliverables:

Comprehensive list of missing data and potential players who can provide the required data

Regular progress reports on the status of data collection and player engagement

Documentation of any issues or challenges encountered and proposed solutions

Final evaluation report summarizing the missing data and players collection efforts

Process dependencies:

Coordination with use case teams to understand and ensure alignment with project objectives

External stakeholder management to promote the tourism ecosystem

Identify, design, and implement concrete, domain-specific use cases

Role dependencies:

DS-UC teams (Co-responsible)

DS-Executive (supportive)

DS-MKT (informed)

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3.3.7.4 Coordination with use cases from other dataspace

Responsibility short description:

This responsibility involves coordinating and managing interactions with use case teams of other dataspace to ensure seamless data exchange and collaboration. It requires understanding the technical and operational aspects of different dataspace and facilitating effective communication and integration within interconnected use cases.

Output and deliverables:

List of relevant cross-data space use cases

Mapping of roles and responsibilities of each relevant dataspace

Regular monitoring of interoperability progress

Process dependencies:

Organize the multi-player orchestration

Ensure alignment with overarching goals and milestones

Define the strategic direction of the ETDS

External stakeholder management to promote the tourism ecosystem

Role dependencies:

Other European Data Spaces (supportive)

EC/ETDS Sponsor/Founder (supportive)

EU Member States (supportive)

External Subject Matter Experts (consulted)

Use Case Teams (supportive)

DS-Executive (Co-Responsible)

DS-TEC (consulted)

DS-DAT (consulted)

DS-MKT (supportive)

3.3.7.5 Support implementation of use cases

Responsibility short description:

This responsibility involves the practical support for implementing identified use cases within the DEPLOYTOUR project, and later in the operative ETDS. It requires coordinating with various other roles (like LEG, TEC, DAT) to ensure that the use cases are effectively integrated and operational. In this context, this role might also play a role in organising knowledge sharing events and training on topics where upskilling needs are identified. The content of trainings will be contributed by the respective data space expert roles or by external experts.

Output and deliverables:

Guideline about methodology and process plans for use case teams

Process dependencies:

Use case identification and implementation

Technical support of other DS roles (DS-TEC)

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Guidelines and Knowledge Management (of DS-TEC)

Training on data/metadata topics & Value creation (by DS-DAT)

Provide legal support for data governance topics

Advising use case teams and individual partners on financial issues

Role dependencies:

DS-Executive (consulted)

DS-UC teams (consulted)

DS-FIN (consulted)

DS-LEG (consulted)

DS-TEC (consulted)

DS-DAT (consulted)

DS-MKT (informed)

3.3.7.6 Ensure alignment with overarching goals and milestones

Responsibility short description:

This responsibility involves ensuring that all use case activities and deliverables are aligned with the overall overarching goals and milestones of DEPLOYTOUR and ETDS sponsors (e.g. EC, Member States, EDIC). It requires continuous monitoring and coordination with various teams to ensure that the organisation stays on track and meets its objectives regarding use case implementation and high-level data governance. Again, particular attention should be paid to goals like support of SME involvement and realisation of AI based innovative technologies in tourism.

Output and deliverables:

Detailed project plans outlining goals, milestones, and timelines

Regular progress reports on the status of use cases activities and milestones

Backlog for other roles

Process dependencies:

Alignment with the overall data space governance framework

Define and maintain the business model and the legal form of the DS

Integration with the strategic objectives and mission statement

Technical implementation process

Role dependencies:

DS-Governance Authority

External Subject Matter Experts (consulted)

DS-Executive (consulted)

DS-FIN (consulted)

DS-LEG (consulted)

DS-TEC (consulted)

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DS-DAT (consulted)

DS-MKT (informed)

3.3.7.7 Facilitate standardization

Responsibility short description:

This responsibility involves leading discussions on standardization needs required by the use case teams within the ETDS, for example about an alignment on touristic vocabularies, or the standardisation of data plane extensions. It requires coordinating with various stakeholders to ensure that standards are established, understood, and implemented effectively across the organisation and throughout the wider ecosystems. For example, if several UC-Teams discover that data standards are lacking or insufficient, they can and should trigger the respective activities of DS-DAT. Another field where standardisation might be desirable can be seen regarding the selection or configuration of data plane elements, to harmonise the protocols and tools for data exchange. Some effort demand can be expected here, since it will be the case that in the beginning many data providers come along with legacy data formats, and probably with a variety of tools to transfer them.

Output and deliverables:

Identified standards required by the use case teams

Regular status updates and progress reports on standardization activities

Process dependencies:

Implementation of mandatory Data Space Services (DSSC building blocks)

Define metadata vocabularies

Quality of Payload Data

Role dependencies:

DS-Executive (consulted)

DS-TEC (consulted)

DS-DAT (consulted)

3.3.7.8 Organising use case and community events, bring together players and ideas

Responsibility short description:

This role involves planning and organizing events that focus on use cases and community engagement. These events should help identify promising use cases, and potential partners for use case implementation projects (especially data providers), but should also provide a forum to discuss all topics relevant for existing use case teams, like technology, standards, processes, or even funding. It requires bringing together various stakeholders to share ideas, collaborate, and drive the objectives of the data space and its use cases forward. Events organisation and its accompanying communication will be supported by the Marketing and Communication role.

Output and deliverables:

Detailed event plans outlining the agenda, participants, and objectives

Regular updates on upcoming events

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Community events and webinars

Process dependencies:

Communication: Organization of events to communicate about the ETDS achievements and bring together players, supporting synergies and networking (DS-MKT)

Role dependencies:

Use Case Teams (Co-Responsible)

DS-Executive (consulted)

DS-MKT (Supportive)

3.3.7.9 Monitor and report quantitative and qualitative progress

Responsibility short description:

This responsibility deals with identifying and reporting both quantitative and qualitative advancements within the ETDS regarding the targets for use case evolution and data governance, seen from the perspective of the data space organisation and its strategic objectives. It requires collecting, analysing, and presenting data to provide the KPI for a comprehensive view of the data space's progress and impact.

Output and deliverables:

Detailed reports on quantitative advancements, including metrics and KPIs

Comprehensive qualitative reports highlighting the use cases implementation status, insights, feedback, and overall impact

Process dependencies:

Collect KPIs and prepare the regular status report

Role dependencies:

Use Case teams (supportive)

DS-Executive (informed)

3.3.7.10 Collect and promote common requirements of use cases

Responsibility short description:

This responsibility deals with the identification of common requirements that have to be implemented by other roles of dataspace. The Use Case coordination role should serve as an ambassador of the Use Case Teams towards the other roles, particularly towards DS-TEC. By consolidating the requirements of several use cases, it should be avoided that several similar requests are submitted to the affected roles, thus enhancing the efficiency of the processes. Topics of joint interests of several use cases might be, for example: personal data intermediaries, data cleanroom(s), any tool or service that might be of interest for a higher number of use cases or participants. Other examples might be changes in processes, templates (i.e. data product description) rules.

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Output and deliverables:

Detailed specifications of required features, guidelines and technology

Backlog items for other roles

Process dependencies:

Identify, design, and implement concrete, domain-specific use cases

Role dependencies:

DS-Executive (supportive)

Use Case teams (Co-responsible)

DS-TEC (consulted)

DS-LEG (consulted)

DS-DAT (consulted)

DS-RUL ((consulted)

3.3.8 Communication and Marketing (DS-MKT)

Effective communication and strategic marketing are critical to the success of any data space initiative. This role serves as a central liaison, coordinating with all relevant internal and external stakeholders within the ETDS ecosystem to develop a targeted, comprehensive communication and marketing strategy. Once established, the strategy is implemented collaboratively, ensuring stakeholder engagement throughout all operational communication and marketing activities.

3.3.8.1 Communication: Definition of the visual identity of the ETDS

Responsibility short description:

Creation and maintenance of a cohesive visual identity to ensure brand recognition, facilitate stakeholder engagement, and ensure consistent representation across all communication channels. The ETDS visual identity will reinforce its strategic objectives and mission, providing a cohesive and recognizable brand presence.

Output and Deliverables (not exhaustive):

Logo: a set of approved logo variations (colour, monochrome, horizontal, vertical, etc.) in different formats (PNG, SVG, EPS, etc.).

Colours palette for all the material created (communication, template, logo...)

Typography

Template: branded templates for presentations, reports, press releases, and social media posts.

Digital assets for website and social media

Design of UI components

Communication kit (e.g., banners, brochures, icons)

Process dependencies:

Communication: Dissemination Guidelines for ETDS members

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Role dependencies:

EC/ETDS Sponsor/Founder (Co-Responsible)
External Subject Matter Experts (consulted)
DS-Governance authority (Co-Responsible)
DS-Participants (as org members) (informed)
DS-Executive (Co-responsible)
DS-FIN (informed)
DS-LEG (informed)
DS-TEC (informed)
DS-UC (informed)

3.3.8.2 Communication: Dissemination Guidelines for ETDS members

Responsibility short description:

Establish clear dissemination guidelines for ETDS members to ensure consistent, accurate, and effective communication about the European Tourism Data Space. These guidelines will define the key messaging, branding rules, and best practices for external and internal communication, aligning with the overall ETDS strategy.

Output and deliverables:

A comprehensive guide outlining communication principles, branding requirements, key messages, monitoring requirements, processes and content formats for ETDS members. These guidelines will provide a framework to support members in their communication and dissemination actions and will allow to onboard new members easily. The DS-MKT will also collaborate with the other roles on creating a comprehensive glossary to facilitate unambiguous communication about all data space topics.

Process dependencies:

Communication: Definition of the visual identity of the ETDS
Communication: Identification of the target groups and the set of key messages associated (both internal and external)
Communication: Definition and implementation of communication channels and processes
Communication: Implementation and monthly update of a communication and dissemination monitoring tool to track KPI

Role dependencies:

EC/ETDS Sponsor/Founder (Co-Responsible)
External Subject Matter Experts (consulted)
DS-Governance authority (informed)
DS-Participants (as org members) (informed)
DS-Executive (consulted)
DS-FIN (informed)
DS-LEG (consulted)
DS-TEC (informed)
DS-UC (informed)

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3.3.8.3 Communication: Identification of the target groups and the set of key messages associated (both internal and external)

Responsibility short description:

Define and categorize the key target groups for the ETDS and develop tailored messaging and communication channels for each. This will ensure effective communication that resonates with both internal and external stakeholders, aligning with the overall ETDS strategy and objectives.

Output and deliverables:

Target Group Mapping: Identification and segmentation of key audiences, including policymakers, tourism businesses, data providers, SMEs, public actors, research institutions, and end users.

Key Messaging Framework: Development of core messages adapted to each target group, ensuring clarity, relevance, and alignment with ETDS goals.

Process dependencies:

Define the strategic direction of the ETDS

Communication: Dissemination Guidelines for ETDS members

Role dependencies:

EC/ETDS Sponsor/Founder (informed)

External Subject Matter Experts (consulted)

DS-Executive (informed)

DS-UC (consulted)

3.3.8.4 Communication: Definition and implementation of communication channels and processes

Responsibility short description:

Establish and manage the communication channels and processes for the ETDS to ensure clear, consistent, and effective information flow among stakeholders: selecting the appropriate platforms, defining content distribution strategies, and implementing structured processes for engagement and outreach.

Output and deliverables:

Identification of the most effective channels: website, newsletters, social media, webinars, articles, press release for reaching ETDS targeted groups.

ETDS Website & Content Hub: Centralized platform to share updates, resources, and key project information.

Social media: Development of a strategy for LinkedIn, (Twitter), and other relevant platforms to communicate about the ETDS updates

Internal Communication Platform: Establishment of a dedicated space for ETDS members to collaborate and share insights.

Document repository

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Process dependencies:

Accounting, Budgeting and Financial Planning

Communication: Dissemination Guidelines for ETDS members

Role dependencies:

EC/ETDS Sponsor/Founder (informed)

External Subject Matter Experts (informed)

DS-Governance authority (informed)

DS-Participants (as org members) (informed)

DS-Executive (Co-responsible)

DS-FIN (informed)

DS-LEG (informed)

DS-TEC (informed)

DS-UC (informed)

3.3.8.5 Communication: Organization of events to communicate about the ETDS achievements and bring together players, supporting synergies and networking

Responsibility short description:

Plan, coordinate, and execute events that support ETDS activities, such as use case implementation. And communication about members' events that support the ETDS.

Output and deliverables:

These events aim to gather identified stakeholders, and promote synergies within the tourism and data ecosystems, to engage partners, policymakers, industry leaders, and innovators, ensuring visibility and impact.

ETDS Annual Conference: A flagship event bringing together stakeholders to discuss progress, challenges, and future opportunities.

Workshops & Webinars: Thematic sessions to educate, engage, and exchange knowledge on data-driven innovation in tourism.

Networking Events: Opportunities for ETDS members, policymakers, and industry experts to connect and collaborate.

Participation in External Events: Representation of ETDS in key industry conferences and European forums to enhance visibility.

Promoting members events that support the ETDS activities

Process dependencies:

Monitor and report quantitative and qualitative progress (DS-UC)

Organising use case and community events, bring together players and ideas (DS-UC)

Communication: Implementation and monthly update of a communication and dissemination monitoring tool to track KPI

Role dependencies:

EC/ETDS Sponsor/Founder (informed)

External Subject Matter Experts (informed)

DS-Governance authority (informed)

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DS-Participants (as org members) (consulted)
DS-Executive (Co-responsible)
DS-FIN (consulted)
DS-LEG (informed)
DS-TEC (informed)
DS-UC (consulted)

3.3.8.6 Communication: Implementation and monthly update of a communication and dissemination monitoring tool to track KPI

Responsibility short description:

Ensure that all communication activities and initiatives to promote and within the ETDS align with the overarching goals, strategic objectives, and milestones of the project. This includes tracking progress and ensuring that communication efforts contribute to the overall success and sustainability of the ETDS initiative.

Output and deliverables:

A shared, regularly updated Communication and Dissemination Monitoring Tool designed to track key performance indicators (KPIs) monthly. This tool will provide a structured overview of communication efforts, ensuring alignment with ETDS objectives and maximizing outreach impact. The monitored KPIs will include:

Events: Number and details of events organized or attended, including participation metrics.

Social Media Activity: Posts published, engagement metrics (likes, shares, comments), and audience growth across platforms.

Media Exposure: Press coverage mentions in external publications, and other media appearances.

Content Creation: Newsletters, articles, press releases, blog posts, and webinars produced.

Website Analytics: Traffic insights, user engagement, and content performance.

Contributions to Strategic Documents: Input and participation in key reports, policy papers, and communication plans.

Process dependencies:

Communication: Dissemination Guidelines for ETDS members

Role dependencies:

EC/ETDS Sponsor/Founder (informed)
DS-Governance authority (informed)
DS-Participants (as org members) (consulted)
DS-Executive (Co-responsible)
DS-FIN (informed)
DS-UC (informed)

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3.3.8.7 Communication: Support internal communication among ETDS Stakeholders

Responsibility short description:

Facilitate clear, consistent, and efficient internal communication among the ETDS stakeholders. This includes ensuring smooth information flow, encouraging collaboration, and keeping all partners informed about events, decisions, and opportunities within the ETDS ecosystem.

Output and deliverables:

Implementation of mailing lists, internal newsletter, collaborative tools, documentation repository

Role dependencies:

EC/ETDS Sponsor/Founder (informed)
DS-Governance authority (informed)
DS-Participants (as org members) (informed)
DS-Executive (Co-responsible)
DS-FIN (consulted)
DS-LEG (informed)
DS-TEC (consulted)
DS-UC (consulted)

3.3.8.8 Communication: Continuous content creation to communicate to external stakeholders, supporting synergies and networking

Responsibility short description:

Ensure the continuous creation and dissemination of high-quality, engaging content to communicate ETDS initiatives, achievements, and opportunities to external stakeholders. This effort aims to enhance visibility, foster collaboration, and support synergies within the tourism and data ecosystems.

Output and deliverables:

Content Calendar & Editorial Plan: Structured schedule for publishing key updates, news, and insights to maintain engagement and consistency.
Social Media Content & Campaigns
Regular Blog Articles
Regular Newsletters
Multimedia Content: Creation of videos, infographics, and other visual materials to make complex concepts more accessible and engaging.
White Papers & Reports
Case Studies & Testimonials: Success stories showcasing the impact of ETDS on stakeholders, reinforcing its value proposition.
Press Releases
Webinars
Creation of collaterals to reinforce the corporate image of the project and help spread the main ideas: Roll-up, flyers, notebooks, pens...
KPI from the external communication activities are compiled in the monitoring tool (6)

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Process dependencies:

Monitor and report quantitative and qualitative progress (DS-UC)

Organising use case and community events, bring together players and ideas (DS-UC)

Communication: Implementation and monthly update of a communication and dissemination monitoring tool to track KPI

Role dependencies:

DS-Participants (as org members) (consulted)

DS-Executive (informed)

DS-UC (consulted)

DS-TECH (consulted)

3.3.8.9 Marketing: Conditions of services definition

Responsibility short description:

Define the conditions of service access within the ETDS, including pricing structures, access fees, and business models tailored to different stakeholder typologies.

Output and deliverables:

Stakeholder Access Plan: A structured model outlining different levels of access and associated conditions for various stakeholder groups (e.g., SMEs, large enterprises, public institutions, research bodies).

Branding (Business Model) Definition: Identification of revenue streams, including subscription models, pay-per-use fees, or hybrid approaches, ensuring financial sustainability.

Pricing Strategy & Fee Structure: Clear guidelines on potential access fees, differentiated pricing plans, and possible funding mechanisms (e.g., EU funding support, sponsorships).

Terms of Service & Access Conditions: A comprehensive document defining usage policies, rights, and responsibilities for stakeholders engaging with ETDS.

Benchmarking Report: Analysis of similar data spaces and platforms to establish competitive and fair conditions.

Scalability & Adaptability Guidelines: Recommendations on how access conditions may evolve based on user adoption, market needs, and regulatory changes.

Approval & Governance Framework: Process for reviewing and approving the conditions of service, ensuring alignment with ETDS objectives and stakeholder interests.

Process dependencies:

Monitor and report quantitative and qualitative progress (DS-UC)

Organising use case and community events, bring together players and ideas (DS-UC)

Role dependencies:

EC/ETDS Sponsor/Founder (consulted)

External Subject Matter Experts (consulted)

DS-Governance authority (Co-responsible)

DS-Participants (as org members) (informed)

DS-Executive (Co-responsible)

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DS-FIN (consulted)
DS-LEG (consulted)
DS-TEC (informed)
DS-UC (informed)

3.3.8.10 Marketing: Creation of new services

Responsibility short description:

Develop and implement innovative services within the ETDS to enhance data accessibility, usability, and value for stakeholders

Output and deliverables:

Service Development Roadmap: A strategic plan outlining the phases for ideation, design, testing, and implementation of new ETDS services.

Catalogue of ETDS Services: A comprehensive overview of the available services within the data space, including their functionalities, benefits, and target users.

Integration & Interoperability Guidelines: Ensuring that newly created services align with the technical and governance standards of ETDS and other connected data spaces.

Marketing & Promotion Plan: Strategies to raise awareness, drive adoption, and engage stakeholders with new ETDS services.

KPIs & Impact Assessment Reports: Continuous monitoring and evaluation of new services, measuring their success, adoption rate, and contribution to the European tourism ecosystem.

Process dependencies:

Monitor and report quantitative and qualitative progress (DS-UC)

Organising use case and community events, bring together players and ideas (DS-UC)

Role dependencies:

EC/ETDS Sponsor/Founder (consulted)

External Subject Matter Experts (consulted)

DS-Governance authority (Co-responsible)

DS-Participants (as org members) (informed)

DS-Executive (Co-responsible)

DS-FIN (informed)

DS-LEG (informed)

DS-TEC (informed)

DS-UC (Co-responsible)

3.4 Supportive roles and external stakeholders

3.4.1 Data Space Participants (as members of the organisation)

Members of a data space organisation, as a legal entity, typically have a range of obligations and rights designed to ensure effective collaboration and governance. In general, these features should be applicable regardless of if the data space organisation is a non-profit association (with data space participants as members) or a commercial body (where the

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participants are customers). Most of the following obligations and rights should be applicable to participants, regardless of their role in data sharing.

Obligations

Participants must adhere to the organisation's bylaws, policies, standards, and guidelines for data sharing, security, and interoperability. This will especially require that they commit to ensuring the accuracy, consistency, and reliability of the data they contribute to the data space community in the case they assume the role of a data provider. Consequently, they must follow the rules applicable to data consumers regarding usage control, and especially to use the tools which are implemented in connectors to execute usage control.

They must follow agreed security rules to protect the infrastructure and data from unauthorized access and breaches. They should allow monitoring and contribute to the creation of regular reports and statistics, especially on data usage, compliance, and any security incidents.

They are supposed to actively participate in governance activities, including decision-making processes, meetings, and committees, although this cannot be a strong obligation. Members not interested in administrative participation might hardly be forced to do so.

They must provide the agreed compensation for the expenses a data space organisation will have (membership fees, effort-based fees, special payments, if jointly decided, etc.).

In the event of violations of the bylaws or other agreements, a member is obliged to bear the respective sanctions and to take measures to prevent recurrence.

Rights

Of course, participants have the right to access and use data and services shared within the data space, subject to agreed-upon terms and conditions. As mentioned above, participants can contribute to the decision-making processes of the association, including voting on key issues. They have the right to access support, resources, and tools provided by the association to facilitate data sharing and compliance. As data providers they have the guaranteed right to protect their intellectual property and proprietary data within the data space, by defining access and usage conditions, for data consumers, as well as monetary compensations, if applicable.

In the case of conflicts, they can access the mechanisms established by the organisation for resolving disputes related to data sharing and governance.

These obligations and rights help ensure that the participants contribute to the smooth administration of the data space organisation, with the common goal of fostering trust and collaboration among them.

3.4.2 EC/ETDS Sponsor/Founder

In the framework of the European Data Strategy launched in 2020³⁵, data spaces were included as the tool to ensure that data will flow within and cross-sector. The European Commission within the Digital Europe Programme (DEP) approved a dedicated budget line for fourteen data spaces through competitive calls. Starting with Coordination and Support Actions (CSAs) to define the blueprints in different verticals. In the case of Tourism, two CSAs were approved: DATES and DSFT. At the beginning, only one million was allocated to the tourism

³⁵ EU Commission (2020) A European Strategy for Data, Published: 19 February 2020; <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52020DC0066>

This is the primary policy document outlining the EU's vision for a single European data space.

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sector, but finally, due to the decision to approve 2 projects, the two mentioned projects were approved, both of them 100% funded.

During the project's implementation, different Acts were approved that also marked the way in which data spaces were implemented. In this context, the EC will also drive the establishment of "harmonised standards" for trusted data exchange within data spaces, according to Art 33 DA.

As the next step, the European Commission launched new calls to ensure the deployment of each Common European Data Space. With an EU budget of 8 million euros and 50% funding rate, DEPLOYTOUR was the project selected.

Based on that, it can be mentioned that presently, the ETDS Sponsor/founder is the European Commission. The department with the responsibility is DG CONNECT, which for the deployment phase is supported by HADEA (European Health and Digital Executive agency) acting as contact point for ensuring the smooth project implementation. DG CONNECT is the department with the competences in data spaces, and it is also in contact with the former DG GROW, present DG MOVE, which is the department of the European Commission with competences in tourism. DEPLOYTOUR will have to discuss the future organisational and legal structure of the ETDS with the European Commission, with the EU Member States, and with other potential sponsor/founders and thus plan (or at least design) their concrete involvement in it, which could go beyond mere monetary sponsorship.

3.4.3 EU Member States

The Role of EU Member States in the European Tourism Data Space

The European Tourism Data Space (ETDS) is a strategic initiative aimed at fostering a digital, interconnected, and data-driven tourism sector in the EU. While the daily operation of the Tourism Data Space will largely be in the hands of industry stakeholders, the EU Member States have a crucial role in shaping its scope, governance, and impact. Their involvement is driven by national policies, objectives, and regulatory frameworks that influence the broader vision of the ETDS. Member States' active participation in shaping the data space ensures that national tourism priorities align with European digital and sustainability goals.

National Objectives and Expectations

EU Member States recognize the transformative potential of a well-structured tourism data ecosystem. They see the ETDS as a tool to:

- Enhance competitiveness and resilience of national tourism sectors by providing businesses with better insights and market intelligence.
- Support sustainability and digital transformation within the industry, ensuring a greener and more responsible tourism sector through better tracking of environmental, social and economic impacts.
- Enable evidence-based policymaking through improved data availability, allowing governments to make informed decisions on infrastructure, resource allocation, and destination management.

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- Promote equitable access to data for businesses, especially SMEs, ensuring that all stakeholders benefit from the ETDS without being overshadowed by dominant industry players.
- Ensure data sovereignty and compliance with EU regulations, protecting national interests while fostering cross-border data exchange.

Member States, through their respective ministries and national agencies, have developed diverse approaches to data-sharing initiatives. For instance:

- France has launched the “France Tourisme Observation,” a shared data hub designed to centralize tourism-related data and support policy decisions.
- Greece has implemented a GIS-based microsite linked to its Ministry of Tourism’s central web page, presenting national and regional travel data to reduce fragmentation and enhance data accessibility.
- Italy has developed the Tourism Digital Hub (TDH), a national platform that aggregates and enhances tourism data through interoperable APIs, facilitating seamless data exchange among public and private stakeholders. This integration supports personalized travel experiences and strengthens destination promotion by connecting tourists with the diverse offerings of the Italian tourism ecosystem.
- Portugal has developed a Tourism Data Hub similar to Italy’s initiative, serving as a collaborative data-sharing platform for businesses and destinations without functioning as a commercial data marketplace.
- Spain has launched the Open Innovation Platform (PIA) which includes the Spanish Tourism Data Spain, a sandbox and a marketplace for data space solutions. PIA will be linked with the Intelligent Destinations Platform (PID) which gathers information from all Spanish DMOs.

These national efforts underline the importance of integrating existing structures with the European framework to avoid redundancy and ensure seamless interoperability.

Challenges and Key Considerations

Despite broad support for the ETDS, several challenges remain in integrating national tourism data strategies into the European framework:

- **Avoiding duplication:** Many Member States already operate national data platforms, and there is a concern about redundancy if the ETDS does not integrate effectively with these existing systems. A harmonized approach is necessary to ensure compatibility without unnecessary duplication of efforts.
- **Engaging the private sector:** The involvement of key industry players, particularly major global booking platforms, remains a significant challenge. Private stakeholders control a substantial portion of tourism data, and without their active participation, the effectiveness of the ETDS may be limited.
- **Data security and governance:** Member States stress the importance of transparency, governance, and cybersecurity to maintain trust and encourage participation. Ensuring that data-sharing frameworks adhere to the highest security and privacy standards is a priority.
- **Digital skills and workforce development:** The need for digital upskilling and training is widely recognized. Portugal has developed a Digital Academy to train tourism professionals in digital skills, while Greece has introduced multiple digital training programs targeting SMEs. Austria has also established a Data Science training program to equip the workforce with essential analytical skills for tourism data interpretation.

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- Access to global booking data: A significant concern is the vast amount of data held by major global booking platforms. These platforms possess valuable insights into tourist behaviors, yet access to this data remains limited. Eurostat is currently working on initiatives to address this issue and improve data-sharing mechanisms.
- Use of disruptive technologies: While many Member States acknowledge the potential of AI, digital twins, and the metaverse in tourism data processing, practical implementation is still in its infancy. However, several countries are beginning to explore the possibilities of leveraging these technologies for forecasting, planning, and policy development.

Sustainability and the Role of Data Spaces

Sustainability is a key concern for Member States, and data plays a critical role in measuring the impact of tourism activities. Ministries emphasize the need to harmonize sustainability indicators across Europe to allow for effective benchmarking and assessment of environmental and social impacts. The ETDS is expected to contribute to:

- Monitoring carbon emissions and resource consumption (like water, energy, circularity) across tourism sectors.
- Tracking waste management efficiency in major destinations.
- Providing data to support the adoption of sustainable tourism initiatives.

By integrating tourism data with broader environmental and social indicators, policymakers can assess the sector's footprint more accurately and drive targeted sustainability policies.

Member States' Influence in the Data Ecosystem

EU Member States intend to play an active role in shaping the ETDS governance structure. Their influence extends to:

- Regulatory Alignment: Ensuring that national tourism data initiatives align with broader EU policies, including the Data Governance Act and the Digital Europe Programme.
- Strategic Governance Participation: Providing input on the governance model of the ETDS to balance public and private interests, ensuring that all stakeholders have a voice in decision-making processes.
- Support for SMEs: Advocating for fair access to data resources to prevent monopolization by large industry players and enabling smaller enterprises to compete on a level playing field.
- Standardization of Sustainability Metrics: Encouraging the harmonization of sustainability indicators to allow cross-country comparisons and assessments.
- Public-Private Collaboration: Facilitating partnerships between government agencies, businesses, and research institutions to maximize the potential of tourism data while maintaining ethical, legal and transparent data governance.

Conclusion and Future Involvement

EU Member States view the European Tourism Data Space as a critical tool for modernizing and strengthening the tourism sector. While national priorities and existing initiatives vary, there is broad consensus on the need for a transparent, secure, and interoperable data-sharing ecosystem that benefits all tourism stakeholders. These conclusions rely on the DATES framework and the last high-level meeting of the interministerial committee, which brings together national tourism ministries. The interministerial committee, a board of representatives of all EU member states, will continue to contribute to shaping the ETDS governance framework, ensuring that it meets both national and European objectives.

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Looking ahead, Member States have expressed their interest in ongoing involvement in the development of the ETDS. They recommend that the initiative starts with a limited number of use cases, which can then be expanded over time based on observed successes and lessons learned. They also stress the importance of keeping dialogues open and maintaining active collaboration across all levels of government and industry.

The ETDS has the potential to redefine tourism in Europe, enabling data-driven decision-making, personalized business offerings, and sustainable tourism development. Through sustained cooperation and a shared commitment to responsible data practices, Member States can help shape a tourism data ecosystem that is equitable, innovative, and aligned with Europe's long-term strategic goals.

3.4.4 Regional/National/Local European Tourism Organisations

Tourism organisations, especially Destination Management Organisations (DMOs) are pivotal actors in tourism ecosystems, responsible for promoting, developing, and managing tourism destinations to ensure their long-term sustainability and attractiveness.

Their mission extends beyond mere marketing; DMOs act as strategic facilitators, policy influencers, and innovation drivers. They coordinate a wide range of stakeholders including local SMEs, from public authorities to private tourism operators, fostering collaboration to enhance visitor experiences, stimulate economic growth, and preserve social, cultural and environmental assets. As a kind of representative of the tourism ecosystem of a territory, DMOs are key custodians of the issues of their local/regional/national SMEs, respectively.

In the context of the European Tourism Dataspace, DMOs can play a critical role in contributing valuable data through their stakeholders, ensuring compliance, promoting ethical standards, and using insights to drive strategic destination management.

DMOs are instrumental for strategic city management: they act as agenda-setter, project initiator and facilitator for the many stakeholders working for a better city. They are feeling the pulse of the local community including SMEs and can submit valuable case studies and use cases to serve their interest.

The need for strategic destination management is greater than ever before. DMOs can demonstrate that the visitor economy can benefit the destinations' social inclusion, cultural repertoire and relations, knowledge societies and local communities.

DMOs can provide destination-level data to enhance the value and functionality of the ETDS. Their contributions help improve tourism analytics, forecasting, and policymaking.

3.4.4.1 Data collection and management

Responsibility short description:

DMOs provide structured, destination-level data from their respective local tourism data sources, with a focus on SME support) to enhance the value and functionality of the European Tourism Dataspace. They will liaise with partner tourism organisations to reduce the differences in data collection practices between DMOs that would otherwise increase the burden of data sharing. DMOs will seek collaboration with tourism businesses and tech providers to enrich datasets, especially to include commercial data that the DMOs will not be able to provide by themselves. Their contributions have the goal to improve the compliance with GDPR and ethical data-sharing frameworks, and facilitate tourism analytics, forecasting, and policymaking by national authorities and scientific institutions.

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Output and deliverables:

Data sourcing strategy

Data categorization and standardisation

Large spectrum of data beside traditional data (Arrivals, bednights, spending..) include economic, social and ecological data and MICE

Acting as a benchmarking source using data like:

Hotel KPIs (occupancy, ADR, RevPAR)

Visitor satisfaction and sentiment

Tourism satellite accounts (TSA)

Mobility and attraction data

Cruise, flight, and day visitor statistics

Process dependencies:

Quality of Payload Data

Identify, design, and implement concrete, domain-specific use cases

Organize the multi-player orchestration

External stakeholder management to promote the tourism ecosystem

Several responsibilities of the EU Member States

Role dependencies:

Use Case Teams (consulted)

DS-DAT (consulted)

Data Providers (supportive)

DS-UC (supportive)

DS-Executive (supportive)

EU Member States (consulted)

External Subject Matter Experts (supportive)

3.4.4.2 Ensuring data quality and compliance

Responsibility short description:

Ensuring Data Quality and Compliance

Destination Management Organisations (DMOs) play a pivotal role in ensuring that data shared within the tourism dataspace is accurate, reliable, and compliant with EU data protection regulations and interoperability standards. Acting as trusted intermediaries, they help reduce biases, promote balanced representation of all destinations, and facilitate seamless data integration across systems and sectors. Their responsibilities also include ensuring that both quantitative and qualitative data are properly analysed. To achieve this, DMOs often collaborate with external partners such as data companies, universities, and research centres to define standards, assess data integrity, and identify areas for improvement.

However, fulfilling this mission remains challenging due to several factors:

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- **Fragmented data landscape:** Tourism-related data is often decentralised, residing in institutional or private silos, which complicates aggregation and integration.
- **Political and commercial sensitivities:** Sharing performance data (e.g. hotel occupancy or revenue) may be perceived as risky and politically sensitive, resulting in reluctance or resistance.
- **Legal constraints:** Some DMOs lack the legal mandate or status of an official tourism observatory, which prevents them from centralising or managing data collection comprehensively.
- **Limited resources:** Budgetary constraints, lack of skilled personnel, and the cost of accessing in-depth insights or advanced data tools are significant barriers for many organisations.

In essence, while DMOs are well-positioned to drive data quality and compliance across the sector, their ability to do so effectively requires sustained investment, supportive governance frameworks, and stronger collaboration across the tourism ecosystem. Their success in this domain will be critical to building a trustworthy, inclusive, and high-performing European tourism dataspace.

Output and deliverables:

Data validation protocols and quality reports

Compliance documentation (GDPR, open data policies)

Process dependencies:

Define metadata vocabularies

Quality of Payload Data

Provide legal support for data governance topics

Identify, design, and implement concrete, domain-specific use cases

Facilitate standardization (DS-UC)

Role dependencies:

EU Member States (supportive)

DS-DAT (consulted)

DS-LEG (consulted)

DS-UC (supportive)

Use Case Teams (supportive)

External Experts (supportive)

3.4.4.3 Capacity building and knowledge sharing

Responsibility short description:

DMOs must enhance their digital and data literacy, ensuring they can fully leverage the opportunities of the dataspace. They also will try to leverage data to enhance decision-making processes and provide insights to local stakeholders. They participate in peer-learning networks (like CityDNA) to share best practices and innovations in data collection, management and analysis. thereby acting as multipliers of knowledge for all their

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associated partners, especially for SMEs. The common knowledge base might be enlarged by accessing EU-supported digital training initiatives, partnerships with tech firms and universities. Funding might be raised to establish this knowledge base.

Output and deliverables:

Training programmes on AI, data analytics, and smart tourism
Digital transformation roadmaps for DMOs and their stakeholders

Process dependencies:

Engage in fundraising (DS-Executive)
Support implementation of use cases (DS-UC)
Organising use case and community events, bring together players and ideas (DS-UC)

Role dependencies:

DS-UC (supportive)
DS-TEC (supportive)
DS-DAT (supportive)
DS-LEG (supportive)
DS-Executive (supportive)
External Experts (supportive)

Comments, Open Points:

DMOs find it extremely relevant to benchmark with one another on the European level and this would be the main incentive for them to participate.

3.4.4.4 Leveraging data for destination management and decision making

Responsibility short description:

DMOs use dataspace insights to improve tourism planning, crisis management, and visitor experience design, among others, benefiting all tourism stakeholders, and especially SMEs in their catchment area. To achieve these goals real-time and historical tourism data is generated or accessed, analysed and visualised by using appropriate tools, including such provided by AI and data firms for advanced modelling.

Output and deliverables:

Reports on visitor behaviour and demand trends
Predictive analytics for event and tourism flow management
Insights for sustainable tourism strategies

Process dependencies:

Organising use case and community events, bring together players and ideas
External stakeholder management to promote the tourism ecosystem
Identify, design, and implement concrete, domain-specific use cases

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Role dependencies:

Data Provider (supportive)
Service Provider (supportive)
Use Case Teams (supportive)
External Experts (supportive)

3.4.4.5 Governance

Responsibility short description:

DMOs ensure fair representation of destinations and particularly their SME members in the governance of the European Tourism Dataspace, ensuring inclusivity across different market levels (national, regional, EU). This will require participation in governance committees and regular engagement with policymakers.

Output and deliverables:

Defined governance structures within the territorial tourism ecosystem
Policy recommendations for sustainable and inclusive data use

Process dependencies:

External stakeholder management to promote the tourism ecosystem

Role dependencies:

DS-Governance Authority (supportive)
DS-Executive (supportive)
all other expert roles (supportive)
EU Member States (consulted)
External Experts (consulted)

3.4.4.6 Advocating for Ethical Data Usage & Visitor Privacy

Responsibility short description:

DMOs ensure transparent, ethical, and privacy-compliant data collection and usage, fostering public trust in tourism data initiatives by driving education and awareness-building among stakeholders. To support this goal DMOs might engage with digital rights organisations and other external stakeholders like National Ministries, Data Companies, Tourism Operators, Universities and Research Centres, which can provide advice and support. However, since the ETDS organisation is supposed to prepare its own guidelines about ethical behavior, Tourism Organisations in the ETDS will disseminate the ethical guidelines for AI and data usage elaborated by the data space experts.

Output and deliverables:

Visitor privacy frameworks and consent management tools
Transparency reports on data usage and impact

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Process dependencies:

Provide legal support for data governance topics

Role dependencies:

DS-Executive (supportive)

DS-LEG (supportive)

External Experts (supportive)

3.4.4.7 Facilitating Stakeholder Engagement & Partnerships

Responsibility short description:

Destination Management Organisations (DMOs) play a vital strategic role as connectors between tourism stakeholders, data providers, and policymakers, fostering a collaborative and inclusive approach to data-driven tourism. Within their geographical and thematic remit, DMOs are well-positioned to establish structured governance frameworks that ensure stakeholder engagement, enable shared decision-making, and align diverse interests across the ecosystem.

However, in practice, the collaboration process is often nuanced and complex:

Data dissemination is typically selective: Most DMOs produce insights in the form of newsletters or summaries rather than sharing raw datasets openly.

Access is frequently reactive: Data is often shared only upon request, particularly when there is no legal obligation to make it publicly available.

Multiple data sources coexist: Local authorities, Business Improvement Districts (BIDs), and regional governments often collect overlapping or related data, creating challenges in harmonisation and avoiding duplication.

Diverse expectations among stakeholders: Needs range from high-level policy indicators and economic performance metrics to detailed insights on visitor behaviour and experience.

While DMOs are essential enablers of cooperation in the emerging data governance landscape, they must navigate institutional complexity, inconsistent data-sharing practices, and varied stakeholder expectations. Their ability to build trust, align incentives, and promote interoperability is crucial for transforming fragmented data ecosystems into a unified, purpose-driven tourism dataspace.

Output and deliverables:

Public-private partnership agreements for data sharing

Multi-stakeholder engagement forums and working groups

Joint innovation initiatives leveraging tourism data

Process dependencies:

Identify and monitor use cases scenarios (DS-UC)

Organize the multi-player orchestration (DS-UC)

Role dependencies:

DS-UC (supportive)

DS-Executive (supportive)

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Use Case Teams (supportive)
External experts (supportive)
EU Member States (supportive)

3.4.4.8 Driving Innovation & Smart Tourism Initiatives

Responsibility short description:

DMOs utilise the dataspace to promote innovation, developing AI-driven solutions, digital twins, and predictive analytics to enhance tourism strategies and visitor experiences. Therefore, Tourism Organisations will try to access EU innovation grants and funding, to facilitate collaboration with data companies and AI experts.

Output and deliverables:

Smart tourism services with real-time analytics
AI-powered models for demand forecasting
Data-driven sustainability initiatives

Process dependencies:

External stakeholder management to promote the tourism ecosystem
Fundraising and Grant Management
Quality Assessment of external services (DS-TEC)

Role dependencies:

DS-Executive (supportive)
DS-FIN (supportive)
DS-TEC (consulted)
EU member states (consulted) (here: Provide funding and regulatory guidance)
External Experts (supportive)

3.4.4.9 Monitoring & Evaluating Impact

Responsibility short description:

DMOs assess the effectiveness of their activities within the dataspace's use case teams, using defined KPIs and impact reports to guide improvements and support strategic decisions and to help their respective national authorities to adjust policies based on evaluation results. Therefore, they will cooperate intensively with DS-UC on the overall monitoring of the use case success in the ETDS. Beyond that, they might seek the support of external experts like Data Companies and Research Centres to get analytical expertise or of other tourism companies and SMEs to get operational feedback.

Output and deliverables:

KPI dashboards and annual reports
Data-driven policy recommendations
Feedback mechanisms for continuous improvement

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Process dependencies:

Identify, design, and implement concrete, domain-specific use cases (Use Case Teams)

Monitor and report quantitative and qualitative progress (DS-UC)

Role dependencies:

DS-UC (consulted)

Use Case Teams (supportive)

External experts (consulted, supportive)

EU member states (consulted)

Responsibilities proposed for DMOs in the DEPLOYTOUR context:

Ensuring data quality and compliance

Capacity building and knowledge sharing

Leveraging data for strategic decision making

Promoting ethical data use and visitor privacy

Governance and validation of third-party data

Improving accessibility of hidden or hard-to-access data

Takeaways for DMOs:

There is strong demand for a centralised, standardised, and user-friendly platform to streamline tourism data across Europe.

DMOs are willing and capable of taking on a greater role in data governance but are often limited by legal, financial, and organisational constraints.

The DEPLOYTOUR project is positioned to empower DMOs by:

- Creating a European Tourism Data Space

- Facilitating cross-border data sharing

- Providing frameworks for validation and usage

There is clear support among DMOs for collaboration with SMEs through joint projects on sustainability, marketing, and innovation.

3.4.5 Other European Data Spaces

As mentioned in section 3.4.3, the European Commission has approved fourteen Common European Data Spaces. These fourteen sectors ensure the deployment of data spaces in specific fields.

The European Commission launched the Data Space Support Centre (DSSC) to ensure some harmonisation in the implementation of the different dataspace, as well as the generation of guidelines to be followed in different aspects of the implementation.

The different European data spaces are supposed to stay in contact to discuss common issues to consolidate solutions as the Interoperability framework.

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Considering that data has to flow not only within its own sector but also cross-sector, it is important to generate synergies and complementarities among all sectors to ensure the competitiveness and development of new use cases and business models.

In the case of tourism, there are some 'natural' connections to the data spaces of Mobility, Cultural Heritage, Green Deal, Media or Agriculture. But there are also links with other sectors such as skills, public administration, energy, etc.

Within DEPLOYTOUR, WP5 is responsible to plan and organise dedicated activities to generate synergies and complementarities with other data spaces and data sharing initiatives. Internally, these activities will affect all roles which deal with topics of the areas of interoperability mentioned in the introductory chapter 2.1.

3.4.6 External Subject Matter Experts

The future ETDS will have the challenge to be interoperable with and connected to external stakeholders, and secondly, to be simultaneously innovative. This means that the organisation often must break new ground in many areas. Both streams require that the data space needs to be in contact with external experts (**tourism experts (i.e. SMEs, DMOs), authorities, policymakers, standardisation bodies, researchers, think tanks, or commercial providers of interesting services**), to learn about applicable standards, de-facto standards, best practices, emerging concepts, or useful tools. Any category of interoperability (legal, organisational, semantical and technical, respectively) will be affected at some occasion, and the data space community will have the need for external support to ensure compliance with evolving technology, standards, and regulations. Thus, many responsibility descriptions of the internal roles described above have mentioned the involvement of external experts to facilitate their progress.

However, external expertise can also be included in a more formal manner. The Data Space Governance Authority may decide to set up a permanent advisory board or topic-specific advisory bodies in which external experts regularly assess the current status and future plans of the data space and make appropriate recommendations.

3.5 RASCI matrix for the governance

RASCI matrix outlining the assignment of responsibilities across core and extended roles within the ETDS governance framework. Each governance item is evaluated against the Responsible, Accountable, Supportive, Consulted, and Informed roles. The matrix includes governance authorities, expert roles, use case actors, and external stakeholders. This structure is essential for establishing clarity, accountability, and transparency in decision-making and operations.

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Governance Item	DS-Gov Authority	DS-Executive	DS-LEG	DS-TEC	DS-RUL	DS-UC	Use Case Teams	DS-FIN	DS-MKT	External Stakeholders
Define strategic direction	A	R	C	C	C	I	I	C	I	C
Maintain Rulebook	A	R	C	C	R	C	I	C	I	I
Ensure GDPR compliance	I	C	R	C	C	I	R	I	I	I
Enforce interoperability standards	C	A	I	R	C	C	S	I	I	S
Approve membership policy	A	R	C	C	I	I	I	C	I	I
Define onboarding requirements for roles	R	A	C	R	R	C	C	I	I	I
Approve use cases	C	A	I	I	I	R	S	I	I	I

R: Responsible A: Accountable S: Supportive C: Consulted I: Informed

Table 1. Extended RASCI summary matrix

3.6 Role responsibility summary matrix

The role responsibility matrix summarises the core roles within the ETDS governance model, their key responsibilities, their Responsible and Accountable assignments (per RASCI schema), and a short justification based on the governance framework's logic and alignment with DSSC recommendations. This consolidated view formalises the outcomes of Task 3.1 and provides traceability for Task 3.2.

Role responsibility summary matrix				
Role	Key responsibilities	R (Responsible)	A (Accountable)	Justification
DS-Gov Authority	Define strategic direction, approve governance model, membership policy	Strategic governance decisions	Overall governance & alignment	Final authority on key governance decisions per DSSC and IDSA models
DS-Executive	Operational coordination, onboarding, implement governance framework	Daily operations & onboarding	Execution of approved policies	Ensures smooth execution of strategies and acts as bridge to implementation
DS-LEG	Ensure legal compliance (GDPR, licensing, contracts), advice on risk	Legal policy enforcement	Regulatory compliance	Legal roles are central to managing compliance and trust in data sharing
DS-TEC	Enforce interoperability, define tech standards and connector policies	Tech integrations & standards	Technical infrastructure	Core technical enabler of data sharing and interoperability
DS-RUL	Maintain and update Rulebook, support compliance with internal rules	Rule definition and compliance	Rulebook integrity	Owens consistency and application of the Rulebook across actors
DS-UC	Coordinate and validate use cases, ensure alignment with ecosystem	Use case lifecycle management	Use case prioritisation	Ensures pilots align with DS strategy and coordinates across actors
Use Case teams	Implement and test use cases, provide feedback and data requirements	Data-driven implementation	Impact → delivery	Directly engages with data, proving value and testing governance decisions

Table 2. Role vs Responsibility summary matrix

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4 Rulebooks and agreements for the ETDS

4.1 General Remarks

Besides delivering the comprehensive descriptions of the data space roles and their responsibilities, named the “Rolebook”, this task has the second objective of deriving an overview of the rules required to guide the roles through their obligations from the identified responsibilities, named the “Rulebook”. These rules are together with the technical infrastructure the key element of data spaces.

While this document has extensively explored the concepts of roles to delineate responsibilities and standards, it is equally important to adopt a pragmatic approach during the initial operational phase. Implementing a comprehensive governance structure from the outset could impose significant burdens in terms of human, financial, and organizational resources. Therefore, defining initially a minimum viable governance model (MVG, in the form of a minimum viable rulebook) emerges as a straightforward strategy to launch operations effectively, demonstrate early value, and enable progressive evolution.

The minimum viable rulebook will be created in Tasks 3.2, and it will be finally extended and completed in Task 3.3, but in the present chapter the scope of this future framework should be summarised. The overview should be accompanied by a priority list of the work to be done.

This approach does not compromise on foundational principles such as quality, security, or interoperability. Rather, it focuses on identifying the core roles and functions necessary to achieve the following immediate objectives:

- Establish a reliable and transparent operational foundation.
- Build an initial critical mass of data providers and consumers.
- Demonstrate real-world use cases that validate the ETDS framework.
- Create a flexible and scalable structure to accommodate future growth.

Based on these objectives, the following essential rules are extracted for the minimum viable governance model, from the previous detailed role descriptions, their functions and interrelationships.

Due to the diversity of participants and the complexity of interactions between them, a flexible and role-specific set of rules is essential. This is why the Rulebook will not be conceived as a single static document, but rather as a modular collection of guidelines, responsibilities, and best practices tailored to the distinct roles within the data space. The following grouping of governance items, although some single documents are already anticipated, does not yet anticipate the final structures of the framework. The work on the rulebook items in detail cannot be done within WP3, since it touches many business requirements which must be raised by the use case teams in WP4, on one hand, and needs advice about technical feasibility and solutions, which should be provided by the technical experts of WP2. Thus, the creation of the rulebook elements is in general the exercise of WP3, but in detail it will be a joint deliverable of all the teams of DEPLOYTOUR. Therefore, those items which need key contributions, and especially concrete deliverables, from the other teams are marked with their respective acronym. Nevertheless, for topics that are not marked with the abbreviation of another WP, it does not necessarily mean that the other teams will not be involved.

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4.2 Rulebooks for Data Sharing Participants

The core objective of each data space is facilitating data sharing and collaboration. On this basis alone, but also because the practical requirements of onboarding and initiating data exchange processes demand it, support for the roles directly involved in **data exchange must have the highest priority**.

The topics to address first and with “Priority 1” would thus be a **“Rulebook for Data Sharing Participants”**.

This should start with a general part, addressing topics which affect all involved roles (data provider, data consumer, service provider):

- Technical Onboarding/Connector Setup and Configuration (WP2)
- **Participant Self-description rules + Template (WP2) + Vocabularies (WP2,4) + Wizard description (WP2)**
- Data Plane Configuration (WP2)
- Data Transaction Monitoring (WP2)
- General Remarks
 - Ethical Rules (compliance with GDPR, AIA, IP Law)
 - Legal Rules (validity of contracts, liabilities, penalties)
 - Technical Rules (connector, other access options?)
 - Financial Rules (transaction fees, transaction counting, billing, payment)

The next part should comprise the **instructions for the Data Provider role**. Its major responsibility is the design of data products and their description.

- **Data Product Description rules³⁶ + Template (WP2) + Vocabulary (WP2,4) + Wizard description (WP2);**
- As described in Chapter 3.1.1, the rules for data product characterisation must address at least the topics described by the DSSC Blueprint:
 - the resource, that can be data and/or data service,
 - the description of the resource, version info
 - its allowed purposes of use,
 - quality, format, frequency, duration and other requirements the data product fulfils
 - access and control rights (e.g., attribution, Intellectual Property Rights, liabilities, geographical limitations, usability for training LLMs),
 - delivery options (e.g., APIs, SMTP, web interface, mapping tools),
 - information about data provenance and lineage,
 - pricing and billing information,
 - other information (e.g., ethical considerations),
- GDPR compliance rules
- Intellectual Properties compliance rules

³⁶ As a discussion base for data product descriptions the model published in <https://opendataproducts.org/v3.1/#open-data-product-specification-3-1> might be taken into account.

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Similarly, a section dedicated to rules for **Data Consumers** must follow.

- License and contractual compliance
- Usage Control Obligations (e.g. purpose limitation, geographical constraints, obligatory deletion after a certain use or time, etc.)
- Connector settings rules (WP2)
- GDPR compliance rules
- AI and LLM usage clauses
- Feedback and Error Reporting (voluntary or required)

The third role to be considered in this context is the **Service Provider** of participant agent services. However, since service offerings, which should be made available to the data space participants in a catalogue, seem currently not to be planned for implementation, this part of the governance framework might be assigned lower priority, until concrete service products are on the roadmap.

- **Service Product Description rules + Template (WP2) + Vocabulary (WP2,4) + Wizard description (WP2)**
- Service User manual
- Service SLA
- Versioning and Updates
- Optional user feedback mechanism

Rules/Recommendations for **Use Case Teams**:

- **UC evolution process (WP4)**
 - **Business Model rules**
 - **Business Case rules**
 - Stakeholder management
 - Data Governance
- Use Case Canvas usage (WP4)
- GDPR guideline (i.e. joint controllership, Art 26 GDPR)
- Ownership and other legal rules
- AI creation and usage rules

4.3 Rulebook elements for the technical experts

Setting up and operating a technical infrastructure raises many “do’s” and “don’t-do’s” not only for the roles which have to use the infrastructure, but also for the “product owners” and administrators. The advice for users, to be prepared by WP2, has been introduced in the sections before. But the rules for setting up, operating and maintaining the infrastructure is the scope of the following section. In general, the rule sets mentioned below should be designed in a way that they can be used by internal and external platform providers. The close dependency of the data sharing activities on the technological decisions and rules makes it inevitable that the technology rules need to be defined with a **similarly high priority as the data sharing rulings**.

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Rules for the Technical Experts (DS-TEC) (all WP2)

- Architecture Document (see D2.4 as starting point) + Update policy
- High Level Technical Roadmap + Update policy
- Requirements management rules (especially with respect to inter-DS interoperability and cross-sector interoperability) (WP3)
- Deployment management rules (especially test and validation of new components)
- Tech Setup and administration rules (federated services)
- Platform Operation Guide
- Platform Troubleshooting Guide/SLA
- Security Rules
- Connector Provisions (CaaS, Standalone Connector)
- Trust Mechanisms (IAM, Trust Anchor Connection, GAIA-X Digital Clearing House³⁷)
- Participant Registry Design
- Data Product Registry (Catalogue)
- Service Product Registry
- Transaction types
- Monitoring and observability rules (what is monitored, who can see it, IDS clearing house, accounting, billing) (WP3)
- Fees/Payment settings
- Tech Setup and administration (development tools, test tools, deployment tools, ...)

Rules for the Data Management Experts (DS-DAT)

- Metadata reference model for all customisable data objects (participants, data products, service products, etc.) (WP4) + version management rules
- Reference data model for touristic objects (descriptions of payload data e.g. hotels, airplanes, travelers, trips, etc.) (WP4) + version management rules
- Requirements management rules (especially with respect to inter-DS interoperability and cross-sector interoperability)
- Deployment management rules (especially test and validation of updated models)

4.4 Rulebook elements for the Data Space Governance Authority

The data space organisation and its administrative roles must follow many well-defined rules, which are partially given by law, by the chosen legal form and finally by internal agreements, respectively. Meaningful and final regulations for and by the Governance Authority can therefore only be developed once the organizational and legal decisions have been made. This will not happen in the initial phase of DEPLOYTOUR, which is why the rulebook block for the Governance Authority is not yet a high priority. However, individual points, such as the

³⁷ The GAIA-X clearing house mentioned here, has totally different functions than the IDS clearing house introduced a few lines below. While the IDS clearing house has the classic financial function of clarifying accounts, the GAIA-X clearing house serves to establish identities and ‘clarify’ their verification.

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identification of participants required for the first data exchange trials, must already consider the requirements of a future integrated onboarding process.

- Constitution Document
- Organisation Bylaws (incl. membership lifecycle description and procedures)
- “Global” Requirements Management rules (Data, Use Cases, Organisation, Business, Finance, Technology)
- Membership policy, Onboarding Process (incl. Credential Retrieval) (WP2)
- Membership Contract + Template
- Use Case Support rules
- Strategic Data governance and external relationship policies
- “Catalogue visibility policy” (WP2)
- Quality assurance policy
- Risk management rules
- Compliance & violation management (if not covered by the bylaws)
- Reporting rules
- Ethics Charter (see D1.2 as starting point)
- Glossary (see WP2 Deliverables as starting point)

4.5 Miscellaneous rulebook elements

- Marketing rules (Stakeholder Access Plan, Service Development Roadmap, Marketing & Promotion Plan, KPIs & Impact Assessment Reports, etc.) (WP6)
- Communication Plan
- Community and Collaboration Rules
- Training, Education, and Knowledge Sharing

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5 Next Steps towards a governance Framework for the ETDS

5.1 Implementing the rulebook in the sequence of the identified priorities

The next step on the way towards a governance framework of the ETDS must be the initiation of the rulebook. As seen above, this future rulebook will address many aspects of the work of a data space. The rules that accompany the establishment of the basic elements of the data space must necessarily be given the highest priority:

- Onboarding of DS participants (administrative, technical, business)
- Definition of human and machine-readable descriptions of the actors and products
- Definition of the DS technical architecture and a minimum viable DS derived of it
- Use case evolution support

The preparative work of the rolebook, where the responsibilities of the roles in the ETDS have been made explicit, will greatly help writing a useful rulebook. Focusing on advice for concrete obligations of the participants will ensure that the rulebook is not a top-down tractate based on theory but will enable the team of Task 3.2 to do from the beginning a work of real practical relevance.

During the creation of these primary parts of the rulebook, other aspects can of course be prioritised, especially if this is motivated by requirements from the use cases.

Structured prioritisation of key governance items relevant to the European Tourism Data Space (ETDS). Each item has been assessed based on its relevance to use cases, its priority from an organisational perspective, and the degree of external dependency (e.g., legal compliance or cross-sectoral standards). The prioritisation supports the development of a robust governance framework and informs Tasks 3.2 and 3.3.

Governance Item	Relevance to Use Cases	Organisational Priority	External Dependency	Priority Level	Comment
Data interoperability & standards	High	High	High	Very High	Critical for technical alignment across data providers and platforms.
GDPR compliance & ethics	High	Medium	High	Very High	Strong external dependency on EU regulations.
Membership policy	Medium	High	Medium	High	Needed to establish trust and governance mechanisms.
Rulebook creation & updates	Medium	High	Low	High	Internally driven but key to sustaining consistent governance.
Use case approval & onboarding process	High	High	Low	Very High	Central to operationalisation and project success.
RASCI role assignment & documentation	Medium	Medium	Low	Medium	Required for clarity and transparency; can be created internally.
Data quality assurance	High	Medium	Medium	High	Supports trust and value in data transactions.

Table 3. Governance item prioritisation table

5.1.1 Design the Interoperability with other Data Spaces

Although the aspect of interoperability with other data spaces of the tourism sector as well as with data spaces of related industries is included in the responsibilities of the data space roles wherever relevant, the importance of these objectives makes it reasonable to include them again explicitly as objective of Task 3.2 to ensure the necessary arrangements. From the outset, it is crucial to account for all potential interfaces with established data spaces - such as EONA-X and the Austrian Tourism Data Space, both of which are DEPLOYTOUR partners and adhere to IDS/DSSC-compliant technologies - as well as those emerging from related

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sectors. This should be approached with an ‘interoperability by design’ mindset and implemented in close collaboration with other DEPLOYTOUR work packages and supporting experts wherever possible. A further task in this context is clearly the integration of the advanced data sharing initiatives based on ‘legacy’ technologies (such as TDH22 or Europeana). If possible, they should be integrated into the ETDS in accordance with the data space standard building blocks without having to give up their technological independence.

5.1.2 SME support

Since the technology envisaged for the implementation of data spaces is agnostic with respect to the absolute size of its participants, the required inclusion of SMEs in the data space can again be seen as a matter of consciousness and mindset. This might be expressed in policies in the rulebook which offer collaboration and co-creation through community-building activities, pilot projects, and shared use cases that demonstrate tangible value. It will need sound governance and legal support to help SMEs navigate data-sharing agreements, compliance, and trust frameworks. Based on that it will be critical to reduce technical barriers and promote seamless participation in the data space, by providing user-friendly tools and interfaces eventually tailored to the needs and capacities of tourism SMEs. It will be an objective of the ETDS to enhance their digital and data literacy directly or indirectly by collaborating with DMOs, enabling SMEs to leverage data-driven insights for innovation and competitiveness.

5.1.3 Discuss the Legal Form and the Organisational Structure of the ETDS

A bit apart from the topics which DEPLOYTOUR has to approach next, but anyway important, is the question which emerges from the fact that the ETDS will need an organisational form for its productive phase after the lifetime of DEPLOYTOUR. The determination of the optimal settings will be somehow challenging, because it needs to consider two organisational levels. First, on the level of the ‘single’ new data space created by DEPLOYTOUR. Several organisational forms and legal entity models have been proposed by the DATES/DSFT Blueprint, which should be reassessed and build a base for a final proposal. Second, since at least a few true data spaces will build the ETDS ecosystem, another legal entity might be required to organise their interaction in a formal way. The discussions about the organisation of both levels will have to take several aspects into account

- Legal aspects such as a corporation, partnership, or non-profit organization. The choice of legal form refers to arguments like liability, taxation, and regulatory compliance, but also to participation, distribution of power between stakeholder groups (i.e. public vs. private).
- Organisational aspects involve defining how the entities will be organized internally, including its governance model, departments, roles, and responsibilities. It may include hierarchical structures, team-based approaches, or hybrid models.
- Business Integration: Discuss how the legal form and organizational structure will support the ETDS's goals, facilitate collaboration, and ensure compliance with relevant laws and regulations.

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6 Conclusions

The creation of the European Tourism Data Space (ETDS) represents a significant step forward in the digital transformation of the tourism sector. This Rolebook outlines the comprehensive framework and guidelines necessary for the governance and operational roles within the ETDS, ensuring a secure, efficient, and collaborative data ecosystem.

Throughout this document, roles, responsibilities, and processes essential for the successful deployment and management of the ETDS are detailed. By defining clear responsibilities and guidance needs derived thereof, we aim to facilitate seamless collaboration among the various stakeholders of the ETDS and its surrounding ecosystem.

The governance framework anticipated in this Rolebook is designed to harmonize the diverse elements of data management, ensuring that technological advancements and business-driven use cases are aligned with overarching strategic goals. This structured approach to data management not only helps facilitate the efficient and effective creation of technological solutions but also ensures that the business goals of the data space and its participants are always kept in view and achieved in the best possible way.

The Rolebook emphasizes the importance of accountability, transparency, and compliance with established standards and regulations. By fostering a culture of trust and collaboration, it aims to create a data space that encourages innovation and experimentation, ultimately driving growth and competitiveness in the European tourism sector.

As time moves forward, the ETDS will continue to evolve, addressing the ever-changing challenges and opportunities in the tourism industry. The governance framework and guidelines set out in this document provide a solid foundation for the successful implementation and operation of the ETDS and ensure that all stakeholders with different levels of prior knowledge can quickly and easily align themselves with the strategic objectives of the Data Space.

In conclusion, the ETDS Rolebook serves as a key resource for anyone involved in the ETDS. Building on the role characteristics identified in this document, the WP3 members can ensure the successful implementation and operation of the ETDS governance framework, facilitating greater collaboration, innovation, and sustainability across the European tourism landscape.

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