

Pillar 1 “Strategy and Governance” in practice

Defining roles along the data cycle for smart tourism

Why? This tool helps destinations fine tuning their data management and governance model, providing a template that can be used to discuss and agree on the **different roles and responsibilities** of stakeholders along the data cycle. A clear governance model enables destinations to steer development, shape adequate structures and achieve strategic goals.

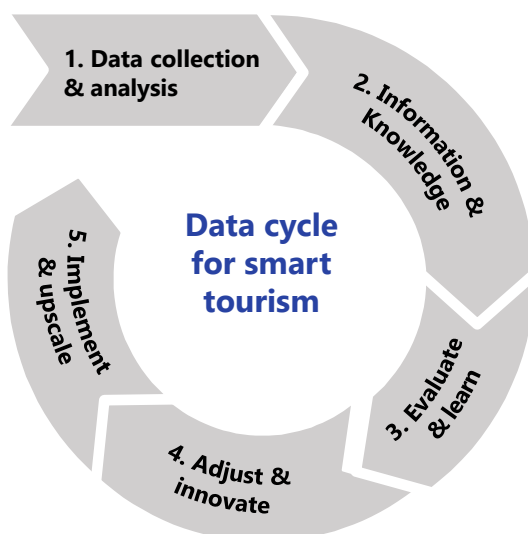
How? The **data cycle for smart tourism** identifies 5 steps that can help destinations reflecting on how to concretely implement a data-driven approach. This cycle can be used also to identify the organizations and/or people that can contribute to each step, based on a **RACI model** (see below).

Tips and guidelines:

- Before working on the data cycle governance model, destinations should have a clear idea of why they are collecting this data and of what they want to know (their data strategy and vision).
- For less mature ecosystems, we recommend following a top-down oriented approach, making a first proposal and engaging stakeholders for feedback, validation, and engagement (e.g. by organizing workshops, interviews, surveys...).
- In more mature ecosystems, this approach can help destinations to review the current governance model, to check whether there are any gaps of clear roles and responsibilities.

1. Activities related to data collection, management, and analysis (e.g. creation of datasets, indicators, etc.)

5. Upscale and pilot new data collection and analysis techniques (training regarding new data collection and analysis modalities, test new techniques, etc.)



2. Translating the data analysis results into useable information and sharing it with the ecosystem (e.g. regular reports, public dashboards, newsletters, etc.)

3. Evaluate the validity, reliability, and useability of data and information (e.g. through stakeholder consultations, monitoring of the use of information sharing channels, etc.)

4. Based on the evaluation, adapt data collection methods and analysis, and experiment with new techniques (enrich existing datasets, develop new indicators, etc.)

RACI matrix

It is a chart used for assigning roles and responsibilities along the data cycle and according to the roles below:

Responsible (R)

This actor leads the work to complete the cycle step. *Every step needs at least one responsible party.*

Accountable (A)

This actor is responsible for ensuring the cycle step is complete and suitable. *Try to have just one when possible*

Consulted (C)

This actor is the one from whom input and feedback should be solicited. *No maximum nor minimum number*

Informed (I)

This actor simply needs to be kept in the loop of step activities for awareness of topics, decisions, and progress. *No maximum nor minimum number*

Link with other Smart Tourism Pillars: the “Ecosystem management & partnership” pillar provides more information on how to foster cooperation among stakeholders and how to increase and improve interactions. Tips and guidelines can be found consulting the Toolkit for Tourism Destinations and other supporting materials available in the [digital library](#) of the Smart Tourism Destinations project website.

