Why? This template helps destinations **choose and evaluate the data** they need to gather in the process to become data-driven destinations. At any stage of its life cycle, the destination's managers would need information for making decisions, and choosing among different sources or kinds of data, according to an efficient process.
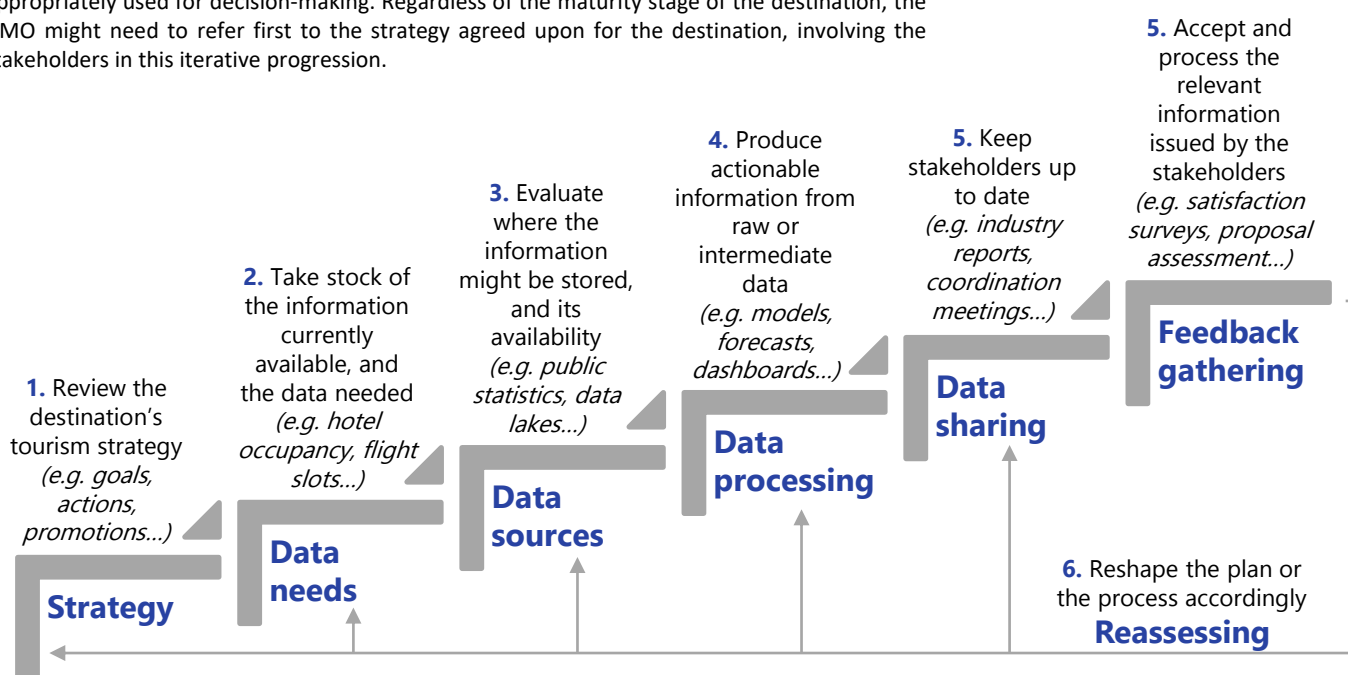
How? Acquiring information is a time-consuming process, only sometimes expensive though. However, data often needs to be processed appropriately afterwards. When considering what sort of data the destination needs, it is helpful to **have a clear idea of how it will contribute to the decision-making process.** Not any data fits the destinations' needs, and the desired data is not always available or affordable. Hence, given that the resources for allocating data are limited, destination managers should wonder which information is best among the bulk of alternatives at their reach. The following list showcases a set of preliminary considerations to choose the data needed in any destination carefully.

Tips and Guidelines

- Try to **communicate the big picture** of the industry. Make it visible to your team and the stakeholders that tourism influence goes beyond the evident cases. Therefore, collecting data indirectly related to tourism could also be interesting.

- Consider your strategy, your resources, the skills of your staff and your information needs carefully. Don't leap straight to too ambitious models. **Perhaps small o medium-sized schemes would fit your needs**, especially in the early stages of the process.

- Keep your decision-making process open to **any data**. Qualitative data or indirect measures (proxies) might be rather handy, even though they are not expressed in numbers. In this concern, be **aware of the biased indicators**, either quantitative or qualitative.

- **Involve the stakeholders** through a data-dissemination process, keeping it simple and jargon-free. Long reports, too technical literature or complex dashboards help less than straightforward, engaging, easy-to-read documents. The ultimate goal at this point would be to overcome the "so what" question.

A stairway to the data-driven approach

This graphic represents our proposal about the process of becoming a destination where data is appropriately used for decision-making. Regardless of the maturity stage of the destination, the DMO might need to refer first to the strategy agreed upon for the destination, involving the stakeholders in this iterative progression.

1. Review the destination's tourism strategy *(e.g. goals, actions, promotions...)*
Strategy

2. Take stock of the information currently available, and the data needed *(e.g. hotel occupancy, flight slots...)*
Data needs

3. Evaluate where the information might be stored, and its availability *(e.g. public statistics, data lakes...)*
Data sources

4. Produce actionable information from raw or intermediate data *(e.g. models, forecasts, dashboards...)*
Data processing

5. Keep stakeholders up to date *(e.g. industry reports, coordination meetings...)*
Data sharing

5. Accept and process the relevant information issued by the stakeholders *(e.g. satisfaction surveys, proposal assessment...)*
Feedback gathering

6. Reshape the plan or the process accordingly
Reassessing

Link with other Smart Tourism Pillars: Before this factsheet, the "**Strategy and Governance**" (pillar 1) explained how the destinations should consolidate a clear strategy to define objectives, responsibilities and indicators. After this document, "**Human Capital & Skills**" (pillar 2) focus on the relevant capabilities to be developed when incorporating new data or technologies in the destination management process. 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.

Instructions: This template can help align the destination **strategy** with the data the DMO needs to make decisions. Along with it, the available **data** should be provided by identified **sources**, **processed** and **shared**. On top of that, the outcomes should generate **feedback** that the DMO should collect from the destination stakeholders.

STRATEGY
(My destination has a strategic plan in the following scopes)

Strategic Axis 1:…………………………………… Strategic Axis 2:…………………………………… Strategic Axis 3:……………………………………

Goals	Indicators	Goals	Indicators	Goals	Indicators

DATA NEEDS
(To achieve the goals, I need the following datasets:)

Indicator	Data associated

DATA SOURCES
(The data is (M)ine/(A)vailable/(U)navailable)

Data source	M	A	U

DATA PROCESSING
(The techniques for processing or refining the raw or intermediate data should be carried out by…)

Data	Technique	Periodicity	Responsible

DATA SHARING

Stakeholder	Data

FEEDBACK GATHERING

Gathering technique	Periodicity