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Sustainability plan for each DATA Hub

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Summary

This report is developed under deliverable D.4.4.2. Sustainability plan for each DATA Hub and comprises the methodology and the template of the sustainability plan of the Each Open Data Hub, that was developed in the context of ODEON Project.

Each sustainability plan of each Open Data Hub will be gathered from GFOSS who is Task leader of the Task 4.4 Sustainability of Data HUB and MED DATA Cluster and will be converted to one report which will contain info about the sustainability of all the Hubs that were developed in the context of ODEON project.

1. Methodology

According to the implementation plan of ODEON project each hub should develop a sustainability plan taking into consideration its needs, capabilities and visions. This methodology is to provide guidelines to partners in order to implement their sustainability plan.

The output of this deliverable will be 7 sustainability plans which will compose one report. Task leader and responsible for the creation of the report is GFOSS.

The elaboration of the sustainability plan requires a deep knowledge about the implemented activities in each region/country, cooperation with the local stakeholders and corresponding support provided/planned for the future activities, as well as information for the execution of the plan.

The Sustainability plan of each DATA Hub is consisted of 9 sections. In Particular:

- **Planning for the next period**

Which is the vision and the scope of the Hub? Are there sectors/ fields/ applications emerged during the pilots? What are the next steps?

- **Main characteristics of the hub**

What are the main characteristics of the region that the Hub operated? Who were the participants/stakeholders of the Hub (SMEs/ Policy makers etc..)? Which are the services that has been offered so far? Which are the targeted sectors?

- **Key success factors**

Which are the key success factors of the hub? Members? Services? Image? Products? Etc.

- **Services to be offered**

Which services will the hub provide? Technical services? Training? Consulting? Incubation services? Hosting? Networking? Financing? Marketing? Mix of services?

- **Organization structure**

Which are the key managers and staff for the operation and the sustainability of the Hub? Which will be the hierarchy and their duties?

- **Marketing Plan**

Which will be the marketing strategy? How will you disseminate and communicate the aim of the Hub? Physically? Digitally? Brochures? Network?

- **Source of funding**

How the Hub will ensure its financing? Which are the possible options? Public or private funding?

**The public funding category is consisted of European, national, regional or local government financial support. In the private sector financing are included: the cluster membership fees, the chargeable services, the in-kind contributions and other private funding schemes like company loans, private foundations or donations, branding, event management etc .*

- **Legal form of the Hub**

Will your hub have any legal form? If yes, which will it be? If no, how will you intent to consolidate the existence of the hub (i.e. letter of intent)?

- **Main barriers and opportunities**

What are the main obstacles that will the hub face during its operation? Covid-19 issues?

Which are the opportunities for the Hub?

- **Performance monitoring**

What indicators should be measured to ensure the efficient and sustainable operation of the Hub? (i.e Which activities are underway and what progress has been made? How do costs incurred compare with the budget? How effective has been the work with other hubs? How many members registered to the hub this year. How many services are offered? Etc..)

The partners can also take into consideration the deliverable D.4.4.1. Sustainability Plan for the Data MED Cluster and ODEON Platform, in order to get inspiration for the implementation of their plan or they can conduct a desktop research in order to find new ideas.

The proposed implementation time plan for the two deliverables is:

Deliverable	Delivery Date
D.4.4.1. Sustainability Plan for the Data MED Cluster and ODEON Platform	24/9/2020
D.4.4.2. Sustainability plan for each DATA Hub	2/11/2020

2. Sustainability of the Greek Open Data Hub



Planning for the next period

The vision of the Greek Open Data Hub is to make a strong network of SMEs, startups, spinoffs, Large firms, Research bodies (Research Institutions, Research & Technology Centers, Universities), Public Authorities (Local/Regional Authorities, National Governments, Regulatory Agencies), Civil society organisations (NGO, BSO, Energy Agency/Center/Org, Consultants/lawyers) in the field of Open Data and Linked Open Data to strengthen the sector and the regional economy, as well as to support the development of these organisations.

In particular, the specific objectives of the Greek Data Hub are summarized as following:

- Establish a national Hub in the field of open data exploitation to accelerate the development of the sector with main focus on the sectors of Blue, Green Growth and Cultural and Creative industries
- Monitor market trends in the field of Open Data and Linked open Data
- Develop synergies in the targeted sector in the Greek market
- Promote the Greek open data market in the Mediterranean and Europe
- Provide information to members about funding, regulations etc.
- Strengthen SMEs/start-ups/spin-offs in the development and promotion of new products / services
- Access in information and knowledge into a single entity
- Locate synergies
- Connect regions and key actors to build an innovative clusters
- Develop joint-concepts with research institutes to cover market needs

GFOSS expressing its interest to preserve the Data Hub and support more beneficiaries. The next steps for the preservation of the Hub are mainly concerning dissemination and communication activities (i.e dissemination of the Hub through GFOSS' site and social media, dissemination of the platform as a virtual environment of datasets and open data stakeholders), as well as detection of opportunities (i.e. detection of European/national calls related to the Hub and its activities), and engagement of new members.

Main characteristics of the hub

Main characteristics of Greece

Greece with a population of approximately 11.000.000 people is the country that the Hub is based. Greece is well known for its extensive coastal waterways and its geographic location that have traditionally served as a gateway to the central Balkans and the Middle East as well as a passage to the Black Sea. The structure of the Greek economy is made of mostly small and family-owned businesses while Greece has one of the highest scores of established entrepreneurship amongst the EU innovation economies (12.8% in 2014). These established entrepreneurs in Greece do not seem to behave differently from entrepreneurs in other innovation countries in terms of the technology used.

Regarding the Open Data sector, people in Greece already have a sense of the ways Open Data can make their life better and that should be a strong indication of what could happen if other Sectors also develop this kind of strategy. Therefore it will certainly become a facilitator for the further improvement of the conditions of entrepreneurship is considered which is critical for Greece's economic recovery. The extension of Open Data could be used to give the consumer the sense of safety and to boost competition to his favour. When it comes to the 10% of SMEs and 25% of large enterprises report using some type of big data sources, showing that data driven business models are becoming a reality accessible to every entrepreneur. The most common in large enterprises are those coming from own internal processes and sectors like telecom, electricity, gas, water are in the lead. But data coming from geolocation and social media are more important and more often exploited by SMEs.

Stakeholders of the Hub and targeted sectors

Greek Data Hub targeted reached a large number of stakeholders coming from the Quadruple Helix Model and particularly from the following categories: SMEs, startups, spinoffs, large firms, Research bodies (Research Institutions, Research & Technology Centers, Universities), Public Authorities (Local/regional Authorities, National Governments, Regulatory Agencies), Civil society organisations (NGO, BSO, Energy Agency/Center/Org, Consultants/lawyers).

During the implementation of the pilot activities the key sectors that were emerged, were the Green Growth sector, the Blue Growth sector and the Cultural and Creative Industries.

Services offered so far

As far as the overall activities implemented during the pilot actions implementation period are concerned, according to the agreed time plan, GFOSS with the support of the subcontractor were responsible to launch a call for SMEs/startups and stakeholders to participate in the Greek Open Data Hub, organize a launching event to initialize the services of the Hub, organize technical thematic seminars about the open data sector, a Hackathon, a matching event and two study visits, select the SMEs that would participate in the service (6 teams), approach them, support them to complete Innovation Plans and prepare them to participate in the pitching event

Particularly the teams have received the following services under the deliverables, in context of ODEON projects:

- 3.4.1 Assisting students, researchers and entrepreneurs for the development of new services and products. The teams participated in a business oriented-Hackathon, where they were mentored by experts in the field of entrepreneurship in order to accelerate their idea development. Furthermore, they participated in a matching event, in which they had the opportunity to exchange knowledge and knowhow with the other teams, entrepreneurs and experts.
- 3.4.2 Development of new services and products. The teams were supported with intensive coaching to implement an Innovation plan for their business idea
- 3.4.3 Assisting students, researchers and entrepreneurs for the development of new services and products. The teams participated in two study visits. The first was held in Thessaloniki and baresquare company was presented and the second in Athens where Linked Business was presented. Both companies are based in Open Data exploitation.

- 3.5.1 Thematic Local technical seminars focusing on specific topics connected with Data Economy. The teams attended a two-hour seminar entitled: "*Latest Developments in Open Data sector*".
- 3.5.2 Local Capacity building seminars for intermediaries. The teams participated in a seminar about the "*Benefits of Open data exploitation for the economy*".
- 3.5.3 Local capacity building seminars for Policy Actors and innovation stakeholders. The Greek Open Data teams attended a seminar with the title of "*Open Innovation – Benefits for Greek Market*".
- 3.5.4 Coaching of HUBS members in Business skills. The teams received coaching support in order to complete their presentation and define their needs.
- 3.6.2 Funding Opportunities for Data Economy. The teams received a seminar about their financial plan and the funding opportunities in the sector of Open Data with the title: "*Finances, Investments and Funding Opportunities*".
- 3.6.3. Setting up a Funding marketplace within the ODEON platform. The participants involved in matching activities with the view of the promotion of their business ideas and exchange knowledge and know-how with relevant actors.

Key success factors

A key success factor for the sustainability of the hub is the members and the level of engagement between these two. Critical success factors are also identified as being organizational structure, strategic partnerships, and opportunities in the context of the Hub. It is suggested that the hubs implement monitoring and evaluation mechanisms, work on long-term sustainability models and introduce investor education programs.

The key success factors of the Greek Data Hub are listed below:

- orientation towards Members needs.
- technical capability and competitive innovative products
- Solid organizational structure and collaboration
- Structure and Systems function
- Joint network management by all members
- professional and fully elaborated marketing concept and image of the cluster
- Development of a strong unique positioned image to the public and the market

Services to be offered

In order to ensure sustainability of the Hub, the coordinator of the Greek Hub (GFOSS) and the related team identified some services categories. The provided services should be in accordance with hub's key resources and specifically, with personnel, budget, access to different networks and different investments resources to support services. After the examination needs of Greek market, of the stakeholders and the open data sector, the Greek Open Data Hub created a created a portfolio of services in accordance with hub's strategy.

Training & Qualification	<ul style="list-style-type: none"> ○ Capacity Building seminars ○ Workshops ○ Training and qualification services
Quality Management and Certification	<ul style="list-style-type: none"> ○ Information events ○ Information on current Open Data Trends ○ Tender training ○ Information on current tenders ○ Consortium formation, joint project management
Marketing & PR	<ul style="list-style-type: none"> ○ Company profiles (member's profile on ODEON platform) ○ Local and Global Market trends and information (innovation trends, news from the Open Data, Blue/Green Growth sector and CCIs) ○ Joint trade event appearances
Collaboration/ networking	<ul style="list-style-type: none"> ○ B2B Services ○ Collaboration among companies and Universities ○ Collaboration among companies and Research & Technology organizations - B2B meetings
Joint Projects	<ul style="list-style-type: none"> ○ Project identification ○ Project initiation ○ Project management
Policy Action & Lobbying	<ul style="list-style-type: none"> ○ Information and cooperation platforms (joint working groups, round tables) ○ Participation in formulating sectoral and industry strategies and national strategies
Financing, Access to Capital	<ul style="list-style-type: none"> ○ Cooperation with venture capital companies ○ 'Investor Ready Business Plans and pitching with investors' service

For the first steps of the Hub, will be selected some of the above services until the hub is stabilized. These services will be: Quality Management and Certification, Marketing & PR and Collaboration/ networking.

Organization structure

The sustainability of the Greek Data Hub is dependent strongly on the staff that will support its activities. For this reason, the organizational structure of the hub will follow the format of the organizational structure of the Data Med cluster with minor changes. It will have five types of employees. It will also have 3 levels of hierarchy. The types of the Operational Manager, Coordinator, Open Data Expert and Marketing Manager and Other Staff. The duties and responsibilities of them will be similar as in the Data Med Cluster. In particular:

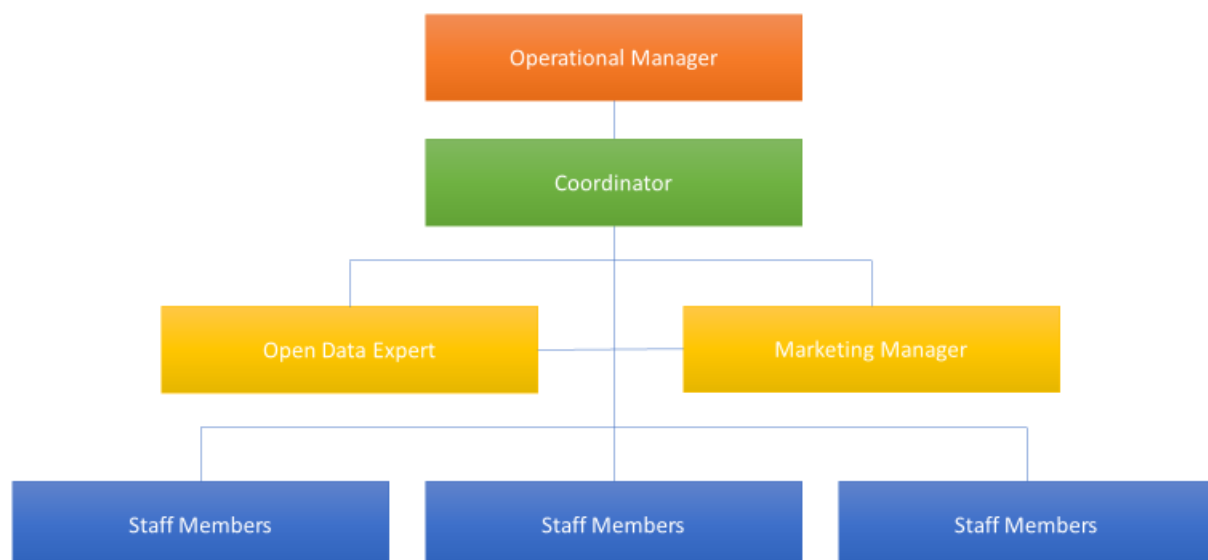
Operational Manager: The operational manager will be responsible for Greek Hub's management and strategy and will set the objectives, the vision and the strategy of the Hub. The main duties of the coordinator will be: 1. Define the strategy, vision, scope of the hub, 2. Lead the Hub, coordinate and facilitate all its activities according to the strategy, 3. Define internationalization strategies, 4. Ensure that needs, barriers and capacities and opportunities are assessed, 5. Ensure the correct flow of information among the members 6. Support the sustainability of the data hub.

Coordinator: The coordinator will be responsible to coordinate the daily activities of the hub and collaborate with the operational manager for setting the monthly targets of the hub, as well as define any supportive actions needed. In addition it will supervise the staff member and be responsible for their smooth communication and cooperation. Finally he will participate in the decision making process together with the coordinator mainly for the management of European calls

Open Data Expert: He will be responsible for the monitoring of the open data sector and its communication among the hub .His main responsibilities will be: 1.Detection of EU and national calls of the open data sector. 2. Transfer international practices and know-how to local markets. 3. Collaborate with the marketing manager for the communication activities concerning the sector. 4. Offer expertise and knowledge for the sector to the members.

Marketing Manager: Responsible for hub's Communication. The Marketing manager will be responsible for the image, the marketing plan, communication channels and communication activities of the Hub. In particular: 1.Develop the marketing plan of the hub with the Operational Manager, 2. Build the image and brand of the Greek Open Data Hub, 3. Promote Open Data principles with the support of the Open Data Expert. 4. Be proactive in exchanging information, highlighting needs and gaps and reporting processes.

Other Staff: The other staff will be responsible for the daily operation of the hub. In particular, they will be in charge of the general activities of the hub, the organization of activities like events, seminars and other actions, keeping in contact with the members and stakeholders of the hub, as well as the achievement of the indicators are set by the coordinator.



Marketing Plan

The extroversion of the hub is very important for the development of its activities as well as the engagement of its stakeholders and the expanding of its network. In the initial steps of the hub's operation the marketing plan that will be developed, will be very important for the development of the hub. It should be followed and be continuously updated to the market updates since the most activities of the hub will be based on it.

In particular, the scope of the marketing plan of the hub will support it to:

- Spread to digital and physical forms
- Based on low cost effective strategies
- Can establish the network
- Seek collaboration
- Participate in Exhibitions/ Meetings

The activities that the marketing plan will include are going to be in a digital format – adjusted to COVID-19 situation. Specifically:

- Press releases
- Social media posts
- Promotion of the Open Data platform
- Videos
- Newsletters
- Content for promotion of the targeted sectors
- Participation to open data events

Source of funding

The Hub should be sought to be financed both from public and private sources. Public sources can include EU or international program funding. Private funding can be more difficult to be achieved for Hub, but it should not be excluded.

In particular, public funding comes from European, national or regional funding sources that can be diverged such as subsidies, grants, taxation, innovation vouchers, equity, support in communication, laws and regulation, etc.

The three origins of public funding have different objectives and priorities.

- Regional Public Funding: This type of funding emphasizes mostly to the regional profile and the local economic ecosystem. It includes sources like equity, loans, project funding,

grants (infrastructure) and can provide financing equipment, support of incubation, conferences, housing etc. it is important in the initial stage of an Innovation Center.

- **National Public Funding:** It is more focused to innovation and bring together the industry with academia. It mainly provides basic research funding, project funding, infrastructure funding, vouchers and R&D tax.
- **European Public Funding:** The Eu public funding tools are focused on create cooperation opportunities, emerging innovation and foster the economic development. They offer loans, equity, grants, co-funding large scale RDI projects and economic development, support of SMEs, individual persons, learning.

Private financing is significant to be ensured for the Data Hub, since public sources are more limited in time. Private funding come from various sources, mainly from cluster membership fees, chargeable services, in-kind contributions and other funding sources:

- **Membership fees:** which are regular fees or charges that regular customers/stakeholders/beneficiaries can pay to the data hub monthly or once a year in.
- **Chargeable services:** The Greek Open Data Hub may define a pricing model that allows the charging of some services in order to have revenues and ensure its sustainability.
- **In-kind Contributions¹:** is a non-monetary contribution, contributing by offering goods or services, like voluntary labour, donated goods or donated services
- **Other private sector financing:** like venture capitals, loans from private banks, donations, private foundation investments.

In any case the hub should define a mix of revenue streams in order to ensure its operation. The staff of the Hub should search in a regular basis for financing and development opportunities form EU calls or funding, as well as at a national level. In addition it should be also examined the premium subscriptions of the members after the hub is stabilized. Initial access to services should be supported by hub and project members under a new program funding scheme. The services should be offered in pilot base in order to establish trust of the members. Later funding should be mainly based on Premium subscriptions of members in order to have access to premium services.

Legal form of the Hub

The legal form that the Greek Open Data Hub will be selected to establish its operation will follow the legal form of the Data Med cluster which is a non-profit organization and a hybrid organization.

For the first two years of its operation, the hub will be a non-profit organization that also suits perfectly to its strategy. This will allow us to have better access and opportunities to public funding sources (Eu and national calls) that will give to the hub the chance to develop its activities and services. In addition, there will be no need for an initial financial amount to start its activities.

¹ <https://www.vic.gov.au/grants-understanding-kind-contributions>

After its stabilization, the hub will have a hybrid legal form which means that will preserve the non-profit organization identity, but will also have the activities of a limited company. It will enhance the organization of financial activities of the hub, as well as it will improve its competitive advantages and it will have the ability to start more commercial activities.

Main barriers and opportunities

The operation of a Hub is related to main obstacles in the first steps. The Hub should be well organized in order to support its operation and set specific objectives and strategies as well as a concrete action plan to tackle the obstacles and ensure its sustainability.

A major challenge for the hub is the engagement of the members and its stakeholders. If the hub do not manage to engage new members it will not be operative. For this reason, the team of the hub will try to engage and influence stakeholders, via regular contact with them, communicating the Data hub's purpose, scope, risks and approach and maintain a productive relationship with them.

An other potential barrier for the hub is the COVID-19 situation which create difficulties to the interaction of people, also affecting the engagement of stakeholders, as well as the delivery of services that require physical presence. On one hand, this will be a problem for the operation of the Hub since the personal (physical) contact with someone is more efficient and the services may not be as interactive as before. On the other hand, the absolute digital transformation of the Hub and the services in a well-organized way, will support the operation of the hub, the smooth delivery of the services. It will also encourage people who live in a distance from Athens or facing with other difficulties to participate in the activities, which will be held virtually.

Concerning the opportunities for the hub, the team should be alert for the detection of opportunities. Firstly, the funding of the hub and the revenue streams are an important issue as mentioned before and for this reason the hub's team should monitoring national or EU calls that may be opportunity for the hub. In addition, the team should continuously search for new collaboration opportunities at national or transnational level, since it will be a benefit for the hub and its members. The monitoring of new advances in the targeted sectors is also a process that will support the effectiveness of the cluster.

Performance monitoring

The monitoring of the performance of the hub is very important for its long-term sustainability. In order the coordinator of the data hub monitor the efficiency and the effectiveness of the hub and its activities, should set some measurable indicators (qualitative and quantitative), as well as evaluation mechanisms.

The **qualitative indicators** that the hub will set:

- Which activities are underway and what progress has been made?
- At what rate are resources being used and how does usage compare with progress in implementation (outputs)?
- How do costs incurred compare with the budget? [efficiency]
- Are the desired results being achieved? [effectiveness]
- To what extent are these results furthering the purposes of the strategy?

- What changes have occurred in the overall context? Do the original assumptions hold true?
- Have response activities been sufficiently refined and adapted in the light of new information? [responsiveness]
- How has the hub itself functioned?
- What has been the quality of the relationship among members?
- How effective has been the work with the other hubs and the Data MED cluster?
- What kind of transnational activities have been implemented and which were the results?

The **quantitative indicators** for measuring the performance of the Hub:

- How many new members are engaged to the hub (per semester / per year)?
- How many services have been offered to the members (per semester / per year)?
- How many collaborations with similar networks have been achieved?
- How many collaborations between the members have been achieved?
- How many new services and products have been developed?
- How many attendants have been participated in each service (seminars/ workshops/ events)?
- How many people have been coached?
- How many transnational cooperations/activities/contacts have been achieved

3. Sustainability of the Croatian Open Data Hub



Planning for the next period

Croatian data Hub consists of 19 members. It was established in June 2019.

In the future, it is planned to work on encouraging mutual cooperation, sharing knowledge, positive examples of practice, as well as networking and participation in various events, meetings, seminars, competitions, such as Hackathons as well as dissemination of project results.

As the ODEON project implemented by HAMAG-BICRO in Croatia ends on December 31, 2020, it is planned that most of these activities will be continued by the associate partner - Central State Office for the Development of Digital Society with constant support of HAMAG-BICRO.

Main characteristics of the hub

Croatia is an economically open country with a predominant economic and political orientation towards Europe and is heavily influenced by economic developments in the European Union. This can be seen from the analysis of international economic indicators according to which a large part of trade takes place with the European Union and from the structure of foreign investment in which European investors predominate.

The City of Zagreb is the strongest Croatian economic center, where more than a third of the national GDP is generated, so most of the HUB members are located in Zagreb, capital of Croatia.

Croatian data Hub consists of 19 members;

- ✓ 4 higher education
- ✓ 8 SME
- ✓ 1 enterprise
- ✓ 1 business support organization
- ✓ 5 national public authority

HUB has provided various services so far, such as:

- ✓ exchange of experiences with other project partner countries,
- ✓ thematic workshops,
- ✓ local study visits,
- ✓ training seminars,
- ✓ local working groups,
- ✓ hackathon,
- ✓ capacity building seminars,
- ✓ technical seminars,
- ✓ presentation of financing opportunities,
- ✓ market creation

- ✓ and the use of the ODEON platform.

Key success factors

Key success factors of the Croatian hub are its image between entrepreneurs and various selection of services provided.

Services to be offered

Croatian hub is going to encourage mutual cooperation, sharing knowledge, positive examples of practice, providing support, knowledge and guidance, as well as networking and participation in various competitions, such as Hackathons.

HAMAG-BICRO is going to cooperate in these activities as well as dissemination of project results with associate partner - Central State Office for the Development of Digital Society.

Organization structure

For the HAMAG-BICRO, Development and Beneficiaries Support Division is responsible for ODEON project, and for our associate partner - Central State Office for the Development of Digital Society, Sector for development of infrastructure and services in public sector.

Marketing Plan

Hub is going to be promoted mostly through:

- ✓ Visual identity and project logo
- ✓ Promotional materials
- ✓ Organization of events and datathons

It will be promoted both physically and digitally.

Source of funding

The HUB if there will be a possibility is going to be financed through European and national financial support (project application and EU funding). There will be no cluster membership fees and chargeable services.

Legal form of the Hub

HUB will not have legal form. Participation is going to be voluntary.

Main barriers and opportunities

In the moment, as any other business, HUB will not perform at its best level because of COVID-19 issues.

HUB will have opportunities to have more members and to connect with other organizations and possibly international.

Performance monitoring

So far during 2020 HUB has held Workshop and technical seminar on "Open Data in Croatia", On line study visit was held (4 project partners participated), two-day hackathon and pitching event was organized (physical and online) as well as presentation of 6 winning teams from the hackathon at the LEAP summit. Workshop was organized on "Impact of big data and ODEON project" and participation in several online events related to the use of open data and international cooperation. Plan is that HUB has 1 annually meeting. For now HUB has 19 members. All costs have been financed through European and national financial support.

4. Sustainability of the Montenegrin DATA Hub



Planning for the next period

The vision of the Montenegrin DATA Hub is to establish connections and cooperation with and between all stakeholders and at all levels within the Montenegrin open data community.

The following period will be used to promote the opening of the data as well as their use and reuse through a set of different activities thus focusing on:

- Encouraging public institutions at national and local level, as well as public enterprises and companies, to open their data to the public and increase the number of available sets of data on the national portal;
- Increase the visibility and use of the existing national open data portal;
- Establish cooperation among different open data stakeholders and provide opportunities for networking.

The main long-term goal of the Montenegrin DATA Hub is to focus on releasing data sets that help solve civic issues and provide highest public benefit and to embrace inclusivity to remove barriers to open data and strengthen resilience.

The steps to be undertaken within the Montenegrin DATA Hub are the following:

- Determine the way of functioning of the DATA Hub in a way that supports long-term and sustainable management. The goal within this activity is to establish a body within the Hub, consisted of representatives of different stakeholders, including national and local public institutions, academia, public enterprises, SMEs, NGOs, which would be in charge of supervising and managing the work of the Hub. In line with this activity, a set of different Acts and Rulebooks would be developed in order for all the members to be able to follow a clear set of guidelines.
- An Open Data Master Plan and Roadmap, a framework to guide the next phases of open data in Montenegro, would also be developed in order to support the Hub's goal of opening and using open data.
- In line with the previous activity, and in order to support its development and later on the implementation, a clear set of activities of the Hub would also be developed in coordination with all stakeholders which would be included in the process of creation and implementation.
- Develop financial framework in order to support the implementation of the activities. This would be developed in coordination with national institutions as well as international organizations and other donors interested to support the work of the DATA Hub.
- Work towards opening data at the local, municipal level, as this is a particular challenge in Montenegro. This activity would require a particular set of activities that would aim at educating the stakeholders at the local level of the meaning and the importance of open data, as well as defining the sets of data they poses that could be opened and included in the national portal.
- Enhance the number of available data sets on the Montenegrin open data portal. This is particularly important since the current number is quite low, especially if compared to other national data portals in the region and around Europe.
- Establish an internal Open Data Community of Practice.

Main characteristics of the Hub

The Montenegrin DATA Hub is intended to connect various stakeholders at all levels in Montenegro, and to continuously promote the opening and use of open data throughout the country. The current members of the Hub include the Quadruple helix structure, and it mainly consists of representatives of national bodies, business support organizations and SMEs. In line with this, several other stakeholders are identified as potential Hub members such as the representatives of the academia and NGOs.

During the first period of its operation, Montenegrin DATA Hub focused on educational activities, which included the organization of several events such as workshops, seminars and trainings. The purpose of these activities was to present to the stakeholders, as well as the general public, with the concept of open data, which was not that well known in Montenegro. Furthermore, they served as a good platform to promote and empower the use of open data, and to point out to their entrepreneurial and societal value. These events included participation of many stakeholders pertaining to different sectors, including the government, SMEs, start-up community, CSOs, entrepreneurs, students, etc.

Along the way, we learned a set of different lessons, including:

- We need to focus on releasing datasets of high quality and value rather than quantity of datasets.
- Publication of data needs to be automated and streamlined to meet a growing demand for open data.
- Simply releasing open data does not make it accessible to all groups addressing civic issues.
- Data releases must be prioritized to balance resources needed with user value created.
- Open by Default needs to be a formal requirement and holistically embraced by senior leadership/management.
- The open data team requires varied competencies, technical and non-technical, to be effective.
- The potential of open data to address societal issues is key to estimating its value.

Key success factors

The key factors that will determine the success of the Montenegrin DATA Hub are the following:

- Meetings of the Hub members, and particularly the managing body, will be organized on a regular basis. In order to accomplish this, a clear calendar of meetings will be determined.
- The public interest in open data and the willingness of institutions and companies to open their data is visibly increased. We will know we have done well when people know what we talk about when we say “open data” and they are willing to join the community of different stakeholders by opening theirs or by using the data which are available on the national portal in some form.
- The ideas and projects generated by using the open data available on the national portal are visible and recognizable not only within Montenegro but also abroad, as an example of good practice and use of open data.
- The awareness of open data is increased and the public and the decision makers are familiar with how open data are used as part of the data-driven decision making.

Services to be offered

Montenegrin DATA HUB offers a set of different services, including:

- Educational activities in the field of open data, data economy and data science i.e. workshops, seminars and trainings;
- Guidance on protocols on open data, as well as on how to organize data sets and databases;
- Advising on the preparation of various documents;
- Organizing and participating as co-organizer in different hackathons;
- Support in project development and providing information regarding different forms of funding of these projects;
- Networking.

In the future, Montenegrin HUB also plans to focus on the following services:

- Develop its own financing scheme for open data projects allocating public funds and encouraging contribution of the private sector;
- Provide support in marketing and business related services to the open data projects;
- Develop different courses and educational material;
- Capitalization on emerging sectors in the tech community, such as AI and Machine Learning.

Organizational structure

The Montenegrin DATA Hub currently has a loose organizational structure, without any particular bodies or formations within. The majority of the activities are undertaken by the founding organizations of the Hub, which include the Chamber of Economy of Montenegro and the Ministry of Public Administration of Montenegro. However, other Hub members are also strongly encouraged to initiate any activities as they see fit. Once the managing body within the Hub has been formed, a clear set of guidelines and functions will be developed in order to promote the Hub's goals and to work towards reaching them. These individuals within Hub will focus on the following:

- International cooperation with other open data hubs,
- Promotion and marketing activities,
- Project management,
- Education,
- Technical support,
- Funding.

Marketing plan

Once the managing body has been established within the Hub, and the roles have been divided, a clear Communications Strategy and Plan will be developed in order to properly communicate the DATA Hub's activities to the relevant parties and the general public. The main goal set by this Communication Strategy and Plan will be to improve visibility of the DATA Hub, and secure adequate capacities for maintaining positive image and visibility of the Hub and its members. The implementation of the proposed communication strategy model will improve the capacity of the Hub members and key partners for internal dialogue, as well as the dialogue with the general public, institutions at different levels, media and various stakeholders and thus influence the decision-making processes. This will be done through strategic planning activities, capacity building activities, execution of specific promotional activities and development of the necessary supporting material for the implementation of the aforementioned activities.

PR and communication activities will be maintained continuously, targeted and planned. This includes all activities indicated in the Strategy, as well as public appearances, distribution of information through press releases, announcements, interviews, as well as organizing workshops, establishing media partnerships, working meetings, etc. Within PR activities, one of the basic principle, the principle of transparency, should be followed so that all target groups have access to relevant information. Both, traditional and digital media will be included, as well as regional and international media, if needed.

In order to promote even further our activities and raise awareness of the opportunities of stakeholders in the open data ecosystem, we also plan to use the resources and opportunities provided by the ODEON project and the network of partners on this project.

Sources of funding

Montenegrin DATA hub and its activities are currently funded by its initiators, as well as the ODEON project. In order to ensure financial sustainability in the future, the current DATA Hub members are thinking of introducing a membership fee or charging a fee for the participation in the events organized by the Hub. However, we are less inclined to this option as the current pandemic is posing many challenges on stakeholders who are the DATA Hub members, and any other potential members. This is the reason why we are also looking into alternative sources of funding, and looking into participating in other EU funded projects similar to ODEON.

Legal form of the Hub

Montenegrin DATA Hub is not currently included in any legal document proposed by the Government and adopted by the Parliament of Montenegro. However, by ensuring the participation of relevant institutions at the national level means there is a willingness of the government to participate and support the Hub's activities. Furthermore, we are looking into formalizing and recognizing the Montenegrin DATA Hub also by the law, in partnership with the Associated Partner on the ODEON project, the Ministry of Public Administration.

Main barriers and opportunities

The main barriers for the establishment and the implementation of activities of the Montenegrin DATA hub are the following:

- Lack of knowledge and understanding of different stakeholders when it comes to open data;
- Lack of interest to participate in such initiatives;
- Difficulty to get institutions and private companies to open their data;
- Low level of quality of the data available in the national portal;
- Inability to ensure the sustainability of operations and cooperation among stakeholders;
- Difficulty to attract new DATA Hub members;
- Financial challenges.

The main opportunities for the Montenegrin DATA Hub are the following:

- Export different ideas and projects as best practice models;
- Cooperate with different stakeholders at international level;
- Promote products and services based on open data;
- Position our country as the leader in the region when it comes to open data;
- Promote tech community initiatives.

Performance monitoring

The performance of the Montenegrin DATA hub will be monitored through a set of different indicators, such as:

- The number of the members of the Hub;
- The number of educational activities organized;
- The number of stakeholders reached through promotional events;
- The number of projects initiated;
- The number of initiatives funded.

5. Sustainability of the France Open Data Hub



Planning for the next period

After the implementation of ODEON activities, the general opinion is that the project contributed in boosting the open data ecosystem in the PACA region. Together with our data expert partners Dataactivist and other Data Stakeholders in Région Sud PACA, the following actions are recommended to sustain the momentum, to foster data demand and to adapt data supply accordingly:

Short term plan (0-2 year after the end of the project)

- Publicly promote data projects: project holders identified throughout ODEON activity cycle can inspire new project holders, and enhance the general visibility of open data so that these new projects can more easily find support to materialize their ideas, partners and finance. This can be done through articles on the various Data Hub stakeholder websites, describing the ODEON promising cases, their ideas and their first achievements for stakeholders interested in open data and data science.
- Forge a partnership with entrepreneurial training courses to replicate the open data training method used throughout the ODEON Testing phase: several participants expressed their interest in the methodology, be it public administrations, private sector or research. In addition, training in digital entrepreneurship could benefit from this methodology.
- Study the possibility with Région Sud of supporting project leaders identified within the framework of their permanent call for Smart Data projects.

Medium-Long term (3-5 years)

- Create a node of the Open Data Institute for Aix-Marseille
- Capitalize on the work of the ODEON project to set up the first physical Infolab in Marseille, a collaborative space dedicated to the understanding, manipulation and exploration of data (see <https://infolabs.io/>)
- Create a regional label for companies reusing open data: the Region can play an important role in supporting project leaders and in developing the impact of open data. A regional label for companies reusing open data could increase their visibility.

Main characteristics of the hub

France, and Région Sud by extent, has been active in the field of open data, yet still has work to overcome the challenges linked to the matter. For instance, open data are understood by only a small number of people, and the examples of reuse are too few. However, multiple public and private stakeholders have been active in promoting the concept, production and use of open data, to tackle the issues, improve the quality and quantity of datasets and their interoperability, and strengthen data literacy and interest. Most people do not understand the utility of opening data. One of the main achievements in Région Sud is the creation of a regional open data platform, with the objective of strengthening the accessibility of datasets from a wide range of stakeholders.

The regional data platform was launched in 2018 under the name DataSud, and is the result of joint work with the Regional Center for Geographic Information of Provence-Alpes-Côte d'Azur. DataSud serves the challenges of sovereignty and common digital good, and provides all territorial stakeholders and the private sector with an open, geographic and intelligent data

platform: Region, Departments, inter-municipal authorities, Metropolitan areas, cities, businesses, parastatal structures and State services now coexist in this infrastructure. At the beginning of 2020, DataSud had more than 1,400 datasets, produced by more than 100 partners, in very diverse fields, and in particular around major regional skills. DataSud also promotes around 30 concrete reuses of data, intended for users. The infrastructure also offers users many technical features (web services, API, advanced geographic tools, white label, etc.).

A community of data actors (producers, distributors, re-users) is gradually being formed, along the various actions promoting open data including ODEON activities. This community works to disseminate data around common issues for the territories: public and private actors work together around the issues of data, to allow the development of industrialized reuse to meet the needs of users (companies, start-ups, communities, citizens). In this context, the Region organizes technical meetings, as an opportunity to bring this community together, to provide expertise, to discuss practices, tools, identify areas for improvement. This network is brought together in parallel on a dedicated community tool, which works in particular around large coherent sets of data in terms of transport, culture, environment, etc., to open the data, qualify them and standardize them. In addition, the Region regularly publishes calls for projects to support innovative data projects.

The ODEON project, led by AVITEM in Région Sud, enabled complementary efforts to advance the cause of open data, especially by bringing together quadruple-helix stakeholders throughout awareness, training and networking activities and events. The ODEON approach during its testing phase also included the identification and coaching of promising cases of ideas or projects relying on the use of open data: this allowed materializing the link between data production and availability and the potential value and services that can be developed using open data.

Key success factors

In Région Sud, together with our strategic partner Dataactivist, we have chosen to focus on a bottom-up and multilateral approach: trying to develop interest and awareness of open data among citizens, project holders and start-ups. This contributes to initiating the movement from open data on supply (top down approach), towards open data on demand (data requests from citizens).

Indeed, to this day, public administrations chose which data to open and they decided when and how to open data without consulting users. Furthermore, this scarce open data is often disappointing: outdated, too aggregated, poorly documented, poorly formatted, and sometimes unusable.

Taking open data to the next step, as in open data driven by demand, is quite a challenge: demand is not obvious, it is impossible to subject the publication of data to the expression of demand... However there are some promising ways to support and promote this vision:

- enhancing the data opening request systems,
- bridging and promoting platforms,
- organizing open data events (such as hackathons...),
- pushing for shared governance and quadruple helix decision-making.

All of these activities have more or less been part of ODEON activities, and they represent the future for Data Economy in Région Sud.

Services to be offered

Within the French Data Hub, the structure of the regional data ecosystem and the existing demand brings us to focus on raising awareness among citizens and project carriers, strengthening the capacities of the public sector, higher education and research, and training potential project holders on the uses of open data to develop their project. For more “business” oriented services, we will need to seek partnership with clusters and BSOs to train them on the potential of open data, rather than trying to deliver the same service they provide without the expertise that characterizes these organizations in terms of private sector support.

Therefore, the services to be offered by the French Data Hub will be primarily derived from ODEON activities as per the ODEON platform, and will be completed with other suggestions and services provided by Data Hub members or new stakeholders. Services may be defined on ad hoc, depending on the most urgent needs and available expertise and funding, among the following categories that were already experimented within the ODEON WP3 Testing phase:

Capacity building & Knowledge

- Hackathons
- Thematic Workshops
- Training Materials
- Study visits
- Coaching

Business Development & Networking

- Services for SMEs
- Matching events for SMEs
- Pitching events with investors

It is important to note that the successful organization of such events and services heavily depends on the commitment of Data Hub members and in the development of partnerships with training organizations and private sector intermediates such as clusters, business support organizations, higher education and research institutions, and regional public administrations.

Organization structure

Rather than a full-time coordinator within AViTeM staff, and to remain in the spirit of sharing responsibilities and costs and developing the most horizontal operationality possibility, the French Data Hub will be opting for a sort of informal multi-stakeholder governance body, allowing an involvement both wider and less constraining for all, and that should be more fruitful and better adapted to the needs on the ground. Hereafter the members that will invited to take part in this roundtable of the regional data ecosystem:

- PACA Region / DATASUD platform
- FING
- Donut Infolab
- SGAR PACA (National Authority)
- DREAL PACA
- Arsenic
- Interconnectés
- Dataactivist
- Open Data France
- City of Marseille
- University of Nice
- Marseille School of Journalism
- Aix Marseille School of Economics
- CCIMP
- Etalab

- DIRECCTE
- CCIR
- CRIGE
- LICA
- Any other stakeholder that may appear relevant along the process: additional data producers among public institutions, research and tech stakeholders... universities and clusters for more initiatives and projects...

Marketing Plan

An important part of giving the Data Hub its actual existence, especially in the short term, is to communicate on its members, objectives and approach, and to keep open data on the regional policy agenda, so that we can keep momentum while defining the means and forms to sustainably carry out open data services. In this context, Data Hub members will coordinate to join forces and audiences in spreading coherent updates and visions to regional data stakeholders, so that aspect is embedded in the strategy and implementation of activities to be defined collectively, and also serve to attract new members interested in being on the giving or receiving end of open data actions.

To begin with, the following types of actions will be easy and cost-effective (and adapted to Covid-19 restrictions):

- Participation to open data events (including online)
- Social media posts (updates on open data)
- Promotion of the Open Data platform (both ODEON and DATASUD)
- Newsletters (articles in the monthly AViTeM newsletter)
- Press releases (one for every event organized within the Data Hub)

Source of funding

Discussions will need to be carried out to find the means to organize recurring events in the region, ranging from networking to training and experience exchange, and involving Data hub stakeholders at large, including data scientists and trainers. For this purpose, we will need to forge a partnership with entrepreneurial training courses, or to seek funding among Data hub members or larger donors.

One of the very first options is to study the possibility with Région Sud of supporting data project leaders identified within the framework of their permanent call for Smart Data projects. This, however, similar to any other public administration working on data issues, depends on the public funding available to support the development of open data in the coming months: the extremely high cost of coronavirus lockdowns is threatening with potential budget cuts in areas considered “non-essential”. This said, open data approaches have proven very useful in the context of Covid-19 response: they have enabled collective research on the virus to develop the PCR tests in early 2020 and later the vaccines. Therefore, there will be a solid point arguing in favor of funding open data development in the near future.

The other option that may be implemented easily is to charge Hub services “à la carte”, directly from beneficiaries to providers, and to use the Data Hub as an extended networking, expertise and communication platform that coordinates open data training, awareness and capacity-

building in the region. That means that Data hub members will define regional needs together, then mobilize the relevant experts or service providers, and promote the service to a larger number of beneficiaries who will be charged by the service provider for said service.

Legal form of the Hub

The French Data Hub has chosen to reduce formalism, to remain in the spirit of open data and to enable more “agile” cooperation between Hub members and quadruple helix stakeholders. This is why the French Data Hub has no legal form, yet its local and regional reality makes it possible for all stakeholders to know each other and closely collaborate, provided they can meet for recurring data events in the short and medium term.

This said, there is the possibility to draft a kind of letter of intent, or memorandum of understanding that would help clarifying the objectives and functioning of the Data Hub. The aim of such a document would be to summarize and formalize the interest of a larger network of territorial stakeholders in advancing the topic and approach of open data and to facilitate connections to work more closely in the future. This document would not be binding, but simply the expression of the willingness of the signatory structures to collaborate on the subject.

In the context of the definition of new activities, signing this kind of document would enable new stakeholders to be included in the reflection, design, implementation, and monitoring of the next actions towards integrated open data activity.

Main barriers and opportunities

The main challenge of the French Data Hub is to maintain the involvement of members and stakeholders, especially in the short term in the absence of direct funding, and until an economic model is agreed upon by the major Data ecosystem representatives. This is why it will be important to keep the conversation going between Data hub members, and to plan joint events so that the organizational and financial burden is evenly distributed, and benefits enjoyed by the largest number of stakeholders.

The other challenge is related to the persistent health crisis, which makes it difficult to plan ahead, especially when it comes to any activity implying physical gatherings... This is an issue especially for training activities, capacity-building and hackathons. However, we already had to come up with solutions during 2020 for ODEON activities, as some of them had to be organized online. Regarding French Data Hub activities, we did so for 1 thematic workshop (3.4.1) and 1 study visit (3.4.3) on May 20 and 27, and for all the WP4 Transferring workshops (4.5.1, 4.5.2, 4.5.3 and 3.6.3) on December 10, 14 and 18. This challenge was actually transformed into an opportunity, because it gave our events a much wider reach throughout France (average of 70 participants per webinar and video available on replay), and also throughout stakeholder diversity, because taking part in the webinar did not need neither transportation time nor costs.

The great success of these webinars, apart from having aroused the interest of the present audience - as evidenced by the many questions and exchanges that took place during the webinars - was to bring together a diverse audience, both professionally (from public actors, project leaders, data scientists, private actors) as well as geographically (a large number of participants came from the South Region but also from Paris, Lyon, Orléans, Poitiers, Nantes, Rennes, Guadeloupe, etc.).

This learning format has made it possible to attract an audience that does not always have the opportunity to be physically present at events organized by AVITeM in Marseille. It is therefore interesting for our Data Hub, and for European projects in general to continue to develop this format of conferences, without however neglecting the physical events.

Performance monitoring

Monitoring the performance of the Data Hub will be an important issue, on the one hand to promote its services to potential new beneficiaries and members, and on the other hand as an incentive for members to invest time and/or budgets in developing actions in the framework of the French Open Data Hub. In addition, displaying monitoring figures from early on in the Data hub existence will be an asset in future requests for funding to develop and sustain the Hub.

The typology of monitoring will need to be specified and validated by the Hub members implementing activities, however, here are some first suggestions:

- Number and type of stakeholders involved in the Data Hub
- Number and type of activities carried out
- Number of participants/beneficiaries
- Impact on the regional data ecosystem
- Impact on the relations between Data Hub members
- Number of projects/services supported

6. Sustainability of the OPSI Hub



Planning for the next period

The vision of OPSI HUB is to connect and cooperate between all stakeholders of the Slovenian open data eco system.

First and foremost, the vision is to promote the use and re-use of open data through promotion

- i) visibility & use of the existing national OPSI portal,
- ii) opening up data in the public sector,
- iii) OD stakeholder cooperation & networking.

The main long-term goals or better to say the indicators of the OPSI HUB are the establishment of a working group for the field of open data within the Digital Coalition, as well as the upgrade of the OPSI portal in the direction of the integration of control panels & analytics & visualization of open data.

The next steps for the OPSI HUB are:

- Determining the long-term management of HUB and defining functions within OPSI HUB: Hub's long-term management goal is to establish a 12-member supervisory body that would include representatives of various stakeholders (state representatives, academic community, local communities, NGOs, journalists, businesses).
- Definition of written rules, rights and obligations for members
- Determination of long-term activities and their co-harmonization with the main business orientations of the initiators (GZS, MJU, TPLJ)
- Establishment of support for obtaining investments or funding for member projects
- Defining processes and goals for more active cooperation with municipalities in the direction of implementing data opening, which is certainly one of the major challenges of hub
- Participation in the development of a national open data portal

Main characteristics of the hub

The operation of the hub is intended to connecting stakeholders and promoting the use of open data throughout the national territory of Slovenia. The current members of HUB cover Quadruple helix structure, in majority within Government, Industry and Civil society, while the emphasis will still be on acquiring academia stakeholders.

In the first year of operation, HUB focused on conducting a series of events, i. e. conferences, seminars and workshops, with the aim of empowering and promoting the visibility of the entrepreneurial, environmental and social value of open data. The participants of the events were representatives of SMEs, policy makers, as well as representatives of civil society.

Target sectors:

- Municipalities
- Start-up
- NGOs
- Academic and research sector

Key success factors

Key success factors:

- Regular meetings of OPSI HUB partners
- International visibility and networking of representatives of key organizations and companies as ambassadors of OPSI HUBA
- To be an example of good practice for others, (eg Collection of Slovenian inventions and innovations, prepared by a private organization, which can become a sustainable result of cooperation)

Increasing the number of followers on LinkedIn (currently 96 followers)

Services to be offered

OPSI HUB offers the following services:

- Advising on the preparation of documents and open databases
- Implementation of hackathons
- Organization of seminars and trainings in the field of data economics
- Technological support in project development
- Networking
- Event spaces

In the future, HUB will offer the following services:

- Support to companies in obtaining investments and financing projects
- Encouragement and support in marketing services in the field of open projects

Organization structure

Currently, the most active actors and leaders of OPSI are representatives of its founders, namely the Ministry of Public Administration, the Technology Park Ljubljana and the Chamber of Commerce and Industry of Slovenia.

Certain functions are not yet covered and we are thinking in the direction of:

- Ambassadors with Policy action & lobbying & networking functions
- PR & marketing manager - with promotion functions and Local & Global networking
- R&D & Project management - with the function of checking tenders, connecting to projects and expanding the R&D network
- Technical Manager - for cooperation with the Technology Partners of the project

Marketing Plan

The basic communication of OPSI hub activities will be based on digital communication via e-channels and social media notification, with an emphasis on the existing OPSI LinkedIn site. The biggest focus of awareness will be on exploiting networking.

In promoting and raising awareness of the opportunities of stakeholders in the open data ecosystem, we will also use the resources and opportunities offered by the ODEON project, such as the handbook, platform and network of partners.

Source of funding

OPSI hub, is currently funded by the founders / initiators. In the future, we are also considering the introduction of membership fees for members. In any case, we will also strive for state funds and funding from various EU sources.

Participation in the preparation and co-financing of certain events by private companies that are members of the Hub (event management).

Legal form of the Hub

OPSI hub, currently operates under the auspices of the Digital Slovenia coalition, and technically under the auspices of the founders, who will continue to take care of the development and existence of the HUB.

Main barriers and opportunities

Main obstacles:

- Ensuring the sustainability of operations and transparent management and cooperation among main initiators / founders of HUB (TPLJ, GZS, MPA).
- Attracting new active members
- Lack of understanding of individual stakeholders regarding the importance of open data
- Restricting the opening up of data due to a possible financial crisis
- Difficulties in opening up private sector data

The main opportunities

- International cooperation
- Establishment of a system of API modules
- Marketing of products and services based on open data

Performance monitoring

- Number of hub members
- Number of events
- Number of Hub followers on social networks

7. Sustainability of the Spanish Open Data Hub



Planning for the next period

The vision of the Spanish's Hub is to "provide services based on the use of OD/LOD for entrepreneurial initiatives and to strengthen the local economy" at a national geographical scope, specifically in the regions of Aragon and Catalonia.

More specifically, for the next period, the Spanish DATA Hub aims to work towards the need for training seminars in the use of Open Data to increase the awareness on OD/BD opportunities and create innovative products and new business models. For this reason, the Spanish Hub plans to continue carrying out the following types of activities:

- Technical Seminars focusing on latest developments in Open Data
- Coaching services, supporting companies to face challenges related to Open Data and/or Big Data.
- Networking activities, matching events, and innovation workshops aimed at generating collaborative innovation projects among companies, R&D centers, public administrations and different agents of the innovation ecosystem.
- Study of opportunities for digitization of the Hub companies by using OD.
- Analysis and compilation of companies and R&D centers that are Open Data/Big Data experts in Spain and can provide innovative solutions to the challenges of the hub members.
- Creation of working groups to focus OD projects, seeking for partners and financing.

Given the forecasts for 2021 related to the pandemic and its restrictions, all the activities listed above will be organized on a digital format.

Main characteristics of the hub

The Spanish DATA Hub, lead by SARGA and KIM, aims to train its stakeholders in exploiting the potential of Open Data and strengthen their cooperation to create innovative services and products that will improve the local economy. For this purpose, the Hub in Spain has two very defined functions:

- The acquisition of training and open data needs by stakeholders.
- The implementation of ideas and applications for the involved sectors.

By these actions, the Hub seeks to have a positive impact on its main sectors of reference: Green Growth and ICC. The first key sector, Green Growth, is led by SARGA and refers to Agriculture, Agri-food industry, Livestock Industry, Denominations of origin, TIC companies, Universities, Research & Technology Institutions. The second one, ICC sector, is led by KIM and it includes Tourism and Smart Cities.

The Spanish DATA Hub brings together a quadruple-helix stakeholder consisting of 77 members, 23 of whom are from Aragon and 54 from Catalonia, coming from the following categories:

- | | |
|--------------------------------------|-----------------------------------|
| - Universities | - Entrepreneurial Association |
| - Research & Technology Institutions | - Regional Government |
| - SME | - Agri food business associations |
| - Large enterprise | - Clusters |
| | - Denomination of origin |

Key success factors

The key factors influencing the success of the Spanish DATA Hub are:

- The awareness of open data and the knowledge about how it is used as a decision-maker tool.
- The way data is delivered to its audience. It is important to ensure that the characteristics of the data delivered reach the needs and expectations of the users.
- The willingness of institutions to share their data.
- The level of engagement of the members. For this reason, the Hub is orientated towards the needs of its members.
- The coordination of the different members, the management of the network and the establishment of a solid organizational structure.
- The communication strategy and the ways adopted to promote its vision. The Hub's main objective is to publicize the Spanish Open Data Portal and its possible uses.

Services to be offered

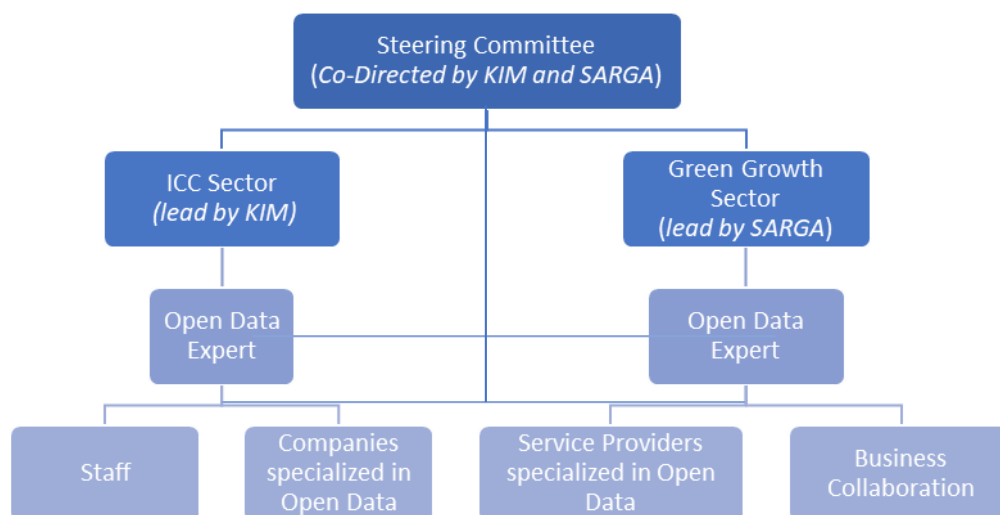
These services that will be provided by the Hub have been defined according to the needs of the market, resulting in the following list:

- Technical Seminars focusing on latest development in Open Data
- Local Technical seminars
- Data as a marketing element
- Communication based in data
- Exchange of experiences
- Facilitation of collaboration between members
- Trend-scouting (Ideas for innovative projects, concerning Open data use)
- Promotion of activities (marketing/ visibility)
- Provision and facilitation of access to training for members of the Data Hub.
- Innovation Management / Support of innovation processes (internal, external).

Organization structure

In order to reach the Spanish DATA Hub objectives, it is necessary to establish a solid organization structure. For this purpose, the direction of the hub will be co-directed by both founders, KIM and SARGA. However, each one will be the responsible for a key sector. SARGA will be the responsible of activities related with Agriculture whereas KIM will be involved in those that require most TIC expertise.

The Spanish Hub aims to develop the most possible horizontal structure to share responsibilities and allow involvement of the different agents of the organization.



Marketing Plan

The promotion of the Hub is crucial for the engagement of its stakeholders, expanding its network as well as the proper development of its activities. In this context, Spanish DATA Hub members will join forces to raise awareness of the opportunities for stakeholders in the Open Data ecosystem, seek collaboration and build a strong network.

The different types of actions defined to reach these objectives, will be based on low cost-effective strategies. Among the different activities included in the marketing plan, there will be:

- Press releases
- Participation and organization of Open Data events
- Posts on Social Media
- Electronic Newsletters

All the content and channels should be continuously adapted to the market requirements. It does also include the restrictions related to the health crisis, where all the communication activities will be on digital format or adjusted to COVID-19 restrictions.

Source of funding

The Spanish DATA Hub will be funded by own equity by its founders (SARGA and KIM) and by public funding coming from European, national, or regional funding sources.

However, due to COVID-19, public sources are nowadays more limited. For this reason, private funding will be also considered in the future by the implementation of membership fees or chargeable services. The objective is to ensure the Hub's operation by a mix of revenue streams.

Legal form of the Hub

Focusing on the importance of enabling a more agile and dynamic cooperation to foster innovation and the creation of new data-based products and services to benefit citizens, for the moment the Spanish DATA Hub will not be operating with a legal form itself.

Nonetheless, it is contemplated the drafting of a non-binding letter of intent to outline the objectives and clarify key points in order to protect all involved parties and to corroborate the collaboration commitment of all the agents.

Main barriers and opportunities

The main barriers and opportunities resulting from the establishment and the implementation of the Spanish DATA Hub's services are the following ones:

MAIN BARRIERS	MAIN OPPORTUNITIES
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ODEON – D.4.4.2. Sustainability plan for each DATA Hub

<ul style="list-style-type: none">• Lack of knowledge related to Open Data;• Lack of coordination and organization with the different members;• Lack of interest or engagement, difficulties maintaining the involvement of members and its stakeholders;• COVID-19: generate difficulties related to the interaction with people that can affect proper operation of activities or services that implies physical gathering;• Funding/financial challenges;• Difficulty to acquire high quality data and attract institutions to share theirs.	<ul style="list-style-type: none">• COVID-19: identify new ways to deliver the services and reach more audience that could not have the opportunity to assist physically to the events;• Performance monitoring to identify ways to track progress, improve the management and demonstrate the impact• Identify new products and services based on open data;• Democratization of technology, allowing more people access to it and leading a successful communication strategy;• Export best practice models;• Discover new ways to promote the initiatives of the hub, as well as coordinate its operation through technology;• IOT, Open Data, Artificial Intelligence trends... from which every time more data is collected resulting in a incremental growth.
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Performance monitoring

Monitoring and evaluation are important concerns to measure the effects of the DATA Hub and reflect on them to improve their efficiency and effectiveness.

In order to monitor the performance of the Spanish DATA Hub, it is necessary to establish some measurable indicators, such as:

- Number of new services identified through open quality data
- Number of new services and products developed
- Number of projects/Services/activities carried out
- Average number of attendants participating in each service
- Number of members engaged to the hub
- Number of stakeholders reached through promotional events
- Number of people following the Hub on social networks
- % of digitally performed procedures

8. Sustainability of the VENETO Open Data Hub



Planning for the next period

Veneto DATA HUB will be strongly linked to the regional strategies concerning e-government and the related supporting actions funded under OP ERDF 2014-20 and 2021-27. Particularly, the DATA HUB will be linked to the Innovation labs established at local level in the regions and funded by OP ERDF 2014-20

Additionally, the Chamber of Commerce system will continue supporting the action and promoting the entrepreneurial approach.

Synergies are ongoing with other running EU project (DEAS Project – Alpine Space Programme)

Main characteristics of the hub

The HUB will be:

- a) A group of public and private bodies interested to work on the DATA Economy linked to the regional ecosystem on the DATA Economy
- b) It Will promote awareness actions addressed to SMEs, Citizens and Research institutions
- c) It Will promote funding opportunities at EU/National and Regional level
- d) Will provide assistance to SMEs and start-ups working in the field of the data Economy

Key success factors

- a) Fully included in the Regional strategy concerning the use/reuse of Open Data
- b) Fully linked to the regional ecosystem concerning DATA Economy
- c) Supported by the main regional stakeholder concerning DATA use/reuse

Services to be offered

- a) Awareness actions
- b) Funding opportunities
- c) Service on-demand concerning single products to be developed

Organization structure

- a) Coordinator: Veneto Region
- b) Members: local public actors, entrepreneurial association, Universities
- c) Technical Branch: SMACT – Competence Centre
- d) Technical Assistance: Chamber of Commerce of Padova

Marketing Plan

SHORT TERM:

1. agreement of cooperation with the network of innovation labs supported by Veneto Region and in charge of supporting municipalities to make OD available;
2. 2 awareness actions/year addressed to SMEs and start-ups
3. 1 awareness action addressed to municipalities and public providers of OD

MEDIUM/LONG TERM

1. Definition of the portfolio of services addressed to SMEs
2. Finalisation of the agreement to provide the services (with SMACT Centre)
3. Planning regular regional open-days addressed to SMEs on OD/LOD
4. Agreement of cooperation with VENETO Open Data Platform

Source of funding

- a) Veneto Region and Chamber of Commerce of Padova resources
- b) OP ERDF 2021-27 funds
- c) Value services to assist SMEs (on-demand services)
- d) Other source of funding (EU projects).

Legal form of the Hub

Short term: agreement of cooperation

Medium/Long Term: probably a Foundation (public/private foundation)

Main barriers and opportunities

- a) Lack of resources
- b) Competitors providing same services

Performance monitoring

- a) Participants to the activities carried out
- b) Euro of funding to the SMEs from EU/National and Regional funds
- c) Number of Members of the HUB