Tourism of Tomorrow
Data-Driven Destinations Hub

Call for proposals	EU Competence Centre to support data management in tourism destinations	Call ID	PPPA-2022-TOTOLAB (GRO-PPA-22-13052)
Grant Agreement No.	101139342	Start date	15/11/2023
Project duration	36 months	End date	14/11/2026

Project consortium – Coordinator: ANYSOLUTION– ANYSOL (ES)			
ASSESSORIA JURIDICA BALEAR SL	AE – ASJUBA (ES)	NETWORK OF EUROPEAN REGIONS FOR COMPETITIVE AND SUSTAINABLE TOURISM ASBL	BEN – NECSTOUR (BE)
EMPRESA PÚBLICA PARA LA GESTIÓN DEL TURISMO Y DEL DEPORTE DE ANDALUCIA SA	BEN – TURAND (ES)	MINISTERO DEL TURISMO	BEN – MITUR (IT)
INSTITUT FUR TOURISMUS- UND BADERFORSCHUNG IN NORDEUROPA GMBH	BEN – NIT (DE)	ARCTUR RACUNALNISKI INZENIRING DOO	BEN – ARCTUR (SI)
TOERISME VLAANDEREN	BEN – FLAND (BE)		

Contact: projects@anysolution.eu

Website: https://www.d3hub-competencecentre.eu/

D5.1 Detailed Organisational and Functional Structure of the EU Competence Centre

Document Identification			
Status	Draft (waiting for approval)	Due Date	M6
Version	1.0	Submission Date	14/05/2024

Related WP	WP5	Document Reference	D5.1
Related Deliverable(s)	D5.2	Dissemination Level (*)	PU
Lead Partner	ANYSOL	Lead Author	Dolores Ordóñez (ANYSOL)
Contributors	ANYSOL ASJUBA NECSTOUR TURAND MITUR	Reviewers	ANYSOL

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre				Page:	1 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.1	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

Document Information

List of Contributors	
Name	Partner
Dolores Ordóñez	ANYSOL
Tayrne Butler	ANYSOL
Enrique Ordóñez	ASJUBA
Ana Moniche	TURAND
Daniel Iglesias	NECSTOUR
Cristina Núñez	NECSTOUR
Tatiana Semenova	MITUR

Document History			
Version	Date	Change editors	Changes
0.1	04/03/2024	Dolores Ordóñez	Initial version
0.2	05/04/2024	Enrique Ordóñez	Legal form, laws and regulations check
0.3	17/04/2024	Ana Moniche	Adding antennas in section 4. Comments on the section 3
0.4	23/04/2024	Cristina Núñez	Contributions to sections 4 and 6
0.5	29/04/2024	Dolores Ordóñez	New Section 7 included for the results of the interview
0.6	06/05/2024	Daniel Iglesias Dolores Ordóñez	Contribution to section 7
1.0	10/05/2024	Tayrne Butler	Version to submit

Quality Control		
Role	Who (Partner short name)	Approval Date
Deliverable leader	ANYSOL	10/05/2024
Project Coordinator	ANYSOL	10/05/2024

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

Table of Contents

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	3 of 44	
Reference:	D5.1	Dissemination:	PU	Version:	1.1	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

List of Figures

List of Acronyms

Abbreviation / Acronym	Description
AISBL	Association internationale sans but lucrative (international non-profit association)
ASBL	Association sans but lucrative (non for profit association)
BCCA	Belgian Code on Companies and Associations
BOE	Boletín Oficial del Estado (Spanish Official Bulletin)
CA	Consortium Agreement
CC	European EU Competence Centre
DIH	Digital Innovation hub
DMOs	Destination Management Organisation
ECCC	European Centre of Competence in Cybersecurity
EU	European Union
GA	Grant Agreement
GmbH	Gesellschaft mit beschränkter Haftung
PPPA	Pilot Projects & Preparatory Actions
NCC	National Coordination Centres
NIT	Northern Institute of Tourism
OECD	Organisation for Economic Co-operation and Development
TFEU	Treaty on the Functioning of the European Union
VAT	Value-added tax

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	5 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.1	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

Executive Summary

This document is a deliverable submitted in the frame of the D3HUB project, funded by the European Commission under its Pilot Projects & Preparation Actions (PPPA) Programme.

The European Competence Centre will be defined and launched within the D3HUB project. For three years, the consortium partners will work to identify the needs and requirements of smart destinations and their ecosystems related to data management, generating a support scheme and services to support destinations in this transformative journey. Once the project ends, the sustainability and continuity of the services defined and started during the project implementation must be ensured.

In this document, a first part is addressed to describe how the EU Competence Centre will be implemented during the D3HUB project implementation and another part of the document is dedicated to a first analysis of the potential legal form, structure, procedures and resources to provide a comprehensive view of all the possibilities legislation allows for the setting up of the EU Competence Centre, as well as a first definition of its functioning procedures once the funded period finalises.

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

Introduction

Purpose of the document

The purpose of the document is twofold: on one hand it intends to define the organizational and functional structure of the EU Competence Centre with detailed operational procedures during the D3HUB project implementation. On the other hand, it triggers informed discussions on the possible future legal form and governance model of the Competence Centre at the end of the project.

Therefore, to define how the EU Competence will work during the D3Hub project implementation, the first part will focus on the activities and procedures that will be implemented during the 3 years of the project's life. The second part is based on the analysis of the different legal forms for the future EU Competence Centre and takes into account its sustainability once the D3HUB project finishes.

For the first part of the document, the approved Description of Action and the Grant Agreement will guide the activities and procedures to be implemented.

The document generates the basis for discussion for the partners, the European Commission, and the tourism ecosystem about the different possibilities for creating a sound European EU Competence Centre once the EU funding period finalises. It gathers information and generates questions and potential answers about the legal form, structure and management, once the EU funding period will finish. It also provides initial ideas on how the identification and acquisition of the necessary resources should be implemented, an example of the statutes of operation and organisation flow chart as well as the processes for recruiting the necessary staff, once the funding period will finish. To draft this part of the document, different legal systems have been identified, considering the potential locations of the EU Competence Centre. The legislation applied will vary depending on the location of the headquarters.

Structure of the document

This document is divided into 2 main parts, one related to the EU funding period (3 years) and another for the continuity of the EU Competence Centre once the funding period will finish.

With 2 common sections:

- The introduction, in which the purpose of the document, the structure and the background is explained.
- Conclusions, as final remarks based on the data analysed.

The first part is divided into 2 sections:

- Structure of the EU Competence Centre
- Procedures of the EU Competence Centre

The second part is divided into seven main sections with three annexes:

- Legal assessment, in which a legal analysis of the state of the art is implemented, analysing different public and private existing figures, as well as the combination of both to start understanding which of them will fit better to the future EU Competence Centre.
- Location: the EU Competence Centre will be located in Europe with its different Member States and their specific legislations, and this is something to be considered.

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

- Structure of the EU Competence Centre: analysed both from the management and organisational point of view.
- Procedures definition: to start having some basis on how the EU Competence Centre will work.
- Resources: analysis of the resources needed to have an up-and-running EU Competence Centre.
- Interview results: for this deliverable, different interviews have been implemented to gather information from existing organisations that are working in similar fields to the EU Competence Centre.
- Statues: to start thinking about the rules that will govern the EU Competence Centre
- Three Annexes: Examples of Statutes, Script of the Interviews and The EU Central Bank list of legal forms per Member State.

Background

After COVID-19, different initiatives related to tourism emerged based on the Digital and Green Transition. The Tourism Transition Pathway set by the European Commission paves the way to establish a clear roadmap to promote sustainable, smart, and resilient tourism. Presently, there are some initiatives that are tackling different areas of this roadmap:

- **Two TSI projects** establishing sustainable tourism indicators: the project 'Support to Spain's Tourism Ecosystem: towards a more sustainable, resilient and digital tourism', and the project "Support to Italy's Tourism Ecosystem: towards a more sustainable, resilient and digital tourism". Both projects are a collaboration between the OECD, the European Union and, respectively:
  - four Spanish regions: Andalusia, Catalonia, Navarra and Valencia.
  - The Italian Ministry of Tourism

  These projects respond to a request by the Spanish national and regional authorities and the Italian Authorities for technical support to develop a system of indicators to measure and monitor the sustainability of the tourism sector.

- **Sustainable and resilient tourism destinations**, helping destinations to become more sustainable and resilient.
- **Risks and Governance in tourism**, supporting destinations to better manage their risks and the governance of their ecosystems.
- **European Tourism Data Space**, contributing to the data economy supporting data sharing among the tourism value chain actors.
- **RESTwithEU,** a Pilot Project to support the implementation of digital tools for tourism and, more specifically, the restaurant sector.
- **Results of COSME calls.**

D3HUB will encourage the generation of synergies between all these projects, offering a common view, generating synergies, ensuring the continuity of the project's results, and complementing the gaps.

D3HUB is, therefore, a strategic project that will ensure a common view to contribute, thanks to data-driven strategies, to the fulfilment of the EU priorities on tourism.

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:		8 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.1	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

EU Competence Centre during the D3HUB project implementation

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre					Page:	9 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.1	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

1 Structure of the EU Competence Centre

During the implementation of the D3HUB project, the structure of the EU Competence Centre will be based on the division of tasks among the project's partners as established in the Grant Agreement signed with the EC. This entitles that the staff dedicated to run the CC during the project implementation are personal of each single partner. The profiles dedicated to each task from each partner are defined in the GA.

AnySolution (ANYSOL) is the entity coordinating the consortium, and it is supported by 7 partners:

- Assessoria juridica balear SL (ASJUBA)
- Network of European regions for competitive and sustainable tourism ASBL (NECSTOUR)
- Empresa pública para la gestión del turismo y del deporte de Andalucía SA (TURAND)
- Ministero del turismo (MITUR)
- Institut fur tourismus- und baderforschung in nordeuropa GmbH (NIT)
- Arctur racunalniski inzeniring doo (ARCTUR)
- Toerisme Vlaanderen   (FLAND)

Decisions are taken in line with the provisions of the Consortium Agreement which includes in its article 6 and subsections:

- **The General Assembly** is the decision-making body of the consortium. It is composed by one representative of each partner. The coordinator chair the meetings
- **The Coordinator** is the legal entity acting as the intermediary between the Parties and the Granting Authority. The Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and the Consortium Agreement.
- **The Project Management Board** (MB) is in charge of the operational coordination of the project., and it is composed of WP leads, and technical responsible people from each entity. Chaired by the Project Coordinator (PC), the Board supervises the WP progress of work and aligns the efforts with a common work plan ensuring a smooth implementation of the project objectives
- **The Dissemination & Communication Manager** (DCM) is in charge of project outreaches, communicates with all partners, ecosystem stakeholders, other DMOs and the relevant projects. DCM coordinates the collaborative decision with MB so that the project can carry out in a collaboration way with the related projects and associations.
- **Two External Expert Advisory Boards** (EEAB) have been appointed and steered by the General Assembly. The EEABs shall assist and facilitate the decisions made by the General Assembly.
    o EEAB 1: Statistical and Research Board
    o EEAB 2: DMOs and Ecosystem Board

    Their roles will be to guarantee quality assurance and obtain sound feedback on key project milestones, promote stakeholder involvement and community building, and ensure alignment and compliance with relevant initiatives at the European level.

Based on this Governance structure, each partner has specific tasks to be implemented during the project's life, which are related to the establishment and functioning of the EU Competence Centre. However, as part of a consortium, all partners work as a sound team in which all of them contribute to

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre				Page:	10 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.1	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

achieve the objective of the project, which is to design, test, pave the way and sustain a self-sustainable European Competence Centre to support tourism destinations and their ecosystem (with special attention to SMEs) in their data-driven green and digital transition as well as to increase collaboration and knowledge transfer between tourism stakeholders and tourism destinations. In fact, during the first months of its implementation the Competence Centre will be centered around the activities of the D3HUB project, with the aim of establishing a strong and large European community of DMOs and tourism stakeholders involved in the creation of the support scheme, the development of the technological framework and the testing of the support scheme. In this way, the participated activities of the project will naturally evolve into a more structured and broader European Knowledge Hub at the end of the 3 years period.

Considered this, the functioning of the EU Competence Centre during the D3HUB implementation period, will follow the structure and procedures defined for each partner In the Grant Agreement. This flow chart will inspire the structure of the CC in the future as defined in chapter 3 (management structure):
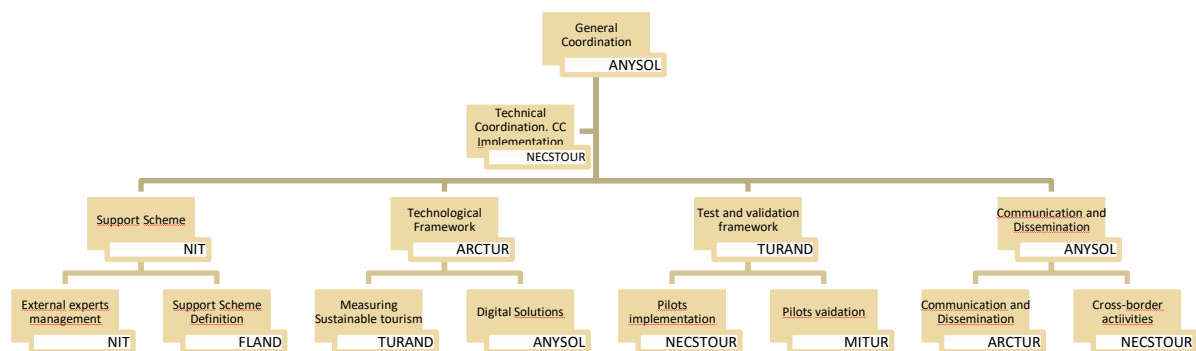
For the implementation of each of the tasks mentioned above, different partners will be involved.

- Support Scheme: for defining the support scheme, different activities as surveys, webinars are being organized in which engage the community in co-creation processes. The idea is to build a Support Scheme based on the real needs of the tourism actors, mainly DMOs, but also based on the expertise of other professionals that work closely with them.
  Since this is more a research-oriented task, it is coordinated by NIT with the support of technicians from all partners

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	11 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.1	Status:	Draft (pending approval)

- Technological Framework, in charge of setting the basis of the digital solutions and dashboard, as well as to generate complementarities with existing initiatives related to measuring sustainable tourism. The task is led by ARCTUR with the support of all partners
- Test and Validation Framework addressed to test the support scheme in at least 30 DMOs from all over Europe. The selection of the DMOs will have a special procedure that will be explained in the following section. Led by TURAND, all partners are involved
- Communication and Dissemination, including the generation of synergies with other initiatives and cross-border activities and cooperation. Coordinated by ANYSOL, all partners are involved to ensure the creation of a sound community, to increase the impacts and to inform about the EU Competence Centre.

Transversal to all these activities, the Implementation of the EU Competence Centre, offering services, defining its sustainability once the EU funding period finalizes, and monitoring the results, is lead by NECSTOUR with the support of all partners.

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:		12 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.1	Status: Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

Co-funded by the
European Union

Views and opinions expressed are, however, those of the authors only and do not necessarily reflect those of the European Union or the European Innovation Council and SME Executive Agency (EISMEA). Neither the European Union nor the granting authority can be held responsible for them.

2   Procedures of the EU Competence Centre

Most of the procedures that will be followed during the D3HUB project implementation are already established in the GA and CA, as it has been mentioned in the previous section related to Governance. Below, some procedures defined in the first months of the project which are not included in the GA nor in the CA:

The procedure for the selection of the members of the Board was:

- First list of potential members agreed by the General Assembly;
- The partners informally contacted each potential member with whom they had direct contacts;
- ANYSOL sent an official letter of invitation, together with a Code of Ethics and a template letter of acceptance to all potential members;
- The members that accepted to participate in the Boards sent back the signed letter.
- It has been agreed that the boards will meet at least twice a year;
- In order not to overload the members of the boards with documents, TURAND gathered the requirements of each partner in terms of validation needs from the experts of the boards
- The pictures and position of each member can be found in the public website of D3HUB.

The procedure for the selection of the DMOs is:

- A draft list of selection criteria was produced by NECSTOUR and discussed with the partners;
- This list was shared with EISMEA and DG GROW for validation;
- Different announces and messages of the selection process are being published by the partners and the D3HUB official channels;
- Once the criteria are approved, a sound "onboarding" campaign will be launched in October 2024;
- An evaluation grid, with a checklist of the selection criteria will be developed, for a sound evaluation of the received proposals;
- The proposals will be evaluated by the partners without conflict of interest and validated with the DMOS and Ecosystem board;
- The name of the selected DMOs will be published in the D3HUB channels.

The procedure for the selection of the external experts:

- A list of draft criteria will be produced by NIT and discussed with the partners;
- This list was shared with EISMEA and DG GROW for validation;
- Different announces and messages of the selection process are being published by the partners and the D3HUB official channels;
- Once the criteria are approved, a sound "onboarding" campaign will be launched in December 2024;
- An evaluation grid, with a checklist of the selection criteria will be developed, for a sound evaluation of the received proposals; The proposals will be evaluated by the partners without conflict of interest and validated with the DMOS and Ecosystem board.
- The name of the selected experts will be published in the D3HUB channels

EU Competence Centre after the D3HUB project implementation

1   Legal assessment

When starting the legal analysis of the European Competence Centre, a number of factors need to be taken into account that will help to understand and subsequently make a decision on the legal form, structure and functioning of the European Centre of Competence. These factors are the following:

- First, we are talking about a European Centre of Competence, and here the word European is particularly relevant. Regardless of the location of the Centre of Competence and the legal system to which it is subject, its scope must cover at least all the countries of the European Union.
- Secondly, the EU Competence Centre is promoted from the will to continue after the end of the D3HUB project, so its sustainability is one of the fundamental elements when defining its legal form and procedures for the acquisition and management of resources.
- Thirdly, the EU Competence Centre is an initiative of the European Parliament implemented by the European Commission through its EISMEA Agency. Although it is not clearly established, the European Union relies on this body as a strategic centre for data management support for tourist destinations and their ecosystems, and the collaboration or support of the European Union must be taken into account when deciding on its legal form.
  Finally, and based on the previous point, if we are defining an EU Competence Centre that is going to be strategic for the European Union, where services are offered to tourist destinations and their ecosystems, which in turn must be aligned with European policies and initiatives, this centre should not be for profit.

Based on the above, the first decision is whether or not the EU Competence Centre should have its own legal personality.
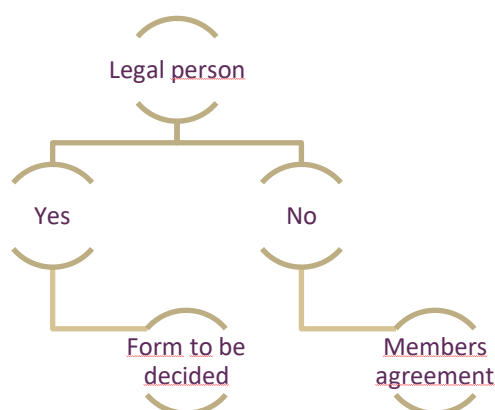
Figure 1 Decision on the legal form

In the case of not having a legal personality, the EU Competence Centre should operate under the format of a **consortium** (understood as the grouping that is generated to participate in and manage European projects) through which different entities come together and commit to work under a common objective. The form of management of this Consortium would be similar to that used in the presentation of European projects, where one entity takes on the leadership and signs a collaboration agreement with the funding entity (the European Commission or one of its instrumental entities) and, on the other hand, the entities that form part of the consortium sign an agreement between themselves to regulate internal procedures, distribution of tasks, responsibilities, confidentiality, etc. while ceding their representation before the funding bodies to the coordinating entity that has assumed the leadership. This form can also be found in the working management of some Digital

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	15 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.1	Status:	Draft (pending approval)

Innovation Hubs (DIHs) that exist at the EU level, which operate on the basis of an agreement between parties to manage a budget to achieve a given objective.

As a general rule, this type of consortium has a fixed duration, and its stability depends on the will of its members. In addition to the fact that the justification for their existence is based on the management of specific funds. In this type of consortium, the inclusion of new members depends on the consortium agreement signed by its members, which does not always allow access to new members. On the other hand, the disappearance of a member may destabilise the smooth functioning of the consortium.

Another important aspect is that, as they lack legal form, do not have a VAT number, and are not registered, the administration does not recognise them beyond the sum of their individual members. Consequently, they do not have access to new funds and cannot interact as a unit with the administration for other sources of funding.

Based on the factors listed above, and in the interest of good governance, scalability and sustainability of the EU Competence Centre, it is proposed to rule out the possibility of generating a consortium.

Having identified the need to endow the future European Competence Centre with legal personality, the first challenge we face in defining the possible legal form is to decide under which legal system it should be created.

It has already been mentioned above that the scope should be European, but this does not condition the location of the Centre of Competence. And the location of the Centre of Competence will define the applicable set of rules for its management (section 3).

This discussion cannot be carried out at the initial stage of the project and, in turn, conditions the drafting of some of the following sections. For this reason, and to have a wide variety of information available, different entities, institutes, associations, etc. have been analysed, and the sections have been complemented with information from them.
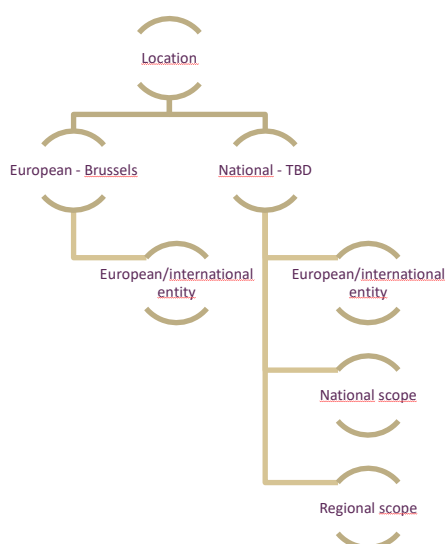

Figure 2 Analysis of the location of the EU Competence Centre

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:		16 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.1	Status:	Draft (pending approval)

Co-funded by the European Union

Views and opinions expressed are, however, those of the authors only and do not necessarily reflect those of the European Union or the European Innovation Council and SME Executive Agency (EISMEA). Neither the European Union nor the granting authority can be held responsible for them.

Given that European regulations are rich and abundant, this chapter will use definitions that will allow us to generate a debate based on the same concepts. This will allow us to understand in greater depth what is set out in the following sections.

Legal forms vary from country to country. Annex III contains a list of all the legal forms existing in all the countries of the European Union drawn up by the European Central Bank. This extensive list includes private and for-profit entities as well as entities at the European level.

- **Definition of Association**

ASSOCIATION Definition & Legal Meaning[1]

Definition & Citations:

The act of a number of persons who unite or join together for some special purpose or business. The union of a company of persons for the transaction of designated affairs, or the attainment of some common object. An unincorporated society is a body of persons united and acting together without a charter, but upon the methods and forms used by incorporated bodies for the prosecution of some common enterprise. Allen v. Stevens, 33 App. Div. 485, 54 N. T. Supp. 23; Pratt v. Asylum, 20 App. Div. 352, 46 N. Y. Supp. 1035; State v. Steele, 37 Minn. 42S, 34 N. W. 903; Mills v. State, 23 Tex. 303; Laycock v. State, 136 Ind. 217, 36 N. E. 137.

- In Belgium: On 23 March 2019, the Belgian Parliament approved a code meant to fundamentally reshape the existing Company Code. The new Belgian Code on Companies and Associations (the 'BCCA')

- In Spain: Ley Orgánica 1/2002, de 22 de marzo, reguladora del Derecho de Asociación, rules de Association Law

- In Germany: Law on Associations (Vereinsgesetz) of 1964

- In Italy: the Articles 14 et seq. of the Civil Code (Capo II Delle associazioni e delle fondazioni), Law 383/2000, and Legislative Decree 117/2017 (referred to as the "Third Sector Code"). In Italy there us a distinction between non-recognised and recognised associations, the former being an informal group of individuals who come together for a common purpose but do not register as legal entities. Recognised associations, on the other hand, are registered with the relevant authorities and they must adhere to the regulations outlined in the Civil code regarding their establishment, governance and dissolution. They have legal personality, therefore they can enter into contracts and own properties.

Within this framework, it is important to take into account the entities with European scope:

- European company (a type of public, limited-liability company regulated under EU law)
- European cooperative society
- European economic interest grouping
- European Grouping of Territorial cooperation

---

[1] https://thelawdictionary.org/association/

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	17 of 44
Reference:	D5.1	Dissemination:	PU	Version: 1.1	Status: Draft (pending approval)

- **Definition of Foundation**

Depending on the country, we find the following definitions:

- Belgium: In Belgian law, a "foundation" refers to a legal entity created for the purpose of carrying out non-profit activities of general interest. Foundations in Belgium are regulated by the Belgian Civil Code and can be established by one or more natural or legal persons.

    The main characteristics of a foundation under Belgian law include:

    - o Non-profit: A Belgian foundation must have as its main objective to carry out activities of general interest, such as charity, education, culture, research, or any other public interest purpose. It may not have as its main objective to obtain financial benefits for its founders or members.
    - o Separate assets: The foundation has separate and distinct assets from its founders and members. These assets are intended exclusively for the realisation of the purposes of the foundation and are subject to the legal and statutory provisions.
    - o Governing bodies: Belgian foundations are managed by governing bodies, such as a board of trustees or a board of directors, which are responsible for managing the entity and making decisions on its behalf.
    - o Supervision: Foundations in Belgium may be subject to supervision by the competent authorities to ensure compliance with the law and proper management of resources.

In short, a foundation under Belgian law is a non-profit legal entity established to carry out activities of general interest, with separate assets and governing bodies responsible for their management.

- Spain: Law 50/2002, of 26 December, on Foundations. Published in: "BOE" no. 310, 27/12/2002. Article 2. Concept.
    1. Foundations are non-profit organisations whose assets are permanently assigned to the realisation of general interest purposes by the will of their creators.
    2. Foundations are governed by the will of the founder, by their Articles of Association and, in all cases, by law.
    Article 3. Purposes and beneficiaries.
    1. Foundations shall pursue purposes of general interest (...)

- Germany: The German Law for the Modernisation of Foundation Law (Gesetz zur Modernisierung des Stiftungsrechts) of 15 July 2002
    The Law for the Modernisation of Foundation Law comprehensively regulates the requirements for the establishment of a foundation under private law in accordance with the BGB. The grant system is retained, whereby the establishment of a foundation with legal capacity requires state recognition in addition to the act of establishment under private law (§ 80 Paragraph 1 BGB). In addition, a founder's application for recognition under ordinary law is admissible if it fulfils the following requirements:12 The foundation's establishment must satisfy the requirements of § 81 Paragraph 1 Sentence 1 to 3 BGB; the articles must contain certain information according to § 81 Paragraph 1 Sentence 3 BGB and § 80 Paragraph 2 BGB; and it must be guaranteed that the foundation's aims will be pursued effectively and sustainably and must not harm the public interest.

- Italy: In Italian law, a "foundation" refers to a non-profit legal entity established to carry out charitable, cultural, educational, scientific, or other purposes of public interest.
    Foundations in Italy are regulated by the Italian Civil Code, specifically Articles 65 et seq. of Book I, Title III. These entities are subject to specific requirements and must comply with certain formalities for their establishment and operation, including the drawing up of statutes

detailing the objectives of the foundation, the appointment of a governing body and the submission of periodic financial reports.

Foundations in Italy may be set up by one or more natural or legal persons, and their assets are earmarked exclusively for the realisation of the purposes set out in their statutes. They are also subject to supervision by the competent authorities to ensure compliance with the law and the proper management of resources.

- **Definition of an Institute**

There is no regulation that defines this figure, but we could define it as a public or private law corporation, with legal personality and capacity to act for the fulfilment of its purposes, which brings together various entities for the coordination of the functions that they must perform in common.

In the case of a public institute, we would be dealing with a public law figure that would require a regulatory constitution.

- **Definition of a company**

Although it is a very varied concept, we could define a company as: an organisation, of more or less long duration, whose objective is the achievement of a profit through the satisfaction of a market need. The satisfaction of market needs takes the form of the offering of products (agricultural company or primary sector, industrial or secondary sector, services, or tertiary sector), with the consideration of a price. Companies, under the direction and responsibility of the entrepreneur, will generate a set of goods and services with the aim of satisfying the needs of the market in exchange for a price.

The profit motive is a cornerstone of the same.

- In Spain they are regulated by Royal Legislative Decree 1/2010, of 2 July, which approves the revised text of the Capital Companies Act.

- In Belgium: The law reforming the Code of Economic Law has enlarged the definition of 'enterprise'. Besides
    o Legal persons and physical persons with professional activities on a self-employed basis;
    o Any other organisation without legal personality will qualify as an "enterprise" unless this organisation has (i) no purpose, (ii) nor the practice of profit distribution.

Based on this new definition, all Belgian civil law partnerships qualify as enterprises unless their statutes do not provide for the possibility of profit distributions. The fact that a civil law partnership does not (yet) make distributions has no relevance. The qualification as an enterprise entails important obligations.

- In Germany: The law does not define the term enterprise (Betrieb). The Federal Labour Court's definition is also unclear. According to the Court, an enterprise is an organisational unit within which the entrepreneur, alone or together with his employees, pursues determined technical work objectives with the help of material and immaterial resources. For this purpose, material and immaterial resources available in the permanent establishment must be combined, organised and used in a targeted manner and manpower must be controlled by a consistent management institution. The goal is to provide employees with direct and rapid access to the works council. The term enterprise therefore refers to the lowest unit of work organisation.

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	19 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.1	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

On the basis of the above definitions, and given that there is a common understanding of these entities at European level (although some aspects of their functioning may be nuanced according to Member States' national or regional legislation), a distinction has been made below on the possibilities for the legal forms that the future European Competence Centre could take, distinguishing whether the entity would be public, private or a mix of both:
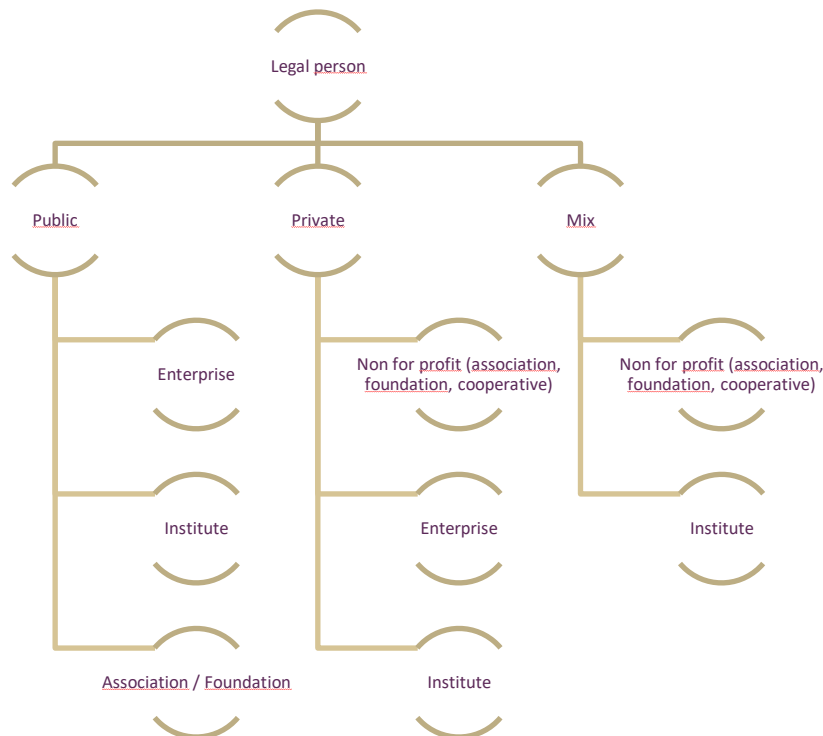
Figure 3 Analysis of the possible legal forms of the EU Competence Centre

1.1 Private body

In order to analyse the suitability of each of the entities, existing entities in each of these typologies have been taken as examples and online interviews have been carried out with their managers:

1.1.1 Not- for- profit

Association

Creation of the entity by a minimum of entities (depending on the country this number can vary, but 3 is considered as a minimum number of founders). At national level, Member States have legislation regulating its creation and registration.

A private non-profit association has several advantages, such as:

- Flexibility in decision-making
- Ease of staff recruitment
- Possibility of accessing different sources of funding
- Statutes that can be modified relatively easily depending on the legal system to which they are subject.
- Financially, taxation is better than for companies

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	20 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.1	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

Co-funded by the European Union

Views and opinions expressed are, however, those of the authors only and do not necessarily reflect those of the European Union or the European Innovation Council and SME Executive Agency (EISMEA). Neither the European Union nor the granting authority can be held responsible for them.

In France, associations are known as ASBL and AISBL, the difference in legal form between ASBL and AISBL is minor:

1. ASBL, NECSTouR, Non-profit Association
2. AISBL, ETOA, ETC, and soon Travel Foundation, International non-profit association - a bit more bureaucracy but for them very necessary because their activity goes beyond Europe.

This figure is very popular also in Belgium, indeed, most Brussels-based lobbies and networks are either ASBL or AISLBL, in fact.

These kinds of bodies are not for profit but subject to VAT. Some advantages are that they can recruit staff in a quite flexible way; they can also participate in European projects, as well as to benefit from grants and donations, and they can also register a certain profit margin.

Examples of these kind of entities that have been analysed and interviewed (section 7):

- NECSTOUR, an association of public regions under the Belgian Law
- CityDNA, an association of cities under the French Law
- TURISTEC: Cluster of technologies applied to tourism. The legal form is that of an association subject to Spanish law. It is registered at regional level, but its scope is national.

Foundation

- The trustees are the decision-making body
- The foundation's activities are laid down in the foundation's statutes, which must be registered.
- The execution of its activities must, as a rule, be reported to the competent administration or, at least, must be submitted on an annual basis. The achievement of the foundation's goals and the activities carried out to achieve them must be justified.
- Flexibility to access different sources of funding at local, national or European level.
- As they are subject to the Law on Foundations, they are subject to greater rigour.

Institute

The activities of a private institute can vary widely depending on its mission, objectives and specific areas of focus. Here are some common activities they might undertake:

- Education and training
- Research and development
- Cultural and tourism promotion

These are just some of the possible activities that a private institute could undertake. It is important to keep in mind that the diversity of activities may depend on factors such as the mission and vision of the institution, available resources, community needs and opportunities for collaboration with other organisations.

Like associations and foundations, institutes must adopt by-laws that must subsequently be registered with the competent authority.

1.1.2 For-profit

Company

As mentioned in the list of factors in section 2, the fact of having a profit motive is not one of the possibilities that should be taken into account when defining the legal form of the EU Competence Centre.

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	21 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.1	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

In addition to this, there are other motivations related to :

- Access to funding
- Scalability
- Taxation

The European EU Competence Centre, irrespective of its public-private character, should be non-profit, as its activity is in the public interest.

1.2 Public body

The characteristic of public entities, regardless of the legal form they adopt, is based on their subjection to public law, which implies controls by the administration, since their budget comes from the general budgets of regional, national or European entities.

The different legal forms they may adopt differ from the private sector in that the appointment of their directors is made by the corresponding government, which implies the performance of a political function with public performance. The duration of these positions is subject to the duration of the legislature, and to the political will of the government.

The legal forms are the same as those mentioned above for the private sector and their functioning is also similar, with the peculiarity of being subject to public law, as well as their purposes being aimed at public service.

- Association
- Foundation
- Public company
- Institute, an example is the Joint Research Centre
- Corporations

Due to their origin, public law corporations are created either by specific laws or by administrative resolutions within the framework of a law regulating a type of corporation.

This is without prejudice to the possibility of the existence of internal regulations that may establish their rules of organisation and operation.

A public law corporation is any autonomous entity that represents certain social sectors before the public authorities and performs public functions of the organisation of that sector. Their public nature resides in the interest shown by the Administration in their existence and in some of the functions they carry out, which contrasts with the management of the private interests of their members.

The Spanish Constitutional Court has pronounced on several occasions on the nature of these entities, with Judgment 76/1983 of 5 August 1983 being particularly noteworthy, which states that "although they are primarily oriented towards the achievement of private ends, proper to the members of which they are composed, such corporations share in the nature of public administrations and, in this sense, the constitution of their bodies as well as their activity in the limited aspects in which they perform administrative functions must be understood to be subject to the bases dictated by the State in the exercise of the powers conferred on it by art. 149.1.18.ª".

In order to increase their autonomy, corporations are usually regulated by their statutes, thus avoiding the application of the general administrative system. Traditionally, this generic rejection of administrative law occurs in matters of personnel, contracts, financing, and patrimony.

At EU level, one example is the recently created European Cyber Security Centre, which has become part of the EU bodies.

The European Centre of Competence in Cybersecurity (ECCC), together with the Network of National Coordination Centres (NCC), is the new European framework to support innovation and industrial

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	22 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.1	Status:	Draft (pending approval)

policy in cybersecurity. This ecosystem will strengthen the capabilities of the Cybersecurity Technology Community, shield our economy and society from cyber-attacks, maintain research excellence and strengthen the competitiveness of EU industry in this field.

The Regulation establishing the European Cybersecurity EU Competence Centre and Network was published on 8 June 2021 [1].

During the negotiations leading to the adoption of the Regulation, the EU co-legislators (the European Parliament and the Council) agreed, in particular, on a co-financing approach whereby Member States commit to contribute to the work of the Centre and the Network while keeping individual contributions from Member States voluntary.

The co-legislators also agreed on the distribution of voting rights between the Member States and the Union in the Centre's Management Board, giving the Union particular voting powers in decisions affecting the EU budget.

The ECCC is a new EU body established under articles 173(3) and 188(1) of the Treaty on the Functioning of the European Union (TFEU).

For the EU Competence Centre to become an EU body, it would need to follow the same procedures as the ECCC, and therefore, a political decision at the EU level should be taken.

1.3 Combined public and private entity

The above-mentioned entities may have a combination of the characteristics of public and private entities, but there must always be a set of rules and regulations.

For example, we can have public entities under private law, which means that they are under the supervision of the public administration, but their internal management is private as regards aspects such as personnel hiring, and their economic management, although supervised by the administration, is much laxer.

Or private entities under public law, which, as a general rule, pursue a public purpose or utility.

This could be considered a possibility for the future EU Competence Centre, where the combination of public and private funds and the supervision of a public entity, such as the EC, could ensure its public interest, but managed as a private entity to have flexibility.

1.4 Already existing body

One option to consider when setting up the EU Competence Centre is the possibility of not creating a new body but of making it part of an existing public or private legal body.

In the latter case, the implications for the body itself and for the EU Competence Centre should be analysed in relation to the services that the latter would have to provide, as well as with respect to the factors mentioned in section 2 above.

Being part of an existing entity would reduce the administrative part of setting up the EU Competence Centre, but at the same time, it should be considered that openness to new members and collaboration with other initiatives and projects is ensured.

In the case of the EU Competence Centre being created within the framework of an existing entity, the possible business models should be carefully analysed, as well as the possibilities of accessing certain funds, mainly European, which would help to ensure its sustainability and its alignment with EU policies and initiatives.

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre				**Page:**	23 of 44
Reference:	D5.1	**Dissemination**:	PU	**Version**:	1.1	**Status**:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

In this case, it would be essential to check the existence of the statutes or articles of association of the aforementioned body in order to examine whether the inclusion of the EU Competence Centre within it is possible and how this integration would be carried out.

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	24 of 44
Reference:	D5.1	Dissemination:	PU	Version: 1.1	Status: Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

2 Location

In the previous sections, it was mentioned that the location of the EU Competence Centre will determine the legislation to be applied, especially when speaking of a new legal person.

This will not apply if the EU Competence Centre becomes part of an existing entity since the legislation applied to this existing body will apply even if the location of the EU Competence Centre is different from the headquarters of the existing entity.

The project partners will clearly define the criteria for selecting the location, which will be transparent and validated by EISMEA and DG GROW.

The voting rules will be the ones already established in the Grant Agreement

The decision of the location will be part of the Sustainability Plan, which will be approved at the end of the project.

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	25 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.1	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

3 Structure of the EU Competence Centre

The structure of the EU Competence Centre to be decided in the framework of D3HUB will be defined according to the knowledge accumulated during the project, and the real possibilities to ensure its sustainability. Like any entity, the EU Competence Centre must have the capacity to adapt to new needs, so the structure, although robust, must be open to changes to adapt to the complex and changing environment of data and the tourism industry itself.

3.1 Management Structure

The management structure will depend on the type of entity decided for the EU Competence Centre. In the case of a public entity, the management structure will respond to an administrative hierarchy depending on the public administration. Whereas a private management structure will have more freedom in defining that structure.

Even so, in both cases, clear statutes establishing the main lines of organisation and operation will be of special relevance.

The European EU Competence Centre is understood as an entity established to promote and develop knowledge, skills and best practices in the area of data management for destinations and their ecosystems. The management structure of an EU Competence Centre may vary according to its size, scope and specific objectives, and will be determined by its statutes following the definition of its legal form and consequent negotiations with the entities that set it up, therefore, the following is a general description of the functions and roles that could be considered in its management structure:

1. Director or Manager of the EU Competence Centre: Responsible for the overall direction and strategic management of the centre. Responsible for setting the objectives and goals of the EU Competence Centre. Coordinates and supervises all activities of the centre. Represents the centre to other organisations and stakeholders.

2. Management Team: Depending on the centre's specific structure, this may include roles such as deputy directors, heads of department, or project coordinators. The team assists the director in implementing strategies and overseeing day-to-day operations. It is responsible for managing human, financial, and technological resources.

3. Researchers or Experts: Professionals with experience and expertise in the centre's area of competence. They carry out research, studies, and analysis in the specific field. They develop new methodologies, tools and innovative solutions.

4. Capacity Development Team: This team focuses on developing and delivering training and capacity-building programmes. It initially implements the support scheme defined in D3HUB but has the flexibility to adapt to the training requirements and needs of destinations and their ecosystems. The team designs and delivers courses, workshops, seminars, and certification programmes. It assesses training needs and develops professional development plans.

5. Knowledge Management Team: This team is responsible for collecting, storing, and disseminating knowledge and best practices. It develops and maintains a database of relevant

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	26 of 44	
Reference:	D5.1	Dissemination:	PU	Version:	1.0	Status:	Draft (pending approval)

information and facilitates knowledge sharing and collaboration between centre members and other organisations.

6. External Relations and Collaborations Team: Establishes and maintains relationships with external organisations, academic institutions, companies and other EU Competence Centres. Seeks opportunities for collaboration and joint projects. Represents the centre at events, conferences and professional networks.

7. Communications and Marketing Team: This team is responsible for promoting the centre and its activities. It develops communication and marketing strategies to increase the centre's visibility and impact and manages its online presence through websites, social media, and other communication channels.

Importantly, the management structure can adapt and evolve according to the changing needs of the EU Competence Centre and its operating environment. In addition, collaboration and teamwork are fundamental to the centre's success in promoting and developing excellence in its area of competence.

3.2 Organisational Structure

The organisational structure defined here assumes a sufficient structure to ensure the functioning of the EU Competence Centre, but this vision may be modified at the end of the project when the support scheme has been put in place and the project has been implemented with all 30 destinations.

The organisational structure is aligned with the management structure and involves the creation of departments that will help to understand and execute the functions of the EU Competence Centre:

1. General Management Department: Director or General Manager:

    Responsible for the strategic direction and leadership of the EU Competence Centre.

    Assistant Director: Supports the Director in the coordination of activities and administrative management.

2. Research and Development Department:

    Senior Researchers: Responsible for conducting research, analysis and development of new solutions and methodologies.

    Junior Researchers: Assist in data collection, preliminary analysis and support in research projects.

3. Capacity Building and Training Department:

    Training Coordinator: Responsible for planning and coordinating training and professional development programmes.

    Instructors: Deliver courses, workshops and training sessions in the centre's areas of expertise.

    Staff may be in-house or external, depending on the specialisation required. It is always advisable to have a list of external experts who can be called upon to help define and deliver training programmes.

4. Knowledge Management and Documentation Department:

    Knowledge Manager: In charge of collecting, organising and disseminating knowledge and best practices.

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	27 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.0	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

Database Manager: Responsible for managing the database of relevant information and the centre's library.

5. Department of External Relations and Partnerships:

External Relations Manager: Establishes and maintains relations with external organisations, academic institutions and potential partners.

External Projects Coordinator: Manages collaborative projects with other institutions and external entities.

This department will maintain relations with the Boards generated in the D3HUB project, the Board of Statistical Entities and the Board of DMOs.

6. Department of Communication and Marketing:

Communications Specialist: Develops internal and external communication strategies, manages the presence in social networks and the centre's website.

Marketing Specialist: Responsible for the promotion of the centre, the brand and the organisation of events.

7. Administrative and Financial Department:

Administrative Manager: Oversees administrative functions, including human resources management, procurement and general services.

Finance Manager: Responsible for the financial management of the centre, including budgeting, accounting and cost control.

In order to expand the impact of the EU Competence Centre and once the headquarters is decided, an interesting possibility will be to create antennas or national points addressed to increase the reach of the EU Competence Centre and to have direct contact with local ecosystems.

These antennas will ensure direct contact with local ecosystems. They will also make sure there is better knowledge of how each country is organised in terms of tourism competencies (at national, regional, and local levels), the main stakeholders, and the main policies and initiatives in the tourism sector.

The structure of these antennas will be decided and may vary from country to country depending on the EU Competence Centre definition, its final legal form, and the funding available.

An important element in the organisation of the EU Competence Centre is to be a meeting point and to generate synergies with other projects and initiatives related to data and tourism. And in this sense the general framework of D3HUB, in which links with the overall tourism ecosystem are foreseen, is worth keeping in mind:

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:		28 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.0	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

Figure 4 D3HUB general framework

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.
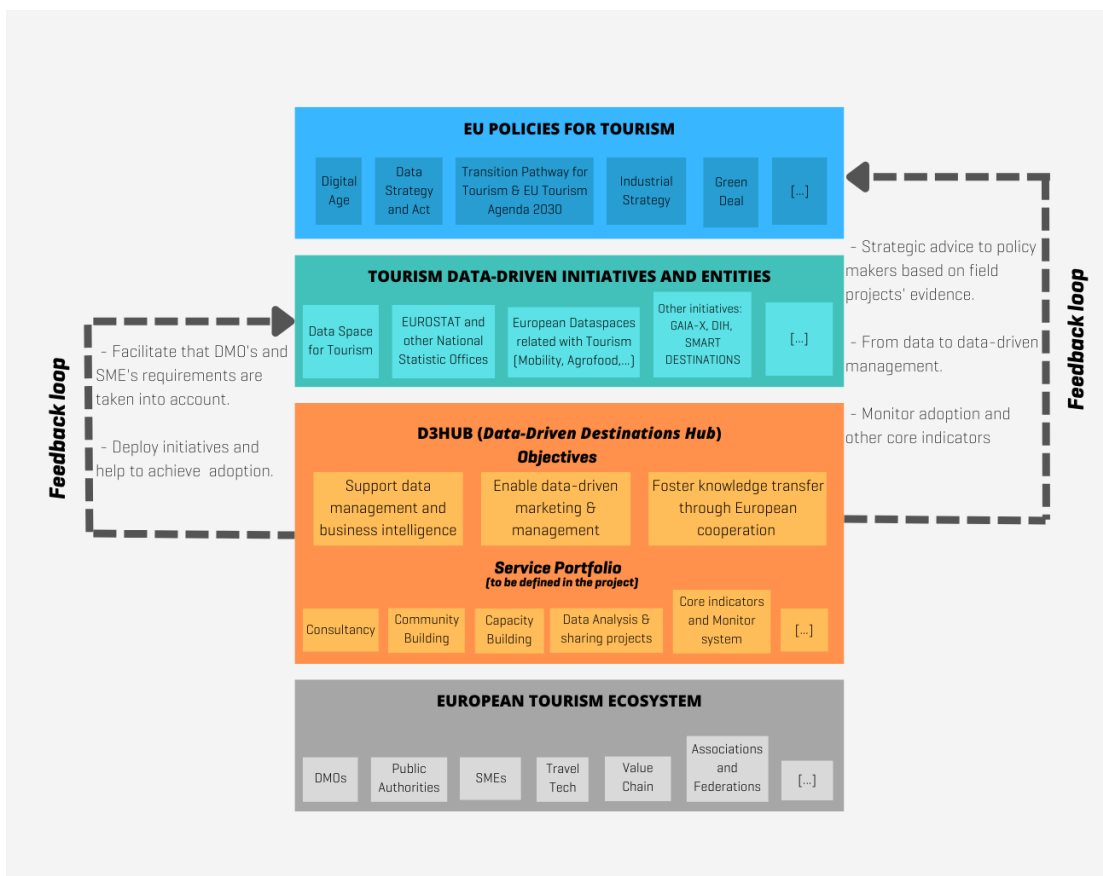
4 Procedures definition

The formal legal framework of the EU Competence Centre will condition and define procedures in more detail in its statutes.

What is proposed below is a first idea of some procedures that could be implemented. These procedures are neither exhaustive nor definitive and will need to be reviewed at the end of the project.

These procedures are designed to ensure quality, consistency and efficiency in the development and delivery of services, as well as in the promotion and dissemination of knowledge in the centre's areas of competence.

- Research Procedures: These establish guidelines for conducting research, studies and analysis in specific areas of competence. This may include data collection, research methodology, analysis of results and reporting.
- Capacity Development Procedures: Define how training and capacity building programmes are planned, designed and implemented to develop skills and knowledge in internal and external staff of the centre.
- Knowledge Management Procedures: These set out how knowledge and best practices are collected, organised, stored and shared within the centre and with other stakeholders. This may include the creation of databases, document management and collaboration on research projects.
- External Relations and Collaboration Procedures: These define how relationships are established and maintained with external organisations, academic institutions and potential partners. This may include identifying opportunities for collaboration, negotiating agreements and managing joint projects.
- Communication and Marketing Procedures: These set out how internal and external communication strategies are developed to promote the centre and its activities. This may include the management of social media, the creation of marketing content and the organisation of events.
- Administrative and Financial Procedures: These define how the centre's administrative and financial resources are managed. This may include human resources management, accounting, procurement management and budgeting.

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	30 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.0	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

5 Resources

The EU Competence Centre staff will be a key part of the ecosystem's consideration of sustainability.

This implies that the staff of the EU Competence Centre must be highly qualified and understand in detail the data needs that tourism destinations and their ecosystems are and will be facing.

Depending on the type of legal entity that is created, the forms of staff recruitment will vary. While the form of recruitment for a private entity will be flexible, the relevant regulations must be followed for a public entity.

It is clear that steps need to be taken to effectively recruit and onboard talented individuals who will contribute to the success of the EU Competence Centre and help it achieve its objectives.

The first step is to define the needs and possibilities in terms of recruiting staff. The financial availability will define the number of staff to be recruited. The sustainability plan, as well as the resources acquisition definition, will define the real possibilities in relation to the number of staff to be recruited.

Based on all these premises, some steps should be taken to recruit the necessary staff:

- Develop Job Descriptions: Create detailed job descriptions for each role, outlining the responsibilities, qualifications, and experience required. It is important to highlight the unique aspects of working within an EU Competence Centre and the opportunities for professional development.
- Advertise Positions: Depending on the final legal form, it will be important to advertise the job openings through various channels, including online job boards, professional networks, industry associations, and university career services. Tailor the advertisements to attract candidates with the desired qualifications and experience.
- Screen Applications: Review applications received for each position and shortlist candidates who meet the required qualifications and experience outlined in the job descriptions. Pay attention to relevant experience in tourism, data, research, training, previous works, knowledge management, and collaboration.
- Conduct Interviews: Interview shortlisted candidates to assess their skills, knowledge, experience, and fit with the EU Competence Centre's culture and objectives. A panel of experts should be created to ensure objectivity in the selection process.
- Assess Competencies: During interviews, assess candidates' competencies related to the role's specific requirements, such as problem-solving abilities, EU-level vision, communication skills, teamwork, adaptability, and technical expertise.
- Offer Negotiation: Once a suitable candidate is identified, extend a job offer outlining the terms and conditions of employment, including salary, benefits, start date, and any other relevant details.
- Onboarding and Training: Welcome new hires to the EU Competence Centre and provide them with comprehensive onboarding and training to familiarize them with the centre's mission, values, processes, and expectations.
- Monitor Performance: Continuously monitor the performance of staff members within the EU Competence Centre, providing feedback, coaching, and support as needed to ensure their success and ongoing development.

Based on the management and organizational structures mentioned before, the minimum staff to be contracted at the beginning of the EU Competence Centre could be:

- A general manager.
- At least 3 researchers/technicians (research, analysis, and knowledge management).
- A coordinator of external relations.

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	31 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.0	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

- A person responsible for training.
- A marketing and communication officer.
- An administrative and financial officer.

Apart from the staff, other kinds of personnel can be foreseen, such as:

- External consultants, to be hired for specific projects or to support the implementation of dedicated initiatives.
- Teachers and trainers, who won't be considered permanent staff, but they will be hired to cover the needs related to ensuring updated training.

Other resources that would be needed for setting up an EU Competence Centre could be:

- Equipment: computers, servers, etc.
- Software: for the day-to-day management but also considering cloud services.
- Office material: from the normal furniture of every office to the day-to-day material.
- A dedicated budget for travel, since links with all countries in and out of Europe will be required, as well as to participation in the main tourism events.
- Communication and dissemination, including the budget for participation and organisation in events, merchandising, etc.

Once the legal form is defined, the funding sources will become part of the resources needed. This means that public funds will be required, both as direct funds from entities such as the European Commission and coming from open calls, grants, tenders and other kinds of contracts.

The business model that will be drafted in D5.2 EU Competence Centre's Business Plan and D5.3 EU Competence Centre's Sustainability Plan will be the basis to ensure the sustainability of the EU Competence Centre.

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre		Page:	32 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.0	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

Co-funded by the
European Union

Views and opinions expressed are, however, those of the authors only and do not necessarily reflect those of the European Union or the European Innovation Council and SME Executive Agency (EISMEA). Neither the European Union nor the granting authority can be held responsible for them.

6 Analysis of the results of interviews with other entities

Establishing a new Competence Centre in Tourism for Europe calls for careful consideration of its legal form to ensure it meets its objective of helping tourism destinations and SMEs to be more sustainable, resilient, and competitive. At the same time, it guarantees its continuity as a self-sustainable entity.

For the elaboration of this document, several interviews have been conducted to get a deeper knowledge of how the EU Competence Centre should be structured and organised:

Insights from the Northern Institute of Tourism (NIT) in Kiel, Germany, which operates as a Gesellschaft mit beschränkter Haftung (GmbH) or limited liability company, provide valuable guidance on the potential structure of such a centre. The NIT's experience underscores the strategic advantages and challenges inherent in operating a research institute as a private entity within the tourism sector.

As stated by NIT, one of the primary advantages of the GmbH structure is its operational freedom and flexibility. This autonomy is crucial in allowing the institute to swiftly adapt to changes and opportunities in the tourism market without cumbersome bureaucratic procedures. Moreover, the limited liability aspect is particularly attractive as it protects shareholders and attracts diverse partners who may otherwise be hesitant about exposure to significant financial risk.

However, this structure also brings a few disadvantages that must be considered. The most significant challenge is the complete financial responsibility borne by the entity without the cushion of public funding in the form of structural funding. For NIT, this means its research agenda must closely align with the interests and financial commitments of its clients. While this ensures the relevance and application of its projects, it restrictively ties research activities to market demands, potentially sidelining innovative or exploratory research that may have little commercial value. In this case, it is important to establish surveillance mechanisms that facilitate the early identification of the sector's needs and that promote continuous feedback to ensure this alignment.

NIT's management and operational model also offers insights. The institute utilizes a lean management structure that includes a supervisory board and an informal board of directors. This setup promotes efficient decision-making and operational flexibility but requires a careful balance to ensure strategic oversight without micromanaging.

Financially, NIT relies heavily on project-based funding from private and governmental sources (research projects or paid services), complemented by collaborative and EU-funded projects. This model has necessitated a strategic alignment with client needs, ensuring financial sustainability but limiting the scope of research to client-funded topics.

In terms of human resources, NIT enjoys the freedom to manage its hiring practices independently, which is essential in a project-driven environment where staffing needs can be highly variable. This employment terms and conditions flexibility allows NIT to maintain a lean organizational structure, often preferring project-specific collaborations and freelancers over extensive permanent staff. Working in partnership with networks of experts can also allow the future Competence Centre to address projects demanded by the sector with greater guarantee without having to have in-house experts in these matters. This is important given that tourism is a very transversal sector in which various sectors intervene (energy, transport, sustainability, etc.). On the other hand, this approach requires the development of powerful collaboration networks and their exhaustive and continuous management.

As the new EU Competence Centre in Tourism contemplates, amongst other candidates, adopting a similar private legal form, it must weigh these factors carefully. A GmbH's flexibility and limited liability could provide the operational agility necessary for a modern research institute. However, the centre will also need to consider how it can sustainably fund exploratory and non-client-driven research

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

initiatives, perhaps through a mixed funding model that includes both project-based revenues and stable public or foundational support.

Overall, NIT's experience offers a compelling case study of the benefits and limitations of a private research institute within the tourism sector. For the EU Competence Centre, adopting a similar model could enhance its responsiveness and adaptability to the evolving needs of the tourism industry, provided it can also navigate the financial and strategic challenges highlighted by NIT's operational experience.

NECSTOUR, Network of European Regions for Sustainable and Competitive Tourism, based in Brussels (Belgium), with the form of a private association or ASBL. They are a non-profit entity with a European scope.

The advantages of NECTSOUR related to their legal form are related to taxation, since they have to declare VAT, but they don't have to invoice it, which means a reduction in the bureaucracy for the monthly declarations.

The legal form as an association fits very well with their objectives since they represent regions from Europe. The General Assembly, foreseen in their statutes, allows the members to control anything happening in the network. So, the regions are empowered thanks to this legal form. They consider that this legal form also allows flexibility since the statutes govern all the executive parts through the board.

The statutes of NECTSOUR also foresee the possibility of receiving funds and subsidies, which is very important to ensure financial viability.

There is a question related to the fact that they are not considered as an exclusive entity, and therefore they cannot receive direct grants as other entities like ETC.

An important point to consider for the future EU Competence Centre is to define together with the new European Commission the compatibility to receive direct subsidies. And also align the action line of the EU Competence Centre with the European agenda for Tourism

Regarding bureaucracy, Belgian Law requires that the Statutes be modified every six months and published in the Belgian bulletin.

It is important that the general manager have the power to sign, to have more flexibility.

There is a challenge related the self-funding. This sometimes can mean few resources.

Regarding staff, being based in Belgium makes it difficult to retain talent since the entities must compete with salaries from the EU institutions.

In any case, NECSTOUR has great flexibility to hire staff. The selection process is quite easy.

TURISTEC is a cluster of technologies applied to tourism based in Mallorca. It is governed as a private, non-profit association under the Spanish Law of Association.

The advantages are similar to those of NECTSOUR.

Having been created under the EU policy of clusters and the Smart Specialisation Strategy of the regions at the beginning, TURISTEC depended on the regional funds to exist and implement their activities. Some years ago, they took the decision to become fully private to have more dependency. The funding sources now come from the members, but they also receive public funds from the regional government, and they can get funds and subsidies from other entities.

When it was created, its scope was purely regional, and members had to be research entities or technological companies working in the tourism sector. With the new Statutes, the scope has been changed to international, and any entity working in the tourism sector can become a member.

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre		Page:	34 of 44
Reference:	D5.1	Dissemination: PU	Version: 1.0	Status: Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

The "Mittelstand Digital Zentrum Tourismus" (MDZT) is at the forefront of enhancing the digital capabilities of Germany's tourism sector, specifically targeting small and medium-sized enterprises (SMEs). The centre is dedicated to imparting actionable expertise in digital technologies and artificial intelligence, functioning as an essential conduit between traditional tourism businesses and cutting-edge digital solutions.

Since May 2023, the centre has established itself as a pivotal point of contact in collaboration with its partners — the Technical University of Berlin, the Fraunhofer Institute for Building Physics, and RWTH Aachen University. These collaborations facilitate a fertile environment for tourism enterprises to cultivate business models that are not only resilient but also aspire to sustainability and regeneration.

MDZT, publicly inaugurated at the Technical University of Berlin in October 2023, 's operational scope includes pivotal themes such as Digital Education, Business Model Innovation, Digital Workforce, and Artificial Intelligence. This is complemented by a commitment to Sustainability, Usability, and enhancing the overall User Experience.

The MDZT operates strategically across four core work packages:

- ▪ Informing and Public Relations
- Maintaining and updating the MDZT website and social media outlets.
- Organizing and hosting webinars, seminars, and other events designed to disseminate information.
  - ▪ Building Skills & Expertise
- Producing and distributing educational content, such as learning videos.
- Conducting half-day training sessions for in-depth skill development.
- Facilitating interactive learning experiences, including escape rooms, to engage and educate.
  - ▪ Implementation
- Advancing Science2Business initiatives to seamlessly transition research into practical application.
- Creating and demonstrating project models that provide practical digital solutions.
- Developing lighthouse projects to showcase industry best practices.
- Providing open consultation platforms to gather and integrate industry feedback.
  - ▪ Needs Analysis and Trend Monitoring, Foresight
- Conducting comprehensive needs analyses to accurately capture industry-specific requirements.
- Continuously monitoring trends to ensure that MDZT stays at the forefront of the industry.
- Engaging in foresight activities to proactively address and prepare for future industry challenges and opportunities.
- Each package is crafted to empower the tourism industry with the tools and knowledge necessary to thrive in the digital era.

The consortium extends to the Centre for Innovation & Sustainability in Tourism (CIST), Teejit, and thought leaders like Prof. Dr. rer. nat. Ines Carstensen from the Berlin University of Applied Sciences (SRH Berlin) and the Deutsches Institut für Gutes Leben (difgl). These alliances are instrumental in their mission to transform the digital landscape of tourism. MDZT is not just about technology; it's about shaping the future of sustainable travel in Germany and setting a standard for others to follow.

The Network: Mittelstand-Digital:

MDZT is an integral component of the "Mittelstand-Digital" initiative, which has been supported by the Federal Ministry for Economic Affairs and Climate Action of Germany since 2015. "Mittelstand-Digital" provides guidance to small and medium-sized enterprises and skilled craftspeople as they

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	35 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.0	Status:	Draft (pending approval)

Co-funded by the
European Union

Views and opinions expressed are, however, those of the authors only and do not necessarily reflect those of the European Union or the European Innovation Council and SME Executive Agency (EISMEA). Neither the European Union nor the granting authority can be held responsible for them.

navigate the digital transformation, informing them of the opportunities and challenges presented by digitization.

The initiative includes specialized "Mittelstand-Digital Innovation Hubs" with a clear focus tailored to different industries, locations, or specific challenges. These Hubs form a national network offering impartial support to small and medium-sized enterprises and artisans throughout Germany by providing:

- Expert knowledge, workshops, and training sessions,
- Demonstration centres,
- Discussion, networking, and informational events,
- Practical examples highlighting aspects of digitalization. Additionally, the AI instructors based at these Hubs provide specialized support on the application of artificial intelligence, catering to users ranging from novices to those with advanced expertise.

CityDNA is an association under French Law. They represent cities and have a European scope. CityDNA helps DMOs to demonstrate that the visitor economy can benefit the destinations' social inclusion, cultural repertoire and relations, knowledge societies and local communities. DMOs are instrumental in strategic city management: they act as agenda-setters, project initiator and facilitators for the many stakeholders working for a better city. Together, we are committed to a sustainable and responsible visitor economy that works for people, places, and the planet.

Some advantages:

The association's members typically enjoy limited liability, meaning their personal assets are protected from the association's debts and liabilities.

Tax Benefits: Associations may qualify for certain tax benefits, such as exemptions from corporate income tax, VAT (Value Added Tax), and other local taxes, especially if they are recognized as being of general interest.

Access to Funding: Being a recognized association can make it easier to access funding from government grants, private donations, and other sources.

Disadvantages:

Complex Registration Process: Setting up an association in France involves a bureaucratic process, which can be time-consuming and may require legal assistance.

Management Requirements: Associations must adhere to specific administrative and reporting requirements, such as maintaining minutes of meetings and submitting annual reports.

Limited Commercial Activities: Associations are generally restricted from engaging in significant commercial activities. Income-generating activities may be subject to taxation and could jeopardize tax-exempt status.

Tax Obligations: While associations may benefit from tax exemptions, they still have tax obligations for certain types of income, such as commercial activities or investment income. Failure to comply with tax regulations can result in penalties.

Legal Constraints: Associations are subject to laws and regulations governing their operations, including restrictions on political activities, lobbying, and fundraising.

The main challenges are related to the staff shortage and not enough manpower to grow, especially recruiting members, and renewing the partnership model.

The main funding sources are coming from the membership fees (around 70%)

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	36 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.0	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

Joint Research Centre, public institute, EU body. The main office is located in Ispra (Italy), and they have five other European sites. The headquarters is in Brussels.

Each site is specialised in a specific area

Being an EU body, it is not subject to taxation.

Being a directorate dealing with Research and part of the EC has some constraints. They have to follow the political strategies of the moment. During COVID, adapted to COVID and now to Green Transition

It is important to take into account that they are under big public scrutiny; anything they do has a public impact. Take into account that their actions are under public view/supervision

Different opinions and points of view from the public, they need to try to be neutral.

Bureaucracy can be a challenge for any public entity. The bigger you are, the more bureaucracy you have to follow.

JRC works with EU directives and legislation. Although it is located in different EU countries, it is not affected by national regulations.

The management structure is quite hierarchical:

- Project manager at the bottom,
- Team leader that supervises the project managers
- Head of Unit for each research or team. (Territorial development, air quality, bias in cybersecurity…) They are aggregated in directorates.
- Then the Director
- And then the General Director
- And finally, the EC, mandate over the JRC

Regarding staff, being a public institution, all competitions are public and open. When the institution needs staff, the conditions are publicly available.

There are competitions open to external persons and they have some competitions that are internal. (To become a civil servant)

For the selection process, the requirements are public.

They have a contract for up to six years (contract agent), after which they cannot continue. Every year, they have internal competitions to become permanent.

They are over 2.000 people with administrative around 3.000 people. Most of them are contract agents.

They count on External consultants for yearly contracts. Mostly for IT staff and databases.

The European Travel Commission (ETC)

The European Travel Commission AISBL is a non-profit private association based in Brussels. ETC membership comprises 36 National Tourism Organisations (NTOs) from 35 member countries in Europe and fifteen associated members, which are private companies that provide knowledge in certain areas and also boost networking activities within the network.

From the taxation point of view, ETC is registered for VAT, which means it can recover VAT but also has to pay it.

The main funding sources for ETC are membership fees, ad hoc grants received by the Commission, and participation in other EU programmes and projects executed in collaboration with other partners (such as the DSFT project executed in 2022-2023).

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	37 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.0	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

An important requirement that the ETC has to comply with when dealing with EU funds is to follow strict public procurement procedures. These strict procedures impose a certain operational rigidity, limiting flexibility.

ETC members benefit from the activities carried out thanks to their annual membership payments (mainly research and marketing-related). Additional financing should be provided only in very specific cases of complementary activities.

The ETC ensures the active participation and involvement of its members, always aligning the activities and initiatives with their interests and priorities so that they perceive a high value in exchange for their membership contribution.

ETC has a fairly complete organizational structure briefly described as:

- A General Meeting composed of the representatives of the NTOs, which meets twice a year to approve the strategic plan and agenda, propose activities, appoint the president and vice presidents, and approve new members, among other activities.
- The board of directors is a subset group of NTOs that meets four times a year. It addresses strategic topics in more detail and suggests to the General Meeting the approval of the work program, budget, etc. This Board of Directors has eleven members, one President, and up to three Vice presidents.
- The Executive Unit implements ETC activities managed by an Executive Director based in Brussels and under the guidance of the Board of Directors, and with the support of several expert groups: the Market Intelligence Group, the Marketing Group, Chapter Earth, and the Overseas Chapters.

Although this structure provides ETC with a solid foundation for managing the association, it also requires continuous active management to monitor compliance and update regulatory statutes.

Operationally, the ETC is divided into four departments: marketing, Research, Advocacy, and Administration. Each department has an autonomous head who reports to the executive director and organizes and executes the activities within her department.

Normally, the ETC develops its activities with internal staff, but in some cases, depending on the nature of the projects or initiatives, it also works with external companies, implementing a public procurement procedure to contract them.

Related to HR management, ETC outsources the payroll management to an external company because of its complexity, and to comply with the Belgium legislation, ETC outsources this task.

ETC envisions its future collaboration with the EU Competence Center in two lines:

- First, try to bring benefits and value for their members, acting as the EU Competence Center as a service provider where those members can access tools such as predictive tools, relevant data sources, use cases, etc. ETC also expects the CC to provide a framework for receiving questions and suggestions or requesting consultancy requests related to data analysis and usage in the tourism sector.
- The second envisioned way of collaboration is to actively offer ETC services through agreements for reports, capacity building, training and courses, consultancies, or sharing best practices.

An interesting idea proposed is to position the EU Competence Center as an entity able to bridge the gap between academia and industry, helping to boost their cooperation.

In any case, the ETC emphasizes the need for the Competence Center not to produce overlaps with other initiatives but, on the contrary, to be complementary, help connect different initiatives, and act as a hub that favours the transfer of results from already existing projects, maximizing their impact and optimizing resources.

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	38 of 44
Reference:	D5.1	Dissemination:	PU	Version: 1.0	Status: Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

7 Statutes

The Statutes are the regulations that will rule the activity of the Competence Centre. Depending on the legal form and country, the statutes will have to follow a specific structure.

Based on the analysis of different entities, the statutes may contain the following points:

- o The name of the entity.
- o The address, as well as the territorial area in which it is to carry out its main activities.
- o The duration, when the association is not constituted for an indefinite period of time.
- o The aims and activities of the association are described in precise terms.
- o The requirements and procedures for admission and withdrawal, sanctioning and separation of members and, where appropriate, the classes of members. They may also include the consequences of non-payment of membership fees by members.
- o The rights and obligations of members and, where appropriate, of each of the different types of membership.
- o The criteria that guarantee the democratic functioning of the association.
- o The governing and representative bodies, their composition, rules and procedures for the election and replacement of their members, their attributions, term of office, causes for their cessation, the manner of deliberating, adopting and executing their agreements and the persons or positions with the power to certify them and the requirements for the aforementioned bodies to be validly constituted, as well as the number of members required to be able to call meetings of the governing bodies or to propose items for inclusion on the agenda.
- o The system of administration, accounting, and documentation, as well as the closing date of the association's financial year.
- o The initial assets and the economic resources that may be used.
- o Causes for dissolution and destination of the assets in such an event, which may not detract from the non-profit nature of the entity.

The Statutes may also include any other lawful provisions and conditions that the promoters deem appropriate, provided that they are not in conflict with the law and do not contradict the principles that shape the association.

In no case, the content of the Statutes may be contrary to the legal system.

Normally, the statutes have to be registered in a dedicated public authority.

The Statutes can change, and modifications are to be allowed. In these cases, specific procedures have to be followed.

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:		39 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.0	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

8 Conclusions

The future EU Competence Centre is a strategic initiative of the European Union to fill an existing gap in data management by tourism destinations and their ecosystem. Its legal form, structure and operation are not trivial issues and must be discussed by the ecosystem and validated by the European Commission.

Existing regulations allow for a wide range of possibilities, and the location of the EU Competence Centre in one of the EU countries will also be a determining factor in the legal system to be applied. Therefore, until these decisions have been taken, it is difficult to define a concrete legal form.

The sustainability of the EU Competence Centre is a requirement from the very beginning, so the legal form, access to funding, and solid structure with the necessary resources can only be defined in the later stages of the D3HUB project.

Finally, it is necessary to highlight that there may be an interconnection between the services and business model that the future EU Competence Centre will provide and the legal form that it may adopt. In this way, once the different services that the Centre will provide are defined, new criteria could appear to be evaluated to select the legal form to adopt.

On the other hand, another important factor to take into account is complying with the design requirement that the future EU Competence Centre for Tourism must be self-sustainable. This requirement can tip the balance towards a certain legal form in favour of its achievement.

In the same way, throughout the project, once the different advisory boards (the Statistical and Research advisory board and the DMO advisory board) contemplated in WP 5 have been established, they will also provide input that will be useful for final decision-making.

This document serves as a basis to initiate discussions and debates, as well as to generate a common understanding of the possible legal forms of the future EU Competence Centre. And this legal form must be accompanied by the business models and the package of services that will be developed in the different D3HUB Work Packages.

ANNEX I: Example of Statutes

- Statutes CityDNA: https://www.calameo.com/read/000674014bd97f1015931
- Statutes Joint Research Centre: https://eur-lex.europa.eu/EN/legal-content/summary/the-european-commission-joint-research-centre-jrc.html
- Statutes UNWTO: https://webunwto.s3-eu-west-1.amazonaws.com/imported_images/51970/unwtostatuteseng.pdf

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	41 of 44
Reference:	D5.1	Dissemination:	PU	Version: 1.0	Status: Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

ANNEX II: Script of the Interview

BACKGROUND

The D3HUB project aims to design and establish the European Competence Centre, which will help tourism destinations use data analysis to become more competitive, resilient, and sustainable. Over the next three years, the consortium partners will work to identify the needs and requirements of smart destinations and their ecosystems related to data management, generating a support scheme and services to support destinations in this transformative journey.

Several principles will guide the design of this Competence Centre:

- The Competence Centre won't replace or overlap other existing (EU) initiatives. It will run collaboratively in parallel, helping them maximize their projects' output and transfer the results methodologies to the EU Tourism Sector.
- The success of the future European Tourism Dataspace will depend on the acceptance and involvement of the different European Tourism Stakeholders (DMOs, Public bodies, tourism SMEs, etc.). An entity is needed to help the European Tourism Ecosystem to embrace the European Tourism Dataspace. The Competence Centre has the opportunity to deliver services that bring the European Tourism Dataspace closer to the sector in a practical way.
- Thanks to its close contact with the European Tourism Ecosystem, the Competence Centre will also act as a feedback loop to inform all the other initiatives about the real needs, requirements, and priorities. This will allow other initiatives to align their activities with those needs.

In general, the Competence Centre will act as a catalyst for existing initiatives and try to enhance their impact on the tourism sector. It will also consider European tourist destinations' interests, priorities, and needs.

INTERVIEW SCRIPT

This interview is intended to set the basis for the future definition of the legal form and structure of the EU Competence Centre, which will support data management in smart tourism destinations.

1. Which type of entity are you?

    - Association, Foundation, Institute….

    - Public or private

2. Where are you located?
3. Which is your scope?

    - National

    - European

    - International

4. What are the main advantages/disadvantages of your legal entity (including taxation)?
5. What are the challenges or pain points your organization faces internally?
6. Could you please share your management structure?
7. Could you please share your organizational structure?
8. What are your main funding sources?

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:	42 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.0	Status:	Draft (pending approval)

9. Do you know of any institutions of similar or different types that we should consider contacting for input?
10. How do you handle procedures for hiring personnel internally?
11. How do you see your collaboration with the future EU Competence Centre?
12. Do you foresee any challenges or advantages for your participation in the CC based on the entity type it adopts?

Special questions depending on the typology:

a) For Private Association Network/Cluster:
   - What is the main focus of your network or cluster?
   - How are your activities primarily financed and operated?
b) Public Association:
   - What is the main purpose or mission of your public association?
   - How do you interact with other public or governmental institutions?
c) Private Foundation:
   - What is the primary focus of your private foundation?
   - How do you select grantees or recipients for funding?
d) Public Foundation:
   - What are the main focus areas or areas of interest for your public foundation's "philanthropic" activities?
   - How do you align your foundation's activities with government priorities or policies?
e) Private Institute/Centre:
   - What are the primary areas of research or expertise within your private institute or centre?
   - How do you collaborate with industry partners or other research institutions?
f) Public Institute/Centre:
- What is the main purpose or mission of your public institute or centre?
- How do you ensure that your research activities align with public interests or priorities?

Document name:	D5.1 Detailed organisational and functional structure of the EU Competence Centre			Page:		43 of 44
Reference:	D5.1	Dissemination:	PU	Version:	1.0	Status:	Draft (pending approval)

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

ANNEX III: List of Legal forms – European Central Bank

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.