beyond civic

Data Space Playbook

Business Guideline

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1 Executive Summary

This document outlines a structured approach for developing and launching a data space or data-sharing ecosystem. The Business Framework is organized into three critical phases: Introduction, Analysis, and Formulation.

The Business Framework builds on top of prior art particularly the Co-creation method developed by the DSSC. While the co-creation method provides a thorough and detailed framework, its complexity and rigid sequence might present challenges to agility and “quick start”.

The outcome of the Business Framework is a clear statement that explains how to create and capture value for stakeholders.

2 Prior art. The Co-creation method by DSSC

The following diagram shows the relationship and sequence of the development processes suggested by the co-creation method, presented by DSSC.

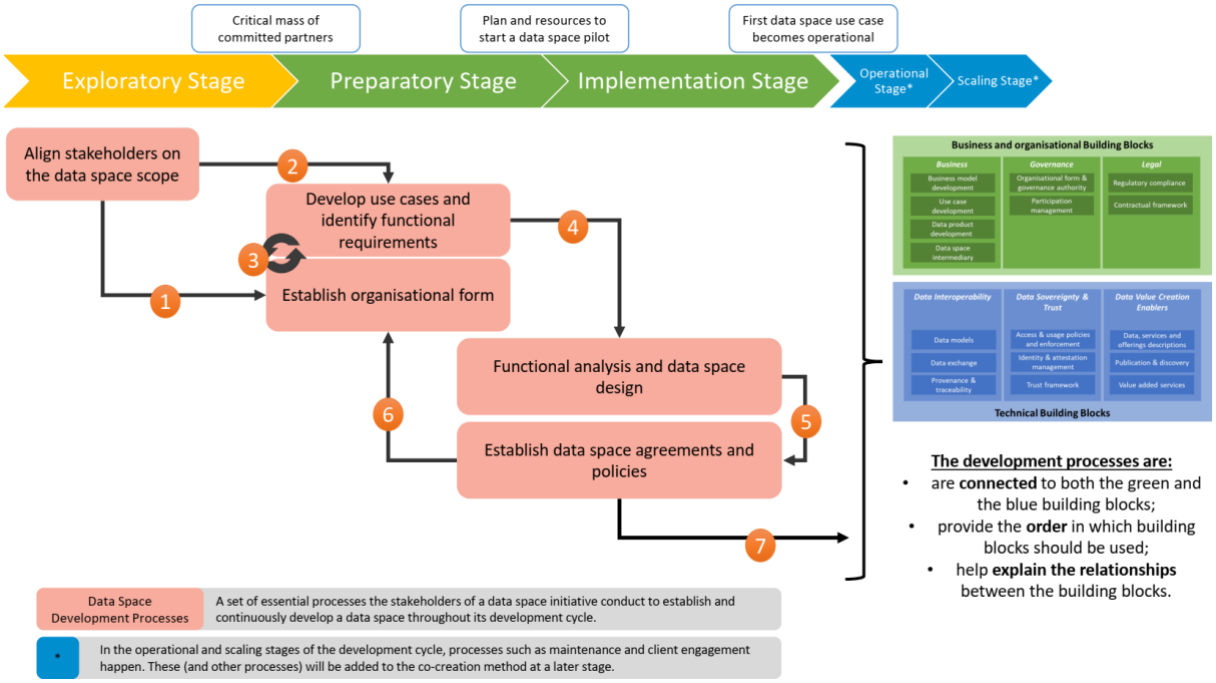

Figure 1. Data Space Development Processes according to DSSC. (Data Spaces Support Centre 2024)

The following subchapters are extracts from the Blueprint 1.5 by the DSSC (Data Spaces Support Centre 2024):

2.1 Align Stakeholders on the Data Space Scope

To create a 'coalition of the willing' out of stakeholders who want to investigate the extent of the data they share through a data space.

1. Theme and Scope of the Data Space
2. Identify High-Level Use Cases
3. Stakeholder Engagement
4. Cooperation Readiness

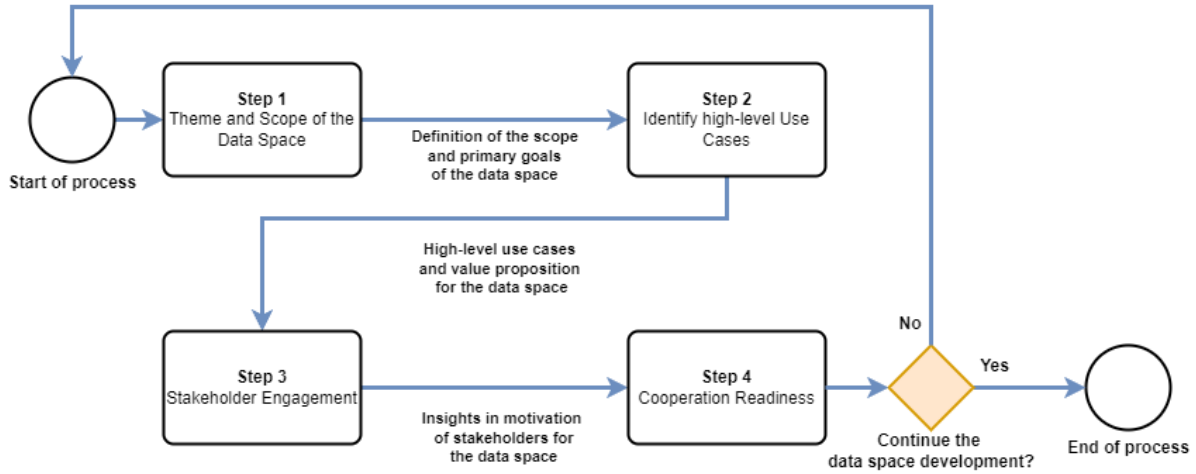

Figure 2. Flowchart diagram for aligning stakeholders on the data space scope. (Data Spaces Support Centre 2024)

2.2 Develop Use Cases and Identify Functional Requirements

Identify and describe individual use cases in detail to clarify the benefits for the data space participants and identify the data space's functional requirements.

1. Use Case Selection and Strategic Alignment
2. Data Selection and Semantic Interoperability
3. Legal and Compliance Framework
4. Access & Usage Management and Identity Governance
5. Service Design

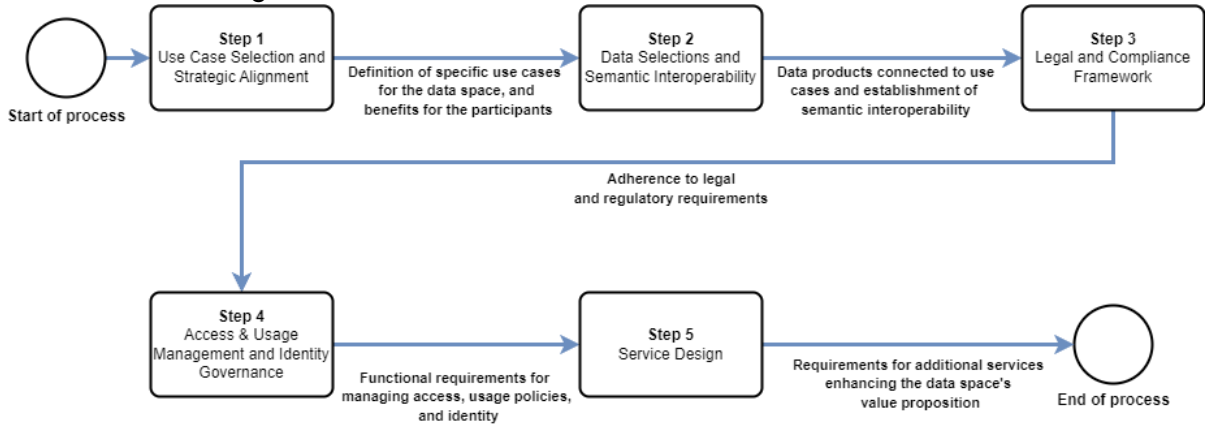

Figure 3. Flowchart diagram for developing use cases and functional requirements. (Data Spaces Support Centre 2024)

2.3 Establish Organisational Form

Create the organisational form of the data space and the governance framework.

3.1 - Formalising commitment and investment decision
3.2 - Determine and Establish the Organisational Form
3.3 - Development of Rulebook
3.4 - Strategy for the Data Space

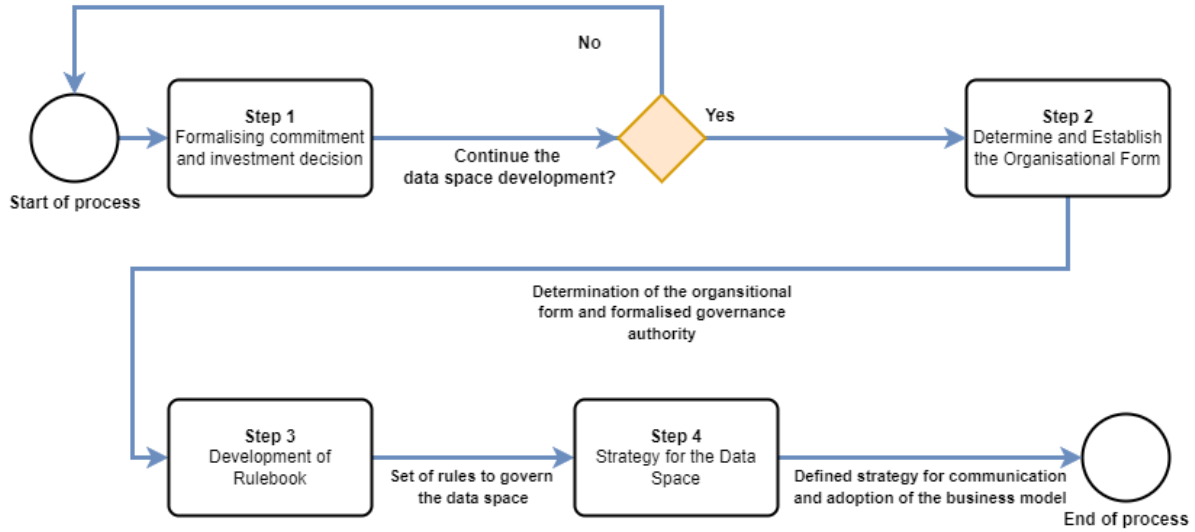

Figure 4. Flowchart diagram for establishing the organisational form of the data space. (Data Spaces Support Centre 2024)

2.4 Functional Analysis and Data Space Design:

Translate the functional requirements into a useful data space design.

1. Secure participant onboarding and offboarding
2. Trust among participants and compliance with EU regulations
3. Agreements on data models and protocols to exchange data
4. Accountability and control of data usage
5. Categorisation and implementation of services

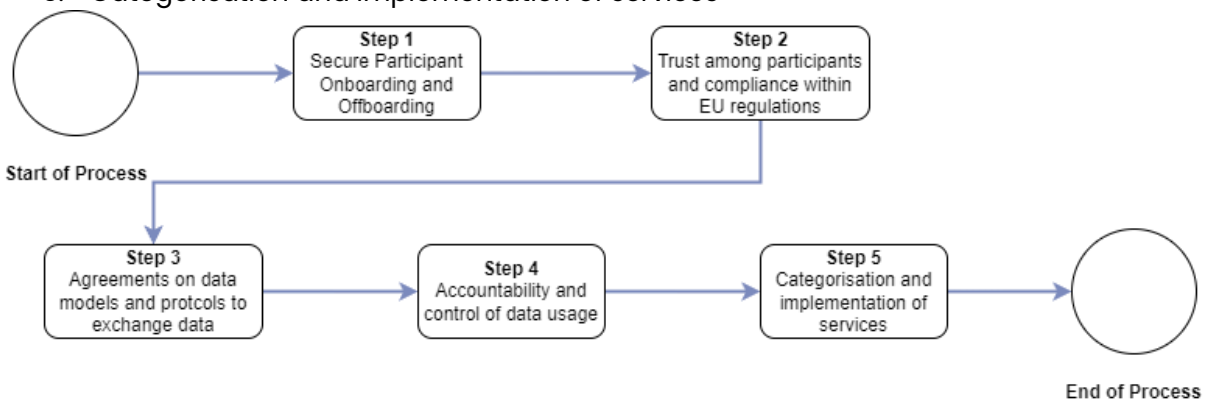

Figure 5. Flowchart diagram for the data space design. (Data Spaces Support Centre 2024)

2.5 Establish Data Space Agreements and Policies:

Document decisions on the functioning of the data space and create the governance framework.

1. Populate the rulebook
2. Record agreements

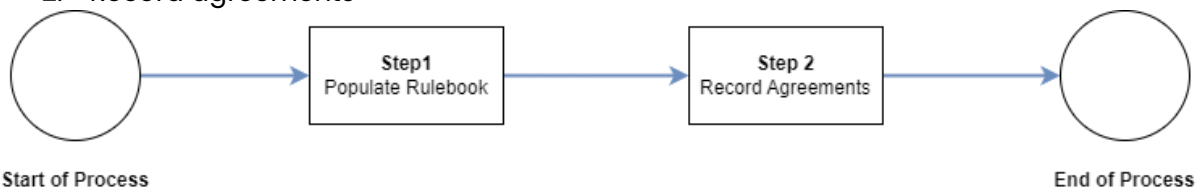

Figure 6. Flowchart for documenting policies and agreements. (Data Spaces Support Centre 2024)

3 Introduction to Business Framework

This section outlines the challenges of using the co-creation method as-is and proposes a more segmented approach that aims to formulate a clear statement on how to create and capture value for members in the data space.

3.1 Challenges with the use of the co-creation method

While the co-creation method provides a thorough and detailed framework, its complexity and rigid sequence might present challenges to agility and "quick start". The extensive list of steps and sub-steps—from defining the theme and scope to recording agreements—could potentially overwhelm stakeholders and slow down progress.

Additionally, the co-creation method intertwines many technical concepts like Usage & access management that are covered in a related document Trust Framework, as well as the development and populating of the Rulebook, which the author believes are better discussed separately in a different document (namely the Rulebook).

In contrast, the Business Framework presented in the next chapter emphasizes simplicity and pragmatism by grouping the process into three stages. This streamlined process may facilitate quicker decision-making, foster active stakeholder engagement, and prioritize value creation for members. Readers might appreciate the straightforwardness of the Business framework, as it highlights actionable steps without the intricacies of a more elaborate framework.

3.2 Business Framework as a simplified segment of co-creation

The Business Framework starts with the launching of a business initiative, organized into three phases: **Introduction**, **Analysis**, and **Formulation**.

The **Introduction** phase involves scoping the business initiative, creating a "Welcome Experience" to engage existing and newcomer stakeholders, and fostering empathy to understand their needs and expectations.

The **Analysis** phase starts with a series of workshops where the focus shifts to strategic alignment and market positioning through the development of use cases, ensuring the initiative's organizational form complies with legal and regulatory requirements, and evaluating resources and investment decisions.

The **Formulation** phase addresses how to create and capture value for members, emphasizing a value-driven approach to ensure the initiative's sustainability and relevance. The process is iterative, with feedback loops used to improve the experience of stakeholders.

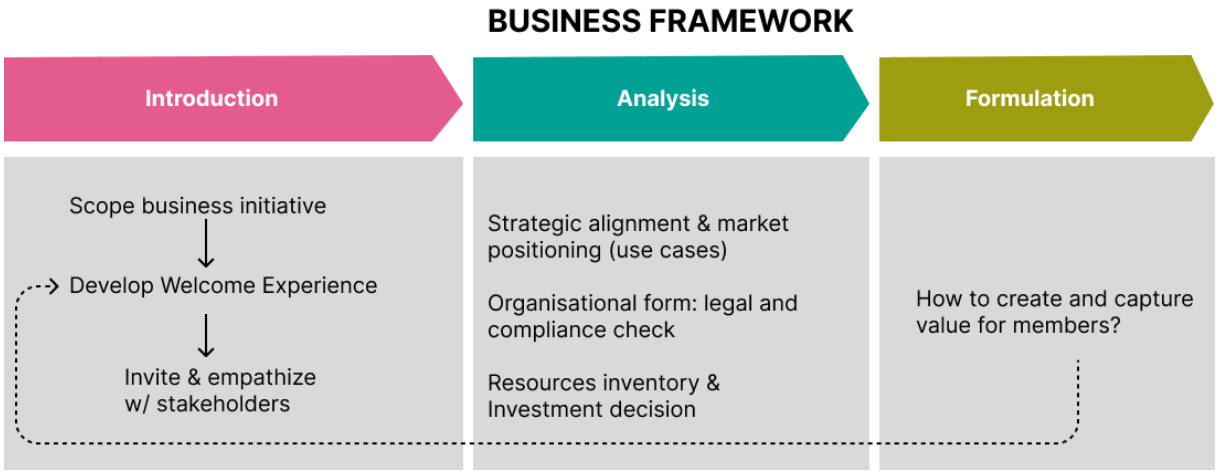

Figure 7. The business framework of Data Space Playbook. Own source.

4 Introduction stage

This section outlines the activities contained in the introduction stage of the Business Framework.

4.1 Kickstart business initiative

A data space's business model and its use cases are fundamentally intertwined. The business model provides the outline for how the data space will function and achieve sustainability, while the use cases represent the practical applications that drive value creation and attract participants. Using the Business Framework acknowledges that the Data Space Initiator will not have all the details of the business model and use cases. Still, at least it has identified a handful of potential members that can support the development of the data space.

4.2 Develop a Welcome Experience for data space members

The Business Framework gives particular attention to the process of joining the data space, supported by an experience map that tries to capture the "state of mind" of organizations and their employees while learning about a new data space initiative. This map is a useful tool for understanding organizational behaviour in collaborative ecosystems and identifying pain points to improve engagement strategies.

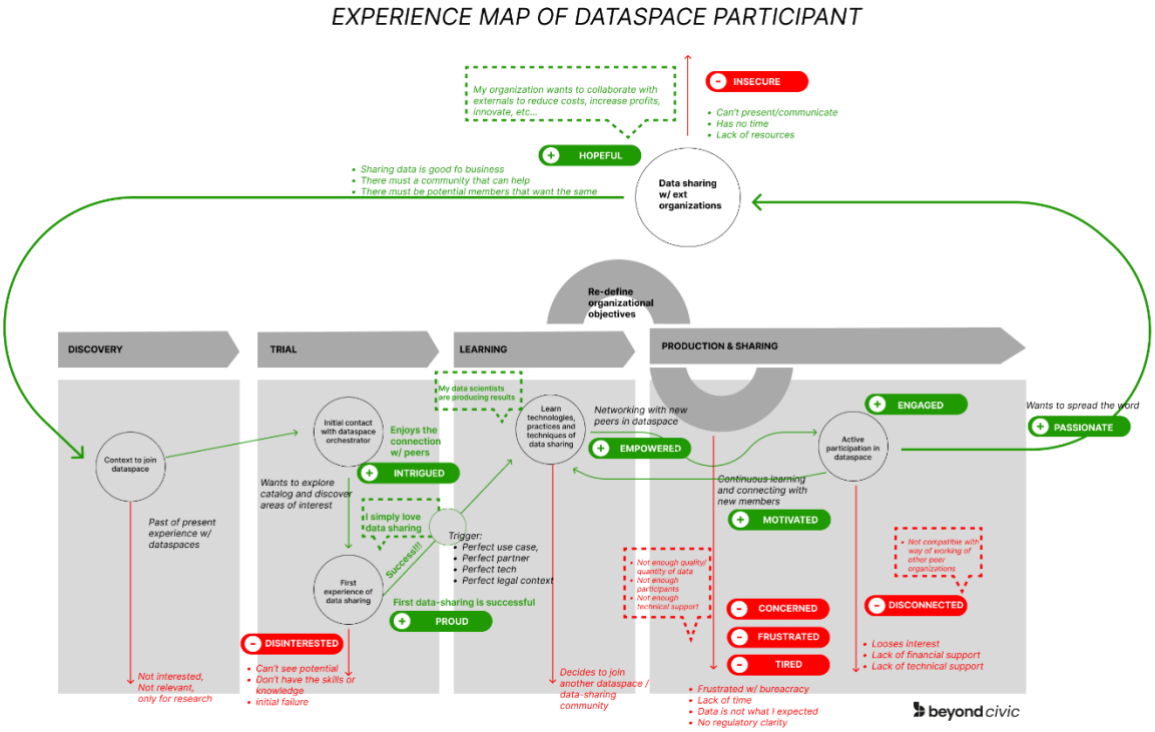

Figure 8. Experience map of data space participant. Own source

4.2.1 Discovery

Organizations learn about dataspaces and consider joining. Influenced by past experiences and context, such as the potential benefits of collaboration, cost reduction, or innovation.

4.2.2 Trial

Organizations make initial contact with the Data Space Initiator/Coordinator and explore opportunities (catalogues, areas of interest, etc.). The key factors for success: Suitable use cases, partnerships, technologies, and legal contexts.

4.2.3 Learning

Organizations deepen their involvement by acquiring skills, learning technologies, and understanding practices of data sharing. Successful organizations will gain confidence and feel empowered to expand and establish it in production. Barriers include insufficient quality or quantity of data and lack of technical or community support.

4.2.4 Production & sharing

Organizations actively participate in the dataspace, engage in continuous learning, and connect with new members.

4.2.5 Emotional states

Green emotions (Positive): Hopeful, intrigued, proud, empowered, motivated, engaged, and passionate.
Red emotions (Negative): Insecure, disinterested, concerned, frustrated, tired, and disconnected.

4.2.6 Triggers and challenges

Triggers for success	**Challenges to continue**
• Well-defined use cases. • Right technical and legal environment. • Community support and guidance.	• Bureaucracy, unclear regulations, insufficient data quality, or lack of support can derail progress. • Organizations may feel overwhelmed, leading to disengagement.

4.2.7 Outcomes

The ultimate goal is to foster **passionate** and **engaged** organizations that actively share and use data.
Negative outcomes like **disconnection** or **frustration** highlight areas where dataspaces can improve their design, onboarding, and support processes.

4.3 Invite and empathise with stakeholders

The importance of this step lies in building trust, fostering strong relationships, and ensuring stakeholder buy-in, which collectively enhance the initiative's relevance and effectiveness.

The process involves creating a welcoming experience through introductory meetings, workshops, or forums where stakeholders can share insights and provide feedback.

This early engagement not only aligns the initiative with stakeholder interests but also sets a cooperative tone that facilitates smoother progress into the analysis stage.

5 Analysis stage

This section outlines the activities contained in the analysis stage of the Business Framework.

5.1 Strategic alignment & market position (use cases)

Strategic alignment refers to ensuring that the data space or data sharing ecosystem is integrated with the overall business objectives and strategies of the stakeholders involved.

Clear market positioning involves defining the unique value proposition and competitive edge of the data sharing initiative within the industry. It clarifies how the initiative stands out from the status-quo (no sharing) and why stakeholders should engage with it.

The development of use cases is essential to both strategic alignment and market positioning, as they provide concrete examples of how the data space delivers value, meets market needs, and solves specific problems.

Normally the conclusions of this analysis should fit in a A4 page.

5.2 Organisational form: legal and compliance check

Choosing an appropriate structure (e.g. independent association, de-facto partnership, or another legal entity) affects how responsibilities, liabilities, and decision-making processes are allocated among members.

Regardless of the legal structure, it is important to set a task force that helps clarify the legal complexities of the industry in question. This effort can significantly reduce risks such as regulatory infringements, data privacy breaches, and intellectual property disputes, protecting its members from potential litigation and financial penalties, in the long run, enhancing the initiative's credibility and sustainability.

Importantly, given the global trends and juxtaposing of data sovereignty, data localisation and globalisation of digital services, it may be important to consider the role, presence or absence of data regulations and cross-border initiatives that may impact the initiative.

The following are two such relevant developments of global partnerships:

- Global CBPR Forum that “creates a space for legal jurisdictions certification entities, and organisations handling personal data” (Global CBPR Forum 2024)
- Global Cross-Border Data Flow Cooperation Initiative that “puts forward constructive approaches to the governance of cross-border data flow” (State Council - The People's Republic of China 2024)

5.3 Resources inventory & investment decision

Conducting an initial assessment of the resources needed to support the data space initiative is essential for its successful launch and ongoing operation. This involves detailing the required operational, legal, and technical staff, as well as any consulting services that may provide specialized expertise or strategic guidance.

When the Data Space Initiator involves an organisation of the public sector like a federal department, additional considerations come into play. Public institutions must navigate strict budgetary processes, adhere to procurement regulations, and demonstrate alignment with policy objectives. In those cases, all members must support by providing data and information that will be used to prepare robust investment proposals to justify the initiative's initial investment.

Overall, this analysis activity aims to ensure transparency and accountability, helping stakeholders assess the initiative and make informed funding decisions that align with governmental and industry priorities.

6 Formulation stage

This section outlines the activities contained in the formulation stage of the Business Framework.

6.1 Strategy to create and capture value

When formulating a strategy to create and capture value for a data space initiative, it is crucial to combine the output of the two previous phases.

More specifically, it should begin by integrating the stakeholder needs and expectations identified during the Introduction phase to ground the strategy in real-world demands and foster user-centric value creation.

It should then present the use cases to demonstrate tangible applications and benefits that resonate with target markets (positioning or so-what).

If possible, it should state the organizational form and legal considerations for existing and new members, the idea is to build a foundation of trust and reduce potential risks for all participants.

Finally, the statement mentions the resources necessary and available in the data space. This is to align the strategy with practical implementation capabilities.

7 References

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