



Report findings use case
“Benchmarking for Industry
Associations”

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Management Summary

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10. Industry Associations recognise the potential of fulfilling a role as a trusted intermediary for data sharing in the future

Re-using qualified and standardised external data could support Industry Associations (IAs) in providing benchmarks to members



IAs need data from their members to create benchmarks

- Many Industry Associations (IAs) provide benchmarks to their members in which they communicate the performance of the sector and provide organisations with insights on their relative performance to peers
- In order to perform these benchmarks, IAs need data from their members. For every new benchmark, data is requested from the Businesses that are member
- Currently, many Industry Associations require the Business to submit this data manually
- This costs Businesses quite a lot of time, reducing the incentive for them to participate in a benchmark. Furthermore, potential inaccuracies in data due to human errors can lead to inaccurate insights or additional work in adjusting data

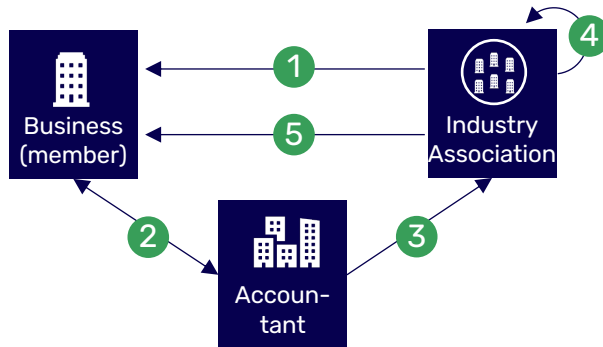


Data is available at service providers and can be re-used for benchmarks

- Qualified and standardised data that can be used for benchmarking is available at a wide range of Service Providers of a Business (e.g. Accountant, energy provider, etc.).
- These Service Providers have often generated and stored this data to support or enable the service they provide to a Business (e.g. create annual report)
- With the right standards, infrastructure and agreements, this data can easily be accessed and re-used for other purposes such as benchmarking

In this use case, an Accountant shares standardised financial data on behalf of a Business with IA for financial benchmarking

Use case interaction model



Steps in process

1. Industry Association requests standardised financial data from Business
2. Business asks its Accountant to share data with Industry Association
3. Accountant shares data on behalf of Business with Industry Association
4. Industry Association processes data and creates benchmarks on Business individual performance relative to its peers
5. Industry Association shares benchmarks with Business

Use case introduction

Explanation of use case:

- In this use case, an Accountant shares qualified and standardised financial data on behalf of a Business with an Industry Association (IA). The IA can use this data to create benchmarks on the financial performance of the sector and/or of an individual Business relative to its peers. Qualified and standardised non-financial data is also available and of added value for benchmarking, but out of scope for this case
- Standardised financial data describes financial performance of the Business and is based on financial reports that are prepared by the Accountant (e.g. annual report, tax filing). The data is often stored in accounting software that is managed by the Accountant
- The Accountant generates data for other purpose (e.g. annual report, tax filing) and makes sure data is qualified and in a standardised format (following XBRL taxonomy) so that it can be accessed and re-used

Added value of use case:

- Since data is readily available and can be re-used, Businesses do not need to manually submit data to IA
- The fact that data is in a standardised format will allow the IA to easily access, interpret and analyse data from different members, as they all follow the same format
- Since data is qualified (as it is prepared by the Accountant) the reliability and accuracy of data increases

Use case approach

Parties involved in the use case:

- SBR Nexus initiated this use case. SBR Nexus is a data sharing initiative that enables organisations to share data via a common structure, data taxonomy and infrastructure
- Multiple Industry Associations were involved in the use case through interviews: Verbond van Verzekeraars, FOCWA, Techniek Nederland and NVL



This data sharing context is characterised by organisations sharing commercially sensitive data through a third party

Key factors in data sharing context of this use case

Non-exhaustive



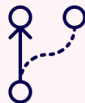
The use case concerns very sensitive data

The data that is shared in this use case describes the financial performance of an organisation and is therefore very sensitive. It should be made absolutely certain that this source data does not become available to parties that might gain a competitive advantage from it



Insights based on shared data are made publicly available

In most cases, the benchmarks that are based on the shared source data will be made publicly available (to a certain extent). To ensure confidentiality of data and Industry Association adherence to anti-competition regulation, the information in these benchmarks should not be traceable to an individual organisation



The data is shared by a different party than the data subject

Although the data is shared by the Accountant, it concerns the Business and should therefore be under control of the Business. There should be some mechanism for the Business to control what the Accountant does with its data

Data sharing context

- Every data sharing use case has its own unique data sharing context. This context is determined by factors such as the nature of the data that is shared, the actors that are involved, who controls the data, et cetera.
- This data sharing context is very relevant, as it influences the requirements for the use case design

Security, Policies and Authorisation are key elements of the use case design given this use case's data sharing context

Data sharing context

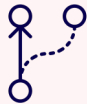
Simplified



Sensitive data



Publication of insights



Shared by third party

Key elements of use case design based on data sharing context



Security

Given the sensitivity of the data in the use case, it is essential that the confidentiality, integrity and authenticity is assured for both data in rest and in transit. This means that the distribution channel and Industry Association have suitable security measures in place that are clear for all actors in the use case



Policies

Given the sensitivity of data and the importance of this data not being misused, it is essential that all actors in the use case have a clear common understanding of strict data usage rights and obligations (e.g. ensuring that published insights do not refer to individual organisations). These rights and obligations are usually captured in policies, to which all relevant actors in the use case commit. Knowing that all relevant actors adhere to the same policies creates trust among actors



Authorisation

In this use case, the Accountant shares commercially sensitive data on behalf of the Business. As the Business should be in control of what the Accountant is allowed to do with the data, it needs to have a suitable mechanism available to provide specific authorisations to the Accountant. Giving the Business control over who has access to his data drives the trust that is required for this use case

See page 22 for a more detailed view of different elements of the use case design

Agreements around governance and metadata are needed to ensure trust and interoperability in an expanded use case scope

Current use case scope is limited, resulting in small scope of agreements

The current use case scope is limited to specifically enable the sharing of standardised financial data to support benchmarking efforts of Industry Associations. Furthermore, this use case scope aims to support the use case in a Proof of Concept (PoC) setting with a limited number of actors.

This use case scope only requires a limited scope of agreements, as the main focus of agreements is on enabling transactions to take place between a limited number of actors and not so much on formalising trust between many actors and ensuring interoperability at scale

Expanding the use case scope can create new value

To create more value with the use case in the future, its scope can be expanded in several different ways:

- **More actors:** Currently, the use case design is created for a limited number of Accountants and Industry Associations in a Proof of Concept (PoC) setting. When moving the case to production, it needs to be able to support a larger amount of actors who might not have a strong relationship with each other, which makes it more difficult to establish trust between them
- **More data sources:** The existing scope of the use case only involves sharing qualified and standardised financial data. In the future, it could be desirable to include other data sources and associated Service providers in the use case, such as energy data from an energy provider.
- **New applications of current data sources:** Industry Associations can create new value by applying the data in this use case for other purposes than benchmarking (see slide 10)

Additional agreements are needed in future to support extended scope

When scaling this use case to more data sources, actors and applications of the data, additional topics become relevant to make agreements on, such as:

- **Governance:** In the PoC setting of this use case, governance of agreements is organised through basic contracts or based on relationships, as the stakeholder field is relatively clear. When scaling the use case, more actors will participate in the use case who might not have a relationship with each other. This means that trust cannot be built on the relationships of actors but must be based on something else. A common governing body that ensures all stakeholders act conform the same agreements could provide the required trust
- **Metadata:** In the PoC phase of the use case, service descriptions in metadata are not essential, as there is only one data service offered in the use case, which is very familiar for the actors involved. As the number of different data services and new potential users of these service increase, service descriptions in metadata are needed to ensure that the properties of all data services can be interpreted and understood by relevant stakeholders, which is required for interoperability between different actors

See p. 24 for more information on creating a scalable design

Most IAs are satisfied with the existing method of collecting data for the benchmarks they currently provide

Industry Association view on use case



Existing data collection methods are mostly considered as fit-for-purpose for benchmarks currently provided

Industry Associations already have mechanisms in place to consume the data they need for the benchmarks they currently provide (e.g. websurveys, excel templates). Most Industry Associations consider these (mostly manual) methods of collecting data to be fit-for-purpose



Most existing benchmarks are based on data that is not available through this use case scope

Many Industry Association base their benchmarks on data that is not readily available in a financial report. The data that is made available in this use case scope therefore adds limited added value for these specific benchmarks



Most Industry Associations are satisfied with the existing method of collecting data for the benchmarks they currently provide

See page 26-29 for more information on the view of Industry Associations in regards to this use case

In the future, Industry Associations could add new value as a *Data Trust*: a trusted intermediary for sharing aggregated data



Value of aggregated data

The value of data drastically increases when it concerns data on many different data subjects (e.g. financial data of many different businesses) and/or many different data sources, as aggregated data provides more exhaustive information and enables comparison between data subjects



Regulation shaping "data intermediary" role

The EC is drafting regulation¹ to enable and regulate a "data intermediary" role. This intermediary can aggregate and share data on behalf of others but must be neutral



Industry Association has neutral, trusted role

Given its existing neutral and trusted role, an Industry Association would be in a good position to fulfil this "data intermediary" role for their members

For inspiration

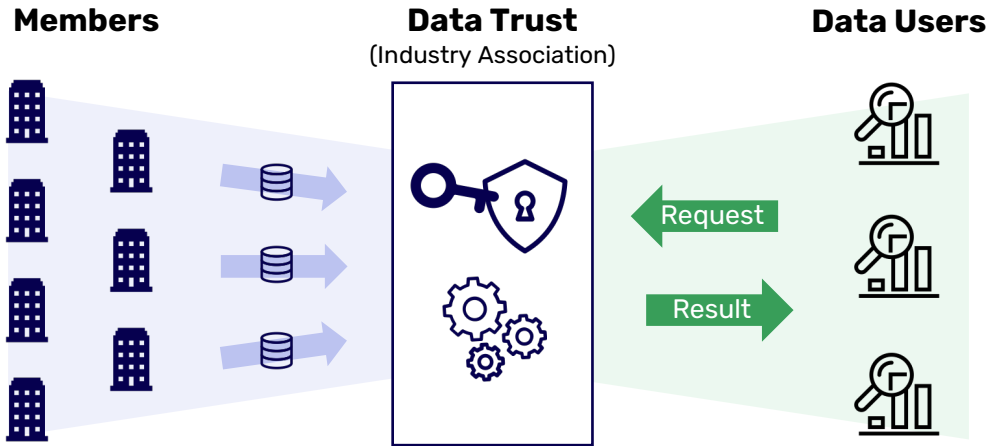
Industry Association as a "Data Trust"

The Industry Association could play an essential role in the digital economy as a "Data Trust" for their members, a steward and aggregator of member data that maximises value creation from that data.

By bundling different data sources from different members, the Data Trust can share aggregated and anonymised data on behalf of their members with interested organisations. The members will be compensated for this and their interests will always be the first priority for the Data Trust.

¹Data Governance Act

As a Data Trust, Industry Associations could steward member data and maximise the value created with it for their members

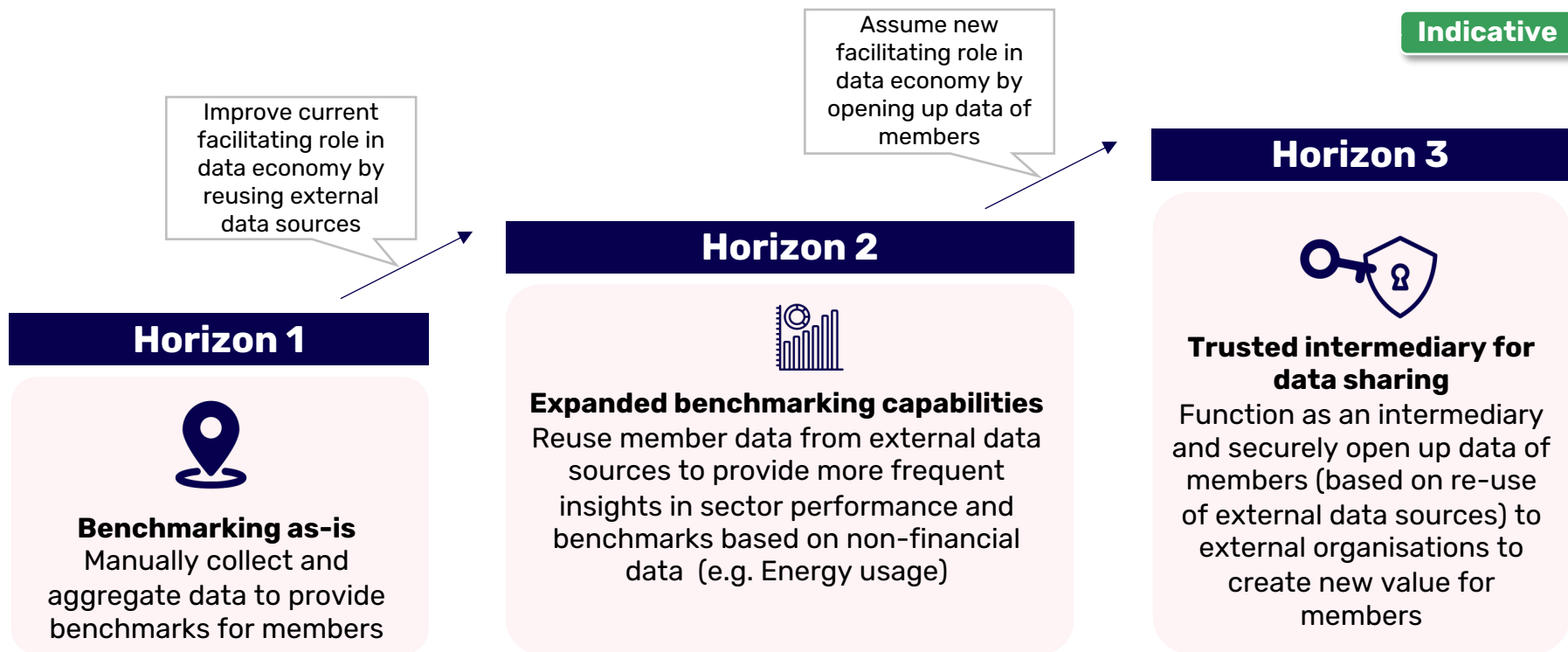


Description

For inspiration

- Data Trust and Members have made high-level agreements on what data can be used for what purpose
- Members allow Data Trust to steward their data based on these agreements
- Data Users can request certain data queries/analysis that are in line with high level agreements
- Data Trust will return a minimum query/analysis result and receive compensation from Data User
- Compensation flows back to members

Re-use of qualified and standardised data for benchmarking could be a key enabler for IAs to transition to an intermediary role



Industry Associations recognise the potential of fulfilling a role as a trusted intermediary for data sharing in the future

Session with Industry Associations

- On April 13th 2021, SBR Nexus and the Data Sharing Coalition hosted a session with various Industry Associations in which they presented the use case and discussed the role of Industry Associations in the data economy
- The following organisations were present during the session:



Key outcomes of the session

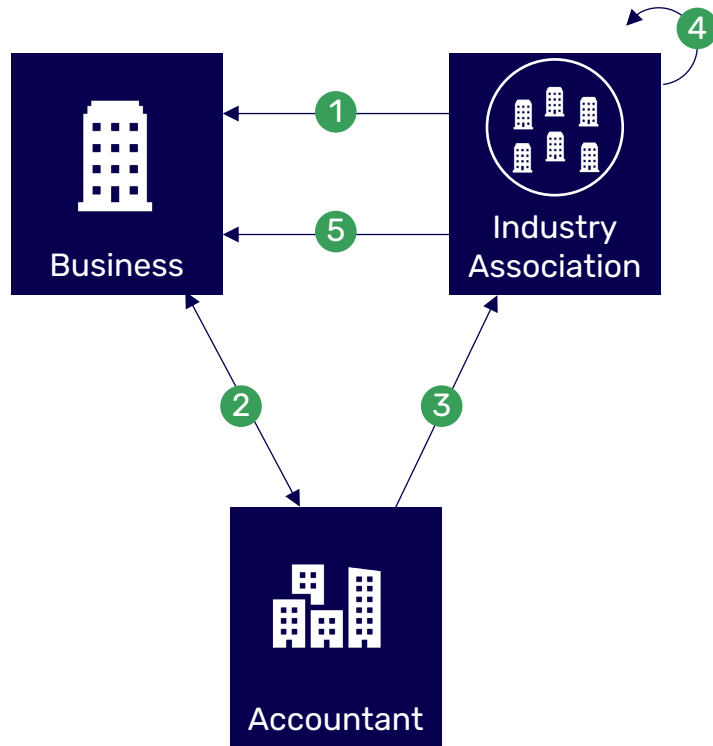
- Currently Industry Associations stimulate digital collaboration between members, provide benchmarks and strengthen their lobby through data
- In the near future Industry Associations see a role for themselves around providing more frequent benchmarks and benchmarks based on non-financial data
- Industry Associations were inspired during the session and would like to further explore their future role as a trusted intermediary for data sharing, however they added that fulfilling this role is not realistic in the short term
- Industry Associations mention commitment of members and collaboration on standards and agreements as success factors for them to position themselves in the data economy
- In collaboration with the Data Sharing Coalition and SBR Nexus, Industry Associations will further explore their future role in the digital economy

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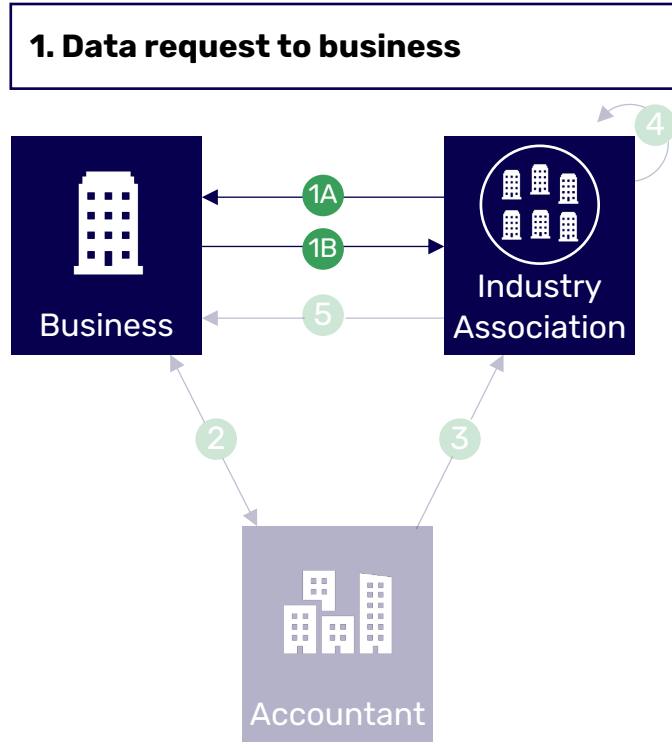
Interaction model: Industry Association consumes standardised financial data from Business via Accountant for benchmarking



Steps in process

1. Industry Association requests standardised financial data from Business
2. Business asks its Accountant to share data with Industry Association on their behalf
3. Accountant shares data on behalf of Business with Industry Association
4. Industry Association processes data and creates benchmarks on a Business' individual performance relative to its peers
5. Industry Association shares benchmarks with Business

In the first step, Industry Association requests data from Business



Description

Substeps:

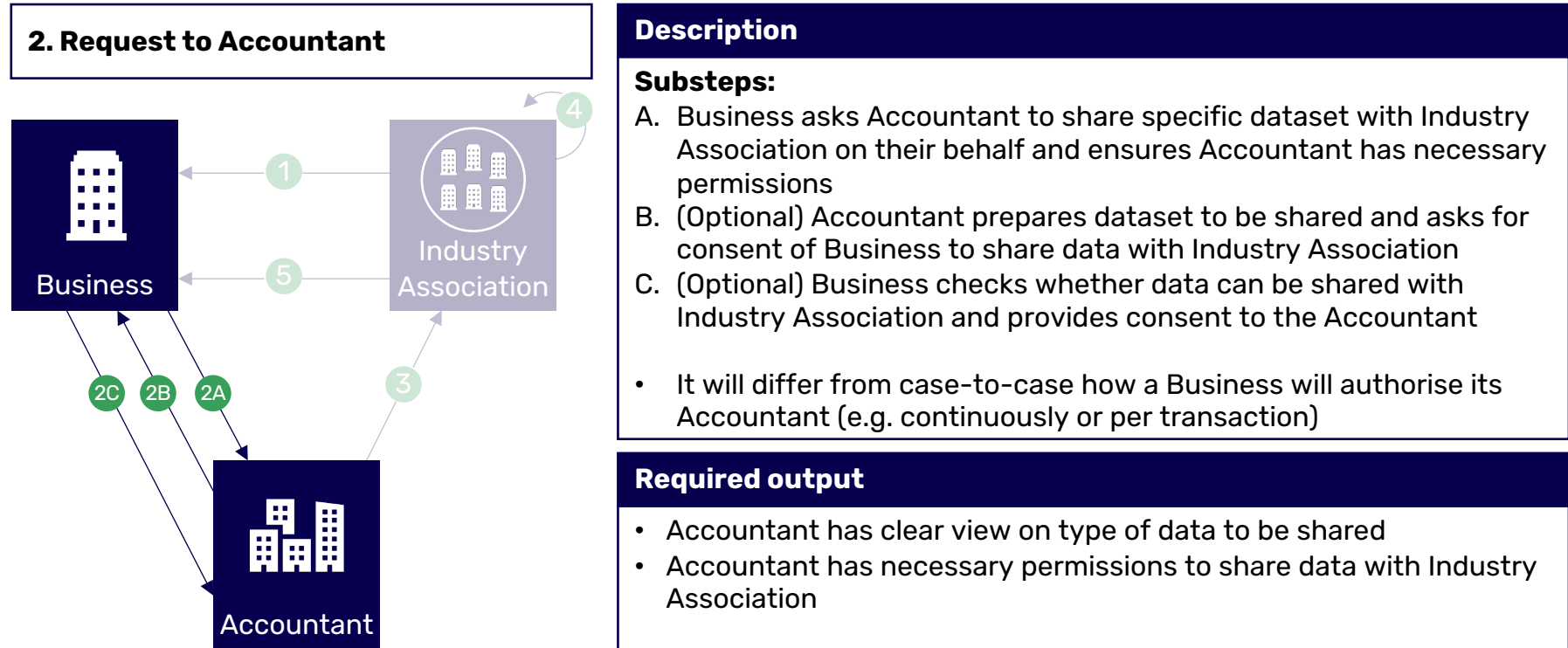
- A. Industry Association requests data from Business via any channel (e.g. mail)
- B. Business notifies Industry Association that request will be processed

- It is important that Business gets clear view on type of data is required, what the data will be used for and what the benefit is for him
- Frequency of request might differ (e.g. yearly or at membership agreement)

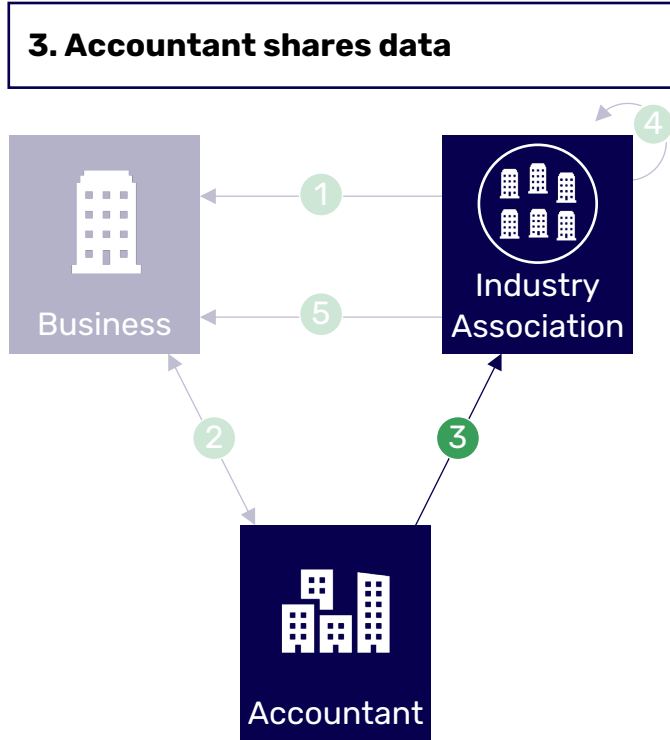
Required output

- There is an agreement that data will be shared
- Business has clear view on type of data to be shared and his benefit

In the second step, Business asks its Accountant to share data with Industry Association on their behalf



In the third step, Accountant shares data with Industry Association on behalf of Business



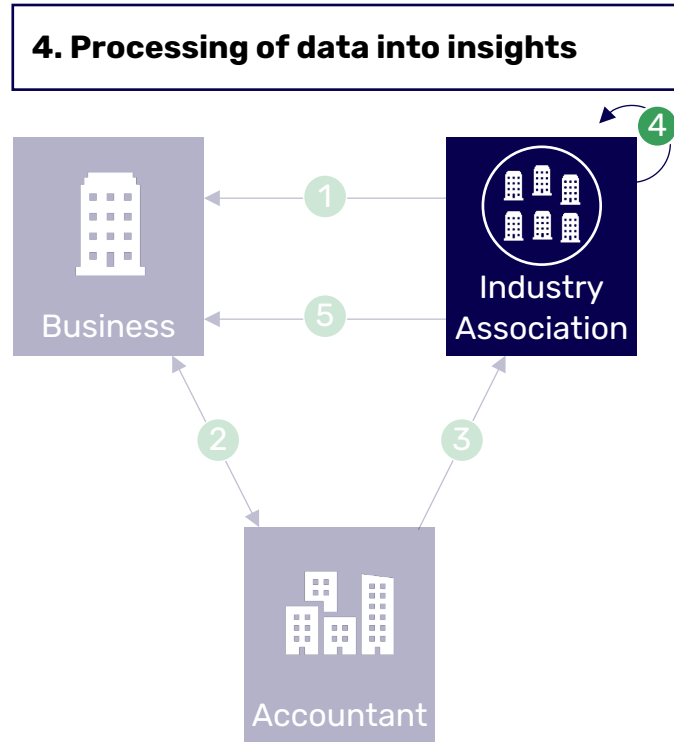
Description

- Accountant shares data with Industry Association:
 - Accountant places data in a portal, via which the Industry Association can export data, *or*
 - Accountant shares data directly with Industry Association (machine-readable), *or*
 - Accountant shares data via an existing infrastructure (e.g. infrastructure of SBR Nexus)

Required output

- Industry Association has access to shared data

In the fourth step, Industry Association processes data and creates benchmarks (for Business)



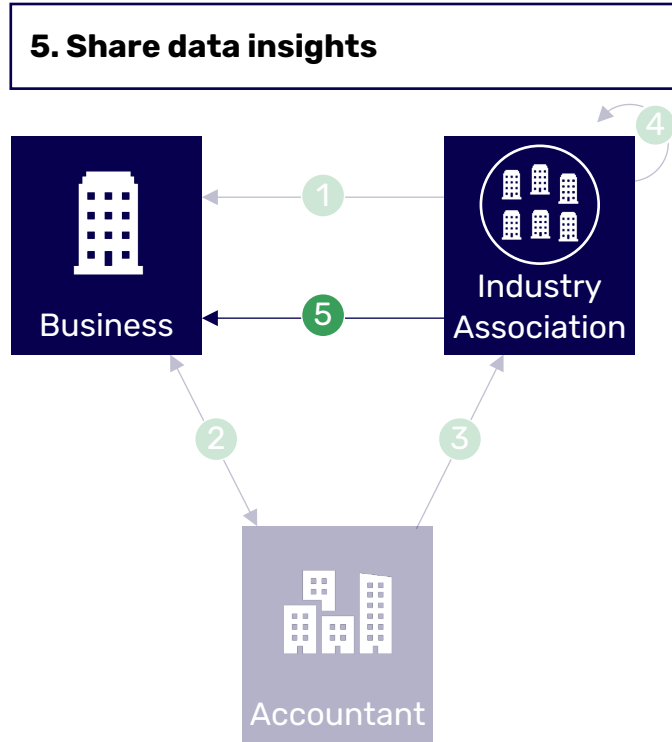
Description

- Industry Association processes data and creates benchmarks for members relative to its peers
- There are specific rules (e.g. related to competition law) that determine what information an Industry Association can process and share with members

Required output

- New data insights (based on processing of data) to be shared with members

In the fifth step, Industry Association shares new data insights with Business



Description

- Industry Association shares new data insights with Business via different channels (e.g. mail)
- Insights are probably unstructured data (e.g. PDF)
- Depending on the type of insights, insights will be published openly or shared individually

Required output

- Businesses can benefit from new insights on sector or on individual performance

Several requirements across nine building blocks need to be fulfilled to enable the interactions in the use case

Requirements entail what is needed to realise this use case and can include standards, tools and agreements

Non-exhaustive
For the full list of requirements for this use case, feel free to contact the Data Sharing Coalition

Highlights of requirements in this use case:

Business model

- There must be agreement between actors on the compensation mechanism
- There must be agreement between member and Industry Association on the costs of building/ implementing and operating the use case

Operational agreements

- The Accountant has access to the agreed distribution channel
- Actors must have measures in place that ensure that source data is correct and complete

IAA

- Actors must be able to identify other actors with reasonable certainty
- The business must give the Accountant authorisation to share data on their behalf

Governance

- Policies/ conditions should be specified for all involved parties on data usage rights and obligations
- Roles, responsibilities and duties should be clearly defined

Metadata

- Metadata should be used to describe the benchmarking service, the actors involved, transaction requirements and the data used before a data service
- Metadata should be used for logging purposes

Exchange protocol

- A channel for request of the member data has to be in place
- A distribution channel has to be in place, including one or more possibilities to receive or bring data

Legal agreements

- There needs to be a service contract between the Business and Accountant
- All analyses and distribution of data should be in accordance with relevant anti-competition regulation

Security

- The Industry Association should arrange a certain level of security to ensure data of its members is safe with them
- The Industry Association should share the security policy with the Business

Data standards

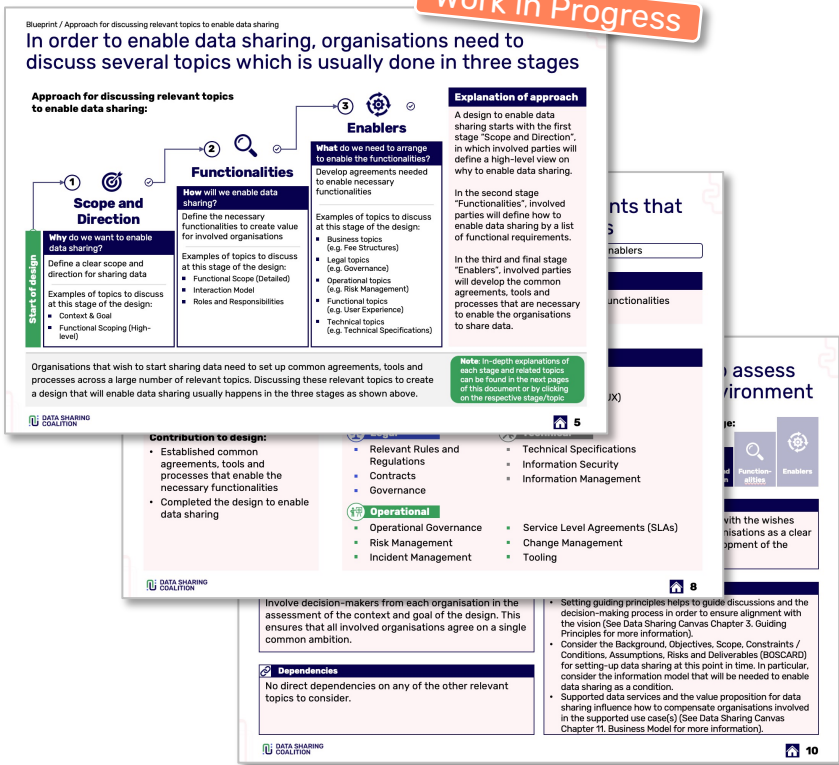
- Data for benchmarking must be exchanged in the standard that is agreed upon
- There should be a common understanding of minimum data quality to ensure benchmarks can be performed

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The Data Sharing Coalition Blueprint introduces an approach for creating a scalable design for data sharing use cases

Work in Progress




Data Sharing Coalition Blueprint

- The Data Sharing Coalition has developed a document that can help organisations in creating a scalable use case design: the DSC Blueprint
- The Blueprint informs, inspires and accelerates organisations that wish to create a scalable data sharing use case design.
- It gives an overview of relevant topics that need to be discussed, presented in an actionable approach
- The Blueprint is currently under development and will be released in May


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Benchmarking efforts by Verbond van Verzekeraars are relatively mature as data is already shared in a standardised way

Industry Association:	
General information:	<ul style="list-style-type: none">• Verbond van Verzekeraars is The Dutch Association of Insurers• 95% of Dutch insurers are a member (+/-150 members)
Current benchmarking process:	<ul style="list-style-type: none">• Verbond van Verzekeraars consumes data in standardised formats directly from member databases for benchmarking. Verbond van Verzekeraars has a dedicated department that organises data sharing and the aggregation of data• Financial data is consumed (e.g. premium-revenue ratio, damage burden ratio, claim size). Also fraud data is consumed via the “Centraal Informatie Systeem” that consumes data on claims directly from insurers• Benchmarks are distributed via channels such as an annual report and newsletter
Key learnings <i>(with regards to the use case):</i>	<ul style="list-style-type: none">• Verbond van Verzekeraars has organised benchmarks relatively well, the sector is IT mature and organisations are already data-driven.• The added value of this use case is not clear, as benchmarks that Verbond van Verzekeraars want to perform are not possible based on only qualified and structured data• Involving the Accountant in benchmarking seems to be an unnecessary extra actor in the process, which might lead to more complexity• In the future more open data (e.g. from national banks) and data on new risks (e.g. risks around solar panels and cybercrime) can be consumed for new types of non-financial benchmarks

FOCWA is satisfied with current process around benchmarks and sees potential for further development

Industry Association:	
General information:	<ul style="list-style-type: none">• FOCWA is the trade association for entrepreneurs in the body repair industry• FOCWA has 1800 members (mostly SMEs)
Current benchmarking process:	<ul style="list-style-type: none">• Currently, FOCWA conducts a yearly satisfaction survey, informs members on annual trends based on data from Solera (a damage calculation system), and creates benchmarks on the performance of FOCWA-members compared to other repair companies during the COVID-crisis• Data sharing for benchmarking is mostly organised through an excel-template• Management information and data from damage calculation systems is submitted manually by members
Key learnings <i>(with regards to the use case):</i>	<ul style="list-style-type: none">• Currently, FOCWA has no direct interest in qualified and standardised financial data for benchmarks, as they require other types of data• In the future, FOCWA has the ambition to provide a benchmark with trends in the sector, enabling entrepreneurs to do analyses and compare themselves to peers• The DSC documentation of this use case might provide FOCWA with insights for further developing its benchmarking efforts. The use case design might provide a basic structure for what is required for enabling data sharing for benchmarking

Techniek Nederland facilitates a broad range of benchmarks and is satisfied with their current process around benchmarking

Industry Association:	
General information:	<ul style="list-style-type: none">• Techniek Nederland is the Industry Association for the installation sector and technical retail trade• Techniek Nederland has 5300 members (90% of sector), 15% of the members have 80% of the total market (so sector mostly consists of SMEs) and small members lack IT/data capability
Current benchmarking process:	<ul style="list-style-type: none">• Techniek Nederland hires an external consulting firm to perform its benchmarks• Many different benchmarks are done at Techniek Nederland. Every year a financial benchmark is organised for members. For a complete overview of benchmarks, see this website• Data sharing is organised via web/excel form
Key learnings <i>(with regards to the use case):</i>	<ul style="list-style-type: none">• Many smaller organisations don't submit data for the the basic (free) benchmark of Techniek Nederland, as they see limited added value of comparing themselves to their peers• Changing the current, relatively successful way of benchmarking needs to yield additional benefits. As Techniek Nederland's benchmarks cannot be solely based on standardised financial data, the added value of incorporating Accountants in the process and using their validated data is limited.

NVL publishes quarterly insights on lease contracts, but sees no role for them to facilitate more extensive financial benchmarks

Industry Association:	
General information:	<ul style="list-style-type: none">• Nederlandse Vereniging Leasemaatschappijen (NVL) represents the interest of Dutch leasing companies, focused on leasing of Business Assets• Members of NVL are Dutch larger banks, subsidiaries of international banks and captives (e.g. Scania Trucks)
Current benchmarking process:	<ul style="list-style-type: none">• NVL publishes insights on market trends every quarter• Data sharing is organised through a standardised excel sheet• NVL consumes data on volume and number of lease contracts (details on ticket sizes) and on how lease contracts are organised (via banks or other channels) for its benchmarks• SBR Nexus developed a lease taxonomy that leads to standardisation in the lease sector and that is used for NVL's benchmarks
Key learnings <i>(with regards to the use case):</i>	<ul style="list-style-type: none">• The added value of this use case is not clear, as benchmarks that NVL performs are not possible based on only qualified and structured financial data (that is shared via the Accountant on behalf of the Business)• Qualified and machine-readable data on sustainability of assets and emissions of leased products could become valuable for benchmarking in the future• As NVL has relatively few but large members, benchmarks must be very generic, as segmentation could be traced back to individual organisations and conflict with anti-competition regulation• The DSC documentation of this use case might provide a good overview of relevant topics and thereby functions as a starting point for further developing the benchmarking capabilities of NVL

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This use case was initiated by SBR Nexus and involved various Industry Associations

Use case initiator

- SBR Nexus initiated this use case in collaboration with the Data Sharing Coalition
- SBR Nexus provides solutions for easy, safe and cross-sectoral data exchange. They facilitate data sharing via a common structure and (have) develop(ed) [data taxonomies](#) for both financial and non-financial data



Involved Industry Associations

Several Industry Associations were involved to discuss opportunities, challenges and existing implementations of this use case



Nederlandse Vereniging
van Leasemaatschappijen



VERBOND VAN VERZEKERAARS



Techniek
Nederland



From September 2020 to January 2021, we worked towards use case scoping and use case design

September 2020

1 Get consensus on context and interaction model use case

- What (type of) parties are involved in the use case?
- What should the interaction between actors look like taking existing standards, (legal) agreements tools, and processes into account?
- What challenge does the use case address and what value does it bring to actors involved?

October – January 2021

2 List requirements in use case and assess different implementations

- What standards, (legal) agreements, tools and processes are required for each interaction between actors?
- Which requirements can be realised through generic building blocks and which requirements need Industry Association specific building blocks?

Activity list

- Meetings to discuss interaction model of use case
- Interviews and workshops with SBR Nexus experts to learn (past) implementations
- Interviews with other Industry Associations to list requirements
- Meetings to discuss requirements in use case