31 December 2025

Local Data Public Services

Pilot Strategy and Action Plan (PSAP)

Pilot: Brest métropole

Arnaud Henry / Arnaud Willaime

Tel. +33 2 98 33 56 80

arnaud.henry@brest-metropole.fr

Sub Partner: Brest en vue (new name of Brestaim)

Tel. +33 2 98 00 96 00
contact@brestenvue.fr

Contact person:
Rodolphe VILLAIN
Tel. +33 6 42 47 74 06
rodolphe.villain@brestaim.fr
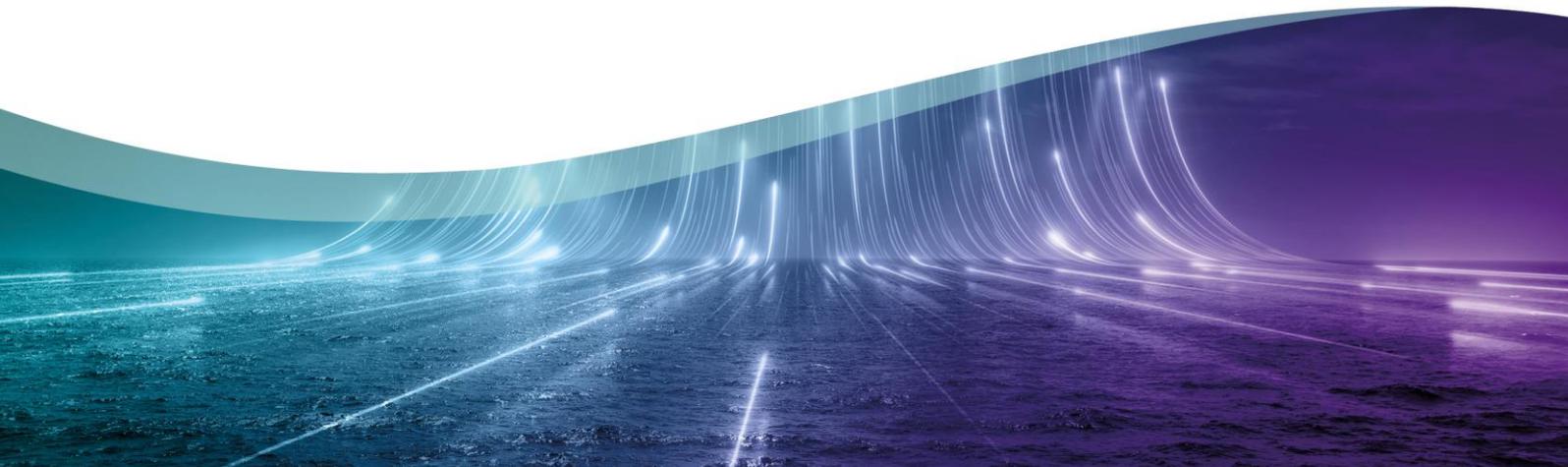
1 Pilot Strategy

1.1 General Information

Name of Pilot **(feel free to be creative!)**	Local Data Public Services
Name of Author of PSAP	Arnaud HENRY / Arnaud WILLAIME Rodolphe VILLAIN
Name of Organisation Leading the Pilot (Original Language)	Brest métropole
Name of Organisation Leading the Pilot (English)	Brest area

Partner	Role	Involved staff
Brest métropole	Pilot	Head of data policy Project leader Project assistant
Brest en vue (new name of Brestaim)	Sub Partner	Project leader, data developer, chief of project
Adeupa	In house Contractor	Project operator Uses cases operator

1.2 Fundamentals

Summary

Brest métropole sought to implement a data policy, one aspect of which was the creation of a new public service: The Local Public Data Service (SLD). With an ethical framework in the form of a charter of eleven principles, this new public service aims to become a trusted third party, capable of exchanging data between public and private stakeholders and between individuals. To achieve this, Brest métropole sought to strengthen its capabilities by developing a network of data stewards to enhance internal data expertise, as well as proofs of concept, with an inspiring use case focused on tourism policy, which will be managed by Brest'aim (Brest en vue).

Brest en vue (ex Brestaim) has deployed a CRM that centralizes all the data from its information system. To this end, all business applications were connected to access B2B and B2C data. The first version has been delivered, and the CRM is currently being used for B2B data.

Initial position and fundamental idea

Which are the framework conditions in your municipality or region and what is the fundamental concept behind your pilot?

In France, the territorial organization of cities is highly fragmented. It is therefore difficult to mobilize sufficient infrastructure to develop new services that integrate the offerings of numerous complementary stakeholders.

The fundamental concept of our experiment was to unite public and private stakeholders around a common interest: developing the attractiveness of the Brest region for the benefit of both public and private activities.

The Brest region is currently distinguished by an attractiveness built around three major pillars: a strong maritime identity, a rich and engaging cultural life, and a preserved natural environment.

The ambition was to take a further step and establish itself as a true urban tourism destination by:

- Reconciling the sustainable development of the region with increased economic benefits for the sector

- Establishing itself as a unique and dynamic tourist destination

- Strengthening Brest's position as one of the essential gateways to the tip of Brittany.

Our action plan was structured around three thematic areas:

- Establishing ourselves as an urban tourism destination, transitioning from a day-trip destination to a short-break destination

- Consolidating Brest's position in the business tourism market

- Fully embodying and promoting the destination's "oceanic" character and enriching the tourist experience by telling the story of the region.

And a cross-cutting challenge: adapting governance and implementing an organization and resources to realize our tourism ambitions.

Challenges

Which local and regional challenges are you facing and how might establishing your pilot assist in addressing them?

Brest métropole collaborated closely with Brest'aim (Brest en vue) to develop a relevant tourism offering, based on data and enhanced by proactive management of relationships with tourists and visitors. This entire process was carried out within the region in compliance with the key principles of the GDPR (consent, anonymization, transparency of algorithms, etc.).

For the Brest en vue (Brestaim) project, the objective was to develop the region's tourism economy: to increase its attractiveness and the satisfaction of visitors and users, with the aim of making Brest an attractive and high-quality tourist destination.

The target audience consisted of professionals (B2B) and individuals (B2C). To develop tourism appeal and the quality of services, Brest'aim (Brest en vue) aimed to:

- Offer visitors better support during their stay: attractive suggestions via a platform that includes, for example, accommodation, leisure activities, transportation, etc.

- Develop knowledge and monitoring of satisfaction through automated satisfaction surveys.

- Create offers tailored to visitors' needs.

- … To achieve this, we interconnected our internal data sources with those of partners sharing the same objectives.

Brest en vue (Brestaim) ambition was to leverage activity and application data from its operational units to develop the tourism offerings of the Brest region. To this end, Brest'aim (Brest en vue) connected multiple data sources.

Goals

What are the intended main goals (and potential subgoals) of your pilot? Where do you want to stand by the end of the project? Which milestones will you want to achieve? Which will be the practical and scientific benefits created through your pilot?

Brest metropolis wants to create a new actor who will be able to operate data exchanges and valuations in a framework of trust, within the meaning of the data Governance Act introduced in the French Law in next October 2023.

Therefore, the milestones were and are:

-June 2023, end of the first prefiguration (of the LPDS) phase.

-September 2023, launch of the second prefiguration phase supported by Adeupa, in house urban agency, by aiming to create a consortium with voluntary private and public actors. New project leader hired in January 2024.

-April 2024: Arrival of a full-time Data head of policy leader for Brest metropole

-April 2024: Getting the tools to operate the exchange of datas by a French consortium named Rennes City Orchestra. This consortium will operate a data exchange platform named RUDI.

June 2024: High level meeting in Brest City on 12th June with Britttany Region, Rennes Metropole and others territories in order to evaluate and re-write the Brittany Region data policy (to be confirmed)

-September 2024: previsionnal creation of the data department within Brest metropole

-September 2025: End of the consortium by creating a new hybrid Public and private (to be confirmed) company, but not yet copliant with the Data Governance Act.

For Brest'aim, the milestones of this project are:

-        Selection of solution: may 2023

-        Migration datas and interconnexions of applications: December 2023

- Open the V1 version for B2B users in april 2024

- Open the V2 version for B2C users before january 2025

-        Form and train users: all along the project

-        Make relation between the operators of territory: all along the project

-        Process automisation quality

-        Datas analyze

A specific branch is under construction in our company. This branch will develop the tourisitc attractivty.

Partners

Who are the involved partners? What role does each of your involved partners inherit? Which responsibilities does this role carry?

The pilot project, led by Brest métropole, aimed to contribute to the creation of a sovereign data market by developing a use case based on a public interest policy, regional attractiveness, and tourism.

Brest en vue (Brestaim) is the sub-partner, already a major player in this field with the operation of more than ten facilities dedicated to enhancing attractiveness.

Brest'aim (Brest en vue) is working primarily on its project with the Brest métropole and the tourism office.

Furthermore, since 2022, under the aegis of Brest métropole, the local urban planning agency, ADEUPa, has been mandated by its board of directors to establish a trusted third party for data. This innovative initiative aims to unite a local data strategy by bringing together various local stakeholders (public and private) from diverse organizations (local authorities, public companies, associations, businesses, etc.). ADEUPa is thus committed to promoting the flow and use of data for the benefit of the region and its stakeholders, particularly the private, public, and semi-public sectors of Western Brittany.

Stakeholders and beneficiaries

Who are the stakeholders you want to address, both at a local level and beyond (politics, administration, academia, business, citizens)? How will you address them? How can they benefit from the project?

For Brest metropole, the first target are the citizens, locals and tourists. The goal was to rebuilt a framework of trust between citizens and the local authorities, in a new perpective. Brest metropole believe that citizens now live in both a physical and a digital world, and they must be accompanied by trusted and competent institutions. The stakeholders can be either private companies or local authorities, the goal is to join their legitimacy and their engineering to the service of this project.

For Brest en vue (Brestaim), the stakeholders were: Brest métropole, politics, actors of economical and touristic developpement: tourism office, specialised associations, professionnals and users wo can have these benefices.

(1) Who are the TAKERS, organisations (re)using your work. Explain how they will use your solution. What is the advantage. (2) Who are the END USERS, benefitting from your pilot work. What is the benefit for them.

The end users for Brest en vue are: the tourists, the tourists for affair, the inhabitants. The benefices are multiples: developpement of the attractivity of the territory, the developpement of the image of the territory, the augmentation of the population, augmentation of the buisness

The main impact to date is the green light from the CEO of Brest metropole to create a "data service", wich will be added to the GIS service already existing. According to plans built up with the IT division, Brest metropole plans to launch a major program in 2025 to establish global data governance, first internally, then in conjunction with its subsidiaries. Further more, the very meeting that takes place with Brittany Region in 12th June 2024 may be the path to establish a region wide global data governance.

For Brest en vue: in addition of the previous question, we can say: facility for be a good vision of the offer for the customers.

2   Pilot solution

2.1   What has your pilot accomplished?

Brest métropole wanted to initiate an internal data strategy. To this end, a governance framework was developed. Decision-making bodies, involving numerous departments within the metropolitan area, were established: a technical committee and a steering committee.

Brest en Vue (new name of Brestaim, same company) has made progress across the following areas:
- **Organizational:** An internal data-focused unit was created, currently comprising two permanent team members. Each brings technical and functional expertise to projects and tools related to data.
- **Technical:** An application ecosystem was developed using Zoho, which provides a comprehensive suite of solutions. More than 10 integrated applications have been deployed within the company, including the main one, the CRM. This application relies on customer data from the ticketing systems of our various facilities. These data feed into a data warehouse, which in turn supports a marketing application used to send emails to our end customers.
- **Legal:** To ensure compliance with GDPR and maintain transparency with our clients and users, data privacy policies have been revised in collaboration with our DPO.
- **Ethical:** To allow our clients to interact with us consciously, we have implemented various opt-in options. Clients can subscribe to one or more facilities to receive communications.

2.2   What is (are) the concrete solution(s) developed?

What problem does it solve, what is it, how does it work.

The GIS department of Brest métropole was tasked with leading the data initiative and became the GIS-Data department. It invited all departments to participate by appointing a Data Liaison. These liaisons serve as the business contacts for developing data-related use cases within their respective departments.

These liaisons received group training to explain the various challenges of data: legal, ethical, environmental, societal, and other issues.

All liaisons, as well as the employees of Brest en vue (Brestaim), were made aware of the principles of personal data protection as defined by the GDPR.

Specifically by Brest en vue, the solutions that have been developed are:

A B2B CRM: A customer relationship management tool where our team manages the follow-up of corporate clients. This tool contains several types of data: prospects, contacts, companies, as well as deals, which are the events clients organize with us. This CRM is B2B-oriented and only records data related to our activity with professional clients.

- **A sales management tool:** Data from the CRM flows into this second tool, where the sales team creates quotes, invoices, and records all payments.
- **A B2C CRM:** The B2C component of the CRM has also been implemented. It is used exclusively to collect data from our collection channels: ticketing systems, captive portal, etc.
- **A promotional marketing tool:** Data from both CRMs feed into this tool, which manages all our opt-in contacts for promotional and informational communications not related to a purchase. This tool enables the deployment of a true multichannel strategy: email campaigns, SMS, WhatsApp campaigns, landing pages, web forms, automated workflows, and more.
- **A transactional marketing tool:** This second tool sends only automated emails related to specific purchases and not subject to opt-in, in order to regulate sending and ensure good deliverability.
- **A customer satisfaction survey tool:** This tool can also be classified as a marketing tool. It is used to create forms and/or surveys to meet various objectives: satisfaction measurement, polls, etc. The data collected through these forms is directly fed into the CRM.

All these tools address our initial need: to develop the region's tourism appeal. Thanks to this ecosystem, we strengthen our customer knowledge and improve their experience by providing real proximity through precise segmentation.

2.3   How was it developed?

Who was involved, what internal/external expertise was needed, which steps did you take, which technology did you use.

Brest métropole implemented this system by initiating a meeting bringing together all volunteer staff from across the metropolitan area to explain the key issues surrounding data. This took the form of a general presentation followed by a question-and-answer session with participants, aiming to maximize discussion and develop a shared understanding of data.

Subsequently, the GIS-Data department contacted all relevant departments to discuss their business data. Each department is supported by an inventory of all software used and capable of providing data for their specific use cases.

Rules governing the data lifecycle are discussed on a case-by-case basis with each department: acquisition, processing, management of personal data, dissemination, storage, archiving, or destruction if necessary.

This approach is accompanied by the systematic cataloging of data, primarily using office tools for the time being, but already designed to support a future software solution that will meet the needs of both centralization and public dissemination.

To deploy the tools inside Brest en vue, various stakeholders were involved.

Internally, different departments worked together to define an appropriate strategy and concrete measures : the Information Systems Department, the Finance Department, and the Legal Department.

Externally, we brought together the software vendor and an integration partner to successfully carry out the project.

Zoho, the software vendor, provided support on questions related to the native functionalities of the software and guided us toward the most suitable tools based on our needs. The integration partner, Copperbee, developed non-native features for the chosen tools to better integrate all our internal processes.

The project was managed using an agile methodology with contributions from internal business teams across our various facilities

2.4   When was it (or will it be) fully achieved?

To what extent does your solution need further development? What do you still need to do, what actions will you do in the near future? When do you plan on finalizing it?

Brest métropole's internal governance approach has enabled the creation of a network of business stakeholders focused on data. This initial phase aims to gather as much information as possible during the second half of 2025.

This data collection will be accompanied, and will need to be reinforced in 2026, by the provision of data to Brest'aim (Brest en vue) if necessary, as well as to ADEUPa. Similarly, dashboard prototypes will be developed for new use cases.

This initiative is driven by the elected officials of Brest métropole, who wish to continue and strengthen this approach.

Brest   en   vue   delivered   the   first   version   of   the   CRM   in   April   2024. This initial phase enabled the management of contacts, companies, events, as well as the entire sales process—from quotes to invoices, including payment recording.

Interreg
North Sea

Co-funded by
the European Union

Data for All

Data for All

Data-driven Public Service Delivery in the North Sea Region

Throughout 2024, we continued to improve these features through technical enhancements and functional adjustments.

At the beginning of 2025, we launched the marketing component with the deployment of two tools : an emailing and automation module (workflows), and a survey creation tool. The year 2025 thus allowed us to both stabilize the CRM and enrich our marketing ecosystem, including the interconnection of a ticketing system for automatic data integration.

However, these deployments highlighted two major challenges :
- Difficulty maintaining sales processes in a highly customized environment,
- Limited capabilities in marketing segmentation.

To address the first issue, we migrated at the end of 2025 to a new sales management tool (Zoho Books) interconnected with the CRM. The sales teams continue to enter customer data in the CRM, while quotes and invoices are now generated in the new tool. This setup simplifies maintainability and harmonizes internal processes.

Regarding marketing segmentation challenges, we plan in 2026 to refine our requirements to identify a more suitable and efficient solution for our users.

All these actions converge toward a common goal : by the end of 2026, creating a marketplace dedicated to promoting local events, our facilities, and partners (restaurants, cultural actors, etc.). This platform will serve as a strategic entry point for collecting new data, which will be automatically integrated into the CRM.

Marketplace Retroplanning

1w 1m 6m YTD 1y all

Tender Phase
Scoping Phase
Marketplace Launch
Add Local Offers
Add Hospitality Offers
Development Phase

Scoping Phase
Tender Phase
Development Phase
Marketplace Launch
Add Local Offers
Add Hospitality Offers

Jul 2025   Jan 2026   Jul 2026   Jan 2027

The mapping below represents Brest en vue functional capabilities:

1. INTERACTION CHANNELS

1.1 Digital Interaction Channels: Website, Mobile Web, Mobile App, Connected Devices, Contact Center & IVR, Partner Interaction Portal, eMarketplace, eCommerce, Social Commerce, Chatbots, Messenger Apps, Email & SMS, Captive Portal

1.1 Physical Interaction Channels: POS, Information Kiosk / Self Checkout, Service Points, Affiliates, Digital Signage, Vending Machine, AssistedSelling, Newsp. Ad / Print Advertisement, Direct Mail

2. ENGAGEMENT & MARKETING

2.1 Customer Experience: Journey Design, Experience Personnalization, Experience Optimization, EmpathyDesign

2.2 Marketing: Market Research, Marketing Planning & Budgeting, Campaign Management, Marketing Automation, SEO / SEM, Digital Asset Management, Marketing Resource Management, Affiliate Marketing, Print Management, Social Listening, Paid Media, Media Ad Network, Creative & Content Development

2.3 Customer Management: Lead / Prospect Management, Customer Profile Management, Loyalty Management, Customer Survey Management

3. SALES MANAGEMENT

3.1 Sales Engagement: Offer Content Management, Offer recommendation, Reviews & Ratings, Web Content Management, Next Best Action

3.2 Cross Channel Sales Operations: Promo Code Engine, Offer Personalization, Subscription Management, Price, Promotion & Tax Execution, Payment Services, Incentive Management, Commerce Engine, Sales Audit, Contract Management, Digital Wallets & Gift Cards, Marketplace Integration

3.3 Equipment Operations: Equipment Ops Management, Cash Management, Contactless Payment, Booking Management, Pricing & Ticketing, Equipment Workforce Management, Equipment Task Management, Equipment Access Management, Loss Prevention, Digital Wallets & Gift Cards, Order Management

4. SERVICES MANAGEMENT

4.1 Service Management: Service Request Management, Service Scheduling & Execution, Service Performance Measurement, Warranty & Returns Management, Service Provider Management

5. MERCHANDIZING

5.1 Merchandise Operation Management: Offer Sourcing Management, Landed Costs & Deal Management, Offer Information Management, Pricing & Promotions Management, Visual Merchandizing Planning

6. SHOPS

6.1 Shops Management: ProductsProvisioning and planning management, ProductsOrdering Management, Products Reporting, ProductsReceiving Management, ProductsStoring Management, ProductsSelling Management, ProductsReplenishment Management

Functional Capabilities
Brest En Vue Information System
V 1.0
5/11
Author : IT Department

7. ENTERPRISE FOUNDATION

7.1 Finance Accounting: Accounting& Reporting, Management Accounting, Tax Reporting& Compliance, Treasury Management

7.2 Human Resources: Employee Management, Policy Management, Recruitment Management, Compensation & Payroll Management, Training & Development

7.3 Corporate Services: Compliance & Audit Management, Enterprise Performance Management, Environment, Health & Safety Management, Enterprise Legal Management, Enterprise Risk Management

7.4 Real Estate Mgmt: Property Management, Facility Services Management

7.5 Indirect Procurement: Indirect Procurement Management

7.6 IT Management: Project & Portfolio Management, Cybersecurity Management, Enterprise Architecture, IT Service Management

8. INFORMATION FOUNDATION

8.1 Enterprise Data Management: Date Modeling & Design, Data Integration, Data Governance, Data Security, Data Quality Management, Data Lineage, Data AI

8.2 Master Data Management: Master Data Management, Data Catalog & Metadata Management

8.3 Data Storage & Operations: Data Warehouse, Data Lake, Data Provisioning & Processing

9. INSIGHT & ANALYTICS

9.1 Customer & Channel: Market Insight, Customer & Behavioral Analytics, Traffic Analytics, Channel Analytics, Social Analytics

9.2 Marketing: Product Portfolio Analytics, Marketing Mix & Spend Optimization, Performance Measurement

9.3 Sales & Service: Time & Labor Optimization, Fraud Detection & Analysis, Commercial & Trading Dashboards

9.4 Merchandizing: Micro & Macro Space Optimization, Price, Promotion & Markdown Optimization, Merchandise & Category Analytics, Dynamic Pricing

9.5 Analytics Enablers: Enterprise Analytics & BI, Data Visualization, Advanced Analytics, Alerts & Monitoring

By the end of 2025, the functional capabilities covered by solutions are as follows

Legend:
- Core Digital solution (website)
- Core Physical solutions (ticket office)
- CRM / Marketing (Zoho solutions)
- Core solution (Omnichannel solution)
- Data solutions
- Other solutions

2.5   By who or what organisation(s) will your solution be taken up?

Who are the persons, from which organisations who will use your solution?

For Brest en vue, the users of our solutions are divided into two categories:
- **Internal users:** Company employees whose tasks require the use of one of our tools. To achieve this, numerous change management actions have been carried out: creation of working groups, regular communication, steering meetings, training sessions, etc.

- **External users:** The marketing actions of each facility aim to attract and/or retain visitors, and the marketplace targets three main audiences: Brest residents, urban tourists, and business tourists. Communication campaigns will be launched to promote the marketplace once the first version is deployed.

2.6   How will your solution live on after the end of the project?

How will your solution continue to be used?

For **Brest métropole**, internal initiatives will continue after the project's completion.

Monthly meetings will be organized in the form of Data Cafés. Employees who wish to do so can come and discuss their progress and any challenges they may be encountering with other departments. The goal is to maintain a collaborative approach to continuously improve the completeness and quality of the data.

Similarly, meetings with external experts will be arranged to develop skills in specific areas such as artificial intelligence and best practices for communicating with citizens.

Use case Data & tourism:

To strengthen the attractiveness and competitiveness of Brest métropole as a tourist destination, a collaborative data initiative has been launched. This project aims to **improve understanding of tourists and their behaviors** within the metropolitan area, while providing actionable insights to guide the region's tourism development policies.

Key Objectives:
- **Enhance knowledge of tourists and their practices** on the territory of Brest métropole, enabling more targeted and effective strategies.
- **Support evidence-based decision-making** by providing data to shape the metropole's tourism development policies.
- **Ensure equitable access to relevant data** for all stakeholders, including third-party data (e.g., from platforms like Booking or Airbnb) and information produced by local organizations involved in this initiative.
- **Develop a monitoring tool** to track the evolution of tourist practices over time, facilitating long-term analysis and adaptation.

Expected Outcomes :

- A **centralized data repository** accessible to all members of the working group, consolidating all collected data related to tourism.
- A **visualization platform** displaying key indicators on tourist trends in Brest métropole, designed to inform decision-makers and support strategic planning.

This initiative underscores the importance of **collaboration and data sharing** in fostering sustainable and dynamic tourism growth for the region. By leveraging collective insights, Brest métropole aims to create a more responsive and attractive destination for visitors.

For Brest en vue

By the end of 2026, the target coverage of functional capabilities is shown below
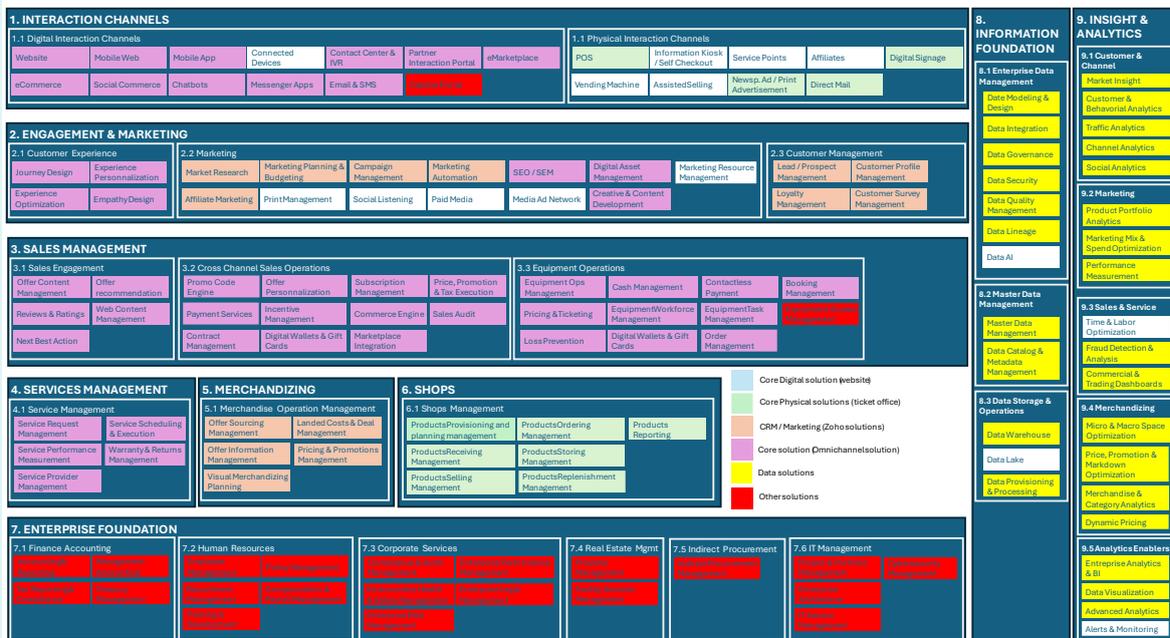
The future of the application suite built around data will be to unify internal processes as much as possible, but above all to analyze the collected data on a daily basis in order to understand our audiences and consistently offer solutions tailored to their journey.

In the short term, the project aims to stabilize the marketing component to better target our data and carry out precise actions toward the right customer segments.

Then, once the marketplace is delivered—this being a strategic priority for the company—we will be able to analyze customer journeys in detail using transactional data, allowing us to adjust our offers or introduce new ones.

The Marketplace project will serve as a driver for partner engagement and for communication efforts directed toward all our customers (residents, tourists, and conference attendees).