

	Fully fledged EMO	Scale up EMO	In house EMO hosted within the competent Commission service(s)	Contracted research management	Integration into existing observatory
Area of responsibility / governance	External board that is made up of representatives of the financiers (Commission, as well as possibly EU Member States); Board sets the mid-term strategy, as well as the annual work plan. Consultation with Advisory Committee to determine priorities and topics based on the four pillars.	Task force set by the competent Commission service(s) develops mid-term strategy and annual action plans, along with support from stakeholders and policy makers; Can implement a flexible approach if necessary.	Task force set by the competent Commission service(s) develops mid-term strategy and annual action plans, along with support from stakeholders and policy makers	Task force set by the competent Commission service(s) develops mid-term strategy and annual action plans, along with support from stakeholders and policy makers	Dependent on working model of existing observatory
Suitable Legal Basis options	Establishing a specific body Body identifies as a basic act Creating an independent instrument under Creative Europe	Creating an in-house research set up within the competent Commission service(s).	Creating an in-house research set up within the competent Commission service(s);	Independent instrument within Creative Europe; In-house set up within the competent Commission service(s)	Legal basis of existing Observatory
Advisory committee	Broad advisory committee made up of industry, civic and public music sector organisations	Expansion of current Advisory Board to cover key contacts from all stakeholder groups	Expansion of current Advisory Board to cover key contacts from all stakeholder groups	None – Work plan set by the competent Commission service(s); Possible consultation on an ad hoc basis.	Dependent on working model of existing observatory
CEO	EMO Director	EMO Director hosted within the competent Commission service(s), or no Director, with the option to include once EMO has reached more developed stage.	EMO Director hosted within the competent Commission service(s)	None	Existing Observatory CEO
Staff	EMO employees (see section 3.8.4)	Level of staffing dependent on the scale up model. Would require some additional human resources.	Analysts/researchers contained within the competent Commission service(s)	Administrative support contained within the competent Commission service(s), managing contractual relationships	Existing Observatory staff + potential specific experts (if required)
Budget and cost considerations	Would require significant budget for data purchase from selected data providers, HR costs and functioning costs, including premises and the expenses incurred by the organisation of several governance and coordination meetings per year; Consideration should be given to accessing private funding or additional contributions from Member States in order to maximise operational capacity	Would require some budget, but significantly less than fully fledged option. Levels would be dependent on the type of EMO implemented. Flexible approach means that a number of parallel actions can be taken with limited budget to test solutions.	Requires budget to employ several internal data analysts and researchers; Some budget should be allowed for external experts where required; A permanently established team will allow some efficiency gains; No additional budget required for a premises for the European Music Observatory	Requires budget for dedicated staff within the competent Commission service(s) to manage tenders;	Dependent on budget available at existing Observatory; Most likely lower costs than alternative models; No additional budget required for a premises for the European Music Observatory
Access to data	EMO should establish agreements and partnerships to purchase necessary data that is not publically available; Work with stakeholder groups and public data collection bodies to develop methodologies to address data gaps in data in unavailable; Start with selective approach to data (i) data that is already available on the market, and (ii) projects or data sets that can be commissioned or provided by third parties; Option allows for a constant flow of data. It will also ensure that some data will be obtained at a lesser cost.	Would need to make contractual arrangements and partnerships for provision of data or launch tenders to be handled and collected by third party research companies or data providers; A number of different options can be tested in parallel to improve/develop data collection in the European music sector.	Access to data will be dependent on contractual arrangements for data that are agreed with providers, along with partnerships established between stakeholders and national and European statistical offices.	Handled and collected by third party research companies or data providers; The European Commission can agree to acquire data from the relevant providers and provide this to contractors to carry out the analysis, or this procurement can be carried out by the contractors directly in the framework of individual project budgets.	Potentially more limited, as may not have the specific sufficient sectoral knowledge required.
Limitations of model	Significant set up and running cost; Significant work to set up; Challenges in ensuring comprehensive representation; High delivery expectations.	Could possibly be seen as less visible compared to a fully-fledged option; Expectations of stakeholders not met.	Potential lack of impartiality (views of sector/audience vs Commission); Potential limited representation of stakeholders. High staff costs mean this option may not be feasible.	Lack of consistency; Limited stakeholder input; Lack of industry credibility; Fails to meet stakeholder needs.	Working processes and expertise may require some internal adjustments given the characteristics in which data collection in music sector takes place; Fails to meet all stakeholder needs.
Benefits of model	Accurate cross-border co-operation and monitoring; Comprehensive data resource; Clear EMO identity; Impartiality; Recognised status and credibility; Potential for improved working relationships; Co-ownership of decision-making and areas of work.	Would allow a more flexible approach, and could be achieved with limited budget; Testing possibilities using available budget allows opportunity to prove value and establish need for a more permanent structure.	Limits cost; Relatively easy set-up; Clear EMO identity; Potential for quick decision-making;	Lower cost option; Responsive to policy need; Light-touch approach; Experts contracted when necessary.	Low cost; Utilises existing expertise in data collection/analysis.