



Crisis Management and Governance in Tourism

Introductory Session

European Innovation Council and SMEs Executive Agency (EISMEA)

November 29th 2023, 10 AM (CET)



Key objectives of this session



Ensure Service Beneficiaries have a **common understanding** of the Assistance Service Packages



Explain the context and objectives of the service, the **delivery model and the monitoring system**



Explain in detail the **guidance and collaboration materials** that will be used during the service provision



Clarify existing doubts about the **service framework** and the **guidance and collaboration materials**







Align some **actions** to be performed before the Initial Online Meeting

Agenda

ID	Topic	Timing
0.	Introduction	10h00 – 10h30
1.	Context and Objectives	10h30 – 10h40
2.	Service and Delivery Model	10h40 – 11h00
3.	Guidance and Collaboration Materials	11h00 – 11h20
4.	Governance Model and Procedures	11h20 – 11h30
5.	Next steps	11h30 – 11h35
6.	Q&A	11h35 – 11h55

Engagement Protocol

-  We strongly encourage you to turn on your **video**, to enable an engaging & interactive discussion
-  We kindly ask you to be **muted** unless you are speaking (Q&A Moments)
-  We will have a Q&A moment throughout and in the end of the session, so if you have any questions, please **raise your hand**
-  This meeting will be **recorded** for internal purposes and will be available for service beneficiaries



Introduction



30 minutes

Introductory Note: EISMEA



Marco Iacuitto


Project Adviser, Unit
SMP/SME Pillar, I-02-2:
“Competitiveness and
Internationalisation” at
European Innovation Council
and SMEs Executive Agency

Presentation of the project team members


Deloitte's team members will be supporting and monitoring the implementation of the Assistance Service Packages




 Serban Badin


 Sbadin@deloitte.com




 Rui Borrego


 rborrego@deloitte.pt



 Giordana Mastrullo


 gimastrullo@deloitte.com




 Hanne Van Kerckhoven


 hvankerckhoven@deloitte.com



 Luís Silva

 luisfersilva@deloitte.pt




 Inês Neto

 inneto@deloitte.pt

For information and support during service delivery please use: ptdleismeatourism@deloitte.pt


Presentation of the experts selected



 Dagmar Lund

 Austria



 Christian Baumgartner

 Austria



ROMA
Turismo



 Christine Petr

 France




Agence de développement
Touristique de la France



Presentation of the experts selected



 Anette Seidel

 Germany


LINZ
TOURISMUS

...natürlich
im
ahr
tal.



CONSILIUL
JUDEȚEAN
TIMIȘ




 Matthias Beyer

 Germany

DESTINATION
KOSOVO

Rheinland-Pfalz
TOURISMUS GMBH




 Annegret Zimmermann

 Germany

WINTERBERG

tmu
Tourismus Marketing
Uckermark GmbH



 Hendrik Wintjen

 Germany





REPUBLIC OF BULGARIA
Ministry of Tourism




Presentation of the experts selected



 Carlos Costa


 Portugal



 Francisco Sá Nogueira

 Portugal



 María Dolores Martínez

 Spain




Ajuntament de Muro



Costa Brava
Pirineu de Girona




 Sergio Moreno


 Spain



Presentation of the experts selected




 Tanja Mihalic


 Slovenia



 Urška Starc-Peceny


 Slovenia



 Marianna Sigala

 Greece




 Theodore Papakonstantinou

 Greece



Presentation of the experts selected



 Justyna Majewska


 Poland




wielkopolska
wielka historia
wielka przygoda

POZnań*
travel
POZNAŃ TOURISM
ORGANISATION



 Tomáš Gajdošík

 Slovakia



Vysoké Tatry
REGION



CENTRAL SLOVAKIA
TOURIST BOARD



VISIT
KOŠICE



EKONOMIKOS
IR INOVACIJŲ
MINISTERIJA



LITHUANIA
TRAVEL

Service Beneficiaries | Geographic Distribution





Context and Objectives



10 minutes

Project Overview | Context

The COVID-19 outbreak has severely **impacted the EU tourism sector**, revealing **weaknesses in its crisis management capacity**. Previous disruptions like terrorist attacks in France and the War in Ukraine have also highlighted governance shortcomings.

To address these issues, the EU Strategy for Sustainable Tourism 2020-2038 emphasizes **the need for crisis management mechanisms** and **sharing best practices**.

The "Crisis Management and Governance in Tourism" project by EISMEA aims to **improve governance in the EU tourism ecosystem**. It will include destinations and professional associations interested in **receiving advisory and assistance services** to strengthen their crisis preparedness.



Project Overview | Objectives

Overall Objective: Strengthen EU's tourism ecosystem governance, making it more resilient and better prepared for resisting, managing and mitigating crises

Specific objectives

To recommend changes to structures and processes that could improve EU capacity to spot crises affecting the European tourism ecosystem at an early stage as well as prevent, mitigate, and manage them

1

To support tourism governance and resilience development at various levels

2

To help destinations and sectors

- (1) assess their risk profile,**
- (2) identify possible weaknesses** in terms of their risk awareness, crisis preparedness and crisis management, as well as
- (3) draft an Action Plan for improvement**

3

Project Overview | Phases

Setting the scene

Service framework & implementation

Results, recommendations, and learnings

Analysis of crisis management in the tourism ecosystem

- **Disruptive effects of COVID-19 pandemic**
- Relevant aspects of **governance structures and processes**
- **Destination vulnerabilities** for unexpected shocks
- **Practices and measures** taken on different tourism **governance levels** and their **effectiveness** and **efficiency**

Assisting tourism authorities and sectors to improve tourism governance and resilience

Summary of key lessons learnt



2

- Development of **guidance and collaboration materials**
- **Promotion of the Call for Expression of Interest**
- **Selection of Service Beneficiaries and match with Experts**



1

Identification and selection of **Experts**



3

Implementation of **Assistance Service Packages** to destinations / cross border professional associations

Best practices and learning material for crisis resilience

Recommendations and best practices

Advisory and Assistance Services | Objectives & End Result

OBJECTIVES

The Assistance Service Packages are an opportunity for destinations and cross-border professional associations across the EU and SMP participating countries to:

- 1 Improve their situational understanding of tourism context and capabilities
- 2 Enhance the identification of risks and impacts caused by crisis events on tourism
- 3 Deepen their understanding of mechanisms and data sources to manage crisis events
- 4 Enhance their tourism related governance structures and processes

END RESULT

The result of the assistance service packages will be a tailored Action Plan comprising specific and actionable initiatives to:

- 1 Enhance preparedness, response and recovery for future crisis
- 2 Improve governance and resilience within the destination / association

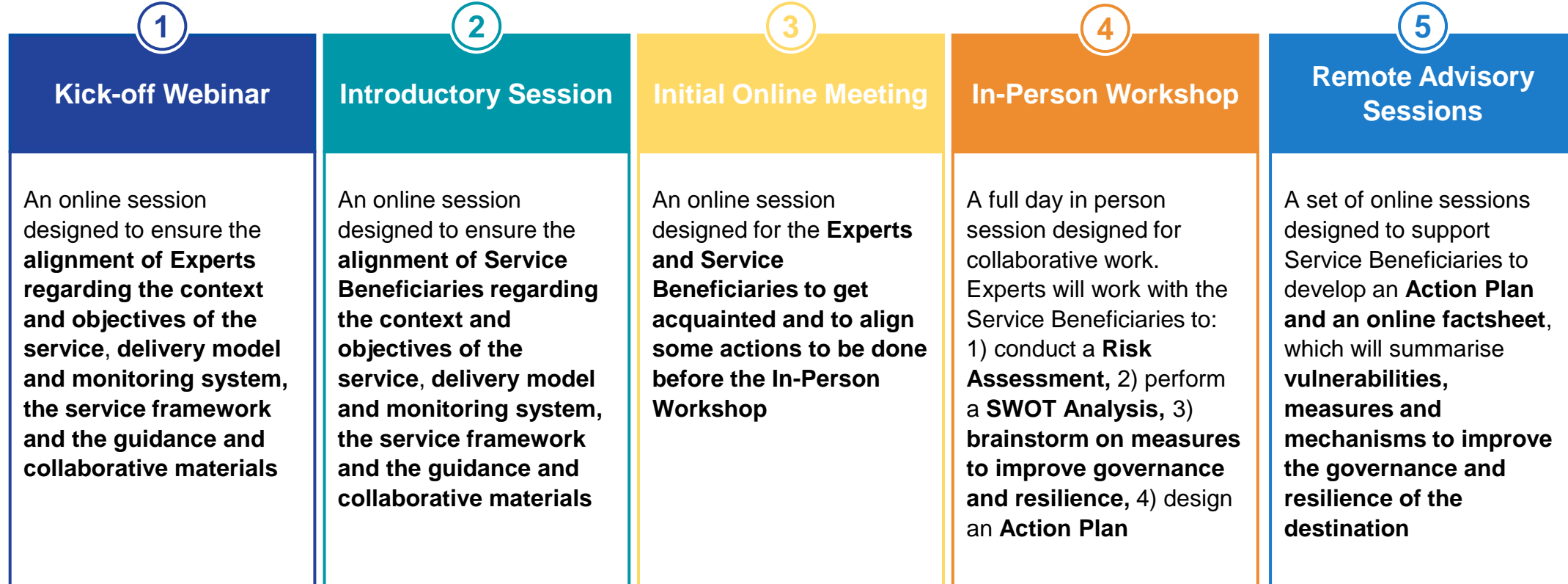


Service and Delivery Model



20 minutes

Assistance Service Package | Activities and interactions



CONTINUOUS ANALYSIS AND COLLECTION OF FEEDBACK

Assistance Service Package | Initial Online Meeting

TIME	ACTIVITY	BRIEF DESCRIPTION OF THE ACTIVITIES TO BE PERFORMED	SUPPORT MATERIALS
10h00 – 10h05	Introduction	<ul style="list-style-type: none"> Round of presentations of both Experts and Service Beneficiaries 	<ul style="list-style-type: none"> Power Point Presentation
10h05 – 10h55	Collaborative Work	<ul style="list-style-type: none"> Experts and Service Beneficiaries will discuss main objectives and expected outcomes to be reached at the end of the service Experts will seek clarification to gain a comprehensive understanding of the destination/association, ensuring the necessary context and background. If needed, experts will review with the service beneficiary the answers to the initial questionnaire and to the maturity assessment questionnaire Experts will clarify any questions Service Beneficiaries may have regarding the guidance and collaboration materials developed by Deloitte Experts and Service Beneficiaries will discuss / confirm the arrangements of the in-person workshop: dates, location of the workshop, participants of the workshop, materials that need to be in place, and go through the agenda of the workshop to ensure the understanding of the activities that will be performed 	<ul style="list-style-type: none"> Power Point Presentation Initial Questionnaire Maturity Assessment Questionnaire
10h55 – 11h00	Next Steps	<ul style="list-style-type: none"> Experts and Service Beneficiaries will align on the actions to be done before the In-Person Workshop (e.g., fill the survey that will be input for the Risk Assessment / SWOT Analysis) 	<ul style="list-style-type: none"> Power Point Presentation

Assistance Service Package | In-Person Workshop

TIME	ACTIVITY	BRIEF DESCRIPTION OF THE ACTIVITIES TO BE PERFORMED	SUPPORT MATERIALS
09h00 – 09h10	Introduction	<ul style="list-style-type: none"> Introduction to the workshop’s objectives and scope Round of presentations (in case of new participants) 	<ul style="list-style-type: none"> Power Point Presentation
09h10 – 10h20	Risk Assessment	<ul style="list-style-type: none"> A collaborative exercise to assess the risk profile of the destination / cross-border professional association by identifying and assessing the main risks and evaluating how prepared they are to deal with potential crisis events. (Note: It will leverage on the pre-work done by the Service Beneficiary, which will pinpoint some risks prior to this session) 	<ul style="list-style-type: none"> Power Point Presentation Risk Assessment template Collaboration Materials
10h20 – 11h40	SWOT Analysis	<ul style="list-style-type: none"> A collaborative exercise to identify and assess the strengths, weaknesses, opportunities and threats of the destination / cross border professional association. This exercise will leverage the preparatory work done by the service beneficiary prior to the In-Person Workshop 	<ul style="list-style-type: none"> Power Point Presentation SWOT Analysis template Collaboration Materials
11h40 – 11h50	Coffee break	<ul style="list-style-type: none"> Network moment 	<ul style="list-style-type: none"> N. A
11h50 – 13h20	Measures to improve tourism governance and resilience	<ul style="list-style-type: none"> Based on the results from the two previous exercises (Risk assessment and SWOT analysis), Experts and Service Beneficiaries will then brainstorm on possible measures to improve tourism governance and resilience for the destination / cross border professional association 	<ul style="list-style-type: none"> Power Point Presentation Collaboration Materials
13h20 – 14h20	Lunch break	<ul style="list-style-type: none"> Network moment 	<ul style="list-style-type: none"> N. A
14h20 – 16h05	Action Plan	<ul style="list-style-type: none"> Considering the measures identified in the previous session, Experts and Service Beneficiaries will prioritize them considering its level of impact to the destination / cross border association and the estimated effort/complexity to implement each measure After the prioritisation exercise, Service Beneficiaries will select 5 initiatives to be included in the Action Plan. 	<ul style="list-style-type: none"> Power Point Presentation Action plan template
16h05 – 16h15	Coffee break	<ul style="list-style-type: none"> Network moment 	<ul style="list-style-type: none"> N. A
16h15 – 17h40	Action Plan	<ul style="list-style-type: none"> After selecting the 5 initiatives, Experts and Service Beneficiaries will define time horizons for the initiatives to be fully implemented (i.e., by when such measure should be implemented) Defining the target time horizon for each measure will then allow Experts to guide Service Beneficiaries in defining the concrete steps that need to be taken to prepare for and realize the measure. 	<ul style="list-style-type: none"> Power Point Presentation Action plan template
17h40 – 17h55	Final Steps and Q&A	<ul style="list-style-type: none"> Presentation of the next steps Q&A Check-in between Experts and Service Beneficiaries 	<ul style="list-style-type: none"> Power Point Presentation

Assistance Service Package | Remote Advisory Sessions

TIME	ACTIVITY	BRIEF DESCRIPTION OF THE ACTIVITIES TO BE PERFORMED	SUPPORT MATERIALS
1st ADVISORY SESSION			
09h00 – 09h10	Introduction	<ul style="list-style-type: none"> Introduction to the main objective of the Advisory Session 	<ul style="list-style-type: none"> Power Point Presentation
09h10 – 10h20	Action Plan	<ul style="list-style-type: none"> Analysis of the work developed by the Service Beneficiary since the In-Person Workshop Further development of the actions identified in the In-Person Workshop Analysis of the time horizons for each initiative, its inherent actions and if they are accurate and feasible Analysis of the proposed set of KPIs 	<ul style="list-style-type: none"> Power Point Presentation Action Plan template
10h35 – 10h50	Final actions and Q&A	<ul style="list-style-type: none"> Alignment of the next actions (i.e., required developments in the action plan) and opportunity for Q&A Check-in between Experts and Service 	<ul style="list-style-type: none"> Power Point Presentation
2nd ADVISORY SESSION			
09h00 – 09h10	Introduction	<ul style="list-style-type: none"> Introduction to the main objective of the Advisory Session 	<ul style="list-style-type: none"> Power Point Presentation
09h10 – 10h20	Action Plan and / or Online Factsheet	<ul style="list-style-type: none"> Clarification of doubts to finish the Action Plan Summary of the key conclusions and final remarks for the Action Plan Presentation of the Online Factsheet template to the Service Beneficiary Alignment of some actions to be performed before the last advisory session (e.g., thinking about the main outcomes of the service, start answering the questions from the online factsheet) 	<ul style="list-style-type: none"> Power Point Presentation Action Plan template
10h35 – 10h50	Final Steps and Q&A	<ul style="list-style-type: none"> Presentation of the next steps and opportunity for Q&A Check-in between Experts and Service Beneficiaries 	<ul style="list-style-type: none"> Power Point Presentation
3rd ADVISORY SESSION			
09h00 – 09h10	Introduction	<ul style="list-style-type: none"> Introduction to the main objective of the Advisory Session 	<ul style="list-style-type: none"> Power Point Presentation
09h10 – 10h20	Online Factsheet	<ul style="list-style-type: none"> Fill the Online Factsheet, which will summarise the work develop during the Assistance Service Package Reflection about all the assistance service implementation and the main outcomes derived from them 	<ul style="list-style-type: none"> Power Point Presentation Online Factsheet template
10h35 – 10h50	Final Remarks	<ul style="list-style-type: none"> Check-in between Experts and Service Beneficiaries 	<ul style="list-style-type: none"> Power Point Presentation

Assistance Service Package | To be accomplished



Service Beneficiary has developed an **Action Plan** that contributes to improve its **governance and crisis prevention, management, and mitigation capacities**.

The action plan has concrete initiatives, actions, timeline for implementation and milestones.

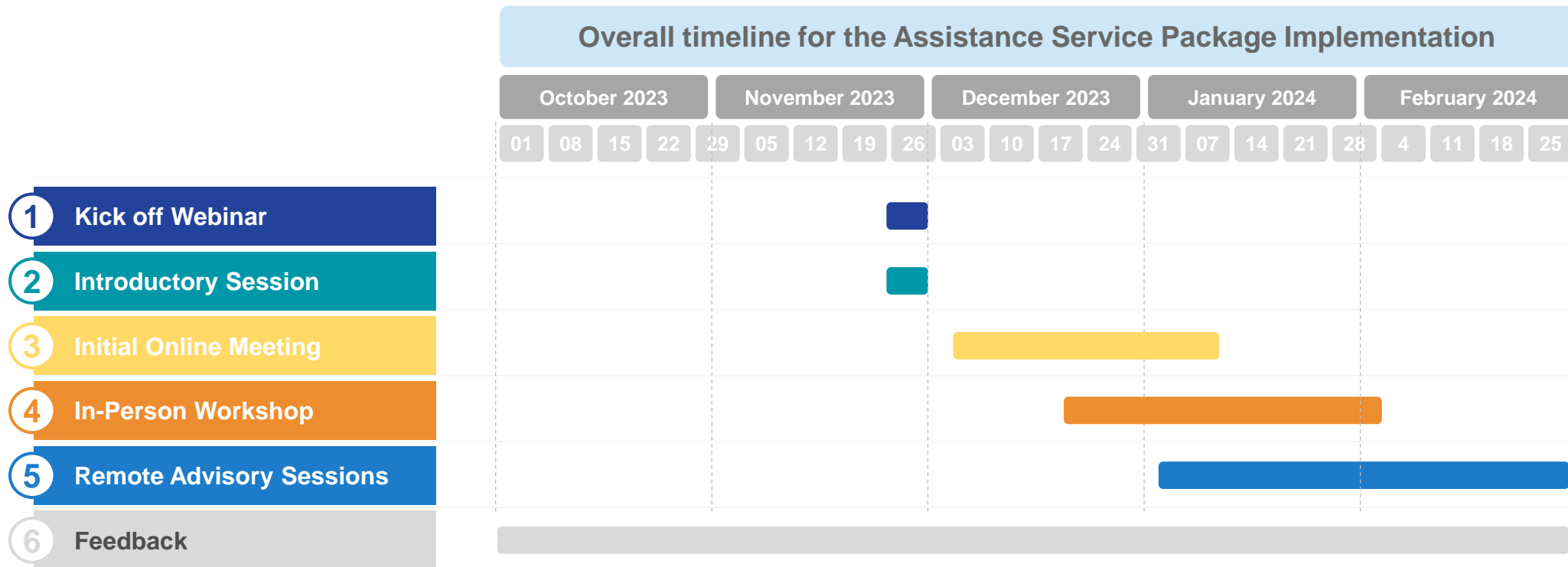
Each initiative has a set of Key Performance Indicators (KPIs) to monitor its implementation.



Experts and Service Beneficiaries have developed an **online factsheet**.

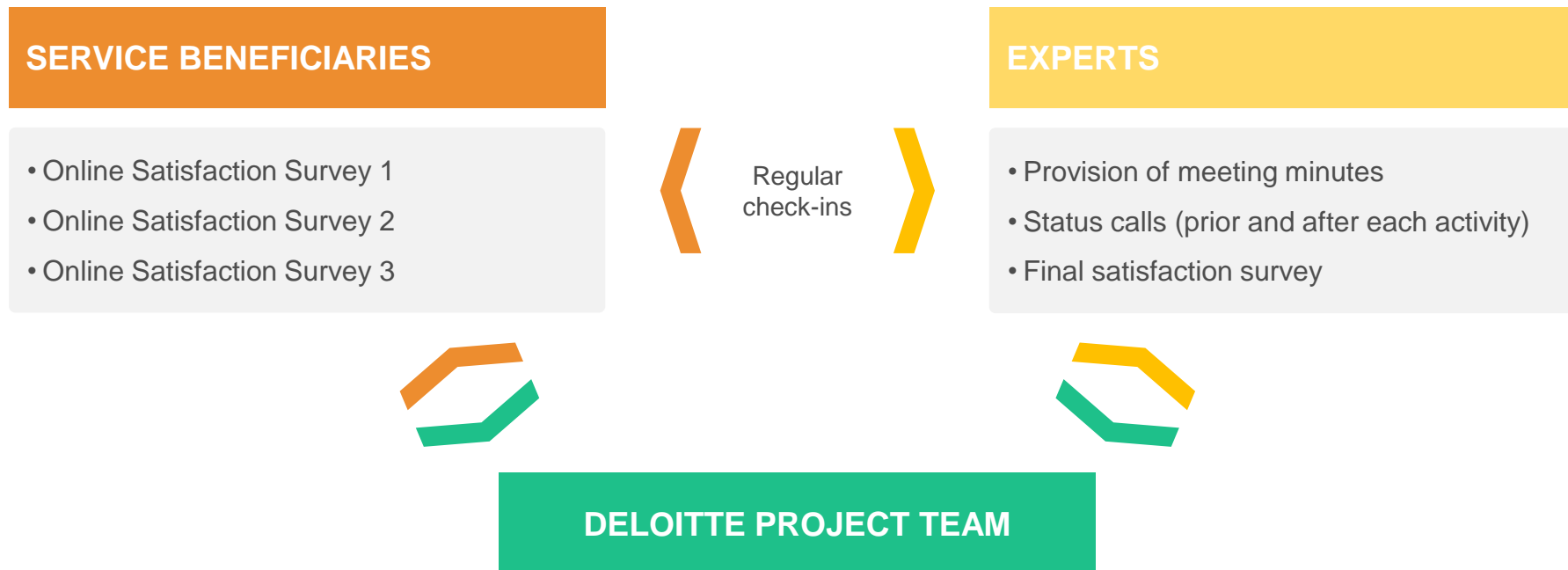
The [online factsheet](#) will summarise the work developed during the Assistance Service Package.

Assistance Service Package | Overall timeline

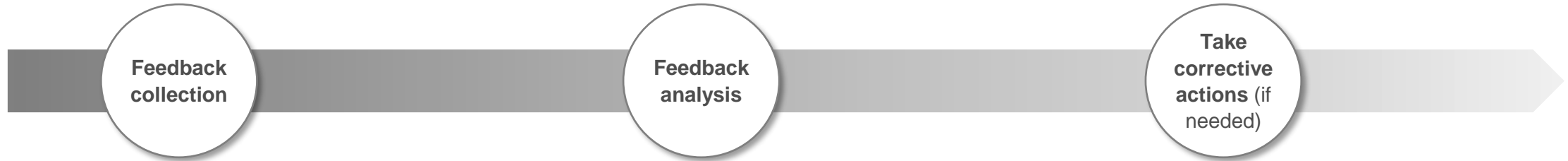


Methodology to collect and evaluate feedback | Overview



Feedback collection system within the project's structures





Methodology to collect and evaluate feedback | Feedback Analysis & Corrective Measures



How will we analyse feedback and take action?

SURVEYS		
 <p>Qualitative assessment</p>	Average score above 4 (target objective)	No further actions will be taken. Only if specific questions have low scores, which will be analysed and discussed with the Expert / Service Beneficiary.
	Average score between 3 and 4	Deloitte will try to identify the root causes for the assessment on the regular status calls with Experts (pre each session). If needed, Deloitte will contact the Service Beneficiary to identify suggestions of improvement .
	Average score below 2	Deloitte will schedule an online meeting with the Expert and Service Beneficiary to identify the reasons for the average score obtained. If there are issues that require the attention of the European Commission, Deloitte will immediately report it.
 <p>Quantitative assessment</p>	Average score between 3 and 4	Deloitte will try to identify the root causes for the assessment on the regular status calls with Experts (pre each session). If needed, Deloitte will contact the Service Beneficiary to identify suggestions of improvement .
	Average score below 2	No further actions will be taken.

CHECK INS	
 <p>Negative assessment</p>	Deloitte will take immediate corrective actions and solve the causes behind the negative qualitative assessment. For this, regular status calls or additional meetings may be required.
 <p>Positive assessment</p>	No further actions will be taken.



Q&A



5 minutes



Guidance and Collaboration Materials



20 minutes

Guidance and collaboration materials | Overview



Guidance materials on crisis effects and impacts on tourism ecosystem on different levels of tourism governance



Guidance materials on measures for preventing, managing and mitigating crisis events for different types of tourism governance



Guidance materials to analyse strengths, weaknesses, opportunities, and threats for the tourism ecosystem within the destination or sector



Materials for collaborative workshop

Guidance and collaboration materials | Overview



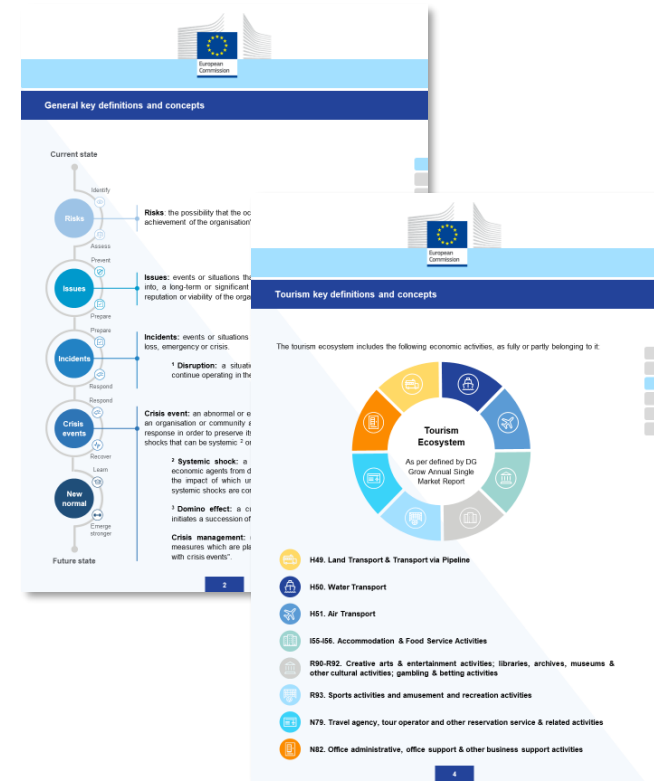
Guidance materials on crisis effects and impacts on tourism ecosystem on different levels of tourism governance



Zooming in on the details

STRUCTURE :

- General key definitions and concepts
- Tourism key definitions and concepts
- Tourism ecosystem sector
- Categorisation and characterisation of crisis events
- Disruptions and impacts of crisis events on the tourism ecosystem
- Data Dashboards & Pitfalls in Data interpretation



Guidance and collaboration materials | Overview



Guidance materials on measures for preventing, managing and mitigating crisis events for different types of tourism governance



Zooming in on the details

STRUCTURE :

- Introduction to the concepts
- Maturity Assessment Tool
- Tourism Crisis Management Framework
- Crisis Management Plan
- Annex | Case Study Fiches



Guidance and collaboration materials | Overview



Guidance materials to analyse strengths, weaknesses, opportunities, and threats for the tourism ecosystem within the destination or sector



Zooming in on the details

STRUCTURE :

- SWOT Analysis Introduction
- SWOT Analysis Key Success Factors
- SWOT Analysis Application

The screenshot shows the 'SWOT Analysis Introduction' document. It includes a table of contents, a definition of SWOT analysis, and detailed sections for Strengths and Opportunities. The Strengths section asks questions like 'What are your unique selling points or competitive advantages?' and 'What are the key accomplishments and success stories?'. The Opportunities section asks 'Are there any emerging trends or changes in the industry?' and 'How can you leverage technology and innovation?'. Below these are 'Main Goals' and a 'List of Potential Actions' section.



Guidance and collaboration materials | Overview



Materials for collaborative workshop



Zooming in on the details

STRUCTURE :

- Template for Risk Assessment Exercise
- Template for SWOT Analysis
- Template for Brainstorming Exercise
- Template for Action Plan

The collage displays four key workshop templates:

- RISK REGISTER TABLE:** A table with columns for ID, Risk Scenario, Description, Impact, Likelihood, Risk Level, Acceptance criteria, and Mitigation measures.
- LIST OF POTENTIAL INICIATIVES TO IMPROVE:** A header for a list of initiatives, with a sub-header for TOURISM GOVERNANCE & RESILIENCE.
- SWOT ANALYSIS:** A template divided into STRENGTHS and WEAKNESSES, with sub-sections for STRENGTH and WEAKNESS.
- PRIORISATION MATRIX:** A 2x2 matrix with quadrants: SMALL QUICK WINS, NO BRAINERS, NO GAINERS, and BIG SMALL WINS.

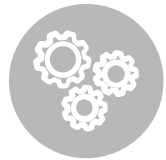
Guidance and collaboration materials | Focus Areas

The different services will be tailored to address the specific areas identified by service beneficiaries in their application form and confirmed on the initial online meeting:



Governance Structures and Processes

Organisational arrangements and decision-making procedures put in place to manage the impacts of a crisis, including the coordination between stakeholders to ensure an effective and timely response



Mechanisms

Mechanisms / measures used to address challenges and to mitigate negative impacts and facilitate recovery, designed to sustain the tourism industry before, during and after crisis



Data

Data capabilities, elements and sources for destinations or organisations to assess destination vulnerabilities for unexpected shocks, to effectively manage crises and to support recovery from the crises

Guidance and collaboration materials | For the different focus areas

Service beneficiaries who have selected one area will have a focused approach, while those who have selected two or three areas will benefit from a more holistic approach.

	Governance Structures and Processes	Mechanisms	Data
Crisis effects and impacts on tourism ecosystem	✓	✓	Focus on slides 15-18
Monitoring and Forward-Looking Dashboards			✓
Data Sources Dashboard			✓
Measures for preventing, managing and mitigating crisis events	Focus on slides 4, 8, 13, 17, 21 and 37-43	Focus on slides 3, 7, 12, 16, 20 and 26-36	Focus on slides 5, 9, 14, 18, 22, and 44-45
SWOT Analysis	✓	✓	✓
Materials for collaborative workshop	✓	✓	✓

✓ Relevant for the focus area



Q&A



5 minutes



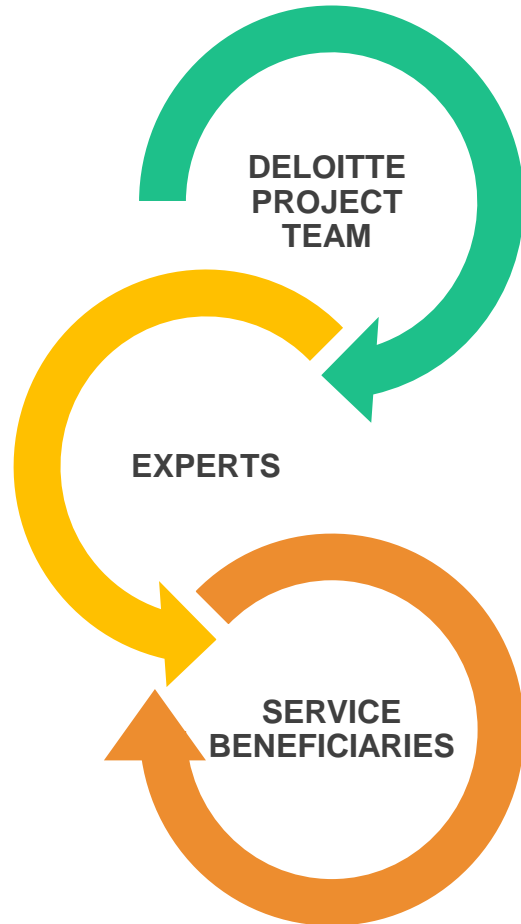
Governance Model and Procedures



10 minutes

Governance | Summary of Responsibilities

The following figure summarises the main responsibilities of key stakeholders: Deloitte, Experts and Service Beneficiaries



- Guidance and collaboration materials
- Templates for the collaborative exercises
- Project Management
- Administrative support

-
- Expertise
 - Conduct Sessions: Initial Online Meeting, In-Person Workshop, Advisory sessions
 - Monitor activities and provide feedback
 - Document the results of the activities and develop the online factsheet

-
- Commitment to prepare to and participate in all assistance service package activities
 - Develop an action plan
 - Provide feedback
 - Develop the online factsheet

Service Beneficiaries | Responsibilities

The service beneficiaries will be responsible for:



Sending the relevant materials about the destination/association



Completing Part 1 and 2 of the Initial Questionnaire



Completing the Maturity Assessment Questionnaire



Confirming their presence on the different sessions



Ensuring a collaborative workspace for the In-Person Workshop



Filling in the Online Satisfaction Surveys (3)



Print the materials for the In-Person Workshop



Prepare the office supplies from the list provided



Q&A



5 minutes



Next Steps



5 minutes

Next Steps | Implementation of the Assistance Service Packages

Overview of the activities that should be performed by the Service Beneficiaries before the Initial Online Meeting:






Q&A



20 minutes

Meeting Minutes | Template



Minutes of Meeting
Crisis Management and Governance in Tourism – Assistance Service Package

Meeting Title:		Meeting Date/Time:	
Meeting Type:		Meeting Location:	
Meeting Coordinator:		Issue Date:	

Attendee Name	Initials	Present	Organisation
		<input checked="" type="checkbox"/>	
		<input checked="" type="checkbox"/>	
		<input type="checkbox"/>	

Meeting Agenda

- X
- Y
- Z

Meeting Summary
-Outline points discussed and outcomes for the meeting-

Decisions taken

Decision Id	Description	Date of Decision Taken	Decision Owner
		dd/mm/yy	initials

Actions / To Do Items

Action Id	Creation Date	Description	Status	Target Resolution Date	Owner
	dd/mm/yy		Open	dd/mm/yy	initials
			In		
			Closed		
			On Hold		



Related Documents

Related Documents	Location
XYZ.doc	U:\Project\X\Documents\

Questions included in the Check-in moments

Profile of the expert

Name of the Expert [Open question]

Name of the Service Beneficiary [Open question]

Session [Open question]

Positive outcomes [Open question]

Experts' point of view about the session and the Service Beneficiary

Areas of improvement [Open question]

Evaluation of the Service Beneficiary (i.e., maturity, motivation) [Open question]

Main outputs from the session [Open question]

Service Beneficiary's point of view about the session

Positive outcomes [Open question]

Areas of improvement [Open question]

Evaluation of the quality of the session [Open question]

Next steps aligned [Open question]

Next steps

Potential risks, impediments, issues [Open question]



Go back to presentation

Online Factsheet | Template

Online Factsheet - Main outputs and Learnings from the Assistance Service Package

Risk Assessment	Please identify possible risks that may disrupt your destination / the ecosystem sector of your professional organisation (e.g., Accommodation sector)	[Open question]
	Please describe mitigation measures for the risks identified with a rating of "High" and Very High"	[Open question]
SWOT Analysis	Please describe the key strengths	[Open question]
	Please describe the key weaknesses	[Open question]
	Please describe the key opportunities	[Open question]
	Please describe the key threats identified	[Open question]
Brainstorming on possible measures to improve tourism governance and resilience	Please describe the initiatives and measures identified to improve tourism governance and resilience	[Open question]
	Please identify the "Small Quick Wins" initiatives	[Open question]
Action Plan	Please identify the "No gainers" initiatives	[Open question]
	Please identify the "No brainers" initiatives	[Open question]
	Please identify the "Big Slow Wins" initiatives	[Open question]
	Please specify the initiatives that should be implemented in the Horizon 1	[Open question]
	Please specify the initiatives that should be implemented in the Horizon 2	[Open question]
	Please specify the initiatives that should be implemented in the Horizon 3	[Open question]



Go back to presentation

Regular Check-Ins | Template

Regular Check-Ins		
Status Call Pre Session	Key topics to discuss on the session	[Open question]
	Key objectives / outcomes of the session	[Open question]
	Clarification of doubts	[Open question]
	Additional support needed	[Open question]
	Positive outcomes	[Open question]
Status Call Post Session	Areas of improvement	[Open question]
	Feedback received from the session	[Open question]
	Next steps aligned	[Open question]

Materials needed for the In-Person Workshop | List

MATERIALS TO PRINT IN A2

- Risk Register Table Template (5 copies: 1 for each group + 1 for synthesising the final ideas)
- SWOT Analysis exercise Template (5 copies: 1 for each group + 1 for synthesising the final ideas)
- Brainstorming exercise Template (5 copies: 1 for each group + 1 for synthesising the final ideas)
- List of 5 selected initiatives Template (5 copies: 1 for each group + 1 for synthesising the final ideas)
- Prioritisation Matrix Template (5 copies: 1 for each group + 1 for synthesising the final ideas)
- Definition of Time Horizons Template (5 copies: 1 for each group + 1 for synthesising the final ideas)
- List of actions for each initiative (1 for synthesising the final ideas)

OFFICE SUPPLIES

- Piece of paper (1 for each participant)
- Pens (1 for each participant)
- Markers
- Sticky notes (at least 2 different colours)

ROOM DISPLAY

- Room with separate tables to facilitate group work for up to 5 members each
- Projector and screen

Thank you

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