euro-emotur

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Report on the General Assemblies and Steering Committee meetings

Work Package 1:

Project Management and Coordination

Deliverable 1.4 Report on the General assemblies and steering committee meetings

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Project Acronym: Euro-Emotur

Project Full Title: Euro-Emotur: The journey towards digitalisation. Thinking digital tourism through neuromarketing and emotions

Project number: 101038111

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HISTORY OF CHANGES

Version	Publication Date	Change	Page
1.0	06.02.2023	Initial version	all
1.1	09.03.2023	Language revision Addition of meetings held on February 2023	all

Disclaimer:

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1. Introduction

This deliverable aims to describe the different meetings that have been held since the beginning of the project. During the first year implementation, sixteen meetings have been organised in total, eight of them being bilateral meetings. Only the meetings of the General Assembly and Steering Committee are included in this report, being the rest (bilateral or internal) meetings part of other report (D 1.1).

As per the Grant Agreement, this report will be updated every year until the end of the project. Next sections present the agenda, main topics of discussion, minutes and other evidences of each meeting.

2. Meetings plan

As per the Euro-Emotur Grant Agreement, at least one annual meeting should be organised with the entire consortium during the project lifetime (including the Kick Off). Concerning the Steering Committee, four meetings per year are planned. The next table presents the meetings plan until the end of the project. This intends to be a guide but it is not strict, as other meetings could be organised on the avenue, if any partner, Advisory Board member or the Project Officer consider it necessary. Also, the proposed timeline could be slightly modified in order to get the largest audience inside each partner organisation.

Table 1 – Steering Committee and General Assemblies' meetings plan

YEARS / MONTHS	2022												2023												2024												2025
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
General Assembly Meetings (at least once a year)	■		■						*	■			■								■						■										■
Steering Committee 0 1 2 …	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
Meetings (at least quarterly)											■			■			■			■			■			■			■			■			■		■

Map Key

General Assemblies	■
Steering Committees	■
General Assemblies and Steering Committees planned meetings	■

*There were two General Assemblies meetings in September.

3. General Assembly meetings

The General Assembly is composed by all partners of the project, and is the ultimate decision-making body. The Project Office Team and the Coordinator. assist the General Assembly and act as main contact. Six Consortium meetings have been held since the beginning of the project. It is well noting that all these meeting also included topics coordinated by the Steering Committee.

That is, they are listed as General Assembly meetings because all partners were participating, for instance, in the decisions related to the recruitment and qualifications of the 100 tourism-related SMEs to be awarded, which is in fact coordinated by the Steering Committee.

	Type of meeting	date	place	timeline	duration
1	First General Assembly meeting (informal)	11.01.2022	TEAMS platform	11:00 CET	1h 16 min
2	Second General Assembly meeting	31.03.2022	TEAMS platform	10:00CET	1h 48min
3	Third General Assembly meeting	09.09.2022	TEAMS platform	13:00 CET	2h 17 min
4	Fourth General Assembly meeting	30.09.2022	TEAMS platform	13:00 CET	1h 49 min
5	Fifth General Assembly meeting	25.10.2022	TEAMS platform	14:00CET	1h
6	Sixth General Assembly meeting	30.01.2023	TEAMS platform	14:00 CET	1h 30min

Table 2 – Summary of the general Assembly meetings

- **First meeting of the General Assembly (11.01.2022)**

Discussed agenda:

- Introduction of the Consortium beneficiaries (6 Partners)
- General Introduction of the project. (ULPGC-TIDES)
- Preliminary issues related to WP1- Project Management and Coordination. (ULPGC-TIDES)
- Discussion on the WP1 and following steps (ULPGC-TIDES)
- Q&A

Meeting recording	Minutes and Evidence
First meeting_11.01.2022	Annex 1

- **Second Meeting of the General Assembly (31.03.2022)**

Discussed agenda:

- Updates on the project and WP1 (ULPGC-TIDES)
- Presentation of WP2 (ETOA)
- Presentation of WP3 (CISET)
- Presentation of WP4 (HAAGA-HELIA)
- Presentation of WP5 (ULPGC-TIDES)
- Presentation of WP6 (Canarian Government)
- Next steps and Q&A

Meeting recording	Minutes and Evidence
Second meeting 31.03.2022	Annex 2

- **Third Meeting of the General Assembly (09.09.2022)**

Discussed agenda:

- 13:00-13:30 Update and general situation of the project. ULPGC-TIDES
- 13:30-14:00 Discussion on the Consortium Agreement Draft.ULPGC-TIDES
- 14:00-14:15 Discussion on the Quality Assurance Plan. ULPGC-TIDES
- 14:15-14:30 Discussion on the Advisory Board. ULPGC-TIDES
- 14:30-14:45 Discussion on the Euroemotur Web Site. ULPGC-TIDES
- 14:45-15:15 Discussion on the Tourism SME's call and guidelines. ETOA-ULPGC.
- 15:15-15:45 Methodology for assessing innovation maturity and readiness of tourism SMEs. CISET
- Next meeting and internal communication process
- Q&A

Meeting recording	Evidence
Third meeting 09.09.2022	Annex 3

- **Fourth Meeting of the General Assembly (30.09.2022)**

Discussed agenda:

- 13 :00-13 :20. Update and general situation of the project. ULPGC-TIDES
- 13 :20-13 :35. Feedback-Approval on the Consortium Agreement. ULPGC-TIDES ; Consortium
- 13 :35-13 :50. Feedback-Approval on the QAP. ULPGC TIDES ; Consortium

- o 13 :50-14 :10. Feedback-Approval on the AB. ULPGC TIDES ; Consortium
- o 14 :10-14 :40. Feedback-Approval on Guidelines for Awarding Financial Support to Third Parties and Open Call. ETOA ; ULPGC-TIDES ; Consortium
- o 14 :40-15 :00. Feedback-Discussion on the Methodology for assessing innovation maturity and readiness of tourism. Maturity and readiness assessment tool and guidelines for interviews SMEs. CISET; Consortium
- o 15 :00-15 :15. Next meeting and internal communication process
- o 15:15-15:30. Q&A

Meeting recording	Evidence
Fourth meeting 30.09.2022	Annex 4

- **Fifth Meeting of the General Assembly (25.10.2022)**

Discussed agenda:

- 14:00 – 14:15 Update and general situation of the project. ULPGC-TIDES.
- 14 :15 – 14:20 Situation and approval on the final list of AB member. ULPGC TIDES; Consortium
- 14:20- 14 :40 Situation and submission to EC of the Open Call for third parties -SMEs. ETOA
- 14 :40-15 :00 Situation and submission to EC the Methodology for assessing innovation maturity and readiness of tourism SMEs. CISET.
- 15:00-15:25 Communication of the benefits of the project to SMEs – ULPGC, Haaga-Helia, CISET.
- 15:25 – 15:35 Q&A

Meeting recording	Minutes and Evidence
Fifth meeting 25.10.2022	Annex 5

- **Sixth meeting of the General Assembly (30.01.2023)**

Discussed agenda:

- 14:00-14:15. Update and general situation of the project. ULPGC-TIDES.
- 14:15-14:30. Call launching and international webinar. Consortium

- 14:30-14:45. Next deliverables (D4.1 "Mapping the emerging technologies, business models and tourism industry cases"; D6.3 "Marketing Campaign Plan" D1.4 "Report on the General assemblies and steering committee meetings" and D1.1 "Technical progress reports to the EC"). ULPGC-TIDES
- 14:45-15:00. Discussion on the face-to-face meeting in Gran Canaria and in Finland. Consortium.
- 15:00-15:05. New member in NECSTouR (Irene Paolinelli). NECSTouR
- 15:05-15:30 Next meetings and Q&A

Meeting recording	Evidence
Sixth meeting 30.01.2023	Annex 6

4. Steering Committee meetings

The Steering Committee is the supervisory body for the execution of the Project which shall report to and be accountable to the General Assembly. The Steering Committee is also responsible for the overall policy of the Consortium and modifications or extensions to the Consortium Agreement.

The same members of the Steering Committee are also members of the QAC (Quality Assurance Committee). Hence, all the meetings of the Steering Committee have a slot dedicated to discuss aspects related to the quality of Deliverables submitted and/or in the process of submission.

List of Members of the SC and QAC

Name	Institution	position
Sergio Moreno Gil	ULPGC-TIDES	Project Coordinator/Manager
Teemu Moilanen	Haaga-Helia Uas	Director RDI
Tomaso Comazzi	NECSTouR	Communication and Membership Manager
Tim Fairhurst	ETOA	Director of Policy
Valeria Minghetti	CISET	Head of Research

Table 3 – Steering Committee and QAC list of members

Two meetings were specifically organised by the SC and QAC members to deal with aspects related to the deliverables and the quality assessment of

the outputs. Nevertheless, in all the general Assembly meetings the SC had a leading role by moderating a slot related to the project implementation and outputs.

	Type of meeting	date	place	timeline	duration
1	SC & QAC meeting	25.11.2022	TEAMS platform	14:00 CET	1h 15 min
2	SC & QAC meeting	24.02.2023	TEAMS platform	12:30 CET	1h 20min

Table 4 – Summary of the meetings of Steering Committee (SC) and QAC members

- **SC and QAC meeting (25.11.2022)**

Discussed agenda:

- 14:00 – 14:15 Update and general situation of the project. ULPGC-TIDES.

- 14 :15 – 14:30 Launch of the Call. ETOA; Consortium.

- 14:30 – 14:45 International Webinar. ULPGC-TIDES

- 14:45 – 14:55 Explanation of the approach and focus of the deliverable D4.1 "Mapping the emerging technologies, business models and tourism industry cases". Haaga-Helia

- 14:55-15:10 Explanation of the deliverable (D3.2"Tourism SMEs innovation maturity and readiness assessment tool and guidelines for interviews" and D3.3 "Participant observation protocol" CISET

- 15:10-15:15 Q&A

Meeting recording	Evidence
SC and QAC meeting 25.11.2022	Annex 7

- **SC and QAC meeting (24.02.2023)**

Discussed agenda:

- 12:30-12:40 Update and general situation of the project. ULPGC-TIDES

- 12:30-13:45 Review of the Call text in the D1.2 "Guidelines for Awarding Financial Support to Third Parties (tourism SMEs)" and D2.2 "Report on the evaluation and selection process of the Call for tourism SMEs". Consortium.

- 13:45-13:50 Q&A

Meeting recording	Evidence
SC and QAC meeting 24.02.2023	Annex 8

Annexes

Annex 1 - Minutes of the First General Assembly Meeting 11.01.2022

Minutes of the First Informal Meeting, January 11th

Place: Online Meeting (Teams Platform - Euro-Emotur Team)

Minutes prepared by Patricia Picazo (ULPGC) and validated by the consortium

Participants

No	Name	Partner
1	Tatiana David	ULPGC
2	Patricia Picazo	ULPGC
3	Sergio Moreno	ULPGC
4	Yen E. Lam	ULPGC
5	Thomas Guillot	NECSTOUR
6	Arran Wiltshire	ETOA
7	Tim Fairhurst	ETOA
8	Ciprian Rivas	OTC VICTUR
9	Rachel Read	ETOA
10	Elisa Laatikainen	HAAGA HELIA
11	Federica Montaguti	CISET
12	Tomaso Comazzi	NECSTOUR
13	Valeria Minghetti	CISET
14	Moilanen Teemu	HAAGA HELIA
15	Carmelo León	ULPGC
16	Sievers Kristian	HAAGA HELIA

Summary

Euro-Emotur first informal meeting took place on January 11th, 2022, in an online meeting attended by 16 participants representing the 6 beneficiaries (ULPGC, ETOA, NECTOUR, HAAGA-HELIA, CISET and OTC. Victur). The main objective of this preliminary meeting was to give a general overview of the project, its main objectives and the work packages. It was also an opportunity to ensure that all the partners had a common understanding of the project and their roles and to get more information on the project management formalities. In addition, each partner introduced themselves and their institutions and argued how their work and knowledge can contribute to the project. Finally, the upcoming activities were presented by the project coordinator and discussed amongst the attendees. Internal deadlines were

fixed in order to prepare for the official kick-off meeting, aimed to be scheduled in early February 2022.

Agenda

- o Introduction of the Consortium beneficiaries (6 Partners)
- o General Introduction of the project. (ULPGC-TIDES)
- o Preliminary issues related to WP1- Project Management and Coordination. (ULPGC-TIDES)
- o Discussion on the WP1 and following steps (ULPGC-TIDES)
- o Q&A

1. **Welcome & Brief Introduction of the Consortium Beneficiaries**
   - The Project Coordinator, Sergio Moreno (ULPGC), welcomed the partners and thanked them for their willingness to contribute their expertise to the project. He noted that it was the first informal meeting and that the project is an opportunity to support the SEMs through digitalization in these difficult times.
   - The Consortium members were invited to present themselves and their institutions.
   - Sergio Moreno introduced the University of Las Palmas de Gran Canaria their research centre, TIDES, and their neuromarketing lab, EMOTUR. He explained the importance of the tourism industry and thus the tourism research. In addition, he also highlighted their leadership in tourism research and expertise in tourism, sustainable development, and digitalization. Sergio also introduced the research staff that will be carrying out activities within the project (Patricia Picazo, Tatiana David, Yen Lam, Carmelo León, and Arminda Almeida).
   - Tim Fairhurst, Rachel Read and Arran Wiltshire introduced ETOA, a trade association with more than 30 years of history that include tour operators, intermediaries, tourism boards, hotels, attractions, technology companies and other tourism service providers. They also highlighted their direct access to industry, their networks, and connections with SMEs and DMOs, and their expertise in EU initiatives around digitalization.
   - Thomas Guillot and Tomaso Comazzi introduced NECSTOUR a network of 40 European Regions, representing 22 countries, 8 associated and 18 academics, Specialised in the capitalization and dissemination of sustainable tourism solutions towards the European institutions. They also pointed out that as a network, is their role to put people together, share knowledge and make great achievements through cooperation, a very useful skill for Euro-Emotur.
   - Elisa Laatikainen introduced Haaga Helia University and shared a video of Haaga Helia Lab 8, their Service Experience Laboratory, specialised in service research design and innovation. Elisa also highlighted what they can bring to Euro-Emotur Project.

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Particularly, service design, pedagogical excellence and their world class equipment and analytics based on AI, Galvanic Response, Eye Tracking and Facial Expression, crucial tools for the project development.

- Federica Montaguti and Valeria Minghetti introduced CISET a research centre, set up by Veneto Regional Government and University of Venice, focused on tourism-related studies with more than 30 years of experience in higher and managerial education, consultancy and research on the tourism sector. She also remarked their experience in European Projects, Academic and Business Knowledge and Known How, that they will transfer to the project.
- Ciprián Rivas introduced the Canary Island government's regional Ministry for tourism (OTC VICTUR) and the unit of Promotion & Management. Ciprián pointed out the indisputable importance of tourism as vital tool in the development, growth and employment of the Canary Islands.

2. General Introduction of Euro-Emotur

- Sergio Moreno, moved on to the second part of the presentation and noted that all the information will be shared in Teams and that attendees will receive an invitation to join to Euro-Emotur team.
- The project coordinator gave a general introduction of Euro-Emotur project with the aim to remind partners the key points.
  - o Euro-emotur as an opportunity to change the game in the European tourism through digitalization
  - o Main goal: to boost the uptake of digitalisation and innovation by tourism SMEs through transnational cooperation and capacity building
  - o Scope: 60 SMEs from 3 pilot destinations (Canary Islands, Veneto, Lapland) and 40 SMEs from 17 additional countries. In total 100 SMEs from 20 countries directly supported and afterwards more SMEs through EMOTUR Hub
  - o Results: Help to change the mindset, enhance the tourist experience applying neuromarketing techniques to recover their activity and increase sales, increase their innovation capacities through public-private partnership
  - o Project Steps: Selection of 100 SMEs, Diagnosis, Support, Digital Hub, Monitoring
  - o Work Packages:
    - WP1: Project Management & Coordination - ULPGC – TIDES (1-36)
    - WP2: Selection, evaluation and engagement with SMEs – ETOA (2-25)
    - WP3: SMEs Anamnesis, Diagnostics and Assessment – CISET (6-12)

- WP4: Preliminary assistance to SMEs on neuromarketing and digital innovation – Haaga Helia (12-24)
- WP5: Euro-Emotur Digital Hub – ULPGC-TIDES (13-36)
- WP6: Communication, Dissemination and reporting – OTC (Victur) (1-36)

- Tim Fairhurst noted that some links in the project documentation don't work anymore because they belonged to EASME, which doesn't exist, and he wanted to confirm the deadlines of the upcoming activities of his WP2. Sergio Moreno clarify that the project will start in February and during the kick off meeting will be discussed all the Deliverables and Milestones.

3. Preliminary issues related to WP1

- Yen Lam gave an introduction of the actions to be carried out in WP1 "Project Management & Coordination", led by ULPGC and an overview of the five tasks, eight deliverables and two milestones. She highlighted the importance to be aligned and work together.
- Yen noted that the two Milestones are allocated in the first semester, a crucial moment to set the basis of the project, and also reminded the most important commitments of the first semester:
    - o February (M1): Deliverable D1.2 Guidelines for Awarding Financial Support to SMEs, selection and the recruitment process.
    - o March (M2): Deliverable D1.8 Validate the Consortium Agreement
    - o March (M2): D6.1 Corporate Identity Report
    - o July (M6): D1.7 Final list of Members and terms of references
- Urgent needs:
    - o To validate a meeting platform and an internal repository for documents to be accessible 24/7 and free of charge.
    - o Decision Making Structure (Coordinator, WP Leaders, back up partners, Advisory Board Members, etc.)
    - o Generate templates to be used by all partners.
    - o Propose and invite AB members.
    - o Propose and approve Quality Assurance Plan
- Next Steps - Kick off Meeting:
    - o Validate the final platform for meetings.
    - o Present the architecture of the internal repository.
    - o Present the deliverable ¨Guidelines for Awarding Financial Support to SMEs, selection and the recruitment process¨
    - o Approve the decision-making structure + roles, obligations and responsibilities of all partners (CA)
    - o Sign the Consortium Agreement
    - o Present the final list AB members and corporate image.

o Approve the timelines, next meetings and the Quality Assurance Plan.

4. Discussion on the WP1 and following steps

- No comments on the WP1 as it is at the moment at a very early stage.
- Sergio Moreno informed the group about following steps:
    - o It was proposed by Sergio and agreed by the members to use the Teams Platform as an internal repository.
    - o Monthly meeting of the Steering Committee
    - o It was asked to the members to upload a high-resolution logo to be used in future communication.
    - o ULPGC-TIDES will share the Minutes of the First Informal Meeting and a template to be used in the future meetings.
    - o To discuss a coordination platform to connect and communicate easily with SMEs. Tim Fairhurst suggested Pardot as a communication Platform.

5. Q&A

- Valeria Minghetti wanted to clarify the project started month. Sergio confirms that M1 = February. As soon he receives more information about guideline or kick off meeting from EU he will share it with all members.

Online Consortium Meeting – 11.01.2022

Annex 2 – Minutes of the Second General Assembly Meeting 31.03.2022

Place: Online Meeting (Teams Platform – Euro-Emotur Team)

Minutes prepared by Andrea García Zamora (ULPGC) and validated by the consortium

Participants

No	Name	Partner
1	Sergio Moreno	ULPGC
2	Patricia Picazo	ULPGC
3	Tatiana David Negre	ULPGC
4	Carmelo Javier	ULPGC
5	Arminda Almeida	ULPGC
6	Arran Wilshire	ETOA
7	Kristian Sievers	HAAGA-HELIA
8	Federica Montaguti	CISET
9	Thomas Guillot	NECStour
10	Oyana Marius	NECStour

Summary

Euro-Emotur second Consortium meeting took place on March 31th 2022 in an online meeting attended by 10 participants representing the 6 beneficiaries (ULPGC, ETOA, NECTOUR, HAAGA-HELIA, CISET and OTC. Victur). This meeting was set as the official KOM. The main objective of this meeting was to discuss the points of the day where we would start with an update on the project and to clarify some of the points of WP1. After this brief introduction, each partner had 10 minutes to comment on the WP they are in charge of. This cleared up any doubts about the role of each partner. At the end of this meeting there was question-and-answer session and the next steps were briefly discussed.

Agenda

- o Updates on the project and WP1 (ULPGC-TIDES)
- o Presentation of WP2 (ETOA)
- o Presentation of WP3 (CISET)
- o Presentation of WP4 (HAAGA-HELIA)
- o Presentation of WP5 (ULPGC-TIDES)
- o Presentation of WP6 (Canarian Government)
- o Next steps and Q&A

1. Updates on the project and WP1

Researcher Sergio Moreno opens the second meeting with a brief introduction on how to access and the usefulness of TEAMS among partners. He wishes that very soon the Consortium can meet face-to-face and hopes the COVID situation to improve and that the project development can reach a new normal situation very soon.
He also reminds them of the actions to be carried out following the EC indications. Researcher Patricia Picazo will also participate to clarify certain points of the Consortium Agreement.

- First part: Sergio Moreno clarifies that the Grant Agreement must be read and that the grant amount cannot be exceeded, He also speaks about the use of the EU logo. He also stresses that data must be collected on everything that is done as proof of justification. He emphasises that "the call" should not only be published through the website but should also be published in the Funding and Tender Portal. Warns that the EC requires a business plan it for when the project runs out. He specifies that it is possible to have both public and private sponsors. It is not possible to use double European funds for the same action.

- Second part: Patricia Picazo spoke on the Consortium Agreement. She emphasised the definition of the Consortium Agreement, as it is the agreement between the beneficiary parties. Patricia highlights what this contract covers. She also comments that it is a draft and that this document must be signed by each partner.

- Finally, for this first part, Sergio comes back to clarify some information about the call and that is that they must follow the EU guidelines and the Euro-emotur guidelines. He also comments on the steps of the project: selection of the 100 SMEs, diagnosis, Support and MIS, Digital hub and Future monitoring.

2. Presentation of WP2 (ETOA)

Sergio passes to ETOA for a brief explanation of WP2. The person in charge of conveying the information is Arran Wiltshire

- Arran starts with his presentation of WP2, which ETOA oversees. We would like to highlight in this presentation the dedication he puts on the communication strategy and how to create interest among SMEs. He also comments on the distribution of the awards. At the end of his speech, Sergio reminds us that SMEs that have already been awarded by another COSME project cannot be selected.

- Following Arran's intervention, Sergio moves on to CISET which oversees WP3.

3. Presentation of WP3 (CISET)

Federica was relaying the information from WP3.

- Federica discusses this package with a particular focus on the three steps to follow when choosing SMEs. She names the three steps: literature review, Anamnesis and Diagnosis. In addition, she refers to the involvement of each partner in these steps.

4. Presentation of WP4 (HAAGA-HELIA)

It is the turn of our partner from Finland, Kristian Sievers, who briefly comments on WP4, which is the package that HAAGA-HELIA is in charge of.

- Kristian wants to clarify the assistance they will provide to SMEs. He comments on the role that Finland will play in the selection of SMEs and reminds that for each pilot destination, 20 SMEs will be selected. Kristian wants to emphasize the importance of emotions and why he is so attached to this project. He also talks about how we can measure emotions: eye tracking, Facial Expression Analysis and GSR/EDA. He briefly discusses the deliverables and reminds us that our target group is SMEs. After Kristian's intervention, Sergio says that we will have a deep knowledge of each company, as well as how we can help them to improve their performance.

5. Presentation of WP5 (ULPGC-TIDES)

Sergio explains briefly the content of WP5.

- Sergio points out that WP5 is a summary of all the work previously done so far and that the idea is to create an ecosystem hub that will keep the project alive once the funds run out. The aim is also to increase the number of SMEs participating, but under different conditions (not funded by EU).
- Sergio also wants to stress the importance of SMEs to innovate digitally and for there to be an upskill. Recalls the main tasks of this WP and briefly outlines the deliverable.

6. Presentation of WP6 (Canarian Government)

The person in charge of conveying the information is Tatiana.

- Tatiana starts the presentation with the key objectives of this WP and they are: reinforce, foster, communication, generate high social impact, etc.

- She talks about the numerous tasks as well as deliverables that WP6 contains. She stresses that this WP is relevant from the beginning to the end of the project. Following this, she talks about the draft of the brand guide WP which deals with issues such as the use of colour, typography, graphic concepts, improper uses of the logo, etc. After this, she invites any suggestions for improvement from the partners.

- Tatiana points out that the EU logo is available on TEAMS and previews the draft of the development of the project's website where she indicates how it will be designed and the languages that will be used.

7. Next Steps and Q&A

Sergio talks about the next steps to be taken and some questions arise from the partners:

- Arran asks about the availability of the website and the publication of the call on ETOA website. Sergio says that a preview of the project's website will be available soon. He also points out that ULPGC-TIDES is working hard on the Consortium Agreement.

- Sergio comments on how they will work with the SMEs and how they will be given the grant -payments. Federica wonders how they are going to transfer the money to SMEs. As an example, Sergio suggests that the amount of money should increase according to their performance (tokes), but in no case should they be given the full amount of money in advance.

- The meeting ends with Sergio saying goodbye to everyone and stressing some closing remarks. He was announcing that a new assistant project manager (APM) will be soon hired and that he will be in contact with all WP leaders by email to keep track on the project execution. Once the next WPs are ready a new consortium meeting will be set to discuss them. The minutes will be available on TEAMS once the APM is hired.
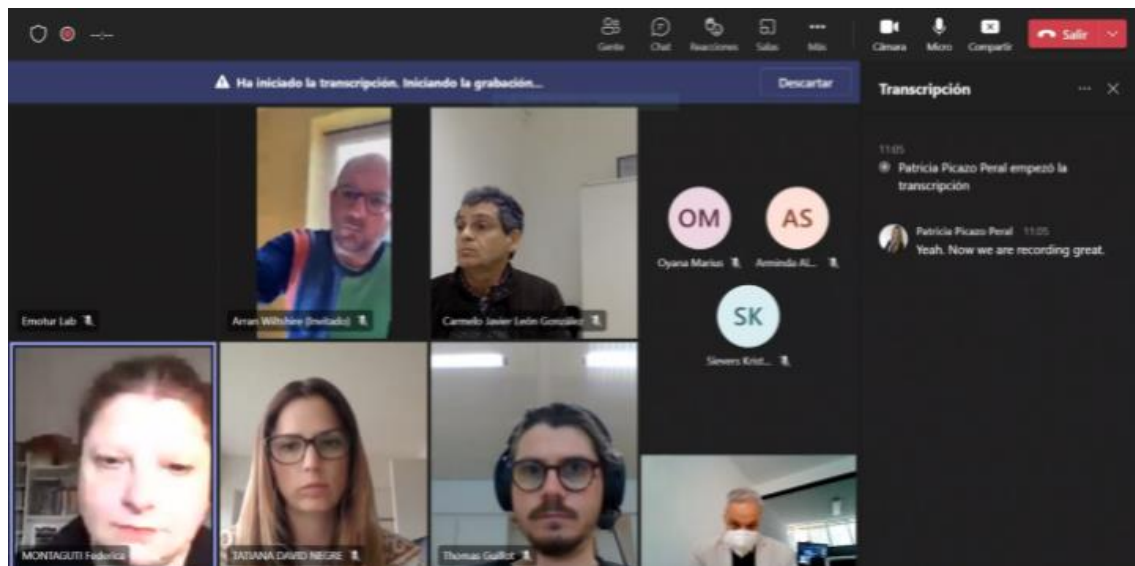
Online Consortium Meeting – 31.03.2022

Annex 3 – Minutes of the Third General Assembly Meeting 09.09.2022

DATE: 9th September 2022

Place: online platform (TEAMS),

Minutes prepared by Andrea García Zamora, Sergio Moreno Gil and Patricia Picazo Peral (ULPGC-TIDES) and validated by the consortium

Participants

No	Name	Partner
1	Sergio Moreno Gil	ULPGC-TIDES
2	Patricia Picazo Peral	ULPGC-TIDES
3	Andrea García Zamora	ULPGC-TIDES
4	Carmelo Javier León	ULPGC-TIDES
5	Arran Wiltshire	ETOA
6	Juan Felix Rosa	OTC.VICTUR
7	Emmerald Johnson	NECSTouR
8	Tomasso Comazzi	NECSTouR
9	Kristian Sievers	HAAGA-HELIA
10	Fedeberica Montaguti	CISET
11	VALERIA MINGETTI	CISET

Summary

Euro-Emotur third Consortium meeting took place on September 9th, 2022, in an online meeting attended by 11 participants representing the 6 beneficiaries (ULPGC, ETOA, NECSTouR, HAAGA-HELIA, CISET and OTC. Victur). This meeting was set as a follow-up meeting. The main objective of this meeting was to discuss the situation of the project. The project started clarifying some of the points of the current stage. After this brief introduction, ULPGC-TIDES, ETOA and CISET presented the deliverables they are in charge of. At the end of this meeting there was a question-and-answer session, and the next steps were briefly discussed.

Agenda

- o 13:00-13:30 Update and general situation of the project. ULPGC-TIDES
- o 13:30-14:00 Discussion on the Consortium Agreement Draft.ULPGC-TIDES
- o 14:00-14:15 Discussion on the Quality Assurance Plan. ULPGC-TIDES
- o 14:15-14:30 Discussion on the Advisory Board. ULPGC-TIDES
- o 14:30-14:45 Discussion on the Euroemotur Web Site. ULPGC-TIDES
- o 14:45-15:15 Discussion on the Tourism SME's call and guidelines. ETOA-ULPGC.
- o 15:15-15:45 Methodology for assessing innovation maturity and readiness of tourism SMEs. CISET
- o Next meeting and internal communication process
- o Q&A

1. Update and general situation of the project.

Sergio Moreno Gil begins by welcoming the participants and emphasizing the need for a future face-to-face meeting. He reminds us that the meeting will be recorded and that the documents have been sent and are available on the TEAMS platform. He also comments that from the next online meetings the protocol for online meetings established in the QAP will be followed. He pointed out the problems with the TEAMS platform regarding the scheduling of meetings and therefore from now on it will be made clear which partners are expected to attend it.

He briefly commented on today's agenda which would consist of presenting the draft documents (CA, QAP, AB, Website, Guidelines and WP3: D3.1).

He commented on the updates and the problems experienced, given that the project had started one month later than other projects in the same programme. He also comments on the administrative problems that the project has been going through (problems with the PIC in the Grant Agreement).

He also explains the financial problems with one of the partners which European commission funding had been retained, and therefore activities were developed with own funding and ULPGC-TIDES had to take over additional responsibilities which implies an extra burden.

The second payment is expected to arrive to the partner. In the unlikely situation the final payment is deducted – this payment is allocated to financial support to third parties, two scenarios are presented:

- reduction of the number of SMEs (instead of 100; 80)

- continue to work with 100 SMEs, but the average funding amount reduced accordingly.

Moreno Gil also reminds us that a maximum of 10,000 euros can be obtained by SME, but as this project works with tokens some might get less.

Moreno Gil stresses that progress is to be made by working with the first plan (100 SMEs) and with the full budget available. He stressed the problems encountered and pointed out that in the EU platform many deliverables that are in red will be in green by October. He also emphasised that it had been difficult to get feedback due to timetables and the fact that most people were on holiday in August.

He thanked the Consortium for their understanding and sent an optimistic message, as all deliverables are now drafted. He remarked what a great team this Consortium is and that they hope to be on time by back on schedule by September.

Moreno Gil recalls some the promotional activities to be carried out and the planned EASME activities.

It is expected that on 29th September there will be a meeting organized by the EC to discuss financial support with third parties. Moreno Gil is aware that some projects in our programme are more advanced and have more experience with SMEs. Some of these projects are already dealing with the call, and 2019 projects are dealing with financial support to third parties, and he remarks that it would be interesting to consider how they are proceeding as a reference point.

Moreno Gil points out that at the end of November the partner HAAGA-HELIA has been selected to participate in the next SME Assembly and comments that it will be a great opportunity to present the Euro-emotur project.

The partner ETOA will present the call on the 3rd of November in the event they are organizing.

Moreno Gil comments that with their own means and as far as possible they have also presented the Euro-emotur project at the events they have attended.

The idea of the meeting is to present the documents and that the partners provide feedback by **18 September** after reviewing the drafts presented today.

He stressed that the document related to the Consortium Agreement will be sent by him after the end of the meeting.

Ended Sergio Moreno Gil's speech, thanking the Consortium members for their attention and asked about any possible doubts. As there were no further questions, the next topic on the agenda was moved on and Patricia Picazo Peral begins her presentation.

2. Discussion on the Consortium Agreement Draft.

Patricia Picazo Peral starts presenting the Consortium Agreement. Picazo Peral commented that this document had already been presented at the previous meeting, but she thought it would be interesting and enriching to refresh the document. To do so, Picazo Peral gave a brief overview of the document. She stressed that at the time of designing it, there were no formal templates, but that the document was based on guidelines.

Picazo Peral emphasised that this document -the final approved version- must be signed by all partners and proceeded to explain the document.

The consortium Agreement must be in line with the Grant Agreement. She refreshes the table of contents of the CA and goes section by section. She also highlights the importance to check the data management section, since the legal department of the university must be consulted to know how to deal with data from SMEs.

Picazo Peral breaks down the document by sections and explains from section 1 to section 12, highlighting the most important details of each section:

section 1: definitions

section 2: purpose of the document

section 3: entry into force: start and finish of the project

Section 4: responsibilities of the parties

Section 5: liability

section 6: the meetings

section 7: payments

section 8: Dissemination, corporation obligations, etc.

Section 9: Access Rights

Section 10: non-disclosure of information and how it is to be handled

Section 11: attachments

Section 12: signatures of each partner

Picazo Peral thanked the listeners for their attention and asked if there were any doubts about this document.

Sergio Moreno Gil thanked Patricia Picazo Peral for her participation and presentation and moved on to the next topic on the agenda.

3. Discussion on the Quality Assurance Plan. ULPGC-TIDES

Andrea García Zamora began by explaining the points she would be discussing. Being the QAP, the AB and the Website.

García Zamora begins by presenting the table of contents of the Quality Assurance Plan document. She stresses that the purpose of this document is for each partner to know their responsibility and to follow the templates and protocols for this project.

She also comments on the most important point of the document 3.2 Quality Assurance Tool where she highlights the brand book guidelines, the templates available on the TEAMS platform, the online feedback, the evaluation forms, the external and evaluations/reports. She also highlights the security and assurance protocol for online meetings, emphasising the zoom platform as an online back-up platform. She mentions the security and assurance protocol for face-to-face meetings. The training evaluation to see the progress and effectiveness of the Project. She also stresses that there is a data and documentation back-up plan for the TEAMS platform so there would be no problem if someone in the consortium inadvertently deleted something.

García Zamora also comments on the new risks that have arisen in the project. Such as the temporary stay abroad of the project coordinator, the lack of funding to one of our partners and the delay of the project. For all of this, a measure has been implemented and, like Moreno Gil, she comments that we will be on time by the end of September and recalls the back-up partners (ULPG-TIDES and OTC.VICTUR; HAAGA-HELIA and CISET; ETOA and NECSTouR).

García Zamora comments on the protocols to be followed when uploading documents to the TEAMS platform.

4. Discussion on the Advisory Board

García Zamora comments on the document related to the AB. She introduces the table of contents and emphasises the role and responsibilities of the AB. She stresses that each partner must propose at least 3 members for the AB, since according to the Grant Agreement the AB must be composed of at least 8 members (as follows 25% of technology experts, 25% in the tourism sector, 25% experts in business development and SMEs, and 25% experts in Living Labs.)

For the choice of the AB each partner will receive a template where they will have to fill in the name of the chosen initial candidates, with email, organization, profile and justification of their choice.

5. Discussion on the Euroemotur Web Site. ULPGC-TIDES

García Zamora moves on to the next topic related to the project website. She remembers the link to the partners and the user and password. She also remembers that all the feedback received by the partners has been implemented. She emphasizes that the website has a private and public area based on EU standards.

After making brief comments on the website, she reminds the partners that the social networks are available, comments on what they are intended to achieve with them and the hashtags that have been used for the posts. Thank them for their attention and ask if there are any questions. It is agreed to publish the website and upload the related deliverable 6.4.

6. Discussion on the Tourism SME's call and guidelines. ETOA-ULPGC.

Sergio Moreno Gil conducts a brief review and explains that we will soon be dealing with the new formal project bodies and roles such as the Steering Committee and the AB. He emphasizes again to the partners to think about possible members for the AB.

Moreno Gil comments:

- There are 3 benchmarking open calls from other projects
- Confirm dates and deadlines once approved by the EC
- There is a confirmation from the E. Commission regarding the list of eligible tourism Business
- Confirmation on the list of applicable services/activities included. See COSME call
- Confirmation on the process based on "a system of credits/tokens"
- Ask form confirmation and feedback on the "SMEs obligations"
- Ask for confirmation on the evaluation criteria

Moreno Gil states that we cannot be too lax with the evaluation criteria nor too strict, but we must find a balance to reach the greatest number of eligible and optimum SMEs.

Wiltshire -ETOA- focuses briefly on the type of SMEs, the website to promote and manage the call, SME´s obligations and the application form.

After the intervention of Moreno Gil, Arran presented his points of view.

Federica Montaguti in response to Arran Wiltshire's presentation asks about the token-based system. Montaguti asks if this should be further developed and define the system and proposes a possible scenario in which one of the

3 clusters instead of having 20 SMEs, gets only 10. Arran Wiltshire says it is an important issue and Moreno Gil that after following the original designated allotments – 20 SMES per cluster- the reserve list should apply to keep those allotments within each cluster region.

Moreno Gil proposes different scenarios in case a cluster fails to get 20 SMEs per cluster:

- We can add SMEs from other destinations if there is no reserve list for that specific cluster.
- d) We have a quota per country. We will try to have as many countries as possible.

Moreno Gil says that the selected SMEs should know what their obligations are and should know beforehand. However, it is not yet possible to specify, as we have not reached that stage.

After these interventions we move on to the last topic of the day and the partner in charge is CISET.

7. Methodology for assessing innovation maturity and readiness of tourism SMEs. CISET

Federica Montaguti begins to present WP3, for which CISET is in charge, and more specifically presents deliverable 3.1.

CISET has carried out in-depth literature research in order to better understand SMEs based on:

- Check state and level of digital technology transformation and innovation uptake
- Asses their digital maturity and readiness to adopt new tools or to implement new strategic approaches.
- Identify critical factors
- Identify their training needs
- Help to define the content and target for training and the content of the communication plan provided to SMEs.

Montaguti also emphasizes the maturity/readiness matrix and the diagnostic process.

For this Montaguti says that they are going to use a three-step method to cluster the SMEs:

step 1: methodological report

step 2: documentary analysis of the information technologies and tools used by the SMEs. Survey and direct analysis

step 3: cluster analysis, maturity matrix and self-assessment tool.

Montaguti outlines the main issues:

a) no models or experiences/tools specifically designed for the service tourism sector;
b) Digital readiness generally embedded in the assessment of the SME maturity;
c) Absorptive capacity.

According to Montaguti, each dimension is adapted to tourism SMEs and includes several subdimensions (indicators). In Addition, to the level of maturity and readiness (see figure 1), the cross-analysis of the value of each dimension/sub-dimension for the two different topics can help identifying the presence and the intensity of the correlation between maturity and readiness (maturity/readiness matrix)
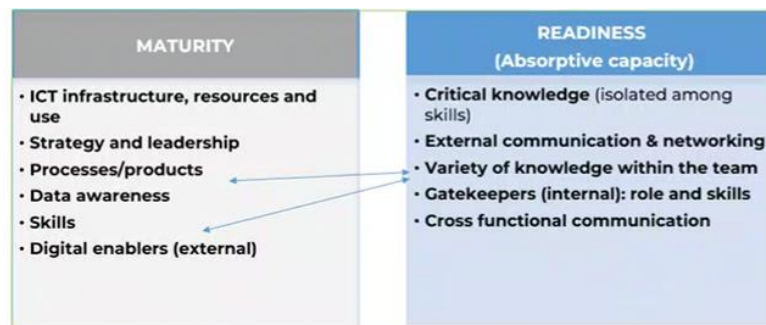
Figure 1- Maturity and Readiness

Montaguti finally mentions maturity indicators and readiness indicators, emphasising that they will select the indicators that best suit the project.

Montaguti explains how the testing procedure will work (see figure 2).
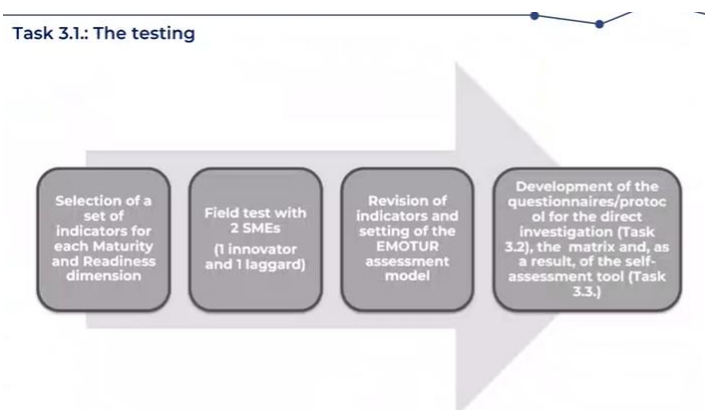
Figure 2 – Testing

Montaguti asks the partners for feedback to the process, as CISET is open to any suggestions. The deadline for this is **20th September.**

Moreno Gil thanked Federica Montaguti for her intervention and made two proposals: ask the partners to share some available assessment tools (related

to tourism or service related) and try to customize with specific tools related to neuromarketing that are used in this project.

Krisitan Sievers from Haaga-Helia and TIDES-ULPGC can provide specific insights related to customize this section: tools, neuromarketing tools, eye tracking etc.

8. Next meeting and internal communication process

Moreno Gil states that once the AB members have been selected, we will start working with them. In addition, we will follow a procedure for the meetings that can be found in the Consortium Agreement.

For each future meeting the deadlines will be applied to convening meetings, agenda, etc.

During this meeting several dates were proposed for the next Consortium meeting, and the most suitable was the **30th of September at 12:00h CET**.

Moreno Gil states out that the project will reach de first milestone by the end of September. We will also be discussing the open call in the next meeting. First the call must be approved by the Agency and then the Consortium expect to publish the call.

Moreno Gil talks about the topics on the agenda for the meeting on 30 September. He also commented on the future face-to-face meeting in the Canary Islands in February 2023 and the Euroemotur week in Finland in the late Spring, summer of 2023. Kristian Siervers comments that the best date for the Euroemotur week would probably be June.

9. Q&A

Moreno Gil finally asks if there are any questions.

Montaguti asks about the software tools to develop and mentions that CISET has the necessary budget and mentions the need for outsourcing this activity. This issue will be communicated to EISMEA but as it does not imply a change in the budget, no further problems are expected.

Finally, Moreno Gil gave a summary of the meeting, highlighting the key points:

- the files -deliverable drafts- are already available to review and have a deadline for feedback: 18th September. For CISET´s methodology the deadline is the 20th of September

- We will have the next meeting on 30th September.

- We will start working on the future face-to-face meeting in February 2023 in the Canary Islands.

We will soon be on track and working on the call for SMEs. Moreno Gil thanks the attention of all the consortium partners and close the meeting at 15:30.

Online Consortium Meeting – 09.09.2022

Annex 4 – Minutes of the Fourth General Assembly Meeting 30.09.2022

DATE: 30th September 2022

Place: online platform (TEAMS)

Minutes prepared by Andrea García Zamora, Sergio Moreno Gil and Patricia Picazo Peral (ULPGC-TIDES)

Participants

No	Name	Partner
1	Sergio Moreno Gil	ULPGC-TIDES
2	Patricia Picazo Peral	ULPGC-TIDES
3	Andrea García Zamora	ULPGC-TIDES
4	Yen Lam González	ULPGC-TIDES
5	Arminda Santana Almeida	ULPGC-TIDES
6	Tatiana David Negre	ULPGC-TIDES
7	Arran Wiltshire	ETOA
8	Tim Fairhurst	ETOA
9	Juan Felix Rosa	OTC.VICTUR
10	Tomasso Comazzi	NECSTouR
11	Kristian Sievers	HAAGA-HELIA
12	Fedeberica Montaguti	CISET
13	Valeria Mingueti	CISET

Summary

Euro-Emotur Consortium meeting took place on September 30th, 2022, online meeting attended by 13 participants representing the 6 beneficiaries (ULPGC, ETOA, NECSTouR, HAAGA-HELIA, CISET and OTC. Victur). This meeting was set as a follow-up meeting. The main objective of this meeting was to discuss the situation of the project and the feedback and approval of the documents ("D1.2 _Guidelines for Awarding Financial Support to Third Parties (tourism SMEs)_ULPGC-TIDES_V.1.3; D1.3_Quality Assurance Plan_ULPGC-TIDES _V1.4; D1.7_Advisory Board final list of members and terms of reference_ULPGC-TIDES_V3 and D1.8_ Consortium Agreement_ETOA_V3).

Agenda

- 13:00-13:20. Update and general situation of the project. ULPGC-TIDES
- 13:20-13:35. Feedback-Approval on the Consortium Agreement. ULPGC-TIDES; Consortium
- 13:35-13:50. Feedback-Approval on the QAP. ULPGC TIDES; Consortium
- 13:50-14:10. Feedback-Approval on the AB. ULPGC TIDES; Consortium
- 14:10-14:40. Feedback-Approval on Guidelines for Awarding Financial Support to Third Parties and Open Call. ETOA; ULPGC-TIDES; Consortium
- 14:40-15:00. Feedback-Discussion on the Methodology for assessing innovation maturity and readiness of tourism. Maturity and readiness assessment tool and guidelines for interviews SMEs. CISET; Consortium
- 15:00-15:15. Next meeting and internal communication process
- 15:15-15:30. Q&A

1. Update and general situation of the project. ULPGC-TIDES

Sergio recalled the Consortium Meeting recording and the minutes' availability the following week. He reminded that any feedback for the minutes is welcome.

Highlights:

- A status report on the project was sent to the Project Advisor, who was also informed that the documents pending approval would be uploaded to the agency's platform by October.
- This meeting is for the review and approval of the deliverables set out above.
- Sergio summed up the 29th-meeting to discuss the benchmarking for FSTP:

- There is a WhatsApp group with the coordinators of each project who are in the same situation. There were presentations of other projects that are either in their second year or just starting;
- Preparation of the Call and the way to deal with tourism SMEs;
- Five projects will launch their Call between December and January and this will also be the case for Euro-emotur.

- Problems faced by the projects:
  - Problems with the scope of tourism SMEs and therefore need to reopen of the Call;
  - Call open for a short period (recommendation to keep it open for a minimum of two months or more).
  - Only use social media and do not take a personal approach with tourism SMEs.

Sergio reminded that being 3 clusters and having ETOA and NESCTour dealing with the tourism SMEs and destinations should not be a problem.

Arran wanted to clarify that he works for the EC, as he is the head of the events department and organises events.

Sergio stressed that the Euro-emotur Project focuses on providing services to tourism SMEs. These should be the assets for the promotion of the project and additionally Euro-emotur will also provide financial support.

- It is possible to work with more than 100 tourism SMEs, have a backup list and also to invite more tourism SMEs to the activities of the Euro-emotur Project, even if they are not financially supported by the Project.
- Euro-emotur is in charge of "providing" suppliers and guiding in the decision-making process;
- It is necessary to launch a communication highlighting the benefits of belonging to the project. In addition, a webinar will be held to facilitate the application of the project.

Arran commented that he has no experience in neuromarketing and that the focus should be on content to keep it simple. Tim supported Arran's position, as it should be made clear how this project will benefit tourism SMEs.

Sergio commented that there will be a 20-minute internal webinar in which the benefits of joining the project will be explained.

Federica intervened by adding that she can provide a case of a hotel with which she worked and can provide additional data.

Sergio intervened again mentioning Haaga-Helia where he highlighted that there are three BSOs in this project and that this webinar would serve to facilitate the applicants and highlight the benefits of belonging to the Project.

- There is no common template for the third parties´ agreement. The coordinator asked other project's coordinators for examples. As soon as Sergio has feedback, he will share it with the Consortium.

- Use of several languages to disseminate the Call (English, French, Spanish, finish, and additional languages) is suggested.
- Highlighting the benefits as the opportunity to stand out in the digitalization sector;
- One measure would be to approach the hotel-like partnerships and associations to reach the SMEs quota and continue with the project;
- Finally, Sergio commented that if anyone would like to see the recording of the 29th of September 2022 meeting it is available online.

He then moved on to the second item on the agenda and Patricia took the floor.

2. Feedback-Approval on the Consortium Agreement. ULPGC-TIDES; Consortium

Patricia commented that she introduced the CA at the last meeting and that the latest version is available on the TEAMS platform. She also commented that the data management has not been included because they are working on a specific agreement with third parties that will be shared with the consortium as soon as possible.

She asked for suggestions and if they agree with the document.

Federica stated that there was a comment on the Ownership of results. Normally in this kind of agreement, some rights and data are used by the sponsor because it is public money.

Patricia commented that it is necessary to discuss this with the project advisor as there are no guidelines for the CA so it depends on the call and can change the ownership of results.

Sergio proposed that if it is for commercial purposes there should be a prior consensus. He also asked Federica what her main concern was.

Federica stated that the commission itself was a sponsor. If the agency would have the right to use the results.

Sergio commented that this document will be submitted and if there are any problems the agency will let us know. The GA is more significant than the CA and if they suggest any changes, they will be done.

The Consortium agrees that this current version can be uploaded to the EC platform.

A final intervention is made by Yen who suggested that the open access system is very transnational and is obliged to share it with the EC. But another thing is personal data protection, and SME data protection.

Again, it was asked if there is consensus on this document and if it would be signed partner by a partner.

The CA would be sent for signature in October.

3. Feedback-Approval on the QAP

Andrea made a summary to refer to the QAP and its main point. She commented on the modifications made to the document on pages 11 and page 17. In this last version possible solutions to the risks raised by the partners were included: poor response of the 1st call: social network promotion, event promotion (ETOA- Haaga-Helia) approach to SMEs; some SMEs dropping out -there will be no sanction; Number of SME per cluster is not reached: back-up list.

She asked if everyone agrees with this document. All agree with the submission of the document. The QAP will be uploaded to the EC platform.

Sergio stressed that if any tourism SMEs leave the project there would be no penalty and, even if they had used any funds, this would be justified if costs are eligible. This SME would be replaced, or its remaining budget distributed within the rest of SMEs.

Sergio stressed that to minimise the risks of abandonment of the project by the tourism SMEs, it would be made clear from the outset what it means to belong to this project, as well as their rights and obligations.

4. Feedback-Approval on the AB

Andrea briefly commented on the changes made to the document: new index, benefits of AB membership, and the selection criteria for members. She showed the proposal list. She reminded the percentages and the number of AB members according to the GA.

Sergio suggested that the WP could be uploaded with all these possible members but without including the final list. To decide on the final member list, each partner introduced them and why they thought the candidates ere appropriated and highlighted if there is someone who should belong to the project because of their relevance, so we could distribute the list next week we could start voting.

NECSTouR asked for the compulsory rule for selection: a certain balance of nationalities. What it should be considered when selecting and supporting a candidate?

Sergio answered this by sticking to the GA: 4 categories to be considered and percentage to be considered.

Sergio suggested to each partner to present the candidates and stress if any of them should be of value of the project. He stressed that the file for voting would be sent for the following week; and the procedure would be as follows: first, the partner would contact the candidate informally, if that person accepts, the APM will invite him/her formally, and so on until we reach the number according to GA. Everyone agrees on this suggestion.

Again, Sergio stressed that if everyone agreed the WP would be uploaded on the EC platform, but without the final list. The final list would be presented on the Euro-emotur website and resubmitted with the final list of the members who have accepted.

Each member introduced his or her candidates.

Sergio stressed that if everyone agrees, an open file with the complete list and important data would be shared to start the voting and have a ranking of candidates. Voting would be open until October the 15th.

All were in agreement and the next item was taken up.

5. **Feedback-Approval on Guidelines for Awarding Financial Support to Third Parties and Open Call**

There have been changes and comments in that file. Arminda commented that certain aspects need to be discussed: evaluation criteria; criterion number ... CISET's comments were included. The segment would have to be clarified and the product would have to be discussed as to how it is going to be defined the geographic cope.

In response, Arran commented that he had been talking to Federica about these criteria and they had been working on it. In terms of the scoring system, this is the yes/no criteria and then Federica asked this document questions related to the criteria. Evidence of them will be made in the call document. Arran also suggested administrative criteria and most important is the geographical area based on the KPI target.

Figure 1 Assessment tools a

Figure 2 Assessment tools b

Figure 3 Assessment tools c

Sergio commented that this is very related to the Call for proposals. This is internal and will not be public.

Arran and Federica proposed the three of them (together with Arminda) to work together on the call issue, as Arminda coordinates the WP from ULPGC-TIDES. Also, Arran asked about the date of the face-to-face meeting in Canary Islands. Sergio commented that by the end of February.

Arran presented the call document and commented that not much else has changed from the document in TEAMS and commented on the changes.

Sergio commented that we expect the last version to be ready by next week and to be uploaded on the EC platform. He also commented that two months for the process would be fine.

Arran finally commented that January/February would be available for review.

Sergio asked that if everyone agreed we would move on to the next item.

6. Feedback-Discussion on the Methodology for assessing innovation maturity and readiness of tourism. Maturity and readiness assessment tool and guidelines for interviews SMEs

CISET commented on the maruty and readiness model and stressed the following:

- Contact and benchmark other projects with a similar system for tourism SMEs.
- Sharing with CISET online assessment tools.
- It is a good starting point what CISET explained.
- There is a need to adapt the model for the theoretical review
- Next webinar to make it easier for the SMEs to apply and understand the benefits of joining the project.

Federica commented that the assessment tool has to be developed after the methodology so in the webinar we can talk about a more precise idea.

Sergio commented that if there are no more suggestions, he stresses that one of the main project's results is the self-assessment tool and different online tools. Some of them are generic so they apply to any sector.

- The Main goal is to adapt the model to techniques that will be used in the project.

He moved on to the next agenda item.

7. Next meeting and internal communication process

In the next meeting, the Consrtium will discuss, among other topics, in a short webinar how to make easier the application to the project to SMEs, as well as discussion on the WP´s latest versions.

 Next meeting was set : 25th October 2022 14:00h CET.

8. Q&A

No additional questions were asked. Sergio closed the meeting with a brief sum up:

- WPs will be uploaded to the EC platform as agreed. Consortium Agreement, QAP, and AB.
- Sharing the CA to be signed to be sent back
- Sharing a list of the AB to vote, indicating the process, then opening the voting till the 15th, following by an informal approach to the selected candidates and a final formal invitation.
- ETOA-CISET-ULPGC will be working to close the final version of the call for SMEs and the guidelines.
- Working on that date of the face-to-face meeting in February. By the next meeting there will be a date.

- We will be in contact for preparation of the webinar on benefits for SMEs
- Farewell is made by Sergio with a positive message to expand the number of tourism SMEs we will be working with.
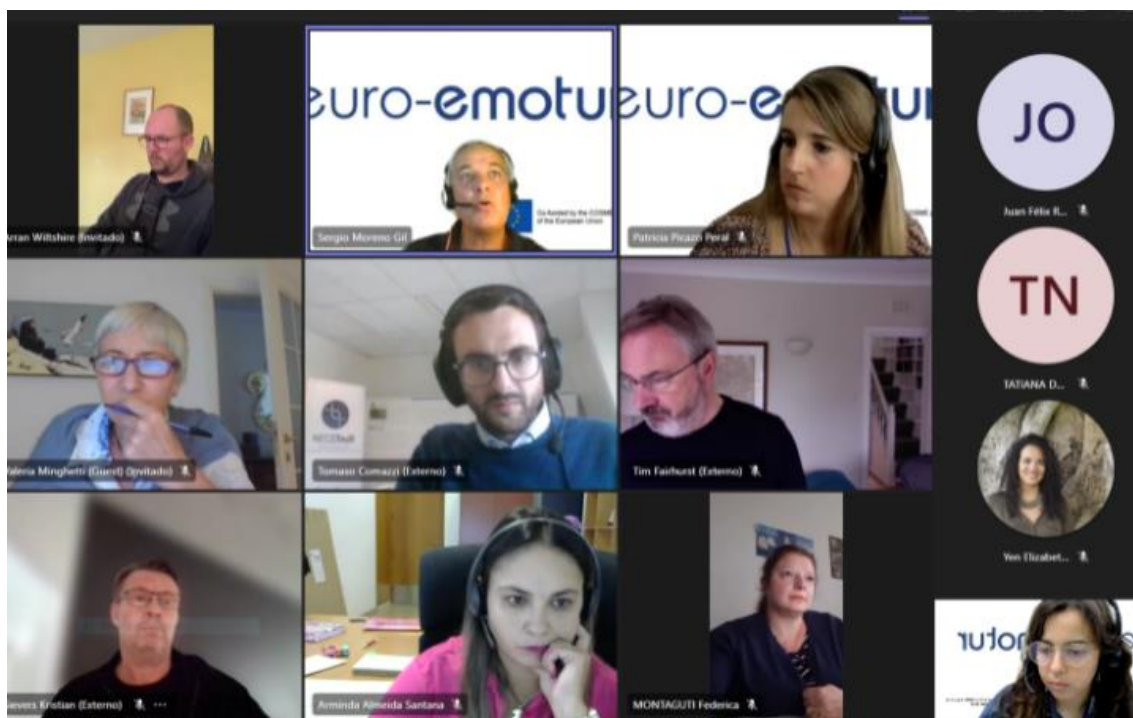
Online Consortium Meeting – 30.09.2022

Annex 5 – Minutes of the Fifth General Assembly Meeting 25.10.2022

Place: TEAMS platform

Minutes prepared by Sergio Moreno Gil and Andrea García Zamora

Participants

No	Name	Partner
1	Sergio Moreno Gil	ULPGC-TIDES
2	Patricia Picazo Peral	ULPGC-TIDES
3	Arminda Almeida Santana	ULPGC-TIDES
4	Yen Lam Elizabeth	ULPGC-TIDES
5	Arran Wiltshire	ETOA
6	Kristian Sievers	Haaga-Helia
7	Valeria Minguetti	CISET
8	Federica Montaguti	CISET
9	Tomaso Comazzi	NECSTouR

Agenda

- o 14:00 – 14:15 Update and general situation of the project. ULPGC-TIDES.
- o 14 :15 – 14:20 Situation and approval on the final list of AB member. ULPGC TIDES; Consortium
- o 14:20- 14 :40 Situation and submission of the D2.1. Open Call for third parties -SMEs. ETOA
- o 14 :40-15 :00 Situation and submission of the D3.1 Methodology for assessing innovation maturity and readiness of tourism SMEs. CISET.
- o 15:00-15:25 Communication of the benefits of the project to SMEs – ULPGC, Haaga-Helia, CISET.
- o 15:25 – 15:35 Q&A

1. Update and general situation of the project. ULPGC-TIDES.

- ✓ The coordinator has commented the progress made for the organisation of the face-to-face meeting planned for March (20th onwards). Everyone agrees with the new date for the meeting.
- ✓ It has been commented on the conclusions from bilateral meeting with Haaga-Helia and CISET about the organisation of a webinar with de SMEs
- ✓ It has been commented on the situation with the deliverables and deadlines. All the delayed deliverables have been submitted. The schedule for the new deliverables have also been discussed.

2. Situation and approval on the final list of AB member. ULPGC TIDES-Consortium

- ✓ The AB situation has been presented and there is no doubt on how to proceed. The selected candidates will be contacted firstly by the partner who proposed them, and later, a formal invitation from the coordinator will be sent.

3. Situation and submission to EC of the D2.1 Open Call for third parties –SMEs

- ✓ Arran has commented briefly his document related to the call. It is necessary that all the partners read it (due date 28th October) before the final submission to the EC.
- ✓ It has been commented on the necessity of promoting the call in each partner's media.
- ✓ AB should be engaged in this process.
- ✓ There will be a translation of the Call into the different languages of the partners to promote it.

- ✓ Evaluation process: each partner has to take the lead of its own cluster (region) to help with the final selection
- ✓ Companies that have not been selected have the opportunity to benefit with the digital hub (with no funding)
- ✓ It has been commented the funding strategy with SMEs, that is, starting with 3500€ (first year), and the rest could be redistributed alongside the second year.
- ✓ It has been reminded the eligible costs (coaching, training, travelling expenses, etc.)
- ✓ The call will be submitted on Monday, March 31st.

4. Situation and submission of the D3.1 Methodology for assessing innovation maturity and readiness of tourism SMEs. CISET

- ✓ It has been received some feedback from partners
- ✓ I will be ready for submission (D3.1) during the first week of November, 2022
- ✓ The questionnaire -self-assessment tool- for SMEs was created using Google forms. It will be shared with the Consortium for feedback
- ✓ Questionnaire: the part of the Cluster must be defined and specified in the questionnaire at a further stage. Some pre-tests will be conducted.
- ✓ Observation protocol: the draft will be shared with the Consortium after the questionnaire is ready

5. Communication of the benefits of the project to SMEs – ULPGC, Haaga-Helia, CISET.

- ✓ Three cluster webinars have been planned in other languages, and one international in English
- ✓ The International webinar will be posted in project web site and social media
- ✓ Starting with an international webinar, then each cluster must adapt it to its local needs.
- ✓ An example of the agenda for the webinar was presented
- ✓ Euro-emotur is providing services (training, coaching, benchmarking, networking etc.) plus funding (max 10,000€ per SMEs)
- ✓ All the responsibilities and rights will be informed to the SMEs selected.

6. Q&A

✓ The date for the next meeting was fixed on 25th November 2022 – 14:00 CET. The agenda will cover an update, launch of the call and other relevant issues (duration: 1h-1:30h)

Online Consortium Meeting – 25.10.2022

Annex 6– Minutes of the Sixth General Assembly meeting 30.01.2023

Minutes of the Online Consortium Meeting, 30.01.2023

Place: Teams platform

Minutes prepared by: Andrea García Zamora

Participants

No	Name	Partner
1	Sergio Moreno Gil	ULPGC-TIDES
2	Arminda Almeida Santa	ULPGC-TIDES
3	Patricia Picazo Peral	ULPGC-TIDES
4	Andrea García Zamora	ULPGC-TIDES
5	Tomaso Commazzi	NECSTouR
6	Irene Paolanelli	NECSTouR
7	Kritian Sievers	Haaga-Helia
8	Elisa Laatikanen	Haaga-Helia
9	Antii Jylha	Haaga-Helia
10	Arran whiteshire	ETOA
11	Rachel Read	ETOA
12	Federica Montaguti	CISET
13	Valeria Minguetti	CISET

Agenda

- o **14:00-14:15**. Update and general situation of the project. ULPGC-TIDES.
- o **14:15-14:30**. Launching the Call and the international webinar. Consortium
- o **14:30-14:45**. Next deliverables (D4.1 "Mapping the emerging technologies, business models and tourism industry cases"; D6.3 "Marketing Campaign Plan" D1.4 "Report on the General assemblies and steering committee meetings" and D1.1 "Technical progress reports to the EC"). ULPGC-TIDES
- o **14:45-15:00**. Discussion about the face-to-face meeting in Gran Canaria and in Finland. Consortium.
- o **15:00-15:05**. New member in NECSTouR (Irene Paolinelli). NECSTouR
- o **15:05-15:30** Next meetings and Q&A

1. Update and general situation of the project

- There is no replacement for OTC.VICTUR yet.
- Deliverables rejected by the Agency have been resubmitted (D1.2 "Guidelines for Awarding Financial Support to Third Parties (tourism SMEs)"; D1.7 "Advisory Board final list of members and terms of reference"; D1.8 "Consortium Agreement"; D2.2 "Report on the evaluation and selection process of the Call for tourism SMEs" and D3.1 "Methodology for assessing innovation maturity and readiness of tourism SMEs").
- There has been an explanation of the pending deliverables (D6.3 "Marketing Plan"; D4.1 "Mapping the emerging technologies, business models and tourism industry cases"; D1.1 "Technical progress reports to the EC" and D1.4 "Report on the General assemblies and steering committee meetings"-D6.3 is delayed and D4.1 will meet the deadline-.
- A reminder to Consortium members about the rules to be followed in the deliverables (e.g. disclaimer -is EISMEA, not EASME)

2. Launching the Call and international webinar.

- A clarification has been made on deliverables D2.1 ("Report on the process results, submissions and awards granted") and D2.2 ("Report on the evaluation and selection process of the Call for tourism SMEs") – D2.1 Results of the call-, -D2.2 the call itself with its templates, text etc.

- Dates related to the Call have been mentioned (15th Feb – 3rd May 2023)- the date is pending approval by the Agency-. An international webinar will be held to promote the Call and make an approach on how to apply with the SMEs.

Call Timeline

February 2023	Call announcement
February 2023 - May 2023	Call Promotion
15th February 2023 – 3rd May 2023	Open call – full details and launch
3rd May 2023	Call Deadline
4td May 2023– 15th May 2023	Call evaluation
30th May 2023	Awarding

3. **Next deliverables (D4.1 "Mapping the emerging technologies, business models and tourism industry cases"; D6.3 "Marketing Campaign Plan" D1.4 "Report on the General assemblies and steering committee meetings" and D1.1 "Technical progress reports to the EC"**

- Haaga-Helia has commented about the deliverable they are in charge of (D4.1 "Mapping the emerging technologies, business models and tourism industry cases"). This deliverable will meet the deadline.
- Consortium members are notified that deliverable D3.1 ("Methodology for assessing innovation maturity and readiness of tourism SMEs") led by CISET has been uploaded.
- The deliverable D1.4 ("Report on the General assemblies and steering committee meetings") is mentioned, and everyone agrees with its content. It will be uploaded to the Agency platform.
- D6.3 "Marketing Plan". The new partner would be in charge if there is a replacement and if they have funding. If the Consortium is kept with 5 partners ULPGC-TIDES will be in charge and it will be shared with the Consortium.

4. **Discussion on the face-to-face meeting in Gran Canaria and in Finland. Consortium.**
   - It is mentioned the face-to-face meeting in Gran Canaria: 3 days events – 29th -31st March 2023- or – 22nd -24th March 2023-. The chosen date is 22nd -24th March 2023.
   - The agenda for the face-to-face meeting in Gran Canaria will cover all the topics related to the project (Short presentation of each partner; a general review of the project: current status and future challenges; promotion and follow-up on the call; evaluation process; open discussion with the industry; plan Euro-emotur week; visit to Emotur lab and some technique demos; visit to the destination). It is recommended to take

advantage and discuss with the Project Officer about the next steps in the project.

- Next face-to-face meeting is going to be in Finland (Euro-emotur week). September 2023 is the chosen month by members of the Consortium.

5. New member in NECSTouR

- Irene Paolinelli introduces herself as a new member in NECSTouR.
- Haaga-Helie introduces his new member (Antti Jylha).
- Project leader welcomed new members and told them that he is delighted with these new recruits and is looking forward to working with them.

6. Next meetings and Q&A

- Next meeting will be focused on the Call.
- 10th Feb 2023 at 14:00 CET will be the next meeting.
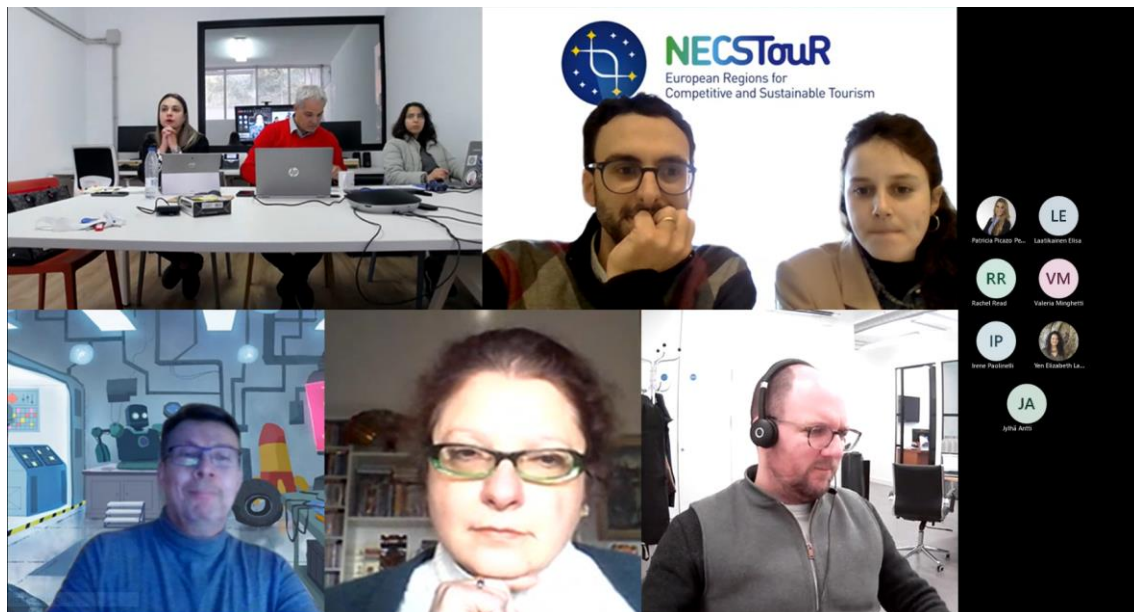
Online Consortium Meeting – 30.01.2023

Annex 7– Minutes of the Steering Committee meeting 25.11.2022

Place: Teams platform

Minutes prepared by: Andrea García Zamora

Participants

No	Name	Partner
1	Sergio Moreno Gil	ULPGC-TIDES
2	Patricia Picazo Peral	ULPGC-TIDES
3	Arminda Santa Almeida	ULPGC-TIDES
4	Andrea García Zamora	ULPGC-TIDES
5	Federica Montaguti	CISET
6	Valeria Mnguetti	CISET
7	Arran Wiltshire	ETOA
8	Kristian Sievers	Haaga-Helia
9	Tomaso Comazzi	NECSTouR

Agenda

- o 14:00 – 14:15 Update and general situation of the project. ULPGC-TIDES.
- o 14 :15 – 14:30 Launch of the Call. ETOA; Consortium.
- o 14:30 – 14:45 International Webinar. ULPGC-TIDES
- o 14:45 – 14:55 Explanation of the approach and focus of the deliverable D4.1 "Mapping the emerging technologies, business models and tourism industry cases". Haaga-Helia
- o 14:55-15:10 Explanation of the deliverable (D3.2"Tourism SMEs innovation maturity and readiness assessment tool and guidelines for interviews" and D3.3 "Participant observation protocol" CISET
- o 15:10-15:15 Q&A

1. Update and general situation of the project

- Deliverables situation: two of them have been approved. The CA (D1.8 Consortium Agreement) was rejected because it is not signed.
- The D1.7 Advisory Board final list of members and terms of reference was resubmitted with the final list. There were some naming problems with the agency to be considered (EISMEA from now on, instead of EASME).
- Guidelines and the call (D2.1 Guidelines for Awarding Financial Support to Third Parties (tourism SMEs and D2.2 Report on the evaluation and selection process of the Call for tourism SMEs) have been commented. We must resubmit them.
- An email from the project Officer has been discussed during the meeting related to the deliverables rejected (D1.2 "Guidelines for Awarding Financial Support to Third Parties (tourism SMEs)"; D1.7 "Advisory Board final list of members and terms of reference"; D1.8 "Consortium Agreement"; D2.2 "Report on the evaluation and selection process of the Call for tourism SMEs" and D3.1 "Methodology for assessing innovation maturity and readiness of tourism SMEs")
- The deliverables D4.1 "mapping and emerging technologies business models and tourism industry cases" and (D1.1 **"Technical** progress reports to the EC" will meet the deadline (28.02.2023).
- Consortium members have been notified of the situation of the AB (D1.7 Advisory Board final list of members and terms of reference) situation and the CA (D1.8 Consortium Agreement). They have been resubmitted.
- There is a need to find a replacement for the OTC. Victur and communicate to EISMEA.
- Most of the partners have signed or are in the process of signing the transition pathway pledge -.

- Consortium members are notified about the possibility of having a meeting with ENOLL and working with them: Virtual seminar with all the Consortium and involve the SMEs.
- Consortium members are encouraged to disseminate the project and the APM will create different drafts to post on social media to create impact.

2. **Launch of the Call. ETOA**
   - Mr. Vella sent an email related to the guidelines and the call. The main concern is the geographical limitation. There is a need to resubmit the document (D1.2 Guidelines for Awarding Financial Support to Third Parties and D2.1 "Report on the process results, submissions and awards granted"and D2.2 "Report on the evaluation and selection process of the Call for tourism SMEs". It is mentioned a possible Launching of the call in December 2022 previously approved by the Agency.

3. **International Webinar**
   - This topic will be discussed in a future online meeting in December (TBD)

4. **Explanation of the approach and focus of the deliverable D4.1 "Mapping the emerging technologies, business models and tourism industry cases**

   - There has been an explanation of the deliverable D4.1 Mapping the emerging technologies, business models, and tourism industry cases and of the WP4 and its applications/technologies. This deliverable will meet the deadline.
   - It has been done a literature review, tourism industry analysis, online observations, case studies, and examples have been developed with interviews in cooperation with other partners in the D3.2 "Tourism SMEs innovation maturity and readiness assessment tool and guidelines for interviews".
   - It has been reminded that the digital hub will be integrating SMEs, technologies, and labs.
   - It has been commented that one of the main points of getting involved in this project is the benefits that SMEs gain from using neuromarketing technologies.

5. **Explanation of the deliverable (D3.2"Tourism SMEs innovation maturity and readiness assessment tool and guidelines for interviews" and D3.3 "Participant observation protocol.**

   - D3.1 Methodology for assessing innovation maturity and readiness of tourism SMEs has been delivered and submitted.

- CISET has sent first and second part of the D3.2 Tourism SMEs innovation maturity and readiness assessment tool and guidelines for interviews and its next steps regarding this deliverable.
- CISET commented that is working on the participant observation protocol key aspects. D3.3 Participant observation protocol consists of how to plan the sessions (how, when, low, high season, etc.) what aspects we need to observe, target behaviours and the observation grid.
- It has been remarked the importance of feedback with the deliverables in order to improve its quality.

6. Q&A

- The face-to-face meeting in Gran Canaria has been proposed: Wednesday-to-Friday (3 days of Agenda). At the end of March 2023
- Next Consortium meeting has been proposed: January (17th January 2023- 14:00 CET) . There will be a specific meeting in December (TBD) related to the launch of the call if there is a previous approval.

Online Consortium Meeting – 25.11.2022

Annex 8– Minutes of the Steering Committee meeting 24.02. 2023

- o Place: Teams platform
- o Minutes prepared by Andrea García Zamora

Participants

No	Name	Partner
1	Sergio Moreno Gil	ULPGC-TIDES
2	Andrea García Zamora	ULPGC-TIDES
3	Kristian Sievers	Haaga-Helia
4	Elisa Laatikainen	Haaga-Helia
5	Antii jylha	Haaga-Helia
6	Federica Montaguti	CISET
7	Arran Wiltshire	ETOA
8	Tim fairhurst	ETOA
9	Irene Paolinelli	NECSTouR

Agenda

- o 12:30-12:40 Update and general situation of the project. ULPGC-TIDES
- o 12:30-13:45 Review of the Call text in the D1.2 "Guidelines for Awarding Financial Support to Third Parties (tourism SMEs)" and D2.2 "Report on the evaluation and selection process of the Call for tourism SMEs". Consortium.
- o 13:45-13:50 Q&A

Review of the Call text

Context: The Euro-emotur Call has been rejected and the PO has sent a mail to edit the document (**see annex**).

- This meeting has focused on the analysis of modification proposals and needed actions to deal with them
- All the points discussed here refers to the D1.2 "Guidelines for Awarding Financial Support to Third Parties (tourism SMEs)"
- Point a) change in section 1.1.1 and paragraph suggested by PO added.
- Point b) The call must respect the number of SMEs supported. It has been decided to support 20 SMEs instead of 15.
- Point c) Territorial restrictions. PO suggests change regional to national scope. It has been decided to keep the regional scope. We need to add a communication note with this justification.
- Point d) PO suggests clarifying in section 1.1.1 related to the digital hub. There has been consensus.
- Point e) section 2. It is necessary to avoid reference documents in the Call text. There has been consensus.
- Point f) Section 4.3 PO suggests changing the restriction to those SMEs that wanted to participate in the project from COSME programme to COS-TOURINN Call. There has been consensus.
- Point g) change the controversial phrase "the highest-scoring application is of inadequate quality, in which case it will make no selection". There has been consensus.
- Point h) section 5, PO suggests and clarifies the subcontracting issue. There has been consensus. It is

necessary to add the laws and the actions that need subcontracting.

- Point i) PO needs the application form for the call. It has been added as an annex.
- Point j) PO suggests changing the mail for the call. It has been changed.
- Point k) section 5 needs to be reworded. There has been consensus.
- Point l) section 6 PO suggests writing only the number of SMEs supported and the budget. There has been consensus.
- Point m) PO suggests including the information in section 6 in the D1.1 "Technical progress reports to the EC". There has been **consensus.**
- Points n), o), p), q), r) and s) are related to the D2.2 "Report on the evaluation and selection process of the Call for tourism SMEs". Consoritum has to carried out the changes such as: delete former partner (OTC.VICTUR); put the call text in the D2.2 in the D1.2; specify the selection criteria of the Call; guarantee in the Call text that the participation is free; add a summative table and focus on the benefits for the SMEs, call award criteria etc.

Q&A

- Consortium agrees on asking to the PO about the point u.

Annex

I have gone through your two deliverables D1.2 and D2.2.

There is some confusion as D2.2 is the deliverable that should be submitted one month after the conclusion of the evaluation process (Report on the evaluation and selection process of the Call for tourism SMEs – see pg 11 of the EISMEA Call) – therefore, it has been submitted prematurely.

What you need to urgently do is to combine both submissions into one, and submit them under D1.2 which should reflect the actual exact Call text besides an explanatory introductory background if you wish (which you should then remove from the Call that you publish, once approved).

In this regard, there is quite some work to be done so kindly take into consideration the following guidelines, and revert back as soon as possible:

D.1.2
    a. You include the following in 1.1.1 (pg 6), I suggest that you change it in order to allow you more flexibility in case you have problems reaching the targeted numbers:

CURRENT
20 SMEs from each of three pilot regional clusters (Canary Islands - Spain, Veneto – Italy, and Lapland-Helsinki - Finland) will be supported (60 SMEs), plus 40additional SMEs (100intotal)fromother destinations. The project will try to enhance the number of countries up to 20)

PROPOSED
Euro-Emotur aims to support 100 SMEs in total, with 15 SMEs or more from each of three pilot regional clusters (Canary Islands - Spain, Veneto – Italy, and Lapland-Helsinki - Finland) and additional SMEs from other destinations. The project will try to fund SMEs from up to 20 eligible countries.

Adapt it in Section 4 too.

b. Be aware that the contents of Footnote 15 of the EISMEA Call need to be respected in this regard. Therefore, if for instance you have SMEs from 6 countries in total, the number of SMEs supported must not be less than 8 SMEs per individual country.

c. It is noted that you aim for territorial restrictions for each of the three main countries involved (Canary Islands - Spain, Veneto – Italy, and Lapland-Helsinki - Finland). Please be aware that in some other projects, there were difficulties in reaching the minimum number of targeted SMEs, therefore I strongly ask you to reflect on whether you still would like to go ahead with such regional and not national catchments since for EISMEA the reaching of such SME numbers as per Call parameters is indispensable. If you insist on territorial limitations for all three countries, please write a separate note in the portal/communications log asking for our approval regarding each concerned territory whilst explaining and justifying your request to have regional territorial coverage instead of national. Please focus on operational reasons/justifications/benefits for SMEs and indicate the three regional territorial coverages in more detail, possibly also indicating the population/business catchment (to show that it is still a large area/number).

d. In Section 1.1.1, just after the territorial breakdown (pg 6), what do you mean by "The European tourism SMEs not directly supported by this project......"? Needs further clarity.

e. Section 2 (pg 6):as stated above, this deliverable should feature the exact text that will be issued in the Call. Once approved, you should issue the same text. Therefore phrases like " Deliverable D1.2 Guidelines to the Consortium for the selection of third parties (tourism SMEs) " should be changed since the reference to the specific deliverable is not necessary. Same in other parts. For instance, you insist on stating that these are 'Guidelines' – what is needed is the real Call text and annexes, not guidelines at this stage. Most information is indeed provided within this draft deliverable, but needs to be reformulated/reshaped and worded so that it is issued exactly after being approved.

If you wish, you could however also include an introductory part to the deliverable – separate from the Call text, specifying how you intend proceeding – example the informative text from Section 5 (pg 11):" The call will be promoted by all the beneficiaries using direct marketing and their own tools such as web site, social media, newsletters, workshops, seminars, face-to-face meetings with stakeholders, etc. The call will be promoted across the EU in order to attain the target geographic spread (20 countries)." Then do not feature such information once you issue the Call.

f. Section 4.3: You include the following: " SMEs cannot qualify for this Call if there are already in receipt of support from any other active COSME programme nor if they would through participation exceed the maximum state aid limits" (pg 9). Please be aware that from our EISMEA perspective the 'de minimis' (state aid) context does not apply (we do not consider this state aid) and SMEs are free to apply. However this refers to the EU perspective and countries/regions might have different opinions/regulations from their own perspective. Therefore – if you decide to allow this in your Call - it would be best to state that that is the EU perspective and that it would still be appropriate to check with the relevant national/regional authorities whether the same context is applicable.

Also, please be aware that other projects have limited non-participation to SMEs benefitting from support within your same COS-TOURINN Call and not in the entire COSME programme (as worded by yourself). Be also aware that other projects already launched Calls and might be supporting SMEs in Lapland and Veneto, amongst others – this is also important in view of your territorial restrictions context (your SME choices may be even more restricted if you opt for territorial restrictions).

g. Pg 10: This is a very controversial if not contradictory statement since if it got a high score by competent evaluators appointed by you, it must have been of quality: "The consortium may conclude that even the highest-scoring application is of inadequate quality, in which case it will make no selection."

h. Pg 12, Section 5: "The subcontracting procedure will go in accordance with the procedure

established by EISMEA and the EC". What subcontracting is involved in this specific exercise?

i. Pg 13: "A template will be used to submit the proposals from the SMEs.". This template should be shared/included in this deliverable.

j. Pg 13: Contact email should not indicate a particular person (Arran Wiltshire) but a neutral mailbox (kindly ask ETOA to issue/manage a functional mailbox for the occasion).

k. Section 5 needs to be reworded in the light of my comment in point 'e'. If you need additional inspiration, please refer to the Calls for Third Party Support issued recently by projects TOURBIT and DIGITOUR (from your own TOURINN Call).

l. Section 6, pg 13: "Please see the Call for Proposals, particularly Sections 12.2 – Funding forms. The consortium is requested to financially support a minimum 60 tourism SMEs (third parties) selected for the support scheme implemented by the project. The consortium can support a higher number of SMEs, as long as it respects the following limits". This type of information is not needed in this deliverable – you should indicate how many you will support yourself via your Call (100, I believe), not how many our original Call asked for. Same with total budget, but the 10K max context is on the other hand important.

m. Section 6, pg 22: "In a deliverable taking the form of a written report submitted one month after the conclusion of the evaluation process, you will supply the Agency Project Adviser with a brief report on the evaluation and selection process, comprising as a minimum". Such details need to be compiled in an exhaustive report coordinated by the consortium, and then sent to EISMEA as a single deliverable.

As for the actual draft Call which has been included erroneously under deliverable D2.2 (please transfer it to D1.1 as D2.2 comes later – see above), kindly note the following:

n. The actual call text – updated to reflect also my comments included hereabove concerning deliverable D1.2 - should now be transferred to D1.2 and resubmitted for approval. Please of course update the dates of opening, closure, call timeline etc and remove OTC as partner from pg 8 (if this is confirmed) and ideally include the new partner (the amendment needs to move fast).

o. The Call text is too general, and needs to be more tangible and concrete, identifying exactly the specific steps. For example, phrases such as those in pg 13 ("Rules for selection will be based on the following key criteria: Excellence, impact, transparency, fairness and impartiality, confidentiality, efficiency, and speed. Representatives from ETOA, CISET, ULPGC and Haaga-Helia will manage the evaluation of the call in line with the published specifications, and overseen by the EURO-EMOTUR Advisory Board.") are too vague – you have to specify which will be the specific selection criteria in your Call. It would also be best if you elaborate how you intend choosing the evaluators, ex. two evaluators chosen by each partner?. Please have a separate sub-section on exclusion criteria too.

p. Please make it extra clear, perhaps more than once in the text and in bold, that participation for SMEs is free of charge and that no co-financing will be needed.

q. Pg 16: If you have a 450K budget and you state max 10K per SME, the budget would be exceeded for 100 SMEs, therefore you should also mention a likely average amount of support that they will qualify for (4500eur????).

r. I would also suggest having a summative table with the financial implications of the call in the introductory part, so that it catches the eye easily and applicants will not have to 'dig' for information – it helps render the call more attractive;

s. You regularly mention 20 countries without ever specifying which are the other 17 countries you have in mind (if these are indeed chosen already). The wording should indicate 'up to 20 countries in total' in order to allow yourselves the possibility of choosing less countries.

t. The dissemination strategy is explained much better than the Call content and how the selection process will be undertaken – you need to elaborate more on the Call objectives, benefits for SMEs, the Call award criteria etc.

u. More is needed on how you intend tapping into the service providers context. Please also be aware that due to double funding issues, the third party support cannot be provided through services offered directly by the consortium.

Please update and send back.

Thanks
Alan

Annex 9– List of bilateral meetings celebrated in the period

01.08.2022	Online (Teams platform)	ULPGC-TIDES CISET	SMEs call and the evaluation system	Bilateral meeting
02.08.2022	Online (Teams platform)	ULPGC-TIDES Haaga-Helia	To meet the Assistant project manager and project situation	Bilateral meeting
5.09.2022	Online (Teams platform)	ULPGC-TIDES ETOA	Discussion on the Tourism SMEs Call and Guidelines	Bilateral meeting
20.10.2022	Online (Teams platform)	CISET – HAAGA-HELIA and ULPGC-TIDES	International webinar	Bilateral meeting
16.11.2022	Online (Teams platform)	HAAGA-HELIA and ULPGC.TIDES	Discussion on deliverable D4.1 "Mapping the emerging technologies, business models and tourism industry cases"	Bilateral meeting
26.01.2023	Online (Teams platform)	ULPGC-TIDES Haaga-Helia	Introduction of new member and discussion on its Deliverable	Bilateral meeting
26.01.2023	Online (Teams platform)	ULPGC-TIDES CISET	Discussion on the rejected deliverables and feedback for its deliverables pending to be upload to the Agency Platform	Bilateral meeting
02.02.2022	Online (Teams platform)	ULPGC-TIDES	TOURISME meeting invitation	Bilateral meeting

- **Future meeting:**

22.02.2023-24.02.2023 Consortium meeting	Face-to-face meeting in Gran Canaria