



Methodology for stakeholder engagement

T2: Alpine Health Tourism Innovation Modelling

Activity A.T2.1 Setting up Quadruple Helix Regional and Transnational Stakeholder Engagement

Deliverable D.T2.1.1 Methodology for Quadruple Helix Stakeholder Engagement

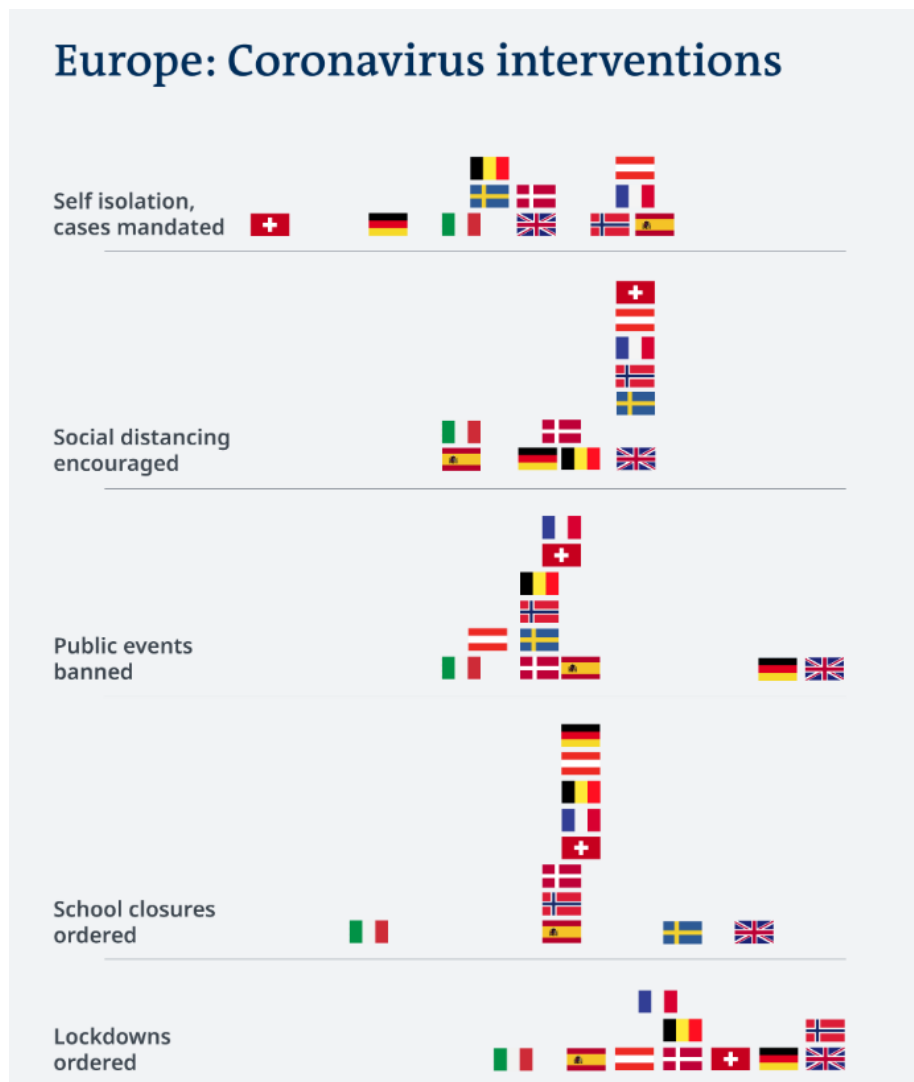
**ANNEXS 3: Urgent plan as an amendment of the Stakeholder methodology because of the COVID 19 situations
(first RSG meetings)**

April 2020

ANNEXS 3:

Urgent plan as an amendment of the Stakeholder methodology because of the COVID 19 situations.

Countries across Europe have significantly curbed public life to halt the spread of the COVID-19 outbreak. More or less all EU countries started nationwide lockdowns, ordering its residents to stay at home. Schools, universities and all non-essential businesses were closed — with only supermarkets, banks, pharmacies and post offices allowed to remain open. Travel in the EU was banned except for health reasons or urgent matters. All EU countries closed their external borders with its European neighbours. Public gatherings of more than two people are forbidden, except for families and those who live together. All sports fields have been shut down. All non-essential workers were told to stay home till the end of the lockdown. All pubs, restaurants, hotels have completely closed their doors for the foreseeable future following the escalation of measures to slow the spread of coronavirus. This situation started in the first two weeks of March.



Europe -Coronavirus interventions plan

The COVID-19 pandemic and the measures put in place to contain its diffusion are taking a heavy toll on the tourism sector. While many economic areas are expected to recover once restrictive measures are lifted, the pandemic will probably have a longer-lasting effect on international tourism.

The main stakeholder for the HEALPS2 project and their status at the moment:

- national and local authorities, Chambers, - work from home.
- Local/regional hotel association, environmental groups, (national) park organization- stopped the work
- Municipality workers and experts- work from home.
- Protected areas - stopped the work.
- Hotels, restaurants, wellness utilities - stopped the work-closed.
- Civil society organizations - work from home.
- Economic leaders, analysers, experts - work from home.
- Educational institutions - shot down and work from home.
- Industries, significant companies, - more or less normal work process
- transportation companies (local bus, train, ...), public roads administration -shoot down
- Public utilities - shot down
- Social institutions, consumer protection organizations - work from home.
- Health care organizations - work with special restrictions
- Journalists, media contacts - work from home.
- The broader lay public, residents, young people - work from home.

Only now, at the end of April, some countries start relaxing restrictions. But the tourism sector will be closed at least until the end of May, and they will begin eventually in June. And, it is really depending on the different nations.

As our project is facing unprecedented challenges from COVID-19, some of our activities must be reorganized - especially the activities that require contact with other persons (stakeholder engagement and endorsement). Regarding HELPS2, this affects is the Regional Stakeholder Group meetings.

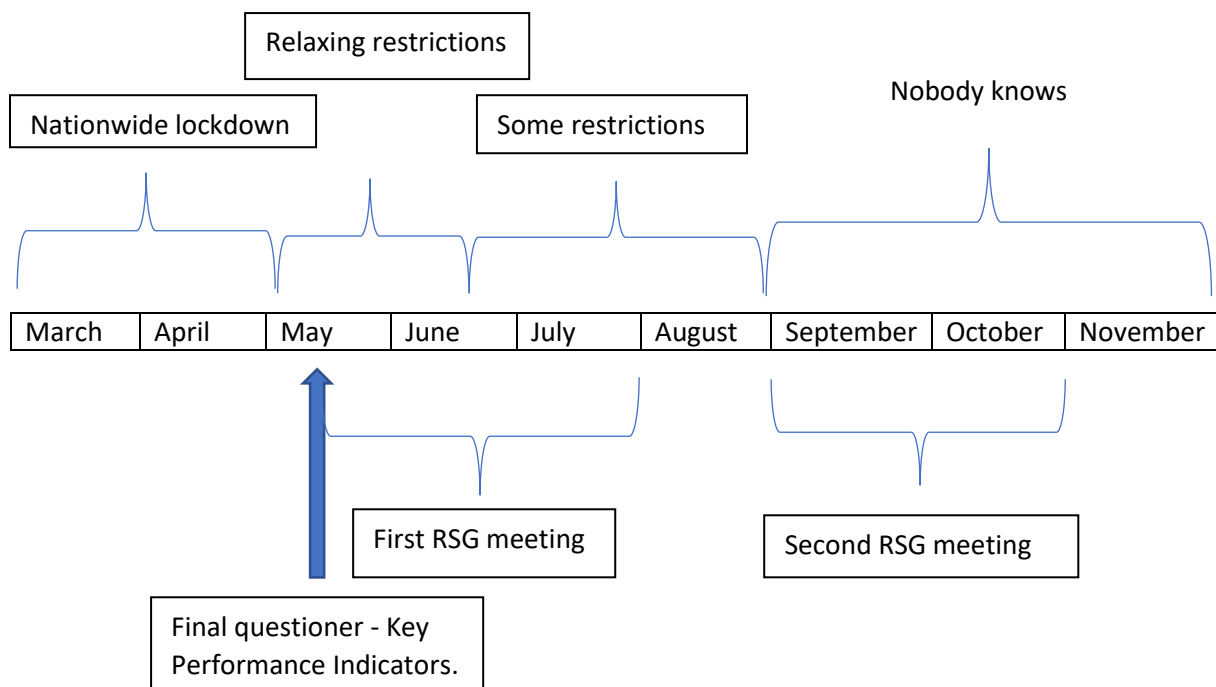
The plan was that the first stakeholder meeting are implemented in the period of April/May. Due to the current situation, the idea is that the first RSG meeting can be held after 15 May.

THE PLAN as was written in the Methodology for stakeholder engagement.

1. First RSG meeting-focus on T1:
 - Health Tourism Key Performance Indicators
 - Health Tourism Assessment and Benchmarking Tool

The First RSG meeting must be delivered in the period of April-May 2020

NEW PROPOSED PLAN:



Some key points before you start to plan the RSG meeting

1. Identify the specific purpose of the stakeholder meeting, as well as the **specific audience**.
2. **Write an agenda** that covers each portion of the meeting. Determine, how you will start the meeting, present the information and wrap up the meeting. Include key points on the agenda that you plan to cover to serve as an outline for yourself and the meeting attendees.
3. Write a **list of questions or discussion topics that enables you to gain feedback from the stakeholders**. Determine what type of information you want to learn from them beforehand.
4. **Assemble documents** you plan to pass out to stakeholders at the meeting.
5. Schedule the meeting **for a time and location that works for the majority of the stakeholders** involved. Choose a location with enough space to comfortably hold the number of people and facilitate the type of activities you plan to do.

Three options to organize RSG meetings in the time of COVID-19 situations (where are still some restrictions).

1. Small focus groups meetings - A focus group or workshop is usually based on a relatively small number of people (max: 5 people) who have been selected to discuss a single topic. This method of consultation is useful at the start of the process to help develop and test ideas or to obtain feedback on the performance of a service at key points throughout its delivery.

Pros

- Good quality qualitative information can be captured
- Allows in depth discussion of issues and resolution of problems
- Face-to-face contact ensures attendees understand problems and detailed information can be elicited about opinions they express

Cons

- Can be costly as there may be a need to hire a venue, if you don't have enough space in office.
- Consultation with a relatively small number of people means that information gathered will not be quantitative
- Groups may not represent the majority opinion
- Recruiting can be challenging— both time-wise and getting a suitable mix of stakeholders

2. One-on-one meeting

One to one meeting with stakeholders can be a useful way of consulting with stakeholders on detailed or specific issues e.g. and be applied on the topic which need most intervention (interviews)

Pros:

- Individual contact means that the location of the meeting is flexible, e.g. it could be held on site of stakeholder places.
- Allows in-depth discussion and understanding of issues
- Usually low cost and easy to arrange (respect the principles of the large room and the differences in seating at least 1.5 m)

Cons:

- Likely to be very focused on individual issues
- Time consuming
- Little quantitative information gathered and not majority opinion

Below are some ideas on how to organize your RSG meetings in the time of COVID-19:

- **Spend sufficient time on preparation.** Time is needed for finding suitable place/venue and date, reaching stakeholder, compiling and disseminating materials. It is helpful to circulate the main discussion points among stakeholders in advance, so that they can be prepared with questions and comments.
- You can have **more one-on one meeting** with different stakeholders.

- **Be flexible.** There will always be people who cannot be reached or disregard the invitation, even if their presence would be important. They have to be approached by several means, contacting them only by email is not sufficient. Methods like regular mail, mailing lists and the internet have to be used. The most effective ways are personal communication and telephone calls.
- **Take the time.** One way of ensuring stakeholders about the earnestness of the process is that there is enough time for discussion. Ideally the RSG meetings should last a couple of hours (up to 2 hours). Presentations and providing information should not take up much more time than the discussion part.
- **Draw attention.** Find the advantages, the messages which make stakeholders really interested. It is important to make them see why and how they are affected and how they can benefit from participating.

3. Virtual meetings.

In the last couple of months, the popularity of virtual meetings has hit new records in response to calls to reduce air travel and utilize climate-friendly conferencing. Moreover, as we discuss in further detail below, the recent coronavirus (COVID-19) outbreak has shed light on alternative digital options, as opposed to 'business as usual' conference set-ups. However, these recent developments are far from being all there is to say about virtual conferencing.

Online conferencing allows individuals to attend events in case they are prevented from attending in person due to Corona 19 situation, visa issues, travel costs, or other reasons. Put differently, such a format increases accessibility and inclusion by reducing barriers to participation.

While uncertainty surrounding the global pandemic continues, **virtual-only shareholder meetings** are an option partners should consider ensuring they continue to meet their obligations to investors during this time. Considerations such as the statutory requirements, documents, securities laws and exchange rules, and whether to use an outside service provider to host a virtual shareholder meeting should be at the forefront of partners' minds as they prepare for the 2020 proxy season

People attending the meeting do not need to leave their work station or wherever they are, they can attend meetings. The meeting can be held over the phone, via video call and via other virtual meeting software, like **Skype, Microsoft Teams, Zoom, ...**

Description of the same virtual tools

1. Zoom

Zoom is a web conferencing tool used for enterprise video communications. The cloud-based platform is used by companies like HubSpot for their team to conduct video and audio conferencing, as well as webinars.

A few benefits of Zoom include:

You can quickly access Zoom from your laptop, desktop, or mobile phone.

Zoom has easy-to-use, intuitive features like instant messaging, file sharing, whiteboarding, screen sharing, and call recording.

Zoom has a free version that allows 40 minutes of video calling at a time. From there, the cost is per user.

Google Hangouts

[Google Hangouts](#) is a popular tool to hold voice and video conversations from your computer or phone.

If you use Google Hangouts, you can easily:

- Integrate hangouts with Gmail and other Google products.
- Sign-up, download, and get started with chat and conferencing for free.
- Send messages, texts, hold a group chat, or place a video call.
- Have up to 10 people in a call at the same time.

"Google Hangouts has saved me a lot of communication costs, including making calls and sending offline text messages to get the progress updates. As such, to me, Google Hangouts is cost-effective since the user will only incur internet charges cost, and enjoy limitless communication with fellow mates and peers."

3. GoToMeeting

[GoToMeeting](#) is a popular web conferencing app and an industry leader in virtual communication.

A few benefits of GoToMeeting include:

It's browser-based, so there are no software installations to get started, just a code.

You can plug in integrations with 3rd party tools such as Zapier, Chrome, Google Calendar, and more.

GoToMeeting fulfils HIPAA compliance and is based upon the HIPAA Security Standards.

There are whiteboarding and screen recording functionality.

"This is one of the well-designed tools to conduct remote meetings via audio, screen sharing, and video calls in the market. I like the fact that this tool integrates well with Chrome, Google Calendar, and other software, making my work in the office easier and effective." details Koech K., GoToMeeting user.

GoToMeeting uses their tool to hold live Q&A sessions. Teams can come together and cover a variety of topics with their audience.

4. Skype for Business

Microsoft's popular Skype service is augmented as an enterprise-ready video conferencing tool. It has several business features, such as allowing up to 250 attendees in a meeting and connection with other Skype users and virtual whiteboarding capability

Virtual meetings allow people to exchange ideas and information while saving on money and time. They are more convenient than face to face meetings. However, the chances of having a communication breakdown are increased in virtual meetings. Distractions by personal and work related issues are more likely to happen during virtual meetings than face to face ones.

PLEASE DONT FORGET:

Consider reinforcing your cyber protections. You may want to:

- Remind employees about being suspicious of emails from unfamiliar sources to counteract attempts at phishing and compromising business email.
- Conduct a phishing exercise now to reveal gaps in your defences.
- Strengthen your perimeter using security tools to identify and deflect threats before bad actors can intrude.
- Strengthen your remote access management policy and procedures. Make sure working from home doesn't mean working without security. It's now possible to transition to rapid, secure, remote work models more quickly than before.
- Fortify your endpoint protection, and make sure devices and software are hardened and patched.

Bottom line

Both face to face and virtual meetings have their benefits and disadvantages. There is no need to let face to face meetings vs virtual meetings. The best thing to do is to combine the two. The first stages of an engagement or project should be handled by face to face meetings, so the most important details can be discussed and then a follow up meetings can be done virtually. The final meeting should also be done in person. Ask yourself what the goals of the meeting are and how busy the people you are inviting to the meeting are before deciding on the right way to go about it.

EXAMPLE: How SRC Bistra will conduct the meeting-short action plan

We will mix the possibility base on situations:

- **ONE TO ONE** meeting with the **most important stakeholders** (max. duration of the meeting 40 minutes) at the promises of stakeholders. We will conduct 3 this kind of face to face meetings. The proof will be sign participation list, agenda and minutes. Till end of June.
- **VIRTUAL meeting** - to plan one virtual meeting with max. 8 stakeholders -small group –and focus on stakeholders which work from home. Online meeting through ZOOM platform. The proof will be print screen of the meeting, agenda and minutes. Till end of June

Meetings should foster an environment where all group members are committed to a set of common aims, goals and objectives. That is why RSG meetings should be properly prepared and implemented in high quality. Below are some hints on how to organize your RSG meetings in the time of COVID-19:

- **Spend sufficient time on preparation.** Time is needed for finding a suitable place/venue and date, reaching stakeholders, compiling and disseminating materials. It is helpful to circulate the main discussion points among stakeholders in advance, so that they can be prepared with questions and comments.
- **Be professional.** Invite people who possess practical knowledge, like field workers, constructors, technicians. They represent crucial elements of the actual implementation of the strategy/plan, and their experience is priceless.

- **Be personal.** Besides being formal, there should be an opportunity for being personal: to make contacts, exchange information. Meetings such as RSGs are good occasions for evolving partnerships and networks, which later will be of good service for the cause.
- **Use existing resources.** If there are structures, organizations, initiations, working groups, etc. in the institutions related to the project's topic – involve them not only as stakeholders but as supporters in the process of stakeholder endorsement. They have connections to many other possible stakeholders, their communication channels can also be used for disseminating information (such as mailing lists, newsletters).
- **Plan communication.** Local media (newspaper, radio, television) are invaluable sources through which local public can be informed. Information on the project website and the PPPs website has to be kept up-to-date. The issue of strategy making should appear at other popular public events. The source of information has to be greatly publicized, name a particular contact person who can be asked, or even an office where all related information and documents can be found.
- **Draw attention.** Find the advantages, the messages which make stakeholders really interested. It is important to make them see why and how they are affected and how they can benefit from participating.
- **Listen to the participants.** Learn about what they expect, what they would change. One method for this is asking them to fill out an evaluation form. Provide space for participants to contribute. Ask questions and allow time to practice new skills and more time for discussion. Also, ensure that stakeholders understand the topic and the objectives.
- **Keep track of time.** This doesn't mean that you should be a slave to your agenda, but rather that you should be aware when you're deviating from it. Give time markers every once in a while ("In 20 minutes, we'll be stopping for lunch") can keep participants going ("I'm hungry, but I can certainly wait 20 minutes").
- Give participants a chance to sum up. This could be as simple as asking "What did you think?" or it could involve a more structured exercise.
- **Ask for written contributions.** Ask for feedback on the ideas, techniques, etc. that you presented. When a draft or part of the plan/strategy is ready, it can be distributed among stakeholders, asking for their written contributions. Provide sufficient time for them to be able to consider it carefully.