

D4.3.3 TRAINING MATERIAL FOR THE ONLINE MEETINGS

Work package 4
Transferring

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Contents

Contents	2
1. Introduction	3
1.1. The Green mind project	3
1.2. Purpose of the Transferring Work Package	3
1.3 Objectives of the transferring plan	4
1 Purpose of the “Green Mind” transfer and take up programme.....	5
2. Meetings.....	6
2.1. Function of a meeting	6
2.2. Types of meetings	6
2.3. The course of the business meeting	8
2.4. Chair/moderator and participants in a meeting	9
2.5. On-line meetings	10
3. Tranferability activities by project partners – overview	14
4. Recommendations for a successful meeting	16
5. Sources	17

1. Introduction

1.1. The Green mind project

The Green mind project transnational challenge is the development of economic competitiveness and innovation in the green and smart mobility industry, by strengthening regional and transnational cooperation between businesses, research bodies and authorities.

More in detail, Green mind aims at:

- testing new market intelligence, public funding screening, B2B matchmaking services for SMEs
- building a transferable model of the tested services for clusters and agencies
- setting up a transnational innovation network involving authorities, business and research
- implementing a transfer-programme targeted to clusters and agencies to foster their transnational activities
- delivering a policy support programme to mainstream the project results based on the Smart Specialization Strategies of the involved regions

Being active in a context of fast technological advancements and stricter environmental policies, Green mind has the objective of strengthening the transnational activities of clusters and agencies to support SMEs systems in exploiting the market opportunities and tapping the raising demand for green and smart mobility products and services in key mobility sectors such as transport and logistics, automotive, energy, and IT.

More specifically, Green mind focuses in the following products and services: clean fuels and infrastructures, green and automated vehicles, Mobility as a Service, new business models for green & smart mobility.

Green mind's transnational approach lies in a joint learning, knowledge sharing and capacity building process for innovation in the MED area and involves eight partners from eight different regions in the Mediterranean, these are– Emilia Romagna, Central Macedonia, Andalucía, Occitanie, Jadranska Hrvatska, County of Istria, Sarajevo, and Vzhonda Slovenija.

1.2. Purpose of the Transferring Work Package

In the first part of this document we will have a short look of what meetings are, what are their functions, what is the course of a meeting, what characteristics should the chair/moderator of a meeting have to ensure it's successfulness and see what are the differences (if any) of regular in person to on-line meetings. In the second part we will focus on transferring activities in the project.

According to the MED programme, the term "Transferring" refers to the "organisation of data concerning the implementation of programmes, impacts, the methods used in order to make the accumulated experience usable for other programmes projects", in order to transfer the results and engagement of largest audience with dissemination and training activities.

It is evident from the above mentioned definition that transferring is a key aspect of MED projects in supporting the accomplishment of their objectives on local, regional, national and even EU level. The valorization procedure ensures that all possible channels and opportunities are used for the projects outcomes to reach as many potential final users as possible. It is significant to transfer outcomes and practices into partners territories in order to realize that longevity and sustainability of the project will

be achieved only by providing benefits that meet the specific needs of a wider audience of beneficiaries.

WP4 consists of five distinct activities. These are:

- A.4.1** Coordinating transfer activities
- A.4.2** Results transferability planning
- A.4.3** "Green Mind" transfer & take up programme
- A.4.4** Regional & macro regional policy support programme

More in detail, A.4.1 refers to produce a transfer activities guideline document. It focuses on transfer goals and includes a detailed mapping of the target stakeholder in the "green mind" territorial contexts and at MED level. The mapping focuses on clusters in the MED area which operate in sectors relevant to the green & smart mobility industry and authorities which develop policies. Concerning the latter, a specific focus is on the detailed analysis of the Regional and National Operational Programmes where existent. In A.4.2 partners prepare the transferability plan to transfer the "green mind" outcomes and the related tested practices into the partners' territories and at a wider MED level. The plan has the aim of ensuring a wide dissemination and knowledge transfer to the public sector, private sector and research. The plan includes format, specific contents, specific target bodies (based on the mapping of the previous activity) for both tailored events with clusters and technical events with authorities. In A.4.3, partners jointly implement a take up programme targeted at clusters/agencies. It includes the organisation of 10 on-line meetings with 10 clusters and agencies in the MED area to transfer the knowledge gained in the development of the pilot activities and of the service model of the Testing.

Finally, A.4.4 refers to produce of local specific policy recommendation documents including testing results and outcomes targeted at local and regional public entities (authorities, governments, etc.). Specifically, partners organise a series of local technical events to discuss with the local stakeholders the results, business and governance model of the pilot services to promote the innovation introduced by the project and propose measures to improve regional and SMEs policies.

Upon the completion of WP4, three main outputs should be delivered. These outputs are:

- Output 4.1** a series of transfer meeting with cluster organisations in the MED area to foster the adoption of the services model on trasnational SMEs services
- Output 4.2** support documents to improve policy making for SMEs in the green & smart mobility industry

1.3 Objectives of the transferring plan

The transferability plan will allow the transfer the results of the "green mind" and the related tested practices into the partners' territories to local/target stakeholders and at a wider MED level. The plan has the aim of ensuring a wide dissemination and knowledge transfer to the public sector, private sector and research. Clusters, R&D entities, public institutions and further business operators will be contacted through transferring actions with the aim of optimising transferring potential and ensuring continuation of Green Mind impact in the future.

The specific objectives of this plan must take place closer to the end of the implementation when tests are almost completed. The communication is therefore crucial at this point to support the knowledge

transferring process: if the communication is effective with stakeholders involved this represents an added value to make the experience sustainable also after the project end; the second important role is that, if the communication of the results and outcomes is convincing other stakeholders beyond the clusters members the model may be of interest for expansion or replication. In this way, the specific objectives of this plan are:

- To transfer the results of the project to all target interest groups (clusters, authorities, agencies): strengths and weaknesses, good practices, success cases, etc.
- To strengthen cluster and agencies knowledge facilitating the transfer to SMEs.
- To promote, in other geographical MED areas, to develop similar actions.
- To promote the exchange of good practices between the pilot regions and other interest groups (european projects, etc.).
- To promote a social change in the MED area through raising awareness about the needs of green and smart mobility .
- To promote improvement on the local and regional innovation policies by producing specific policy recommendations target to authorities, governments, etc.
- To optimise the value and the impact of the Green mind project: It is a fact that an ongoing process nurturing interactivity between partners and target groups via adequate channels will produce more useful results targeting real needs.
- To achieve wide-spreading dissemination: Creating awareness and attracting interest and involvement of a vast range of stakeholders will boost the quality and the usefulness of the project's results.
- To transferring results to upgrade innovation systems and practices: As a consequence, the outcomes will allow the enhancing of innovation policies and systems on regional and local level.
- To ensure sustainable use of results: The results are taken and adapted by SMEs. We don't want the results to be put in the drawers but instead to be creatively used by target groups and all the potential stakeholders.

1 Purpose of the "Green Mind" transfer and take up programme

"Green Mind" transfer and take up programme is aimed at cluster and agencies in the MED area identified as part of transferring work package activities (DT4.1). The transfer and take up programme includes the preparation of training materials, organisation of 10 on-line meetings and a workshop with clusters and agencies to transfer the knowledge gained in the development of the pilot activities and of the service model of the Testing WP.

2. Meetings

A meeting is an assembly of two or more people who have common goals and where verbal communication is the fundamental way to achieve them. A meeting is therefore a targeted activity that sets it apart from other social gatherings. (Možina and others, 2004, p. 206).

2.1. Function of a meeting

A meeting performs many functions:

- Information

At the meeting, participants can share information with each other or receive information from each other. Some meetings are for informational purposes only.

- Decision making

A meeting is a form of communication in which the decision-making process can take place effectively. This means that participants reach agreement or at least majority agreement on which actions someone should take and when. Meetings enable the formation of a common goal and increase adherence to it.

- Problem solving

This form is common in dealing with and solving professional problems. Especially when opinions are divided among experts on the solution of a problem. Such a meeting also includes information. Usually this triggers new associations and new solutions. Such a meeting can also end with a decision.

- Formation of group affiliation

Joint conversations, direct acquaintance with the views of others, direct verbal and non-verbal communication, etc. - all this forms a group. Participants belong to a group, so team building meetings are crucial. Often this is the only form where members of the entire group gather.

- Production of new ideas

It is a special form of meeting, it is a very productive form of producing new ideas.

- Status recognition

The meeting allows participants to learn at the meeting what status others ascribe to them. (Kavčič, 2005, p. 137).

2.2. Types of meetings

Meetings can be divided according to different criteria: they can be private or business, directed (problem-solving) or informative, formal or informal etc.

Formal meetings are those where we know in advance what problems will be addressed, what is the goal of the meeting, when and why they are called, what are our responsibilities, are carried out according to pre-established rules in terms of content or procedure etc.

In the business world, the two most important types of meetings are: informational (intended to provide information to participants) and directed (problem-solving) meetings (arranging matters and creating new ideas).

Table 1: Differences between informational and directed (problem-solving) meetings

Informational meeting	Directed (problem-solving) meeting
Goals of the meeting <ul style="list-style-type: none"> • getting acquainted with new directions, procedures and methods • getting acquainted with the course of plans, projects • getting acquainted with the reports of other working groups • acquaintance with new knowledge and skills • presentation of new products and ideas 	Goals of the meeting <ul style="list-style-type: none"> • defining and arranging matters, division of work/tasks • coordination of positions, negotiations • making joint decisions • creative design of new possibilities, orientations, procedures.
Tasks of the chair/moderator <ul style="list-style-type: none"> • provides premises, materials, course of the meeting • leads the preparations and prepares the agenda • takes care of orientations and time • takes care of recording important findings and informs participants about them 	Tasks of the chair/moderator <ul style="list-style-type: none"> • leads content and organizational preparations • selects participants for the meeting • encourages cooperation, discussion and holds the red thread of the meeting • brings together views, ideas, helps to form unanimous conclusions of the meeting

There is also a big difference in communication between participants between informative and directed meetings. The information meeting is mostly one-way communication, as the leader convenes a meeting in order to present something to the participants. Of course, participants can ask the chair what they want, but in 90% of cases, communication is one-way. It is different in problem-solving meetings, where the chair is only a facilitator during group conversations and is not so important in communication. Chair's main purpose is to give a topic, that is, to start a meeting and then to encourage, guide and carry out the discussion to the end so that it brings successful results.

The type of meeting must in any case correspond to the content and objectives, which affects the following aspects of the preparation of the meeting:

- number of participants
- type of participants
- communication process at the meeting
- suitable space for implementation
- effective leadership style

- emphasis on leadership
- a key performance factor

A problem-solving meeting is more effective if there are fewer participants who are decisive for the course of the meeting. The most suitable number of participants is usually between 3 and 7, a maximum of 11 or 13, rarely more. The informative meeting can be more extensive and gathers a few dozen participants. It is important that the participants in such a meeting have equal interests, knowledge, sometimes even equality by position is important; inequality can bury a meeting.

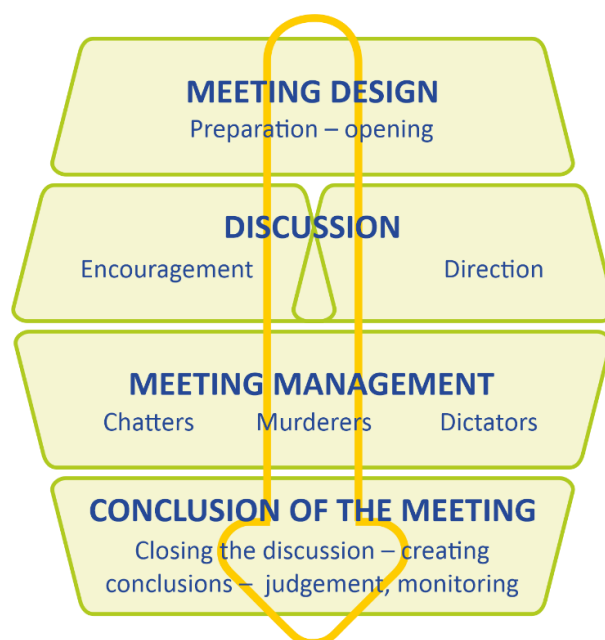
2.3. The course of the business meeting

The meeting should follow the agenda. The agenda should:

- Give the time and place of the meeting.
- List the topics to be covered, indicating who will introduce them.
- Have any relevant papers attached.
- Give the time the meeting will close.

The first third of the meeting should apply to non-demanding topics (minutes of the previous meeting, providing general information), the second third to medium and most demanding topics, and the last third to discussion and the least demanding topics. Every meeting, of course, has a beginning, a core, and an end. In large informational meetings, the role of chair is relatively simple. It must be reduced to greeting those present, introducing the speaker(s), handing over the floor to the speaker(s), encouraging feedback and comments, and closing the meeting. In problem-solving meetings, however, the course is quite different.

Picture 1: The course of the business meeting



2.4. Chair/moderator and participants in a meeting

Every meeting has a chair. Every chair should have the following characteristics in order to successfully lead a meeting (Mumel, 2008):

- Basic conditions for leadership, which means the trust of other participants and the ability to make quick decisions and adapt to change.
- Professional competence, which includes knowledge of the profession.
- Competence in the field of interpersonal relations, which is the basis for working with people. It encompasses the ability to guide, influence, and encourage co-workers and clients.
- Competence in the field of communication, as competence in the field of receiving and giving information is very important. The ability to listen and give feedback is essential, which also includes mastering verbal and non-verbal communication.

The chair/moderator of the meeting should be able to manage the discussion, keep it within the set boundaries, prevent only some participants from discussing, ensure that as many participants as possible express their opinions and comments, and encourage and calm the discussants.

An effective meeting requires the cooperation of the chair and the participants. Each of them has certain obligations. The most important role at the meeting is the role of the chair, as he/she is responsible for setting goals, selecting the guests, materials, dynamics of the meeting, motivation of the participants and tactics of the entire course of the meetings. Also the participants have obligations and create the atmosphere and enhance thinking. With their help, the meeting can be very successful or completely ruined. Participant's responsibilities in a meeting:

- To participate with the chair in setting the goals of a meeting.
- To participate with the chair when setting the course of a meeting and preparing the materials.
- Be professionally and argumentative active at the meeting.
- Be focused on the topics.
- Remember the information and later also note them.
- Read the minutes.
- Note the chair and final conclusions.
- Be an example to others.
- Get acquainted with business etiquette.
- Be aware of your role in a meeting.
- Get the information beforehand.
- Be prepared for the meeting.
- Be punctual.
- Get involved in the discussion appropriately.
- Listen and don't interrupt.
- Inform the chair for your delay.
- Inform the chair if you need to leave early.
- Fulfill the arrangements from the meeting.

A meeting is not successful if it is not attended by those who are driven there by interests and those who are good enough and professional enough to handle the issues at hand.

2.5. On-line meetings

Today, companies all around the world are embracing remote working environments. Distributed teams are having to consider how to build good working relationships with remote colleagues/partners/clients and how to collaborate effectively, including via online meetings.

The goals for online meetings are no different than in-person meetings: communicate clearly so you can make decisions that move your organization forward.

When your meeting is remote, you just need to make a few adjustments to achieve that goal. By preparing properly, participating fully and following up, your online meetings can be just as successful as sitting in a room together.

We would like to expose couple of things when doing an on-line meeting;

- Logistics: Meet technical needs such as: Internet power / Wi-Fi. Computer availability and features (webcams, etc.). Software updates installed before the meeting (to avoid last minute downloads). Number of sockets, additional internet connections and other connectivity concerns. Space for additional people, cameras, and equipment for the presentation at the meeting (for big web-events if needed).
- Get familiar with a tool/application. If you're working with new conferencing software, do a test run before the online meeting begins. There is nothing more uncomfortable than a delay on a web-meeting due to technical problems: either because people have yet to download the software or because they do not know how to connect / use the application. Make sure you are familiar with the operation of the application before the conference call.
- Before the meeting, find a quiet environment where you can limit distractions. Use headphones to minimize background noise and prevent audio feedback.
- Make sure your face is visible. Conference calls are more effective when the participants in the conversation can make eye contact with you and follow your body / face speech. Therefore, before making a call, make sure that your camera is at the right distance. Of course, don't forget to choose a suitable background that will be visible on the video call (exclude anything that could attract attention from the background).
- Set a meeting plan (as in face-to-face meeting). Before the conversation, set clear goals for the meeting and, if necessary, communicate them to the participants of the conversation in the form of an agenda (this is especially recommended in the case of longer meetings with many participants). If there is no need for such a formality, you can present the rules of the meeting at the beginning of the conversation. For effective communication, we recommend that you clearly present the plan of the web-meeting: main thematic points, approximate duration, if necessary, set a break and time for comments / questions (ongoing or after the end of each thematic set). However, if the meetings are longer, you need to plan breaks for everyone 90 minutes for participants to relax, make an important phone-call etc. The duration of the meeting must be determined in advance and then strictly adhered to a certain time. You need to start as planned and finish at the latest as set planned.
- Keep the pace of your online meeting a bit slower than in-person meetings.
- Decide on a medium for participation that suits the project – perhaps ideation or a discussion forum.

- Designate a chair/moderator of the meeting. The chair/moderator should make sure that the voices of all participants are heard - some individuals find it harder to engage in the conversation, so it is important that the moderator pays attention to participants who have not yet spoken and invites them to the conversation. On the other hand, the moderator must sometimes stop the conversation - when the comments are repeated or do not lead in the right direction. It should also be the duty of the moderator to warn when too much time has been spent on a particular point.
- If you're chairing/moderating the meeting, make sure there are sufficient pauses after asking a question. If you are a participant, bring attention to yourself before addressing the group by signaling with your hand or saying "question" or "comment" and then waiting a couple seconds before continuing.
- In online meetings, use cameras whenever possible, as it helps to recognise the participants, relaxes the atmosphere and makes it easier to discuss, and increases the presence and active engagement. Many people are nervous about online meetings and seeing the other person makes working together easier.
- Start with a check-in round - For the smoothest and most pleasurable online meeting experience, it is crucial that all participants know each other. A short check-in round at the beginning creates connection and eases possible tensions. If the participants are too many to introduce one by one, we can just welcome the groups who are present (e.g. SME's, agencies, NGO's GO's etc.).
- Ask questions to enhance engagement - In online meetings, some participants might opt out of the conversation and some might feel that they are not heard or cannot express their opinions on the topic. During the meeting, it is important to hear what everyone has to say. As an organizer of the meeting, go through all participants and ask their opinions regularly. Also, the chat feature can be utilized as a tool for participating, so ask for answers there.
- Ask for the floor - Especially in bigger meetings, speaking up can be challenging. In Microsoft Teams, there is always a chat box where participants can discuss and share their thoughts. If getting the floor is hard, ask it in the chat and write, for example, on which topic you have something to add. The chair/moderator or someone else will notice your message and you can tell your opinions.
- Flexibility, efficiency and structure of an online meeting - Too long online meetings get tiring quite fast. It is important to keep online meetings short so they are effective and active. If you are changing a face-to-face meeting to an online meeting, plan beforehand what you are going to do with the materials; what information should be sent to participants before the meeting, what issues are discussed together, and what points can be discussed after the meeting. If online meetings are starting to feel boring, inefficient or tiring, brainstorm new ways of working together.
- Use the tools of the on-line application e.g: use an online poll to vote. Take advantage of various web application tools such as the possibility of voting through a survey. Using an online poll will give you quick and easy feedback during a web-meeting. We advise you to provide appropriate and clear instructions on how to vote through the poll.
- Beforeending - Ask if anyone has anything else in mind they would like to share regarding the topic and make sure that everyone knows what is going to happen next.
- Administrators can monitor live event analytics. The live event report contains user activity, event status, start time, number of views, and production type.

There are different softwares for the webinars and online meetings; to name a few: Microsoft Teams, Zoom, Demio, Livestorm, WebinarJam, GoToWebinar, WebinarNinja, EverWebinar, My Own Conference, EasyWebinar, ClickMeeting and many more. Each of the softwares have pros and cons and it depends not only on the price but also on your needs which software you will use. Below we are shortly describing the first four softwares, the first two were also used by project partners.

Microsoft Teams

While it might not have all the features as other video conferencing services, Microsoft Teams provides many of the most valuable ones. One of the biggest benefits of Microsoft Teams is its integration with other Microsoft programs. Access to Microsoft Word, Excel, Outlook, PowerPoint and Teams for one low cost can be a huge plus for businesses.

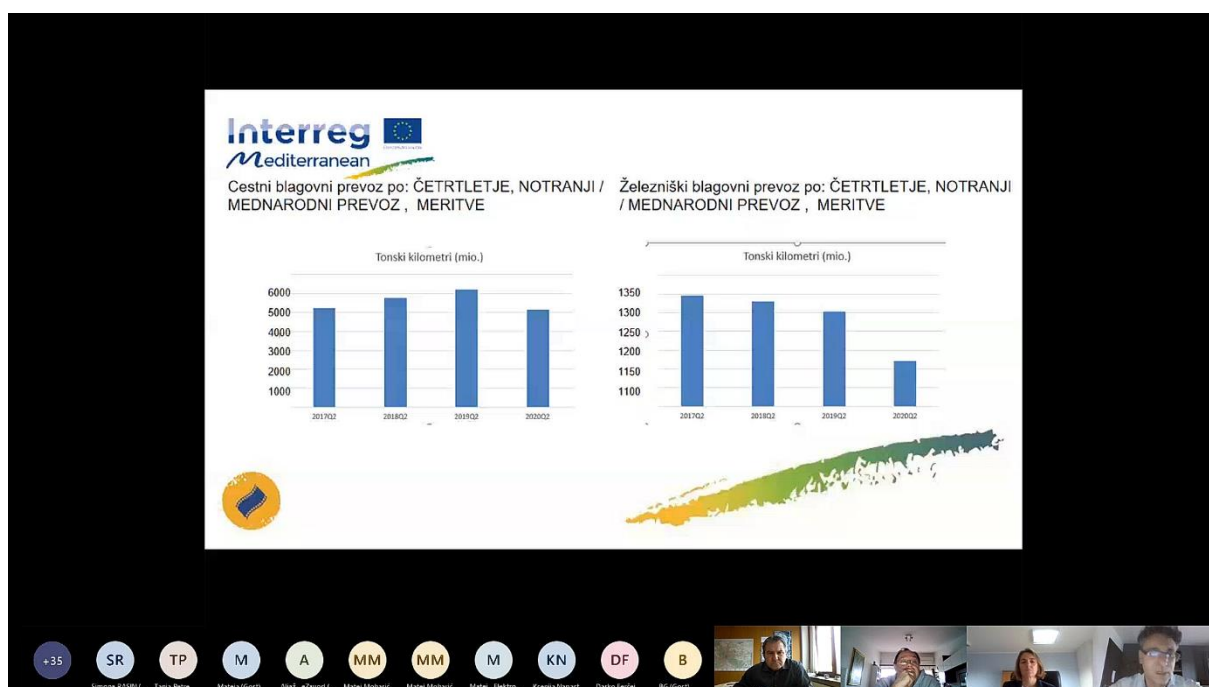
KEY FEATURES:

You can, for instance, host calls with up to 250 participants – and webinars for thousands of people at one time. The host can share their screen and record the meeting for those who can't attend. Meeting hosts can also mute others, turn cameras on and off, remove other participants, and customize the specific features an attendee can access.

Microsoft Teams allows you to create polls and surveys during a meeting to gather feedback, and team members can use whiteboards to foster collaboration and jot down important points with the built-in note-taking tool.

Microsoft Teams is compatible with cameras, microphones, displays and speakers to add video functionality to a conference room or other rooms in an office.

Picture 2: Shared presentation at Microsoft Teams



Zoom

Zoom is one of the best webinar software available on the market today. It is intuitive, entirely cloud-based, and has a user-friendly interface that makes things simpler for its users. It performs a wide array of activities that make it an asset to any company. Zoom offers HD video and audio, screen sharing, desktop, and app sharing options. Moreover, it allows you to host the scheduled and unscheduled meeting, and keeps a backup of every session in the cloud for ready and instant access at a later time. The best part is that it allows private and public chats so that the audience does not necessarily have to interrupt the speaker while he or she is making a point. It also integrates with Google Calendar and Microsoft Outlook, which allows its users to schedule meetings and send emails, seamlessly. Zoom is a one-stop-shop for everything when it comes to hosting a webinar event.

KEY FEATURES:

- Exquisite HD video and audio, along with screens sharing facility.
- Desktop and app sharing options.
- Backup of every meeting in the cloud.
- It allows private and public chats, which lets your viewers communicate during the event without any interruption.
- Provides free access to up to 100 participants and 40 minutes limit on group meetings.
- Efficient host controls and virtual whiteboards.
- User-friendly and easily navigable dashboard.
- There are no one-time fees and it's free to sign up.

Livestorm

Livestorm is an excellent webinar tool that's amazing for product demos and sales. Their software works on any browser without any restrictions on the size of your webinar. It can also be accessed from any device, including PCs, laptops, tablets, and mobile phones. With their tool, you can run live, on-demand, or automated webinars. Webinars are great for live events like product demos, customer training, and other technical sales topics. Their on-demand and automated webinars work best for online courses, employee onboarding, and video podcast interviews. An area where it stands out is email logistics where you can send promotional emails, automate those emails, check email status, and add a touch of personalization. This webinar tool also takes your data security very seriously and is 100% GDPR-compliant. Livestorm is also focused on customer engagement with activities like polling, Q&A sessions, and the use of up-votes. They also make it really easy for people to join your webinars. They don't need to register or create a specific account – they can simply join with one click and an internet connection.

KEY FEATURES:

- Provides access to highly adaptable webinar themes with an easy set-up process.
- Offers interactive chats with polls, questions, chat, and more for better customer experience.
- Great for product demos and 1:1 meetings to qualify leads and improve your sales process.
- Integrate and analyze webinars and video meetings.
- It provides a high level of automation with webinar sequences.
- Offers comprehensive, multi-language customer support.

- It comes with features like a one-click invitation, screen-sharing, the ability to embed registration forms, and more.
- Livesorm offers a freemium plan with essential features.
- Provides detailed attendance analytics, replay analytics, source tracking, and participation report.
- Unlimited recording storage.
- It allows you to export your data as CSV or XLS.
- It enables you to use Zapier and integrates with more than 1,000 apps.
- Display in-webinar CTAs to influence viewers to act.

Demio

It has a great combination of no-download webinars for your audience and marketing tools to generate more leads. When it comes to visual aesthetics, it delivers real-time, HD streaming video, and a great-looking platform. Everything is customized to match your brand and they have all the video conferencing features you need: live and automated webinars, replays, registration landing pages, etc. All pricing plans offer great standard features including advanced webinar setup, 24/7 chat and email support, unlimited webinars, storage for 100 recordings, and robust analytics.

KEY FEATURES:

- Automatic, cloud-based webinar events and recordings.
- Chats, polls, handouts, and a great waiting room experience.
- Offers built-in analytics and insights.
- It can be easily integrated with other marketing tools.
- Email automation and event reminders.

3. Transferability activities by project partners – overview

At the end of the year 2020, all eight project partners organized transferability activities via on-line webinars in order to share the experiences and knowledge gained in the project also in the view to Covid-19 situation. The partners involved 2-5 expert speakers to present the topics of sustainable and smart mobility, which are currently interesting in each region/country. From 17 to 59 different stakeholders took part in those webinars from different areas: SME's, public authorities (municipalities etc.), agencies, chambers, NGO's, clusters as well as interested individuals. In the following table is an overview of their activities.

Partners used the following on-line platforms: Microsoft Teams, Zoom.

Table 2: Transerability on-line meeting by projecct partners

	Topics of the workshop	Date	Number of speakers	Number of participants
Spain - ADSCC	Current state of the Green mind project and collaboration network, Intelligent mobility, Carpooling and pandemic, Role of cities in the mobility, Collaborative behavior between entities	2 December 2020	5	24
	The main objective of the Webinar was to enhance the communication of Mobility sector SMEs with the research groups of the University of Malaga. As a result of this, SMEs increase their skills for the development of new business opportunities	20 January 2021	6	68
Greece - CERTH	Upcoming Green deal call and the primarily formed consortiums that the enterprises may contact to discuss cooperation, Funding opportunities, Marketing techniques to respond to the digital environment	3 November 2020	4	30
Croatia - SDC	Sustainable and smart mobility and the successful transition through the Covid-19 caused crisis in Split-dalmatia county - "Green and smart mobility fueled by 5G"	1 December 2020	4	44
Croatia - IDA	Green mobility, EU strategic documents on green mobility and projects financed from European funds, green mobility in Croatia, Green mobility situation in BiH	6 November 2020	4	17
Slovenia – E-zavod	Sustainable and smart mobility and the successful transition of the Covid-19 crisis in Slovenia, Public bus transport in town Maribor in time of Corona-19	12 November 2020	2	59
Italy - SIPRO	Transferring activity being implemented in Ferrara with associations and consequently all the green and smart companies involved, Evolutionary scenario of programming at European and national level, Guidelines of the new European	16 December 2020	5	29

	programming, New projects in view of the new European programming			
BiH - SERDA	Sustainable Urban Mobility Plan of Sarajevo Canton, Business opportunities for the GSM industry in SUMP Sarajevo, Available funds to finance the activities of the GSM industry, Business opportunities for the GSM industry in SUMP - Sarajevo	12 November 2020	5	31
France - AFT	Learning work organisations, Presentation of 2 transport and logistics business on innovation and collaboration with the employees and overcoming changes (Covid-19, economic crisis etc.)	15 October 2020	3	47

4.Recommendations for a successful meeting

At the end, we would like to state some recommendations for a successful meeting.

1. Set goals and objectives of the meeting.
2. The agenda and materials must be distributed in a timely manner (if a meeting is organized on-line: create and send the link in a timely manner).
3. Prepare for the meeting.
4. Choose a suitable meeting space, arrange the seating and equipment (if a meeting is on-line: learn to use the technology first and then check link and technology before the meeting).
5. Stick to the agenda.
6. Support information and discussion with visual tools.
7. Carefully plan when and how long you will be speaking.
8. Use the knowledge and skills of all participants.
9. Master overly talkative and overconfident participants.
10. It is imperative to manage time in a meeting.

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