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D1.3 – RISK REGISTER

DIGITOUR - Boosting the tourism sector in Europe through digital tools and innovation

Action number: 101038133

COORDINATOR:

VENETIAN CLUSTER

RESPONSIBLE OF THE DELIVERABLE:

VENETIAN CLUSTER



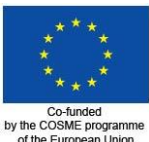
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Project deliverable

Project number	101038133	Project title	DIGITOUR
Programme	COSME	Thematic priority	Tourism SMEs and Digitalisation
Start of the project	10 th november 2021	Duration	26 months
Deliverable title	Risk Register		
Contractual delivery date	10/01/2022	Actual delivery date	V1: 14/01/2022 V2: 11/04/2022
Dissemination level	Public Restricted to other programme participants (including the Commission) Restricted to a group defined by the consortium (including the Commission) X Confidential, only for members of the consortium (including the Commission)		
Responsible of the deliverable, contributors	VENETIAN CLUSTER		
Abstract of the deliverable	Risk Register (D.1.1.3) is one of the Project Management tools to be defined and prepared by Venetian Cluster, in charge of the management and coordination of the DIGITOUR project. In particular, this register identifies potential risks and impacts and consequent remediation measures, which will be updated during project lifetime.		
Revision history			
<i>Version</i>	<i>Date</i>	<i>Description</i>	<i>Author (organisation)</i>
V1	14/01/2022	Risk Register (D1.3)	Venetian Cluster
V2	11/04/2022	Risk Register (D1.3), describing the scope, use and impacts of the deliverable.	Venetian Cluster



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1 Introduction

Defined by the DIGITOUR coordinator Venetian Cluster, the **Risk Register (D1.3)** is a project management tool recording all the identified risks, the likelihood and consequences of the risks occurring, and the actions the whole consortium is taking to reduce the risks. In the framework of the DIGITOUR project, this Risk Register will be useful as it will enable the consortium to store all the identified risks and the related information in one document, accessible for all the partners. Its simple and consistent format simplify the understanding of the information, specifying the ways the DIGITOUR consortium will manage the identified risks. Thus, this deliverable provides an overview in Chapter 2 (Deliverable summary), presenting a short abstract and a detailed list of the deliverable objectives. Moreover, the document (7 pages) stresses the importance of the Risk Register scope, use and impacts in Chapter 3. Finally, the deliverable's preparation and development stages are listed and described in Chapter 4.

2 Deliverable summary

2.1 Deliverable abstract

Risk Register (D1.3) is part of the DIGITOUR project and one of the Project Management tools to be defined and prepared by Venetian Cluster, in charge of the management and coordination of the DIGITOUR project. In particular, this register identifies potential risks and impacts and consequent remediation measures, which will be updated during project lifetime. Moreover, it provides the related activity of the project for each risk and the main responsible for managing them.

2.2 Deliverable objectives

The main objectives of the Risk Register (D1.3) of the DIGITOUR project are:

- To serve as database for specific risks, taking into consideration during the proposal preparation and throughout the duration of the project;
- To list all possible and potential risks, identifying and outlining important components of these risks (e.g. likelihood, control and mitigation measures, responsible);
- To provide a risk management framework for the whole consortium, to be updated throughout the project implementation;
- To prioritize the outlined risks according to their impact and probability.

3 Scope, use and impacts of the deliverable

3.1 Scope of the deliverable

The goal of this document is to present the Risk Register, listing the main risks that can be taken into account during the duration of the project implementation. Moreover, its scope is also to set the priority of each risk, according to the related likelihood and severity. Finally, this deliverable aims at specifying the method used for the development of the Risk Register and the preparation stages.



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3.2 Use of the deliverable

Throughout the project implementation, the preliminary version of the Risk Register will be used for the following steps of the project, updating and monitoring the outlined risks. Moreover, additional details and comments regarding each risk will be included during the project implementation, in order to use an updated document. In general, the Risk Register will be considered in each project activity in order to prevent or to manage and monitor all potential risks. Together with the Monitoring Plan (D1.6), this document will be used by the coordinator and the whole consortium to monitor the progress of the projects, with specific attention to the risks that may arise and to the necessary mitigation measures.

3.3 Impacts of the deliverable

This paragraph describes the main benefits and impacts of the Risk Register implementation and use. In particular, the Risk Register will:

- Ensure a successful risk management process;
- Help mitigate project delays due to internal or external risks;
- Provide project management team and key consortium members with significant information on the main risks faced throughout the project implementation;
- Reduce negative surprises and performance variability;
- Improve resource deployment.

Hence, a correct use of this tool will enable a smooth project development and all the partners will benefit from it.

4 Preparation and development of the deliverable

4.1 Preparation stages and deliverable development

At this stage, five main risks have been identified. For each risk, the ID number and a short description, the related activities, likelihood, impact and priority are identified. Moreover, also the proposed risk-mitigation measures have been taken into account.

The Risk Register considers both internal (i.e. staff changes, risk of delay due to the large partnership) and external (i.e. lack of participation of firms, lack of participation in the call for proposals, possibility of a new pandemic situation or new restriction measures) risks. Indeed, risks can be due to uncertainties in the external context as well as to internal deficiencies. All of them shall be considered at this stage of the project as well as throughout the 26-month duration of DIGITOUR.

Finally, the preparation of the Risk Register started during the proposal preparation phase with the preliminary identification of the risks; then, a detailed explanation of each risk, of the related activities and of the proposed mitigation measures.



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Contents and annexes

Annex 1: Risk Register

In this part, five main risks have been identified and described. See the Annex below for the full risk registered and its main fields.

The list is presented by categories. Indeed, the first two risks are internal, while the last three risks are external. Some risks are broadly described, providing a comprehensive description, in order to encompass many possibilities, while others are more specific, being a particular instance of broader risks.

The listed risks have been assessed in the register, scoring each risk on likelihood, impact and probability. However, the Risk Register will be updated throughout the project implementation in order to provide a more detailed assessment, considering various factors which can condition each risk. Thus, this classification will be monitored and updated, whether necessary.

The Risk Register presented in this deliverable is the main step leading to a finalized tool to assess the risks that will be produced by DIGITOUR, and its flexible and adaptable form will enable its concrete use throughout the project implementation.

In the framework of this first phase of the project, the identified risks and the related mitigation measures mainly concern:

- Potential staff changes, to be properly managed by the coordination team throughout the duration of the project and according the Grant Agreement and the signed Consortium Agreement;
- The management of a large partnership, to be coordinated by the Venetian Cluster and according the work plan and implementation handbook;
- Lack of participation of firms during the DIGITOUR activities, to be promoted through an information campaign and a constant ongoing interaction;
- Lack of participation in the call for proposals, to be accurately promoted through the information campaign;
- Possibility of a new pandemic or new restriction measures; in this case, the DIGITOUR partnership will ensure online meetings and hybrid (in presence and online) activities.



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Risk ID	Description of risk and its impact	Internal/External risk	WP number	WP leader and responsible	Likelihood	Impact	Priority	Date of last risk review	Proposed risk-mitigation measures
1	Staff changes: any changes in the administration or the structure of a project partner, where either the management structure or a staff of a particular partner would be significantly changed, could cause delays in the project implementation.	Internal	WP1	Venetian Cluster	4	2	8	04/04/2022	The LP will request all partners to submit a decision by each partner expressing willingness to timely implement scheduled activities per partner according to the approved Application Form. Thus, any administrative changes will not affect partners' will and obligations. All partners will sign the Partnership Agreement analysing their roles, their obligations and the activities that must be fulfilled. The impact of the staff changes will depend on the member and his role. These potential issues will be properly managed by the management and coordination team.
2	Management of the partnership: within a large partnership, there is the likelihood that not all partners respect project deadlines and timely deliver planned activities. If this happens, there is a risk of delay in the implementation of the whole project.	Internal	WP1	Venetian Cluster	3	3	9	04/04/2022	Partners have extensive experience in the management of EU-funded projects and projects with large partnerships. Furthermore, the project has foreseen a solid management structure, composed by a Joint Management Team and a Project Steering Committee, to support LP in project strategic monitoring and decision making. At the beginning of the project, a detailed work plan and implementation handbook will be developed by LP, in view of facilitating communication flow and timely correct delivery of activities. In case of major issues regarding the partnership composition, problems will be discussed and solved within the partnership through internal communication and technical meetings, as foreseen by the project internal communication guidelines that will be developed along with the implementation handbook. Furthermore, the project will put in place a solid monitoring system , with the involvement of Project and Financial Manager, with the aim of detecting any delays timely and taking due corrective measures.
3	Lack of participation of firms to get involved in the project activities (B2B platform, questionnaire, information meetings and events, etc.), due to internal problems of the SMEs (difficulty to find time and human resources to participate) and to a disinformation about the activities proposals.	External	WP3	Venetian Cluster; ALL partners	3	4	12	04/04/2022	The project has planned ongoing interactions between firms from the targeted sectors (tourism, ICT, etc.) and the PP institutions and stakeholders. Also, the relevance of the partnership helps in overcoming the risk: public and private bodies have been involved in the project planning already in the design phase. Moreover, an information and communication campaign focused on project opportunities will be promoted in the WP5 and will support the international knowledge about the activities as it will be spread both in the local networks of the partners and in the international level through the European online tools as the Enterprise Europe Network and the European Cluster Collaboration Platform.
4	Lack of participation in the call for proposals: SMEs might not participate because they are not informed about the call and/or because they do worry about the intellectual property rights of their projects.	External	WP3	Venetian Cluster	4	4	16	04/04/2022	An information campaign about the Call for Proposals will be shared by every partner at the local and international networks and will support an international awareness about the funding possibility. The European online tools as the Enterprise Europe Network and the European Cluster Collaboration Platform and others will promote the Call for Proposals. Moreover, an agreement on the intellectual property rights and a confidentiality agreement will be signed by the Evaluation Committee that will select the proposals of SMEs and then by all the actors involved in the realisation of the projects
5	Possibility of a new pandemic situation or of new restriction of rules about physical meetings.	External	WP3, WP5	Venetian Cluster; VERITAS Cluster	4	3	12	04/04/2022	To be able to follow the project timeline even in case of new restrictions or of a new pandemic closure, partnership will provide in every meeting the possibility to participate online . Following the measures proposed to guarantee an active participation also on streaming, partners would also be able to immediately activate the online method for events in case it would be asked by the international or national contexts.

PRIORITY

p r o b a b i l i t y	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
	Impact				