December 3rd, 2026
Thursday

CRISIS MANAGEMENT
Facilitator: communication strategist/crisis facilitator - tbc

9.00 - 9.15 Welcome & ground rules

9.15 - 9.45 HOW DO YOU KNOW IT'S A CRISIS?

— Theoretical introduction
— Types of crisis: operational / reputational / ethics-artistic / financial-legal / safety and security / people and conduct / political / digital
— Not every issue is a crisis

9.45 - 10.45 CRISIS MANAGEMENT CELL: how do you organise it?

— Decision & action mechanisms in a crisis
— The before & after of a crisis
  • Mapping risks, a written crisis plan, making public statements, a named spokesperson.
  • The aftermath: the debrief, recovering reputation, and looking after staff and volunteers.
— The organisers each present a case from their own experience (max. 10 minutes each)
— Q&A session

10.45 - 11.30 COMMUNICATING UNDER PRESSURE

— Who speaks for the festival?
— Making a statement
— Navigating social media storms
— Telling staff and volunteers
— Depending on the type of crisis, each group we answer to: filmmakers, sales agents, sponsors, public funders, the board, the audience
— Q&A session

11.30 - 11.45 Coffee break

11.45 - 13.30 SMART7: BEST AND WORST CASE EXAMPLES

The floor is given to participants. Each festival has 5-7 minutes to present a crisis management situation from their past experience, no matter if the result was positive or negative. One slide per presentation maximum. There is a Q&A after each presentation. In order not to have similar cases between festivals, please fill in here the type of crisis you would like to present here.

13.30 - 14.45 Lunch Break

14.45 - 17.00 WAR ROOMS (Exercise)

Timing: briefing 10 min, group work 50 min, coffee break 15 min, presentations 10 min per group, discussion with the whole room 20 min. Participants are split into 3 or 4 groups and work together on a specific crisis/scenario, proposed by the organisers. They have a limited time for preparing, then present in front of everyone. The situations will be volatile, and the facilitator will be sending new developments during the session, as it happens in real life.

Proposed deliverables for each group:

— A statement/short press release
— A log of its decisions
— An action list for the first 24 hours.
— Discussions with the entire room will follow.

16.00 - 16.15 (Before presenting) Coffee break

17.00 - 18.00 CONCLUSIONS: practical outcomes

Crisis may travel between festivals: the same film, the same guest, the same boycott campaign. How SMART7 members could consult and support each other and other festivals.

December 4th, 2026
Friday

BUILDING WITH AI

Workshop mentor: **Chelsea Rustrum**
She lives in Lisbon and runs CoLab, a studio where she teaches entrepreneurs and teams to actually build with AI.

9.00 – 9.30 Welcome & ground rules

9.30 - 10.45 Presentation from SMART7:
IndieLisboa & New Horizons will present the conclusions of the survey regarding AI given to all the collaborators of the 7 festivals and filled by them regarding the topic in discussion.

10.45 - 11.00 Coffee break

11.00 - 12.45 LEARNING THE AI BASICS

→ Tools
→ Frameworks
→ Prompting and context
→ Automation vs. agents
(whole group, live demos)

We'll spend the day learning Claude by actually using it. A short morning session covers the basics, then everyone picks a real task from their own work and builds it with the mentor help.

No experience needed. Total beginners, regular users and sceptics are all welcome. The point is to make your team's work easier, not to replace anyone.

We'll use examples from festival life: grant applications and reports, film submission emails, social posts and press copy, sponsor decks, production planning, and guest travel and accreditation.

Q&A included (15 minutes)

12.45 - 14.00 Lunch Break

14.00 - 16.00 START BUILDING
Pick your task, connect your tools, set up the terminal. Small groups.
Chelsea Rustrum will move between groups to help people get unstuck.

16.00 - 16.15 Coffee break

16.15 - 17.45 KEEP BUILDING, WITH SUPPORT
Chelsea Rustrum will move between groups to help people get unstuck and answering questions.

17.50 - 18.15 CONCLUSIONS

***What you will need to prepare in advance before the 4th of December workshop:**
— Claude Pro account (one per person)
— Laptop with an up-to-date operating system
— Claude desktop app (downloaded and signed in)
— Fill-in this online survey **until the 14th November**

It will be also recorded a short intro video for people to watch beforehand, covering what to expect and how to get set up.