



ANNEX 3 – SUB-AWARD CRITERIA – parcels 1 to 8

SA1 Case study question parcel 1: National resilience, crisis management, Safe aviation

Introduction and background

As stated in the parcel description, the Ministry of IenW strives to continuously improve the safety of Dutch civil aviation. The desired outcome is that there are no accidents in Dutch aviation. The national safety objective is to continuously improve aviation safety by identifying the greatest national risks and controlling them to an acceptable level. In addition, the Netherlands is committed to high compliance with international standards and has the ambition to remain among the best-performing countries in the world.

The Netherlands currently has an Aviation Safety System Monitor, which was designed as a tool to provide insight into the functioning of the aviation safety system at the national level. The development of the system monitor aligns with the recommendations of the Dutch Safety Board in 2017 (the report *Veiligheid vliegverkeer Schiphol* (air traffic safety at Schiphol Airport)) to strengthen the minister's role and ultimate responsibility.

In line with international obligations (such as ICAO Annex 19 Articles 4.1 and 4.4) and European regulations (EU Regulation 2018/1139, Article 8), the Netherlands is obliged to develop and maintain a State Safety Programme / Dutch Aviation Safety Programme (SSP/NLVP), maintain it and monitor it by means of clear and measurable safety indicators. This will also enable the level of security to be assessed at national level.

Dilemma

When the current Aviation Safety System Monitor was initially drawn up, it was explicitly decided that it would not be an additional supervisory instrument. As a result, it functions as a static registration system that primarily looks backwards. The ICAO and EU requirements aim to establish a more proactive, integrated and risk-based monitoring system that supports safety objectives, identifies trends, manages risks and actively contributes to the continuous improvement of the aviation safety system at state level. The current system monitor therefore does not sufficiently comply with international guidelines and does not provide sufficient insight into the improvements set out in the national safety objective.

Elaboration

Suppose that, as a contractor, you are responsible for providing substantive and methodological support in developing a new monitor based on the principles of the SSP/NLVP. You are requested to write an action plan for this development. In the action plan, clearly indicate how you will proceed, what strategy will be used to achieve the result, what the end product will look like, how you intend to present it, and how you propose to keep the monitor up to date, etc.

In addition to the above, your action plan should also include the following aspects:



- Required roles, expertise and composition of the team;
- Phasing of implementation and expected results per phase;
- Cooperation and coordination with the client;
- Quality assurance; and
- Project management (risks and control measures).

Action plan Case study question parcel 1	Quality is assessed on the basis of the following criteria: • Substantive knowledge and the extent to which you clarify what expertise is required: your description will be assessed on substantive knowledge in the field of ICAO SSP/NLVP and EASA Safety Management-related topics. The extent to which your description explains the principles that you, based on your expertise, consider important for tackling such a complex project in terms of content, process and administration will also be assessed; • Relevance to the case study and the extent to which the proposed solution is relevant: your description will be assessed on the extent to which it is applicable to the case study and the realism and feasibility of the proposed plan of action. The extent to which the proposed solution supports systems thinking and risk-based working is also assessed; • The extent to which you propose a clear process: Your description specifies the intermediate and end products, processes, and working methods you will use to carry out the assignment as described. You make your products and steps as tangible and visual as possible. The extent to which you describe the S.M.A.R.T. components will also be assessed. Your description of the plan, expertise, risks and mitigating measures is described as S.M.A.R.T. as possible; • The extent to which you clearly indicate the risks and mitigating measures: your description shows which risks you foresee with regard to the implementation of the project and which	Maximum 600 points
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mitigating measures you consider appropriate;

- The extent to which you provide examples: your description is supported by examples (innovative ideas, best practices, experiences from reference projects) demonstrating clear added value for the client.

You should write your answer in a **maximum of 4 A4 pages**, excluding the cover page and table of contents, using Verdana 9 font. If the maximum number of pages is exceeded, these will not be assessed.

In addition, there is room for the use of supporting visual material such as tables or (process) diagrams, etc. The text in the image must be legible (without having to enlarge it). The supporting visual material should complement the elaboration of the case study and should not contain any new information.



SA1 Case study question parcel 2: Living environment

Introduction

Politicians have decided to construct a new polder for a new hub airport and new residential areas. Nearby airports are being closed for housing development. All air traffic from these airports must be transferred to the new airport, which is centrally located in the Netherlands. Residents of existing residential areas will experience noise nuisance from air traffic approaching and departing from the new airport. In addition, there are concerns among future residents of the new residential areas closer to the airport about the emission of harmful substances on the airport site.

The objective with regard to the public interest in quality of the living environment concerns a healthy and attractive living environment for people and nature. The Ministry of IenW aims to mitigate the adverse health effects (noise nuisance and emissions) associated with the new airport. The objective is that no more than 10% of local residents should experience serious noise nuisance. It must be ensured that residents in all residential areas are not exposed to harmful substances that exceed the specified limit values.

Stakeholders and dilemma

Local residents want fewer emissions and a reduction in noise nuisance, while neighbouring provinces and municipalities are looking to reduce noise nuisance on the one hand and find space to build houses on the other. The airport, on the other hand, wants as few operational obstacles as possible at the new location.

Case study question

To achieve its objectives, the IenW wants to gain insight into possible (existing and new) policy instruments, including measures (preventive, repressive and mitigating) that can be taken, and also wishes to gain insight into their effects. The following questions are relevant in this regard:

- What are the bottlenecks here?
- What effects can be mentioned in relation to the various interests?
- Which relevant actors should be involved in this?

Elaboration

Please prepare a research proposal of **no more than 4 A4 pages**, excluding the cover page and table of contents, using Verdana 9 font. If the maximum number of pages is exceeded, these will not be assessed.

In addition, there is room for the use of supporting visual material such as tables or (process) diagrams, etc. The text in the image must be legible (without having to enlarge it). The supporting visual material should complement the elaboration of the case study and should not contain any new information. The aspects on which your work will be assessed are listed in the table below.

The proposed approach/elaboration must demonstrate an understanding of the subject matter.

In any case, the following should be addressed:

- The policy framework;
- Policy instruments;



- The manner in which the effects are determined and presented;
- Potential bottlenecks.

Research proposal Case study question parcel 2	The elaboration of your research proposal will be assessed on the following aspects: • The extent to which your elaboration corresponds with the case study, addresses the questions in detail, and outlines a realistic picture of the approach/research proposal; • You demonstrate which intermediate and/or final products you are developing within the research proposal to realise the described assignment; • Your elaboration shows which risks you foresee with regard to the implementation of the project and which mitigating measures you consider appropriate; • Your elaboration makes clear what expertise is required. Based on your expertise, what are the principles that you consider important for tackling a project that is complex in terms of content, process and administration?; • Your elaboration is supported by examples (innovative ideas, best practices, experiences from reference projects) in which you demonstrate that there is added value for the client; • Your elaboration of the design, expertise, risks and mitigating measures are described as SMART as possible, including reasons why these are necessary. You should write your answer in a maximum of 4 A4 pages, excluding the cover page and table of contents, using Verdana 9 font. If the maximum number of pages is exceeded, these will not be assessed. In addition, there is room for the use of supporting visual material such as tables or (process) diagrams, etc. The text in the image must be legible (without having to enlarge it). The supporting visual material should complement the elaboration of the	Maximum 600 points
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	case study and should not contain any new information.	
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SA1 Case study question parcel 3: Sustainable energy carriers

Introduction

In the fictional European country of Bovenland, there is a network of airports spread across the mainland and various islands. One of the largest airports, X Airport, is located on the island of Y — a vast, agricultural island with rich soil, a favourable climate and a strategic location within Europe. Bovenland falls under the European Union and applies Dutch national legislation in addition to EU regulations.

The local government sees making the airport more sustainable as more than just a necessary step towards achieving national and European climate targets. It also offers a unique opportunity to embed the energy transition locally. As an agricultural island with a strategic location, Y has the potential to become a testing ground for sustainable energy sources.

Stakeholders

In addition to the government, the most important stakeholders are: airports, airlines, aircraft manufacturers (including start-ups), producers of sustainable energy carriers, agricultural organisations and the local community. They have diverse interests in the areas of sustainability, economic development, infrastructure and regulation.

Case study question

The government wants to commission a strategic study into the future energy supply for X Airport. The main question is: which energy carriers are the most promising in the context of Y? This study aims to provide insight into the policy options and preconditions for making a well-considered and forward-looking choice. The course of innovative transformation processes must be taken into account here. The study focuses on the following topics:

- bio-SAF & e-SAF production:
 - What are the policy options for stimulating the production of bio-SAF and/or e-SAF at Y?
 - What raw materials does Y need on the island to enable production on a large scale?
 - What role can local agricultural sectors and energy producers play?
- Choice between hydrogen and electric flight:
 - What are the advantages and disadvantages of hydrogen versus electric flight in the context of Y? What are the (social) costs and benefits (consider, for example, the strategic opportunities for strengthening the economy and connectivity of Y)?
 - How can the government make an informed choice between hydrogen and electric flight as a strategic direction for Y, and what does this mean for the future aviation network at Y?
- Policy options and regulations:
 - Which global, European and national regulations are relevant to the production, distribution and use of bio-SAF, e-SAF, hydrogen and electric flight?
 - What policy instruments can the government use (e.g., legislation and regulations, policy frameworks, subsidies, licences, tax incentives, innovation programmes) to support the chosen mix of sustainable energy sources?

Elaboration

An action plan is requested for this strategic study.

Action plan		
Case study question parcel 3	Your action plan will be assessed on the following aspects:	Maximum 600 points
	• The extent to which your description matches the case study, goes into detail on all aspects, and paints a realistic picture of the planning and process;	



	• The proposed approach, must demonstrate an understanding of the subject matter. How does the contractor arrive at a product that is both useful for political decision-making and internationally understandable and credible? Describe how the expertise within your proposal is organised (within the consortium or by subcontractors); • Your description specifies the intermediate and end products, processes, and working methods you will use to carry out the contract as described; • Your description shows which risks you foresee with regard to the implementation of the project and which mitigating measures you consider appropriate; • Your elaboration is supported by examples (innovative ideas, best practices, experiences from reference projects) in which you demonstrate that there is added value for the client; • The proposed method for involving stakeholders in this project, both to obtain more input and to increase support. You should write your answer in a maximum of 4 A4 pages, excluding the cover page and table of contents, using Verdana 9 font. If the maximum number of pages is exceeded, these will not be assessed. In addition, there is room for the use of supporting visual material such as tables or (process) diagrams, etc. The text in the image must be legible (without having to enlarge it). The supporting visual material should complement the elaboration of the case study and should not contain any new information.	
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SA1 Case study question parcel 4: Economy, accessibility and pricing

Introduction

This is a fictional case study: No air passenger tax is currently levied, and a new system for levying air passenger tax must be investigated in order to achieve budgetary revenue of €500 million. The duration of the research into this matter is a maximum of 6 months. Various design and size options must be investigated.



The Ministry of IenW would like to assess the broader economic and climate impacts of such a system. In this regard, the Ministry wishes to gain insight into the effects on: the network (hub), the economy, flight movements, passenger numbers, freight, climate, diversion, non-CO2 emissions, competitiveness of the aviation sector, and tax revenues.

In this case, the party is expected to use an aviation economic model, such as AEOLUS.

Stakeholders

As the client, the IenW is closely involved in this project. Other relevant stakeholders include airlines, airports and (Dutch) travellers.

The IenW has multiple interests. Aviation contributes to the international accessibility of the Netherlands and provides many jobs and incoming tourism. Ensuring sufficient airport capacity for Dutch travellers is also a priority for the IenW. This may conflict with the profit targets of airlines. In this case study, airports have a neutral attitude towards travellers (and their nationality).

The IenW has access to extensive databases from Schiphol, namely Schiphol Statistiek and the Routes & Profile Monitor. The Schiphol Statistiek contains details on every flight, including the number of passengers, the destination, and the type of aircraft operating it. The Routes & Profile Monitor is a survey conducted annually by Schiphol (n=approximately 90,000) among departing passengers. This provides information on, among other things, passengers' country of residence and the reason for their travel. For this case study, you may assume that the two data files will be made available for the research.

Things to take into account

Public debate in the Netherlands and Europe is divided on this issue. On the one hand, it is justifiable that flying is becoming more expensive due to high emissions and unpaid external costs. On the other hand, higher taxes make flying unaffordable for some members of our society.

Elaboration

A research report must be delivered containing clear information. It is desirable to include visual support for the text, such as tables, graphs, and images. The annex should clearly explain how certain conclusions and insights were reached. The aspects on which your work will be assessed are listed in the table below.

The proposed approach/elaboration must demonstrate an understanding of the subject matter.

In any case, the following should be addressed:

- * The policy framework;
- * Policy instruments;
- * The manner in which the effects are determined and presented;
- * Potential bottlenecks



Research report Case study question parcel 4	Your research report will be assessed on the following aspects: • The extent to which your description matches the case study, goes into detail on all aspects, and paints a realistic picture of the planning and process; • Your description specifies the intermediate and end products, processes, and working methods you will use to carry out the contract as described; • Your description shows which risks you foresee with regard to the implementation of the project and which mitigating measures you consider appropriate; The requested substantive hypothesis must contain at least one answer to the following questions: • What are the economic and social effects as listed in the case study of differentiation by travel class? You should distinguish between the short-term and long-term effects. You should write your answer in a maximum of 3 A4 pages, excluding the cover page and table of contents, using Verdana 9 font. You are also requested to formulate a brief substantive hypothesis (maximum 1 A4 page, Verdana 9 font). If the maximum number of pages is exceeded, these will not be assessed. In addition, there is room for the use of supporting visual material such as tables or (process) diagrams, etc. The text in the image must be legible (without having to enlarge it). The supporting visual material should complement the elaboration of the case study and should not contain any new information. Your tender will be assessed based on the extent to which your description matches the desired situation/context, addresses all aspects in detail, paints a realistic picture, is supported by concrete (practical) examples, and offers clear added value for the client.	Maximum 600 points
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SA1 Case study question parcel 5: Airspace

Airport development and airspace

Introduction

You will be asked to develop a fictional case study that reflects the common topics and dilemmas associated with the Airspace parcel.

Reason for the fictional case study

The relocation of flight paths is technically and administratively complex. The IenW wishes to conduct a pilot project to accelerate the implementation and use of new technologies while minimising disruption to regional airports. The objective of the pilot project is to implement RNP-AR procedures with local support for nuisance reduction and to encourage users to make full use of them.

Context of the fictional case study

Around Groningen Airport, there is scope to minimise local nuisance by better avoiding residential areas with innovative flight procedures such as Required Navigation Performance with Authorisation Required (RNP-AR) routes. It is not yet clear to what extent local users will be able to fly using these techniques, and how the ILT should approve these flight procedures. A military training area will also be established above the airport, which can be activated in accordance with Flexible Use of Airspace (FUA) principles, meaning that Continuous Descent Operations (CDOs) will not always be possible from Flight Level 60 (FL060). Both residents and administrators are concerned about noise nuisance and emissions.

Assignment for the fictional case study

In this case study, the Tenderer is asked to develop an action plan in the role of project leader that addresses the following components:

- Developing innovative flight procedures to Groningen that minimise disruption
- Developing an operational concept for handling the new flight routes in combination with existing routes and military air traffic
- Your interpretation of participation in the context of the *airspace and flight procedures amendment process*
- How to deal with conflicting interests, administrative cooperation and resistance
- Stimulating innovation, RNP-AR use, and ensuring the highest possible utilisation
- Coordination with military airspace users and FUA concepts
- The structure of evaluation and improvement after implementation

In your action plan, you should describe at least

- Your vision for the project;
- How you organise the project and activities;
- What project planning do you propose?;
- Which instruments and areas of expertise are utilised;
- How to engage stakeholders;
- What the quality assurance for the project looks like and;
- How risk management is carried out.



Action plan Case study question parcel 5	Your action plan will be assessed on the following aspects: • The extent to which your action plan provides confidence that you are capable of successfully managing the project; • The extent to which your description matches the case study, goes into detail on all aspects, and paints a realistic picture of the planning and process; • The proposed approach must demonstrate an understanding of the subject matter and the balancing of interests. Which stakeholders are involved and how does this happen?; • Your description makes clear what expertise is required. Based on your expertise, what are the principles that you consider important for tackling a project that is complex in terms of content, process and administration?; • Your description specifies the intermediate and end products, processes, and working methods you will use to carry out the assignment as described; • Your description shows which risks you foresee with regard to the implementation of the project and which mitigating measures you consider appropriate. You should write your answer in a maximum of 4 A4 pages, excluding the cover page and table of contents, using Verdana 9 font. If the maximum number of pages is exceeded, these will not be assessed. In addition, there is room for the use of supporting visual material such as tables or (process) diagrams, etc. The text in the image must be legible (without having to enlarge it). The supporting visual material should complement the elaboration of the case study and should not contain any new information.	Maximum 600 points
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SA1 Case study question parcel 6: Unmanned aviation

Development of unmanned aviation

Introduction

'Unmanned aviation is here to stay' is a sentiment heard with increasing frequency. Designing this in a socially responsible manner is a complex issue. The increasing use of unmanned aerial vehicles in society is creating ever more challenges that must be addressed in order to ensure their successful integration into society. Aviation is suddenly taking place close to residential areas, and the need to build vertiports and drone ports is increasing significantly.

The IenW wishes to maximise the social value that drones bring. Consider medical transport, (environmental) inspections, port logistics, and a safe living environment.

Society also demands safety. Drones are extremely versatile and are also used for undesirable activities. Both in the criminal world and in the geopolitical context. Finding the right balance between making good use of drones and providing sufficient protection against undesirable use is challenging. As a result, there are increasing barriers within society to enabling drone applications.

To strike the right balance, the IenW wants to set up a testing ground in which all relevant aspects that could contribute to that balance are investigated and possible solutions are tested. We are thinking here of the administrative structure (tasks, responsibilities and powers), social acceptance, technological resources, control (strategic and executive), and implications for land-use planning.

Our colleagues at the Ministry of Defence are supporters of this initiative.

Case study (fictional)

This fictional case study focuses on setting up a testing ground in an interprovincial region. State operations are already underway, and several social initiatives are eager to get started. Flying beyond the pilot's line of sight, Beyond Visual Line of Sight (BVLOS), is now permitted under aviation regulations.

Stakeholders

The IenW is closely involved, as is the Ministry of Defence. Other relevant stakeholders include LVNL, ILT, local municipalities, the provinces of Overijssel and Flevoland, water boards, the sector (other companies that would also like to operate flights), TU Delft, NLR protest organisation NOMH (not over my house), nature conservation organisations, the safety regions and the National Association of Vital Entities (LVVE).

The IenW has multiple interests: ensuring flight safety, fostering innovation, advancing smarter mobility, enhancing quality of life, and strengthening social resilience. Together with the Ministry of Defence, the sector aims to be at the forefront of unmanned aviation and wants to take the lead in gaining experience and further developing (dual-use) products.

Municipalities/provinces have an interest in both the quality of life (external safety, noise) and land-use planning. The provinces and the business community are committed to improving accessibility in the region, while local authorities are primarily concerned with the drones flying above their residents and how they should shape their land-use planning. NOMH wants to get rid of all drones because 'they are watching everything', citizens' privacy is severely restricted, and criminals can also carry out attacks from the air.

The safety regions are fed up with press drones that hinder the deployment of their own drones and the work of emergency services.



Dilemma

One dilemma is that there is no clear picture of how these developments will unfold in the future. The innovation of drones and their capabilities is advancing rapidly, and new socially relevant applications are constantly being developed. The (technological) development(s) are advancing at a rapid pace. Drone and software developers are eager to bring the applications to market. And society is extremely critical due to the many negative reports about 'alleged' drones. How do you ensure robust policy, good governance, and regulation in a society that is in a state of transformation? And how do we relate to national and international regulations? The case study focuses on an aviation issue that traditionally only affects airports, but now impacts society in many more places. How do you ensure that all actors in society are empowered to address this development and strike the right balance?

Elaboration

In this case study, the IenW is considering outsourcing a project to develop a policy framework (initiative) that strikes a balance between the use of and protection against drones in the living environment. It sets out the roles of public authorities and implementing organisations that are responsible for ensuring this balance. Attention must be paid to administrative and any technical aspects that can support this policy, as well as to knowledge questions concerning environmental, liveability and safety aspects, and the involvement of existing and new stakeholders.

You will prepare an action plan for implementing this assignment. Parts of the action plan should include: a vision for the assignment that addresses its complexity (a description of the essence, the 3 biggest challenges, the 3 most significant risks for the vision, and the 3 most important stakeholders), plus a brief explanation.

In addition, you should consider the assignment's implementation within the action plan and ensure that the central questions align with the assignment's scope (i.e., that they are consistent with the assignment's vision).

You also provide insight into the approach (key research questions), the working method, planning/steps, and identify the risks and control measures involved. In addition, you indicate how you will maintain the contract with IenW and what input is expected from IenW.

SA1 Action plan Case study question parcel 6	Your action plan will be assessed on the following points:	Maximum 600 points
	• Vision for the assignment. The vision must demonstrate an understanding of the subject matter. We request a concise, easily readable description of the essence of the assignment, including a vision for the future. In addition, a summary of the top three challenges/opportunities in this vision, a brief explanation, and a list of the top 3 risks, each with an explanation. • Do the main questions cover the scope (do the questions align with the vision of the assignment)?; • Does the approach reflect the diversity of interests/sufficiently broadly?; • Is there a logical and feasible/realistic plan?;	



- Risks with control measures relating to the execution of the assignment;
- Sufficient communication with IenW to gain insight into the progress and outcome of the assignment.

Grounds for assessment:

Your tender will be assessed based on the extent to which your description matches the desired situation/context, addresses all aspects in detail, paints a realistic picture, is supported by concrete (practical) examples, and offers clear added value for the client.

You should write your answer in a **maximum of 4 A4 pages**, excluding the cover page and table of contents, using Verdana 9 font. If the maximum number of pages is exceeded, these will not be assessed.

In addition, there is room for the use of supporting visual material such as tables or (process) diagrams, etc. The text in the image must be legible (without having to enlarge it). The supporting visual material should complement the elaboration of the case study and should not contain any new information.



SA1 Case study question parcel 7: Control and project and programme management

Describe the impact of developments in aviation on project and programme management and control for aviation authorities. For this description, please use the:

- Luchtvaartnota (Aviation Policy Memorandum) 2020-2025
- Kennisagenda Luchtvaart (Aviation Knowledge Agenda)
- Results of the House of Representatives elections in conjunction with the election programmes of the political parties – 2025 elections

Please indicate how project and programme management and control in a policy environment differ from the approach taken by an implementing organisation such as Rijkswaterstaat (Ministry of Infrastructure and Water Management) the Rijksvastgoedbedrijf (The Central Government Real Estate Agency).

In your description, state what you consider to be the three greatest risks and the three greatest opportunities for the Aviation Authorities in the period 2026-2030.

Action plan Case study question parcel 7	Within this Sub-Award Criterion, the following aspects will be assessed: • The level of knowledge about developments in the aviation sector; • The level of understanding of risks and trends in the period 2026-2030; • Understanding project and programme management and control in policy and policy implementation. You should write your answer in a maximum of 2 A4 pages, using Verdana 9 font. In addition, there is room for the use of supporting visual material such as tables or (process) diagrams, etc. (Maximum 1 A4). The text in the image must be legible (without having to enlarge it), is explanatory and will not be assessed. Your tender will be assessed based on the extent to which your description matches the desired situation/context, addresses all aspects in detail, paints a realistic picture, is supported by concrete (practical) examples, and offers clear added value for the client.	Maximum 600 points
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SA1 Case study question parcel 8: People and society

The Air Traffic Control the Netherlands (LVNL) has requested an Article 5.11 amendment to a departure route from Schiphol (Spijkerboorroute), in accordance with the Aviation Act. This is due to the additional homes that have been built in the area in recent years. Because this is a complex issue, LVNL has asked the IenW to jointly organise participation.

- Describe the participation approach for this case study based on the [Aviation Participation Guide](#).¹

In addition, the following general questions:

- How does environmental management in a policy environment differ?
- What are the most significant opportunities and risks that you see specifically for environmental management?

SA1 People and society – Description of participation approach (Parcel 8)	Within this Sub-Award Criterion, the following aspects will be assessed: - The level of knowledge of environmental management and how it relates to this case. - Understanding environmental management in policy and policy implementation and the associated risks and opportunities. - The extent to which your description matches the desired situation/context, addresses all questions in detail, paints a realistic picture, and whether there is clear added value for the client. - The extent to which knowledge transfer to the internal organisation is structured. You should write your answer in a maximum of 3 A4 pages, excluding the cover page and table of contents, using Verdana 9 font. If the maximum number of pages is exceeded, these will not be assessed. In addition, there is room for the use of supporting visual material such as tables or (process) diagrams, etc. The text in the image must be legible (without having to enlarge it). The supporting visual material should complement the elaboration of the case study and should not contain any new information.	Maximum 600 points
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