

## Montenegro National Tourism Organisation

### CONTEXT & CHALLENGE

The richness of Montenegro's natural resources, its affordability, and strong international relations function as key assets, providing a solid foundation for growth.

However, the development of its tourism ecosystem faces several challenges, including lack of regional agencies to coordinate efforts at regional / local levels, limited workforce with lack of crisis management knowledge and expertise, and lack of data to facilitate decision making.

Montenegro's National Tourism Organisation is actively working to strengthen collaboration between government and tourism stakeholders, with an emphasis on enhancing crisis preparedness and management to better respond to environmental and other crisis events.

### ACTIONS

Considering the current context and challenges identified, Montenegro NTO developed the following actions:

#### 1. Coordination & Collaboration:

- Establish cross-sectoral working groups at the national level to improve collaboration among tourism stakeholders.
- Conduct regular meetings at the local level to discuss specific topics and needs regarding crisis and risk management.
- Conduct interministerial meetings at the national level to discuss and align on specific topics and approaches to take in the case of a crisis event.
- Establish an online platform for information-sharing and knowledge exchange among tourism stakeholders, leading to more coordinated and informed decision-making.

*Replicability potential: High (it does not require significant resources)*

#### 2. Training and Capacity Building:

- Implement awareness raising/educational campaigns for tourism stakeholders, visitors and local population on risk and crisis management. This will be complemented with the development and implementation of a training program for tourism stakeholders.
- Strengthen tourism-related institutions on risk and crisis management by collecting and disseminating good practices on the topic, developing and implementing a training program for public institutions.
- Train their staff to be better equipped to identify and apply to existing EU/international funding opportunities, which can be used to implement crisis preparedness initiatives.

*Replicability potential: Moderate (requires technical, financial, and human resources to develop campaigns and to develop and deliver training programs)*

#### 3. Data Collection & Analysis:

- Define a set of indicators to monitor the tourism activity.
- Implement effective data collection and analysis methods and tools to support risk sensing and informed decision-making, allowing for better strategic planning and policy development.

*Replicability potential: Moderate / Low (it depends on the indicators defined and on the availability of information. Paid data sources and advanced data collection and analysis tools require significant technical and financial resources)*

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### EXPECTED IMPACTS & LESSONS LEARNED

With the implementation of the actions mentioned above, Montenegro NTO is expected to address the challenges identified and wield positive impacts for the tourism ecosystem. Other organisations, particularly those with similar level (national) and mandates (legislative, operational, marketing & promotion) in the tourism ecosystem dealing with similar challenges, can also leverage valuable lessons:

#### **Strengthen Governance and Coordination:**

- Enhancing vertical, horizontal, and sectoral coordination, among tourism ecosystem stakeholders and with other sectors with influence or interest over tourism, increases the effectiveness of crisis preparedness and management strategies. Better-coordinated responses to crises, and a safer environment for tourists and residents, leads to faster and more effective action during emergencies.
- Regular communication and information exchange among stakeholders improves the coordination and response during crises by ensuring timely, accurate information flow, which is essential for effective decision-making and resource allocation.

#### **Improve Resilience and Crisis Preparedness:**

- Implementing ongoing training programs and promoting continuous development ensures that organisations and staff are well-prepared to manage risks and crises.
- Accessing and leveraging external funding and resources enhances an organisation's capacity to implement crisis management strategies. Increased financial resources are crucial for crisis preparedness, response, and recovery, as well as capacity building within the tourism ecosystem.
- Implementing awareness raising campaigns and educating stakeholders about the risks and necessary preventative measures is crucial for crisis management as it empowers individuals and organisation to take proactive steps, reducing vulnerabilities and enhancing preparedness.

#### **Facilitate Data Deployment:**

- Continuously collecting and analysing data is important to prepared and respond to crisis events as it supports informed decision-making and strategic planning, enabling more effective and timely interventions.

The information and perspectives presented in this document represent the findings and conclusions of the European Commission's project "Crisis Management and Governance in Tourism" funded under the SME Pillar of the Single Market Programme and developed by Deloitte. These findings are based on data and context available during the study period and are intended solely to provide insights on the project's objectives. The interpretations herein do not necessarily reflect the views of the involved organisations and should not be construed as definitive conclusions applicable to all contexts or as a commitment to implement the recommendations. Further, the European Commission and Deloitte are not liable for any consequence stemming from the reuse of this document.

For more detailed information on project's results and outputs, please visit the project webpage [Crisis Management and Governance in Tourism - European Commission](#).