

# Policy Recommendations for Professional Associations

## Build Resilience and Improve Crisis Preparedness

Improve the skills of managers, employees and entrepreneurs on risk preparedness and management with trainings tailored to the sector, with relevant scenario exercises

Level	European
To whom is directed	Professional Associations
Who should be involved?	Tourism Businesses, EU Commission, National Tourism Organisations (NTO) and Regional Destination Management Organisations (DMO)
Time bound	Short-term
Effort	Moderate Effort
Why?	<p>Tourism businesses must be better equipped and prepared with the necessary skills and knowledge to build resilience and effectively manage future crises. This is particularly important for SMEs, which often lack expertise and training in these areas due to limited resources - this issue is of concern, considering they form the backbone of the industry.</p> <p>In addition to crisis management, tourism businesses need to build capacity in other critical areas, such as digitalisation, sustainability, and core functions like product development, marketing, finance, and operational efficiency. They also require improved access to data and more comprehensive information about trends and challenges impacting their destinations.</p> <p>Professional associations should address these needs and provide training, tools, and resources to capacitate tourism businesses.</p>



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High-level  
implementation  
steps and  
options

*Assess the needs of tourism businesses*

- Assess the specific skills gaps, training needs, and resource limitations faced by tourism businesses, especially SMEs.

*Create comprehensive training programmes tailored to address the needs identified and improve the industry's overall capacity*

- Design a training framework that outlines the key topics, learning objectives, and delivery methods.
- Include a combination of classroom-based sessions, online modules, interactive workshops, case studies, mentoring programmes, and networking events.
- Allocate the necessary resources, including funding, trainers, and material, to support capacity-building. Explore public funding opportunities and grants to support training and capacity-building initiatives.
- Develop comprehensive toolkits, guidelines, and best practices manuals covering critical areas such as digital transformation, sustainability, and crisis management.
- Pair experienced industry professionals with SMEs to provide one-on-one mentoring and coaching.

*Monitor and evaluate*

- Develop a set of indicators to evaluate the effectiveness of the capacity building activities (e.g. digital maturity).