

Prepare the Together for EU Tourism (T4T) resilience working group to be established as the EU-level tourism crisis management group if needed

Level	European
To whom is directed	European Commission
Who should be involved?	T4T resilience working group; Cross-Border Professional Associations)
Time bound	Medium-term
Effort	Low Effort
Why?	<p>The tourism ecosystem is characterised by its diversity, encompassing eight different sectors. The effects of crisis events impact differently on each sector and a variety of actions are required to fulfil the specific needs of each one.</p> <p>During a crisis event, direct lines of interaction between public entities and tourism ecosystems' sectoral associations are required to ensure policies are well targeted and appropriately adjusted to the sector's needs. They are also needed to ensure the necessary coordination with and among the different tourism ecosystems, as the existing dependencies can be bottlenecks or enablers for recovery.</p> <p>The Commission's T4T Resilience Working Group should be prepared to be established as the EU-level tourism crisis management group, if needed, during crisis events, to improve coordination between policymakers, industry stakeholders, and the different sectors within the tourism ecosystem.</p>



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High-level
implementation
steps and
options

Review the role and powers of the T4T resilience working group for it to be the EU-level tourism crisis management group, if needed

- Review and update the roles and powers of this group and formalise it as the EU-level tourism crisis management group.

Prepare it to be the EU-level tourism crisis management group, if needed

- This structure should be activated on the occurrence of incidents that can be, or could lead to, a disruption, loss, emergency, or crisis. The structure should be maintained during the crisis event.
- Develop and implement direct communication channels to be activated, if needed.
- Define information management procedures.
- Set the frequency of meetings according to the stage and severity of the crisis. Participants should meet regularly, for instance, weekly during the initial stages of the crisis and monthly during the recovery phase, to ensure timely coordination and effective response.

Define additional stakeholders that can participate in the crisis group

- Identify other relevant organisations that may be invited to participate in discussions in case of a crisis. They should meet the following criteria:
 - Representative of its tourism ecosystem, having key companies as members.
 - Representative of sectors that can provoke a systemic shock/domino effect.
 - Representative of the most vulnerable sectors (those with high fixed costs, no demand or that cannot deliver substitute products or services during a crisis).
 - Able to provide and share critical data and information.
 - Able to act and have a strong influence over their members.
 - The group should have a limited number of participants, otherwise, crisis management will not be effective.

Define the focus areas/topics to be discussed in this working group when activated for crisis management

- Monitoring of the evolution of incidents/crisis.
- Risk assessment.
- Policy and measures evaluation.
- Stakeholder needs' identification and support.
- Communication coordination.

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](#).