

Create a dedicated resilience and crisis management team that supports sector ‘s tourism businesses at EU, national, regional and local levels (as relevant) in developing improved resilience, crisis preparedness, and effective crisis management strategies

Level	European
To whom is directed	Professional Associations
Who should be involved?	Tourism Businesses
Time bound	Medium-term
Effort	Moderate Effort
Why?	<p>The tourism ecosystem comprises various sectors, each with unique needs and challenges. Many of these businesses are SMEs with limited capacity to develop robust resilience and crisis preparedness strategies. To address these specificities and provide targeted support, it is crucial for leading tourism professional associations—such as HOTREC, CLIA, ETOA, and EEIA—to establish dedicated resilience and crisis management teams within their sectors.</p> <p>These sector-specific teams would coordinate efforts and tailor support to the unique requirements of their respective sectors. These teams can offer specialised guidance, resources, and training, by leveraging their in-depth understanding of sector-specific challenges. This approach ensures that businesses receive relevant and actionable support, enhancing their ability to effectively manage and recover from crises.</p>

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High-level
implementation
steps and
options

Initial assessment and planning

- Engage with tourism businesses to identify their needs to build resilience, crisis preparedness and management, in order to define the main areas of focus of this group.

Set up the resilience and crisis management team

- Select from within the association a diverse group of professionals with expertise in resilience and crisis management and a deep understanding of sector-specific issues.
- Define clear roles within the teams, including team leads, coordinators, and specialists.
- Assign responsibilities based on individual expertise and sector needs.

Provide guidance and coordinated effort to enhance the overall stability and responsiveness of the tourism sector

- **Risk Assessment and Planning:** Support members conducting risk assessments to identify potential threats and vulnerabilities within the tourism sector. Develop tailored resilience building and crisis preparedness plans and guidelines for associations.
- **Support and Guidance:** Offer ongoing support and guidance to members to develop their own resilience and crisis management plans. Provide templates, best practices, and consultancy services.
- **Communication and Advocacy:** Serve as a liaison between professional associations, government bodies, and international organisations to advocate for necessary resources, policy changes, and support in times of crisis.
- **Crisis Response Coordination:** Establish a centralised crisis response centre to coordinate action during crises. Ensure clear communication channels and protocols are in place for efficient information dissemination and decision-making.

Foster Inter-Association Collaboration

- Collaborate with other different associations to share best practices and what they have learnt. This could involve, for example, joint training sessions or sharing resources.

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](#).