

# Policy Recommendations for National/Regional Level

## Build Resilience and Improve Crisis Preparedness

Provide technical assistance for tourism SMEs to improve their resilience, crisis preparedness and response to crises, and to ensure their capacity to take advantage of the available funding opportunities at local, regional, national and EU level for their development

Level	National
To whom is directed	National Government, Funding Management Authorities, National Tourism Authorities (NTAs), Regional Tourism Authorities (RTA)
Who should be involved?	National Tourism Organisations (NTO), Regional and Local Destination Management Organisations (DMO), Professional Associations, Tourism Businesses
Time bound	Short-term
Effort	Moderate Effort
Why?	<p><b>Adequate resource allocation and funding are critical for the tourism ecosystem to build resilience, develop preparedness for crisis events, and effectively manage and recover during such events.</b> It requires sufficient financial resources to invest in proactive measures that enhance the ecosystem's ability to withstand and adapt to crises. It also requires adequate funding during crises to enable the deployment of timely response measures, such as emergency support for affected businesses and destinations, communication campaigns to rebuild trust, and targeted recovery initiatives.</p> <p>SMEs, which are vital to the industry, <b>struggle with financial constraints.</b> Many are still recovering from the financial impact of COVID-19, having taken loans to survive the pandemic. This financial burden makes it difficult for them to invest in the necessary resilience building and crisis management resources, leaving the tourism ecosystem vulnerable and less resilient to future disruptions.</p> <p>Therefore, it is crucial to advocate for financial support for SMEs to enhance their resilience and crisis preparedness, and to equip them with the skills needed to successfully access funding, as they are one of the most vulnerable groups within the tourism ecosystem.</p>



Provide technical assistance for tourism SMEs to improve their resilience, crisis preparedness and response to crises, and to ensure their capacity to take advantage of the available funding opportunities at local, regional, national and EU level for their development

High-level  
implementation  
steps and  
options

*Identify funding opportunities for SMEs*

- Identify and list all existing funding opportunities targeted at SMEs, for which tourism SMEs can apply.
- Communicate, to raise the awareness of tourism SMEs to these existing funding opportunities.

*Assess SMEs needs and funding gaps*

- Identify the specific resilience and crisis preparedness needs of SMEs within the tourism sector. Understand their current challenges in managing crises and their requirements for financial support.
- Evaluate the existing funding landscape to identify gaps and barriers that SMEs face in accessing financial support.

*Press national and regional funding management authorities to provide more funding for SMEs*

- Advocate for more calls targeted at the development of the resilience and crisis preparedness of SMEs.
- Positively discriminate SMEs in the evaluating criteria of open calls, to improve their levels of success in receive funding.

*Build SME capacity to successfully find and apply for funding opportunities*

- Offer training and support to tourism organisations to help them identify and effectively apply for available funding opportunities.
- Include a combination of classroom-based sessions, online modules, interactive workshops, case studies, mentoring programmes, and networking events.
- Some of the topics for focus should include:
  - What is the funding landscape like?
  - Where to find information about open calls?
  - How to identify which calls are targeted to tourism SMEs or, even if not targeted, to which tourism SMEs can apply?
  - What are the most important things to consider when designing a project to apply for a call? How to do a budget? Who should be involved?
  - How to fill out an application for a call? What are the tips, dos and don'ts, to increase the chances of success?
  - Examples of successful applications

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](#).