

Policy Recommendations for National/Regional Level

Build Resilience and Improve Crisis Preparedness

Develop and deliver training programs, adapted learning materials and promote knowledge sharing and collaboration to build capacity for public and private sector and tourism professionals in resilience building, crisis preparedness and management

Level	National
To whom is directed	National Tourism Authorities (NTA), Regional Tourism Authorities (RTA) National Tourism Organisations (NTO), Regional Destination Management Organisations (DMO)
Who should be involved?	Regional and Local Destination Management Organisations (DMO), Industry Associations, Tourism Businesses, Experts in Crisis Management, Universities, Tourism Schools
Time bound	Medium-term
Effort	High Effort
Why?	<p>Public Tourism Organisations mostly at the regional and local levels and tourism businesses and professionals need to be better equipped and prepared with the necessary skills and knowledge to build resilience and mitigate and manage the impacts of crisis events.</p> <p>Nonetheless, they often lack the expertise and training in these topics, particularly among smaller local and regional DMOs. This is also evident in SMEs, which often lack the resources to develop these capabilities.</p> <p>Additionally, there is a general lack of awareness about risks and crises among tourism stakeholders and politicians. This shortage contributes to a deficiency in crisis management expertise, making it challenging to formulate and implement comprehensive crisis management strategies.</p>
High-level implementation steps and options	<p><i>Create comprehensive training programmes tailored to resilience building and crisis management and response</i></p> <ul style="list-style-type: none">• Conduct assessments to identify specific training needs within the tourism ecosystem.• Identify and engage crisis management experts, trainers, and facilitators with experience in the tourism sector.• Design a training framework that outlines the key topics, learning objectives, and delivery methods for resilience building and crisis preparedness and management.• Allocate the necessary resources, including funding, trainers, and material, to support capacity-building. Leverage existing knowledge and training material and programmes.• Leverage twinning opportunities with organisations with a similar mandate or similar types of destination, to work together in resilience building and in developing crisis preparedness, sharing knowledge, training material and courses, and best practices.

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High-level implementation steps and options

Offer targeted training programmes to enhance the capacity of different stakeholders, including residents and SMEs

- Organise and deliver training programmes for different target audiences, including government officials, tourism business owners, managers, and front-line workers, with the support of tourism and training experts.
- Provide specialised training in resilience building and crisis management for tourism professionals.
- Include a combination of classroom-based sessions, online modules, interactive workshops, case studies, mentoring programmes, and networking events.
- Ensure that the programme is targeted at a wide range of tourism businesses, including SMEs, through different formats and flexible delivery options.

Incorporate (or lobby for) crisis preparedness and management education into tourism courses at schools and universities as an optional subject

- Adapt the study plan to the different needs of stakeholders.
Some of the topics it can include:
 - Introduction to crisis management in tourism
 - Assess your crisis readiness
 - Your governance model
 - Assess risks to protect your organisation
 - Assess and strengthen your crisis management resilience
 - Who else is involved?
 - Using data to manage a crisis
 - What to do when a crisis hits? Measures and best practices
 - Create your action plan
 - Engage your stakeholders
 - Sustainable and resilient tourism practices
 - Digital transformation and innovation
 - Financial and funding options

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](#).