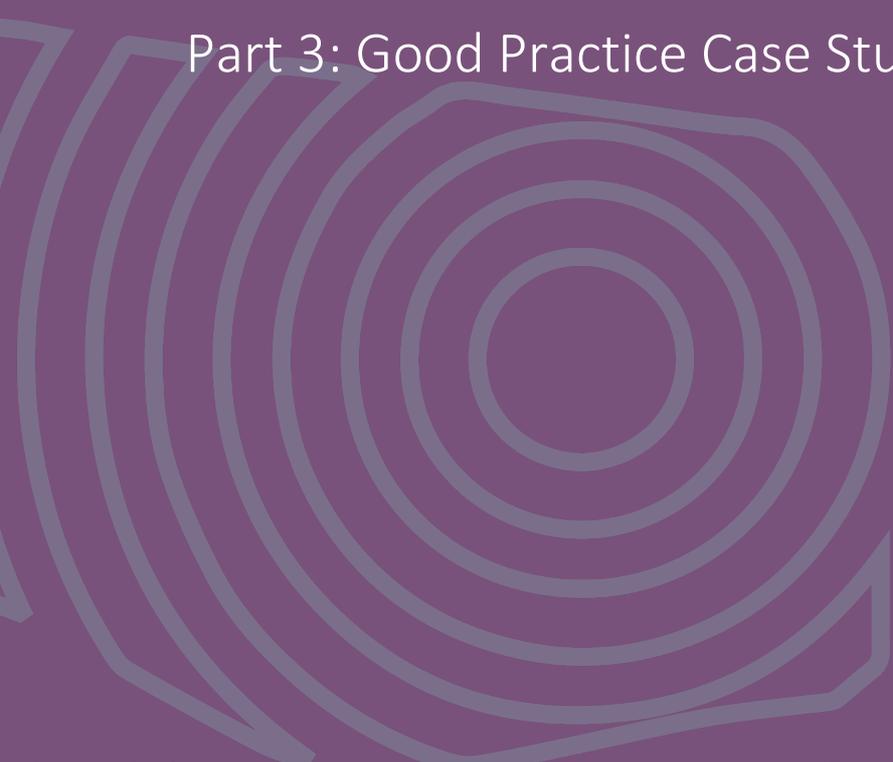


European Needs Analysis on Crisis Management for Tourism SMEs

Part 3: Good Practice Case Studies



Navigating
Tourism
Crisis Recovery



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Spain

Galicia

The current situation in Galicia at the tourist level does not differ from many other parts of the planet, and especially from the rest of Spain. Tourism is a key sector in the Galician economy, which in the face of the current pandemic has been totally paralyzed. That is why the Autonomous Community of Galicia, aware of the situation and needs of the sector, publishes on May 5, 2020, through the Consellería de Cultura e Turismo da Xunta de Galicia its reactivation plan after COVID-19 for two key sectors: culture and tourism.

This plan contemplates an investment of 27 million euros and about 50 measures for both sectors, with three main objectives:

- promote employment
- generate liquidity
- reactivate consumption

The document proposes nine lines of action with an investment of 11 million for the tourist activity and 10.6 million for the cultural sector, in addition to 5.1 million for cross-cutting measures included in the Xacobeo 2021. Four of these areas are focused on the tourism sector, including a total of 24 measures.

- Promotion actions in Galicia and reactivation of demand
- Creation of new tourism products
- Support to the business fabric and maintenance of tourism employment
- Training, competitiveness, and innovation.

A priori it is observed that these axes are of help to reactivate the tourist activity after this circumstantial stop, but that they also serve as a starting point to continue working on a tourist strategy in this community in the medium and long term. An example of this are the measures related to the training of the sector or the creation of new products. These measures are summarized below.

Actions to promote and reactivate demand

- This first axis includes six measures, three of them with an impact on employment, reactivation, and liquidity, and three only on reactivation. Those with the broadest impact are: New actions to promote the Galicia destination. With three key actions: reformulating the current communication campaign adapting to the new context, emphasizing the strengths in a post-COVID-19 scenario; aimed at the domestic market in the early stages, to gradually resume the international market; and something fundamental, all with public-private coordination.
- Promotion of MICE tourism: it is proposed to promote Galicia as a MICE destination, for which a hygienic-sanitary adaptation of companies in the sector to the new reality is essential.
- Establish an agreement with the professional guides of Galicia: it seeks to reactivate the activity of this group and the creation of the product "Meet Galicia" that travel agencies could offer. All this under a climate of sanitary guarantees and sector training.

And three measures with an impact on reactivation:

- Application of BIG DATA to the post-health crisis tourism industry: this path intends to monitor tourist flows and adapt the offer to specific demand, as well as orient promotional actions.

- Design of actions for tourist city councils for the implementation of hygienic-sanitary measures: reinforcement of municipal coordination to promote the image of Galicia as a safe destination in terms of hygiene-sanitary factors.
- Promotion of the creation of gastronomic product: promotion of the development of tourist products associated with gastronomy, since the quality of this resource is one of the great value elements of this destination.

Creation of new tourism products

This axis includes a total of seven measures, four of them with a social impact at three levels (employment, reactivation, and liquidity), two at an intermediate level (reactivation and liquidity), and one of them only at the reactivation level. The broadest are:

- Agreement of the tour operator sector for the promotion of Galicia and the creation of new products. Use of multichannel platforms for the promotion and creation of new products, as well as the promotion of products in new strategic areas.
- Promotion of geo-destinations for the creation of new tourism products: collaboration of the Xunta with the entities that manage geo-destinations.
- Agreement with the Galician Association of Axencias de Viaxes: collaboration and support for this group.
- Agreement with the Active Tourism Association: to readapt the equipment to hygienic-sanitary conditions, promote and improve the sector and train it in new technologies (especially for promotional channels).

The two measures at the intermediate level are:

- Thematic visits to "A outra Galicia": free guided tour of the city chosen by those who have stays of 2 or 3 days in the same hotel (July to September). Two modalities: couples/family group and associations and groups.
- Agreement with the Wine Routes: promotion of a promotional campaign, action protocols against coronavirus, and adaptation of these activities to the new hygienic-sanitary requirements.

And finally a measure only at the reactivation level, an agreement with hotel chains to promote holiday exchanges.

Support to the business fabric for the maintenance of tourism

- In this axis there are five proposed measures, the first three of social impact at three levels (employment, reactivation, and liquidity) and the last two at the liquidity level:
- "Galicia Safe Destination" Program: reformulation and promotion of tourist products adapted to the new hygienic-sanitary situation.
- Support for hygienic-sanitary adaptation for hotel establishments and tourist accommodation: support for the implementation of hygienic-sanitary measures and sanitary protocols.
- Health safety certification for tourist establishments: it seeks to favor the incorporation of hygienic-sanitary criteria in the existing certification processes.
- Support for financing and dialogue with financial entities: facilitate financing by financial entities in the event of cancellations made in this sector.
- "Stay in Galicia" program for the free financing of tourist activities: it seeks to offer free financing through collaboration with banks, for the purchase of tourist products to enjoy in Galicia; aimed at residents in Galicia and local tourism.

Training, competitiveness, and innovation

- A total of seven measures, four at all impact levels, two at the employment and reactivation level, and one at the reactivation level:
- Solidarity bonus for the consumption of tourist products: to encourage tourist consumption with a multiplier effect and give workers a social / family break.
- Drafting of the 2030 Post-COVID-19 Tourism Strategy: create a committee of experts to prepare the 2030 plan, taking into account the future implications of this crisis.
- Training plan in the tourism field: improvement of professional training. Reinforcement of online training and inclusion of new training programs in the hygienic-sanitary field.
- Preparation of hygienic-sanitary manuals in the field of tourism: preparation of protocols and manuals in this field.
- Online consulting and advice program for the tourism sector: online consulting and personalized measures for each business area.
- Observatory for tourism innovation and sustainability: a reference space for all the actors involved in improving the tourism sector.
- Online marketing platform: a new platform for wine tourism experiences to encourage online reservations