

Trainer's Guide

MODULE 1 Risk management and resilience

Session 1: Holistic approach to risk management

Session 2: Risk management process and tools

1. INTRODUCTION TO THE TOPIC

What is risk management?

Risk management is the process of identifying, assessing, prioritizing, and mitigating risks to minimize the likelihood and impact of adverse events while maximizing opportunities for achieving organizational objectives. It involves a systematic approach to understanding and managing risks across all levels of an organization, from strategic decision-making to day-to-day operations.

Safety is a central part of the quality and competitiveness of tourism businesses. Cooperation, information exchange and joint development interests solidify the network operations and bring added value to all parties.

In tourism businesses, risk management should be part of the strategic management at all levels purpose, governance, leadership and commitment, strategy, objectives and operations.

There are risk management tools available for tourism businesses. Each country and region have their own unique operating environment and stakeholder networks. The most important thing is to choose the one that suits best for the business operations, size and location of the company.

Learn the basics of risk management and resilience in tourism.

Key concepts:

Risk management, foresight, resilience, tourism safety

2. LEARNING OUTCOMES

LEARNING OUTCOMES	
	Participant
1	understands the concept of risk management and resilience in tourism
2	analyses the principles and processes of risk management from SME perspective
3	understands risk management as a holistic approach in both strategic and operational levels
4	applies the risk management process and tools in tourism business

3. INTRODUCTION TO THE MODULE

a. Sessions

This module consists of two sessions as follows:

- 1) Holistic Approach to Risk Management. This session explores the concept of risk management and resilience and how it is applied to tourism context from SME perspective.
- 2) Risk Management Process and Tools. This session increases understanding of the risk management process phases and available tools for SMEs.

b. Content

This module consists of the following contents:

- 1) Two sets of lecture slides, one per session, on the key points with best practice examples
- 2) Examples and best practices
- 3) A list of videos and online reading materials

c. Activities

This module contains the following activities:

- 1) Risk management maturity test for Tourism SMES. This tool can be used as an advance task or an activity during the training sessions. The tool is available in English. It can be used as a tool to determine the current situation in the tourism business.
- 2) Discussion task based on the risk management maturity test.
- 3) Discussion task on external forces in the global operating environment. It is important to identify the external forces that can change the operating environment. This helps SMEs to better foresee the possible future changes.

d. Additional reading material and other sources

Additional reading:

[Durst & Henschel 2022 Crisis Management for Small and Medium-Sized Enterprises \(SMEs\): Strategies for External Crises \(Management for Professionals\)](#)

Luottamuksellinen -

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Glaesser, D. (2003). *Crisis management in the tourism industry*. Butterworth-Heinemann.

Hall, C. M., Duval, D. T., Timothy, D. J., Hall, C. M. A., Duval, D. T. C., & Timothy, D. J. C. (2004). *Safety and Security in Tourism: Relationships, Management, and Marketing*. Routledge.

Huddart, D., & Stott, T. (2020). *Adventure tourism: Environmental impacts and management*. Palgrave Macmillan.

Iivari, Pekka. (2015). Drama in the Snowfield: Audience Reaction to a Fatal Tourist Incident. *Tourism Culture & Communication*. 14. 10.3727/109830415X14213698267433.

[Toubes & Araujo-Vila 2021 Risk, Crisis, and Disaster Management in Small and Medium-Sized Tourism Enterprises](#)

Silvers, J. R., & O'Toole, W. (2021). *Risk management for events* (Second edition.). Routledge.

Videos:

[Lapland Safaris Rescue Team. Case Example.](#)

[Safe Travel Tips for Visiting Lapland. Lapland Rescue services](#)

e. Other remarks

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