Phoenix 4.0

PHOENIX 4.0

Resilient Ecosystem for Empowering Tourism SMEs

Why we started, what we have achieved and what we are learning from tourism SMEs

25.09.2026

Co-funded by the European Union

ANYSOLUTION

ARCTUR

Generalitat de Catalunya
Government of Catalonia
Catalan Tourist Board

DURA
Dubrovačka razvojna agencija
Dubrovnik Development Agency

ÍSLENSKI FERÐAKLASINN
Iceland Tourism Cluster

OTL Open Tourisme Lab

REA Prishtina REA

University of Ljubljana
SEB SCHOOL OF ECONOMICS AND BUSINESS
CENTRE OF BUSINESS EXCELLENCE

Co-funded by the European Union

SMP-COSME-2023-TOURSME

Project number: 101181258

Project starting date: 1 November 2024

Project end date: 31 August 2027

Duration: **34 months**

Max grant amount:
2.110.134 EUR

Tourism SME support:
1.065.000 EUR

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We listened to tourism SMEs

Tourism depends on small businesses. But change is not always easy.

Tourism SMEs often face:

- Limited time, skills and funding
- New technologies and environmental challenges
- Changing visitor expectations and unexpected crises

We asked SMEs what they need: practical advice, useful examples, expert support, funding and opportunities to work with others.

Our lesson: Support must fit the everyday reality of a small tourism business.

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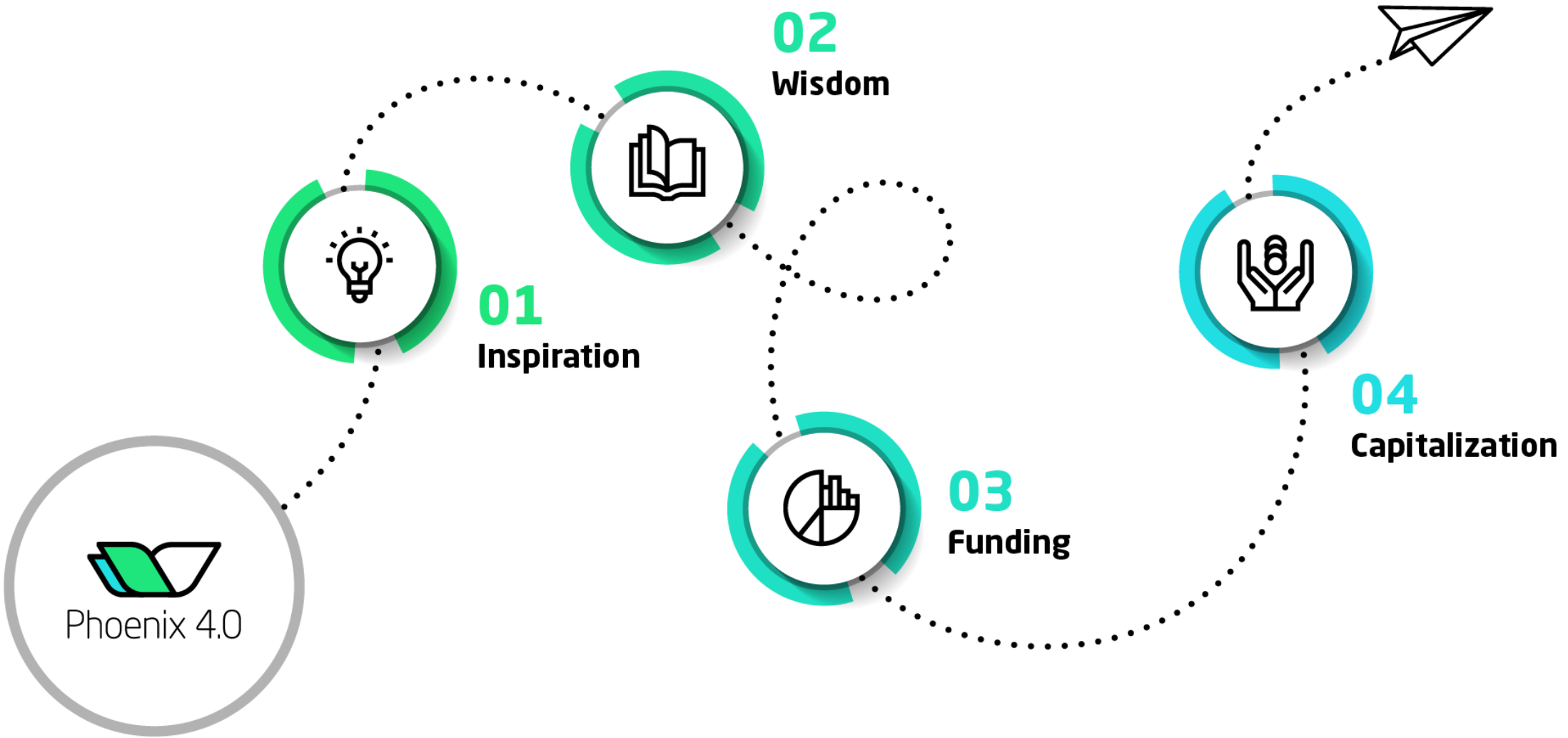
Our approach: From inspiration to action



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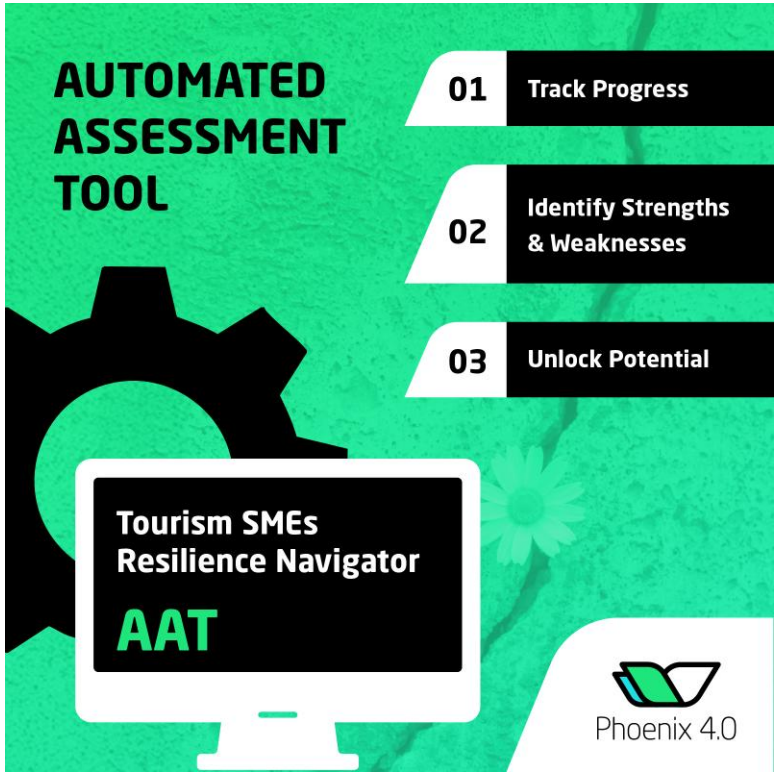
Resilience starts with understanding where you stand



209 **SME assessments completed by May 2026**

Five areas of assessment

- Risk management
- Digital adaptation
- Marketing
- Sustainability
- Accessibility

What does an SME receive?

A personalised assessment, an automatically generated report and recommendations for improvement.

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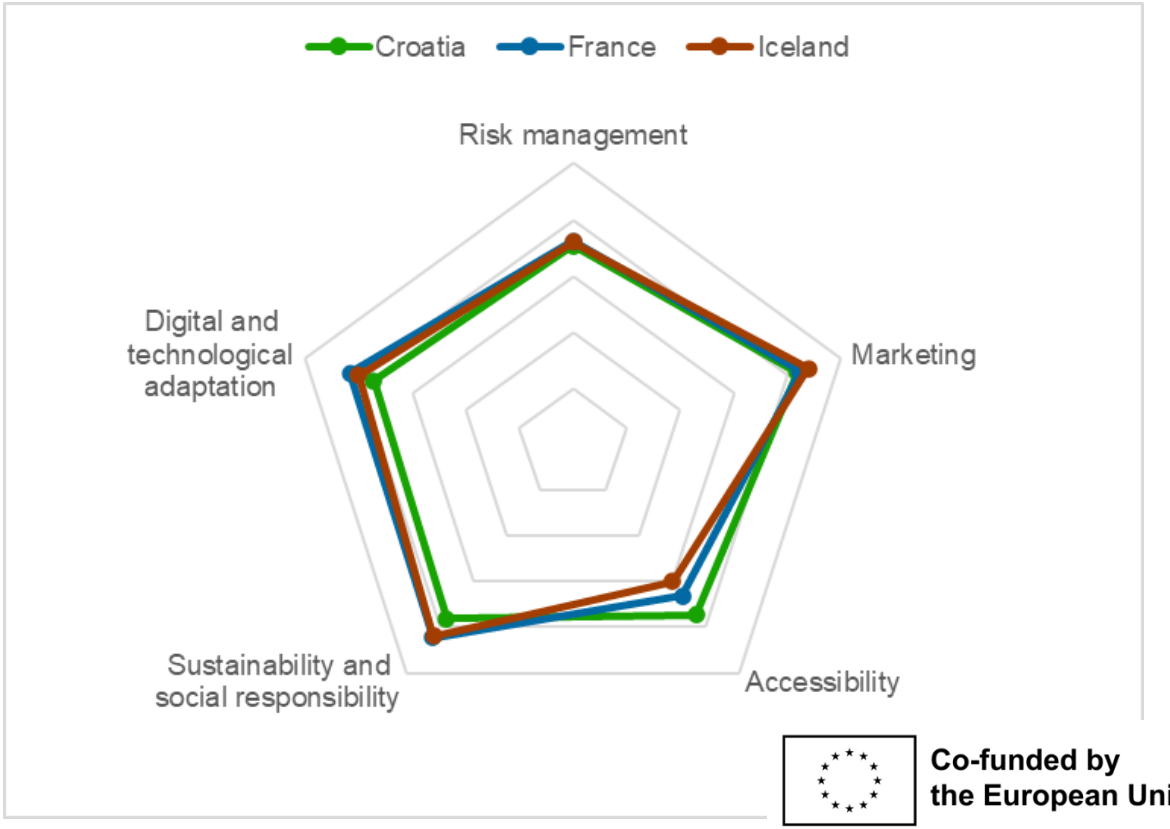
What does the Navigator tell us?

Indicator	Croatia	France	Iceland	Kosovo	Slovenia	Spain
Risk management	1.77	1.81	1.80	1.58	1.76	1.92
Marketing	2.09	2.12	2.20	1.81	2.10	2.15
Accessibility	1.86	1.65	1.50	1.58	1.62	1.69
Sustainability and social responsibility	1.91	2.12	2.10	1.73	2.14	2.03
Digital and technological adaptation	1.86	2.08	2.00	1.50	1.93	2.05



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Inspiration : Learning from others

Where can SMEs find ideas and learn from others?

Pathway Pioneers: **Good practices made practical**

- 66 submissions received
- Real examples of resilience, sustainability and digitalisation in tourism
- Good practices presented in an accessible, practical way

Next steps: Short videos and a planned link with the T4T portal to support long-term access

Elding - Reykjavík Whale Watching

Elding – Reykjavík Whale Watching

1 June 2000

Reykjavík, Capital Region

In Progess

Lead whale watching for protection through certified management, crew training and citizen science to reduce impact and boost conservation awareness.

LEARN MORE →

37

good-practice submissions published

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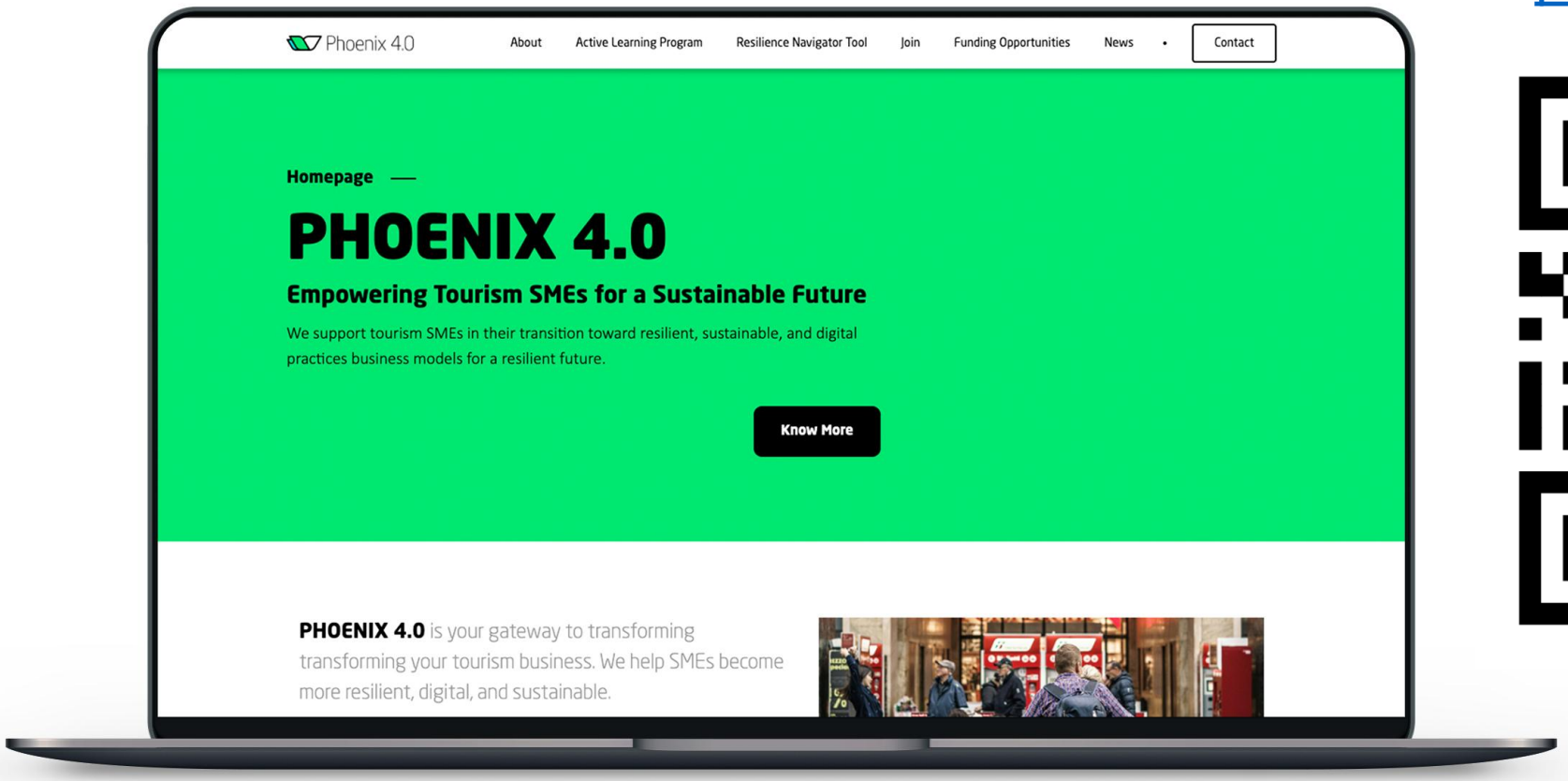
WISDOM: From ideas to practical support

Training, Academy & Lab, and one central platform

phoenix4tourism.eu/



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WISDOM: From ideas to practical support

How can SMEs gain the skills and support to put ideas into practice?

Train-the-SMEs

- 205 participants across 12 training sessions
- A European pool of 57 trainers from 19 countries

PHOENIX 4.0 Academy and Lab

- 34 online courses across 6 thematic modules
- Expert advice, discussion and peer exchange
- 500 participants reached

PHOENIX 4.0 Connect

- One platform bringing together project tools, resources and opportunities

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FUNDING: From ideas to action

PHOENIX 4.0 Alliance Competition

176 applications received

45 collaborative projects selected

13 transnational partnerships

START

FINISH

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What are we learning, and what can we achieve together?

From project experience to shared policy messages

Three lessons from PHOENIX 4.0

Start with real SME needs.
Different businesses need different support.

Keep support practical and flexible.
Time, skills and funding are often limited.

Connect learning with action.
They need partners, expert support and opportunities to test ideas.

Joint policy recommendations

Resilience is a continuous journey: understand needs → build capacity → take action → learn from results.

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