PROJECT

SMART HERITAGE

Sustainable management and promotion of common cultural heritage

T2.2.4 Branding & Communication Plan of the Cultural Route

Work Package:	T2. Transnational cultural network
Activity:	T2.2. Development of the cultural tourism thematic route
Work Package Leader:	Development Agency of Evia
Deliverable:	T2.2.4 Branding & Communication Plan of the Cultural Route

Version:	Final V.1	Date:	28/12/2021
Type:	Report		
Availability:	Confidential		
Responsible Partner:	Development Agency of Evia		
Editor:	TREK Development SA		

SMART Heritage

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IDENTIFICATION SHEET

Project Ref. No.	521
Project Acronym	SMART HERITAGE
Project Full Title	Sustainable management and promotion of common cultural heritage

Security (distribution level)	Confidential
Date of delivery	28/12/2021
Deliverable Number	T2.2.4
Type	Report
Status & Version	Draft V.1
Number of pages	125
ACTIVITY contributing to the deliverable	T2.2. Development of the cultural tourism thematic route
Responsible partner	Development Agency of Evia
Editor	TREK Development SA
Quality Assurance	TREK Development SA

Introduction

Investing in culture has been a growing phenomenon in recent years, with the emergence of covid-19 currently increasing the statistics of the cultural, economic and social crisis. The shift towards culture and creating awareness of the environment has forced transmitters and receivers, tourists and regions/cities/areas to strengthen the tourism and culture sector with particular emphasis on alternative forms of tourism. Cultural itineraries, which belong to the special interest forms of tourism under the umbrella of cultural tourism, are considered a tourist product with a growing demand, offering visitors a pleasant, educational and interactive experience with alternating images and emotions. Cultural itineraries function and should be seen as a dynamic whole enriched by cultural elements that are diverse and/or common, with the tangible carrying testimonies of the past and the intangible giving meaning to the journey (ICOMOS, 2008).

The benefits that cultural routes can harvest, according to the World Tourism Organization, are that they achieve a better distribution of the tourist flow, or development in less known or remote areas with the simultaneous relief of areas with increased influx of tourists, while it is also considered a solution to the seasonality of tourism, offering many opportunities for socio-economic development, along with other positive impacts and benefits created for local communities (regeneration of new areas, new sites, new places of interest, etc.). However, beyond the process of setting them up, the methodology they follow, their management plan, marketing strategies, etc., are of great importance for their sustainability.

The following document has been created upon two parts. The first one, deals with the branding of the cultural route, after providing a scrutinized analysis of the tourism product of the ADRION Region itself. The second one, aims at providing a detailed and well-designed communication for the route, taking into account the aforementioned analysis of the first chapter.

PART A' – BRANDING THE CULTURAL ROUTE

1. Theoretical Approach

1.1 Cultural Routes

1.1.1 Demystifying cultural routes

Cultural routes have been established in recent years and it has been accepted that they can contribute to the socio-economic development of a place and the promotion of its cultural heritage and identity. According to the Ministry of Culture and Sport, they were established by the European Union in 1987 to highlight, through a journey through space and time, the ways in which the cultural heritage of the different countries and cultures of Europe contribute to the common European tangible and intangible cultural heritage. The Council of Europe's accredited Cultural Routes put into practice the fundamental principles of the Organisation: human rights, cultural democracy, cultural diversity and identity, dialogue, mutual exchange and cultural richness across borders, through the ages.

According to the Council of Europe (European Institute of Cultural Routes), a cultural route is defined as a cultural heritage education and tourism cooperation project aimed at developing and promoting an "itinerary" or a series of "itineraries" based on a historical route, a cultural concept, a cultural figure or phenomenon, with transnational significance for the understanding and respect of common European values. They act as a means of shaping a European identity that unites peoples. They act as channels for intercultural dialogue and promote a better knowledge and understanding of European history.

Today over 30 Council of Europe cultural routes provide a wealth of recreational and educational activities for all citizens across Europe and beyond and are key sources of tourism and sustainable development. They cover a range of different themes, such as architecture and landscape, religion, gastronomy and intangible heritage and forms of European art, music and literature.

Through the cultural routes, human mobility and creation is revealed, and the exchange and dissemination of ideas and experiences is enhanced. They are also important channels of communication between peoples and cultures. According to Bitsani (2004), a cultural route is a proposal to tour/visit different areas whose cultural elements are thematically linked to each other. A characteristic that differentiates cultural routes from ordinary tourist tours is that they are implemented through parallel actions and are not limited to visiting individual tourist stations (Avgerinou-Kolonia, 2009). Their main advantage, apart from contributing to the promotion and protection of cultural heritage, is that they constitute an integrated tourist

product with a specific tourist identity (brand name) and lead to local development, environmental protection and sustainability of a region, aiming at raising awareness among local residents and creating new experiences for visitors.

1.1.2 Content of Cultural Routes

Cultural itineraries are an important tool for the promotion, interpretation and exploitation of the cultural heritage of each place. They also make an important contribution to raising public awareness of the need to protect and respect culture. Different types of cultural heritage, such as monuments and sites, are linked together to form a whole, a unity. Each one has its own characteristics, which enrich the route, contributing to the creation of its distinct identity.

Cultural itineraries identify a predefined route (visit) to natural and cultural heritage sites within a defined thematic, conceptual and historical context. They include historical and archaeological monuments and sites, architectural monuments, museums, festivals, anniversaries, historical events, traditional settlements, etc. (Karavasili, Mikelakis, 1999). They are all related around a common theme. The unifying element, for example, may be the type of monuments (castles, religious shrines), their geographical distribution and the period of time to which they belong (antiquity, Middle Ages, etc.). The content of a cultural itinerary must necessarily be supported by tangible elements that bear witness to its cultural heritage and intangible elements that serve to give meaning and significance to the various elements that make up the whole. The theme is articulated geographically through the discovery points of the cultural route.

The content of the cultural routes varies according to the characteristics of the area and the diversity of its cultural and natural wealth. They can be divided into themes, i.e. they are organised around a common thematic element, for example the archaeological sites of a place, its museums. Historical cultural itineraries revolving around monuments and cultural elements of a specific period or era. Mixed cultural itineraries, which include cultural elements of any type or period, or even elements of natural heritage, as part of the overall cultural identity of a place. Also, cultural routes can be distinguished according to the space they are created into urban cultural routes, which are limited to the monuments and cultural elements of a city - urban area, into local cultural routes, which focus on a limited geographical unit (e.g. local cultural routes, which are focused on local cultural routes (e.g. within the boundaries of a municipality or a prefecture), and supra-local cultural routes, which can extend over a much wider geographical area, especially when it comes to routes with specific themes (e.g. medieval castles throughout the Ionian Sea). Also, depending on

the area in which they are developed, they can be divided into national and transnational (Gantouna, Papageorgiou, 2012).

Depending on their duration over time, they are divided into those that are no longer used and those that are preserved, evolve and transform over time according to the social, economic, political and cultural conditions prevailing. According to their design and structure, itineraries are based on one or more starting points and an end point, or those where the tour does not have a starting point but one can start or end the tour from any point (ICOMOS). The content of the itineraries and the choice of the most appropriate route are determined by different criteria, the local history of each place, its geographical location and its specific characteristics. The criteria for choosing cultural routes are different each time and depend on the duration of the trip, the interests of each person, the place of origin of the visitor, the individual or organised type of trip, the reasons for doing an activity, etc.

1.1.3 Cultural routes and cultural tourism. The contribution to local development

Cultural itineraries are not only mediators of the cultural heritage of each place, but are identical to the concept of cultural tourism. They are linked to the economic development of a place and their purpose is its prosperity. At European level, efforts are being made to link tourism and cultural development. Cultural tourism today has a dual role, encouraging awareness of the common cultural heritage that links peoples and contributing to the dissemination of the cultural identity of each individual people by creating new shared experiences. In cultural tourism, the tourist product is linked to the discovery of monuments and sites. Tourism with cultural content is the means to develop and disseminate the unifying elements from the cultural heritage of nations.

In particular, cultural tourism has been considerably strengthened as a priority sector in the policies of the European Union, aiming at economic and social change in Europe. The movement of culturally motivated people, including educational and cultural tours, attending festivals, visiting monuments and heritage sites, interest in popular culture and religious pilgrimages, is an evolution of traditional mass tourism and a form that is gaining more and more followers. The main objectives of cultural tourism are to promote and protect cultural heritage, stimulate the local economy and attract more visitors. Cultural itineraries are an alternative proposal for tourism development. The Council of Europe, as an international organisation, has given cultural itineraries a major development and political dimension.

In this sense, the cultural route is a specialised tourist and branded product, a cultural tourism product, which is shaped on the basis of a specific coherent element. It has a central

theme/cohesive element, covers a spatially defined area, acquires a "tourist identity" with a brand. It aims to be a driving force for the development of a certain area. A development that is sustainable economically, socially and environmentally. The objectives of a cultural route are to attract visitors to the specific area, new investments, to lengthen the tourist season, to create new opportunities for professionals operating in the area to increase their revenues. Their aim is to revive and exploit the cultural heritage in a proper way and with proper policies and interventions, to raise public awareness and to introduce the proposed routes into modern tourism practices.

1.1.4 Designing a successful cultural route

According to the International Council on Monuments and Sites (ICOMOS), in the process of planning, identifying and creating a cultural route there should be a specific and carefully defined purpose. To serve and take into account the intangible and tangible cultural heritage values produced as a result of mutual cultural influences. The structure of the route should also be defined, whether it is to be designed in an urban or rural environment, its general historical and geographical setting, the natural and cultural elements that will always be highlighted in relation to the landscape of which it is an integral part. Lastly, to respect the prevailing environmental values, to take into account its duration over time, the symbolic and spiritual dimension that will characterise it and the way in which its importance and value will be perceived and understood.

In order for cultural routes to achieve and successfully fulfil their intended purpose, they require a specific methodology from the early stages of planning, research, protection, conservation, evaluation, use and management. Given their value and the multiple benefits for the site and the promotion and protection of cultural heritage, the methodology followed must be the result of coordinated actions. The success of the cultural routes lies in the cooperation and involvement of regional and local authorities, public bodies and agencies, local professional bodies and businesses, supra-regional partners and tourism businesses.

It is the result of synergies but above all of the participation of the local community. The coordinated actions of all stakeholders and actors involved, as well as the proper planning, promotion and promotion of the routes are essential to achieve the objectives set each time. It is also important for the implementation of any plan to secure the necessary funding and to create the appropriate infrastructure or improve existing infrastructure (e.g. improving the road network).

For a successful design of cultural routes it is essential to promote them by all means. Especially in the modern era of intense technological development and the influence of the

Internet, electronic promotion is necessary. The creation of a website for the routes and their integration in social media, while constantly providing information, are modern ways of promoting them to the wider public. It is also important to draw up a marketing plan and set up a team to manage and operate the routes. For a route to be successful, it is necessary to define its brand name, its identity. According to the principles of marketing, it is essential to know the target market, integrate them into the tourism planning of the place and systematically evaluate them in order to improve and avoid any weaknesses and mistakes. Finally, it is important to inform the public through appropriate publications and advertisements and to raise awareness among the local community so that they embrace the whole project and become supporters of this effort.

1.2 Approaching the concept of destination brand

Although the concept of branding is widely used for products and services, the same is not the case with the branding of tourist destinations, which is a relatively new phenomenon (Blainetal., 2005:328). In 1998 the concept of destination branding was the central theme at the annual conference of the Travel and Tourism Research Association and has since been a subject of study for many researchers. However, the concept of destination branding was not fully understood and was often misunderstood (Blainetal., 2005:328).

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Ritchie and Grouch (1998), as cited in Ritchie and Grouch, 2003) define "destination brand": as the name, symbol, logo or other graphic that identifies and differentiates a destination. In addition, it communicates the promise of an unforgettable travel experience that is uniquely associated with the destination. It also helps to reinforce and strengthen the recall of pleasant memories of the destination experience.

Another definition was given by Hankinson (2004, as cited in Blainetal., 2005:329) and is based on the idea of the brand network. This network shows that destination branding arises not only from what a destination actually stands for but also from all that is associated with it, e.g. transport, infrastructure, communication media (advertisements, public relations), services offered to residents, employees, etc.

1.2.1 The usefulness in understanding destinations

Identifying the characteristics of a destination and the elements that make it stand out are two inputs that are undoubtedly necessary for creating and promoting a destination (Ritchie and Grouch, 2003). These distinctive elements found in any competitive destination5 are at the core of the promise-a promise that in that place potential tourists/visitors will experience something different. The term 'promise' is given a special meaning for destinations because a promise does not provide the same security as a guarantee of a product or service to the consumer. A promise is an abstract concept that may cause dissatisfaction if it is not kept (Blainetal., 2005:329).

Tasci and Kozak (2006:299), argue that tourism destination branding has been shown to affect consumer behaviour as tourists mentally categorise destinations. There are four categories of destinations:

i.   destinations that tourists know and are very likely to visit,
ii. those that tourists know about but have no intention of visiting in the short term,
iii. those destinations which tourists know but have no intention of visiting in the short term; and
iv. those destinations which they do not even know about.

Tourists are expected to choose a destination from the first category and therefore there is competition between these destinations (Um and Crompton, as cited in Tasci and Kozak, 2006:300). However, because many destinations promote the same things, Morganet al. (2002, as cited in Blainetal., 2005:331) argue that effective destination branding requires the creation of a believable proposition that cannot be surpassed or copied by competitors. Still there are those who argue that the nature of tourism products and services is so complex that the ability to fully control the entire tourism experience of visitors is impossible, hence there is a strong concern that tourism destinations cannot be brands (Morganetal., 2002, as cited in Blainetal., 2005:329).

1.2.2 Importance and benefits of the implementation

The benefits of a branding strategy are multiple and can be identified from both the seller's and the buyer's perspective.

The "buyers"

According to Berthon.et.al, (1999, as cited in Blainetal., 2005:331) the functions that a brand offers to buyers are the identification of a unique identity, which offers a reduction in time and cost for research, while the expected quality and prestige from a recognised destination minimises perceived risk and psychological risk.

In addition to the above, according to Seddighi and Theocharous (2002, as cited in Blain et.al, 2005:331), a strong brand enables potential visitors to a destination to avoid spending valuable time searching for information about it. This fact is easily explained, as it has been proven that the larger the amount of money allocated for a purchase, the greater the time and volume of information will be in order for consumers to eventually make that purchase. In short, a recognised brand gives consumers the promise that it will meet their expectations. (Blain et.al, 2005:331)

The "sellers"

From the sellers' perspective the functions that a brand offers are differentiation of the product or service from competitors, facilitation in market segmentation, customer loyalty with a potential repeat purchase and added value as visitors are willing to pay extra for that security and reduction in tourism that the brand provides (Blainetal., 2005:330, Kotler and Gertner, 2002).

But beyond the above, what should be underlined as a conclusion is that, a strong brand which is based on the level of satisfaction, previous visits and word-of-mouth advertising8 is an important factor in the choice of a destination.

More collectively and comprehensively, the benefits of branding strategies in tourism destinations can be summarized in the following list:

- ✓ Tourism usually has a high emotional involvement and branding helps to reduce the choices
- ✓ Branding helps reduce the effects of the intangible nature of tourism
- ✓ Branding expresses consistency of diverse resources and time
- ✓ Branding can reduce risk factors, which are associated with making a decision about a holiday
- ✓ Branding facilitates accurate segmentation
- ✓ Branding helps provide focus in terms of integrating the efforts of producers, helping individuals work towards the same outcome

1.2.3 Specificities of branding in destinations

Destination Branding can be described as the competitive advantage that differentiates the destination. It is what makes a destination distinctive and memorable. It differentiates the destination from any other. Compared to consumer products, destinations are more complex, therefore present a significant challenge for marketeers.

Destinations, in turn, can be viewed as an integrated entity or as a set of components and individual services and facilities, which could perhaps constitute a brand in isolation. The destination can be uniquely constituted by each visitor from their experiences of a selected set of products and services. Thirdly, destinations are multidimensional (Hankinson, 2005).

For these and other reasons that may be beyond the scope of this research, applying branding to destinations is a complex undertaking.

Pike (2005) summarizes six issues that arise, such as:

- The multidimensionality of the destination
- The heterogeneous interests of stakeholders
- The different types of stakeholders
- The need for consensus
- The difficulty in applying the concept of brand loyalty
- The availability of funding, which is usually limited

1.2.4 Success factors

However, to achieve all of the above, it is necessary for all stakeholders, public and private (government, private organizations, society) to work together to achieve a common vision, a vision that requires understanding and utilizing all available resources as well as addressing and mitigating all the negative elements (Kotler and Gertner, 2004; Dinnie, 2008), since as argued by Joppe, Martin and Waalen (2001, as cited in Tasci and Kozak, 2006: 302) destination brand loyalty is based on a destination's ability to provide visitors with an experience that meets their needs and matches their image of the destination. Thus, branding is an emotional bond between the destination and the target market.

1.2.5 Setting destination branding in action

The first step in the process of creating or "relaunching" a brand for a region is to accurately articulate the key elements that make up both the destination and the brand itself. These, according to Morgan et.al (2002), should:

- ➢ Be durable over time
- ➢ Be relevant to the chosen target market (relevant)
- ➢ Be communicable

At the same time, a market survey should be carried out to determine how (if already existing) contemporary the brand is, how relevant it is to consumer preferences and, above all, whether there is a comparison with similar brands in competing regions. Likewise, the main components of a holistic implementation of a destination brand, can be summarized in the following steps:

1. Unravelling the brand identity
2. Finding the potential target market
3. Setting up a unique branding strategy that will differentiate the tourism product of the destination from others
4. Monitoring-Evaluation

2. Analysis

2.1 "Connecting the faces of Europe" cultural route

The SMART Heritage Cultural Route "Connecting the faces of Europe", follow the steps of five personalities that played an important role in European History, placed in Evia (Greece), Gerace (Italy), Forlì (Italy), Mostar (Bosnia-Herzegovina), Albania, and had a significant impact not only on the cultural identity of each region but on the common cultural heritage of the ADRION regions as well.

The SMART HERITAGE Cultural Route is an opportunity to follow the footsteps of Hercules, Dyrrachium, Caterina Sforza, The Kosača family, and Roger I, learn their stories and the impact that their lives had on history. The SMART Heritage project, through the Route and the digital applications, highlights the common cultural heritage of the Adriatic-Ionian area and it is the new cultural tourism attraction. A unique cultural tourism destination.

Our common cultural heritage is at the heart of the European way of life. It is all over us in our cities, in our natural landscapes, and our archaeological sites. It is the literature, art, and monuments, the arts we learned from our ancestors, the stories we tell our children, the food we eat, and the films we watch.

Figure 1: Brand Logo of the route

Cultural heritage defines who we are and strengthens our sense of belonging to a common European family. We all belong to a peaceful community with rich history and interconnected cultures.

THE SMART HERITAGE allows us to delve deeper into our traditions, and into the monuments of the past. Through exploring and experiencing the common cultural heritage of the Adriatic region, their different identities - whether local, regional, or national - can enrich and strengthen each other and co-construct a European identity. Diversity is our wealth and strength.

The Cultural Route "Connecting the Faces of Europe" aims to highlight the common cultural heritage of the Adriatic-Ionian area by following the stories of five personalities who played a critical role in the European history and influenced the cultural identity of the SMART HERITAGE partner regions: Evia - Greece, Forli – Italy, Albania, Mostar - Bosnia and Herzegovina and Gerace - Italy.

The Route is an opportunity to follow the footsteps of Hercules, Dyrrachium, Caterina Sforza, The Kosača family, and Roger I, learn their stories and the impact that their lives had on the history and cultural identity of their regions. The SMART Heritage project, through the Route and the digital applications, brings together highlights from every partner country to tell the story of Adriatic -Ionian culture and allow us to experience it.

The Route gives the perfect opportunity to shape the European memory, history and cultural heritage and contribute to the interpretation of the current diversity of Europe.

2.2 Definition of the study area (ADRION Region)

Figure 2: Geographical Area of ADRION Region
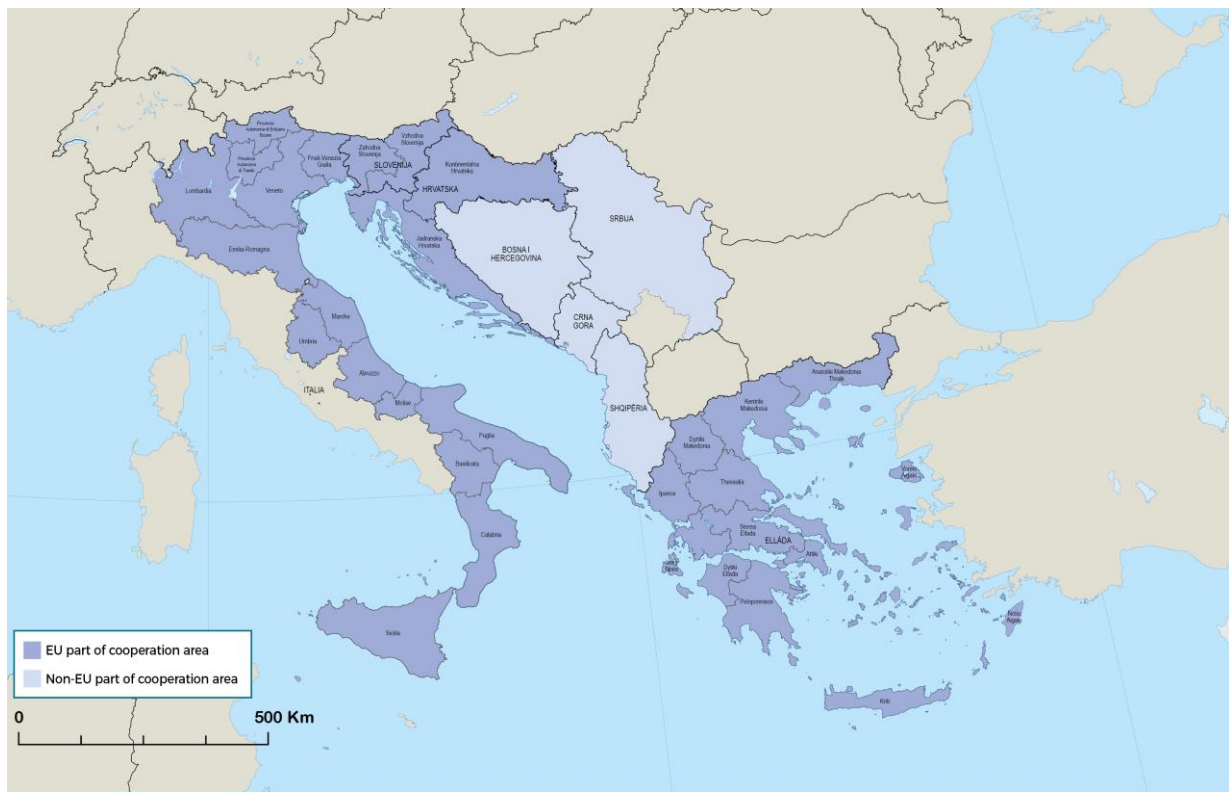
Source: https://www.adrioninterreg.eu/, 2021

2.2.1 Environment

ADRION area is characterised by an extraordinary environmental ecosystem, extremely delicate, but nevertheless subject to high pressures from agriculture, industries and port activities, especially on water quality and coastal areas, also affected by seasonal tourism and one-dimensional urbanization that lead, among others, to loss of biodiversity and ecosystem fragmentation.

Investments in environmental infrastructures, innovative technologies for the prevention of natural risks and the use of renewable energy sources are low. Moreover, the level of advancements on the EU acquis as referring to PCCs shows moderate progresses, underlining the need to strengthen institutional capacity, at all levels, to implement environmental legislations and policies aimed at fostering sustainable development and a more balanced use of natural resources.

Water. Strategic actions should be undertaken at a cross-border/macroregional level in order to promote balance between supply and demand, besides improving quality and efficiency of

water services (reduction of water losses and increasing efficiency in agriculture). Moreover, the development and sustainable use of non-conventional water resources such as the re-use of treated wastewater should considerably be enhanced.

Waste. Waste management shows a low level of sustainability as well. Further development of integrated waste management systems as well as support to research, innovation and technology transfer in relation to waste treatment and recycling are needed.

Integrated Coast Zone Management. The Adriatic and Ionian coast is facing a huge urbanisation process and pressure produced by mechanical fishing and aquaculture. All these factors produce significant environmental impact resulting in loss of biodiversity, ecosystem fragmentation, desertification, salt water intrusion, congestion. The Integrated Coastal Zone Management at cross-border level needs to be strengthened, also by improving in a sustainable way the integration of coastal zone related policies within territorial socio-economic development. The strategic assessment of the coastal zone to increase coastal resilience and prevent negative impacts of natural hazards (floods, erosion, salt water intrusion) exacerbated by climate change should be promoted too.

Risk prevention. Countries involved in the Programme have to cope with the lack of homogeneous and comparable data for spatial/territorial planning addressing risk prevention policies, strategies and plans. As a result, a suitable level investment to support cross-border application and testing of innovative technologies for natural risks prevention and technological risks should be ensured.

Energy. The share of energy from renewable sources (in % of gross final energy consumption) in the area is above average (about 24%), with IPA countries figuring higher shares, although the gap might be biased by slightly outdated data. 2012 saw a shift in the balance of renewable energy investment worldwide: the balance in overall investment changed from roughly a two-thirds-one-third split between developed and less developed economies to one that was much closer to 50:50. The same applies to Greece and to Croatia, as recently reported in the national plan adopted by the government in 2013, together with the need to accelerate licensing of projects. In IPA Countries, the main EE and RE financing facilities are provided by IFIs and the EU and are available as loans that can be accessed through local banks.

The programme area is characterised by great variety of land cover and usages among the coastal areas around the Adriatic, the Ionian and the Aegean with high density of human settlements and activities, the plains in the northwest (northern Italy) and northeast (mainly

Voivodina and Slavonia) and the relatively sparsely populated, mountainous and densely forested Dinaric spine ranging from Slovenia to the Cape Matapan in the Peloponnese.

Figure 3: Land cover and land use in ADRION Region

Source: EEA, 2021

The area contains over 2.300 NATURA 2000 areas with a total area of 109.334 square kilometres (i.e. an area larger than Serbia) and 534 natural protected areas in the four non-member states with a total area of 1.550 square kilometres. Considering the area under natural protection, there is a clear division between the "older" member states Greece, Italy and Slovenia and Croatia and the four nonmember states. In the first three the share of protected areas and Natura sites is much larger. This indicates a different approach in designation and management of these areas.

2.2.2 Topography and Land uses

The area is characterised by extensive mountain areas (Albania, Greece, Montenegro and Slovenia being some of the most mountainous areas in Europe). The topographic diversity within the single countries (calculation based on geographic form and elevation variation) and the area as a whole is very high; exceptions to the rule being Italy and Serbia with plains in the North/North Eastern and moderate mountain ranges in the South.

The area has a relative high degree of forest coverage (although percentages vary among various sources based on methodology), which is however under threat. Agriculture is also ranging from 22% of the area in Slovenia to 63% in Greece. Agriculture is an important landscape determining factor in the area, thus affecting biodiversity and attractiveness of the

area, an important economic sector in many cases but also a significant environmental pressure factor in areas like the Po valley in Italy, Vojvodina in Serbia or Central Macedonia and Thessaly in Greece due to the nutrient and pesticides discharges. Freshwater use varies considerable from 2% in Serbia to 89% in Greece; the variation should be considered in the light of agriculture importance in the economy (e.g. in Albania), the dependency of agriculture on irrigation and precipitation, but also the degree of specialisation and sophistication of the agricultural holdings (e.g. greenhouses and cotton in Italy and Greece). Identification of the touristic attractive elements.

2.2.3 Agglomerations and human pressure

While population density does not vary considerably (Italy and Montenegro being exceptions) there is much bigger variation within the countries with Greece (Athens and Thessaloniki), Italy (Lombardia, Veneto, Emilia-Romagna and Puglia) and Serbia (Belgrade). Smaller, more polycentric countries, like Bosnia and Herzegovina and Slovenia have a higher number of rural population and population living in different smaller towns. These patterns have important implications both on the level of human pressure in specific areas but also in relation to the existence of unfragmented habitats and natural areas.

The ADRION partner states practice different approaches in the water field. Besides the overall high consumption, which is partially caused by low water prices and low collection rates, other problems in the water supply system include water shortages, especially in the coastal region and during the summer season, and insufficient level of coverage of the rural areas with public water supply systems (with poor water quality control for the waters from the rural water supply systems and other sources). Quality of drinking water is regularly monitored for the public water supply systems and the quality requirements are in line with WHO and EU standards. Discharge of communal and industrial wastewater into natural recipients is done with almost no treatment other than primary An additional problem is the lack of pre-treatment of industrial wastewater discharged into the public sewage systems, and a low level of residential connection to the sewerage especially in the remote areas.

2.2.4 Cultural Heritage

Additionally to the rich biodiversity of the region, the programme area represents one of the richest regions in Europe in terms of variety of cultures. There is a remarkable diversity of traditions, languages, religions and architectural monuments ranging from antiquity to modern times.

It can be observed that in most of the cases the value of the cultural heritage was acknowledged and there is a large number of sites put under protection. This is proven by the

number of world heritage sites which can be found in the Adriatic Ionian Programme Area region. There are 62 UNESCO World Heritage Sites in the area (55 Cultural, 5 natural and 2 mixed) covering a total area of 347.000 hectares altogether creating a very attractive destination for tourism. Out of them 23 are in the Italian regions and 19 in Greece, 7 in Croatia, 4 in Serbia and the rest in the remaining countries.

Nevertheless the level of condition, accessibility and presentation varies significantly among countries. In order to properly valorise these assets through tourism, efforts are needed for improving the management of the sites both in terms of preservation and in development of sustainable methods of exploitation. The transnational programme can provide the optimal framework for coordination of such actions and can support the development of transnational strategies for jointly promoting the Region as a tourist destination.

The cultural diversity can represent a high potential for development, the coexistence of numerous ethnic, language and religious groups creating the premises for easier communication and more intensive collaboration. This is even more strengthened by the large number of migrants concentrated around major cities of the region. The specific milieu of multiculturalism represents a source for developing the cultural creativity and to boost the creative industries, which can lead to more and better jobs both in culture-related fields and in tourism as well, thus increasing the attractiveness of the region

2.2.5 Tourism

Being one of the most important sectors in the Adriatic-Ionian area, tourism has a firm relevance for growth both in Member States and in IPA Countries even though it is still concentrated in coastal resorts and characterized by high seasonal features. In fact, the whole cooperation area has high-potential for further development of cultural tourism in the main towns, most of which are UNESCO heritage, and of sustainable tourism related to environmental assets.

Notwithstanding its great potentials, tourism suffers from a number of weaknesses that should be addressed and of several risks generating negative impacts on the environment to be avoided or properly managed such as seasonal and mass tourism congestion. It is advisable to promote measures to integrate sustainable policies for the protection and enhancement of natural resources, landscape and cultural heritage in a framework of sustainable tourism development. Fostering institutional and public-private partnerships besides involving local communities could contribute to overcome the weak multi-level/multidimensional governance models for spatial and strategic planning and develop a more integrated and environmentally friendly framework.

The area is rich of thousand km of pristine beaches, over 10,000 islands (in Greece, Croatia, Italy) but also stunning mountain landscapes, important rivers (Danube, Po, Axios, Ardas-Evros, ecc with enormous potential for developing river tourism), lovely rural areas, a wide variety of spa resorts an thermal springs and above all several parks and protected areas.

Also the ADRION area cultural offer is very high: hundred years of different dominations have inexorably influenced the culture and architecture of most of the regions of the area, today rich of extraordinary urban heritages, vibrant cities, medieval monasteries, arts, archaeological values and traditions. To underline this extensive heritage, the ADRION area boasts 62 sites inscribed on the UNESCO List, representing about 16% of the whole Europe UNESCO list.

Table 1: ADRION UNESCO's sites

Country	Country Unesco's Sites
Albania	2
Bosnia Herzegovina	2
Greece 1	19
Croatia	7
Italy*	23
Slovenia	3
Montenegro	2
Serbia	4
	62

Source: Roadmap for the Adriatic-Ionian Region, 2018

Among the ADRION tourist resources, there are also varied and important enogastronomic and folk craft heritages. Most of the area's region have in fact a long culinary tradition and in some case the typical products (agricultural and crafts) originate an important domestic tourism flow.

The extraordinary environmental ecosystem and cultural heritage of the ADRION area suffer of two opposite and different problems: in some coastal spots, it's subject to an excessive pressure applied by the same tourism settlements; in some other parts of the areas, minor destinations, the natural and cultural heritage is not yet enough enhanced, sometimes not easy to reach (no public transport or enough road sign) or closed to the public visit, other times lacking of "light" infrastructures (signalled path, info point, etc.) and those specialized services necessary to satisfy not organized vacationers (individual) and some specific market niches (active tourism) like hiking, trekking, horse-riding or biking travelers.

2.2.6 Research and innovation

The area is struggling towards building up efficient research and innovation systems. R&D intensity is overall growing (about 0.75% in Croatia, 2.47% in Slovenia, 1.25% in Italy, 0.60% in Greece and an average of 0.3% in IPA countries) but efforts are still needed to enhance R&D investment (particularly business investments, to build up capacities in key technology areas and to improve international competitiveness and trade by producing more technology-intensive goods oriented to both the domestic and foreign markets. Due to the need of opening markets to more competitive and innovative models, especially to face crisis' effects, it is necessary to develop policies fostering research and innovation and give priority to investments in firms directly linked to R&I.

Cooperation schemes between territorial institutions, business sector and universities, technological institutes, technological parks, research institutes need to be supported, while systemic cooperation between research and private/public companies should be reinforced. Supporting structures such as incubators and cluster systems have to improve technology cooperation and know-how between SMEs. Strengthening knowledge information society and the development of ICT can also contribute to meet development objectives related to research and innovation.

2.3 Analysis of the tourism product of the Region

The services provided into the site for both the residents of the place and also the visitors, are part of the visit experience. Likewise, a combination of products and services can also form a part of the place image. This combination of natural product and services offered by the site, but also the ideas that are transferred to residents, entrepreneurs and visitors, are structural components of the experience offered (Goodwin, 2011). And this experience is to be found in this stage of the proceedings (Kolb, 2006: 10).

For the architects and designers of a destination marketing plan, it comes down to "deconstruct the experience" into individual components (Kotler et al, 1993: 47). These components can be divided into the following three categories:

❖ Core Product
❖ Supporting product
❖ Augmented product

2.3.1 The core product

The **core product** can be defined as the basic feature-stimulator that encourage tourists to visit one place. Examples of such products can provide a range of aspects including tourist

attractions, cultural institutions, historic monuments and any archaeological sites, sporting events and unique shopping opportunities.

Core Product	Questions to be answered	The route
Touristic attractions	Which are the touristic attractions of the area?	Quiet and unexplored beaches, away from overcrowded and noisy seashores. Untouched and unspoiled landscapes and wildernesses which are found in a high altitude (not the usual profile for a destination) A wealth of hiking paths, completely penetrating the entire area Alpic scenery and stunning beaches within walking distance- a diversity of landscapes Numerous traditional and cultural features, accompanied by local gastronomy
	What type of people are attracting?	People who want something different from the all-time classic (and well established in Greece) sea and sun during their summer vacation, preferring something more mild blending with the feeling that they discover something new. According to INSETE (2021) it is a destination that attracts mainly young couples and families
	Are our tourist attractions in a good condition?	1) Some of the roads leading to the aforementioned parts are in bad condition (kymis-aliveriou.com, n.d). 2) The beaches are mostly organized whereas navigating through the hiking paths, a local guide is essential. Notwithstanding, they are all clear and in good condition. 3) Most of the traditional local houses of the area are renovated with a glistening exterior.

	Can their image be better preserved and updated in order to attract more visitors?	1) The overhaulment of the local road network will also lead to an improvement of the projected image of the entire region. 2) Concerning the physical environment, they are mainly intact landscapes without a trace of human intervention. Because of this, no further upgrade of their image, other than those listed before, is required.
Cultural and nonprofit attractiveness	Does the area includes theatrical and musical groups?	A wealth of cultural entities
	Are there any touring troupes that give performances in the public?	Especially during the summer months are found in almost all the villages of the region, shadow play performances
	Are there any cultural associations that have actions that can participate and tourists?	Yes, after communication with the events communication managers
	Are there some existing musical, ethnic or cultural festivals that can be attractive to tourists?	They are mostly identified during the summer months, especially in August.
	Do schools and Universities in the region run any kind of plays or concerts?	Nothing relevant to that has not been identified
	Are churches and libraries in the region more "visible" in any way ?	Apart from the churches, a similar thing for libraries has not been identified
Historical monuments and archaeological sites	Does the region features any archaeological sites?	Yes, a wealth of them
	Are there any prominent historical monuments or cemeteries?	An abundance of historical monuments (from every historical period) has been observed in the area.

	Are we known for a particular historical event?	The founding of the first colony of the ancient Greeks in the West, Pithicousa (modern day Napoli, in the Italian Peninsula)
	Are we home to any popular-renowned person?	Thiva is the birthplace for the world-renowned mythological hero Hercules (to whom this cultural route is being dedicated to)
	Is our past well preserved on the facades of buildings?	A distinctive and special architectural style was identified in the exterior of the buildings, which transmutes all the different aspects of the tradition and history
	Do we have a museum?	Yes
Entertainment and nightlife	Do we have a vibrant night life?	The area has no particular nightlife, apart from summer months
	Are we known for a certain kind of entertainment?	Anything relevant to that has not been identified
	Do we offer a variety of entertainment places that are focused on a particular lifestyle?	Plenty of entertainment places available, but no emphasis on any particular lifestyle (especially something extinguished where the core product of the place can be built upon)
	Do we provide and offer entertainment that is appropriate for the needs and requirements of a family?	Most restaurants and taverns which were detected, are located near major squares and playgrounds, thus providing plenty of space for families with young children
Sports	Do we have any local premier class team?	Yes
	Do we offer sporting activities in which tourists can also participate?	There are many basketball tournaments 3x3 and football teams during July and August, in beautiful areas near rivers and completely covered with trees.
	Is the area generally known for a certain type of sporting activity?	Mainly due to the above, the area "specializes" in basketball and football

Shops	Do we offer a variety of retail stores?	The area in order to serve mainly the residents, has a sufficient number of these stores, the majority of which lies in the cities and the main villages of the region
	Do we give the opportunity to tourists to purchase unique crafts?	There are some local craftsmen, spread through the villages of the Municipality and offering this type of product
	Do we have shops offering antiques and used books?	There are many antique shops in the area. There are also book bazaars which are held every year during the summer months

2.3.2 The supporting product

The **supporting products** are the set of additional services that can manage to create a pleasant mood to the tourist during his visit, but cannot form themselves an incentive to visit. Depending examples of these products may be, souvenirs, guided tours and excursions, restaurants, accommodation, transportation and emergency services.

Supporting Products	Questions to be answered	The route
Souvenirs and guided tours	Are there any products which are linked to specific interests of the tourists that are visiting the core product?	Provided that the core product consists of local gastronomy and locally produced products (figs, oil, wine), a plurality of additional items (packaged and processed figs, marzipan sweets, wine, olive oil) is identified
	Are there any local souvenirs from the major cities or nearby villages?	Relevant shops have been discovered in the main square of local villages and in the major ports of the Region
	Are there any guided tours that match a specific market group of tourists?	Guided tours and excursions in the mountainous regions of the area are organized frequently by the Greek Mountaineering Association. They address mostly adventure lovers with an interest in hiking and authentical experiences
Restaurants	Do we offer a variety of different types of restaurants with different menus?	There are mostly traditional taverns and restaurants, offering traditional food from local cuisine. There are no special menus for vegeterian or vegan

	Are our restaurants clean and tidy?	All of the restaurants and taverns are in an excellent condition
	Are they located in easy-to reach places?	Mainly they are located on the coastal road, but also scattered in the mountainous villages of Local Municipalities. Regarding those of the coastal road, there is no issue of accessibility. However, in order to have access to restaurants of mountain settlements, it is necessary for the visitor to acquire a tourist guide
	Are their open hours aligned with the needs and habits of tourists?	After asking many local citizens and entrepreneurs, there is no timetable to meet visitor needs
	Do we offer a warm welcome to tourists?	Taking into account that many of the tourists replied that they enjoyed a very warm welcome in everywhere they go, the answer to this question is affirmative
Accommodation	Do we have a sufficient variety of hotel accommodations to meet the numbers of tourists?	Yes, enough to accommodate tourists arrivals
	Does the price range correspond to what tourists expect?	Based on comments, reviews and articles by travel websites and social media, the prices are considered to be mostly affordable, taking also into account the quality of services that is provided in each occasion
	Are the facilities clean and tidy?	The comments from visitors praised the cleanliness, helpfulness, kindness and hospitality they received from where they stayed (booking.com, 2021; trivago.com, 2021)
	Are they located in easy-to reach places?	The majority of them are stationed in the major tourist cities of the Region and alongside the key ports
	Are they hospitable and welcoming?	The comments from visitors praised the cleanliness, helpfulness, kindness and hospitality they received from where they stayed
Transports	Is there any available transportation from the airport, bus station or parking facility to the city center and hotels?	There is "Evia shuttle" application for picking tourists from hotels in Evia.
	Do we provide local transportation so that tourists can easily visit the tourist attractiveness of the area and any local events?	The area lacks Urban Transportation and while transfers by bus service, are considered to be inadequate regarding the frequency of their routes

Other relevant services	Do we have car rental services?	Something relevant has not been identified
	Can we offer to visitors instant car repairs?	Apart from local garages and body shops, something relevant to that has not been identified
	Can we offer medical care in cases of emergency to tourists?	Such services can be provided in the major hospitals of the area (Medical center)
	Do we offer nursery services in the hotels?	Only major hotels offer such relevant services
	Do we have tourist information centers? Are they sufficiently manned and equipped?	Yes

2.3.3 The augmented product

The **augmented product** is substantially the "packaging" of the two aforementioned products. This is the natural environment, in which roads included, the paths (and the streets), buildings, hospitality, friendliness and atmosphere of residents and finally the general sense of security that the potential tourist wishes to feel upon visiting any destination.

Augmented product	Questions to be answered	The route
Roads and sidewalks	Are our roads clean and uncluttered?	The Cleaning Crew of the Local Municipalities adequately cleans all the major cities and communities of the area. Nevertheless, it is worth noting that during the summer months (when the area receives large numbers of tourists, an accumulation of waste in most settlements of the region is observed
	Do we polish our sidewalks frequently and carefully?	Yes. However, all of the traditional cobble streets present a clean and tidy image
	Do we have an adequate number of street lighting lamps? Are they attractive and elegant?	In the main arterial roads all the major cities have an adequancy in terms of the amount of lighting during night and the attractiveness of the lighting lamps. Likewise, sufficient lighting lamps exist within settlements as well. In these places however, the visitor would adress the "traditional" wooden lighting columns
	Do we have a sufficient number of benches?	Yes
"Live" heritage	Is our place, home to any specific religion or ethnic group?	Apart from the prevailing in the Balkans Orthodox Christianity, there are also Catholic, Protestant and Jewish temples in the Region

	Do the people living in the area have a particular local dialect and do they exhibit unique folk customs based on their cultural heritage?	Local inhabitants of the region and more particularly the elderly, present a distinct dialect.
Road equipment	Are the waste bins in good condition, and are they emptied regularly?	The waste bins are mostly in a clean and tidy condition. Nonetheless, as it was stated before, that during the summer months (when the area receives large numbers of tourists, an accumulation of waste in most settlements of the region is observed
	Do we have free wifi hot spots?	Yes, in specific points at the major cities of the region
	Do we acquire elegant traditional fountains with drinkable water?	All the villages that are located in the mountains, present this type of road equipment
Infrastructure	Are our buildings well preserved and in a good condition?	Concerning the condition of the buildings in the area, there is a contradictory image. Many of them are well preserved and renovated with elegant appearance and emphasis on traditional elements. There are others however, which present a very dilapidated image, being abandoned by the public authorities and their owners
	Do we have a sufficient number of green spaces, statues, and an overall architecture of the landscape?	Due to small size of the agglomerations and the traditional fabric of the settlements (extending along the roadway and surrounding central squares) no specific landscaping is observed
	Are the street names clearly written?	The name of the (central) routes are clearly and transparently written
	Do we have signage for the buildings that present historical value and significance?	The label for buildings of historical importance is once again evident and clearly written
Shops	Are the storefronts clean and tidy?	All shops (both those that are located on main roads, and those within settlements) have a clean and elegant external image
	Is the content of the strorefront attractive?	Mostly all of the shops (especially the ones which are located in the traditional villages or in the harbors), possess alluring storefronts with emphasis on traditional elements
Safety and security	Is the policing in touristic areas sufficient enough?	The Police Stations have many shortcomings being inadequate manned
	Are signals indicating safety visible ("the space monitored / protected") ?	In every shop/hotel/restaurant that acquires this thing, such label is not visible enough

Local people	Are locals friendly and hospital towards tourists?	The comments from visitors praised the cleanliness, helpfulness, kindness and hospitality they received from where they stayed
	Are employees in stores courteous and ready to assist visitors in any questions concerning the city?	The responds from visitors and tourists praised the gentility and serviceability of employees in shops, hotels and restaurants
Parks and hiking paths	Is any information regarding them, visible enough to tourists who want to use them for gymnastics (running, yoga, etc)?	Nothing relevant has been identified
	Do we offer bike hire services?	Yes
	Do we offer boat hire services?	Yes
	Do we have playgrounds for kids?	There is always a playground near the main square of every settlement in the area
General	Do stray animals consist a problem?	No (dangerous) stray animals were identified in any village of the area
	Is the signage sufficient enough to help tourists navigate through the area and the main villages?	The signage is plentiful and satisfactory in terms of navigation
	Is there adequate signage in order for the visitor to move in major roads, but also to arrive at the airport or the bus station?	This particular marking is considered to be sufficing

2.4 Value of the cultural route[1]

ADRION Region in its whole possesses a wealth of cultural sites, enough to contribute to its significance as an important heritage place in general. The following two sections will aim to evaluate the region's magnitude on a local, regional, national and international level by applying Orbasli's template of values, and to further examine whether are some other, wider values to be assessed.

Value	Significance				Evidence
	Local	Regional	National	International	
Age & rarity			✓	✓	The prehistoric city of Manica (part of modern day Chalkida), is believed to be the oldest and biggest (at that time) city in Europe, and also the first one to be established in modern day Greece (Katsos, 2016). Covering a total area of 1600 acres, reached its greatest prosperity during the third millennium B.C (Kytinou, 2013).
Architectural		✓	✓	✓	1. Among the region's heritage cites, is the Church of Saint Paraskeui. The structure in general, is aging almost 1500 years, as it was first founded as a temple to Olympic Zeus (Kytinou, 2013). Following the different occupations of the city of Chalkida, was transformed each time to an Orthodox Church, a Dominican Monastery, a Catholic Church dedicated to the Virgin Mary and an Ottoman Mosque respectively (Kytinou, 2013). Each one of these civilizations indelibly left its distinctive mark upon the building frame, boosting the site's regional and national prestige (Papadopoulos, 2015). 2. In the city's (Chalkida) touristic guide, which was produced and designed by Katsos (2016), it is stated that during medieval times the city's walls had mills based in the concept of the Roman architecture Vitrunius, in order to take advantage of the tidal flow. They operated for almost 4 centuries. Though

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[1] Due to lack of sufficient data from other partners, this matrix will have as its primary base, the case of "Hercule's route", and therefore the island of Evia

Value	Significance				Evidence
	Local	Regional	National	Internationa	
					those mechanisms still exist, they were cemented in order to construct a road along the seashore. According to the same document, this uniqueness is international.
Artistic	-	-	-	-	
Associative		✓	✓		Almost all of the heritage sites that are spread in the island, constitute a testimony of the diverse civilizations that inhabited Evia. Each one of the these, is also associated and reveals the history of Greece as well, over the centuries (Lois, 2016)
Cultural		✓	✓		Many of the museums spread throughout Evia are listed in Greece Heritage Site Map, meaning they present cultural heritage significance not only to the people of Evia island, but to Greece in general as well (dimoschalkideon.gr, n.d).
Economic	✓	✓			Despite the fact that once the cities of Chalkida, Karystos and Oreoi (modern day Istiaia) were major trading ports (especially for the Venetians and the Ottomans)-thusly presenting a valuable economic significance-today the island itself, lacks an identity that would distinguish it among its "rivals" (Katsos, 2018). Taking into account that it has not yet completely formed a strategic management plan for the island's heritage sites, it reduces further its economic impact, to local and regional level (Katsos, 2016).
Educational	✓	✓			The local authorities of the island's main cities have designed a website in which they have incorporated a wealth of resources, programs and activities regarding their cities' main historical sites (dimoschalkideon.gr, n.d). This also can be found in the websites of many local museums (medievalroutes.gr, n.d)
Emotional	✓				Regarding the employees that are working in the museums and heritage sites, it is common fact that they exhibit an emotional attachment to these places (dimoschalkideon.gr, n.d). The majority of the local residents

Value	Significance				Evidence
	Local	Regional	National	International	
					on the other hand, are completely unaware of the island's tangible heritage (Papadopoulos, 2015)., thusly reducing this aspect in local level.
Historic			✓	✓	Three main reasons why the region has such an important historical value. 1. Evia, and especially its capital, Chalkida, had enough naval strength and manpower to establish the first colony of Greece in the West, Pithicousa in 770 B.C (modern day Napoli, in the Italian Peninsula) (Kytinou, 2013). That's why according to Katsos (2016), the Romans initially called all Greeks as "Chalkidians" (the ones who live in Chalkida). This is considered to be a historic asset of national value 2. The alphabet that the people of ancient Evia had created, was delivered throughout their colonies in Italy to the Etruscans, around 8th century B.C. Over the centuries, the latter (who would form the Roman civilization) transform this alphabet and based on it they created what is today known as the Latin alphabet (Katsos, 2016; Kytinou, 2013). The conveying of Chalkidian alphabet (named after the most important city of the island at the time, Chalkida) in the West, is the most important cultural contribution of ancient Chalkida to the universal culture. 3. The first step towards a republic way of governance was created in Catania of modern day Sicily. Catani was a colony of Chalkida, and the man who wrote down the laws and policies towards this newly founded type of governance, Charondas, was a citizen of Chalkida. According to Oxford Classical Dictionary, Charondas, was the first European legislator (oxfordre.com, n.d). Evidence and aspects for all the above, can be found in the Chalkida's archaeological museum, exhibiting a wealth of items from this time.

Value	Significance				Evidence
	Local	Regional	National	International	
Landscape		✓	✓	✓	The unique landscape of the island, transfuse both a regional and a national prestige to the city. The fact that possesses the narrowest physical strait of the world, with an estimated length of just 39 meters (Chalkida.gr, 2012), further upgrades the significance of this landscape, into international.
Local distinctiveness	✓				Almost all of the heritage sites are spread into the entire breadth of the island, being at the same time recognisable by the locals (Lois, 2016).
Political	-	-	-	-	
Public	✓				A small amount (yet a respectful number) of the local residents associate the museums (especially the ones that are more recently created after renovating old industrial buildings) with the development of their local community (dimoschalkideon.gr, n.d)
Religious/ spiritual		✓	✓		As it was mentioned before, the Church of Saint Paraskeui is an exceptional early-Christian monument, dating back to the early Christian times. This is because, according to Kytinou (2013) and Katsos (2016) the first Christian folk of Chalkida (founded during 90 – 100 A.D.), needed a place to gather and undertake their religious activities.
Scientific			✓	✓	1. The tide mills in the medieval walls of Chalkida (based upon the concept of the Roman architecture Vintrunius), are a unique proof of a "primordial" usage of sustainable energy (Katsos, 2015). Although

Value	Significance				Evidence
	Local	Regional	National	International	
					those mechanisms still exist, and have been a research subject for both Greek and foreigner researchers[2], they still remain absurdly unexploited (Katsos, 2015).
					2. The tide of Evripos phenomenon, an "abnormality" that due to its uniqueness displays an international significance (Britannica.com, n.d.), has been studied from Aristotle times, who was the first one to provide an explanation to this (see chapter 3.3 for more information)
Social	✓				The museums of the island are a consistent and major source of employment for local people (dimoschalkideon.gr, n.d)
Symbolic		✓	✓		As it was aforementioned, each one of the heritage sites of Evia symbolise a different time (always accompanied with a different civilization) in history, which is associated to a wider extend with the history of Greece as well (Lois, 2016)
Technical		✓	✓		The bridge of Chalkida, located upon the strait, was firstly founded by the Eastern Roman Emperor Justinian around the 6th century A.D. Since then it was connecting the fortress of the strait with the mainland walls. The mechanisms used to made it retractable in 1966, were considered to be a big technological achievement in that time, and they are still a study object for many researchers (Katsos, 2016). The bridge in a wider term, is among the very few aspects that still exist from medieval times, incorporating within it, the history of Chalkida.
Townscape	-	-	-	-	

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[2] Among them, is according to Katsos (2015) the American Professor in the University of Washington, Pierre A. MacKay.

2.5 SWOT Analysis

The previous sections, as well as the previous deliverables of the project indicate that ADRION Region can establish itself as the new paradigm for developing sustainable tourism both in the Balkan area as well as the whole of Europe, as long as they take advantage of the strengths and opportunities found in their territory and find ways to mitigate the effect of various weaknesses and threats.

To articulate these factors in a more coherent way, the development the aforementioned cultural route can be strengthened by the presence of various natural & cultural resources of touristic interest that cover all aspects and thematic of SMART HERITAGE Project and are very difficult to find elsewhere in EU as a whole. Examples of such resources include the whistled language of Karystos (Evia), swimming in the wild forested beaches of central Evia, canyoning in Dimosari, eating traditional marzipan sweets, including the local baklava made from almonds, and enjoying the odours of the lush forests of Central Evia. Another strength of a cultural route development prospect has to do with the fact that the region is close to and easily accessible from all capitals of Europe. Finally, another strength is the fact that it has already established itself as an alternative tourism destination, especially to worldwide tourists.

Despite these advantages, the cultural route of the SMART HERITAGE Project has to address a number of weaknesses that have so far hindered its development. Primarily, despite the abundance of touristic resources, the internal road network of the region is not in good shape and reduces the accessibility of various locations for tourists. Furthermore, the shrinking population of the territory means that it is difficult to apply various types of innovation in tourism. Moreover, there are no major training initiatives designed to provide relevant tourism and sustainable tourism in general skills and competences to the personnel of the touristic sector. Likewise, the fact that some areas are alternative destinations has put the Region off-track for various categories of international visitors, thereby reducing the number of international arrivals in the island.

Last but not least, a disastrous series of events has been suffered in the island of Evia, during the catastrophic fires which took place in August 2021. The wildfires, entirely focused at the island's north part, completely evaporating 1/3 of Evia's forest land and green landscapes while marking a destructive blow at the island's vital sectors of hospitality and tourism.

To overcome these weaknesses, it is necessary to take advantage of current opportunities that have the potential to significantly facilitate the development of the cultural route in Evia. Firstly, alternative tourism tends to become mainstream especially among specific segments of tourism demand, such as millennials. Secondly, tourism based on the protection and valorisation of natural and cultural resources is a key priority of EU regional development

policies and, therefore, relevant initiatives and project have easier access to funding. Thirdly, Greek tourism in general, despite the fact of the overspreading covid-19 is on the rise again, with more and more international visitors including Greece in their touristic itineraries.

However, these opportunities will remain underutilised without countering threats to the natural and cultural resources of Evia. The natural heritage of Evia is under constant threat from seasonal forest fires, coastal seawater pollution, and the disorganised construction in natural & cultural heritage locations. Finally, it is necessary to consider the fact that several unique natural and cultural resources of touristic interest are facing complete extinction (e.g. the whistled language of Karystos).

Strengths, weakness, opportunities and threats for the development of a cultural route in the ADRION Region	
Strengths	**Weaknesses**
• Abundance of natural & cultural resources of major touristic interest. • Relatively well-developed research facilities in some countries • Well-developed innovative activities and practices in the area of cultural and creative industries • Good systems of product quality certification, good facilities and labs with international accreditation • The Region itself is an already established alternative tourism destination, especially to Greek tourists. • Appeal of the ADRION area which is essential for the tourism • Highly competitive regions • Positive results of policy support for businesses (business innovation and competitiveness) • Many protected areas ((NATURA 2000, areas of ADRION and global (UNESCO) importance)	• Bad shape of internal road network that reduces the accessibility of various locations for tourists. • Lack of innovative training initiatives for the tourism sector. • Some areas of the region are an off-track location for mainstream international tourists. • Limited Destination Marketing • 1/3 of the Evia's forests completely destroyed due to recent wildfire • Declining urban areas as poles for innovation • Low entrepreneurial skills and low knowledge about innovation • Green-house gas index much higher than the EU average • Insufficient development of renewable energy • Degradation of fragile areas, landscapes, notably coastal areas,

Opportunities	Threats
	eutrophisation and pollution of maritime areas
• Increasing popularity of alternative tourism, especially among millennials. • Tourism based on the protection and valorisation of natural and cultural resources is a key priority of EU regional development policies. • Partnerships and networks • Increasing numbers of international tourists travel • A general developmental opportunities plan in order to encounter the destruction of the recent wildfires and "rebuild" the north part of Evia island • High demand and prices might encourage re-use and renovation of existing building stock • Increasing awareness especially among the younger population • Preservation/renovation and reuse should take precedence over new construction	• Seasonal forest fires & coastal seawater pollution. • Inefficient management of natural & cultural heritage locations. • Rising international competition • Increased human use especially of the coastal and marine space for recreation, housing, transport and fishing/aquacultures; • New emerging com[etting markets in the area (Spain, Turkey, Cyprus, Egypt)

3. Using Brand for Attracting Tourists

In light of the aforementioned extensive product analysis of the route, and taking into account the whole structure of the situation analysis, the identification of the attributes defined by the uniqueness of the product will now be formulated upon the template offered by Benetatos et al (2004) and Kotler et al (1993).

3.1 Unravelling the brand identity

Who we are? A thematic cultural route, incorporating towns and cities which have rich natural beauty, interesting architecture, great history, valuable cultural elements, adequate infrastructure for tourist accommodation and the birthplace of many historic personalities.

What do we offer? Strikingly beautiful natural surroundings, traditional architecture, buildings, archaeological sites, festivals and other local events in the summer.

3.2 Finding the potential target market

Whom we target? The main markets based on the number of visits have been identified as follows:

- ➢ USA
- ➢ France
- ➢ Germany
- ➢ United Kingdom

Despite the categorization based on the country profile, there will be also a market segmentation based on the needs and the preferences of the potential visitors.

Taking into account the aforementioned extensive analysis of the tourism product of the cultural route as well as the Region in general, there have also identified another 3 specific target groups:

- ✓ Families with children, who love history, traditional local architecture, romantic mood created by the natural environment, folk festivals, friendliness of residents and mythological routes based on legendary heroes (such as Hercules)
- ✓ The "experience seekers", the adventurous type of international travelers, who seek authentic personal experiences and enjoy participating in activities during their

holidays. People who are seeking to be involved in authentic experiences in the unspoiled natural environment and the various landscapes that the ADRION Region possesses.

For a detailed analysis of the identification of target audiences, please refer to chapter 1.1 on Part B' of this document.

3.3 Articulating the Vision

What we want to achieve? The promotion of the cultural route to specific target markets and its establishment to the eyes of potential visitors.

Attracting families and "experience seekers", foreign and domestic, who want short, but different and memorable getaway from the daily routine and monotonous residential landscape of urban centers, in small and quiet "anxiolytic" towns with intact stock of traditional dwellings blending harmoniously with the surrounding green space, creating nostalgia and offering alternative entertainment and recreation activities.

How do we get there? To achieve the vision described above, specific objectives are analyzed the recording and the documentation of which, are listed below:

Diffusion of the benefits from tourism development: This can be achieved through a greater decentralization in order for jobs and services to be created for the convenience of local residents. All based around the concept of the cultural route.

Exploiting comparative advantages in each Regional Unit and Municipalities: An important effect that has emerged through the field of research and suggested here is, to enhance the traditional local events and festivals in order to be known by the general public. Through them will be highlighted the uniqueness of each region, which is expected to attract visitors and yield economic benefits and social benefits from the protection of the proximal environment (grooming, etc.) of the area.

Improvement of transport accessibility and the road network of the area: This can be done by individual measures, such as upgrading the network of the road system throughout the region. Likewise, it can also be done by the further and more efficient use of maritime connectivity with the islands of North Aegean Sea and the ports of Northern Greece (Kavala, Thessaloniki, etc.).

Utilization and promotion of existing cultural heritage: This will be done by reusing abandoned traditional buildings and preserving by the local authorities of the municipality the building stock of the area, in order to further promote the historical image of the area and attract cultural tourism. For this purpose, the area has within its cultural quiver a wealth of traditional buildings of local and hyper-local importance.

Improvement of landscape aesthetics throughout the areas that the cultural route spreads: Towards this direction can help imposing adjacent building terms as those applicable to other traditional villages (single coverage roofs, specific shades of color, etc.), as well as incentives or regulations to prevent or prohibit respectively, replacement of traditional buildings with "anonymous" and modern ones. Also important will be the benefit from the use of European initiatives and programmes (Leader, National Strategic Reference Framework, Interreg etc). Through these programs distinctive monuments are being emerged across the region, such as bridges, springs and hiking paths.

Protection and resilience against natural disasters: Bearing in mind the catastrophic wild fires of August 2021, that vanquished nearly 1/3 of Evia's natural forests, this can be done with land reclamation, and stricter control mechanisms for projects which are undertaken in the region, with the main aim not to pollute the environment and do not create nuisance to residents and visitors.

Integration of the cultural route in a wider tourist package: This will be done with special linkages to other thematic cultural routes, targeted marketing campaigns and proper goals to achieve.

Promotion of local products: The famous figs, the cocoon frames, and the superior quality of the wine and oil are the main local products a visitor can obtain. Their promotion in various ways, such as empowerment of women cooperatives, their promotion through tourist guides, selling them in crowded places of the region, is expected to help increase their sales and consequently the advertising of the area.

3.4 Setting up a unique branding strategy that will differentiate the tourism product of the destination from others

Branding strategies are the overall course of the country to achieve its set of goals. They should describe the methods, the time horizon and the allocation of resources to be used in order to achieve these goals (Benetatos et al, 2004: 172; Kotler et al, 1993: 95).

The development process of the marketing mix is unique for each site and essentially that lays the foundation for achieving the vision. The components of the marketing mix known as 4 P's are mentioned in the Product Price, Place and Promotion. In most cases, the strategy chosen consists of a combination of different strategies implemented in each of the model factors of 4 P's (Kolb, 2006: 92).

The following strategies will be based upon the template provided by Kolb (2006).

3.4.1 Product Strategy

Product Strategy, is the most important for sites seeking to develop a tourism industry. For places, the development of new products is not an option, since the product already exists. However, there are two approaches that can be used in this direction: the Differentiation and Product Expansion.

The first approach can be adopted, if the analysis of the current situation of the site has revealed that the basic product and the benefits the site offers are similar to those of competing destinations. In this case, marketers should focus on product differentiation the place that offers a unique experience. For example, if a city hosts an arts festival, which is similar to a competitive festival then the first city could be changed if connected the festival's history to ensure and promote the uniqueness of the event.

The second approach focuses on supporting the commodity of the development of supporting services and increased product that the place can offer and that potential residents / investors / visitors want. To be effective this strategy, the place must already have a fixed basic product able to exploit. Furthermore, it should be differentiated from those offered to competing sites.

Given the above analysis, the basic product of the route can now be described. This consists of traditional buildings that can be revitalized through their reuse, utilizing the rich cultural and historical stock of the area. This product may be unique in the region, but its capacity alone is limited and therefore not enough to attract visitors all year round. Therefore, the supporting product that is proposed has the aim to strengthen local events taking place during the summer months (folk festivals, etc.) and furthermore, the revival of other traditional customs in the remaining months of the year to support the interest of visitors to the area throughout the year. As for the augmented product, the natural environment and the friendliness and hospitality of the locals are the best representation for the region.

Therefore, the product strategy proposed is the Product Extension, which focuses on supporting the core product which will be done by the development of supporting services and the augmented product that the place can offer and the potential visitors want.

Core product: Renovated historical buildings of traditional architecture.

Supporting product: Local events that include the revival of traditional customs, and the hosting of nationwide events.

Augmented product: Natural environment and hospitality.

3.4.2 Price Strategy

Though it may be the easiest component of the marketing mix for a company, this does not apply to a destination marketing plan. There are three price strategies which a site can use to attract target markets. These are: competitive pricing, prestige pricing and promotional pricing.

Competitive Pricing (Competitive Pricing) This approach can be used where it is found that the benefits offered by the site are similar to those offered by a larger, better known, and therefore more expensive destination. In this case, marketers, should promote the place as a destination that offers the same benefits, but with lower costs of competing destinations.

Pricing prestige (Prestige Pricing) The strategy encouraged the site operators to raise their prices to higher levels of business in competitive areas. This theory forward candidates 'consumers' an image of superior quality site and product exclusivity, service and consequently experiences. Usually directed to high economic level consumers.

Promotional pricing (promotional pricing) With this strategy the values selectively lowered in order to attract buyers. The marketers use this approach in order to attract visitors who will not be visiting the city differently. This process takes place during the periods when the tourist traffic is reduced, while prior consultation with the trade to reduce prices on products and services.

ADRION Region, as a whole, cannot be considered as an expensive destination. This does not mean that low prices reduce the quality of services or products. It is worth noting that the cost of tickets to cultural sites, is minimal or zero. Exceptions are found in the taxi fare (fixed high prices, without using a taximeter) and retail prices of local products.

Therefore, the strategy of the Promotion Pricing is proposed, with the aim to reduce the price of the tourism product of the Region during winter months so that visitors can be attracted all year round.

3.4.3 Place Strategy

Businesses use the Place Strategy, when the product is available in the best possible position trading for the client. This strategy has limited application to a destination marketing plan, as a place cannot be repositioned geographically. The use can be done to promote a site that offers the same experience with the most remote destinations focusing on lower time and cost expenditures for transportation.

3.4.4 Promotional Strategy

Promotional Strategy: is indicated when the place has a usable commodity and measurable reinforcement products in order to become a strong 'consumer attraction. The process should include the development of a suitable propellant message using the proper mind-blowing method and the appropriate selection media.

Firstly, there is a need to create an attractive promotional message informing the candidate inhabitant / investor / visitor about the benefits of the site. The message identifies the benefits in such a way as to attract the attention of the targeted market for the country. Moreover, the promotional method selected, or advertising (advertising), or sales incentives (sales incentives), or direct marketing (direct marketing), to transmit the message should be appropriate. To be considered successful promotional strategy, must have the right message with the right promotion and the use of appropriate media.

Now, the strategy could focus on how to promote the site in the selected groups. This should include the development of an appropriate promotional message, using the right promotional method and the appropriate choice of media.

Promotional Message: "At the birthplaces of heroes, we connect you with European experiences"

According to Wooside (1990), advertising is the main factor to support the image of a region. The most important distribution channel of the product "cultural route" is currently broadcasting by the regular "word of mouth". People originating from the area yet living in other Cities advertise their homeland to stakeholders. The proposed ways to be used in order to promote the region are summarized as follows:

✔ TV. The direct transmission of information alongside with the image and high rates of follow-up, are making it a highly effective tool for the promotion and projection of the area.

✔ Radio. The use of radio may have a pretty good acceptance, spurring interest and curiosity of candidate tourists that after listening to the message, they will try to gather additional information for this destination.

✔ Newspapers-Magazines. Judging by the steady readership of newspapers and magazines (mainly newspapers and specialized tourist magazines), a good view of the product through them can be expected. Moreover, an adoption of a tourist guide is proposed.

✔ Social media. People that have already visited the area, will share with other users their stories and experiences through photographs and videos, in social media accounts.

✔ A mobile app. The usage of this tourism application, will be the linkage that will connect tourists with the area and the cultural route specifically.

3.5 Monitoring-Evaluation

Evaluation, which also consists the last stage of the drafting process of a destination marketing plan, includes the analyzing of the results in order to evaluate the profitability of the project. It is examined whether the main objectives were successful in completing the main vision (Holloway and Robinson, 2003: 348-349 Morrison, 2001: 608).

For the case of this cultural route, the following recommendations are being suggested:

✔ A presentation of an annual comprehensive report by the municipal authorities for residents, stating the achievements of the project, and the failures in the approach of certain objectives along with their possible causes (Something that is also recommended by Kotler et al, 1993: 97-98). Such action would strengthen the participatory process (Goodwin, 2011).

✔ Proper cooperation of Regional and Municipal Services.

✔ Support and staffing of the Regional Committee of Tourism.

Likewise, Member States of the Adriatic and Ionian Region are recommended to further develop monitoring mechanisms to gather data on tourism numbers, tourism management and tourism offers related to this Cultural Route. They should also collect information on legislative frameworks for the best management of tourism. "C onnectimg the faces of Europe" cultural route should gather all data and made available the information on the monitoring mechanisms. It should also develop guidelines on the monitoring mechanisms for the further use of the Cultural Routes. Cultural Routes should exchange best practices and lessons learnt on how to measure the impact of tourism and how to ensure sustainable tourism. In this framework, the information should be widely disseminated and made available to all interested stakeholders. A monitoring system of the presence of Cultural Routes in the macro-region should be put in place:

Stakeholders from the Adriatic and Ionian Region should gather data on the implementation of Cultural Routes, e.g. on members of the respective Cultural Route, through a survey undertaken in the framework of this cultural route. This helps better measure the implementation of Cultural Routes and to close macro-regional gaps such as under-represented members and stakeholders. The regular evaluation cycle of the Cultural Routes should include a chapter a macro-region specific chapter.

PART B' – Creating the communication plan of the route

1. Communication strategy

The route's communication plan and the respective communication strategy and objectives include the analysis of the audiences, the message to be transmitted and the delivery means (Internet, printed material, press releases etc.) that will be used to reach the target groups and achieve the relevant objectives, as well as the specific action plan to be followed along with specific timetables, budgets, and actors involved. Information about the project will be provided through the SMART HERITAGE website, within the ADRION programme web-portal, whilst informative material in printed and electronic form such as brochures, newsletters, etc., will be produced and distributed during major project events and through the participating partners in all relevant stakeholders. The route will also set-up virtual and physical Exhibition Centres, a Multilingual Web Platform and a general Map of the Route, all part of its demonstration actions. Finally, the project will organise regional conferences, study visits, seminars and will also participate to international exhibitions in order to promote the ADRION destination. All partners will be involved in the communication and dissemination activities either by coordinating conferences or by undertaking specific actions in the international conferences and common dissemination activities.

The communication plan is an important tool for the Project as it will not only diffuse the project results, but it will also sustain them. A good communication strategy will also activate all stakeholders to a higher degree, both direct and indirect, as well as provide a compass for all those people who are directly involved in the project implementation. Drawing attention to the project activities and results motivates people and leads to better project cooperation.

The strategic goals of the communication strategy are:

1) Raise awareness for the project

→SMART HERITAGE - Sensory Branding for ADRION Tourism

2) Increase knowledge on the topic of the project

→ Destination management and marketing based on the cultural heritage

3) Influence attitudes towards the proposed approach

→ Use sensory marketing to promote the ADRION destination

4) Achieve multiplier effects of the project's outcomes

→ Adoption of the developed brand, marketing approach and outputs.

1.1 Identification of target audiences

Any individuals, groups of people, institutions, organizations or firms that may have a significant interest in the success or failure of the project SMART HERITAGE (either as implementers, facilitators, beneficiaries or adversaries) are defined as stakeholders. A basic premise behind stakeholder analysis is that different groups have different concerns, capacities and interests and that these need to be explicitly understood and recognized in the process of problem identification, objective-setting and strategy selection.

Based on the objectives of SMART HERITAGE, stakeholder groups that will be targeted by the communication strategy concern twelve (12) target groups and target values:

A/A	Target Group	Description	Target Value
1	Local Public Authorities	Municipalities and other local and district level public institutions.	20
2	Regional Public Authorities	Regional public entities and agencies, especially related with cultural heritage.	5
3	Sectoral Agencies	Development agencies and agencies especially related with cultural heritage.	5
4	Interest groups including NGOs	Stakeholders in cultural tourism, directly included in project by activities of training and promotion of cultural heritage.	100
5	Higher education and research	Universities, research centers and other higher education organization involved in cultural heritage.	5
6	Other	Tourist interested in cultural tourism visiting all common cultural heritage assets, and local inhabitants, journalists, bloggers etc. to participate in training.	5.000

1.2 Stakeholders Analysis Matrix

In the following matrix, a per-region stakeholders' analysis is implemented aiming at identifying the basic characteristics of each category, their importance for SMART HERITAGE and the specific communication actions that will be undertaken within each category.

The key questions asked by stakeholder analysis are therefore "Whose problems or opportunities are we analyzing" and "Who will benefit or loose-out and how, from a proposed project intervention"? The aim is to help maximize the social, economic and institutional benefits of the project to various target-groups and ultimate beneficiaries and to minimize its potential negative impacts (including stakeholder conflicts).

The main steps involved in stakeholder analysis are:

1) Identify all those groups who have a significant interest in the project SMART HERITAGE;
2) Investigate their respective roles, different interests, relative power and capacity to participate (strengths and weaknesses);
3) Identify the extent of cooperation or conflict in the relationships between stakeholders;
4) Interpret the findings of the analysis and incorporate relevant information into the Action Plan, to help ensure that relevant and proper dissemination actions are formulated to meet the specific communication needs of these audiences.

There is a variety of tools that can be used to support stakeholder analysis. In SMART HERITAGE Communication Plan the Stakeholder Matrix has been used. Stakeholder analysis has been conducted on a per-country basis by first identifying the relevant to SMART HERITAGE stakeholders within each country and region and then extracting the Stakeholder Analysis Matrix.

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➤	**Local Public Authorities**			
1.	**8 Municipalities of Evia (Greece)** 1. Chalkida 2. Dirfis – Messapia 3. Eretria 4. Istiaia – Aidipsos 5. Karystos 6. Kymi – Aliveri 7. Mantoudi – Limni – Agia Anna 8. Skyros ✓ Local Authorities ✓ Local policy makers ✓ Action Plan implementation ✓ Funder (limited)	• Promote local tourism and local tourism resources • Implement and support initiatives for the promotion of tourism • Interest in added-value programmes with limited funding	• Political influence • Decision-making power at local level • Enhancement and promotion of local natural and cultural heritage	• Raise awareness through conferences, public consultations, articles and publications, meetings • Engage them to act as ambassadors of the project • Mobilise local stakeholders to influence them
2.	**16 Municipalities (Italy) / 14 of the Union of Mucicipalities of the Romagna Forlivese** 1. Municipality of Forli 2. Municipality of Gerace 3. Municipality of Bertinoro; 4. Municipality of Castrocaro Terme e Terra del Sole,	• Develops local tourism development policies	• Political influence • Decision-making power	• Involvement in the project issues

	5. Municipality of Civitella di Romagna; 6. Municipality of Dovadola; 7. Municipality of Forlimpopoli; 8. Municipality of Galeata; 9. Municipality of Meldola; 10. Municipality of Modigliana; 11. Municipality of Portico and San Benedetto; 12. Municipality of Predappio; 13. Municipality of Premilcuore; 14. Municipality of Rocca San Casciano; 15. Municipality of Santa Sofia; 16. Municipality of Tredozio ✓ Local Authorities ✓ Local policy makers ✓ Action Plan implementation ✓ Funder (limited)			
3.	**Culture and Tourism Department of the Municipality of Forlì (Italy)**	• Promote local tourism and local tourism resources • Implement and support initiatives for the promotion of tourism • Interest in added-value programmes with limited funding	• Political influence • Decision-making power at local level • Enhancement and promotion of local natural and cultural heritage	• Raise awareness through conferences, public consultations, articles and publications, meetings • Engage them to act as ambassadors of the project • Mobilise local stakeholders to influence them

4.	**42 small Municipalities of Locride area (Italy – Reggio Calabria)** Local Association of municipalities of Locride Area ✓ Local Authorities ✓ Local policy makers	• Increase the tourism in the territories, especially in the small historical villages of Locride area; • Promote local tourism and local tourism resources; • Interest in added-value of territorial cooperation programmes as Interreg.	• Local political decision makers • Valorisation and promotion of local cultural heritage for implementing the tourism flows. • Increase the local skills about touristic and cultural services	• The local public Authorities can help the involvement of local stakeholders and touristic operators; • The local Authorities can contribute to engage the local community and support the cooperation with local touristic enterprises.
5.	**11 Municipalities (Bosnia and Herzegovina)** ✓ Herzegovina-Neretva Canton and West Herzegovina Canton	• Promote local tourism and local tourism resources • Implement and support initiatives for the promotion of tourism Interest in added-value programmes with limited funding	• Political influence • Decision-making power at local level Enhancement and promotion of local natural and cultural heritage	• Raise awareness through conferences, public consultations, articles and publications, meetings •
6.	**Municipality of Brisighella**	• Promote local tourism and local tourism resources • Implement and support initiatives for the promotion of tourism • Interest in added-value programmes with limited funding	• Political influence • Decision-making power at local level • Enhancement and promotion of local natural and cultural heritage	• Raise awareness through conferences, public consultations, articles and publications, meetings

7.	**4 Municipalities (Albania)**
	
	1. Municipality of Malësi e Madhe
	2. Municipality of Shkodra
	3. Municipality of Tropoja
	4. Municipality of Vau-Dejës
	
	✓ Local Authority
	✓ Local policy maker
	✓ General Local Plan maker/implementing
	✓ Local tourism sectorial plan maker/implementing
	✓ Funder
		• Creating Local Sectorial Plans at the local level (tourism, agriculture, environment etc.),
		• Can orient investments on tourism, infrastructure and cultural development.
		• Develops the local and national touristic brand.
		• Promotes investments concerning the tourism sector.
			• Tourism sector, as an economic development opportunity, and source of employment and investments.
			• Large field of action on decision making on their territory regarding tourism. support the investments,
			• Help on tourism development, promotion, enhance destinations experience
			   The financial resources of the municipality are very limited.
				• Organize consultations on possible tourism developments.
				• Organize awareness meetings on the project.
				• Keep informed on the project activities.
				   • Involvement in the project events.

TOTAL		87 Local Public Authorities		

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
•	**Regional Public Authorities**			
1.	**Region of Sterea Ellada (Greece)** ✓ Regional Authority ✓ Regional policy maker ✓ Action Plan implementation ✓ Funder ✓ Managing Authority of European Structural and Investment Funds (OP Sterea Ellada)	• Develops and implements regional tourism development policies • Manages / implements operational programmes that include interventions in the field of tourism and destination management	• Political influence • Decision-making power • Financial resources • Enhancement and promotion of regional tourism	• Raise their awareness through conferences, public consultations, articles and publications, meetings • Directly involve RSE to project activities • Mobilise regional stakeholders to influence them
2.	**Regional Units of the Region of Sterea Ellada (Greece)** • RU of Evia (Euboea) • RU of Boeotia (Viotia) • RU of Eurytania • RU of Phocis • RU of Phthiotis ✓ Administrative part of the Region ✓ Geographical responsibilities	• Implement policies in RU level • Participate in relevant bodies and groups • Specialise the Regional policies (incl. tourism)	• Political influence in local level • Political influence in regional level • Need to produce results in their respective regions	• Raise their awareness through conferences, public consultations, articles and publications, meetings • Directly involve to project activities • Mobilise regional stakeholders to influence them

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
•	**Regional Public Authorities**			
3.	**Regional Union of Municipalities of Sterea Ellada (Greece)** ✓ Official platform of the Municipalities of the Region ✓ Member of the National Union of Municipalities	• Promote regional development through coordinated local policies • Interest in tourism & culture	• Union of local authorities with direct interest on project results	• Raise awareness through meetings, consultations and involvement in events
4.	**Emilia-Romagna Region – Tourism, Commerce and Sport Dpt** □ Regional Authority □ Regional policy maker □ Action Plan implementation □ Funder ✓ Managing Authority of European Structural and Investment Funds	• Develops and implements regional tourism development policies • Manages / implements operational programmes that include interventions in the field of tourism and destination management	• Political influence • Decision-making power • Financial resources • Enhancement and promotion of regional tourism	• Raise their awareness through conferences, public consultations, articles and publications, meetings • Mobilise regional stakeholders to influence them
5.	**Province of the Forlì- Cesena**	• Promote local tourism and local tourism resources	• Political influence • Decision-making power at local level	• Raise awareness through conferences, public consultations, articles

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
•	**Regional Public Authorities**			
		• Implement and support initiatives for the promotion of tourism • Interest in added-value programmes with limited funding	• Enhancement and promotion of local natural and cultural heritage	and publications, meetings
6.	**Province of Gerace (Italy)**	• Develops local tourism development policies	• Political influence • Decision-making power	• Involvement in the project issues
7.	**Regional Communication Authority of Operation Regional Programme 2014-2020** **Representative of Regional tourism department**	• Improve the development of local actions for valorising the regional cultural heritage • To implement the cultural regional development policies • To implement the cooperation at local level for realizing in better way the operational programmes actions in the field of culture/tourism	• To improve regional cultural tourism • To implement the Regional Operational Programme 2014-2020 and 2021 -2027 • Financial resources	• Improve their awareness through conferences, meeting and communication events; • • Improve their awareness about the opportunities in the field of cultural tourism.
8.	**County of Shkodra and Kukës (Qarku) (Albania)**	• The development of the project could help on the	• Interested on tourism sector, as a	• Organize awareness meetings on the project.

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
•	**Regional Public Authorities**			
	✓ National Authority ✓ Policy Maker ✓ Funder	drafting of the Sectorial Plans at the county level (tourism, agriculture, environment etc.), so can elaborate interventions plans in all fields of tourism. • Develops the local and national touristic brand. • Promote investments concerning the tourism sector.	development opportunity. • A modest decision-making on the territory. • The financial resources are very limited.	• Keep informed on the project activities. • Involvement in the project events.
9.	**Albania** ✓ National Authority ✓ Policy Maker ✓ Funder	• The development of the project could help on the drafting of the Sectorial Plans at the county level (tourism, agriculture, environment etc.), so can elaborate interventions plans in all fields of tourism. • Develops the local and national touristic brand.	• Interested on tourism sector, as a development opportunity. • A modest decision-making on the territory. • The financial resources are very limited.	• Organize awareness meetings on the project. • Keep informed on the project activities. • Involvement in the project events.

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
•	**Regional Public Authorities**			
		• Promote investments concerning the tourism sector.		
10.	**Government of Herzegovina-Neretva Canton** **Government of West Herzegovina Canton**	• Develops and implements regional tourism development policies • Manages / implements operational programmes that include interventions in the field of tourism and destination management	• Political influence • Decision-making power • Financial resources • Enhancement and promotion of regional tourism	• Raise their awareness through conferences, public consultations, articles and publications, meetings • Directly involve RSE to project activities • Mobilise regional stakeholders to influence them
11.	**Ministry of Education, Science, Culture and Sport of Herzegovina-Neretva Canton** **Ministry of Education, Science, Culture and Sport of West Herzegovina Canton** **Federal Ministry of Culture and Sports**	• Participate in relevant bodies and groups • Specialise the Regional policies (incl. tourism)	• Political influence at the local level • Political influence at the regional level •	• Raise their awareness through conferences, public consultations, articles and publications, meetings • Directly involve to project activities

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
•	**Regional Public Authorities**			
	Federal Ministry of Tourism and Environment			• Mobilise regional stakeholders to influence them
	TOTAL	21 Regional Public Authorities (and Regional Units)		

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Sectoral Agencies**			
1.	**Development Agency of Sterea Ellada (Greece)** ✓ Executive Agency of the Region of Sterea Ellada ✓ Funding Management Authority	• Interest in regional development • Interest in investment • Interest in funding projects	• Regional development expertise • Funding authority expertise	• Raise awareness through conferences, public consultations, articles and publications, meetings
2.	**ANDIA - Development & Management Authority of Sterea Ellada & Thesalia (Greece)** ✓ Managing Authority or Regional Development Funds	• Managing authority of funds, including tourism & culture	• Regional development • Funds management • Regional know-how	• Raise awareness through conferences, public consultations, articles and publications, meetings

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➤	**Sectoral Agencies**			
3.	**AEDEP – Development Management Authority of European Programmes of Thesalia & Sterea Ellada (Greece)** ✓ Managing Authority or Regional Development Funds	• Managing authority of funds, including tourism & culture	• Regional development • Funds management • Regional know-how	• Raise awareness through conferences, public consultations, articles and publications, meetings
4.	**Aster (Italy)**	• Support of local start-ups and programs on tourism management	• Involvement of public and private stakeholders	• Raise awareness through meetings, consultations and involvement in events
5.	**APT Services, Emilia-Romagna Region a limited liability company with public capital** Operational branch of the Emilia-Romagna policies on tourism	• Interest in regional development • Promote regional development through coordinated local policies • Interest in tourism & culture	• Regional development expertise	• Raise awareness through conferences, public consultations, articles and publications, meetings

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Sectoral Agencies**			
6.	**Romagna Full Time** A cooperative with the aim of promoting and marketing the tourism offer of the whole Forlì area.	• Implement and support initiatives for the promotion of cultural tourism • Indirect economic interest in the project	• Regional development	• Raise awareness through conferences, public consultations, articles and publications, meetings
7.	**Confederation of Tourist Guides Trade Union**	• Implement and support initiatives for the promotion of cultural tourism • Indirect economic interest in the project	• Regional development	• Raise awareness through conferences, public consultations, articles and publications, meetings
8.	**Strada dei vini e dei sapori Associazione (Wines and flavours Association)** Promotes an integrated tourist offer in the Province's hinterland	• Implement and support initiatives for the promotion of cultural tourism • Indirect economic interest in the project	• Regional development	• Raise awareness through conferences, public consultations, articles and publications, meetings
9.	**Lepida (Italy)**	• Develop of regional digital services	• Involvement of public and private stakeholders	• Raise awareness through meetings, consultations and involvement in events

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Sectoral Agencies**			
10.	**Casa Artusi** Casa Artusi is the very first centre of gastronomic culture to be established, devoted entirely to Italian home cookery	• Implement and support initiatives for the promotion of cultural tourism • Indirect economic interest in the project	• Regional development	• Raise awareness through conferences, public consultations, articles and publications, meetings
11.	**IAT -Tourist Offices in Emilia Romagna**	• Interest in tourism & culture	• Enhancement and promotion of regional tourism • Indirect benefits by promoting local / regional tourism and increasing visibility and accessibility to the museums	• Share information
12.	**Ministry of Cultural Heritage local office (Soprintendenza Regionale ai Beni Culturali)**	• Interest in the valorisation of cultural heritage sites in Gerace as The monumental convent of San Francesco d'Assisi.	• To improve their actions for valorising the regional cultural heritage.	• Raise awareness through conferences, public consultations, articles and publications, meetings

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Sectoral Agencies**			
		• Interest in the promotion of cultural tourism in small historical villages. • Interest in the digitalization of local cultural heritage.	• To increase the cooperation at local level. • To develop their national policies for implement the awareness to local communities	
13.	**Museum pole of Reggio Calabria**	• Direct Beneficiary of the "Smart Heritage" project by digitalization actions	• Cultural Heritage Know How • Involve local stakeholders in the implementation of the project.	• Raise awareness through conferences, public consultations, articles and publications, meetings
14.	**Tourist Board of Sarajevo Canton** (Bosnia & Herzegovina)	• formation of a complete tourist offer • raising the quality of tourism services • cultivating tourist environment	• Development of tourism at cantonal level	• Developing awareness of the importance of tourism, preserving and improving all elements of tourism products

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Sectoral Agencies**			
		• Encouraging the development of tourist infrastructure and providing information to tourists; • Promotion of tourist product in Canton.		
15.	**Regional Development Agency for Herzegovina** **Development Agency of West Herzegovina Canton**	• Interest in regional development • Interest in investment • Interest in funding projects	• Regional development expertise • Funding authority expertise	• Raise awareness through conferences, public consultations, articles and publications, meetings •

16.	**Albanian National Tourism Agency**
	✓ National Authority
	✓ Promotional Policy Maker
		• In charge of National policies for tourism promotion, branding, marketing campaigns etc.	• A modest decision-making at the local level.
			• Limited financial resources.
			  • Motivated on the development of tourism, branding,
				• Organize awareness meetings on the project.
				• Keep informed on the project activities.
				  • Involvement in the project events.

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Sectoral Agencies**			
			destination improvement etc.	
17.	**National Agency for the Protected Areas (Albania)** ✓ National Authority ✓ Policy Maker on national park management	• Administrates and preserves the National Parks of Thethi, Valbona and the Strict Natural Reserve of Gashi River. • Enforces park management plans and ensures the sustainability of environment, flora and fauna.	• 61% of the Albanian Alps Region is composed by National and Regional parks, The financial resources are limited and mostly oriented on park management end protection.	• Organize consultations with the representatives. • Organize awareness meetings on the project and interventions. • Involvement in the project events.
18.	**Institute of Cultural Monuments (Albania)** ✓ National Authority ✓ Policy Maker on Cultural and Monuments protection.	• Census and preserve the Cultural Monuments. • Enforces Cultural Monuments and their sustainability.	• Important role on Cultural monument protection and management. • Limited financial resources, mostly oriented on Census and preserve cultural monuments	• Organize consultations with the representatives. • Organize awareness meetings on the project and interventions. • Involvement in the project events.

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
	Sectoral Agencies			
19.	**Agency for Agricultural and Rural Development (AZHBR) -(Albanoa)** ✓ National agency ✓ Funder	• Offering financial support to all farmers than need to invest on agribusiness and agro-tourism.	• Orient farmers to develop rural touristic products, promote and enhance local production etc. • The agency offer loans that support the farmer investments and development.	• Organize awareness meetings on the project and interventions. •
	TOTAL	➤ 19 Sectoral Agencies		

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Interest Groups including NGOs**			
1.	**Museums of Evia (Greece)** 1. Naftilos – Natural Sea Live Museum 2. Museum of Natural History of Istiaia 3. Manos Faltaits Historical and Folklore Museum 4. Folklore Museum (Agia Anna) 5. Historical & Folklore Museum of Limni 6. Folklore Museum of Chalkida 7. Folklore Museum of Psachna 8. Wine & Folklore Art Museum of Chalkida (Tzivanis winery) 9. Winery of Apostolos Lykos 10. Winery Avantis 11. Vitioti Winery ✓ Local cultural institutions	• Implement and support initiatives for the promotion of cultural tourism • Indirect economic interest in the project	• Direct benefits by promoting local / regional tourism and increasing visibility and accessibility to the museums	• Raise awareness through conferences, public consultations, articles and publications, meetings

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➤	**Interest Groups including NGOs**			
2.	**Local Associations of cultural promotions involved (Italy – Forli):** 1. Azienda Agricola Rivalta 2. Arcieri San Sebastiano 3. Marampa Ludoteca 4. Associazione di Promozione Sociale "Il Drago Oscuro" 5. Ass. Culturale Aps Famaleonis 6. Ass. Cult. Forlì Cambia 7. Quartiere ravaldino; 8. Ass. Culturale "La rosa dei venti"; Local cultural institutions	• Implement and support initiatives for the promotion of cultural tourism • Indirect economic interest in the project	• Indirect benefits by promoting local / regional tourism and increasing visibility and accessibility to the museums	• Raise awareness through conferences, public consultations, articles and publications, meetings

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Interest Groups including NGOs**			
3.	**Local Branches of the national trade unions (Italy):** 1. Confartigianato 2. confesercenti 3. Confcommercio 4. CNA 5. Confagricoltura 6. Assoindustria 7. Confcooperative Federalberghi Emilia-Romagna	• Implement and support initiatives for the promotion of cultural tourism • Indirect economic interest in the project	• Indirect benefits by promoting local / regional tourism and increasing visibility and accessibility to the museums	• Raise awareness through conferences, public consultations, articles and publications, meetings
4.	**Associazione Rocche Pievi e Castelli** (Fortresses, Parish and Castels Association)	• Implement and support initiatives for the promotion of cultural tourism • Indirect economic interest in the project	• Indirect benefits by promoting local / regional tourism and increasing visibility and accessibility to the museums	• Raise awareness through conferences, public consultations, articles and publications, meetings

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Interest Groups including NGOs**			
5.	**Delta Po Park (Italy)**	• Support of local tourism polices development	• Support on developing of project actions	• Involvement in the project issues • Raise awareness through meetings, consultations and involvement in events
6.	**Archaeological museum in Forlimpopoli**	• Implement and support initiatives for the promotion of cultural tourism • Indirect economic interest in the project	• Direct benefits by promoting local / regional tourism and increasing visibility and accessibility to the museums	• Raise awareness through conferences, public consultations, articles and publications, meetings

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➤	**Interest Groups including NGOs**			
7.	**Local association** for promote **Gerace (NGO) (Pro-Loco)** **NGO specialized in promoting local tradition and local culture.**	• Interest to increase the awareness on local identity, traditions and immaterial cultural heritage.	• Involvement of local citizens and community in the project implementation activities.	• Raise awareness through public events, consultations, meeting.
8.	"Leggendo Tra le Righe" Association	• Interested to increase the cooperation at European level about culture and tourism	• Involve local citizens and associations in the project communication events	• Involve local citizens and associations in the project communication events

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➤	Interest Groups including NGOs			
9.	Social enterprises "Cooperativa Saperi e Saputi"	• Interested to increase the knowdlege of local community about gastronomy tradition and immaterial cultural heritage	• To involve the local citizens and schools for conserving and valorising the local cultural traditions in the gastronomy field • To improve the tourism flows interesting in the immaterial cultural heritage or interesting to discover local identity	• Raise awareness through public events, consultations, meeting.
10.	Cultural foundation City of Gerace	• Interested to increase the cooperation at European level about culture and tourism	• To increase the actions for valorizing the local cultural heritage in Gerace • To learn peer to peer between stakeholders and local authorities	• Raise awareness through public events, meeting.

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Interest Groups including NGOs**			
11.	Magna Grecia Association	• To Increase the local actions for valorizing the greek cultural heritage in Gerace • To increase the knowledge about greek cultural heritage to tourists and local communities	• To increase the actions for valorizing the local cultural heritage in Gerace • To learn peer to peer between stakeholders and local authorities	• Raise awareness through public events, meeting
12.	**NGO (Bosnia & Herzegovina)** 1. Franciscan library Mostar 2. Museum of the monastery of St. Anthony in Humac 3. Franciscan Museum and Gallery Siroki Brijeg 4. Museum of Herzegovina 5. Franciscan Monastery and Church of the Assumption of the Blessed Virgin Mary in Scit and Ethnographic Museum	• Implement and support initiatives for the promotion of cultural tourism • Indirect economic interest in the project	• Direct benefits by promoting local / regional tourism and increasing visibility and accessibility to all the interest groups	• Raise awareness through conferences, public consultations, articles and publications, meetings

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Interest Groups including NGOs**			
	6. National Library of Herzegovina-Neretva Canton Mostar 7. Croatian House of Culture "Herceg Stjepan Kosaca" 8. Gallery of Fr. Didak Buntic Citluk 9. Herzegovina Wine Route (34 vineries) 10. Association of winegrowers and winemakers Ljubuski 11. DOMPES Campanile			
13.	**NGO Green vision** (Bosnia & Herzegovina)	• NGO Green Visions is organizing walking and biking tours, pioneering new activities and creating adventurous itineraries.		• Developing awareness of the importance of tourism, preserving and improving all elements of tourism products

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Interest Groups including NGOs**			
14.	**NGO ECO IMPULS** (Bosnia & Herzegovina)	• The mission of the Ecology and Tourism Association "ECO IMPULS" is to introduce to people in Bosnia and Herzegovina and region about all the key advantages of Bosnia and Herzegovina and the importance of its environment of turmoil and beauty not only in the basic perception as a our homeland but also as one of the key levers of our economic development.		• Developing awareness of the importance of tourism, preserving and improving all elements of tourism products
15.	**VIA DINARICA** (Bosnia & Herzegovina)	• Via Dinarica is a platform for the promotion and development of local communities and small businesses activities at the local, national and international level in the field of hospitality, services and	•	• Developing awareness of the importance of tourism, preserving and improving all elements of tourism products

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Interest Groups including NGOs**			
		tourism, as well as agriculture and cultural heritage.		
16.	**Associations & NGOs (Serbia)** 1. Women's associations (handicrafts, old cragts, souvenirs, local food production) 2. Association Selo.rs 3. Association for preserving the tradition, culture and art "PETRUS" **Art clubs and centers for promotion of culture** 1. Abrašević, 2. Kragujevac, 3. Stefan Prvovenčani	• Interest: to promote and further develop their activities through tourism product development and promotion	• Developed capacities in planning, organising events and managing activities related to their scope of work and mission (art and culture, ecology, oudoor activities…); guided tours	

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➤	**Interest Groups including NGOs**			
	4. Rekovac,			
	5. Culture club Paraćin,			
	Outdoor activities, mountaineering and cycling clubs			
	1. PEK Gora			
	2. Žeđželj			
	3. Kamenac			
	4. Javorak,			
	5. Bukulja			
	6. Beljanica			
	7. Staro brdo			
	8. Rewild center			
	9. Radnički			
	10. National Mountaineering and Cycling Association			
	Ecological clubs			
	1. Eko fun camp			
	2. Eko park			
	3. Stakleno zvono			

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➤	**Interest Groups including NGOs**			
	Associations and independent tourist guides			
17.	**Deutsche Gesellschaft für Internationale Zusammenarbeit** (GIZ) (Albania) ✓ NGO ✓ Funder	• Engaged on the Albanian Alps Region, for the economic development, social protection, agriculture, tourism, branding, local product development, handcrafts, tourism destination improvement etc.	• The contribution in the different aspects of human development in the Albanian Alps, has been always in their focus. • The financial resources are mostly oriented on social, agriculture and tourism development.	• Organize consultations with the representatives. • Organize awareness meetings on the project and interventions. • Involvement in the project events.

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➤	**Interest Groups including NGOs**			
18.	**Agencia Italiana per la Cooperazione allo Sviluppo.** (Albania) ✓ NGO ✓ Funder	• Engaged on the rural development, social protection, agriculture, tourism, etc.	• The contribution in the social and economic development in the Albanian Alps, has been always in their focus. • The financial resources are mostly oriented on social, agriculture and tourism development.	• Organize consultations with the representatives. • Organize awareness meetings on the project and interventions. • Involvement in the project events.
19.	**UNDP (Albania)** ✓ NGO, international organization. ✓ Funder	• Engaged on the Albanian Alps Region, for the economic development, social protection, agriculture, tourism development, local government reinforcement etc.	• A large contribution on social and economic development, in the Albanian Alps. • The financial resources are mostly oriented on human development.	• Organize consultations with the representatives. • Organize awareness meetings on the project and interventions. • Involvement in the project events.

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Interest Groups including NGOs**			
20.	**TOKA (The Organization to Conserve the Albanian Alps)** (Albania) ✓ NGO	• Engaged on the Albanian Alps Region, for the environmental, cultural and flora and fauna protection etc.	• A large contribution on environmental protection, local mobilization and sensitization, on Albanian Alps protection.	• Organize consultations with the representatives. • Organize awareness meetings on the project and interventions. •
21.	**Albanian Alps Region stakeholders** 1. World Bank 2. SIDA (Swedish International Development Agency), 3. SNV (The Netherlands Development Organization), 4. ADA (Austrian Development Agency) 5. EUROPARC 6. GOPA ✓ NGO, international organization. ✓ Funder	• Engaged on the Albanian Alps Region, for the economic and rural development, social protection, agriculture etc.	• A large contribution on social and economic development, in the Albanian Alps. • The financial resources are mostly oriented on social development.	• Organize consultations with the representatives. • Organize awareness meetings on the project and interventions. • Involvement in the project events.

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Interest Groups including NGOs**			
	TOTAL	**79 Interest Groups (incl NGOs)**		

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Higher Education & Research**			
1.	**University of Ioannina (Greece)** ✓ Public Educational Institution ✓ Includes educators, students and administrative/support staff	• Educational institute with Business Administration Department • Possibility to use project for research and further academic development	• Has academic personnel to monitor and evaluate results • Can create opportunities for field research as well as macro-regional research • Can contribute with knowledge and data to the project	• Raise awareness through conferences, public consultation, scientific research and publications, etc. • Directly involve staff and students to project activities
2.	**Technological Educational Institute of Epirus (Greece)** ✓ Public Educational Institution	• Educational institute with Business Administration Department	• Has academic personnel to monitor and evaluate results	• Raise awareness through conferences, public consultation,

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Higher Education & Research**			
	✓ Includes educators, students and administrative/support staff	• Possibility to use project for research and further academic development	• Can create opportunities for field research as well as macro-regional research • Can contribute with knowledge and data to the project	scientific research and publications, etc. • Directly involve staff and students to project activities •
3.	**Technological Educational Institute of Central Greece (Chalkida)** ✓ Public Educational Institution ✓ Includes educators, students and administrative/support staff	• Educational institute with Business Administration Department • Possibility to use project for research and further academic development	• Has academic personnel to monitor and evaluate results • Can create opportunities for field research as well as macro-regional research • Can contribute with knowledge and data to the project	• Raise awareness through conferences, public consultation, scientific research and publications, etc. • Directly involve staff and students to project activities

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Higher Education & Research**			
4.	**University of Ferrara (Italy)**	• Support of local start-ups and programs on tourism management	• Involvement of public and private stakeholders	• Involvement in the project issues • Raise awareness through meetings, consultations and involvement in events
5.	**Tourism Management** Vocational **High School (Gioiosa Jonica)** ✓ Public Educational Institution ✓ Includes educators, students and administrative/support staff	• Educational institute with Business Administration Department • Possibility to use project for research and further academic development	• To increase the linked between the schools and local territories about the tourism themes.	• Raise awareness through conferences, public consultation, scientific research and publications, etc. • Directly involve staff and students to project activities
6.	**University of Mostar**	• Possibility to use project for research and further academic development	• Has academic personnel to monitor and evaluate results • Can create opportunities for field research as well as macro-regional research	• Raise awareness through conferences, public consultation, scientific research and publications, etc.

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Higher Education & Research**			
			• Can contribute with knowledge and data to the project	• Directly involve staff and students to project activities
7.	**University Dzemal Bijedic Mostar**	• Possibility to use project for research and further academic development	• Has academic personnel to monitor and evaluate results • Can create opportunities for field research as well as macro-regional research • Can contribute with knowledge and data to the project	• Raise awareness through conferences, public consultation, scientific research and publications, etc. • Directly involve staff and students to project activities
8.	**Croatian Academy of Sciences and Arts in B&H**	• Possibility to use project for research and further academic development	• Has academic personnel to monitor and evaluate results • Can create opportunities for field research as well as macro-regional research	• Raise awareness through conferences, public consultation, scientific research and publications, etc. • Directly involve staff and students to project activities

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➤	**Higher Education & Research**			
			• Can contribute with knowledge and data to the project	•
9.	1. Institute for Social and Political Research 2. Institute of Economy 3. Institute of Civil Engineering 4. Institute of Croatian language 5. Institute of Literature and History 6. Institute of Latinity 7. Institute of Mechanical Engineering 8. Institute of Law 9. Institute of Social Research 10. Institute of Research and Development in Karst ➤ Institute of Tourism and Environment	• Possibility to use project for research and further academic development	• Has academic personnel to monitor and evaluate results • Can create opportunities for field research as well as macro-regional research • Can contribute with knowledge and data to the project	• Raise awareness through conferences, public consultation, scientific research and publications, etc. • Directly involve staff and students to project activities
10.	**University of Tirana (Albania)**	• Engaged on the Albanian Alps Region, environmental, flora		

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Higher Education & Research**			
		and fauna, cultural heritage protection and research.		
11.	**University of Shkodra (Albania)**	• Engaged on the Albanian Alps Region, environmental, flora and fauna, cultural heritage protection and research.		
	TOTAL	11 Higher Education and Research Institutes		

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Other[3]**			
1.	**Directorate of Education of Evia (Greece)** • 1 of elementary education • 1 of secondary education ✓ Responsible for the implementation of the national curriculum ✓ Responsible for externa school activities	• Interest on education and school involvement in societal activities •	• Access to school communities	• Raise awareness through conferences, public consultations, articles and publications, meetings

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[3] Could be local groups, tourists unions or associations or interest groups, journalists, bloggers, associations of local inhabitants, and in general those that do not belong in the other target groups categories but in a way are linked with SH and could potentially participate in the trainings.

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Other[3]**			
2.	**School Committees of the Evia's Municipalities (Greece)** • 16 in total in Evia ✓ Responsible for the operation of schools & other educational facilities and programmes	• Indirect interest on regional social development	• Able to provide facilities and access to the student community	• Raise awareness through conferences, public consultations, articles and publications, meetings
3.	**Private Education/ Training Providers** • 727 operating in Evia Private entities operating in education & training	• Indirect economic interest to the project	• Indirect benefits from the rising need for education & training in the area, related to brand development & tourism	• Raise awareness through conferences, public consultations, articles and publications, meetings
4.	**Private Education/ Training Providers of Evia (Greece)** • 196 operating in Evia • Private entities operating in education & training			

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➤	**Other[3]**			
5.	**Secondary Schools in Forlì:** Comprehensive state institute nr. 1- Tecla Baldoni Comprehensive state institut nr. 2 - Irene Ugolini Zoli Comprehensive state institut nr. 3 - Giuseppe Prati "Don Pippo" Comprehensive state institut nr. 4 - Annalena Tonelli Comprehensive state institut nr. 5 - Tina Gori Comprehensive state institut nr. 6 - Silvio Zavatti Comprehensive state institut nr. 7 - Carmen Silvestroni Comprehensive state institut nr. 8 - Camelia Matatia	▫ Interest on education and school involvement in societal activities •	• Access to school communities	• Raise awareness through conferences, public consultations, articles and publications, meetings

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Other**[3]			
	Comprehensive state institut nr. 9 - Beatrice Portinari **Secondary private schools of the Municipality of Forlì:** 1. " S. DOROTEA "- 2. " LA NAVE "			
6.	**Secondary High Schools in Forlì:** 1. Scientific High School F. Paulucci di Calboli 2. Classical High School G.B. Morgagni 3. Artistic and Musical High School 4. Technical and Economical Institute C. Matteucci 5. Secondary High School Saffi Alberti 6. Technical and Technological State High School G. Marconi	• Interest on education and school involvement in societal activities	• Able to provide facilities and access to the student community	• Raise awareness through conferences, public consultations, articles and publications, meetings

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Other[3]**			
	7. Institute for technical aeronautics State High School F. Baracca 8. Professional High School Ruffilli			
7.	**Training Institutions in Forlì** about 21 Training Institution the territory of the Province of Forlì - Cesena	• Interest on education and school involvement in societal activities	• Able to provide facilities and access to the student community	• Raise awareness through conferences, public consultations, articles and publications, meetings
8.	**Institute of Education Mostar** (Bosnia Herzegovina) **Institute of Education – West Herzegovina and Herzeg-Bosnia Canton**	• Interest on education and school involvement in societal activities •	• Access to school communities	• Raise awareness through conferences, public consultations, articles and publications, meetings
9.	**Bosnia Herzegovina** 41 elementary schools 24 secondary schools	• Indirect economic interest to the project	• Indirect benefits from the rising need for education & training in the area, related to brand development & tourism	• Raise awareness through conferences, public consultations, articles and publications, meetings

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Other[3]**			
10.	**Bosnia Herzegovina** ✓ Herzegovina Tourism Cluster ✓ 21 NGOs ✓ 60 media (radio, TV, portals, agencies) ✓ Tourist Board of Herzegovina-Neretva Canton ✓ Tourist Board of West Herzegovina Canton ✓ STAP tourist info center ✓ 8 tourist agencies ✓ Student Union of the University of Mostar ✓ Student Union of the University Dzemal Bijedic Mostar ✓ AISEEC ✓ IAESTE ✓ Croatian National Theatre Mostar ✓ National theatre ✓ Puppet Theatre ✓ Matrix Croatica B&H	• Indirect economic interest to the project	• Indirect benefits from the rising need for education & training in the area, related to brand development & tourism	• Raise awareness through conferences, public consultations, articles and publications, meetings

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➤	**Other[3]**			
	Franciscan monasteries in Mostar, Siroki Brijeg and Ljubuski			
11.	**ASPA - Albanian School of Public Administration** • Professional training center for public administration civil servants		• Provides training and development opportunities for civil servants of public administration	
12.	**General Public (Greece)** • 220.210 inhabitants of Evia	• Indirect social & economic interest in the project	• Need for better quality of life and financial independence	• Raise awareness through conferences, public consultations, articles and publications, meetings
13.	**Hotels & Rooms for Lent of Evia (Greece)** • 247 business units - hotels • 870 business units - B & B • 8 business units - camping ✓ Private businesses	• Indirect economic interest to the project	• Indirect benefits from the development of tourism including thematic tourism • Key partners to promote the ADRION brand	• Raise awareness through conferences, public consultations, articles and publications, meetings

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Other[3]**			
	✓ Include all sizes and types (hotels, room rental, camping etc.)			
14.	**Food & Beverage – Catering Professionals of Evia (Greece)** • 844 businesses (F&B) ✓ Private businesses, usually SMEs ✓ Include restaurants, cafeterias, catering providers, etc.	• Indirect economic interest to the project	• Indirect benefits from the development of tourism including thematic tourism • Key partners to promote the ADRION brand	• Raise awareness through conferences, public consultations, articles and publications, meetings
15.	**Tour Operators of Evia (Greece)** • 72 Businesses ✓ Private businesses	• Indirect economic interest to the project	• Direct benefits by promoting local / regional tourism and increasing visibility and accessibility to local / regional resources • Key partners to promote the ADRION brand	• Raise awareness through workshops, training, conferences, public consultations, articles and publications, meetings
16.	**Cultural & Creative Industries of Evia (Greece)** • 648 businesses	• Indirect economic interest to the project	• Indirect benefits from the development of tourism including thematic tourism	• Raise awareness through conferences, public consultations,

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Other[3]**			
	• Fashion, printing, video production, ICT, publishing, graphic design, arts & crafts,		• Key partners to sustain and build on ADRION brand	articles and publications, meetings
17.	**Transportation professionals of Evia (Greece)** • 607 businesses • Private businesses • Include busses, taxis, etc.	• Indirect economic interest to the project	• Indirect benefits from the development of tourism including thematic tourism • Key partners to promote the ADRION brand	• Raise awareness through conferences, public consultations, articles and publications, meetings
18.	**BH Passport d.o.o. Sarajevo** (Bosnia & Herzegovina)	• BH PASSPORT Agency provides organization of individual, business and group travel.	•	• Participation in development of new tourist products in Sarajevo region
19.	**Bed and Breakfast** enterprises-Reggio Calabria (Italy) 8 businesses (B&B) ✓ Companies specialized in offering hospitality services.	• To improve their skills in the tourism field and to learn new methodologies for promoting its business and attracting • Indirect economic interest to the project	• Indirect benefits • Operator active in the tourism sector of the municipality • More education and training in the area	• The impact will be positive for the realization of a permanent cultural group • Raise the brand awareness and improve

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Other[3]**			
		• Improve their business and hospitality method • Creating a Brand, a marketing business and competitive activity in tourism.	• Learning how to expand their own business, to realize a brand	the business also through the utilization of social media.
20.	**Restaurants & BAR**- Reggio Calabria (Italy) 13 businesses ✓ SMEs specialized in culinary products.	• Indirect economic interest to the project • Improve their business and hospitality method • Creating a Brand, a marketing business and competitive activity in tourism.	• Indirect benefits • Operator active in the tourism sector of the municipality • More education and training in the area • Learning how to expand their own business, to realize a brand	• The impact will be positive for the realization of a permanent cultural group • Raise the brand awareness and improve the business also through the utilization of social media.
21.	**Local enterprises**- Reggio Calabria (Italy) 10 businesses	• Indirect economic interests to the Project • Creating a Brand, a marketing business and competitive activity in tourism.	• Indirect benefits • Operator active in the tourism sector of the municipality	• The impact will be positive for the realization of a permanent cultural group

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢ Other[3]				
	✓ SMEs specialized in culinary products and enterprises operating in the production of local products.	• Improve their business and hospitality method • To improve their skills in the tourism field and to learn new methodologies for promoting its business and attracting	• More education and training in the area • Learning how to expand their own business, to realize a brand	• Raise the brand awareness and improve the business also through the utilization of social media.
22.	GLOBTOUR EVENT d.o.o. Sarajevo (Bosnia & Herzegovina)	• Business travel organization.	•	• Participation in development of new tourist products in Sarajevo region
23.	Travel agency FIBULA AIR TRAVEL (Bosnia & Herzegovina)	• Sales of plane tickets for all destinations in the world.	•	• Participation in development of new tourist products in Sarajevo region
24.	Discover Albania ✓ Tour Operator	• Operating in all Albania, with a special focus on the Albanian Alps Region.	• A large contribution on the local economy, using local guesthouses, restaurants, bar, transport etc.	• Organize consultations with the representatives. • Organize awareness meetings on the

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	**Other[3]**			
		• Offering hiking/trekking guides, excursions in natural and cultural monuments etc. Based on natural and culture Albanian Alps touristic products.	• Open to expanding tourism products and destination experience enhancement. Important actor in promotion and visitors attraction.	project and interventions. Involvement in the project events.
25.	**Off Limits Albania** ✓ Tour Operator	• Operating in all Albania, with a special focus on the Albanian Alps Region. • Offering hiking/trekking guides, excursions in natural and cultural monuments etc. • Based on natural and culture Albanian Alps touristic products.	• A large contribution on the local economy, using local guesthouses, restaurants, bar, transport etc. • Open to expanding tourism products and destination experience enhancement. • Important actor in promotion and visitors attraction.	• Organize consultations with the representatives. • Organize awareness meetings on the project and interventions. • Involvement in the project events.

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢ Other[3]				
26.	**Albanian Challenge** ✓ Tour Operator	• Operating in all Albania, with a special focus on the Albanian Alps Region. • Mostly focused on offering hiking/trekking guides and excursions. • Based on natural and culture Albanian Alps touristic products.	• A large contribution on the local economy, using local guesthouses, restaurants, bar, transport etc. • Open to expanding tourism products and destination experience enhancement. • Important actor in promotion and visitors attraction.	• Organize consultations with the representatives. • Organize awareness meetings on the project and interventions. • Involvement in the project events.
27.	**Koman Lake Ferry Berisha** (Albania) ✓ Ferry Company	• Operating in the Koman Lake, connecting Bajram Curri to Koman hydropower station in Vau-Dejës. • Offering trips in the lake by visiting gorges/canyons and rivers with a unique landscape.	• Open to expanding tourism products and destination experience enhancement. • Important actor in promotion and visitors attraction.	• Organize consultations with the representatives. • Organize awareness meetings on the project and interventions. • Involvement in the project events.

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SMART HERITAGE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
➢	Other[3]			
28.	**Guest houses (ref: Accommodation system Table)** – (Albania) Familiar business	• Offering to visitors the possibility to live in local rural houses, consuming local products and beverages, in a natural landscape and cultural heritage. • Most of the guesthouses, offer guides to visit the surrounding natural and cultural monuments.	• Motivated to enlarge the tourism activities, and to enhance the touristic products.	• Organize awareness meetings on the project and interventions. •
29.	**VisitFerrara Consortium** (Italy)	• Develop of tourism services	• Support on developing of project actions	• Involvement in the project issues •
30.	**Delta Po Tourism Consortium (Italy)**	• Develop of tourism services	• Support on developing of project actions	• Involvement in the project issues
TOTAL		30 clustered groups / 4.500 Unique Other Related Groups		

1.3 Stakeholders Synthesis Review

As evident from the previous analysis, the audiences of SMART HERITAGE communication are quite diverse and numerous among participating regions. The chart below illustrates the segmentation of the stakeholders.

STAKEHOLDERS' SEGMENTATION

LOCAL PUBLIC AUTHORITIES	87	35%
REGIONAL PUBLIC AUTHORITIES	21	8,5%
SECTORAL AGENCIES	19	8%
HIGHER EDUCATION & RESEARCH	79	32%
INTEREST GROUPS & NGOS	11	4,5%
OTHER (CLUSTERED)	30	12%
	247	**100%**

*The chart does not include the SMEs , General Public and Enterprises categories due to large numbers.

1.3 Stakeholders Synthesis Review

Figure 4: Influence - Interest Stakeholders' Matrix

KEEP SATISFIED

(High Interest - Low Influence)

- Infrastructure and (public) service providers

- Higher Education & Research

- Interest groups & NGOs

- Education/ Training Centre and schools

- SMEs (tourism)

-Enterprises (tourims)

MANAGE CLOSELY

(High Interest - Hight Influence)

- Regional Public Authorities

- Sectoral Agencies

- Business Support Organisations

MONITOR

(Low Interest - Low Influence)

- - General public

KEEP INFORMED

(Low Interest - High Influence)

-Local Public Authorities

- National Public Authorities

1.4 Communication Objectives

Considering the audiences (stakeholders) presented in the previous chapter, the general objectives of the **SMART HERITAGE** Communication Strategy can be summarized as follows:

- Inform about the objectives, the activities and the results of the **SMART HERITAGE** project, raise awareness and interest around the project thereby stimulating a dialogue among partners;

- Communicate the benefits of **SMART HERITAGE** activities for the participating regions and the respective stakeholders;

- Provide maximum visibility of project activities among the main economic, social and institutional actors and the general public;

- Stimulate public bodies and decision makers to take action;

- Promote sensory marketing and sensory branding to be utilised in destination marketing & management

- Highlight the contribution of **SMART HERITAGE** to the ADRION area and disseminate project results and methodology among EU institutions and regional actors;

- Mobilize regional stakeholders to participate in the project's proceedings;

- Promote the value of the demonstrating activities, especially the use of the multilingual platform and the Map of Sensations.

- Mainstream good practices on the promotion of sensory destination marketing.

More specifically, the following specific objectives need to be achieved, according to the AIDA model (Awareness – Interest – Desire – Action):

1) SMART HERITAGE awareness' raising:

At first, the aim is to inform opinion leaders and multipliers for the existence, the role and the activities of the project SMART HERITAGE. This objective will be achieved when **at least 50% of the audiences identified are aware of SMART HERITAGE route.** Awareness can be measured through field research with the use of proper structured or semi-structured questionnaires.

2) Positive attitude towards culture, digitalized material and innovative cultural tourism products.

The second objective of the communication strategy is for selected audiences that have been already informed about the project. This objective is going to be achieved when there will be **positive attitude among the stakeholders at a level of at least 50% by the end of the project**. Positive attitude can be measured through field research with the use of proper structured or semi-structured questionnaires.

3) ADRION destination awareness' raising on SMART HERITAGE:

The third objective of the communication strategy is targeting visitors and stakeholders, as well as relevant cultural stakeholders (ie. Cultural agencies). This objective is going to be achieved when there will be a achieved when **at least 30% of the audiences identified are aware of SMART HERITAGE destinations.**

For the assessment of goals' achievement creative and efficient means can be exploited. For instance, research can be conducted via the SMART HERITAGE project website, social media (e.g. SMART HERITAGE facebook page), during project events (workshops, conferences, etc.) at local/regional and central level, and so forth.

1.5 Communication Channels

Communication channels that will be exploited in order to achieve communication objectives are the following:

- Project Web-site on ADRION programme platform
- Multilingual web-platform for the developed EXPERIENCE HERITAGE
- Social media accounts of the SMART HERITAGE project
- Project Newsletter (mailing list)
- Project Flyers / posters / banners
- Participation in international tourism exhibitions
- Organisation of seminars/workshops/ consultations

On top of the above project-specific channels, partners should take advantage and valorise the following channels to communicate the project and its activities:

- Journalists and press relations
- Institutional web-site (mandatory by ADRION programme to have a project page within the institutional web-site)
- Institutional social media accounts
- Sectoral / Industry specific local/regional/national events
- Existing mailing lists (keep in mind GDPR regulations)
- Existing networks

1.6 Methodology per audience

To achieve the communication objectives and ensure the involvement of the identified audiences, it is important to map and plan specific approach methods for each audience.

The table below illustrates the methodology to be used:

Target Group	Message Objective	Preferred channels	Frequency	Key Message
Local Public Authorities	Keep Informed	Direct Invitations Executive briefings	Once per semester or more often if a local activity/ event will take place	Request for advice/ feedback Offer participation to panels/ events

Target Group	Message Objective	Preferred channels	Frequency	Key Message
				Request "soft" support & commitment Explain local benefits
Regional Public Authorities	Manage Closely	Direct Invitations Executive Briefings Private Meetings	As often as required, no less than once per 5 months	Offer them "visible" position in events Request for advice and opinion Include in planning and involve in drafting action plans Keep them up-to-date Explain regional benefits
Sectoral Agency	Manage Closely	Executive Briefings Private Meetings	As often as required, no less than once per 5 months	Offer them "visible" position in events Request for advice and opinion Request interconnection of projects and activities.
Interest Groups including NGOs	Keep Satisfied	Newsletters Social Media Website Events Flyer / Posters Generic Invitations	Ongoing	Keep them updated on major outcomes Involve them to events & workshops Request for feedback
Higher Education and Research	Keep Satisfied	Newsletters Events Generic Invitations	Ongoing	Keep them updated on major outcomes Involve them to events & workshops Request for feedback

Target Group	Message Objective	Preferred channels	Frequency	Key Message
Other	Keep Satisfied	Newsletters Events Generic Invitations Generic Invitations Social Media	Ongoing	Keep them updated on major outcomes Involve them to events & workshops Explain benefits for their sector

2. Action Plan

2.1 Introduction

The purpose of the Action Plan is to describe in detail the activities and the methodology that the consortium should follow to achieve its communication objectives and target audiences.

The proposed communication actions of SMART HERITAGE can be listed under two main categories:

> **SMART HERITAGE Communication Tools**: It includes the tools and methodologies used to communicate the project's messages to its audience

> **SMART HERITAGE Events**: The processes and procedures when the project presents itself or is represented to the public.

The structure of the Action Plan follows the structure of the AF and the project timetable.

The **RASCI matrix** will be used to describe the participation by various roles in completing tasks or deliverables.

> **Responsible:** those who do the work to complete the task.

> **Accountable:** The one ultimately answerable for the correct and thorough completion of the task, the one who ensures the prerequisites of the task are met and who delegates the work to those responsible.

> **Support:** Those who support the Responsible and might even complete sub-tasks

> **Consulted:** Those whose opinions are sought (i.e. subject matter experts)

> **Informed:** Those who are kept up-to-date on progress, often only on completion of the task or deliverable.

2.2 Communication Activities

2.2.1 Activity C.1 "Start-up activities including communication strategy and website"

This activity aims to develop and establish the Project Communication Plan (PCP) and develop the visual identity of the cultural route. PCP will be an internal document that will be drafted with the purpose of specifying detailed project communication strategy, toolset and plan of activities for optimal dissemination of outputs/results and awareness-raising within the target-groups. A uniform graphical design for all material being produced within the project (a logo according to the ADRION Programme templates and requirements, power point template and general document template) will be created and will be obligatory for project partners to use in promotional materials.

C1.1	Communication Plan
Link to WP	C
Aim	To create a communication plan that will showcase the necessary steps for effective communication of the route.
Description	The Project Communication Plan (PCP) will be an internal document that will be drafted with the purpose of specifying detailed project communication strategy, toolset and plan of activities for optimal dissemination of outputs/results and awareness-raising within the target-groups.
Start	1/2022
End	3/2022
Responsible	R - DAE (as LP) A - DAE (as LP) S - Partners C – DAE (as WP coordinator) I - Stakeholders
Budget	6.000 €
Criteria of Success & Effectiveness	➢ Specific: Create a communication plan ➢ Measurable: One document ➢ Achievable: Yes ➢ Relevant: Yes ➢ Time-bound: Yes

Work Methodology and Activities

The present document is the communication plan.

The process followed for its formulated is:

- All partners identified their partners and analysed them in a Stakeholders' Analysis Matrix.
- DAE synthesised the results and identified the target audience of the project.
  Development of Action Plan

C1.2	Route Visual identity
Link to WP	C
Aim	To create a distinctive visual identity, based on the ADRION Programme guidelines and templates.

Description	A uniform graphical design for all material being produced within the project (a logo according to the ADRION Programme templates and requirements, power point template and general document template) will be created and will be obligatory for project partners to use in promotional materials.
Start	1/2022
End	4/2022
Responsible	R - DAE (as WP coordinator) A - DAE (as LP) S - Partners C - Experts I – ADRION programme / JS
Budget	4.000 €
Criteria of Success & Effectiveness	Quality of design Level of implementation by partners

Work Methodology and Activities

The Responsible partner (DAE) will provide all partners will the Route Identity Manual and templates to be used in all occasions.

Templates available:

- ➢ Project Flyer
- ➢ Poster (to be used along with the official poster of the project, provided by ADRION)
- ➢ Deliverables Template
- ➢ PowerPoint
- ➢ Letterhead
- ➢ Project presentation to websites

For any other communication materials, the Project Identity Manual must be consulted along with the ADRION Project Brand Visibility Guidelines.

2.2.2 Activity C.2 "Public Events"

The route will participate in the Milano and Berlin International Tourism Fairs with the aim to present and promote cultural tourism routes. Partners will be present at exclusive Stand in Exhibition Area, participate in Fair related Seminars, and meet Press and Business Operators. Last but not least, the route will participate in the Capitalisation Event to be organised by the ADRION Programme.

C2.1	Participation in ITB Berlin
Link to WP	C
Aim	Promote the route's aims and outputs
Description	The project partners will participate as guests/ attendees at the ITB Berlin exhibition in order to identify stakeholders and promote the aim and outputs of the SMART Heritage project.
Start	3/2022
End	12/2025
Responsible	R – DAE (as LP) A – All Partners S - Experts C – DAE I – Partners / ADRION Programme (incl. JS) / Stakeholders
Budget	18.000 € • DAE: 5.000 € for technical assistance + 3.000 Travel • ADF: 3.000 € Travel • COFO: 2.000 € Travel • SUM: 2.000 € Travel • GERACE: 3.000 Travel
Criteria of Success & Effectiveness	➢ Registration of new stakeholders ➢ Quality of meetings
Work Methodology and Activities	
Under the guidance of DAE (LP & WP Leader), the partners will attend as guests the ITB Berlin international tourism exhibition, in order to come in contact with potential stakeholders, as well as to promote the aims and outcomes of the project.	

This project will be "light" since no stand will be rented. The partners will have to network and get involved in parallel events of the event in order to increase the potential stakeholders of the project.

C2.2	Participation in BIT Milan
Link to WP	C
Aim	Promote the route's aims and outputs
Description	The project partners will participate as guests/ attendees at the ITB Berlin exhibition in order to identify stakeholders and promote the aim and outputs of the SMART Heritage project.
Start	3/2022
End	12/2025
Responsible	R – DAE (as LP) A – All Partners S - Experts C – DAE I – Partners / ADRION Programme (incl. JS) / Stakeholders
Budget	18.000 € • DAE: 5.000 € for technical assistance + 3.000 Travel • ADF: 3.000 € Travel • COFO: 2.000 € Travel • SUM: 2.000 € Travel • GERACE: 3.000 Travel
Criteria of Success & Effectiveness	➢ Registration of new stakeholders ➢ Quality of meetings
Work Methodology and Activities	

Under the guidance of DAE (LP & WP Leader), the partners will attend as guests the ITB Berlin international tourism exhibition, in order to come in contact with potential stakeholders, as well as to promote the aims and outcomes of the project.

This project will be "light" since no stand will be rented. The partners will have to network and get involved in parallel events of the event in order to increase the potential stakeholders of the project.

C2.3	Final Conference of the promotion of the route

Link to WP	C
Aim	Promote the route's aims and outputs
Description	The Final Conference will inform target-groups about project activities implemented, outputs produced and results achieved in order to raise their awareness of the project. The event will be held in Chalkida, hosted by the LP. The report will include agenda, attendance list, presentations, photos etc.
Start	12/2025
End	12/2025
Responsible	R – DAE (as LP) A – All Partners S - Experts C – DAE I – Partners / ADRION Programme (incl. JS) / Stakeholders
Budget	21.000 € • DAE: 12.200 € for Technical Assistance in Organisation • ADF: 3.000 € Travel • COFO: 2.000 € Travel • SUM: 2.000 € Travel • GERACE: 2.000 Travel
Criteria of Success & Effectiveness	➢ Conference attendance ➢ Evaluation of attendees ➢ Press coverage

Work Methodology and Activities

The Responsible partner will design and organise the Closing Conference of the route, following event planning methodology. Since this will be the last public event of the project, it is likely that key stakeholders of the Commission and the ADRION programme will attend or represented. Furthermore, local/regional/national/European stakeholders will be invited to participate, including representatives of other ADRION and Interreg projects.

During the conference the achieved outcomes of the project will be presented, along with highlights and key activities. Project partners along with external guest experts will present and discuss the potential impact of the project as well as its capitalisation strategy.

Due to the significance of the project in the local context, members of the press will be invited and media coverage will be arranged.

C2.4	ADRION Capitalisation Event
Link to WP	C
Aim	To promote and disseminate the outcomes of the route
Description	The LP and the interested partners will take part in the capitalisation event organised by the ADRION Programme. The purpose of the event will be to exchange experiences with other ADRION projects, build synergies and capitalise on the collective knowledge created by the projects
Start	3/2022
End	12/2025
Responsible	R – DAE (as LP) A – All Partners S - Experts C – DAE I – Partners / ADRION Programme (incl. JS) / Stakeholders
Budget	18.000 € • DAE: 5.000 € for technical assistance + 3.000 Travel • ADF: 3.000 € Travel • COFO: 2.000 € Travel • SUM: 2.000 € Travel • GERACE: 3.000 Travel
Criteria of Success & Effectiveness	➢ Conference attendance ➢ Evaluation of attendees ➢ Press coverage

Work Methodology and Activities

The Responsible partner (DAE as LP) will represent the project SMART HERITAGE (and the route), at the capitalisation event organised by the ADRION Programme.

DAE will promote the outcomes of the project and will exchange experiences, good practices and lessons learned with other projects. Depending on the timing of the event, DAE might be able to disseminate the electronic roadmap as well as invite stakeholders to use the demonstration tools created during the project.

2.2.3 Activity C.3 "Promotional material"

The LP will produce the promotional and dissemination materials in order to establish best possible project visibility, raise awareness among general public and target groups and add value to cultural tourism brand building. These materials will be delivered to target groups during all project events. Moreover, the activity includes the design and printing of the project leaflet.

C.3.1-6	Promotional Materials
Link to WP	C
Aim	To promote the project
Description	The project brochures will be in English and will include info about the concept of the project, outputs, results, partnership etc.
Start	01.2022
End	12.2025
Responsible	R – DAE (LP A – All partners (distribution) S – Experts C – All partners I – Stakeholders/ ADRION Programme / JS
Budget	DAE: 10.000 €
Criteria of Success & Effectiveness	➢ Quality
Work Methodology and Activities	
The LP (DAE) will design, produce and distribute among the partners the required promotional materials and leaflets, following the project's identity manual and the ADRION Communication Guidelines.	

2.2.4 Activity C.4 "Digital activities including social media and multimedia"

The aim of this activity is to develop and implement Internet communication channels (project website and social media) and to conduct advertising campaign through available marketing tools.

C.4.1	Social Media Accounts
Link to WP	C
Aim	Promote the project's activities and outputs
Description	Social media (Facebook, LinkeIn, YouTure, Twitter) will be exploited for wider diffusion of project results to targeted audiences and linked to the project website and platform & communicated via several means (partners websites, brochures, newsletters).
Start	03.2022
End	12.2025
Responsible	R – DAE (LP) A – All Partners S – Experts C – Experts I – Stakeholders
Budget	30.000 €
Criteria of Success & Effectiveness	➢ Number of followers/ friends / connections ➢ Number of posts ➢ Number of reactions (like, retweets, shares etc.) ➢ Quality of content ➢ Variety of content (all partners must contribute)

Work Methodology and Activities

The Responsible partner (DAE) will monthly collect news/updates from all partners, and in coordination with the Accountable partners (all partners) will create the Monthly Social Media Calendar.

All partners will have to provide monthly 1-2 news/updates on their activities as well as provide as much as possible best practices, case studies and other relevant to the project SMART HERITAGE news and articles.

Partners can also propose "post exchanges" with other projects that they participate or have access too, as long as these are relevant to the SMART HERITAGE concept. Post exchange means that projects will mutually promote the activities of each other. This practice must be limited to important updates and news (i.e. major deliverable completion, opening-closing events etc.).

The Responsible partner will also arrange for posts originating from the ADRION Programme and other Interreg programmes or the EC.

Tip: Any project news/events/updates shared, should be sourced (links) from the SMART HERITAGE project website, hosted by ADRION Programme. In this way we will be able to attract users in the website, where ADRION Programme can acquire analytics and measure popularity of projects. (https://smartheritage.adrioninterreg.eu/)

Instructions for Social Media

Facebook (page): Facebook is a low volume/high value network. Don't post too frequently – fans get frustrated with too many posts. Make each post count by offering something valuable or interesting to the audience

→3-10 times per week (quality over quantity)

→The daily management of the page will be done by the Responsible partner (DAE) with contributions of all partners

A monthly calendar will be created with the planned posts, allowing some space for news, updates & external content (ie. industry news).

Content Categories and frequency:

- Project's news/updates: 1-2 times / week
- Partners' activities: 0-3 times/week
- ADRION Programme news: 1 time /week
- Good practices/case studies/sensory marketing/ destination etc. general news: 1-4 times/week

Posts must always be accompanied by pictures to attract interest.

Twitter: Twitter is a high volume/low value network. Need to share more because of Twitter's fast-paced nature. Shared content can be inhouse created or curated from other sources (ensure relevancy with project and interest for followers).

→at least 5 times a day (quantity over quality)

→The Twitter page will be managed by the Responsible Partner (DAE) with contributions by all partners

Possible content: Any relevant news/updates from the project, the ADRION Programme, Interreg Programmes, EC, stakeholders, tourism industry, good practices, case studies, etc.

LinkedIn: LinkedIn is a low volume/high value network. The content must not dominate the feed, but also the shared content must be relevant to the business and industry.

→2-5 times per month (quality over quantity)

→The LinkedIn page will be managed by the LP (DAE).

Type of content: More formal and technical content around business and industry. Project important news (major outputs and events), industry news relevant to the project, partners achievements etc.

C.4.2	Social Media Accounts
Link to WP	C
Aim	Promote the project's activities and outputs
Description	Report on the content development and continuous updating of the project website that will be hosted in the ADRION Programme website, including statistics
Start	03.2022
End	12.2025
Responsible	R – DAE (LP) A – All Partners S – Experts C – Experts I – Stakeholders
Budget	12.000 €
Criteria of Success & Effectiveness	➢ Quality of content ➢ Variety of content (all partners must contribute) ➢ Number of updates
Work Methodology and Activities	

The project website (https://smartheritage.adrioninterreg.eu/) is hosted by the ADRION programme in its web-platform. It is similar in design with the rest of ADRION funded projects and the available page structure is pre-determined.

The page is structured as follows:

➢ Overview → Project Summary – Information – Social Media links, Partnership
➢ News and Events
➢ Activities

> ➢ Library
> ➢ Contact

The Responsible and the Accountable partners are able to publish posts in 4 sections (categories) listed below:

> ➢ News: news related to the project may be published in this category.
> ➢ Events: events related to the project may be published in this category (the events published in this category will be automatically loaded on the Interreg ADRION program official website. An editor will check if the event can be published).
> ➢ Activities: activities related to the project may be published in this category.
> ➢ Library: documents related to the project may be published in this category.

The website will be updated in a regular basis as follows:

News: Press releases, project news and programme news (when relevant to project) should be regularly updated.

Events: all events that the project is represented (officially and unofficially) will be communicated. All partners must inform the responsible partner for their participation in such events and provide background information and when possible more than 2 photos/pictures. During Project Events, more rigorous documentation is required.

The section should be updated at least once per month and illustrate the dynamic of the project.

Activities: This category will present more "local" activities of the partners, i.e. workshops, consultations etc. It is possible that sometimes Activities might be also reported as events or news, depending on their significance for the project.

Library: The library will serve as depository for project deliverables (publishable), promotional documents and media.

The Responsible partner will be collecting regularly (once per month) news and materials and will be managing the uploading and formatting of the posts.

All posts should remain under the Status: Pending Review, until the Accountable partner publishes them.

Attention: posts under the Status: Draft will not be considered for publication until their status has changed to Pending Review. In this way, the responsible partner will be able to work on multiple drafts and versions.

All partners must update regularly the Responsible partner on their events, activities and news, and provide him with information and media. To avoid high volume of emails, mix-ups and ensure proper record-keeping and archiving, the consortium's Google Drive should be used to circulate materials etc.

Google Drive Location: SMART HERITAGE→Communication→ADRION Website

Tip: Any project news/events/updates shared, should be sourced (link to be attached) from the ADRION project website. In this way we will be able to attract users in the website, where ADRION Programme can acquire analytics and measure popularity of projects.

2.3 Monitoring and Evaluation

The ADRION programme requires a set of monitoring and evaluation processes, especially regarding the communication of the projects and their visibility.

The following table illustrates the necessary steps required for each communication activity to ensure sufficient monitoring and evaluation of their implementation.

ACTIVITY	Monitoring & Documentation	Evaluation
C.1 Communication Plan & Project Identity Manual	• The LP will monitor if all partners make proper use of the templates provided and respect the rules of ADRION regarding branding principles. • Each partner should ensure that an internal mechanism is in place for quality check of every deliverable.	• Every partner should self-evaluate their compliance with the guidelines of the project and ADRION Programme, and take adequate corrective action if required.
C.2 Public Events	All project events must comply with the following: • Keep record of attendees • Keep evidences of the event (brochures, agenda, photos of attendees, other materials) • Ensure that the PROJECT POSTER (provided by the JS) is in place in every event. • Ensure that a project banner is used in every event • Ensure that no materials are distributed without the project and the programme logo. Please use the available templates and the Project Identity Manual. • Ensure that all materials have the proper DISCLAIMER in place.	• An evaluation form should be use to measure the success and the impact of the events. A generic (mandatory) form is provided at the Annex of the Communication Plan. Partners are expected to: ✓ Translate, if required, the form in their own language. ✓ Populate it with more questions, relevant to the specific event ✓ Actively request from participants to fill the form. ✓ Collect the data and synthesise a report. ✓ Report all data to the LP • A self-assessment report should also be filled by the partners (template in the Annex) and send to the LP. • All reporting must be submitted within 10 days of the Event along with the event materials (photos, scanned copies of participants' list, etc.)

ACTIVITY	Monitoring & Documentation	Evaluation
	• Ensure that no copyrighted materials (photos, videos, texts etc.) are used, and if so, acquire the proper licence before using them. Proof of licensing might be requested by the JS. • Ensure that the attending audience is aware that their image might be used for promotional purposes or recordkeeping (use template in the Annex).	• The GOOLGE Drive should be used to minimise email size and delays. (under WP5-Communication → Events).
C.3 Promotional Materials	• Once you print/ produce any materials, please take a picture and upload it/ attach it to your partner progress report. All evidences should also be uploaded at the corresponding folder in the GOOGLE DRIVE.	• No formal evaluation method • Please ensure that you use FCS certified paper for the production of your publications. • Please ensure that you are using the eco-friendliest available solution for the production of your materials (merchandise).
C.4 Digital Activities	• The Responsible partner will keep record of the posts and communications of the project regularly. • The Accountable partner will keep track record of the	• Digital activities will be ongoing evaluated by analysis the appropriate data: ✓ Page analytics ✓ Facebook analytics ✓ Responses ✓ ADRION analytics

ACTIVITY	Monitoring & Documentation	Evaluation
	statistic data and overall progress.	✓ Etc.
C.5 Publications	• The LP will ensure the proper monitoring of communication activities quality assurance.	• The publication will be evaluated based on its dissemination impact.