

Template for T.1.3. Strategic and Action Plan

PROJECT

**“Building the ADRION Brand Name in Tourism:
Indulging all Five Senses”
(Acronym: ADRION 5 SENSES)**

DISCLAIMER:

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NAME OF THE PROJECT: INTERREG ADRION, ADRION 5 SENSES	
Work Package	T1. Strategy
Activity	T 1.3. Formulation of Joint Strategy and Action Plan
Deliverable:	T.1.3.1. Strategic and Action Plan Template
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EXPLANATION AND AIM OF THE ACTIVITY 1.3.

The aim of this activity 1.3. is to bring together stakeholders to clearly articulate the strategic direction and actions as the development, marketing and management of the ADRION destination for the future is key for this activity. The planning process is informed by the findings of the A.T1.1 and A.T1.2 to ensure that all existing knowledge is considered and incorporated into the strategic direction of the destination.

The process includes:

- Development of a comprehensive stakeholder engagement process and clear definition of their roles and responsibilities in order to leverage skills/experience and provide focus for planning & management.
- Development of a shared stakeholder vision for ADRION destination management over time to agree a common direction and values.
- Development of the Joint Strategy & Action Plan that provides a long-term direction for the destination's development, marketing & management as well as short, medium and long-term actions to achieve the destination's vision.

This template will serve as a basis for the development of a comprehensive Strategic and Action plan that will include outputs from the previous activities, specifically, T1.1.2. Synthetic Diagnosis and T1.2.1. Good Practices Guide, T1.2.2. Benchmark Analysis Report, as well as the Stakeholder Analysis (Activity C1. Communication).

Note for the partners - IMPORTANT!

Please note that the Strategic and action plan should be no longer than 15 pages long. Please use the sections and the format provided below. Don't change the format or add to as it is than difficult to compare data and create a JOINT STRATEGIC AND ACTION PLAN for the Adriatic region. If you have any comments and suggestions, please send them to us before developing a Plan.

Deadline for the Strategic and Action plans for your regions is: February 15, 2019.

TEMPLATE FOR THE STRATEGIC AND ACTION PLAN

I. INTRODUCTION

Max ½ page

In the Goriška Region strategic objectives are designed to promote innovation and technological development in the economy of the region, safeguard its environment, particularly natural and cultural heritage of the area as well as to stimulate sustainable tourism. Through the project **ADRION 5 senses** Goriška region, institutions and individuals involved in tourism wants to promote and enhance entrepreneurship in the region as a driver for the sustainable & responsible tourism development and promote sustainable economic development in all fields (tourism, culture, rural development, low carbon-emissions, green economy, etc.).

The vision of the Goriška region in the context of sensory tourism products are as follows: Tourism should form a unique entanglement between the tourist and the tourism products through the sensory experience. Linking the human senses of seeing (visual), smelling (olfactory), hearing (auditory), tasting (gustatory), and touching (tactile), with the cultural heritage attractions in the Goriška region brings about the discussion and concrete action on how the senses will improve the quality of tourist experiences in the region in future, and create an attachment between the tourist and the cultural attractions within it...

RDA's main task in the project **ADRION 5 senses** is assisting tourism providers, local authorities and other public and private bodies of the region with the scope to promote sustainable and responsible tourism development, based on sensory experience and therefore to play important role of enhancing sensory experiences in appreciating the cultural heritage attractions in Goriška region. The main activity of RDA is also to prepare the implementation and monitoring tools for cooperation and local, regional, transnational and international experience within the scope of sensory tourism.

II. SITUATIONAL ANALYSIS (summary from the T1.1.1 Market Research Report and the T.1.1.2. Synthetic Diagnosis Report)

Max 2 pages

1. ANALYSIS OF THE DESTINATION

- *Geographical and other characteristics of the region (spatial connection, modes of transportation and arrival, climate)*

Goriška region, lies on the western part of Slovenia, in the basin of river Soča, between Julian Alps and Vipava Valley, named on river Vipava, important feature for tourism development in the area. It is bordering with Friuli Venezia Giulia on the west and the central Slovenia region on the east. On the south there is Coastal - Karst region and on the north Gorenjska region.

The Goriška region had very important traffic role in the past. It connected eastern and western part of the Europe. With the move of the trans-European corridor (railway, road), the importance of the region reduced. The motorway between Razdrto and Italy is becoming more and more important. The length of the roads network in the region is ca. 7156 km. The main road motorway Razdrto - Vrtojba is mainly use for the traffic from the Italy to the East. In the Goriska region there are two airports used for sports and turist purposes. Close to the region (about 15 km) on the Italian part, it is international Airport of Ronchi, which improves the traffic accesibility of the region.

Climate is continental with strong influence of the mediteran, with lots of fall in the Upper Posočje and with Bora wind in the Vipava Valley. Because of the mountains, hills, and deep

narrow valleys is the northern part of the region very hard to transit and has bad communications.

- **Demographics - brief description of the demographic situation in the region**

Area of Goriška statistical region has 2.326 km² and it is 4th biggest region in Slovenia. Region has 117.747 inhabitants (in 2017) (approximately 6 % of all inhabitants of Slovenia). Number of inhabitants has fallen in comparison with the year 2000. The density of settle is less than 51 inhabitants per square km and it is the lowest in the state. Share of inhabitants younger than 14 is falling, share of old inhabitants (more than 64 years) is rising. The trend is same as in many other European regions. Aging index is 123%. The anticipated age for new-borns is 77,6 years. The unemployment rate is 10,5% (average of the 2012). The unemployment rate is one of the lowest in the Slovenia. But it is increasing. The centre of the region is Nova Gorica, which intends to become the development centre of the region. Other smaller sub region centres also have the development role, especially because of the geographic barriers and development differences.

- **Economic characteristics (characteristics of the labour market, key economic sectors, main sources of revenue...**

The bases of the economy of Goriška region represent the large companies with more than 52 % employees regarding all active inhabitant of the regions. Those companies create 56 % of revenues of the region. On the other 94 % of all companies are small companies, 3 % medium companies and 3 % large companies. The main problems of the economy are small number of innovation, slow development of tourist sector, the tourist offer is not well connected, the different institutions are also not cooperating well. The reason and also the consequence of this is the flee of the brains from the region.

2. RESOURCE ANALYSIS

- **Natural Resources - brief description and listing of the most valuable natural resources (key national or nature parks, protected areas, reserves..).**

Goriška statistical region is very heterogeneous in geographic - geological structure, natural, cultural, material and immaterial heritage. In comparison with other Slovenian regions the Goriška region has most protected sites of natural heritage. In the Goriška region is 59.799 ha of protected areas, of which 48.608 ha National Park Triglav (TNP) * (in total park consists of 83.807 ha) and 11.191 ha of landscape parks. On the territory of the region is also 115.745 ha of Natura 2000, which represents 49,78 % of the total Goriška region.

The Soča River

The Soča is a river 136 km long that descends quickly from its source in Trenta towards the sea. Visitors have to find out the rest by themselves from wherever they approach the river, be it by kayak or as hikers or observers, or even with the intention of capturing one of its famous Soča trout; visitors should always bear in mind that they are discovering a part of nature which was given to us to protect and which we have managed to preserve in almost the same state as it was in ancient times.

The Vipava river

River Vipava springs from beneath the western slope of Nanos. Vipava is a unique river, which has numerous springs and their number depends on rainfall in its Karst hinterland. In one of the springs they found the proteus, which shows a considerable diversification of underground tunnels in which the water flows. River Vipava and its tributaries drove machines since our ancestors invented them. In Vipava, there were many mills until the mid-20th century.

Brda

Brda – a fairy tale landscape, from where the view stretches out to the sea, Friuli and Veneto, a land of hills, nested halfway between the Alps and the Adriatic Sea. Bearing the stamp of the past, today's life in the villages and hamlets of Brda has been taking its own pace – tranquil and cheerful, surrounded by family and in harmony with visitors. The essence of the Brda region remains the same – pleasure of tasting excellent dishes, enticing wine experience and unforgettable socializing moments.

Trnovo Forest

The Trnovo Forest and the neighbouring Banjščice plateau are the most north-western spur of the grand Dinar mountains. The mountainous area of the Trnovo Forest is karst-like, with no running superficial water, full of closed hollows, hills of different height and mountains, caves, abysses, shafts and minute karstic forms: scallops, grooves, rock holes, etc. Admirers of the nature can indulge themselves in many other numerous curiosities and visit monuments of the natural heritage. The locals will be very willing to show them around.

The Panovec Forest

Nova Gorica is one of the rare cities in Slovenia which can boast of having such a large, preserved and interesting forest with numerous domestic and foreign tree species in the direct vicinity of the town.

The Plateau Nanos

Nanos is an independent mountain chain, which extends over 65 square kilometres and presents more than one half of the territory of the Vipava municipality. At 1313 meters Suhi vrh is its highest peak.

The Sabotin Hill

The Sabotin Hill (608m) lies at the junction of Pre-Alpine, Sub-Mediterranean areas and the Dinaric Alps. To the south it overlooks Nova Gorica, to the west it looks to the Brda region, to the east there is Sveta Gora and the Trnovo and Banjščice Plateau, and to the north there are the Julian Alps.

** Out of the project area*

- *Cultural resources - brief description and listing of the most valuable cultural resources (main cultural and historical heritage sites, types of material and immaterial heritage).*

The Kostanjevica Monastery

The pilgrimage place is rich in history and treasures of the past. In the famous library of the Franciscan monastery - Škrabčeva knjižnica - several incunabula and one piece of the Bohorič Grammar Book can be seen. In the church crypt lie the mortal remains of some of the members of the royal French House of Bourbon, among them the last king of France and his son, the Duke of Angulem. In the former garden of the monastery, at the southern facade of the Kostanjevica monastery, there is a collection of Bourbon roses. It is one of the biggest and most complete collections of Bourbon roses in the world.

Trnovo - WWII Memorial and Sepulchre

The memorial with sepulchre dedicated to 256 fallen partisans of the IX. Korpus in WWII is located on Mt. Kobilnik. The sepulchre was designed as a platform with view. The sandy path around the hill connects the sepulchre with the hillfoot where in the years 1981 - 1983 a

Memorial amphitheatre was built. More than 2300 names of the fallen fighters and victims of the War of Liberation are remembered here.

The Roman Stronghold Ad Pirum

The Roman Stronghold Ad Pirum is situated at the highest point of the Roman Road that led from Aquileia via the Hrušica plateau to Emona (Ljubljana). The Roman Road was built under the ruling of Emperor Augustus (27 BC - 14 AD), at the time, when the territory of present Slovenia was comprised in the Roman Empire.

Tower in Gonjače

When the weather is fine, the best way to start exploring Brda is from here. From the view tower, the entire Brda area can be admired as well as Julian and Carnic Alps, the Dolomites, the Friuli plain and hills, the Gulf of Trieste, the Karst plateau, the Vipava valley and the Trnovski gozd plateau.

The Baumkircher's turn

In Vipava Herlih Kranseperger built a towery castle in the direct vicinity of a stone bridge over the river Vipava and patriarch's lower castle in 1342. In 1386 Herman I. of Celje bought it from Knight Haertl.

Sv. Pavel above Vrtovin

Sv. Pavel above the village of Vrtovin is well-known for its tallest preserved tower from the Roman times in Slovenia and is situated over a water spring in a cliff on the southern slope of the Školje Plateau.

The Castrum Fortress

Among all the towns of Slovenia, which used to be home to the Romans, Ajdovščina has managed to preserve an almost intact Roman fortress with fourteen towers. Around 270, the Romans started building a fortified military camp, which was a part of the defence system at the eastern boundaries of the Empire

The Manor house Zemono

In the northwest of Vipava, the village Zemono is located. Above it, on a 139 metre high rising, the Manor house Zemono (Belvedere) is located. The building, which is set among vineyards, can be seen for miles around. It was built by Vipava lord Francesko Antonio Lanthieri in 1683. The year 1683 is carved into arcaded hall. Francesko was a great lover of art (a bit before Belvedere, he built a manor house in Vipava) and an even greater entrepreneur (among other things, he founded a paper factory and a spinning-mill in 1651, in Ajdovščina). A counts' wine cellar first stood on the hill Belvedere. When a new building was added, they started using it as a summer and hunting mansion and Vipava's manor house.

The stone railed bridge in Solkan

The stone railroad bridge in Solkan was erected by leading Austrian engineers in 1906. With an arch spanning of 85 metres, it was the second longest stone bridge in the world. The present bridge was built in 1927 by Italian master stonemasons to connect Nova Gorica and the Brda hills.

Sveta Gora - Holy Mountain

Sveta Gora is an important sacred place with a rich pilgrimage tradition. It is situated at the junction of the Vipava and Soča Valley at the transition of the Gorica Plain into the Friuli

Plain. With its height of 682m above the sea level it offers a magnificent view of the Julian Alps, the Trnovo Forest, the Karst up to the sea, and to Brda and the Friuli Plain, the Carnic Alps and the Dolomites to the west.

Kromberk Castle (Grad Kromberk)

On a hill with a view on the edge of Nova Gorica stands a renovated Renaissance fortress. The small, two-storey Renaissance castle was built before the end of the 16th century on the site of the older castle of Henrick Dornberg from the 13th century.

The Dobrovo Castle

This fortified two-storey Renaissance castle from the beginning of the 17th century stands on a ridge with a view in the upper part of the village of Dobrovo. It was built on the location of an older castle. The estate was owned by the Colloredo, Catterini-Erzberg and de Baguer families.

3. VISITORS' ANALYSIS

• *Brief analysis of the tourism in the region - key characteristics*

Type of Tourism is conditioned by Natural and Cultural heritage. Such as fascinating environment with mountains and rivers, sacral buildings, remainders of the First world war and Rapal border, wine regions, etc. The main reasons for visiting Upper Posočje * are sport and outdoor activities, in Idrijsko - Cerkljansko skiing * in Nova Gorica gambling and in Vipava Valley and Goriška Brda Gournment and Wine tasting with outdoor activities.

The structure of the visitors is different in sub regions.

Upper Posočje *: Slovenians (32,7 %), Germans (22 %), Austrians (7,7 %) and Italians (6,2 %);

Idrijsko-Cerkljansko *: Slovenians (54,7 %), Croatians (10,3 %), Hungarians (8,4 %) and Nederland (5 %);

Upper Vipavska valley: Slovenian (40,7 %), Italian (18,7 %), German (6,3 %) and Austrian (4,9 %);

Nova Gorica: Italian (63,9 %), Slovenian (11,1 %), German (3 %) and Austrian (2,9 %).

*Note: sub-regions marked with * are not part of the ADRION 5 SENSES project*

• *Analysis of accommodation capacities*

The structure of the beds (2013) is as follows: • 29 % Camps; • 28 % Different accommodation facilities (mountain resorts, hostels...); • 27 % Hotels; • 16 % Private rooms

• *Analysis of arrivals and overnight stays*

Data from 2013, shows the structure of origin of foreign guests in the region as follows: - Italy (39,90 %); Germany (14,02 %); Austria (7,00 %); Czech (5,78 %); Nederland (3,53 %); Croatia (3,19 %); Hungary (2,65 %); France (2,81 %); UK - Great Britain (2,29 %).

Statistics shows increase of 31.4% on domestic market and 37,1% on foreign markets (data 2007/2013).

• *Analysis of overnights and income*

Available data shows following number of guest nights:

	2007	2008	2009	2010	2011
Domestic v.	115247	170282	172388	158350	174277
Foreign v.	314600	406399	381729	383682	432271
TOTAL	429.847	576.681	554.117	542.032	606.548

Average residence day available data are following:

	2007	2008	2009	2010	2011
Residence t.	2,32	2,43	2,35	2,33	2,37

4. ANALYSIS OF SERVICES AND ATTRACTIONS RELATED TO CULTURAL AND NATURAL RESOURCES

- *Brief analysis of key characteristics and challenges related to key services and main attractions (related to cultural and/or natural resources including integrated products/services - those that combine different types of tourism).*

	On the CH site:	Near by the CH/NC site *:
Museums:	Krobmerk castle, Dobrovo Castle, Vila Bartolomei, Museum in Ajdovščina, Blacksmiths museum, Hunters museum, Marian museum Sveta Gora, Military museum, Museum of smuggling, Military guard tower museum (the smallest museum in Slovenia), Wine Museum Vipava, Military museum Vipava, Museum on Cerje	Kobarid Museum, Kolovrat open museum, Heritage of Mercury - Idrija, Gorizia castle, Attems Petzenstein - Gorizia museum,
Visitor centres:	TIC Brda, TIC Kanal, TIC Nova Gorica, TIC Ajdovščina, TIC Vipava	TIC Tolmin, TIC Idrija, TIC Bovec, TIC Kobarid, TIC Cerkno
Galleries:	City Gallery, Gallery of Riko Debenjak, Frnaža, Veno Pilon Gallery, The house of culture Šmartno, Gallery of Danilo Lokar,	Galeria Dora Bassi - Gorizia, Galery, Lojze Spacal Galery Štanjel, Art galery Mario di Iorio Gorizia, Culture centre gallery Lojze Bratuz Gorizia,
Theaters, concert halls:	Slovenian National Theatre Nova Gorica, Cultural centre Nova Gorica,	Nacional Slovene theater in Trieste, Teather Verdi in Gorizia, Cultural Centre Gorizia,
Others:	Etno houses (Ajdovščina, Brda, Kanal,...) Thombs of the Bourbons Nova Gorica, Caverns on Sabotin, Pilgrimage route Sveta Gora, Wine road Vipavska dolina, Wine road Brda, Ice cave Lokve, Rihemberk Castle, Vipavski križ	Postojna Cave Park, Predjama Castle, Gorizia Castle, Štanjel Castle,

*Note: services marked with * are not part of the ADRION 5 SENSES project*

- **Relevant products and services related to cultural and natural resources (including integrated products/services).**

These products are important and relevant since the tourists will be expecting to experience the local culture, customs, architecture, arts and music, foods and history.

Product type	Rank
Active and sport tourism	4
Business tourism	3
Cultural tourism	4
Eco- or green tourism	3
Health tourism	4
Rural tourism	3
Water tourism	4
Wine and gastronomy	4

1- Not significant

5- Most significant

- **Relevant attractions.**

Following events and cultural attractions are important for the development of the project aims. They provide unique experience and taste of the local tradition, culture, story, living culture of the area and all what is important for a good tourism product, means to deploy all five senses of the visitors:

	On the CH site:	Near by the CH/NC site *:
Festivals:	Vipavska Trgatev, The celebration of the cherries, Festival of roses, Vine Festival, mortadeljada, open wine cellars day, The polenta festival, Mohorjevo, The hay harvest festival, The peach festival, Chestnut festival, Martinovo festival, Pixelpoint, The municipal fest days, B'ndimska kvatrnica, Lakeness music festival, Summer scene festival Nova Gorica, Summer in the Vipava Valley festival, Zelen wine Festival Vipava, Month of local cuisine »Tastes of Vipavska« festival, The »city of books« festival Nova Gorica,	Festival of Idrija Lace, Carneval without border -Gorizia, FAI Marathon - Gorizia, Border flavours, »Gusti di frontiera« festival Gorizia,
Concerts:	Tabor Musical evenings, Once upon a time there was a song, Rock Batuje, Many concerts on different places in the area	Regular (weekly/monthly concerts in Gorizia - Italy)
Fairs:	International exhibition of Christmas crib on Sveta Gora, Kriški fair day, Forester fair, Art market, Farmer market	Expomego - Gorizia, St. Anrew Fair, Christmas Fair (Main towns in surroundings),

Programs for children:	Several events (Nova Gorica Theater for children, New year events for children, other events, ...)	Creativ lab for children (Gocce Colorate) - Gorizia Italy, 1000 children in GYM - Gorizia Italy
Others:	The Soča rowing regata*, May run, Rally of oldtimers in Vipava, Several Marches and other recreational events, Paragliding Lijak, bungee jumping Solkan,	Triathlon in Gorizia Italy, Piancavallo transborder championship in ski, Gorizia marathon, Rafting and canyoning on Soča*, Zip-line Bovec*

*Note: Attractions marked with * are not part of the ADRION 5 SENSES project*

5. ANALYSIS OF MARKET AND COMPETITION

• *Structure and types of visitors in the region*

Data from 2013, shows the structure of origin of foreign guests in the region as follows: Italy (39,90 %); Germany (14,02 %); Austria (7,00 %); Czech (5,78 %); Nederland (3,53 %); Croatia (3,19 %); Hungary (2,65 %); France (2,81 %); UK - Great Britain (2,29 %).

Both domestic and foreign markets should be addressed carefully and with full responsibility in order to keep them satisfied and willing to pay return visits to the region.

• *Analysis of the selective types of tourism relevant for the region*

The target groups of the Goriška region are following:

- People with the 50 and more from urban areas
- Visitors who search outdoor activities
- Visitors who search the traditional food and drink
- Families with children

Product type	Rank
Active and sport tourism	4
Business tourism	3
Cultural tourism	4
Eco- or green tourism	3
Health tourism	4
Rural tourism	3
Water tourism	4
Wine and gastronomy	4

1- Not significant

5- Most significant

- *Competition analysis - brief analysis of the key tourist attractions, products and services that directly compete with the region's offering (in the area of cultural and/or natural resources).*

From the point of competition it could be stressed that neighbouring & bordering areas to Goriška region are Friuli Venezia Giulia on the west and the central Slovenia region on the

east. On the south there is Coastal - Karst region and on the north Gorenjska region. Gorenjska region is known on ski tourism at the most, so there is not an immediate competition as Goriška region has not developed its tourism profile on this product apart from Bovec/Kanin, which is out of the ADRION 5 SENSES project area anyway. Competition with other two regions are potentially on the products like eno-gastronomy, sport and active holidays, pilgrimages, gambling and above all tourism based on cultural, natural and technical heritage as well as history.

III. STAKEHOLDER ANALYSIS (summary from the Communication plan, Activity C1.)

Max 1 page

- **Identify all those groups who have a significant interest in the project ADRION 5 SENSES, meaning those groups that have invested interests in the themes tackled by the project (tourism, branding etc.) in the (Partner's Region);**

Main categories of interest groups in the ADRION 5 SENSES project are Local Municipalities as public sector bodies as follows: Nova Gorica, Šempeter-Vrtojba, Renče-Vogrsko, Kanal ob Soči, Brda, Vipava, Ajdovščina and Miren- Kostanjevica. Then private sector tourist providers and private sector attractions managers, guides etc. As one of the main drivers of regional development, including tourism will be also Network of the Regional Development Agency, including some professional and expert national institutions with regional offices, like both Institutes for Cultural and Natural protection and Slovenian Tourist Board. Part of the local support environment would be institutions like ROD Ajdovščina, TIC (Nova Gorica, Kanal, Brda, Ajdovščina), ZTKMŠ Brda, KŠTM Šempeter and both Institutes for Tourism Miren and Nova Gorica & Vipava Valley. Other interest institutions are Goriška Museum Kromberk, educational institutions like University Nova Gorica and FUDŠ and others.

- **Investigate their respective roles, different interests, relative power and capacity to participate (strengths and weaknesses);**

These institutions are local, regional and national stakeholders, which have stake in the regional economic development including tourism. They would be interested for sustainable development of Goriška region including development of new job opportunities on the field of tourism, like proposed by ADRION 5 SENSES project.

- **Identify the extent of cooperation or conflict in the relationships between stakeholders;**

In principle these partners are willing to co-operate for common interests and development opportunities in the Goriška region. It is not expected that there will be any major conflicts among them.

- **Interpret the findings of the analysis and incorporate relevant information into the final plan and strategy to be developed, to help ensure that relevant and proper actions are taken to meet the specific needs of these stakeholders.**

The main target of the project will be decision makers and management teams who are directly responsible for the sustainable management of tourism. They will be the direct beneficiaries of the activities: sustainable utilization of tourism, joint definition of transnational methodology, local application of the methodology for drafting/integrating management plans, preparation of market-oriented analysis and plans, shared promotion

and local development guidelines. The end users of the project results will mainly be operators working in tourism and public administrations seeking to set up efficient management structures for the tourism under their responsibility. ADRION 5 SENSES intends to build local networks by actively involving a wide range of key stakeholders of the targeted tourism: decision makers, civil servants, non-profit organizations, tourist operators, financial actors, institutional subjects. These local stakeholders will be involved in the development and preparation of the management plan and business plan for specific resources. Indirect beneficiaries of the project will be different categories of people such as people working in the tourism sector benefiting from new job opportunities in the sites concerned, public and private investors interested in the management and promotion of tourism resources, the residential population and potential tourists of the tourism.

- **Recommendations on how to further involve them or interact with stakeholders.**

The implementation of the project ADRION 5 SENSES aims to involve the stakeholders in response to the development and threats that the Goriška region face in field of tourism and to give ways of day to day management issues related to the protection and revitalization of tourism in the region. The ADRION 5 SENSES local network will be established in the concerned project area and composed by the representatives of the public authorities, NGOs, business and civil society for the implementation of ADRION 5 SENSES activities and especially for the preparation of the Strategy. The added value of this approach is involvement and sharing of responsible bodies, stakeholders and local communities since the very beginning of the project through the meetings. The Strategy for Destination management will be presented to the local stakeholders, to receive the feedbacks and to consider their different points of view within decision-making process. Cooperation between all the stakeholders is crucial to ensure comprehensive innovative tourist offer. The close cooperation between project partners is also important in order to develop a brand that will provide the best quality services for all five senses.

IV. SWOT analysis

Max 2 pages

Goriška region example:

SWOT ANALYSIS			
	Strengths	Opportunities	
	<ul style="list-style-type: none"> ▪ Product completely innovative ▪ Stakeholders have a capacity to develop and promote those products ▪ Natural resources available and of standard ▪ Tradition on local ethno and 	<ul style="list-style-type: none"> ▪ New market opportunities ▪ EU funds ▪ There is a clear need for those products at the market ▪ Cooperation and support of UNESCO sites in neighbouring regions... ▪ Developed SUSTCULT 	

INTERNAL	gastro products... <ul style="list-style-type: none"> ▪ Rich history ▪ Heterogeneous cultural heritage ▪ Mediterranean climate ▪ Strategic location ▪ Traditional craft 	project and guidelines <ul style="list-style-type: none"> ▪ Local traditional products as tourism product in increasing numbers ▪ Support measures for better marketing of traditional products 	EXTERNAL
	Weaknesses <ul style="list-style-type: none"> ▪ Lack of understanding and capacity of stakeholders ▪ Too much focus on visual and taste and not to other senses ▪ Absence of joint management of heritage sites for tourism purpose... ▪ Lack of adequate communication between local municipalities in terms of joint tourism performance ▪ Lack of adequate communication between local tourism stakeholders in terms of joint tourism performance ▪ Complicated administrative procedures ▪ Absence of joint and co-ordinated marketing 	Threats <ul style="list-style-type: none"> ▪ High competition from other destination ▪ Strict regulations and laws that prevent innovation ▪ Economic situation is not favourable ▪ Low absorption of EU funds, complicated procedures ▪ Mass tourism – non sustainable market as consequence of casino visitors ... ▪ Introduction of new, modern and non-sustainable materials and solutions in renovation of techniques and construction in relation to the heritage sites ▪ Other regional and state priorities on the field of real estate and industrial development 	

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V. VISION - Region's development, marketing and management position in terms of sensory tourist product development, management and marketing

Vision for Goriška region in relation to ADRION 5 SENSES:

In Goriška region by 2025 sensory tourism should form a unique entanglement between the tourist and the tourism products through the sensory experience. Linking the human senses of seeing (visual), smelling (olfactory), hearing (auditory), tasting (gustatory), and touching (tactile), with the cultural heritage attractions, Goriška region will be internationally known as unique tourism destination, within which sensory tourism will improve the quality of tourist experiences in the region. It will provide vibrant relation between hosts, visitors and the cultural attractions as well as provide immense opportunity for added value and creation of new jobs in the region's economy...

VI. STRATEGIC GOALS AND MEASURES

Max 4 pages

Goriška Region Examples:

Strategic goal 1.

To increase capacity of Goriška region tourism stakeholders in creating a holistic, multisensory experience

Rationale:

This is very important priority for Goriška region, namely to bring all private stakeholders towards understanding and knowledge what is important to create holistic and multisensory experience. In the traditional psychological context senses are defined as “a faculty by which the body perceives an external stimulus; one of the faculties of sight, smell, hearing, taste and touch” (Oxford Dictionaries). Each of the five senses- smell, sound, sight, taste, and touch - contributes to an experience. Thinking further this means, that all senses combined are the basis for a so called ‘sensory experience’. Sensory experiences are the outcome of the response of the senses to various elements or triggers or “stimuli”.

Measures:

1.1. Ensure continuous education on creating multisensory experience for key tourism stakeholders (holistic product development; storytelling; living history experience etc.).

Activity of this measure includes permanent trainings, both theoretical and practical, for all categories and interest groups of stakeholders and production of guidelines and manuals.

1.2. Organize regional exchanges and tours in the Adriatic region for key stakeholders.

Activities of this measure includes study tours and visit exchanges, both in the Adriatic region, but also to other parts of the country and neighbourhood to capture the best practices which are important for experience exchange and new know-how on this field.

1.3. Ensure cooperation among different stakeholders (academic sector, private, public) in creating holistic tourism products.

This is a permanent task of all stakeholders involved from the Region, under the management of RDA. Main aim would be to establish and manage

public-private partnership between the key stakeholders in order to maintain all levels of performance on the new product sensory tourism.

Strategic goal 2.

To develop innovative, holistic, multisensory tourism products in Goriška region, based on cultural and natural heritage.

Rationale:

Nature & culture based tourism products offer valuable experience to visitors which can only be appreciated or stimulated using sensory elements. Visual, sound, taste, smell, touch and mobility are sensory elements that are able to enhance visitors' experience in any particular destination. Multisensory elements are vital in enhancing visitors' experience in many ways. Any of these elements will help shape local identity of a specific destination, in this case Goriška region. Meaningful experiences can create a closer link between a visitor and his/her environment and thus will lead to a stronger engagement between the two parties. Referred to as the experience economy, these experiences can be in the form of active or passive experience. Experiences are not only at the heart of tourism marketing but they will also lead to the essence of branding.

Measures:

2.1. Develop a map of Goriška region's current tourism products based on different senses

Aim of this measure is to audit, research and map current tourism multisensory products in the Goriška region, assess & evaluate their standards and quality and make a list of positive and negative aspects of current performance. This will help to prepare guidelines for improved action and activities in order to achieve optimum of tourism sensory products offer in the Goriška region.

2.2. Develop new tourism products building on the existing offering

Aim of this measure is to achieve the stage where tourism in Goriška region forms a unique entanglement between the tourist and the tourism products through the sensory experience. Linking the human senses of seeing (visual), smelling (olfactory), hearing (auditory), tasting (gustatory), and touching (tactile), with the natural and cultural heritage attractions, developed by previous activities in the region (i.e. SUSTCULT) and with presence & co-operation of the neighbouring UNESCO World Heritage Sites (Škocjanske jame and Idrija Museum), brings the challenge on how the senses will improve the quality of tourist experiences, and create an attachment between the tourist and the cultural & natural attractions in the Goriška region itself. With the branding, such as SUSTCULT heritage sites as well as neighbouring UNESCO World Heritage Sites, the tourists will be expecting to experience the local culture, customs, architecture, arts and music, foods and history.

2.3. Include local community in developing new products

As tourism is an interdisciplinary industry that depends on various parties including governmental bodies, private sectors, academia, and host communities to work together, a multi-stakeholder participatory approach is needed when making decisions concerning how tourism should be developed for the benefits of all. Stakeholder participation is therefore an essential element in successful sustainable tourism development as it helps coordinate and balance decision-making based on the needs and interests of relevant parties. Different techniques and opportunities will be offered stakeholders in the Goriška region to become part of this participatory process also in the case of ADRION 5 SENSES initiative.

Strategic goal 3.

To improve sensory marketing in the Goriška tourist destination

Rationale:

Thanks to the senses consumers become conscious of companies, products and brands. For that reason studying the senses can help making stakeholders in Goriška partnership organization's marketing more successful. A technique that has earned growing interest by professional, consultants and researchers is the so-called 'sensory marketing'. Therefore Goriška region wants to improve its tourism performance by development of modern sensory marketing and communication to the key domestic and international markets.

Measures:

3.1. Develop a sensory marketing and communication plan. Aim of this measure is to create a long term brand and awareness about the Goriška region's multisensory products as well as to convey its sustainable image. Regional tourism providers and companies would handle its customers more individually and personally compared to mass marketing. Providers will use certain techniques such as contacting their customers through their emotions. The reason for this is that, because people have started to demand more than just the functional product attributes, namely rather a holistic experience.

3.2. Improve communication tools. Aim of this measure is to establish regional portal and to improve, on one side, regions internal communication first, where everybody can access all the relevant information, communications, and documents in one place. This will ups productivity by ensuring all regional stakeholders are working towards the same goals. On the other hand and second, this will also allow to identify all issues and customers' needs and address & resolve them immediately. Thirdly, the common saying is "people eat with their eyes." When your content looks good, people will want to read it. Great content will be the defining factor as to whether your clients will be engaged or not. The brain processes visual information 60,000 times faster than text. Creating videos, videos messages from top-level regional tourism managers and providers, behind-the-scenes footage, and then posting them is likely to increase engagement and retention among customers. Infographics are especially suited for marketing departments and for demonstrating and explaining processes. They are visually appealing and help communicate instructions quickly and easily.

3.3. Increase capacity of key stakeholders in sensory marketing. Aim of this measure is to organize joint training courses between the regional stakeholders and provide permanent and transparent information about in the 3.2. techniques, so that stakeholders understand the importance of sensory marketing. Namely sensory marketing is attempting to engage all five senses with marketing techniques. In retail, this amounts to making sure the design, appearance, and layout of regional sensory products is geared towards regions customers' senses in an effective way. It should be understood by stakeholders in the Goriška region that sensory marketing should be used as a psychological way of influencing customer behaviour with the end goal of increasing sales. Sensory marketing is used in different aspects: visual, auditory, olfactory, gustative and tactile marketing. Sensory marketing is defined as a way of measuring and explaining consumer emotions as well as spotting and capitalizing on new market opportunities, and finally ensuring long - lasting product success.

VII. EVALUATION AND MONITORING

- **Who will evaluate the implementation and realization of the Plan and how often?**

The evaluation will be done by the steering committee under the management of RDA. Members of the steering committee should be recruited among key stakeholders and

experts for product development, cultural and natural heritage, marketing and quality standards in the tourism sector.

- **How will they monitor it?**

There should be prepared guidelines on monitoring and the evaluation checklists, optimum possibility is that these guidelines would be prepared when ex-ante evaluation and the “0” level analysis will be undertaken, means before that start of the implementation of the project priorities and measures.

- **Is there going to be a working group, a committee?**

As said there will be working group or committee nominated by project management board and recruited among key stakeholders and experts for product development, cultural and natural heritage, marketing and quality standards in the tourism sector.

- **Who will be included in that committee?**

Key stakeholders (local municipalities, representatives of national institutions, private and civil sector stakeholders) and experts for product development, cultural and natural heritage, marketing and quality standards in the tourism sector.

- **How often will they meet?**

They will meet three to four times a year at the beginning of the project implementation and later two to three time annually in order to keep transparent and regular monitoring activity in long term time frame.

- **Who will they report to?**

They will report to the project management board of the ADRION 5 SENSES project and also get guidelines for the operation from them.

- **Who will provide input to them and how?**

Input will be provided by the project management team, who will manage the operational activities in the implementation phase. This could be either RDA or specially nominated institution or team of individuals, this nomination should come from the management board. Key info should come based on following draft audit chart below, but of course details will be elaborated in the above mentioned guidelines.

Table 1. Sensory Detail Audit Chart

Sensory elements	Questions to be answered	Measurement Tool
Sight/Visual	What can be seen?	Digital camera
Smell	What is the smell?	Human’s stimulus responses through nose
Sounds	What can be heard?	Video camera
Taste	What can be tasted?	Human’s stimulus responses through tongue
Feelings/Texture	How do you feel?	Human’s stimulus responses through excitement
Mobility	How do you fine walking?	Human’s stimulus responses through excitement while walking

- **What kind of mechanism for communication will they use?**

Here will be various kind of mechanisms used such as meetings, audits, research, round panels, statistics, personal communication and of course all IT possibilities (web site, mailing...)...