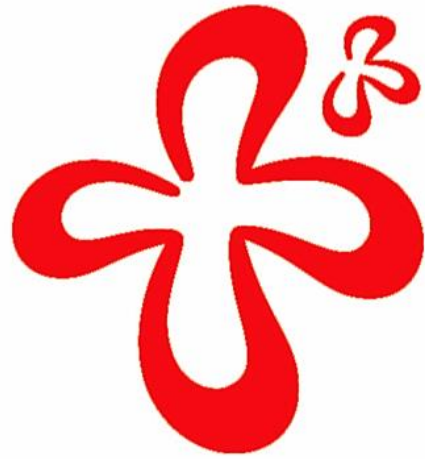


GEORGIA NATIONAL ADMINISTRATION OF TOURISM



**Georgia**

**MARKETING, BRANDING AND  
PROMOTIONAL STRATEGY FOR GEORGIA**

**PART III – IMPLEMENTATION AND  
ACTION PLAN (Draft)**

Prepared for:

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#### DISCLAIMER

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#### INTENDED USE

The report is designed as a practical resource to assist the Georgian National Tourism Administration with the planning and development of Marketing, Branding and Promotion where increased competitiveness and actions for implementation to achieve the Tourism Development Goals are formulated.

The report is part of three main deliverables: Part I – Analysis Report, Part II – Strategy Report and Part III – Implementation and Action Plan. Additionally, separate survey reports have been prepared to support the development of findings and recommendations.

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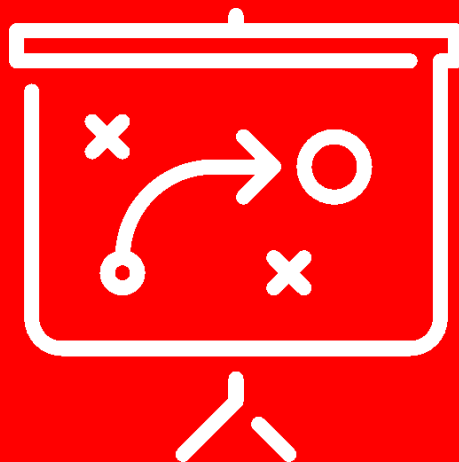
# Abbreviations

DMO	Destination Management Organisation
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GNTA	Georgia National Tourism Administration
KPI	Key Performance Indicator
MDF	Municipal Development Fund of Georgia
UNWTO	United Nations World Tourism Organisation
VFR	Visiting Friends or Relatives
WB	World Bank
WEF	World Economic Forum



## SECTION: 1

# MARKET COMMUNICATION SUPPORT



# SECTION 1: MARKET COMMUNICATION SUPPORT

## 1.1 CORPORATE MARKETING MANAGEMENT AND COMMUNICATIONS

GNTA is the main official organization in charge of developing, managing and promoting tourism and the tourism sector in the country. As such, GNTA needs to be able to establish the right organization model and resources as well as have the right tools to develop its mission and activities. This includes developing the appropriate corporate marketing management and communication organization, resources and tools, including:

Table 1 Corporate marketing and communications budget

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>GNTA CORPORATE COMMUNICATION</b>	<b>150,000</b>	<b>175,000</b>	<b>202,000</b>
1	Annual report	10,000	11,000	12,000
2	Annual and other awards, conferences, meetings	10,000	12,000	15,000
3	Tourism stakeholders partnership building	20,000	22,000	25,000
4	International relations building	20,000	25,000	30,000
5	International conferences	20,000	25,000	30,000
6	Key account management	40,000	50,000	60,000
7	Marketing strategy implementation & updating	15,000	15,000	15,000
8	Marketing evaluation	15,000	15,000	15,000

### 1. Corporate Communication tools

#### OVERVIEW

GNTA, as the main official organization in charge of developing, managing and promoting tourism and the tourism sector in the country, will need to have different corporate communication tools for its corporate activities, including GNTA corporate presentations, annual reports and other corporate communication tools to be used in different events and activities such as conferences, meetings, award ceremonies, etc.

<b>OBJECTIVE</b>	Design and produce key corporate communication tools to be used for GNTA corporate communication activities.
<b>ACTIONS</b>	Design and develop key corporate communication tools including: <ul style="list-style-type: none"> <li>• GNTA corporate presentation</li> <li>• GNTA annual report</li> <li>• GNTA corporate communication tools for conferences and meetings and other events with presence of GNTA.</li> </ul>
<b>OUTPUTS</b>	Updated key corporate communication tools developed and available to be used in different GNTA corporate marketing and communication initiatives.

## 2. GNTA Marketing Management Organization Fit

### OVERVIEW

In order to effectively implement the new branding, marketing and promotional strategy defined, GNTA will need to revise its internal marketing organization and functions to fit the new strategy.

The allocation of GNTA's marketing activities will be organized by a) functional departments within GNTA and b) regional areas, and managed accordingly.

The functional departments will get a stronger focus on specific tasks and areas, including, among others:

- Digital media and content management;
- Key account management and cooperation;
- International relations building;
- Tourism stakeholders' partnership building; and
- Strategy management and coordination.

The regional management will orientate around the priority market groups to

a) gather market intelligence;

b) establish an understanding of each market functioning and partners and

c) ensure continuity of marketing activities in each market.

In the same way, organizational arrangements of GNTA's marketing activities abroad should be made. Besides the head- quarter in Tbilisi, GNTA may elaborate on representations abroad in main source markets or other arrangements, such as the use of embassies and/or chambers of commerce or PR agencies on a contract basis. Another possibility is the use of telephone lines (in many cases centrally located contact or call centres) for information and brochures

#### OBJECTIVE

Define, organize and implement key marketing management functions within GNTA as described above, to fit new branding, marketing and promotional strategy and to ensure effective marketing and promotional strategy implementation, evaluation and update.

#### ACTIONS

Analyse current GNTA marketing management organization and functions in order to ensure key marketing management functions as described in this point are properly conducted and/or to make sure these functions are correctly developed for effective marketing and promotional strategy implementation, evaluation and update.

#### OUTPUTS

Proper marketing management organization in place with key functions developed for effective marketing and promotional strategy implementation, evaluation and update.



### 3. Key account management and cooperation

#### OVERVIEW

GNTA works with a significant number of official partners around the world assisting them to open up new sales channels and creating platforms for a stronger market presence. The elaboration of business opportunities provides useful information for cooperation about how business can work with GNTA to strategically grow the tourism sector and how they can benefit.

Building strong relationships and establish trust with key accounts, partners and authorities. GNTA is responsible for the external and internal presentation of Georgia tourism. This includes directing the efforts of the international media and trade (e.g. airlines and tour operators).

<b>OBJECTIVES</b>	Establish appropriate key account management and cooperation system that will allow GNTA to identify and work in close cooperation with key accounts and partners around the world, including international trade and media, as well as other international tourism industry potential partners.
<b>ACTIONS</b>	Identify, establish and leverage partnership and cooperation relations with key international accounts and partners within the tourism industry in order to develop stronger market presence in key selected markets as well as to jointly promote Georgia as a preferred tourism destination.
<b>OUTPUTS</b>	An appropriate key account management and cooperation system in place within GNTA in order to develop and benefit from partnerships and collaborations with key international tourism industry stakeholders and players.

### 4. International relations building

#### OVERVIEW

Designing and implementing an appropriate and efficient institutional and public relations strategy and plan to work with key international industry stakeholders including relevant specialized travel media, governments, international organizations, international airlines, tour operators, and other industry stakeholders will be fundamental in the effort to promote Georgia brand and Georgia as a preferred tourism destination in key selected target markets.

<b>OBJECTIVES</b>	To design and implement an efficient international relations strategy and plan to work with relevant media, governments, international organizations, international airlines, tour operators, and other industry stakeholders to promote Georgia brand and Georgia as a tourism destination.
<b>ACTIONS</b>	<p>Design and implement a specific international relations strategy and plan including specific actions such as:</p> <ul style="list-style-type: none"><li>• Develop an international public relations strategy to set a planned, coordinated and long-term collaboration with relevant media, governments, international organizations, airlines, tour operators, and other industry stakeholders to promote the Georgia brand in the priority consumer markets.</li><li>• Leverage the existing relationships between GNTA and leading global media for brand exposure in priority markets.</li><li>• Maintain and update the media industry databases and systematically disseminate press releases and other relevant information to key contacts.</li></ul>

- Explore and implement public relations opportunities for production of storytelling videos, publication of stories in international in-flight magazines as well as in international travel industry media.
- Team up with journalists and bloggers to run webinars on various themes related to travelling in Georgia. Request the private sector to contribute in-kind hotel rooms, transportation, meals and other services in support of these activities.

## OUTPUTS

An efficient international relations function, strategy and plan implemented working with relevant media, governments, international organizations, international airlines, tour operators, and other industry stakeholders to promote Georgia brand and Georgia as a tourism destination.

## 5. Tourism stakeholders' partnership building

### OVERVIEW

Although GNTA is the official destination marketing and management organization in Georgia, it is the task and responsibility of all key public and private tourism industry stakeholders to develop and promote the country as a tourism destination.

One of GNTA's key marketing management tasks will be promote and leverage the existing relationships with local tourism industry players and engage them with tourism development and tourism marketing and promotion activities.

## OBJECTIVES

Develop and strengthen partnership with local industry stakeholders to jointly develop marketing and promotional activities both in Georgia and in key markets, including both product development initiatives as well as specific marketing and promotional activities such as cross-marketing activities, participation in trade events, organization of familiarization tours, development of promotional materials, etc.

## ACTIONS

Promote and manage tourism stakeholders' partnerships and cooperation in both tourism development and tourism marketing and promotion activities.

## OUTPUTS

A strong partnership system with key local tourism stakeholders for tourism development and tourism marketing and promotion joint activities.

## 6. Marketing Strategy Implementation Monitoring and Evaluation

### OVERVIEW

Monitoring the implementation of the marketing and promotional strategy action plan and evaluating tourism marketing and promotion performance, its effectiveness and efficiency will be fundamental to learn the lessons and inform the marketing planners by adjusting future actions.

GNTA should set up a monitoring and evaluation system and methodology to manage the delivery of the marketing and promotional strategy action programme which should include:

- A regular assessment of progress made against the action plan and a review of any new actions that might be needed to be brought forward;
- an annual report detailing how the tourism sector is performing and how progress is being made within the action programme;

- Joint studies to be commissioned annually to investigate the effect of selected marketing actions on the tourism performance.

The different marketing initiatives and activities developed under the action plan should be evaluated in order to understand their impact and effectiveness and to determine which ones should be brought forward or should be enhanced and which ones should be modified or replaced.

<b>OBJECTIVES</b>	Establish the appropriate monitoring and evaluation system and key performance indicators to evaluate action plan implementation and marketing performance and to allow for marketing strategy review and update over time.
<b>ACTIONS</b>	Set up a monitoring and evaluation system to manage and evaluate the delivery of the marketing and promotional strategy action programme, regularly assessing progress made against the action plan, and reviewing and updating the plan with potential new actions that might need to be brought forward.
<b>OUTPUTS</b>	An appropriate monitoring and evaluation system and key performance indicators in place within GNTA to evaluate marketing performance and for marketing strategy and implementation plan update.

## Three year implementation action plan

Table 2 Corporate marketing management and communications implementation action plan

OBJECTIVE	ACTIONS	RESPONSIBILITY	Y1	Y2	Y3
<b>1. Corporate Communication Tools</b>	Design and develop key corporate communication tools including: <ul style="list-style-type: none"> <li>GNTA corporate presentation.</li> <li>GNTA annual report</li> <li>GNTA corporate communication tools for conferences and meetings and other events with presence of GNTA.</li> </ul>	GNTA Brand and Marketing team	●		
<b>2. GNTA Marketing Management Organization Fit</b>	Analyse current GNTA marketing management organization and functions in order to ensure fit with new strategy.	GNTA Management and Marketing Management	●		
<b>3. Key Account Management &amp; Cooperation</b>	Identify, establish and leverage partnership and cooperation relations with key international accounts and partners within the tourism industry.	GNTA Management and Brand and Marketing Management team	●	●	●
<b>4. International Relations Building</b>	Design and implement a specific international relations strategy and plan.	GNTA Management and Brand and Marketing Management team	●	●	●
<b>5. Tourism stakeholders' partnership building</b>	Promote and manage tourism stakeholders' partnerships and cooperation in both tourism development and tourism marketing and promotion activities.	GNTA Management and Brand and Marketing Management team	●	●	●
<b>6. Marketing Strategy Implementation Monitoring and Evaluation</b>	Set up a monitoring and evaluation system to manage and evaluate the delivery of the marketing and promotional strategy action programme.	GNTA Management and Brand and Marketing Management team	●	●	●

## 1.2 BRAND IMPLEMENTATION PLAN

### 1.2.1 MAIN OBJECTIVES

Brand establishment and development are the utmost important tasks in tourism promotion and marketing of Georgia.

Creating and building a compelling brand positioning will be fundamental to raise awareness, knowledge and preference towards Georgia as a desirable tourism destination and will significantly contribute to achieving the vision and objectives stated in the Georgia Tourism Development Strategy and in this marketing and promotion strategy.

The main objective of the Georgia tourism brand implementation plan will be to contribute to the overall objectives and goals of the GNTA national tourism development and marketing strategy of:

1. Build the image of Georgia as modern and safe tourist destination, offering rich and unforgettable experience in diverse nature, enriching culture, unique cuisine and wine, and genuine, authentic and friendly relations with Georgian people.
2. Increase the awareness of Georgia as tourist destination on international, higher-spending markets.
3. Increase the satisfaction of tourists
4. Improve international cooperation of Georgia with tourism organizations, tour operators, MICE organizers and international airlines.
5. Increase the spending of tourists and their overnight stay, both in season and off season.
6. Increase the revenues from tourism.

Another additional objective will be to achieve the maximum level of identification and engagement with the new brand strategy and the brand promotion strategy and initiatives by both key public and private national tourism sector stakeholders as well as by Georgia citizens.

Table 3 Tourism brand implementation budget

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>GEORGIA TOURISM BRAND IMPLEMENTATION</b>	<b>240,000</b>	<b>230,000</b>	<b>240,000</b>
1	Brand visual and verbal expression and architecture	20,000		
2	Brand book and implementation manual	10,000	10,000	10,000
3	Internal and external brand buy-in	20,000	20,000	20,000
4	Brand awareness campaigns	100,000	100,000	100,000
5	Brand ambassadors	40,000	50,000	60,000
6	Brand intelligence	50,000	50,000	50,000

## 1.2.2 APPROACH FOR EFFECTIVE BRAND IMPLEMENTATION

The Georgia Brand Implementation Plan has been conceived through a practical and efficient approach to build, promote and manage the new Georgia tourism brand, including 11 main areas, as shown in Figure 1 and described below.

Figure 1 Practical approach for effective brand implementation



### 1. Brand Management Organization

#### OVERVIEW

Designing and setting up the appropriate brand management organization within GNTA is one of the first steps and tasks to be developed in the brand implementation process. Effective brand implementation requires the establishment of specific key brand management functions to be developed within GNTA organization.

These key brand management functions have mainly to do with the following areas:

**1. Brand intelligence:** This function implies the development of all the necessary initiatives to gather information to emerging understand tourism trends, benchmark of best practices in tourism destination management and promotion, competitor analysis as well on the evolution of the Georgia destination brand image so that strategic decisions can be taken based on this information.

**2. Brand Coordination:** Some of the brand management and brand promotion initiatives and actions will be directly developed by GNTA, while others will be done with the collaboration and participation of other national and regional tourism public and private stakeholders. One of the key tasks will be to coordinate the participation of those stakeholders in the brand promotion activities (see point 1.4 below). Another important element in the coordination function will be to ensure the different stakeholders are sending a consistent brand message on Georgia and that are using the different brand promotional tools and materials developed by GNTA, as one of the responsibilities of GNTA will be to

develop and provide promotional materials and tools to the different stakeholders so that they can use them when promoting their own business and destinations and also to assure consistency in the brand messages.

**3. Brand Promotion:** GNTA will be in charge of designing, promoting and implementing either directly and together with key stakeholders, different brand promotion strategies and actions.

**4. Brand Measurement:** Brand measurement includes to develop the necessary analysis to evaluate and measure the impact and efficiency of the different brand promotion actions promoted and implemented by GNTA.

**5. Brand Protection:** Brand protection will include establishing the necessary systems to ensure the correct use of the national tourism brand by different stakeholders when using the brand in their day to day activities. Some tools that can be developed in this regard include the establishment of some kind of legal initiatives to protect the use of the brand, the establishment of some usage guidelines or the permission to use of certain visual elements of the brand (e.g. logo) by third parties.

<b>OBJECTIVE</b>	Design and set up the appropriate brand management model and organization within GNTA that would include, among others, the functions described above.
<b>ACTIONS</b>	GNTA should work in defining the key brand management functions to be developed, the internal brand management organization and the operational model to manage the Georgia brand, including also how to involve and engage other key public and private stakeholders.
<b>OUTPUTS</b>	The new brand management model and internal organization within GNTA defined and implemented.

## 2. Brand Expression and Brand Architecture

### OVERVIEW

Once the brand strategy (positioning idea, brand attributes and values and key messages) has been established, the next step will be to revise the existing brand visual (logotype) and verbal (tagline) elements to ensure that they reflect and visualize the new brand strategy.

It will also be key to establish the most appropriate brand architecture strategy, establishing the strategic, verbal and visual relationships between the different brands (national brand, regional brands, specific destination brands, experiences brands, products brands, other) so that they all work consistently and contribute to build a powerful national brand.

<b>OBJECTIVE</b>	Adapt the brand visual and verbal expression and the brand architecture to the new brand strategy.
<b>ACTIONS</b>	Revise the current brand visual and verbal expression as well as the brand architecture to adapt them to the new brand strategy. This will include: <ul style="list-style-type: none"> <li>• Brand visual image (logotype)</li> <li>• Brand verbal expression (brand 'tagline')</li> <li>• Brand Architecture strategy and brand architecture visual structure</li> </ul>
<b>OUTPUTS</b>	The brand visual and verbal elements and the brand architecture revised and adapted to the new brand strategy, including.

### 3. Strategic Brand Implementation Tools

#### OVERVIEW

Another important element for effective and efficient brand implementation will be to design and develop the necessary tools to guide all the brand implementation and brand promotional activities. These tools will be fundamental both for brand strategy internal understanding and buy-in as well as to guide external partners and suppliers in understanding the brand strategy and on how to correctly use the verbal and visual elements of the brand.

The two main tools to be developed will be:

- 1) A 'Brand Book', that will include and visualize the new brand strategy and positioning idea as well as the key verbal and visual elements that represent the brand strategy.
- 2) A 'Brand Implementation Manual', including all the necessary elements and directions to successfully and consistently implement the brand visual and verbal identity as well as the brand architecture in the main brand supports and environments.

Other specific tools such as visual presentations and conceptual videos explaining and visualizing the of the new brand strategy and concept could be developed to facilitate brand understanding and brand usage by internal team as well as by different key stakeholders.

<b>OBJECTIVE</b>	Develop the necessary tools for effective and efficient brand implementation and brand management.
<b>ACTIONS</b>	Design and develop the key brand management and brand implementation tools including: <ul style="list-style-type: none"><li>• Brand Book</li><li>• Brand Implementation Guidelines</li><li>• New brand strategy conceptual visual presentation</li></ul>
<b>OUTPUTS</b>	Brand Book, Brand Guidelines and Brand Strategy Conceptual Visual Presentation designed.

### 4. Brand Internal Buy-in

#### OVERVIEW

After defining the new brand strategy and brand visual and verbal identity and the key brand implementation tools have been developed, it is necessary to introduce the new brand and the brand implementation strategy and plan internally to GNTA team to ensure everybody understands the new brand and is engaged and committed to the brand implementation process.

This task basically consists in internal presentations to GNTA team and staff by GNTA brand leadership and managers.

<b>OBJECTIVE</b>	Explain and engage GNTA team with the new brand strategy and the brand implementation strategy and brand promotional plan.
<b>ACTIONS</b>	Make the necessary internal presentations of the new brand strategy and brand implementation strategy and promotional plan to GNTA team.
<b>OUTPUTS</b>	New brand strategy understood and GNTA engaged and committed to the new brand and to the brand implementation strategy and plan.



## 5. Brand External Buy-in

### OVERVIEW

Another important task in the brand implementation strategy and action plan is to introduce the new brand to the key Georgia tourism public and private stakeholders so that they also understand where the new brand positioning idea, where the new brand goes and how they can contribute to build and implement the new brand. The responsibility of building the new brand is a shared responsibility among GNTA and the public and private stakeholders and they need to be involved and engaged in the brand building and brand implementation process.

<b>OBJECTIVE</b>	Introduce and engage Georgia tourism public and private stakeholders with the new brand strategy and brand promotional plan.
<b>ACTIONS</b>	Make external presentations of the new brand strategy and promotional strategy and plan to key Georgia tourism public and private stakeholders.
<b>OUTPUTS</b>	New brand strategy understood and external stakeholders engaged with the new Georgia brand.

## Step 6. Branded Content Generation

### OVERVIEW

Brand content creation and management is a fundamental aspect to build the new brand and one of the most relevant and important functions to be developed by GNTA to ensure the brand building process. It will be necessary to design and develop a branded content strategy based on the new brand concept and key brand messages relevant brand messages and built mainly on storytelling. High-quality content paired with a distribution strategy will need to be generated by GNTA. Also, gathering written contents, photographs, and videos will be key to express the updated Georgia Tourism brand concept, value proposition and key messages. Encourage user-generated content through social media will be fundamental. This branded content will be made freely available and disseminated to industry stakeholders and the public mainly through the GNTA website ([georgia.travel](http://georgia.travel)) and also uploaded to social media platforms.

GNTA will need to work with professional companies, film makers, photographers and travel writers specializing in travel storytelling to produce (and potentially help to distribute) relevant branded content. Both visual contents (photography / videos) and written content need to use 'real' stories that will differentiate Georgia to narrate the essence of the place and the place brand, and to help the destination brand come to life, so they should be unique, authentic, compelling, purposeful and inspiring, and involve local residents. Travel writers/video makers will be retained by GNTA to prepare stories based on the directions of the marketing strategy and guidance from the GNTA. Brand Content Strategic Management function will be one of the key functions and responsibilities of GNTA brand management team.

<b>OBJECTIVE</b>	Generate high-quality branded content to be used in promotional initiatives and tools.
<b>ACTIONS</b>	Create, develop and gather relevant branded content and stories constantly to be disseminated and used in brand promotion.
<b>OUTPUTS</b>	New, attractive, engaging branded content developed and disseminated for brand awareness, brand creation and brand engagement.

## Step 7. Existing Brand Promotional Tools

### OVERVIEW

One of the key tasks in order to build the new brand will be to incorporate the new brand strategy (new brand concept, key messages, key brand stories, new / redesigned visual and verbal brand identity, etc.), in the main tools and channels currently used in brand building and promotion strategies, including:

- Georgia.travel website (most important 'business-card' of Georgia)
- Social media channels
- Printed and digital brochures, leaflets and flyers
- Brand promotional videos
- Posters, maps and guides
- Tourism display panels
- Promotional and visual materials for tourism trade and consumer fairs.
- GNTA corporate communications (i.e. corporate stationery, annual reports, other)
- Physical environments (i.e. GNTA offices, Tourists Information Centres, DMO offices, etc.).
- Merchandise materials (souvenirs and giveaways)
- Other branded printed and digital tools and environments.

<b>OBJECTIVE</b>	Update current brand promotional tools and channels to incorporate new brand strategy, brand stories, key messages, and the revised visual and verbal identity.
<b>ACTIONS</b>	Incorporate new brand strategy, stories, key messages, and revised identity in current brand promotional tools and channels.
<b>OUTPUTS</b>	Existing brand promotional tools and channels aligned with new brand strategy and identity.

## Step 8. New Brand Promotional Tools

### OVERVIEW

New, innovative brand promotional tools may also be developed in order to generate brand awareness and promote the brand, especially in this first phase when launching and introducing the new brand to the market.

These could be in the form of new printed or digital promotional materials and tools including, for example:

- The development of new visual and promotional materials and tools based on storytelling and user-generated content that transmit the new brand positioning strategy, including brochures, pictures, immersive 360-degrees VR videos
- The development of new tourism apps
- The use of other existing mobile apps
- E-newsletters
- Use of artificial – intelligence powered tools / platforms
- New merchandise materials

<b>OBJECTIVE</b>	Develop new, innovative brand promotional tools.
<b>ACTIONS</b>	Identify and develop new promotional tools to be used for brand awareness generation and brand promotion purposes.
<b>OUTPUTS</b>	New, innovative promotional tools available for brand image development and promotion.

## Step 9. Brand Promotional Actions

### OVERVIEW

New brand building and brand promotional initiatives should be developed to create awareness of the new brand strategy and positioning and promote the brand both to consumer as well as with industry professionals, companies and organizations and specialized media. These will be especially important when introducing the new brand to the market so that the new brand positioning strategy and value proposition is understood and awareness is generated and achieved among the key partners and key markets and segments.

Brand awareness campaigns, industry presentations and road shows, consumer brand communications, international relations and PR campaigns, among other tools would be used for this purpose. It would be especially important to introduce the new brand in key international trade shows and events such as WTM in London, ITB in Berlin, FITIR in Madrid and other professional meetings such as IBTM in Barcelona.

Also, new brand awareness and promotion initiatives could be developed including:

- Sponsorship programmes of key international events abroad and in Georgia
- Co-branding strategies and initiatives with Georgia key public and private partners and other international organizations and brands
- Enhancement of Georgia brand presence in Georgia international airports and other key entry points to the country
- Brand awareness and brand promotional campaigns and initiatives in selected key markets (i.e. development of 'Georgia Days' abroad, thematic events, use of cultural diplomacy, other) directly and/or with the support of partners and embassies and commercial and representative offices.
- The promotion of visits of celebrities and well-known personalities from different fields to Georgia.
- The development of a 'brand ambassador programme' with key Georgian personalities and brands to promote Georgia abroad.

<b>OBJECTIVE</b>	Generate brand awareness and brand interest among key target segments and markets.
<b>ACTIONS</b>	Design and develop new brand awareness and brand promotional programmes and activities.
<b>OUTPUTS</b>	New brand awareness and brand promotional activities in place.

## Step 10. Brand Experience

### OVERVIEW

One of the most important aspect to ensure brand satisfaction, brand engagement and positive word of mouth is to provide the right tourism products, services and experiences that will met and, if possible, exceed visitors' expectations. This includes all elements that conform the brand experience and the different brand touchpoints, including, for example, performance of tourism information centres or the quality of tourism hotel and hospitality services.

A specific strategy and programme should be designed and developed to analyse and review brand experience in the different segments.

<b>OBJECTIVE</b>	Deliver a brand experience that meets tourism expectations to ensure brand satisfaction and word of mouth.
<b>ACTIONS</b>	Review current brand experience and suggest and implement improvements to ensure tourism expectations are met.
<b>OUTPUTS</b>	Brand experience ('brand touch points') revised and improved for brand satisfaction.

## Step 11. Brand Intelligence

### OVERVIEW

Analysing tourism market trends, global best practices as well as competitors' and own brand performance will be key to proper brand management and brand implementation.

This requires the establishment of the appropriate brand intelligence system and tools including:

- Tourism market trends analysis
- Best practices benchmark analysis
- Competitor brand performance analysis
- Georgia brand performance reviews and analysis (image and perception research, evolution of brand performance indicators, understanding position in global brand rankings, other).
- Effectiveness of brand awareness and brand promotion initiatives and campaigns.

<b>OBJECTIVE</b>	Establish and implement the appropriate brand intelligence system and tools within GNTA for effective brand management, brand performance monitoring and brand strategy review and development.
<b>ACTIONS</b>	Design and development of the appropriate brand intelligence system and tools within GNTA brand management system and organization.
<b>OUTPUTS</b>	Brand intelligence system and tools in place within GNTA.

### 1.2.3 THREE YEAR BRAND IMPLEMENTATION ACTION PLAN

Based on the brand promotion strategy objectives as well as on this practical approach for effective brand implementation, a three-year action plan has been devised to achieve these objectives.

This action plan serves as a planning instrument and will be updated and monitored on a regular basis by GNTA. Implementation of tourism brand awareness and brand promotion action plan involves various approaches and actions being carried out over a long period.

The brand implementation action plan has been developed under following aspects:

- Definition of key responsible and participants for each action.
- Provision of time span of activities, which year they will be carried out.
- Identification of general sources of funding.

Table 4 Brand implementation action plan

OBJECTIVE	ACTIONS	RESPONSIBILITY	BUDGET	Y1	Y2	Y3
<b>1. Brand Management Organization</b>	GNTA with support of brand design agency	GNTA Management Team	N/A Internal development	●		
<b>2. Brand Expression and Brand Architecture</b>	Revise and redesign current verbal and visual image and brand architecture	GNTA Brand Management Team with support of Strategic Brand Design Agency	Cost of Brand Design Agency	●		
<b>3. Strategic Brand Implementation Tools</b>	Develop Brand Book and Brand Implementation Guidelines	GNTA Brand Management Team with support of Strategic Brand Design Agency	Cost of Brand Design Agency	●		
<b>4. Brand Internal Buy-in</b>	Internal presentations to GNTA team	GNTA Management and Brand Management team	N/A Internal development	●		
<b>5. Brand – External buy in</b>	External presentations to key Georgia tourism public and private stakeholders	GNTA Management and Brand Management team	N/A Internal development	●		
<b>6. Branded Content Generation</b>	Create, develop, gather relevant branded content and stories to be disseminated and used in brand promotion	GNTA Branded Content Management Team with the support of key stakeholders, regions and destination	Cost of external content generation specialists	●	●	●
<b>7. Existing Brand Promotional tools</b>	Include new brand strategy, stories, key messages, and verbal and visual identity in current brand promotional channels and tools	GNTA Brand Management Team with support of External Agencies	Cost of External Agencies	●		

OBJECTIVE	ACTIONS	RESPONSIBILITY	BUDGET	Y1	Y2	Y3
<b>8. New Brand Promotional Tools</b>	Identify and develop new, innovative promotional tools to be used for brand awareness and brand promotion purposes	GNTA Brand Management Team with support of External Agencies	Cost of External Agencies	●	●	●
<b>9. Brand Promotional Actions</b>	Define and develop brand awareness and brand promotional activities and campaigns	GNTA with the support and participation of External Agencies / Expert sand of the Key Tourism Stakeholders	Cost of External Agencies, design, production and implementation	●	●	●
<b>10.Brand Experience</b>	Map and review current brand experience and suggest improvements to ensure tourism expectations are met	GNTA with the support and participation of External Agencies / Expert sand of the Key Tourism Stakeholders	Within DMO annual budget	●	●	●
<b>11.Brand Intelligence</b>	Design and development of brand intelligence tools (benchmark, brand measurement, brand perception research, etc.) for effective brand management and for brand strategy review and development	GNTA with the support and participation of External Agencies / Expert sand of the Key Tourism Stakeholders	Cost of External Agencies / Experts	●	●	●

#### **1.2.4 STAKEHOLDER INVOLVEMENT**

One of the key aspects for effective brand implementation is the involvement of the main Georgia tourism public and private stakeholders in the process.

Building the new Georgia brand implies designing and effectively implementing the right set and mix of strategies, ideas, projects, actions, investments, and communications in a coherent and consistent way over time in order to build the brand.

Building new Georgia tourism brand is a long-term commitment that requires adopting a long-term, strategic view and considerable effort from all destination key stakeholders over time.

Different potential models exist for stakeholder involvement. From a more structured and formal system, through their participation in some kind of a public-private brand management and promotion organisation or structure, or by participating in specific initiatives launched to build and promote the brand.

There must be a clear reason for them to participate and they should clearly see the benefit for them to get involved in the brand building and promotional initiatives.

It is important for GNTA to:

- 1) Identify the key stakeholders from both the public and private sector to invite them to participate and engage in the brand promotion strategy and specific initiatives.
- 2) Analyse and understand their potential interest and willingness in participating in the brand implementation process and actions.
- 3) Clearly explain to them the benefits of participating.
- 4) Define the exact objectives, tasks, outcomes and system this participation is going to work.

The first step would be to understand how currently this collaboration with key stakeholders, work, then define the ideal / optimal way to get them involved and committed and share this with them and finally, effectively implement this system.

### 1.3 MARKET AND PRODUCT SUPPORT

Market intelligence, product development support and training are three fundamental tools for effective destination marketing and management for GNTA.

Understanding markets trends and destination performance; designing, developing and delivering attractive and engaging tourism products and experiences to visitors aligned with tourism development and marketing strategy, and having destination management and marketing teams training will be three aspects that GNTA should focus when implementing the new designed tourism branding, marketing and promotion strategy.

Table 5 Market and product support budget

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>MARKET and PRODUCT SUPPORT</b>	<b>550,000</b>	<b>630,000</b>	<b>700,000</b>
1	Market intelligence (research, surveys, analysis)	125,000	150,000	150,000
2	Tourism products support	300,000	350,000	400,000
3	Trainings and seminars	125,000	130,000	150,000

#### 1. Market intelligence (research, surveys and analysis)

##### OVERVIEW

Market intelligence is key for effective branding, marketing and promotion strategy implementation and for destination management in general. This includes, among others, aspects such as:

- Understanding emerging global tourism trends and needs from potential visitors.
- Understanding target markets' consumer behaviours and preferences.
- Benchmark of best practices in destination marketing and management.
- Analysing tourism innovative tools and strategies.
- Evaluating market potential.
- Understanding brand awareness and performance.
- Understanding tourism marketing and promotion effectiveness.
- Analysing visitor satisfaction.

GNTA should establish a specific team in order to conduct and develop the appropriate market intelligence tools and initiatives, including specific research, surveys and analysis, for effective destination marketing and management.

<b>OBJECTIVE</b>	Design and develop the right market intelligence systems and tools within GNTA and regional DMO's for effective destination marketing and management.
<b>ACTIONS</b>	Identify key market intelligence needs for GNTA and regional DMO's and design and develop the appropriate market intelligence systems and tools for effective destination marketing and management.
<b>OUTPUTS</b>	An appropriate market intelligence system and tools in place within GNTA and the regional DMO's for effective destination marketing and management.



## 2. Tourism products support

### OVERVIEW

Product development and promotion is one of the key elements to deliver authentic and engaging tourism experiences to visitors. It will be one of the major tasks for GNTA and DMO's to design and support product development within the different destinations within Georgia.

<b>OBJECTIVE</b>	Provide support to the different destinations within Georgia in order to design and develop attractive tourism products that can engage visitors and provide authentic tourism experiences aligned with the destination brand idea and promise.
<b>ACTIONS</b>	Support tourism product development teams within GNTA and regional DMO's in the design and development of attractive and engaging tourism products and experiences for visitors.
<b>OUTPUTS</b>	Effective support to GNTA and DMO's tourism product development teams so that attractive, innovative and engaging tourism products and experiences are designed and delivered to visitors, according to the tourism development and marketing strategies defined.

## 3. Trainings and seminars

### OVERVIEW

GNTA should provide appropriate training and seminars both to its branding and marketing team in Georgia and abroad as well as to the DMO's teams throughout Georgia, so that they can properly develop their functions and implement the new designed branding, marketing and promotional strategy.

These trainings and seminars could include topics such as:

- Tourism trends, demand and market changes
- Innovation in tourism marketing
- Tourism product development
- Tourism project development and management
- Brand strategy, brand communications, brand management and brand implementation
- Destination marketing, promotion and communications
- Content development and management
- Stakeholder engagement
- How to prepare tourism fair presentation/exhibition
- Branding and marketing effectiveness measurement, monitoring and evaluation
- Cluster/DMO organisation and cooperation of tourism stakeholders
- Collecting visitor feedback

<b>OBJECTIVE</b>	Train GNTA and DMO's management and marketing teams on key areas of destination branding, marketing and promotion for effective destination management and marketing.
<b>ACTIONS</b>	Identify, design and implement training and seminars for GNTA and DMO's management and marketing teams on key areas of destination branding, marketing and promotion.
<b>OUTPUTS</b>	GNTA and DMO's management and marketing teams on key areas of destination branding, marketing and promotion for effective destination management and marketing.

## Three year implementation action plan

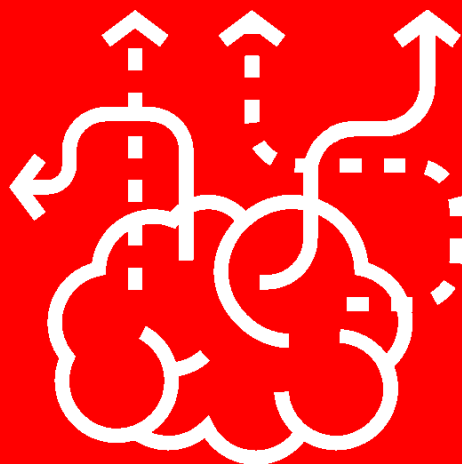
Table 6 Market and product support implementation action plan

OBJECTIVE	ACTIONS	RESPONSIBILITY	Y1	Y2	Y3
<b>1. Market intelligence (research, surveys and analysis)</b>	Identify key market intelligence needs for GNTA and regional DMO's and design and develop the appropriate market intelligence systems and tools for effective destination marketing and management.	GNTA management and branding and marketing team plus regional DMO's management	●	●	●
<b>2. Tourism products support</b>	Support tourism product development teams within GNTA and regional DMO's in the design and development of attractive and engaging tourism products and experiences for visitors.	GNTA Management and branding and marketing management team	●	●	●
<b>3. Trainings and Seminars</b>	Identify, design and implement training and seminars for GNTA and DMO's management and marketing teams on key areas of destination branding, marketing and promotion.	GNTA Management and brand and marketing management team	●	●	●



## SECTION 2:

# PROMOTIONAL ACTION PLANS



## SECTION 2: THREE YEARS PROMOTIONAL ACTION PLANS

### 2.1 MARKETING BASIC TOOLS/MECHANISMS

Table 7 Three years GNTA budget for marketing basic tools/mechanisms

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>MARKETING BASIC TOOLS/MECHANISMS</b>	<b>625,000</b>	<b>660,000</b>	<b>700,000</b>
1	Branded promotional collaterals	100,000	100,000	100,000
2	Branded content creation/generation	50,000	60,000	70,000
3	Photo gallery collection	15,000	15,000	15,000
4	Visual - video production	100,000	110,000	120,000
5	Corporate branded website	35,000	35,000	35,000
6	TIC - Tourism information centers	80,000	90,000	100,000
7	DMO - Destination Management Offices	200,000	200,000	200,000
8	GNTA representations abroad			
9	Merchandise (souvenirs and give-aways)	45,000	50,000	60,000

### 2.2 INTERNATIONAL MARKET COMMUNICATION

Table 8 Three years GNTA overall budget allocation by optimistic scenario

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>INTERNATIONAL MARKET COMMUNICATION</b>	<b>8,169,500</b>	<b>9,231,500</b>	<b>10,709,500</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	5,030,000	5,731,000	6,588,000
A	ADVERTISING	2,197,000	2,251,000	2,330,000
1	TV advertising & campaigns	1,660,000	1,695,000	1,760,000
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	207,000	221,000	230,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)	200,000	210,000	210,000
7	Celebrity endorsement			
8	Tourism product partnership	20,000	25,000	30,000
9	Non-tourism product partnership (cross marketing)	110,000	100,000	100,000
B	PR - PUBLIC RELATIONS	841,000	891,000	1,025,000
1	Traditional PR (press conferences & releases)	76,000	76,000	76,000
2	Media relations and blogger trips	134,000	148,000	157,000
3	Press FAM trips	291,000	287,000	292,000
4	PR agencies/agents	340,000	380,000	500,000

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS	30,000	30,000	30,000
1	Events support and sponsorship	30,000	30,000	30,000
E	ONLINE	1,962,000	2,559,000	3,203,000
1	Digital marketing/advertising & campaigns	1,177,000	1,400,000	1,695,000
2	Social media management & advertising	462,000	587,000	738,000
3	Digital PR (influencer engagement & content marketing)	113,000	175,000	215,000
4	E-mail and CRM (customer relationship management)			
5	Mobile applications	210,000	397,000	555,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	1,738,000	1,856,000	1,880,000
1	Exhibitions and Trade fairs	975,000	1,080,000	1,085,000
2	Trade promotions (specific road shows, workshops)	337,000	337,000	337,000
3	Trade support (incl. cooperative marketing)	10,000	10,000	10,000
4	FAM trips	271,000	271,000	271,000
5	Trade PR	50,000	54,000	59,000
6	Sales and company specific targeting	95,000	104,000	118,000
G	MICE	271,000	305,000	347,000
1	Advertising (TV, print, radio, posters, internet)	15,000	17,000	20,000
2	Electronic information (videos,...)	10,000	12,000	15,000
3	Exhibitions and trade fairs	180,000	190,000	200,000
4	Promotional collaterals	6,000	8,000	10,000
5	Sales promotion	45,000	60,000	80,000
6	PR - Public Relations	10,000	12,000	15,000
7	Stakeholders meetings	5,000	6,000	7,000

## 2.3 DOMESTIC MARKET COMMUNICATION

Table 9 Three years GNTA budget for domestic market communication

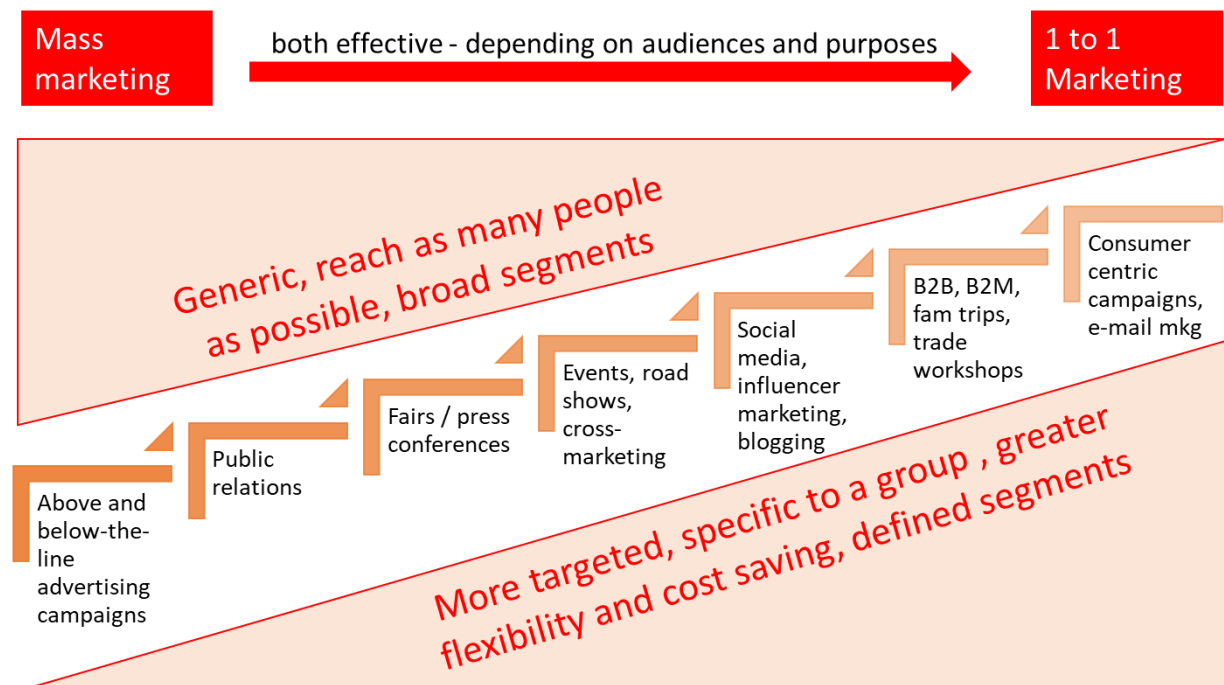
No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>DOMESTIC MARKET COMMUNICATION</b>	<b>525,000</b>	<b>580,000</b>	<b>675,000</b>
1	Offline advertising	100,000	110,000	125,000
2	Online advertising	25,000	35,000	50,000
3	Exhibitions and Events	375,000	400,000	450,000
4	Consumer contests & trade awards	15,000	20,000	30,000
5	Sponsorship	10,000	15,000	20,000

## 2.4 PROMOTIONAL PROGRAMME AND ACTIVITIES

The following are some common activities that form part of the promotional programme of GNTA:

- Communication, relevant messages and storytelling,
- Production and distribution of promotional information,
- E-marketing and promotions,
- Above and below-the-line consumer advertising programmes and campaigns,
  - Above-the-line: The highly visible, image-driven and public advertising focused elements of the promotional execution include print, television, radio and advertising.
  - Below-the-line: The more personalised elements of the promotional execution include exhibitions and fairs, direct mail, point-of-sale, e-marketing, sales promotion, personal selling, public relations, familiarisation visits etc.
- Trade fairs, trade sales visits and workshops, and
- In-destination familiarisation travel trade visits and media FAM programmes.

Figure 2 From mass to personalised marketing



**COMMUNICATION, RELEVANT MESSAGES AND STORYTELLING**

One of the most cost-effective ways of promoting the Georgia brand and its product offerings is through effective media communication, e.g. providing the various printed and electronic media with interesting and newsworthy stories about Georgia, which could then be included as editorial content in the various media. Stories about Georgia in editorial format carries more credibility as it is the objective view of the writer and not advertising that is designed to influence.

Table 10 Communication and promotional strategy

Strategy	Tactical	Activities & Key Resources	KPI's
Communication & messages	Travel stories, blogs and storytelling with 'real' Georgian people	<ul style="list-style-type: none"> <li>• Develop short emotional storytelling videos that tell a personal story around one theme, that reinforce the proposed new brand "Georgia: makes me feel good"</li> <li>• Develop travel stories and blogs that place special accent on the unique cultural peculiarities and products which distinguished Georgia from other countries</li> <li>• Engage in User-Generated Content; offer travel bloggers to publish their Georgia blogs on the GNTA website</li> <li>• Develop relationships with regional and international publications, websites, organisations and airlines that might be interested to publish the travel stories (for example In-flight Magazines: Wizz Air, Georgian Airways, LOT, Aeroflot etc)</li> </ul>	<ul style="list-style-type: none"> <li>• # of short (under 3 min) storytelling videos produced</li> <li>• # of blogs published monthly on GNTA website</li> <li>• # of stories published in inflight magazines throughout the year, with a particular focus on the season months May-Oct)</li> </ul>
	Brand Ambassadors	<ul style="list-style-type: none"> <li>• Identify and develop a relationship with brand ambassadors who will promote Georgia abroad through social media and other channels (such as Katie Melua, international footballers/rugby players, TV personalities)</li> <li>• Publicise visits of celebrities and well-known personalities to Georgia (visits either arranged by GNTA or by other parties)</li> </ul>	<ul style="list-style-type: none"> <li>• Ambassadors identified, cooperation discussed</li> <li>• Ongoing engagement with Brand Ambassadors</li> </ul>
	Events (particularly niche, specialised, unique)	<ul style="list-style-type: none"> <li>• Create and manage a "Forward Planning Grid": a calendar of international events, UN international days, conferences, anniversaries etc to identify opportunities and piggy-back on them</li> <li>• Cooperate with regional and international publications, websites, organisations and airlines to include Georgia-related content in their calendars of events (published by them)</li> <li>• Target regional and international media outlets (specialised in nature &amp; adventure, culture, wine &amp; food) that might be interested to publish positive news releases on special interest niches and topics related to Georgia</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing management of the up-to-date Planning Grid</li> <li>• Georgia's events included in other organisations/websites events calendars and other communication</li> <li>• News on Georgia included on international news portals and publications</li> </ul>

**PRODUCTION AND DISTRIBUTION OF PROMOTIONAL INFORMATION**

Despite the proliferation of technological approaches to tourism promotion (e.g. digital marketing) and whilst the budgetary emphasis will increasingly be on internet communications, GNTA still needs the printed themed materials. High-quality brochures are useful promotional tools in that they provide an indication of the GNTA’s professionalism and the high standard of service and experience that the visitor can expect to receive.

Table 11 Information material promotional strategy

Strategy	Tactical	Activities & Key Resources	KPI’s
<b>Information materials</b>	<b>Georgia image brochure</b>	<ul style="list-style-type: none"> <li>• Develop Georgia tourism image brochure based on key messages from brand strategy</li> <li>• Design and print Image brochure in languages that GNTA is addressing on TOP &amp; key markets</li> <li>• Upload the brochure on Georgia.travel website</li> <li>• Distribute the brochure</li> <li>• Collect feedback on the brochure</li> </ul>	<ul style="list-style-type: none"> <li>• # of image brochures printed</li> <li>• # of languages the brochures will be translated</li> <li>• # of brochures reprinted</li> <li>• # of brochures downloaded</li> </ul>
	<b>Thematic tourism experience/products brochures</b>	<ul style="list-style-type: none"> <li>• Develop thematic experience/products brochures for Nature &amp; Adventure, Culture, Wine &amp; Food, Sea and Sun, Health &amp; Wellness, Entertainment, City breaks and MICE</li> <li>• Design and print thematic experience/products brochures in languages relevant to priority &amp; active markets and thematic experience/products identified as priority</li> <li>• Upload brochures on Georgia.travel website</li> <li>• Distribute the brochures</li> <li>• Collect feedback on the brochures</li> </ul>	<ul style="list-style-type: none"> <li>• # of thematic experience/products brochures developed and printed</li> <li>• # of languages the brochure will be translated</li> <li>• # of brochures reprinted</li> <li>• # of brochures downloaded</li> </ul>
	<b>Leaflets with specific products and events</b>	<ul style="list-style-type: none"> <li>• Develop 1 page leaflets promoting a single product or event (tracking trail, Imereti caves, Harvest &amp; Wine festival,..) for mass distribution</li> <li>• Design and print 1 page leaflets in languages that products are interesting for priority &amp; active markets and products identified as priority</li> <li>• Upload leaflets on Georgia.travel website</li> <li>• Distribute leaflets</li> </ul>	<ul style="list-style-type: none"> <li>• # of themed leaflets</li> <li>• # of printed leaflets</li> <li>• # of leaflets reprinted</li> <li>• # of leaflets downloaded</li> </ul>



Strategy	Tactical	Activities & Key Resources	KPI's
	<b>Posters</b>	<ul style="list-style-type: none"> <li>• Define motives and develop set of posters that reflect thematic experience/products</li> <li>• Design and print a set of posters</li> <li>• Upload the posters to Georgia.travel website</li> <li>• Distribute posters to TO/TA in Georgia and abroad</li> <li>• Distribute posters on tourism fairs and exhibitions</li> </ul>	<ul style="list-style-type: none"> <li>• # of motives defined for a set of posters</li> <li>• # of posters printed</li> <li>• # of posters downloaded</li> <li>• # of posters reprinted by motive</li> <li>• # of posters downloaded by motive</li> </ul>
	<b>Georgia tourism map</b>	<ul style="list-style-type: none"> <li>• Update and redesign Georgia tourism map</li> <li>• Print Georgia tourism map in different languages</li> <li>• Upload Georgia tourism map on the Georgia.travel website</li> <li>• Distribute Georgia tourism map</li> </ul>	<ul style="list-style-type: none"> <li>• # of maps printed</li> <li>• # of languages the map was translated and printed</li> <li>• # of downloaded maps</li> </ul>
	<b>Regional/destination tourism maps</b>	<ul style="list-style-type: none"> <li>• Update and redesign regional/destination tourism maps</li> <li>• Print regional/destination maps in different languages</li> <li>• Upload regional/destination maps on Georgia.travel website</li> <li>• Distribute regional/destination tourism maps</li> </ul>	<ul style="list-style-type: none"> <li>• # of maps printed</li> <li>• # of languages the map was translated and printed</li> <li>• # of downloaded maps</li> </ul>
	<b>Georgia tourism guide</b>	<ul style="list-style-type: none"> <li>• Develop Georgia tourism guide - a book guiding to Georgia tourism highlights</li> <li>• Design, translate and print Georgia tourism guide</li> <li>• Upload Georgia tourism guide to Georgia.travel website</li> <li>• Distribute Georgia tourism guide to corporate partners and to bookshops</li> <li>• Collect feedback on Georgia tourism guide</li> </ul>	<ul style="list-style-type: none"> <li>• # of printed Georgia tourism guides</li> <li>• # of languages guide was translated</li> <li>• # of guides downloaded</li> <li>• # of guides bought in bookshops</li> </ul>
	<b>Calendar of tourism events</b>	<ul style="list-style-type: none"> <li>• Develop a brochure with tourism events in the coming year</li> <li>• Design, translate and print in limited quantity calendar</li> <li>• Upload calendar to Georgia.travel website</li> <li>• Distribute calendar of events</li> </ul>	<ul style="list-style-type: none"> <li>• # of printed calendars</li> <li>• # of languages calendar was translated</li> <li>• # of downloads of calendar</li> </ul>
	<b>TO manual</b>	<ul style="list-style-type: none"> <li>• Develop a manual for TO to support them to develop Georgia tour packages</li> </ul>	<ul style="list-style-type: none"> <li>• # of printed TO manuals</li> </ul>

Strategy	Tactical	Activities & Key Resources	KPI's
		<ul style="list-style-type: none"> <li>• Design and print TO manual in languages where group tourism is promoted</li> <li>• Upload TO manual on Georgia.travel website</li> </ul>	<ul style="list-style-type: none"> <li>• # of languages TO manual was printed</li> <li>• # of TO manual downloaded</li> <li>• “ of requests received for TO manual</li> </ul>
<b>Regular Tourism Newsletter from Georgia</b>		<ul style="list-style-type: none"> <li>• Develop a newsletter as a regular monthly tourism communication tool on standardised template</li> <li>• Print Newsletter in limited quantity for distribution in Georgia and tourism events (fairs, conferences,..)</li> <li>• Distribute e-version of Newsletter to recipients on GNTA mailing list</li> <li>• Upload Newsletter to georgia.travel website</li> <li>• Collect feedback on newsletters' themes</li> </ul>	<ul style="list-style-type: none"> <li>• # of Newsletter issued in a year</li> <li>• # of recipients of Newsletter</li> <li>• # of newsletters downloaded</li> </ul>

## E-MARKETING AND PROMOTIONS

Internet marketing is without doubt becoming the most important part of the marketing mix for GNTA. It is also dependent on having servicing methods to deal with enquiries, such as a well-designed destination website that will track results. The development of a top quality destination marketing website with sophisticated B2B and B2C design based brand values is an essential first step. GNTA should start implementing video and, virtual reality marketing strategies, refining how they work with influencers and exploring opportunities for partnerships with online travel agencies.

Table 12 Digital promotional strategy

Strategy	Tactical	Activities & Key Resources	KPI's
Digital	Website	<ul style="list-style-type: none"> <li>• Branded website to function as the digital hub for Georgia Tourism</li> <li>• Localised versions of the website in various languages (English, Russian, Arabic, German,)</li> <li>• Appoint third party digital agency to develop the assets</li> </ul>	<ul style="list-style-type: none"> <li>• Development of assets</li> <li>• # of monthly unique visitors</li> <li>• Benchmark KPIs for 2018-2019</li> </ul>
	Social Media	<ul style="list-style-type: none"> <li>• Development and management of a portfolio of social media channels, including Facebook, Twitter, Instagram and YouTube</li> <li>• Execute promotional campaigns to generate increased engagement with potential and current travellers</li> <li>• Appoint third party to train GNTA staff on social media management</li> </ul>	<ul style="list-style-type: none"> <li>• Development of assets</li> <li>• # of Fans/Followers</li> <li>• On-going content strategy</li> <li>• Engagement/Performance vs Peers</li> </ul>
	E-Advertising Campaigns	<ul style="list-style-type: none"> <li>• Pay Per Click and key word advertising to promote website and engage potential visitors</li> <li>• Banner ads and retargeting campaigns to drive traffic to the website</li> <li>• Appoint third party agency to execute campaigns (PPC, SEO, SEM)</li> </ul>	<ul style="list-style-type: none"> <li>• Cost per click performance</li> <li>• Conversion statistics</li> <li>• Search rankings</li> </ul>
	E-mail marketing	<ul style="list-style-type: none"> <li>• Directly marketing a commercial message to a group of people using electronic mail</li> <li>• Branded e-newsletter; content development; subscription management of mailing list</li> </ul>	<ul style="list-style-type: none"> <li>• Database size; emails delivered</li> <li>• Campaigns; opened emails</li> <li>• Emails sent/deployed (total and per campaign); clicks</li> </ul>

**CONSUMER ADVERTISEMENT**

Effective consumer advertising requires a significant investment in time and financial resources. In case GNTA engages the service of professional advertising agencies in planning, designing and executing their advertising plans, it should always be kept in mind that GNTA is the custodian of the marketing strategy and that it has the responsibility of directing, evaluating and monitoring the advertising plan.

Table 13 Advertisement promotional strategy

Strategy	Tactical	Activities & Key Resources	KPI's
<b>Consumer advertisement</b>	<b>Create advertisement image and / or commercial campaign</b>	<ul style="list-style-type: none"> <li>• Develop target market oriented campaign</li> <li>• Define objectives of the campaign</li> <li>• Define target markets</li> <li>• Define advertisement tools</li> <li>• Produce and post/transmit ads</li> <li>• Follow up the feedback</li> </ul>	<ul style="list-style-type: none"> <li>• # of adv campaigns in a year</li> <li>• # on countries and social economic groups targeted</li> <li>• # estimation of potential tourists addressed by the campaign</li> <li>• Measure the costs of campaign per potential tourist</li> </ul>
	<b>Image advertisements - printed and digital</b>	<ul style="list-style-type: none"> <li>• Develop and design image ad with Georgia visuals and messages to the target market</li> <li>• Print image adv for billboards, adv in magazines, etc</li> <li>• Produce a short video clip</li> <li>• Produce radio adv</li> <li>• Produce e-tool (banner)</li> <li>• Distribute ads to media</li> <li>• Follow up feedback from the market</li> </ul>	<ul style="list-style-type: none"> <li>• # of posted printed ad in different media</li> <li>• # of repetition of video and/or radio ad</li> <li>• # of websites/social media with e-ads</li> <li>• Measure the changes/increase of the awareness of Georgia as tourist destination</li> <li>• # estimation of potential tourists addressed by the ads</li> </ul>
	<b>Commercial advertisement of tourism thematic experiences / products in consumer magazines and newspapers, TV, radio and e-tools</b>	<ul style="list-style-type: none"> <li>• Develop and design commercial ads with a tourist thematic experience and/or specific tourism product</li> <li>• Produce ads and post them, disseminate them, transmit them to different media</li> <li>• Follow feedback from the markets</li> </ul>	<ul style="list-style-type: none"> <li>• # of appearance of ads in different media</li> <li>• # estimation of potential tourists addressed by the ads</li> <li>• Measure the changes/increase in # of tourists that visited Georgia/destination based on ads</li> </ul>

Strategy	Tactical	Activities & Key Resources	KPI's
	<b>Commercial tourism and / or cross marketing with other products advertisement with coupons, awards, discounts and incentives for tourists</b>	<ul style="list-style-type: none"> <li>• Develop and design ads with single tourism or joint theme with another product</li> <li>• Produce ads for different tools and post them, disseminate them, transmit them</li> <li>• Interact with customers that take part in action</li> <li>• Follow feedback from the market</li> </ul>	<ul style="list-style-type: none"> <li>• # of appearance of ads in different media</li> <li>• # estimation of potential tourists/consumers addressed by the ads</li> <li>• Measure the satisfaction of partners in advertisement</li> <li>• Measure the changes/increase in # of tourists that visited destination based on ads</li> </ul>

**TRADE FAIRS & ROADSHOWS**

One well-established method of developing trade contacts and relations is attendance of trade fairs, where Georgia has a branded exhibition stand, sub-divided into smaller exhibition spaces for product exhibitors. While trade fairs provide an entry point and for travel trade contacts and relationships, finding the best partners to support GNTA’s strategy and establishing personalised relations require one-on-one meetings and communication.

**Key travel & tourism tradeshow**

- Priority: ITB Berlin; World Travel Market London; EMITT, Istanbul; ATM, Dubai; etc.
- Secondary: BIT, Milan; Top Resa, Paris; etc.

Table 14 Trade and roadshow promotional strategy

Strategy	Tactical	Activities & Key Resources	KPI’s
	<b>Trade Shows</b>	<ul style="list-style-type: none"> <li>• Attend trade shows as an industry consortium anchored by GNTA</li> <li>• Align with overseas representatives and travel trade for maximum impact</li> <li>• Appoint overseas agencies to execute exhibition booth design and provide other on the ground support</li> </ul>	<ul style="list-style-type: none"> <li>• # of attended premier trade events</li> <li>• Net promoter scores from attendees</li> </ul>
<b>Trade / Roadshows</b>	<b>Road Shows</b>	<ul style="list-style-type: none"> <li>• Joint activities with aviation partners, DMOs, inbound operators and other travel trade in select markets</li> <li>• Identify opportunities to produce in country events and exhibitions in partnership with travel trade and the media</li> </ul>	<ul style="list-style-type: none"> <li>• # of organised roadshows in select target markets</li> <li>• Net promoter scores from attendees</li> </ul>
	<b>Trade workshop</b>	<ul style="list-style-type: none"> <li>• Conduct trade workshops in priority markets for improved personalised relations and matching of suppliers / buyers</li> </ul>	<ul style="list-style-type: none"> <li>• # of organised workshops</li> <li>• # of trade</li> </ul>

**FAM TRIPS & MEDIA RELATIONS, TRADE AND MEDIA TRIPS**

The ultimate in selling Georgia to the travel trade is letting them come to Georgia to experience the best it offers first hand. This can be achieved using various formats, e.g. individual or small group visits, mostly by tour operators visiting the destination.

Table 15 Fam & media relations promotional strategy

Strategy	Tactical	Activities & Key Resources	KPI's
FAM & Media Relations	Travel Trade	<ul style="list-style-type: none"> <li>Attend trade shows as an industry consortium anchored by GNTA</li> <li>Organise FAM trips for members of travel trade in select markets</li> <li>Host FAM trips in partnership with industry members in Georgia (e.g. DMOs, hotels, airlines)</li> <li>Develop specialist itineraries (Cultural Heritage tours, Taste of Georgia, Nature &amp; Adventure, etc)</li> </ul>	<ul style="list-style-type: none"> <li># of conducted trade fam trips per year</li> <li># of hosted trade professionals</li> </ul>
	Media	<ul style="list-style-type: none"> <li>Organise media FAM trips for members of the media in select markets</li> <li>Host media FAM trips in partnership with industry members in Georgia (e.g. DMOs, hotels, airlines)</li> <li>Appointment of PR agencies to cover select markets</li> </ul>	<ul style="list-style-type: none"> <li># of conducted media fam trips per year</li> <li># of hosted media professionals</li> <li>benchmark ROI statistics based on media impressions</li> </ul>



SECTION 3:

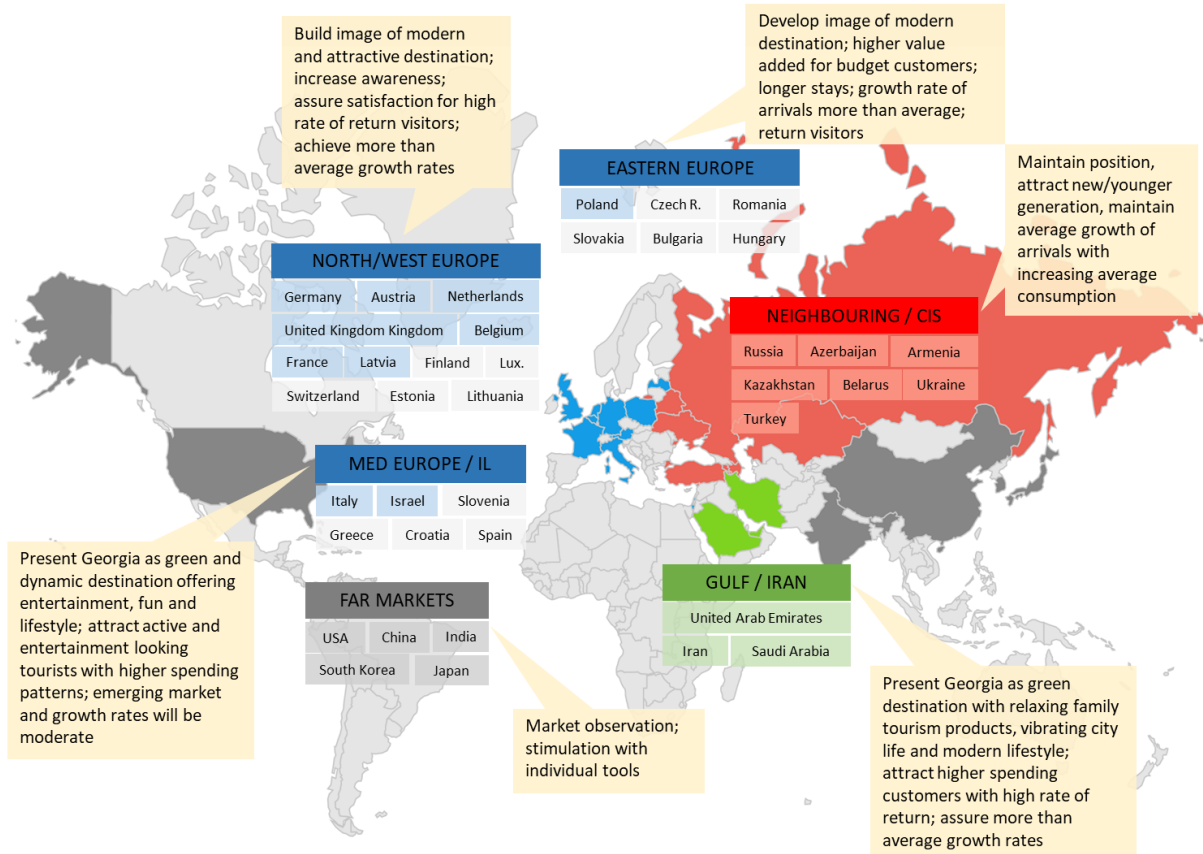
**THREE YEAR PROMOTIONAL ACTION PLAN  
BY FOUR MAIN REGIONS**





# SECTION 3: THREE YEAR PROMOTIONAL ACTION PLAN BY FOUR REGIONS

Figure 3 Markets and core market objectives



## 3.1 REGIONAL MANAGEMENT NEIGHBOURING / CIS MARKETS

Table 16 Regional promotional strategy for neighbouring, Russia / CIS countries

Area	Country	Budget	Mix / Strategies
<b>Neighbouring, Russia / CIS</b>	<b>Russia</b>		<ul style="list-style-type: none"> <li>Main tourism exhibitions in capital cities</li> <li>Specialised thematic tourism exhibitions</li> </ul>
	<b>Azerbaijan</b>	<ul style="list-style-type: none"> <li>To maintain the present position, to attract new/younger generation of potential tourists, with new travel and living habits and,</li> </ul>	<ul style="list-style-type: none"> <li>B2B incoming workshops with TOs with incentive tours</li> </ul>
	<b>Armenia</b>		<ul style="list-style-type: none"> <li>Road shows in Moscow and capital cities with local trade</li> </ul>
	<b>Kazakhstan</b>		<ul style="list-style-type: none"> <li>FAM trips with travel trade</li> <li>FAM trips with media</li> </ul>
	<b>Belarus</b>	<ul style="list-style-type: none"> <li>To maintain stable average growth of tourist arrivals with increasing average consumption of tourists from this market.</li> </ul>	<ul style="list-style-type: none"> <li>Targeted PR campaigns</li> <li>E-letters with news and stories from Georgia</li> </ul>
	<b>Ukraine</b>		<ul style="list-style-type: none"> <li>Airline partnerships</li> </ul>
	<b>Turkey</b>		<ul style="list-style-type: none"> <li>Cross marketing with Georgian key export products (wine, Borjomi water)</li> <li>Digital marketing campaigns with branded website</li> </ul>

Table 17 Three years GNTA budget allocation to Russia/CIS markets by the optimistic scenario

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>RUSSIA / CIS MARKET COMMUNICATION</b>	<b>2,011,700</b>	<b>1,869,500</b>	<b>1,727,800</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	1,758,000	1,678,000	1,612,000
A	ADVERTISING	1,145,000	1,050,000	945,000
1	TV advertising & campaigns	1,000,000	905,000	800,000
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	45,000	45,000	45,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)	65,000	65,000	65,000
7	Celebrity endorsement			
8	Tourism product partnership	10,000	10,000	10,000
9	Non-tourism product partnership (cross marketing)	25,000	25,000	25,000
B	PR - PUBLIC RELATIONS	173,000	169,000	169,000
1	Traditional PR (press conferences & releases)	18,000	18,000	18,000
2	Media relations and blogger trips	35,000	35,000	35,000
3	Press FAM trips	70,000	66,000	66,000
4	PR agencies/agents	50,000	50,000	50,000
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE	440,000	459,000	498,000
1	Digital marketing/advertising & campaigns	280,000	290,000	310,000
2	Social media management & advertising	100,000	107,000	123,000
3	Digital PR (influencer engagement & content marketing)			
4	E-mail and CRM (customer relationship management)			
5	Mobile applications	60,000	62,000	65,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	375,000	375,000	375,000
1	Exhibitions and Trade fairs	230,000	230,000	230,000
2	Trade promotions (specific road shows, workshops)	65,000	65,000	65,000
3	Trade support (incl. cooperative marketing)	10,000	10,000	10,000
4	FAM trips	55,000	55,000	55,000
5	Trade PR	5,000	5,000	5,000
6	Sales and company specific targeting	10,000	10,000	10,000

### 3.2 REGIONAL MANAGEMENT EUROPE & ISRAEL

Table 18 Regional promotional strategy for North / West Europe, Eastern Europe, Med Europe and Israel

Area	Country	Budget	Mix / Strategies
North/West Europe	Germany, Austria	<ul style="list-style-type: none"> <li>To build the image of modern and attractive tourist destination,</li> <li>To increase the awareness of tourist destination Georgia,</li> <li>To achieve more than average growth rates of tourist arrivals and,</li> <li>To assure high satisfaction of these tourists with high rate of return visitors/ambassadors of Georgian tourism.</li> </ul>	<ul style="list-style-type: none"> <li>Targeted PR campaigns</li> <li>E-letters with news and stories from Georgia</li> <li>Travel trade exhibitions (e.g. ITB, WTM)</li> <li>B2B incoming workshops in Georgia with TOs</li> <li>Road shows with partners</li> <li>FAM trips with travel trade</li> <li>FAM trips with media</li> <li>Cross marketing with sports and cultural events of Georgia abroad</li> <li>Airline partnerships</li> <li>Cross marketing with Georgian export products (e.g. wine, Borjomi water)</li> <li>Extreme sports events (e.g. Red Bull)</li> <li>Digital marketing campaigns with branded website</li> <li>Targeted social media campaigns</li> </ul>
	United Kingdom		
	France		
	Netherlands, Belgium		
	Latvia		
Eastern Europe	Combined markets: Switzerland, Luxemburg, Finland, Estonia, Lithuania		
	Poland	<ul style="list-style-type: none"> <li>To develop the image of modern country, attractive and competitive tourism offering products and services with high value added and personal touch for budget customers.</li> <li>The growth rate of international arrivals will be more than average with an increasing share in overall tourism of Georgia.</li> </ul>	<ul style="list-style-type: none"> <li>Specialised thematic tourism exhibitions</li> <li>FAM trips with travel trade</li> <li>FAM trips with media</li> <li>Targeted PR campaigns</li> <li>Road shows with partners</li> <li>Airline partnerships</li> <li>Digital marketing campaigns with branded website</li> </ul>
Med Europe	Italy	<ul style="list-style-type: none"> <li>To present Georgia as green, vibrating and young tourism destination offering entertaining, fun, lifestyle hangouts and relaxing leisure. This is partly emerging market and growth rates will be together with existing market moderate.</li> <li>The goal is to attract active, fun and entertainment looking for tourists with higher spending patterns.</li> </ul>	<ul style="list-style-type: none"> <li>FAM trips with travel trade</li> <li>FAM trips with media</li> <li>Targeted PR campaigns</li> <li>Travel trade exhibitions (e.g. BIT, EMITT)</li> <li>Road shows with partners</li> <li>Airline partnerships</li> <li>Digital marketing campaigns with branded website</li> </ul>
	Israel		
	Combined markets: Greece, Slovenia, Croatia, Spain		

Table 19 Three years GNTA budget allocation to EUROPEAN markets by the optimistic scenario (EUR)

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>EUROPEAN/ISRAEL MARKET COMMUNICATION</b>	<b>3,389,101</b>	<b>4,193,103</b>	<b>4,864,000</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	1,682,000	2,089,000	2,497,000
A	ADVERTISING	312,000	349,000	370,000
1	TV advertising & campaigns	130,000	150,000	170,000
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	82,000	89,000	90,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)	55,000	65,000	65,000
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)	45,000	45,000	45,000
B	PR - PUBLIC RELATIONS	312,000	315,000	417,000
1	Traditional PR (press conferences & releases)	35,000	35,000	35,000
2	Media relations and blogger trips	62,000	65,000	72,000
3	Press FAM trips	125,000	125,000	130,000
4	PR agencies/agents	90,000	90,000	180,000
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS	20,000	20,000	20,000
1	Events support and sponsorship	20,000	20,000	20,000
E	ONLINE	1,038,000	1,405,000	1,690,000
1	Digital marketing/advertising & campaigns	600,000	745,000	875,000
2	Social media management & advertising	265,000	335,000	395,000
3	Digital PR (influencer engagement & content marketing)	78,000	115,000	140,000
4	E-mail and CRM (customer relationship management)			
5	Mobile applications	95,000	210,000	280,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	783,000	850,000	861,000
1	Exhibitions and Trade fairs	520,000	580,000	585,000
2	Trade promotions (specific road shows, workshops)	135,000	135,000	135,000
3	Trade support (incl. cooperative marketing)			
4	FAM trips	93,000	93,000	93,000
5	Trade PR	5,000	5,000	5,000
6	Sales and company specific targeting	30,000	37,000	43,000

### 3.3 REGIONAL MANAGEMENT GULF / IRAN MARKETS

Table 20 Regional promotional strategy for Gulf / Iran markets

Area	Country	Objectives	Mix / Strategies
Gulf / Iran markets	Iran	<ul style="list-style-type: none"> <li>To present Georgia as green destination at the doorstep of Europe, with relaxing family tourism products and services, vibrating city life and modern lifestyle in multicultural environment.</li> </ul>	<ul style="list-style-type: none"> <li>B2B incoming workshop in Georgia with TO with incentive tours</li> <li>FAM trips with travel trade</li> <li>FAM trips with media</li> <li>Targeted PR campaigns</li> </ul>
	United Arab Emirates	<ul style="list-style-type: none"> <li>The aim is to assure more than average growth rates of tourism arrivals and to attract higher spending customers with high rate of return.</li> </ul>	<ul style="list-style-type: none"> <li>E-letters with news and stories from Georgia</li> <li>Travel trade exhibitions</li> <li>Road shows with partners</li> <li>Digital marketing campaigns with branded website</li> </ul>
	Saudi Arabia		

Table 21 Three years GNTA budget allocation to GULF/Iran markets by the optimistic scenario (EUR)

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>GULF/IRAN MARKET COMMUNICATION</b>	<b>2,103,800</b>	<b>2,418,300</b>	<b>3,087,200</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	1,128,000	1,334,000	1,601,000
A	ADVERTISING	590,000	660,000	750,000
1	TV advertising & campaigns	450,000	530,000	620,000
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	60,000	60,000	60,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)	50,000	50,000	50,000
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)	30,000	20,000	20,000
B	PR - PUBLIC RELATIONS	194,000	224,000	246,000
1	Traditional PR (press conferences & releases)	18,000	18,000	18,000
2	Media relations and blogger trips	20,000	30,000	32,000
3	Press FAM trips	56,000	56,000	56,000
4	PR agencies/agents	100,000	120,000	140,000
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE	344,000	450,000	605,000
1	Digital marketing/advertising & campaigns	212,000	245,000	315,000
2	Social media management & advertising	67,000	95,000	130,000
3	Digital PR (influencer engagement and content marketing)	20,000	30,000	40,000

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
4	E-mail and CRM (customer relationship management)			
5	Mobile applications	45,000	80,000	120,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	306,000	308,000	311,000
1	Exhibitions and Trade fairs	135,000	135,000	135,000
2	Trade promotions (specific road shows, workshops)	75,000	75,000	75,000
3	Trade support (incl. cooperative marketing)			
4	FAM trips	51,000	51,000	51,000
5	Trade PR	20,000	22,000	25,000
6	Sales and company specific targeting	25,000	25,000	25,000

### 3.4 REGIONAL MANAGEMENT FAR MARKETS

Table 22 Regional promotional strategy for Far markets

Area	Country	Objectives	Mix / Strategies
Far Markets	USA	<ul style="list-style-type: none"> <li>To raise the awareness and present Georgia as a new, undiscovered, friendly and safe European destination in the Caucasus region with an attractive offer of breath-taking, well-preserved nature; ancient history and cultural heritage; rich wines and tasty cuisine and dynamic and vibrating city life and modern lifestyle in multicultural environment.</li> <li>The aim is start attracting a higher portion of visitors from these large source markets to Georgia, focussing mainly in the higher spending segment.</li> </ul>	<ul style="list-style-type: none"> <li>B2B</li> <li>Targeted PR campaigns</li> <li>Airline partnerships</li> <li>Digital marketing campaigns with branded website</li> </ul>
	China		
	India		
	Japan		
	South Korea		

Table 23 Three years GNTA budget allocation to FAR markets by the optimistic scenario

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>INTERNATIONAL MARKET COMMUNICATION</b>	<b>624,230</b>	<b>751,380</b>	<b>1,080,400</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	382,000	630,000	878,000
A	ADVERTISING	70,000	192,000	265,000
1	TV advertising & campaigns	80,000	110,000	170,000
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	20,000	27,000	35,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)	30,000	30,000	30,000
7	Celebrity endorsement			
8	Tourism product partnership	10,000	15,000	20,000
9	Non-tourism product partnership (cross marketing)	10,000	10,000	10,000
B	PR - PUBLIC RELATIONS	162,000	183,000	193,000
1	Traditional PR (press conferences & releases)	5,000	5,000	5,000
2	Media relations and blogger trips	17,000	18,000	18,000
3	Press FAM trips	40,000	40,000	40,000
4	PR agencies/agents	100,000	120,000	130,000
C	DIRECT			
1	Direct mail			
D	Exhibitions and Events	10,000	10,000	10,000
1	Events support and sponsorship	10,000	10,000	10,000
E	ONLINE	140,000	245,000	410,000
1	Digital marketing/advertising & campaigns	85,000	120,000	195,000
2	Social media management & advertising	30,000	50,000	90,000

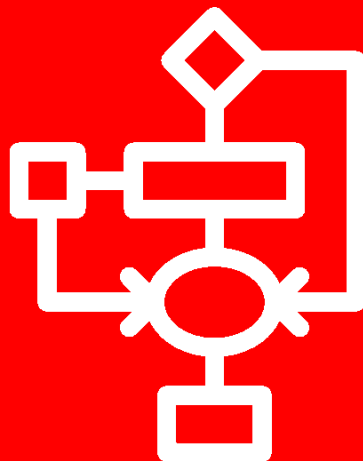
No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
3	Digital PR (influencer engagement & content marketing)	15,000	30,000	35,000
4	E-mail and CRM (customer relationship management)			
5	Mobile applications	10,000	45,000	90,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	274,000	323,000	333,000
1	Exhibitions and Trade fairs	90,000	135,000	135,000
2	Trade promotions (specific road shows, workshops)	62,000	62,000	62,000
3	Trade support (incl. cooperative marketing)			
4	FAM trips	72,000	72,000	72,000
5	Trade PR	20,000	22,000	24,000
6	Sales and company specific targeting	30,000	32,000	40,000





## SECTION 4:

# MARKETING PLANS BY KEY COUNTRIES



## SECTION 4: MARKETING PLANS BY KEY COUNTRIES

The estimation of the marketing and promotional budget that GNTA should to each country was elaborated in three scenarios:

- **Conservative scenario** is based on slower growth of tourist arrivals from CIS, Gulf and Far countries.
- **Moderate scenario** shows continuation of growth of arrivals from CIS and Gulf countries, optimistic tourist incoming flows from far countries and moderate increase of arrivals of tourists from EU countries
- **Optimistic scenario** supposes a significant increase of tourist arrivals from EU, Gulf and far countries and a moderate increase from CIS countries

In these estimations the following values of investment in marketing for country groups were used for additional tourist arrival from CIS countries 5 EUR/arrival, from EU countries 60 EUR/arrival, from Gulf countries 25 EUR/arrival and from far countries 10 EUR/arrival. Aggregate GNTA budget ranges in this simulations from 8,2 to 10,6 million EUR.

The budget allocation for individual countries was done for those 25 selected countries and grouped in four macro regions.<sup>1</sup> For these countries, except for those from far markets estimations of marketing efficiency was elaborated and RoI calculated. Therefore, for country budget estimations values of RoI was used, average value of promotional budget per visitor from a country and upper values for additional arrivals of tourists from macro regions. These three methods were combined in order to define the marketing budget for each of the 25 countries.<sup>2</sup>

Table 24 Marketing budget allocation for selected (25) countries according to RoI criteria for the 3rd year target

	GEOGRAPHICAL AREA	Budget per countries and 4 regions (EUR)
1	Russia	571,340
2	Azerbaijan	401,930
3	Armenia	262,390
4	Kazakhstan	88,030
5	Belarus	104,610
6	Ukraine	106,470
7	Turkey	233,210
	<b>CIS + markets</b>	<b>1,767,980</b>
8	Poland	520,620
9	Germany	598,020
10	Austria	159,060
11	United Kingdom	381,190
12	France	347,840
13	Italy	246,890
14	Netherlands	235,700

<sup>1</sup> See: Marketing, branding and promotional strategy for Georgia, part II, page 38.

<sup>2</sup> It must be underlined here that the total of promotional budget of these 25 countries is less than the total marketing budget as several countries are not included in selected key markets (sme EU countries, Baltic countries, some CIS countries, etc). With 25 countries we covered 85% of total promotional budget.

	GEOGRAPHICAL AREA	Budget per countries and 4 regions (EUR)
15	Belgium	57,490
16	Latvia	169,227
17	Israel	978,050
	<b>EU + markets</b>	<b>3,694,087</b>
18	Saudi Arabia	703,040
19	United Arab Emirates	272,510
20	Iran	1,522,990
	<b>GULF + markets</b>	<b>2,498,540</b>
21	USA	219,240
22	China	296,184
23	Japan	17,920
24	South Korea	55,840
25	India	528,340
	<b>FAR markets</b>	<b>1,117,524</b>
	<b>TOTAL budget for selected countries</b>	<b>9,078,131</b>
	<b>TOTAL Budget for all countries</b>	<b>10,759,400</b>

Studying the marketing budget allocation per country, there are some countries that raise a question how realistic is the estimated budget. For example, the budget for Iran or Israel, are they over estimated? On the other hand, budgets for some CIS countries are rather low. Therefore, it is expected that additional modifications will be done to adjust country budget values.

At the same time, mainly caused by the aforementioned consideration, the breakdown of country budget does not necessarily match the total estimated value of the country marketing budget (the total amount in 'example country marketing communication'). For example, the available budget for Iran and Israel were not assigned in total to different promotional activities and on the other side, for some CIS countries – Russia, Kazakhstan, the assigned budget was to some extent higher than the total »available« budget.

Therefore, fine tuning of country marketing budgets will contribute to improved results. It should be also taken into account that a certain share of the total GNTA marketing budget must be considered as a reserve (up to 10%) for whatever interventions may happen during the performance of marketing activities due to unexpected circumstances either on demand or supply side.

## COUNTRY MARKET SHEET – RUSSIA

<b>Current results</b>	1,392,610 all Russian arrivals to Georgia in 2017
<b>Key market indicators</b>	<ul style="list-style-type: none"> <li>• Russian outbound travels account some 31,7 million with great potential to further increase</li> <li>• Average expenditures of Russians on a trip abroad is high – 756 \$</li> <li>• Georgia is significant travel destination for Russians with more than average growth rates</li> </ul>
<b>Objectives</b>	<p>To maintain the present position, to attract new/younger generation of potential tourists, with new travel and living habits and to maintain stable average growth of tourist arrivals with increasing average consumption of tourists</p>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Position Georgia as a familiar, easy, compatible and culturally rich tourism destination within easy reach for short breaks and longer holidays</li> <li>• Establish as regional health and spa destination: mineral and thermal water healing, great climate and new modern facilities in resorts and sanatoria with Russian-speaking staff</li> <li>• Promote the Black Sea coast as a family destination with “beach, nature and adventure” offering</li> </ul>
<b>Key themes / products and target segments</b>	<ol style="list-style-type: none"> <li>1. <b>Sun and Sea:</b> <i>Black Sea Beach Holidays with Family Vacation</i> <u>Families, Adult Couples</u></li> <li>2. <b>Health and Wellness:</b> <i>Health and Medical Tourism -</i> <u>Adult Couples, Families, Senior Traveller</u></li> <li>3. <b>Nature and adventure:</b> <i>Caucasus adventure</i> <u>Young Couples, Adult Couples</u></li> <li>4. <b>Cultural Heritage:</b> <i>Historic Highlights of Georgia; Pilgrimage / Orthodox</i> <u>Families, Adult Couples</u></li> <li>5. <b>Wine and food:</b> <i>Wine routes, wine and Georgian cuisine</i> <u>Adult Couples</u></li> <li>6. <b>MICE:</b> <i>Incentives events &amp; corporate meetings; Sports and Music Events</i> <u>Young Couples, Adult Singles, Adult Couples</u></li> <li>7. <b>City breaks:</b> <i>Modern Nightlife and Entertainment</i> <u>Adult Singles, Adult Couples</u></li> </ol>
<b>Budget (target 3rd year)</b>	<b>571,340 EUR</b>
<b>KPI</b>	<ul style="list-style-type: none"> <li>• No. of arrivals</li> <li>• Growth rate of arrivals</li> <li>• Increase of average Russian tourist expenditures</li> <li>• EUR invested / RoI from marketing investment</li> </ul>

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>RUSSIA MARKET COMMUNICATION</b>	<b>665,210</b>	<b>618,189</b>	<b>571,339</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	624,000	574,000	534,000
A	ADVERTISING	340,000	290,000	240,000
1	TV advertising & campaigns	300,000	250,000	200,000
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	15,000	15,000	15,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)			
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)	25,000	25,000	25,000
B	PR - PUBLIC RELATIONS	84,000	84,000	84,000
1	Traditional PR (press conferences & releases)	8,000	8,000	8,000
2	Media relations and blogger trips	10,000	10,000	10,000
3	Press FAM trips (2/year)	16,000	16,000	16,000
4	PR agencies/agents	50,000	50,000	50,000
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE	200,000	200,000	210,000
1	Digital marketing/advertising & campaigns	125,000	125,000	130,000
2	Social media management & advertising	45,000	45,000	50,000
3	Digital PR (influencer engagement & content marketing)			
4	E-mail and CRM (customer relationship management)			
5	Mobile applications	30,000	30,000	30,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	96,000	96,000	96,000
1	Exhibitions and Trade fairs	55,000	55,000	55,000
2	Trade promotions (specific road shows, workshops)	25,000	25,000	25,000
3	Trade support (incl. cooperative marketing)			
4	FAM trips (2/year)	16,000	16,000	16,000
5	Trade PR			
6	Sales and company specific targeting			

## COUNTRY MARKET SHEET – AZERBAIJAN

<b>Current results</b>	1,694,998 all Azerbaijan arrivals to Georgia in 2017
<b>Key market indicators</b>	<ul style="list-style-type: none"> <li>• Azerbaijan outbound travels account some 3,3 million. The biggest increase has been to Georgia and to Iran in the last few years.</li> <li>• The share of travel to Georgia is 26% with the potential for further growth.</li> <li>• Average expenditures of Azerbaijanis on a trip abroad is low – 276 \$</li> </ul>
<b>Objectives</b>	<p>To maintain the present position, to attract new/younger generation of potential tourists, with new travel and living habits and to maintain stable average growth of tourist arrivals with increasing average consumption of tourists</p> <ul style="list-style-type: none"> <li>• Position Georgia as a familiar, easy, compatible and culturally rich tourism destination within easy reach for short breaks and longer holidays</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Establish as regional health and spa destination: mineral and thermal water healing, great climate and new modern facilities in resorts and sanatoria with Russian-speaking staff</li> <li>• Georgia as a competitive destination for the MICE sector</li> </ul>
<b>Key themes / products and target segments</b>	<ol style="list-style-type: none"> <li>1. <b>Wine and food:</b> <i>Unique Georgian Cuisine; Festive Gastronomic Experiences</i> <u>Young Couples, Adult couples, Families</u></li> <li>2. <b>Health and wellness:</b> <i>Health and Medical Tourism</i> <u>Adult Couples, Families</u></li> <li>3. <b>MICE:</b> <i>Incentives events &amp; corporate meetings; Sports and Music Events</i> <u>Adult Singles, Adult Couples</u></li> <li>4. <b>City breaks:</b> <i>Art &amp; Creative Industries; Gambling and Gaming</i> <u>Young Couples, Adult Singles, Adult Couples</u></li> </ol>
<b>Budget (target 3rd year)</b>	<b>401,930 EUR</b>
<b>KPI</b>	<ul style="list-style-type: none"> <li>• No. of arrivals</li> <li>• Growth rate of arrivals</li> <li>• Increase of average Azerbaijan tourist expenditures</li> <li>• EUR invested / RoI from marketing investment</li> </ul>

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>AZERBAIJAN MARKET COMMUNICATION</b>	<b>467,966</b>	<b>434,887</b>	<b>401,929</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	326,000	326,000	336,000
A	ADVERTISING	210,000	210,000	210,000
1	TV advertising & campaigns	150,000	150,000	150,000
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	10,000	10,000	10,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)	50,000	50,000	50,000
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)			
B	PR - PUBLIC RELATIONS	16,000	16,000	16,000
1	Traditional PR (press conferences & releases)			
2	Media relations and blogger trips	10,000	10,000	10,000
3	Press FAM trips (1/year)	6,000	6,000	6,000
4	PR agencies/agents			
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE	100,000	100,000	110,000
1	Digital marketing/advertising & campaigns	55,000	55,000	60,000
2	Social media management & advertising	25,000	25,000	30,000
3	Digital PR (influencer engagement & content marketing)			
4	E-mail and CRM (customer relationship management)			
5	Mobile applications	20,000	20,000	20,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	48,000	48,000	48,000
1	Exhibitions and Trade fairs	35,000	35,000	35,000
2	Trade promotions (specific road shows, workshops)	8,000	8,000	8,000
3	Trade support (incl. cooperative marketing)			
4	FAM trips	5,000	5,000	5,000
5	Trade PR			
6	Sales and company specific targeting			

## COUNTRY MARKET SHEET – UKRAINE

Current results	193,002 all Ukrainian arrivals to Georgia in 2017
Key market indicators	<ul style="list-style-type: none"> <li>• Ukrainian outbound travels account some 24,7 million, with high potential for further growth.</li> <li>• Average expenditures of Ukrainians on a trip abroad is moderate – 580 \$</li> <li>• 78% of all outbound travel is to Poland, Russia and Hungary. The share of travels to Georgia is 0,9% and is steadily increasing.</li> </ul>
Objectives	<p>To maintain the present position, to attract new/younger generation of potential tourists, with new travel and living habits and to maintain stable average growth of tourist arrivals with increasing average consumption of tourists</p>
Strategy	<ul style="list-style-type: none"> <li>• Position Georgia as a familiar, easy, compatible and culturally rich tourism destination within easy reach for short breaks and longer holidays</li> <li>• Establish as regional health and spa destination: mineral and thermal water healing, great climate and new modern facilities in resorts and sanatoria with Russian-speaking staff</li> <li>• Promote the Black Sea coast as a family destination with “beach, nature and adventure” offering</li> </ul>
Key themes / products and target segments	<ol style="list-style-type: none"> <li>1. <b>Nature and adventure:</b> <i>Caucasus Adventure</i> <u>Young Couples, Adult Couples</u></li> <li>2. <b>Food and wine:</b> <i>The Cradle of Wine; Unique Georgian Cuisine</i> <u>Adult Couples, Families</u></li> <li>3. <b>Sun and sea:</b> <i>Black sea beach holidays with family vacation, nightlife and entertainment</i> <u>Young Couples, Families</u></li> <li>4. <b>MICE:</b> <i>Incentives events &amp; corporate meetings</i> <u>Adult Singles, Adult Couples</u></li> </ol>
Budget (target 3rd year)	<b>106,470 EUR</b>
KPI	<ul style="list-style-type: none"> <li>• No. of arrivals</li> <li>• Growth rate of arrivals</li> <li>• Increase of average Ukrainian tourist expenditures</li> <li>• EUR invested / RoI from marketing investment</li> </ul>



No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>UKRAINE MARKET COMMUNICATION</b>	<b>123,967</b>	<b>115,204</b>	<b>106,473</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	184,000	164,000	134,000
A	ADVERTISING	170,000	150,000	120,000
1	TV advertising & campaigns	170,000	150,000	120,000
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns			
5	Sponsorship			
6	Film/Video (product placement and sponsorship)			
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)			
B	PR - PUBLIC RELATIONS	14,000	14,000	14,000
1	Traditional PR (press conferences & releases)			
2	Media relations and blogger trips			
3	Press FAM trips (2/year)	14,000	14,000	14,000
4	PR agencies/agents			
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE			
1	Digital marketing/advertising & campaigns			
2	Social media management & advertising			
3	Digital PR (influencer engagement & content marketing)			
4	E-mail and CRM (customer relationship management)			
5	Mobile applications			
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	48,000	48,000	48,000
1	Exhibitions and Trade fairs	35,000	35,000	35,000
2	Trade promotions (specific road shows, workshops)	6,000	6,000	6,000
3	Trade support (incl. cooperative marketing)			
4	FAM trips (1/year)	7,000	7,000	7,000
5	Trade PR			
6	Sales and company specific targeting			

## COUNTRY MARKET SHEET – IRAN

<b>Current results</b>	322,938 all Iranian arrivals to Georgia in 2017
<b>Key market indicators</b>	<ul style="list-style-type: none"> <li>• Iranian outbound travels account some 9 million, with a high potential for further growth. They tend to travel to Turkey and to the Caucasus region.</li> <li>• Average expenditures of Iranians on a trip abroad is high – 599 \$</li> <li>• The share of Iranians travelling to Georgia is 2,6% of all outbound travels and is increasing very fast, much faster than travel to other destinations.</li> </ul>
<b>Objectives</b>	To present Georgia as green destination at the doorstep of Europe, with relaxing family tourism products and services, vibrant city life and modern lifestyle in multicultural environment. The aim is to assure more than average growth rates of tourism arrivals and to attract higher spending customers with high rate of return.
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Position Georgia as an easy-going, compatible, tolerant and culturally-diverse tourism destination within easy reach for short breaks and longer holidays</li> <li>• Promote Tbilisi as a new desirable city break destination, focusing on entertainment and culture</li> </ul>
<b>Key themes / products matching segments</b>	<ol style="list-style-type: none"> <li>1. <b>Nature and adventure:</b> <i>Natural Landmarks</i> <u>Families</u></li> <li>2. <b>Cultural heritage:</b> <i>Historic Highlights of Georgia</i> <u>Adult Couples, Families</u></li> <li>3. <b>MICE:</b> <i>Incentives events &amp; corporate meetings; Sports and Music Events</i> <u>Adult Singles, Adult Couples</u></li> <li>4. <b>City breaks:</b> <i>Modern Nightlife &amp; Entertainment; Art and Creative Industry</i> <u>Young Couples, Adult Couples, Adult Singles</u></li> </ol>
<b>Budget (target 3rd year)</b>	<b>1,522,990 EUR</b>
<b>KPI</b>	<ul style="list-style-type: none"> <li>• No. of arrivals</li> <li>• Growth rate of arrivals</li> <li>• Increase of average Iranian tourist expenditures</li> <li>• EUR invested / RoI from marketing investment</li> </ul>

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>IRAN MARKET COMMUNICATION</b>	<b>1,054,977</b>	<b>1,212,607</b>	<b>1,522,993</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	675,000	780,000	897,000
A	ADVERTISING	365,000	415,000	465,000
1	TV advertising & campaigns	300,000	350,000	400,000
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	30,000	30,000	30,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)	25,000	25,000	25,000
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)	10,000	10,000	10,000
B	PR - PUBLIC RELATIONS	85,000	95,000	107,000
1	Traditional PR (press conferences & releases)	5,000	5,000	5,000
2	Media relations and blogger trips	10,000	10,000	12,000
3	Press FAM trips (2/year)	20,000	20,000	20,000
4	PR agencies/agents	50,000	60,000	70,000
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE	205,000	250,000	305,000
1	Digital marketing/advertising & campaigns	125,000	140,000	165,000
2	Social media management & advertising	30,000	40,000	50,000
3	Digital PR (influencer engagement & content marketing)	20,000	30,000	40,000
4	E-mail and CRM (customer relationship management)			
5	Mobile applications	30,000	40,000	50,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	100,000	100,000	100,000
1	Exhibitions and Trade fairs	45,000	45,000	45,000
2	Trade promotions (specific road shows, workshops)	20,000	20,000	20,000
3	Trade support (incl cooperative marketing)			
4	FAM trips (2/year)	15,000	15,000	15,000
5	Trade PR	10,000	10,000	10,000
6	Sales and company specific targeting	10,000	10,000	10,000

## COUNTRY MARKET SHEET – POLAND

<b>Current results</b>	52,284 all Polish arrivals to Georgia in 2017
<b>Key market indicators</b>	<ul style="list-style-type: none"> <li>• Polish outbound travels account some 10,9 million with a good prospect for further growth. The share of Poles travelling to Georgia is 0,3% but it has increased three times in the last five years.</li> <li>• Average expenditures of the Poles on a trip abroad is moderate – 510 \$</li> <li>• Nearly a quarter of all travels is to sun &amp; sea destinations, however in the last few years there has been an increase in travel to non-sea destinations.</li> </ul>
<b>Objectives</b>	<p>To develop the image of modern country, attractive and competitive tourism offering products and services with high value added and personal touch for budget customers. The growth rate of international arrivals will be more than average with an increasing share in overall tourism of Georgia.</p>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Create greater awareness of Georgia as a destination offering culture, nature, and food and wine</li> <li>• Georgia as a competitive destination for the MICE sector</li> <li>• Promote Georgia’s regions and mountains as “less touristy/less commercialized”, “still authentic, rustic and traditional” and “off the beaten track”</li> </ul>
<b>Key themes / products matching segments</b>	<ol style="list-style-type: none"> <li>1. <b>Nature and adventure:</b> <i>Caucasus Adventure; Active Outdoor/Adventure; Wildlife Tourism</i> <u>Young Couples, Adult Couples</u></li> <li>2. <b>Wine and food:</b> <i>Wine Routes / Wine Trails; Unique Georgian Cuisine</i> <u>Young Couples, Adult Couples, Families</u></li> <li>3. <b>City breaks:</b> <i>Art and Creative Industry</i> <u>Young Couples, Adult Singles</u></li> </ol>
<b>Budget (target 3rd year)</b>	<b>520,620 EUR</b>
<b>KPI</b>	<ul style="list-style-type: none"> <li>• No. of arrivals</li> <li>• Growth rate of arrivals</li> <li>• Increase of average Polish tourist expenditures</li> <li>• EUR invested / RoI from marketing investment</li> </ul>

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>POLAND MARKET COMMUNICATION</b>	<b>362,766</b>	<b>448,824</b>	<b>520,617</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	314,000	361,000	407,000
A	ADVERTISING	80,000	82,000	83,000
1	TV advertising & campaigns	50,000	50,000	50,000
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	10,000	12,000	13,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)	20,000	20,000	20,000
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)			
B	PR - PUBLIC RELATIONS	69,000	69,000	69,000
1	Traditional PR (press conferences & releases)	5,000	5,000	5,000
2	Media relations and blogger trips	10,000	10,000	10,000
3	Press FAM trips (2/year)	14,000	14,000	14,000
4	PR agencies/agents	40,000	40,000	40,000
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE	165,000	210,000	255,000
1	Digital marketing/advertising & campaigns	80,000	100,000	120,000
2	Social media management & advertising	50,000	60,000	70,000
3	Digital PR (influencer engagement & content marketing)	10,000	20,000	25,000
4	E-mail and CRM (customer relationship management)			
5	Mobile applications	25,000	30,000	40,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	71,000	71,000	71,000
1	Exhibitions and Trade fairs	45,000	45,000	45,000
2	Trade promotions (specific road shows, workshops)	12,000	12,000	12,000
3	Trade support (incl. cooperative marketing)			
4	FAM trips (2/year)	14,000	14,000	14,000
5	Trade PR			
6	Sales and company specific targeting			

## COUNTRY MARKET SHEET – GERMANY

<b>Current results</b>	51,445 all German arrivals to Georgia in 2017
<b>Key market indicators</b>	<ul style="list-style-type: none"> <li>• German outbound travels account some 83 million, with limited potential for further growth. Over half travel to sun &amp; sea destinations in southern Europe and Turkey, but they also travel for nature (31%), culture (26%), city trips (24%) and sports related activities.</li> <li>• Average expenditures of Germans on a trip abroad is moderate – 442 \$</li> <li>• The share of Germans travelling to Georgia is 0,04% of all German outbound travels with a steady increase.</li> <li>• 79% of Germans travel at least once a year and 30% of those travel outside the EU (the 3rd biggest share).</li> </ul>
<b>Objectives</b>	<p>To build the image of an attractive destination, to increase the awareness of tourist destination Georgia, to achieve more than average growth rates of tourist arrivals and to assure high satisfaction of these tourists with high rate of return visitors/ambassadors of Georgian tourism.</p>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Create greater awareness of Georgia as a destination offering culture, nature and adventure, food and wine for all ages</li> <li>• Promote Georgia’s regions and mountains as “less touristy/commercialized”, “off the beaten track”, “still authentic, rustic, wild and traditional”</li> <li>• Promote Tbilisi as new, desirable city break destination, focusing on entertainment, culture and cuisine</li> </ul>
<b>Key themes / products matching segments</b>	<ol style="list-style-type: none"> <li>1. <b>Nature and adventure:</b> <i>Natural Landmarks; Caucasus Adventure</i> <u>Young Couples, Adult Singles, Adult Couples, Senior Travelers</u></li> <li>2. <b>Cultural Heritage:</b> <i>UNESCO World Heritage Sites; Historic Highlights of Georgia</i> <u>Adult Couples, Senior Travelers</u></li> <li>3. <b>Wine and food:</b> <i>The Cradle of Wine; Wine Routes / Wine Trails; Unique Georgian Cuisine</i> <u>Young Couples, Adult Couples, Senior Travellers</u></li> <li>4. <b>MICE:</b> <i>Incentives events &amp; corporate meetings</i> <u>Adult Singles, Adult Couples</u></li> <li>5. <b>City breaks:</b> <i>Modern Nightlife &amp; Entertainment; Art and Creative Industry</i> <u>Young Couples, Adult Singles</u></li> </ol>
<b>Budget (target 3rd year)</b>	<b>598,020 EUR</b>
<b>KPI</b>	<ul style="list-style-type: none"> <li>• No. of arrivals</li> <li>• Growth rate of arrivals</li> <li>• Increase of average German tourist expenditures</li> <li>• EUR invested / RoI from marketing investment</li> </ul>

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>GERMANY MARKET COMMUNICATION</b>	<b>416,700</b>	<b>515,553</b>	<b>598,020</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	276,000	341,000	388,000
A	ADVERTISING	40,000	50,000	50,000
1	TV advertising & campaigns			
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	15,000	15,000	15,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)	10,000	20,000	20,000
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)	15,000	15,000	15,000
B	PR - PUBLIC RELATIONS	81,000	81,000	88,000
1	Traditional PR (press conferences & releases)	5,000	5,000	5,000
2	Media relations and blogger trips	10,000	10,000	15,000
3	Press FAM trips (2/year)	16,000	16,000	18,000
4	PR agencies/agents	50,000	50,000	50,000
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE	155,000	210,000	250,000
1	Digital marketing/advertising & campaigns	90,000	120,000	140,000
2	Social media management & advertising	30,000	40,000	50,000
3	Digital PR (influencer engagement & content marketing)	15,000	20,000	25,000
4	E-mail and CRM (customer relationship management)			
5	Mobile applications	20,000	30,000	35,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	156,000	203,000	204,000
1	Exhibitions and Trade fairs	100,000	145,000	145,000
2	Trade promotions (specific road shows, workshops)	25,000	25,000	25,000
3	Trade support (incl. cooperative marketing)			
4	FAM trips (2/year)	16,000	16,000	16,000
5	Trade PR	5,000	5,000	5,000
6	Sales and company specific targeting	10,000	12,000	13,000

## COUNTRY MARKET SHEET – AUSTRIA

Current results	7,729 all Austrian arrivals to Georgia in 2017
Key market indicators	<ul style="list-style-type: none"> <li>• Austrian outbound travels account some 11,5 million, mainly to sun &amp; sea countries followed by neighbouring countries: Hungary and Germany.</li> <li>• Average expenditures of Austrians on a trip abroad is moderate – 397 \$</li> <li>• Georgia is about 0,04% of Austrian outbound travels and increasing fast.</li> <li>• 84% travel at least once a year, 30% of trips are done outside the EU.</li> </ul>
Objectives	<p>To build the image of an attractive destination, to increase the awareness of tourist destination Georgia, to achieve more than average growth rates of tourist arrivals and to assure high satisfaction of these tourists with high rate of return visitors/ambassadors of Georgian tourism.</p>
Strategy	<ul style="list-style-type: none"> <li>• Create greater awareness of Georgia as a destination offering culture, nature and adventure, food and wine for all ages</li> <li>• Promote Georgia’s regions and mountains as “less touristy/commercialized”, “off the beaten track”, “still authentic, rustic, wild and traditional”</li> <li>• Promote Tbilisi as new, desirable city break destination, focusing on entertainment, culture and cuisine</li> </ul>
Key themes / products matching segments	<ol style="list-style-type: none"> <li>1. <b>Nature and adventure:</b> <i>Natural Landmarks; Caucasus Adventure; Active Outdoor/Adventure</i> <u>Young Couples, Adult Singles, Adult Couples, Senior Travelers</u></li> <li>2. <b>Cultural Heritage:</b> <i>UNESCO World Heritage Sites; Historic Highlights of Georgia</i> <u>Adult Couples, Senior Travelers</u></li> <li>3. <b>Wine and food:</b> <i>The Cradle of Wine; Wine Routes / Wine Trails; Unique Georgian Cuisine</i> <u>Young Couples, Adult Couples, Senior Travellers</u></li> <li>4. <b>City breaks:</b> <i>Modern Nightlife &amp; Entertainment; Art and Creative Industry</i> Young Couples, Adult Singles</li> </ol>
Budget (target 3rd year)	<b>159,060 EUR</b>
KPI	<ul style="list-style-type: none"> <li>• No. of arrivals</li> <li>• Growth rate of arrivals</li> <li>• Increase of average Austrian tourist expenditures</li> <li>• EUR invested / RoI from marketing investment</li> </ul>



No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>AUSTRIA MARKET COMMUNICATION</b>	<b>110,835</b>	<b>137,128</b>	<b>159,063</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	74,000	84,000	102,000
A	ADVERTISING	7,000	7,000	7,000
1	TV advertising & campaigns			
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	7,000	7,000	7,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)			
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)			
B	PR - PUBLIC RELATIONS	17,000	17,000	20,000
1	Traditional PR (press conferences & releases)	5,000	5,000	5,000
2	Media relations and blogger trips	5,000	5,000	5,000
3	Press FAM trips (1/year)	7,000	7,000	10,000
4	PR agencies/agents			
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE	50,000	60,000	75,000
1	Digital marketing/advertising & campaigns	30,000	30,000	40,000
2	Social media management & advertising	20,000	20,000	25,000
3	Digital PR (influencer engagement & content marketing)			
4	E-mail and CRM (customer relationship management)			
5	Mobile applications		10,000	10,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	57,000	57,000	57,000
1	Exhibitions and Trade fairs	45,000	45,000	45,000
2	Trade promotions (specific road shows, workshops)	5,000	5,000	5,000
3	Trade support (incl. cooperative marketing)			
4	FAM trips (1/year)	7,000	7,000	7,000
5	Trade PR			
6	Sales and company specific targeting			

## COUNTRY MARKET SHEET – UAE

Current results	15,960 all UAE arrivals to Georgia in 2017
Key market indicators	<ul style="list-style-type: none"> <li>• No data available</li> </ul>
Objectives	<p>To present Georgia as green destination at the doorstep of Europe, with relaxing family tourism products and services, vibrating city life and modern lifestyle in multicultural environment. The aim is to assure more than average growth rates of tourism arrivals and to attract higher spending customers with high rate of return.</p>
Strategy	<ul style="list-style-type: none"> <li>• Position Georgia as an easy-going, compatible, tolerant and culturally-diverse tourism destination within easy reach for short breaks and longer holidays</li> <li>• Establish as regional health and spa destination: mineral and thermal water healing, great climate and new modern facilities in resorts and sanatoria</li> <li>• Promote Tbilisi as a new desirable city break destination, focusing on entertainment and culture</li> <li>• Communicate Georgia as a doorstep to Europe</li> </ul>
Key themes / products matching segments	<ol style="list-style-type: none"> <li>1. <b>Nature and adventure:</b> <i>Natural Landmarks</i> <u>Adult Couples, Families</u></li> <li>2. <b>Health and wellness:</b> <i>Healing and Beauty; Physical Wellbeing</i> <u>Adult Couples, Families</u></li> <li>3. <b>MICE:</b> <i>Incentives events &amp; corporate meetings</i> Adult Singles, Adult Couples</li> <li>4. <b>City breaks:</b> <i>Modern Nightlife &amp; Entertainment; Art and Creative Industry</i> <u>Young Couples, Adult Singles</u></li> </ol>
Budget (target 3rd year)	<b>272,510 EUR</b>
KPI	<ul style="list-style-type: none"> <li>• No. of arrivals</li> <li>• Growth rate of arrivals</li> <li>• Increase of average UAE tourist expenditures</li> <li>• EUR invested / RoI from marketing investment</li> </ul>

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>UAE MARKET COMMUNICATION</b>	<b>188,770</b>	<b>216,976</b>	<b>272,514</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	100,000	131,000	171,000
A	ADVERTISING	20,000	20,000	20,000
1	TV advertising & campaigns			
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	10,000	10,000	10,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)			
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)	10,000	10,000	10,000
B	PR - PUBLIC RELATIONS	31,000	31,000	31,000
1	Traditional PR (press conferences & releases)	5,000	5,000	5,000
2	Media relations and blogger trips	10,000	10,000	10,000
3	Press FAM trips (2/year)	16,000	16,000	16,000
4	PR agencies/agents			
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE	49,000	80,000	120,000
1	Digital marketing/advertising & campaigns	37,000	45,000	60,000
2	Social media management & advertising	12,000	20,000	30,000
3	Digital PR (influencer engagement & content marketing)			
4	E-mail and CRM (customer relationship management)			
5	Mobile applications		15,000	30,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	96,000	96,000	96,000
1	Exhibitions and Trade fairs	45,000	45,000	45,000
2	Trade promotions (specific road shows, workshops)	25,000	25,000	25,000
3	Trade support (incl cooperative marketing)			
4	FAM trips (2/year)	16,000	16,000	16,000
5	Trade PR	5,000	5,000	5,000
6	Sales and company specific targeting	5,000	5,000	5,000

## COUNTRY MARKET SHEET – UNITED KINGDOM

<b>Current results</b>	26,852 all UK arrivals to Georgia in 2017
<b>Key market indicators</b>	<ul style="list-style-type: none"> <li>• British outbound travels account some 69,4 million with high potential for further growth. 45% travel to Turkey and southern Europe, 8% each to Ireland and USA</li> <li>• Average expenditures of British on a trip abroad is low – 355 \$</li> <li>• Trips to Georgia reached 0,02% of total outbound volume with no growth.</li> <li>• Travel intensity of UK citizens is high (73%) and above the average of the EU. 33% travel outside the EU area.</li> </ul>
<b>Objectives</b>	<p>To build the image of an attractive destination, to increase the awareness of tourist destination Georgia, to achieve more than average growth rates of tourist arrivals and to assure high satisfaction of these tourists with high rate of return visitors/ambassadors of Georgian tourism.</p>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Position Georgia as a relaxed, safe, visitor-friendly and culturally-rich tourism destination within easy reach for short breaks, discovering holidays and regional Caucasus touring</li> <li>• Create greater awareness of Georgia as a destination offering culture, nature and adventure, food and wine for all ages</li> <li>• Promote Tbilisi as new, desirable city break destination, focusing on entertainment, culture and cuisine</li> </ul>
<b>Key themes / products matching segments</b>	<ol style="list-style-type: none"> <li>1. <b>Cultural Heritage:</b> <i>UNESCO World Heritage Sites; Historic Highlights of Georgia; Cultural Landmarks</i> <u>Adult Couples, Families, Senior Travelers</u></li> <li>2. <b>Wine and food:</b> <i>The Cradle of Wine; Wine Routes / Wine Trails; Unique Georgian Cuisine</i> <u>Young Couples, Adult Couples, Senior Travellers</u></li> <li>3. <b>City breaks:</b> <i>Modern Nightlife &amp; Entertainment; Art and Creative Industry</i> <u>Young Couples, Adult Singles, Senior Travellers</u></li> </ol>
<b>Budget (target 3rd year)</b>	<b>381,190 EUR</b>
<b>KPI</b>	<ul style="list-style-type: none"> <li>• No. of arrivals</li> <li>• Growth rate of arrivals</li> <li>• Increase of average British tourist expenditures</li> <li>• EUR invested / RoI from marketing investment</li> </ul>

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>UNITED KINGDOM MARKET COMMUNICATION</b>	<b>265,614</b>	<b>328,625</b>	<b>381,191</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	137,000	200,000	255,000
A	ADVERTISING	10,000	10,000	10,000
1	TV advertising & campaigns			
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	10,000	10,000	10,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)			
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)			
B	PR - PUBLIC RELATIONS	27,000	30,000	70,000
1	Traditional PR (press conferences & releases)	5,000	5,000	5,000
2	Media relations and blogger trips	7,000	10,000	10,000
3	Press FAM trips (2/year)	15,000	15,000	15,000
4	PR agencies/agents			40,000
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE	100,000	160,000	175,000
1	Digital marketing/advertising & campaigns	55,000	80,000	80,000
2	Social media management & advertising	35,000	40,000	45,000
3	Digital PR (influencer engagement & content marketing)	10,000	15,000	20,000
4	E-mail and CRM (customer relationship management)			
5	Mobile applications		25,000	30,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	130,000	130,000	130,000
1	Exhibitions and Trade fairs	100,000	100,000	100,000
2	Trade promotions (specific road shows, workshops)	15,000	15,000	15,000
3	Trade support (incl. cooperative marketing)			
4	FAM trips (2/year)	15,000	15,000	15,000
5	Trade PR			
6	Sales and company specific targeting			

## COUNTRY MARKET SHEET – FRANCE

<b>Current results</b>	19,502 all French arrivals to Georgia in 2017
<b>Key market indicators</b>	<ul style="list-style-type: none"> <li>• French outbound travels account some 26,6 million with further potential for growth. Over 50% travel to Italy and Spain, followed by several other sun&amp;sea destinations. 10% travel to UK, Germany and USA.</li> <li>• Average expenditures of French on a trip abroad is high – 688 \$</li> <li>• The share of French travelling to Georgia is 0,03% and is stagnating.</li> <li>• One of the highest travel intensity (80%) and 23% travels outside the EU.</li> </ul>
<b>Objectives</b>	<p>To build the image of an attractive destination, to increase the awareness of tourist destination Georgia, to achieve more than average growth rates of tourist arrivals and to assure high satisfaction of these tourists with high rate of return visitors/ambassadors of Georgian tourism.</p>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Position Georgia as a relaxed, safe, visitor-friendly and culturally-rich tourism destination within easy reach for short breaks, discovering holidays and regional Caucasus touring</li> <li>• Create greater awareness of Georgia as a destination offering culture, nature and adventure, food and wine for all ages</li> <li>• Promote Tbilisi as new, desirable city break destination, focusing on entertainment, culture and cuisine</li> </ul>
<b>Key themes / products matching segments</b>	<ol style="list-style-type: none"> <li>1. <b>Cultural Heritage:</b> <i>UNESCO World Heritage Sites; Historic Highlights of Georgia; Cultural Landmarks</i> <u>Adult Couples, Families, Senior Travellers</u></li> <li>2. <b>Wine and food:</b> <i>The Cradle of Wine; Wine Routes / Wine Trails; Unique Georgian Cuisine</i> <u>Young Couples, Adult Couples, Senior Travellers</u></li> <li>3. <b>City breaks:</b> <i>Modern Nightlife &amp; Entertainment; Art and Creative Industry</i> <u>Young Couples, Adult Singles, Senior Travellers</u></li> </ol>
<b>Budget (target 3rd year)</b>	<b>347,840 EUR</b>
<b>KPI</b>	<ul style="list-style-type: none"> <li>• No. of arrivals</li> <li>• Growth rate of arrivals</li> <li>• Increase of average French tourist expenditures</li> <li>• EUR invested / RoI from marketing investment</li> </ul>

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>FRANCE MARKET COMMUNICATION</b>	<b>277,214</b>	<b>342,976</b>	<b>397,838</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	186,000	246,000	316,000
A	ADVERTISING	35,000	40,000	40,000
1	TV advertising & campaigns			
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	10,000	15,000	15,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)	10,000	10,000	10,000
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)	15,000	15,000	15,000
B	PR - PUBLIC RELATIONS	31,000	31,000	81,000
1	Traditional PR (press conferences & releases)	5,000	5,000	5,000
2	Media relations and blogger trips	10,000	10,000	10,000
3	Press FAM trips (2/year)	16,000	16,000	16,000
4	PR agencies/agents			50,000
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS	10,000	10,000	10,000
1	Events support and sponsorship	10,000	10,000	10,000
E	ONLINE	110,000	165,000	185,000
1	Digital marketing/advertising & campaigns	60,000	80,000	90,000
2	Social media management & advertising	25,000	45,000	45,000
3	Digital PR (influencer engagement & content marketing)	10,000	20,000	20,000
4	E-mail and CRM (customer relationship management)			
5	Mobile applications	15,000	20,000	30,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	83,000	83,000	83,000
1	Exhibitions and Trade fairs	45,000	45,000	45,000
2	Trade promotions (specific road shows, workshops)	20,000	20,000	20,000
3	Trade support (incl. cooperative marketing)			
4	FAM trips (1/year)	8,000	8,000	8,000
5	Trade PR			
6	Sales and company specific targeting	10,000	10,000	10,000

## COUNTRY MARKET SHEET – ITALY

Current results	14,907 all Italian arrivals to Georgia in 2017
Key market indicators	<ul style="list-style-type: none"> <li>Italian outbound travels account some 30,8 million with high potential for further growth. 56% travel to France, Spain, Greece and Croatia, followed by Germany and Austria.</li> <li>Average expenditures of Italians on a trip abroad is moderate – 469 \$</li> <li>The share of Georgia is 0,06% and is increasing fast.</li> <li>Lower travel intensity rate than the average of EU countries (68%), and only 13% travel outside the EU area.</li> </ul>
Objectives	<p>To present Georgia as green, vibrating and young tourism destination offering entertaining, fun, lifestyle hangouts and relaxing leisure. This is partly emerging market and growth rates will be together with existing market moderate. The goal is to attract active, fun and entertainment looking for tourists with higher spending patterns.</p>
Strategy	<ul style="list-style-type: none"> <li>Position Georgia as an easy, compatible and culturally-rich tourism destination within easy reach for short breaks and longer holidays</li> <li>Create greater awareness of Georgia as a destination offering culture, nature and wine</li> <li>Promote Georgia as destination with diverse entertainment, night life and fun</li> </ul>
Key themes / products matching segments	<ol style="list-style-type: none"> <li><b>Wine and food:</b> <i>The Cradle of Wine; Wine Routes / Wine Trails; Unique Georgian Cuisine</i> <u>Young Couples, Adult Couples, Senior Travellers</u></li> <li><b>City breaks:</b> <i>Modern Nightlife &amp; Entertainment; Art and Creative Industry</i> <u>Young Couples, Adult Singles, Senior Travellers</u></li> </ol>
Budget (target 3rd year)	<b>246,890 EUR</b>
KPI	<ul style="list-style-type: none"> <li>No. of arrivals</li> <li>Growth rate of arrivals</li> <li>Increase of average Italian tourist expenditures</li> <li>EUR invested / RoI from marketing investment</li> </ul>



No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>ITALY MARKET COMMUNICATION</b>	<b>172,033</b>	<b>212,844</b>	<b>246,890</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	71,000	111,000	146,000
A	ADVERTISING	10,000	10,000	10,000
1	TV advertising & campaigns			
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	10,000	10,000	10,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)			
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)			
B	PR - PUBLIC RELATIONS	16,000	16,000	16,000
1	Traditional PR (press conferences & releases)			
2	Media relations and blogger trips			
3	Press FAM trips (2/year)	16,000	16,000	16,000
4	PR agencies/agents			
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE	45,000	85,000	120,000
1	Digital marketing/advertising & campaigns	35,000	45,000	60,000
2	Social media management & advertising	10,000	20,000	30,000
3	Digital PR (influencer engagement and content marketing)			
4	E-mail and CRM (customer relationship management)			
5	Mobile applications		20,000	30,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	103,000	108,000	113,000
1	Exhibitions and Trade fairs	80,000	85,000	90,000
2	Trade promotions (specific road shows, workshops)	15,000	15,000	15,000
3	Trade support (incl. cooperative marketing)			
4	FAM trips (1/year)	8,000	8,000	8,000
5	Trade PR			
6	Sales and company specific targeting			

## COUNTRY MARKET SHEET – BELGIUM

<b>Current results</b>	6,000 all Belgium arrivals to Georgia in 2017
<b>Key market indicators</b>	<ul style="list-style-type: none"> <li>• Belgian outbound travels account some 10,8 million with good potential for further growth. Ove 60% to sun&amp;sea destinations in Turkey and southern Europe, followed by the countries with more diverse tourism offer: cities, mountains, culture.</li> <li>• Average expenditures of Belgians on a trip abroad is high – 727 \$</li> <li>• Just over 0,02% travel to Georgia but it is increasing very fast.</li> <li>• Belgium has lower travel intensity (66%) and 25% of them travel outside the EU.</li> </ul>
<b>Objectives</b>	<p>To build the image of an attractive destination, to increase the awareness of tourist destination Georgia, to achieve more than average growth rates of tourist arrivals and to assure high satisfaction of these tourists with high rate of return visitors/ambassadors of Georgian tourism.</p> <ul style="list-style-type: none"> <li>• Position Georgia as a relaxed, safe, visitor-friendly and culturally-rich tourism destination within easy reach for short breaks, discovering holidays and regional Caucasus touring</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Create greater awareness of Georgia as a destination offering culture, nature and adventure, food and wine for all ages</li> <li>• Promote Tbilisi as new, desirable city break destination, focusing on entertainment, culture and cuisine</li> </ul>
<b>Key themes / products matching segments</b>	<ol style="list-style-type: none"> <li>1. <b>Nature and adventure:</b> <i>Natural Landmarks; Caucasus Adventure</i> <u>Adult Couples, Senior Travellers</u></li> <li>2. <b>Cultural Heritage:</b> <i>UNESCO World Heritage Sites; Historic Highlights of Georgia; Cultural Landmarks</i> <u>Adult Couples, Families, Senior Travellers</u></li> <li>3. <b>Wine and food:</b> <i>The Cradle of Wine; Wine Routes / Wine Trails; Unique Georgian Cuisine</i> <u>Young Couples, Adult Couples, Senior Travellers</u></li> <li>4. <b>City breaks:</b> <i>Modern Nightlife &amp; Entertainment; Art and Creative Industry</i> <u>Young Couples, Adult Singles, Senior Travellers</u></li> </ol>
<b>Budget (target 3rd year)</b>	<b>57,490 EUR</b>
<b>KPI</b>	<ul style="list-style-type: none"> <li>• No. of arrivals</li> <li>• Growth rate of arrivals</li> <li>• Increase of average Belgium tourist expenditures</li> <li>• EUR invested / RoI from marketing investment</li> </ul>

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>BELGIUM MARKET COMMUNICATION</b>	<b>40,061</b>	<b>49,565</b>	<b>57,493</b>
	CONSUMER MARKETING ACTIVITIES (B2C)		10,000	20,000
A	ADVERTISING			
1	TV advertising & campaigns			
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns			
5	Sponsorship			
6	Film/Video (product placement and sponsorship)			
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)			
B	PR - PUBLIC RELATIONS			
1	Traditional PR (press conferences & releases)			
2	Media relations and blogger trips			
3	Press FAM trips			
4	PR agencies/agents			
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE		10,000	20,000
1	Digital marketing/advertising & campaigns		10,000	20,000
2	Social media management & advertising			
3	Digital PR (influencer engagement and content marketing)			
4	E-mail and CRM (customer relationship management)			
5	Mobile applications			
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	45,000	45,000	45,000
1	Exhibitions and Trade fairs	45,000	45,000	45,000
2	Trade promotions (specific road shows, workshops)			
3	Trade support (incl. cooperative marketing)			
4	FAM trips			
5	Trade PR			
6	Sales and company specific targeting			

## COUNTRY MARKET SHEET – NETHERLANDS

<b>Current results</b>	13,215 all Dutch arrivals to Georgia in 2017
<b>Key market indicators</b>	<ul style="list-style-type: none"> <li>• Dutch outbound travels account some 17,9 million with high potential for further growth. 40% travel to sun&amp;sea destinations but also to Germany, Belgium, UK, Austria and Norway (36%).</li> <li>• Average expenditures of Dutch on a trip abroad is moderate – 465 \$</li> <li>• The share of Dutch travelling to Georgia is stagnating.</li> <li>• One of the highest travel intensity (80%) and 25% travel outside the EU.</li> </ul>
<b>Objectives</b>	<p>To build the image of an attractive destination, to increase the awareness of tourist destination Georgia, to achieve more than average growth rates of tourist arrivals and to assure high satisfaction of these tourists with high rate of return visitors/ambassadors of Georgian tourism.</p> <ul style="list-style-type: none"> <li>• Position Georgia as a relaxed, safe, visitor-friendly and culturally-rich tourism destination within easy reach for short breaks, discovering holidays and regional Caucasus touring</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Create greater awareness of Georgia as a destination offering culture, nature and adventure, food and wine for all ages</li> <li>• Promote Tbilisi as new, desirable city break destination, focusing on entertainment, culture and cuisine</li> </ul>
<b>Key themes / products matching segments</b>	<ol style="list-style-type: none"> <li>1. <b>Nature and adventure:</b> <i>Natural Landmarks; Caucasus Adventure</i> <u>Adult Couples, Senior Travellers</u></li> <li>2. <b>Cultural Heritage:</b> <i>UNESCO World Heritage Sites; Historic Highlights of Georgia; Cultural Landmarks</i> <u>Adult Couples, Families, Senior Traveller</u></li> <li>3. <b>Wine and food:</b> <i>The Cradle of Wine; Wine Routes / Wine Trails; Unique Georgian Cuisine</i> <u>Young Couples, Adult Couples, Senior Travellers</u></li> <li>4. <b>City breaks:</b> <i>Modern Nightlife &amp; Entertainment; Art and Creative Industry</i> <u>Young Couples, Adult Singles, Senior Travellers</u></li> </ol>
<b>Budget (target 3rd year)</b>	<b>235,700 EUR</b>
<b>KPI</b>	<ul style="list-style-type: none"> <li>• No. of arrivals</li> <li>• Growth rate of arrivals</li> <li>• Increase of average Dutch tourist expenditures</li> <li>• EUR invested / RoI from marketing investment</li> </ul>

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>NETHERLANDS MARKET COMMUNICATION</b>	<b>164,238</b>	<b>203,200</b>	<b>235,703</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	134,000	164,000	209,000
A	ADVERTISING	10,000	10,000	10,000
1	TV advertising & campaigns			
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	10,000	10,000	10,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)			
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)			
B	PR - PUBLIC RELATIONS	29,000	29,000	29,000
1	Traditional PR (press conferences & releases)	5,000	5,000	5,000
2	Media relations and blogger trips	10,000	10,000	10,000
3	Press FAM trips (2/year)	14,000	14,000	14,000
4	PR agencies/agents			
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE	95,000	125,000	170,000
1	Digital marketing/advertising & campaigns	50,000	60,000	80,000
2	Social media management & advertising	25,000	30,000	40,000
3	Digital PR (influencer engagement and content marketing)	10,000	15,000	20,000
4	E-mail and CRM (customer relationship management)			
5	Mobile applications	10,000	20,000	30,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	28,000	28,000	28,000
1	Exhibitions and Trade fairs			
2	Trade promotions (specific road shows, workshops)	20,000	20,000	20,000
3	Trade support (incl. cooperative marketing)			
4	FAM trips (1/year)	8,000	8,000	8,000
5	Trade PR			
6	Sales and company specific targeting			

## COUNTRY MARKET SHEET – ARMENIA

<b>Current results</b>	1,718,016 all Armenian arrivals to Georgia in 2017
<b>Key market indicators</b>	<ul style="list-style-type: none"> <li>Armenian outbound travels account some 1,2 million - very small with the potential to grow.</li> <li>Average expenditures of Armenians on a trip abroad is low – 240 \$</li> <li>Travel to Georgia has increased in the last few years and has a share of more than 50% of all outbound travel.</li> <li>There has been a significant decrease of travel of Armenians to Ukraine and Turkey as well as a slight decrease to Russia, which are other three main travel destinations for Armenians.</li> </ul>
<b>Objectives</b>	To maintain the present position, to attract new/younger generation of potential tourists, with new travel and living habits and to maintain stable average growth of tourist arrivals with increasing average consumption of tourists
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Promote the Black Sea coast as a family destination with “beach, nature and adventure” offering</li> <li>Georgia as a competitive destination for the MICE sector</li> </ul>
<b>Key themes / products matching segments</b>	<ol style="list-style-type: none"> <li><b>Sun and sea:</b> <i>Black Sea Beach Holidays with Family Vacations, Nightlife and Entertainment</i> <u>Adult Couples, Families</u></li> <li><b>MICE:</b> <i>incentives events &amp; corporate meetings; Sports and Music Events</i> <u>Adult Singles, Adult Couples</u></li> </ol>
<b>Budget (target 3rd year)</b>	<b>262,390 EUR</b>
<b>KPI</b>	<ul style="list-style-type: none"> <li>No. of arrivals</li> <li>Growth rate of arrivals</li> <li>Increase of average Armenian tourist expenditures</li> <li>EUR invested / RoI from marketing investment</li> </ul>

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>ARMENIA MARKET COMMUNICATION</b>	<b>305,505</b>	<b>283,910</b>	<b>262,394</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	216,000	225,000	236,000
A	ADVERTISING	145,000	145,000	145,000
1	TV advertising & campaigns	120,000	120,000	120,000
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	10,000	10,000	10,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)	15,000	15,000	15,000
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)			
B	PR - PUBLIC RELATIONS	16,000	16,000	16,000
1	Traditional PR (press conferences & releases)	5,000	5,000	5,000
2	Media relations and blogger trips	5,000	5,000	5,000
3	Press FAM trips (1/year)	6,000	6,000	6,000
4	PR agencies/agents			
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE	55,000	64,000	75,000
1	Digital marketing/advertising & campaigns	30,000	35,000	40,000
2	Social media management & advertising	15,000	17,000	20,000
3	Digital PR (influencer engagement and content marketing)			
4	E-mail and CRM (customer relationship management)			
5	Mobile applications	10,000	12,000	15,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	16,000	16,000	16,000
1	Exhibitions and Trade fairs			
2	Trade promotions (specific road shows, workshops)	10,000	10,000	10,000
3	Trade support (incl. cooperative marketing)			
4	FAM trips	6,000	6,000	6,000
5	Trade PR			
6	Sales and company specific targeting			

## COUNTRY MARKET SHEET – TURKEY

Current results	1,246,745 all Turkish arrivals to Georgia in 2017
Key market indicators	<ul style="list-style-type: none"> <li>• Turkish outbound travels account some 8,8 million with a big potential to grow.</li> <li>• Average expenditures of Turks on a trip abroad is low – 360 \$</li> <li>• Georgia comes second for outbound travel of Turks with 12% (Greece is leading with 13%), followed by Bulgaria (11%) and Italy (11%); Spain as the “sun and sea” destination has a share of 4%. Turks also travel to Saudi Arabia and Iran (9%)</li> <li>• There has been a decrease of travel of Turks to Georgia as well as a slowdown of overall outbound travel.</li> </ul>
Objectives	To maintain the present position, to attract new/younger generation of potential tourists, with new travel and living habits and to maintain stable average growth of tourist arrivals with increasing average consumption of tourists
Strategy	<ul style="list-style-type: none"> <li>• Position Georgia as a familiar, easy, compatible and culturally rich tourism destination within easy reach for short breaks and longer holidays</li> <li>• Georgia as a competitive destination for the MICE sector</li> </ul>
Key themes / products matching segments	<ol style="list-style-type: none"> <li>1. <b>MICE:</b> <i>incentives events &amp; corporate meetings; Sports and Music Events</i> <u>Adult Singles, Adult Couples</u></li> <li>2. <b>City breaks:</b> <i>Gambling and Gaming</i> <u>Adult Couples, Adult Singles</u></li> </ol>
Budget (target 3rd year)	<b>233,210 EUR</b>
KPI	<ul style="list-style-type: none"> <li>• No. of arrivals</li> <li>• Growth rate of arrivals</li> <li>• Increase of average Turkish tourist expenditures</li> <li>• EUR invested / RoI from marketing investment</li> </ul>



No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>TURKEY MARKET COMMUNICATION</b>	<b>271,529</b>	<b>252,335</b>	<b>233,212</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	189,000	185,000	183,000
A	ADVERTISING	100,000	90,000	80,000
1	TV advertising & campaigns	80,000	70,000	60,000
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	10,000	10,000	10,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)			
7	Celebrity endorsement			
8	Tourism product partnership	10,000	10,000	10,000
9	Non-tourism product partnership (cross marketing)			
B	PR - PUBLIC RELATIONS	29,000	25,000	25,000
1	Traditional PR (press conferences & releases)	5,000	5,000	5,000
2	Media relations and blogger trips	10,000	10,000	10,000
3	Press FAM trips (2/year)	14,000	10,000	10,000
4	PR agencies/agents			
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE	60,000	70,000	78,000
1	Digital marketing/advertising & campaigns	45,000	50,000	55,000
2	Social media management & advertising	15,000	20,000	23,000
3	Digital PR (influencer engagement and content marketing)			
4	E-mail and CRM (customer relationship management)			
5	Mobile applications			
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	84,000	84,000	84,000
1	Exhibitions and Trade fairs	35,000	35,000	35,000
2	Trade promotions (specific road shows, workshops)	10,000	10,000	10,000
3	Trade support (incl. cooperative marketing)	10,000	10,000	10,000
4	FAM trips (2/year)	14,000	14,000	14,000
5	Trade PR	5,000	5,000	5,000
6	Sales and company specific targeting	10,000	10,000	10,000

## COUNTRY MARKET SHEET – ISRAEL

Current results	<p>125,319 all Israeli arrivals to Georgia in 2017</p> <ul style="list-style-type: none"> <li>• Israeli outbound travels account some 6,8 million and is very dispersed. The top 20 outbound destinations represent only 45% of all outbound travels. There is little potential for growth.</li> </ul>
Key market indicators	<ul style="list-style-type: none"> <li>• Average expenditures of Israelis on a trip abroad is moderate – 478 \$</li> <li>• New destinations are increasing their share in the total outbound travel – Czech Republic, Hungary, Bulgaria, Poland, Netherlands, Georgia and Slovenia with 13% of all outbound travels.</li> <li>• Georgia is among the top 20 destinations - 1,4% of all outbound travels.</li> </ul>
Objectives	<p>To present Georgia as green, vibrant and young tourism destination offering entertaining, fun, lifestyle hangouts and relaxing leisure. This is partly emerging market and growth rates will be together with existing market moderate. The goal is to attract active, fun and entertainment looking for tourists with higher spending patterns.</p> <ul style="list-style-type: none"> <li>• Position Georgia as an easy, compatible and culturally-rich tourism destination within easy reach for short breaks and longer holidays</li> </ul>
Strategy	<ul style="list-style-type: none"> <li>• Promote Georgia as destination with diverse entertainment, night life and fun</li> <li>• Effectively communicate the diversity of Georgia’s product offering for adventure holidays (broad offer of exciting things to do at very affordable/competitive price)</li> </ul>
Key themes / products matching segments	<ol style="list-style-type: none"> <li>1. <b>Nature and adventure:</b> <i>Natural Landmarks; Active Outdoor/Adventure; Wildlife Tourism</i> <u>Young Couples, Adult Couples, Families</u></li> <li>2. <b>Wine and food:</b> <i>Unique Georgian Cuisine; Festive Gastronomic Experiences</i> <u>Young Couples, Adult Couples, Families</u></li> <li>3. <b>MICE:</b> <i>incentives events &amp; corporate meetings</i> <u>Adult Singles, Adult Couples</u></li> <li>4. <b>City breaks:</b> <i>Modern Nightlife and Entertainment</i> <u>Adult Couples, Adult Singles</u></li> </ol>
Budget (target 3rd year)	<p><b>978,050 EUR</b></p>
KPI	<ul style="list-style-type: none"> <li>• No. of arrivals</li> <li>• Growth rate of arrivals</li> <li>• Increase of average Israeli tourist expenditures</li> <li>• EUR invested / RoI from marketing investment</li> </ul>

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>ISRAEL MARKET COMMUNICATION</b>	<b>681,505</b>	<b>843,177</b>	<b>978,050</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	433,000	480,000	547,000
A	ADVERTISING	115,000	135,000	155,000
1	TV advertising & campaigns	80,000	100,000	120,000
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	10,000	10,000	10,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)	15,000	15,000	15,000
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)	10,000	10,000	10,000
B	PR - PUBLIC RELATIONS	35,000	35,000	37,000
1	Traditional PR (press conferences & releases)	5,000	5,000	5,000
2	Media relations and blogger trips	10,000	10,000	12,000
3	Press FAM trips (2/year)	20,000	20,000	20,000
4	PR agencies/agents			
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS	10,000	10,000	10,000
1	Events support and sponsorship	10,000	10,000	10,000
E	ONLINE	253,000	280,000	325,000
1	Digital marketing/advertising & campaigns	150,000	160,000	180,000
2	Social media management & advertising	55,000	60,000	70,000
3	Digital PR (influencer engagement and content marketing)	23,000	25,000	30,000
4	E-mail and CRM (customer relationship management)			
5	Mobile applications	25,000	35,000	45,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	70,000	85,000	90,000
1	Exhibitions and Trade fairs	35,000	45,000	45,000
2	Trade promotions (specific road shows, workshops)	15,000	15,000	15,000
3	Trade support (incl. cooperative marketing)			
4	FAM trips (1/year)	10,000	10,000	10,000
5	Trade PR			
6	Sales and company specific targeting	10,000	15,000	20,000

## COUNTRY MARKET SHEET – KAZAKHSTAN

<b>Current results</b>	56,765 all Kazakhstan arrivals to Georgia in 2017
<b>Key market indicators</b>	<ul style="list-style-type: none"> <li>• Kazakh outbound travels account some 10,2 million with a potential for moderate further growth. Main travel destinations are Russia (54%), Kyrgyzstan (22%) and Turkey (16%) with an increase in the last two destinations and a decrease of travels to Russia.</li> <li>• Average expenditures of Kazakhs on a trip abroad is moderate – 475 \$</li> <li>• Georgia is a significant and very fast-growing destination: 0,9% of total outbound with a three times increase of this share in the last five years.</li> </ul>
<b>Objectives</b>	<p>To maintain the present position, to attract new/younger generation of potential tourists, with new travel and living habits and to maintain stable average growth of tourist arrivals with increasing average consumption of tourists</p> <ul style="list-style-type: none"> <li>• Promote the Black Sea coast as a family destination with “beach, nature and adventure” offering</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Promote Georgia wine and culinary tourism that enrich the overall tourist experience</li> <li>• Georgia as a competitive destination for the MICE sector</li> </ul>
<b>Key themes / products matching segments</b>	<ol style="list-style-type: none"> <li>1. <b>Sun and sea:</b> <i>Black Sea Beach Holidays with Nightlife and Entertainment</i> <u>Adult Couples, Families</u></li> <li>2. <b>Wine and food:</b> <i>The Cradle of Wine; Wine Routes/Wine Trails</i> <u>Adult Couples, Families</u></li> <li>3. <b>MICE:</b> <i>incentives events &amp; corporate meetings; Sports and Music Events</i> <u>Adult Singles, Adult Couples</u></li> <li>4. <b>City breaks:</b> <i>Modern Nightlife &amp; Entertainment</i> <u>Young Couples, Adult Singles</u></li> </ol>
<b>Budget (target 3rd year)</b>	<b>88,030 EUR</b>
<b>KPI</b>	<ul style="list-style-type: none"> <li>• No. of arrivals</li> <li>• Growth rate of arrivals</li> <li>• Increase of average Kazakh tourist expenditures</li> <li>• EUR invested / RoI from marketing investment</li> </ul>

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>KAZAKHSTAN MARKET COMMUNICATION</b>	<b>102,517</b>	<b>95,270</b>	<b>88,050</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	127,000	117,000	107,000
A	ADVERTISING	120,000	110,000	100,000
1	TV advertising & campaigns	120,000	110,000	100,000
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns			
5	Sponsorship			
6	Film/Video (product placement and sponsorship)			
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)			
B	PR - PUBLIC RELATIONS	7,000	7,000	7,000
1	Traditional PR (press conferences & releases)			
2	Media relations and blogger trips			
3	Press FAM trips	7,000	7,000	7,000
4	PR agencies/agents			
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE			
1	Digital marketing/advertising & campaigns			
2	Social media management & advertising			
3	Digital PR (influencer engagement and content marketing)			
4	E-mail and CRM (customer relationship management)			
5	Mobile applications			
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	45,000	45,000	45,000
1	Exhibitions and Trade fairs	45,000	45,000	45,000
2	Trade promotions (specific road shows, workshops)			
3	Trade support (incl. cooperative marketing)			
4	FAM trips			
5	Trade PR			
6	Sales and company specific targeting			

## COUNTRY MARKET SHEET – BELARUS

<b>Current results</b>	47,984 all Belarus arrivals to Georgia in 2017
<b>Key market indicators</b>	<ul style="list-style-type: none"> <li>• Belarus outbound travels account some 3,2 million with a high potential for further growth. 61% travel to neighbouring countries: Poland, Russia, Lithuania and Latvia, with Ukraine even 75%. Then follow sun&amp;sea countries, Turkey, Egypt and Romania.</li> <li>• Average expenditures of Belarusians on a trip abroad is low – 251 \$</li> <li>• Georgia represents 0,5% of all outbound travels with nearly tripled increase of travel to Georgia last year.</li> </ul>
<b>Objectives</b>	To maintain the present position, to attract new/younger generation of potential tourists, with new travel and living habits and to maintain stable average growth of tourist arrivals with increasing average consumption of tourists
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Effectively communicate the diversity of Georgia’s product offering for nature and adventure</li> <li>• Promote the Black Sea coast as a family destination with “beach, nature and adventure” offering</li> </ul>
<b>Key themes / products matching segments</b>	<ol style="list-style-type: none"> <li>1. <b>Nature and adventure:</b> <i>Caucasus Adventure; Active Outdoor/Adventure; Wildlife Tourism</i> <u>Young Couples</u></li> <li>2. <b>Sun and sea:</b> <i>Black Sea Beach Holidays with Family Vacation</i> <u>Adult Couples, Families</u></li> <li>3. <b>City breaks:</b> <i>Modern Nightlife &amp; Entertainment</i> <u>Young Couples</u></li> </ol>
<b>Budget (target 3rd year)</b>	<b>104,610 EUR</b>
<b>KPI</b>	<ul style="list-style-type: none"> <li>• No. of arrivals</li> <li>• Growth rate of arrivals</li> <li>• Increase of average Belarusian tourist expenditures</li> <li>• EUR invested / RoI from marketing investment</li> </ul>

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>BELARUS MARKET COMMUNICATION</b>	<b>121,802</b>	<b>113,192</b>	<b>104,614</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	92,000	87,000	82,000
A	ADVERTISING	60,000	55,000	50,000
1	TV advertising & campaigns	60,000	55,000	50,000
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns			
5	Sponsorship			
6	Film/Video (product placement and sponsorship)			
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)			
B	PR - PUBLIC RELATIONS	7,000	7,000	7,000
1	Traditional PR (press conferences & releases)			
2	Media relations and blogger trips			
3	Press FAM trips	7,000	7,000	7,000
4	PR agencies/agents			
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE	25,000	25,000	25,000
1	Digital marketing/advertising & campaigns	25,000	25,000	25,000
2	Social media management & advertising			
3	Digital PR (influencer engagement and content marketing)			
4	E-mail and CRM (customer relationship management)			
5	Mobile applications			
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	38,000	38,000	38,000
1	Exhibitions and Trade fairs	25,000	25,000	25,000
2	Trade promotions (specific road shows, workshops)	6,000	6,000	6,000
3	Trade support (incl. cooperative marketing)			
4	FAM trips	7,000	7,000	7,000
5	Trade PR			
6	Sales and company specific targeting			

## COUNTRY MARKET SHEET – SAUDI ARABIA

<b>Current results</b>	56,247 all Saudi Arabia arrivals to Georgia in 2017
<b>Key market indicators</b>	<ul style="list-style-type: none"> <li>• Saudi Arabia’s outbound travels account some 21,1 million with high potential for further growth. All main destinations of Saudis are neighbouring countries in Arab or Muslim world accounting 88% of total outbound volume.</li> <li>• Average expenditures of Saudis on a trip abroad is high – 922 \$</li> <li>• Travel to Georgia is increasing with multiple rates and accounts 0,1% of all travels abroad.</li> </ul>
<b>Objectives</b>	<p>To present Georgia as green destination at the doorstep of Europe, with relaxing family tourism products and services, vibrating city life and modern lifestyle in multicultural environment. The aim is to assure more than average growth rates of tourism arrivals and to attract higher spending customers with high rate of return.</p> <ul style="list-style-type: none"> <li>• Position Georgia as an easy-going, compatible, tolerant and culturally-diverse tourism destination within easy reach for short breaks and longer holidays</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Establish as regional health and spa destination: mineral and thermal water healing, great climate and new modern facilities in resorts and sanatoria</li> <li>• Promote Tbilisi as a new desirable city break destination, focusing on entertainment and culture</li> </ul>
<b>Key themes / products matching segments</b>	<ol style="list-style-type: none"> <li>1. <b>Nature and Adventure:</b> <i>Natural Landmarks</i> <u>Families</u></li> <li>2. <b>Health and wellness:</b> <i>Healing and Beauty; Physical Wellbeing</i> <u>Adult Couples, Families</u></li> <li>3. <b>Cultural heritage:</b> <i>Historic Highlights of Georgia; Cultural Landmarks</i> <u>Families</u></li> <li>4. <b>MICE:</b> <i>incentives events &amp; corporate meetings; Sports and Music Events</i> <u>Adult Singles, Adult Couples</u></li> <li>5. <b>City breaks:</b> <i>Modern Nightlife &amp; Entertainment</i> <u>Young Couples, Adult Singles</u></li> </ol>
<b>Budget (target 3rd year)</b>	<b>703,040 EUR</b>
<b>KPI</b>	<ul style="list-style-type: none"> <li>• No. of arrivals</li> <li>• Growth rate of arrivals</li> <li>• Increase of average Saudi Arabian tourist expenditures</li> <li>• EUR invested / RoI from marketing investment</li> </ul>



No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>SAUDI ARABIA MARKET COMMUNICATION</b>	<b>486,998</b>	<b>559,763</b>	<b>703,043</b>
	CONSUMER MARKETING ACTIVITIES ((B2C)	373,000	443,000	553,000
A	ADVERTISING	205,000	225,000	265,000
1	TV advertising & campaigns	150,000	180,000	220,000
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns	20,000	20,000	20,000
5	Sponsorship			
6	Film/Video (product placement and sponsorship)	25,000	25,000	25,000
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)	10,000		
B	PR - PUBLIC RELATIONS	78,000	98,000	108,000
1	Traditional PR (press conferences & releases)	8,000	8,000	8,000
2	Media relations and blogger trips		10,000	10,000
3	Press FAM trips (2/year)	20,000	20,000	20,000
4	PR agencies/agents	50,000	60,000	70,000
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE	90,000	120,000	180,000
1	Digital marketing/advertising & campaigns	50,000	60,000	90,000
2	Social media management & advertising	25,000	35,000	50,000
3	Digital PR (influencer engagement and content marketing)			
4	E-mail and CRM (customer relationship management)			
5	Mobile applications	15,000	25,000	40,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	110,000	112,000	115,000
1	Exhibitions and Trade fairs	45,000	45,000	45,000
2	Trade promotions (specific road shows, workshops)	30,000	30,000	30,000
3	Trade support (incl. cooperative marketing)			
4	FAM trips (2/year)	20,000	20,000	20,000
5	Trade PR	5,000	7,000	10,000
6	Sales and company specific targeting	10,000	10,000	10,000

## COUNTRY MARKET SHEET – LATVIA

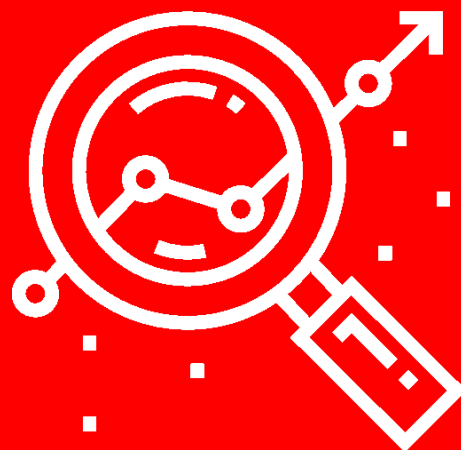
<b>Current results</b>	13,272 all Latvian arrivals to Georgia in 2017
<b>Key market indicators</b>	<ul style="list-style-type: none"> <li>• Latvian outbound travels account some 1,2 million with moderate potential for further growth. 32% travel to Poland and 10% to Russia; together with other neighbouring countries this share reaches 59%. 15% travel to sun&amp;sea destinations – Turkey, Italy and Spain.</li> <li>• Average expenditures of Latvians on a trip abroad is low – 335 \$</li> <li>• Georgia has a share of 0,4% of total Latvian outbound travels with an average increase in last years.</li> <li>• Latvia has lower than the EU average of travel intensity (68%) and 19% of travels are outside the EU.</li> </ul>
<b>Objectives</b>	<p>To build the image of an attractive destination, to increase the awareness of tourist destination Georgia, to achieve more than average growth rates of tourist arrivals and to assure high satisfaction of these tourists with high rate of return visitors/ambassadors of Georgian tourism.</p>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Promote Georgia’s regions and mountains as “less touristy/commercialized”, “off the beaten track”, “still authentic, rustic, wild and traditional”</li> <li>• Promote Tbilisi as new, desirable city break destination, focusing on entertainment, culture and cuisine</li> </ul>
<b>Key themes, products matching segments</b>	<ol style="list-style-type: none"> <li>1. <b>Nature and adventure:</b> <i>Caucasus Adventure; Active Outdoor/Adventure; Wildlife Tourism</i> <u>Young Couples</u></li> <li>2. <b>City breaks:</b> <i>Art and Creative Industry</i> <u>Young Couples, Adult Singles</u></li> </ol>
<b>Budget (target 3rd year)</b>	<b>169,227 EUR</b>
<b>KPI</b>	<ul style="list-style-type: none"> <li>• No. of arrivals</li> <li>• Growth rate of arrivals</li> <li>• Increase of average Latvian tourist expenditures</li> <li>• EUR invested / RoI from marketing investment</li> </ul>

No.	ACTIVITY	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)
	<b>LATVIA MARKET COMMUNICATION</b>	<b>117,917</b>	<b>145,891</b>	<b>169,227</b>
	CONSUMER MARKETING ACTIVITIES (B2C)	77,000	112,000	127,000
A	ADVERTISING	5,000	5,000	5,000
1	TV advertising & campaigns			
2	Radio advertising			
3	Outdoor advertising			
4	Press advertising & campaigns			
5	Sponsorship			
6	Film/Video (product placement and sponsorship)			
7	Celebrity endorsement			
8	Tourism product partnership			
9	Non-tourism product partnership (cross marketing)	5,000	5,000	5,000
B	PR - PUBLIC RELATIONS	7,000	7,000	7,000
1	Traditional PR (press conferences & releases)			
2	Media relations and blogger trips			
3	Press FAM trips (1/year)	7,000	7,000	7,000
4	PR agencies/agents			
C	DIRECT			
1	Direct mail			
D	EXHIBITIONS AND EVENTS			
1	Events support and sponsorship			
E	ONLINE	65,000	100,000	115,000
1	Digital marketing/advertising & campaigns	50,000	60,000	65,000
2	Social media management & advertising	15,000	20,000	20,000
3	Digital PR (influencer engagement and content marketing)			
4	E-mail and CRM (customer relationship management)			
5	Mobile applications		20,000	30,000
6	Viral marketing			
7	Online travel agencies/referral websites			
F	TRADE ACTIVITIES (B2B)	40,000	40,000	40,000
1	Exhibitions and Trade fairs	25,000	25,000	25,000
2	Trade promotions (specific road shows, workshops)	8,000	8,000	8,000
3	Trade support (incl. cooperative marketing)			
4	FAM trips (1/year)	7,000	7,000	7,000
5	Trade PR			
6	Sales and company specific targeting			



## SECTION 5:

# KPI / MEASURING PERFORMANCE



## SECTION 5: KPI / MEASURING PERFORMANCE

Table 25 Aligning marketing strategy with targets and key performance indicators

<b>Vision</b>	We want to make Georgia well-known as a premier, year-round, high quality destination centred on its unique cultural & natural heritage, world-class customer service and timeless traditions of hospitality.			
<b>Mission</b>	Our mission is to launch effective and efficient branded marketing campaigns which are source markets centred, individually customised and make use of the full range of on- and offline promotional means.			
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Build the image and increase the perception of Georgia on international markets, based on “WEF effectiveness of marketing and branding”; total improvement by 2 ranks in 2019 and 3 ranks in 2021</li> <li>• 2,1 million extra international arrivals in 2020 and 5,8 million in 2025; total increase 2025/2017=1,7 rate of increase</li> <li>• 1,2 billion EUR increase of international tourism receipts in 2020 and 3,8 billion in 2025; total increase 2025/2017 = 3,0 rate of increase</li> <li>• Source markets will become more dispersed with an increase of high-value and new markets to 23% in 2020 and to 32% in 2025</li> </ul>			
<b>Strategy</b>	<b>Economics</b>	<b>Our sector</b>	<b>Stakeholder</b>	<b>Marketing &amp; Branding</b>
<b>Orientation</b>	<b>Tourism marketing of Georgia pays off</b> EUR 1 invested in marketing campaigns creates EUR 21,6 in tourism revenue, contributing to creation of growth and employment.	<b>Based on research GNTA is paving the way in marketing for Georgia</b> Market intelligence, knowledge and regional markets insight help GNTA’s marketing campaigns to deliver results.	<b>GNTA as a partner</b> Georgian tourism stakeholders value GNTA as an attractive partner that generates demand and sales .	<b>Marketing excellence</b> International perception improved due to our marketing campaigns and Georgia tourism marketing receives international recognition.
<b>Tourism effects</b>	1. EUR 1 to EUR 21,6 return on marketing investment 2. GNTA affects EUR 2,2 billion in total tourism revenue.	In the assessment of partner surveys GNTA scores above average.	In the assessment of partner surveys GNTA scores above average.	Improvement in the WEF ranking “effectiveness of marketing and branding” and two other international recognised awards, nominations etc.

<b>GNTA's KPIs 2019</b>	<b>Marketing</b>	<b>Budget</b>	<b>Media</b>	<b>Partners</b>	<b>Corporate press</b>	<b>Organisation</b>	<b>Employees</b>
	Record the effects marketing activities on Georgian tourism; Campaign efficiency; and Return on marketing investment	Partner investment in GNTA's marketing campaigns, e.g. to Fairs, MICE, Fam trips and Promotion in EUR	Record the level of communication about Georgia generated from press activities. 1. Number of journalists and bloggers 2. Number of articles generated 3. Advertising value equivalent (AVE) of articles	Record the level of partner satisfaction with the cooperation with GNTA.	Record the level of media coverage of corporate GNTA and tourism in Georgia in Georgian media.	Effective organization; track employee loyalty and engagement.	Assess the level of employee satisfaction.

the  $\mathbb{R}^n$  is a linear space over  $\mathbb{R}$  and  $\mathbb{C}$  and a vector space over  $\mathbb{R}$  and  $\mathbb{C}$ . The operations are defined as follows:

$(x + y)_i = x_i + y_i$ ,  $(\alpha x)_i = \alpha x_i$ ,  $(x + y)_i = x_i + y_i$ ,  $(\alpha x)_i = \alpha x_i$ .

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