



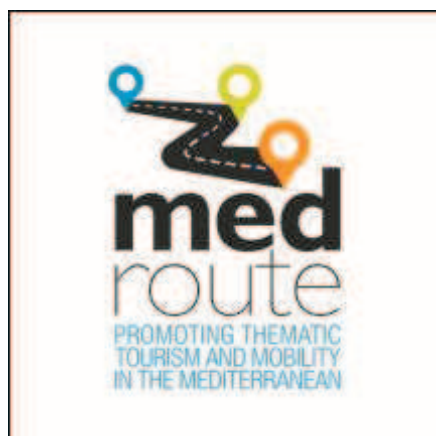
PROJECT

“Mediterranean Route for Tourism and Culture”

(Acronym: MED-ROUTE)

Work Package:	3. Strategic and Operational Plans on the Development and Promotion of Thematic Tourism
Activity:	3.1. Formulation of Strategic and Operational Plans on the Development and Promotion of Thematic Tourism
Activity Leader:	Region of Central Macedonia – Regional Development Fund
Deliverable:	3.1.1. Strategic and Operational Plan of Regional Unit of Evia

Version:	Draft 1.0	Date:	31/01/2013
Type:	Report		
Availability:	Confidential		
Responsible Partner:	Region of Central Macedonia – Regional Development Fund		
Editor:	Region of Sterea Ellada – Development Agency of Evia		



DISCLAIMER:

This publication has been produced with the financial assistance of the European Union under the ENPI CBC Mediterranean Sea Basin Programme. The contents of this document are the sole responsibility of Region of Sterea Ellada – Development Agency of Evia and can under no circumstances be regarded as reflecting the position of the European Union or of the Programme’s management structures.

CONTENTS

IDENTIFICATION SHEET	5
INTRODUCTION	6
SECTION 1	7
METHODOLOGY USED FOR THE PREPARATION OF THE DEVELOPMENT OF THE STRATEGIC AND OPERATIONAL PLAN.....	7
1. METHODOLOGY	8
1.1. STEP 1 Stakeholder Analysis.....	9
1.2. STEP 2 Problem Analysis (SECTION 3).....	9
1.3. STEP 3 Analysis of Objectives	11
SECTION 2	17
STAKEHOLDERS ANALYSIS	17
2. STAKEHOLDER ANALYSIS	18
2.1 STEP 1 Stakeholder Analysis.....	18
2.2 Regional Unit of Evia Relations and Synergies with Stakeholders	22
SECTION 3	23
PROBLEM ANALYSIS	23
3. PROBLEM ANALYSIS	24
3.1 Description of the Major Problems faced by Regional Unit of Evia in Developing and Promoting Thematic Tourism.....	24
3.2 Results of the Self-Assessment Questionnaire / Positioning of the Organization	26
3.3 Cause and Effect Analysis of the Problem (FISHBONE Diagram).....	28
3.4 PESTLE Analysis.....	30
3.4.1 Political Factors	30
3.4.2 Economic Factors	32
3.4.3 Social Factors.....	33
3.4.4 Technological Factors	34
3.4.5 Legal Factors	35
3.4.6 Environmental Factors	37
3.5 SWOT Analysis.....	39
SECTION 4	41
REGIONAL UNIT OF EVIA STRATEGY	41
4. STRATEGY.....	42

4.1	Vision & Mission of the Strategy to be followed by the Regional Unit of Evia.....	42
4.2	Strategic Goals	42
4.3	Intervention Axes	44
SECTION 5	45
PLANNING	45
5.	PLANNING	46
5.1	Operational Goals	46
SECTION 6	48
ACTION PLAN	48
6.	ACTION PLAN	49
6.1	Suggested Actions	49
6.2	Summary Table of Actions Proposed.....	93
SECTION 7	97
EVALUATION	97
7.	EVALUATION	98
SECTION 8	101
CONCLUSIONS	101

IDENTIFICATION SHEET

Project Ref. No.	I-B/1.2/368
Project Acronym	MED-ROUTE
Project Full Title	Mediterranean Route for Tourism and Culture

Security (distribution level)	Confidential
Date of delivery	31/01/2013
Deliverable number	3.1.1
Type	Report
Status & version	Draft 1.0
Number of pages	101
ACTIVITY contributing to the deliverable	3.1. Formulation of Strategic and Operational Plans on the Development and Promotion of Thematic Tourism
Responsible partner	Region of Central Macedonia – Regional Development Fund
Editor	Region of Sterea Ellada – Development Agency of Evia

INTRODUCTION

MED-ROUTE is a multilateral cross-border cooperation project co-financed by the ENPI CBC MED Programme under Priority Axis 1 “Promotion of socio-economic development and enhancement of territories” / Objective 1.2 “Strengthening economic clusters creating synergies among potentials of the Mediterranean Sea Basin countries”. MED-ROUTE aims to promote cultural and other alternative forms of tourism in both parts of the Mediterranean Sea Basin through multimodal transport systems. The ultimate goal is to increase mobility in the participating regions for thematic tourism purposes, while at the same time promoting accessibility from one region / country to the other. The project involves 4 partners from 3 different countries. Its implementation consists of 5 Work Packages and a series of diverse activities such as project management, dissemination, networking, development of a Web-GIS platform, development of Strategic and Operational Plans, capacity building seminars etc.

Based on the above, Work Package 3 (WP3) “Strategic and Operational Plans on the Development and Promotion of Thematic Tourism” aims at the development of local/regional strategic and operational plans presenting new thematic tourism products and ways of reducing tourism seasonality, increasing accessibility and visibility for tourism resources and attracting “high-end” tourists.

More specifically, Activity 3.1 “Formulation of Strategic and Operational Plans on the Development and Promotion of Thematic Tourism” aims to:

- Develop Strategic and Operational Plans concerning the development and promotion of thematic tourism for each participating region.
- Perform consultation of first drafts with local/regional/national stakeholders in each participating region.
- Review second drafts and feedback from project partners.
- Finalize the Strategic and Operational Plans – Synthesize.

SECTION 1	METHODOLOGY USED FOR THE PREPARATION OF THE DEVELOPMENT OF THE STRATEGIC AND OPERATIONAL PLAN

1. METHODOLOGY

The main methodology that has been used as a basis for the development of the Strategic and Operational Plans is the **Logical Framework Approach (LFA)**. The LFA is an analytical process and set of tools used to support project planning and management. It provides a set of interlocking concepts which are used as part of an iterative process to aid structured and systematic analysis of a project idea. It allows information to be analyzed and organized in a structured way, so that important questions can be asked, weaknesses identified and decision makers can make informed decisions based on their improved understanding of the project rationale, its intended objectives and the means by which objectives will be achieved. The LFA has two main stages, *Analysis* and *Planning*, which are carried out progressively during the Identification and Formulation phases of any project cycle.

Especially for MED-ROUTE, a methodology has been created by DIADIKASIA SA in the framework of technical assistance provided to RCM/DFCM as WP3 Leader that is primarily based on the LFA, but uses a set of more distinct and easy to use steps and procedures that lead to the Strategic and Operational Goals and Actions that are required for the completion of the Strategic and Operational Plans. The specific approach uses several methodological tools in order to complete the various phases of the methodology and the development of the Strategic and Operational Plans. The sources of input, the methodological tools as well as the approach used for each of these stages are briefly presented in the following paragraphs.

There are four main steps of the **Analysis Stage**, namely *Stakeholder Analysis*, *Problem Analysis*, *Analysis of Objectives and Analysis of Actions*. All these steps are tackled via a 4-step methodology that also includes the Planning Stage of the LFA. During the **Planning Stage**, the results of the analysis are transcribed into a practical, operational plan ready to be implemented. The Planning Stage of LFA includes the use of an important methodological tool, namely the Logical Framework Matrix (Logframe). Logframe is a tool that helps in the further analysis of the set objectives, the actions needed to achieve them and the risks that might arise; it also provides the documented product of the analytical process. Although the Logframe is a widely used tool, the analysis described earlier gives a more practical and easy to use approach to the production of the same results as the Logframe matrix. Thus, this methodological tool will not be used for the current report, since the methodological step-by-step

approach described above completely covers the needs of a sound and comprehensive analysis for the development of a Strategic and Operational Plan per organization.

The developed Methodological Approach is thus a four-step methodology based on the main points of LFA. Its respective steps are:

1.1. STEP 1 Stakeholder Analysis

Identifying and characterizing potential major stakeholders; assessing their capacity. The methodological tool for this phase used is the Stakeholders Analysis Matrix. The Stakeholders' Analysis Matrix has been completed and presented under activity 5.2, namely, the Communication Plan of the MED-ROUTE Project by all partners. For each partner, a Stakeholders Matrix has been formulated that includes all major stakeholders of the MED-ROUTE project, its results and suggested interventions. Thus, the information provided in the aforementioned report will be built upon to define the stakeholders of the project and complete SECTION 2 of this report (namely Stakeholders).

1.2. STEP 2 Problem Analysis (SECTION 3)

Identifying key problems, weaknesses and opportunities: This part of the Analysis Stage has been completed partly in WP2 of the MED-ROUTE Project, namely the deliverables produced under Activities 2.1, 2.2, 2.3, 2.4, 2.5 and 2.6. In order to complete the aforementioned report, each partner of the project has identified the problems and issues that need to be addressed at a national, regional and local level. Thus, partners will elaborate on the information available for each of the territories involved. All relevant information on weaknesses and fields where each partner organization lags behind according to the results produced by the Self-Assessment Questionnaire, produced and completed by all partners under Activity 2.5 will also be provided, and the positioning of each partner on the Matrix will be presented. A Fishbone Diagram¹ will then be used to further help in the analysis of the problem and the identification of its causes and effects at the local/regional level.

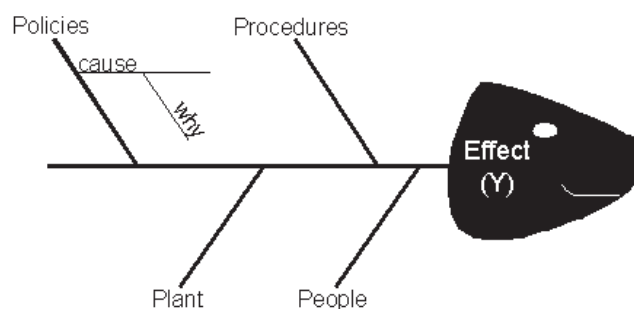
The fishbone diagram is an analysis tool that provides a systematic way of looking at effects and the causes that create or contribute to those effects. Because of the function of the fishbone diagram, it may be referred to as a cause-and-effect diagram.

¹ "TQM Tools", University of Cambridge, <http://www.ifm.eng.cam.ac.uk/dstools/represent/tqm.html>

The design of the diagram looks much like the skeleton of a fish. Therefore, it is often referred to as the fishbone diagram. The basic steps are the following:

1. List the problem/issue to be studied in the "head of the fish".
2. Label each "bone" of the "fish". Use the following major categories (known as 4Ps): Place, Procedure, People, Policies
3. Use an idea-generating technique (e.g. brainstorming) to identify the factors within each category that may be affecting the problem/issue and/or effect being studied. The team should ask... "What are the policies issues affecting/causing...?"
4. Repeat this procedure with each factor under the category to produce sub-factors. Continue asking, "Why is this happening?" and put additional segments each factor and subsequently under each sub-factor.
5. Continue until you no longer get useful information as you ask, "Why is that happening?"
6. Analyze the results of the fishbone after team members agree that an adequate amount of detail has been provided under each major category. Do this by looking for those items that appear in more than one category. These become the "most likely causes".
7. For those items identified as the "most likely causes", the team should reach consensus on listing those items in priority order with the first item being the most probable cause.

To this template, a fishbone template is attached that will help you design the fishbone diagram, which looks like the following figure:



To the maximum possible extent key stakeholders should be involved in this cause-effect analysis.

For example, a Fishbone Diagram could begin with the identification of the Overall Problem of "Limited Development of Thematic Tourism Routes". This problem could

then be analyzed in various factors that are actually causing it and belong to the major four categories, such as:

- Regarding policies, a cause might be that thematic tourism is not among the top political priorities of the authority involved in MED-ROUTE project or even at a national level.
- Regarding people, a cause might be that not public servants of the authority in question are not well aware of the benefits brought by alternative forms of tourism in local socioeconomic development or of the mechanisms and tools for developing such type of tourism
- Regarding procedures, a cause might be that internal processes for implementing relevant initiatives on thematic tourism are quite complicated, bureaucratic or time-consuming and need redesign/restructuring
- Regarding plant (placement), a cause might be that due to the morphology of the territory in question, thematic tourism initiatives are hard to implement or need a significant investment.

The above are of course just an example. It is expected that for each of the problems identified (if more than one) and each of the major categories of problems (namely Policies, Procedures, Plant and People) more causes need to be identified and described in order to analyze each problem to the desired degree. It is strongly suggested that the Fishbone Diagram is depicted after a Brainstorming session that will include personnel from different departments of the respective organizations and multiple stakeholders, so as to ensure that all possible causes of a problem are noted.

The SWOT Analysis will then help each partner identify on which strengths of his/her organization he/she should build in order to develop feasible plans, as well as which opportunities to grasp from his/her external environment, with the aim always to help overcome the identified problems. The SWOT Analysis also reveals potential risks for the implementation of the present plan, caused either from internal weaknesses or negative impacts of the external environment. The SWOT Analysis shall be conducted in the framework of Strategic and Operational Plans.

1.3. STEP 3 Analysis of Objectives

Developing solutions from the identified problems: The Analysis of Objectives presented below is a step-by-step methodological approach presented in SECTION 4 of the current report, namely the Strategy Description that each partner is going to provide. This approach provides a systematic path of distinct steps that help

organizations develop their strategies in a logical and easy to produce way. Following this approach, in order to identify the strategy of each organization, the following steps need to be followed:

1. Identification of the Vision / Mission of the organization's strategy.

Each organization should, in this part, state the overall vision and mission of the strategy of his / her organization. Its vision and mission is actually a statement clarifying where the organization wishes to be positioned in the next few years in reference to Thematic Tourism. This could, for example, be "to make our organization a pioneer in thematic tourism (or in a specific form of thematic tourism) by 2015" or "to have a certain number of tourists travelling for thematic tourism in the territory in a given year or period", etc.

2. Identification of the strategic goals of the organization. The organization needs to set the strategic goals it wishes to accomplish for achieving its mission. At the same time, at this level of decision, it needs to identify the fields of operations it wishes to put an emphasis on.

3. Identification of the Intervention Axes of the organization. Each organization will further specify the goals it wishes to reach by analyzing the strategic goals set to intervention axes. Each strategic goal might be further analyzed to one or more intervention axes and each intervention axis might cover one or more strategic goals. The scope of the Intervention Axes is to set a more specific framework on what the organization actually wants to achieve.

4. Identification of the Operational Goals of the organization. At this stage, the organizations need to further analyze the intervention axes to operational goals per Axis that will contribute to the achievement of the higher goals and strategy set. The Operational Goals will make clear the steps towards which an organization needs to work in order to achieve its strategic goals and intervention axes. The Operational Goals of each organization should include the identification of the Critical Success Factors that need to be achieved for the sound implementation of its actions, as well as the identification of Indicators. Keep in mind that at this point no exact figures need to be given; the identification of quantified indicators is previewed in the formulation of the Action Plan phase, where indicators will be produced for each of the Actions proposed. A CSF could, for example, be identified the tourists' satisfaction on the services provided, and the indicators should at this point clarify exactly what needs to be measured. It should be noted that these indicators should be

directly linked to the strategic vision and the operational goals of the organization that sets them.

5. **Identification of Actions.** At this part of the methodology, the actual actions that need to be taken are sketched out. In order to accomplish each of the operational goals set, specific actions will need to be put into practice. At this point, each organization will need to give an exact description of what it intends to do, including the funds that will be required in order to implement each action, the funding source that is expected to finance these actions, a work schedule for each action, etc.

The type of questions that need to be asked and answered at this stage might include:

- Should all the identified problems be tackled, or a selected few?
- What are the opportunities that can be built on (i.e. from the SWOT analysis)?
- What is the combination of actions that are most likely to bring about the desired results and promote sustainability of benefits?
- What are the likely cost implications of different possible actions, and what can realistically be afforded?
- What is the most cost effective option(s)?
- Which action will impact most positively on addressing the needs of the organization?

This analytical stage is in some respects the most difficult and challenging, as it involves synthesizing a significant amount of information then making a complex judgment about the best implementation actions to pursue. In practice a number of compromises often have to be made to balance different interests, political demands and practical constraints such as the likely resource availability. Nevertheless, the task is made easier if there is an agreed set of criteria against which to assess the merits of different options. Key criteria for actions selection could include:

- Expected contribution to key strategic and operational goals and intervention axes
- Benefits to organization and target-groups (tourists, researchers, citizens etc.)
- Complementarity with other ongoing or planned programmes or projects
- Cost implications

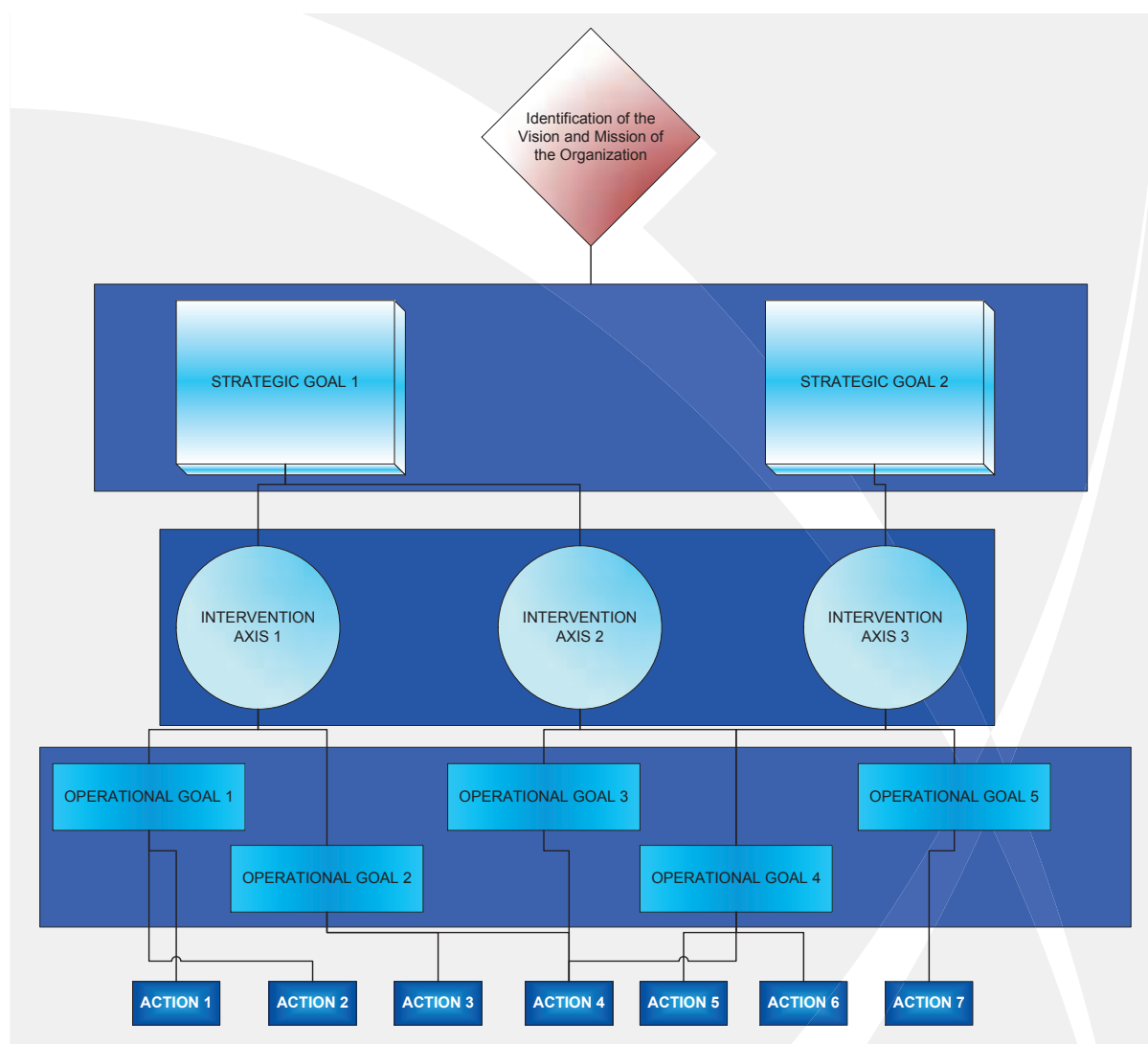
- Social and economic cost-benefit.

Using these criteria will help to determine what should/can be included within the scope of the project, and what should/cannot be included.

PLEASE NOTE THE FOLLOWING:

- **The actions that will be outlined should concern YOUR organization; that is, they should include initiatives that your own organization should undertake for the development and promotion of thematic tourism in your territory**
- **The actions that should be proposed below will be executed OUTSIDE the MED-ROUTE project framework. Thus, actions that have been included in the Work Plan of MED-ROUTE (such as the Web-GIS Platform) should NOT be included in the actions proposed.**
- **The actions proposed should have a time frame of implementation beginning AFTER the end of the MED-ROUTE project. The suggested time framework is 2013 – 2015.**

The following diagram illustrates the different steps of the methodology and the possible interconnections between these steps.



STEP 4 Analysis of Actions – Formulation of Action Plan (SECTION 5)

Identifying different means to achieve solutions; selecting most appropriate actions. Different actions on development and promotion of thematic tourism have been implemented by different organizations at European and Mediterranean level. The good practices applied have been collected in the context of WP2 of the MED-ROUTE project (Activity 2.4). The formulation of proper strategies at a local/regional/national level by each of the participating partners of the project will take into account actions that have already been designed and successfully implemented so as to take advantage of previous experience and avoid problems for which solutions are already available. The Action Plan will further analyze each of the suggested actions to its components,

namely an analytic description, the funds required for its implementation and the respective source of funding, a time schedule for its implementation, etc.

SECTION 2	STAKEHOLDERS ANALYSIS

2. STAKEHOLDER ANALYSIS

2.1 STEP 1 Stakeholder Analysis

The stakeholder matrix is a tool used to identify the stakeholders' main characteristics and relation to the project. Partners should try to identify all stakeholders that are influenced by the results / implementation of the project "MED-ROUTE" or that can influence its progress and its outputs. Each partner must identify all relevant stakeholders of its area in the matrix that follows and provide as much detail as possible on how they affect or are affected by the project, what needs to be done to motivate them and raise their awareness and possible actions that would address stakeholder interests (the first row has been completed as an example).

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by MED-ROUTE	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
EXAMPLE	<p>Central Government in Greece:</p> <ul style="list-style-type: none"> Ministry of Tourism National Tourism Organization Ministry of Regional Development and Competitiveness 	<ul style="list-style-type: none"> Formulate policies and interventions for employment, vocational training, entrepreneurship Manage / Implement Horizontal Operational Programmes (co-funded by the Structural Funds under NSRF) that include interventions on the aforementioned fields 	<ul style="list-style-type: none"> Political Influence Decision-making power Financial resources Limited motivation to change due to NSRF inflexibilities (difficulties in changing the content of already approved plans) 	<ul style="list-style-type: none"> Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc. Mobilize citizens and business representatives to influence them
1.	Region of Sterea Ellada	<ul style="list-style-type: none"> Develops and implements regional tourism development policies Manage / implement operational 	<ul style="list-style-type: none"> Political influence Decision-making power Financial resources Enhancement 	<ul style="list-style-type: none"> Raise their awareness through conferences, public consultations, articles and publications,

		programs that include interventions in the field of thematic tourism	and promotion of regional tourism	meetings <ul style="list-style-type: none"> • Directly involve RSE to certain project activities • Mobilize regional stakeholders to influence them
2.	Greek Ministry of Tourism	<ul style="list-style-type: none"> • Develops national tourism development policies • Designs programs that include interventions in the field of thematic tourism 	<ul style="list-style-type: none"> • Political influence • Decision-making power • Financial resources • Development of tourism at national level • Promotion of relevant NSRF funded actions and absorption of funds 	<ul style="list-style-type: none"> • Raise awareness through conferences, public consultations, articles and publications, meetings
3.	Greek National Tourism Organization	<ul style="list-style-type: none"> • Implements national tourism development policies • Influences the definition of the national tourism strategies • Promotes national tourism globally 	<ul style="list-style-type: none"> • Political Influence • Development of tourism at national level • Promotion of national tourism at international level 	<ul style="list-style-type: none"> • Raise awareness through conferences, public consultations, articles and publications, meetings • Mobilize regional stakeholders to influence them
4.	Development Agency of Evia	<ul style="list-style-type: none"> • Promotes regional tourism • Implements initiatives for the promotion of thematic tourism 	<ul style="list-style-type: none"> • Political influence at regional level • Experience in promoting regional thematic tourism 	<ul style="list-style-type: none"> • Directly involved in the project as LP
5.	Chamber of Evia	<ul style="list-style-type: none"> • Promotes regional tourism • Implements initiatives for the 	<ul style="list-style-type: none"> • Political influence • Financial resources 	<ul style="list-style-type: none"> • Raise awareness through conferences,

		<p>promotion of thematic tourism</p> <ul style="list-style-type: none"> • Supports tourism businesses (including thematic tourism) 	<ul style="list-style-type: none"> • Thematic tourism promotion and development will benefit its members 	<p>public consultations, articles and publications, meetings</p> <ul style="list-style-type: none"> • Mobilize regional stakeholders to influence them
6.	Municipalities of Evia	<ul style="list-style-type: none"> • Promote local tourism and local tourism resources • Implement and support initiatives for the promotion of thematic tourism 	<ul style="list-style-type: none"> • Political influence • Decision-making power at local level • Enhancement and promotion of local natural and cultural heritage 	<ul style="list-style-type: none"> • Raise awareness through conferences, public consultations, articles and publications, meetings • Mobilize regional stakeholders to influence them
7.	Hellenic Associations of Travel and Tourist Agencies	<ul style="list-style-type: none"> • Implement and support initiatives for the promotion of thematic tourism • Indirect economic interest to the project 	<ul style="list-style-type: none"> • Members will be benefited by the promotion of thematic activities and the respective activities of MED-ROUTE 	<ul style="list-style-type: none"> • Raise awareness through conferences, public consultations, articles and publications, meetings • Mobilize regional stakeholders to influence them
8.	Archaeological and Folklore Museums of Evia (Eretria, Skyros, Karystos, Chalkida)	<ul style="list-style-type: none"> • Implement and support initiatives for the promotion of thematic tourism • Indirect economic interest to the project 	<ul style="list-style-type: none"> • Direct benefits by promoting regional tourism and increasing visibility and accessibility to the museums 	<ul style="list-style-type: none"> • Raise awareness through conferences, public consultations, articles and publications, meetings
9.	Tour Operators	Indirect economic interest to the project	<ul style="list-style-type: none"> • Direct benefits by promoting regional tourism and increasing 	<ul style="list-style-type: none"> • Raise awareness through conferences, public

			visibility and accessibility to regional resources	consultations, articles and publications, meetings
10.	Organization of Port of Rafina and other Ports in Evia (Chalkida, Skyros etc.)	Indirect economic interest to the project	<ul style="list-style-type: none"> Indirect benefits from the development of tourism 	<ul style="list-style-type: none"> Raise awareness through conferences, public consultations, articles and publications, meetings
11.	International Federation of IT and Travel & Tourism	<ul style="list-style-type: none"> Implement and support initiatives for the development of thematic tourism using ICT technologies Relevance to the activity of developing the Web-GIS platform 	<ul style="list-style-type: none"> Indirect benefits from the development of tourism 	<ul style="list-style-type: none"> Raise awareness through conferences, public consultations, articles and publications, meetings
12.	Hotels of Evia	<ul style="list-style-type: none"> Indirect economic interest to the project 	<ul style="list-style-type: none"> Indirect benefits from the development of tourism including thematic tourism 	<ul style="list-style-type: none"> Raise awareness through conferences, public consultations, articles and publications, meetings

2.2 Regional Unit of Evia Relations and Synergies with Stakeholders

The Development Agency of Evia is a public authority that is leading the MED-ROUTE project after the programmatic agreement with the Region of Sterea Ellada. Both entities will be involved in the implementation of the project while focusing on the regional unit of Evia.

Furthermore, those two entities are in direct collaboration with many stakeholder groups such as the Greek such as the Greek Ministry of Tourism and the Greek National Tourism Organization with whom they cooperate for the formulation of tourism promotion policies, programs and initiatives.

Regarding local municipalities, cultural organizations such as museums, and business of the tourism sector such as tour operators and hotels, the Region of Sterea Ellada is a public authority that influences regional tourism development strategies, including thematic tourism. RSE and DAE also undertake initiatives for the promotion of regional tourism and the improvement of accessibility and visibility of local tourism resources including cultural, natural and other resources. In this respect, the aforementioned stakeholders depend upon the strategic decisions of RSE and DAE about tourism development and try to promote their interests to these organizations.

The Chamber of Evia is responsible for promoting and developing tourism, for the production and marketing of local businesses and for the definition of relevant programs in collaboration with the Region, Agencies and Municipalities.

SECTION 3	PROBLEM ANALYSIS

3. PROBLEM ANALYSIS

3.1 Description of the Major Problems faced by Regional Unit of Evia in Developing and Promoting Thematic Tourism

Tourism today, is well considered as the most dynamic and competitive sector of the Greek economy at the international level. At the same time, this sector presents considerable potential for further growth in the forthcoming years. The Greek tourism sector holds a leading position in an overall, continuous effort to improve living standards - increase real income – support rights and opportunities for all Greek citizens, while at the same time achieve convergence with the average levels in the European Union. In achieving these overall objectives, tourism is a sector of great potential that offers a competitive advantage in the Greek economy.

As the trend toward a wider variety of tourism products emerges, Greece is well placed to offer highly attractive alternative tourism options. Investors will find attractive incentives to develop new, thematic tourism offerings, from traditional settlements that can be converted into mini resorts, to numerous possibilities in health tourism, religious tourism, gastronomic tourism or sports tourism. It is estimated that more than 25% of travelers from Europe seek new, alternative tourism products. This well-educated and affluent demographic sector welcomes the opportunity to participate in out-of-the-ordinary experiences in non-traditional tourism settings. Greece is able to offer a multitude of these special-interest niches. As a complement to its core product of sun, sand, and sea, Greece's extraordinary landscape and natural resources, cultural and historical wealth, as well as its tradition of hospitality translate into appealing investment opportunities. One of the greatest benefits of thematic tourism is its suitability as a 12-month opportunity. Special-interest activities attract adherents year round, providing a revenue stream the entire year, rather than seasonally, as is the case in traditional visits.

From the analysis provided by the activities of WP2, it appears that the Regional Unit of Evia although it offers a great number of cultural and natural assets and has developed several types of tourism it faces several difficulties regarding alternative tourism and the promotion of them. The geomorphology of the regional unit of Evia is privileged because it combines in various ways mountain landscape and the water

element (mountain, sea, rivers, lakes), feature that favors both winter and summer tourism, and the combination of multiple and alternative types of tourism. Furthermore, the archaeological findings render the island even more interesting, while the various beautiful settlements embellish the island even more. It is situated in an advantaged location in Greece in a small distance from the capital of Greece (Athens) and can be easily accessed from various points around the country. The RU despite its rich culture and history has not achieved to the extent that it deserves, tourism development related to the current reality and the increasing trends of the country's tourism. The RU has many protected areas should take account of environmental considerations for tourism development. The RU has a good tourist infrastructure, particularly in major tourist centers (Limni, Edipsos, Chalkida, Karystos, Kymi, Skyros, etc.) while under NSRF 2007- 2013 have been created significant new infrastructure and redevelopment projects, restoration and enhancement of historical and natural monuments etc.

The tourism sector in the Regional Unit of Evia is developed around the cultural heritage of our country (e.g. Archaeological or religious tourism) while other forms of thematic tourism are not equally developed due to lack of know-how and incentives. This constitutes the tourism product of the regional unit less competitive in an era of increased globalisation and increased tourism options globally especially when the richness of natural, religious and other resources are considered.

Furthermore, the deployment of information and communication technologies (ICT) that will act complementarily in the promotion and diversification of the tourism product has been low due to the lack of know-how. Such technologies as for example the Internet, GIS applications etc. could increase the visibility of the available infrastructure and resources to potential tourists in and could facilitate the organisation of a visit in the wider area. In the long term, they could attract investment and thus foster socio-economic development.

As regards thematic tourism, the unexploited potential of the regional unit poses a barrier to the wider development and growth and halts the opportunity of attracting more tourists. There is no doubt that within the regional unit of Evia there are unique opportunities for development of thematic tourism, mostly based on natural and cultural resources and wealth, infrastructure, geographic position etc. Therefore, further efforts should be made in order to:

- improve existing offered services,

- promotion of leisure activities and new forms of tourism (alternative tourism, organization of events),
- creation of new areas with tourism interest by mobilizing both public and private cooperation.
- Towards this direction of upgrading the quality level of tourism, it is necessary to further improve transportation, as this will also serve the development of thematic tourism in the area

3.2 Results of the Self-Assessment Questionnaire / Positioning of the Organization

Activity 2.5 “Benchmarking of participants” of the WP 2 of the MED-ROUTE project aims to:

- Identify benchmarks from the good practices selected.
- Develop a self-assessment tool (questionnaire) for evaluating competences and performance of the participating authorities in terms of promoting thematic tourism.
- Data processing, analysis and presentation of the results.

Methodological Tool that was presented during the activity aimed to provide public administrations with a simple to use, semi-automated, self-evaluation tool that can be used to assess the current status of the public administrations concerning the development and promotion of thematic tourism (especially via ICT) and the steps that need to be taken to improve their positioning in respect to the services/tools/means they provide or intend to provide for that purpose. The Methodological Tool that was presented is comprised by a Questionnaire and a Matrix to help evaluate and position the current status of each public administration in respect to development and promotion of thematic tourism (especially via ICT).

The methodological tool proposed was comprised of two mutually complementary elements: a self-evaluation questionnaire that facilitates the evaluation of **readiness** and **performance** of the public administrations on the theme tackled by the project and collects all the information needed to assess an administration’s positioning; and a matrix that helps public administrations position their current status on a table in respect to **readiness** and **performance**, identify the position they wish to move to and plan the actions and steps that need to be taken in order to improve their

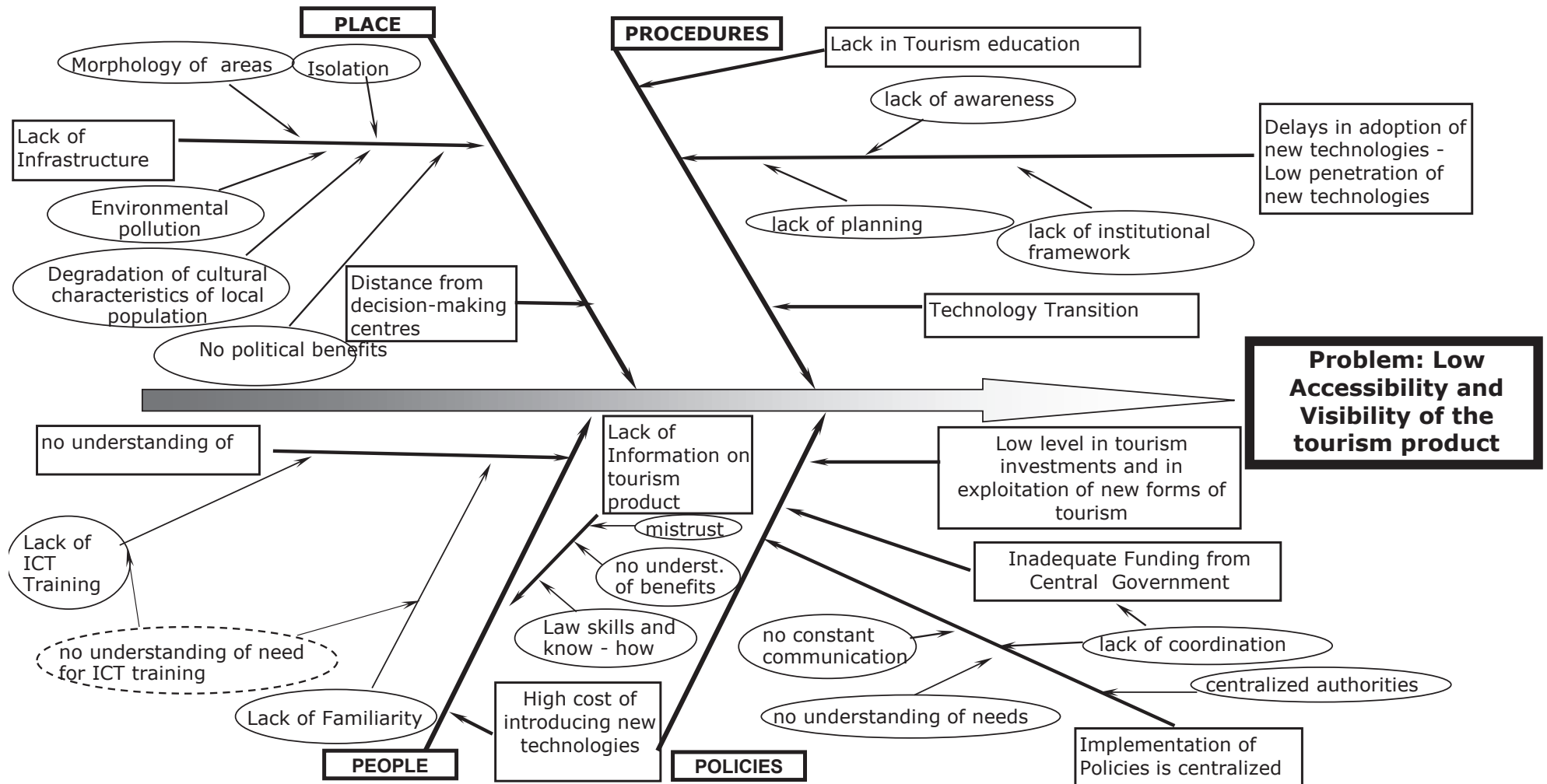
standing. Identifying the need to measure “**readiness**” and “**performance**” is of no use if these two parameters cannot be quantified so as to produce results for the actual performance and competencies of an administration and help it identify and improve its positioning. The questionnaire that was distributed designed to this scope: to help all administrations evaluate their capabilities and policies towards developing and promoting thematic tourism (especially via ICT).

It provided a scaled evaluation of each of the criteria that need to be considered for each of the parameters identified. The questionnaire included a total of 42 questions with an answering scale of 1 to 5 (1 generally signifying no possession of the requested characteristic or no satisfactory performance and 5 exceptional infrastructure or performance). According to the answers given to the DAE – RSE questionnaire the score for the parameter of **Readiness is 39** with a maximum score 60 and the score for the parameter of **Performance is 96** with a maximum score 150.

3.3 Cause and Effect Analysis of the Problem (FISHBONE Diagram)

This part of the report aims to identify the factors which pose problems in respect to the development and promotion of thematic tourism. The methodological tool used for this scope is the fishbone diagram. The fishbone diagram is an analysis tool that provides a systematic way of looking at effects and the causes that create or contribute to those effects. Because of the function of the fishbone diagram, it may be referred to as a cause-and-effect diagram. The design of the diagram looks much like a fish skeleton. Therefore, it is often referred to as the 'fishbone diagram'. The basic steps that have been followed are the following:

1. The problem/issue to be studied has been listed in the "head of the fish".
2. Each "bone" of the "fish" has been labelled using the following major categories (known as 4Ps): Plant/Technology, Procedure, People and Policies
3. Using an idea-generating technique (brainstorming), the factors within each category have been identified that may be affecting the problem/issue and/or effect being studied.
4. Sub-factors have been produced using the same procedure until no additional useful information could be derived.
5. The results of the fishbone have been analyzed after an adequate amount of details has been provided under each major category. The items that appear in more than one category become the "most likely causes".
6. For those items identified as the "most likely causes", consensus has been reached on listing those items in priority order with the first item being the most probable cause.
7. The brainstorming session has resulted in the fishbone diagram presented in the following page. The causes of the problem and their interrelations are further analyzed in the next paragraphs; the "most likely causes" are also listed.



3.4 PESTLE Analysis

3.4.1 Political Factors

As part of the wider economic and social system, tourism is affected by system developments and dynamics. Consequently, the factors that will affect socioeconomic development in the future include – among others – those that will affect tourism development.

Tourism has been one of the most important pillars of development for Greece, in the last 30 years. However, there are problems that insist over time:

- Greek tourism saw 48 different political leaders in the period between 1992 and 2010.
- Today's overcapacity amounts to approximately 400,000 rooms or 30% of the country's total room capacity.
- During the July-August-September quarter we continue to receive over 50% of all international arrivals.
- 65% of tourist activity in Greece is (over-) concentrated in 4 areas.
- Given today's conditions, Greek tourism operates at almost 80% of its full potential.
- Confusion between the spirit of offering services and the feeling of subservience leads to an anti-service syndrome that has affected a significant portion of those working directly and indirectly in tourism.
- Greece's core tourist product is EXCEPTIONAL. However, the added value is not equally good. The result is a questionable final product, frequently overpriced and therefore non-competitive.
- The Greek tourism product is predominantly supplied through foreign TOs and distribution channels, over which we have no influence whatsoever.

The above chronic problems as well as the bad performance of 2009 and 2010, combined with the growth of our competitors and especially the lack of tourism policies in Greece, confirm the need for drastic interventions in Tourism. Given the State's perennial inability to grasp the importance of tourism and to draw up and implement the required strategy, the private sector, along with its ongoing efforts to awaken the state, should also take more initiatives.

The Greek Ministry of Culture as it is responsible for the tourism sector in Greece, based on studies that have been recently published with operators of the tourism market, defined the strategy for Greek tourism for the next 10 years.

Evaluating the international trends in the tourism sector, challenges and opportunities presented for our country strategic goals for tourism until 2021 include the following:

- Greece being among the top 10 tourist destinations in the world;
- The direct and indirect Tourism Gross Value Added (GDP- taxes + subsidies) to reach 50 billion euros (20 billion more than in 2009 and 13 billion above the estimated basis of 2021);
- The number of jobs offered by the tourism industry to reach 1 million (220,000 more than in 2009 and 120,000 more than the estimated basis of 2021).

The specific priorities are:

- The creation of a simpler licensing institutional framework for tourism businesses, in compliance with the EC Directive 123/2006;
- The simplification of the procedures for the issuing of visas, e.g. visitors from Russia, Turkey etc.;
- The expansion of the tourism period and the mitigation of seasonality through the redesigning of a more flexible and innovative tourism product;
- The upgrading of the tourism services;
- Human resource training (e.g. accreditation of new professional specialties/skills) through the NSRF 2007- 2013 subsidies.

In the updated Operational Plan for the promotion of tourism for the region of Sterea Ellada the vision for the tourism in the region has been identified as: A balanced social and economic development of the Region with respect to the environment and to the people, through the operation of a strong self-governing organization with an enhanced role in the fields of its competence by improving the business and investment environment and by offering effective and quality work on benefit of the society.

In the same operational plan the following goals have been identified for the Regional Unit of Evia:

- Exploitation of natural and cultural assets to enhance tourism product
- Diversification of tourism product with the development of special and alternative types of tourism
- Construct and upgrade hotels and other tourism infrastructure
- Upgrading of qualifications and skills of the workforce
- Lengthening of the tourism season

- Strengthening international visibility
- Rational management of spatial problems in the context of sustainable development, respecting the environment and the cultural heritage.

3.4.2 Economic Factors

The Regional Unit of Evia because of its geomorphology (long length, terrain) is not a single physical and economic unit but it is essentially divided into three parts: the northern, central and southern, each with its own geographical economic and social character. The northern section, has the highest percentage of forest land, the central part due to the concentration of large industrial and manufacturing companies along with mining has the a large residential development while the southern part is described as rocky, with pastures and wooded areas with sparse or no vegetation, relatively developed with growth trends in residential development due to its proximity to the coast of Attica. Finally, as an independent entity, but with the same morphological characteristics and land uses is the island of Skyros.

Evia's rich subsoil is most suitable for farming, the island's greatest economic driver. Evia produces potatoes, tomatoes, wheat, meat, and milk. The island is Greece's second largest regional unit in terms of meat production and fourth largest in terms of potato production. Evia's fishing industry provides the island's fishermen with a significant source of income. Opportunities exist for investors with know-how in implementing modern methods of cultivation for organic agriculture and cattle breeding.

Evia has a thriving manufacturing sector, followed by construction, food and beverage, metal products, electric machinery and equipment, and minerals extraction. The island has an abundance of bauxite, nickel, magnesium, manganese, and marble. An energy production station located in Aliveri also contributes significantly to the island's economic growth.

Evia's close proximity to Athens and the varied forms of tourism it offers give the island a competitive advantage in the tourism sector. Evia offers visitors many archaeological sites, ancient theaters and temples, museums, and traditional local events. Tourism is currently the most dynamically growing sector of the Greek economy. The total contribution of travel and tourism to GDP, including its wider economic impact, is expected to rise on average by 4% a year from EUR 35.3 billion (15.8% of GDP) in 2011 to EUR 52.2 billion (18.5%) by 2021. The total contribution of the tourism sector to employment, including

jobs indirectly supported by the industry, is expected to rise by 2.1% a year from 768 000 jobs (18.4% of total employment) in 2011 to 944 000 jobs (21.7%) by 2021, according to the World Travel and Tourism Council (WTTC). Investment in the sector in 2011 was estimated at EUR 6 billion, 14.3% of total investment. This should rise by 3.2% a year to reach EUR 8.1 billion (or 14.6% of total investment) by 2021.

Compared to the rest of the world, Greek tourism has achieved satisfactory performance. According to the most recent data published by the World Tourism Organisation (WTO), in 2011 Greece was in 17th position as regards the number of international tourist arrivals and 19th as regards international tourism receipts. Moreover, according to the World Economic Forum (WEF), in 2011 Greece was in 29th position out of 139 countries included in the Travel and Tourism Competitiveness Index, while Greece occupied the 83rd position in the Global Competitiveness Index. This data proves that Greek tourism is one of the few sectors of the national economy that is competitive at a global level.

3.4.3 Social Factors

Demographic trends and social changes have important impacts on the development and promotion of thematic tourism in the Regional Unit of Evia. The population of the Regional Unit is concentrated mostly in the Central Part of Evia and more specific around the capital of the unit, Chalkida. The real population of the Evia Regional Unit in 2011, according to Hellenic Statistical Authority, is 210.210 inhabitants with a population density of 50.44 people per km². Regional Unit of Evia consists of 8 municipalities and 27 municipality units. As a whole the people from Evia share a cultural identity similar to that of the people in the rest of Central Greece and they speak a southern variety of Greek dialect. In the southern part of the island there are Arvanite communities, with the area south of Aliveri being the northernmost limit of their presence in Evia. Sarakatsani and Vlachs could be found mainly in the mountainous areas in central and northern Evia respectively, but nowadays they have abandoned the nomadic way of life and live permanently in the towns and villages across the island.

Society has created certain stereotypes, as is the case with every social and professional class. Tourism activity in Greece is a relatively new activity that only recently has begun to pass into the hands of the second generation. This sufficiently explains why a significant part of the society is not familiar with the real economic and social components of tourism.

Young people in search for future employment are far from attracted by the pejorative characterizations used for tourism. At the same time, the lack of university education for tourism downgrades the sector's prestige, both in the eyes of young people and in their parents' minds. Along with these, the seasonality of the profession and the need – frequently – for internal migration, contribute to the tourism sector's inability to attract the most competent individuals, the brilliant minds, who are either drawn into other sectors, or turn to other countries.

3.4.4 Technological Factors

Travel and tourism has always been an industry that has made extensive use of new technology equipment. Central reservation system (CRS), the use of computers in travel agencies and sophisticated databases for marketing purposes are now ordinary. Increase in competition within the industry will force organisations to use new technology to the full.

Technological changes within tourism surround several different factors from medical advances to the innovative space tourism. Similar to tourism, technology is an ever changing and sometimes unstable business. Better communication, transport and safety have encouraged new consumers to the industry. Improvements in water supply, medicine and knowledge have meant areas are opened up which were not possible before technological advances. In today's society in which a consumer wants easier, quicker and cheaper service only technology has helped tourism fulfill the customers demand.

The growth of the Internet has increased the collection of information about travel and tourism products and services. There is an estimation of 2 billion worldwide users, this makes the Internet an important part of the travel and tourism industry. Anybody can access information on travel destinations, transport, accommodation and attractions on the Internet; they can also make bookings direct with travel and tourism companies using secure credit card facilities. Customers can also get up to date information on a wide range of services such as flight schedules, train timetables, compare costs of similar products and find information about holiday destinations. Since the Internet has given customers the ability to plan and book their own travel there has been a decrease in business in travel agents, therefore there is a decrease in business for tour operators.

Technology is a driving force of change that presents opportunities for greater efficiencies and integration for improved guest services.

Technology has become a tourism business activity in development of strategic resources and is considered as a tool to increase competitiveness. Effective use of information technology can make significant operational improvements. Advanced software and communication tools allow enlarging operational efficiency, for example, orders may be made better, faster and cheaper.

Technology changes the tourism business rules. More specifically:

- Information on all tourist services is available virtually from all over the world.
- Potential client can be any resident of the world.
- More territorial boundaries restrict the number of customers.
- Decision making turns into a tourism specialist in each component.
- Changes in customer service technology and service personalization occur.
- Marketing opportunities are expanding.

3.4.5 Legal Factors

Greek tourism is administratively divided between central, regional and local tourism authorities, which are structured as follows:

- The Greek Ministry of Tourism (Presidential Degree 141/2012) is responsible for the overall Greek tourism policy as well as for the regulation, planning and programming of the tourism development of the country within the framework of the government policy. Tourism is an intersectoral sector falling under the competence of various other ministries and the General Secretariat of Tourism has several executing agencies under its jurisdiction. The ministry was merged, with the Ministry of Culture, in 2009 and re-established in 2012.
- The Greek National Tourism Organization (GNTO) is a Public Entity (PE) supervised by the Ministry of Culture and Tourism. Since 1950, the GNTO constitutes the ruling state agency for the tourism promotion of the country and the licensing of its tourism enterprises. According to the Law 3270/04 (Government Gazette 187/A/11.10.2004), GNTO consists of the Head Office located in Athens and the Regional Departments of Tourism (as of 01.01.2005, in Attica, Crete, Western Macedonia, Eastern Macedonia – Thraki, Western Greece, Epirus, Ionian Islands, Central Macedonia, Southern Aegean, Peloponnisos, Sterea Ellada, Thessalia, Northern Aegean). GNTO also maintains several Info Kiosks in several Regional Units including this of Evia. Recent Law 3878/2010 regulates GNTO's organisation.

Other institutions that are supervised by the Greek Ministry of Culture and Tourism are:

- The Organization of Tourism Education and Training (O.T.E.K.) (ex. Schools of Tourist Professions), is the specialized Greek state institution that provides education and training for professions in the field of Tourism. O.T.E.K operates as a legal entity of Public Law, under the supervision of the Ministry of Tourism.
- The Hellenic Tourism Development Co. (HTDC) (ex-Hellenic Tourist Properties SA), is a public corporation and organization managing real estate assets, supervised by the Ministry of Tourism, which manages public tourism assets, acting in between the public and the private sector in order to assure optimal property development, thereby contributing to meeting tourism property goals. The Company's main scope of activity is to manage and administrate the state-owned tourism property while securing optimal development through modern financial techniques that promote the synergies.
- The Hellenic Chamber of Hotels (HCC), is supervised by the Ministry of Tourism, operates as a legal entity governed by public law. Since 1935, the HCC is an important statutory advisor of the State on tourism matters and has by law as members all the hotels operating in Greece.

An indicative list of main tourist legislations is as follows:

- L.3270/2004 (Government Gazette 187/A/11.10.2004), "Competences of the Ministry of Tourism and tourism issues".
- L.3498/2006 (Government Gazette 230/A/24.10.2006), "Development of thermal tourism and other provisions".
- Government Gazette 43/A/7.3.2002: Presidential Decree 43/2002 "Classification of main hotel establishments under the system of stars and technical specifications of them", with its modifications.
- L.3299/2004, "Aids to private investments for the country's economic and regional development and other provisions".
- L.3229/2004 (Government Gazette 38A/10204), "Incentives for renewing tourist buses".
- L.2652/98, "Rent a car agencies".
- L.2446/96, "Tourist Enterprises of transportation by coach".
- Government Gazette 1067/B/3.12.1997: Joint Ministerial Decree No T.4400/24.11.1997, "Specifications of Spa Facilities so as to be eligible under the status of incentives pursuant to the law 1892/90, as in force".

- Government Gazette 42/B/26.1.1994, Government Gazette 137/B/2.3.1994: Ministerial Decree No 520010/6/12.1.1994 "Stipulation of Specifications on Golf courses".
- L.2160/1993 (Government Gazette 118/A/19.7.1993): "Regulations on Tourism and other provisions", as amended by 4805/2000, t/3746/01, 7394/2005 (Hotel and complimentary accommodation, Motels, Apartments, Camping sites, Self-catering accommodation (Tourist Villas), Rooms to let, Apartments to let, Youth Hostels, Installations of special tourism infrastructure, Establishment and operation license of tourist installations, Rights and obligations of hoteliers and their clients).
- Government Gazette 208/B/91 & Government Gazette 298/B/91: Joint Ministerial Decision No 23908/91 "Stipulation of Technical Specifications for the Construction of Conferences Centres".
- L.393/76, L.2160/93, "Travel Agencies".
- L.1652/86 & L.2160/93, "Time sharing".
- L.1652/30-10-86, L.5205/31, L.431/37, L.1108/38, L.2160/93, "Rights and obligations of hoteliers and their clients".
- L.2160/93, L.2743/99, "Yachts for chartering-Yachtbrokers".
- L.710/77, L.1545/85, "Tourist Guides".
- Pr. Decree 14/2007 (Government Gazette 10/A/22.1.2007), "Definition of Specifications for the creation of Race-tracks".
- Joint Ministerial Decree No 12061/2007 (Government Gazette 1393/B/3.8.2007), Definition of Specifications for Sport and Training Centres so as to be eligible under the status of incentives pursuant to the Law 3299/2004".
- The Investment Law 3908/2011, which replaced the L. 3299/2004.
- L. 3894/2010 for the "Acceleration and Transparency of the Implementation of Strategic Investments"

3.4.6 Environmental Factors

The relation between Tourism and the environment is a direct relation because the environment constitutes the most important asset of any tourism business; consequently, a less attractive environment signifies lower demand for tourism businesses located in such an environment, and any damage to the environment means discontinuation of tourism business.

The history of tourism clearly indicates that the natural environment has contributed to the initiation and promotion of tourism. Scenic sites, amenable climates, and unique landscape

features have had an important influence upon the patronage of specific localities, regions, or countries. The relationship between tourism and the environment is felt during all phases of the development process. Tourism can provide an incentive for the restoration of ancient monuments and archaeological treasures, and for the conservation of nature sources as well as the economic means by which they can be achieved.

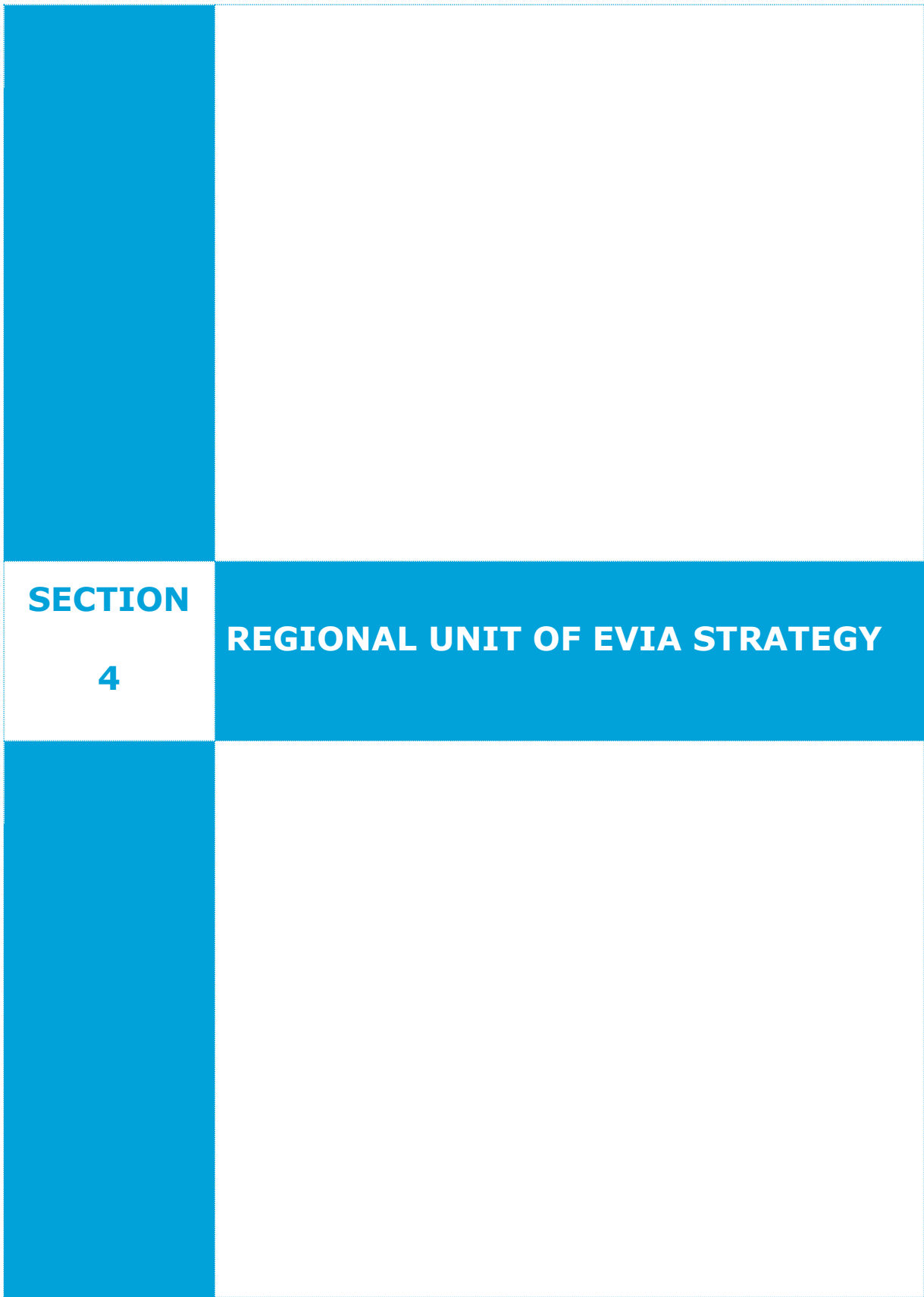
However, tourism means people, congestion, noise, and litter. It means the disruption of animal life cycles, the extinction of fragile plants, and the pouring of human wastes into the sea and upon beaches. Environmental degradation through inappropriate waste management and excessive usage of natural resources can be observed. Lack of know-how and funds effectively increases environmental problems. Consequently, several resorts suffer severe damage while entrepreneurs and local authorities feel powerless to take remedial measures. Tourism sector may cause to the used resources to get damaged as it could contribute to maintenance, asset of environmental value it sold as touristic product.

3.5 SWOT Analysis

In the following table the Opportunities and Threats on Thematic tourism are described along with the Strengths and Weaknesses for the Regional Unit of Evia.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Favourable geographic position of the Regional Unit • Numerous opportunities for funding from European, national and regional Programmes to support thematic tourism • The various educational and research institutes of the Region, which can cooperate and contribute significantly to MED-ROUTE with know-how and knowledge. • Proximity of the Region to decision-making centers • Accessibility of the area • Existence of significant cultural resources (mythology, historical sites, architectural heritage and modern culture) • Tourism of all seasons • Competitive pricing • Repeated tourism • Existence of destinations with international and domestic recognition • Satisfactory level of potential demand • Sufficient and high quality accommodation facilities • Increasing trend of Nights Spent 	<ul style="list-style-type: none"> • The economic crisis • Unexploited potential of further developing tourism. • Low level in promotion and diversification of the tourism product due to the lack of know-how • Delays in adoption of new technologies • Low level in tourism investments and in exploitation of new forms of tourism • Mass tourism in some destinations, intense seasonality, and unbalanced spatial distribution of tourists • Delay in completing any type of infrastructure • Shortage in tourist and other public infrastructure and lack of relative services • Environmental awareness • Failure to promote cultural heritage • Weakness in tourism offer • Lack of integrated planning and support mechanism for business and investment activities • International Tour Operators versus weak small tourist units • Lack in Tourism education and awareness • Lack in tourism promotion

	<ul style="list-style-type: none"> • Lack of a Marketing Agency in the form of DMO (Destination Marketing Organisation) • Lack of tourism business clusters • Visibility and communication with potential tourists – customers still in a small scale.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The National Strategic Reference Framework (2007-2013) and the potential for promoting tourism product with this • The beauty of the natural environment and our cultural heritage, that are not promoted sufficiently compared with other Mediterranean tourist destinations • National development plan, special development plan for tourism • Network of infrastructures and services • Collaboration of Public and Private Sector stakeholders, and local communities • The contribution of the media in tourism development • Opportunities for innovation and partnerships / alliances • New trends in tourism from the international environment • Features of new technologies, Information Technology (IT) and Internet. • Increased of social tourism • Increase in investment interest from other countries • The importance of safe destinations • The raise of Greek tourism 	<ul style="list-style-type: none"> • Environmental pollution and degradation of cultural characteristics of local population. • Intense competition supply - demand • Dominance of distribution channels (international tour operators) • Developmental barriers (delays in infrastructure) • International political and economic environment • Competition from other destinations in Southeast Mediterranean with Greek cultural reserve (e.g. Turkey) • Potential reduction in domestic tourism due to economic crisis • The apparent inactivity of domestic tourism for the next years. • Expansion of economic crisis in other developed countries - customers of tourism market in the Regional Unit. • The high cost of introducing new technologies and innovation in thematic tourism combined with insufficient know-how to perform such task.



4. STRATEGY

4.1 Vision & Mission of the Strategy to be followed by the Regional Unit of Evia

The vision of the Regional Unit of Evia according to so far analysis is a growing tourism economy that focuses in the specific thematic areas of gastronomy tourism, agrotourism, religious and cultural tourism - an economy that will create jobs, alleviates poverty and protects the environment. This vision presupposes that the Regional Unit of Evia will direct and develop the integration of tourism and nature conservation in a manner that uplifts the people of the RU, by creating value where the market would not intervene on its own.

The RU's mission is to increase / enhance its capacity development and promote its local and regional identity and alternative forms of tourism activities.

4.2 Strategic Goals

In order to achieve the above mentioned vision and mission the Development Agency of Evia should have concrete Strategic Goals. From the previous analysis the strategic goals are straightforward and can be summarized in the following:

- Development of Thematic Tourism
- Promotion of Thematic Tourism and
- Sustainability

Sustainability will be a horizontal strategic goal embedded in all actions of the proposed action plan. The success of RU's strategic goals depends also on imponderable factors, which have been analyzed in "Threats" (SWOT Analysis) and the proposed action plan ensure the minimum possible risk.

STRATEGIC GOAL 1: DEVELOPMENT OF THEMATIC TOURISM

This strategic goal is focused on development of thematic tourism and particularly in the constructing or maintain Thematic Tourism infrastructure and also Enhance special infrastructure models on areas of special interest in the Regional Unit of Evia.

STRATEGIC GOAL 2: PROMOTION OF THEMATIC TOURISM

This strategic goal is focused on communication and marketing and particularly in strengthening national and international visibility, increase regional tourism market share within domestic and global markets, strengthening domestic visibility by encouraging the inhabitants of the Regional Unit of Evia to travel about therein and identify strategies designed to increase the awareness of the importance of thematic tourism.

HORIZONTAL STRATEGIC GOAL: SUSTAINABILITY

The main concern is the constant promotion of thematic tourism and Environmental Protection - respecting the environment and the cultural heritage of the Regional Unit of Evia.

4.3 Intervention Axes

In order to accomplish the abovementioned goals a combination of interventions is proposed that has been formulated taking into account both the problems and issues that need to be addressed, as well as restriction on resources, funds and possible contradicting interests of the multiple stakeholders involved. What has been agreed is that the proposed policies need to be characterized by three major qualities: effectiveness, efficiency and transparency. At the same time, the specified objective set by the present Strategic Plan need to be addressed, taking into account the following areas of intervention.

In reference to the Strategic Goal 1 **“Development of Thematic Tourism”** the Intervention Areas are:

1.A. Development of Thematic Tourism Infrastructure

1.B. Enhancement of Special infrastructure models based on areas of special interest in the Regional Unit of Evia

1.C. Development of Transportation Infrastructure

In reference to the Strategic Goal 2 **“Promotion of Thematic Tourism”** the Intervention Areas are:

2.A. Promotion of Thematic Tourism with the use of traditional Marketing tools and means

2.B. Promotion of Thematic Tourism with the use of New Technologies and Social Media

2.C. Proposal Submission to EU or National funded programs for the promotion of Thematic Tourism

In reference to the Horizontal Strategic Goal **“Sustainability”** the Intervention Areas are:

3.A. Enhance Environmental and Cultural Heritage Protection

SECTION 5	PLANNING

5. PLANNING

5.1 Operational Goals

Having identified the overall strategy of the Regional Unit of Evia, the Planning Phase of the Actions to be taken is a rather important step. This part identifies the operational goals that need to be achieved in order to address Intervention Axes stated in the previous section. Therefore, the Strategic Goal of the organization is supported by a list of Operational Goals, which formulate the steps to be taken in order to achieve the promotion of thematic tourism in the area.

It is noted that the following Goals and the respective Action Plan will be implemented and supported by the Development Agency of Evia with the cooperation and participation of experienced -on each field- organizations (e.g. Chambers, hotel unions, tourism associations etc.). This will ensure the implication of various stakeholders in the area in the activities of MED-ROUTE and will also ensure the proper implementation of the foreseen actions, as each intervention may require the specialization and know-how of other institutions that can contribute to the success of the project's objectives.

The Strategic Goal of Regional Unit of Evia has to be supported by a list of Operational Goals, which are listed below:

OPERATIONAL GOAL No 1: Thematic Routes Infrastructure (Info-kiosks, signs, lighting etc.)

OPERATIONAL GOAL No 2: Enhancement of Religious Characteristics of Regional Unit of Evia

OPERATIONAL GOAL No 3: Cultivate Infrastructure in specialized areas

OPERATIONAL GOAL No 4: Highlight of natural characteristics of the Regional Unit of Evia - preservation and promotion of cultural points of interest

OPERATIONAL GOAL No 5: Promote Tourism Branding of Regional Unit of Evia

OPERATIONAL GOAL No 6: Promote local products in the area of gastronomy to increase visitation to Regional Unit of Evia

OPERATIONAL GOAL No 7: Promote existing natural and cultural resources to increase visitation to Regional Unit of Evia

OPERATIONAL GOAL No 8: Enhance European and National networking and promotion of thematic tourism

OPERATIONAL GOAL No 9: Promote Environmental and CSR Awareness in all proposed actions

SECTION 6	ACTION PLAN

6. ACTION PLAN

6.1 Suggested Actions

I. Establishment of an Olive route in Regional Unit of Evia	
Title:	Establishment of an Olive route in Regional Unit of Evia
Operational Goal to which it contributes	Thematic Routes Infrastructure (Infokiosks, signs, lighting etc.)
Description of Action	Setting of an Olive route in Regional Unit of Evia by selecting areas of the Evia island that their economy focus in the production of olive products. Olive route, itineraries of culture and dialogue on the olive tree, is a way of conveying the messages of the olive tree: wish for communication and cooperation.
II. Sustainability and Feasibility of Action	
Sustainability	The action will go on even after the end of the project
Feasibility Critical Success Factors	The tourists interested in this route will be the critical success factor
Implementation Phases	<ol style="list-style-type: none"> 1. Identify the area of intervention and define the virtual Olive Route Elaboration of a study in which technical specifications and other attributes about the Olive Route will be set up (eg. Requirements of the status of the road network etc.) 2. Implement actions of cleaning of the roads of the defined route in order to maintain and protect the environment and for safer and most enjoyable trip 3. Construction of Information centers (Info kiosks) in specific areas that will provide information and material for the Olive Route (leaflets, maps, brochures, etc) 4. Signaling and lighting in the defined area (eg. signs for giving directions and distance along the route, signs to inform for the existence of infokiosk, signs that inform about danger etc.) 5. Designing and Printing of Olive Route Maps

	<p>6. Designing and printing of communication material (publications and material around the history, symbolism and meaning of the olive tree and the nutritional value of its products.)</p> <p>7. Organization of Communication Events (Venue, equipment, etc)</p> <p>8. Implementation of Communications Events (Exhibitions, cultural meetings, information days)</p>			
III. Indicators				
<i>Indicator</i>	<i>Baseline Value (2013)</i>	<i>2014</i>	<i>2015</i>	
No of Signs	0	10	10	
No of Lights	0	100	100	
No of Communication Material (maps, leaflets, brochures)	0	20.000	20.000	
No of Events	0	2	3	
IV. FINANCING ISSUES				
Sources of finance:	<ul style="list-style-type: none"> - ROP Thessaly - Sterea Ellada - Epirus 2007-2013 - Regional Operational Programm of Sterea Ellada of the New Programming Period for Cohesion Policy 2014-2020 - Operational Programme Environment - Sustainable Development - Green Fund - Organization's own funding 			
Cost	500.000€			
Foreseen Budget & Cost Allocation				
<i>Phases of the Action</i>	<i>Cost of Action</i>	<i>2014</i>	<i>2015</i>	<i>Comments</i>
• Elaboration of a	30.000	30.000		

study in which technical specifications and other attributes about the Olive Route will be set up				
• Implement actions of cleaning of the roads of the defined route in order to maintain and protect the environment and for safer and most enjoyable trip	300.000	100.000	200.000	
• Construction of Information centers (Info kiosks) in specific areas that will provide information and material for the Olive Route	30.000	15.000	15.000	
• Signaling and lighting in the defined area	30.000	10.000	20.000	
• Designing and Printing of Area Maps	20.000	10.000	10.000	
• Designing and	40.000	40.000		

printing of communication material				
• Organization of Communication Events	50.000	10.000	40.000	
Total Costs	500.000	215.000	285.000	

V. TIME SCHEDULE**Time Schedule**

Duration: 3 years

Start: 09/2013

End: 09/2016

VI. SYNERGIES & COMPLEMENTARITY**Synergies / Complementarities to other actions proposed in this plan:****VII. EXPECTED BENEFITS****Social & Economic Benefits expected****The relevant action will contribute to the development and promotion of thematic tourism****II. Establishment of a Wine Route in Regional Unit of Evia****Title:****Establishment of a Wine Route in Regional Unit of Evia****Operational Goal to which it contributes****Thematic Routes Infrastructure (Infokiosks, signs, lighting etc.)****Description of Action**

Designing of a new Wine route in Regional Unit of Evia by selecting areas of the Evia island that their economy focuses in the production of wine. The action will connect several wine estates and wineries in specific areas of the island of Evia that are characterized for their wine production and also have rich

	cultural and natural resources.		
II. Sustainability and Feasibility of Action			
Sustainability	The action will go on even after the end of the project		
Feasibility Critical Success Factors	The tourists interested in this route will be the critical success factor		
Implementation Phases	<ol style="list-style-type: none"> 1. Identify the area of intervention and define the virtual Wine Route. Elaboration of a study in which technical specifications and other attributes about the Wine Route will be defined (e.g. Requirements of the status of the road network, characteristics of the participating wineries, etc.) 2. Implement actions of cleaning of the roads of the defined route in order to maintain and protect the environment and for safer and most enjoyable trip 3. Construction of Information centers (Info kiosks) in specific areas that will provide information and material for the Wine Route (leaflets, maps, brochures, etc) 4. Signaling and lighting in the defined area (eg. signs for giving directions and distance along the route, signs to inform for the existence of Info - kiosk, signs that inform about wineries, etc.) 5. Designing and Printing of Wine Route maps (Wine Route Guide) 6. Designing and printing of communication material (publications and material around the history, and also) 7. Organization of Communication Events (Venue, equipment, etc) 8. Implementation of Communications Events (Exhibitions, cultural meetings, information days) 		
III. Indicators			
Indicator	Baseline Value (2013)	2014	2015
No of Signs	0	10	10
No of Lights	0	100	100

No of Communication Material (maps, leaflets, brochures)	0	20.000	20.000	
No of Events	0	2	3	
IV. FINANCING ISSUES				
Sources of finance:	<ul style="list-style-type: none"> - ROP Thessaly - Sterea Ellada - Epirus 2007-2013 - Regional Operational Programm of Sterea Ellada of the New Programming Period for Cohesion Policy 2014-2020 - Operational Programme Environment - Sustainable Development - Green Fund - Organization's own funding 			
Cost	500.000 €			
Foreseen Budget & Cost Allocation				
Phases of the Action	Cost of Action	2014	2015	Comments
<ul style="list-style-type: none"> • Elaboration of a study in which technical specifications and other attributes about the Wine Route will be defined 	30.000	30.000		
<ul style="list-style-type: none"> • Implement actions of cleaning of the roads of the defined route in order to maintain and protect the environment and for safer and most 	300.000	100.000	200.000	

enjoyable trip				
<ul style="list-style-type: none"> Construction of Information centers (Info kiosks) in specific areas that will provide information and material for the Wine Route 	30.000	15.000	15.000	
<ul style="list-style-type: none"> Signaling and lighting in the defined area 	30.000	10.000	20.000	
<ul style="list-style-type: none"> Designing and Printing of Wine Route maps 	20.000	10.000	10.000	
<ul style="list-style-type: none"> Designing and printing of communication material 	40.000	40.000		
<ul style="list-style-type: none"> Organization of Communication Events 	50.000	10.000	40.000	
Total Costs	500.000	215.000	285.000	

V. TIME SCHEDULE**Time Schedule**

Duration: 3 years

Start: 09/2013

End: 09/2016

VI. SYNERGIES & COMPLEMENTARITY**Synergies /
Complementarities to
other actions proposed**

in this plan:	
VII. EXPECTED BENEFITS	
Social & Economic Benefits expected	The relevant action will contribute to the development and promotion of thematic tourism

III. Redesigning and renovation of surrounding area in the Monasteries of Saint David and Galataki in the Regional Unit of Evia	
Title:	Redesigning and renovation of surrounding area in the Monasteries of Saint David and Galataki in the Regional Unit of Evia
Operational Goal to which it contributes	Enhancement of Religious Characteristics of Regional Unit of Evia
Description of Action	Redesigning and renovation of surrounding area of the two monasteries in order to enhance their uniqueness and their natural beauty and attract more religious tourists.
II. Sustainability and Feasibility of Action	
Sustainability	The action will go on even after the end of the project
Feasibility Critical Success Factors	The religious tourists visiting the monasteries will be the critical success factor
Implementation Phases	<ol style="list-style-type: none"> 1. Specification of the changes that will be implemented in the monasteries. Elaboration of a technical study in which technical specifications and other attributes of the redesign and renovation of the monasteries will be defined (e.g. Definition of maintenances need to be made to the outside of the main buildings, Design of parking area, construction of bus stations, construction of seats and benches, etc.) 2. Construction of Religious Information centers (Info kiosks) in the monasteries that will provide information and material for the monasteries and the surrounded areas 3. Redesigning of parking areas by defining specific limits of them with wooden fences and covering the parking areas with traditional stones

	<p>4. Reconstruction of monasteries main entrances</p> <p>5. Signaling and lighting in monasteries</p> <p>In the above activities it will be reassured the use of new modern machinery and equipment environmentally friendly, which have reduced energy consumption and incorporate modern technologies of automation and quality control.</p>
--	---

III. Indicators

<i>Indicator</i>	<i>Baseline Value (2013)</i>	<i>2014</i>	<i>2015</i>
Religious Tourists in Evia	200.000	400.000	500.000
Infokiosks	0	0	1
No of Signs	0	0	4
No of Lights	0	0	10

IV. FINANCING ISSUES

Sources of finance:	<ul style="list-style-type: none"> - ROP Thessaly - Sterea Ellada - Epirus 2007-2013 - Regional Operational Programm of Sterea Ellada of the New Programming Period for Cohesion Policy 2014-2020 - Operational Programme Environment - Sustainable Development - Green Fund - Organization's own funding
Cost	345.000€

Foreseen Budget & Cost Allocation

<i>Phases of the Action</i>	<i>Cost of Action</i>	<i>2014</i>	<i>2015</i>	<i>Comments</i>
<ul style="list-style-type: none"> • Specification of the changes that will be implemented in the 	30.000	30.000		

monasteries.				
<ul style="list-style-type: none"> Construction of Religious Information centers (Info kiosks) in the monasteries that will provide information and material for the monasteries and the surrounded areas 	15.000		15.000	
<ul style="list-style-type: none"> Redesigning of parking areas by defining specific limits of them with wooden fences and covering the parking areas with traditional stones 	150.000	50.000	100.000	
<ul style="list-style-type: none"> Reconstruction of monasteries main entrances 	100.000	20.000	80.000	
<ul style="list-style-type: none"> Signaling and lighting in monasteries 	50.000	20.000	30.000	
Total Costs	345.000	120.000	225.000	
V. TIME SCHEDULE				
Time Schedule	Duration: 1 year Start: 01/2014 End: 01/2015			
VI. SYNERGIES & COMPLEMENTARITY				
Synergies / Complementarities to other actions proposed in this plan:				

VII. EXPECTED BENEFITS**Social & Economic
Benefits expected**

The relevant action will contribute to the development and promotion of thematic tourism

IV. Construction of two “Ecological parks” in two identified Gorges of the Regional Unit of Evia that are near to areas or villages of special tourist interest**Title:**

Construction of two “Ecological parks” in two identified Gorges of the Regional Unit of Evia that are near to areas or villages of special tourist interest

**Operational Goal to
which it contributes**

Cultivate Infrastructure in specialized areas

Description of Action

The Action aim to the construction of two “Ecological parks” in two Gorges of the Regional Unit of Evia that will be connected with neighboring areas with paths. The selected gorges are located near villages with rich natural and cultural resources so tourists have the opportunity to combine several types of thematic tourism.

II. Sustainability and Feasibility of Action**Sustainability**

The action will go on even after the end of the project

Feasibility**Critical Success Factors**

The tourists visiting the Ecological parks will be the critical success factor

Implementation**Phases**

1. Identify the area of intervention
Elaboration of a study in which technical specifications and other attributes about the Ecological Parks will be set up (eg. Definition of the areas, etc.)
2. Construction of Information centers (Info kiosks) in specific areas that will provide information and material for the “Ecological Parks” (leaflets, maps, brochures, etc)
3. Signaling and lighting in the defined area (eg. signs for giving directions and distance inside the area of the park, signs to inform for the existence of infokiosk, signs that inform about danger etc.)
4. Designing and Printing of “Ecological Park” Maps

5. Designing and printing of communication material (publications and material around the activities that take place in the park, thematic areas of tourism that cover, history of the area, etc.)
6. Construction of infrastructure for tourist rest and observation (sitting areas, benches, buildings that can meet needs for accommodation or food, events etc.).
7. Organization of Communication Events (Venue, equipment, etc)
8. Implementation of Communications Events (Exhibitions, cultural meetings, information days)

III. Indicators

<i>Indicator</i>	<i>Baseline Value (2013)</i>	<i>2014</i>	<i>2015</i>
No of Parks	0	1	2
Infokiosks	0	2	4
No of Signs	0	10	10
No of Lights	0	100	100
No of Communication Material (maps, leaflets, brochures)	0	20.000	20.000
No of Events	0	2	3

IV. FINANCING ISSUES

Sources of finance:	<ul style="list-style-type: none"> - ROP Thessaly - Sterea Ellada - Epirus 2007-2013 - Regional Operational Programm of Sterea Ellada of the New Programming Period for Cohesion Policy 2014-2020 - Operational Programme Accessibility Improvement - Operational Programme Environment - Sustainable Development - Green Fund - Organization's own funding
Cost	770.000 €

<i>Foreseen Budget & Cost Allocation</i>				
<i>Phases of the Action</i>	<i>Cost of Action</i>	<i>2014</i>	<i>2015</i>	<i>Comments</i>
• Identify the area of intervention	100.000	100.000		
• Construction of Information centers (Info kiosks) in specific areas that will provide information and material for the "Ecological Parks" (leaflets, maps, brochures, etc)	60.000	30.000	30.000	
• Construction of infrastructure for tourist rest and observation (sitting areas, benches, buildings that can meet needs for accommodation or food, events etc.)	400.000	100.000	300.000	
• Signaling and lighting	70.000		70.000	
• Designing and Printing of "Ecological Park" Maps	30.000		30.000	
• Designing and printing of	60.000		60.000	

communication material				
• Organization of Communication Events	50.000		50.000	
Total Costs	770.000	230.000	540.000	

V. TIME SCHEDULE

Time Schedule	Duration: 3 years Start: 09/2013 End: 09/2015
----------------------	---

VI. SYNERGIES & COMPLEMENTARITY

Synergies / Complementarities to other actions proposed in this plan:	
--	--

VII. EXPECTED BENEFITS

Social & Economic Benefits expected	The relevant action will contribute to the development and promotion of thematic tourism
--	--

V. Establishment of Olive Tree museum in Regional Unit of Evia

Title:	Establishment of Olive Tree museum in Regional Unit of Evia
Operational Goal to which it contributes	Cultivate Infrastructure in specialized areas
Description of Action	Establishment of an Olive tree museum with main aim of to preserve and promote all the characteristic aspects of the life of the people of island of Evia and Greece in general, that are connected to the olive tree. This relationship includes soil cultivation, planting, pruning, harvesting of the valuable crop, storage and transfer of the crop to the olive mills, pressing

	etc.		
II. Sustainability and Feasibility of Action			
Sustainability	The action will go on even after the end of the project		
Feasibility Critical Success Factors	The tourists visiting the museum will be the critical success factor		
Implementation Phases	<ol style="list-style-type: none"> 1. Definition of the area that the museum will be established. Elaboration of a technical study in which technical specifications and other attributes of the museum establishment will be defined (e.g. Area of establishment, Building characteristics, equipment, etc.) 2. Construction of a building or Reconstruction of an existing building in the Regional Unit of Evia that will house the museum 3. Supply of the Museum Equipment 4. Signaling in the near area <p>In the above activities it will be reassured the use of new modern machinery and equipment environmentally friendly, which have reduced energy consumption and incorporate modern technologies of automation and quality control.</p>		
III. Indicators			
<i>Indicator</i>	<i>Baseline Value (2013)</i>	<i>2014</i>	<i>2015</i>
No of Buildings	0	1	1
Visitors of the Museum	0	50.000	150.000
IV. FINANCING ISSUES			
Sources of finance:	<ul style="list-style-type: none"> - ROP Thessaly - Sterea Ellada - Epirus 2007-2013 - Regional Operational Programm of Sterea Ellada of the New Programming Period for Cohesion Policy 2014-2020 - Operational Programme Environment - Sustainable Development - Green Fund - Organization's own funding 		

Cost	440.000€			
Foreseen Budget & Cost Allocation				
Phases of the Action	Cost of Action	2014	2015	Comments
<ul style="list-style-type: none"> Definition of the area that the museum will be established – Study 	30.000	30.000		
<ul style="list-style-type: none"> Construction of a building or Reconstruction of an existing building in the Regional Unit of Evia that will house the museum 	300.000	100.000	200.000	
<ul style="list-style-type: none"> Supply of the Museum Equipment 	100.000		100.000	
<ul style="list-style-type: none"> Signaling in the near area 	10.000		10.000	
Total Costs	440.000	100.000	310.000	
V. TIME SCHEDULE				
Time Schedule	Duration: 3 years Start: 09/2013 End: 09/2015			
VI. SYNERGIES & COMPLEMENTARITY				
Synergies / Complementarities to other actions proposed in this plan:				
VII. EXPECTED BENEFITS				
Social & Economic	The relevant action will contribute to the development and			

Benefits expected	promotion of thematic tourism
--------------------------	-------------------------------

VI. Construction of a Geopark museum of fossil findings in Kerasia village			
Title:	Construction of a Geopark museum of fossil findings in Kerasia village		
Operational Goal to which it contributes	Cultivate Infrastructure in specialized areas		
Description of Action	Establishment of a Geopark museum of fossil findings in Kerasia village that will protect fossil findings from natural and human damages.		
II. Sustainability and Feasibility of Action			
Sustainability	The action will go on even after the end of the project		
Feasibility Critical Success Factors	The tourists visiting the Geopark museum will be the critical success factor		
Implementation Phases	<ol style="list-style-type: none"> 1. Definition of Technical Requirements. Elaboration of a technical study in which technical specifications and other attributes of the museum establishment will be defined (e.g. Building characteristics, equipment, etc.) 2. Construction of a building or Reconstruction of an existing building in village of Kerasia that will house the museum 3. Supply of the Museum Equipment 4. Signaling in the near area <p>In the above activities it will be reassured the use of new modern machinery and equipment environmentally friendly, which have reduced energy consumption and incorporate modern technologies of automation and quality control.</p>		
III. Indicators			
<i>Indicator</i>	<i>Baseline Value (2013)</i>	<i>2014</i>	<i>2015</i>
No of Buildings	0	1	1

No of Geopark Museum	0	50.000	150.000	
IV. FINANCING ISSUES				
Sources of finance:	<ul style="list-style-type: none"> - ROP Thessaly - Sterea Ellada - Epirus 2007-2013 - Regional Operational Programm of Sterea Ellada of the New Programming Period for Cohesion Policy 2014-2020 - Operational Programme Environment - Sustainable Development - Green Fund - Organization's own funding 			
Cost	440.000€			
Foreseen Budget & Cost Allocation				
Phases of the Action	Cost of Action	2014	2015	Comments
• Definition of Technical Requirements	30.000	30.000		
• Construction of a building or Reconstruction of an existing building in village of Kerasia that will house the museum	300.000	100.000	200.000	
• Supply of the Museum Equipment	100.000		100.000	
• Signaling in the near area	10.000		10.000	
Total Costs	440.000	100.000	310.000	
V. TIME SCHEDULE				
Time Schedule	Duration: 3 years Start: 09/2013 End: 09/2016			

VI. SYNERGIES & COMPLEMENTARITY

**Synergies /
Complementarities to
other actions proposed in
this plan:**

VII. EXPECTED BENEFITS

**Social & Economic
Benefits expected**

The relevant action will contribute to the development and promotion of thematic tourism

VII. Construction of the main road that leads to the Monastery of Galatakis (already designed but without asphalt)

Title:

Construction of the main road that leads to the Monastery of Galatakis (already designed but without asphalt)

**Operational Goal to
which it contributes**

Enhancement of Religious Characteristics of Regional Unit of Evia

Description of Action

The Monastery of Saint Nikolaos wide known as Galatakis Monastery is situated near the village Limni and the access to it is by a country road not asphalted. The Action will complete the construction of the already designed road by making works of restoration of damages and asphaltting of the roadbase.

II. Sustainability and Feasibility of Action

Sustainability

The action will go on even after the end of the project

Feasibility

Critical Success Factors

The tourists visiting the Monastery will be the critical success factor

**Implementation
Phases**

1. Definition of Technical Requirements.
Elaboration of a technical study in which technical specifications and other attributes of the road construction and maintenance will be defined (e.g. characteristics, material, environmental costs, etc.)
2. Maintenance works to the road for restoring the damages
3. Asphaltting of the roadbase

	In the above activities it will be reassured the use of new modern machinery and equipment environmentally friendly, which have reduced energy consumption and incorporate modern technologies of automation and quality control.
--	---

III. Indicators

<i>Indicator</i>	<i>Baseline Value (2013)</i>	<i>2014</i>	<i>2015</i>
Main Road (kms)	0	5	10

IV. FINANCING ISSUES

Sources of finance:	<ul style="list-style-type: none"> - ROP Thessaly - Sterea Ellada - Epirus 2007-2013 - Regional Operational Programm of Sterea Ellada of the New Programming Period for Cohesion Policy 2014-2020 - Operational Programme Accessibility Improvement - Operational Programme Environment - Sustainable Development - Green Fund - Trans-European Transport Network Executive Agency (TEN-T EA) - Organization's own funding
Cost	170.000€

Foreseen Budget & Cost Allocation

<i>Phases of the Action</i>	<i>Cost of Action (€)</i>	<i>2014</i>	<i>2015</i>	<i>Comments</i>
• Definition of Technical Requirements	10.000	10.000		
• Maintenance works to the road for restoring the damages	100.000	30.000	70.000	
• Asphalting of the	60.000		60.000	

roadbase				
Total Costs	170.000	40.000	130.000	
V. TIME SCHEDULE				
Time Schedule	Duration: 1 year Start: 01/2014 End: 01/2015			
VI. SYNERGIES & COMPLEMENTARITY				
Synergies / Complementarities to other actions proposed in this plan:				
VII. EXPECTED BENEFITS				
Social & Economic Benefits expected	The relevant action will contribute to the development and promotion of thematic tourism			

VIII. Design and Construction of roads or paths that will connect the two Ecological parks with near areas or villages of special tourist interest	
Title:	Design and Construction of roads or paths that will connect the two Ecological parks with near areas or villages of special tourist interest
Operational Goal to which it contributes	Highlight of natural characteristics of the Regional Unit of Evia - preservation and promotion of cultural points of interest
Description of Action	The action has as main goal the design and construction of roads and paths for the two Ecological Parks that will be established under this Action Plan. The roads will connect the Ecological parks with the nearest villages that are of special tourist interest.
II. Sustainability and Feasibility of Action	
Sustainability	The action will go on even after the end of the project
Feasibility Critical Success Factors	The tourists visiting the Ecological Parks will be the critical success factor

Implementation Phases	<p>1. Definition of Technical Requirements. Elaboration of technical studies (urban, environmental, technical, etc.) in which technical specifications and other attributes of the roads construction and maintenance will be defined (e.g. characteristics, location, environmental impacts, materials, etc.)</p> <p>2. Approval Procedures and general design of the roads or paths that will connect the Ecological parks with near villages</p> <p>3. Assessment & Preparation of Road Schemes, Geo-technics & Drainage</p> <p>4. Asphaltting of the roadbases</p> <p>5. Signaling of the road</p> <p>6. Lighting of the road</p> <p>In the above activities it will be reassured the use of new modern machinery and equipment environmentally friendly, which have reduced energy consumption and incorporate modern technologies of automation and quality control.</p>		
III. Indicators			
<i>Indicator</i>	<i>Baseline Value (2013)</i>	<i>2014</i>	<i>2015</i>
Roads and paths (km)	0	25	50
No of Signs	0	10	15
No of Lights	0	20	50
IV. FINANCING ISSUES			
Sources of finance:	<ul style="list-style-type: none"> - ROP Thessaly - Sterea Ellada - Epirus 2007-2013 - Regional Operational Programm of Sterea Ellada of the New Programming Period for Cohesion Policy 2014-2020 - Operational Programme Accessibility Improvement - Operational Programme Environment - Sustainable Development - Green Fund - Trans-European Transport Network Executive Agency (TEN-T EA) 		

	- Organization's own funding			
Cost	770.000€			
Foreseen Budget & Cost Allocation				
Phases of the Action	Cost of Action	2014	2015	Comments
• Definition of Technical Requirements	100.000	100.000		
• Approval Procedures and general design of the roads that will connect the Ecological parks with near villages	20.000	20.000		
• Assessment & Preparation of Road Schemes, Geo-technics & Drainage	50.000	50.000		
• Asphalting of the roadbases	500.000		500.000	
• Signaling of the road	50.000		50.000	
• Lighting of the road	50.000		50.000	
Total Costs	770.000	170.000	600.000	
V. TIME SCHEDULE				

Time Schedule	Duration: 3 years Start: 09/2013 End: 09/2016
VI. SYNERGIES & COMPLEMENTARITY	
Synergies / Complementarities to other actions proposed in this plan:	
VII. EXPECTED BENEFITS	
Social & Economic Benefits expected	The relevant action will contribute to the development and promotion of thematic tourism

IX. Construction or maintenance of trekking routes in North and South Evia	
Title:	Construction or maintenance of trekking routes in North and South Evia
Operational Goal to which it contributes	Highlight of natural characteristics of the Regional Unit of Evia - preservation and promotion of cultural points of interest
Description of Action	The action has as main goal the design and construction of trekking roads in North and South Evia. Activities that will be implemented include the definition of the areas, signaling and construction of the surrounded areas.
II. Sustainability and Feasibility of Action	
Sustainability	The action will go on even after the end of the project
Feasibility Critical Success Factors	The tourist bikers using the trekking roads will be the critical success factor
Implementation Phases	1. Definition of Technical Requirements. Elaboration of technical studies (urban, environmental, technical, etc.) in which technical specifications and other attributes of the roads construction and maintenance will be defined (e.g. trekking roads characteristics, location, environmental impacts, materials, etc.) 2. Approval Procedures and general design of the trekking

	roads 3. Assessment & Preparation of Road Schemes 4. Signaling of the roads 5. Construction of Kiosks for resting of the bikers that will include seats and benches In the above activities it will be reassured the use of new modern machinery and equipment environmentally friendly, which have reduced energy consumption and incorporate modern technologies of automation and quality control.			
III. Indicators				
<i>Indicator</i>	<i>Baseline Value (2013)</i>	<i>2014</i>	<i>2015</i>	
No of routes	0	1	3	
IV. FINANCING ISSUES				
Sources of finance:	<ul style="list-style-type: none"> - ROP Thessaly - Sterea Ellada - Epirus 2007-2013 - Regional Operational Programm of Sterea Ellada of the New Programming Period for Cohesion Policy 2014-2020 - Operational Programme Accessibility Improvement - Operational Programme Environment - Sustainable Development - Green Fund - Trans-European Transport Network Executive Agency (TEN-T EA) - Organization's own funding 			
Cost	115.000€			
Foreseen Budget & Cost Allocation				
<i>Phases of the Action</i>	<i>Cost of Action</i>	<i>2014</i>	<i>2015</i>	<i>Comments</i>
• Definition of Technical Requirements	10.000	10.000		
• Approval Procedures	5.000	5.000		

and general design of the trekking roads				
• Assessment & Preparation of Road Schemes	5.000	5.000		
• Signaling of the roads	30.000		30.000	
• Construction of Kiosks for resting of the bikers that will include seats and benches	65.000		65.000	
Total Costs	115.000	20.000	95.000	
V. TIME SCHEDULE				
Time Schedule	Duration: 2 years Start: 09/2013 End: 09/2015			
VI. SYNERGIES & COMPLEMENTARITY				
Synergies / Complementarities to other actions proposed in this plan:				
VII. EXPECTED BENEFITS				
Social & Economic Benefits expected	The relevant action will contribute to the development and promotion of thematic tourism			

X. Creation of a regional tourism brand identity	
Title:	Creation of a regional tourism brand identity
Operational Goal to which it contributes	Promote Tourism Branding of Regional Unit of Evia
Description of Action	This action aims to promote branding for thematic tourism in Regional Unit of Evia at local/regional or even international level so as to enhance its visibility. A brand is the way in which consumers perceive or distinguish a destination. To be

	effective, a brand should unify all of RU's functional (recreation and events) and emotional benefits (fun, culture and solitude) under one all-inclusive identity (image and positioning statement) to create an indelible impression in the mind of the consumer.		
II. Sustainability and Feasibility of Action			
Sustainability	The action will go on even after the end of the project		
Feasibility Critical Success Factors	The tourists visiting the Regional Unit of Evia will be the critical success factor		
Implementation Phases	<ol style="list-style-type: none"> 1. Study of Branding and Positioning (Creation of brand, Establishment of a positioning statement etc.) 2. Organization and promotion of campaigns about the Regional Brand with the use of New technologies and social media 3. Development of an online platform that will include information and characteristics for the regional brand (regional quality mark) and all the tourist stakeholders (hotels, restaurants, tourist associated enterprises, etc.) that use the brand. 4. Promotional material (brochures, leaflets, Cd-roms, etc) 		
III. Indicators			
Indicator	Baseline Value (2013)	2014	2015
No of Studies	0	1	1
Tourist Stakeholders	0	900.000	1.500.000
Online Platform	0	900.000	1.500.000
Communication Material	0	0	50.000
IV. FINANCING ISSUES			
Sources of finance:	<ul style="list-style-type: none"> - ROP Thessaly - Sterea Ellada - Epirus 2007-2013 - Regional Operational Programm of Sterea Ellada of the New Programming Period for Cohesion Policy 2014-2020 		

	<ul style="list-style-type: none"> - Operational Programme Digital Convergence - Operational Programme Competitiveness and Entrepreneurship - Green Fund - Organization's own funding - MED Programme - SEE Programme - ENPI CBC MED Programme - IPA ADRIATIC CBC Programme - CBC Greece-Italy Programme 			
Cost	80.000€			
Foreseen Budget & Cost Allocation				
Phases of the Action	Cost of Action	2014	2015	Comments
• Study of Branding and Positioning	30.000	30.000		
• Organization and promotion of campaigns about the Regional Brand	10.000		10.000	
• Development of an online platform	20.000		20.000	
• Promotional material	20.000		20.000	
Total Costs	80.000	30.000	50.000	
V. TIME SCHEDULE				
Time Schedule	Duration: 1 year Start: 01/2014 End: 01/2015			
VI. SYNERGIES & COMPLEMENTARITY				
Synergies / Complementarities to	Synergy with action of the Establishment of an "Evian breakfast" composed by local Evian products in order to be			

other actions proposed in this plan:	served in regional hotels
VII. EXPECTED BENEFITS	
Social & Economic Benefits expected	The relevant action will contribute to the development and promotion of thematic tourism

XI. Establishment of an “Evian breakfast” composed by local Evian products in order to be served in regional hotels			
Title:	Establishment of an “Evian breakfast” composed by local Evian products in order to be served in regional hotels		
Operational Goal to which it contributes	Promote local products in the area of gastronomy to increase visitation to Regional Unit of Evia		
Description of Action	Establishment of an “Evian breakfast” based on the “Regional basket of agro-food products” that was proposed by the Region of Sterea Ellada and composed by local Evian products (honey, cherries, local pies etc.) in order to be served in regional hotels. The idea of the “Evian breakfast” is based on an actual action that is already in progress in Greece called “Greek breakfast” with main aim the promotion of Greek tourist product.		
II. Sustainability and Feasibility of Action			
Sustainability	The action will go on even after the end of the project		
Feasibility Critical Success Factors	The tourists visiting the Regional Unit of Evia will be the critical success factor		
Implementation Phases	<ol style="list-style-type: none"> Events at local/regional level (informative seminars, workshops, round-table discussions) for the local producers and tourism entities (hotels, restaurants, cafe, etc.) with the aim to foster their cooperation Promotional material (brochure – CD-Rom) 		
III. Indicators			
Indicator	Baseline Value (2013)	2014	2015

Tourist Stakeholders	0	900.000	1.500.000	
Communication Material	0	20.000	20.000	
IV. FINANCING ISSUES				
Sources of finance:	<ul style="list-style-type: none"> - ROP Thessaly - Sterea Ellada - Epirus 2007-2013 - Regional Operational Programm of Sterea Ellada of the New Programming Period for Cohesion Policy 2014-2020 - Operational Programme Digital Convergence - Operational Programme Competitiveness and Entrepreneurship - Green Fund - Organization's own funding - MED Programme - SEE Programme - ENPI CBC MED Programme - IPA ADRIATIC CBC Programme - CBC Greece-Italy Programme 			
Cost	70.000€			
Foreseen Budget & Cost Allocation				
Phases of the Action	Cost of Action	2014	2015	Comments
• Events at local/regional level	50.000	10.000	40.000	
• Promotional material	20.000	10.000	10.000	
Total Costs	70.000	20.000	50.000	
V. TIME SCHEDULE				
Time Schedule	Duration: 2 years Start: 09/2013 End: 09/2015			
VI. SYNERGIES & COMPLEMENTARITY				
Synergies /				

Complementarities to other actions proposed in this plan:	
VII. EXPECTED BENEFITS	
Social & Economic Benefits expected	The relevant action will contribute to the development and promotion of thematic tourism

XII. Designing and printing of a Collectible Gastronomy Album with traditional local recipes and illustrated photos

Title:	Designing and printing of a Collectible Gastronomy Album with traditional local recipes and illustrated photos
Operational Goal to which it contributes	Promote local products in the area of gastronomy to increase visitation to Regional Unit of Evia
Description of Action	Designing and printing of a Collectible Gastronomy Album with traditional local recipes and illustrated photos.

II. Sustainability and Feasibility of Action

Sustainability	The action will go on even after the end of the project
Feasibility Critical Success Factors	The tourists visiting the Regional Unit of Evia will be the critical success factor
Implementation Phases	1. Collection of local recipes and photos 2. Design and Printing of the Album

III. Indicators

<i>Indicator</i>	<i>Baseline Value (2013)</i>	<i>2014</i>	<i>2015</i>
Collectible Gastronomy Album	0	1	

IV. FINANCING ISSUES

Sources of finance:	<ul style="list-style-type: none"> - ROP Thessaly - Sterea Ellada - Epirus 2007-2013 - Regional Operational Programm of Sterea Ellada of
----------------------------	--

	<p>the New Programming Period for Cohesion Policy 2014-2020</p> <ul style="list-style-type: none"> - Operational Programme Digital Convergence - Operational Programme Competitiveness and Entrepreneurship - Green Fund - Organization's own funding - MED Programme - SEE Programme - ENPI CBC MED Programme - IPA ADRIATIC CBC Programme - CBC Greece-Italy Programme 			
Cost	15.000€			
Foreseen Budget & Cost Allocation				
Phases of the Action	Cost of Action	2014	2015	Comments
• Collection of recipes and Photos	5.000	5.000		
• Design and Printing of the Album	10.000	10.000		
Total Costs	15.000	15.000		
V. TIME SCHEDULE				
Time Schedule	Duration: 1 year Start: 09/2013 End: 09/2014			
VI. SYNERGIES & COMPLEMENTARITY				
Synergies / Complementarities to other actions proposed in this plan:				
VII. EXPECTED BENEFITS				

Social & Economic Benefits expected	The relevant action will contribute to the development and promotion of thematic tourism
--	--

XIII. Development of an online gastronomy website of local traditional recipes and cooking tips

Title:	Development of an online gastronomy website of local traditional recipes and cooking tips
Operational Goal to which it contributes	Promote existing natural and cultural resources to increase visitation to Regional Unit of Evia
Description of Action	Development of an online gastronomy website of local traditional recipes and cooking tips that will actually form a visual guide tour throughout the Regional Unit of Evia. The published recipes are going to be collected from local villagers and are going to be presented with videos and photos of the whole procedure of the recipe preparation in the website.

II. Sustainability and Feasibility of Action

Sustainability	The action will go on even after the end of the project
Feasibility Critical Success Factors	The tourists visiting the gastronomy site will be the critical success factor
Implementation Phases	<ol style="list-style-type: none"> 1. Collection of local recipes, photos and videos 2. Design of the Website 3. Preparation and operation of the online gastronomy website

III. Indicators

<i>Indicator</i>	<i>Baseline Value (2013)</i>	<i>2014</i>	<i>2015</i>
Online gastronomy website visitors	0	900.000	1.500.000

IV. FINANCING ISSUES

Sources of finance:	<ul style="list-style-type: none"> - ROP Thessaly - Sterea Ellada - Epirus 2007-2013 - Regional Operational Programm of Sterea Ellada of the New Programming Period for Cohesion Policy 2014-
----------------------------	---

	2020 - Operational Programme Digital Convergence - Operational Programme Competitiveness and Entrepreneurship - Green Fund - Organization's own funding - MED Programme - SEE Programme - ENPI CBC MED Programme - IPA ADRIATIC CBC Programme - CBC Greece-Italy Programme			
Cost	45.000€			
Foreseen Budget & Cost Allocation				
Phases of the Action	Cost of Action	2014	2015	Comments
• Design of the Website	10.000	10.000		
• Preparation and operation of the online gastronomy website	30.000		30.000	
• Upload of Gastronomy Content (videos, photos)	5.000		5.000	
Total Costs	45.000	10.000	35.000	
V. TIME SCHEDULE				
Time Schedule	Duration: 1 year Start: 09/2013 End: 09/2014			
VI. SYNERGIES & COMPLEMENTARITY				

Synergies / Complementarities to other actions proposed in this plan:	
VII. EXPECTED BENEFITS	
Social & Economic Benefits expected	The relevant action will contribute to the development and promotion of thematic tourism

XIV. Branding / Positioning with the use of New Technologies and Social Media	
Title:	Branding / Positioning with the use of New Technologies and Social Media
Operational Goal to which it contributes	Promote existing natural and cultural resources to increase visitation to Regional Unit of Evia
Description of Action	The action aims to promote and develop thematic tourism in the Regional Unit of Evia with the use of New Technologies and Social Media (LinkedIn, twitter, YouTube, etc.)
II. Sustainability and Feasibility of Action	
Sustainability	The action will go on even after the end of the project
Feasibility Critical Success Factors	The tourists visiting the Regional Unit of Evia will be the critical success factor
Implementation Phases	<ol style="list-style-type: none"> 1. Establishment of accounts for the Regional Unit of Evia in Social Media platforms like LinkedIn, twitter, YouTube, Facebook, etc) 2. Internet Campaign - Online advertising messages to proper sites with the use of social media 3. Invitation and host of Journalists and famous Personalities of abroad that are opinion leaders ("fam" trips) 4. Design and Production of Video Spots 5. Digitation and interactive presentation of existing printed and audiovisual information relating to tourism
III. Indicators	

<i>Indicator</i>	<i>Baseline Value (2013)</i>	<i>2014</i>	<i>2015</i>		
Visitors	0	300.000	500.000		
IV. FINANCING ISSUES					
Sources of finance:	<ul style="list-style-type: none"> - ROP Thessaly - Sterea Ellada - Epirus 2007-2013 - Regional Operational Programm of Sterea Ellada of the New Programming Period for Cohesion Policy 2014-2020 - Operational Programme Digital Convergence - Operational Programme Competitiveness and Entrepreneurship - Green Fund - Organization's own funding - MED Programme - SEE Programme - ENPI CBC MED Programme - IPA ADRIATIC CBC Programme - CBC Greece-Italy Programme 				
Cost	70.000€				
Foreseen Budget & Cost Allocation					
<i>Phases of the Action</i>	<i>Cost of Action</i>	<i>2014</i>	<i>2015</i>	<i>Comments</i>	
• Establishment of accounts for the Regional Unit of Evia in Social Media platforms like LinkedIn, twitter, YouTube, Facebook, etc)	-				
• Internet Campaign - Online advertising messages to proper sites	5.000	5.000			

with the use of social media				
• Invitation and host of Journalists and famous Personalities of abroad that are opinion leaders ("fam" trips)	15.000	15.000		
• Design and Production of Video Spots	20.000	20.000		
• Digitation and interactive presentation of existing printed and audiovisual information relating to tourism	30.000	30.000		
Total Costs	70.000	70.000		

V. TIME SCHEDULE**Time Schedule**

Duration: 1 year
Start: 09/2013
End: 09/2014

VI. SYNERGIES & COMPLEMENTARITY**Synergies /
Complementarities to
other actions proposed
in this plan:****VII. EXPECTED BENEFITS****Social & Economic
Benefits expected**

The relevant action will contribute to the development and promotion of thematic tourism

XV. Participation in new EU and National funded projects related to thematic tourism**Title:**

Participation in new EU and National funded projects related to thematic tourism

Operational Goal to which it contributes	Enhance European and National networking and promotion of thematic tourism		
Description of Action	<p>During this activity Regional Unit of Evia will participate in targeted actions and initiatives relevant with thematic tourism activities in national and regional level. The initiatives will be supported by national funds such as the OP Competitiveness and Entrepreneurship 2007-2013 or the Regional Operational Programme Thessaly - Sterea Ellada - Epirus 2007-2013 and will be addressed (open invitations) to chambers, collective bodies, SMEs etc.</p> <p>Also RU will participate in EU Programmes, except the ENPI CBC MED programme in which the existing project is already funded, new projects are going to be examined for proposing such as: SEE Programme, MED Programme, IPA ADRIATIC CBC Programme and CBC Greece-Italy Programme.</p>		
II. Sustainability and Feasibility of Action			
Sustainability	The action will go on even after the end of the project		
Feasibility Critical Success Factors	Successful results of new projects will be the critical success factor		
Implementation Phases	<ol style="list-style-type: none"> 1. Participation in new EU funded projects related to thematic tourism 2. Participation in new National funded projects related to thematic tourism 		
III. Indicators			
<i>Indicator</i>	<i>Baseline Value (2013)</i>	<i>2014</i>	<i>2015</i>
New National funded Projects	1	5	10
New EU funded Projects	1	10	15
IV. FINANCING ISSUES			
Sources of finance:	- ROP Thessaly - Sterea Ellada - Epirus 2007-2013		

	<ul style="list-style-type: none"> - Regional Operational Programm of Sterea Ellada of the New Programming Period for Cohesion Policy 2014-2020 - Operational Programme Digital Convergence - Operational Programme Competitiveness and Entrepreneurship - Green Fund - Organization's own funding - MED Programme - SEE Programme - ENPI CBC MED Programme - IPA ADRIATIC CBC Programme - CBC Greece-Italy Programme 			
Cost	200.000€			
Foreseen Budget & Cost Allocation				
Phases of the Action	Cost of Action	2014	2015	Comments
• Participation in new EU funded projects related to thematic tourism (staff cost)	100.000	20.000	80.000	
• Participation in new National funded projects related to thematic tourism ((staff cost))	100.000	20.000	80.000	
Total Costs	200.000	40.000	160.000	
V. TIME SCHEDULE				
Time Schedule	Duration: 3 years Start: 09/2013 End: 09/2015			
VI. SYNERGIES & COMPLEMENTARITY				
Synergies /				

Complementarities to other actions proposed in this plan:	
VII. EXPECTED BENEFITS	
Social & Economic Benefits expected	The relevant action will contribute to the development and promotion of thematic tourism

XVI. Promote Environmental Awareness (Energy efficiency, pollution prevention, waste minimization and recycling etc.)			
Title:	Promote Environmental Awareness (Energy efficiency, pollution prevention, waste minimization and recycling etc.)		
Operational Goal to which it contributes	Promote Environmental and CSR Awareness in all proposed actions		
Description of Action	Environmental degradation is both a global and a local problem of increasing concern throughout society. Furthermore good environmental performance often makes financial sense. Energy efficiency, pollution prevention, waste minimisation and recycling. The action aims to promote environmental awareness and responsibility through seminars and workshops. Also the action will provide a forum to professionals, scientists, environmentalists, other groups of the society to share knowledge and experience on various aspects of environment and for creation of mass environmental awareness.		
II. Sustainability and Feasibility of Action			
Sustainability	The action will go on even after the end of the project		
Feasibility Critical Success Factors	Environmental awareness during the implementation of the proposed actions of the Plan.		
Implementation Phases	<ol style="list-style-type: none"> 1. Seminars and workshops 2. Promotional Material 		
III. Indicators			
<i>Indicator</i>	<i>Baseline Value</i>	<i>2014</i>	<i>2015</i>

	(2013)			
Seminars – Workshops	0	2	2	
IV. FINANCING ISSUES				
Sources of finance:	<ul style="list-style-type: none"> - ROP Thessaly - Sterea Ellada - Epirus 2007-2013 - Regional Operational Programme of Sterea Ellada of the New Programming Period for Cohesion Policy 2014-2020 - Operational Programme Digital Convergence - Operational Programme Competitiveness and Entrepreneurship - Green Fund - Organization's own funding - MED Programme - SEE Programme - ENPI CBC MED Programme - IPA ADRIATIC CBC Programme - CBC Greece-Italy Programme 			
Cost	30.000€			
Foreseen Budget & Cost Allocation				
Phases of the Action	Cost of Action	2014	2015	Comments
• Seminars and workshops	20.000	10.000	10.000	
• Promotional Material	10.000		10.000	
Total Costs	30.000	10.000	20.000	
V. TIME SCHEDULE				
Time Schedule	Duration: 1 years Start: 09/2013 End: 09/2014			

VI. SYNERGIES & COMPLEMENTARITY	
Synergies / Complementarities to other actions proposed in this plan:	
VII. EXPECTED BENEFITS	
Social & Economic Benefits expected	The relevant action will contribute to the development and promotion of thematic tourism

XVII. Raise awareness on CSR	
Title:	Raise awareness on CSR
Operational Goal to which it contributes	Promote Environmental and CSR Awareness in all proposed actions
Description of Action	CSR is basically about businesses that exceed legal, social and environmental minimum standards on a voluntary basis. Consequently, the CSR performance of companies depends essentially on how important economic, social and environmental CSR issues are perceived by companies and their stakeholders (such as investors, consumers and the public). Raising awareness for CSR in the tourism is an important tool to foster CSR in the Regional Unit of Evia.
II. Sustainability and Feasibility of Action	
Sustainability	The action will go on even after the end of the project
Feasibility Critical Success Factors	CSR awareness during the implementation of the proposed actions of the Plan.
Implementation Phases	<ol style="list-style-type: none"> 1. Events - Round-table discussions, conferences, study visits which will bring together relevant stakeholders with the aim to exchange ideas, good practices, roadmaps at local/regional, national and/or transnational level. 2. Promotional Material
III. Indicators	

<i>Indicator</i>	<i>Baseline Value (2013)</i>	<i>2014</i>	<i>2015</i>		
Events	0	2	2		
IV. FINANCING ISSUES					
Sources of finance:	<ul style="list-style-type: none"> - ROP Thessaly - Sterea Ellada - Epirus 2007-2013 - Regional Operational Programme of Sterea Ellada of the New Programming Period for Cohesion Policy 2014-2020 - Operational Programme Digital Convergence - Operational Programme Competitiveness and Entrepreneurship - Green Fund - Organization's own funding - MED Programme - SEE Programme - ENPI CBC MED Programme - IPA ADRIATIC CBC Programme - CBC Greece-Italy Programme 				
Cost	25.000				
Foreseen Budget & Cost Allocation					
<i>Phases of the Action</i>	<i>Cost of Action</i>	<i>2014</i>	<i>2015</i>	<i>Comments</i>	
• Events	20.000	10.000	10.000		
• Promotional Material	5.000		5.000		
Total Costs	25.000	10.000	15.000		
V. TIME SCHEDULE					
Time Schedule	Duration: 3 years Start: 09/2013 End: 09/2015				
VI. SYNERGIES & COMPLEMENTARITY					
Synergies /					

Complementarities to other actions proposed in this plan:	
VII. EXPECTED BENEFITS	
Social & Economic Benefits expected	The relevant action will contribute to the development and promotion of thematic tourism

6.2 Summary Table of Actions Proposed

STRATEGIC GOALS	AREAS OF INTERVENTION	OPERATIONAL GOALS	ACTIONS
1. Development of Thematic Tourism	<i>Development of Thematic Tourism Infrastructure</i>	Thematic Routes Infrastructure (Info-kiosks, signs, lighting etc.)	<ol style="list-style-type: none"> 1. Establishment of an Olive route in Regional Unit of Evia 2. Establishment of a Wine Route in Regional Unit of Evia
		Enhancement of Religious Characteristics of Regional Unit of Evia	<ol style="list-style-type: none"> 3. Redesigning and renovation of surrounding area in the Monasteries of Saint David and Galatakis in the Regional Unit of Evia
	<i>Enhancement of Special infrastructure models on areas of special interest in the Regional Unit of Evia</i>	Cultivate Infrastructure in specialized areas	<ol style="list-style-type: none"> 4. Construction of two "Ecological parks" in two identified Gorges of the Regional Unit of Evia that are near to areas or villages of special tourist interest 5. Establishment of Olive Tree museum in Regional Unit of Evia 6. Construction of a Geopark museum of fossil findings in Kerasia village

STRATEGIC GOALS	AREAS OF INTERVENTION	OPERATIONAL GOALS	ACTIONS
	<i>Development of Transportation Infrastructure</i>	Enhancement of Religious Characteristics of Regional Unit of Evia	7. Construction of the main road that leads to the Monastery of Galatakis (already designed but without asphalt)
		Highlight of natural characteristics of the Regional Unit of Evia - preservation and promotion of cultural points of interest	8. Design and Construction of roads or paths that will connect the two Ecological parks with near areas or villages of special tourist interest (Design or asphaltting of existing). 9. Construction or maintenance of (existing) trekking routes in North and South Evia
2. Promotion of Thematic Tourism	<i>Promotion of Thematic Tourism with the use of traditional Marketing tools and means</i>	Promote Tourism Branding of Regional Unit of Evia	10. Creation of a regional tourism brand identity (eg. Study of Branding and Positioning etc.)

STRATEGIC GOALS	AREAS OF INTERVENTION	OPERATIONAL GOALS	ACTIONS
		Promote local products in the area of gastronomy to increase visitation to Regional Unit of Evia	<p>11. Establishment of an "Evian breakfast" composed by local Evian products in order to be served in regional hotels.</p> <p>12. Designing and printing of a Collectible Gastronomy Album with traditional local recipes and illustrated photos.</p>
	<i>Promotion of Thematic Tourism with the use of New Technologies and Social Media</i>	Promote existing natural and cultural resources to increase visitation to Regional Unit of Evia	<p>13. Development of an online gastronomy website of local traditional recipes and cooking tips</p> <p>14. Branding / Positioning with the use of New Technologies and Social Media</p>
	<i>Proposal Submission to EU or National funded programs for the promotion of Thematic Tourism</i>	Enhance European and National networking and promotion of thematic tourism	15. Participation in new EU and National funded projects related to thematic tourism

STRATEGIC GOALS	AREAS OF INTERVENTION	OPERATIONAL GOALS	ACTIONS
3. Sustainability (Horizontal Goal)	Enhance Environmental and Cultural Heritage Protection	Promote Environmental and CSR Awareness in all proposed actions	<p>16. Promote Environmental Awareness (Energy efficiency, pollution prevention, waste minimization and recycling etc.)</p> <p>17. Raise awareness on CSR</p>

SECTION 7	EVALUATION

7. EVALUATION

ACTIONS	RELEVANCE (1 to 5)	FEASIBILITY (1 to 5)	MANAGEMENT (1 to 5)
1. Establishment of an Olive route in Regional Unit of Evia			
2. Establishment of a Wine Route in Regional Unit of Evia			
3. Redesigning and renovation of surrounding area in the Monasteries of Saint David and Galatakis in the Regional Unit of Evia			
4. Construction of two “Ecological parks” in two identified Gorges of the Regional Unit of Evia that are near to areas or villages of special tourist interest			
5. Establishment of Olive Tree museum in Regional Unit of Evia			
6. Construction of a Geopark museum of fossil findings in Kerasia village			
7. Construction of the main road that leads to the Monastery of			

Galatakis (already designed but without asphalt)			
8. Design and Construction of roads or paths that will connect the two Ecological parks with near areas or villages of special tourist interest (Design or asphaltting of existing).			
9. Construction or maintenance of (existing) trekking routes in North and South Evia			
10. Creation of a regional tourism brand identity (eg. Study of Branding and Positioning etc.)			
11. Establishment of an "Evian breakfast" composed by local Evian products in order to be served in regional hotels.			
12. Designing and printing of a Collectible Gastronomy Album with traditional local recipes and illustrated photos.			
13. Development of an online gastronomy			

website of local traditional recipes and cooking tips			
14. Branding / Positioning with the use of New Technologies and Social Media			
15. Participation in new EU and National funded projects related to thematic tourism			
16. Promote Environmental Awareness (Energy efficiency, pollution prevention, waste minimization and recycling etc.)			
17. Raise awareness on CSR			

COMMENTS: -

SECTION 8	CONCLUSIONS