

GUIDELINES FOR TOURISM DEVELOPMENT PLANNING AND TOURISM MANAGEMENT IN PROTECTED AREAS



Transboundary Joint Secretariat for the Southern
Caucasus

ASSESSING AND DEVELOPING THE ECO-TOURISM POTENTIAL OF THE PROTECTED AREAS IN GEORGIA

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Authors: Janez Sirse / Lela Khartishvili

Contact Information: Paula Ruiz Rodrigo
Österreichische Bundesforste AG Consulting
Pummergasse 10-12
3002 Purkersdorf
Austria
T: +43 2231 600 5570
F: +43 2231 600 5509
paula.ruiz@bundesforste.at
www.oebfconsulting.at

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ACRONYMS AND ABBREVIATIONS

APA	Agency for Protected Areas
BKNP	Borjomi Kharagauli National Park
BTA	Batumi Tourism Agency
CBD	Convention on Biodiversity
CBT	Community Based Tourism
CNF	Caucasus Nature Fund
EC	European Commission
ETDC	EcoTourism Development Centre
DMC	Destinention Management Company
DMO	Destination Management Organisation
GCAA	Georgia Civil Aviation Agency
GFA	GFA Consulting Group GmbH
GITOA	Georgia Incomming Tour Operators Association
GNTA	Georgia National Tourism Administration
GTA	Georgia Tourism Association
HR	Human resource
IUCN	International Union for Conservation of Nature
KfW	Kreditanstalt fuer Wiederaufbau
MICE	Meetings, Incentives, Congresses, Events
MoE	Ministry of Environment Protection and Natural Resources
NACRES	Centre for Biodiversity Conservation and Research
NACHPG	National Agency for Cultural Heritage Preservation of Georgia
NGO	Non - Governmental Organisation
NP	National Park
PA	Protected Area
PEST	Political, Economic, Social and Technological analysis
SBU	Strategic Business Unit
TA	Tourist agency
TIC	Tourist Information Center
TJS	Transboundary Joint Secretariat for the Southern Caucasus
TO	Tour operator
UNDP	United nations Development Programme
UNEP	United Nations Environment Programme
USAID	United States Agency for International Development
UNWTO	United Nations World Tourism Organisation
WB	World Bank
WWF	World Wildlife Fund

1 INTRODUCTION TO GUIDELINES

Tourism in protected areas is becoming more popular, as it offers good opportunities for nature experiences, potential for generating revenues for protected areas and can contribute to awareness raising and eco-educational tasks of protected areas. The challenge for developing tourism in protected areas is to balance it with main purpose for nature protection and avoid negative impact by the visitors. Tourism in protected areas requires cooperation of many stakeholders, from members of local communities, local administrations, tour operators, Destination Management Organisations and others.

In the context of the study "Assessing and development the eco-tourism potential of the protected areas in Georgia"¹ a manual is prepared that provides a framework with systematic steps from making a thorough assessment of the potentials and constraints, formulating objectives to planning investments and operations, implementation and monitoring of tourism activities. This manual is meant for projects investing in protected area development, agencies, and protected area management. The planners should identify the different stakeholders and have them participating fully in the planning and afterwards in the implementation to achieve sustainable tourism services in the protected areas.

The manual is structured in the same manner as the planning steps followed for preparing a tourism development plan for Imereti Caves in Georgia. These caves attract already large numbers of visitors, but the study showed that many more visitors can be accommodated and also the revenues can be increased substantially. The data formats and data of this plan are attached as illustrated examples of how the different steps are to be implemented. One has to note that Imereti Caves, as a karst cave natural monument is not a typical protected area with vast landscape areas of wilderness with precious flora and fauna that need protection. Tourism planning in protected areas need to take into consideration the specific natural phenomena of landscape, hydrology, flora and fauna in terms of touristic attractiveness, suitable touristic activities (products) that are possible and need the for protection. Local cultural heritage, hospitality services, accessibility and tourism service partners are important factors for planning and operating sustainable tourism in protected areas.

These guidelines intend to give support to national or regional protected areas agencies and to protected areas themselves when defining project tasks related to tourism development planning and management. On the other hand, guidelines offer support also to experts' teams to formulate and elaborate tourism development and management plan for protected area in a consistent way, to address supply and demand side on international scale and to formulate objectives, activities and policy respecting principles of sustainable tourism development.

The tourism development and management plan for protected area gives detailed elaboration of tourism and visitors section of general management plan of protected area. The tourism plan is a road map for protected area's administration how to approach increasing demands and numbers of visitors, how to evaluate and offer natural attractions to visitors in a sustainable manner and how to combine nature protection, economic activities based on tourism and awareness raising and education of visitors about the values of the nature. It gives clear answers how to achieve objectives of tourism development by a set of actions elaborated in action plan including more efficient use of existing resources and capacities, new investments and projects, HR mobilization and marketing. The tourism plan is not only a document defining the vision and future tourism development of a protected area but is also a tool for efficient management of visitors flows from the point of view of offering high quality services, as well as from the point of view of protection of natural resources. Finally, a tourism plan enables also monitoring and evaluation of tourism development of a protected area, benchmarking against other protected areas nationally and internationally, and it gives the basis for investment projects development and cross-sectoral cooperation.

¹ The study was conducted by ÖBF Consultants for the Transboundary Joint Secretariat and the Agency of Protected Areas of Georgia; TJS is funded by German Development Cooperation through KfW.

2 INTRODUCTION – A WORK PLAN

The aim of this section is to give brief description of the tourism planning project, objectives, expected results, main stakeholders, methodology and timeframe of implementation of the project.

The project team should prepare a work plan for implementation of the project to prepare a "Tourism development and management plan for a certain protected area".

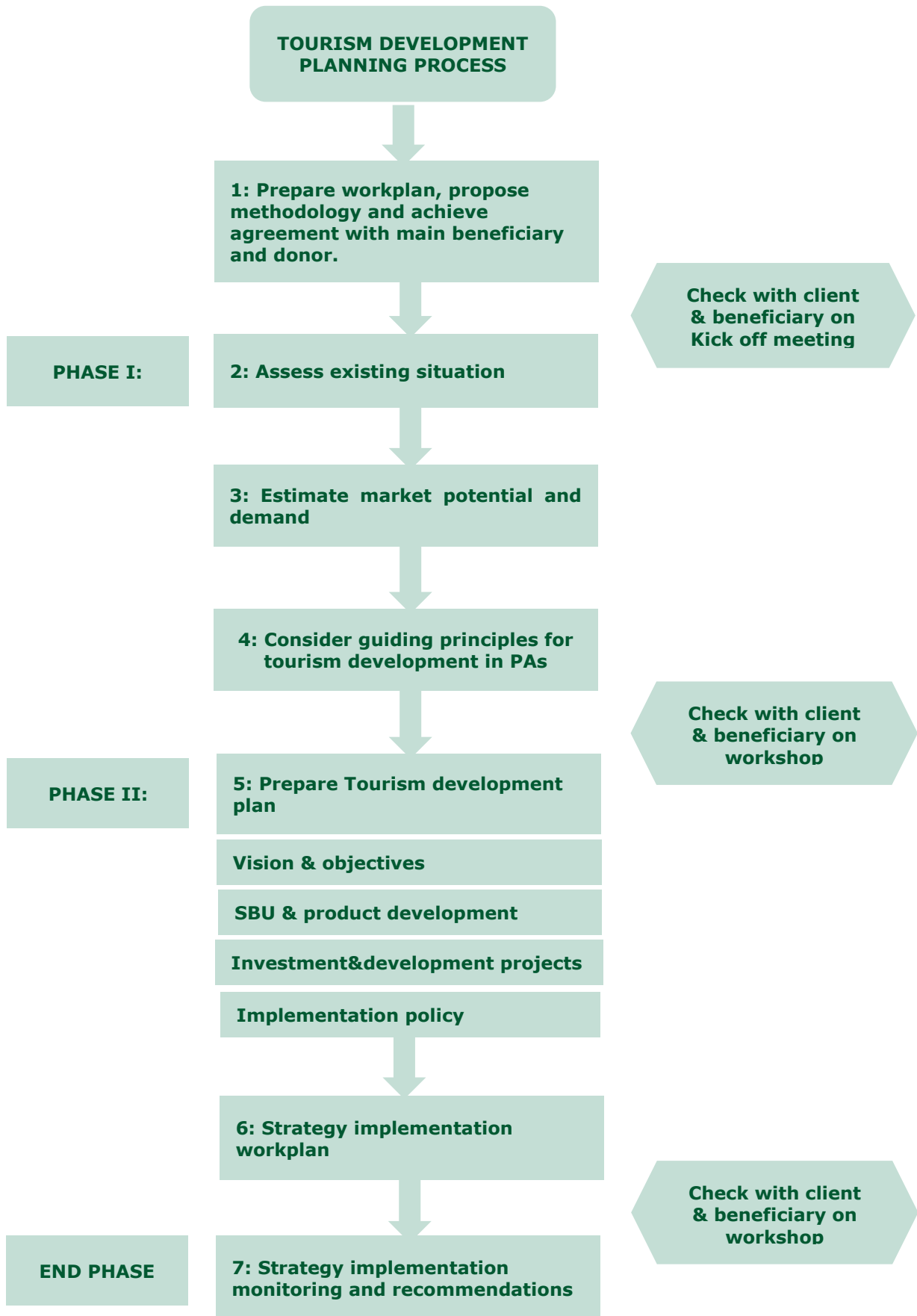
This work plan should consist of:

- > short description of the concerned PA and its surroundings
- > overall objective of the project
- > some specific objectives of the project
- > leading principles addressing tourism development in PA
- > main beneficiary and possible indirect beneficiaries
- > identification of main stakeholders
- > methodology proposal:
 - > statistical and other information sources
 - > available studies, analysis, plans and reports
 - > field visits
 - > interviews, discussions, workshops
 - > identification of tourism products and services
 - > identification of potentials for tourism development
 - > SWOT and PEST analysis
 - > Value chain analysis
 - > market-demand analysis
 - > SBU- Strategic Business Units identification
 - > portfolio and competitiveness analysis
 - > comparative analysis – benchmarking
 - > basic structure of final document
- > project team
- > project phases, timeframe of implementation of the project
- > presentation and verification of phase results
- > expected results
- > assumptions and risks for project implementation

Project team should present project work plan at kick-off meeting and discuss it with beneficiary, main stakeholders and project financing institution. Argue, discuss and accept comments and suggestions in work plan.

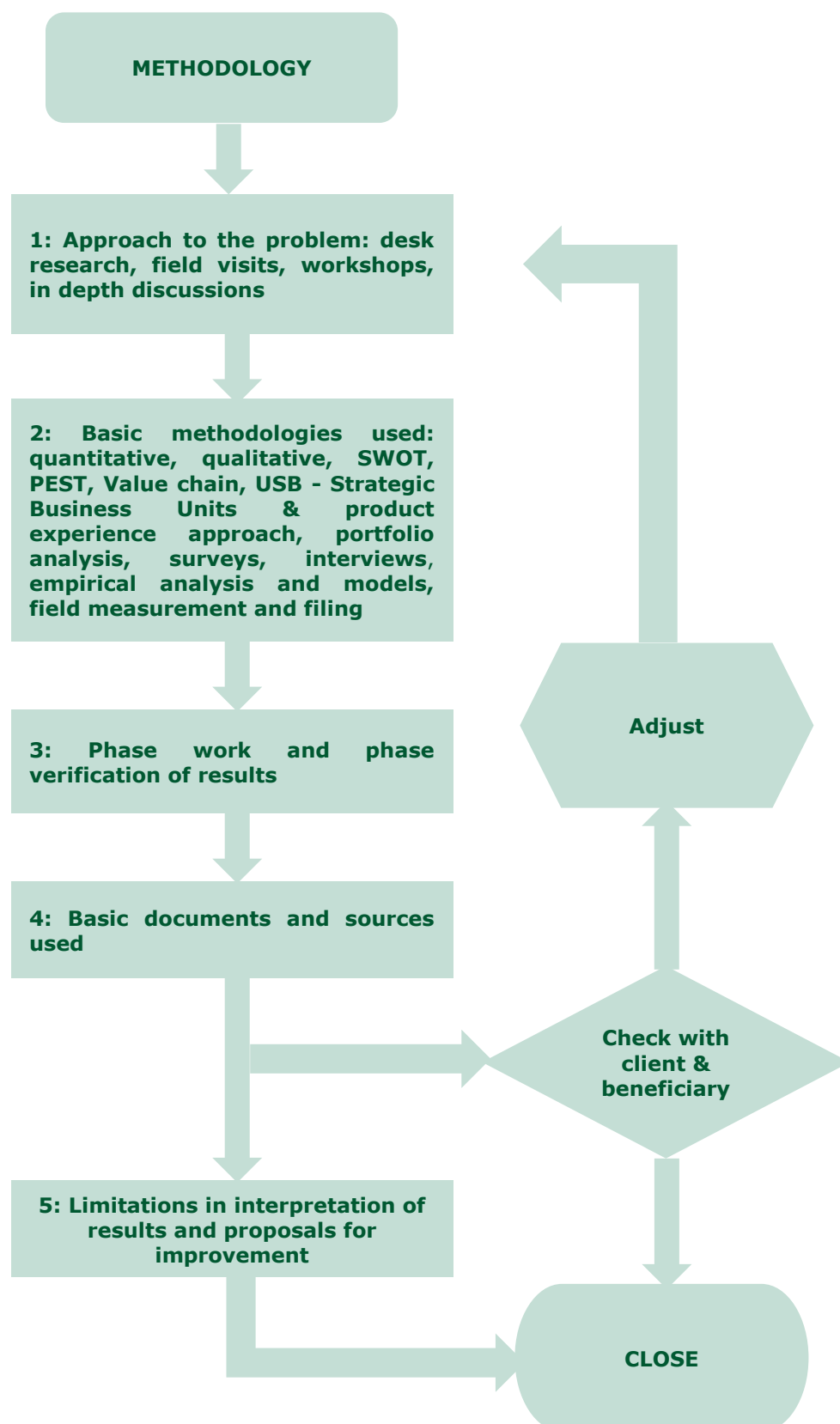
Finally, the works plan is to be agreed with the beneficiary!

Tourism planning process overview:



3 METHODOLOGY

Prepare methodology, approach, tools and methods, data base, work phases and discuss with client and beneficiary to get consensus.



PHASE I: ANALYSIS AND MARKET ASSESSMENT

4 ASSESSMENT ANALYSIS: SHORT DESCRIPTION OF PROTECTED AREA

The principal aim of this chapter is to present shortly the protected area, its most important natural values and existing situation.

Describe the protected area as an introduction to subject, to get a clear picture of protected area, its value and importance. Address shortly also neighbouring area/region from the point of view what benefits or draw-backs tourism in the protected area can expect from its surrounding area.

Present shortly protected area:

- > Describe physical characteristics
- > Describe natural values, attractions and expose the most important ones
- > Provide geographical description of location and accessibility by main transport means
- > State basic historical facts
- > Describe organisation of protected area's administration
- > Provide the structure of HR of protected area
- > Describe activities performed by protected area
- > Describe shortly development of the protected area in the last 5-10 years
- > Expose main achievements of the protected area
- > Expose main problems of the protected area
- > Provide information on the importance of tourism in protected area
- > Add development goals of the protected area
- > Give basic information about the documents related to the protected area
- > Add shortly also some basic facts about the surrounding area/region

Use text, maps, pictures, tables and charts.

Templates in Annex 5.1.

5 ASSESSMENT ANALYSIS: DETAILED ANALYSIS OF TOURISM DEVELOPMENT IN PA

The basic aim of this chapter is to describe and present tourism development in protected area in recent years and give information about main characteristics of tourism visitation.

Describe the present situation of tourism in the protected area and its development over the last years to get insight in the extent and several aspects of tourism development in the protected area and describe the main characteristics of tourism visitation.

1. Basic quantitative analysis
2. Tourism visits in certain period
 - > Total and Separate for locations/sites if they exist
 - > Country – most important of origin of international visitors
 - > Monthly distribution of total, domestic and international visitors for last year(s)
3. Qualitative analysis
4. Motives of domestic and international visitors
 - > Demographic characteristics of visitors (age, travelling alone, family or couple, ..)
 - > Organisation of travel – individual or Tour Operator (TO)
 - > Satisfaction with
 - > Dissatisfaction with
5. Intensity of visitation
 - > Intensity of visits to PA
 - > Daily average on yearly basis
 - > Daily average on the basis of most frequented month
 - > Peak daily visit
 - > Visitation of day-time visitors – excursionists (if available)
 - > Visitation of tourists with overnight stay (if possible)
6. Economic dimension of tourism
7. Number and type of tourism services
 - > Accommodation
 - > Restaurants and cafes
 - > Shops
 - > Other services
8. Number of employees
9. Revenues from tourism
10. Average earnings/prices for services
11. Economic benefits (services, jobs, revenues) for surrounding of PA

Use official statistics, estimation from field, experts' and author's estimations and present data in tables, charts, diagrams and explain main findings. Always state source of information.

Templates in Annex 5.2.

6 ASSESSMENT ANALYSIS: SWOT EVALUATION AND VALUE CHAIN ANALYSIS

6.1 SWOT ANALYSIS

The basic aim of SWOT analysis is to identify and expose the most important Strengths, Weaknesses, Opportunities and Threats of the protected area, to give direction how to preserve strengths, eliminate weaknesses, plan to use opportunities and to get prepared for threats.

Present SWOT – Strengths, Weaknesses, Opportunities and Threats of protected area. Strengths and Weaknesses express endogenous - own characteristics of PA and at present time while Opportunities and Threats express exogenous – characteristics/possibilities of protected area, coming from outside in present and in future time.

Prepare SWOT on different aspects (See Imereti example):

- > Protected Area itself and the broader area for:
 - > Transport / accessibility/
 - > Natural and cultural assets
 - > Tourism infrastructure and facilities
 - > Tourism services and development
 - > Cooperation
1. Assess SWOT on internal workshop with participants from:
 - > Protected area
 - > Tourism service providers
 - > Tourism organisations: DMO, TIC
 - > Representatives of Associations
 - > Individual professionals and academics
 - > Public sector representatives: municipalities, culture, universities, etc.
 2. APA, PA administration management, GNTA, municipality tourism authorities and international organisations can help you in identification of competent workshop participants.
 3. Discuss each component of SWOT, step by step. If needed, make and use thematic groups within each SWOT component.
 4. Discuss interactively, challenge participants with dubious statements and opposite views and try to come to clear conclusions.
 5. Prioritize the most important Strengths, Weaknesses, Opportunities and Threats by workshop participants.
 6. Complete SWOT assessment on the basis of available public resources – documents.
 7. Elaborate SWOT for protected area first. Then expose also the most important characteristics of each component - Strengths, Weaknesses, Opportunities and Threats for the destination – protected area’s surrounding.

Templates in Annex 5.3

6.2 VALUE CHAIN ANALYSIS

The basic aim of the Visitors service value chain analysis is to show in which phase of the value chain PA's administration should work more to improve impact on visitor and his satisfaction.

Prepare value chain analysis of tourism services related to the visit of protected area as the evaluation of travel phases of a visitor from getting information about protected area until the end when leaving protected area from the point of view how protected area administration affected these phases.

1. Assess Visitors value chain on internal workshop with participants from
 - > Protected area
 - > Tourism service providers
 - > Tourism organisations: DMO, TIC
 - > Representatives of Associations
 - > Individual professionals and academics
 - > Public sector representatives: municipalities, culture, universities, etc.
2. The same stakeholder group can be used also for value chain analysis as was used for SWOT analysis.
3. Assess and evaluate the following phases of visitors travel process and use the following scores 1 – very bad, 2 – bad, 3 – average, 4 – good, 5 – very good:
 - > Information about protected area
 - > Booking-buying the trip to protected area
 - > Travel to protected area
 - > Arrival and welcome
 - > Visit of nature monuments/caves/sites
 - > Availability - Consumption of additional products and services
 - > Post sales – revisits/recommendations to visit the caves
4. While assessing the value chain, use flip charts to show evaluation and main arguments for a given score. Go through evaluation at the end and let participants of workshop confirm the scores for components of value chain analysis.

Templates in Annex 5.4

7 ASSESSMENT ANALYSIS: STAKEHOLDERS' IDENTIFICATION AND ANALYSIS

The basic aim of stakeholders' analysis is to identify important stakeholders from different segments of tourism activities of the protected area that are decisive/important for successful implementation of tourism development strategy; the PA's management has to work with them very closely.

Identify and assess stakeholders' of protected areas organisational environment of protected area to identify organisations and institutions that are important for implementing the tourism development strategy and management of the protected area. Idols - Competitors - Key Stakeholders

1. Tourism has usually many stakeholders from a wide range of activities, from private and public sector, from national, regional/destination and from local level. Therefore, stakeholders are gathered in few characteristic groups:
 - > PA's main stakeholders directly linked to tourism services of PA
 - > Cultural and other organisations as indirectly linked to tourism services of PA
 - > Tourism organisations & associations supporting tourism activities
 - > NGOs, centres, clubs supporting different activities of PA
 - > Educational organisations supporting HR development of PA
 - > Local community affecting development frame and offering support to tourism
 - > Donors, private businesses, international organisations supporting tourism projects of PA
2. At first, identify stakeholders from existing documents, available internet sites, other available sources – also from individuals with knowledge and experiences. APA, PA administration management, GNTA, municipality tourism authorities and international organisations can help you in identification of important stakeholders.
3. Then, discuss and finalize a list of stakeholders on internal workshop with participants when discussing SWOT and Value chain analysis.
4. Finally, refine grouping of stakeholders and prioritize them from the point of view of intensity of a need for cooperation.

Templates in Annex 5.5 and 5.6

8 ASSESSMENT ANALYSIS: TOURISM PRODUCTS AND POTENTIALS

The aim of this task is to list all products and services in PAs, important resources for their further development or development of new products and to identify how tourism products in PAs correspond to main tourism products in broader area – in tourist destination.

Identify existing tourism products and services in the protected area and potentials for their further development, upgrading and extension.

1. At first, identify tourism products from existing documents, brochures, promotional leaflets, available internet sites, other available sources – also from individuals with knowledge and experiences. APA, PA administration management, GNTA, municipality tourism authorities and international organisations can help you in this task.
2. Make provisional groups of products and services according to main motives/expected experiences of visitors discussed with Strategic Business Units (SBUs) later. This will help you in further elaboration of tourism product development planning.
3. Then, discuss and finalize a list of products and services on internal workshop with participants when discussing SWOT, Value chain analysis and stakeholder analysis.
4. Finally, refine tourism products and services list and grouping, select the most important products in destination

Templates in Annex 5.7 and 5.8

9 MARKET EVALUATION: TOURISM TRENDS ANALYSIS

The aim of this chapter is to describe the international and domestic market environment, tourism development trends in protected areas and basic guiding principles in tourism development in PAs developed theoretically and practically by international and national organisations and authorities that will have effects on tourism development planning and implementation.

Present key global tourism trends and specific tourism trend for protected areas and/or nature. Underline those trends that can have an effect on the specific protected area, the region or segment of visitors. State also the basic guiding principles for the tourism development in PAs.

1. Use international and national literature, guidelines, manuals, case studies and presentations to identify these trends.
2. Try to find those sources of information, documents and findings that are comparable with your situation.
3. Focus on market segmentation with eco-tourists, adventure tourists, nature lovers, culture tourists and socio demographic characteristics of travellers. Try to identify future trend in tourism and in tourism in protected areas from behavioural studies of consumers.
4. Identify the basic principles as well as practices of the tourism development in the protected areas prepared by international organisations like IUCN, UNWTO, UNEP and EC. Use schematic presentations and models for greater visibility and usefulness.

Refer to the chapter about Key trends and guiding principles for tourism development in protected areas in "Strategy of tourism development in protected areas in Georgia" and "Tourism development and management plan for Imereti caves PA" and adopt them if necessary. Use GNTA documents, studies and analysis of tourism market development in Georgia.

10 MARKET EVALUATION: DEMAND POTENTIAL

The aim of this section is to estimate the demand of domestic and international visitors for the specific protected area. Besides global estimation, it is useful to estimate also different categories and segments of visitors as it will help in preparation of promotion, marketing and sales activities.

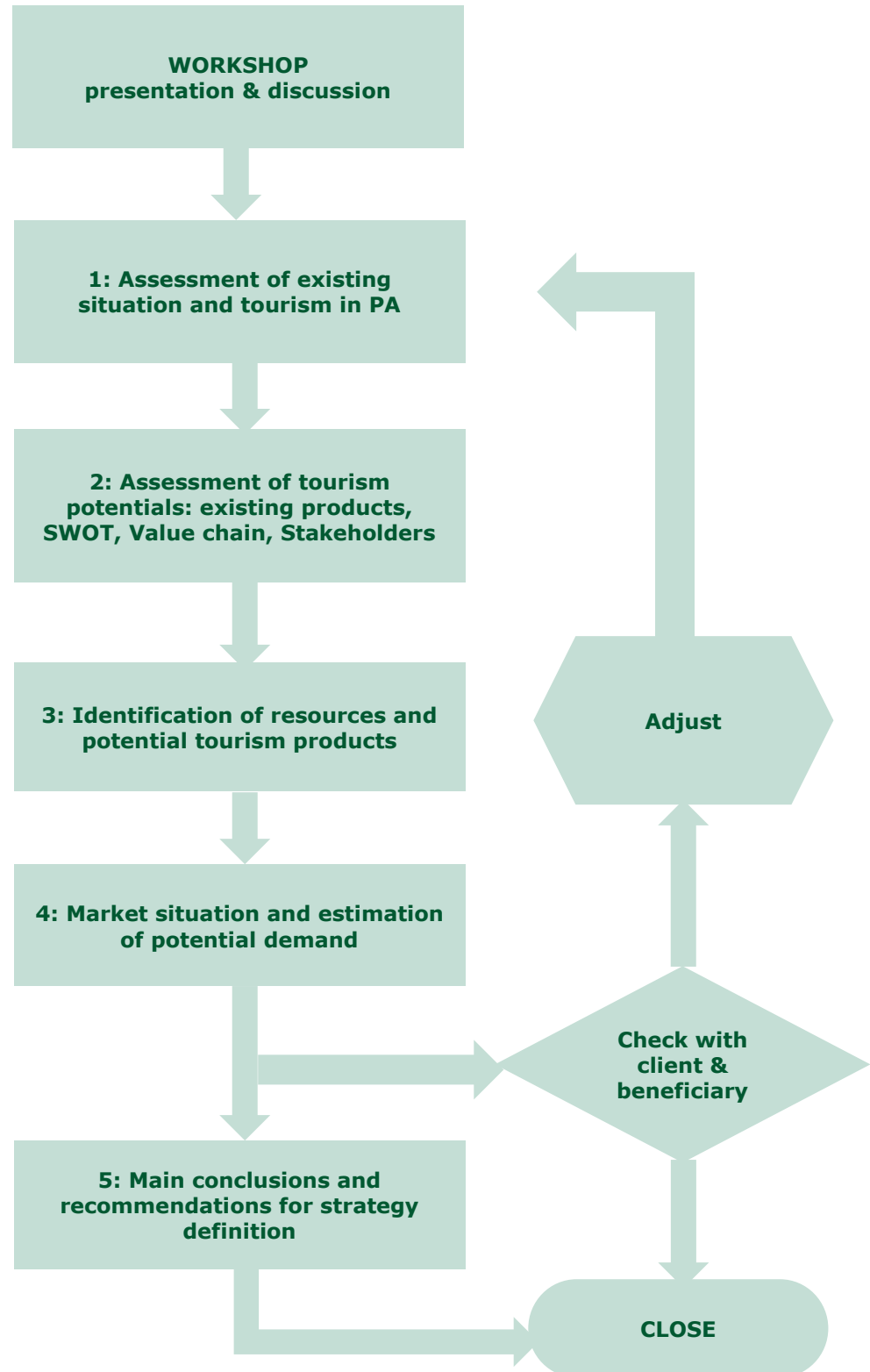
Estimate the demand potential for your protected area.

1. First identify main groups of potential visitors:
 - > Domestic visitors – residents in neighbouring mainly urban areas
 - > International visitors – existing, new attracted from neighbouring tourist resorts and new with prime motivation to visit your protected area
 - > Transit travellers – domestic and international that you can attract with promotion on the road
2. Then, try to differentiate potential visitors to those who will have overnight stay in or your close to the protected area, destination and those who will be visitors for few hours, half or whole day (day-time visitors).
3. Next step is to identify basic market segments of visitors of your PA:
 - > Pupils from schools
 - > Students
 - > Individual adult visitors
 - > Families
 - > Group visitors organised by TOs
 - > Scientists & Researchers
4. Next step is to identify and state the main foreign markets by countries and regions.
5. Finally, estimate with figures your market potential from which PA will attract visitors and estimate target number of visitors for your strategy.

Refer to chapter about Market potential in “Strategy of tourism development in protected areas in Georgia” and “Tourism development and management plan for Imereti caves PA” and adopt them if necessary. Use also here GNTA documents, studies and analysis of tourism market development in Georgia. Use other available statistics from National Statistics Office of Georgia and data from Road Direction of Ministry of Transport and other sources.

11 VERIFICATION OF ASSESSMENT FINDINGS AND MARKET POTENTIAL

Prepare presentation, questions for discussion, work group sessions and discussions and get feedback on findings and market potential on open workshop with beneficiary, main stakeholders and professional organisations and individuals.



PHASE II: PLANNING TOURISM DEVELOPMENT

12 STRATEGY DEFINITION: VISION AND OBJECTIVES

The aim of this section is to discuss and present selected scenarios how tourism would develop under different assumptions and policy in a certain period of time. Define the vision and mission for strategic tourism development, main objective and specific objectives of this development.

Provide basic scenarios of strategic tourism development, vision, mission and objectives of tourism development to be achieved in a certain period of time.

1. First define a time horizon for which the strategic tourism development plan is to be planned and prepared.
2. Discuss and select possible tourism development scenarios. Usually, one scenario can be spontaneous development – development without any strategic objectives, interventions, policy and target oriented management. There can be two additional scenarios – optimistic or pessimistic and realistic. There could also be an intensive, fast and more liberal scenario compared to sustainable, balanced and strategically managed scenario. There can be also other scenarios which depend on the situation, expected results, availability of resources, policy measures etc.
3. Define the vision of strategic tourism development. It has to answer to the question: "How should the PA look in the target year according to our opinion?"
4. Define the mission of strategic tourism development. It has to answer to the question: "What do we want to achieve with the tourism development in PA?"
5. Define the main and the specific objectives that the strategic tourism development should achieve in target year. These are quantitative objectives: number of visitors, revenue, average expenditures of visitors etc. There are also qualitative objectives like increase of satisfaction, loyalty, length of stay etc. Objectives can also be social, cultural, educational, environmental like increase of welfare, cooperation, employment, rise of image and self-esteem, awareness of importance of nature, natural heritage and protected areas, protection of nature, use of renewable energy, etc.
6. Define these objectives of strategic tourism development, their target values and take into account the need to support them by policy instruments, to measure these objectives, to monitor their realization and to adopt them if necessary.

Discuss scenarios, vision and objectives with the beneficiary, compare objectives with the situation in similar protected areas, use available documents for similar protected areas at home and abroad and consult the national strategy for tourism development in protected areas in Georgia and the national tourism strategy of Georgia.

Refer to chapter about scenarios, vision and objectives in "Strategy of tourism development in protected areas in Georgia" and "Tourism development and management plan for Imereti caves PA".

13 STRATEGY SETTING: PRODUCT DEVELOPMENT

13.1 SBU – STRATEGIC BUSINESS UNITS

The aim of this section is to develop SBUs – Strategic business Units - for tourism products that satisfy visitors that would like to experience nature, culture and education, sports and adventure as the most important experiences in PAs and products and services to satisfy health, pleasure, fun and entertainment and business-MICE experiences.

Elaborate and present the development of the tourism products and services from existing to new – potential ones in the framework of expected experiences of visitors and define major market – demand segments for groups of products and services.

1. First, group existing and potential tourism products and services in one of SBUs that correspond to the nature of experiences of visitors; these products were identified in assessment phase.
2. Then, carefully review these results and modify your grouping if necessary. One product should be in one SBU only. Suggestions and explanations in SBU tables about experiences and typical products in SBU can help you in allocating products to particular SBUs.
3. Then, assign to each SBU and group of tourism products and services the market segment(s) of visitors that primarily demand for these types of products and services – expect to experience nature, culture and education, and so on.
4. At the end of SBU elaboration within the protected areas, look around in broader area – destination – maybe radius of 50 kilometres, and identify what significant nearby attractions can be connected to your SBUs.
5. To present the structure of existing visitors in starting year estimate the distribution of visitors to each SBU based on information about the motives of visitors from the beneficiary. Then estimate the structure of visitors in target year for each SBU based on expected product development, specialization and market demand.
6. Finally, present graphically the structures of visitors according to SBUs in starting and target year.

Templates in Annexes 5.9 – 5.16

13.2 ATTRACTIVENESS AND COMPETITIVENESS

The aim of this task is to evaluate the attractiveness and competitiveness of the selected tourism products that might/will be developed and to present their priority based on contribution to attractiveness and competitiveness of protected area.

Evaluate by professional team attractiveness and competitiveness of selected tourism products that might/will be developed and to present their priority based on contribution to attractiveness and competitiveness of the protected area. Attractiveness reflects the value of resource when used for tourism development and its contribution to overall attractiveness of natural resources of the protected area. Competitiveness reflects the market position, increase of satisfaction of visitors, improvement of image and contribution to increase of demand of protected area.

1. Gather a group of professionals – up to 5 - who are competent in nature, culture, sports, pleasure or health valorisation, protection and development, and another group - up to 5 - that has competence in tourism, marketing, promotion, sales and customer relations. These professionals could be from PA administration and/or from outside. This task is elaborated with this professional team.
2. First, select from a list of potential products grouped in SBUs those who might/will be developed during the implementation of the strategy.
3. Present to each group of professional teams the task and methodology of evaluation. It is based on 10 criteria for attractiveness and 10 criteria for competitiveness. Each criterion gets a score from 1 to 10.
4. Evaluate the first potential tourism product. Each attractiveness criteria gets a score from 1 to 10 from the professional team competent for nature, culture, sports etc. and each competitiveness criteria gets a score from 1 to 10 from the team competent for tourism, marketing, etc.
5. Continue this evaluation for each of selected tourism products and services in the same way.
6. At the end, summarize scores for attractiveness for each product and scores for competitiveness for each product.
7. Make a table of selected products with sums of scores for attractiveness and for competitiveness. You can add also a column where you summarize scores for attractiveness and competitiveness for each product thus getting only 1 total score for each product.
8. Discuss these results with the two professional teams and modify the scoring if necessary to achieve scores that are justified and agreed by the professional teams.
9. Based on these results, prepare a chart for all products with scores for attractiveness and competitiveness and rank the tourism products based on the total value of the scores for both components.

Template in Annex 5.17

14 STRATEGY IMPLEMENTATION: RESOURCES AND POLICY

14.1 INVESTMENT PROJECTS

The aim of this task is to define, describe and present investment projects that need to be realized if strategic development plan and targets want to be implemented and achieved.

Identify, define and present investment and development projects that need to be realized to realise the strategic tourism development plan objectives and targets.

1. First, identify and define development and investment projects together with PAs management that will support realisation of tourism development strategy
2. Group projects into the following categories:
 - > Basic infrastructure
 - > Transport, Welcome and Information infrastructure ,
 - > Tourism-hospitality infrastructure,
 - > Tourist products and services and
 - > Research & Development projects
3. Collect the following information for identified projects:
 - > Estimate the investment value of the project by describing the nature and the quantity of the investments, e.g. area of a visitor centre, length of a hiking trail, number of signposts, interpretation boards, sanitation facilities, water supply, parking space, etc. Use standard rates for estimating construction costs and the costs of the other facilities and service investments.
 - > Number of employees needed in PA after realization of the project
 - > The period of realization of the project – start and termination
 - > If possible: financial sources to cover the project costs (government budgets, donors, sponsors, own revenues, etc.)-
4. Discuss with PA management final list of projects, value of projects, time schedule for their realization, and potential sources of financing.

Template in Annex 5.18

14.2 HR – HUMAN RESOURCE

The aim of this section is to support realization of the tourism development strategy with appropriate tourism/hospitality HR and to justify new employment.

Identify and define appropriate tourism/hospitality staff with their qualifications, obligations and working areas as well as to justify new employment for (supporting) realization of the tourism development strategy.

1. First, identify and describe working areas in tourism and hospitality that need to be covered by existing and new staff.
2. Then, describe the work that has to be done (job descriptions) in these working areas.
3. Identify existing tourism and hospitality staff in PA and analyse the available staff and the needs based on tourism development strategy.
4. Compile the needs for new/additional staff based on realization of investment projects and increased work in the tourism and hospitality segment.
5. Estimate the timeframe of new employments related to realisation of investment projects and increased work requirements in tourism and hospitality in PA.
6. Estimate also the needs for seasonal or temporary staff due to seasonal intensity of working activities in tourism.

Refer to the chapter about HR, education and trainings in “Strategy of tourism development in protected areas in Georgia” and “Tourism development and management plan for Imereti caves PA”.

Consult also the ProPark study: Assessment of Capacity development needs of Protected Areas Staff in Eastern Europe, 2014.

14.3 ORGANISATION OF PAs ADMINISTRATION AND COOPERATION WITH STAKEHOLDERS

The aim of this section is to integrate tourism/hospitality staff in the organisational structure in PAs administration in order to achieve efficient functioning of the whole team. Additionally, this section should give a model for organisation of cooperation with stakeholders important for PAs operations in the field of tourism.

Provide the organisational structure of PAs administration including tourism/hospitality staff and propose a model for cooperation with stakeholders.

1. First, based on estimation of HR needed and the working areas from tourism and hospitality staff propose the organisation of tourism in PAs administration. It can get important position and its own organisational unit - sector if tourism is very important in PA or can be only a section or working team.
2. Next, foresee possible development – increase and organisational growth of tourism/hospitality team or unit during the implementation of tourism development strategy.
3. Prepare organisational chart of PAs administration with clear position of tourism/hospitality team, with their relations on vertical and horizontal directions.
4. Propose a model for cooperation of PA with tourism related stakeholders who were identified in assessment phase. Foresee the cooperation on local level, regional destination level and on national level.
5. Define areas and forms of cooperation with stakeholders, estimate the benefits of such cooperation and the organisational form (see also § 13.6 on concessions).
6. Provide a model for cooperation with basic procedures, the role of stakeholders, rights and obligations, basic activities and benefits and costs for all parties in stakeholders' cooperation.

Refer to the chapter about "Organisation and stakeholders' cooperation" in "Strategy of tourism development in protected areas in Georgia" and "Tourism development and management plan for Imereti caves PA".

Consult also the IUCN project (2010) "Facilitation of public participation in PA management - Georgian example" and the Support Programme for Protected Areas in the Caucasus-SSPA project.

14.4 PROMOTION, MARKETING AND SALES

The aim of this section is to propose development, production and use of information, promotion and marketing materials to support sales to different target groups.

Propose information, promotion and marketing tools, channels and activities for PA to support realization of tourism development strategy in particular in number and type of visitors and revenues from products.

1. Propose and select the most important printed information and promotion materials
2. Propose the most important and efficient electronic information and marketing tools
3. Propose production of promotion materials and products with PA and APA logo
4. Propose promotion and marketing activities for domestic and international market. Differentiate market of individual visitors and group visitors – school pupils, leisure travellers and business-MICE travellers and participants of congresses
5. Provide a proposal of activities to address group visitors
6. Provide a proposal of activities to address individual visitors especially with internet, social media and electronic marketing
7. Provide a proposal for PR activities, visitors/loyalty card, and work with media and journalists
8. Discuss and provide an opinion for use of reservation, ticketing and on-line sales electronic system

Refer to chapter about Promotion and marketing in “Strategy of tourism development in protected areas in Georgia” and “Tourism development and management plan for Imereti caves PA”.

14.5 QUALITY MANAGEMENT

The aim of this section is to upgrade the development of tourism products and services in PA into marketable products with quality standards and certification by PA/APA that products and services have an origin, close relation and user value from PA. This is the first step towards development of brand of PA/APA.

Propose and describe development of quality standards for tourism products and services, certification system for these products and services and propose brand development (for PA/APA/region)

1. Propose a certification board with members from Universities, tourism associations, GNTA and local communities.
2. Provide visual identity of quality label and certificate and basic visual communication tools for identification of certified products and services suppliers.
3. Prepare a list of tourism products and services of PA and main tourism related stakeholders in and around PA.
4. Group all products and services in the following segments:
 - > Accommodation
 - > Food and beverage facilities
 - > Transport
 - > Service providers: guides, sports tours and equipment providers,
 - > Shops
 - > Typical products from PA (herbs, fruit, crafts, souvenirs, etc.)
5. Prepare step by step approach and priority list of products and services that would be appropriate for quality standard and certification.
6. Prepare and present quality standards to products and services providers with the following elements:
 - > Technical quality - standards
 - > Functional quality
 - > Commitment to environment
 - > Knowledge of PA
7. Launch call for certification of quality standards of tourism products and services.
8. Evaluate applications and provide results to applicants. If the quality is not satisfactory, provide suggestions how the products and services can be improved and repeat the evaluation.
9. Organise once a year a public event awarding all certified products and services providers.
10. Monitor quality of certified products and services providers and react if necessary.

Refer to chapter about Quality standards and branding in "Strategy of tourism development in protected areas in Georgia" and "Tourism development and management plan for Imereti caves PA".

14.6 REVENUE POLICY

The aim of this section is to provide possible sources of revenues to PA and to optimize their revenue policy with public financing, commercial activities, project financing and donations.

Propose revenue sources, policy and practice for Protected Area

1. First, identify possible financial sources for PA from public, commercial and other sectors or institutions.
2. Estimate what are the costs of operations of PA connected to nature protection, conservation and management. These costs should mainly be covered from public sources.
3. Prepare a list of products and services that PA can offer on the market to visitors at present and during implementation of tourism development strategy.
4. Simulate revenues from commercial activities based on upper products and services and prices: entrance fees, user fees and prices for products and services. Analyse the possibility to differentiate prices regarding the season and different visitors groups.
5. Propose optimal and realistic price policy.
6. Discuss concession possibilities for various facilities, products and services offered by the PA. Identify possible interest of concessionaires and estimate possible revenues of a product or service in a certain period of time. Find out under what conditions potential concessionaires would take facility, product or service in concession.
7. If decided to offer facilities, products and services in concessions, use legal support and transparent procedures.
8. Estimate PAs balance and profit account after considering costs, subventions, revenues, project revenues, donations or other revenues.

Refer to chapter about Revenue policy and concessions in "Strategy of tourism development in protected areas in Georgia" and "Tourism development and management plan for Imereti caves PA".

14.7 SUSTAINABILITY POLICY

The aim of this section is to provide monitoring and efficient management of visitors' flows in PA based on international benchmarking and carrying capacities estimations.

Elaborate carrying capacities estimations, based on international benchmarking and proposals for management of visitor flows; and give guidelines for efficient managing visitor flows and for monitoring (visitor impact).

1. Provide comparison of intensity of tourist visits to the PA with visit intensities to similar domestic PAs if possible and to PAs abroad.
2. Estimate visitors' intensity in different periods of the year; try to estimate also these figures for domestic and international visitors.
3. Collect estimations of carrying capacities in similar PAs (domestic and abroad) for comparing with your PA.
4. If possible make a rough estimation of carrying capacities of your PA; if deemed necessary propose a professional study to assess the carrying capacities of your PA.
5. Identify methods to manage visitor flows and propose suitable strategies and measures to adopt in your PA immediately and corrective measures in when situation with too intense visits occurs.
6. Provide regular and systematic nature impact assessment and monitoring and evaluation of sustainability.

Refer to the chapter about Sustainability policy in "Strategy of tourism development in protected areas in Georgia" and "Tourism development and management plan for Imereti caves PA".

14.8 SAFETY POLICY

The aim of this section is to elaborate risk analysis and assessment of safety situation and to propose measures to minimize risks and provide safety visits to PA with protection of visitors and employees.

Provide assessment of safety situation and risks for visitors and employees in the PA and provide suitable measures to protect visitors and employees in the case of danger.

1. Assure professional assessment of risks and danger in PA and provide regular monitoring of the safety situation in parts of PA that are open for visitors.
2. Analyse accidents and incidents and causes of these in PA.
3. Propose a system of measures to assure high safety standards for visitors and emergency contingency plans to respond to accidents and emergencies.
4. Propose to equip PA with basic technical means and medicines in the case of accidents.
5. Emphasize preventive measures and instructions for visitors to avoid risky situations and how to react to, and report emergency situations.
6. Organise or/and cooperate with professional institutions in the case of emergency to offer full support to visitors who are injured or in danger.
7. Organise regular control of tourism constructions and equipment on safety aspects.
8. Provide regular education and trainings to PA staff especially to those who work with visitors.

Refer to chapter about safety and security policy in "Strategy of tourism development in protected areas in Georgia" and "Tourism development and management plan for Imereti caves PA".

15 FROM STRATEGY TO OPERATIONS: ACTION PLAN

The aim of this section is to present how to formulate actions that directly support specific strategy objectives.

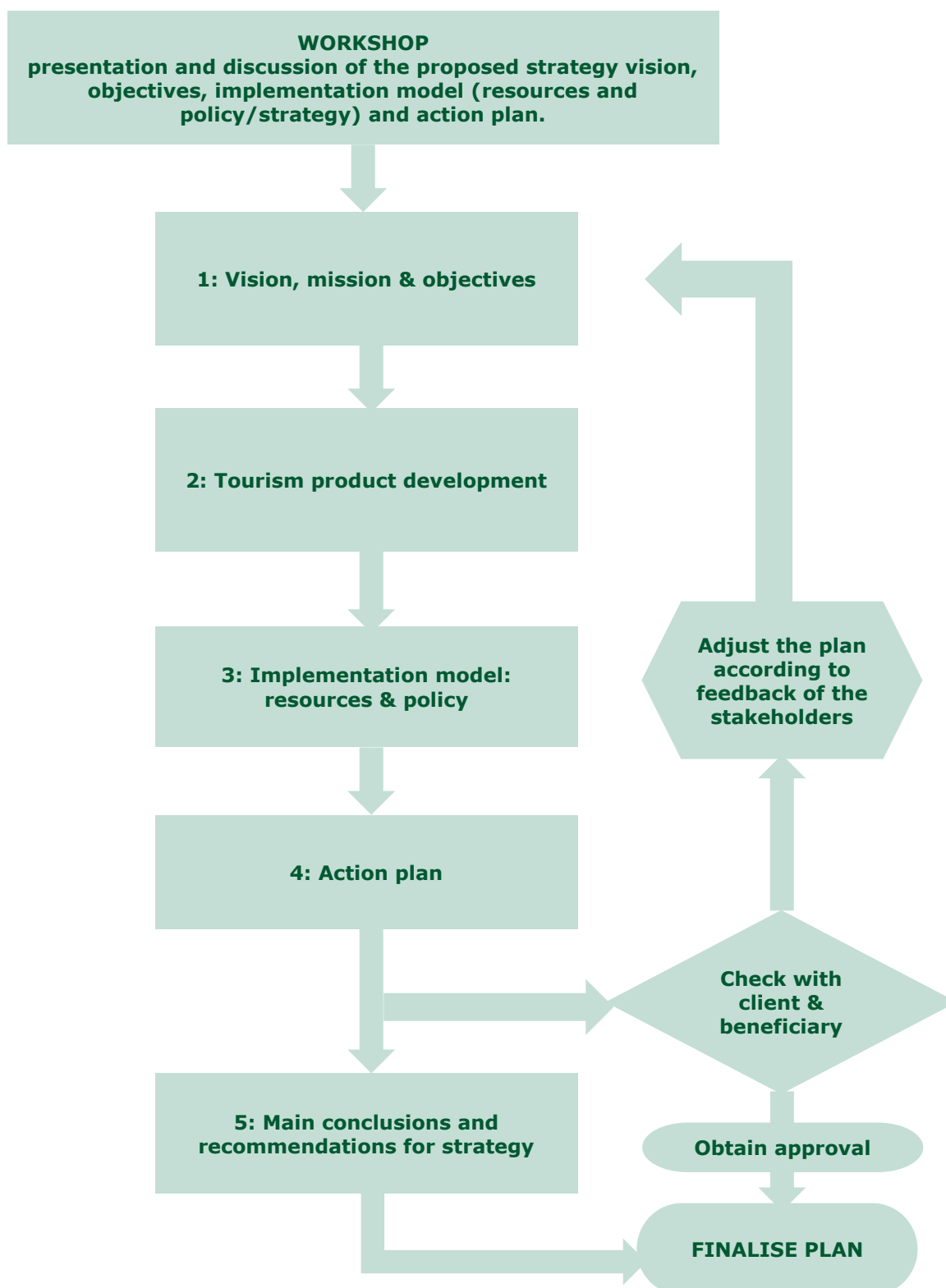
Provide actions that support realisation of tourism development strategy and specific objectives of the strategy.

1. Organise and itemise specific strategy objectives in a table to be able to assign to each objective a set of activities that will support realization of a certain objective.
2. Identify, discuss and assign actions for each specific objective
3. Differentiate or mark, if necessary those actions that should be realised by other than PA administration.
4. In further elaboration of actions, provide time span of activities, when they start and when terminate.
5. In further elaboration of actions, provide also responsible person to undertake and lead the action.
6. In further elaboration of the actions estimate detailed costs and other needed resources and identify sources of funding and resources.
7. Provide monitoring of implementation of action plan and its adoption if necessary.

Templates in Annex 5.19

16 VERIFICATION AND APPROVAL OF THE STRATEGY PROPOSAL

Prepare a presentation and discussion about the strategy vision, objectives, implementation model, policy and action plan and discuss with stakeholders and decision makers.



17 EVALUATION OF MACROECONOMIC AND SOCIAL EFFECTS

The aim of this section is to estimate economic and social affects for a region or country, besides direct also indirect effects and to stress social benefits of tourism development in PA. The implementation of the strategy will meet several limitations and restrictions that can affect realisation of the strategy objectives.

Provide estimation of basic economic and social effects of tourism development, challenges addressed by strategy and restrictions in implementation of strategy

Refer to chapter about evaluation and monitoring in "Strategy of tourism development in protected areas in Georgia" and "Tourism development and management plan for Imereti caves PA".

18 CONCLUSIONS AND RECOMMENDATIONS

The aim of this section is to underline and present briefly main conclusions about tourism strategy development for protected areas and to give the most important recommendations that need to be respected in order to realise strategy objectives.

Underline and present briefly main conclusions about tourism strategy development and to give the most important recommendations

Refer to chapter about conclusions and recommendations in “Strategy of tourism development in protected areas in Georgia” and “Tourism development and management plan for Imereti caves PA”.

19 BASIC LITERATURE AND SOURCES

The aim of this section is to give to readers an insight into main documents, literature and information sources that were used during the strategy preparation.

List of main documents and sources used in the strategy preparation

Refer to chapter basic literature and sources in "Strategy of tourism development in protected areas in Georgia" and "Tourism development and management plan for Imereti caves PA".

20 ANNEXES

Annex 1 ASSESSMENT ANALYSIS

ANNEX 1.1 BASIC PROFILE OF IMERETI CAVES PA – WORKING MATERIAL

BASIC INFORMATION												
Status (NP, PA,..): Protected Area												
A Strict Nature Reserve, a Managed Natural Reserve and 19 Natural Monuments are included in Imereti PAs:												
<ol style="list-style-type: none"> 1. Sataplia strict nature reserve 2. Sataplia Managed reserve 3. Promethe Cave natural monument 4. Tetri Cave natural monument 5. Khomuli Cave natural monument 6. Tsutskhvati Cave natural monument 7. Navenakhevi Cave natural monument 8. Nagarevi Cave natural monument 9. Iazoni Cave natural monument 10. Sakazhe Cave natural monument 11. Tskaltsitela Valley natural monument 12. Okatse Canyon natural monument 13. Okatse waterfall natural monument 14. Gabzaruli Lake natural monument 15. Satsurbliia Cave natural monument 16. Salkota Cave natural monument 17. Didgele Cave natural monument 18. Melouri Cave natural monument 19. Bgera Cave natural monument 20. Gliana Sakazhe Cave natural monument 21. Mukhura waterfall natural monument 												
Does PA have strict area? <u>Sataplia Strict Nature Reserve</u>												
Surface (in ha, km²): 504.6 ha												
Year of establishment of PA: ICPAs were created on the basis of Sataplia Strict Nature Reserve in 2007 by the Georgian Law on „Establishment and Management of Protected Areas of Imereti Caves“.												
Accessible all year? YES , mainly from May until October NO if NO, in which months:												
MAP??												
MAIN ATTRIBUTES/VALUES OF PA:												
Complex character and includes geological, paleontological, speleological, and botanical rarities.												
Winter is mostly warm and dry, while summer is hot. January is the coldest month with an average temperature of 9.6° while July is the hottest month with an average temperature of 30.9 °, which is lower by 5° comparing to other regions of Imereti.												
Monthly average temperatures in Imereti Caves PA												
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
9.6 °	12.5°	15.6 °	20.4 °	25.7 °	29 °	30.9 °	33.1 °	27.1 °	21.5 °	11.5 °	10.5°	

Source: *Imereti Caves PA administration*

EMPLOYEES in PA

Total No of employees: 42

No of management: 3

No of administration: 12

No of protection: 2

No of product development: /

No of marketing: 2

No of Rangers: 10

No of guides: 13

Other employees:

Including the staff of the existing facilities at Okatse Waterfall, 46 people are employed. In total, up to 57 posts are planned when the new visitor centre at Okatsi Waterfall will be opened.

Do you need more employees now? **YES** **NO** if **YES**, how many new: Vacancy is announced on Environmental specialist, PA administration needs additional two employees - guide (in Prometheus) and PR specialist (in Sataplia, as administration office is there)

YEARLY BUDGET OF PA:

Total (GEL): approximately 350.000 Gel

For tourism & commercial activities:

INVESTMENT PLANS of PA (short description and value):

Investment 1 BP project with 6 Million and 700 thousand Lari (among them one mill - from state budget) for Sataplia's infrastructure - conservation of Dinosaurs steps was made, new constructions (visitor centre, cave equipment, exhibition hall, glass view point, cafe, souvenir shop, sign boards - in 2010)

Investment 2 Kartu group - visitor centre and infrastructure in Prometheus + state budget (Budget)

Investment 3 Czech Development Agency - improvement of ICPA's management, investigation of caves, development of speleotherapy and cave monitoring system. Second phase (ongoing project) is dedicated to complete, use monitoring system and establish speleo centre.

Investment 4 Maintenance Plan - with CNF budget (shelters, marking ...)

Investment 5 11 bridges by Pan Park/Toyota Europe

Investment 6?? Management Plan - EU Twinning project??

TRAINING NEEDS:

Management Procurement management, management in decentralization (as it is expected)

Branding, Marketing & Sales Yes.

Hospitality & Services Yes, English and Russian languages upgrading courses for guides

Tourist guiding Guide and manage tours for guides, rangers

Sustainable energy use

Environmental waste management

Safety and risk management

Conservation & protection

Others Project preparing & writing - there was no any serious training course in this field so far (Training by TJS for visitor services, early 2014)

MAIN PRODUCT FOR VISITORS

Accommodation Kutaisi, Tskaltubo

(< 50 beds) outside the city of Kutaisi. There are three houses in village Banoja (where the administration building exists) which are sometimes rented by tourists; but service conditions are too far from touristic demands.

Food & Beverages Kutaisi, Tskaltubo - picnic places were not considered from the beginning in order to involve local population and give them possibilities to develop catering

<p>services. However this is a demanded issue and could be developed in villages - on the way to Sataplia (both from Kutaisi and Tskaltubo) at local families or nearby where local food could be provided.</p>	
<p>Trails NO (?? There is a small trail in Sataplia, or is this not considered a "real trail"?)</p>	
<p>Events: local celebration in Kutaisi – Kutaisoba (with traditional Georgian dances and folk music, visitors wear traditional clothes, <i>choxa</i>)</p>	
<p>Market place NO and is preferable</p>	
<p>Others field equipment including mobiles at Prometheus STORY TELLING: According to Greek mythology Jason stole Golden Fleece from Kutaisi. The City was the capital of the ancient Kingdom of <u>Colchis</u>. Archaeological evidence indicates that the city functioned as the capital of the kingdom of <u>Colchis</u> as early as the <u>second millennium BC</u>. It is widely believed by <u>historians</u> that when <u>Apollonius Rhodius</u> was writing about <u>Jason</u> and the <u>Argonauts</u> and their legendary journey to <u>Colchis</u>, Kutaisi/Aia was the final destination of the Argonauts and the residence of King <u>Aeëtes</u>.</p>	
<p>EQUIPMENT</p>	
<p>Transportation: 4 high wheel based vehicles + 1 sedan and 1 bus (mainly for their staff) + train with 20 seats</p>	
<p>IT/Wi-Fi, touch screens, audio guides – touch screen monitors both in Sataplia and Prometheus No Wi-Fi, audio guides were recently invented in Prometheus and will be developed in Sataplia soon (Rati and ICPA staff are working on texts which will be translated in English and Russian)</p>	
<p>MICE /beamers, speaker system: Beamers are available, while speaker system is not. Conference rooms are designed for 50 persons in both places.</p>	
<p>Others: Souvenir shop and cafe management is given to private (concession agreement with Kutaisi business people) sector for 10 years. They were rented by auction recently (as a result 11% from revenue from Sataplia and 52% - from Prometheus)</p>	
<p>VISITORS to PA</p>	
<p>Total: nearly 150 000 in 2013: Sataplia 72.421 and Prometheus 73.467</p>	<p>Foreign: in 2013 Sataplia – 23% Prometheus 34%</p>
<p>1 day visitors: >90%</p>	<p>Overnight visitors: on PA territory < 2 %</p>
<p>From which foreign countries: Ukraine, Israel, Poland, Russia</p>	
<p>Main motifs for visit: InMay – mostly school excursions; and individuals from June until October</p>	
<p>Satisfaction with what: Nature</p>	
<p>Dissatisfaction with what Guide service, catering service, product, water, toilets – there is no running water in Sataplia.</p>	
<p>What do visitors propose/recommend? Excursion, cafe, souvenir shop, boat in Prometheus</p>	
<p>Average expenditures per person (GEL): No data provided</p>	
<p>MAIN PARTNERS – STAKEHOLDERS of PA (Name key partners and their activity)?</p>	
<p>There are agreements with 35 TOs (guide does not pay any entrance fee and they do not stand in queue). Hotels, guesthouses, catering, schools/institutions, TIC in Kutaisi, municipalities No common events or activities were developed yet!</p>	
<p>COOPERATION WITH OTHER PAs and ASSOCIATIONS (which and on which area)</p>	
<p>In Georgia:</p>	<p>Ajemeti Sanctuary – individual consultations are permanently made</p>
<p>In Armenia and Azerbaijan</p>	<p>Not yet</p>

Other countries and international organisations	I.S.C.A – International Show Caves Association; Czech Caves Association
OTHER COMMENTS, IDEAS, PROPOSALS...	
	<ul style="list-style-type: none"> • Family type businesses are preferable to be developed – in villages around Caves and in village Gordi • Local product marketing place preferable around PAs • Rural/farm tours around Prometheus village • »Special day« or festival is preferable to arrange annually by all stakeholders as a marketing /capacity development tool (involvement of local population around PA in preferable) • 8 trails around Prometheus Cave are under investigation and extreme tourism should be developed there • Transportation service is currently an issue. At this time Taxi (without A/C) from Kutaisi costs 35 Gel to Sataplia; 60 Gel to Prometheus which is expensive for locals and not easily accessible for tourists (no information about the service, taxi places, etc.) • Sataplia should be bordered (fenced?) due to cows from around villages.

ANNEX 1.2 TOURISM STATISTICS OF PROTECTED AREA

FIGURE: TOURISM VISITS TO IMERETI CAVES FROM 2009 TO 2013

Year	Sataplia			Prometheus			Imereti caves total			Georgia PAs total		
	Domes tic	Internat ional	Total	Domes tic	Internat ional	Total	Domes tic	Internat ional	Total	Domes tic	Internat ional	Total
2009	48.141	1.361	49.502	0	0	0	48.141	1.361	49.502	62.997	5.764	68.670
2010	23.116	322	32.438	0	0	0	23.116	322	32.438	105.215	21.294	126.509
2011	67.815	7.338	75.153	24.558	3.604	28.162	92.373	10.942	103.315	255.477	48.246	302.643
2012	48.598	8.427	57.025	31.044	8.356	39.400	79.642	16.783	96.425	230.955	67.995	294.074
2013	55.832	16.589	72.421	48.225	25.242	73.467	104.057	41.831	145.888	255.540	101.078	356.618

FIGURE: SEASONALITY OF TOURISM VISITS IN IMERETI CAVES IN 2013 - %

Month 2013	Sataplia			Prometheus			Imereti caves total			Georgia PAs total		
	Domes tic	Internat ional	Total	Domes tic	Internat ional	Total	Domes tic	Internat ional	Total	Domes tic	Internat ional	Total
January	0,4%	0,7%	0,4%	0,7%	0,8%	0,8%	0,5%	0,8%	0,6%	0,9%	0,7%	0,9%
February	0,8%	1,0%	0,8%	0,6%	0,6%	0,6%	0,7%	0,8%	0,7%	1,3%	0,8%	1,1%
March	1,5%	2,7%	1,8%	1,2%	1,5%	1,3%	1,4%	1,9%	1,5%	1,9%	1,7%	1,9%
April	2,3%	5,7%	3,1%	1,9%	3,7%	2,5%	2,1%	4,5%	2,8%	3,4%	3,7%	3,5%
May	10,4%	14,0%	11,2%	7,4%	12,6%	9,2%	9,0%	13,1%	10,2%	10,1%	12,0%	10,8%
June	40,9%	18,4%	35,7%	33,3%	14,7%	26,9%	37,4%	16,2%	31,3%	24,4%	9,4%	20,0%
July	11,2%	18,1%	12,8%	15,9%	11,0%	14,2%	13,4%	13,8%	13,5%	15,3%	19,4%	16,7%
August	14,9%	13,3%	14,5%	24,6%	4,8%	17,8%	19,4%	8,2%	16,2%	17,0%	22,3%	18,9%
September	7,1%	12,0%	8,2%	14,8%	3,8%	11,0%	10,7%	7,0%	9,6%	10,3%	16,4%	12,3%
October	5,9%	12,1%	7,3%	8,3%	7,3%	7,9%	7,0%	9,2%	7,6%	8,7%	9,5%	9,0%
November	3,6%	3,9%	3,7%	6,2%	4,4%	5,6%	4,8%	4,2%	4,6%	5,2%	3,2%	3,6%
December	0,5%	0,4%	0,5%	2,1%	0,2%	1,4%	1,2%	0,3%	1,0%	1,5%	1,0%	1,3%
Year 2013	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

FIGURE: MONTHLY INTENSITY OF TOURISM VISITS IN IMERETI CAVES

Month 2013	Sataplia				Prometheus				Imereti caves total			
	Domes tic	Internat ional	Total	Visitors /day	Domes tic	Internat ional	Visitors /day	Visitors /day	Domes tic	Internat ional	Total	Visitors /day
January	200	115	315	10	356	213	569	18	556	328	884	29
February	427	165	592	21	305	158	463	17	732	323	1.055	38
March	834	447	1.281	41	586	368	954	31	1.420	815	2.235	72
April	1.273	950	2.223	74	935	938	1.873	62	2.208	1.888	4.096	137
May	5.786	2.326	8.112	262	3.553	3.174	6.727	217	9.339	5.500	14.839	479
June	22.828	3.060	25.888	863	16.054	3.718	19.772	659	38.882	6.778	45.660	1.522
July	6.262	3.000	9.262	299	7.675	2.789	10.464	338	13.937	5.789	19.726	636
August	8.310	2.200	10.510	339	11.846	1.212	13.058	421	20.156	3.412	23.568	760
September	3.974	1.985	5.959	199	7.118	961	8.079	269	11.092	2.946	14.038	468
October	3.268	2.000	5.268	170	4.000	1.834	5.834	188	7.268	3.834	11.102	358
November	2.000	644	2.644	88	3.000	1.119	4.119	137	5.000	1.763	6.763	225
December	300	67	367	12	1.000	42	1.042	34	1.300	109	1.409	45
Year 2013	55.832	16.589	72.421	198	48.225	16.526	72.954	200	104.057	33.115	145.375	398

FIGURE: MOTIVES AND TYPES OF VISITORS IN IMERETI CAVES IN 2013

No.	Name	Motiv 1	Motiv 2
1	Sataplia & Prometheus cave	Nature - 67%	Educatio n - 37%

No.	Name	Families	Couples	Individual visitors	Researcers/ Scientists	Students	Children/ Schools	Total
1.	Sataplia & Prometheus cave	16%	7%	20%	1%	28%	28%	100%

FIGURE: SATISFACTION OF VISITORS OF IMERETI CAVES – STATUS MID 2014

Satisfaction of visitors of Imereti caves in 2013						
No.	Name	Satisfaction 1	Satisfaction 2	Satisfaction 3	Satisfaction 4	Satisfaction 5
1.	Prometheus cave	Nature & Landscape	Trail	Location		
	Visitors center and services	Hospitable staff	Buildings - facilities			
	Additional tourism products and services in PA	Small train and boat	Audio guides	Visitors' service		
2.	Sataplia cave	Nature & Landscape	Glass View point	Trail	Location	
	Visitors center and services	Hospitable staff	Buildings - facilities			
	Additional tourism products and services	Visitors' service				

FIGURE: DISSATISFACTION OF VISITORS OF IMERETI CAVES – STATUS MID 2014

No.	Name	Dissatisfaction 1	Dissatisfaction 2	Dissatisfaction 3	Dissatisfaction 4	Dissatisfaction 5
1.	Prometheus cave					
	Visitors center and services	Waiting place (in entrance) is not organized and equipped	catering place	Lack of qualified staff	Not fully utilized visitors center	Public transport timetable is not precise & reliable
	Additional tourism products and services	Not sufficient number of staff	Too big groups			
2.	Sataplia reserve					
	Visitors center and services	Far from main entrance	WC	Lack of guides		
	Additional tourism products and services	Not sufficient information about opening time	No picnic area	Café does not function	No play grounds for children	Trails need maintenance
3.	Availability of information & promotion	Tourists are not informed in advance about the length of trail	Lack of interpretation desks			
4.	Transport accessibility & Parking	No regular public transport	No shelters for rainy or sunny days	Parking not organized		
5.	Sign posting on roads	Lack of signs				

ANNEX 1.3 SWOT ANALYSIS FOR IMERETI CAVES – WORKING MATERIAL

STRENGTH of Protected Area	WEAKNESSES of Protected Area
<ul style="list-style-type: none"> • High natural, cultural, historical value • Geographic location, very central, connecting Western and Eastern Georgia • Caucasus and the Black Sea proximity • Great Silk Road passed on Imereti • International route Tbilisi – Batumi, axis toward other countries • Close to the main road-international highway • Good road and air accessibility • Close to the international airport Kutaisi (Kopitnari), bus and train station (19 km) • Close to famous resort for post-Soviet countries Tskaltubo and Kutaisi • Mild climate, picturesque nature • Cool place in summer • Clean environment • Distinguished landscape full of caves and canyons • Hospitable people with interesting organic farming • Fair recognition: visited by 150 000 visitors in 2013. Prometheus #1 destination place (visited 75 000 > tourists) in the region • Visitor centres, audio guides available • Developed product – 1.400 m. cave trail with six halls in Prometheus plus 380 m. water trail by boat (moderate difficulty) • Sataplia developed some touristic products: 3.3 km., 2 hrs, pedestrian; rather easy trail. Trail to visit the conservation building for dinosaur footprints, the unique karst cave, exhibition hall, Colchic Forest, and the wild bee habitat area. Particularly suitable for families and particularly Sataplia – a favourite among children • Prometheus has the main attraction – the cave and boat trail as an exit option for visitors • Other offers developed the civil marriage signing ceremony; conference hall in both places. • Local population around caves is motivated 	<ul style="list-style-type: none"> • No tours scheduled • Long waiting times to enter the cave • Lack of service skills, especially guide • Lack of trained and experienced human resources (especially guides: so far there are 6 guides that guide at least 6 groups per day (total/ each): walking distance 8-10 km per day • Infrastructure – visitor centre is big but not used • No places for tourists to rest • No places for visitors that are not allowed /waiting to enter the cave (children and accompanying parents) • Reservations except TO's groups are not available • Lack of promotional material for sale (except APA's maps on different PAs are available) • Limited number of visitors / Restriction due to capacity per day in Prometheus (40 persons per group, which starts every 15 minutes) • High-pressure from tourists (sometimes more than limitation) • No attention/consideration in tourism infrastructure for disabled people • Lack of animation and interpretation in tourist sites

STRENGTH of broader area - destination	WEAKNESSES of broader area - destination
<ul style="list-style-type: none"> • UNESCO sites – Bagrati, Gelati • Second largest city of Georgia - Kutaisi • Region (Kutaisi) is connected to the main railway and highway lines of Caucasus • Recognition of resort Tskaltubo • The quality and variety of food, wines and especially sparkling wine • The peoples hospitality as well as their traditions and folklore • New popular trail to Martvili (Samegreli region) which arises tourist flows to this direction and extreme tourism itself 	<ul style="list-style-type: none"> • Poor Infrastructure (Public/ private transport, itineraries) • The public transportation to key tourism sites such as Gelati, Sataplia, etc. are very limited • Lack of transport facilities (in villages, regions) • Bus stations are scarce and service information is limited • Facility areas are lacking in most of tourism sites: for example, food and beverage structures, hygienic services, shopping areas, etc. • Insufficiently skilled service staff • Lack of sign boards, especially from Tskaltubo • WC (however there is a building possibility within GNTA/WB project) • No activities for tourists at the evening time • Local people are not involved in tourism development activities – catering, guiding, product selling, etc. • Lack of traditional product packaging and no labelling • Insufficient marketing • No statistics at regional and local level • Lack of services for persons with disabilities • Low level of service (on a regional level) • Lack of accommodation in communities • Poor hotel conditions and lack of accommodation services • Insufficient entertainment offer; • Lack of tourist guides, souvenir shops (handcraft articles, souvenirs, maps, guides, leaflets, etc.); • Lack of leisure service for residents; • 25 travel agents registered in the region but only very few are active • Poor brand image • Insufficient road network and tourist signalization • Lack of some bicycle tracks in the city • Language barrier, few foreign languages spoken • Weak management on a regional level • The lack of entrepreneurship and the ignorance of the population regarding tourist activities directly affect the

	<p>structure of the tourism sector</p> <ul style="list-style-type: none"> • Lack of international level accommodation: there is no presence of international chains of hotels • Difficulty to find information on the existing possibilities. There is scarce information available, not only in guides, but also on the Internet or other information sources • Inexistence of a structured tourist product • No timetables or map available for tourists
<p>OPPORTUNITIES of Protected Area</p>	<p>THREATS of Protected Area</p>
<ul style="list-style-type: none"> • Good possibilities to travel around surrounding areas by horses, bicycles and by foot. 8 trails around Prometheus caves are investigated • Trails with one camp site (for biking and hiking) connecting caves can be developed: <ul style="list-style-type: none"> - Tskaltubo – Dzedzileti (7-8 km) - Tskaltubo – Dzedzileti – Okatse (20 km) - Tskaltubo – Dzedzileti – Okatse – Matvili (25 km) • The government plans to establish a PA in Racha-Lechkhumi and cooperation possibility • Possibilities to develop agro/rural tours • Possibility to develop traditional product /souvenirs (made by stone, honey, especially in Sataplia). • Developing canyoning recreational facilities • To develop other caves and deviate tourist demands/groups • Medical tourism in Caves, especially for Tskaltubo visitors where 80% arrives to region for medical treatments • To develop short tour program for disabled people • Intensive cooperation with local media: "Kutaisi", "ImeretisMoabe", "PS", "AkhaliGazeti", "KutaisuriVersia", "Chveneburebi" (Journal); Scientific Journal "Gantiadi"; TV: "Rioni"; <u>Radio: "DzveliKalaki" (oldCity)</u> • Potential resources for PA: SolkotaCave, SarkumaliCave, GumbriCave Satsurbliacave, Satevziacave (Khoni), Deviskhvreli (village Lashe), Sagvarjile (Terjola), Shvalieticave (Kvirila Valley), DarkvetisEkhi, Mgvimevicave, SamgleCave, SamertskhleCave, Satobavicave, Sadzrokhiacave, Sachinke Cave(research "Physical Geography of Imereti) 	<ul style="list-style-type: none"> • Unskilled guides for canyoning, additional training is necessary • Unsafety conditions in Canyon in Okatse during different weather conditions (regular check of water level etc.)
<p>OPPORTUNITIES of broader area –</p>	<p>THREATS of broader area – destination</p>

destination	
<ul style="list-style-type: none"> • Second airport development (4 km from Kutaisi) for private flights • Prior place as a tourism destination for Georgian government and international donors (World Bank projects). - The world Bank supports regional development in Georgia. Imereti region is part of it. The project covers two broad areas - Infrastructure Investments and Institutional Management. The project supports GNTA capacity development and the Municipal development Funds in the region. DMO and linkages with other regional institutions is established. • WB/GNTA implement new project in Imereti where rehabilitation of touristic sites in Tskaltubo has been developed • It is planned to Tourist Information Centre, bike rental point and camping site (80 ha) in Tskaltubo central park. This is a good example of PPP – potential of bike tours exists, government contributes with place and private sector will manage touristic services • Eco and agro tourism products development • Possibility to arrange day trips and 2-3 day programs /jeep tours to Lechkhumi, Lower Svaneti), Svaneti and Upper Imereti regions. You can get in 2 hours to Svaneti region – one of the most popular touristic place. The distance from Tskaltubo to Ushguli is 145 km • Strengthen the potential of cooperation with <u>Gelati Academy of Sciences</u>, established in the 12th century by King <u>David IV</u>. There is also one of the most important educational centres in modern Georgia, <u>Akaki Tsereteli StateUniversity</u>, established in 1930. • Strengthen the cooperation with Kutaisi State University’s Tourism Division (Faculty of Business, Law and Social Sciences) - students in Tourism Management academic program, in Business Administration (Module Tourism Management), in Resorts’ Tourism academic program • Product development with Vani museum • Offering diverse tourism products and service improvement • Strengthening the management of small and medium enterprises 	<ul style="list-style-type: none"> • Political instability in the region and broader area • Migration of the population • The passive attitude of local population and little interest toward the tourism economy

<ul style="list-style-type: none">• The proper use of the potential of agriculture and agro-industrial sectors• Offering vocational education and trainings within communities• Traditions and values protection• Mobilization and involvement of local people in tourism infrastructure rehabilitation processes• Developing a special Cluster for sustainable Tourism Businesses by means of a Business Incubator• Development of Quality labels & Eco labels• International investors attraction• Incentivize a DMO creation	
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ANNEX 1.4 SWOT ANALYSIS FOR IMERETI CAVES – FINAL








STRENGTH of IMERETI CAVES PA and SURROUNDINGS	WEAKNESSES of IMERETI CAVES PA and SURROUNDINGS
<p>TRANSPORT / ACCESSIBILITY</p> <ul style="list-style-type: none"> > Good location, 240 km from capital Tbilisi, 160 km from Black Sea, 20 km from Kutaisi > 30 km from Kutaisi international airport > Close to the main road-international highway and the cross road of the country - connecting west to the east > Good access roads to Sataplia reserve and Prometheus cave > Close to bus and train station in Kutaisi 	<p>TRANSPORT / ACCESSIBILITY</p> <ul style="list-style-type: none"> > Lack of road and tourism signalization > Poor public transport - no reliable scheduled public transport > Bus stations are scarce and information is limited > Very poor accessibility for disabled people > In the case of Okatse poor accessibility > Few low cost air carriers to Georgia > Limited parking places in Sataplia and Prometheus > Access roads and parking to be developed for new tourist caves > Poor internet accessibility
<p>NATURAL & CULTURAL ASSETS</p> <ul style="list-style-type: none"> > Prometheus Cave has 17 halls, 6 halls open to visitors > Rich diversity of geological, speleological and botanical monuments in the PA (colchic forest, timber plants, etc). > Rich biodiversity in Prometheus Cave (guttered stalactites, stalagmites, petrified waterfalls, hanging stone curtains, inhabited by organisms: bats, freshwater mollusks, spiders, etc.) > Distinguished landscape full of caves and canyons, unique Colchis wetlands, gorge of Rioni > Several cultural and archaeological monuments close to the PAs: IX century Ubisa church, X century Motsameta church, Chabukiani memorial > Two UNESCO heritage sites close to the PAs: XII century Gelati Monastery complex and frescoes and XI century Bagrati Temple > Strong recognition of Tskaltubo resort and city Kutaisi > Mild climate 	<p>NATURAL & CULTURAL ASSETS</p> <ul style="list-style-type: none"> > Okatse and Sataplia are not easy accessible in winter time if there is snow > No risk assessment in regard to safety in caves, glass view platform and canyon walking platform > Slow rehabilitation of cultural monuments and sites and poor waste management
<p>INFRASTRUCTURE</p> <ul style="list-style-type: none"> > Good and diverse infrastructure facilities in Sataplia and Prometheus > Hotel infrastructure (8 rooms for 16 persons) with 1 big conference room (cca 100 seats) > Visitors centers > Administration buildings > Speleological Museum in Sataplia > Scenic glass viewpoint with bar > Restaurant and Bar close to the Visitor center > Information and ticket center with small shop at the entrance to the Sataplia > Audio guides available in several languages > Postal service > Tourist Accommodation in Tskaltubo and Kutaisi (guesthouses, hotels, private accommodation, etc.) 	<p>INFRASTRUCTURE</p> <ul style="list-style-type: none"> > Visitor centres and PAs administration buildings are not fully utilized > Closed hotel and conference room > Water, electricity supply, and WIFI problems in Sataplia > No places for tourists to rest > No places for visitors that are not allowed to enter the cave (children and accompanying parents) > Poor or no infrastructure for disabled persons > Lack of First aid service > Lack of restrooms > Poor additional tourism products and services (shopping areas, cultural events, playgrounds, lack of entertainment offer, etc.)

<p>TOURISM DEVELOPMENT</p> <ul style="list-style-type: none"> > Sataplia PA and Prometheus cave are open all year round > Visited by 150 000 visitors in 2013. Prometheus #1 destination place (visited 75 000 >tourists) in the region > Prometheus developed tourism product: hiking trail - 1.420 m cave trail with 6 halls in Prometheus plus 380 m water trail by boat (moderate difficulty) > Prometheus tourism product: civil marriage ceremony in Hall of Love > Sataplia developed tourism product: walking trail 3.3 km., 2 hrs, easy walking. Trail to visit the conservation building for dinosaur footprints, the unique karst cave, exhibition hall, Colchic Forest, and the wild bee habitat area. Suitable for families and children. > VIP service for visitors 	<p>TOURISM DEVELOPMENT</p> <ul style="list-style-type: none"> > No tourism development and management plan > Lack of professional-skilled hospitality staff (tourist guides, tourist and marketing specialists) > Poor results of concession practice > Seasonality, peak season is in June > No scheduled tours > Limited number of visitors / Restriction due to capacity per day in Prometheus(40 persons per group, which start every 15 minutes) > Reservations except for TO's groups are not available > Bad location of TIC in Kutaisi > Lack of promotional material - except APA's maps > Not sufficient promotion, PR and marketing > Lack of tourist programmes for children and families > Poor statistics on local and regional levels > Limited knowledge of foreign languages > No price differentiation > No Quality standardization > Poor brand image of tourist destinations
<p>COOPERATION</p> <ul style="list-style-type: none"> > Hospitable people with interest in tourism development > Imereti caves PA is member of ISCA – International Show Caves Association > Some examples of good cooperation with national and international TO/TA > Local administrations interested in tourism development > International funds are interested to contribute to the PA and region development > Good cooperation with local municipality and DMO in Tskaltubo > Good cooperation with GNTA in establishing joint TIC at Kutaisi airport 	<p>COOPERATION</p> <ul style="list-style-type: none"> > No local or regional HORECA associations (hotels, guest houses, restaurants,..) > Low integration of local population in tourism development > Very weak cooperation in implementation of tourism development marketing plan for Imereti region prepared by GNTA > Weak cooperation with Kutaisi municipality and tourism department > Lack of local NGOs and public initiatives
<p>OPPORTUNITIES IMERETI CAVES PA and SURROUNDINGS</p>	<p>THREATS of IMERETI CAVES PA and SURROUNDINGS</p>
<p>TRANSPORT / ACCESSIBILITY</p> <ul style="list-style-type: none"> > Further building of highway from Tbilisi to Black Sea > More low cost air carriers to Kutaisi airport > Development of regular scheduled transport from Tskaltubo Health Resorts to Sataplia and Prometheus > Development of regular transport from Kutaisi to Sataplia and Prometheus > Development of accessibility for disabled people (for wheelchair users, elders, baby strollers, etc.) > Dzedzhieti – Okatse road rehabilitation/development 	<p>TRANSPORT / ACCESSIBILITY</p> <ul style="list-style-type: none"> > Road conditions and maintenance > Natural catastrophes (floods, etc) affecting accessibility

<p>NATURAL & CULTURAL ASSETS</p> <ul style="list-style-type: none"> > Potential resources for PA: Solkota cave, Sarkumali cave, Gumbri cave Satsurbliia cave, Satevzia cave (Khoni), Devishkhvreli (village Lashe), Sagvarjile (Terjola), Shvalieti cave (Kvirila Valley), Darkvetis Ekhi, Mgvimevi cave, Samgle cave, Samertskhle cave, Satobavi cave, Sadzrokhia cave, Sachinke Cave > New tourist adventure park - Martvili Gochkadili & Okatse > Use of natural resources for healing and spa in Tskaltubo (water, peloid mud, climate,..) > Landscape and country side in Imereti introduced to tourism development > Sustainable management of environmental impacts > Higher awareness of natural and cultural heritage 	<p>NATURAL & CULTURAL ASSETS</p> <ul style="list-style-type: none"> > Natural catastrophe with dramatic effect on caves (because of earth quake for example) > Degradation of natural & cultural assets due to excessive use
<p>INFRASTRUCTURE</p> <ul style="list-style-type: none"> > To restructure and use more efficiently tourism hospitality and administration buildings in Sataplia and Prometheus > More hotel rooms in Sataplia and camps in each nature monument > Use of renewable energy sources: Solar system installation on old and new infrastructure > Improved signs and interpretation boards installation > Development of recreational facilities > Development of rest facilities > Playgrounds for children > Improved standard for parking > Parking slots for bikes > Improving water supply system in Sataplia > New tourism facilities in Tskaltubo, Sairme, Kutaisi etc. > More capacity for long stays in Imereti region 	<p>INFRASTRUCTURE</p> <ul style="list-style-type: none"> > Lack of financial resources for development and maintenance > Limits to growth because of more strict environmental protection standards > Limits to growth because of safety standards implementation for sport/ adventure activities > Lack of project ideas and project prepared for investment > Lack of HR to implement project plans
<p>TOURISM DEVELOPMENT</p> <ul style="list-style-type: none"> > Extension of existing and introduction of new tourism organised caves in Imereti caves PA tourism offer > Possibilities for travel around by horses, bicycles and even by foot: 8 trails around Prometheus caves are investigated > Trails for biking for example connecting caves can be developed: <ul style="list-style-type: none"> - Tskaltubo - Dzedzileti (7-8 km) - Tskaltubo - Dzedzileti - Okatse (20 km) - Tskaltubo - Dzedzileti - Okatse - Matvili (25 km) > Offer for people with special requirements (blind, deaf, on wheelchair, family with baby strollers, elderly, etc.) > More promotion and marketing of Imereti caves PA > Development of Okatse-Martvili adventure park > Plans to establish PA in Racha-Lechkhumi 	<p>TOURISM DEVELOPMENT</p> <ul style="list-style-type: none"> > Tourism development without a strategy and marketing plan > Slow development and preparation of project plans > Not enough support for tourism development and entrepreneurship in tourism > Not enough professional - skilled staff interested to work in Imereti caves PA and in tourism > Lack of promotion and marketing > Overcrowded areas due to lack of visitor monitoring /visitor management >

<ul style="list-style-type: none"> > Incentives to develop traditional products/souvenirs (made by stone, honey, ...). > Possibilities to develop community based and agro/rural tourism > Develop wine tasting service in caves > Improvement of the image of Imereti region as tourist destination 	
<p>COOPERATION</p> <ul style="list-style-type: none"> > Participation in and cooperation with Tskaltubo resort DMO > Cooperation with GITO and TOs/TAs > Cooperation with big companies and institutions for cross marketing (Khareba for example) > Development of PPP - Public Private Partnership in joint investment > Possible development and cooperation with Friends of Imereti caves PA association > Integration of local entrepreneurs - guest houses, taxi drivers, traditional products in tourism in PA > Strengthen cooperation with Universities and Research Institutes > Enhance the involvement of local communities in tourism (education programs, businesses, etc.) > Intensify cooperation with local media: "Kutaisi", "ImeretisMoabe", "PS", "AkhaliGazeti", "KutaisuriVersia", "Chvneburebi" (Journal); Scientific Journal "Gantiadi"; TV: "Rioni"; Radio: "DzveliKalaki" (old City) 	<p>COOPERATION</p> <ul style="list-style-type: none"> > Slow development of stakeholders' cooperation model - DMO or other forms > Centralized system of management of PAs > Low response of stakeholders for cooperation

ANNEX 1.5 VALUE CHAIN ANALYSIS FOR IMERETI CAVES

STEP	DECISION PROCES	DIRECTION	DESCRIPTION	SCORE
1	Information about Imereti caves		No web site information No promotion materials available No promotion & marketing activites	1
2	Booking-buying the trip to Imereti caves		No advance booking available Booking available at TO in Georgia Booking available on the spot	3
3	Travel to Imereti caves		Transport vehicle and driver available, knowing the way Bad sign posting on the roads Rather good roads to natural monuments	4
4	Arrival and welcome		Parking availbe, often too crowded Visitors center and limited information available Often longer waiting time for visit of caves	3
5	Visit of nature monuments/caves		High attractiveness of caves and monuments – unique dinosaurus footprints Good infrastructure in the caves and on trails Good guiding	5
6	Availability - Consumption of additional products and services		Very limited offer of additional products and services No suggestive marketing of additional products and services	1
7	Post sales – revisits/recommendations to visit the caves		No souvenirs or products to take home for memory No loyalty activities and suggestions by staff	1

Evaluation scores: 1 – very bad, 2 – bad, 3 – average, 4 – good, 5 – very good

ANNEX 1.6 ANALYSIS OF IDOLS, COMPETITORS AND STAKEHOLDERS FOR IMERETI CAVES – WORKING MATERIAL

IDOLS: Which PA (in Georgia and abroad) is the best for comparison? And why?	
Czech Republic – administration building small but very informative and well equipped with touristic materials, souvenirs and exhibitions. There were accommodation rooms for guides. Building was simple and impressive.	
COMPETITORS: Who are competitors to PA? And Why? In which areas	
Martvili – GochKadili Canyon, It has good offers for canyoning and hiking. Toba Lake is impressive for camping.	
KEY STAKEHOLDERS: Who are main stakeholders to cooperate with PA?	
ACCOMMODATION (hotels, B&B, camps, huts...)	<p>1. Hotels and guesthouses in Tskaltubo and Kutaisi</p> <p>2. Among 10 Tskaltubohotels, three has own therapy</p> <p><i>Tskaltubo resort and hotels are very important for Imereti caves.</i></p> <p>All together there is about 1.350 bedsavailable in 2012 (by GNTA)</p>
FOOD & BEVERAGE (restaurants, bistros&bars)	<p>Restaurants, Cafees</p> <p>Some families in Village Kumistavi developed restorants/cafes for Prometheus caves visitors. Some families in village Gordi are also ready to develop catering services/offers (especially families living close to visitor centre).</p>
SPORT ACTIVITIES (summer&winter; indoor&outdoor)	Not yet
CULTURE ACTIVITIES (museums, galleries, concerts, festivals...)	<p>Bagrati Cathedral (UNESCO World Heritage Site)</p> <p>Gelati Monastery(UNESCO World Heritage Site)</p> <p>Motsameta Church</p> <p>Geguti Palace, which was one of the residences of Georgian monarchs</p> <p>"OkrosChardakhi", Georgian Kings' Palace</p> <p>Pantheon, where many notable citizens are buried</p> <p>Tskaltubo ethnography (local lore) museum</p> <p>Museums of Georgian writer Niko Lortkipandize and linguist GiorgiAkhvlediani</p> <p>Museums:</p> <ul style="list-style-type: none"> • Kutaisi State Historical Museum • Kutaisi Museum of Sport • Kutaisi Museum of Martial Art • Museum of ZakariaPaliashvili • Kutaisi State Historical Archive • Kutaisi State Scientific-Universal Library • David Kakabadze Fine Art Gallery • Art Salon in Kutaisi <p>Theatres:</p> <ul style="list-style-type: none"> • Kutaisi LadoMeskhishvili State Academic Theatre • Kutaisi MelitonBalanchivadze State Opera House • Kutaisi IakobGogebashvili State Puppet Theatre • Cinema and Entertaining Centre "Suliko" • Hermann-Wedekind-Jugendtheater

SACRAL, SPIRITUAL & RELIGIOUS CENTERS (churches, monasteries...)	Close to Gelati, Motsameta Monasteris, Bagrati Cathedral
HEALTH & WELLNESS ACTIVITIES (medical, health, spa, climate...)	Tskaltubo – three hotels provide with massage and min procedures. There is one renovated bath (#6) which is used by visitors
CASINOS & ENTERTAINMENT (casinos, music& dance, shows...)	Two casinos on the way to Tskaltubo – Black Sea and three electronic casinos in Tskaltubo Town
CONGRESS, FAIRS (congress, meetings, fairs capacities and organisers...)	Yes, in both administration building
WINE & FOOD PRODUCTS (wine, water, juices, agricultural&food products...)	Honey shop in front of the entrance of Prometheus cave;However, local community has ability to offer also other products: bread, cheese, fruit, water, wine, vodka. Sataplia means Honey place – right marketing should be done to promote Sataplia and local product (Tapli/honey) form this place
OTHER PRODUCTS & SOUVENIRS (for daily use and souvenirs: books, DVDs, crystal, leather...)	Few handmade souvenirs (glasses with vodka), embroideries are developed. Guide book is needed – none exists at this moment.
SHOPS (shopping centres, open markets...)	Souvenir shops, however not sufficient product and high taxes. APA's interest rate (from revenue) in Prometheus is 52% and in Sataplia -11%. Both souvenir shops are rented by auction.
TIC – TOURIST INFORMATION CENTERS	New TIC is opening in Tskaltubo – support of World Bank and GNTA.
TOUR OPERATORS & TRAVEL AGENCIES	None.
ASSOCIATIONS, MARKETING ORGANISATIONS, NGOs (trade associations, reservation systems, design & marketing agencies, NGOs...)	No any local networks or initiatives. There is agro touristic association in Gelati but has no contact/relation with Imereti Caves. Guides are familiar with Ecotourism association of Georgia and have been investigating some canyoning trails in Okatse and Martvili (not connecting to Imereti Caves PA) together.

ANNEX 1.7 TOURISM RELATED STAKEHOLDERS IN IMERETI CAVES - FINAL

MAIN STAKEHOLDERS OF IMERETI CAVES PROTECTED AREA	
PA MAIN STAKEHOLDERS	<ul style="list-style-type: none"> > Tskaltubo Healt resort with hotels and sanatorium > Kutaisi hotels and guest houses (in Kutaisi and surrounding) > 35 TOs with whom PA has an agreement > Kutaisi International airport > Kutaisi public transport company > Kutaisi and Tskaltubo taxis
CULTURAL AND OTHER ORGANISATIONS	<ul style="list-style-type: none"> > Bagrati Cathedral (UNESCO World Heritage Site) > Gelati Monastery (UNESCO World Heritage Site) > Motsameta Church > Museums in Kutaisi and in Vani
TOURISM ORGANISATIONS	<ul style="list-style-type: none"> > Tskaltubo DMO - Tourism and resort management centre of Tskaltubo > GITO A > TIC in Kutaisi
ASSOCIATIONS, NGOS, CENTERS, CLUBS	<ul style="list-style-type: none"> > ISCA - International Show Caves Association > ETDC/Eco Tourism Development Centre, Agro Touristic Association KORENA
EDUCATIONAL ORGANISATIONS	<ul style="list-style-type: none"> > Kutaisi University > Akaki Tsereteli State University > Kutaisi Technical University > Vakhushti Bargationi Institute of Geography - Department of Geomorphology-Geoecology > Schools in Georgia and from the region
LOCAL COMMUNITY	<ul style="list-style-type: none"> > Tskaltubo municipality > Kutaisi municipality – tourism department > Local communities close to Imereti caves: Kunimstavi, Khomuli, Gumbrini, Banoja, Jimastari, Gordi, Kinchkha, Khvilishi.
DONORS & INTERNATIONAL ORGANISATIONS	<ul style="list-style-type: none"> > Hareba wine company > WB – World Bank

ANNEX 1.8 ANALYSIS OF EXISTING AND POTENTIAL TOURIST PRODUCTS FOR IMERETI CAVES – WORKING MATERIAL

<p>Existing tourist products in PA:</p> <ul style="list-style-type: none"> > 1.420 m walking and 380 m boat tour in Prometheus > 3.300 m walking tour in Sataplia area > walking tour to Okatse& panoramic walk way over the canyon
<p>Existing main tourist products in broader area – destination:</p> <ul style="list-style-type: none"> > Cultural tour to visit Gelati, Motsameta Monasteries, Bagrati Cathedral > Jeep tours to Lentekhi – Ushguli and Tskaltubo – Ambrolauri - Terjola > Tskaltubo health resort is in the process of rehabilitation supported by WB and will represent important tourism resort in Imereti region
<p>Potential tourist products in PA:</p> <ul style="list-style-type: none"> > Extreme tours > Camping sites around Prometheus and Okatse > Enhance of local initiatives around Okatse and Prometheus –offering catering, min water, camping accommodation services > Bike tours > Extreme tours can be developed – 8 trails around Prometheus canyon are already investigated. Documentation/reportsexist - one of them starts from the place where the first cave was discovered. It will be not lightened – 430 m. Documents, permission should be regulated to start canyoning tours > There are 7 interesting caves, among which one was investigated by Czech cave association and recommended to develop speleotherapy. Infrastructure is under development. > Bike tours which go to Prometheus from Tskaltubo (well developed resort) and Kutaisi, also to Sataplia from both places are subject to develop (municipality plans with GNTA) > Offers for disabled people > There are possibilities to develop optional trails around Sataplia PA (proper investigation and planning needed) > Family touring & adventure (bike parks) > Soft nature (relax) products > Picnic and wine tasting with local producers > Hiking > Trekking > Canyoning > Caving > Horse riding > Walking > Nature photography > Dinner with typical food of the region in the caves > Caving spa: health care & spa packages (Speleotherapy, using caves environment to benefit pulmonary diseases; spa treatments for circulatory, nervous, muscular and skin diseases) > Meditation day > Quit smoking week in PA > Shuttle service from Tskaltubo/Kutaisi with booking possibilities there?
<p>Potential main tourist products in broader area – destination:</p>

- > Local population is more actively involved in tour business and they could develop rural/farm tours
- > Tskaltubo is as a spa resort with a past glorious reputation still enduring in many countries
- > There were 10 000 beds in 22 hotels with 150 000 holiday-makers during Soviet period in Tskaltubo
- > Old hotels have potential to be renovated. Municipality intends to invite investors as soon as rehabilitation works (road, central park maintenance end etc.) are finished. They will announce tender with favourable conditions for investors in order to restore old buildings and re-establish Tskaltubo as it was during old times
- > Besides medical treatments diverse excursion can be developed to Prometheus (5 km), Sataplia (6 km), Okatse (30 km), Martvili (40 km) and Khvamli (50-60 km)
- > Ballet Festival in Kutaisi, with shows, evenings, dinners, excursions, wine tasting, etc.)
- > Leisure and natural experiences area: Sairme and Nunisi
- > Gorda Canyon experience with information centre
- > Sport & Adventure in Chiatura area (climbing, downhill biking, canyoning, paintball, etc.)
- > Myths, legends and history related to Imereti (Golden Fleece, the Kolkhis, etc.) still produce interest in western culture
- > Religious Touring
- > Disabled Touring
- > City breaks in Kutaisi
- > Health (maternity treatments, give birth in water, rejuvenation spa, ...) and wellness packages (vine therapy, baths, cosmetic treatments,...)
- > Sairme package: Sairme water has got unique healing properties and it is used for curing many diseases including: diseases of nervous system, cardio vascular
- > Meetings and incentives
- > Fairs & Events
- > Gastronomy & Wine (wine routes, learning experience- gastro courses, collaboration with local people in the whole wine making process, taking home own wine)
- > Picnic and wine tasting with local producers
- > Katshki pillar
- > Chiatura industrial area
- > Rural wine cellars (Qoreti, Ivantsminda villages, Sachkhere)
- > Mobile apps for tours
- > River tour
- > Archaeological tour
- > Best panoramic view tour
- > Gastronomy tour
- > Traditional market tour
- > Gardening & learning experience (traditions and crafts)

ANNEX 1.9 EXISTING TOURISM PRODUCTS IN IMERETI CAVES (SATAPLIA NATURE RESERVE, PROMETHEUS CAVE, OKATSE CANYON) – FINAL

Attractions in PA
<ul style="list-style-type: none"> > Sataplia nature reserve with cave, colchic forest, cliff and nature trails and glass view platform > Prometheus cave with rich biodiversity > Navenahevi, Satsurblia, Melauri and several other not explored caves > Okatse canyon
Tourism infrastructure & facilities in PA
<p>ACCOMMODATION FACILITIES</p> <ul style="list-style-type: none"> > Hotel with 8 room <p>VISITORS FACILITIES</p> <ul style="list-style-type: none"> > Visitors center in Sataplia > Ticket & info center in Sataplia > Visitors center in Prometheus > Visitors center in Okatse > Scenic glass view platform in Sataplia > Walking and view platform in Okatse canyon > Parking places in Sataplia, Prometheus and Okatse > Restrooms in Sataplia and Prometheus and Okatse in or close to Ticket & Visitors center <p>RESTAURANTS AND SHOPS</p> <ul style="list-style-type: none"> > Cafes and shops in Visitors centers, at the exit of Sataplia cave and on scenic glass view platform in Sataplia <p>MUSEUMS</p> <ul style="list-style-type: none"> > Speleological museum in Sataplia <p>MEETING FACILITIES</p> <ul style="list-style-type: none"> > Conference and meeting rooms in Sataplia hote/Visitors center and in Prometheus administration building <p>ADMINISTRATION BUILDINGS</p> <ul style="list-style-type: none"> > Administration buildings in Sataplia and Prometheus and joint with visitors center in Okatse
Tourism products in PA
<p>NATURE PROGRAMMES</p> <ul style="list-style-type: none"> > Sataplia cave visit > Sataplia rock trail > Sataplia nature educational trail > Sataplia colchic forest > Sataplia Jurassic parc with dinosaur footprints > Prometheus cave visit > Boat tour in Prometheus cave > Okatse nature walking trail <p>CULTURAL & EDUCATIONAL PROGRAMMES</p> <ul style="list-style-type: none"> > Nature educational trail in Sataplia > Speleological museum visit in sataplia > Speleological research programmes <p>SPORT & ADVENTURES PROGRAMMES</p> <ul style="list-style-type: none"> > Canyoning > Adrenaline view platform in Okatse > Scenic view platform in Sataplia <p>HEALTH PROGRAMMES</p> <p>FUN & ENTERTAINMENT</p> <ul style="list-style-type: none"> > Small train trail in Prometheus > Wedding in cave <p>MICE - BUSINESS PROGRAMMES</p> <ul style="list-style-type: none"> > Meetings in conference facilities

- > Wedding in cave

PLEASURE

- > Meditation in cave
- > Shopping

Tourist attractions and products in broader area – destination

- > Martvili/GochKadili Canyon, Svaneti, Sport park, stadium and sports hall in Tskaltubo
- > Tskaltubo health & spa resort , Clinics and hospitals
- > Bagrati Cathedral, Gelati Academy, Vardzia, Kutaisi State University, Quevri wine production
- > Katskhi pillar
- > Kutaisi and Tskaltubo hotels; TOs/TAs; Universities
- > Wellness & Spa center in Tskaltubo, Khareba wine celler, Shopping in Kutaisi
- > Casinos, Festivals and concerts in Kutaisi and in Tskaltubo, Sports & Aqua parks in Kutaisi and in Tskaltubo

Annex 2 STRATEGY SETTING: PRODUCT DEVELOPMENT

ANNEX 2.1 SBUS – STRATEGIC BUSINESS UNITS AND EXPECTED EXPERIENCES OF VISITORS IN PAS IN GEORGIA

Nr.	SBU	Description		Products Activities	Remarks
1	PLEASURE	slow down life, relax, enjoy, replenish your energy, find time for yourself, lifestyle	➔	Wellness & SPA Wine & culinary	
2	FUN & ENTERTAINMENT	have fun, enjoy life, meet other great people, feel excited, feel "in"	➔	clubbing festivals	
3	(experiencing) NATURE	get away from everyday life, feeling healthy, back to nature, feel authentic, experience freedom	➔	mountain tourism rural tourism lake/river tours	
4	(exploring and learning) CULTURE & EDUCATION	learn something new, learn something about history, discover new artists, new literature etc., feel intellectual	➔	country culture folklore monasteries	
5	SPORT & ADVENTURE	feel the adrenalin, experience the limit of your physical strength	➔	hiking biking skiing rafting	
6	HEALTH	be healthy, relax, live long, be fit, look good, do something for your beauty and health	➔	climate health resorts convalescence beauty treatments	
7	BUSINESS	be successful, meet important people, be at the centre of business life	➔	MICE	

ANNEX 2.2 SBU – STRATEGIC BUSINESS UNIT NATURE FOR IMERETI CAVES

SBU: NATURE		
Back to nature, Feel authentic, Going back to origins, Experience the peace and tranquillity of the natural environment, Seeing wildlife in its natural habitat, Escaping the urban environment, Learning about natural environment, Absence of crowd, Rest and relaxation		
Typical products: National park visits, hiking/bushwalking, wildlife viewing, guided trail walk, bird watching, nature photography, meeting local people, nature park visits		
EXISTING PRODUCTS	POTENTIAL PRODUCTS	MARKET TARGET GROUPS
<ul style="list-style-type: none"> > Sataplia cave visit > Sataplia rock trail > Sataplia nature educational trail > Sataplia colchic forest > Sataplia Jurassic parc with dinosaur footprints > Prometheus cave visit > Boat tour in Prometheus cave > Okatse nature walking trail 	<ul style="list-style-type: none"> > New caves visit > Nature ecological walking trail > Nature&art education camps > Recreation in nature > Playgrounds in nature > Botanical tours > Geological trails > Historical trail 	<ul style="list-style-type: none"> > Soft ecotourists – interested and casual nature visitors > Special interest visitors (fauna, flora, ethnology, etc.) > Families > Students > Children > DINKs (dual income-no kids) > Empty nesters
Major attractions in destinations around Imereti caves linked to SBU:		
Svaneti, Borjomi Kharagauli National Park, Katskhi pillar		

ANNEX 2.3 SBU – STRATEGIC BUSINESS UNIT CULTURE AND EDUCATION FOR IMERETI CAVES

SBU: CULTURE & EDUCATION		
Deep understanding of local culture and experience of local daily life, Learn something new, Self-discovery, Meeting new people with similar interest, Opportunity to be with friends and/or relatives, Having new experience, Being able to tell my friend about my experiences		
Typical products: Historical & Archaeological sites, Educational workshops, Meeting local people, Indigenous culture tours, Scientific & research studies, Theme park visits.		
EXISTING PRODUCTS	POTENTIAL PRODUCTS	MARKET TARGET GROUPS
<ul style="list-style-type: none"> > Nature educational trail in Sataplia > Speleological museum visit in sataplia > Speleological research programmes 	<ul style="list-style-type: none"> > Nature educational camps - orientation and survival camps > Junior rangers and young nature scientists camps > Art camps > Research and scientific study and camps > Natural science laboratory programme > Learning experience of traditional activities in PAs/NPs > Ethnological educational tours > Ethnographical educational tours > Traditional local crafts, culture, events > Photographic courses > Photo exhibition trails > Photographic competition Festival > Story telling programmes 	<ul style="list-style-type: none"> > Culture focused visitors > Nature visitors with strong cultural interest > Scientists and Researchers > Students > Youth and children > Families > Empty nesters

	<ul style="list-style-type: none"> > Myths, legends and history programmes > Quevri & Wine history 	
Major attractions in destinations around Imereti caves linked to SBU:		
Bagrati Cathedral, Gelati Academy, Vardzia, Mgvimevi Monastery, Kutaisi State University, Quevri wine production		

ANNEX 2.4 SBU – STRATEGIC BUSINESS UNIT SPORTS AND ENTERTAINMENT FOR IMERETI CAVES

SBU: SPORTS & ADVENTURES		
Feel the adrenalin, Experience the limit of your physical strength, Self-discovery, Having exciting and adventurous experience, Having new experience, Reputation, Opportunity to meet other people with similar interest, Being able to tell friends about experience		
Typical products: Cycling, Four-wheel driving, Canyoning, Rafting, Kayaking, Sport fishing, Horseback riding, Swimming		
EXISTING PRODUCTS	POTENTIAL PRODUCTS	MARKET TARGET GROUPS
<ul style="list-style-type: none"> > Canyoning > Adrenaline view platform in Okatse > Scenic view platform in Sataplia 	<ul style="list-style-type: none"> > Canyon hiking trails > Rafting in canyon > Adventure tours > Kinckha waterfall > Rock climbing > Ice waterfall climbing > Caving for adrenaline lovers > Speleological tours > Cycling > Adventure parks > Mountain trekking > Zip line > Archery > Paintball > Four wheel tours > Demanding nordic walking trails > Mountain biking > Horseback riding in wilderness > Bog walking > Snow shoe walking > Mini golf 	<ul style="list-style-type: none"> > Sports and adventure visitors > Sports and nature associations & clubs > Students > DINKs (dual income-no kids)
Major attractions in destinations around Imereti caves linked to SBU:		
Martvili/GochKadili Canyon, Svaneti tours Sport park, stadium and sports hall in Tskaltubo		

ANNEX 2.5 SBU – STRATEGIC BUSINESS UNIT HEALTH FOR IMERETI CAVES

SBU: HEALTH		
Be healthy, Live longer, Be fit, Look good, Absence of stress		
Typical products: Health and medical treatments, Beauty surgery, Health recovery, National park visits, Soft fitness sport activities (Hiking, Cycling, Cross country skiing, Snowshoeing, etc), Climate healing, Cave healing,		
EXISTING PRODUCTS	POTENTIAL PRODUCTS	MARKET TARGET GROUPS
	<ul style="list-style-type: none"> > Cave healing & spa > Climate health programmes > Anti addiction programmes 	<ul style="list-style-type: none"> > Patients with specific health indications > Post surgery and medical

		convalescents > DINKs (double income – no kids)
Major attractions in destinations around Imereti caves linked to SBU:		
Tskaltubo health & spa resort , Clinics and hospitals		

Annex 2.6 SBU – Strategic Business Unit PLEASURE for Imereti caves

SBU: PLEASURE		
Slow down life, Enjoy, Lifestyle Rest and Relaxation, Absence of crowds, Positive previous experience, Reputation, Having new experiences, Opportunity to be with friends and/with relatives; Being able to tell my friends about my experiences		
Typical products: Wellness & Spa programmes, Gastronomic tours, Wine tours and tasting, Meeting local people, Shopping, Sunbathing		
EXISTING PRODUCTS	POTENTIAL PRODUCTS	MARKET TARGET GROUPS
	<ul style="list-style-type: none"> > Shopping: postcards, T shirts, cups, caps,.. > Spiritual programmes > Meditation programmes > Wellness (gong therapy, yoga,..) > Bioenergy trail > Fitness > Sunrise/sunset watching > Sun bath platform > Soft nature walking and hiking trails > Summer kitchen with typical food > Traditional cooking and tasting > Wine tasting 	<ul style="list-style-type: none"> > Soft ecotourists – casual nature visitors > Young professionals > Social life and network searching visitors > DINKs (double income – no kids) > Empty nesters
Major attractions in destinations around Imereti caves linked to SBU:		
Wellness & Spa center in Tskaltubo, Khareba wine cellar, Shopping in Kutaisi		

ANNEX 2.7 SBU – STRATEGIC BUSINESS UNIT FUN AND ENTERTAINMENT FOR IMERETI CAVES

SBU: FUN & ENTERTAINMENT		
Have fun, Feel "in", Having exciting experiences, Meeting new people with similar interest, Being able to tell my friends about my experiences, Share my experiences with my friends		
Typical products: events and festivals, concerts, partying, shopping, nightlife		
EXISTING PRODUCTS	POTENTIAL PRODUCTS	MARKET TARGET GROUPS
<ul style="list-style-type: none"> > Small train trail in Prometheus > Wedding in cave 	<ul style="list-style-type: none"> > Open days of PA > Events and festivals: popular events, celebrations, anniversary events, etc. > Fun parks for children > Entertainment playgrounds > Concerts > Video & movie presentations in visitors' center in Sataplia 	<ul style="list-style-type: none"> > Young professionals > Trend setters and trend followers > Social life and network seekers > Students > DINKs > Families > Empty nesters

	> Market places and market days	
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Major attractions in destinations around Imereti caves linked to SBU:

Casinos, Festivals and concerts in Kutaisi and in Tskaltubo, Sports & Aqua parks in Kutaisi and in Tskaltubo

ANNEX 2.8 SBU – STRATEGIC BUSINESS UNIT BUSINESS - MICE FOR IMERETI CAVES

SBU: BUSINESS - MICE		
Be successful, Having new experience, Reputation Meeting people with similar interests, Being able to tell my friends about my experiences		
Typical products: Conferences, Congresses, fairs and exhibitions, team buildings		
EXISTING PRODUCTS	POTENTIAL PRODUCTS	MARKET TARGET GROUPS
<ul style="list-style-type: none"> > Meetings in conference facilities > Wedding in cave 	<ul style="list-style-type: none"> > Team buildingprogrammes > Meetings &Incentives programmes > Fairs & Exhibition programmes > Workshops > Friends of PA Festival > Science & Research Conferences 	<ul style="list-style-type: none"> > MICE organisers > International and Domestic Corporations > Trade and Professional Associations > DINKs (double income – no kids)
Major attractions in destinations around Imereti caves linked to SBU:		
Kutaisi and Tskaltubo hotels; TOs/TAs; Universities		

ANNEX 2.9 EVALUATION OF ATTRACTIVENESS AND COMPETITIVENESS OF MAIN NEW TOURIST PRODUCTS IN IMERETI CAVES

ATTRACTIVENESS

No.	Name of tourism product	Natural value importance	Cultural value importance	Spots value importance	Educational value importance	The size of product (for individuals or groups)	The size of resource for further extension	Other tourist supply in destination	Acceptability of product for inhabitants	Transport accessible & Parking	ATTRACTIVENESS TOTAL
1.	Nature Eco walking Trail	8	3	4	6	8	9	2	10	7	57
2.	Prometeus cave 3 rooms	8	3	2	8	5	3	2	10	10	51
3.	Satsurbli spa cave	10	2	1	3	5	4	8	10	5	48
4.	Navenakhevi visitors cave	10	3	2	8	5	2	2	10	5	47
5.	Melauri adventure cave	10	2	9	5	5	6	5	10	6	58
6.	Recreation (archery, mini golf, ...)	7	1	7	3	4	8	2	10	9	51
7.	Playground	7	1	5	5	4	8	2	10	9	51
8.	Pleasure (bioenergy, meditation, ...)	8	3	1	6	4	8	8	10	9	57
9.	Nature&Art camps	9	7	3	5	5	8	2	10	9	58
10.	Events	4	8	1	5	8	6	2	10	9	53
11.	Wine aging & tasting	5	4	1	4	3	3	2	8	7	37

COMPETITIVENESS

No.	Name of tourism product	Product satisfaction level for visitors	Product satisfaction level for employees	Product innovativeness level	HR available for product	Investment in infrastructure needed	Investment in tourism product needed	Investment in nature protection needed	Product contribution to image	Price expectation level	TOTAL
1.	Nature Eco Walking Trail	8	10	5	1	8	6	8	10	10	66
2.	Prometeus cave 3 rooms	8	8	5	1	7	3	5	8	8	53
3.	Satsurbli spa cave	10	10	10	1	4	3	4	10	4	56
4.	Navenakhevi visitors cave	8	10	8	1	2	4	4	10	6	53
5.	Melauri adventure cave	7	10	8	2	4	5	4	10	4	54
6.	Recreation (archery, mini golf, ...)	10	10	7	1	9	8	9	7	7	68
7.	Playground	7	7	6	1	9	8	9	7	8	62
8.	Pleasure (bioenergy, meditation, ...)	8	7	9	1	9	8	9	7	4	62
9.	Nature&Art camps	8	8	6	1	9	8	9	8	7	64
10.	Events	10	10	8	1	9	9	9	8	7	71

11.	Wine ageing & tasting	8	8	7	1	8	7	7	5	4	55
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Annex 3 STRATEGY IMPLEMENTATION: RESOURCES AND POLICY

ANNEX 3.1 INVESTMENT AND DEVELOPMENT PROJECTS IN IMERETI CAVES IN THE PERIOD 2014 - 2020

No	Investment project/Tourism Programme	Value GEL	HR needed	Start & completion year
	Basic infrastructure			
1	Water reservoirs and system instalations in Sataplia	800.000		2015
2	Defence wall for Sataplia and Prometheus	22.000		2015
	Transport, Welcome and Information infrastructure:			
3	Restructuring of visitors center in Prometheus cave	50.000		2015
4	Improvement of parking places in Sataplia and Prometheus			2016
5	Investment in access for handicaped visitors in Prometheus	50.000		2016
6	Explanatory audio guides in & outside caves			2014
7	Electronic Information boards and kiosks	1.600		2014
8	Electronic ticketing/booking on line system	15.000	1	2015
9	Bike trail Tskaltubo - Prometheus (special track along the road)			2017
10	Bikes parking slots	5.000		2014
	Tourism-hospitality infrastructure:			
11	Renovation of Sataplia objects/facilities	120.000		2014/2015
12	Expansion of hotel capacities by 7 rooms	30.000	5	2015
13	Camping place in Sataplia and Prometheus	30.000	2	2015/2016
14	3 cave halls in Prometheus cave-research	25.000		2015
15	Preparation 3 cave rooms for visitors in Prometheus			2016/2017
16	Preparing for visitation Navenahevi cave	1.000.000	7	2015
17	Preparing for adventure visitation Melauri cave	200.000		2015/2016
18	Preparation for visitation Satsurbliia spa cave	250.000		2016/2017
	Tourist products and services			
19	Nature Eco walking trail (long)	15.000	1	2015
20	Recreation facilities	15.000	1	
	Arching			2015
	Mini golf			2015
21	Nature & Art camps			
	Short Eco education trail	10.000	1	2015
	Art & Photo courses			
22	Playgrounds	5.000	1	2015
	Find the treasure			

	Playground for children			
23	Pleasure & Wellness	50.000	1	1016/2017
	Bioenergetic trail			
	Meditation platform			
	Gong meditation/relaxation			
	Sun bath platform			
24	Events	30.000	1	2015
25	Wine aging and tasting			2015
26	Binoculars (2)	3.000		2015
	Research & development projects			
27	Nature impact monitoring system	50.000		2015/2010
28	Further speleological research	50.000		2016/2018
29	Risk Assessment and Evacuation investment	10.000		2015
30	Carrying capacity assessment of tourist caves	15.000		2017
	TOTAL	2.851.600	21	

Annex 4 FROM STRATEGY TO OPERATIONS: ACTION PLAN

ANNEX 4.1 IMERETI CAVES PROTECTED AREA ACTION PLAN 2015-2020

STRATEGY OBJECTIVE/ MEASURE	ACTIVITY
1. Increase the number of domestic and international visitors	
<p>Increase number of visitors from 145.000 in 2013 to at least 300.000 in 2020</p> <p>Increase the share of international visitors from 29% in 2013 to 50% in 2020</p>	1.1 Prepare 5 year marketing and promotion & 1 year operational marketing plan for Imereti caves
	1.2 Assure yearly budget for promotion and marketing in the amount of 15% of total budget of Imereti caves PA
	1.3 Produce basic information & promotion printed materials: Image brochure, TO folder, leaflet/flyer, posters
	1.4 Produce basic information & promotion electronic tools: web site, e-newsletter, Facebook, Flickr, Twitter and update regularly
	1.5 Produce video, DVD, video spot and advertising messages
	1.6 Prepare target oriented mailing list: TOs, Media, Stakeholders (hotels, international and national institutions, etc.)
	1.7 Participate on GNTA stand on general fairs and exhibitions abroad
	1.8 Participate with APA on selected special fairs, exhibitions and workshops abroad
	1.9 Participate on tourism fairs, exhibitions and workshops in neighbouring countries
	1.10 Participate on tourism fairs in Georgia
	1.11 Organise promotional campaign in shopping malls in Tbilisi and Batumi
	1.12 Regularly update Imereti caves web site
	1.13 Regularly produce and distribute e-newsletter (at least once per month)
	1.14 Organise FAM – familiarization trips of GITO and Georgian TOs to PA
	1.15 Organise FAM – familiarization trips of TOs from neighbouring countries to PA
	1.16 Organise FAM – familiarisation trips of Embassies in Georgia with Imereti caves presentation
	1.17 Organise FAM – familiarization trips for influential international & national bloggers
	1.18 Organise visit of Imereti caves tourism product for sales/reception staff in Tskaltubo and Kutaisi hotels
	1.19 Introduce traditional International Culinary & Art Festival in cooperation with Embassies (presentation of countries culinary, culture, tradition, etc.)
	1.20 Identify and contact international TOs organising tours to Georgia
	1.21 Visit Georgian TOs with PA's offer and business proposal
	1.22 Visit hotels in Tskaltubo, Kutaisi, Adjara and Tbilisi with PA's offer and business proposal
	1.23 Identify, contact and inform about Imereti caves international and national Show Cave and Speleological associations
	1.24 Invite ICSA to organise annual conference in Imereti caves
	1.25 Promote and communicate on social media (Facebook, Twitter, Instagram, blogs, etc.)
	1.26 Promote and advertise on airports Tbilisi, Kutaisi and Batumi
	1.27 Promote and advertise on domestic market – billboard on the main road
	1.28 Organise FAM – familiarization trips of journalists and media
	1.29 Regularly inform media with e-newsletter

		1.30	Organise yearly open days in Imereti caves - Festival
		1.31	Abolish practice of 1 day closed PA for visitors
		1.32	Introduce flexible opening time for visitors due to intensity of demand
2.	Increase revenues from tourism and commercial activities		
	<p>Increase the revenues from tourism from 918.600 GEL in 2013 to at least 4.500.000 GEL in 2020.</p> <p>Increase the share of revenues from sales of products and services other than from entry fees.</p>	2.1	Develop and implement price policy
		2.2	Prepare differentiation of entry fees following yield management principles
		2.3	Introduce multi- entry/seasonal entry ticket
		2.4	When introducing charges for new services (like for parking) consider a discount for consumption in PAs restaurant or bar.
		2.5	Offer new products and services that will be charged to costumers
		2.6	Develop and offer packages to visit Imereti caves (transport, welcome, visit of cave, souvenir, event or a soft activity) mainly for tourists in Tskaltubo or other groups
		2.7	Develop and offer tailor made – VIP programmes with high value added (weddings, meditation, wine tasting,..)
		2.8	Develop and use electronic booking system for better time planning of visits, to increase satisfaction with shortening waiting time and to increase revenues
		2.9	Produce and sell products like postcards, T shirts, cups, calendars, DVDs
		2.10	Organise promotional action with products cross selling in Kutaisi markets (with wine producer, restaurant owner, Vani museum, Socar company, Gelati and Bagrati cathedral, etc).
		2.11	Organise and implement donation scheme
		2.12	Organise open air cinema festival / retrospective of Georgian films
		2.13	Organise open air theatre (for example in cooperation with Tumanishvili Theater Tbilisi) / Georgian dance show
		2,14	Organise 1 hour animation programme for kids - puppet show with cave mascot (in cooperation of Nodar Dumbadze Youth Theatre for example)
		2.15	Organise and implement cross-marketing with big companies and institutions (Khareba winery, Georgia bank, TBC, IC Group Insurance company, Georgia-Auto Insurance companies, Publishing company for example)
		2.16	Manage Imereti caves and tourism facilities, products and services by qualified and committed PA administration and tourism professionals
3.	Increase overall satisfaction of visitors		
	<p>Increase satisfaction of visitors and decrease complaints</p> <p>Increase the length of stay of visitors</p> <p>Increase the loyalty – the rate of return visitors to PAs</p>	3.1	Prepare questionnaire for visitors and organise representative surveying and guest analysis
		3.2	Register complaints, discuss about complaints on management board and solve them by the highest priority
		3.3	Offer visitors realistic information about PA and inform if there are any problems or deficiencies
		3.4	Offer to visitors professional guiding service – personal or with e-guides
		3.5	Organise scheduled visits & time management in the case of excessive demand
		3.6	Discuss with relevant authorities and schools to distribute visits of school groups throughout the year
		3.7	Offer to visitors activities and services to spend time while waiting to enter in cave/on trail
		3.8	Inform and promote new products and services of PA and direct visitors to them
		3.9	Improve guiding and interpretation facilities and services in PA
		3.10	Introduce visitors card »Friend of Georgia PAs« for highly

			committed and frequent visitors, VIPs, as an award etc.
		3.11	Organise efficient safety and security measures and implement them professionally if needed
4.	Restructure and use efficiently visitors' infrastructure and develop new tourism products and services in Imereti caves		
	<p>Complete basic PA's infrastructure</p> <p>Improve efficiency of use of existing tourism facilities</p> <p>Develop and offer new tourism products and services</p> <p>Connect/Link Tskaltubo health&spa resort and Imereti caves PA</p>	4.1	Develop and complete basic infrastructure for PA management and visitors (running water, WIFI, PA fence, parking)
		4.2	Provide efficient use of administration buildings and visitors centers for visitors welcome, information and services
		4.3	Expand accommodation capacities (hotel, camp) in Sataplia to market acceptable dimension
		4.4	Develop and offer new caves to tourism market
		4.5	Develop and offer to tourism market products and services to extend the stay and increase satisfaction (Playgrounds, Nature & Art camps, Pleasure programmes and Recreation activities)
		4.6	Enable comfortable and visible access to PA for all also for disabled visitors
		4.7	Enable connection of Tskaltubo health resort and Prometheus cave with biking trail on separate track
		4.8	Develop quality standards for products and services related to Imereti caves PA
		4.9	Introduce and promote quality certification system for tourism products and services based on PA standards
		4.10	Assess and monitor quality standards and use of labels in practice
5.	Develop professional HR team in Imereti caves and provide permanent trainings		
	<p>Organise & mobilize tourism/hospitality staff</p> <p>Provide permanent trainings of Imereti caves PA staff</p>	5.1	Organise tourism/hospitality team in Imereti caves PA: hospitality management, marketing, web & e-marketing, Press & guest relations, visitors services, guides
		5.2	Organise tender and mobilize capable staff fulfilling certain criteria
		5.3	Introduce stimulative salaries and incentives for staff in PA
		5.4	Apply other stimulative measures for employees in PA (health insurance, education & trainings, public awards)
		5.5	Provide education and trainings for Imereti caves PA tourism & hospitality staff
		5.6	Educate / Train staff how to deal with complaints
		5.7	Organise workshops on Communication and Marketing programmes
		5.8	Increase salaries / introduce stimulating salary system for outstanding work achievement
		5.9	Introduce Best employee of Imereti caves yearly programme
		5.10	Provide study visits to protected areas abroad
		5.11	Develop Imereti Cave Scholarship programme for outstanding Georgian student for Master or Doctoral thesis/ maybe in cooperation with Erasmus Mundus Programme
6.	Contribute to the development of local communities and stakeholder s' cooperation in Imereti region		
	<p>Provide local communities and local population opportunities for business development</p> <p>Strengthen knowledge of local population about Imereti caves PA and protected areas in Georgia and their commitment to nature and natural values</p>	6.1	Provide population in local communities information about tourism visitation to Imereti caves, hospitality and needs of tourists
		6.2	Offer to local entrepreneurs to present and sell their products around visitors centre or in the parking place area
		6.3	Implement PPPPs – people, public, private partnerships to achieve participatory approach of sustainable development
		6.4	Introduce measures to stimulate innovations and entrepreneurship (like Financial Participatory Approach)
		6.5	Employ local people
		6.6	Engage local people for seasonal work or volunteering
		6.7	Motivate local youth to study for work in PA
		6.8	Organise open day of Imereti caves PA and use this opportunity

	Contribute to organisation and cooperation of tourism stakeholders in Imereti region		to spread the knowledge about Imereti caves PA and PAs in Georgia	
		6.9	Organise traditional high level charitable concert in cooperation with state orchestra and national TV	
		6.10	Support establishment of HORECA associations of hotels, guest houses, restaurants, guides,..	
		6.11	Lead the initiative for establishment of Imereti Caves orchestra, choir or dancing group	
		6.12	Develop Imereti Cave Mascote educational programme for pupils (supporting health life style, habits, etc.)	
		6.13	Organise and promote establishment of Association of Friends of Imereti caves PA as a member of Georgia network of Associations	
		6.14	Participate and coordinate activities with Tskaltubo resort DMO	
7.	Implement sustainable principles and measures and provide services assuring security and safety			
	Strengthen sustainability measures in Imereti caves PA Provide comprehensive safety and security measures and action plan	7.1	Analyse and define carrying capacities for Imereti caves PA	
		7.2	Manage and monitor visitors' flows in Imereti caves PA	
		7.3	Introduce equipment and methods for permanent measurement of nature impact of tourism visitation	
		7.4	Analyse social impact of tourism visitation	
		7.5	Inform / Educate visitors about scarce resources (energy, water,..) and local habits, tradition etc.	
				Intensify use of renewable energy
		7.6	Introduce and promote use of recycling materials and »no plastic« packing	
		7.7	Organise waste management and collection as well as awareness raising campaigns	
		7.8	Prepare comprehensive safety and security risk assessment for visitors and employees	
		7.9	Develop action plan and organise staff to manage risks and accidents	
		7.10	Equip PA and »hot« spots with equipment to assure safety and security	
		7.11	Analyse risks and accidents and share findings with APA	
	7.12	Introduce award programme for visitors using sustainable transport		
8.	Emphasize and mediate education and awareness rising about nature and nature values to visitors of Imereti caves			
	Increase the knowledge of nature, natural values and PAs	8.1	Use information and promotion materials to provide information about nature and PAs	
		8.2	Install explanatory boards in PA to express the importance of nature, natural values and PAs	
		8.3	Include in guiding »live« and »e-guiding« information about nature, natural values and PAs and use examples to be illustrative and more persuasive	
		8.4	Organise quiz among young visitors about nature, natural values and PAs with useful awards	
		8.5	Organise discussion on social media about nature, natural values and PAs	
		8.6	Propose to schools that are visiting Imereti caves to stimulate pupils to make posters, articles, etc. about their visit and importance of nature, natural values and PAs.	
		8.7	Organise educational days in cooperation with Universities	
		8.8	Develop Junior Ranger programme	
9.	Contribute to the image of protected areas and tourism in Georgia			
	Increase the perception of protected areas in Georgia as tourism destination	9.1	Use logos of APA and GNTA on all communication tools and promotion activities	
		9.2	Participate actively on all promotion events of APA and as many as possible on those of GNTA	
		9.3	Develop and use typical product/souvenir representing Imereti	

			caves, nature and Georgia
		9.4	»Inspire« film makers, artists, etc. to use Imereti caves in their artistic works
		9.5	Support worldwide known Georgian sportsmen/sportswoman/team
		9.6	Propose presence and participate in cultural, economic and political delegations abroad or in Georgia
		9.7	Propose to host cultural, economic and political high level delegation to Georgia in Imereti caves
		9.8	Propose typical product/souvenir to state protocol of Georgia

Annex 5 SET OF BLANK TEMPLATES

ANNEX 5.1 BASIC PROFILE OF PROTECTED AREA:

BASIC INFORMATION	
Status (NP, PA,..):	
Does PA have strict area?	
Surface (in ha, km2):	
Year of establishment of PA:	
Accessible all year? YES NO if NO, in which months:	
MAIN ATTRIBUTES/VALUES OF PA:	
EMPLOYEES in PA	
Total No of employees:	No of management:
No of office administration:	No of protection:
No of product development:	No of marketing:
No of Rangers:	No of guides:
Other employees:	
Do you need more employees now? YES NO if YES, how many new:	
YEARLY BUDGET OF PA:	
Total (GEL):	% Of tourism & commercial activities:
INVESTMENT PLANS of PA (short description and value):	
Investment 1	
Investment 2	
Investment 3	
Investment 4	
Investment 5	
TRAINING NEEDS:	
Management	
Branding, Marketing & Sales	
Hospitality & Services	
Tourist guiding	
Sustainable energy use	
Environmental waste management	
Safety and risk management	
Conservation & protection	
Others	
MAIN PRODUCT FOR VISITORS	
Accommodation	
Food&Beveradges	
Trails	

Events:	
Market place	
Others	
EQUIPMENT	
Transportation:	
IT/WiFi, touch screens, audio guides	
MICE /beamers, speaker system:	
Others:	
VISITORS to PA	
Total:	Foreign:
1 day visitors:	Overnight visitors:
From which foreign countries:	
Main motifs for visit:	
Satisfaction with what:	
Dissatisfaction with what:	
What do visitors propose/recommend?	
Average expenditures per person (GEL):	
MAIN PARTNERS – STAKEHOLDERS of PA (Name key partners and their activity)?	
COOPERATION WITH OTHER Pas and ASSOCIATIONS (which and on which area)	
In Georgia:	
In Armenia and Azerbaijan	
Other countries and international organisations	
OTHER COMMENTS, IDEAS, PROPOSALS.....	

ANNEX 5.2 TOURISM STATISTICS OF PROTECTED AREA

TOURISM VISITS TO THE PA IN THE LAST 3-5 YEARS

Year	Domestic	International	Total	Remarks
2010				
2011				
2012				
2013				
2014				

SEASONALITY OF TOURISM VISITORS (FOR YEAR)

Month	Domestic		International		Total		Remarks
	Nr.	%	Nr.	%	Nr.	%	
January							
February							
March							
April							
May							
June							
July							
August							
September							
October							
November							
December							
Total							

MOTIVES OF VISITORS

SATISFACTION ASPECTS FOR VISITORS








DISSATISFACTION ASPECTS FOR VISITORS

ANNEX 5.3 SWOT ANALYSIS OF PROTECTED AREA

STRENGTH of protected area	WEAKNESSES of Protected area
TRANSPORT/ACCESSIBILITY: NATURAL& CULTURAL ASSETS: TOURISM INFRASTRUCTURE AND FACILITIES: TOURISM SERVICES AND DEVELOPMENT: COOPERATION:	TRANSPORT/ACCESSIBILITY: NATURAL& CULTURAL ASSETS: TOURISM INFRASTRUCTURE AND FACILITIES: TOURISM SERVICES AND DEVELOPMENT: COOPERATION:
STRENGTH of broader area - destination	WEAKNESSES of broader area - destination
TRANSPORT/ACCESSIBILITY: NATURAL& CULTURAL ASSETS: TOURISM INFRASTRUCTURE AND FACILITIES: TOURISM SERVICES AND DEVELOPMENT: COOPERATION:	TRANSPORT/ACCESSIBILITY: NATURAL& CULTURAL ASSETS: TOURISM INFRASTRUCTURE AND FACILITIES: TOURISM SERVICES AND DEVELOPMENT: COOPERATION:
OPPORTUNITIES of Protected Area	THREATS of Protected Area
TRANSPORT/ACCESSIBILITY: NATURAL& CULTURAL ASSETS: TOURISM INFRASTRUCTURE AND FACILITIES: TOURISM SERVICES AND DEVELOPMENT: COOPERATION:	TRANSPORT/ACCESSIBILITY: NATURAL& CULTURAL ASSETS: TOURISM INFRASTRUCTURE AND FACILITIES: TOURISM SERVICES AND DEVELOPMENT: COOPERATION:
OPPORTUNITIES of broader area - destination	THREATS of broader area - destination
TRANSPORT/ACCESSIBILITY: NATURAL& CULTURAL ASSETS: TOURISM INFRASTRUCTURE AND FACILITIES: TOURISM SERVICES AND DEVELOPMENT: COOPERATION:	TRANSPORT/ACCESSIBILITY: NATURAL& CULTURAL ASSETS: TOURISM INFRASTRUCTURE AND FACILITIES: TOURISM SERVICES AND DEVELOPMENT: COOPERATION:

ANNEX 5.4 VALUE CHAIN ANALYSIS FOR PA

Evaluation scores: 1 – very bad, 2 – bad, 3 – average, 4 – good, 5 – very good

DECISION PROCES	SCORE	DESCRIPTION
Information about Imereti caves		No web site information No promotion materials available No promotion & marketing activities
Booking-buying the trip to Imereti caves		No advance booking available Booking available at TO in Georgia Booking available on the spot
Travel to Imereti caves		Transport vehicle and driver available, knowing the way Bad sign posting on the roads Rather good roads to natural monuments
Arrival and welcome		Parking available, often too crowded Visitors centre and limited information available Often longer waiting time for visit of caves
Visit of nature monuments/caves		High attractiveness of caves and monuments – unique dinosaur footprints Good infrastructure in the caves and on trails Good guiding
Availability - Consumption of additional products and services		Very limited offer of additional products and services No suggestive marketing of additional products and services
Post sales – revisits/recommendations to visit the caves		No souvenirs or products to take home for memory No loyalty activities and suggestions by staff

Insert scores from 1-5 instead of Xs!

ANNEX 5.5 ANALYSIS OF IDOLS, COMPETITORS AND STAKEHOLDERS OF PROTECTED AREA

IDOLS: Which PA (in Georgia and abroad) is the best for comparison? And Why?	
COMPETITORS: Who are competitors to PA? And Why? In which areas	
KEY STAKEHOLDERS: Who are main stakeholders to cooperate with PA?	
ACCOMMODATION (hotels, B&B, camps, huts)	
FOOD & BEVERAGE (restaurants, bistros & bars)	
SPORT ACTIVITIES (summer & winter; indoor & outdoor)	
CULTURE ACTIVITIES (museums, galleries, concerts, festivals, ..)	
SACRAL, SPIRITUAL & RELIGIOUS CENTERS (churches, monasteries, ..)	
HEALTH & WELLNESS ACTIVITES (medical, health, spa, climate, ...)	
CASINOS & ENTERTAINMENT (casinos, music & dance, shows,...)	
CONGRESS, FAIRS (congress, meetings, fairs capacities and organisers)	
WINE & FOOD PRODUCTS (wine, water, juices, agricultural & food products)	
OTHER PRODUCTS & SOUVENIRS (for daily use and souvenirs: books, DVDs, crystal, leather,...)	
SHOPS (shopping centres, open markets,...)	

TIC – TOURIST INFORMATION CENTERS	
TOUR OPERATORS & TRAVEL AGENCIES	
ASSOCIATIONS, MARKETING ORGANISATIONS, NGOs (trade associations, reservation systems, design & marketing agencies, NGOs)	

ANNEX 5.6 STAKEHOLDERS OF PROTECTED AREA – FINAL

MAIN STAKEHOLDERS OF PROTECTED AREA	
PA MAIN STAKEHOLDERS	
CULTURAL AND OTHER ORGANISATIONS	
TOURISM ORGANISATIONS	
ASSOCIATIONS, NGOS, CENTERS, CLUBS	
EDUCATIONAL ORGANISATIONS	
LOCAL COMMUNITY	
DONORS & INTERNATIONAL ORGANISATIONS	

ANNEX 5.7 ANALYSIS OF EXISTING AND POTENTIAL TOURIST PRODUCTS OF PROTECTED AREA:

Existing tourist products in PA:
Existing main tourist products in broader area – destination:
Potential tourist products in PA:
Potential main tourist products in broader area – destination:

ANNEX 5.8 EXISTING AND POTENTIAL TOURISM PRODUCTS IN PROTECTED AREA – FINAL

Attractions in PA
Tourism infrastructure & facilities in PA
ACCOMMODATION FACILITIES VISITORS FACILITIES RESTAURANTS AND SHOPS MUSEUMS MEETING FACILITIES ADMINISTRATION BUILDINGS
Tourism products in PA
NATURE PROGRAMMES CULTURAL & EDUCATIONAL PROGRAMMES SPORT & ADVENTURES PROGRAMMES HEALTH PROGRAMMES FUN & ENTERTAINMENT MICE - BUSINESS PROGRAMMES PLEASURE
Tourist attractions and products in broader area – destination

ANNEX 5.9 SBUS – STRATEGIC BUSINESS UNITS AND EXPECTED EXPERIENCES OF VISITORS IN PAS

Nr.	SBU	Description		Products Activities	Remarks
1	PLEASURE	slow down life, relax, enjoy, replenish your energy, find time for yourself, lifestyle	➔	Wellness & SPA Wine & culinary	
2	FUN & ENTERTAINMENT	have fun, enjoy life, meet other great people, feel excited, feel "in"	➔	clubbing festivals	
3	(experiencing) NATURE	get away from everyday life, feeling healthy, back to nature, feel authentic, experience freedom	➔	mountain tourism rural tourism lake/river tours	
4	(exploring and learning) CULTURE & EDUCATION	learn something new, learn something about history, discover new artists, new literature etc., feel intellectual	➔	country culture folklore monasteries	
5	SPORT & ADVENTURE	feel the adrenalin, experience the limit of your physical strength	➔	hiking biking skiing rafting	
6	HEALTH	be healthy, relax, live long, be fit, look good, do something for your beauty and health	➔	climate health resorts convalescence beauty treatments	
7	BUSINESS	be successful, meet important people, be at the centre of business life	➔	MICE	

ANNEX 5.10 SBU – STRATEGIC BUSINESS UNIT NATURE FOR PA

SBU: NATURE		
<p>Back to nature, Feel authentic, Going back to origins, Experience the peace and tranquility of the natural environment, Seeing wildlife in its natural habitat, Escaping the urban environment, Learning about natural environment, Absence of crowd, Rest and relaxation</p>		
<p>Typical products: National park visits, hiking/bushwalking, wildlife viewing, guided trail walk, bird watching, nature photography, meeting local people, nature park visits</p>		
EXISTING PRODUCTS	POTENTIAL PRODUCTS	MARKET TARGET GROUPS
Major attractions in destinations around PA linked to SBU:		

ANNEX 5.11 SBU – STRATEGIC BUSINESS UNIT CULTURE & EDUCATION FOR PA

SBU: CULTURE & EDUCATION		
<p>Deep understanding of local culture and experience of local daily life, Learn something new, Self-discovery, Meeting new people with similar interest, Opportunity to be with friends and/or relatives, Having new experience, Being able to tell my friend about my experiences</p>		
<p>Typical products: Historical & Archaeological sites, Educational workshops, Meeting local people, Indigenous culture tours, Scientific & research studies, Theme park visits.</p>		
EXISTING PRODUCTS	POTENTIAL PRODUCTS	MARKET TARGET GROUPS
Major attractions in destinations around PA linked to SBU:		

ANNEX 5.12 SBU – STRATEGIC BUSINESS UNIT SPORTS AND ADVENTURES FOR PA

SBU: SPORTS & ADVENTURES		
Feel the adrenalin, Experience the limit of your physical strength, Self-discovery, Having exciting and adventurous experience, Having new experience, Reputation, Opportunity to meet other people with similar interest, Being able to tell friends about experience		
Typical products: Cycling, Four-wheel driving, Canyoning, Rafting, Kayaking, Sport fishing, Horseback riding, Swimming		
EXISTING PRODUCTS	POTENTIAL PRODUCTS	MARKET TARGET GROUPS
Major attractions in destinations around PA linked to SBU:		

ANNEX 5.13 SBU – STRATEGIC BUSINESS UNIT HEALTH FOR PA

SBU: HEALTH		
Be healthy, Live longer, Be fit, Look good, Absence of stress		
Typical products: Health and medical treatments, Beauty surgery, Health recovery, National park visits, Soft fitness sport activities (Hiking, Cycling, Cross country skiing, Snowshoeing, etc), Climate healing, Cave healing,		
EXISTING PRODUCTS	POTENTIAL PRODUCTS	MARKET TARGET GROUPS
Major attractions in destinations around PA linked to SBU:		

ANNEX 5.14 SBU – STRATEGIC BUSINESS UNIT PLEASURE FOR PA

SBU: PLEASURE		
Slow down life, Enjoy, Lifestyle		
Rest and Relaxation, Absence of crowds, Positive previous experience, Reputation, Having new experiences, Opportunity to be with friends and /with relatives; Being able to tell my friends about my experiences		
Typical products: Wellness & Spa programmes, Gastronomic tours, Wine tours and tasting, Meeting local people, Shopping, Sunbathing		
EXISTING PRODUCTS	POTENTIAL PRODUCTS	MARKET TARGET GROUPS
Major attractions in destinations around PA linked to SBU:		

ANNEX 5.15 SBU – STRATEGIC BUSINESS UNIT PLEASURE FOR PA

SBU: FUN & ENTERTAINMENT		
Have fun, Feel "in", Having exciting experiences, Meeting new people with similar interest, Being able to tell my friends about my experiences, Share my experiences with my friends		
Typical products: events and festivals, concerts, partying, shopping, nightlife		
EXISTING PRODUCTS	POTENTIAL PRODUCTS	MARKET TARGET GROUPS
Major attractions in destinations around PA linked to SBU:		

ANNEX 5.16 SBU – STRATEGIC BUSINESS UNIT MICE FOR PA

SBU: BUSINESS - MICE		
Be successful, Having new experience, Reputation Meeting people with similar interests, Being able to tell my friends about my experiences		
Typical products: Conferences, Congresses, fairs and exhibitions, team buildings		
EXISTING PRODUCTS	POTENTIAL PRODUCTS	MARKET TARGET GROUPS
Major attractions in destinations around PA linked to SBU:		

ANNEX 5.17 EVALUATION OF ATTRACTIVENESS AND COMPETITIVENESS OF MAIN NEW TOURIST PRODUCTS IN IMERETI CAVE

Annex 5.17.1 Attractiveness

No.	Name of tourism product	Natural value importance	Cultural value importance	Spots value importance	Educational value importance	The size of product (for individuals or groups)	The size of resource for further extension	Other tourist supply in destination	Acceptability of product for inhabitants	Transport accessible & Parking	ATTRACTIVENESS TOTAL
1.											
2.											
3.											
4.											
5.											
6.											
7.											
8.											
9.											
10.											

Annex 5.17.2 Competitiveness

No.	Name of tourism product	Product satisfaction level for visitors	Product satisfaction level for employees	Product innovativeness level	HR available for product	Investment in infrastructure needed	Investment in tourism product needed	Investment in nature protection needed	Product contribution to image	Price expectation level	TOTAL
1.											
2.											
3.											
4.											
5.											
6.											
7.											
8.											
9.											
10.											

ANNEX 5.18 INVESTMENT AND DEVELOPMENT PROJECTS IN PA IN THE PERIOD 2014 – 2020

No	Investment project/Tourism Programme	Value	HR needed	Start & completion year
	Basic infrastructure			
1				
2				
	Transport, Welcome and Information infrastructure:			
	Tourism-hospitality infrastructure:			
	Tourist products and services			
	Research & development projects			
	TOTAL			

ANNEX 5.19 ACTION PLAN FOR PA

STRATEGY OBJECTIVE/ MEASURE	ACTIVITY	
1.	Increase the number of domestic and international visitors	
Increase number of visitors from XXXX in 2015 to at least YYYY in 2020 Increase the share of international visitors from XX% in 2015 to YY% in 2020	1.1	
	1.2	
	1.3	
	1.4	
	1.5	
	1.6	
	1.7	
	1.8	
	1.9	
	1.10	
	1.11	
	1.12	
	1.13	
	1.14	
	1.15	
2.	Increase revenues from tourism and commercial activities	
Increase the revenues from tourism from XXXX in 2015 to at least YYYY in 2020. Increase the share of revenues from sales of products and services other than from entry fees.	2.1	
	2.2	
	2.3	
	2.4	
	2.5	
	2.6	
	2.7	
	2.8	
	2.9	
	2.10	
3.	Increase overall satisfaction of visitors	
Increase satisfaction of visitors and decrease complaints Increase the length of stay of visitors Increase the loyalty – the rate of return visitors to PAs	3.1	
	3.2	
	3.3	
	3.4	
	3.5	
	3.6	
	3.7	
	3.8	
	3.9	
	3.10	
4.	Restructure and use efficiently visitors' infrastructure and develop new tourism products and services in PA	
Complete basic PA's infrastructure Improve efficiency of use of existing tourism facilities Develop and offer new tourism products and services	4.1	
	4.2	
	4.3	
	4.4	
	4.5	
	4.6	
	4.7	
	4.8	
	4.9	
	4.10	
5.	Develop professional HR team in PA and provide permanent trainings	
Organise & mobilize	5.1	

	tourism/hospitality staff	5.2	
		5.3	
	Provide permanent trainings of Imereti caves PA staff	5.4	
		5.5	
		5.6	
		5.7	
		5.8	
		5.9	
		5.10	
6.		Contribute to the development of local communities and stakeholder s' cooperation in PAs region	
	Provide local communities and local population opportunities for business development	6.1	
		6.2	
		6.3	
		6.4	
		6.5	
		6.6	
	Strengthen knowledge of local population about PA and protected areas and their commitment to nature and natural values	6.7	
		6.8	
		6.9	
		6.10	
		6.11	
		6.12	
	Contribute to organisation and cooperation of tourism stakeholders in PA	6.13	
		6.14	
7.	Implement sustainable principles and measures and provide services assuring security and safety		
	Strengthen sustainability measures in PA	7.1	
		7.2	
		7.3	
		7.4	
		7.5	
	Provide comprehensive safety and security measures and action plan	7.6	
		7.7	
		7.8	
		7.9	
		7.10	
		7.11	
8.	Emphasize and mediate education and awareness rising about nature and nature values to visitors of PA		
	Increase the knowledge of nature, natural values and PAs	8.1	
		8.2	
		8.3	
		8.4	
		8.5	
		8.6	
		8.7	
		8.8	
9.	Contribute to the image of protected areas and tourism in		
	Increase the perception of protected areas in as tourism destination	9.1	
		9.2	
		9.3	
		9.4	
		9.5	