

World Heritage — JOURNEYS — EUROPE



NATIONAL
GEOGRAPHIC

2018 Marketing & Management Plan



CO-FUNDED BY THE
EUROPEAN UNION

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Forward

In 2016, the UNESCO World Heritage Journeys of the European Union project was launched to develop unique cultural heritage journeys across the European Union and raise the international profile of World Heritage. This is particularly significant in the lead up to 2018, which is both the EU-China Tourism Year and the European Year of Cultural Heritage.

This new and exciting project is being implemented by UNESCO World Heritage Centre and National Geographic, and is co-funded by the European Union. It will develop and showcase four ‘World Heritage Journeys’ across the EU, under the four themes: ‘Royal Europe’, ‘Ancient Europe’, ‘Romantic Europe’ and ‘Underground Europe’. These themes were selected based on extensive research and testing with tour operators and travel writers in North America and China, the two primary target markets for this exciting initiative.

To market and promote the journeys, we are developing the first ever tourism-focused web platform for World Heritage sites in the EU. This tool will educate and inspire people to travel to the EU’s 366 Cultural World Heritage sites and the 34 featured World Heritage sites featured in the themed journeys. The platform will encourage visitors to travel sustainably, partake in local cultural experiences and support the creative industries.

The 2018 Marketing and Management plan was developed with the inputs and collaboration of site managers and tourism stakeholders throughout the European Union. With the launch of this plan and, we detail a path forward to bring World Heritage Journeys of the European Union to life. I look forward to our continued collaboration in the busy year ahead.

Peter Debrine

Senior Project Officer
Sustainable Tourism
UNESCO World Heritage Centre

ACKNOWLEDGEMENTS

Many people contributed to the development of this marketing and management plan. They include 150 delegates that attended eight project workshops held during March- October 2017. The 34 participating World Heritage sites provided invaluable input and assistance. Special acknowledgements must be given to the eight World Heritage sites that hosted the project workshops: Champagne Hillsides, Houses and Cellars (France), Upper Middle Rhine Valley (Germany), Royal Domain of Drottningholm (Sweden), Archaeological Ensemble of Tàrraco (Spain), Aranjuez Cultural Landscape (Spain), Wieliczka and Bochnia Royal Salt Mines (Poland), Vilnius Historic Centre (Lithuania) and Pont du Gard (Roman Aqueduct).

The World Heritage Journeys project team led the preparation of this document (UNESCO, National Geographic and Solimar International).

This initiative is made possible thanks to a Preparatory Action voted by the European Parliament. This enabled the funding of a grant from the European Commission (Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs) to UNESCO. The DG GROWTH Tourism Team and European Travel Commission provided vital input into the project.

SECTION 2

Background



Historic Town of Goslar, Germany
© Anton Ivanov / Shutterstock.com

Europe's cultural heritage sites are irreplaceable sources of travel inspiration. The European Union contains a fascinating collection of over 350 UNESCO World Heritage sites that reflect the incredible depth and diversity of European culture. The sites tell a rich history of the many ways in which European ideas, inventions, people and cultures continue to connect with the world. Many of these awe-inspiring places of Outstanding Universal appear at the top of travellers' "must see" lists.

The UNESCO World Heritage Journeys of the European Union programme is made possible thanks to a grant from the European Commission (Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs) to UNESCO. Its main objective is to promote unique cultural heritage experiences through the development of thematic trans-European itineraries and stories.

To achieve this objective, UNESCO engaged National Geographic, one of the world's most respected global brands in cultural exploration, cartography and storytelling, to develop an engaging web and mobile platform connecting World Heritage sites through thematic journeys. By including both iconic and lesser known sites, these journeys enable people to see Europe's World Heritage sites from a new and exciting perspective and to travel differently to the European Union. Instead of only visiting the major sites and capital cities, this programme helps travellers discover lesser known destinations and to experience the authenticity of these important sites and appreciate not only their significance but also understand why they received World Heritage designation. For the first time ever, UNESCO has a marketing and storytelling tool to promote World Heritage sites directly to the traveling public.

This programme can help the European Union remain one of the most successful tourism destinations in the world by driving visitation, whilst safeguarding its cultural heritage through sustainable destination management activities. The programme is also designed to help the European Union increase arrivals from China, one of the World's most important and fastest growing outbound markets.

Places that are designated as UNESCO World Heritage sites represent unique cultural legacies and are among the most iconic and treasured spots on our planet. Given their popularity and global importance, responsibly managing tourism is a vital component to ensuring they can be enjoyed by future generations and their Outstanding Universal Value can be sustained. Developing and marketing these journeys sustainably will help to protect and maintain the World Heritage sites and improving the visitor experience. By encouraging people to stay longer, it will also boost the local economies and generate increased revenue from tourism.

This document serves as a framework and roadmap for the coordinated destination marketing and management of the World Heritage Journeys of the European Union. Strategic marketing and management recommendations made throughout this document focus on achieving the following goals:

- 1. Increase sustainable tourism at the featured World Heritage sites**
- 2. Increase the length of stay and tourism expenditure in featured destinations**
- 3. Raise financial and in-kind support for World Heritage sites and programmes**

Many stakeholders and advisers provided valuable inputs and recommendations to help shape this plan through a series of workshops. Participants included the European Commission, World Heritage site managers and authorities, European Travel Commission (ETC), heritage management authorities and organisations, tourism industry stakeholders, local communities, heritage sustainable tourism experts, and media professionals.

This marketing and management plan was created specifically to correspond with the launch of the website in time for the 2018 EU/China Year of Tourism and the 2018 European Year of Cultural Heritage. This plan should be considered a living document, and be updated annually with ongoing feedback and inputs from programme stakeholders and analysis of key performance indicators.



Champagne Hillsides, Houses and Cellars, France
© Association Paysages du Champagne

SECTION 3


World Heritage Journeys of the European Union

Journey Themes


The programme has developed a collection of exciting journeys linking some of the most remarkable World Heritage sites across the European Union, enabling travellers to experience many highlights of European culture and history. UNESCO was tasked with identifying and selecting the themes based on the following:

- The themes have a strong European narrative – tying together at least 5-7 World Heritage sites across Europe;
- The themes resonate with key target markets;
- The themes should be broad enough to incorporate multiple destinations but narrow enough to enable site selection;
- The themes feature a number of UNESCO World Heritage sites – including both well-known tourist attractions and lesser-known ‘hidden gems’;
- The themes will allow tourists to experience the authentic and diverse tangible and intangible cultural heritage, as well as high quality services and products; and
- The theme can be adapted to suit different lengths of stay and is designed to be experienced during all seasons.


The suitability of the themes was tested extensively through surveys of key tour operators, travel writers and the media in key source markets. After extensive market testing and consultations, the following journey themes were selected:




Ancient
Europe



Romantic
Europe



Royal
Europe



Underground
Europe

Descriptive overview narratives around each theme were then developed to connect the individual sites together.

Site Selection

Using the themes and descriptive narratives as a guide, the individual UNESCO World Heritage sites were then selected for each journey based on their embodiment of the theme and their commitment to pro-actively managing tourism in a sustainable way. The 34 selected World Heritage sites span across 19 countries throughout the European Union.



Ancient Europe

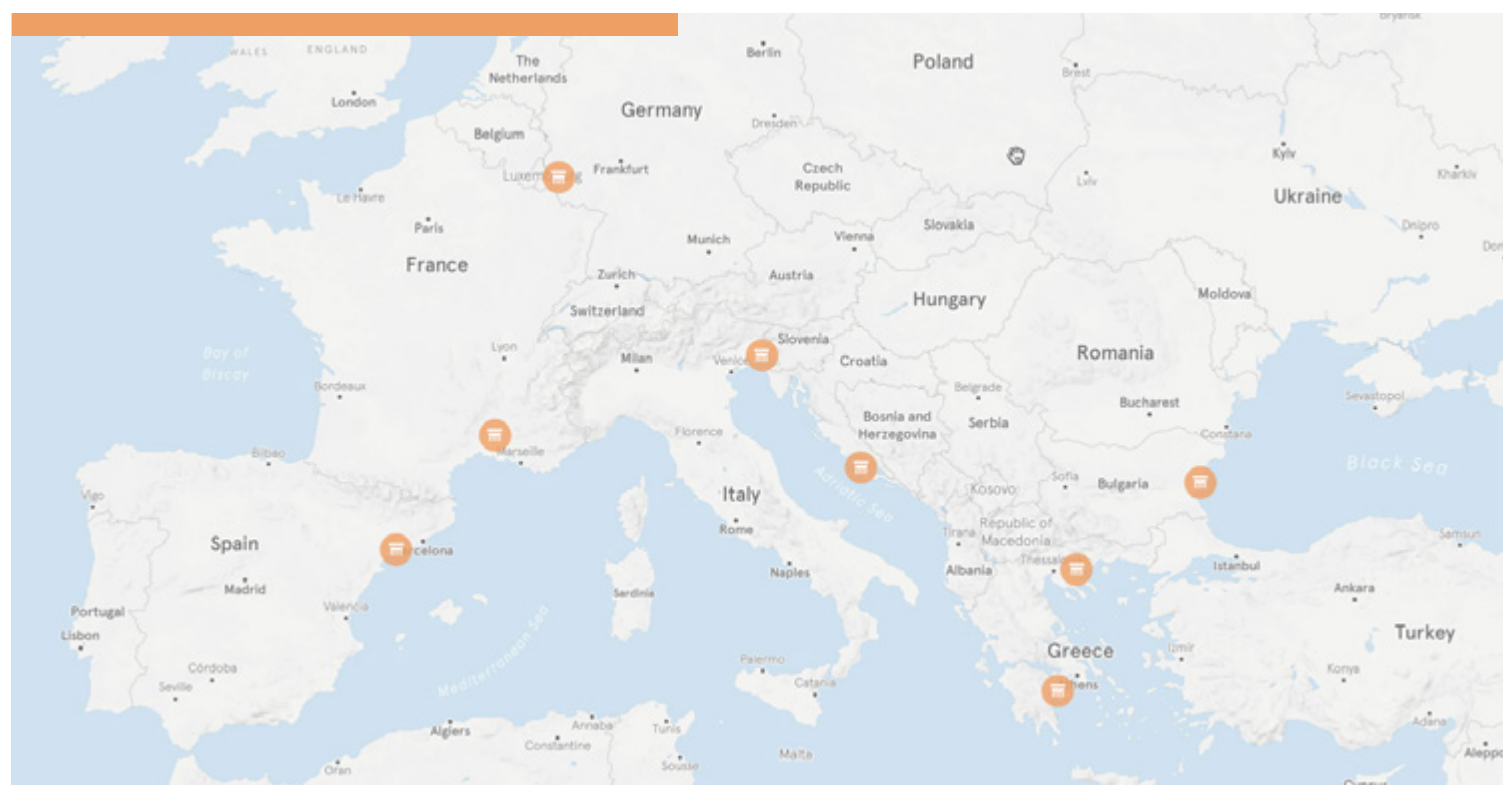
Overview

Living in a time of constant technological advances, it can be easy to forget that we owe a lot to the genius of those who came before us. Thousands of years ago, some of the brightest minds in human history developed ideas and innovations that changed the world. Whether we realise it or not, we still use the products of their creativity today.

During an era of myths and legends, Ancient Europe also saw huge advances in fields like medicine, mathematics, theatre, agriculture and urban design. Across the continent are sites that still stand as testaments to the incredible ingenuity of ancient civilisations.

The journey takes visitors from the temples at the heart of the first Olympic Games to the birth of modern medicine. There are ancient theatres where drama entertained crowds millennia ago, and frontier cities where visitors can explore the same streets that centurions once marched along.

Ultimately, a journey through Ancient Europe is not just a trip back in time. It also gives us a connection to the remarkable creations that impact our own lives today.



Ancient Europe World Heritage sites

Sanctuary of Asklepios at Epidaurus
Greece



Archaeological Site of Olympia
Greece



Stari Grad Plain
Croatia



Archaeological Ensemble of Tàrraco
Spain



Ancient City of Nessebar
Bulgaria



Pont du Gard (Roman Aqueduct)
France



Roman Monuments, Cathedral of St. Peter and Church of Our Lady in Trier
Germany



Archaeological Area and the Patriarchal Basilica of Aquileia
Italy



Photography credit can be found on pages 94-95



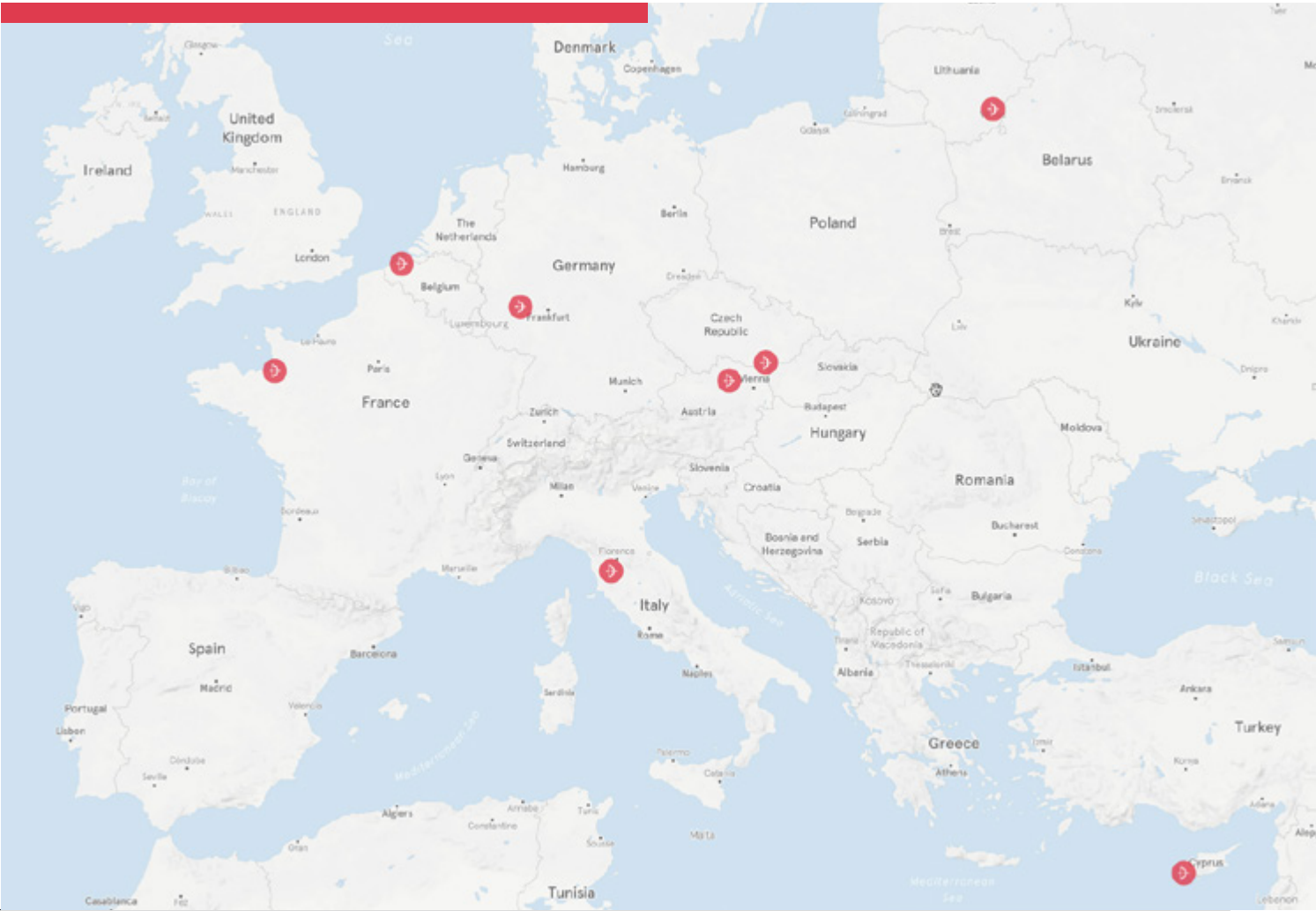
Romantic Europe

Overview

The beauty of Europe has always inspired love. Whether it's in the hearts of honeymooners or the famous works of art, romance abounds across the continent. It's in the picturesque towns, grand cities, stunning churches, and even ancient temples.

Europe was also the birthplace of romanticism, a movement beginning in the late 18th century that embraced emotion and imagination, and influenced literature, music, art, and architecture across the world.

Romantic Europe takes visitors to World Heritage Sites that have been the locations for some of the most famous love stories of all time, to feel the inspiration for themselves. The journey invites its visitors to create their own unforgettable tales of romance.



Romantic Europe World Heritage sites

Paphos
Cyprus



Upper Middle Rhine Valley
Germany



Historic Centre of Bruges
Belgium



Lednice-Valtice Cultural Landscape
Czech Republic



Wachau Cultural Landscape
Austria



Vilnius Historic Centre
Lithuania



Mont Saint Michel and its Bay
France



Historic Centre of San Gimignano
Italy



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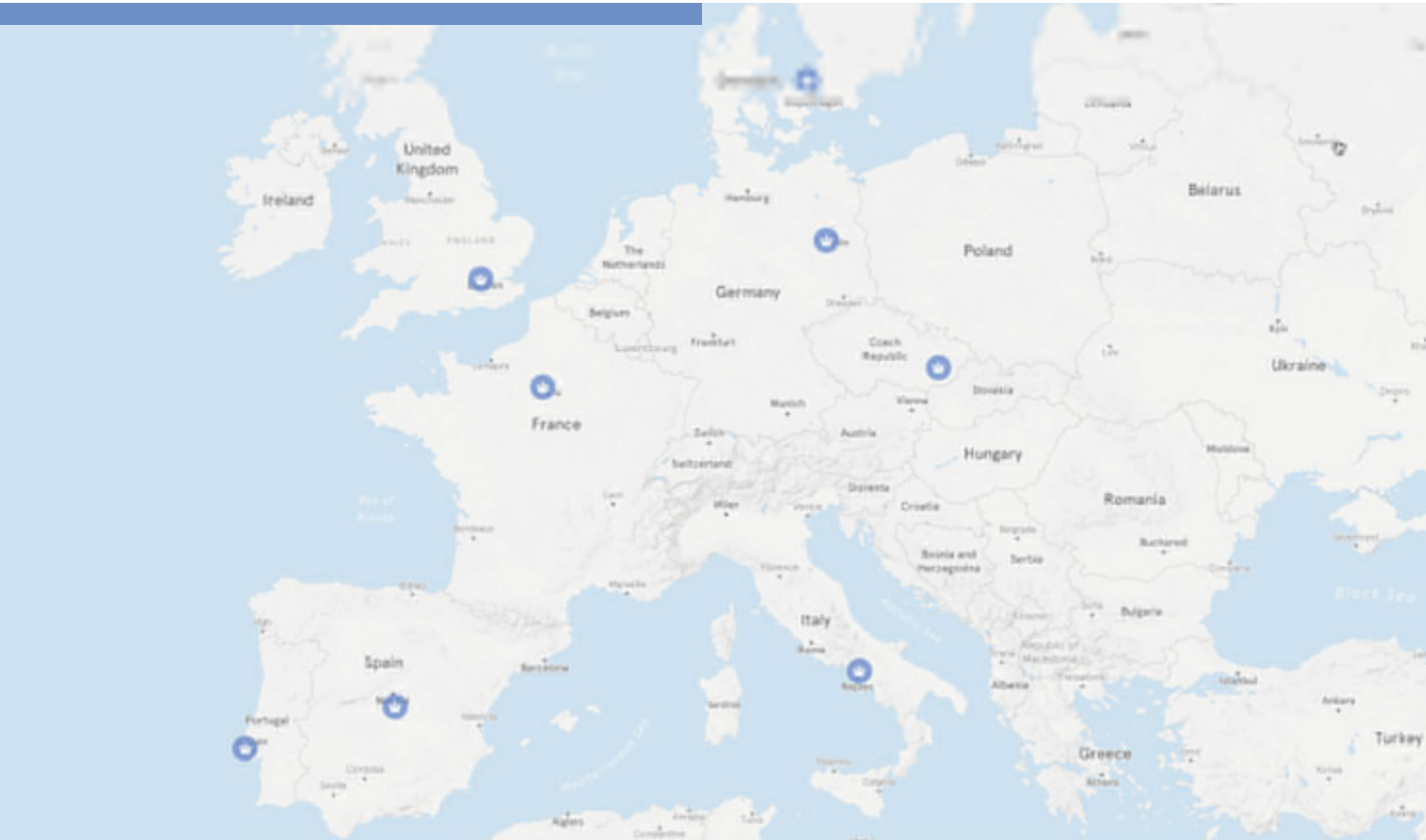
Royal Europe

Overview

For the royalty of Europe, power was displayed in many ways. They showed their wealth in grand palaces and their strength in imposing castles. When it came to their sophistication, they demonstrated it in decadent parks and gardens surrounding their home.

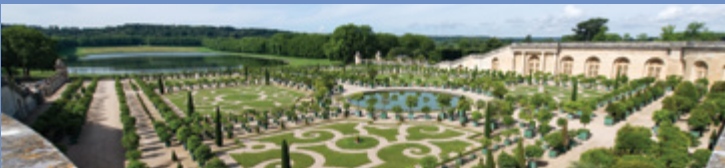
Kings and queens found the most talented botanists in the world to design their parks, while emperors and empresses sent their own experts on missions to exotic lands to find new species to plant. This rivalry started a wave of royal gardens to be created across Europe, each attempting to be bigger and better than the last. It also led to the discovery of rare plants and the protection of threatened ones. What began as a symbol of prestige became a scientific marvel.

For visitors today, the paths through landscaped parks and manicured gardens are more than just beauty and colour. They are the gateway to the world of imperial power and innovation. Around each corner is another example of the royal philosophy of harmony with nature, created by plants that have seen generations of empires rise and fall.



Royal Europe World Heritage sites

Palace and Park of Versailles
France



Caserta Royal Palace and Park
Italy



Gardens and Castle at Kromeriz
Czech Republic



Palaces and Parks of Potsdam
and Berlin
Germany



Aranjuez Cultural Landscape
Spain



Royal Botanic Gardens, Kew
United Kingdom



The Royal Domain
of Drottningholm
Sweden



The Par Force Hunting Landscape
in North Zealand
Denmark



Cultural Landscape of Sintra
Portugal



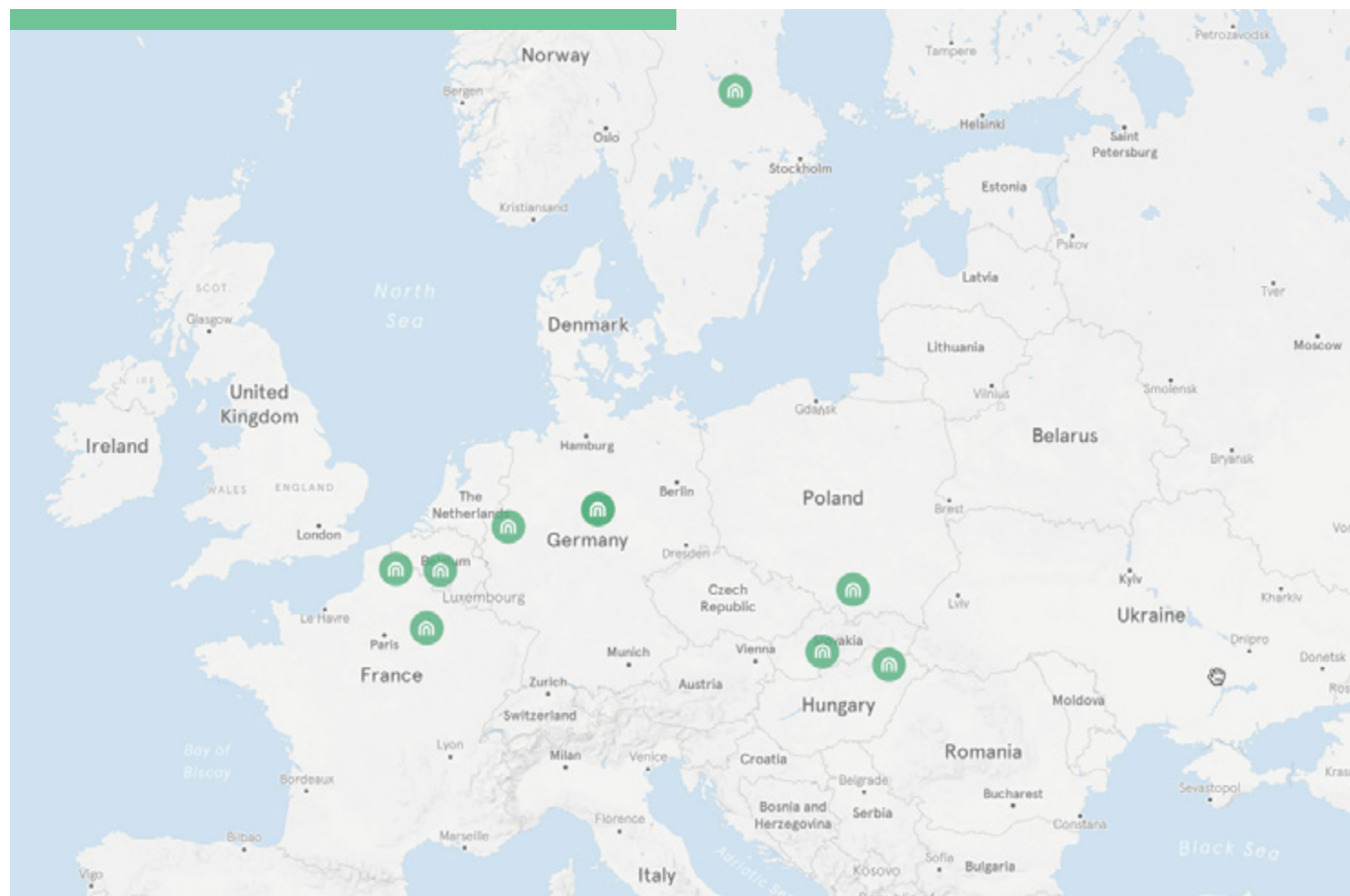
Photography credit can be found on pages 94-95

Underground Europe

Overview

As the grandeur of Europe grew in cities across the continent, generations of workers toiled underground to power the unstoppable pace of development. From the gold that decorated the Middle Ages, to the wine used to toast revolutions, and the coal that fuelled the modern era, the world as we know it would never have been possible without the tough and dangerous labour taking place deep below the surface. Away from sight and often out of mind, these tunnels, caverns, mines and cellars have been hiding amazing stories about the lives of the people who helped build Europe.

Now open to the public, these incredible World Heritage sites often surprise with an eerie industrial beauty or the opportunity for an adventurous exploration. Whether it's a downhill ride in an old mining train, a cathedral carved from salt or wine barrels inside volcanic rock, they all offer visitors the chance to venture deep underground – and deep into history – to experience the life and culture in the dark depths of Europe.



Underground Europe World Heritage sites

Wieliczka and Bochnia
Royal Salt Mines
Poland



Mines of Rammelsberg, Historic
Town of Goslar and Upper Harz Water
Management System
Germany



Champagne Hillsides,
Houses and Cellars
France



Mining Area of the Great Copper
Mountain in Falun
Sweden



Tokaj Wine Region Historic
Cultural Landscape
Hungary



Zollverein Coal Mine Industrial
Complex in Essen
Germany



Historic Town of Banská Štiavnica and
the Technical Monuments in its Vicinity
Slovakia



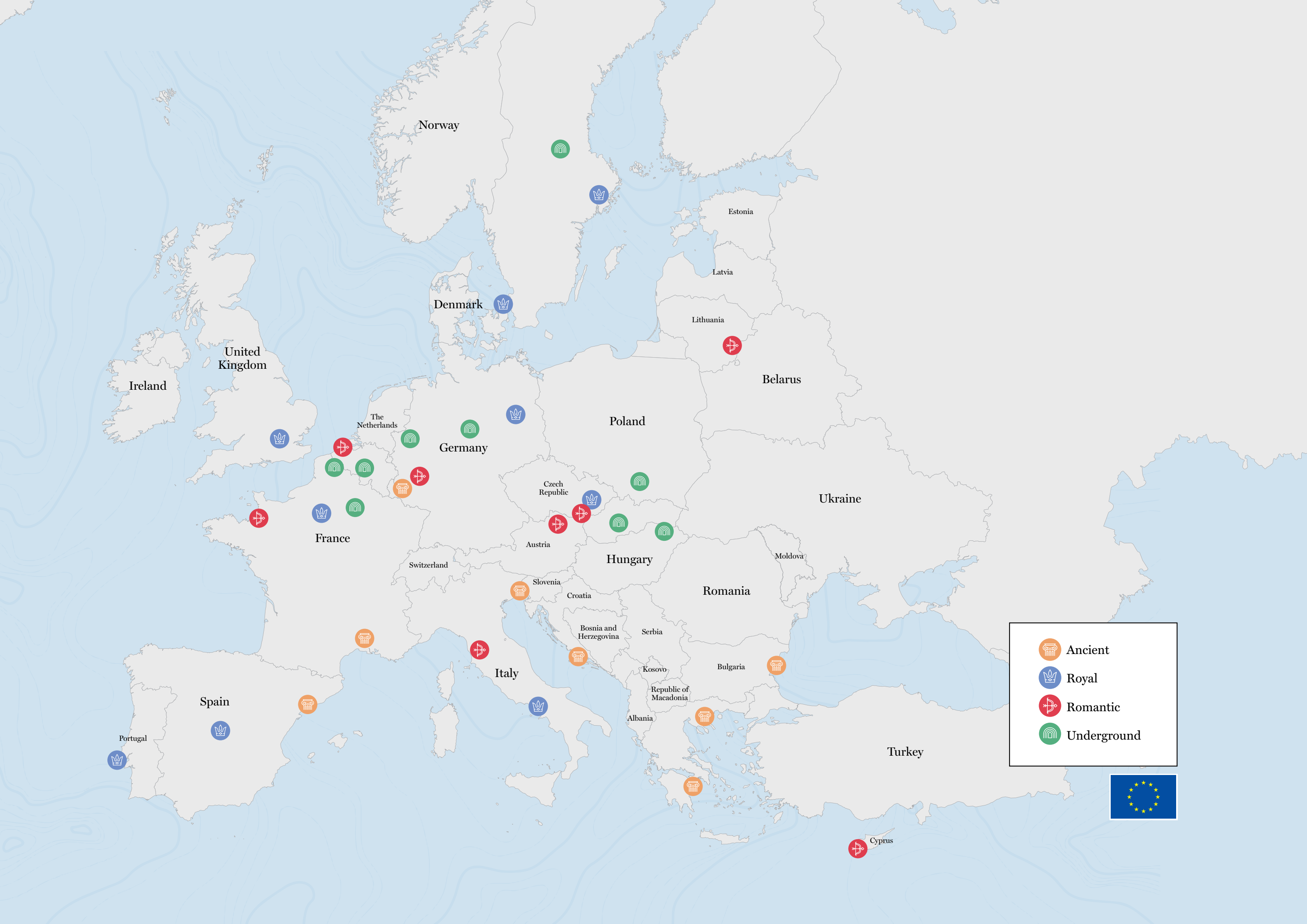
Nord-Pas de Calais Mining Basin
France





Major Mining Sites of Wallonia
Belgium





Photography credit can be found on pages 94–95



 Ancient

 Royal

 Romantic

 Underground



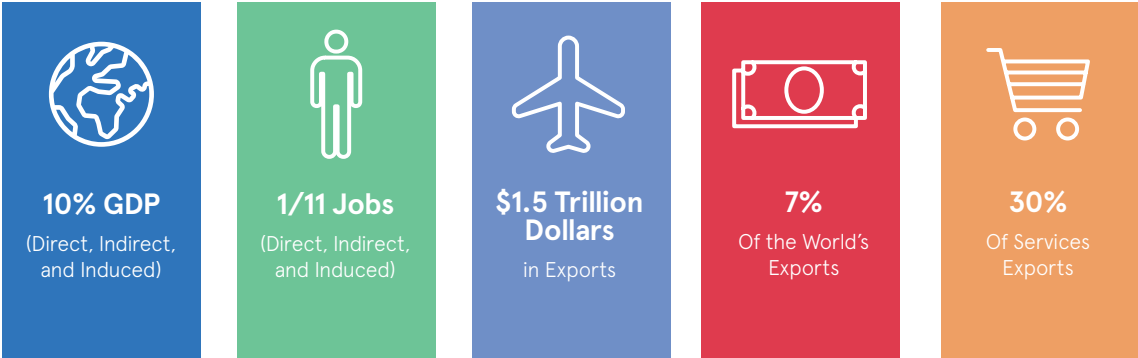
SECTION 4

Situation Analysis

Global Travel and Tourism Trends

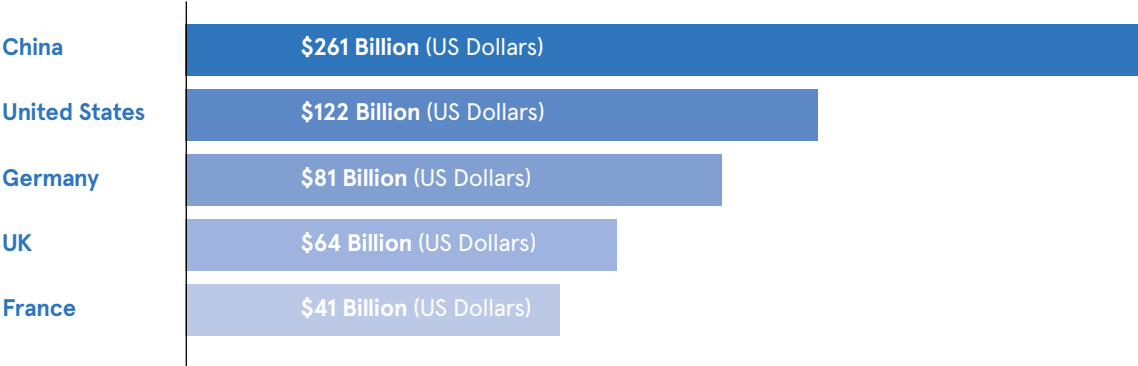
Tourism is one of the world’s largest industries, and one of the largest exports and drivers of economic growth globally. It is one of the top five exports in over 150 countries, and ranks first in 60 countries. According to the United Nations World Tourism Organization (UNWTO), international tourism arrivals in 2016 exceeded 1.2 billion, a growth of 6.3% from the previous year. Arrivals and revenues from tourism are expected to grow by 3–4% per year in the coming decade.

Why Tourism Matters



World’s Top Tourism Spenders

The United States, China, Germany, the United Kingdom, and France are the top five tourism spenders in the world, collectively accounting for almost 40% of global tourism exports.



SOURCE: UNWTO Annual Tourism Report 2016

Travel and Tourism Trends in the European Union

- Tourism is the third-largest socio-economic activity in the EU
- International Tourism spending was €421 billion in 2016
- Tourism employs 26.5 million people in Europe
- Tourism contributes €1,600 billion to Europe’s GDP (10%)

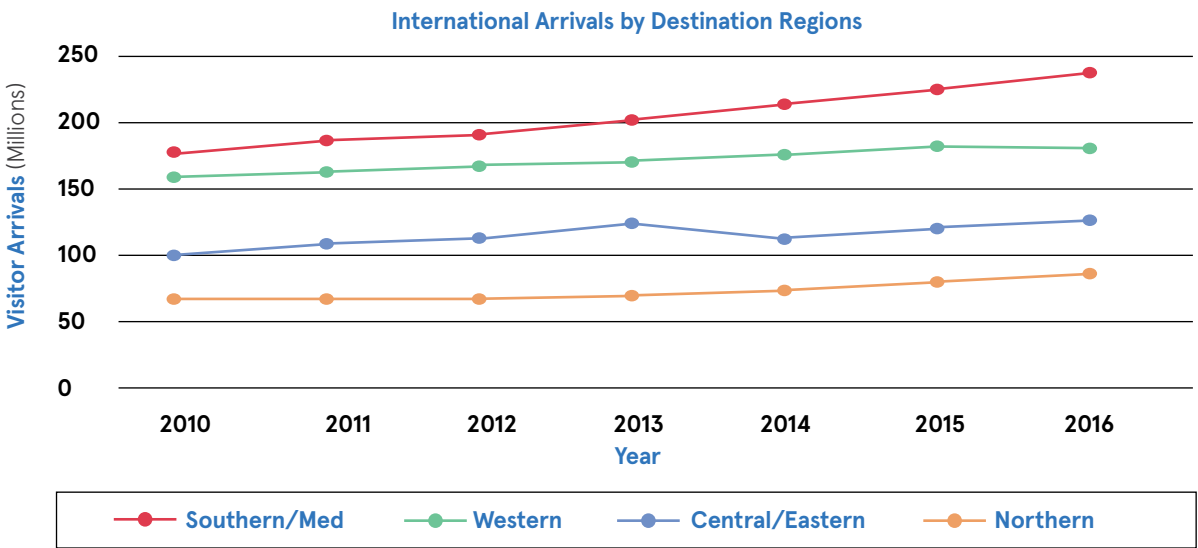
Of the top ten most visited tourism destinations in the world, five are located within the European Union:¹

- France (84.5 million arrivals)
- Spain (68.2 million arrivals)
- Italy (50.7 million arrivals)
- Germany (35.0 million arrivals)
- U.K. (34.4 million arrivals)

Of the 19 countries included as part of the World Heritage Journeys of The European Union, eight are among the top 10 European travel destinations (the five countries above plus Austria, Greece and Poland) collectively totalling 342.7 million arrivals in 2016.

As a whole, Europe is the most popular tourism region in the world and currently receives approximately 50% of global international tourism arrivals. Tourism growth in Europe was 2% between 2015 and 2016 and expected to grow by 3% in 2017. While Europe remains a leader in global arrivals, its market share reached as high as 60% in 1995, declining over the past 20 years due to the growth in other regions including Asia Pacific, Africa and the Americas.²

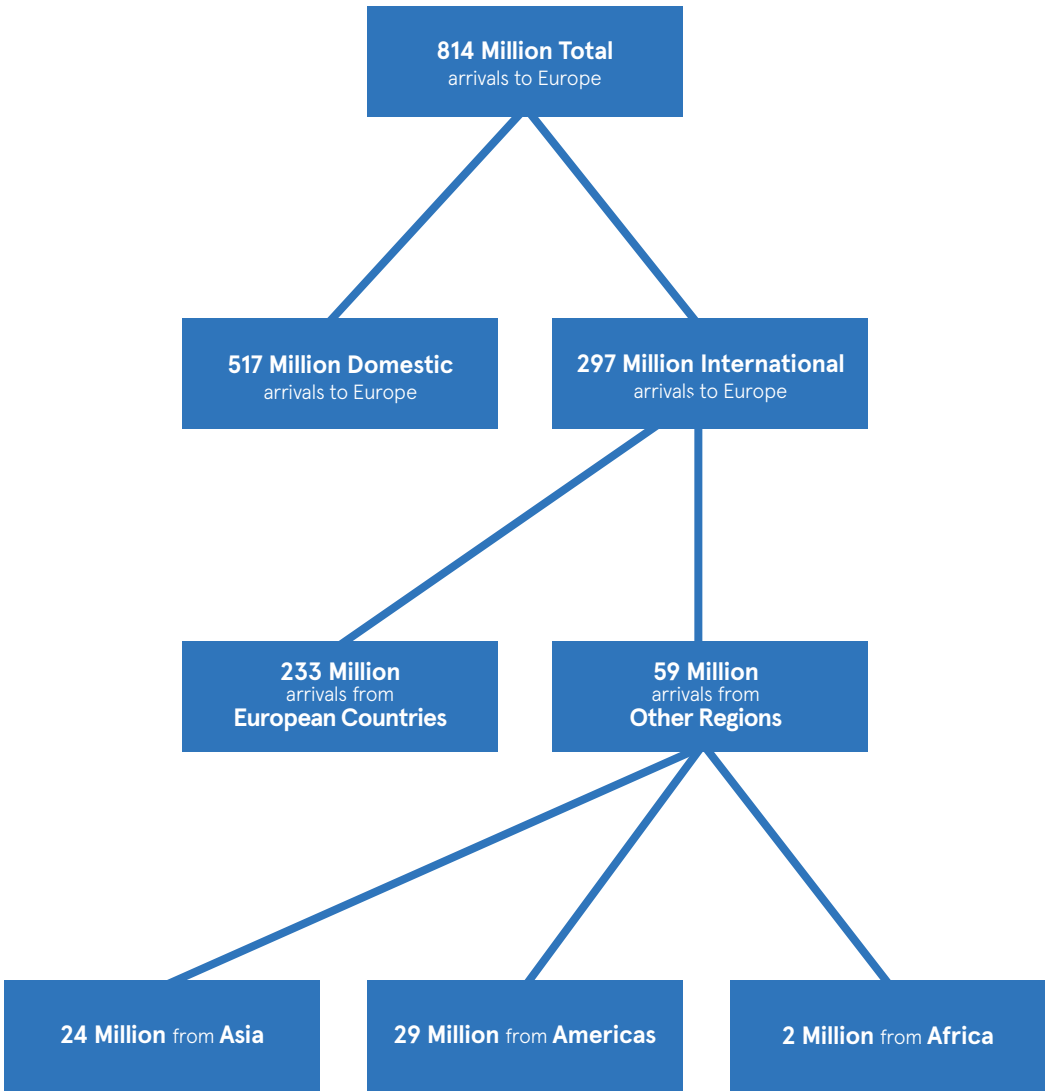
When analysing international arrivals by region, the Southern and Mediterranean European countries combined receive the most visitors combined with 228.7 million arrivals in 2016.



¹ UNWTO World Tourism Barometer – June 2017
² European Travel Commission, "EUROPEAN TOURISM IN 2017: TRENDS & PROSPECTS, Q2/2017"

Unsurprisingly, the majority of international arrivals to European destinations are from other countries within Europe. The best available data is from 2011 during which 63% of arrivals were domestic (internal travel within a country) and 37% were foreign. Of the foreign arrivals, 78% were from other European countries.³

Breakdown of Arrivals to Europe *Note: Totals may not sum due to incomplete data.*



³ European Parliamentary Research Service, "Tourism and the European Union," Sept. 2015

Top non-European source markets are shown below. The number of visitors from China has more than doubled since 2011 due to the rapid economic growth in the country. Europe maintains a large market share of the US, Australia, and Brazil tourism markets, capturing over 26% of their total outbound travel.

	2016 Europe Arrivals	Europe's Market Share
United States	27,460,000	26.1%
China	10,230,000	11.8%
Australia	5,221,000	31.3%
Canada	4,941,000	14.5%
Japan	4,598,000	6.8%
Brazil	2,907,000	35.5%
India	2,319,000	14.1%
Mexico	1,475,000	6.6%
Argentina	1,243,000	11.6%

SOURCE: European Travel Commission – EUROPEAN TOURISM IN 2017: TRENDS & PROSPECTS, Q2/2017

Travel to World Heritage sites

With 1,073 World Heritage sites located in 167 countries, UNESCO World Heritage designation is increasingly being used as a valuable brand asset to develop sustainable tourism. World Heritage sites are recognized by many travellers and tour operators as a quality mark and ‘must see’ attraction. This designation has helped showcase many sites on the global stage, with tourism offering the ability to share World Heritage with the traveling public and allow destinations to realise benefits for both community and the local economy.

The development of World Heritage sites as tourism attractions varies greatly around the world. The Palace and Park of Versailles, for example, is a well-established international tourism destination that received over 7.5 million visitors in 2015.⁴ For those lesser known sites, the World Heritage inscription provides an opportunity for marketing and branding that can help attract international clientele. If tourism is managed well, it can play an important role in contributing to the upkeep and protection of these sites.

While individual sites range from natural, cultural and mixed, what makes the concept of World Heritage so exceptional is its application of Outstanding Universal Value criteria. The World Heritage Journeys of the European Union will leverage on this opportunity to inspire visitors to experience these treasures of the world while safeguarding them for future generations through best practice sharing and collaborative management.

4) Versailles Press Office



Historic Centre of Bruges, Belgium
© Jan D'Hondt / VisitBruges

SECTION 5

Target Markets

Introduction

Europe attracts a wide range of travellers. To be effective, the World Heritage Journeys of the European Union needs to target segments with the most interest in the featured cultural tourism experiences and destinations, and therefore have the greatest potential for long-term growth.

Targeting specific audiences will allow the World Heritage Journeys of the European Union to focus its brand message on the growing market—defined as the “Cultural Traveller”—with the greatest propensity to travel for the purpose of discovering cultural wonders. The cultural traveller market is further segmented into three main source markets—the United States, China and the European Union—as well as demographic and thematic market segments within these.

Cultural Traveller

Cultural travel covers a wide range of activities and attractions that allow visitors to engage with a destination’s culture: its history, art, architecture, religions and way of life.

Cultural travellers want to “immerse themselves in an unfamiliar culture, looking to break themselves entirely from their home lives and engage sincerely with a different way of living.” They seek exploration, mystery, and deeper cultural experiences. In their search for authenticity, they will avoid mainstream destinations and attractions and travel independently in order to get off the beaten path.

- ✓ Cultural travel is one of the largest and fastest-growing travel segments and now makes up 40% of all European tourism.
- ✓ There are 234 million active cultural travellers in the EU and 129 million in the US, defined as someone who has participated in cultural tourism in the past two years.

– European Travel Commission, “ETC Snapshots – Cultural Traveller,” 2016

SOURCES:

Amadeus “Future Traveller Tribes 2030” 2016
 Thorn. S. “Cultural Heritage Tourism – A Handbook for Community Champions” 2012
 International Trade Administration – Travel and Tourism Statistics 2015
 Mandala Research LLC, “The Cultural and Heritage Traveller” 2013
 Thorn. S., “Cultural Heritage Tourism – A Handbook for Community Champions” 2012



Why Cultural Travellers

In the North American and Chinese markets, cultural heritage activities rate as one of the top activities for travellers, after shopping and eating.

According to research by the European Commission, more than 12 million Chinese travellers visit Europe each year and this number is forecasted to continue to grow year over year. Chinese travellers spend up on average €3,000 per trip, spending as much as €360,000,000 per year. When selecting a destination, Chinese travellers' preference for Europe is based on its strong reputation as a cultural destination. Among Chinese travellers, Europe is well known for its historical and cultural heritage. In addition, a 2013 study by Mandala Research LLC found that 76% of all US leisure travellers have participated in some form of cultural/heritage activity and ETC research found that more than 5.8 million U.S. travellers visited European cultural/ethnic heritage sites in 2016.

In broad terms, the cultural traveller tends to be:

Well Educated

More likely to have college or university degrees than the average leisure traveller. They are also likely to do research before their trip, often arriving with detailed knowledge of the destination.

Affluent

Enjoying significantly higher incomes than average travellers thanks to an older demographic profile and higher education levels.

Well-Travelled

Taking more trips per year compared to general travellers.

Respectful

Tending to respect local culture and natural resources and spend more per trip than the average leisure traveller.

Source: The 2013 Cultural and Heritage Traveller Report, Mandala Research LLC



Moreover, the cultural traveller seeks to:

- Stimulate their mind and learn something new
- Renew personal connections with people other than family
- Gain new knowledge of history, other cultures or other places
- Enrich one’s perspective on life
- Share stories and have something interesting to talk about upon returning home



 Aranjuez Cultural Landscape, Spain
© José Ignacio Soto / Shutterstock.com

Not all cultural travellers are alike. Mandala Research LLC defines five different travel motivations of the American cultural/heritage traveller.



Passionate:

Leisure travellers who participate in cultural and heritage activities to a larger extent than other segments. For a large percentage of this group, these activities are a driver of destination choice.



Well-Rounded/Active:

Leisure travellers that are open to experiencing all types of activities while on a leisure trip, including cultural and/or heritage activities.



Aspirational:

Leisure travellers who want to experience and participate in cultural/heritage activities, but have limited experiences with cultural activities during their most recent trip and during the past three years.



Self-Guided/Accidental:

Leisure travellers who take advantage of cultural/heritage activities while on a leisure trip, but cultural/heritage activities aren’t the driver for their destination choices. They most often prefer exploring small towns, galleries and self-guided historical tours.

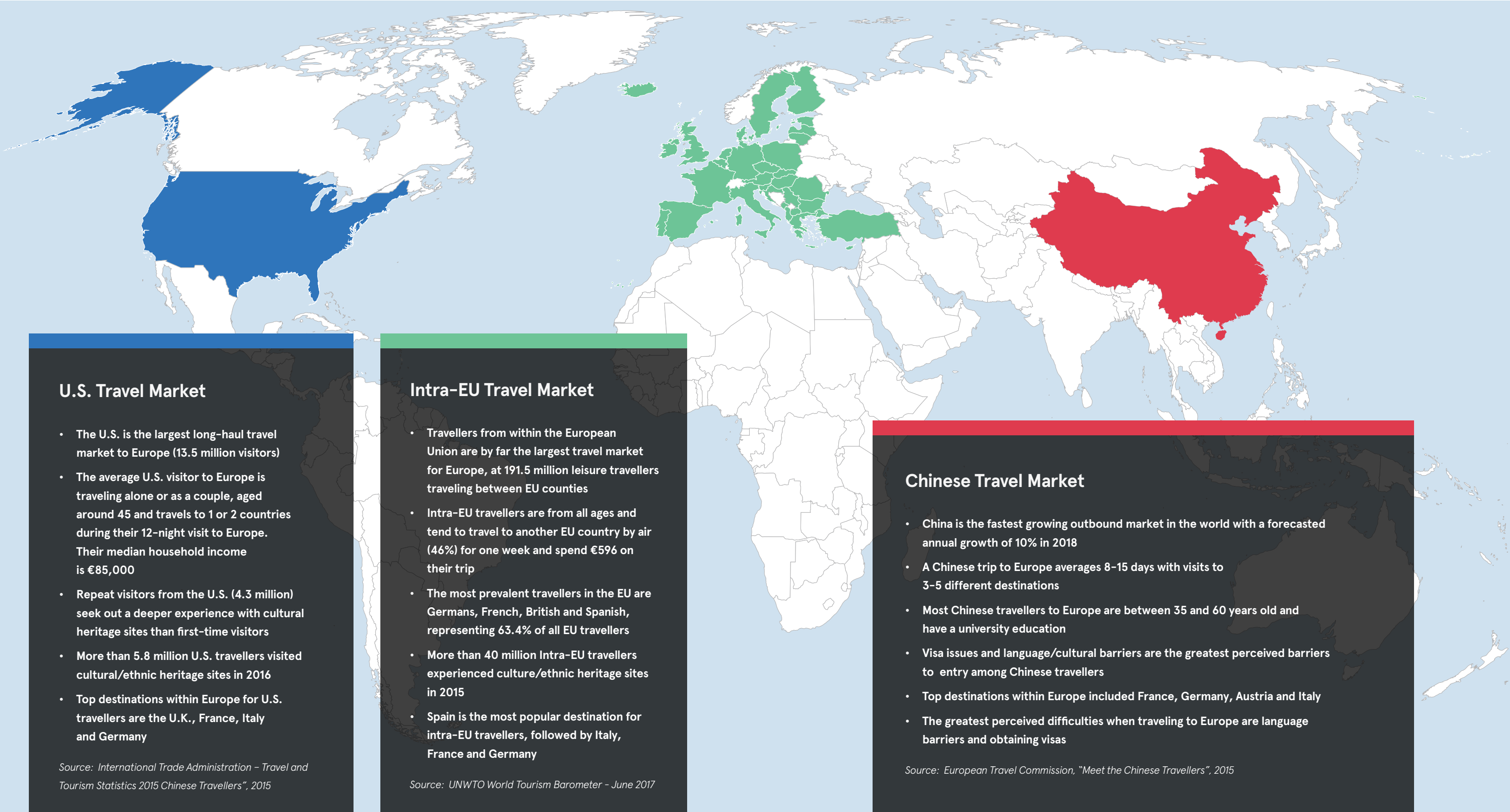


Keeping it Light:

Leisure travellers that don’t seek out cultural/heritage activities but will attend what they perceive as fun art, cultural and musical events.

Source Markets

World Heritage Journeys will target outbound travellers from the United States, China and the European Union. Each are important for the programme, but have their own characteristics that marketing strategies must adapt to in order to reach and engage each market.



Market Segments

By targeting specific niches of travellers – segmented by either demographic characteristics or their travel motivation– the World Heritage Journeys of the European Union will create marketing messages that are more likely to resonate with the programme’s target audiences. The programme targets the following market segments from the United States, China and the European Union:



Multi-generational / Family Travel

Many families plan annual international travel and Europe is a popular destination for both parents with young children and parents traveling with their adult children. Multigenerational travel frequently corresponds with major family milestones such as graduations, birthdays, or reunions.



Couples

Couples of all ages enjoy travelling to Europe. Couples are an important market segment for many World Heritage sites, in particular those identified in the Romantic Journey theme. Young couples with no children – “Double Income, No Kids” or DINKs– tend to be among the travellers with the greatest disposable income. Couples frequently plan travel to Europe for romantic reasons, celebrating honeymoons or anniversaries.



Millennials

The generation born between roughly 1980 and 2000 are defined as millennials. As this generation reaches adulthood, it is quickly becoming the largest consumer market in nearly all industries, including travel. According to Skift, by 2020, millennials will account for half of all global tourism expenditures.(NEEDS SOURCE) The first “digital native” generation, millennials are notable for planning and booking travel through online channels and sharing their experiences on social media.



Retirees

The Baby Boomers are spending more time in retirement than any previous generation. A 2016 AARP study found that in the US, 99% of all Baby Boomers plan at least one leisure trip per year and many plan as many as five trips. Forty percent of retirees’ leisure trips are to international destinations, and a third of those are to Europe. Retirees are about equally likely to plan their own travel as book with a tour operator.



History Buffs

These travellers are interested in cultural and natural history and are excited to learn about the world, its people, places and cultures. Europe offers history buffs a nearly endless selection of important historical sites and fascinating stories. Each World Heritage site in Europe has something to offer history buff, who may be motivated to travel by just one site.



Food and Wine

For some travellers, food and drink are not only something to plan during a trip but are important factors in travel decisions, including selecting a destination. A 2015 study found that 70% of millennials and 63% of baby boomers are “food and cuisine driven travellers”. Food and wine travellers are likely to have a handful of specific restaurants that they plan to visit, but are also interested in exploring how a destination’s culinary traditions are reflected in the culture more broadly through activities like agro-tours, street food, or cooking classes.



Art and Literature

International art and literature has inspired travel for centuries. As home to some of the oldest centres of Western art, Europe is an especially compelling destination for art and literature travel. Some travellers plan itineraries to visit as many museums and galleries as possible, while others plan trips around a single piece of iconic art or sites from important scenes from literature. It is now quite common for tour operators to package and promote tour products specifically developed around themes of art and literature.



Gardeners

The grounds at many of Romantic Europe’s World Heritage sites represent some of the best examples of European gardens to be found anywhere in the world. A niche group of passionate gardeners are motivated to travel internationally just to experience these world class gardens. This group can be targeted through advertising on niche digital and traditional publications targeting gardeners.

SECTION 6

Brand Strategy

Brand Development Process

A tourism brand is more than just a logo. It is a promise made to travellers that should be delivered when they visit a destination.

As the tourism marketplace becomes increasingly competitive, it is essential to define a brand strategy for the World Heritage Journeys of the European Union to differentiate the programme from other destination and tourism brands. What makes the World Heritage Journeys of the European Union unique? Why should the traveller use this platform to plan and visit these sites? The answers lie in the brand strategy.

The brand strategy is the foundation for all marketing activities, ensuring that the messaging and methodologies employed to attract visitors is consistent across all platforms. This reinforces, enhances, and strengthens the brand in the long-term. The brand strategy is designed to guide the consistent communications of all partners marketing the Journeys.

The following section outlines central elements of the brand strategy based on observations and discussions with key stakeholders and an analysis of the strengths of participating World Heritage sites and competing tourism brands.



Brand Concept

The World Heritage Journeys of the European Union centre on themed journeys that connect UNESCO World Heritage sites spanning multiple countries in the European Union. For this programme, “Journey” is a consumer-friendly term for a cultural theme that conceptually and experientially links a collection of World Heritage sites along with related properties and stories. Through this programme, travellers are encouraged to explore these places online and in real-world journeys centred on World Heritage sites and the common cultural themes that connect them.

Brand Identity

An important differentiator of this tourism brand is the co-brand with UNESCO and National Geographic, two of the most globally recognized and authoritative cultural travel brands in the world.

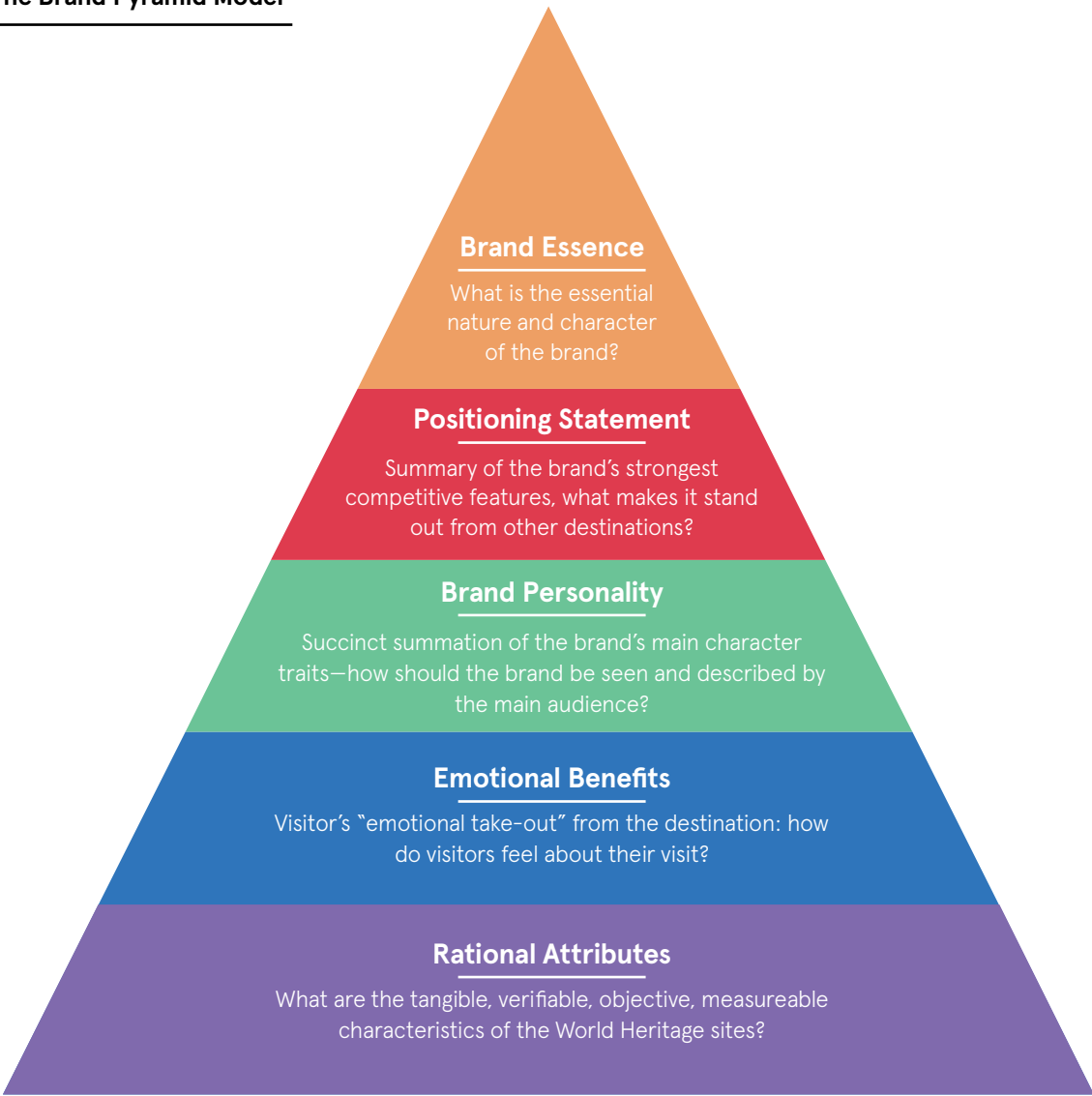
World Heritage
— JOURNEYS —
EUROPE



Brand Development Model

A five-stage branding pyramid model from the European Travel Commission’s *Handbook on Tourism Destination Branding* was utilized to articulate the destination’s main strengths to a distillation of its essence.

The Brand Pyramid Model



SOURCE: ETC & UNWTO Handbook on Tourism Destination Branding 2009

World Heritage Journeys of the European Union Brand Pyramid



Delivering the Brand Promise

The brand promise will drive the marketing campaigns and strategy for the World Heritage Journeys project. It will be delivered by heritage managers, tourism managers, businesses, guides, cultural bearers, and local residents from 34 World Heritage sites located across 19 EU countries, working to support this promise.

While each site offers a unique experience to visitors, they share in their common designation as a World Heritage site and a commitment to sustainable tourism management. This commitment will provide visitors with products and experiences that are focused around the brand essence of Authenticity, Experiential, and that develop the visitor's appreciation of a Shared Responsibility to conserve, protect, and present the Outstanding Universal Values of our World Heritage.



SECTION 7

Marketing Plan

Marketing Objectives

This marketing plan has been developed to address the following objectives for World Heritage Journeys of the European Union. The one-year marketing plan is intended to deliver quick wins toward these objectives while setting up a foundation to build on programmatic successes and deliver long term and sustainable impact.

Promoting the European Union as a cultural destination

Increase global awareness, understanding and raise profile of World Heritage sites

Raise awareness of the World Heritage Journeys Brand

Create consumer demand among responsible, low-impact travellers for World Heritage experiences to increase visitation

Increase length of stay at the sites

Address seasonality issues

Increase tourism spending at the sites

Raise awareness of World Heritage designation and Outstanding Universal Value

Raise awareness of World Heritage designation

The marketing activities recommended through this plan focus on all phases of a traveller's path to purchase:



Marketing Tools and Channels

The World Heritage Journeys of the European Union will use both proprietary marketing tools and those owned and managed by the programme’s marketing partners. The brand strategy will guide all messaging and tone of voice for the content. A yearly content plan will serve as an editorial guide to focus messages and coordinate promotional activities with marketing partners. The foundation of all marketing efforts will centre around the content provided and developed in collaboration with each World Heritage site. This content will always strive to amaze, delight, and assist travellers to dream, plan, book, experience, and share their World Heritage Journeys.

The marketing tools and channels that will be used to reach and engage with travellers include:

- ✓ Website platforms
- ✓ Social media channels
- ✓ Electronic newsletters
- ✓ Printed collateral
- ✓ Travelling photo exhibition

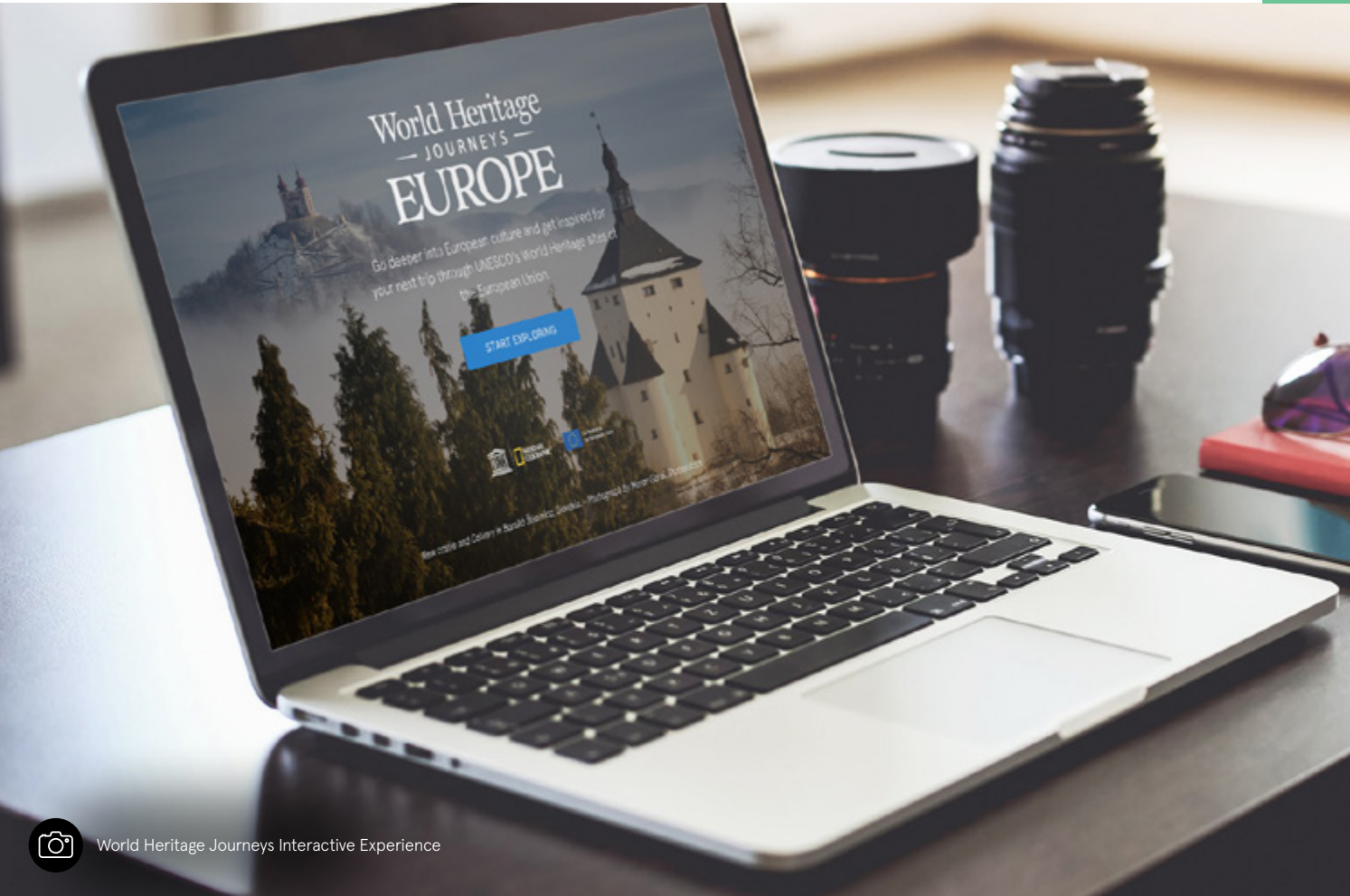
Website Platforms

The World Heritage Journeys website platform will be hosted on UNESCO’s new domain visitEUworldheritage.com. In addition, the site will be hosted in China to ensure accessibility by the Chinese market on the domain visitEUworldheritage.com.cn

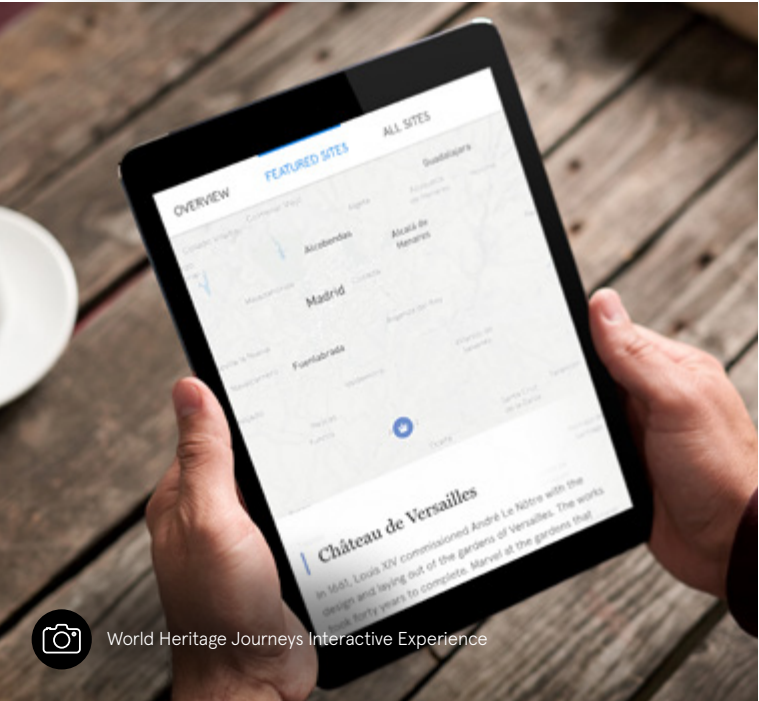
These website platforms are designed to share practical and inspirational travel planning information with potential travellers and connect them with the World Heritage sites participating in the programme to encourage them to visit destinations differently, by learning, experiencing, tasting, and staying longer.

The website will utilize rich imagery, video, and inspirational content to showcase the four thematic journeys and introduce each World Heritage site. Each of the 34 World Heritage sites will have their own page to showcase the site’s rich cultural heritage and content that will inspire visitation. In addition to the descriptions of each World Heritage sites, related galleries and pages will showcase nearby attractions, experiences, and stories from the sites.

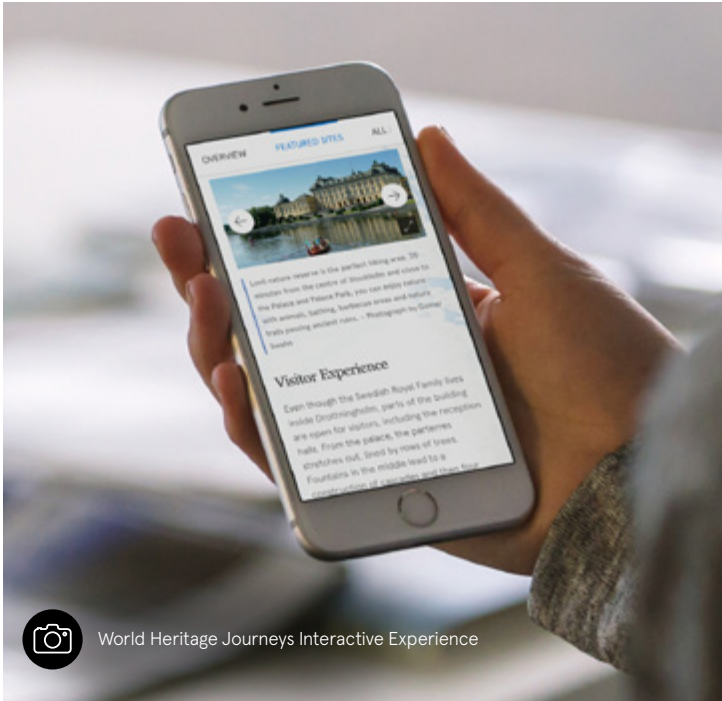
The website platform will encourage travellers to register and create itineraries that can be shared with friends or with a travel agent. In addition to the consumer facing website, additional pages will be created to communicate with travel trade and media to provide sales information, content, and tools to help promote the Journeys.



World Heritage Journeys Interactive Experience



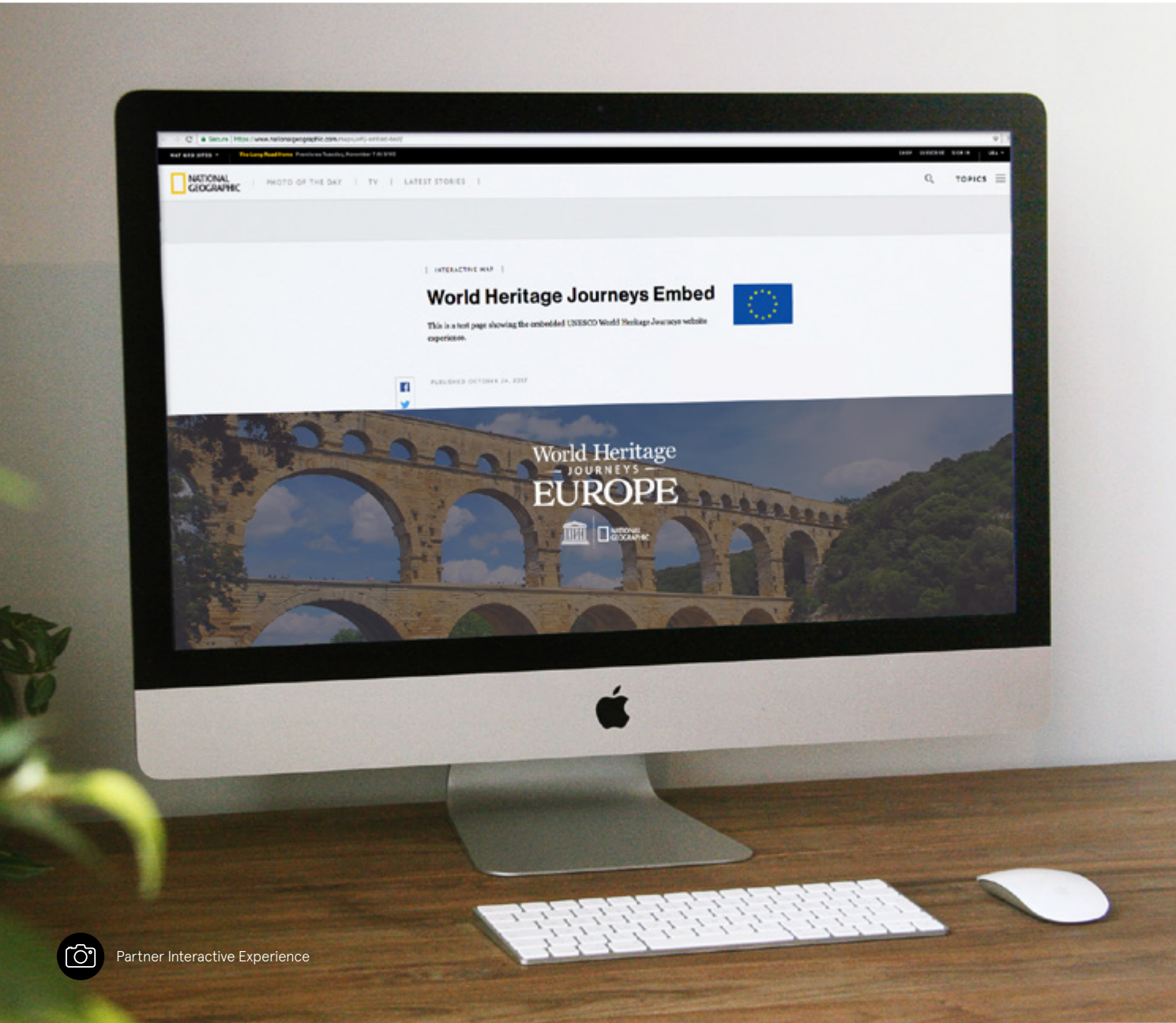
World Heritage Journeys Interactive Experience



World Heritage Journeys Interactive Experience

Marketing Partner Website Platforms

The World Heritage Journeys website platform will also be available for marketing partners to embed the entire site or specific journeys directly into their own websites. This feature will ensure that the content created will be distributed on multiple sites to reach even more travellers.



Social Media Platforms







Social media allows a tourism brand to come to life. World Heritage Journey’s social media platforms will create a unique voice for cultural travel and inspire visitors to travel to World Heritage sites through regular, engaging images and stories. Each social media platform will become home to a thriving community of dedicated brand advocates – those individuals who love World Heritage and want to be a part of the World Heritage Journeys community.

Social media allows World Heritage Journeys to create content that targets travellers at each stage of the travel planning cycle: inspirational content plants the idea of visiting a World Heritage site; practical content helps travellers plan their next trip; user-generated content allows those who have already visited a World Heritage site to share their experience and recommendations with their peers.

World Heritage Journeys of the European Union will be active on a variety of social media platforms, each with a different audience and different content mix. Taken together, these social media channels create a “virtual visitor centre” for World Heritage Journeys, allowing the programme to connect directly with prospective travellers to inspire them to visit World Heritage Journeys and to connect one-on-one to answer traveller inquiries.




The following social media channels will be used primarily to target travellers in Europe and the United States:

Global Channels:

	Facebook	Facebook.com/visitworldheritage
	Instagram	visitworldheritage
	Twitter	@visitworldheritage
	Pinterest	Pinterest.com/visitworldheritage
	Google+	google.com/+visitworldheritage
	YouTube	YouTube.com/visitworldheritage

The following social media channels will be used primarily to target travellers in China:

China Channels:

	Weibo (Chinese microblogging)	TBD
	YouKu (YouTube equivalent)	TBD
	Wechat (Chinese mobile social network)	TBD

Electronic Newsletter

Electronic newsletters remain one of the most popular tools for tourism marketing. Newsletters have the potential to reach a large number of people and are a simple way to keep Journeys top of mind people who have opted into receiving emails. Newsletters will be used to share new content, to update readers about upcoming campaigns, and to distribute special offers from programme partners. The main audience for the electronic newsletter will be media and travel trade.



Electronic Newsletter

Printed Collateral

World Heritage Journeys Visitor Guide (brochure)

A brochure will be developed for World Heritage Journeys of the European Union that showcases the programme’s four Journeys and participating World Heritage sites. For each site, there will be a short description and a photo included in the brochure. The brochure will include a map that shows the location of each of the participating sites.

This brochure will be distributed at events that are organized by the programme or that the programme attends. A limited number of brochures will also be made available to each participating World Heritage site to distribute.

In addition to the programme brochure which includes a brief description of each site, World Heritage sites will have an option to create a World Heritage Journeys brochure that is specific to their own site at an additional cost. This site- specific brochure will include all of the content of the generic brochure but will include additional pages that showcase that site with deeper narratives, more images, and information about attractions in the destination. This destination-specific brochure allows each participating World Heritage site to leverage the brand strength of the World Heritage Journeys programme to create their own marketing collateral.



World Heritage Journeys Visitor Guide (brochure)

Discover Europe’s World Heritage Book or Bookazine

A glossy hardcover coffee table book and/or softcover bookazine featuring the four Journeys and participating World Heritage sites will be produced to provide a high quality printed product for distribution by the European Commission, UNESCO, and the World Heritage sites. The decision as to which products will be created will be based on the cost and timeline for production and opportunities to collaborate with publishers.

The publication will leverage the text and photography developed for the website platform to introduce travellers to the journey narratives and sites, and showcase the richness and depth of the European Union’s rich cultural heritage. The books will be used as a communication and partnership development tool by UNESCO, the European Commission, and project partners.



Guide to Europe’s World Heritage (bookazine)

Travelling Photo Exhibit

An exhibit consisting of a curated selection of stunning photographs from European World Heritage sites and related signage will be developed. The photo exhibit will be installed at UNESCO headquarters in May 2018. Additionally, the programme will pursue funding to bring the photo exhibit to galleries and public spaces around the world. Depending on the availability of funding, this traveling photo series will be on display at each location for several weeks at a time before being packed and shipped to the next location. The programme will provide each venue that displays the exhibit with instructions on how to stage and manage the show and provide marketing materials for local partners to promote the exhibit.



Travelling Photo Exhibit

Marketing Strategies

World Heritage Journeys of the European Union will implement the following six marketing strategies.



1. Events:

Public events for both travellers and travel industry professionals present opportunities to create awareness of the World Heritage Journeys of the European Union and to create partnerships with public and private sector entities.



2. Digital and Social:

Social media and digital marketing channels allow the World Heritage Journeys of the European Union to reach a highly targeted global audience and build an online community of individuals who are passionate about cultural travel.



3. National Geographic Multi-Channel Advertising Campaign:

The World Heritage Journeys of the European Union will partner with a global media company to reach travellers across digital, print, and social media channels.



4. Public Relations and Influencers:

The programme will develop relationships with journalists to earn coverage in traditional media while engaging social media influencers to reach new audiences who use social media to plan travel.



5. Travel Trade:

Tour operators, travel agents and other travel industry professionals will be valuable marketing partners for the World Heritage Journeys of the European Union programme.



6. Research and Reporting:

The programme will rely on a detailed analysis of the marketing channels and feedback from World Heritage sites to understand and improve the effectiveness of marketing and promotion, and regularly report programme success with participating World Heritage sites.



Marketing Strategies:
Events:

World Heritage Journeys of the European Union will participate in a number of high-profile events in order to generate awareness of the programme among target audiences in key markets and to engender a greater sense of shared responsibility for World Heritage sites among local residents. Media advisories will be developed for each public event that the programme organizes or participates in and distributed to both local press and international media. The scope of the programme’s participation in some events may scale up or down based on the amount of participation received in the programme’s partnership programme.

Objectives

- Create demand for World Heritage Journeys of Europe Union by using public events to showcase the tourism potential of participating World Heritage sites;
- Generate earned media for the World Heritage Journey of Europe programme by participating in events that are important to target audiences;
- Demonstrate thought leadership in cultural tourism and understanding of best practices in cultural heritage by speaking at events organized around these themes; and
- Leverage events to create opportunities for public and private sector entities to partner with World Heritage Journeys of the European Union.

Tactics

1. Public launch and global media release
2. EU-China Light Bridge
3. Participation in major trade shows and conferences
4. EU-China High Level Conference on World Heritage
5. Visit World Heritage Day
6. Travelling Photo Exhibit
7. World Heritage and Photo Competition

Opportunities for World Heritage sites to participate

- Organize site specific World Heritage Journeys Programme launch events
- Participate in EU-China Light Bridge activity
- Cooperative investment in international travel trade shows and expos
- Create special pricing or unique experience for Visit World Heritage Day
- Make available special gift for local participants of social media contests



Public launch and global media release

Following a soft launch to participating World Heritage sites, the World Heritage Journeys of the European Union programme will launch in early 2018. On this date, all branded social media channels will activate and begin posting. The programme will release media advisories to a distribution list that includes outlets in the United States, Europe, and China. The January 24 date was selected to capitalize on the awareness built around the January 19 launch of the 2018 EU-China Tourism Year and the media’s interest in highlighting initiatives around promoting tourism between the two continents.



EU-China Light Bridge

On 2–3 March 2018, iconic buildings and landmarks across the EU will be illuminated with the red and gold of the Chinese flag to commemorate the Chinese Lantern Day. This initiative is part of the 2018 EU-China Tourism Year, intended to facilitate cross-cultural cooperation and mutual understanding through tourism. The World Heritage Journeys of the European Union will encourage World Heritage sites to participate in this initiative. The resulting visuals –including images and videos– of European World Heritage sites illuminated in red, will be used extensively to market World Heritage Journeys of the European Union to Chinese markets for the rest of the year.



Participation in major trade shows and conferences

Representatives from UNESCO are regularly invited to present on topics related to cultural heritage and tourism at conferences and events around the world. The programme will take advantage of these invitations to speak by developing a presentation format for speakers to use that showcases the programme and the potential that World Heritage Journeys of the European Union has to drive visitation to Europe’s World Heritage sites. In addition, there are a number of important annual travel trade shows where destinations showcase their tourism offer and tour operators learn about new tourism products in the marketplace. Examples of some of the most important travel trade shows include World Travel Market (WTM) in London and Internationale Tourismus-Börse (ITB) in Berlin. UNESCO will make speakers available for these trade shows. Depending on the level of participation in the World Heritage Journeys of the European Union’s partnership programme, there may be an opportunity for the programme to have a booth at these trade shows as well.



EU-China High Level Conference on World Heritage

A forum is planned as a component of the 2018 EU-China Tourism Year to explore new models for collaboration between the two continents. This event, which is planned for 14 May, 2018, will be an opportunity to highlight the World Heritage Journeys of the European Union programme at the UNESCO headquarters in Paris and an opportunity for the programme to an audience of EU culture and tourism ministers, the European Commission, the European Travel Commission and China National Tourism Administration.



Visit EU World Heritage Day

In October 2018, World Heritage Journeys of the European Union will roll out the first annual Visit World Heritage Day. World Heritage Sites around the EU will coordinate on a message to promote visitation to World Heritage sites. To mark the day, participating World Heritage sites will create a unique experience to encourage travellers to visit on that day.



Travelling Photo Exhibit

In May, a curated selection of stunning photographs from World Heritage Journeys of the European Union sites will be installed at UNESCO headquarters to create an exhibit that reflects the importance, diversity and beauty of the European Union’s World Heritage sites. Depending upon the availability of additional funding, these images, along with maps and interpretive text that tell the story of cultural heritage assets and preservation in the EU, will be displayed at a series of galleries and public spaces across Europe, China, and the United States over the course of 2018.



World Heritage in My Community Photo Contest

In order to encourage people across Europe to appreciate the World Heritage sites in their community, the programme will launch a photo contest in summer 2018 in which people who live near a World Heritage site can take a photo that captures the importance of the World Heritage in their community. The photo, along with a short caption that describes the image, will be submitted through World Heritage Journeys of the European Union channels where each will be reviewed by a panel of local experts who will select a winning image from each World Heritage Sites. The winning images will be recognized by World Heritage Journeys of the European Union and at the local World Heritage site.



Marketing Strategies:
Digital and Social:

Social media and other digital marketing strategies present some of the most cost effective opportunities for World Heritage Journeys to connect with a global audience of prospective travellers. These platforms allow the programme to push out timely and inspiring content to a community of engaged travellers in all stages of the travel planning cycle, as well as target specific audiences for advertising. The World Heritage Journeys of the European Union website is the central hub of the programme’s digital marketing activities; while there are a number of other platforms that the programme will use, these are designed primarily to engage the programme’s audiences and drive them to the website.

A successful digital marketing strategy relies on a clear content plan to ensure a consistent message across all of the programme’s branded digital marketing platforms. A 2018 content plan has been developed which is structured around quarterly campaign themes. This plan will also be shared with programme partners to allow them to align their own marketing communications with the World Heritage Journeys programme.

Objectives

- Use multichannel digital marketing to reach audiences on a variety of platforms and drive viewers to the World Heritage Journeys

Tactics

1. 2018 Content Plan
2. Social Media Management
3. Social Engagement Campaigns
4. Digital Advertising Campaigns
5. Email Marketing Campaigns
8. Digital Video
9. Content Curation and Distribution

Opportunities for World Heritage sites to participate

- Share story ideas and content with World Heritage Journeys to distribute on Programme’s social media channels
- Like, comment, and share Programme’s social media content with online community
- Align sites’ social media communications with the Programme’s 2018 editorial calendar



2018 Content Plan

The content promoted through the programme’s digital marketing channels will be visually stunning, interesting and useful—designed to inspire travellers to imagine themselves experiencing the World Heritage Journeys of the European Union. Specific content may vary between different channels, but it is crucial that all programme content has an integrated message. The integrated message for the 2018 Marketing Plan will be **Travel Differently, Travel Deeper.**

As we introduce this new brand to the target markets, it is important to use an integrated message to reinforce the brand strategy and differentiate the programme from other tourism marketing efforts. To “Travel Differently” is to travel slower, to visit lesser known destinations, and to truly experience the destination in surprising ways. To “Travel Deeper” is to understand and appreciate the rich history and culture of the European Union, the significance of World Heritage designation, and to experience the site and local community in a more engaging “behind-the-scenes” manner.

The Journeys content plan will rely on World Heritage sites and other programme partners contributing content which will then be amplified through Journeys marketing channels. The programme will provide guidelines for how sites can produce and deliver effective content.



Social Media Management

The programme’s 2018 social media content will be organized into quarterly themes meant to move prospective travellers through the travel planning process.

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Brand Campaign	Travel differently, travel deeper											
Content Goal	Inspire Wow our audiences with stunning photographs and narratives to showcase the incredible depth and diversity of EU culture		Appreciate Highlight the Outstanding Universal Value of the sites through local storytelling and raise awareness about World Heritage designation			Respect Highlight the importance of safeguarding World Heritage and how to visit the site as a responsible traveller			Plan & Go Provide travel planning resources and showcase upcoming events, and nearby attractions to encourage travellers to plan and book their WH Journey			
Platform Content Focus	Journey and Site Narratives		Local Stories and Experts			Traveller Images at the WH sites			Experiences, Suggested Itineraries, and Complementary Attractions			
Engagement Campaigns	My Dream Journey		World Heritage Insider Access Experience			#visitworldheritage			Plan a European Rail World Heritage Journey			
Call to Actions	Register for the site and create an itinerary. One lucky winner will win a trip to visit the sites on their itinerary		Share the World Heritage video using the campaign hashtag to enter a chance to win a trip to go behind the scenes and gain a special insider access to a World Heritage site			Tell us what World Heritage means to you using #visitworldheritage in your social media post to win a trip to one of the other World Heritage sites in the Journey			Develop your rail itinerary on <Rail Sponsor> website to visit 3 or more World Heritage sites to enter a chance to win a free rail pass			

Quarter 1: Inspire

Wow our audiences with inspiring photographs and narratives to showcase the incredible depth and diversity of EU culture

Quarter 2: Appreciate

Highlight the Outstanding Universal Value of the sites through local storytelling and raise awareness about World Heritage designation

Quarter 3: Respect

Highlight the importance and practice of safeguarding World Heritage and how to visit the site as a responsible traveller

Quarter 4: Plan and Go

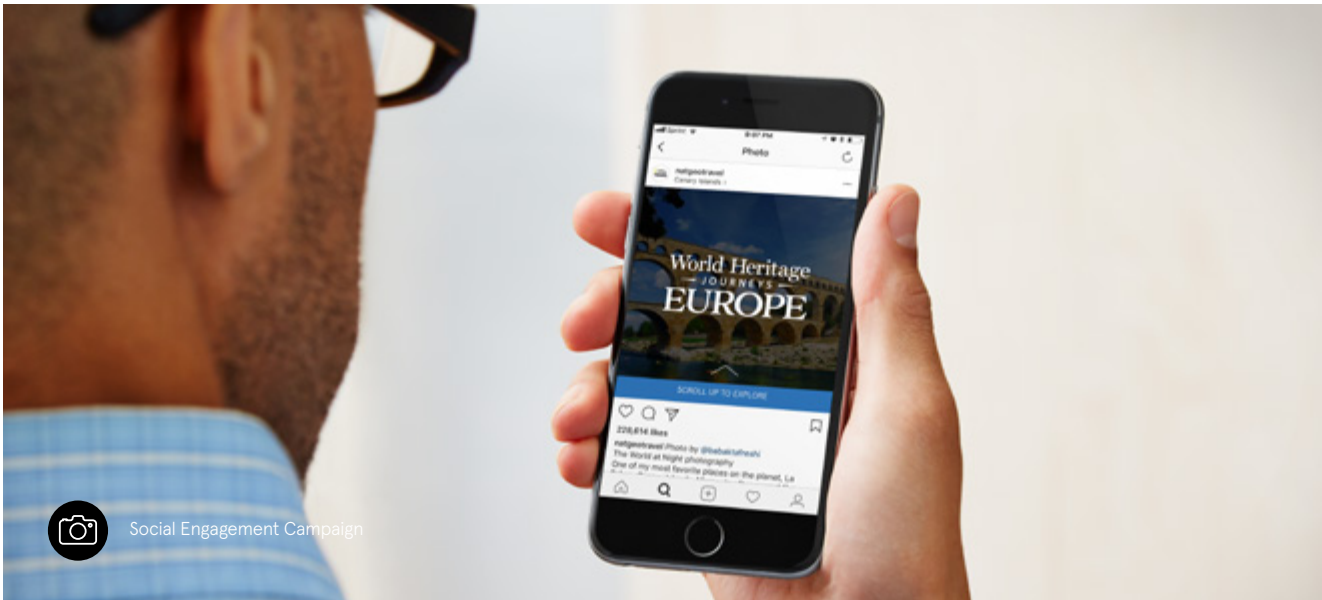
Provide travel planning resources and showcase nearby attractions to encourage travellers to plan and book their World Heritage Journey

While these themes wind through every quarter’s content, the programme will use a daily social media posting framework to provide a more consistent structure to social media content and ensure an equal representation for all World Heritage sites on these platforms.



Social Engagement Campaigns

Each quarter, the programme will roll out a multichannel campaign designed be a turn-key way for each participating World Heritage site to leverage Journeys platforms to promote their own destination. Each campaign will provide a focused message and compelling call to action to encourage the programme’s online community to engage on social media.



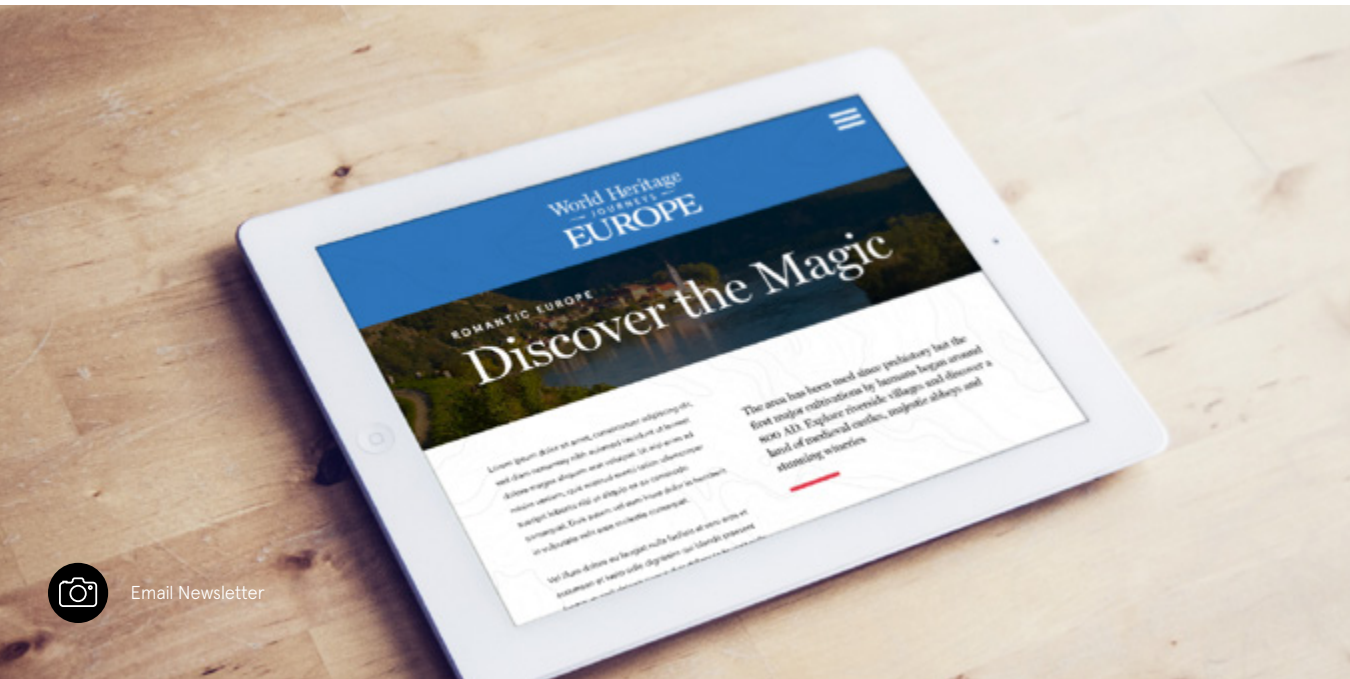
Social Engagement Campaign

Digital Advertising Campaigns

The reach of the programme’s digital marketing will be boosted through targeted online advertising using search and social media advertising tools that will allow the programme to target very specific audiences. Digital advertising will include a combination of brand-building content meant to build awareness of World Heritage Journeys and drive users to the website, and lead-generating content designed to convince users to participate in the programme’s quarterly campaigns, attend an event, or fill out a form.

Digital advertising will consist of the following tactics:

- 1. Retargeting campaigns that ensure that visitors who have demonstrated an interest in cultural heritage travel by visiting the programme’s website or social media channels receive display ads encouraging them to return to the site.
- 2. Pay per click (PPC) campaigns which ensure that the programme’s website ranks at the top of search engine results pages for specific keywords that travellers are likely to use.
- 3. Social media ads and boosted posts which leverage the ability of social media platforms to hyper-target users based on specific demographic criteria or implied interest in specific World Heritage Journeys



Email Marketing

Each month, the programme will distribute an email newsletter to all registered website users to keep the World Heritage Journeys top of mind and to encourage potential travellers to return to the website. Each email will spotlight all four World Heritage Journeys and feature a selection of individual World Heritage sites. These emails will include a curated selection of content from that quarter’s theme and reinforce quarterly content goals. Each will include a call to action to participate in that quarter’s engagement campaign. In addition, when website users register for the website, they will receive a welcome email to introduce them to heritage travel and inspire them to visit World Heritage sites.

Digital Video

Nearly every social media platform is pivoting to featuring video content because users tend to engage much more with video than with image or text content. For a tourism brand, video is among the most effective ways to engage an audience and showcase the tourism offer.

One or more short videos designed for social media promotion will be produced for each site to showcase its Outstanding Universal Value and the authentic visitor experiences available at the site and in the surrounding communities. Existing video footage and still images will be collected for each site to produce the “social” video series. The video footage and images will be sourced from the participating World Heritage sites and tourism offices, and from stock agencies. New footage and images will be captured to fill gaps in the existing content, depending on the quality and completeness of the existing video and images, the costs of capturing new footage, and supplementary funding from the sites and their marketing partners. This video footage will be combined and edited to produce overview videos, known as “sizzle reels” for each of the four Journeys.

These videos will be published on the VisitEUworldheritage.com web platform and social media channels, along with those of the sites and other promotional partners. New content will be produced for each site to keep the content fresh and support search engine optimization and social media promotion.

Content Curation and Distribution

The programme’s digital and social media marketing will rely on sourcing story ideas and curating content from the World Heritage sites, destinations, and promotional partners. A form will be created on the website so that partners can share content with the programme to be distributed on the programme’s marketing channels. Each quarterly report will include guidelines and examples for the types of content that each site should share in the coming quarter so that it is aligned with the brand and content strategies.



Marketing Strategies:
Global Media Company
Multi-Channel Media Campaign

One of the main goals of the World Heritage Journeys of the European Union, is to provide global travel brands and participating destinations the opportunity to leverage the programme and co-branded platform with UNESCO to reach global audiences. Depending on the participation in the marketing partnership programme, UNESCO will partner with a global media company to promote the programme to global audiences through a paid multi-channel media campaign. A global media company will be selected that has audiences that match the target markets defined in the previous section of the strategy.

The global media company will not only design and distribute a multi-channel marketing campaign, but they will also be asked to help recruit global brands and participating destinations to invest in the marketing partnership programme.

Objectives

- Leverage the strength of the global media company’s brand to market World Heritage Journeys of the European Union to a targeted audience of adventurous cultural travellers
- Target prospective travellers across the global media company’s media assets, including print magazines, websites, social media, and possibly television channels
- Engage relevant brands and tourism offices to amplify programme reach through cooperative marketing programmes

Tactics

1. Ad Buys and earned media in printed publications
2. Sponsored content developed by the travel publisher editorial team and distributed through print and online channels
3. Influencer Social Media Campaign
4. Digital Display Ads, sponsored content, and earned media online

Opportunities for World Heritage sites to Participate

1. Ad Buys and earned media in global media company’s printed publications
2. Support the development of sponsored content developed by global media company’s editorial team and distributed through media company’s print and online channels

Note: The scale of advertising will depend upon participation and investment in the World Heritage Journeys of the European Union partnership programme by tourism offices and other brands.



Ad Buys and Earned Media in Printed Publications

The travel media industry continues to play an important role in inspiring travellers and guiding their travel planning process. Travel magazines, newspaper travel sections, and printed guidebooks appeal to large, loyal audiences that identify with and trust known media brands. Even as these legacy print publishers migrate to the digital platforms, they reserve their best content for flagship print publications, meaning that legacy publications continue to play an outsize role in influencing travellers’ decision making.

World Heritage Journeys of the European Union will advertise in a number of these legacy travel publications in order to leverage the creditability and reputation of trusted travel brands through print advertising and sponsored content. Many of these publications cater to affluent cultural travellers that make up the Advertising in these publications guarantees that the programme’s content is served to an audience with a high likelihood to be interested in World Heritage Journeys of the European Union.

World Heritage Journeys of the European Union will leverage a number of advertising opportunities, including quarter, half, or full-page advertisements in print publications. Advertising art and messaging will be developed to align with each issue’s specific editorial focus to ensure that World Heritage Journeys of the European Union’s advertising is relevant to each issue’s readership.



Sponsored content developed by Global Media Company’s editorial team and distributed through print and online channels

Sponsored content allows World Heritage Journeys of the European Union to leverage the authority of the global media company’s voice to promote the brand with content that is naturally integrated with editorial content. The global media company will deliver custom content that is integrated into print, digital, and possibly television platforms. Examples of sponsored content may include:

- Custom digital and print content on World Heritage Journeys that include comprehensive travel information, photo galleries, videos, maps or itineraries. These may be developed for specific World Heritage sites or for a curated selection of sites.
- Custom Top 10 features with photo galleries that are designed to maximize audience engagement on digital platforms.
- Blog posts, articles, and photo galleries about specific World Heritage sites or World Heritage Journeys of the European Union broadly, by professional travel writers with personal experience in these locations.
- Video and/or TV series about featured sites or journeys, sponsored by a major brand



Influencer Social Media Campaign

Global media companies use their brand to attract social media influencers that are content creators who travel to some of the most exciting destinations in the world and share their perspectives on the media company’s social media channels and website. This short form, personal, and highly visual content appeals to millennial audiences and travellers looking for inspiring content about destinations that are off the beaten path.

World Heritage Journeys of the European Union will coordinate a visit of one or more of the global media company’s social media influencers to visit participating World Heritage sites and share their experience across the company’s social media and blog platforms. The costs associated with the visit by the influencers will be offset through the World Heritage Journeys of the European Union partnership programme. Their itinerary and the specific sites visited by the influencers will depend on participation in the partnership programme.



Digital display ads and sponsored content on Digital Assets of Global Media Company

Global media companies offer a variety of advertising opportunities across their digital domains, including display ads, clickable video, billboard and banner ads, and ads customized for mobile platforms. There are also opportunities to advertise on the company’s other digital platforms including social media, newsletters, and affiliates.

World Heritage Journeys of the European Union will leverage a strategic mix of digital advertising options on a number of online domains to generate awareness for the programme and drive users to the programme’s online marketing channels. The programme will advertise on digital domains likely to resonate with the programme’s target audiences, including niche groups such as gardeners, history buffs, and travellers motivated by art and literature.

Global media companies offer dozens of advertising opportunities across their various digital domains, including display ads, clickable video, billboard and banner ads, and ads customized for mobile platforms. There are also opportunities to advertise on the company’s other digital platforms including social media, Apple News, and newsletters. The media company will maintain strict guidelines to ensure that digital ads do not negatively affect the user experience.

World Heritage Journeys of the European Union will leverage a strategic mix of digital advertising options on a number of online domains to generate awareness for the programme and drive users to the programme’s online marketing channels.



Marketing Strategies:
Public Relations and Influencers

World Heritage Journeys of the European Union will leverage relationships with travel writers and the travel press to generate earned media coverage in international, local, and digital-only publications. The strategy for generating media coverage will be both proactive by finding compelling writers and pitching story ideas and reactive through sharing information, contact or content with writers who approach the programme with a story idea. The ultimate goal of public relations and media engagement is to secure editorial coverage that will motivate travellers to consider the participating World Heritage sites while planning a trip.

PROACTIVE PUBLIC RELATIONS

- Distributing press releases and media advisories to contact list of travel writers
- Pitching specific story ideas to writers and journalists around the World Heritage Journeys themes
- Facilitating World Heritage Journeys familiarization (“fam”) trips for important media personalities
- Ensuring that travel writers attend World Heritage Journeys events

REACTIVE PUBLIC RELATIONS

- Making available a digital “media kit” with photos, brand materials, and story ideas that writers can use as a resource
- Designating a point for journalists to contact for information as they develop their stories
- Working with writers who would like to develop a story around World Heritage Journeys of the European Union to organize their trip or arrange an organization to host their visit

The PR strategy for World Heritage Journeys of the European Union is founded on traditional public relations fundamentals, while adding progressive tactics and new platforms to generate more effective media coverage for the programme. With the rapid growth of online-only news platforms, many travel bloggers have attracted readership that exceeds the reach of traditional print media. For many prospective travellers, travel blogs are the authoritative travel-planning platform. For this reason, professional travel bloggers will be considered in the PR mix.

Media coverage will be tracked and reported, including estimates of earned media reach and equivalent advertising value.

Objectives

- **Generate positive earned media coverage for World Heritage Journeys of the European Union**
- **Leverage social media influencers to amplify the programme’s digital marketing reach**

Tactics

1. Targeted Campaign
2. Open Door Campaign
3. Ongoing Outreach

Opportunities for World Heritage Sites to Participate

- **Share story pitches with Programme to distribute to media contacts**
- **Host press trip for international travel media**
- **Work with private sector partners to offset costs for visit from traditional travel media and social media influencers**



Targeted Campaign

The programme will develop a database of journalists and travel writers associated with strong media brands whose readership aligns with the target markets for World Heritage Journeys of the European Union.

Typically, inspirational feature stories that help build the programme’s brand will only be generated when journalists are able to experience the Journeys for themselves. Therefore, a screened list of journalists and influencers will be invited to visit the participating World Heritage sites to generate stories and posts that promote the programme and sites. High value journalists with large audiences in the target markets will be invited to participate in personalized media visits to introduce the programme and sites. They will also be invited to key events that the programme will participate in, such as the High Level EU-China event on Cultural Heritage. The programme will distribute regular media releases to the database of contacts to distribute story ideas and keep the programme top of mind.

In addition to members of the traditional media, the programme will reach out to social media influencers who produce short-form travel and lifestyle content that is distributed to huge audiences of their own followers on Facebook, Twitter, and Instagram. Social media influencers play an outsize role in inspiring travel decisions among their followers and have the ability to direct social media attention to the programme and participating World Heritage sites. In addition to distributing their own content, influencers will be asked to help promote the programme’s social media content and digital campaigns to their audiences.



Open Door Campaign

Along with proactively reaching out to targeted members of the media, the project will develop an “open-door” policy for journalists and influencers interested in developing content about World Heritage Journeys of the European Union or specific World Heritage sites. The programme will establish a process or system for interested journalists and influencers to contact the World Heritage Journeys Programme to request support to organize or host their visits to the participating sites. Guidelines for screening applicants will be developed by and qualified leads will be referred to participating World Heritage sites, local/regional destination management organisations (DMOs), and national tourism organisations (NTOs).



Ongoing Outreach

While the goal of the programme’s PR efforts will be to encourage journalists and influencers to visit and generate content about World Heritage sites, the programme will also maintain regular outreach and engagement with a database of contacts to ensure that the programme remains top-of-mind. This ongoing outreach will consist of the following:

- **Development and maintenance of a database of all contacts in traditional and new media, and consistent monitoring and reporting on stories that the programme inspires**
- **Distribution of periodic media advisories, press releases, and news bulletins related to newsworthy events for the World Heritage Journeys of the European Union or participating World Heritage sites**
- **Regular newsletter to media contacts with story ideas, image content, and an index of recent media advisories**
- **Targeted outreach to key media contacts on social media**



Marketing Strategies:
Travel Trade:

The travel trade in Europe, the United States, and China will be targeted to introduce the World Heritage Journeys and participating sites as a new type of thematic travel product to offer to their customers.

Among the programme’s target markets, a significant—and growing—percentage of travellers rely on tour operators and travel agents to help design vacation packages or organize travel itineraries. The travel trade is always looking for the next popular destination or compelling tourism brand to sell. So tour operators, both in Europe and in source markets, will be valuable sales and marketing partners for the programme—if they can be convinced to use World Heritage Journeys of the European Union to package and sell tours that include the featured World Heritage sites. The goal of a travel trade marketing programme is to create solid relationships with high-value tour operators and networks of travel agents, to demonstrate to tour operators why they should design tour packages around World Heritage sites and provide tour operators with the tools they need to promote these packages.

Tourism trade marketing relies on a handful of fundamental strategies to engage members of the travel trade and inspire them to become passionate advocates for a tourism brand. These strategies are designed to educate tour operators about the World Heritage Journeys of the European Union’s unique selling proposition and demonstrate that it is an attractive brand for consumer markets.

Objectives

- Travel trade helps raise global awareness of World Heritage
- Travel trade uses World Heritage Journeys to design and promote travel packages around the themes of Ancient, Underground, Romantic, and Royal Europe
- Travel trade increases number of tours that they organize to participating World Heritage sites

Tactics

1. Education and Outreach
2. Familiarization trips

Opportunities for World Heritage sites to participate

- Share site specific content and participate in a webinar for travel trade education programme
- Host tour operator familiarization trip



Education and Outreach

A database of potential travel trade partners will be developed with contact information for product managers and destination managers from tour operators in the United States, Europe, and China. The programme will use this database to deliver an email newsletter to the travel trade with information and offers curated from participating World Heritage sites and to promote the World Heritage travel education programme.

World Heritage Travel Education will be an online tool established to offer travel trade partners the opportunity to participate in learning about the Journeys and participating World Heritage sites. This module will be designed to be integrated into existing national tourism organization travel trade specialist programmes and will provide educational and marketing materials to help the trade understand and promote World Heritage and the programme in destinations across Europe.



Familiarisation trips

A major familiarisation trip will be organised for qualified tour operators and travel agents to experience the diversity of the participating World Heritage sites and understand and help communicate the Journey narratives. An invitation to participate in the fam trip will be limited to tour operators in target markets whose guests align with the market for World Heritage Journeys of the European Union. The programme will pursue partnerships with destination marketing organizations and tourism businesses including airlines or hotel brands to make in-kind contributions to offset the cost of implementing the fam trip.



 **Marketing Strategies:**
Research and Reporting

All marketing activities will be monitored, measured, and reported against goals to track performance and identify opportunities to improve effectiveness. The programme team will work with marketing partners to develop a set of key performance indicators and reporting procedures to share marketing performance with a wide audience of stakeholders. A summary of marketing activities and their impact will be distributed in quarterly reports that will be distributed digitally to programme participants and stakeholders. At the end of the first year of the programme, an annual report will be developed and distributed.

Additionally, the programme will leverage the network of participating World Heritage sites to collect information regarding visitation to their sites. This information will be aggregated and shared with all participants in the programme and used to refine the programme’s marketing strategy in year two.

Objectives

- Understand the results of World Heritage Journeys of the European Union’s marketing activities
- Improve marketing cost effectiveness of the programme’s marketing activities
- Keep programme stakeholders engaged in ongoing activities and invested in programme results

Tactics

1. Website User Experience Analysis
2. Market Research of World Heritage Visitors
3. Quarterly Campaign Reports
4. Annual Report

Opportunities for World Heritage sites to participate

- Distribute market research survey to representative sample of site visitors
- Distribute annual marketing report to tourism partners


 **Website User Experience Analysis**

The *visitEUworldheritage.com* website will collect data related to the website user experience in order to understand who is using the website and how they are interacting with it. Three types of data will be collected:

1. **Acquisition:** Information will be collected related to how people arrive to the site in the first place (for example: whether they are referred by social media or find the site through a search engine) in order to understand the effectiveness of the programme’s digital marketing strategies.
2. **Audience:** Information will be collected to generate demographic profiles of website users in order to understand the geographic locations and characteristics of people visiting the site.
3. **Behaviour:** Information will also be collected about how visitors spend their time on the site, for example which pages they tend to spend the most time, which pages fail to retain users, and which calls to action are particularly compelling. This user experience information will be used to make recommendations to improve the site experience and content.

The website will maintain strict privacy policies and ensure that the information collected is not personally identifiable. This information will be aggregated and reported to programme participants.



 UX Analysis Reporting

 **Market Research of World Heritage Visitors**

There is a need for the programme to develop a deeper understanding of who is currently visiting participating World Heritage sites. A standard visitor survey will be developed in order to collect demographic information about visitors and to better understand their travel motivations. The survey will be made available to all participating World Heritage sites to distribute to a representative sample of visitors. This information will be used to improve the targeting of the programme’s marketing and will be aggregated and shared with each participating site.

 **Quarterly Campaign Reports**

A series of four quarterly marketing reports will be developed during the year to summarize marketing activities in the previous quarter, report on the results, and summarize the planned activities for the upcoming quarter. Quarterly reports will also identify opportunities for World Heritage sites and marketing partners to participate in marketing activities. Quarterly reports will be distributed in a digital format to all participating World Heritage sites and marketing partners and will be archived on the programme website.



 **Annual Report**

A detailed year-end report will be developed and distributed to programme participants to report on marketing activities and track results. Customized annual reports will also be prepared for participants in the marketing partnership programme. The report will include success stories as well as a summary of implementation challenges and lessons learned.



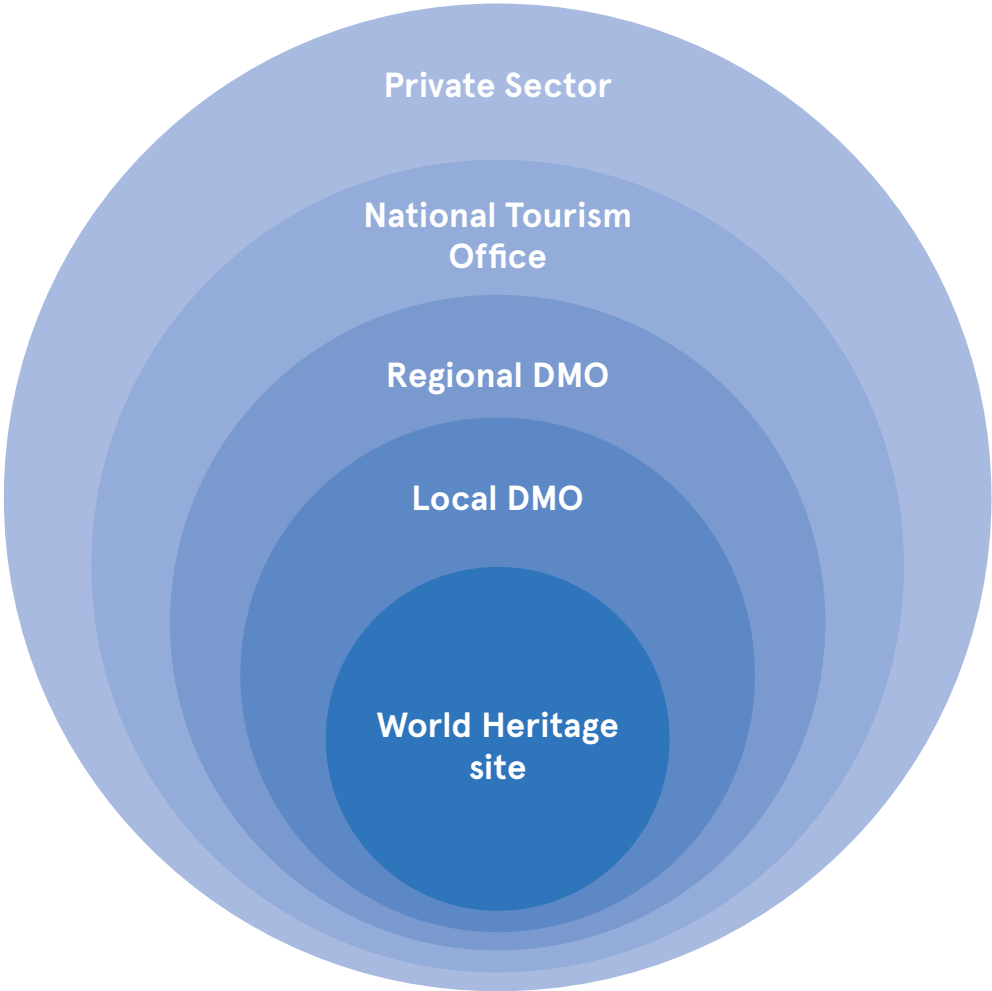
SECTION 8

Marketing Partnerships

Importance of Marketing Partnerships

The World Heritage Journeys Marketing Partnership Programme uses the concept of cooperative marketing to leverage and combine marketing resources and achieve economies of scale to most effectively promote and market the World Heritage Journeys of the European Union programme.


Raising global awareness for World Heritage designation and creating demand for sustainable tourism to the European Union’s World Heritage sites can only be achieved through a collective effort. The World Heritage Journeys Marketing Partnership Programme is designed to bring together the marketing resources of the EU, UNESCO, 34 World Heritage sites, the private sector, and local/regional/national destination marketing organisations to cooperatively promote the programme and reach the identified target markets.



Participating World Heritage sites and the communities, regions, and nations in which they are located, are invited to join together to leverage World Heritage designation and the World Heritage Journeys of the European Union marketing programme to reach high-value travellers. In today’s competitive tourism marketing landscape, destination marketing organisations and national tourism authorities need cost effective and new approaches to reach target markets and extend their marketing channels. The World Heritage sites featured on the marketing platform are not required to invest in the marketing partnership programme, but to encourage investment and build long term sustainability for the programme, additional benefits will be offered to promotional partners that help market the platform.

UNESCO will work with the featured World Heritage sites and its global media partner to define opportunities and terms for promotional partnerships with destination management organizations and other public and private sector organizations. These opportunities may also involve financial or in-kind support for sustainable tourism, education, and stakeholder engagement activities at local, national, and global scales.



 The Par Force Hunting Landscape in North Zealand, Denmark
© Roberto Fortuna

SECTION 9

Sustainable Tourism Management at World Heritage Sites



Royal Botanic Gardens, Kew, United Kingdom
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Introduction

World Heritage Journeys of Europe is more than just a marketing programme. It will also support a primary mission of the UNESCO World Heritage Centre through facilitating learning and the sharing of best practices to help sites protect and manage their cultural and natural heritage of Outstanding Universal Value.

The following section introduces a series of sustainable tourism management strategies that will assist heritage managers leverage this programme and the marketing platform to increase coordination and collaboration in order to safeguard heritage and achieve sustainable economic development through tourism.

Sustainable Tourism Management Objectives

World Heritage sites are among the most visited attractions in the world. The impact of tourism, as well as the approaches to tourism management differs amongst World Heritage sites. While there is no single way for sites to engage with the tourism sector or individual visitors, there are excellent examples of sites properly managing the impacts of tourism at the site and broader destination level. To ensure that the level of increased visitation through the World Heritage Journeys programme is sustainable, there is the need for sites to work together to address the following:

- **The prevention and management of tourism threats and impacts,**
- **Their relationship to the tourism sector inside and outside the property,**
- **Their interaction with local communities inside and outside the property, and**
- **Their presentation of Outstanding Universal Value and the experience of tourists/visitors.**

World Heritage in Europe Today, a UNESCO publication, released in 2016, compiled insights from States Parties, Site Managers and other stakeholders involved in the protection, conservation and management of World Heritage properties in Europe. The report highlighted community outreach and education as primary training needs for site managers, followed closely by risk preparedness, visitor management and conservation.

The respondents identified specific capacity-building needs including developing World Heritage-targeted monitoring indicators; developing partnership models; enhancing community research; and developing site-specific benefit sharing mechanisms.¹

1. <http://whc.unesco.org/en/world-heritage-in-europe-today/>



Sustainable Tourism Management Strategies

- 1. **Knowledge Network** - Harnessing the collective knowledge of tourism managers at each site to share best practices, innovations and lessons learned in sustainable tourism management for World Heritage.
- 2. **Sustainable Tourism Management & Marketing Tools** - Developing practical policy guidelines, step-by-step ("how to") instructional guides, checklists, and monitoring tools.

 Sustainable Tourism Management Strategies
Knowledge Network

The need for greater collaboration between cultural heritage and tourism management stakeholders was identified as a considerable factor for creating a favourable environment for sustainable tourism at World Heritage sites during the initial phase of World Heritage Journeys initiative. The creation of a knowledge network will facilitate the sharing of information and best practices in visitor and site management among participating sites. This community will enable stakeholders with a common interest to share and exchange information through a dedicated online environment as well as webinars and in-person meetings.

Objectives

- Foster sharing and learning among site managers and marketing teams
- Improve the way in which World Heritage sites are managed at the site level

Tactics

- 1. Establish online community
- 2. Hold webinars and workshops

 Establish Online Community


World Heritage Journeys of Europe will leverage the networking and relationships established in the first phase of the project to facilitate sharing of innovations and lessons learned between sites. The programme will explore the use of a free and simple online social networking platform to enable real time communication and sharing of documents and knowledge around topical channels. The "e-community" will function primarily as a peer-to-peer network, with facilitation and moderation by UNESCO World Heritage Centre staff and volunteers from the World Heritage Journeys network including site management, marketing, and heritage association staff. The support of such a network is aligned with the mission and goals of the WHC Sustainable Tourism programme, which uses its website <http://whc.unesco.org/en/tourism/> as an official clearinghouse for tools and documents

related to sustainable tourism at World heritage sites. The programme will support the management of the network by providing updates and tools on sustainable tourism management for the participating World Heritage sites, tourism boards and stakeholders. The programme team will also encourage peer-to-peer communications, addressing a variety of topics relating to cultural tourism management and marketing.

 Hold Webinars and Workshops

Many sites expressed a desire to leverage their participation in the World Heritage Journeys programme to mobilize local tourism stakeholders to work collaboratively to improve collaboration of tourism management, enhance the visitor experience in the destination, develop new tourism products, support local small and medium tourism businesses, raise awareness of local residents about World Heritage, and ensure tourism supports conservation of cultural heritage. In this activity, the programme team will develop training programmes that will be offered online and through in-person workshops to understand how to use these management and marketing tools at their sites.



 Upper Middle Rhine Valley, Germany
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Sustainable Tourism Management Strategies

Sustainable Tourism Management & Marketing Tools

Sustainable tourism management and marketing tools will be created to provide participating World Heritage sites with practical and useful policy guidelines, step-by-step (“how to”) instructional guides, checklists, and monitoring tools. The tools will build upon the foundation for sustainable tourism development outlined in the UNESCO World Heritage Sustainable Tourism Toolkit (<http://whc.unesco.org/sustainabletourismtoolkit/>).

Where appropriate, these tools will be made available through the World Heritage Journeys of Europe online knowledge network community and the World Heritage Center Sustainable Tourism Programme website, which currently acts as an official clearinghouse for tools and documents related to sustainable tourism at World Heritage sites.

Objectives

- Provide practical resources to assist heritage and tourism managers develop tourism sustainably as a vehicle for managing cultural heritage
- Help World Heritage sites leverage their participation in the Journeys programme to market their destinations and strengthen destination partnerships

- ✓ World Heritage Journeys Launch Event Toolkit
- ✓ World Heritage Journeys Marketing Collateral
- ✓ World Heritage Journeys Brand Book
- ✓ Sustainable Tourism Management Innovation Library and How-to Guides
- ✓ The Tourism Management Assessment Tool (TMAT)
- ✓ Sustainable Tourism Planning How to Guide
- ✓ Friends of World Heritage Journeys
- ✓ Sustainable Tourism Coordination Frameworks
- ✓ Sustainable Tourism Policy Guidelines
- ✓ Sustainable Tourism Impact Monitoring Tool
- ✓ “World Heritage in My Community” Photo Contest
- ✓ “Insider Access” Product Development How To Guides
- ✓ Intangible Cultural Heritage Visitor Experience Development
- ✓ China Ready® Trainings
- ✓ Visitor Experience Self Assessment



Sustainable Tourism Management Strategies | World Heritage Journeys Launch Event Toolkit

This toolkit will help World Heritage sites take advantage of the World Heritage Journeys Programme to raise local awareness, strengthen industry partnerships, and gain earned media. A launch toolkit will be prepared to help partners plan local events and issue local media releases to celebrate the launch of the site.



Sustainable Tourism Management Strategies | World Heritage Journeys Marketing Collateral

Visitor guides, window decals, and certificates will be made available to help participating World Heritage sites promote the World Heritage Journeys programme in their community.



Sustainable Tourism Management Strategies | World Heritage Journeys Brand Book

This brand book provides the brand guidelines and standards to establish a set of rules for how the World Heritage Journeys brand can be used consistently by local stakeholders.



Sustainable Tourism Management Innovation Library and How-to Guides

A library of over 34 innovations developed and implemented by participating World Heritage sites will be collected and compiled. Examples of these innovations range from the use of augmented reality for interpretation, special labels to highlight locally produced products, accessible tourism initiatives, special events, and revenue creation. Innovation descriptions and corresponding How-to Guides will provide practical and useful ways to help heritage managers implement similar models at their World Heritage sites.



The Tourism Management Assessment Tool (TMAT)

The tourism management assessment tool is developed to help site managers manage tourism for the protection and preservation of the Outstanding Universal Value of a site, while contributing to local sustainable development. Its purpose is to enable rapid and efficient assessment of to which degree tourism is managed according to a set of sustainable tourism indicators specific to World Heritage properties. The practical tool is relevant for all World Heritage properties (natural, cultural and mixed sites including cultural landscapes) as well as sites on the Tentative List. The tool is designed as a voluntary self-assessment tool, independent of but aligning with the Periodic Reporting tool. The tool generates a better understanding of the opportunities and threats from tourism that affect World Heritage values and the communities living in the World Heritage destination.



Sustainable Tourism Planning How to Guide

Leveraging the power of the UNESCO brand combined with the World Heritage Journeys Platform, heritage and tourism managers will be encouraged to invite local stakeholders to a one-day workshop to learn about the World Heritage Journeys Programme and help develop or update sustainable tourism plans for the World Heritage site and surrounding communities. A “how to” guide will help local sites with the facilitation of this process.



Visitor Experience Self Assessment

A visitor experience framework, tools and case studies to assist, guide and support the Management Teams of the World Heritage sites. The tool enables managers to consider, assess and reflect on the delivery of visitor services and the visitor experience currently offered at each site.

 **Friends of World Heritage Journeys**

A business partnership programme will be modeled after the *Upper Middle Rhine World Heritage Host Programme* to invite local businesses in and around World Heritage sites to be part of the Journeys programme. This tool will provide World Heritage sites with a baseline set of criteria, indicators, and evaluation process for local businesses to understand how to support conservation and present World Heritage to their guests in exchange for being featured on the World Heritage Journeys of Europe website platform.

 **Sustainable Tourism Coordination Frameworks**

This tool will include sample memorandum of understanding (MOU) templates and guidelines for helping heritage and tourism managers create multi-stakeholder coordination frameworks that facilitate collaborative and improved tourism marketing and management.

 **Sustainable Tourism Policy Guidelines**

Based on the report of the international workshop on Advancing Sustainable Tourism at Natural and Cultural Heritage Sites (Mogao, China, September 2009) and the 2015 Siem Reap Declaration on Tourism and Culture from the UNWTO/UNESCO World Conference on Tourism and Culture, these policy guidelines will facilitate and strengthen partnerships and collaboration between heritage and tourism managers.

 **Sustainable Tourism Impact Monitoring Tool**

A set of impact monitoring instruments will be developed and made available to World Heritage sites in order to measure the impact of the World Heritage Journeys Programme and assist heritage managers monitor both positive and negative impacts arising from tourism.

 **“World Heritage in My Community” Photo Contest**

A photo contest will be organised in 2018 to help raise awareness and pride of World Heritage in local communities and generate crowd-sourced images. The contest will invite local professional and amateur photographers to capture the essence of World Heritage through still images. Photos from the contest will be utilized by the sites and overall programme for marketing activities and campaigns.

 **“Insider Access” Product Development How To Guides**

This guide will help World Heritage sites develop special “insider access” premium priced tours to generate funding for preservation. These tours will offer visitors access to exclusive staff-only areas of the site, go behind the scenes with World Heritage site curators, and experience the World Heritage site as a “VIP”.


 **Sustainable Tourism Management Strategies | Intangible Cultural Heritage Visitor Experience Development**

Local communities in and around the World Heritage sites maintain rich cultural traditions that visitors would love to experience. A how to guide will help heritage and tourism managers identify and invite cultural stewards to a one-day workshop to develop or create linkages with the tourism industry that provide visitors the opportunity to experience intangible cultural heritage.

 **China Ready® Trainings**

Chinese travellers are the fastest growing outbound tourism market in the world. The programme will make this Chinese Government and industry-endorsed service available to sites in order to better welcome, understand and successfully engage with Chinese visitors.



 Vilnius Historic Centre, Lithuania
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SECTION 10

Governance and Action Plan

Management and Governance of the Programme

World Heritage Journeys of Europe is managed by the UNESCO World Heritage Sustainable Tourism Programme. This programme, housed within the UNESCO World Heritage Centre, represents a new approach based on dialogue and stakeholder cooperation where planning for tourism and heritage management is integrated at a destination level, the natural and cultural assets are valued and protected, and appropriate tourism can be developed. The World Heritage Journeys Programme will help UNESCO and World Heritage sites achieve the following objectives of the Sustainable Tourism Programme:

- ✓ Provide practical resources to assist heritage and tourism managers develop tourism sustainably as a vehicle for managing cultural heritage
- ✓ Integrate sustainable tourism principles into the mechanisms of the World Heritage Convention.
- ✓ Strengthen the enabling environment by advocating policies, strategies, frameworks and tools that support sustainable tourism as an important vehicle for protecting and managing cultural and natural heritage of Outstanding Universal Value.
- ✓ Promote broad stakeholder engagement in the planning, development and management of sustainable tourism that follows a destination approach to heritage conservation and focuses on empowering local communities.
- ✓ Provide World Heritage stakeholders with the capacity and the tools to manage tourism efficiently, responsibly and sustainably based on the local context and needs.
- ✓ Promote quality tourism products and services that encourage responsible behaviour among all stakeholders and foster understanding and appreciation of the concept of Outstanding Universal Value and protection of World Heritage.



Implementation Team

The UNESCO World Heritage and Sustainable Tourism Programme leads the implementation of the World Heritage Journeys of the European Union project. The mission of this Programme at UNESCO is to promote dialogue and stakeholder cooperation to ensure that World Heritage and tourism stakeholders share responsibility for conservation of common cultural and natural heritage of Outstanding Universal Value. Through a variety of tools, projects and partnerships, the Programme works to support sustainable development through appropriate tourism management globally. This World Heritage Journeys initiative is an important vehicle for achieving these goals in Europe.

UNESCO's Division of Public Information will play an important role supporting the implementation of the 2018 Marketing Plan. Working together with the Sustainable Tourism Programme, the Division of Public Information will contract a Communications Specialist to manage the day-to-day social media marketing activities of the programme, manage media relations, and help organize public events that will take place at UNESCO's office in Paris.

For those companies and destinations investing in the Marketing Partnership Programme, UNESCO's Partnership Division will manage the contractual relationship and the terms of the partnership agreements.

Steering Group

Heritage and tourism managers from the 34 sites will also play an important role in managing the implementation of the marketing plan and ensure World Heritage Journeys of Europe is integrated into local, regional, and national destination marketing efforts. The Steering Group was formed in the early stages of the programme and functions as a network of heritage and tourism managers that work together to maximise the success of the programme. This group of over 130 individuals is listed by name in the acknowledgement section of this plan played a critical role in guiding the development of the initial strategy and action plan, the website platform, as well as this marketing and management plan. This group will now shift its focus and efforts to help implement this marketing plan. Steering group members will be asked to join one of the following groups to continue providing input and guidance of marketing and management activities in 2018:

Marketing Advisory Group – This group will provide inputs into the marketing tactics and activities as they are rolled out and guide the development of new content and marketing messages used in the various marketing campaigns.



Paphos, Cyprus
© Stefano Gerardi

SECTION 10: GOVERNANCE AND ACTION PLAN

SECTION 10: GOVERNANCE AND ACTION PLAN

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Marketing Tools and Channels	Website Launch							Website User Experience Analysis	Website Enhancements				
	Visitor Guide Distributed								Bookazine Published				
Events	Public Launch	EU-China Light Bridge	Photo Exhibit- Paris	Photo exhibit- Brussels					Photo exhibit- Beijing	Photo exhibit- Washington DC		Visit World Heritage Day	
			EU-China Cultural Tourism Event- Paris				World Heritage in My Community Photo Contest						
	ITB-Berlin		COTTM- Beijing	ITB-China		ASTA Global Convention- Washington, D.C.			TBEX- Europe (TBD)	WTM- London			
Digital and Social Media Marketing	Daily Social Media Management												
	Digital Video Production and Distribution												
	Monthly Electronic Newsletters Distributed												
	Inspire Quarterly Campaign		Appreciate Quarterly Campaign				Respect Quarterly Campaign				Plan and Go Quarterly Campaign		
	Social Engagement Campaign		Social Engagement Campaign				Social Engagement Campaign				Social Engagement Campaign		
Digital Advertising		Digital Advertising				Digital Advertising				Digital Advertising			
Global Media Multi-Channel Media Campaign	Ad Buys in Nat Geo Traveller Magazine		Sponsored Content in Nat Geo Traveller Magazine	Ad Buys in Nat Geo Traveller Magazine					Ad Buys in Nat Geo Traveller Magazine	Digital Nomad Influencer Campaign	Ad Buys in Nat Geo Traveller Magazine		
	Ad Buys on NatGeo.com		Ad Buys on NatGeo.com					Ad Buys on NatGeo.com			Ad Buys on NatGeo.com		
Public Relations and Influencers	Open Door Campaign												
	Ongoing Outreach												
	Influencer and Journalist Press Trip												
Travel Trade Marketing	Tour Operator Education and Outreach												
								Tour Operator FAM Trip					
Knowledge Network	Develop and Disseminate Sustainable Tourism Management and Marketing Tools												
	Establish Online Community	Webinar	Management and Marketing Workshop				Webinar	Management and Marketing Workshop	Webinar				
Research and Reporting	Quarterly Report						Quarterly Report			Quarterly Report			
									2019 Marketing and Management Plan				



SECTION 11

Monitoring & Evaluation Plan



Tokaj Wine Region Historic Cultural Landscape, Hungary
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Indicators for successful implication of project at World Heritage sites

Marketing Indicators	Indicators		Targets
	Dream Travel Life Cycle	# of people reached in marketing campaign	1 Million
		# of website visitors	100,000
		# of Pages Viewed	300,000
		# of earned media placements	50
	Plan Travel Life Cycle	# of registered website users that create an account	1,000
		# of user generated itineraries created	50
		Avg time on site	90 seconds
		# of social media followers	20,000
		# of people engaged in social media posts & ads	500,000
		# of suggested itineraries incorporated onto the site	15
		# of inquiries/messages replied to through social media channels	500
	Book Travel Life Cycle	# of international tour operators and travel agents promoting World Heritage sites or journeys	30
	Experience Travel Life Cycle	% Increase in visitation numbers of participating World Heritage sites	5%
	Share Travel Life Cycle	# of posts tagged with Journeys hashtags	1,000

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