

ACTIVITY-BASED TOURISM IN THE WESTERN SERBIA AREA

Promotion Operating Plan



Supported by the Government of Switzerland via the Swiss Agency for Development and Cooperation, SDC

ACTIVITY-BASED TOURISM IN THE WESTERN SERBIA AREA

Promotion Operating Plan

This Promotion Operating Plan refers to activity-based tourism a.k.a. active tourism. In accordance with the conclusions of the workshop held on mountain Zlatibor, where the IPSOS Agency research was presented, existing visitors of the Western Serbia destinations represent the target group of the plan. The second target of the campaign is recognizing the area as a very attractive one for this type of tourism thus gradually increasing the customer base dominantly interested in active holidays.

By:

*Bojan Zečević, PhD
Aleksandar Đorđević, MA
Milan Ćulić, MA*

TABLE OF CONTENTS

ACTIVITY-BASED TOURISM (ABT)	3	<i>STIMULATION OF DEVELOPMENT AND SUPPORT</i>	29
<i>PRODUCTS CHARACTERISTICS</i>	3	<i>FOR LOCAL AGENCIES AND ABT SERVICE</i>	
<i>GLOBAL MARKET POTENTIALS FOR PRODUCTS</i>	3	<i>PROVIDERS</i>	
<i>GLOBAL DEMAND DISTRIBUTION</i>	3	<i>SIGNALIZATION WITHIN THE DESTINATION</i>	29
<i>KEY MARKETS IN EUROPE</i>	3	ABT PRODUCTS PROMOTION	30
<i>BASIC CLASSIFICATION OF ABT PRODUCTS</i>	4	<i>BASICS</i>	30
<i>TYPES OF TOURISTS</i>	4	<i>PRINTED MATERIAL</i>	31
GENERAL EVALUATION OF ABT PRODUCTS IN	5	<i>PROMOTIONAL VIDEO MAKING</i>	35
WESTERN SERBIA		<i>PRINT MEDIA ADVERTISING</i>	36
<i>ABT PRODUCTS PORTFOLIO</i>	6	<i>BILLBOARD ADVERTISING</i>	37
<i>MOUNTAINEERING</i>	8	<i>RADIO ADVERTISING</i>	37
<i>HIKING</i>	10	<i>ESTABLISHING COOPERATION WITH</i>	38
<i>CYCLING</i>	12	<i>JOURNALISTS AND PR ACTIVITIES</i>	
<i>LIQUID DESCENT AND RAFTING</i>	14	<i>INTERNET MARKETING</i>	39
<i>HORSEBACK RIDING</i>	16	<i>PROMOTION CAMPAIGNS TARGETING SALES</i>	41
<i>HUNTING</i>	18	<i>AGENTS</i>	
<i>FISHING</i>	20	DEVELOPMENT OF THE TO WESTERN SERBIA	43
<i>PARAGLIDING</i>	22	VIRTUAL OPERATIONS CENTER	
<i>WINTER ACTIVITIES</i>	24	MEDIA PLAN 2011	44
FUTURE DEVELOPMENT GUIDELINES FOR	26	COSTS SPECIFICATION	45
ABT PRODUCTS IN WESTERN SERBIA		TIME SCHEDULE	46
<i>DEVELOPMENT OF BASIC AND ADDITIONAL ABT</i>	26		
<i>PRODUCTS ELEMENTS</i>			
<i>SALES CHANNELS DEVELOPMENT</i>	27		
<i>ESTABLISHING A UNIQUE MANAGEMENT MODEL</i>	28		
<i>PRODUCT PACKAGING</i>	28		

ACTIVITY-BASED TOURISM (ABT)

PRODUCTS CHARACTERISTICS

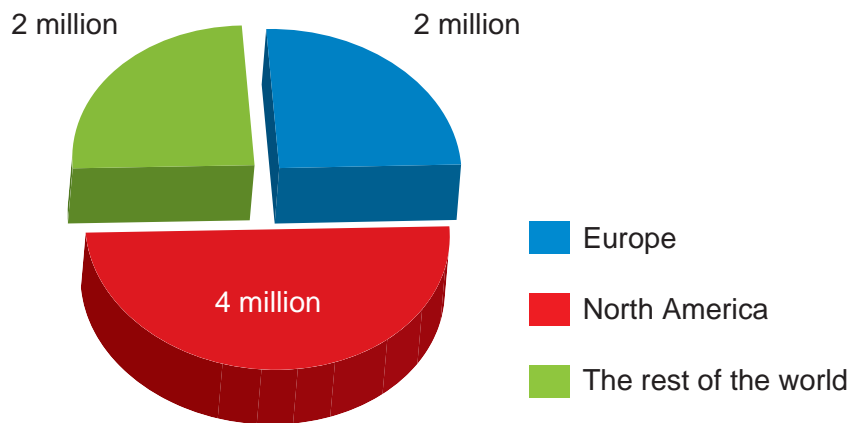
Two basic ABT products types are: (1) the adrenaline rush of being in the stunning natural surroundings; and (2) stay and activities in the attractive natural zones. It is dominantly about products of special interest tourism. In order to develop a product, it is necessary to have both infrastructure that enables special interest activities and well-kept, attractive natural surroundings.

GLOBAL MARKET POTENTIALS FOR PRODUCTS

The overall market potential (number of tourists who travel for ABT) is estimated to be around 8 million worldwide.

Demand for the product is in significant expansion. **The demand annual growth rate is around 12%.** It is estimated that more than 50 million overnight stays will be reached in Europe in 2020 based on this product (UNWTO).

GLOBAL DEMAND DISTRIBUTION



KEY MARKETS IN EUROPE

Country	Number of tourist (in thousands)
Germany	450
Great Britain	350
France	280
Italy	280
Sweden	170
Holland	170
Spain	102
Switzerland	55
Belgium	34
Austria	34

BASIC CLASSIFICATION OF ABT PRODUCTS

SOFT ACTIVITIES

Activities implying a minimal risk level. The activities require no significant physical fitness and involvement but represent sports recreation. A characteristic of this type of activities is that there is a need for clearly identified areas on the maps or a guided tour.

HARD ACTIVITIES

Activities implying a higher risk level causing the adrenaline rush. The activities require participants' adequate physical fitness. It is not guides that are needed but the area awareness, adequate natural facility and built infrastructure for outdoor activities.

TYPES OF TOURISTS

ACCORDING TO THE LEVEL OF ENGAGEMENT

Tourists who travel exclusively for using the ABT products

Tourists whose second or third vacation is primarily based on using the ABT products

Tourists who use the ABT products but go primarily on classical vacation

CLASSIFICATION ACCORDING TO THE TYPE OF TRAVEL INDIVIDUAL TRAVELERS

INDIVIDUAL TRAVELERS

Active individuals
Families with children
Couples
Groups of friends
Senior citizens

ORGANIZED GROUPS

Organized day tours
Conferences and meetings contestants
Youth travel packages
Senior tour packages
Associations
(mountaineers, campers...)

GENERAL EVALUATION OF ABT PRODUCTS IN WESTERN SERBIA

General evaluation of products/activities is made based on market analysis, interviews with LTO representatives and ABT service providers in Western Serbia as well as on immediate access to ABT products infrastructure. General evaluation of the products is following:

- There is a natural potential for multiple types of hard and soft ABT products development within the destination but is underutilized;
 - The destination is not recognized as a place where ABT products can be used;
 - Built infrastructure is adequate neither for delivering a high quality product nor commercializing it intensively on the market;
 - The unique strategic development model is not established;
 - Product-related integrated marketing communications within the destination are undeveloped;
 - Products-promotion outside the destination is almost non-existent with the exception of the fair activities and the LTO sporadic efforts;
 - Tourist signalization directing towards the ABT products is non-existent (or poor);
 - Products are not developed in accordance with standards enabling more intensive commercialization;
 - There is no strategic framework for development of products;
 - ABT products are represented insufficiently within incentive programs (organized team building); Products users are mostly the mountaineers associations and partly individual groups of nature lovers and other guests who come to the destination for vacation;
 - Travel intermediaries (agencies and tour operators) are poorly interested in selling the products; and
 - There are no products packages specialized for individual tourists and organized groups.
-
- The advantage is that the destination attracts a certain number of tourists for vacation thus enabling an easier development and commercialization of the products in the introduction stage;
 - A great advantage is existence of a wide variety of tourism infrastructure (accommodation capacity, catering facilities etc.) whose resources make the ABT products development and commercialization easier.

GEOGRAPHIC MARKETS ARE NOT DIFFERENTIATED ENOUGH. IN THE INTRODUCTION DEVELOPMENT STAGE GEOGRAPHIC MARKETS FOR ALL THE PRODUCTS MUST BE THE SAME. WITHIN EACH PRODUCT, GEO MARKETS WILL BE LISTED GENERALLY, WITHOUT A DETAILED PRIORITIZATION (SINCE IT IS NOT A PART OF THE PROJECT TASK AS IT IS NOT THE WHOLE PART ONE). IN THE NEXT DEVELOPMENT STAGES IT IS NECESSARY TO RESEARCH THE USERS LIFE STYLE IN ACCORDANCE WITH EACH PRODUCT IN ORDER FOR GEO MARKETS TO BE MORE PRECISELY DEFINED AS WELL AS FOR MARKETING EFFORTS TO BE DIRECTED IN THE RIGHT WAY.

ABT PRODUCTS PORTFOLIO

HARD ACTIVITIES

CANYONING

CAVING

MOUNTAIN CYCLING

MOUNTAINEERING

HARD WINTER ACTIVITIES

PARAGLIDING

RAFTING

FREE CLIMBING

JEEP SAFARI

CANOEING AND KAYAKING

SOFT ACTIVITIES

CAMPING

HIKING

CYCLING

RIVER CRUISING

4X4 DRIVING

OUTDOOR ACTIVITIES

HUNTING

FISHING

HORSEBACK RIDING

SOFT WINTER ACTIVITIES

NATURALLY, NOT ALL THE ACTIVITIES THAT ARE PRACTICED TODAY ARE LISTED. THE ACTIVITIES ARE ON A CONTINUUM FROM SOFT TO HARD ONES. CERTAIN ACTIVITIES ARE ALWAYS HARD (FREE CLIMBING, FOR INSTANCE), BUT MOST OF THEM CAN BE ON A DIFFERENT LEVEL OF DIFFICULTY DEPENDING ON THE TERRAIN AND THE PARTICIPANTS CHOICE.

Activities existing in W.S.

Activities that do not exist in W.S.

Note: Outdoor activities refer to observing animals, collecting herbs etc.

THE FOCUS OF THE ANALYSIS IS THE TYPES OF ABT PRODUCTS THAT ARE CURRENTLY IN THE VERY EARLY STAGES OR AT LEAST REPRESENT ACTIVITIES THAT VISITORS PRACTICE AND WE DO NOT ENTER THE STRATEGIC ANALYSIS OF A POSSIBLE ABT PRODUCTS PORTFOLIO IN WESTERN SERBIA. THE PRESENTED ANALYSIS IS BASED ON THE SURVEY RESULTS, PREVIOUSLY HELD WORKSHOPS WITH STAKEHOLDERS FROM WESTERN SERBIA, MARKET ANALYSIS AND A SUCCESSFUL PRACTICE IN THE WORLD. SINCE THIS WAS NOT A PART OF A PROJECT TASK, IT IS NECESSARY TO DO MORE DETAILED RESEARCHES FOR THE ABT PRODUCTS DEVELOPMENT PROGRAM NEEDS

MOUNTAINEERING

PRODUCT DEMAND CHARACTERISTICS

It implies different activities (alpinism, trekking, and hiking). In our case, a product means hiking and accommodation in hilly and mountainous areas for the recreational sports. A product also means going out into nature for socializing, relaxation and maintaining good psycho-physical health. A significant motive for going mountaineering is getting to know nature, its beauties and laws.

In addition to a conventional walk through the mountainous area tourists prefer strenuous activities such as: rock climbing, walking up and down steep banks, tent camping etc.

Although an activity itself, **orienteering** is one of the mountaineering types that requires navigation skills in nature using a map and a compass. Orientation implies finding signs and control points marked on maps. It is a sport for all generations practiced both as a competitive and a recreational one.

EVALUATION OF THE PRODUCT IN WESTERN SERBIA

There are natural advantages for this product development.
Highly attractive natural surroundings enable more intensive development of this type of product in the area.
Potential is underutilized.
The product may become significant in the region but it is necessary to build basic and additional elements.
Ninety-five percent of products users are local mountaineering associations.
There is no proper marking system.

PRODUCT FORMS IN WESTERN SERBIA

Mountaineering plus accommodation in mountain homes
Orienteering
Orienteering competition
Mountaineering and herb collecting
Mountaineering and flora and fauna watching
Winter mountaineering
Summer mountaineering

REQUIRED ELEMENTS OF A PRODUCT

Establishing the tourist signalization system within the destination;
Mountain homes decorating;
Enlargement of the area for orienteering;
Marking hiking trails for winter and summer mountaineering;
Marking the panoramic roads for mountaineers in NP and other protected areas;

Marking the panoramic lookouts system for mountaineers;
Establishing the united information system for mountaineers;
Creating special packages for mountaineers;
Construction of observation towers for mountaineers; and
Making maps for mountaineers (easy and extreme hiking trails maps).



GEOGRAPHIC MARKETS

Serbia – wider area
Ex-Yugoslavia republics
Central Europe countries
Western Europe countries
Eastern Europe countries (such as: Romania, Russia etc.)

TOURISTS SEGMENTS

Active individuals
Mountaineers associations
Groups of friends

Young people
Nature lovers
Explorers

HIKING

PRODUCT DEMAND CHARACTERISTICS

Hiking during the vacation is a natural exercise popular among tourists who are not physically active enough in their everyday life.

Tourists prefer hiking for it represents relaxation and pleasant experience without a need for the additional equipment or physical fitness.

Hiking is seen as an opportunity to “escape” the everyday stress and to relax in the areas away from the city noise.

Hiking also represents an experience as a result of getting to know naturally attractive areas. Hiking is practiced in all weather condition during the whole year (when it is snowy, foggy, sunny etc.).

This is not about conventional walks within the tourist destination but about longer routes. Still, comparing to mountain hiking this is about less demanding walks.

EVALUATION OF THE PRODUCT IN WESTERN SERBIA

Highly attractive natural surroundings enable active development of this type of product.

The area is recognizable for its moderate climate, pleasant atmosphere environment, and attractive natural surroundings. They altogether contribute to the product development.

This product is one of the most significant ABT products in the area.

Visitors are currently mainly interested in the immediate surroundings of Zlatibor and to a lesser extent in Tara.

PRODUCT FORMS

Hiking in the hilly naturally attractive areas

Hiking along fringes of the destination where tourist facilities are developed.

River hiking

Lake hiking

Hiking and villages tours

REQUIRED ELEMENTS OF A PRODUCT

Marking multiple trails through panoramic attractive areas (of different length – from 5km to 25 km);
Marking and arranging trails for river hiking;
Marking and arranging lake trails;
Building the system of the connected trails bringing villages and the destination attractions together;
Marking and arranging trails leading to caves;
Marking and arranging hiking trails through the most attractive NP areas and other protected areas;
Marking hiking trails leading through and around the

settlement in the area;
Marking trails for hiking and canyoning (a hard activity);
Marking trails for hill hiking;
Trails arranging implies placing benches on panoramic lookouts and attractive areas;
Adjusting the trails so they can meet the requirements for jogging;
Establishing the proper signalization system on the trails; and
Establishing the signalization systems that direct towards the trails within the destination.



GEOGRAPHIC MARKETS

Serbia – wider area
Ex-Yugoslavia republics
Central Europe countries
Western Europe countries
Eastern Europe countries (such as: Romania, Russia etc.)

TOURISTS SEGMENTS

Active individuals
Recreationists
Groups of friends
Families with and without children

Nature lovers
Young people
Senior citizens
Business people

CYCLING

PRODUCT DEMAND CHARACTERISTICS

Cycling is one of rather frequent activities. There are different categories of tourists who practice activities during vacation. Based on preferences tourists are divided in three groups:

- The ones who see cycling while on vacation as relaxation and psychological relief. They do not ride bicycles on the trails that demand a great physical effort but choose the “easy” trails that relax them;
- The ones that take a tour of the attractions within the destination by riding a bicycle; they enjoy seeing natural environment and cultural attractions as much as the ride itself; they strive to experience and get to know the surroundings by riding a bicycle;
- Tourists that experience cycling as an adrenaline rush. This type of activity is known as mountain biking. They ride on the hill and forest trails that require special skills and strength; and
- Tourists who see a bicycle as a means of transportation from the emissive destination to the receptive one.

All the types of products imply arranged and marked trails that go through attractive natural areas and connect attractions within the destination.

DEVELOPMENT CHANCES IN WESTERN SERBIA

Highly attractive natural surroundings enable active development of this type of product. The area is recognizable for its moderate climate, pleasant atmosphere environment, and attractive natural surroundings. They altogether contribute to the product development. This product is one of the most significant ABT products in the area. In most cases there are no properly marked trails and signalization that represent the basis of the product development. Product is mainly demanded on Zlatibor.

PRODUCT FORMS

Recreational cycling in tourist destinations
Cycling through attractive areas
Cycling incorporating a tour of the attractions
Mountain biking
Organizing a mountain biking race

BASIC AND ADDITIONAL PRODUCT ELEMENTS

Marking multiple bicycle trails through panoramic attractive areas (of different length – from 15km to 40 km);
Marking and arranging bicycle trails incorporating the tour of the attractions;
Marking and arranging lake trails;
Building the system of the connected bicycle trails bringing villages and the destination attractions together;
Marking trails immediately connected with destinations where tourist facilities are developed; Marking and arranging bicycle trails along with panoramic lookouts system through the most attractive NP areas and other protected areas;



Marking minimum 3 trails for mountain biking (25 to 50km length) (a hard activity);
Organizing a mountain biking race (a hard activity);
Establishing minimum four cycling equipment rental and service centers. The centers should provide the possibility for renting different types of bicycles (recreational and hard cycling, children bicycles, additional cycling equipment – helmets, knee protectors etc.);
Establishing the proper signalization system on the trails; and
Establishing the signalization systems that direct towards the trails within the destination.



GEOGRAPHIC MARKETS

Serbia – wider area
Ex-Yugoslavia republics
Central Europe countries
Western Europe countries
Eastern Europe countries (such as: Romania, Russia etc.)

TOURISTS SEGMENTS

Active individuals	Groups of friends
Senior citizens	Recreationists
Young people	Business people
Families with and without children	

LIQUID DESCENT AND RAFTING

PRODUCT DEMAND CHARACTERISTICS

Rafting is an ABT product that is getting more popular. There are different types of the product (liquid descent, regatta etc.).

Tourists prefer rivers that make them feel the adrenaline rush and enjoy attractive natural surroundings.

Still waters such as lakes that are in the attractive surroundings are rather attractive for organizing rafting tours.

Rafting tours should be organized by professional guides with the proper equipment that guarantees high security, an adrenaline rush and/or enjoying observing the environment while rafting.

Competitions gathering a great number of rafters and liquid descents – regatta contestants are getting more popular.

DEVELOPMENT CHANCES IN WESTERN SERBIA

There are natural advantages for the product development such as river course features of the Drina and Lim as well as features of the lake. Natural environment the rivers flow through and where the lake is situated is attractive and represents an additional advantage for the product development. In the period from May to September the product can be of a great importance for ABT development in the area.

Potential is underutilized.

PRODUCT FORMS

Liquid descent down the Drina River

Rafting on the Lim

Lake rafting

BASIC AND ADDITIONAL PRODUCT ELEMENTS

Establishing the united standard for providing services of rafting and liquid descent;
Building and modernization of supporting infrastructure for the product development (camps, piers etc.);
Creating daily and multi day packages for organized groups and individuals;
Promotion of the Drinska regatta event;
Increasing the minimum number of rental boats for liquid descent and rafting to 40.



GEOGRAPHIC MARKETS

Serbia – wider area
Ex-Yugoslavia republics
Central Europe countries
Western Europe countries
Eastern Europe countries (such as: Romania, Russia etc.)

TOURISTS SEGMENTS

Young people
Active individuals
Groups of friends
Recreationists (lake rafting)

HORSEBACK RIDING

PRODUCT DEMAND CHARACTERISTICS

Horseback riding is an activity that attracts an increasing attention of the tourists. Tourists often visit horse farms and use the horseback riding schools services when on vacation.

Tourists prefer riding through natural attractive areas on specially marked trails.

Horse-drawn carriage rides and natural attractions panoramic sightseeing is a type of the product that is frequently asked for.

Tourists prefer both experienced horseback riding instructors and a possibility of renting horse riding equipment that provides high security level.

EVALUATION OF THE PRODUCT IN WESTERN SERBIA

Western Serbia as a traditional mountain region has a potential for this product development. The tradition of horse breeding also favors the product development.

Natural attractive areas and terrain slope favor the horseback riding development.

There are no specially marked horseback riding trails.

PRODUCT FORMS

Riding schools

Riding through natural attractive areas

Horse farms visits and a possibility of horse riding

Horse-drawn carriage rides

BASIC AND ADDITIONAL PRODUCT ELEMENTS

Organizing horse farms in accordance with the request of modern tourists;
Improving riding schools (quality of instructors and adjusted programs);
Marking the horse riding trails through natural attractive areas in the Zlatibor surroundings;
Marking the horse riding trails through NP Tara;
Possibility of renting horse riding equipment;
Organizing horse-drawn carriage rides through natural attractions.



GEOGRAPHIC MARKETS

Serbia – wider area
Ex-Yugoslavia republics
Central Europe countries
Western Europe countries
Eastern Europe countries (such as: Romania, Russia etc.)

TOURISTS SEGMENTS

Active individuals
Groups of friends
Families with children
Young people
Business people

HUNTING

PRODUCT DEMAND CHARACTERISTICS

Hunting grounds in Serbia are ones of the most attractive hunting grounds in Europe. Their attractiveness results from natural attractive areas and a capability for breeding different kinds of big and small game.

Hunting is a special ABT product that requires very strict rules when it comes to infrastructure (hunting trails, waiting etc.), behavior while moving through hunting grounds (of hunters, gamekeepers and locals), high expertise of the guides, issuing licenses to carry and use firearms and munitions as well as veterinary licenses for export of game and bringing hunting dogs.

Since recently the demand for photographing and observing animals in their natural habitat is intensified.

EVALUATION OF THE PRODUCT IN WESTERN SERBIA

In Western Serbia the infrastructure of a great number of hunting grounds is not equipped enough in order for a high quality product to be developed.

Hunting ground in Užice is most prepared (because of its infrastructure and developed product elements) for intensified commercialization.

PRODUCT FORMS

Big game hunting

Small game hunting

Hunting and stay at hunting lodges

Organizing hunt chases that gather a great number of hunters

REQUIRED ELEMENTS OF A PRODUCT

Marking minimum two contemporarily equipped and controlled hunting areas of a size of minimum 40km²;
Modernizing the hunting ground in Užice;
Building a modern infrastructure in hunting grounds (the system of waiting and feeding stations);
Establishing the plan for tourist hunting in order to increase capital value of the big game;
Planned hunting ground management that contributes tourism development;
Properly trained game keeping association for providing high quality services;
Marking trails and stands for photographing and observing animals; and
Modernizing hunting lodges.



GEOGRAPHIC MARKETS

Serbia – wider area
Ex-Yugoslavia republics
Central Europe countries
Western Europe countries
Eastern Europe countries (such as: Romania, Russia etc.)



TOURISTS SEGMENTS

Individual hunters
Groups of friends
Hunting associations

FISHING

PRODUCT DEMAND CHARACTERISTICS

Sport fishing is becoming more and more popular type of ABT products. Fishing represents a way of relaxing from everyday stress that characterizes a modern way of life.

Fishing on mountain rivers and rapids is becoming more popular.

Fishermen prefer rivers that flow through attractive natural environment and are rich in different kinds of fish.

Fishing platforms and fishing service that offers information and services to fishermen represent the basis for this product existence.

EVALUATION OF THE PRODUCT IN WESTERN SERBIA

Lakes and mountain rivers that flow through the attractive area represent a chance for the product development.

The product is undeveloped (there are no marked and arranged fishing platforms and no proper Service for providing services, the product cannot be “bought”).

PRODUCT FORMS

Fishing on mountain rivers

Fishing on the lake

Boat fishing

BASIC AND ADDITIONAL PRODUCT ELEMENTS

Setting up and marking fishing platforms on the lake;
Marking fishing areas in the attractive environment and good fishing spots;
Establishing a professional fishing guide service;
Organizing a mountain fishing school; and
Possibility for renting boats for fishing on the lake.



GEOGRAPHIC MARKETS

Serbia – wider area
Ex-Yugoslavia republics
Central Europe countries
Western Europe countries
Eastern Europe countries (such as: Romania, Russia etc.)

TOURISTS SEGMENTS

Individual fishermen
Groups of friends
Nature lovers
Young people who love fishing

PARAGLIDING

PRODUCT DEMAND CHARACTERISTICS

Paragliding is a characteristic hard activities type of product that is also a form of aviation.

Demand for the areas that have natural advantages for paragliding development is intensified.

The product should provide an adventure experience while flying and a possibility for the bird's eye view of attractive areas.

The product users expect a high level security in all the elements of the product as well as a professional service.

Paragliding instruction is a specially demanded form of the product.

EVALUATION OF THE PRODUCT IN WESTERN SERBIA

Proper ranges and instructors who can deliver a high quality product.

Natural attractive areas that suit the product development.

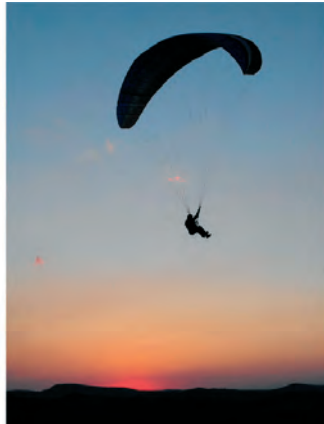
PRODUCT FORMS

Conventional paragliding

Paragliding schools

REQUIRED ELEMENTS OF THE PRODUCT

- Licensing and certifying both the areas and instructors;
- Arranging minimum two paragliding areas with proper ground;
- Establishing a paragliding school;
- Possibility for renting the equipment;
- Proper signalization and marking the areas.



GEOGRAPHIC MARKETS

Serbia – wider area
Ex-Yugoslavia republics
Central Europe countries
Western Europe countries
Eastern Europe countries (such as: Romania, Russia etc.)

TOURISTS SEGMENTS

Active individuals
Various associations (especially the paragliding association)
Groups of friends

WINTER ACTIVITIES

PRODUCT DEMAND CHARACTERISTICS

One of the most significant motives for taking a vacation during the winter is snow activities. Possible snow activities are numerous from the (1) soft ones – snow walks, skiing on gentle slopes, sledging, sleigh rides, etc.; (2) to the hard ones – extreme skiing, snowboarding, Nordic skiing, walking through the snow-covered canyon, ice adventures, etc.

Demand for destinations with developed ABT products on snow during the winter is intensified. Winter activities are preferred by tourists of almost all ages. When it comes to winter ABT products, tourists expect being offered significantly higher security services which is not the case with the summer ABT products. It implies the necessity of: (1) infrastructure that is adjusted to winter ABT products; and (2) service providers qualified for delivering high standard products.

EVALUATION OF THE PRODUCT IN WESTERN SERBIA

Western Serbia has potential for this product development. Infrastructure (ski centers) that enables practicing winter activities.

Product elements defined for other products (horseback riding, hiking trails, etc.) can be used in the winter as well, once they are properly adjusted.

PRODUCT FORMS

- Ski schools for children
- Sleigh rides
- Skiing
- Snow walks
- Cross country skiing
- Walking through the snow and ice-covered canyon
- Sledging

BASIC AND ADDITIONAL PRODUCT ELEMENTS

Establishing the system for winter marking of all the hiking trails (see: basic and additional product elements of the Hiking product);
Marking all the cycling trails as sledging trails and/or cross country skiing trails (see: basic and additional product elements of the Cycling product);
Introducing the possibility for sleigh rides on the horseback riding trails during the winter (see: basic and additional product elements of the Horseback Riding product);
Possibility for renting the winter activities equipment – electric sledges, cross country skiing equipment, etc.
Organizing a skiing school;
An additional arrangement of the existing skiing centres (lighting, activating ski lifts, etc.)



GEOGRAPHIC MARKETS

Serbia – wider area
Ex-Yugoslavia republics
Central Europe countries
Western Europe countries
Eastern Europe countries (such as: Romania, Russia etc.)

TOURISTS SEGMENTS

Active individuals
Groups of friends
Families with children
Young people
Business people
Winter activities lovers

FUTURE DEVELOPMENT GUIDELINES FOR ABT PRODUCTS IN WESTERN SERBIA

DEVELOPMENT OF BASIC AND ADDITIONAL ABT PRODUCTS ELEMENTS

ACTIVITIES AS A DESTINATION PRODUCT ELEMENT IN WESTERN SERBIA DO EXIST BUT THEY ARE STILL NOT CONVERTED INTO THE ABT PRODUCT.

The analysis has been undertaken on the basis of: (1) consideration of the existing products condition in the area of Western Serbia; (2) current trends in preferences and expectations of tourists who use the products; and (3) benchmarking products in the touristically developed areas that are comparable to the area of Western Serbia.

Defining the future development guidelines is essential on the base of analysis results. The future development guidelines are following:

- **Investment for development of basic and additional elements of each product** is needed. Basic and additional elements should be adjusted to products forms and target tourists segments. Basic and additional elements that should represent the product development basis are presented within the frame of analysis of each product.
- **Preparation and drafting the plan** on the basis of the presented development guidelines of each ABT product;
- **Implementation of the plan in the shortest possible time**; given the strategic orientation towards ABT products development and existence of natural potential in the area, intensified development implying building tourism infrastructure above all and staff training that would enable staff to deliver a high quality product is of utmost importance.

A promotion plan, that is a subject of this project, will influence the building recognition of the area as a place with the ABT products using possibility. However, future *intensified development will imply delivering high quality products*. Through promotion activities and investments the ABT products development in Western Serbia may significantly increase its attractiveness and competitive advantage to medium and long term time horizon. By implementing the plan, the product can also become one of the strategic pillars of the future tourism development of the destination.

SALES CHANNELS DEVELOPMENT

On the basis of the undertaken market analysis and interviews with local ABT services providers, the following has been established:

- Tourists who come for vacation use ABT products relatively little (the research of IPSOS);
- Tourists on incentive travel (team building) use ABT products little. Using ABT products is most commonly not included in incentive travel programs;
- Tour operators and tourist agencies do not offer ABT products in Western Serbia. On the basis of offers analysis of the significant agencies and tour operators it is noted that ABT programs are not included.

In order for the plan to be developed a mystery shopping has been carried out. Mystery shopping has been carried out in the following way: (a) all the significant agencies in Serbia that organize team building events (total of 8 agencies) have been sent a request for developing team building programs that would include some of ABT activities in Western Serbia. All ABT activities identified in the portfolio have been specified as possible activities; and (b) domestic tourism agencies have been contacted by phone in order for them to recommend some of ABT activities in Western Serbia that they already have or will have within their offers. The result has been following: (1) all the agencies that organize team building events have recommended ABT activities in other regions of Serbia on the grounds that:

(a) there is nothing of a proper quality in Western Serbia; and

(b) Western Serbia is far away for both team building to be organized in and ABT activities to be included. Along with recommendations for choosing other regions in Serbia two offers including the activities on Tara (liquid descent down the Drina river and mountaineering in NP Tara) have been submitted;

(2) Offers of the conventional agencies that sell products to individual tourists have no program including ABT products in Western Serbia. Only two agencies recommend liquid descent down the Drina River and it is stated that their offer included that program only, in the previous period.

Following the conversation with some of the agencies representatives it has been noted that there are no proper ABT product packages in Western Serbia. They have also stated that they do not recognize qualities of the local service providers since it seems to them that providing services is rather spontaneous thus not being able to guarantee a high quality level of the product.

Based on all the above we suggest the following should be done in the future:

- ***Establishing the system of intensified sales network of ABT products targeting the tourists that already visit the destination; Tourists who visit the destination do not have enough information concerning where and how they can get ABT products;***
- Drafting and implementation of the ***sales plan (elaboration and development of the marketing channels) through intermediaries.*** Agencies and tour operators should be stimulated in order to include ABT products in their offers as well as to include some of ABT products in Western Serbia in their team building programs.

ESTABLISHING A UNIQUE MANAGEMENT MODEL

It is necessary to develop a unique management model in Western Serbia since it does not exist at the moment. Forming the TO Western Serbia was the first step taken in that direction but that was about all that was done. Establishing the model should enable defining and implementing the ABT development plan to medium and long term time horizon. The model should represent the basis of the coordinated development. The basic objectives of establishing the model should be following:

- Drafting and implementing the ABT products **development plan**;
- **Coordination and incorporation of all the parties** (organizations and individuals offering ABT products) in a unique system; synchronization of working and managing is essential for the future development.
- **Drafting and implementing the promotion plan**; coordination of various promotion activities in order for ABT products in Western Serbia to be branded, positioned and better sold in short, medium and long terms; and
- Drafting the system sales plan targeting the tourists within the destination, agencies and tour operators, various associations and individuals who travel primarily for ABT products.

ABT PRODUCTS PACKAGING

Intensified product development means creating packages that are adjusted to certain segments of tourists. Packages mean product elements (i.e. various activities) linked together in the whole that get sold at a unique price. Packages should enable offering a unique experience.

There is a need for making two types of packages in Western Serbia:

- **Packages that would stimulate an intensified use of ABT products by users who visit the destination for other activities**; these packages should not include accommodation and services but the activities only;
- Packages that would attract tourists **who would come primarily for using the package which means those packages** should include accommodation and food services.

Some of the packages that we suggest are following:

1. Little family adventures (for families with children)
2. Young at heart (for *empty nesters*, i.e. elderly couples whose children have grown up and left home)
3. Dare – ask for more! (For young people, i.e. partly for X Generation and particularly for Y Generation)
4. And now – living to the fullest (for gatherings/conferences participants)
5. Adrenaline challenges (for hard activities lovers – *hard adventurers*)
6. Western Serbia Limited (meant for small groups; the package should be personalized to a certain extent and should enable extraordinary adventures and expeditions)

In order for the packages to be devised a great number of ABT service providers. It is also necessary for local agencies and hotel managers to be present so that packages could be defined. Packages should be sold by the hotels and local agencies. The objectives of the hotel managers are both creating value added services for existing guests and strengthening the attractiveness of the destination and hotel for potential visitors. Package promotion should take place in the hotels as well as through their promotion channels and by using internet advertising (website, Google, facebook).

STIMULATION OF DEVELOPMENT AND SUPPORT FOR LOCAL AGENCIES AND ABT SERVICE PROVIDERS

Support for agencies, hotels and individuals who organize providing services in order to deliver ABT products is essential for the product development. Therefore it is necessary to develop the support and stimulation development system for the agencies providing ABT products. Basic support guidelines should be following:

- Organizing educations in the form of seminars that would relate to general principles of the receptive agencies business;
- Education and training (in the form of workshops) for packing day packages and multi-day packages of ABT products;
- Establishing a unique booking system that would include the possibilities of online booking (in the first phase it would be just sending online inquiry forms) of services and ABT products and establishing a unique call center that would help all interested parties book services (booking system and call center would cover all the products, not only the ones related to active tourism);
- Drafting standards for providing services for each product (the way of getting information, dressing, procedures, etc.)

SIGNALIZATION WITHIN THE DESTINATION

Signalization within destinations is significant for two reasons:

1. It represents a promotion tool that reminds tourists that the products are there and it influences the increase of the level of capacity utilization by guests within the destination;
2. It represents the source of information for tourists about places and possibilities for products using in the destination.

There is some signalization referring to ABT products within the destination. However, it is incomplete and insufficiently developed. In order for signalization to become improved the following is necessary:

- **It is necessary to indicate all the ABT products defined in the portfolio by tourist signalization; and**
- **All the destinations with a large number of tourists should have big info boards installed with maps of all the significant ABT products.**

Signalization should represent a unique system of the promotional and informative role. Signalization should have graphic identity that dominates all other graphic and web materials (brochure, advertisements, billboards, website, etc.).

ABT PRODUCTS PROMOTION

BASICS

The Western Serbia area is not recognizable enough as a tourist region with ABT products. Insufficient recognizability is a result of weak product demands in general that in turn affected weak interest in intensified product development by supplying parties. However, demanding parties are undergoing fundamental changes. Even at this moment, there are requests by tourists to experience something more. Even in the situation when the destination records the increase in traditional tourists' arrivals it is very likely that negative consequences of "omission", i.e. passivity, or disinterest in preparing proper products on time will be visible in mid-term and long term. The advantage of Western Serbia is that numerous activities may be used for generating ABT products in the very short term. Everything that can be offered should be communicated to the market. That is why **drafting and implementation of the promotion plan** is necessary in the future.

According to the IPSOS agency research and analysis regarding their engagement in drafting this project, the conclusions are following:

- Considering the insufficient development of ABT products the initial stage of the promotion plan should be mostly focused on **construction of the recognizability of products and the Western Serbia area as a place where ABT is present**. Influence of promotion on the sales increase would not be significant during the initial stage. In the stages following the product development (in accordance with the recommended guidelines) the sales increase would intensify;
- Promotion activities targeting the **increase of sales with visitors who come to the destination for other products**; the objective is that guests who come for vacation or seminars recognize the possibility of using ABT products. The objective of the initial stage of promotion plan within the destination should be stimulating guests who visit the destination to use the product more intensively thus influencing the increase of sales.
- Introducing **internet advertising in order to construct recognizability and increase ABT products sales**. Internet has become a significant part of the domestic and foreign tourist markets. Systematic approach to internet advertising is needed along with taking into account modern principles of advertising related to this promotion channel.
- Directing the **promotion activities towards travel agencies and tour operators**; intermediaries have a significant role in ABT products promotion and sales, especially in the initial stages of development. Intensified efforts directing during the initial stage is necessary in order for intermediaries to recognize the commercial chances and become motivated to promote and sell ABT products in Western Serbia; and
- **PR activities** are significant for the product promotion in the stage of construction of recognizability and creating the image. PR activities also have a significant impact on demand stimulation. Systematic approach to PR activities is necessary.

PRINTED MATERIAL

It is essential for a brochure to be created in the initial stage of promotion (2011)

In the period following the initial stage when the product becomes recognizable and additionally developed, creating the large number of various brochures and flyers will be needed.

ALL THE GRAPHIC MATERIALS SHOULD BE OF A PROPER QUALITY AND TO CONTAIN HIGH QUALITY PHOTOGRAPHS. PHOTOGRAPHS SHOULD SHOW SATISFIED ABT PRODUCTS USERS, NOT ONLY ATTRACTIVE NATURE. THE PROPER PROMOTION PLAN IMPLIES A HIGH QUALITY DESIGN OF ALL THE GRAPHIC MATERIALS THAT WOULD ATTRACT CLIENTS' ATTENTION AND AWAKE THEIR INTEREST. IT IS IMPORTANT TO ESTABLISH A UNIQUE GRAPHIC IDENTITY THAT WOULD INFLUENCE CREATING RECOGNIZABILITY AND STRENGTHEN THE ADVERTISING EFFECT THROUGH BRANDING. IT IS SUGGESTED THAT GRAPHIC SOLUTIONS OF THE ADVERTISEMENTS, BILLBOARDS, WEBSITE, BROCHURE, ETC. SHOULD BE DONE BY ONE AGENCY IN ORDER FOR THE UNIQUE DESIGN AND CONSISTENCY TO BE ACHIEVED.

GENERAL BROCHURE IN THE FIRST DEVELOPMENT STAGE (2011)

Brochure should be general and should contain:

- Separate presentations of the key ABT products that can be commercialized in the first stage (hiking, cycling, mountaineering, horseback riding, and rafting);
- Products should be separately presented;
- There should be short descriptions of products characteristics (locations, characteristics, etc.) and experiences that can be lived;
- Attractive photographs of the presented products;
- Contact telephone numbers of all the service providers;
- The website address

The brochure is delivered to the agencies and big companies through direct mail. Its PDF file format is available on the website.

The brochure should have a graphic design compatible with other graphic and web material design (website, advertisements, billboards, etc.).

Characteristics: A4, 4/4, 12 pages

Circulation: 10.000

Suggested budget: around 2500 EUR + VAT

CREATING BROCHURES AND FLYERS IN THE SECOND STAGE (the first quarter of 2012)

- Creating brochures and flyers presenting separate products is needed in the second stage.
- Flyers should be created first (A4, two-fold flyers, 4/4).
- Flyers must be a part of the unique creative and graphic solution.
- LTO finance flyers printing according to their needs.
- Flyers relate to the specific municipalities offer. They contain photographs, maps, contacts (website, phone number, Skype, e-mail) for the additional information and booking/buying.
- Printing should be supervised by the same agency in charge of the overall creative solution and the other material printing supervision.

- The brochures are more detailed and will be created in 2012 (A4, 4/4, 12 pages).
- It is suggested that brochures on products should be common to Western Serbia. Private sector should participate in financing.

Description of the elements the brochures should contain is following.

THE BROCHURE CONTAINING HIKING TRAILS

The brochure should contain:

- Maps with marked trails
- High quality photographs
- Short description of trails and routes characteristics
- Information on how to get to the trails
- Short description of experiences
- Contacts of all the service providers
- Other contacts

Circulation: 5.000 - 7.000

CYCLING BROCHURE

The brochure should contain:

- Maps with all the trails marked
- High quality photographs
- Contacts of all the parties which organize cycling tours
- Contacts and places where the equipment can be rented
- Short description of trails and experiences
- Contacts of all the service providers
- Other contacts

Circulation: 5.000 - 7.000

MOUNTAINEERING BROCHURE

The brochure should contain:

- Maps with mountaineer trails and lodges
- High quality photographs
- Short description of mountaineering
- Contacts of all the parties providing the mountaineering services
- Other contacts

Circulation: 5.000 - 7.000

RAFTING BROCHURE

The brochure should contain:

- All the rafting and liquid descent programs
- High quality photographs
- Contacts of all the parties organizing rafting
- Short description of experiences
- Type of the equipment that is rented
- Contacts of all the service providers

Circulation: 3.000 - 5.000

HUNTING AND FISHING BROCHURE

The brochure should contain:

- Description of services and places attractive for fishing
- High quality photographs
- Contacts of all the parties which provide services
- Short description of experiences
- Contacts of all the service providers

Circulation: around 3.000

HORSEBACK RIDING BROCHURE

The brochure should contain:

- Marked riding trails
- High quality photographs
- Contacts of all the parties providing horseback riding services
- Short description of experiences
- Type of the equipment that is rented
- Contacts of all the service providers

Circulation: around 3.000

In order to get a larger amount of printed promotion material it is necessary to participate in printing promotion material up to 50% (LTO and Republic Broadcasting Agency support) along with local agencies that organize ABT activities as well as with local active tourism offer holders. That is how printing is stimulated and promotion materials circulation increased and it represents one of the most efficient ways of promotion. The condition for agencies to get the means is making promo material coordinated with the overall promo efforts of the region as well as with the adopted graphic identity.

FLYERS DISTRIBUTION WITHIN THE DESTINATION

Printing materials distribution within the destination is one of the most efficient ways of stimulating guests who come for vacation, seminars, and other reasons to start using ABT products. Brochures are distributed in the locations of tourist transit routes and/or at the places where they stay for a certain period of time. The objective of brochure distribution is for tourists who got informed about the travel through the promotion campaign and consequently arrived in the destination to get reminded of the existence of products, and profoundly informed about the possibilities of using products, the way of booking and buying services.

Brochure distribution within the destination should be following:

- Brochures should be in every hotel's reception desk and in each room;
- Brochures should be distributed to all the local agencies that provide services and organize ABT activities;
- Brochures should be distributed to all the restaurants within the destination.

It is of crucial importance to have a person in charge of distributing brochures and their updates if necessary.

PROMOTIONAL VIDEO MAKING

Films (video materials) represent a significant promotion means that can attract tourists' attention through various illustrations, provide information about the experience that can be lived, as well as information about booking possibilities and products using within the destinations.

Video material should present ABT products in Western Serbia. Making a film implies production preparation and a well-designed script. The film focus should be on illustration and presentation of all the products and experiences that can be lived while using products.

Material should have two forms:

(1) A form of **film(s) that will be broadcast in the hotels** with the internal video channel. The film would influence promoting ABT products in Western Serbia, and stimulating tourists who are already in the destination to use products more intensively.

(2) A form of **viral videos** that will be “distributed” through social networks (Facebook), e-mails, websites, MMS, and Bluetooth, as a part of viral marketing activities.

By using crawls or tickers, the films should provide certain information depending on a type of films – the film shown in the hotels should provide information on service providers (contacts), booking possibilities, website, etc. while viral videos should refer to the website where ABT products available in Western Serbia can be browsed. Viral videos should be available on the website as well.

Budget:

Promo film **5.000 EUR + VAT** – post-production for the existing material ([If we react on time, compensation along with the new material making is possible!](#))

Viral videos: 10 films X 100 EUR (creative solution of the video clip) = **1.000 EUR**

PRINT MEDIA ADVERTISING

Advertising should enable recognizability of ABT products in Western Serbia. In accordance with the suggested budget that represents an advertising intensity framework as well as objectives, the media where ABT products should be advertised in 2011 are listed. We have chosen the best selling daily newspaper (Blic) and best selling weekly magazine (Blic Žena). We also suggest advertising in “Odmor”, Blic’s tourism weekly supplement, for the reason of prices.

Blic – Tourism Weekly Supplement ODMOR

Advertising in the tourism weekly supplement is significant for many reasons:

- Tourism weekly supplement is the most popular thematic periodical referring to traveling.
- The supplement is published in the best selling daily newspaper in Serbia - Blic
- Advertising enables the largest number of readers interested in traveling to see the advertisement.
- Considering the readership and circulation, advertising will influence recognizability of Western Serbia as a location with ABT products.
- Advertising will enable publishing a PR text.

Considering the budget it is suggested that 5 advertisements should be published (according to the publisher there will be 6 supplements until the end of the year, but it will not be possible to prepare an advertisement for the next issue).

Suggested budget: around 6.400 EUR +VAT

Blic Žena Magazine

Advertising in Blic Žena is significant for many reasons:

- Blic Žena is the best selling lifestyle magazine in Serbia.
- Lifestyle magazines are significant for ABT products promotion.
- The magazine is popular and with a large readership. The fact makes it possible for many people to see the advertisement and recognize Western Serbia as a location with ABT activities.
- Advertising will enable publishing a PR text which is of a great importance in lifestyle high-circulation magazines.

Considering the budget it is suggested that at least 3 advertisements should be published in the periods when the readers’ interest in traveling is significant.

Suggested budget: around 6.000 EUR + VAT

BILLBOARD ADVERTISING

Billboards represent one of the most significant advertising media that helps creating recognizability and image of the product/destination. As already stated, the media plan in this stage should mostly be focused on creating recognizability of Western Serbia as a destination with ABT products. Apart from the previously mentioned characteristics, the advantage of billboards as media is the fact that messages are available both for several days and to a large number of people.

The campaign suggestion is following:

- Each campaign should ***last for no longer than three weeks***. After the third week the impact of the same message on billboards can weaken due to the fact that people stop noticing it;
- The campaign should be implemented in ***high quality*** illuminated or enlightened well-positioned ***billboards***;
- The billboard campaign should be implemented in ***several stages (at least three stages in 2011)***. Naturally, the focus of the campaign will be on winter activities ahead of winter season;
- It is necessary to provide ***high quality photographs*** with different segments of tourists (young people, couples with children, active individuals, etc.) – people, not natural attractions themselves;
- Considering the budget it is necessary for the campaign to be implemented in ***around 20 billboards***. The largest number of billboards should be placed in Belgrade since it is the most significant emissive market. Along with Belgrade, other towns in Serbia are also significant: Novi Sad, Subotica and Kragujevac.

Suggested budget: around 25.000 EUR

RADIO ADVERTISING

Broadcasting audio messages enables a large number of potential consumers to hear the advertisement. Broadcasting messages several times a day enables a significant impact in creating products recognizability in the wider area.

The campaign suggestion is following:

- The campaign should last ***at least 20 days***. Longer campaigns enable significant impacts;
- Advertising should cover a ***wide geographic area*** (it is suggested that the areas of Belgrade, Novi Sad, Kragujevac and Subotica need to be covered);
- Minimum number of messages per day during the campaign ***should not be less than 180***;
- It is necessary for three campaigns to be started within a year;

It is essential to choose radio stations that cover the suggested area. Our suggestion takes into account the key urban emissive markets and expenditures. This above all implies to the choice of only one Belgrade radio station which is a consequence of radio advertisement costs. It is possible to increase the number of stations and consequently the coverage through compensation programs.

Suggested budget: around 6.000 EUR

ESTABLISHING COOPERATION WITH JOURNALISTS AND PR ACTIVITIES

It is necessary to appoint a person working for the RTO Western Serbia, or any other person, to update the journalist contact database and to be in charge of PR activities directed to ABT products affirmation. This is said since it is also necessary to communicate with journalists who are not tourism journalists.

During and after campaigns it is necessary to organize journalists' visits to the destination so that they can write stories on ABT products and publish them in the media they work for. The visits should be organized in a way that the hotels would participate by providing free accommodation while the tour would be financed by LTO. The tour represents organizing jeep tours to all the products; publishing PR texts in the tourism supplement Blic Odmor and Blic Žena magazine; PR texts should be also published in regular issues of Blic and Večernje novosti (the second best selling daily newspaper).

Video material prepared during the promo films making should be available for preparing different video stories that would be broadcast during various TV appearances.

Suggested budget is around 1.000 EUR. In cooperation with the hotels the suggested budget enables hosting approximately 10 journalists (expenditures per person in the period of three days should be from 80 to 100 EUR maximum).

INTERNET MARKETING

CREATING A NEW WEBSITE WITH ABT PRODUCTS OR CREATING A SUBPAGE OF THE EXISTING WEBSITE

A high quality website is basic for proper internet marketing. Basic guidelines in its making should be following:

- **Redesign of the existing website or creating a new one** that will be in accordance with contemporary trends of the internet design. The new/redesigned webpage should present following:
 - (1) All the ABT products with detailed information (maps, photographs, equipment characteristics, packages, locations, attractions, etc.);
 - (2) Contacts of the service providers and booking instructions;
 - (3) Possibilities for online booking or sending inquiry forms for using and purchasing ABT
- **Drupal CMS**
- The page should be simple and intuitive for users (user friendly) since that enables easy navigation of the webpage and getting all the information easily.
- The page should provide the possibility for signing up for newsletters with new programs and information on ABT products.
- Possibility to send out automatic newsletters
- Web presentation should enable **maps and catalogues download**.
- The webpage should be **bilingual** – Serbian and English
- The website needs to be optimized for key terms used in the browser.

Cost of making a website: around 1.100 EUR

GOOGLE CAMPAIGN

An increasing number of tourists search for information through internet browsers since recently due to an increasing number of similar web presentations. Google is the most common browser. Most commonly used keywords in Serbia generally associated with ABT products are:

Rafting down the Tara River
Walking
Mountaineering
Rafting down the Drina River

Paragliding
Big game hunting
Hiking
River fishing

Since the number of increasing internet users is increasing it is essential to start a Google campaign. The Google campaign implies leasing key terms (associated with ABT and Western Serbia) that are most commonly used by the targeted markets in the browser.

Total budget: around 2.950 EUR

FACEBOOK CAMPAIGN

Facebook is the most common virtual social network with the number of users booming. According to the Facebook Serbia Office statement the total number of users in Serbia is around 2 million. Informal way of communication using Facebook has opened the door to a new marketing technique called viral marketing. It represents so-called “internet word-of-mouth” communication (where real and potential services users pass information to each other through internet and most of all through social networks).

Following is essential:

- Starting a Facebook group to promote ABT activities in Western Serbia;
- Managing the group in a prompt way, posting notifications and establishing communication with the users;
- Possible engagement of an agency that would provide a large number of the group members;
- Starting the Facebook Ads campaign; costs vary per click. Average CPC: 0.12\$ - cost per click, average CPM (Cost per Mille): 0.05\$ - cost per thousand impressions.

Viral video is tightly connected with this type of promotion.

Total budget: around 1.100 EUR

EFFICIENT RUNNING OF INTERNET MARKETING ADDITIONALLY IMPLIES TRAINING OF AT LEAST ONE PERSON WHO WOULD FOLLOW GOOGLE ANALYTICS THUS RUNNING THE GOOGLE CAMPAIGN.

AT THE SAME TIME THIS PERSON WOULD BE UPDATING THE WEBSITE, ADMINISTRATING THE FACEBOOK GROUP, RUNNING THE FACEBOOK CAMPAIGN, SENDING NEWSLETTERS, MAKING E-MAIL DATABASE, ETC. IF THERE IS NOT AN ADEQUATLY COMPETENT PERSON, TRAINING IS NECESSARY.

PROMOTION CAMPAIGNS TARGETING SALES AGENTS

ESTABLISHING COOPERATION WITH AGENCIES AND TOUR OPERATORS

Establishing cooperation with agencies represents a type of B2B promotion. Establishing cooperation and promotion activities targeting travel agents and tour operators implies implementation of the following:

- Creating a **database containing all the agencies** that organize domestic travels intended for individual tourists;
- **Distributing brochures to all the agencies and tour operators** that organize domestic travels;
- Stimulating **creation of daily and multi day packages** by different offer holders in the destination that are intended for different segments and would be sold by the agencies;
- All the agencies that want to organize ABT activities should be **participated up to 50% in the brochure printing costs, or the brochures should be integrated into common ones.**
- High quality photographs delivery to all the “incentive” agencies and training a person who will take over communication with the agencies and be in charge of encouraging agencies to include ABT agencies in their offer.

ESTABLISHING COOPERATION WITH SPECIALIZED AGENCIES AND ASSOCIATIONS

Tourists who come for team-building activities (seminars, conferences, etc.) and the ones who come through various associations (mountaineers, people who go paragliding, mountain bikers, etc.) represent a significant potential for ABT products development in the destination. In order for ABT products demand to be stimulated it is necessary to include some of the ABT activities in team building programs. Establishing communication with various associations is also essential. Activities that need to be implemented are following:

- **Creating a database containing all the agencies** that organize team building events;
- **Establishing communication with agencies** included in the database along with brochure delivery, various packages offering various packages that can be included in their programs, etc.
- **Delivering brochures to associations** (mountaineers, mountain bikers, horseback riding clubs, etc.);
- Training the **person who will take over communication with the agencies and associations;**
- Encouraging hotel managers who organize team building events to offer ABT products with approving an appropriate fee;

The most significant agencies organizing team building events are following:

- | | | | |
|---------------------------------|---------------------------|-----------------------------|-----------------|
| 1. DMC Vekol Belgrade, Serbia | 3. Easy Travel Niš | 5. Fly Orient Tour Belgrade | 7. HRG Belgrade |
| 2. Magelan Corporation Novi Sad | 4. Public events Belgrade | 6. PanaComp Novi Sad | |

ORGANIZING FAM TRIPS FOR AGENCIES

Following the database creating it is necessary to organize Fam Trips for targeted agents. They should be three-day trips containing sightseeing and active participation of the agents in ABT packages adapted to them. The trips should be organized in the way that the hotels participate by providing the free of charge accommodation while the sightseeing would be financed by LTO.

In cooperation with the hotel the cost per person for the three-day trip should be maximum 80 to 100 EUR (organized arrival, sightseeing, etc.).

DEVELOPMENT OF THE TO WESTERN SERBIA VIRTUAL OPERATIONS CENTER

Accomplishing the tasks according to the given plan implies engaging certain people who would cover certain activities. In the situation that clearly shows that the Regional Tourism Organization does not have resources to respond to the tasks, the solution appears to be creating the Operations Center (or help desk) that is virtual – people working for it will not (or do not need to) spend their working hours in the offices of RTO but any place they want.

As stated, it is necessary to engage people for at least following tasks:

- As stated, it is necessary to engage people for at least following tasks:
- Internet marketing (Google, Facebook, viral marketing, email, newsletter);
- Media Relations (plan and organizing Fam Trips);
- Communication with agents and associations (following agent programs, distribution of material/brochures, etc.);
- Communication with local providers of ABT products (updating ABT activities, sending inquiry forms, booking, etc.);

Jobs do not have to be done by new people if there are employees with required qualifications in Local Tourism Organizations. They can simply take over jobs for the whole Western Serbia. The initial stage will also not require appointing one person for each job unless it is about internet marketing. It is recommended that one person is appointed to deal with internet marketing activities exclusively.

Physical address of the Operations Center would be the address of the Regional Tourism Organization but people engaged for different tasks could do their jobs at any place they want.

MEDIA PLAN 2011

Western Serbia 2011/12 National Campaign			Nov		December				January					February				March				April					May				June				July				
			21	28	5	12	19	26	2	9	16	23	30	6	13	20	27	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	2	9	16		
RADIO ad 20"	Subotica	2 stations																																					
	Novi Sad	2 stations																																					
	Belgrade	1 station																																					
	Kragujevac	2 stations																																					
	196 broadcasts a week					196	196	196																															
NEWSPAPER tourism supplement	Magazine	number of announcements																																					
	Blic Odmor	3			1																																		
	Blic Žena	2					1																																
	5 announcements a year																																						1
BILLBOARDS	Subotica				3	3	3																																
	Novi Sad				5	5	5																																
	Belgrade				9	9	9																																
	Kragujevac				3	3	3																																
	20 billboards – 3 weeks					20	20	20																															
GOOGLE	Search	Terms																																					
	60000	30	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155	1155		
1155 searches a week																																							
FACEBOOK	Clicks																																						
	Total	Average daily																																					
	12500	50																																					

Pages included in the offer:

1. Radio Naxi **Belgrade**
2. Radio Stari grad **Kragujevac**
3. Radio 9 **Kragujevac**
4. Radio Signal **Novi Sad**
5. Radio 021 **Novi Sad**
6. Radio **Subotica**

Billboard provider is Alma Quattro Printed Media: We do not have publishing timetable Internet: Google Serbia

Note: Media plan timeline has been changed in accordance with the request of the RTO Western Serbia Board of Directors that is in accordance with the existing technical and financial limitations. The original volume of activity is retained. It is suggested that the annual autumn campaign targeting the visitors who are gatherings participants should be introduced (the end of September). It is possible to implement just a part of the campaign at the end of 2011. In 2012 it is necessary for the campaign to be fully completed.

COSTS SPECIFICATIONS

COSTS SPECIFICATION ON THE BASIS OF THE SUGGESTED MEDIA PLAN AND CREATING THE WEBPAGE

Costs specification has been done on the basis of contacts conducted with several eminent marketing companies in Belgrade. The estimation has been made on the basis of the currently lowest possible prices of certain media on the Serbian market. Costs of the people engaged in the Operations Center as well as the new photo material costs have not been calculated. LI prices are in EURO and without VAT.

1. Google campaign, 61584 annual searches using about 30 phrases	2,950 €
2. Facebook campaign	1,200 €
3. Billboard campaign (rental and printing), 20 billboards, 3 weeks, 3 times a year	24,900 €
4. Blic, Odmor, special supplement, 1/1pg, 1 publishing, color, 6 announcements a year	6,400 €
5. Blic Žena, 1/1pg, 1 publishing, color, 3 announcements a year	5,910 €
6. Radio campaign, 20 days, ad duration 20 sec. 588 announcements, 3 times a year	5,922 €
7. Flyers A4, 4/4, kunstdruck 150g	not known
8. Brochure 12 pages, 4/4, covers 250g book block 150g kunstdruck, 10.000 pieces	2,250 €
9. Making the concept, design, prepress	2,750 €
10. Web design and programming	1,100 €
11. Promo film (post-production)	5,000 €
12. Viral films (video clips), 10	1,000 €

OTHER EXPENSES (rough estimate)

11. Organizing Fam Trips for journalists	2,000.00 €
12. Organizing Fam Trips for agencies	2,000.00 €
13. Fond Participating in printed promo material of the service providers	3,000.00 €

FUTURE EXPENSES

It is necessary to adopt a budget for the following in the future: (1) signalization; (2) making a promo film – new material; (3) adopting the concept of stimulating and improving development of service providers and receptive agencies; (4) creation and implementation of the product development plan; and (5) new photographs

TIME SCHEDULE

No.	Activities	Deadline
1.	Adopting the Media Plan	17.06.2011.
2.	Providing high quality photographs for the brochure, billboards, website, and Facebook group. Photographs should be with adequate resolution and to show activities participants. It is necessary for photographs to show different segments of users (young people, couples with children, active individuals, elderly people, etc.)	15.10.2011.
3.	Engaging an agency for making the creative solutions for all the media (website, brochures, billboards, and advertisements).It is necessary for all the solutions to be made by the same agency for the unique visual identity	01.09..2011.
4.	Preparing ABT products texts; texts should be prepared for the brochure and website	15.09.2011.
5.	Choosing and engaging a marketing agency that would implement the advertising campaign; It is suggested that media space buying should be done by the same agency (not stop shopping) that makes the creative solutions, controls all the activities and achieves better conditions and prices	01.10.2011.
6.	Engaging a younger person that would be in charge of internet marketing (“Operations Center”) and creating a Facebook group	01.07.2011.
7.	Engaging a person in charge of the agencies and tour operators (“Operations Center”)	01.02.2012.
8.	Creating a new website or redesigning the existing one	01.10.2011.
9.	Preparing PR texts that would be published in Blic Odmor supplement or Blic Žena magazine	01.11.2011.
10.	Creating various product packages in cooperation with ABT service providers and hotels	01.03.2012.
11.	Brochure printing	10.03.2012.
12.	Starting Google campaign, creating the Facebook group and starting Facebook campaign	15.07.2011.
13.	Creating a database of agencies, tour operators and associations; Communication and beginning of the brochure distribution	01.03.2012.
14.	Organizing Fam Trips for agencies	10.03.2012.
15.	Creating a promo film and first viral videos	15.09.2011.
16.	Organizing Fam Trips for journalists	17.03.2012.
17.	Making remaining viral videos	01.03.2012.
18.	Creating and adopting the stimulation and performance improvement plan for receptive agencies and ABT service providers	01.12.2011.
19.	Adopting the plan of the unique signalization within the destination that applies to ABT products	15.12.2011.
20.	Creation and beginning of implementation of the development plan for each ABT product	01.03.2012.

Oglašavanje prema priloženom medija planu.

Napomena: terminski plan nije prikazan hronološki.