The Phoenicians´ Route Cultural Tourism Programme

(Document Revised on 20/06/16 to include observations and comments collected during the 2nd working group meeting on 30 May 2016)

Vision, Roadmap and Action Plan

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Contents

A. Introduction

1. International tourism has seen rapid growth and diversification in recent decades. With over 1 billion people crossing international borders every year and generating more than US$3 billion daily in export earnings, tourism has become a major socioeconomic activity of our time. International tourism represents 10% of global gross domestic product and 30% of the world's exports of services and it creates one in every 11 jobs. UNWTO forecasts indicate that international tourist arrivals will reach 1.8 billion by 2030.

2. Yet tourism is much more than its immense numbers. Through its undisputable role as a mind-broadening educational experience, it can become a powerful transformative force that reduces prejudice, distrust and hostility and brings a significant contribution to building a more harmonious and peaceful world. Moreover, like few other economic sectors, tourism has the ability to help communities value their place in the world, their cultures, traditions and environment. Its helps build bridges in particular amongst local communities that are post conflict.

3. Alongside tourism's expansion, cultural routes have been gaining increasing prominence in recent years. International tourism is undergoing a transformation in how it is developed, marketed and managed, driven by rapidly changing visitor expectations. Visitors are now seeking integrated experiences which enable them to fully immerse themselves in a place, its people and culture. The establishment of cultural routes and visitor itineraries along and across different regions has opened up opportunities to design and develop valuable tourism experiences while offering immense opportunities for economic growth and inclusive development by creating employment, enhancing business opportunities and revitalizing local communities and destinations.

4. The significance of cultural routes in sustainable tourism development has been part of the UNWTO's work in collaboration with UNESCO for many years, most notably through the Samarkand Declaration on Silk Road Tourism. Three biennial programmes were successfully implemented by UNWTO in partnership with UNESCO, the Council of Europe and other international organizations, as collaborative frameworks for raising the profile of Silk Road tourism and driving development that is sustainable, responsible and internationally competitive. A fourth action plan is currently being implemented.

5. The Council of Europe launched the Cultural Routes programme in 1987. Its objective was to demonstrate, by means of a journey through space and time, how the heritage of the different countries and cultures of Europe contributes to a shared cultural heritage.

6. The Cultural Routes of the Council of Europe put into practice the fundamental principles of the Council of Europe: human rights, participative democracy, cultural diversity and identity, dialogue, mutual exchange and enrichment across boundaries and centuries. As of 2016, there are 33 certified cultural routes of the Council of Europe (www.coe.int/routes)

7. The activities of Cultural Routes of the Council of Europe are based on a bottom-up approach and local communities´ involvement.

8. Certified Cultural Routes are regularly evaluated every three years.

9. Council of Europe Resolution CM/Res (2013) 67 contains the criteria for certification as Cultural Route of the Council of Europe: according to the criteria for certification, Cultural Routes of the Council of Europe have to develop exemplary and innovative projects in the field of cultural tourism and sustainable cultural development and develop tourist products.

10. In particular, projects must:
    a) take account of local, regional, national and European identities;
    b) actively involve print and broadcast media and make full use of the potential of electronic media in order to raise awareness of the cultural objectives of the projects;
    c) promote dialogue between urban and rural cultures, between regions in the south, north, east and west of Europe, and between developed and disadvantaged regions;
    d) promote dialogue and understanding between majority and minority, native and immigrant cultures;
    e) open up possibilities for co-operation between Europe and other continents through the special affinities between certain regions;
    f) concern themselves, in the field of cultural tourism, with raising public awareness, drawing decision makers' attention to the necessity of protecting heritage as part of sustainable development of the territory and seek to diversify both supply and demand, with a view to fostering the development of quality tourism with a European dimension;
    g) seek partnerships with public and private organisations active in the field of tourism in order to develop tourist products and tools targeting all potential publics.

11. Following the Italian Ministry of Tourism's candidature of the Phoenicians' Route as a Council of Europe Cultural Route, the Phoenicians' Route was incorporated into the Council of Europe Programme in 2003.

A.1. About the Phoenicians´ Route

12. The Phoenicians' Cultural Route is the network of the great nautical courses which Phoenicians used since the twelfth century B.C. as their main trade and cultural lines of communication in the Mediterranean Sea. These routes became an integral and basic part of the Mediterranean culture. They were the most notable shipbuilders, sailors and traders of the ancient world and established commercial supremacy. They ventured where others would not and guarded the secrets of their trade routes and discoveries and knowledge of winds and currents. As indicated above, the Phoenicians' Cultural Route was incorporated into the programme of Cultural Routes of the Council of Europe in 2003 as an international route crossing three continents, 18 Mediterranean countries and more than 80 towns of Phoenician – Punic origin and culture. These cities and towns were the stopping places on a journey along the whole of the Mediterranean Sea through which people exchanged goods, knowledge and experience.

13. According to the Council of Europe Cultural Routes certification criteria, the Phoenicians Route certified by the Council of Europe has already established a governance structure coordinated by an association federating several local stakeholders (municipalities, local associations, research institutions, etc.) across the Euro-Mediterranean region, creating an annual programme of activities in the fields of cultural heritage, education and sustainable tourism both at the local and at the international level. The Route is supported by the 24 member states part of the Council of Europe Enlarged Partial Agreement on Cultural Routes and its Governing Board composed by representatives of the ministries of Culture and Tourism of the Countries directly involved in the Route.

14. The potential to harness the culture and heritage inherited from Phoenicians is undisputed as the built and natural assets provide a wealth of ingredients to create a suit of visitor experiences that can attract and engage a variety of markets and consumer segments. The maritime stories of discovery, trading and innovation can position the region as an iconic destination and one that can present a new proposition for all participating partners.

15. The over three decades expertise of the Council of Europe in the field of developing Cultural Routes, particularly through the European Institute for Cultural Routes, and the existing network of the Phoenicians Route, certified by the Council of Europe, offer a solid basis to build upon in the development of a joint Cultural Tourism Programme along the historical routes of the Phoenicians. Furthermore, the longstanding partnership between UNWTO and Council of Europe and the key support of the Ministry of Tourism of Lebanon, together of that of National Tourism Administrations of several Mediterranean

countries, as well as international organizations interested in the development of the Phoenicians' Route Cultural Tourism Programme, provide a valuable opportunity to harness the collective expertise in building upon the existing cultural route. This collaborative venture would facilitate the elaboration of a common vision and a strategic plan for the development and promotion of tourism itineraries along the route, engaging stakeholders in the region and encouraging alignment of resources and funds for tourism product development, capital projects, visitor experiences, marketing and promotion.

16. The Sustainable Development Goals (SDGs) universally embraced by the international community with explicit targets set for tourism, the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns (10-YFP), as well as the declaration of 2017 as the International Year of Sustainable Tourism, by the UN, together with the principles of sustainability and community involvement expressed and developed by the Cultural Routes of the Council of Europe[1], offer a unique opportunity to advance the contribution of the Phoenicians´ Cultural Tourism Programme to economic growth, job creation, entrepreneurship and inclusiveness, environmental preservation and effective resource management, as well as to the promotion and protection of heritage, cultural values and diversity, mutual understanding and peace across the Mediterranean.

17. Particular attention will be devoted to account for the necessary involvement of local and regional authorities across the Euro-Mediterranean area alongside national authorities (viz. Ministries of Tourism and Culture), with a view to ensuring that the development of responsible and sustainable tourism products brings tangible socio economic benefits to local communities as well as to national stakeholders.

18. The longstanding experience of the European Institute for Cultural Routes of the Council of Europe, together with the support of the Ministry of Tourism of Lebanon and that of representatives of National Tourism Administrations of other Mediterranean countries, as well as of international organizations interested in the development of the Phoenicians' Route Cultural Tourism Programme, provide a valuable opportunity to harness the collective expertise in supporting and contributing to the delivery of a suit of cultural tourism itineraries and an experience development plan that will build commitment and reputation

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[1] The Council of Europe Enlarged Partial Agreement on Cultural Routes (EPA) established in 2010 seeks to reinforce the potential of Cultural Routes for cultural cooperation, sustainable territorial development and social cohesion, with a particular focus on themes of symbolic importance for European unity, history, culture and values and the discovery of less well-known destinations. The EPA helps to strengthen the democratic dimension of cultural exchange and tourism through the involvement of grassroots networks and associations, local and regional authorities, universities and professional organisations. It contributes to the preservation of a diverse heritage through theme-based and alternative tourist itineraries and cultural projects. The EPA on Cultural Routes follows the Council of Europe's policy guidelines, decides the programme strategy and awards "Council of Europe Cultural Route" certification. It is open to member and non-member states of the Council of Europe aiming at providing political support for national, regional and local initiatives to promote culture and tourism. As of January 2016, the EPA had 24 Member States.

for the project, engage stakeholders in the region and encourage alignment of resources and funds for tourism product development, capital projects, visitor experiences, marketing and promotion.

19. It is important that the plan is built on a comprehensive assessment of consumer needs and motivations, and takes into account good practices from successful destinations and brands, insights and learnings from other tourism experience development models and partnership initiatives. In this respect, it should be pointed out that the Silk Road programme, together with the good practices developed by the Council of Europe and a number of recent international projects, will be used to inform the development of the Phoenicians' Route Cultural Tourism Programme.

20. The first core Working Group meeting representing key project stakeholders and partners took place on 19 January 2016, at UNWTO Headquarters in Madrid. The collective vision, knowledge and expertise of the group has informed and shaped the proposed plan and roadmap. As a follow up, the 2nd Working Group meeting was held in Beirut, Lebanon, on 30 May, 2016. It gathered key stakeholders from the Ministries of Tourism and Culture of Lebanon, national, regional and local authorities; International organizations such as the Council of Europe, UNESCO, and UNWTO; the academia, private sector representatives and destination management organizations. The proposed roadmap and action plan for the implementation of the Phoenicians' Route Cultural Tourism Programme was presented, discussed and agreed upon. Follow up actions were decided and interest and commitment was expressed by participants.

B. Vision

21. This programme offers all partners the opportunity to be ambitious in crafting iconic and sustainable visitor itineraries and experiences. It is evident that all parties can collaborate to deliver immediate and long term impact in the region by leveraging their knowledge and expertise to support communities, using the existing assets and infrastructure, mobilizing public and private sector influencers to realize a profitable future that protects and builds on the heritage of the Phoenicians, engages all citizens and visitors, creates jobs and fosters creativity and innovation.

22. The certification process and values that underpin the work of the Council of Europe will provide a framework that can support the delivery on this ambition. The support and commitment of each destination partner is essential to develop local trade and community networks.

23. It should be pointed out in this respect that the Certification as Cultural Route of the Council of Europe is a certification of values: each certified Cultural Route becomes ambassador of the values expressed by the Council of Europe in its Conventions, Charters, and Resolutions. These values are transferred to the local communities and visitors through the activities organized by the members of each route.

24. It is imperative that a reason is identified as to why the target audiences would choose to visit and engage with the Phoenicians' route over other similar and alternative visitor experiences. This needs to be based on an understanding of what the value of the proposition is and what can be credibly delivered within the time frame. The importance of investing resources in developing a brand proposition and position informed by what we have and what we need to build on cannot be overstated. A compelling brand proposition and position that is motivational and competitive is the foundation for stakeholder engagement and will support the prioritization of actions over the next two years.

25. Although much work has been done and there is a wealth of information available, unfortunately, it does not include consumer and competitor analysis. Successful and leading destinations invest in product and services and their analysis is based on an in-depth understanding of the consumer, the trends, profiles and habits. This, together with an in depth competitors' analysis, is essential in order to set out priorities for investment and development.

26. More and more consumer research shows that people who travel want more out of life and their time away. They do not want to simply see things; they want to be engaged and to feel immersed while travelling. A Tourism Product is what you buy; a Tourism Experience is what you remember. Tourism experiences are unique to an area or made unique to that place through differentiation. A great tourism experience must have a compelling and authentic idea or story at its heart, and it must appeal to the targeted segments.

27. Early agreement regarding the Vision and Proposition for the route will contribute to the successful implementation of the programme, particularly with regards to the following key components:
    - Route analysis and mapping of sites, assets, infrastructure and services
    - Market analysis and data collection
    - Partners and stakeholders engagement at national, regional and local level
    - Market communication and awareness building

28. The rich Phoenician heritage and ancient culture linked to the Mediterranean Sea and maritime ports, together with its vibrant communities gives all partners and stakeholders involved the opportunity to

communicate and deliver a truly unique and long lasting experience and position the region as the Phoenician destination crossing three continents, 18 borders and 80 towns. All partners associated with this programme can therefore be ambitious in framing the vision and proposition.

B.1. Phoenicians' Route Vision and Proposition Statement

29. The following vision and proposition were presented and endorsed during the second Working Group meeting. It will be used by the programme´s stakeholders and partners to build engagement as well as in informing future consumer messaging.

B.1.1.Vision

30. All Phoenician partners and stakeholders are committed to the delivery of truly memorable and enriching experiences that inspire the senses and trigger curiosity about the Phoenician journeys of discovery and adventure, while creating a deep appreciation of their role in the maritime engineering and discoveries and of their seafaring stories across the Mediterranean seas. We will work to protect and value their heritage and share their stories with all our visitors.

B.1.2. Proposition

31. For thousands of years the Phoenicians have been fearless seafarers. Their discovery, journeys, skills led the way to new ports and new trades, where they made their homes across the Mediterranean seas. When we stand where land meets sea at their great ports and settlements, we too feel a tug of connection. To the many places, nations and people that have shared a rich legacy over the years, braving the seas, sharing their crafts for the good of others. To their spirits and stories of a rich seafaring past. And to the vast wonder of the future.

32. As we embark on our journey along the Phoenicians' paths to rediscover their legacy, we find ourselves part of a powerful presence and an enduring and enriching experience which offers:
   - A sensation rich location
   - A sense of wonder, history and appreciation for the past
   - A seascape that has attracted voyagers, trader, settler, and visitors for millennia evidenced through the historic sites and landscapes today
   - Stories of a past civilization
   - Active, participatory and engaged learning at its many locations and sites

B.2. Key areas of work

33. The Phoenicians´ Route Cultural Tourism Programme will be built upon the following key areas of work

    a) Cultural tourism itinerary development

    b) Stakeholders engagement and capacity building

    c) Travel facilitation

    d) Marketing and promotion

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                                    ┌──────────────────────────────┐
                                    │ Cultural tourism itinerary   │
                                    │ development                  │
                                    └──────────────────────────────┘
                                    ┌──────────────────────────────┐
┌─────────────────────┐            │ Stakeholders engagement and  │
│ Phoenicians´Route   │            │ capacity building            │
│ Cultural Tourism    │            └──────────────────────────────┘
│ Programme           │            ┌──────────────────────────────┐
└─────────────────────┘            │ Travel facilitation          │
                                    └──────────────────────────────┘
                                    ┌──────────────────────────────┐
                                    │ Marketing and promotion      │
                                    └──────────────────────────────┘
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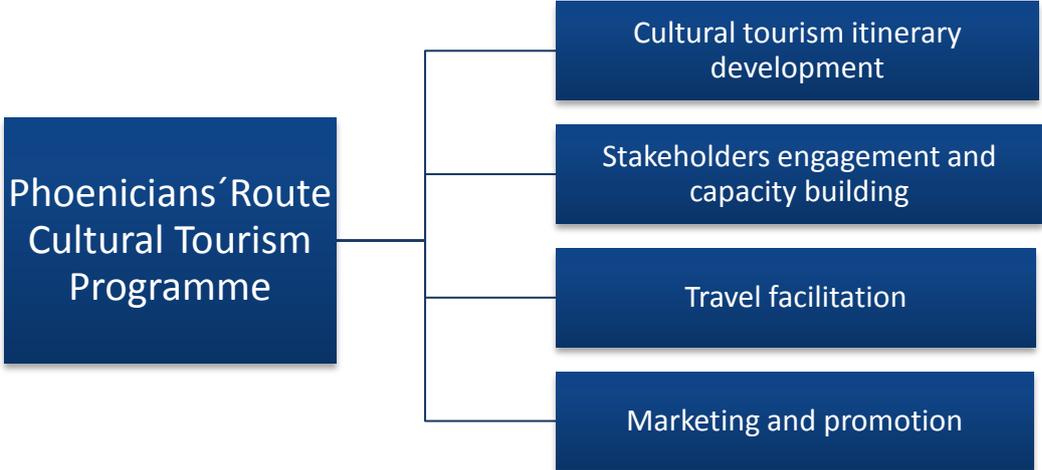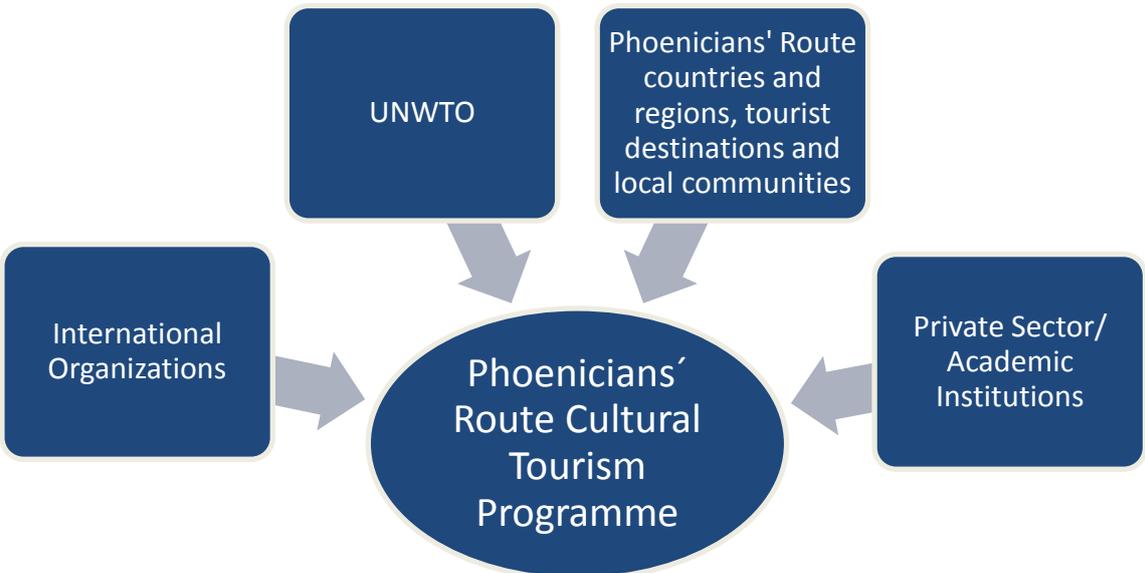
34. The development of these areas of work will be guided by a comprehensive analysis of existing information and documentation, particularly on products and itineraries developed, as well as on market research and promotional activities carried out by existing partners and stakeholders.

B.3. Key Stakeholders

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        ┌──────────┐   ┌──────────────────┐
        │  UNWTO   │   │ Phoenicians'     │
        │          │   │ Route countries  │
        │          │   │ and regions,     │
        │          │   │ tourist          │
        │          │   │ destinations and │
        │          │   │ local            │
        │          │   │ communities      │
        └──────────┘   └──────────────────┘

┌──────────────┐          ╭───────────────╮          ┌──────────────┐
│ International │   ──▶    │ Phoenicians´  │   ◀──     │ Private      │
│ Organizations│          │ Route Cultural│          │ Sector/      │
│              │          │ Tourism       │          │ Academic     │
│              │          │ Programme     │          │ Institutions │
└──────────────┘          ╰───────────────╯          └──────────────┘
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UNWTO	International Organizations	Phoenicians' Route countries and regions, tourist destinations and local communities	Private Sector/ Academic Institutions
• Lead, drive and provide support to full group • Provide the collaborative platform for building alliances and securing resources • Harness the power of the collective in developing multi destination and stakeholder alliances • Travel facilitation with destination partners	• Provide expertise and input • Alliances to support trade engagement and resource mobilization	• Support and resource development plan • Trade and community engagement and events • Publicity supports and market communications • Priority events to showcase Phoenician heritage and culture • Contribute to shared database of marketing and content	• Consumer research • Product development support • Capacity building • Support monitoring and evaluation measures and reports

C. Roadmap

35. The following roadmap and action plan provide the framework for the development and creation of visitor experiences built on the rich culture and heritage of the Phoenicians' Route. It is underpinned by an understanding of the significant work already undertaken by the partners and the networks they have established in the region. The Phoenicians´ Route Cultural Tourism Programme will use this foundation to build a shared vision and collaborative action plan that prioritizes actions that can be delivered over 24 months to build cultural tourism itineraries and experiences, promote trade and community involvement and attract international attention and investment.

36. The Roadmap is informed by recent and best examples of experience and destination development. In particular it builds on the experience of the Silk Road model, which has been led and pioneered by UNWTO and UNESCO as well as by the framework, systems and values developed by the Council of Europe in accrediting and supporting over 33 cultural routes. The expertise of other partners will also bring significant support to this programme.

37. The roadmap will mainly consist of three phases and 10 key activities:

    I.   Situation analysis and needs assessment

        1. Establish the programme´s governance structure
        2. Conduct a situation analysis
        3. Finalize vision and proposition

      II.   Product development and awareness raising

          4. Develop cultural tourism itineraries
          5. Engage stakeholders for capacity building
          6. Advance travel facilitation
          7. Implement the marketing and promotion plan

      III.   Programme evaluation and long term development strategy

          8. Measure and evaluate performance
          9. Explore programme enlargement potential and requirements
        10. Set up a long term development strategy

D. Action Plan

38. The action plan provides the detailed description of the phases and activities listed in the roadmap. It defines the leading organization or institution of each activity and details what needs to be done and how, in order to get the intended outcomes. This will serve in setting a clearer time frame for the programme and estimate an accurate budget.

Phase I: Situation analysis and needs assessment

39. Phase I will aim at analyzing the current situation of the Route and it will involve assessing its capacity to deliver experiences based on the assets it has along it from heritage, natural and cultural wealth and involved and engaged stakeholders, as well as the different needs and priorities of members of the Working Group. It will recognize previous studies, existing skills and note all relevant activities and plans of key partners, particularly those of the Council of Europe´s cultural route management, its scientific committee and its university network. The time frame for this phase will be from 4 to 6 months.

- **Activity 1: Establish the programme´s governance structure**

40. The Phoenicians´ Route Cultural Tourism Programme will be executed under the overall responsibility of UNWTO. This will include overall management of programme activities, in close coordination with the Council of Europe, as well as reporting, monitoring and evaluating the activities.

41. The Ministry of Tourism of Lebanon will secure the essential logistical and financial means for the implementation of the programme. Other potential partners and stakeholders will be invited to contribute to the programme, with financial resources and participation in the programme´s governance structure.

42. **The Working Group (WG)** will continue to act as the main advisory board for the programme. It will meet twice during the programme´s life span. The two tentative dates for the Working Group would be in phase I when launching the programme and at the end of phase III towards the end of the programme to present the initial results of the cultural tourism routes development and marketing and promotion campaigns. The membership of the working group will be expanded to include a balanced representation of Ministries of Tourism and Culture (including all national governments represented in the Council of Europe´s Phoenicians' Cultural Route), regional and local authorities; International organizations such as the Council of Europe, UNWTO, etc…; academia, private sector representatives and destination management organizations.

43. **A Steering Committee (SC)** will serve as the programme´s coordinating and managing body and will formally steer the implementation of the programme, its main roles will be to monitor the implementation, advise, coordinate and assist in resource mobilization. The Steering Committee will comprise around 5 to 6 members including the Ministry of Tourism of Lebanon, the Council of Europe, the Association of the Mediterranean Chambers of Commerce and Industry (ASCAME) and UNWTO.

44. The members will be identified and designated by collectively by the Core Working Group and invited to be part of the Steering Committee. The latter will be holding a meeting on a biannual basis (twice a year). Costs associated with the holding of these meetings will be either covered by host countries/cities/organizations, or provided for in the programme ´s budget. The core responsibilities of the Steering Committee include:
    - Facilitation of the institutional agreements that are necessary for effective programme implementation;
    - Provision of guidance and recommendation with regard to the programme objectives and strategy;
    - Approval of activities and ensuring their adherence to delivering on the programme priorities.

- **Activity 2: Conduct a situation analysis**

45. UNWTO will lead and manage the information collection and desk research. It will be supported in this task by stakeholders. Data to be gathered will include general information on the Phoenicians´ Route and its history, previous initiatives aligned with the current programme, information about the towns, cities and countries that are along the Phoenicians´ Route, as well as a comprehensive audit of heritage sites, Government policies and best practices related to its conservation and management for tourism.

46. The analysis will take stock of the involvement of local communities in the current activities of the Phoenicians' route and the potential for their future engagement in the cultural tourism programme, as

one of the objective of the activities will be for local communities to benefit from its impact and implementation in line with the criteria set out by the Council of Europe and UN Conventions.

47. The output of this activity will facilitate the development of a cluster map of destinations along the Phoenicians´ Route that is informed by the Phoenician asset base and visitors patterns.

- **Activity 3: Finalize vision and proposition**

48. The vision and proposition will be finalized in the light of the results of the situation analysis, provided under project activity 2, mentioned above.

49. This is an important milestone as, based on these conclusions, the clear key areas of focus will be decided to develop the Phoenicians´ Route Cultural Tourism Programme. Some of the top priorities and needs would include: cultural tourism itineraries development, stakeholder and community engagement, capacity building and marketing and promotion

Phase II: Product development and awareness raising

50. Phase II will aim at developing tourism products and identifying and prioritizing major essential actions to position the Route as an iconic tourism destination through raising awareness and proper marketing and promotion. The time frame for this phase will be from 12 to 18 months.

- **Activity 4: Develop cultural tourism itineraries**

51. In this activity, the steering committee will lead and manage the selection and development of 2 to 3 pilot cultural tourism itineraries along the Phoenicians´ Route in the light of the results of the situation analysis and needs assessment, provided for under activity 2 above. Some good examples of itineraries already developed will be used in the initial stage of the programme and will be built upon subsequently.

52. The first itineraries to be developed will be based on agreeing the visitor experiences that are most motivating and compelling, in the best strategic locations that are easy to reach, attractive to tourists and safe to visit. This proposal should be informed by the needs and priorities set by the Steering Committee and experiences in developing tourism products, specifically cultural tourism itineraries ideally in the Mediterranean area.

53. The itineraries themes and experiences will be informed and enhanced by delivering an interpretative workshop and participation in a field mission to the countries and destinations that are part of the offer.

54. There will also be a need to provide guidelines on how to protect and safeguard the cultural heritage along the itineraries. To do so, UNWTO, jointly with other international organizations, will conduct research and review good practice models that could be applied and adopted by new destinations and partners.

55. This programme affords the opportunity to develop a shared vision among governments of the Mediterranean region on sustainable tourism experiences and products, underpinned by responsible tourism practices and visitor management systems at Phoenicians' sites and inspired by UNESCO´s guidelines on sustainable tourism at World Heritage sites, as well as by provisions of UNWTO´s and the Council of Europe´s relevant legislative frameworks, including its Convention-based instruments such as the European Landscape Conventions, the Faro, Valletta and Granada Conventions, and the UN Sustainable Development Goals (SDGs) and the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns (10-YFP).

56. Finally, practical guidelines on delivering unique visitor experiences along the Phoenicians' Route will be published by UNWTO.

- **Activity 5: Engage stakeholders for capacity building**

57. A network of practitioners as well as destination and community ambassadors will be developed to support tourism partners deliver the Phoenician experience, exchange ideas, good practices and grow and develop the visitor itineraries. The programme´s vision, proposition, information and guidelines published by UNWTO will be shared with selected tour operators, site managers, businesses and communities who have been identified as potential partners in the work done in phases I and II.

58. An online tool kit containing guidelines and recommended practices will be designed and shared with all potential partners. Workshops will be organized in participating destinations and further commitment will be sought to enhance the quality of visitor experiences. The committed businesses and stakeholders who will participate in the workshop will be allowed to use the programme's logo and participate in seminars, conferences and trade shows.

- **Activity 6: Advance travel facilitation**

59. Travel facilitation is closely interlinked with tourism development and can be a tool to foster increased demand and generate economic development, job creation and international understanding. Significant progress can be achieved in this area by maximizing the use of information and communication technologies in improving visa procedures and air connectivity. UNWTO will work with stakeholders from

local and regional governments and the private sector to facilitate the process of obtaining visas to countries that form part of the Phoenicians´ Route Cultural Tourism Programme. Furthermore, it will provide differentiated treatment to facilitate tourist travel and transportation. All these actions will be agreed upon between governments through bilateral agreements.

- **Activity 7: Implement the marketing and promotion plan**

60. UNWTO will develop a marketing and communication plan based on the routes' brand vision and proposition. This will be supported with specific promotional campaigns for 2 or 3 pilot projects. The plan will be informed by research on different market segments to be targeted, respective key messages and actions to be taken as well as an assessment of the budget that will be needed to implement the campaign. Some marketing material that is already available may be used in the initial phase of the programme. It will later be updated and aligned with the newly developed marketing and promotion plan.

61. The aim will be to raise awareness and inform potential tourists through various channels (online, offline, PR) about the Phoenicians´ Route and the cultural tourism itineraries developed as part of the route.

Below is an example of a simplified marketing objective and related strategy pillars:

Figure: Phoenicians' Route – Marketing & Communications: Objective & Strategy Pillars 2016 – 2018 example

62. Following that, UNWTO will build a database of marketing and communication contents and design for the Phoenicians´ Route. This online database containing the agreed brand and identity content of the programme will be accessible to stakeholders such as Member States, and committed partners such as tour operators and businesses, to use and market and promote the Phoenicians´ Route in a consistent way across different countries, increasing the brand image and recognition.

63. With these tools and information, Member States and stakeholders can implement the communication and marketing campaigns aiming at raising awareness and promoting the Phoenicians´ Route in each of their own destinations. The campaigns will focus on consumers' engagement and will be followed by an assessment of the success of the execution, by measuring the amount of media coverage and the participation of tourism businesses in promoting the Phoenicians´ Route through fairs, trade shows, exhibition, etc.

64. Finally, UNWTO will work with stakeholders to develop a user friendly website for the Phoenicians´ Route Cultural Tourism Programme. The website may be designed to build on the existing platform and content and maximize the opportunity to share resources and expertise. It will be informed by best and most recent online consumer engagement models and include user-friendly information on the Phoenicians´ Route and its history, a compilation of experiences and tours offered and the list of trade partners. It will link to the existing Council of Europe´s website for more in-depth information as well as other partner links and contacts. The success and popularity of the website will be measured through online analytics, such as number of unique visitors, number of repeated visitors, time on the website, etc.

Phase III: Programme evaluation and long term development strategy

65. Phase III will aim at assessing the current itineraries and identifying actions to be implemented further to improve the experiences and create new ones. This phase will also aim at setting up a mid-term and long term policy and strategy. This phase will be developed between 18 and 24 months.

- **Activity 8: Measure and evaluate performance**

66. Even though there will be an assessment of each activity with specific KPIs, it will be necessary to carry out an overall evaluation of the programme's outcomes. To this end, UNWTO will be working closely with the group in:
    a. Measuring the impact of awareness raising activities regarding the Phoenicians´ Route, particularly through media mentions and press coverage.
    b. Measuring the success of the promotional campaign through indicators such as the number of tourists buying or making inquiries about the Phoenicians´ Route to tour operators through stakeholder or business survey.
    c. Measuring the experience delivered along the route by asking tourists to fill questionnaires about their satisfaction level with their experiences.
    d. Measuring the socio-economic impact of Cultural Tourism Programmes related to the Phoenicians' Route, at the local level.

67. Based on the results of this overall evaluation, recommended practices will be identified and showcased. These good practices will be used for additional capacity building training and technical support for existing initiatives as well new ones.

- **Activity 9: Explore programme enlargement potential and requirements**

68. Following the assessment made, 2 or 3 more enlarged and diversified itineraries will be developed along the Phoenicians´ Route with the support of Member States and UNWTO. These new offerings will be added to the website and the stakeholders will be provided with the proper technical support and trainings to offer an authentic experience aligned with the other cultural tourism itineraries previously developed.

69. Also advocacy campaigns will be developed, to portray what has been already accomplished and the positive impact the development of the route had on Member States and stakeholders.

70. The success of this activity will be assessed by means of specific indicators on the commitment and level of cooperation among participating stakeholders.

- **Activity 10: Set up a long term development strategy**

71. Based on the achievements during the first and second phase and informed by tourists' experiences, a long term development strategy will need to be developed by the Working Group. The strategy will define long term actions and plans required to broaden the participation of stakeholders, further develop product offerings and itineraries, strengthening the Phoenicians´ Route brand as iconic cultural tourism itineraries capable of bringing back to life the ancient civilization of the Phoenicians.

E. Timeframe

Phases	2016						2017											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1 Situation analysis	■																	
2 Product development		■	■	■	■													
3 Launch and presentation					■		■		■								■	
4 Safeguarding and protection guidelines					■	■	■	■										
5 Travel facilitation study						■	■	■	■									
6 Marketing and communication plan				■	■	■												
7 Marketing implementation and branding							■	■	■	■	■	■	■	■	■	■		
8 Networking and capacity building workshops												■		■				
9 Assessment															■	■	■	
10 Long term development strategy																■	■	■
Reports	X1				X2		X3	X4	X5								X6	X7

X1: Situation analysis   X2:Programme´s itineraries   X3: Marketing and communication   X4: Guidelines for protecting heritage

X5: Travel facilitation   X6: Assessment   X7: Long term strategy