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FAMAGUSTA CHAMBER OF COMMERCE

ACTION PLANS FOR THE FREE FAMAGUSTA AREA

February 2006

FREE FAMAGUSTA AREA TOURISM STRATEGY

ACTION PLANS – PRODUCT DEVELOPMENT

The Recommendations for Product Development & Enhancement are categorised as follows:

❑ **Visitor Accommodation & Catering**

- PD1: Replacement of low quality guest accommodations
- PD2: Villa Accommodations
- PD3: Accommodation Improvement Scheme
- PD4: Catering & Cuisine

❑ **Visitor 'Attractors'**

- PD5: Golf
- PD6: Marina
- PD7: Diving
- PD8: Bowling
- PD9: Casino

❑ **Sports Tourism**

- PD10: Team Sports Facilities
- PD11: Indoor Arena
- PD12: 50m Swimming Pool

❑ **Cultural & Heritage Tourism**

- PD13: Village Tourism
- PD14: Church Trail
- PD15: Amphitheatre

❑ **Nature based attractions**

- PD16: Cape Greco
- PD17: Marine Park

❑ **Recreational Activities**

- PD18: Coastal Walkway
- PD19: Walking
- PD20: Cycling

❑ **Transportation**

- PD21: Public Transport
- PD22: Airport Transfer
- PD23: Road Train
- PD24: Environmental Protection
- PD25: Blue Flag Beaches
- PD26: Roads and Pedestrian Ways
- PD27: Streetscapes
- PD28: Signage

<i>Recommendation</i>	<i>Priority</i>	<i>Relevance to overall plan</i>	<i>Timescale</i>	<i>Ease of implementation</i>	<i>Relative cost level</i>	<i>Suggested core budget £</i>
PD1: Replacement	Very High	Critical	Season 2006	Complex	High	Not known
PD2: Villas	Medium	Medium	2007 on	Straightforward	Low	Not necessary
PD3: Accommodation Imprvt.	High	Significant	2006 prepare	Complex	High	Private Sector
PD4: Catering & Cuisine	High	Central	2006 prepare	Straightforward	Low	5,000
PD5: Golf	High	Central	Open 2008	Complex	High	6,000,000
PD6: Marina	Very High	Critical	2006 work start	Complex	High	Not known
PD7: Diving	Medium	Significant	2006 study	Complex	Medium	Study 10,000
PD8: Bowling	Medium	Medium	2007/8 open	Straightforward	Low	80,000
PD9: Casino	High	Medium	Legislation	Straightforward	Low	NA
PD10: Team Sports Facilities	Very High	Critical	2007 Masterplan	Complex	High	10,000,000 +
PD11: Indoor Arena	High	Central	2007 Masterplan	Complex	High	For 10,11,12
PD12: 50m Swimming Pool	High	Central	2007 Masterplan	Complex	High	As above
PD13: Village Tourism	High	Central	2006 competition	Medium	Low	50,000
PD14: Church Trail	High	Significant	2006-2008	Straightforward	Medium	30,000
PD15: Amphitheatre	High	Significant	Open 2008	Straightforward	Medium/High	500,000
PD16: Cape Greco	High	Central	2007	Straightforward	Low	15,000
PD17: Marine Park	Medium	Medium	Study 2007	Complex	Medium	20,000
PD18: Coastal Walkway	Very High	Critical	2006/7	Straightforward	Medium	Not known
PD19: Walking	High	Central	2006	Straightforward	Low	15,000
PD20: Cycling	High	Central	2007	Straightforward	Low/medium	35,000
PD21: Public Transport	Very High	Critical	2007	Straightforward	Low	20,000
PD22: Airport Transfer	Very High	Central	2007	Straightforward	Low	5,000
PD23: Road Train	Medium	Medium	2007	Medium	Low	15,000
PD24: Environmental Protection	Very High	Critical	2006 onwards	Complex	High	Central Gov't Budget

<i>Recommendation</i>	<i>Priority</i>	<i>Relevance to overall plan</i>	<i>Timescale</i>	<i>Ease of implementation</i>	<i>Relative cost level</i>	<i>Suggested core budget £</i>
PD25: Blue Flag Beaches	High	Central	2007	Straightforward	Low	Municipalities
PD26: Roads & Pedestrian Ways	High	Central	2006 onwards	Medium	High	Central Govt Budget
PD27: Streetscapes	Very High	Critical	2006 onwards	Complex	High	Municipalities & Private Sector
PD28: Signage	High	Significant	2006 onwards	Medium	Medium	Est, 250,000
				Minimum Core Budget		£17,050,000

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD1

<p>Recommendation:</p> <p><u>Low Quality Accommodation Removal</u> -the low quality accommodation in Ayia Napa and Protaras – principally self catering must be taken out of the market place as soon as possible.</p>	<p>Principal Impact:</p> <p>This will rid the resorts of downmarket visitors who come in high season at rock bottom prices. This in turn will assist in moving the image away from this aspect of past tourism.</p>	<p>Detailed Action Steps:</p> <p>CTO to implement its incentive scheme for the upgrade/withdrawal of low quality tourist accommodation as soon as possible.</p>
<p>Rationale/Relationship to Strategy:</p> <p>This is an essential part of the concept of repositioning the resorts and helping move them upmarket.</p>	<p>Lead Agency/Organisation:</p> <p>Cyprus Tourism Organisation (CTO)</p>	<p>Partners:</p> <p>Ministry of Tourism Ministry of Finance</p>
<p>Illustrative Cost CYP£:</p> <p>To be advised by CTO</p>	<p>Timeframe:</p> <p>Season 2006 onwards</p>	<p>Monitoring:</p> <p>Number withdrawn to be recorded each year and percentages reviewed. Published in CTO Annual Report</p>

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD2

Recommendation:

Villas - develop a number of upmarket villas for use as second homes and holiday rental properties. This must be planned exceptionally well and have low density well landscaped surroundings.

Principal Impact:

To provide a range of alternative accommodation for high quality and high cost accommodation. The objective is to make the region known as an upmarket resort area and again change the image, while encouraging out of season visits of good spenders.

Detailed Action Steps:

Ensure that the Ayia Napa, Paralimni and Eight Villages Plans allow and encourage such development in well chosen locations. Working with Dept of Town Planning & Housing ensure that high density proposals are refused permission. Ensure remaining free sites only have low density developments.

It is *critical* that there is a high standard of planning for such developments.

Rationale/Relationship to Strategy:

Encourages move up market to assist in image building and change of clientele. Assist off season growth.

Lead Agency/Organisation:

Ministry of Interior – Dept of Town Planning & Housing.

Partners:

Municipalities.
Private Developers.

Illustrative Cost CYP£:

Plans only

Timeframe:

2007/8 onwards

Monitoring:

Through the official planning process monitor numbers of applications and actual developments and number on market.

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD3

<p>Recommendation:</p> <p><u>Accommodation Improvement</u> - improvement of standards in lower grade hotel, hotel apartments and self catering is to be encouraged.</p>	<p>Principal Impact:</p> <p>To assist in improving the quality overall in the resorts. While many high quality accommodation units are evident others are appearing to reduce standards and again impact negatively on the image and overall quality of the region.</p>	<p>Detailed Action Steps:</p> <p>A two pronged approach is recommended:</p> <ol style="list-style-type: none"> 1. A campaign among owners to keep up standards for the region co-ordinated by the Municipality and Chamber of Commerce – encouraging those not making the grade. For example run a quality seminar or produce a newsletter highlighting good practice. 2. CTO Inspectors to encourage raising of standards and implement tougher controls.
<p>Rationale/Relationship to Strategy:</p> <p>The image of the region can be damaged by having too many accommodation units of lower standards and poor delivery. This will help an upmarket movement.</p>	<p>Lead Agency/Organisation:</p> <p>Municipalities/ Chamber of Commerce Regional Tourism Organisation.</p>	<p>Partners:</p> <p>CTO Private sector.</p>
<p>Illustrative Cost CYP£:</p> <p>None to public purse.</p>	<p>Timeframe:</p> <p>2006 onwards</p>	<p>Monitoring:</p> <p>Number of units moving up grades as inspected by CTO.</p>

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT : Recommendation Number PD4

<p>Recommendation:</p> <p>Catering & Cuisine – the Free Famagusta must develop a reputation for interesting high quality cuisine based on the local produce of the area. Hotels should be encouraged to experiment and the village specialist restaurants promoted more widely.</p>	<p>Principal Impact:</p> <p>To help develop stand out for the region and highlight its links with the 'red earth' and its' many fruits and vegetables.</p>	<p>Detailed Action Steps:</p> <ol style="list-style-type: none"> 1. Develop 'A taste of the region' concept. 2. Highlight key menus and products including recipes to interest visitors. 3. Develop a brand for regional cuisine. 4. Launch in key hotels and restaurants.
<p>Rationale/Relationship to Strategy:</p> <p>Quality tourism relies on excellence in cuisine and in products used. Gourmet tourism is an industry in itself and any move of standards up market must see good cuisine everywhere.</p>	<p>Lead Agency/Organisation:</p> <p>Regional Tourism Organisation</p>	<p>Partners:</p> <p>Chamber of Commerce; Hoteliers/Restaurants.</p>
<p>Illustrative Cost CYP£:</p> <p>CYP£5K per annum</p>	<p>Timeframe:</p> <p>Prepare in 2006 for 2007 launch</p>	<p>Monitoring:</p> <p>Start of scheme; Number of participants; Evidence of local produce recipes and menus.</p>

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD5

<p>Recommendation:</p> <p><u>Golf</u> - develop a championship quality golf course at Ayia Napa. This is a <i>key infrastructure project</i> for widening the appeal of the region. It must be given high priority by Government and the opportunity for viability. In the longer term it would be better to have a group of golf courses in the east of the island but this is currently unrealistic.</p>	<p>Principal Impact:</p> <p>To diversify the product base and link the resort into the golf 'route' on the island. It will also provide off season activity and appeal to a higher-spend market.</p>	<p>Detailed Action Steps:</p> <ol style="list-style-type: none"> 1. Obtain agreement on reasonable lease terms including length of tenure for commercial viability. 2. With the land now being agreed by Government a developer must be sought urgently. 3. The proposal must be put out to international tender through property development journals, following the drawing up of a full briefing package. <p>(We are concerned about the viability of the project with no villa development allowed).</p>
<p>Rationale/Relationship to Strategy:</p> <p>The concept of spreading the product base and extending the season through new upmarket products is an essential part of the strategy. Golf fills this need and helps in developing the up market image.</p>	<p>Lead Agency/Organisation:</p> <p>Ayia Napa Hoteliers Consortium – Forest Golf Ltd</p>	<p>Partners:</p> <p>Ministry of Interior (land) Municipality Private Developers</p>
<p>Illustrative Cost CYP£:</p> <p>CYP£6m</p>	<p>Timeframe:</p> <p>Open 2008</p>	<p>Monitoring:</p> <p>Date of agreement with Developer Development Status</p>

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD6

Recommendation:

Marina - develop a marina to the west of Ayia Napa. This is an ongoing project which is part of a complex tendering process at present. This region has historically had the linkages to the sea and is the prime area for marina development.

Linked to the marina is the need to develop nautical sports in the region

Principal Impact:

The marina will provide an opportunity to broaden the appeal of the region and to attract both foreign yachting visitors and those wishing to berth their boats that live overseas. Villa development of good quality should be encouraged by the marina and surrounding apartments will bring life and fun to the location. High quality nautical sports add to the appeal by up market visitors.

Detailed Action Steps:

We cannot advise on a public tendering process that is underway and with negotiations taking place.

Rationale/Relationship to Strategy:

The development of a marina product is essential for an island that promotes itself as such. Marina facilities are currently very limited and totally lacking in the east of the island.

Lead Agency/Organisation:

CTO

Partners:

Development Consortium
Municipality

Illustrative Cost CYP£:

Not Known

Timeframe:

2006 to start work

Monitoring:

Contract agreement
Start of construction
Completion date

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD7

<p>Recommendation:</p> <p>Wreck Provision - to provide a diving wreck in the region, carefully located and placed with full environmental considerations. Cyprus has only one good diving wreck at Larnaca and this area would be improved dramatically for divers. Wrecks can also benefit sea fishing and are used extensively for this purpose in the USA This may be linked to the marine park concept.</p>	<p>Principal Impact:</p> <p>To add another high quality product to the tourism appeal of the area and to provide business opportunities from the marina.</p>	<p>Detailed Action Steps:</p> <ol style="list-style-type: none"> 1. Commission a short feasibility study and examine the environmental constraints including EU Regulations on dumping. 2. Take advice from the USA based Artificial Reef Association or New Jersey Division of Fish & Wildlife who have implemented a wreck programme.
<p>Rationale/Relationship to Strategy:</p> <p>Provides another product and possibly two so that the range of quality products is expanded.</p>	<p>Lead Agency/Organisation:</p> <p>Municipalities/Regional Tourism Organisation</p>	<p>Partners:</p> <p>CTO Government Departments</p>
<p>Illustrative Cost CYP£:</p> <p>Study CYP£10,000</p>	<p>Timeframe:</p> <p>Study 2006 Implement 2007/8</p>	<p>Monitoring:</p> <p>Commissioning of study Implementation of plan</p>

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD8

Recommendation:

Lawn Bowls – this is popular sport in GB & Ireland and fits the image profile of off season tourism in Cyprus. It requires a bowling green to be built and maintained professionally. It could be a specialist product of an hotel and should attract good off season business.

Principal Impact:

Once again this adds to the range of off season products available and has an excellent market fit for key markets. Small competitions could be promoted also.

Detailed Action Steps:

1. Liaise with interested hoteliers and prepare specification with GB association.
2. Make financial start up incentive available.
3. Implement and market.

Rationale/Relationship to Strategy:

Broadens off season product base and appeals to appropriate market segment

Lead Agency/Organisation:

Private hotelier

Partners:

CTO & Regional Tourism Organisation

Illustrative Cost CYP£:

Development cost of CYP£80,000

Timeframe:

Open for 2007/8 winter season

Monitoring:

Number built

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD9

Recommendation:

CASINO The introduction of casino legislation to Cyprus would be a national decision that may be both difficult to take and controversial. Nevertheless if taken the Free Famagusta Region must be the location for a casino.

Principal Impact:

Casinos in resort regions such as Portugal have provided diversified client bases which extend seasonality substantially. Casinos can be modest in scale and not intrusive but provide added attractions for resorts.

Detailed Action Steps:

The region must lobby to ensure that there will be a regional spread of licenses and that resorts should be given priority allocation.

Rationale/Relationship to Strategy:

Casinos will help extend the season, diversify the product and attract more upscale visitors.

Lead Agency/Organisation:

Regional Tourism Organisation for lobbying.
Private sector to build and operate.

Partners:

Private sector.

Illustrative Cost CYP£:

None to public sector.

Timeframe:

When legislation permits.

Monitoring:

Date of Legislation.

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD10

<p>Recommendation:</p> <p>Sports Facilities - develop up to date sports facilities aimed at visiting teams for training. Football pitches, changing facilities and training facilities need to be integrated and state of the art. Professional teams expect first class pitches and facilities. Must be close to hotels. <i>A Masterplan for Sports facilities for the region can cover this recommendation and PD 11 and PD 12</i></p>	<p>Principal Impact:</p> <p>This was a very successful product in the past but the region has lost out to new competition in Cyprus and other countries. This will provide out of season business on a regular basis.</p>	<p>Detailed Action Steps:</p> <ol style="list-style-type: none"> 1. Get consensus on exact requirements. 2. Agree location of new facilities and 3. Seek funding package from Cyprus Sport Organisation as part of Regional Masterplan. <p>(CTO Action Plan for Sports Tourism must be considered and its incentive scheme).</p>
<p>Rationale/Relationship to Strategy:</p> <p>Out of season business is a priority to develop and there is a need to regain lost ground.</p>	<p>Lead Agency/Organisation:</p> <p>Ayia Napa Municipality & Paralimni Municipality.</p>	<p>Partners:</p> <p>CTO Cyprus Sports Organisation Ministry of Interior</p>
<p>Illustrative Cost CYP£:</p> <p>Combined cost of PD10, 11 & 12 could be over CYP£10m</p>	<p>Timeframe:</p> <p>Masterplan Complete by 2007 Results begin by 2009</p>	<p>Monitoring:</p> <p>Date of completion of Masterplan. Funding package obtained. Completion date</p>

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD11

Recommendation:

Indoor Stadium -develop a Regional Indoor Sports Stadium close to hotel facilities.

Consider as part of a Regional Sport Masterplan.

Principal Impact:

Provide a location for major indoor sports events in the region which will be attractive to visitors.
Provide a location for team training events linked to PD 9 above.

Detailed Action Steps:

1. Detailed study and plan to agree location at either Ayia Napa or Paralimni. This should be part of a Masterplan for the region.
2. Seek funding from Cyprus Sports Organisation and others.

Rationale/Relationship to Strategy:

Lack of an indoor stadium leaves the region at a disadvantage to the other regions of Cyprus.

Lead Agency/Organisation:

Ayia Napa Municipality & Paralimni Municipality.

Partners:

CTO
Cyprus Sports Organisation
Ministry of Interior

Illustrative Cost CYP£:

Combined cost of PD 10, 11 & 12 could be over CYP £10m

Timeframe:

Masterplan Complete by 2007
Results begin by 2009

Monitoring:

Date of completion of Masterplan.
Funding package obtained.
Completion date.

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD12

<p>Recommendation:</p> <p>Swimming Pool - develop a Regional 50M Swimming Pool</p> <p><i>Consider as part of a Regional Sport Masterplan.</i></p>	<p>Principal Impact:</p> <p>Provide a location for major swimming events in the region and team training by visiting teams.</p> <p>Provide a location for team training events linked to PD 9 and 10 above.</p>	<p>Detailed Action Steps:</p> <ol style="list-style-type: none"> 1. Detailed study and plan to agree location at either Ayia Napa or Paralimni. This should be part of a Masterplan for the region. 2. Seek funding from Cyprus Sports Organisation and others. <p>(The number of 50M pools in Cyprus will be an issue as will running costs).</p>
<p>Rationale / Relationship to Strategy:</p> <p>Lack of a 50m pool leaves the region at a disadvantage to the other regions of Cyprus</p>	<p>Lead Agency / Organisation:</p> <p>Ayia Napa Municipality & Paralimni Municipality.</p>	<p>Partners:</p> <p>CTO Cyprus Sports Organisation Ministry of Interior</p>
<p>Illustrative Cost CYP£:</p> <p>Combined cost of PD10,11 & 12 could be over CYP£10M</p>	<p>Timeframe:</p> <p>Masterplan Complete by 2007 Results begin by 2009</p>	<p>Monitoring:</p> <p>Date of completion of Masterplan. Funding package obtained. Completion date.</p>

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD13

Recommendation:

Village Tourism – this can become a feature of the region only if the villages become more attractive and ‘user friendly’ for visitors. Develop a competition with incentives for a Tourism Village Pilot Project. Villages can theme themselves linked to produce such as strawberries, watermelons, potatoes and local food and cooking

Principal Impact:

While some villages have good traditional restaurants and some historic artifacts they generally do not look well to the eyes of the visitor. A competition to find a willing and interested village will bring forward a pilot project where tidiness, signage, welcome and interesting ‘things’ to do and see are developed.

Detailed Action Steps:

1. Prepare a specification for a Tourism Village Pilot Project Competition which will have as an incentive a funding pool to use to improve it.
2. The village will require to provide tourist friendly inns and restaurants using local cuisine – historic or cultural trails with maps and signage – a cleaned up environment, a welcome for visitors and a theme perhaps local produce or crafts.
3. Publicise and run competition and find a winning village.
4. Two year implementation period with publicity.

Rationale / Relationship to Strategy:

The character of all the area must be improved for tourism. The villages currently do not have an attractive look with too much litter and too many eyesores. A competition with funds for the winner and guidance will help set a new standard and encourage the others.

Lead Agency/Organisation:

Regional Tourism Organisation with Cyprus Tourism Organisation

Partners:

Ministry of Interior.

Illustrative Cost CYP£:

Competition Prize of CYP£50,000

Timeframe:

Competition Launched 2006 with three month application period. Completed by 2008.

Monitoring:

Launch date; Commencement of pilot project; Completion date

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD14

<p>Recommendation:</p> <p><u>Cultural Tourism – Church Trail</u> Develop a cultural heritage trail around the ancient churches of the region</p> <p>(Ensure linkage to CTO's plans for a Byzantine Route)</p>	<p>Principal Impact:</p> <p>To help widen the tourism base of the region and make accessible the Christian heritage through accessible buildings, good interpretation and interesting itineraries. Museums may be included to broaden appeal.</p>	<p>Detailed Action Steps:</p> <ol style="list-style-type: none"> 1. Prepare a schedule and interpretive strategy for the main churches of interest. 2. Get agreement of church authorities for opening and interpretation. 3. Develop action plan and funding agreement.
<p>Rationale/Relationship to Strategy:</p> <p>Tourism products in the region require a range of special interests including cultural tourism</p>	<p>Lead Agency/Organisation:</p> <p>Regional Tourism Organisation/Chamber of Commerce & Industry</p>	<p>Partners:</p> <p>Villages Church Authorities Special Interest Tourist Association</p>
<p>Illustrative Cost CYP£:</p> <p>CYP£30,000</p>	<p>Timeframe:</p> <p>Commence 2006 – complete 2008</p>	<p>Monitoring:</p> <p>Schedule completion Commencement of project Completion of project</p>

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT : Recommendation Number PD15

Recommendation: Amphitheatre – there is a need for the provision of an amphitheatre in the Ayia Napa area overlooking the bay. This will be the location for spectacular cultural events.	Principal Impact: A 2,000 -2,500 seat amphitheatre will allow the provision of cultural events and other popular entertainments. The location is important and must be of a nature to attract visitors to share an emotional experience echoing the heritage and culture of the island.	Detailed Action Steps: <ol style="list-style-type: none"> 1. Agree location, size and facilities. 2. Examine funding options and operational approach. 3. Commission.
Rationale/Relationship to Strategy: The amphitheatre will help underpin the broadening of the cultural offer to the visitor in the peak and shoulder season, enhancing the cultural winter programme.	Lead Agency/Organisation: Ayia Napa Municipality	Partners: Regional Tourism Organisation/CTO
Illustrative Cost CYP£: Ca CYP£0.5m	Timeframe: Open within three years	Monitoring: Agreement on location and funds. Opening date

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD16

Recommendation:

Cape Greco National Park - to have additional interpretation of wildlife and features of interest. This is to complement the work on pedestrian trails and routes already being carried out.

This must be integrated with the Preservation Plan for 'Nature 2004' Programme

Principal Impact:

Provide a better welcome for visitors to this fascinating asset of the region. Interpretation and trails are currently limited.

Detailed Action Steps:

1. Prepare & implement interpretive strategy
2. Provide map/ guide or web based guide to the area.
3. Link to wider management plan.

Rationale/Relationship to Strategy:

Off season products are needed in the region and nature is a major plus point.

Lead Agency/Organisation:

Department of Forests

Partners:

CTO

Illustrative Cost CYP£:

CYP£15,000

Timeframe:

Commission 2006 – complete for 2007

Monitoring:

Commissioning of interpretive strategy
Completion of project

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD17

Recommendation:

Marine Park –this is an embryo concept that would require careful consideration with regard to preservation of underwater antiquities.

Principal Impact:

A marine park will add to the natural heritage attraction of the region and provide an incentive for naturalists and divers to visit.

Detailed Action Steps:

1. Commission feasibility study;
2. Consider implications to assess viability.

Rationale/Relationship to Strategy:

Once again this adds to the product mix and to the attraction of the region for specialist market segments.

Lead Agency/Organisation:

Ministry of Agriculture, Natural Resources & Environment

Partners:

Dept of Antiquities – Ministry of Communication & Works

Illustrative Cost CYP£:

Study CYP£20,000

Timeframe:

Feasibility study completed by 2007

Monitoring:

Commissioning of study and completion.
Possible implementation date.

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD18

Recommendation:

Coastal Walk – there is an urgent need to complete the planned coastal walk so that it is a product that will gain popularity and itself be a promotable tourism product. There should not be gaps and wooden sections along the sandy beaches are important. This is a **High Priority** Project.

Principal Impact:

Until it is completed without breaks it will not fulfil its potential. Long distance walks appeal to a wide market and this will be effective in the cooler seasons as an additional outdoor product appealing to all ages.

Detailed Action Steps:

Paralimni end of the route needs priority. Due to go to tender.

Rationale/Relationship to Strategy:

A high profile iconic project which will appeal to a wide market and give a boost to the regional image.

Lead Agency/Organisation:

Municipalities.

Partners:

Ministry of Interior
CTO

Illustrative Cost CYP£:

Not known

Timeframe:

Complete in 2006/7

Monitoring:

Section start and finish dates
Complete path formally opened

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD19

<p>Recommendation:</p> <p>Recreational Walking – in addition to the coastal path there is some scope for short walking trails in the towns and villages. Off season visitors welcome signed walks of known length calling at places of interest. These trails should be based on both Agai Napa and Protaras for winter walking but around several villages. There is merit in linking some of them to the E4 European Long Distance Path that runs in this area from near Ormideia, Xylofagou, Ayia Napa to Kermia.</p>	<p>Principal Impact:</p> <p>To add to the off season appeal when walking is a pleasant activity rather than mountain or hill walking.</p>	<p>Detailed Action Steps:</p> <ol style="list-style-type: none"> 1. Prepare town and village trails and check timings, points of interest and required signage. 2. Implement signage and prepare maps. 3. Promote usage.
<p>Rationale/Relationship to Strategy:</p> <p>Popular product for off season to increase appeal with more things to do.</p>	<p>Lead Agency/Organisation:</p> <p>Municipalities with Regional Tourism Organisation.</p>	<p>Partners:</p> <p>CTO</p>
<p>Illustrative Cost CYP£:</p> <p>Development CYP£10,000 Promotion CYP£5,000</p>	<p>Timeframe:</p> <p>Ready for winter 2006</p>	<p>Monitoring:</p> <p>Number of routes Usage</p>

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD20

Recommendation:

Recreational Cycling – this region is not suitable for off road cycling or mountain biking. It has potential for recreational or pleasure cycling aimed at family markets.

Link with CTO's cycling routes – the Cyprus Cycling Network. The network must be complete and integrated and not isolated routes with interruptions. Signs must be in accord with those of the CTO Cycling Network.

Principal Impact:

Assists in developing a family image and helps bring tourist deeper into the region.

Detailed Action Steps:

1. Prepare cycle route itineraries through the villages and install signage at key junctions or dangerous sections.
2. Link with Cycling Network.
3. Make cyclists welcome in villages.
4. Produce trail maps and make available.

Rationale/Relationship to Strategy:

Family friendly products and out of season products are needed to broaden appeal.

Lead Agency/Organisation:

Regional Tourism Organisation/Chamber of Commerce & Industry

Partners:

CTO –for technical assistance
Villages

Illustrative Cost CYP£:

Development CYP£25,000
Promotion CYP£10,000

Timeframe:

Develop plan 2006
Implement by 2007

Monitoring:

Routes developed & signage in place
Promotion commenced

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD21

<p>Recommendation:</p> <p>Local Transport – the use of buses and public transport must be made more accessible to visitors through the provision of timetable information in hotels and on the CTO website. Tourist tickets and passes should be made available for easy purchase.</p>	<p>Principal Impact:</p> <p>Through encouraging visitors to explore the local region on a day to day basis. If visitors use hire cars they may simply head to the city and other resorts. Local and regional tourism is encouraged on public transport.</p>	<p>Detailed Action Steps:</p> <ol style="list-style-type: none"> 1. Provide information at hotels on ticket purchase, timings and routes. 2. Provide information at bust stops. 3. Use CTO website to encourage and understand bus usage.
<p>Rationale/Relationship to Strategy:</p> <p>This encourages travel within the region and brings tourism to less known areas.</p>	<p>Lead Agency/Organisation:</p> <p>Regional Tourism Organisation / Chamber of Commerce & Industry with Bus Companies</p>	<p>Partners:</p> <p>Ministry of Communications CTO</p>
<p>Illustrative Cost CYP£:</p> <p>Marketing CYP£20,000</p>	<p>Timeframe:</p> <p>Commence 2007 season</p>	<p>Monitoring:</p> <p>Increase in usage by visitors</p>

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD22

Recommendation:

Airport Transfer Services – introduce high quality well publicized coach transfer services from Larnaca Airport to Free Famagusta to facilitate independent travellers.

Principal Impact:

The cost of travelling from Larnaca to Ayia Napa or Protaras by taxi is high and discourages independent travel. Existing services are poor quality and not advertised for tourists.

Detailed Action Steps:

Work with Ministry of Communications to provide a year round service to the region.

Rationale/Relationship to Strategy:

To help reduce dependence on charter markets and encourage independent off season visitors.

Lead Agency/Organisation:

Municipalities

Partners:

Ministry of Communications
CTO
Private operators.

Illustrative Cost CYP£:

Three year subsidy of CYP£5,000 per year

Timeframe:

2007

Monitoring:

Usage of service

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD23

Recommendation:

Road Train – introduce a typical resort ‘road train’ to encourage movement around the resorts on a hop on hop off basis. The train could route through villages once per day.

Principal Impact:

In encouraging local travel by tourists who may not have the initiative to explore the region.

Detailed Action Steps:

Seek an operator to introduce a service on a three year commitment and offer deficit funding on a degressive basis.

Rationale/Relationship to Strategy:

Travel around a peak season may be seen as too difficult in the heat. Such a service will encourage exploration.

Lead Agency/Organisation:

Regional Tourism Organisation/Chamber of Commerce & Industry

Partners:

Ministry of Communications
Municipalities

Illustrative Cost CYP£:

Three Year subsidy of CYP£15,000

Timeframe:

2007 season

Monitoring:

Commencement and usage

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD24

Recommendation: Protection of the following environmental features: <ul style="list-style-type: none"> • The river of Liopetri • The Forest of Ayia Napa • The Forests of Fanos and Ayioi Saranta and Panayia in Paralimni. • The Paralimni Lake • The Ahna Dam 	Principal Impact: Conservation and management of natural resources with high scenic, amenity and interests values.	Detailed Action Steps: Ensure protection Appropriate interpretation of resource Appropriate amenity recreational use
Rationale/Relationship to Strategy: Natural ambiance and environmental value for tourism and the area's repositioning	Lead Agency/Organisation: Dept. of Forests	Partners: Local government CTO RTO
Illustrative Cost CYP£: Central Govt Budget	Timeframe: Ongoing	Monitoring: Environmental and amenity quality & experience

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD25

Recommendation: ‘Blue Flag’ Beaches As the leading region for beaches a target of 90% qualifying for Blue Flag should be set. (Currently less than half have blue Flag Status).	Principal Impact: Improved amenities Independent endorsement of beach quality Heightened reputation	Detailed Action Steps: Improve programme of beach and water management to meet EU standard; Identify problem beaches; Commence programme to meet standards.
Rationale/Relationship to Strategy: Reinforcing the area’s strategic advantage re best beaches in Cyprus	Lead Agency/Organisation: Local Authorities	Partners: CTO Industry
Illustrative Cost CYP£: Municipalities operating budgets	Timeframe: Immediate & ongoing	Monitoring: Annual results Positive publicity Positive visitor reactions

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD26

Recommendation: Improvement of road & pedestrian access <ul style="list-style-type: none"> • Construction of pedestrian routes perpendicular to the coastline, linking tourist areas with the beaches and beach facilities. • Improvement of the Ayia Napa-Paralimni-Dherynia Road. • Improvement of the road leading to Famagusta in Dherynia. 	Principal Impact: Better and safer mobility routes	Detailed Action Steps: Each Local Authority should prepare the designs and support the scheme in order to get approval.
Rationale/Relationship to Strategy: Improving mobility of tourism within the area to provide more satisfying experiences.	Lead Agency/Organisation: Dept. of Town Planning & Housing	Partners: Local Authorities; CTO RTO
Illustrative Cost CYP£: Central Govt Capital Budget	Timeframe: Ongoing	Monitoring: Physical outputs/changes Visitor satisfaction

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD27

<p>Recommendation:</p> <p><u>Urban / Streetscape environmental enhancement schemes</u></p> <p>The Ayia Napa Municipality is preparing a pilot study with an architect for improving the shop fronts in Ayias Mavris and in Arch. Makarios Av. Leading to the harbour.</p> <p>The question of unapproved fixtures to buildings must be addressed.</p> <p>Future target areas include:</p> <p>Nissi Avenue in Ayia Napa; and coastal roads in Paralimni (except Protaras where a successful general improvement and face lifting scheme has been implemented).</p>	<p>Principal Impact:</p> <p>Improved aesthetics and experience. The outrageous club fronts and structures notably in Ayia Napa present a very poor image of the resort especially if it is to be repositioned upmarket and as a family experience. Proper planning control must be set in place as new streetscapes can only be effective if the complete environment is improved.</p>	<p>Detailed Action Steps:</p> <p>Preparation of plans (competition proposed for Ayia Napa);</p> <p>Full Conformity with Area Plans and Legislation re planning and structures;</p> <p>Secure funding;</p> <p>Ensure ongoing maintenance</p>
<p>Rationale/Relationship to Strategy:</p> <p>Repositioning of destination and appeals to more discerning market.</p>	<p>Lead Agency/Organisation:</p> <p>Local Authorities</p>	<p>Partners:</p> <p>Government</p>
<p>Illustrative Cost CYP£:</p> <p>Municipalities Budget and private sector investment</p>	<p>Timeframe:</p> <p>Ongoing</p>	<p>Monitoring:</p> <p>Outputs/Changes</p> <p>Satisfaction levels</p>

FREE FAMAGUSTA STRATEGY – PRODUCT DEVELOPMENT: Recommendation Number PD28

<p>Recommendation:</p> <p>Enforce more appropriate <u>signage practices</u> Sign pollution is a major concern as it is degrading the environment and spoiling the urban vistas.</p> <p>This is a High Priority issue.</p>	<p>Principal Impact:</p> <p>Removal of undesirable visual pollutants; Improved urban and roadside landscapes; Increasingly attractive and distinctive urban environment.</p>	<p>Detailed Action Steps:</p> <p>Implement existing legislation/regulations Review and change regulations if necessary Provide technical advice re commercial signage on buildings Review widespread use of national flags/emblems Consider using gaps between buildings for advertising.</p>
<p>Rationale/Relationship to Strategy:</p> <p>Aimed at improving the man-built environmental ambience of the area to heighten its appeal to more discerning tourists</p>	<p>Lead Agency/Organisation:</p> <p>Local Authorities</p>	<p>Partners:</p> <p>Relevant Govt. Ministries/Departments CTO</p>
<p>Illustrative Cost CYP£:</p> <p>Est CYP£250,000</p>	<p>Timeframe:</p> <p>Immediate & ongoing</p>	<p>Monitoring:</p> <p>Removal of unsightly and over elaborate signage Visitor reactions</p>

FREE FAMAGUSTA AREA TOURISM STRATEGY

ACTION PLANS – QUALITY OF THE EXPERIENCE

The Recommendations for Quality of the Experience are categorised as follows:

- ❑ **The Welcome**
 - QE1: Tourism Awareness
 - QE2: A Sense of Place
 - QE3: Visitor Information
- ❑ **Quality Service Delivery**
 - QE4: Training & HR Development
 - QE5: Excellent Host Programme
- ❑ **The Natural Environment**
 - QE6: Environmental Best Practice
- ❑ **The Man-Made Environment**
 - QE7: Tidy Village/Town Competition

<i>Recommendation</i>	<i>Priority</i>	<i>Relevance to overall plan</i>	<i>Timescale</i>	<i>Ease of implementation</i>	<i>Relative cost level</i>	<i>Suggested core budget £</i>
QE1: Tourism Awareness	High	Central	2006 onwards	Complex	Low	50,000
QE2: A Sense of Place	Very High	Critical	Q1 2006	Complex	Medium	Collaborative
QE3: Visitor Information	Very High	Significant	Q3 Pilot system	Straightforward	Medium	Not known
QE4: Training/HR Development	High	Critical	2006 onwards	Complex	High	Education & Private Sector
QE5: 'Excellent Host' Programme	Medium	Central	2007	Straightforward	Low	Sponsorship
QE6: Environment 'Best Practice'	Medium	Central	2007	Medium	Low	50,000
QE7: Tidy Towns Competition	Medium	Significant	2007	Straightforward	Low	Sponsorship
				Minimum Core Budget		CYP £100,000

Note: It is implied that the aspects of Quality not covered in the Regional Action Plan are covered in the Strategic Plan i.e. that these are aspects that the CTO is nationally dealing with, such as the Quality Indicators System, the Tourism Academy, the upgrade of accommodation establishments, the upgrade of catering establishments and the Vakhis Program.

FREE FAMAGUSTA STRATEGY – QUALITY: Recommendation Number QE1

Recommendation: A <u>systematic tourism awareness programme</u> within the region	Principal Impact: Greater consciousness & community responsibility re tourism Greater awareness of reciprocal negative impacts Greater disposition to take actions necessary to maintain better quality of life for permanent and temporary (visitors) residents.	Detailed Action Steps: Seminars targeted at key information gatekeepers (e.g. media; educators; policy makers, etc.) Continuous dissemination of information; Encouragement of public debate
Rationale/Relationship to Strategy: To improve the quality of tourism experiences by instilling a greater understanding of impacts of tourism in the economic, socio-cultural and environmental life of the area.	Lead Agency/Organisation: Cyprus Tourism Organisation/Regional Tourism Organisation	Partners: Industry Associations; CCI Ministry of Education Media
Illustrative Cost CYP£: CYP£50,000	Timeframe: Immediate & on-going	Monitoring: Quality of Life index Visitor feed-back

FREE FAMAGUSTA STRATEGY – QUALITY: Recommendation Number QE2

<p>Recommendation:</p> <p>Create a ‘sense of place’ through use of appropriate atmosphere creating techniques, including signage, street décor, etc.</p> <p>A hierarchy of Welcome Signs is required from the regional boundary with the regional theme/logo carried over onto municipal signage.</p> <p>Information signage at key locations will maintain the theme.</p>	<p>Principal Impact:</p> <p>Conveying a distinctive sense of location.</p> <p>Differentiating the area from other parts of the island.</p> <p>Projecting a visitor friendly/welcoming environment.</p>	<p>Detailed Action Steps:</p> <p>Survey of initiatives</p> <p>Source best practice elsewhere – Regional themes carried over to municipalities – e.g. French regions, German Lander.</p> <p>Prepare detailed plan</p> <p>Secure funding and implementation vehicles</p>
<p>Rationale/Relationship to Strategy:</p> <p>Differentiated ambiance, visitor environment aimed at changing visitor perceptions and experiences</p>	<p>Lead Agency/Organisation:</p> <p>Local Authorities</p>	<p>Partners:</p> <p>CTO RTO Industry partners</p>
<p>Illustrative Cost CYP£:</p> <p>Collaborative</p>	<p>Timeframe:</p> <p>2006 & beyond</p>	<p>Monitoring:</p> <p>Visual impact Reactions of visitors</p>

FREE FAMAGUSTA STRATEGY – QUALITY: Recommendation Number QE3

<p>Recommendation:</p> <p><u>Improve visitor information services</u></p> <p>CTO provision of a national network must remain in place – TIC Networks are essential.</p> <p>The CTO TIC must co-ordinate and work closely with the local providers.</p>	<p>Principal Impact:</p> <p>More accessible and user friendly information networks for visitors,</p> <p>Positive impacts on visitor behaviour and expenditure patterns.</p>	<p>Detailed Action Steps:</p> <p>Determine most useful information points</p> <p>Co-ordinate CTO and RTO provision</p> <p>Innovate with methods of delivery & ensure integrated TIC image</p> <p>Seek co-sponsors</p> <p>Pilot programmes</p>
<p>Rationale/Relationship to Strategy:</p> <p>Providing visitors with a broader range of things to do & see in a more efficient manner to alter their perceptions and behaviour</p>	<p>Lead Agency/Organisation:</p> <p>Local Authorities & Regional Tourism Organisation</p>	<p>Partners:</p> <p>Industry partners</p> <p>Commercial sponsors</p>
<p>Illustrative Cost CYP£:</p> <p>Not known – dependent on scale and scope of services</p>	<p>Timeframe:</p> <p>Pilot in 2006</p> <p>Implement 2007-08</p>	<p>Monitoring:</p> <p>Usage</p> <p>Reaction</p> <p>Expenditure patterns</p>

FREE FAMAGUSTA STRATEGY – QUALITY: Recommendation Number QE4

<p>Recommendation:</p> <p>Devise a comprehensive on the <u>job training and continuous education</u> in the tourism sector</p> <p>To ensure a trained workforce of the area meet the future needs of the tourist. To develop the capacity of those engaged in the sector to progress</p>	<p>Principal Impact:</p> <p>Better service delivery</p> <p>Happier and more committed workforce</p>	<p>Detailed Action Steps:</p> <p>Assess ongoing training needs;</p> <p>Devise system for better and more appropriate delivery of training</p> <p>Incentivise staff to participate</p>
<p>Rationale/Relationship to Strategy:</p> <p>The need to develop and maintain a cadre of qualified professionals with a broad range of skills at all levels to meet the employment needs of the sector.</p>	<p>Lead Agency/Organisation:</p> <p>Regional Tourism Organisation</p>	<p>Partners:</p> <p>Industry partners; Min. of Education CTO (Tourism Academy) Human Resource Development Authority</p>
<p>Illustrative Cost CYP£:</p> <p>Min of Education budget and industry investment</p>	<p>Timeframe:</p> <p>2006 and beyond</p>	<p>Monitoring:</p> <p>Participation levels Service standards Visitor satisfaction levels.</p>

FREE FAMAGUSTA STRATEGY – QUALITY: Recommendation Number QE5

<p>Recommendation:</p> <p>Launch a regional <u>'Excellent Host Programme'</u> for front line personnel in hospitality, retail and transport sectors.</p> <p>The training would familiarize all participants with correct and accurate information on the area's history, geography, civics, economics, culture, flora, fauna and places of interest. Additional emphasis is placed on attitudinal training, teamwork and cooperation. Graduates of the programme would be issued with identification badge or decal.</p>	<p>Principal Impact:</p> <p>Increased job satisfaction and pride in work Increased visitor satisfaction Improved economic activity</p>	<p>Detailed Action Steps:</p> <p>Programme to be designed and developed in conjunction with the detailed action plan for the training of tourism front line workers and auxiliary staff as part of a comprehensive human resource development programme.</p>
<p>Rationale/Relationship to Strategy:</p> <p>Aims to improve service delivery and more genuine visitor experiences</p>	<p>Lead Agency/Organisation:</p> <p>Cyprus Tourism Organisation/Regional Tourism Organisation/Chamber of Commerce</p>	<p>Partners:</p> <p>Hoteliers, taxi drivers & retail associations, private sector and community based industry partners</p>
<p>Illustrative Cost CYP£:</p> <p>Sponsorship est, CYP£10,000</p>	<p>Timeframe:</p> <p>Launch in 2006</p>	<p>Monitoring:</p> <p>200 front-line and other workers etc. taxi drivers, police, salespersons etc. trained in Year One and some 1,500 workers trained under programme by Year 3.</p>

FREE FAMAGUSTA STRATEGY – QUALITY: Recommendation Number QE6

Recommendation: Introduce environmental best practices to municipality and private sector management.	Principal Impact: Better managed environment More pleasant experience Less damage to environment and conservation of scarce natural resources	Detailed Action Steps: Provide technical assistance/guidance as to current best practices; Adopt international standards, e.g. Green Globe, etc.
Rationale/Relationship to Strategy: Improved environment and experience compatible with the expectations of more discerning visitors	Lead Agency/Organisation: Cyprus Tourism Organisation/Regional Tourism Organisation	Partners: Industry Associations Commercial Partners Local Authorities Min. of Agriculture (Environmental Services)
Illustrative Cost CYP£: Est. CYP£50,000	Timeframe: Pilot at least one programme in 2006	Monitoring: Local Authorities' and business' response Visitor reaction

FREE FAMAGUSTA STRATEGY – QUALITY: Recommendation Number QE7

Recommendation: Launch an <u>annual Tidy Village/Town competition</u>	Principal Impact: Positive environmental impacts; Increased public/ community awareness about the environment	Detailed Action Steps: <ol style="list-style-type: none"> 1. Devise programme criteria etc 2. Secure commercial sponsor(s) 3. Launch & implement
Rationale/Relationship to Strategy: Improve the physical environmental experience and ambiance for residents and visitors	Lead Agency/Organisation: Regional Tourism Organisation	Partners: Local Government; Community Groups Business Community
Illustrative Cost CYP£: Sponsorship (min CYP£15,000)	Timeframe: 2007 onwards	Monitoring: Annual participation levels; Observation; Resident & visitor reactions

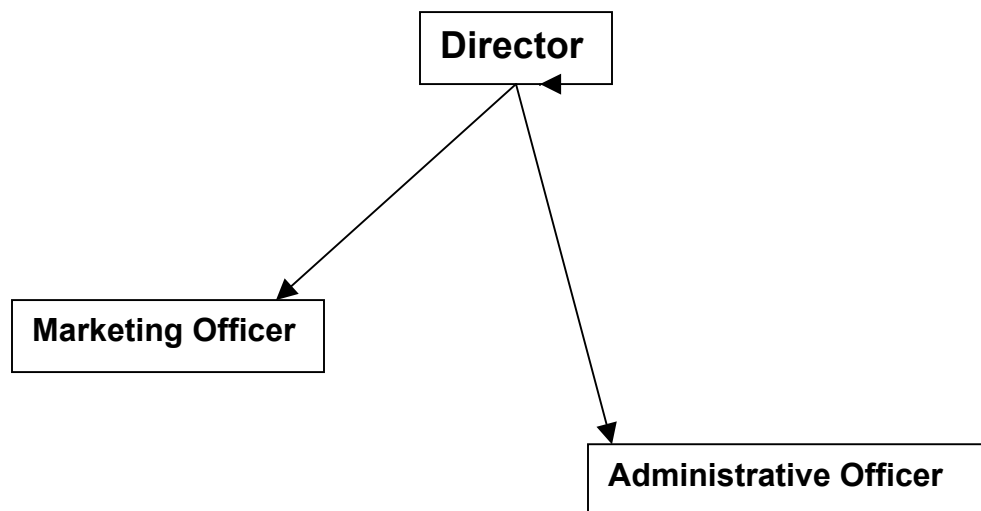
FREE FAMAGUSTA AREA TOURISM STRATEGY

ACTION PLANS – ORGANISATION

FREE FAMAGUSTA STRATEGY – ORGANISATION O1

<p>Recommendation:</p> <p><u>Establish a Regional Tourism Organisation</u></p> <p>A Regional organisation must be created to drive forward the actions set out in this plan. While a key focus is on marketing the organisation must provide Leadership, Drive and Focus for all tourism issues in the region. It will act as a catalyst and as a champion for developments and for infrastructure needs and will Lobby Government and Municipalities.</p>	<p>Principal Impact:</p> <p>Provide a regional focus on tourism in the free Famagusta area to help it compete effectively against the other Cyprus regions.</p>	<p>Detailed Action Steps:</p> <ol style="list-style-type: none"> 1. Agree structure of organisation including staff numbers, grades and functions. 2. Consider budget and funding implications; 3. Agree location; 4. Begin recruitment process; 5. Prepare business plan; 6. Commence operations.
<p>Rationale/Relationship to Strategy:</p> <p>The essence of the regional strategy is to have a focused regional organisation which will implement the strategy and provide a focus for tourism in the region.</p>	<p>Lead Agency/Organisation:</p> <p>Regional Tourism Organisation when established Chamber of Commerce prior to this.</p>	<p>Partners:</p> <p>CTO/ Municipalities/Private Sector</p>
<p>Illustrative Cost CYP£:</p> <p>Based on Attached Staff Structure: Salaries: CYP£50,000 per annum Office & Overheads CYP£30,000 per annum</p>	<p>Timeframe:</p> <p>Recruitment completed by April 2006</p>	<p>Monitoring:</p> <p>Date of operation Completion of business plan Completion of recruitment.</p>

REGIONAL TOURISM ORGANISATION STRUCTURE



1. **Director** – responsible for strategy development, business plan, staff, lobbying, political relations, project liaison, relationships with CTO and other organisations.
2. **Marketing Officer** – responsible for detailed implementation of strategy, travel trade, e marketing and communications, exhibitions.
3. **Administrative Officer** – office management, finance and payroll, general admin support.

FREE FAMAGUSTA STRATEGY – ORGANISATION O2

<p>Recommendation:</p> <p><u>Interim Arrangements</u></p> <p>As an interim arrangement the CCI must begin close liaison with CTO and the municipalities to ensure that work begins in a timely fashion to prepare for the regional organisation.</p>	<p>Principal Impact:</p> <p>This will ensure that once established the groundwork will have been completed and that meaningful work can commence quickly. Issues of funding and sustainability will have been addressed.</p>	<p>Detailed Action Steps:</p> <ol style="list-style-type: none"> 1. Establish funding needs and sources with partners. 2. Agree structure – Board and management. 3. Agree location for office. 4. Finalise funding for three years. 5. Recruit staff
<p>Rationale/Relationship to Strategy:</p> <p>Funding is available to implement as per the national strategy and time should not be wasted.</p>	<p>Lead Agency/Organisation:</p> <p>Chamber of Commerce</p>	<p>Partners:</p> <p>CTO Municipalities Private Sector</p>
<p>Illustrative Cost CYP£:</p> <p>Management time</p>	<p>Timeframe:</p> <p>First six months 2006</p>	<p>Monitoring:</p> <p>Agreement on funding. Recruitment.</p>

FREE FAMAGUSTA AREA TOURISM STRATEGY

ACTION PLANS – MARKETING

The Recommendations for Marketing are categorised as follows:

- ❑ **Marketing Positioning & Segmentation**
 - M1: Brand Identity
 - M2: Segmentation
 - M3: Image Campaign
 - M4: Publicity Campaign
 - M5: Rationalisation of Distribution Channels
- ❑ **New Distribution Channels**
 - M6: Internet
 - M7: Websites
 - M8: Dynamic Packaging
 - M9: Direct Marketing
 - M10: Revenue Enhancement
- ❑ **Customer Relationship Marketing**
 - M11: CRM
 - M12: Customer Database
- ❑ **Travel Trade Marketing**
 - M13: Tour Operators
 - M14: Travel Agents
 - M15: Season Extension
- ❑ **Information**
 - M16: Tourist Information Services
 - M17: Tour 'Rep' Briefing Programme
 - M18: Visitor Research
- ❑ **Capacity Building**
 - M19: eMarketing Training
 - M20: CRM Training
 - M21: Web Education

An analysis of the respective priorities and others characteristics of these recommendations is shown in tabular form here

<i>Recommendation</i>	<i>Priority</i>	<i>Relevance to overall plan</i>	<i>Timescale</i>	<i>Ease of implementation</i>	<i>Relative cost level</i>	<i>Suggested core budget £</i>
M1: Brand Identity	Very High	Central	Immediate	Reasonable	Low to Medium	5,000
M2: Segmentation	High	Medium to High	From Q2 2006	Complex	Medium to High	5,000
M3: Image Campaign	High	Central	From Q2 2006	Complex	Medium	5,000
M4: Publicity Campaign	High	Central	From Q3 2006	Complex	Medium	5,000
M5: Distribution channels	Very High	Critical	Immediate	Complex	Medium to Low	15,000
M6: Internet	High	Central	Immediate	Medium	Medium	5,000
M7: Web sites	High	Medium	From Q2 2006	Medium	Low	2,000
M8: Dynamic packaging	Very High	Critical	From Q1 2006	Medium	Medium	15,000
M9: Direct marketing	Medium	Significant	From Q4 2006	Medium	Low	2,000
M10: Revenue enhancement	High	Central	From Q3 2006	Medium	Medium	10,000
M11: e-CRM Campaigns	High	Central	From Q3 2006	Medium	Low to Medium	2,500
M12: Customer database	High	Significant	Immediate	Medium	Low to Medium	2,500
M13: Tour operators	High	High	From Q2 2006	Straightforward	Low to Medium	5,000
M14: Travel agents	Very High	Central	From Q2 2006	Complex	Medium to High	5,000
M15: Season extension	Medium	Medium	Ongoing	Complex	Medium	5,000
M16: Tourist Information	Medium	Medium	Ongoing	Medium	Low	2,000
M17: Tour Rep Briefings	High	High	Ongoing	Straightforward	Low	4,000
M18: Visitor Research	High	High	Ongoing	Straightforward	Medium	5,000
M19: eMarketing Training	High	Central	Ongoing	Medium	Medium	5,000
M20: CRM Training	High	Central	Ongoing	Medium	Medium	5,000
M21: Web Training	High	Central	Ongoing	Medium	Medium	5,000
				Minimum Core Budget		£115,000

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M1

<p>Recommendation:</p> <p>Brand Identity: Development of a valid regional brand identity for the Free Famagusta region</p> <p>(With a limited budget it may be advisable to link branding to M3 & M4 below as an integrated approach)</p>	<p>Principal Impact:</p> <p>Increased marketplace recognition</p> <p>Reversal of negative image driven by historical situation re Agia Napa</p> <p>The objective is to create a REGIONAL brand and to get away from the municipality names.</p>	<p>Detailed Action Steps:</p> <p>Appointment of branding agency to research and define a regional brand identity which is compatible with overall CTO strategy and marketing objectives –alternatively link with image and communications.</p> <p>Adoption of brand identity by region, municipalities and local industry</p> <p>Use of brand identity in marketing and promotional material and in online presence</p>
<p>Rationale/Relationship to Strategy:</p> <p>As per Para 6.4.1. of agreed strategy "The primary strategic action is to reposition the destination in the minds of prospective visitors"</p>	<p>Lead Agency/Organisation:</p> <p>Regional Tourism Organisation</p>	<p>Partners:</p> <p>CTO Local Authorities/Municipalities Free Famagusta Chamber of Commerce & Industry</p>
<p>Illustrative Cost CYP£:</p> <p>CYP£5,000</p>	<p>Timeframe:</p> <p>Q1 2006 - Q3 2006</p>	<p>Monitoring:</p> <p>Adoption of brand by local industry Adoption of brand by travel trade and tour operators Change in visitor perception and recognition</p>

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M2

<p>Recommendation:</p> <p>Market segmentation approach to inform the overall strategy and marketing action plan and to facilitate cost-effective implementation of the individual recommendations in M4, M8, M11, M13, M14 and M15 below</p>	<p>Principal Impact:</p> <p>Focused and cost-effective access to the most promising market segments in core markets</p> <p>A market-led framework for product development by CTO, municipalities and the region's tourism businesses</p> <p>Ongoing market-led intelligence regarding successful promotional and sales initiatives</p>	<p>Detailed Action Steps:</p> <p>Review of recommended segments as per current strategy document - section 6.4.3</p> <p>Development of specific market-facing initiatives e.g. niche websites addressing specific segments in key markets in own languages such as Dutch and Swedish</p> <p>Ongoing review of segmentation - at least annually (<i>links to M 17 below</i>)</p>
<p>Rationale/Relationship to Strategy:</p> <p>The agreed strategy states " Segmentation is at the heart of destination marketing."</p> <p>Additionally it states " The internet will play a key role in achieving the goal of diversifying the channels of distribution in order to capture more independent travellers, especially the potential niche markets.</p>	<p>Lead Agency/Organisation:</p> <p>Regional Tourism Organisation</p>	<p>Partners:</p> <p>CTO Local Authorities/Municipalities Free Famagusta Chamber of Commerce & Industry Individual businesses</p>
<p>Illustrative Cost CYP£:</p> <p>CYP£5,000</p>	<p>Timeframe:</p> <p>From Q2 2006</p>	<p>Monitoring:</p> <p>Annual review of agreed approach in light of Visitor research programme findings and industry feedback</p>

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M3

Recommendation: <u>Image campaign.</u> Subsequent to the development and adoption of the new regional identity and brand, specific image campaigns should be developed for use within core markets focusing on tour operators and travel agents	Principal Impact: Remove negative image and perception of region Establish region as a destination rather than just as two resorts with conflicting images	Detailed Action Steps: Audit of current offline and online material re Agia Napa and Protaras e.g. tour operators' brochure descriptions Targeted delivery of improved content consistent with new brand and regional identity Ongoing campaigns directed at travel trade (<i>links to M 15 below</i>)
Rationale/Relationship to Strategy: Repositioning Agia Napa and the surrounding region in image terms is a key element of the agreed strategy	Lead Agency/Organisation: Regional Tourism Organisation	Partners: CTO Free Famagusta Chamber of Commerce & Industry
Illustrative Cost CYP£: CYP£5,000	Timeframe: From Q2 2006 in time for 2007 season brochures	Monitoring: Demonstrable changes to resort descriptions and image perception

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M4

Recommendation: A co-ordinated publicity campaign targeted at agreed segments in the key source markets should be developed using selected media	Principal Impact: Continued reinforcement of new brand and image Promotion of new products Increased diversity of sales Seasonal extension	Detailed Action Steps: Review and approve priority segments in key markets as defined in existing strategy Agree campaign themes and focus e.g. hosted Press visits Implement media programme in collaboration with partners
Rationale/Relationship to Strategy: The agreed strategy states " Perhaps the most effective tool in repositioning the destination in the marketplace will be a dynamic publicity campaign in key source markets. The objective will be to reach through selected media the target market segments with appropriate images and messages from independent commentators".	Lead Agency/Organisation: Regional Tourism Organisation	Partners: CTO already retains public relations agencies in a number of countries; Industry partners including tour operators and carriers
Illustrative Cost CYP£: CYP£5,000	Timeframe: From Q3 2006	Monitoring: Level of achieved coverage

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M5

<p>Recommendation:</p> <p>A major rationalisation of the distribution channels used by hotels and hotel groups is required.</p> <p>There is an urgent need to rationalise and improve the distribution channels, both to simplify the search and selection process for customers and to enable hoteliers to have greater control over their inventories.</p>	<p>Principal Impact:</p> <p>Greater visibility and bookability of Free Famagusta region accommodation by both independent travellers and the travel trade in key markets</p> <p>Improved room revenues at lower distribution costs</p> <p>Improved inventory control and greater pricing flexibility for hoteliers</p>	<p>Detailed Action Steps:</p> <p>Audit of existing distribution channels (both offline and online) used by key commercial operators</p> <p>Identification of optimum channels to reach core markets</p> <p>Development of "preferred distribution partner" programme for hotels</p>
<p>Rationale/Relationship to Strategy:</p> <p>The existing distribution channels used by the region are primarily via traditional tour operators. Online distribution has developed in a very diffuse way, using countless intermediaries of questionable value.</p>	<p>Lead Agency/Organisation:</p> <p>Regional Tourism Organisation</p>	<p>Partners:</p> <p>Free Famagusta Chamber of Commerce & Industry CTO</p>
<p>Illustrative Cost CYP£:</p> <p>CYP£15,000 Internal costs plus consultancy fees</p>	<p>Timeframe:</p> <p>As soon as practicable and in time for Q2/Q3 2006</p>	<p>Monitoring:</p> <p>Take up of Preferred Partner programme Analysis of distribution costs Level of sales</p>

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M6

Recommendation: Free Famagusta region to develop it own <u>regional internet portal and website</u>	Principal Impact: Effective presentation of region's tourism offer and products Improved regional image Improved capability for direct to customer sales Greater regional tourism revenues	Detailed Action Steps: Development of specification options by Regional Tourism Organisation in cooperation with partners, including CTO Costing of options (<i>links to M 7 below</i>) Site implementation including content management capability (<i>links to M 8 below</i>) Site promotion via CTO e-marketing activity, search engine optimisation and pay-per-click marketing
Rationale/Relationship to Strategy: The agreed strategy states "a special focus will have to be on the maximisation of the use of the internet as both an information and sales channel" and " The internet will play a key role in achieving the goal of diversifying the channels of distribution in order to capture more independent travellers, especially the potential niche markets".	Lead Agency/Organisation: Regional Tourism Organisation	Partners: CTO Free Famagusta Chamber of Commerce & Industry Local Authorities/Municipalities
Illustrative Cost CYP£: CYP£5,000	Timeframe: As soon as practicable with the aim of being operational by Q2 2006	Monitoring: Website usage Website effectiveness as measure by levels of sales and visitor research programme

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M7

Recommendation: That the Free Famagusta portal is used to consolidate and rationalise the web presence of the region	Principal Impact: Improve regional presentation and image Improve the opportunities for industry partners to develop their web presence and improve their visibility	Detailed Action Steps: Analysis and audit of existing website activity by local authorities including objectives and costs Development of options for local tourism website rationalisation and restructuring Agreement between parties e.g. municipalities and Free Famagusta Chamber of Commerce & Industry Implementation
Rationale/Relationship to Strategy: The existence of an effective regional portal will provide a sound basis for consolidating the current fragmented web presentation of the region and its tourism assets.	Lead Agency/Organisation: Regional Tourism Organisation	Partners: Free Famagusta Chamber of Commerce & Industry Local Authorities/Municipalities
Illustrative Cost CYP£: CYP£2,000	Timeframe: Planning in tandem with M 12 below. Implementation follows portal establishment	Monitoring: Municipal adoption and industry take-up

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M8

Recommendation: The development of specific products suitable for e-marketing and dynamic packaging by operators and the retail travel trade	Principal Impact: Satisfy growing customer and trade requirements for individually created packages and product combinations Improve industry revenues and margins Contribute to seasonal extension	Detailed Action Steps: Identification of specific products and product groups suitable for inclusion in dynamic packing services offered by key tour operators and trade intermediaries (<i>links to revenue enhancements as per M10</i>) Development of content management capability (<i>links to regional portal and website as per M6</i>) Establish commercial agreements with dynamic packagers and other resellers
Rationale/Relationship to Strategy: Responds to the strategic recommendations re Focusing on "best prospect source markets and segments" "developing new channels of communications and sales, based on the Internet" "developing season extension programmes"	Lead Agency/Organisation: Regional Tourism Organisation	Partners: Free Famagusta Chamber of Commerce & Industry Hotel Industry Local Authorities
Illustrative Cost CYP£: CYP£15,000	Timeframe: Q1 2006 for product availability during Q2 and Q3 2006	Monitoring: Product sales levels

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M9

Recommendation: <u>A direct marketing and E-CRM campaign</u> be developed (using customer data collected under M12)	Principal Impact: Improved ability of the Free Famagusta region and individual industry members to communicate directly with past and potential customers Increase in direct sales at improved margins Improved regional image Improved industry skills	Detailed Action Steps: Agreement with CTO to utilise new CTO e-marketing functionality Development of campaign themes Implementation in one or more key markets Measurement of results
Rationale/Relationship to Strategy: The development of a direct to customer capability for the region and its industry is central to the key strategic aims of rebranding and developing new business at improved revenues	Lead Agency/Organisation: Regional Tourism Organisation	Partners: CTO Hotels
Illustrative Cost CYP£: CYP£2,000 Dependent on agreement with CTO	Timeframe: From Q4 2006	Monitoring: Campaign results via achieved sales

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M10

Recommendation: <u>Hotel revenue enhancement programme</u> <i>(links to M5)</i>	Principal Impact: Improved average achieved room rates from hotel operations leading to greater RoI and enhanced product/service quality	Detailed Action Steps: Use analysis of distribution channels and the Preferred Partner programme developed in M5 to <ul style="list-style-type: none">• identify new commercial strategies such as commission overrides to online intermediaries rather than net rate sales• develop marketing programme for dynamically packageable products <i>(links to M8 above)</i>
Rationale/Relationship to Strategy: Improved room revenues will allow greater investment in product and service quality, a central element of the overall strategy	Lead Agency/Organisation: Regional Tourism Organisation	Partners: Free Famagusta Chamber of Commerce & Industry Hotel Association
Illustrative Cost CYP£: CYP£10,000	Timeframe: Start Q3 2006	Monitoring: Change in average achieved room revenues

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M11

Recommendation: <u>e-CRM campaigns</u> , by commercial partners, using customer database(s) established under Recommendation M12 and skills developed under M 19	Principal Impact: Continued re-inforcement of new brand and image Development of shoulder season sales and seasonal extension Improved inventory utilisation	Detailed Action Steps: Development of campaign messages and content Agreement on management responsibilities Implementation of 1st campaign Evaluation of results
Rationale/Relationship to Strategy: The agreed strategy states "Database eMarketing technology should be harnessed to facilitate high quality and well targeted communications to various segments of an evolving data base of past clients, enquirers, and other identified prospects".	Lead Agency/Organisation: Regional Tourism Organisation	Partners: Free Famagusta Chamber of Commerce & Industry Individual businesses Air carriers
Illustrative Cost CYP£: CYP£2,500	Timeframe: Consequent on M12 but ideally from Q3 2006	Monitoring: Evaluation of results of each campaign

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M12

Recommendation: Collection and use of <u>customer data</u>	Principal Impact: Development of a high quality permission-based customer database available for use by CTO, the Free Famagusta Region and by individual properties for email marketing and e-CRM activity	Detailed Action Steps: Define level of customer data that is required Development of customer data collection template which complies with EU data protection requirements for use by properties both pre- and post-arrival Establishment of agreements for data sharing and aggregation (<i>links to M9 above</i>)
Rationale/Relationship to Strategy: Critical to the implementation of Database eMarketing as per para 6.4.5 of agreed strategy: "The technology also should be harnessed to facilitate high quality and well targeted communications to various segments of an evolving data base of past clients, enquirers, and other identified prospects."	Lead Agency/Organisation: Regional Tourism Organisation	Partners: CTO Free Famagusta Chamber of Commerce & Industry
Illustrative Cost CYP£: CYP£2,500	Timeframe: From Q3 2006	Monitoring: Number of data records Success levels from use of these records

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M13

Recommendation: <u>A marketing communications programme targeted at tour operators</u> in the region's core markets is established	Principal Impact: Continued reinforcement of new brand and image Promotion of new products and seasonal offers Seasonal extension	Detailed Action Steps: Define communications strategy Agree delivery methodology e.g. email, tour operator visits, communications with locally based reps. etc. (<i>links to M14</i>) Implement 1st phase Evaluation of results
Rationale/Relationship to Strategy: Tour operators are and will remain the dominant force in the region's core markets. A focussed communications programme will be critical and developing and reinforcing the key elements of the agreed strategy, specifically in the context of re-branding and seasonal extension (<i>links to M1 and M3</i>)	Lead Agency/Organisation: Regional Tourism Organisation	Partners: CTO Industry partners including tour operators
Illustrative Cost CYP£: CYP£5,000	Timeframe: Ideally from Q2 2006	Monitoring: Evaluation of results of each phase

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M14

<p>Recommendation:</p> <p><u>A marketing communications programme targeted at travel agencies and travel agency</u> staff in the region's core markets is established</p> <p>Travel agencies, reselling tour operator products and dynamically packaged products, are the region's most influential contacts with customers in its core markets.</p>	<p>Principal Impact:</p> <p>Continued reinforcement of new brand and image</p> <p>Promotion of new products</p> <p>Increased diversity of sales</p> <p>Seasonal extension</p>	<p>Detailed Action Steps:</p> <p>Define communications strategy</p> <p>Agree delivery methodology e.g. email, trade publication inserts, familiarisation visits, communications with key agency sales managers, collaboration with carriers (<i>links to M13</i>)</p> <p>Implement 1st phase</p> <p>Evaluation of results</p>
<p>Rationale/Relationship to Strategy:</p> <p>A focussed communications programme will be critical in developing and reinforcing the key elements of the agreed strategy, specifically in the context of re-branding, seasonal extension and the development of sales of dynamically packageable products (<i>links to M1, M3 and M8</i>)</p>	<p>Lead Agency/Organisation:</p> <p>Regional Tourism Organisation</p>	<p>Partners:</p> <p>CTO</p> <p>Industry partners including tour operators and carriers</p>
<p>Illustrative Cost CYP£:</p> <p>CYP£5,000</p>	<p>Timeframe:</p> <p>Ideally from Q2 2006</p>	<p>Monitoring:</p> <p>Evaluation of results of each phase</p>

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M15

<p>Recommendation:</p> <p>Season extension programme directed at tour operators and travel trade (<i>links to M13 and M14 above</i>)</p>	<p>Principal Impact:</p> <p>Development of an extended sales season for the region</p> <p>Reinforcement of re-imaging and re-branding process</p>	<p>Detailed Action Steps:</p> <p>Audit of current seasonal operations e.g. flight patterns/origin/featured products</p> <p>Development of communications strategy relating to potential for seasonal extension including sales of new products via dynamic packagers and the independent travel market including second home owners.</p>
<p>Rationale/Relationship to Strategy:</p> <p>The agreed strategy states "Promotion to tour operators including attendance at trade fairs, purchasing and educational visits will continue to play a part in the marketing of the area, with a particular focus on niche players and the broadening of the product offering through selected traditional distributors"</p>	<p>Lead Agency/Organisation:</p> <p>Regional Tourism Organisation</p>	<p>Partners:</p> <p>CTO</p> <p>Industry partners including tour operators</p>
<p>Illustrative Cost CYP£:</p> <p>CYP£5,000</p>	<p>Timeframe:</p> <p>From Q3 2006</p>	<p>Monitoring:</p> <p>Number of additional weeks of operation of key tour operators</p>

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M16

<p>Recommendation:</p> <p>Provision of post-arrival information services within the region is significantly upgraded as part of a focused visitor servicing strategy.</p> <p>Current information provision for visitors is substantially dominated by tour operator "folders" and their "reps". Both necessarily have a restricted focus.</p>	<p>Principal Impact:</p> <p>Improved visibility and sales of local tourism products and offers</p> <p>Improved visitor satisfaction</p> <p>Improved regional economic revenues and spread</p>	<p>Detailed Action Steps:</p> <p>Audit of existing information services (e.g. TICs, public and private literature, information within hotels)</p> <p>Development of Visitor Servicing Strategy to include the provision of regional information material, new distribution and publicity agreements with hotels plus improved signage and bus timetables</p>
<p>Rationale/Relationship to Strategy:</p> <p>New and improved information services, properly implemented, can play a significant role in the development and successful operation of new and improved tourism facilities and services. The numbers of non-Cypriot staff employed in visitor contact roles, e.g. hotel receptionists, underlines this requirement.</p>	<p>Lead Agency/Organisation:</p> <p>Regional Tourism Organisation</p>	<p>Partners:</p> <p>Local Authorities/Municipalities CTO Commercial partners</p>
<p>Illustrative Cost CYP£:</p> <p>CYP£2,000</p>	<p>Timeframe:</p> <p>Q1 2006</p>	<p>Monitoring:</p> <p>Evaluation of visitor information services as part of visitor survey</p>

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M17

Recommendation: Briefing Programme for Tour Operators ‘Reps’ - the level of knowledge of reps has been found to be very low and an annual briefing session would improve it considerably.	Principal Impact: To ensure that accurate product information and opportunities to visit locally are passed on by tour reps who still have a major impact on the actions of package tourists.	Detailed Action Steps: <ol style="list-style-type: none">1. Establish annual programme content;2. Select venues and timings;3. Implement programme by end of shoulder season.
Rationale/Relationship to Strategy: Improved information service to all players is a key strategy element. With package tourists still playing a major part in tourism for some years it is essential to have them well briefed through their reps and pass on opportunities for local added value business.	Lead Agency/Organisation: Regional Tourism Organisation	Partners: Municipalities Free Famagusta Chamber of Commerce & Industry Private sector
Illustrative Cost CYP£: CYP£4,000	Timeframe: 2006 season on	Monitoring: Numbers of reps briefed

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M18

<p>Recommendation:</p> <p>Visitor Research – develop an ongoing research programme building on the CTO Barometer Survey and Quality Indices</p>	<p>Principal Impact:</p> <p>Improved understanding of visitors' perception of the region, its tourism products and their quality</p>	<p>Detailed Action Steps:</p> <p>Define survey requirements and format including contents, regularity, scope (suggest 3 x yearly e.g. Spring, Summer and Autumn surveys)</p> <p>Invitation to tender for survey contract (suggest minimum 2 year contract)</p> <p>Appoint contractor</p> <p>Implement</p>
<p>Rationale/Relationship to Strategy:</p> <p>As per para 6.4.6. of agreed strategy</p> <p>"The proposed re-positioning strategy will require specific research and ongoing monitoring at least during the early years of the implementation."</p>	<p>Lead Agency/Organisation:</p> <p>Regional Tourism Organisation</p>	<p>Partners:</p> <p>Free Famagusta Chamber of Commerce & Industry CTO Local Authorities/Municipalities Industry</p>
<p>Illustrative Cost CYP£:</p> <p>CYP£5,000 Year One costs only</p>	<p>Timeframe:</p> <p>Q1 2006 for implementation during Q3 2006</p>	<p>Monitoring:</p> <p>Survey results and annual review of contractor's performance</p>

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M19

Recommendation: A specific <u>industry training programme relating to e-tourism and online distribution</u> be developed	Principal Impact: Improved industry skills Improved industry revenues	Detailed Action Steps: Distribution training needs analysis among hoteliers/hotel companies Specification of course requirements to include objectives, content, methodology, target participants e.g. sales directors Appointment of course provider Delivery of course(s) Minimum 4 x 1/2 day courses
Rationale/Relationship to Strategy: Improving the capability of the local industry to use modern distribution channels to their optimum effect will be critical to future success and the delivery of M5 and M10 above	Lead Agency/Organisation: Regional Tourism Organisation	Partners: CTO Training bodies
Illustrative Cost CYP£: CYP£5,000	Timeframe: Q2 2006 onwards for course in Q3/Q4 2006	Monitoring: Level of industry take up and course satisfaction

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M20

Recommendation: A specific <u>industry training programme relating to direct marketing and e-CRM</u> be developed	Principal Impact: Improve ability of hotels and other elements of the FF tourism industry to communicate directly with their customers Improve image of region and knowledge of product offer	Detailed Action Steps: Direct marketing training needs analysis among hotels and wider tourism industry in the region Specification of course requirements Appointment of course provider Delivery of course(s)
Rationale/Relationship to Strategy: Improvement of industry capacity to utilize new channels in diversifying market and channels.	Lead Agency/Organisation: Regional Tourism Organisation	Partners: CTO Free Famagusta Chamber of Commerce & Industry Training bodies
Illustrative Cost CYP£: CYP£5,000	Timeframe: Q2 2006 onwards for course in Q3/Q4 2006	Monitoring: Level of industry take up and course satisfaction

FREE FAMAGUSTA STRATEGY – MARKETING: Recommendation Number M21

Recommendation: Provision of <u>specific training re website development and optimisation</u>	Principal Impact: Improved industry online presence Improved regional image Improved industry sales	Detailed Action Steps: Web training needs analysis among industry and municipalities Specification of course requirements, including familiarisation with new CTO web-based activity Appointment of course provider Delivery of course(s)
Rationale/Relationship to Strategy: The aggregate of the region's web presence is a critical element in its perception by customers and by the travel trade. The levels of skill and understanding among the industry and their capability to establish and maintain an effective web presence is central to this objective.	Lead Agency/Organisation: Regional Tourism Organisation	Partners: CTO Free Famagusta Chamber of Commerce & Industry Training bodies
Illustrative Cost CYP£: CYP£5,000	Timeframe: Q2 2006 onwards for course in Q3/Q4 2006	Monitoring: Level of industry take up and course satisfaction