

Vjosa National Park Tourism communication strategy and action plan¹

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List of Abbreviations

ATTA	Adventure Travel Trade Association
AKZM	Agjencia Kombëtare e Zonave të Mbrojtura (National Agency of Protected Areas)
B2B	Business to Business
CIHEAM	Centre International de Hautes Études Agronomiques Méditerranéennes (International Centre for Advanced Mediterranean Agronomic Studies – CIHEAM Bari)
CRM	Customer Relationship Management
DAM	Digital Asset Management
DG ENV	Directorate-General for Environment (European Commission)
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations
EDM	Electronic Direct Mail
EEA	European Environment Agency
EU	European Union
GA4	Google Analytics 4
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HR	Human Resources
INSTAT	Instituti i Statistikave (Albanian Institute of Statistics)
IPA	Instrument for Pre-Accession Assistance
IUCN	International Union for Conservation of Nature
KPI	Key Performance Indicator
MoF	Ministry of Finance
NAPA	National Agency of Protected Areas
NTA	National Tourism Agency
NGO(s)	Non-Governmental Organization(s)
OTA / OTAs	Online Travel Agency / Online Travel Agencies
PR	Public Relations
PWA	Progressive Web App
QR (code)	Quick Response code
SDGs	Sustainable Development Goals
SEO	Search Engine Optimisation
TNC	The Nature Conservancy
UNESCO	United Nations Educational, Scientific and Cultural Organisation
WWF	Worldwide Fund for Nature (originally World Wildlife Fund)

1. Introduction

Background – Vjosa: Europe’s Last Wild River and a New UNESCO Site

Stretching 272 km from Greece’s Pindus mountains to the Adriatic, the Vjosa is Europe’s last large free-flowing river, recently designated as Vjosa Wild River National Park (March 2023) and inscribed in UNESCO’s Biosphere Reserve network (2025). The park safeguards 12,700 ha of pristine ecosystems, linking biodiversity protection with local livelihoods for some 60,000 residents across Përmet, Këlcyrë, Tepelenë, and nearby municipalities.

The Vjosa Tourism Masterplan 2024–2033 positions the valley as a model for sustainable, nature-based tourism and community development, integrating tourism management with conservation and branding. It aligns with Albania’s National Sustainable Tourism Strategy (2019–2023) and the Integrated Management Plan for the park and surrounding landscape.

Partnership and Funding

The present Communication Strategy and the Action Plan have been developed within the framework of collaboration with **CESVI**, an Italian non-governmental organization, with which the **National Tourism Agency (AKT)** has signed a Memorandum of Cooperation for the implementation of the VITA Vjosa project – AID 12590/08/5, funded by the **Italian Agency for Development Cooperation (AICS)**. This partnership aims to support sustainable tourism and environmental education initiatives along the Vjosa River basin, strengthening AKT’s role in promoting the destination and in advancing modern communication tools that enhance the visibility, coherence, and overall impact of the Vjosa brand. The strategy serves as a practical technical instrument to operationalize this commitment, translating the objectives of the project and the Memorandum into concrete actions for national and local stakeholders, as well as development partners.

Assignment Objectives

This assignment develops a Communication Strategy and Action Plan to operationalise the Vjosa Tourism Masterplan, focusing on branding, digital tools, and stakeholder coordination.

Operational objectives are to:

1. **Build and operationalise the Vjosa brand identity** as the unifying symbol of a wild, pure, and authentic destination. The brand will standardise visual and narrative elements across all stakeholders through the Brand Manual, messaging toolkit, and training sessions (see A1.1).
2. **Develop a modern digital ecosystem** that integrates the “Visit Vjosa” website, mobile web app, photo/video asset library, Customer Relationship Management (CRM) database, and automated communication tools (A1.2). These instruments will form the digital backbone for promotion, visitor engagement, and data-driven management.
3. **Increase brand adoption among local operators** through structured training programmes, small grants, and joint marketing initiatives.
4. **Enhance international visibility and partnerships** by applying professional content production, multilingual promotion, and data-based outreach, thereby positioning Vjosa within regional and global sustainable-tourism networks.
5. **Support institutional coordination** between the National Tourism Agency (NTA), the National Agency of Protected Areas (AKZM), and municipalities for coherent communication, monitoring, and governance of the brand and related digital tools.

Together, these objectives contribute directly to Masterplan's strategic pillars, **sustainability, financial viability, human-capital strengthening, and governance**, by ensuring that communication becomes an enabler of conservation, investment, and local pride.

One paragraph about methodology

Report Structure

The report is organised into five logical sections:

1. **Context and Situation Analysis** – summarises the communication environment, key actors, and existing tools.
2. **Strategic Framework** – sets objectives, guiding principles, and alignment with the tourism masterplan.
3. **Action Plan and Measures** – details priority actions (A1.1–A2.5, etc.), cost scenarios, phasing, and indicators.
4. **Implementation and Governance** – defines institutional roles, coordination mechanisms, and resource mobilisation.
5. **Monitoring and Evaluation** – provides metrics for tracking progress and adaptive learning.

This communication plan serves as a technical roadmap to strengthen Vjosa's visibility and coherence as a sustainable destination. It operationalises the park's narrative—*wild, free, authentic*—through measurable, institutionally-anchored actions that connect conservation outcomes with community-based economic benefits.

2. Methodology

The development of the Vjosa Tourism Communication Strategy and Action Plan followed a practical and iterative approach, combining desk research with direct consultation. The work did not start as a fixed blueprint but evolved progressively, allowing the scope and structure of the document to be adjusted in line with National Tourism Agency feedback and needs.

The initial assignment specified in the Terms of Reference — “Preparation of a tourism promotional plan for the Vjosa River valley” — was gradually refined into a broader Tourism Communication Strategy and Action Plan. This shift was the result of close and continuous consultation with senior staff of the National Tourism Agency (NTA). Through these discussions, it became clear that a simple promotional plan would not be sufficient to address the complexity of the Vjosa context. Instead, a more comprehensive approach was needed, integrating branding, digital tools, stakeholder coordination, and monitoring mechanisms.

A central element of the methodology was the ongoing consultation with NTA staff, particularly at management level. These exchanges helped clarify priorities, validate emerging ideas, and ensure that the proposed measures are realistic and implementable. The process was not limited to a single consultation phase but continued throughout the drafting of the document, allowing for adjustments and refinement at each stage.

In addition, input was gathered from local experts, particularly tourism specialists from the University of Gjirokastrë, who have strong knowledge of the Vjosa region and its tourism assets. While this consultation was not extensive, it provided useful insights into local dynamics and helped ground the strategy in the realities of the area.

During the development process, it also became evident that a basic brand strategy was needed to support key components of the communication plan. A simplified branding framework was therefore developed and discussed with the NTA. It was agreed that branding should not be treated as a separate output, but rather integrated directly into the Communication Strategy and Action Plan, ensuring consistency between identity, messaging, and implementation measures.

The analytical work was based primarily on desk research. Key strategic and policy documents were reviewed, including the Vjosa Tourism Masterplan (2024–2033), the Management Plan, the Ecotourism Development Plan, and relevant national and international frameworks on tourism, protected areas, and digitalisation. In parallel, the current communication landscape was assessed through a review of websites of tourism businesses operational at Vjosa site (such as Albania Rafting group, Albania Rafting, Vjosa Rafting, different hospitality businesses, Visit Gjirokastra, etc), social media presence, and media coverage, in order to identify visibility gaps and message inconsistencies.

The analysis focused on understanding how Vjosa is currently communicated, what is missing, and what capacities exist across institutions and stakeholders. The findings were organised around a few core dimensions, including brand positioning, communication channels, institutional roles, and audience needs. Where possible, these insights were compared with available data, such as visitor trends and online engagement. A simple strategic lens (the “Eight Ms” of communication) was used to structure the analysis, while keeping the focus on practical relevance.

Overall, the methodology remained flexible and adaptive. The strategy was developed step by step through a combination of analysis, consultation, and feedback, rather than following a rigid linear process. This approach helped ensure that the final Communication Strategy and Action Plan is realistic, aligned with institutional priorities, and grounded in the local context of the Vjosa region.

At the same time, it is important to note that the current document should be considered as an advanced working draft. A broader and more structured consultation with stakeholders — including municipalities, tourism operators, local communities, and partner organisations — is necessary to further validate the findings and refine the proposed actions in the Action Plan. Such a consultation process would strengthen ownership, improve the relevance of specific measures, and ensure smoother implementation in practice.

3. Situation Analysis of the Communication Environment

This section presents an overview of the communication environment surrounding the **Vjosa Wild River National Park**, setting the groundwork for more detailed research and stakeholder consultations. The purpose of the analysis is to assess how communication functioned across institutions, businesses, and communities; to identify coordination gaps; and to identify potential challenges that could affect the implementation of the **Communication Strategy**.

As Europe's last large free-flowing river and now both a **national park** and a **UNESCO biosphere reserve**, the Vjosa represents not only an environmental landmark but also a communication opportunity of regional significance. Its story requires alignment between tourism promotion, conservation messages, and community narratives. This analysis identifies key actors, communication gaps, and coordination challenges affecting the current system.

Institutional Environment and Anticipated Needs

At the national level, the **NTA** has been positioned as the lead institution for destination branding, promotion, and overall coordination. However, its responsibilities intersect with those of AKZM, which oversees park management and conservation communication. Both institutions are formally committed to supporting Vjosa's image, but coordination remains limited in practice due to capacity constraints and overlapping mandates. The NTA requires better tools for visitor data management and a stronger content production system, while the AKZM needs improved storytelling capabilities and updated interpretive materials for visitors.

Municipalities such as Përmet, Këlcyrë, Tepelenë, and Memaliaj have shown enthusiasm for integrating the Vjosa brand into their tourism development initiatives. Nonetheless, their communication functions remain limited, often managed by multifunctional officers without specialised training. Local governments relied on social media or small community events as their main outreach channels, lacking the budget and coordination mechanisms to align with national campaigns. Improving coordination between municipalities, NTA, and AKZM is essential to ensure consistent messaging and visibility.

Tourism businesses, including guesthouses, adventure operators, and farm-based enterprises, are emerging as vital storytellers of the park's identity. Interviews (with local stakeholders – university of Gjirokastër tourism experts) indicate that many operators are willing to participate in joint marketing, but lack branding guidance and digital tools. Their communication tends to focus on services and pricing rather than the values of the “wild, free, and authentic” Vjosa identity. These operators are expected to benefit most from actions supporting brand harmonisation, co-marketing initiatives, and capacity-building programmes.

Within **local communities**, awareness of the park's objectives and benefits is still uneven. Residents value the river as part of their heritage, but often perceive conservation initiatives as externally driven, particularly when benefits are not clearly communicated at the local level. Community leaders express the need for more participatory and two-way communication that recognises local voices and stories. Developing community ambassadors and educational campaigns was therefore considered key to strengthening ownership and reducing resistance to change.

Media and content creators have expressed growing interest in covering the Vjosa but lack a reliable source of curated materials. The absence of a media kit, high-quality photo and video content, or a dedicated liaison office has limited the visibility of positive stories, leaving international NGOs or activists to dominate the narrative. Establishing a centralised **digital asset management system** and maintaining regular press engagement were seen as priorities for achieving consistent, professional storytelling.

Donors and international partners, including the European Union (EU), GIZ, CIHEAM Bari, the Worldwide Fund for Nature (WWF), and other agencies, have been instrumental in financing conservation and tourism projects in the Vjosa. However, visibility requirements have often led to fragmented communication efforts. The lack of a unified donor-communication framework has made it difficult to highlight collective achievements or sustain long-term

narratives. A structured system for joint reporting and media coordination was thus identified as a critical need for transparency and continued support.

Audience Needs and Communication Gaps

From the perspectives of audiences and beneficiaries, the analysis highlighted the need to tailor communication to different motivations and capacities.

Visitors, particularly eco-conscious explorers, cultural travellers, and active adventurers, are expected to seek information that combines authenticity with practical guidance. They required digital tools such as the “Visit Vjosa” website and app, clear itineraries, and visual materials that conveyed the river’s unique landscapes. The lack of integrated digital channels and real-time information has constrained visitor engagement and limited storytelling opportunities before, during, and after visits.

Local communities need messages that demonstrate how tourism and conservation could generate tangible benefits. They value participatory events, training, and local media in their own language. The absence of continuous engagement risked reinforcing perceptions of top-down management.

Operators and entrepreneurs require visibility in national and international markets, fair representation in branding, and access to a coherent network for collaboration. Their digital capacity and knowledge of sustainable marketing remain limited, highlighting the importance of the planned training and micro-grant measures.

Enablers and multipliers—tour operators, media, academic institutions, and donors—depend on access to credible content, data, and storytelling tools to amplify the Vjosa message. Without a shared communication platform or common standards, they risk producing parallel messages that dilute the park’s identity.

Cross-Cutting Systemic Challenges

Across all stakeholder groups, several recurring challenges are identified. Limited coordination between institutions leads to inconsistent messaging and reduces the effectiveness of long-term communication efforts. Communication capacities are uneven, with many actors relying on ad-hoc tools or volunteer efforts. Digital and storytelling skills remain limited, particularly at the municipal and operator level. Brand application remains inconsistent in tone and design, revealing the need for clear guidelines and oversight.

Equally important is the **weak monitoring and learning culture**. Few institutions systematically track communication performance or audience feedback. The absence of standard metrics—such as visitor engagement data or social media analytics—means lessons learned were seldom translated into improved practice. Finally, **community** ownership and domestic engagement are limited, with most attention focused on international visibility rather than on cultivating local advocates who could sustain the Vjosa’s identity from within.

Implications for Future Planning

This assessment suggested that the successful implementation of the Communication and Marketing Plan would depend on building both the infrastructure and the communication culture. Investments in the digital ecosystem (website, CRM, app, photo-video library) would need to be complemented by investments in people training, partnership facilitation, and internal coordination mechanisms. The findings also pointed to the importance of integrating donor and project communication efforts into a single, coherent framework led by the NTA and supported by AKZM and municipalities.

In conclusion, the analysis confirmed that while the Vjosa had already captured international attention, its long-term success as a sustainable destination would rely on consistent, data-driven, and inclusive communication.

4. Communication Strategy

This section defines the communication framework, including objectives, target audiences, and delivery channels. Readers will find a detailed explanation of its five operational goals—brand identity, digital ecosystem, targeted promotion, community partnerships, and institutional coordination—followed by a breakdown of key audiences and the tailored messages designed for each. It also illustrates the communication channels and tools—such as the Visit Vjosa website, app, CRM, and media outreach—through which these messages will be delivered and sustained.

4.1. Objectives

4.1.1. General Objective

To position the Vjosa as a leading model of sustainable, nature-based tourism, strengthening Albania's international image, fostering local economic growth, and promoting environmental conservation and community well-being.

4.1.2. Specific Objectives

1. Strengthen and Harmonise the Vjosa Brand Identity

Ensure that the Vjosa brand is consistently recognised, correctly applied, and trusted across all communication materials, tourism operators, and staff.

2. Build and Operate an Integrated Digital Ecosystem for Visitor Engagement and Data Management

Develop and maintain digital platforms (website, app, CRM, social media) that connect visitors, operators, and institutions while generating reliable, real-time analytics for decision-making.

3. Increase Visibility and Market Position through Targeted Promotion and Public Relations

Expand Vjosa's international presence by strengthening media relations, partnerships with tour operators, and high-quality campaigns that extend visitor stays, diversify markets, and attract off-season tourism.

4. Foster Community Participation and Cross-Sector Partnerships

Promote local ownership, environmental stewardship, and collaboration among municipalities, NGOs, academia, and donors to ensure tourism benefits communities and reinforces conservation.

5. Strengthen Institutional Capacity for Evidence-Based Communication and Sustainable Coordination

Consolidate NTA's internal systems, staff skills, and monitoring capacity to ensure coherent communication, transparent reporting, and long-term institutional learning.

4.2. Target Audience

Vjosa's communication strategy identifies and prioritises diverse audience groups whose engagement is essential for achieving conservation, community, and tourism goals. At its core are the visitors, whose experiences shape the park's image and economic impact; the enablers and multipliers, who amplify its visibility and partnerships; the international actors, who extend its global recognition; and the implementers, who translate its vision into daily practice.

Six visitor archetypes are defined and grouped into primary and secondary focus segments. This segmentation allows Vjosa to direct its communication efforts toward audiences whose motivations and values align with the park’s identity — wild, free, and authentic — ensuring that tourism contributes both to nature conservation and local economic well-being.

4.2.1. Core audience: visitors

4.2.1.1. Core targeted audience: primary focus

Below, we introduce three main visitor categories: the Eco-Conscious Explorer, the Active Adventurer, and the Cultural Heritage Seeker. These visitors align naturally with Vjosa’s archetype and personality — wild, free, and authentic. The Eco-Conscious Explorer shares Vjosa’s commitment to purity and sustainability, valuing untouched nature and responsible travel. The Active Adventurer reflects its dynamic spirit, seeking challenge, exploration, and discovery beyond the ordinary. The Cultural Heritage Seeker connects with Vjosa’s soul, drawn to living traditions, local food, and history. Together, these segments align closely with Vjosa’s positioning as a nature-based and culturally rich destination.

Table 1: Core targeted audiences: main focus

Main Focus	Age	Origin	Values	Interests & Motivations
Eco-Conscious Explorer	25-60	Western Europe, Scandinavia, North America	Sustainability, biodiversity, authenticity	Visiting Europe’s last wild river, supporting conservation, and seeking low-impact encounters
Active Adventurer	18-35	Balkans, Central/Eastern Europe	Adrenaline, challenge, exploration	Kayaking, rafting, trekking, remote trails, and off-beat itineraries
Cultural Heritage Seeker	40+	Italy, Greece, Western Europe, diaspora Albanians	History, traditions, identity	Exploring UNESCO sites, historic villages, folk festivals, and regional cuisine

These segments travel independently or in small groups, spend more and engage in conservation programmes. By focusing on them, Vjosa leverages its untamed river, landscapes, and heritage.

4.2.1.2. Core targeted audience: broadened focus

Three additional types of visitors broaden the park’s reach: **Family Eco-Holiday Travellers, Local Weekend Explorers and Scientific, Academic, Volunteer, and Educational tourism (SAVE) Travellers**. Families value safety and learning, seeking farm stays, birdwatching safaris, and kid-friendly nature activities. Local visitors from Albanian cities look for affordable weekend escapes, traditional cuisine, and light hiking. SAVE travellers (scientists, academics, volunteers, and students) are motivated by research and volunteering.

Table 2: Core targeted audiences: broadened focus

Secondary Focus	Age	Origin	Values	Interests & Motivations
Family Eco-Holiday Traveller	Parents 30-50; children <15	Albania, Greece, Germany, diaspora	Safety, fun, family bonding, education	Farm stays, outdoor learning, and interactive nature activities
Local Weekend Explorer	20-60	Albanian cities (Tirana, Fier,	Affordability, leisure, gastronomy	Weekend breaks, traditional cuisine, river

		Gjirokastrë, Vlora)		bathing, picnic, and light hiking
SAVE Traveler	25-65	International universities, NGOs	Conservation, knowledge exchange	Research expeditions, fieldwork, volunteering, and citizen science

Balancing attention across these groups ensures that Vjosa attracts travellers who respect the wild river while engaging families, locals, and researchers whose participation underpins sustainable growth. Together, they create a mix of supporting conservation, research, and livelihoods.

4.2.2. Enablers and multipliers

The Vjosa Wild River National Park depends on enabler and multiplier audiences to achieve its sustainable tourism vision. The Tourism Master Plan calls for involving local communities as key beneficiaries and communicators of park values (akzm.gov.al). Community committees will unite local government, businesses, and NGOs to advise the park foundation. Digital marketing programmes promote collaboration with eco-conscious brands, travel agencies, and influencers to highlight authentic, low-impact experiences (akzm.gov.al). A Donor Working Group will coordinate public and private investment, while a research and education centre in Tepelenë will engage universities and NGOs. Together, these partners drive sustainability, education, and conservation.

Table 3: Targeted audiences: Enablers and multipliers

Audience	Profile / Description	Values	Interests & Motivations
Tour Operators & Travel Agents	Sustainable and adventure travel specialists distributing Vjosa trips	Professional credibility, standards, and sustainability	Developing eco-certified packages; accessing quality content; co-marketing initiatives
Local Communities & Entrepreneurs	Residents, guides, and small businesses in Përmet, Tepelenë, Këlcyrë and nearby villages	Local identity; inclusion; shared benefits	Participating in tourism development, promoting local products, and gaining visibility and income
Media & Influencers	Journalists, content creators, and travel writers	Authentic storytelling; conservation impact; creative freedom	Creating documentaries and narratives that highlight biodiversity, culture, and community stories
Government & Institutional Partners	Ministry of Tourism, AKZM, municipalities and agencies	Accountability; policy alignment; visibility	Coordinating policies; supporting destination management; integrating sustainable tourism into regional planning
Donors & Development Partners	EU, GIZ, CIHEAM Bari, WWF, bilateral donors, and other funders	Measurable impact; alignment with (Sustainable Development Goals)SDGs; transparency	Financing conservation and tourism infrastructure; collaborating in the Donor Working Group
Academic & Civil Society Networks	Universities, NGOs, and research institutions	Knowledge creation; innovation; collaboration	Conducting research, hosting educational programmes, and engaging in citizen science.

These partners form the backbone of Vjosa’s communication strategy by amplifying outreach, aligning investments, and creating a shared narrative that positions the park as a model for sustainable nature-based tourism.

4.2.3. International and Global Audiences

The Vjosa Wild River National Park amplifies its message globally through partnerships with international institutions, donors, and advocates of sustainable tourism and conservation. These actors enhance Vjosa’s visibility, attract investment, and position it as a European model for protecting wild rivers. EU institutions align it with Green Deal goals, UNESCO links nature and culture, while global NGOs, media, and eco-tourism networks share its story worldwide. Diaspora communities connect emotionally and contribute through advocacy and investment. Together, they ensure Vjosa’s voice is heard internationally — as Europe’s last wild river and a living symbol of resilience.

Table 4: Targeted audiences: International and Global Audiences

Audience	Profile / Description	Values	Interests & Motivations
EU Institutions (DG ENV, DG NEAR, EEA)	European bodies supporting environmental and regional development in the Western Balkans	Policy alignment; cooperation.	Promoting Vjosa as a Green Deal and IPA success story, highlighting EU impact.
UNESCO & Heritage Bodies	Global institutions safeguarding natural and cultural heritage.	Integrated conservation; cooperation.	Showcasing Vjosa as a model for culture–nature management and heritage-based tourism.
Global Environmental NGOs (WWF, International Union for Conservation of Nature (IUCN), The Nature Conservancy (TNC), Patagonia)²	International NGOs advocating biodiversity and sustainable development.	Integrity; transparency; solidarity.	Co-financing conservation, advocacy, and positioning Vjosa as a global wild river model.
International Media (NatGeo, BBC Earth, Lonely Planet, The Guardian)	Major media covering the environment and sustainable travel.	Truth; storytelling; engagement.	Producing features and documentaries on Vjosa, promoting community-based tourism.
Diaspora & Cultural Associations	Albanian communities abroad are promoting heritage and identity.	Belonging; pride; contribution.	Supporting tourism and volunteering; investing in community projects.
Adventure & Eco-Tourism Networks (Adventure Travel Trade Association (ATTA), Responsible Travel)	Global travel networks promoting sustainable adventure tourism.	Responsibility; authenticity.	Featuring Vjosa in campaigns, developing eco-certified routes with local partners.

These international partners **extend Vjosa’s narrative to the global stage**, linking local conservation with global sustainability goals. By aligning with European environmental policy, UNESCO’s heritage standards, NGO advocacy, and international media visibility, the park becomes not just a destination but a **symbol of nature’s resilience, cross-border cooperation, and responsible travel**.

4.2.4. Internal audiences - implementers

The communication strategy identifies three key implementing audiences, the **NTA, Park Management & Rangers (AKZM)**, and **Municipalities**, as essential links between national promotion, on-site delivery, and community engagement. NTA aligns Vjosa with Albania’s sustainable tourism brand, AKZM ensures conservation and visitor education through daily operations, and municipalities connect the park with local communities, fostering ownership,

² For a realistic and strategic funding approach, the best choices are Patagonia – the most aligned, credible, and historically committed partner; WWF – strong institutional support for PAs and freshwater values; GIZ – if linked to institutional strengthening, tourism, or park governance.

cultural visibility, and sustainable livelihoods. Together, they guarantee coherent, inclusive, and authentic communication.

Table 5: Targeted audiences: Implementers

Audience	Profile / Description	Values & Roles	Interests & Motivations
National Tourism Agency	National authority responsible for tourism branding and promotion under the Ministry of Tourism and Environment.	Leads the national promotion of Vjosa as a sustainable, nature-based destination; ensures alignment between park communication and Albania’s tourism brand (<i>Visit Albania</i>).	Strengthening Albania’s eco-tourism image, attracting quality visitors, and positioning Vjosa as a flagship model of sustainable tourism.
Park Management & Rangers (AKZM)	On-site management and ranger teams under the NAPA, responsible for conservation, visitor safety, and interpretation.	Function as <i>frontline ambassadors</i> of Vjosa’s brand, ensuring consistent communication on sustainability, conservation, and visitor experience.	Stewardship, professionalism, pride in protecting the park, improving visitor engagement, and upholding the “Leave No Trace” ethic.
Local Partners (Municipalities)	Municipal governments (Përmet, Tepelenë, Këlcyrë, Memaliaj)	Serve as <i>connectors</i> between the park, residents, and visitors; promote regional identity and integrate local entrepreneurship and culture.	Community inclusion, shared economic benefit, local pride, and sustainable rural growth through responsible tourism.

4.3. Communication by target audience

The Vjosa Wild River National Park communicates through a powerful combination of digital storytelling, on-site experiences, and partnerships. Its **integrated communication ecosystem**, the *Visit Vjosa* website, the **Vjosa App**, CRM-driven email marketing, media outreach, social platforms, community engagement, and internal networks — ensures that each audience receives targeted and relevant information across digital and on-site channels.

Below is a synthesis of the primary target audiences, their key messages, and the principal tools and channels used to reach them.

4.3.1. Core Audiences – Visitors

Vjosa’s visitors are explorers, families, adventurers, and learners seeking authentic, sustainable experiences. Communication with them inspires curiosity before the trip, provides guidance during the visit, and sustains engagement afterwards through stories, images, and learning moments.

Channels combine **digital inspiration**, **social media storytelling**, **CRM-based email communication**, and the **Vjosa App** for offline field support.

Table 6: Core messages and communication channels: Core audiences

Visitor Segment	Core Message	Main Communication Tools / Channels
Eco-Conscious Explorer	“Be part of protecting what remains wild and free.”	Visit Vjosa Website (eco itineraries, volunteering); Vjosa App – Eco Explorer; Instagram & YouTube storytelling; CRM & email journeys; press features; photo/video library
Cultural Heritage Seeker	“Walk where stories and rivers have flowed for centuries.”	Visit Vjosa Website (heritage routes, events); Vjosa App – Heritage Mode; Facebook & travel media; co-marketing with Visit Albania; press trips; heritage articles; email updates

Active Nature Tourist / Adventurer	“Adventure is wilder where the river runs free.”	Vjosa App – Adventure Mode; Visit Vjosa Website (bookings & maps); TikTok & YouTube (POV videos); influencer campaigns; online ads; email trip updates
Family Eco-Holiday Traveller	“Where kids learn from the wild, not screens.”	Visit Vjosa Website (family packages & learning trails); Vjosa App – Family Explorer; Facebook family groups; YouTube mini-series; email offers & school programmes; local radio
Local Weekend Explorer	“Your river, your heritage, your weekend escape.”	Visit Vjosa Website (local offers & deals); Vjosa App – Local Trips Mode; TikTok reels; local radio & print ads; off-peak digital campaigns; seasonal email alerts
NGO & Academic Researcher	“Protecting the last wild river starts with knowledge.”	Vjosa Website – Research Hub; Vjosa App – Research Mode; LinkedIn & academic webinars; citizen-science campaigns; donor bulletins; email briefings

4.3.2. Enablers & Multipliers

These audiences expand Vjosa’s reach through collaboration, investment, and storytelling. Tour operators, local businesses, institutions, and media function as **trusted messengers and partners**, helping translate the brand into tangible benefits for people and places.

Communication combines **partnership platforms, training and outreach, media relations, donor communications, and community activities** supported by the digital ecosystem.

Table 7: Core messages and communication channels: Enablers & Multipliers

Audience Segment	Core Message	Main Communication Tools / Channels
Tour Operators & Travel Agents	“Join the movement for sustainable adventures.”	Partner Portal (Visit Vjosa); Vjosa App – Partner Mode; LinkedIn Business to Business (B2B); trade & media fairs; brand training & micro-grants; co-marketing emails
Local Communities & Entrepreneurs	“Vjosa belongs to those who live and protect it.”	Community outreach (town-halls, clean-ups, fairs); Vjosa App – Local Hub; ambassador programme; local radio; municipal events; newsletters
Media & Influencers	“Tell the world the story of Europe’s last wild river.”	Press & media trips; Vjosa Website – Media Corner; Vjosa App – Media Mode; influencer collaborations; podcasts; press releases & newsletters
Government & Institutional Partners	“Vjosa: a model of sustainable governance.”	Policy briefings; coordination workshops; Vjosa App – Governance Dashboard; inter-agency intranet; joint statements; internal emails
Donors & Development Partners	“Invest in the world’s first Wild River National Park.”	Donor Portal (Visit Vjosa); Vjosa App – Donor Mode; annual impact reports; joint media releases; donor newsletters; meetings & field visits
Academic & Civil Society Networks	“Research, teach, and act for the living river.”	Vjosa Research Hub; Vjosa App – Education Mode; academic webinars; citizen-science events; research calls; email bulletins

4.3.3. International and Global Audiences

Vjosa’s global communication builds recognition and credibility beyond Albania. It positions the park as a **European flagship for sustainable river protection**, linking national efforts with EU priorities, UNESCO heritage, and global environmental movements.

Key tools include **international media relations, policy communication, diaspora outreach, and global partnerships** amplified through the digital ecosystem.

Table 8: Core messages and communication channels: International & Global Audiences

Audience Segment	Core Message	Main Communication Tools / Channels
EU Institutions (DG ENV, DG NEAR, EEA)	“A European success story for wild nature protection.”	Vjosa Website – EU Section; Vjosa App – EU Monitoring Mode; LinkedIn policy updates; EU briefings; email reports
UNESCO & International Heritage Bodies	“Safeguarding nature and culture as one living heritage.”	Vjosa Website – Heritage Hub; Vjosa App – Heritage Mode; UNESCO events; heritage symposia; email briefings
Global Environmental NGOs (WWF, IUCN, TNC)	“The last wild river in Europe – protected through global solidarity.”	Vjosa Website – Partners Page; Vjosa App – Conservation Mode; NGO campaigns; global webinars; joint emails & impact reports
International Media	“The world’s last wild river finds its voice.”	Press conferences; documentaries; Vjosa Media Kit Digital Asset Management (DAM); Vjosa App – Press Mode; multilingual press releases; media newsletters
Diaspora & Cultural Associations	“Bring home your story — reconnect with your river.”	Embassies; cultural festivals; Vjosa Website – Diaspora Section; Vjosa App – Diaspora Mode; diaspora newsletters & events
Adventure & Eco-Tourism Global Communities	“Join the global movement for responsible wild-river travel.”	Visit Vjosa Website – Adventure Portal; Vjosa App – Adventure Global Mode; international trade fairs; global email campaigns; co-marketing with Online Travel Agency (OTAs)

4.3.4. Internal Audiences – Implementers

Vjosa’s internal teams are the backbone of every message, from park rangers to ministries. Effective internal communication guarantees consistent branding, smooth coordination, and motivated staff.

Tools combine **intranet systems**, **internal briefings**, **training modules**, and the **Vjosa App’s management modes** to keep everyone informed and connected.

Table 9: Core messages and communication channels: implementers

Institutional Audience	Core Message	Main Communication Tools / Channels
National Tourism Agency	“Lead Albania’s new era of sustainable nature-based branding.”	Internal platform (intranet/Slack); Vjosa Website – NTA Dashboard; Vjosa App – Admin Mode; staff briefings; email updates; training sessions
AKZM	“Guardians of the Wild: protect, educate, inspire.”	Vjosa Website – Ranger Portal; Vjosa App – Ranger Mode; e-learning modules; internal newsletters; coordination emails
Local Partners (Municipalities)	“Empowering communities to grow with nature.”	Vjosa Website – Municipal Page; Vjosa App – Municipality Mode; community meetings; local press; municipal email updates

For a detailed description of communication by audience, please refer to [A.2 Target Audiences – Communication Matrix](#).

5. Communication plan: content and implementation aspects

This section defines how the park’s vision will be conveyed to inspire awareness, pride, and participation. It presents the **objectives** that guide communication efforts and the **key messages** tailored to Vjosa’s diverse audiences. It explains how these messages support the park’s identity as Europe’s last wild river and a model of sustainable, nature-based tourism that benefits both people and nature. While the primary communication means and channels are introduced here, their detailed application and coordination will be addressed in the **implementation section** that follows.

5.1. Communication Action Plan and communication means/channels

5.1.1. Communication Action Plan content

The **Vjosa Wild River National Park Marketing & Communication Action Plan** defines concrete actions, responsibilities, and timelines to implement the communication strategy. Rooted in the values of *wild, free, authentic, and alive*, it uses clear communication tools and channels — including the **Visit Vjosa** website and app, social media storytelling, press and media trips, digital campaigns, community outreach, and internal staff platforms — to reach diverse audiences. Through five pillars — brand identity, digital ecosystem, promotion and Public Relations (PR), community engagement, and internal communication — the plan builds a unified brand and positions Vjosa as a model of sustainable tourism.

This Communication Plan works hand in hand with the detailed **Action Fiches** in *Annex A1*, which turn ideas into concrete steps. For example, [A1.1 – Building Brand Identity](#) shows precisely how the Vjosa brand will be created and applied—who does what, when, and with what resources. While this section explains the strategy and logic behind the plan, the fiches show the practical side: activities, budgets, and timelines for each phase and scenario. Reading them together helps the reader see how the vision becomes reality—from defining the brand’s values to training staff and rolling it out across materials and platforms.

5.1.1.1. Brand identity and communications

Objective

Establish a unified and recognisable Vjosa brand that reflects its wild, authentic, and sustainable identity, ensuring consistency across all touchpoints and building trust among operators, partners, and audiences.

Actions/measures

Prepare and implement the Vjosa Brand Manual

The Vjosa Brand Manual defines how Europe’s Last Wild River is represented across all forms of communication, ensuring that all messages are clear, consistent, and accurate to its spirit. It translates the brand’s vision into practical visual and verbal rules for everyone involved — from the park authority and local municipalities to tourism operators, NGOs, and media partners. The brand reflects five key values: Freedom, Wildness, Authenticity, Heritage, and Sustainability. Its design uses natural colours inspired by the river and the mountains, simple geometric shapes, and clean typography, which together express harmony between people and nature. The logo, built around the hierarchy “Vjosa/ Europe’s Last Wild River / National Park,” creates a strong and recognisable identity. The brand’s language follows the same logic — vivid and adventurous for visitors, protective and caring for conservation, and personal when sharing local stories. These rules will be applied across signage, brochures, websites, and social media content

to ensure consistency. Oversight and updates will be led by the National Tourism Agency and the Vjosa Foundation, ensuring the brand stays coherent, inclusive, and respected over time.

Develop a photo and video DAM platform

This measure will create an online library where all official photos and videos of the Vjosa are stored, organised, and shared in one easy-to-use place. The platform will host high-quality images and clips showing the river's landscapes, wildlife, local people, and experiences, all carefully tagged in several languages (Albanian, English, Italian, and German) to make searching simple. Tourism operators, municipalities, and media partners will have secure access to download or upload materials, subject to clear usage rules and copyright restrictions. Regular updates and themed collections — such as *Seasons of Vjosa*, *Wildlife and Conservation*, and *People of the River* — will keep the library fresh and valuable for campaigns and storytelling. Short training sessions will help users understand how to apply the Vjosa brand correctly, credit photos properly, and share content responsibly.

Train operators on the Vjosa brand use and provide micro-grants for implementation

This measure will help tourism operators and local businesses learn how to apply the Vjosa brand in their daily work. It includes regional workshops, online webinars, and personalised coaching sessions that explain how to use the Brand Manual, tell authentic stories, apply the right visuals, and create a consistent visitor experience. To turn training into action, small co-financing grants will support operators in introducing branded materials such as signage, menus, uniforms, or information boards that follow the Vjosa visual identity. This practical support will help businesses improve their visibility, build trust with visitors, and strengthen a unified image of Vjosa as a sustainable and high-quality destination.

Please refer to [A1.1. Brand identity & communications](#) for more details

5.1.1.2. Digital ecosystem & data

Objective

Build an integrated, data-driven digital ecosystem that enhances visitor engagement, consolidates partner collaboration, and supports continuous performance tracking to guide smarter, evidence-based communication.

Actions/measures

Develop the official website — visitvjosa.al

Develop a clear and engaging website where visitors can discover and plan their Vjosa trip. The site will present the river's story, nature and heritage highlights, easy itineraries, trails with maps and downloads, and a "Book" hub linking directly to trusted local operators. It will explain when to visit, how to get around, what to pack, and how to travel responsibly. Visitors will also find safety alerts, seasonal events, inspiring stories, and contact points for press and partners. The site will be multilingual, visual, and accessible, and fully integrated with the Vjosa App, allowing visitors to save itineraries, maps, and safety information for offline use. Through simple "Open in App" buttons, users can seamlessly move from online trip planning to real-time navigation and guidance during their visit, creating a single, continuous experience from inspiration to exploration.

Create the Vjosa Mobile App (PWA)

Create a mobile app that serves as a pocket guide for visitors during their trip. It will show real-time conditions, featured trails, and daily tips, with a GPS map that also works offline. Each trail will include distance, time, difficulty, and safety information, while short itineraries and packing checklists will help visitors prepare. The app will also include visitor centre information and allow users to save their favourite routes or share their photos and stories with consent. Fully integrated with the Vjosa website, the app will enable users to import itineraries, maps, and information

they planned online via simple “Open in App” links. In this way, visitors can start planning their trip on the website and continue exploring in the field with the app, ensuring a smooth, convenient, and informative experience before, during, and after their visit.

Maintain active social media channels

Maintain engaging social media pages on Instagram, Facebook, TikTok, and YouTube to share short stories about the river, its people, and experiences. Posts will combine visitor contributions, professional photos and videos, community stories, and environmental messages. The tone will be positive and authentic, encouraging followers to explore responsibly and linking them back to the website or app for more details.

Build and manage a contact database (CRM)

Build and manage a single, well-organised database that collects visitor contacts from the website, app, visitor centres, and partner activities. Each contact will include basic information, language, and interests to allow personalised communication. The system will be managed through reliable, user-friendly platforms such as HubSpot, Zoho, or Mailchimp, which combine contact management, email automation, and reporting in one place. These tools allow staff to create audience lists, design multilingual forms, and track engagement while keeping complete control over privacy and consent. Data will be managed transparently, allowing visitors to easily choose which updates they want to receive, such as trip tips, park alerts, or conservation news.

Preparing an email marketing system

Prepare a friendly and straightforward email system to communicate with visitors before, during, and after their trip. Automatic messages will share helpful tips, maps, and checklists before travel, short reminders and safety information during their stay, and thank-you messages after the trip, inviting feedback and stories. The system will use accessible, well-known tools such as Mailchimp, HubSpot, or Zoho Campaigns, which make it easy to design multilingual templates, set up automated journeys, and personalise content based on visitor interests. All emails will be short, clear, and visually consistent with the Vjosa brand, helping visitors feel guided and connected throughout their experience.

Conduct regular online listing audits

Conduct regular reviews of Vjosa listings on Google, TripAdvisor, and other travel platforms to ensure all information about the destination and its operators is accurate, up-to-date, and visually appealing. This means checking that names, addresses, contact details, and opening hours are correct, that descriptions are written in the right language, and that photos reflect the real experience. Old or low-quality images will be replaced with new, high-quality pictures from the official Vjosa image library. Links will be checked to ensure they direct visitors to the correct pages. Local tourism operators will receive brief training sessions and one-to-one support on managing their online profiles, responding to visitor reviews, and using consistent visuals and descriptions that align with the Vjosa brand identity.

Prepare and use analytics dashboards

Prepare easy-to-read dashboards that show how people interact with the website, app, social media, and email in a single, clear view. These dashboards will use simple and accessible tools such as Google Analytics, Meta Insights, and Google Looker Studio (or Power BI) to combine data from different sources into clear charts and summaries. They will track what stories or posts attract the most visitors, which pages lead people to book local experiences, and how users respond to newsletters and campaigns. The information will help the team understand what works best, decide where to focus future communication efforts, and adjust messages quickly based on real visitor behaviour and feedback.

Please refer to [A.1.2. Digital ecosystem & data](#) for more details.

5.1.1.3. Promotion & Public relations

Objectives

Position Vjosa as a leading sustainable and adventure tourism destination in Europe through strategic campaigns, media relations, and partnerships that strengthen brand visibility and drive year-round visitation.

Actions/measure

Develop themed campaigns

Create inspiring marketing campaigns that tell the story of the Vjosa River in an engaging and easy-to-understand way. Each campaign will have a clear theme — such as adventure, culture, or conservation — and will use both online and offline channels. This includes storytelling posts on social media, online ads on Google and Facebook, printed posters and brochures, and partnerships with airlines or online travel agencies. Influencers and local photographers will be invited to share real experiences that showcase the river's beauty and the people who live along it. Each campaign will encourage visitors to plan their trip and travel responsibly.

Organise press and media trips

Invite journalists, travel writers, and content creators to visit the Vjosa region and experience it first-hand. These short, well-planned trips will help media guests explore the park, meet local guides, taste local food, and learn about conservation efforts. In return, they will write articles, post videos, record podcasts, or create blogs that share the authentic story of the Vjosa with international audiences. Media visits will be carefully planned to match seasonal themes and will include support with transport, translation, and local coordination.

Use traditional media channels

Promote Vjosa through newspapers, magazines, radio, and short television spots to reach audiences who may not be active online. Materials will be adapted to different languages and formats for each country, while maintaining the same simple, positive message. Each advert or article will include a QR code or a short web link that leads directly to the official Vjosa website or app, so readers can easily find more information or plan their trip.

Participate in trade and media fairs

Take part in major international tourism fairs and professional events to present Vjosa to tour operators, travel agencies, and journalists. The National Tourism Agency will prepare a booth, printed materials, and short presentations highlighting the area's main experiences and local products. These events are significant opportunities to build partnerships, attract new businesses, and promote Vjosa as a leading destination for nature-based and sustainable tourism.

Run off-peak digital campaigns

Launch targeted digital campaigns in spring and autumn to attract visitors outside the busy summer season. These campaigns will focus on quieter villages, new hiking trails, and nature-friendly activities that support local communities. Photos, short videos, and posts will be shared on social media and travel websites, often with the help of local influencers. By showing that the Vjosa is beautiful and welcoming year-round, these campaigns will help spread visitors more evenly and protect the river's fragile environment.

Please refer to [A.1.3. Promotion & Public relations](#) for more details.

5.1.1.4. *Community engagement & partnerships*

Objectives

Foster inclusive participation and shared ownership among local communities, institutions, donors, and multipliers to ensure tourism growth benefits people, nature, and partnerships equally.

Action/measure

Strengthen community outreach

Organise activities that involve local people and help them feel proud of living near the Vjosa. This includes open town hall meetings where residents can share ideas, river clean-up days, and school programmes teaching children about nature and the importance of protecting the river. Information boards and interpretive signs will be placed in villages and along trails to explain local stories, wildlife, and traditions. An extraordinary **Vjosa Ambassador Programme**³ will invite teachers, guides, and youth leaders to represent the river, share its message, and help organise community events throughout the year.

Improve donor communications

Prepare explicit and regular communication materials for the organisations and institutions that support the Vjosa. This will include short bi-annual newsletters with project updates, annual impact reports showing results, and press releases highlighting key achievements. Donors and partners will also be recognised through branded certificates, plaques, and mentions in media campaigns. Joint statements and success stories will be shared with ministries, NGOs, and local communities to show how collaboration helps protect the river and improve local livelihoods.

Develop a multiplier programme

Create a programme that connects all key partners who can help spread the Vjosa message, including NGOs, researchers, influencers, and educators. The programme will organise partnership workshops, short training sessions, and co-marketing opportunities to encourage collaboration and knowledge sharing. It will also include networking events, joint field visits, and small funding calls to support innovative communication, education, and research projects about the river. Exchange visits and academic collaborations will help link the Vjosa to other European river conservation initiatives and strengthen its international profile.

Please refer to [A.1.4. Community engagement & partnerships](#) for more details.

5.1.1.5. *Internal communication*

Objective

Strengthen organisational communication and staff capacity to ensure consistent messaging, collaboration, and service quality across all departments involved in Vjosa's brand and tourism management.

Communication tools/channels

- **Internal platform:** A secure intranet or Slack-style channel for sharing updates, guidelines, campaign results, and success stories across departments.
- **Staff briefings:** Quarterly internal newsletters or meetings to inform staff about campaigns, partnerships, visitor feedback, and lessons learned.

³ The Vjosa Ambassador Programme brings together local residents, teachers, guides, and youth leaders to act as champions of the river. They help share the park's values of freedom, authenticity, and respect for nature, connecting visitors and communities through local stories, events, and conservation activities.

- **Training modules:** Regular workshops and e-learning sessions on brand application, customer care, crisis communication, and digital skills.

Please refer to [A.1.5. Internal communication](#) for more details.

5.1.2. Communication means and channels

This Communication Matrix translates the strategic measures outlined in the Marketing and Communication Action Plan (A1.1–A1.5) into a clear operational structure based on **communication means**, the concrete tools and channels through which messages are delivered. Rather than presenting audiences or messages in isolation, the matrix focuses on *how communication actually occurs*, identifying where each message lives and how it reaches its intended audience.

For greater clarity and alignment with implementation, the communication means are grouped into **five operational domains** corresponding to the Action Plan structure: (i) Digital Ecosystem, (ii) Media & Promotion, (iii) Brand & Visual Tools, (iv) Visitor Information & On-site Experience, and (vi) Monitoring & Performance.

This grouping ensures coherence between strategic objectives and daily practice, avoids overlap, and helps define responsibilities across the NTA’s communication units and partners.

5.1.2.1. Digital Ecosystem

The Digital Ecosystem forms the backbone of the Vjosa brand’s communication. It connects visitors, partners, and institutions through integrated online platforms that share content, collect data, and provide real-time interaction. It includes Visit Vjosa website, the progressive web app, CRM and email systems, and online advertising — together building a continuous, data-driven relationship between audiences and the destination.

Table 10: Communication means: Digital Ecosystem

Communication Means / Tools	Main Target Audiences	Core Message / Narrative
Visit Vjosa Website	All visitor segments; partners; media; donors	“Discover Europe’s first Wild River National Park — pure, untamed, and alive.” → Central multilingual hub for itineraries, stories, booking links, and partner visibility.
Vjosa Mobile App (Progressive Web App)	Visitors (all segments), local guides, researchers, municipalities, donors	“Your smart companion for exploring and protecting the Vjosa.” → Offline maps, trails, events, QR scanning, citizen science, and alerts.
CRM & Email Marketing System	Visitors, tour operators, donors, partners	“Stay connected to the river.” → Automated multilingual email journeys and newsletters before, during, and after visits.
Digital Advertising & Search Optimisation (Google, Meta, YouTube)	Prospective visitors to target markets	“Experience Albania’s wild heart.” → Paid and organic campaigns to boost awareness, web traffic, and bookings.

5.1.2.2. Media and Promotion

Media and promotion activities extend the brand’s visibility beyond owned channels, translating the Vjosa story into compelling narratives for broad and specialised audiences. This domain includes social media storytelling, press and

influencer relations, traditional advertising, and participation in international tourism fairs — ensuring that Vjosa’s identity reaches both travellers and industry professionals.

Table 11: Communication means: Media & Promotion

Communication Means / Tools	Main Target Audiences	Core Message / Narrative
Social Media Platforms (Instagram, Facebook, TikTok, YouTube, LinkedIn)	Visitors, influencers, communities, diaspora, professional networks	“Pure. Untamed. Alive.” → Continuous storytelling combining professional and user-generated content.
Press & Media Relations	National/international journalists, influencers, NGOs	“Europe’s last wild river tells its story.” → Media trips, documentaries, and features showcasing conservation and community life.
Traditional Media Placements (Print, TV, Outdoor)	Domestic and regional audiences	“Vjosa – wild, authentic, Albanian.” → Seasonal adverts and short TV features reinforcing brand recognition.
International Fairs & Trade Events (ITB, WTM, ATTA, etc.)	Tour operators, travel agents, development partners	“Join the movement for sustainable adventures.” → Joint stands and B2B events promoting Vjosa packages and partnerships.

5.1.2.3. Brand & Visual Tools

Strong branding and coherent visual storytelling are essential to establishing trust and recognition. This domain includes the creation and application of the Brand Manual, templates, and the Digital Asset Library — ensuring that every photo, video, and material reflects the same authentic voice and visual style of the Vjosa brand.

Table 12: Brand and visual tools

Communication Means / Tools	Main Target Audiences	Core Message / Narrative
Brand Manual & Templates	NTA, partners, municipalities, tour operators	“One brand, one voice.” → Ensures all materials and campaigns use consistent visual identity and tone.
Visual & Digital Asset Library (DAM Platform)	Media, influencers, tourism operators, institutions	“Authentic stories, freely shared.” → Central source of high-quality photos, videos, and templates for co-branding.

5.1.2.4. Visitor Information & On-Site Experience

While digital and media campaigns attract visitors, their on-site experience cements the brand’s credibility. This domain focuses on physical communication touchpoints — signage, brochures, and visitor information — ensuring that the Vjosa identity remains visible, consistent, and informative throughout the entire journey.

Table 13: Visitor Information and on-site experience

Communication Means / Tools	Main Target Audiences	Core Message / Narrative
Signage & Visitor Information Materials	On-site visitors, local communities	“Welcome to the Wild River National Park.” → Unified signage, maps, and visitor display ensuring brand consistency.

Printed Brochures & Maps	Visitors, tourism offices, hotels, guides	“Explore the river that still flows free.” → Compact, informative materials linked by QR to digital platforms.
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5.1.2.5. *Monitoring & Performance*

Monitoring and analytics provide feedback on communication performance and guide adjustments. This domain ensures continuous measurement of visibility, engagement, and results across digital and media channels. It provides NTA with evidence to guide future actions, refine strategies, and ensure accountability.

Table 14: Communication means: Monitoring and Performance

Communication Means / Tools	Main Target Audiences	Core Message / Narrative
Integrated Monitoring Dashboards	NTA communication and digital teams	“Measure what matters.” → Consolidates web, social, and CRM analytics for quarterly reporting and adaptive decision-making.

By grouping communication means in this way, the matrix provides a **clear operational roadmap**: (i) each communication tool corresponds directly to an Action Plan measure; (ii) the relationship between strategic objectives, audiences, and delivery channels is transparent; (iii) it offers an easy-to-use reference for implementation, budgeting, and monitoring — ensuring the Vjosa brand speaks with *one coherent voice across all platforms*.

5.2. *Communication plan implementation phases*

The implementation of the Vjosa Communication Plan follows a phased approach that reflects both the logical progression of institutional capacity within the National Tourism Agency (NTA) and the varying resource requirements across different measures. This approach ensures flexibility and coherence between available capacities, donor commitments, and the evolving tourism ecosystem of the Vjosa region. The phasing model directly mirrors the timelines and cost structures presented in *Annexe A1 – Action Fiches*, ensuring the strategy remains operationally feasible and financially realistic.

The methodology for defining the phases was grounded in three core principles. First, **functional sequencing**: each communication component—brand identity, digital ecosystem, promotion, and community engagement—builds on the results of the previous one. Foundational actions, such as creating a brand identity and website, must be completed before more complex tools like a CRM or a Progressive Web App (PWA) can be deployed.

Second, **resource calibration**: actions were prioritised according to their technical and financial intensity. Activities requiring limited funding and existing in-house expertise are scheduled early. At the same time, capital and skill-intensive measures are introduced once systems mature and additional donor or government support is secured.

Third, **institutional learning and sustainability**: the sequence allows NTA staff and partners to gradually build competencies and confidence, ensuring that new digital systems and communication channels can be maintained effectively after donor support diminishes.

Phase 1 – Foundation (2025–2026)

This phase lays the groundwork for all subsequent communication efforts. It focuses on building visibility and credibility through the creation of a coherent Vjosa brand, a functional multilingual website, and initial storytelling capacity. Key activities include developing the Brand Manual, messaging toolkit, and digital templates; establishing a basic digital asset library; and launching the *Visit Vjosa* website. Capacity-building workshops, internal training, and

small community outreach initiatives—such as the Vjosa Ambassador programme—begin during this period. Phase 1 emphasises quick wins, visible outputs, and a manageable workload consistent with current NTA capacities.

Phase 2 – Development & Rollout (2027–2028)

The second phase expands from foundational outputs to a fully integrated communication and marketing ecosystem. The focus shifts to professionalisation, interoperability, and international reach. Actions include deploying the CRM and Visitor Database, launching the mobile PWA, and introducing automated email marketing systems. Social media storytelling becomes continuous and data-driven, supported by thematic campaigns and selective participation in trade and media fairs. The DAM platform is strengthened, and operator training with micro-grants is scaled up. This phase demands greater human and financial resources, combining national funding with moderate donor contributions. It represents the operational core of the strategy, delivering measurable engagement and market presence.

Phase 3 – Optimisation and Sustainability (2029–2031)

The final phase consolidates progress and ensures the long-term durability of all communication tools and partnerships. The emphasis moves from expansion to refinement—continuous monitoring, performance optimisation, and evaluation. Activities include SEO and content refreshes, advanced analytics integration, CRM enhancement with partner dashboards, and annual reporting on communication Key Performance Indicators (KPIs). Off-peak campaigns and community programmes are institutionalised, while donor communication transitions into regular impact reporting. This phase also includes final evaluations to capture lessons learned and recommendations for the next strategic cycle.

Rationale for the Chosen Phasing

This three-phase structure was selected because it enables **progressive scaling**—each step builds capacity before introducing new complexity. It synchronises with Albania’s medium-term tourism development framework and donor programming cycles, ensuring investment efficiency and accountability. Moreover, by linking each phase directly with the *Action Fiches*, the approach provides a clear operational roadmap that translates strategic ambitions into realistic, budgeted actions, fostering continuity, coordination, and measurable results.

5.3. Communication plan implementation Scenarios

The three implementation phases outlined above correspond to an **optimistic, or full-scale, scenario, in which the NTA benefits from a strong** government commitment and active donor involvement. This scenario assumes that the Vjosa Wild River National Park will continue to hold exceptional national and international significance as a model for nature-based tourism, a driver of local economic development, and a showcase of Albania’s leadership in conservation. Given Vjosa’s global visibility and alignment with the country’s sustainable tourism priorities, it is reasonable to expect that sufficient political, financial, and technical support will be secured to realise the entire communication plan as designed in the Action Fiches.

However, implementation of complex communication systems depends on multiple variables—availability of funds, human resource capacity, administrative coordination, and donor programming cycles. To ensure the plan remains adaptable to different conditions, three implementation **scenarios** have been developed. These scenarios are not separate strategies but **graduated versions** of the same plan, reflecting various levels of resourcing and institutional readiness. Each scenario follows the same phased structure (Foundation, Development & Rollout, Optimisation), but differs in scale, speed, and scope of activities.

Scenario 1 – Basic Capacity (Limited Resources and Donor Involvement)

In the baseline scenario, the NTA operates within its existing structure, using current staff and technologies, with little to no additional budget or external support. Activities are focused on **maintaining essential communication functions** and preserving institutional continuity. Key priorities include keeping the *Visit Vjosa* website active and regularly updated, maintaining a modest social media presence, and gradually applying the Vjosa brand across materials and channels.

The approach is pragmatic: emphasis is placed on what can be achieved with limited means, leveraging community engagement, partnerships, and user-generated content to sustain visibility. Donor communication is kept simple through periodic updates and acknowledgements. While this scenario limits innovation, it ensures that Vjosa's presence and reputation do not diminish, even during resource-constrained periods.

Operations and related budget for basic scenarios are integrated in [A1. Action fiches](#).

Scenario 2 – Enhanced Capacity (Moderate Government and Donor Support)

The intermediate scenario reflects a realistic yet proactive outlook, where NTA receives **modest budget increases**, adds a few communication and digital specialists, and secures **partial donor co-financing** for specific actions. This enables the agency to move beyond basic maintenance toward structured development.

Core activities include completing the whole brand identity and asset library, deploying the CRM and visitor database, and developing the Progressive Web App (PWA) to complement the *Visit Vjosa* website. Enhanced storytelling through social media, professional photo and video production, and selective marketing campaigns allow NTA to strengthen international visibility and stakeholder engagement. Community and donor partnerships also expand through structured outreach, reporting, and small-grant mechanisms.

This scenario represents a balanced and sustainable level of implementation—ambitious yet achievable within Albania's current institutional and funding landscape.

Scenario 3 – Optimistic / Full Implementation

The optimistic scenario assumes **comprehensive government commitment and substantial donor participation**, positioning NTA as a fully equipped destination management and marketing authority for the Vjosa region. It envisions the **complete implementation of all communication measures** described in the Action Fiches, delivered at professional standards. Under this scenario, advanced digital systems (CRM, Mobile App, Electronic Direct Mail (EDM), DAM) are deployed and interconnected. At the same time, large-scale brand campaigns, press trips, and international partnerships are conducted annually. A professional creative team manages continuous content production, data analytics, and global promotion. The community engagement and ambassador programmes reach all municipalities, linking local voices with the broader brand narrative. By the end of Phase 3, Vjosa becomes an internationally recognised case study in sustainable destination branding, supported by long-term institutional capacity and integrated funding mechanisms.

Together, these three scenarios provide a **flexible and resilient implementation framework**. They allow the NTA and its partners to adapt to changing contexts while maintaining strategic continuity and shared vision—ensuring that, regardless of resource levels, Vjosa's story continues to be told authentically, consistently, and effectively.

5.4. Implementation Calendar 2026–2031 (Optimistic Scenario)

The table below presents the phasing of all communication measures (1.1–5.1) for 2026–2031 under the optimistic scenario.

Coloured cells represent the main implementation phases: ■ Foundation, ■ Development & Rollout, ■ Optimisation & Sustainability.

Table 15: Communication plan implementation calendar

Measure	2026	2027	2028	2029	2030	2031	Key Focus / Phase
1.1 – Building Brand Identity							Brand Manual, visual identity, workshops, training
1.2 – Photo & Video Asset Library							Professional photo/video production and DAM setup
1.3 – Brand Training & Small Grants							Operator training and micro-grants
2.1 – Visit Vjosa Website							Website build, search Engine optimisation (SEO), maintenance
2.2 – Mobile Web App							App design, updates, and feedback integration
2.3 – Social Media Storytelling							Continuous storytelling, professional content
2.4 – Deploy CRM & Visitor Database							CRM setup, integration, analytics
2.5 – Email Marketing Automation							Email campaigns and automation workflows
2.6 – Optimise Online Listings							Audit and training for online listings
2.7 – Content Performance Monitoring							KPI tracking and analytics dashboards
3.1 – Annual Themed Campaigns							Campaigns, press trips, influencer marketing
3.2 – Traditional Advertising							Print, TV and digital media placements
3.3 – International Trade & Media Fairs							Fairs, PR outreach, alliances
3.4 – Off-Peak Campaigns							Spring/autumn campaigns promoting secondary hubs
4.1 – Community Engagement & Education							Workshops, ambassador programme, and education
4.2 – Institutional Partnerships & Donor Communication							Reports, media releases, donor visibility
4.3 – Business, Media & Academic Partnerships							Joint initiatives, conferences, collaborations
5.1 – Internal Communications & Capacity Building							Intranet, training, staff engagement

5.5. Indicative budget for the implementation of the communication plan

The following budget summary brings together data from all Action Fiches (Measures 1.1–5.1). It presents estimated costs under two scenarios: an **Optimistic Scenario** with full government and donor support, and a **Basic Scenario** with limited resources. Measures are grouped by thematic area to show how investments in branding, digital tools, promotion, and community engagement evolve. These estimates provide a clear view of the financial needs for implementing the Communication Plan and support coordinated funding and planning between NTA and its partners.

Table 16: Communication indicative budget plan

Group of Measures	Measure	Estimated Cost (€) Optimistic Scenario	Estimated Cost (€)Basic Scenario
1. Brand Identity & Communications	1.1 – Building Brand Identity	40,000	12,000
	1.2 – Photo & Video Asset Library	25,000	8,000
	1.3 – Brand Training & Small Grants	70,000	18,000
	Subtotal – Group 1	135,000	38,000
2. Digital Ecosystem & Data	2.1 – Visit Vjosa Website	79,500	25,000
	2.2 – Mobile Web App	61,000	12,000
	2.3 – Social Media Storytelling	90,000	18,000
	2.4 – Deploy CRM & Visitor Database	135,000	30,000
	2.5 – Email Marketing Automation	50,000	10,000
	2.6 – Optimise Online Listings	10,000	5,000
	2.7 – Content Performance Monitoring	25,000	8,000
Subtotal – Group 2	450,500	108,000	
3. Promotion & Public Relations	3.1 – Annual Themed Campaigns & Media Trips	250,000	75,000
	3.2 – Traditional Advertising	75,000	20,000
	3.3 – International Trade & Media Fairs	220,000	60,000
	3.4 – Off-Peak Campaigns	160,000	40,000
Subtotal – Group 3	705,000	195,000	
4. Community Engagement & Partnerships	4.1 – Community Engagement & Education	100,000	25,000
	4.2 – Institutional Partnerships & Donor Communication	50,000	15,000
	4.3 – Business, Media & Academic Partnerships	150,000	40,000
Subtotal – Group 4	300,000	80,000	
5. Internal Communication & Capacity Building	5.1 – Internal Communications & Capacity Building	40,000	8,000
	Subtotal – Group 5	40,000	8,000
Total estimated budget (2026–2031)		€ 1,630,500	€ 429,000

5.6. Monitoring

The monitoring framework focuses on **outcomes that the NTA can directly influence or affect** through its communication, branding, digital, and partnership activities. These outcomes reflect behavioural and institutional changes among visitors, tourism operators, and partner institutions that result from NTA-led actions.

By contrast, **output indicators**—which measure the immediate deliverables of each activity—are detailed in the individual project fiches. At the same time, **impact indicators** reflect long-term changes in the tourism economy and community wellbeing, to which NTA contributes indirectly, alongside broader government and partner interventions such as infrastructure investments, private-sector growth, and regional marketing programmes.

5.6.1. Long-term impact perspective

The following indicators express the broader sustainable tourism impact expected over time as a result of multiple strategies and programmes, including but not limited to NTA's work:

- Tourism contribution to Gross Domestic Product (GDP)
- Employment in the tourism sector
- Number of new tourism investments
- Tourism intensity (overnights per 1,000 inhabitants)
- Average daily expenditure of foreign visitors
- Visitor–population ratio
- Visitor numbers to the Vjosa region
- Average length of stay
- Occupancy rate of lodging facilities
- Residents' satisfaction with tourism benefits

These impacts provide the **strategic horizon** against which progress toward outcomes should be interpreted.

5.6.2. Outcome-oriented Specific Objectives (under NTA's direct influence)

1. Strengthen and Harmonise the Vjosa Brand Identity

Ensure that the Vjosa brand is consistently and correctly applied by tourism operators and partner institutions, reflected in unified communication materials and improved visitor perception of brand quality and authenticity.

Table 17: Outcome indicators and targets - brand identity & communications

Number	Outcome Indicator	Data Source	Responsible Institution
1.1.1 ⁴	≥ 70 % of operators and partners correctly apply the Vjosa brand by 2029	Brand adoption survey	NTA
1.1.2	≥ 80 % of official communication materials reflect unified tone and style by 2029	Brand audit of materials	NTA Communications Staff
1.2.1	≥ 50 partner or media users access the Asset Library annually	DAM platform analytics	NTA Digital Staff

⁴ These numbers correspond to outcomes in project fiches

1.2.2	≥ 500 asset downloads per year by 2027	DAM download statistics	NTA Digital Staff
1.3.1	≥ 70 % of local tourism operators adopt Vjosa branding by 2030	Grant monitoring reports	NTA; Municipalities
1.3.2	≥ 150 branded items installed (signage, menus, uniforms) by 2028	Field verification checklist	NTA; Municipalities
1.3.3	≥ 15 % increase in visitor satisfaction with brand visibility by 2030	Visitor survey	INSTAT; NTA
1.4.1	≥ 85 % internal staff satisfaction with communication by 2030	Annual Human Relations (HR) survey	NTA HR Department
1.4.2	≥ 90 % of staff report unified message understanding	Internal audit	NTA Communications Staff

2. Build and Operate an Integrated Digital Ecosystem for Visitor Engagement and Data Management

Establish a connected digital environment—website, app, CRM, and social media—that attracts and engages visitors, promotes operators, and provides real-time analytics for evidence-based communication and destination management.

Table 18: Outcome indicators and targets - digital ecosystem and data

Number	Outcome Indicator	Data Source	Responsible Institution
2.1.1	≥ 50,000 unique website visits per year by 2029	Google Analytics (GA4)	NTA Digital Staff
2.1.2	≥ 15 % annual increase in bookings from the Visit Vjosa portal	Partner booking reports	NTA; Tour Operators
2.2.1	≥ 10 000 app installs by 2027	App analytics	NTA Digital Staff
2.2.2	≥ 4 000 monthly active users	App analytics dashboard	NTA Digital Staff
2.2.3	≥ 10 000 QR scans or form submissions per year	CRM logs / QR system	NTA Digital Staff
2.2.4	User rating ≥ 4.5 / 5 in app stores	App store reviews	NTA Digital Staff
2.3.1	≥ 100 000 total followers by 2029	Platform analytics dashboards (Instagram, Facebook, TikTok, YouTube)	NTA Social Media & Marketing Staff
2.3.2	≥ 5 % average engagement rate across channels	Aggregated analytics reports (Meta Insights, TikTok Analytics, YouTube Studio)	NTA Social Media and Digital comm Officer
2.4.1	≥ 12 000 verified opt-in contacts by 2027	CRM database	NTA CRM Administrator
2.5.1	≥ 1,000 user stories or feedback entries per year	CRM + survey tools	NTA Marketing Staff
2.5.2	≥ 20 automated email campaigns sent per year	EDM log reports	NTA Marketing Staff
2.6.1	Average rating ≥ 4.5 on major platforms	Platform dashboards	NTA + Operators
2.6.2	≥ 90 % of reviews answered within 10 days	Platform response logs	NTA + Operators
2.7.1	≥ 10 % annual growth in reach across platforms	Analytics reports	NTA Digital Staff
2.7.2	≥ 5 % annual growth in engagement rate	Meta Insights + CRM	NTA Digital Staff; INSTAT (advisory)

3. Increase Visibility and Market Position through Targeted Promotion and Public Relations

Strengthening Vjosa's reputation through creative, data-driven campaigns, partnerships with tour operators, and earned media exposure that boost awareness, expand markets, and spread visitation across seasons and locations.

Table 19: Outcome indicators and targets - promotion & public relations

Number	Outcome Indicator	Data Source	Responsible Institution
3.1.1	≥ 20 media features about Vjosa by 2029	Media monitoring/press clippings	NTA Marketing Dept.
3.1.2	≥ 100 000 total social followers by 2029	Social analytics	NTA Social Media Staff
3.1.3	≥ 10 % increase in off-season (Oct–Apr) visits vs 2025 baseline	INSTAT tourism statistics	INSTAT; NTA
3.2.1	≥ 10 premium media placements (5 print + 5 TV) by 2030	Media contracts	NTA Marketing Dept.
3.2.2	≥ 20 % increase in brand awareness (from baseline survey)	Pre/post campaign survey	INSTAT; NTA
3.2.3	≥ 15 % growth in referral traffic via QR links and URLs	Tracking analytics	NTA Digital Staff
3.3.1	≥ 5 international tour operators featuring Vjosa by 2029	Annual market and trade audit (catalogues, operator websites, B2B fair follow-ups)	NTA Marketing & Partnerships Staff
3.3.2	≥ 15 media features per year from trade and press outreach	Press monitoring reports, media clipping database, and online tracking tools (Google Alerts, Meltwater, Cision)	NTA Communications & Media Relations Staff
3.4.1	≥ 25 % of total visits occurring in off-peak months by 2030	INSTAT tourism data; visitor records	NTA Marketing & Analytics Staff; Municipal Tourism Offices
3.4.2	≥ 30 % of visitors directed to secondary hubs	Website & app analytics; QR tracking	NTA Digital Staff; Local Destination Managers

4. Foster Community Participation and Cross-Sector Partnerships

Enhance community ownership and multi-stakeholder collaboration through initiatives that increase local awareness, co-branded products, donor engagement, and education or research programmes linked to Vjosa.

Table 20: Outcome indicators and targets - community engagement & partnerships

Number	Outcome Indicator	Data Source	Responsible Institution
4.1.1	≥ 70 % of residents aware of the Vjosa brand by 2030	Local awareness survey	NTA; Municipalities
4.1.2	≥ 25 % reduction in littering incidents in park villages	AKZM environmental records	AKZM; Municipalities

4.1.3	≥ 50 local products or services co-branded with the Vjosa logo by 2030	Brand registry	NTA & Municipalities
4.2.1	≥ 80 % donor satisfaction (annual survey)	Donor feedback survey	NTA Fundraising Staff
4.2.2	≥ 20 % increase in co-financed budget for communication actions by 2029	Financial monitoring reports	NTA; Ministry of Finance (MoF) Budget Dept.
4.3.1	≥ 3 donor-funded or academic projects developed by 2030	Donor and research project records	NTA Partnerships & Donor Relations Unit
4.3.2	≥ 2 education/research programmes linked to Vjosa annually	University and NGO activity reports	NTA Partnerships & Education Unit

5. Strengthen Institutional Capacity for Evidence-Based Communication and Coordination

Reinforce NTA's internal systems, data management, and staff skills to ensure coherent communication, transparent monitoring, and adaptive management across all partners involved in the Vjosa initiative.

[Table 21: Outcome indicators and targets – internal institutional capacity](#)

Number	Outcome Indicator	Data Source	Responsible Institution
5.1	≥ 85 % staff satisfaction with internal communication by 2030	Annual HR survey	NTA HR Department
5.2.	≥ 90 % of staff report clarity and coherence of messaging across departments	Internal audit/staff feedback form	NTA Communications Unit

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7. Annexes

A1. Action fiches

A1.1. Brand identity & communications

1.1 – Building Brand Identity

Objective

Establish a unified and recognisable Vjosa brand that reflects its wild, pure, and authentic identity—creating a coherent image across tourism, communications, and partner materials.

Measure Description

Develop the complete brand foundation, including core values, tone, and visual language. Deliver a comprehensive Brand Manual, messaging toolkit, and digital templates to ensure consistent application across all channels. The process involves participatory workshops, creative design, and training to build ownership and long-term governance capacity.

Lead: NTA (contracted design agency) **Timeline:** 2026–2027 **Estimated Cost:** €6000 - €40 000

Key Performance Indicators (KPIs)

Output indicators

Brand strategy, visual identity, and Brand Manual delivered by 2026
 ≥ 2 stakeholder workshops and ≥ 1 staff training session completed
 Digital templates and web UI toolkit finalised by 2027

Outcome indicators

≥ 70 % of operators and partners correctly apply the Vjosa brand by 2029
 ≥ 80 % of official communication materials reflect unified tone and style by 2029

Actors involved and their roles

Actors	Role
Government / NTA	Coordinates workshops, staff training, and governance; ensures institutional ownership and continuity.
Development Partners / Donors	Finance creative design, production, and launch materials to guarantee international quality and visibility.
Local Communities & Entrepreneurs	Adopt brand values in storytelling, visitor experiences, and local promotion to strengthen authenticity.
Tour Operators & Travel Agents	Integrate Vjosa's brand elements into travel packages and digital content to promote a cohesive destination image.

Phasing & Cash Flow (2026–2030)

Optimistic scenario: In the ****Ambitious Scenario****, NTA receives full government and donor support, expanding staff and technical capacity. The complete brand development process is implemented through international-standard design, participatory workshops, and digital integration.

Phase	Timeframe	Key Activities (Ambitious Scenario)	Budget (€ / %)
Foundation	2026–2027	Discovery, strategy, participatory workshops, visual identity, messaging toolkit, Brand Manual, and asset seeding.	€ 20 000 (50 %)

Development & Rollout	2028–2029	Templates, web UI, brand training, and launch campaign with professional content and outreach activities.	€ 14 000 (35 %)
Optimisation	2030–2031	Evaluation, monitoring of brand application, updates to manuals, and targeted visibility follow-up.	€ 6 000 (15 %)

Basic Scenario: In the ****Basic Scenario****, NTA operates using existing human and technological capacities, with no additional budget or external design support. Actions focus on maintaining the current brand system and applying incremental improvements through low-cost activities and internal staff work.

Phase	Timeframe	Key Activities (Basic Scenario)	Budget (€ / %)
Foundation	2026–2027	Maintain and update existing brand materials; prepare a minimal Brand Manual; conduct one internal workshop; translate key content.	€ 6 000 (50 %)
Development & Rollout	2028–2029	Gradual brand application on NTA materials; internal staff training; low-cost digital updates and organic social media use.	€ 4 200 (35 %)
Optimisation	2030–2031	Review brand use; refresh simple templates; prepare short internal evaluation report; maintain minimal promotional consistency.	€ 1 800 (15 %)

1.2 – Photo & Video Asset Library (Brand Assets)

Objective

Create a high-quality visual archive to strengthen Vjosa's brand storytelling and media presence. The library will provide partners, media, and institutions with easy access to authentic, professional photos and videos representing the region's nature, people, and experiences.

Measure Description

Set up a cloud-based Digital Asset Management (DAM) system and produce a curated collection of photo and video materials. The measure includes professional production, metadata organisation, translation, and partner onboarding to ensure long-term use, accessibility, and consistent visual standards across all communication channels.

Lead: NTA **Timeline:** 2026–2027 **Estimated Cost:** € 25 000 (range by scenario)

Key Performance Indicators (KPIs)

Output indicators

DAM platform established and operational by 2026
 ≥ 90–120 high-quality photo and video assets produced and tagged
 ≥ 1 partner onboarding and training session delivered

Outcome indicators

≥ 50 partner or media users access the Asset Library annually
 ≥ 500 asset downloads per year by 2027

Actors involved and their roles

Actors	Role
Government / NTA	Oversees coordination, onboarding, and maintenance; ensures institutional ownership and platform sustainability.
Development Partners / Donors	Finance professional production, editing, and DAM setup to achieve high-quality and internationally usable outputs.

Local Communities & Entrepreneurs	Participate as content subjects and local storytellers showcasing authentic experiences and heritage.
Tour Operators & Travel Agents	Use the asset library to promote Vjosa experiences through shared visual content and co-branding initiatives.

Phasing & Cash Flow (2026–2027)

Phase	Timeframe	Key Activities (Ambitious Scenario)	Budget (€ / %)
Foundation	2026	DAM setup, professional photo and video shoots, ingestion start, licensing, translations.	€ 18 000 (72 %)
Optimisation	2027	Final ingestion, metadata completion, partner onboarding, governance setup, contingency.	€ 7 000 (28 %)

1.3 – Brand Training & Small Grants for Operators

Objective

Promote brand adoption among local tourism operators through training and small co-financing grants for branded assets (signage, menus, uniforms), ensuring consistent Vjosa branding and improved visitor experience.

Measure Description

Conduct regional workshops and training sessions for operators, provide brand-use kits, and launch a small-grants programme to co-finance branded items. The initiative supports operators in adopting Vjosa's visual identity and service standards, fostering consistent presentation of the destination across all visitor touchpoints.

Lead: NTA **Timeline:** 2026–2030 **Estimated Cost:** € 20 000 – € 70 000 (range by scenario)

Key Performance Indicators (KPIs)

Output indicators

- 3 regional training workshops delivered by 2027
- ~ 60 micro-grants awarded to local operators by 2028
- ≥ 150 branded items installed (signage, menus, uniforms)

Outcome indicators

- ≥ 70 % of local tourism operators adopt Vjosa branding by 2030
- ≥ 150 branded items installed (signage, menus, uniforms) by 2028
- ≥ 15 % increase in visitor satisfaction with brand visibility by 2030

Actors involved and their roles

Actors	Role
Government / NTA	Organises training and manages administration, selection, and monitoring; co-funds small grants to ensure ownership.
Development Partners / Donors	Finance small grants, expert trainers, and visibility materials to guarantee professional quality and equitable access.
Local Communities & Entrepreneurs	Participate in trainings, apply for grants, and promote the Vjosa brand through upgraded facilities.
Tour Operators & Travel Agents	Adopt brand guidelines for marketing materials and collaborate on joint promotional activities.

Phasing & Cash Flow (2026 – 2030)

Optimistic Scenario (≈ € 70 000)

In the **Ambitious Scenario**, NTA and donors jointly finance a multi-year programme covering professional training and co-financed micro-grants for operators. The scenario ensures high-quality branding adoption and sustained visibility across all municipalities.

Phase	Timeframe	Key Activities (Ambitious Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Programme setup, two workshops, first grant call (~ 30 grants), materials, and administration	€ 29 500 (42 %)
Development	2028	Second round: 1 workshop, ~ 20 grants, monitoring, and administration	€ 31 500 (45 %)
Optimisation	2029 – 2030	Final call (~ 10 grants), evaluation, adoption survey, visibility and reporting	€ 9 000 (13 %)

Basic Scenario (≈ € 20 000)

In the **Basic Scenario**, NTA implements a simplified programme using existing staff and limited donor input. The focus is on low-cost group training and symbolic grants to a smaller group of operators, ensuring gradual brand uptake.

Phase	Timeframe	Key Activities (Basic Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Programme setup, one training workshop, first micro-grants (~ 15 grants), basic materials	€ 10 000 (50 %)
Development	2028	One follow-up training, ~ 10 additional grants, administration and monitoring	€ 7 000 (35 %)
Optimisation	2029 – 2030	Final evaluation, visibility materials, and reporting	€ 3 000 (15 %)

A.1.2. Digital ecosystem & data

2.1 – Launch and Maintain “Visit Vjosa” Website

Objective

Develop and maintain a multilingual digital hub that presents Vjosa’s identity, itineraries, and tourism offer—serving as the central access point for visitors, media, and partners while supporting SEO visibility and bookings across the destination.

Measure Description

Design, build, and operate the official Visit Vjosa website, integrating maps, itineraries, booking links, and partner sections. The platform will connect with the Digital Asset Library and CRM, ensuring consistent branding, user engagement, and long-term scalability through continuous updates and analytics-driven optimisation.

Lead: NTA Digital Team **Timeline:** 2025–2030 **Estimated Cost:** € 79 500 (range by scenario)

Key Performance Indicators (KPIs)

Output indicators

Website design, structure, and content delivered by mid-2026

Integration with DAM and CRM completed by 2026

SEO optimisation and analytics tools operational by 2027

Outcome indicators

≥ 50 000 unique website visits per year by 2029

≥ 15 % annual increase in bookings from the Visit Vjosa portal

Actors involved and their role

Actors	Role
Government / NTA	Covers administration, coordination, hosting, and content updates, ensuring long-term ownership and sustainability.
Development Partners / Donors	Fund technical development, creative design, translations, and early-phase maintenance to guarantee quality and reach.
Local Communities & Entrepreneurs	Contribute local content, stories, and imagery to enrich destination storytelling.
Tour Operators & Guides	Provide up-to-date itineraries and booking links for integration on the platform.

Phasing & Cash Flow (2026–2031)

Ambitious Scenario (\approx € 79 500 – Full Government and Donor Support). In the **Ambitious Scenario**, NTA receives full government and donor support to deliver a comprehensive digital platform built to international standards. The process includes professional UX/UI design, multilingual content, advanced CRM/DAM integration, and continuous optimisation.

Phase	Timeframe	Key Activities (Ambitious Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Procure design & IT partners; define UX structure, sitemap, and architecture; develop CMS and interactive map modules; integrate CRM and DAM systems; translate content into 3 languages; run testing and debugging.	€ 39 750 (50 %)
Development & Rollout	2028 – 2029	Launch and promotion; expand thematic content (trails, experiences, media kits); build operator login section; integrate booking links; continuous SEO and analytics optimisation; staff training for maintenance.	€ 27 825 (35 %)
Optimisation	2030 – 2031	Maintenance and content refresh; update security and plugins; UX refresh; analytics-driven improvements; long-term hosting and reporting; prepare for next version upgrade.	€ 11 925 (15 %)

2.2 – Mobile Web App (Progressive Web Application – PWA)**Objective**

Create an interactive, mobile-friendly application that extends the Visit Vjosa website, providing visitors with trail maps, itineraries, event listings, and feedback tools accessible even in low-connectivity areas.

Measure Description

Develop and maintain a Progressive Web App (PWA) that mirrors and syncs with the Visit Vjosa website's CMS. The app will feature offline trail viewing, QR scanning, multilingual content, and CRM-linked visitor feedback—enhancing accessibility, data collection, and user engagement across all devices.

Lead: NTA Digital Team **Timeline:** 2026–2030 **Estimated Cost:** € 18 000 – € 61 000 (range by scenario)

Key Performance Indicators (KPIs)**Output indicators**

App design, integration, and launch completed by 2026
 CMS, DAM, and CRM systems fully integrated
 \geq 4 annual app updates and maintenance cycles

Outcome indicators

\geq 10 000 app installs by 2027

≥ 4 000 monthly active users
 ≥ 10 000 QR scans or form submissions per year
 User rating ≥ 4.5 / 5 in app stores

Actors involved and their role

Actors	Role
Government / NTA	Oversees content management, maintenance, and coordination to ensure ownership and continuous data updates.
Development Partners / Donors	Finance app design, technical integration, and multilingual UX/UI development to ensure professional quality and accessibility.
Local Communities & Entrepreneurs	Provide feedback, local content, and support for testing and user experience improvements.
Tour Operators & Guides	Promote app usage among visitors, integrate QR codes and itineraries into tours.

Phasing & Cash Flow (2026–2030)

Ambitious Scenario (≈ € 61 000 – Full Government and Donor Support). In the **Ambitious Scenario**, the app is developed as a fully integrated digital platform connected to the Visit Vjosa website's CMS, DAM, and CRM. It supports multilingualism, offline use, and feedback, ensuring accessibility and engagement even in remote areas.

Phase	Timeframe	Key Activities (Ambitious Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Detailed UX/UI design; CMS and CRM integration; development of offline trail and QR systems; multilingual interface setup; testing and soft launch.	€ 30 500 (50 %)
Development & Rollout	2028 – 2029	Add new trails and features; implement analytics and user feedback tools; provide annual updates; build marketing and partnerships with local guides; and continuously optimise.	€ 21 350 (35 %)
Optimisation	2030	Maintenance, system upgrades, translation updates, and performance improvement based on analytics and user reports.	€ 9 150 (15 %)

Basic Scenario (≈ € 18 000 – Limited Resources and Donor Involvement). In the **Basic Scenario**, the app is implemented as a lightweight, mobile web extension of the Visit Vjosa website using open-source frameworks. It focuses on core functionality (map access, basic itineraries, QR scanning) and relies on existing NTA staff for maintenance.

Phase	Timeframe	Key Activities (Basic Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Develop a mobile-optimised web interface; enable an offline map cache; integrate basic analytics and a feedback form; conduct internal testing.	€ 9 000 (50 %)
Development & Rollout	2028 – 2029	Add itineraries, events, and multilingual pages; promote QR use; simple analytics tracking; periodic updates.	€ 6 300 (35 %)
Optimisation	2030	Maintain core features; fix bugs; renew hosting and certificates; review app performance and prepare upgrade proposal.	€ 2 700 (15 %)

2.3 – Social Media Storytelling

Objective

Keep Vjosa's digital presence active and engaging through continuous storytelling across social media channels, blending authentic user-generated content with professional visuals to strengthen brand awareness, community connection, and visitor engagement.

Measure Description

Run daily multi-platform storytelling across Instagram, Facebook, TikTok, and YouTube. Combine in-house coordination with outsourced creative production, small-scale ad boosts, and multilingual posts. Focus on consistency, visual quality, and storytelling aligned with Vjosa's archetypes—wild, free, and deeply human.

Lead: NTA Social Media Officer (with contracted creatives) **Timeline:** 2026–2031 **Estimated Cost:** € 6 000 – € 90 000 (range by scenario)

Key Performance Indicators (KPIs)

Output indicators

- ≥ 4 active channels managed (IG, FB, TikTok, YT)
- Continuous posting: ~ 4–5 posts/week and 3–4 reels/month
- Quarterly content refreshes and reporting cycles

Outcome indicators

- ≥ 100 k total followers by 2029
- ≥ 5 % average engagement rate across channels

Actors involved and their roles

Actors	Role
Government / NTA	Covers staffing, coordination, scheduling tools, and partial ad boosts to maintain brand voice and continuity.
Development Partners / Donors	Fund creative production, video editing, content shoots, and paid media boosts to enhance quality and reach.
Local Communities & Entrepreneurs	Share authentic user-generated stories and participate in campaigns highlighting local culture, nature, and hospitality.
Tour Operators & Guides	Collaborate in co-created content, promoting responsible tourism offers through Vjosa's social platforms.

Phasing & Cash Flow (2026–2031)

Ambitious Scenario (≈ € 90 000 – Full Government and Donor Support). In the **Ambitious Scenario**, NTA runs a full-scale, professional social media programme across four platforms with a hybrid team (an in-house officer and contracted creatives). It includes continuous content creation, ad boosts, influencer collaborations, and reporting to guide adaptive storytelling.

Phase	Timeframe	Key Activities (Ambitious Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Establish brand voice and content calendar; recruit creatives; produce launch campaign and visual library; implement scheduling and analytics tools; initiate ad boosting.	€ 45 000 (50 %)
Development & Rollout	2028 – 2029	Scale storytelling formats (video, reels, collaborations); seasonal campaigns; local influencer partnerships; audience engagement activities; KPI-based refinement.	€ 31 500 (35 %)

Optimisation	2030 – 2031	Consolidate audience communities; integrate user-generated content; refine brand tone; maintain high engagement with more minor ad boosts and refreshed visuals.	€ 13 500 (15 %)
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Basic Scenario (≈ € 6 000 – Limited Resources and Donor Involvement). In the **Basic Scenario**, NTA manages channels in-house using existing staff and free tools, relying mainly on organic posts, shared partner materials, and occasional volunteer or student support for visuals.

Phase	Timeframe	Key Activities (Basic Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Develop basic posting schedule; curate existing visuals; launch Vjosa-branded pages; post 2–3 times weekly; encourage user-generated content.	€ 3 000 (50 %)
Development & Rollout	2028 – 2029	Maintain regular posting; produce limited new content quarterly; coordinate with tourism partners for shared material; simple engagement tracking.	€ 2 100 (35 %)
Optimisation	2030 – 2031	Continue low-cost storytelling; reuse visuals; occasional local collaborations; annual results reporting and learning exchange.	€ 900 (15 %)

2.4 – Deploy CRM & Visitor Database

Objective

Build the digital backbone of the Vjosa marketing system through a unified, GDPR-compliant Customer Relationship Management (CRM) platform integrating website, app, and partner data. This will enable data-driven visitor engagement, evidence-based marketing, and stronger coordination among tourism actors.

Measure Description

Select, configure, and maintain a multi-channel CRM that centralises visitor data, newsletter subscriptions, partner leads, and event registrations. The system will integrate with analytics tools (GA4), website forms, and digital touchpoints (QR, tablets), ensuring secure data handling and actionable insights for marketing optimisation.

Lead: NTA **Timeline:** 2026–2031 **Estimated Cost:** € 45 000 – € 135 000 (range by scenario)

Key Performance Indicators (KPIs)

Output indicators

- CRM platform operational by Q4 2026
- GDPR compliance and data governance procedures established
- Partner dashboards and data capture tools functional by 2026

Outcome indicators

≥ 12 000 verified, opt-in contacts by 2027

Actors involved and their roles

Actors	Role
Government / NTA	Covers system administration, GDPR compliance, and continuous data management for sustainability.
Development Partners / Donors	Fund system setup, integrations, and staff capacity-building to ensure technical excellence and scalability.

Local Communities & Entrepreneurs	Participate in feedback loops and data collection through registration forms and QR touchpoints.
Tour Operators & Partner Institutions	Contribute visitor and booking data to CRM; use dashboards for analytics and co-marketing.

Phasing & Cash Flow (2026–2031)

Ambitious Scenario (≈ € 135 000 – Full Government and Donor Support). In the **Ambitious Scenario**, NTA and donors jointly deploy a robust CRM integrated with all digital channels (website, PWA, and partner systems). It includes advanced analytics, GDPR automation, and multi-language dashboards for partners.

Phase	Timeframe	Key Activities (Ambitious Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Select CRM platform; configure architecture and licences; integrate with website, PWA, GA4; procure tablets and QR tools; prepare GDPR documentation and data governance manual; train staff and pilot partners.	€ 67 500 (50 %)
Development & Rollout	2028 – 2029	Expand partner network and user dashboards; automate campaign flows; add analytics modules; refresh training; publish biannual reports on data insights and visitor engagement.	€ 47 250 (35 %)
Optimisation	2030 – 2031	Maintain licences, hosting, and integrations; refine dashboards; improve the user experience; implement minor feature enhancements; conduct performance reviews and assess system scalability.	€ 20 250 (15 %)

Basic Scenario (≈ € 45 000 – Limited Resources and Donor Involvement). In the **Basic Scenario**, NTA adopts a simplified CRM using low-cost or open-source software (e.g., Mailchimp, HubSpot Free, or Odoo Community). Integration is limited to website forms and newsletters, focusing on basic contact management and GDPR compliance.

Phase	Timeframe	Key Activities (Basic Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Choose low-cost CRM; set up core contact and subscription database; connect to website forms; basic GDPR templates; staff training.	€ 22 500 (50 %)
Development & Rollout	2028 – 2029	Integrate simple analytics dashboard; create segmented contact lists; test newsletters and partner feedback forms; semi-annual monitoring.	€ 15 750 (35 %)
Optimisation	2030 – 2031	Maintain database; renew licences; monitor GDPR compliance; refine campaigns and prepare upgrade roadmap.	€ 6 750 (15 %)

2.5 – Email Marketing Automation (EDM System)

Objective

Establish a multilingual, automated email marketing system that delivers personalised messages to visitors before, during, and after their trip—enhancing engagement, loyalty, and data-driven communication within the Vjosa ecosystem.

Measure Description

Design and deploy an email automation platform integrated with the central CRM. Develop modular templates, user journeys, and A/B assessed campaigns tailored to visitor personas. The system will manage newsletters, satisfaction surveys (NPS/CSAT), and user-generated content, ensuring GDPR compliance and consistent brand storytelling.

Lead: NTA **Timeline:** 2026–2031 **Estimated Cost:** € 50 000 – € 120 000 (range by scenario)

Key Performance Indicators (KPIs)

Output indicators

Automated multilingual journeys launched by 2026
 ≥ 4 journeys developed (pre-trip, in-trip, post-trip, reactivation)
 A/B testing and reporting dashboards operational

Outcome indicators

≥ 1,000 user stories or feedback entries per year
 ≥ 20 automated email campaigns sent per year

Actors involved and their roles

Actors	Role
Government / NTA	Oversees localisation, content updates, and CRM integration; ensures ownership, GDPR compliance, and consistent brand tone.
Development Partners / Donors	Finance automation setup, template design, and testing to guarantee technical quality and scalability.
Local Tourism Businesses	Supply content and offers for segmented newsletters and collaborative campaigns.
Visitors & Community	Provide feedback, user-generated stories, and testimonials integrated into email storytelling.

Phasing & Cash Flow (2026 – 2031)

Ambitious Scenario (≈ € 120 000 – Full Government and Donor Support). In the **Ambitious Scenario**, NTA implements a full-scale multilingual EDM system with advanced automation, integrated analytics, and continuous campaign optimisation. Donor funding ensures access to premium automation tools (e.g. Salesforce Marketing Cloud, HubSpot Pro, Mailchimp Premium) and expert design support.

Phase	Timeframe	Key Activities (Ambitious Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Select automation platform and integrate with CRM; design multilingual templates; localise content; build 4 email journeys; configure GDPR and deliverability systems; conduct A/B tests and soft launch.	€ 60 000 (50 %)
Development & Rollout	2028 – 2029	Expand automation workflows (UGC, loyalty, events); link feedback loops (NPS/CSAT); optimise segmentation and targeting; and provide continuous training for NTA staff.	€ 42 000 (35 %)
Optimisation	2030 – 2031	Maintain licences, run quarterly reports and audit; refresh templates; update copy and visuals; scale to new languages; evaluate long-term impact.	€ 18 000 (15 %)

Basic Scenario (≈ € 50 000 – Limited Resources and Donor Involvement). In the **Basic Scenario**, NTA operates a simplified version using affordable tools (e.g. Mailchimp Standard or Brevo). Focus is on essential newsletters and simple automation flows while maintaining GDPR compliance and in-house content creation.

Phase	Timeframe	Key Activities (Basic Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Choose a mid-tier automation tool; create two core journeys (welcome + newsletter); design base templates; integrate with CRM; and provide basic staff training.	€ 25 000 (50 %)

Development & Rollout	2028 – 2029	Add new journeys (feedback + reactivation); periodic analytics; quarterly content updates; strengthen segmentation.	€ 17 500 (35 %)
Optimisation	2030 – 2031	Maintain workflows; refresh templates; annual performance reviews; plan migration to an advanced system if funding improves.	€ 7 500 (15 %)

Measure 2.6 – Optimise Online Listings

Objective

Improve the visibility and accuracy of Vjosa's tourism offer across global digital platforms (Google Maps, TripAdvisor, Booking, etc.) by ensuring consistent, high-quality listings and empowering local operators to manage their profiles effectively.

Measure Description

Conduct a full audit of online listings, update visuals and descriptions, and train operators to maintain and respond to reviews. The measure combines digital clean-up, capacity-building, and monitoring to boost destination credibility, search visibility, and engagement across major travel platforms.

Lead: NTA **Timeline:** 2026 – 2027 (with ongoing monitoring) **Estimated Cost:** € 5 000 – € 10 000 (range by scenario)

Key Performance Indicators (KPIs)

Output indicators

- Full audit and verification of listings for all key sites and operators
- Two operator training clinics conducted
- Updated multilingual content and refreshed visuals (10 + key sites)

Outcome indicators

Average rating ≥ 4.5 on major platforms
 ≥ 90 % of reviews answered within 10 days

Actors involved and their role

Actors	Role
Government / NTA	Leads coordination, operator training, and regular monitoring to sustain listing quality.
Development Partners / Donors	Finance professional photography, translations, and clean-up to ensure visibility and professional standards.
Local Communities & Entrepreneurs	Participate in training clinics and update their business listings using the Vjosa brand.
Tour Operators & Guides	Support verification process and share accurate information on tours and experiences.

Phasing & Cash Flow (2026 – 2027)

Ambitious Scenario (\approx € 10 000 – Full Government and Donor Support). In the **Ambitious Scenario**, NTA and partners undertake a comprehensive audit of all Vjosa-related listings on major platforms. This includes professional photo shoots, multilingual content updates, and operator clinics to ensure long-term accuracy and responsiveness.

Phase	Timeframe	Key Activities (Ambitious Scenario)	Budget (€ / %)
Foundation	2026	Audit and gap analysis of listings; create an operator database; refresh professional photos and 360° content; multilingual copywriting; conduct operator clinic #1; develop a toolkit and start the verification process.	€ 7 800 (78 %)

Development & Rollout	2027	Conduct operator clinic #2; final listing updates; train operators on review responses; implement quality assurance and monitoring dashboard.	€ 2 200 (22 %)
Total			€ 10 000

Basic Scenario (≈ € 5 000 – Limited Resources and Donor Involvement). In the **Basic Scenario**, NTA focuses on essential clean-up of main destination listings (Google Maps, TripAdvisor, Facebook), using internal staff and free tools. Operator clinics are combined into a single session, and visual content is sourced from existing materials.

Phase	Timeframe	Key Activities (Basic Scenario)	Budget (€ / %)
Foundation	2026	Basic audit of Google Maps and TripAdvisor entries; translate descriptions; refresh main destination photos; organise joint training session for operators.	€ 3 500 (70 %)
Development & Rollout	2027	Support operators in verifying and claiming their listings; monitor review responses; conduct final evaluation and report.	€ 1 500 (30 %)
Total			€ 5 000

2.7 – Content Performance Monitoring

Objective

Ensure continuous tracking and evaluation of Vjosa's digital visibility and campaign performance through integrated analytics dashboards, enabling data-driven marketing and adaptive decision-making.

Measure Description

Set up and maintain dashboards that consolidate website, social media, and CRM data (GA4, Meta, and campaign insights). Conduct quarterly reviews and staff training to build in-house analytical capacity, ensuring consistent measurement of key communication KPIs and reporting on brand progress.

Lead: NTA **Timeline:** 2026–2031 **Estimated Cost:** € 10 000 – € 25 000 (range by scenario)

Key Performance Indicators (KPIs)

Output indicators

Dashboard setup and integration completed by 2026

≥ 4 quarterly monitoring reports produced per year

≥ 1 internal staff training on data interpretation.

Outcome indicators

≥ 10 % annual growth in reach across platforms

≥ 5% yearly growth in engagement rate

Actors involved and their roles

Actors	Role
Government / NTA	Covers dashboard use, data interpretation, reporting, and staff capacity building.
Development Partners / Donors	Finance dashboard setup, integration, and advanced analytics tools to ensure technical robustness.
Local Communities & Partners	Contribute periodic feedback and data for impact storytelling and visitor reporting.
Tour Operators & Stakeholders	Use shared data insights to adapt offers and align marketing efforts.

Phasing & Cash Flow (2026–2031)

Ambitious Scenario (≈ € 25 000 – Full Government and Donor Support). In the **Ambitious Scenario**, NTA develops advanced analytics dashboards integrating data from multiple platforms (GA4, Meta, YouTube, CRM, and email systems). Quarterly reviews and capacity-building sessions ensure a professional, data-driven marketing approach.

Phase	Timeframe	Key Activities (Ambitious Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Select dashboard tools (e.g. Data Studio, Power BI); integrate data sources (website, social, CRM); develop KPI framework; conduct staff training; prepare first performance reports.	€ 12 500 (50 %)
Development & Rollout	2028 – 2029	Run quarterly analytics reviews; refine data visualisation; introduce automated report generation; monitor campaign ROI; support advanced training for the digital team.	€ 8 750 (35 %)
Optimisation	2030 – 2031	Refresh dashboards; integrate new channels (e.g., TikTok, newsletters); conduct a final 5-year KPI analysis and impact summary; prepare recommendations for the next strategy cycle.	€ 3 750 (15 %)

Basic Scenario (≈ € 10 000 – Limited Resources and Donor Involvement)

In the **Basic Scenario**, NTA manages a simplified performance-tracking system using free tools (Google Analytics, Meta Insights, and Excel dashboards). The focus is on maintaining regular KPI monitoring and quarterly reporting, with limited automation.

Phase	Timeframe	Key Activities (Basic Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Set up GA4 dashboards and basic templates; identify main KPIs; provide internal training on data extraction and interpretation.	€ 5 000 (50 %)
Development & Rollout	2028 – 2029	Conduct quarterly data reviews; update manual dashboards; produce short internal reports; introduce low-cost visualisation tools.	€ 3 500 (35 %)
Optimisation	2030 – 2031	Maintain dashboards; update tracking links and KPIs; prepare 5-year trend summary report.	€ 1 500 (15 %)

A.1.3. Promotion & Public relations

3.1 – Annual Themed Campaigns & Media Trips

Objective

Promote Vjosa as a leading sustainable and experiential destination through year-round storytelling and partnerships. Annual themed campaigns will highlight the region's diversity—adventure, culture, and family travel—supported by press trips and influencer collaborations to expand visibility in regional and European markets.

Measure Description

Implement three themed campaigns each year, combining paid media, digital storytelling, and earned press coverage. Activities include creative production, PR management, and hosting media and influencer visits. The measure aligns all partners under a unified Vjosa brand message, increasing off-season demand and international awareness.

Lead: NTA **Timeline:** 2026–2030 **Estimated Cost:** € 100 000 – € 250 000 (range by scenario)

Key Performance Indicators (KPIs)

Output indicators

≥ 3 themed campaigns launched per year

- ≥ 2 press/media trips hosted annually
- ≥ 3–4 influencer collaborations per year

Outcome indicators

- ≥ 20 media features about Vjosa by 2029
- ≥ 100 000 total social followers by 2029
- ≥ 10 % increase in off-season (Oct–Apr) visits vs 2025 baseline

Actors involved and their roles

Actors	Role
Government / NTA	Coordinates campaigns, manages logistics, and ensures consistent brand governance.
Development Partners / Donors	Fund creative production, international media buying, and PR outreach to secure wide coverage and professionalism.
Local Communities & Businesses	Provide authentic stories, host visits, and contribute content to campaigns.
Influencers & Media Partners	Amplify storytelling across markets and highlight sustainable, community-driven experiences.

Phasing & Cash Flow (2026–2030)

Ambitious Scenario (≈ € 250 000 – Full Government and Donor Support). In the Ambitious Scenario, NTA and partners implement three high-quality themed campaigns each year. Donor support enables professional creative production, international media placement, and hosted press trips to achieve broad visibility.

Phase	Timeframe	Key Activities (Ambitious Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Launch 3 themed bursts per year (e.g., Spring Adventure, Summer Families, Autumn Culture & Food); organise two press/media trips annually; develop PR toolkits; train regional partners in campaign collaboration.	€ 125 000 (50 %)
Development & Rollout	2028 – 2029	Introduce diaspora and SAVE tourism campaigns; expand influencer collaborations; target new markets (Nordics, Benelux); strengthen earned media outreach and joint promotions with tour operators.	€ 87 500 (35 %)
Optimisation	2030	Maintain top-performing campaigns; reinforce digital storytelling; produce impact and ROI reports; prepare next strategy cycle.	€ 37 500 (15 %)

Basic Scenario (≈ € 100 000 – Limited Resources and Donor Involvement). In the Basic Scenario, NTA focuses on domestic and regional markets with reduced media spend and simplified creative materials. Press trips are limited, and campaigns rely on digital channels and organic media relations.

Phase	Timeframe	Key Activities (Basic Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Conduct two themed digital campaigns per year (adventure & culture); manage limited paid boosts; host one press visit per year; create reusable campaign visuals.	€ 50 000 (50 %)

Development & Rollout	2028 – 2029	Add one off-season or conservation campaign; collaborate with regional influencers; implement low-cost media partnerships and cross-promotion with operators.	€ 35 000 (35 %)
Optimisation	2030	Run one flagship campaign; maintain organic visibility; produce an evaluation report and lessons learned.	€ 15 000 (15 %)

3.2 – Traditional Advertising (Print & TV Placements)

Objective

Enhance Vjosa's visibility and reputation in key tourism markets through strategic placements in travel magazines and niche TV channels, focusing on high-impact storytelling and measurable awareness growth.

Measure Description

Run annual advertising campaigns combining print and short TV placements aligned with seasonal themes and destination highlights. Activities include creative adaptation, translation, media negotiation, and performance tracking through digital QR and vanity URL monitoring to assess brand lift and web traffic impact.

Lead: NTA Timeline: 2026–2030 Estimated Cost: € 30 000 – € 75 000 (range by scenario)

Key Performance Indicators (KPIs)

Output indicators

≥ 3 paid placements per year (mix of print pages, advertorials, and short TV flights)

Annual creative and layout adaptation for each campaign

Press clippings and brand-lift tracking reports are completed annually

Outcome indicators

≥ 20 % increase in brand awareness (from baseline survey)

≥ 15 % growth in referral traffic via QR links and URLs

Actors involved and their roles

Actors	Role
Government / NTA	Manages campaign scheduling, creative coordination, and domestic negotiation to ensure consistency and cost efficiency.
Development Partners / Donors	Finance media buys, production, translation, and compliance services to reach foreign audiences and uphold professional standards.
Local Tourism Businesses	Provide stories, visuals, and testimonials featured in print and TV content.
Media Agencies & Production Partners	Support layout, editing, and placement coordination for efficient campaign delivery.

Phasing & Cash Flow (2026–2030)

Ambitious Scenario (≈ € 75 000 – Full Government and Donor Support). In the **Ambitious Scenario**, NTA and partners implement a coordinated multi-year advertising plan combining seasonal print and TV placements across regional and European outlets, donor contributions fund premium placements, professional translation, and brand-lift evaluation.

Phase	Timeframe	Key Activities (Ambitious Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Develop creative concepts and layouts; negotiate annual print and TV packages; launch 3 seasonal bursts (Spring Adventure, Summer Families,	€ 37 500 (50 %)

		Autumn Culture & Food); implement tracking via QR codes and URLs; produce the first brand-lift report.	
Development & Rollout	2028 – 2029	Run targeted eco/SAVE and diaspora features; expand to new markets (Nordics / Benelux); coordinate regional TV spots and co-branding with tour operators.	€ 26 250 (35 %)
Optimisation	2030	Repeat top-performing placements; refresh creative formats; prepare 5-year impact review and ROI evaluation report.	€ 11 250 (15 %)

Basic Scenario (≈ € 30 000 – Limited Resources and Donor Involvement). In the **Basic Scenario**, NTA focuses on cost-effective regional media buys and cooperative features with limited TV exposure. Creative work and translations are managed in-house, and brand tracking uses free analytics tools.

Phase	Timeframe	Key Activities (Basic Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Produce 2 print placements and one short TV segment per year using existing footage and imagery; translate materials; establish basic tracking links.	€ 15 000 (50 %)
Development & Rollout	2028 – 2029	Maintain two seasonal placements; co-fund diaspora feature and eco editorial; monitor awareness through media mentions and web traffic.	€ 10 500 (35 %)
Optimisation	2030	Continue best-performing placement; refresh creative assets; produce final evaluation note.	€ 4 500 (15 %)

3.3 – International Trade & Media Fairs

Objective

Position Vjosa as a premium sustainable destination in European and global markets through consistent participation in international trade fairs and media events, building relationships with tour operators, travel media, and industry alliances.

Measure Description

Represent the Vjosa brand at major tourism fairs (ITB, WTM, FITUR, ATWS, and regional expos), supported by professional collateral, media partnerships, and influencer collaborations. The measure will strengthen B2B links, generate new tour products, and ensure Vjosa's visibility in global networks focused on eco and adventure travel.

Lead: NTA Trade and Partnerships Team

Timeline: 2026–2031 **Estimated Cost:** € 80 000 – € 220 000 (range by scenario)

Key Performance Indicators (KPIs)

Output indicators

- ≥ 2–5 international fair participations per year
- ≥ 300 B2B meetings held over five years
- ≥ 15 media and influencer collaborations per year

Outcome indicators

- ≥ 5 international tour operators featuring Vjosa by 2029
- ≥ 15 media features per year from trade and press outreach

Actors involved and their roles

Actors	Role
Government / NTA	Covers logistics, booth coordination, and institutional representation to ensure brand continuity.
Development Partners / Donors	Finance trade participation, PR support, and influencer collaboration to amplify international visibility.
Local Tourism Businesses	Participate in trade fairs under the Vjosa umbrella; share offers, itineraries, and co-marketing opportunities.
Tour Operators & Alliances	Develop co-branded products, partner with others, and distribute Vjosa experiences through global networks.

Phasing & Cash Flow (2026–2031)

Ambitious Scenario (≈ € 220 000 – Full Government and Donor Support). In the **Ambitious Scenario**, NTA leads a sustained five-year programme ensuring Vjosa's regular presence at top-tier international fairs. Donor engagement covers booth design, PR agencies, and media collaborations to strengthen global visibility and B2B impact.

Phase	Timeframe	Key Activities (Ambitious Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Participate in 2–3 key fairs annually (ITB, WTM, FITUR); produce high-quality multilingual collateral; onboard PR & trade agencies; conduct two influencer/press trips; audit international listings and partnerships.	€ 110 000 (50 %)
Development & Rollout	2028 – 2029	Expand to 4–5 annual fairs, including ATWS and regional expos; co-brand with tour operators; strengthen partnerships with alliances (ATTA, ETC, WWF); host international delegation visits.	€ 77 000 (35 %)
Optimisation	2030 – 2031	Maintain participation in priority markets; refresh collateral; evaluate partnerships and ROI; produce final global impact report and next-cycle plan.	€ 33 000 (15 %)

Basic Scenario (≈ € 80 000 – Limited Resources and Donor Involvement). In the **Basic Scenario**, NTA ensures minimal participation (2 fairs per year), focusing on affordable regional events, shared booths, and low-cost PR outreach, maintaining essential visibility while building capacity for future expansion.

Phase	Timeframe	Key Activities (Basic Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Join two major fairs (ITB or WTM); prepare basic multilingual brochures; manage logistics in-house; coordinate participation of a small delegation.	€ 40 000 (50 %)
Development & Rollout	2028 – 2029	Continue attendance at 2–3 key fairs; share booths with national or regional partners; enhance trade outreach; initiate limited press meetings.	€ 28 000 (35 %)
Optimisation	2030 – 2031	Participate in one annual flagship fair; update visuals and presentation; prepare evaluation and ROI analysis.	€ 12 000 (15 %)

3.4 – Run Two Off-Peak Campaigns per Year

Objective

Promote year-round tourism in the Vjosa region by running spring and autumn campaigns that highlight lesser-known hubs, authentic experiences, and alternative itineraries—encouraging more balanced visitor flows and supporting local economies beyond the peak season.

Measure Description

Design and deliver two annual digital campaigns focused on off-season travel. Activities include creative production, paid media on Google and social platforms, and targeted storytelling that showcases Vjosa's diversity. The campaigns will feature collaborations with local operators and influencers, measured through engagement, click-through, and visitation data.

Lead: NTA **Timeline:** 2026–2029 **Estimated Cost:** € 60 000 – € 160 000 (range by scenario)

Key Performance Indicators (KPIs)

Output indicators

- 2 digital off-season campaigns launched annually (spring & autumn)
- ≥ 3 partner collaborations or influencer tie-ins per campaign
- Quarterly analytics and campaign performance reports delivered

Outcome indicators

- ≥ 25 % of total visits occurring in off-peak months by 2030
- ≥ 30 % of visitors directed to secondary hubs

Actors involved and their roles

Actors	Role
Government / NTA	Oversees coordination, creative approval, and campaign monitoring to ensure long-term consistency and data tracking.
Development Partners / Donors	Finance paid media, content production, and targeting to reach regional and international audiences effectively.
Local Communities & Entrepreneurs	Provide local content, offers, and visuals for storytelling; host off-season visitors.
Tour Operators & Influencers	Co-develop themed itineraries and promote off-peak travel experiences to target audiences.

Phasing & Cash Flow (2026–2029)

Ambitious Scenario (≈ € 160 000 – Full Government and Donor Support). In the **Ambitious Scenario**, NTA implements professional, data-driven campaigns each spring and autumn, with dedicated paid media budgets, creative production, and performance analytics. Donor involvement ensured high-quality visuals and expanded international reach.

Phase	Timeframe	Key Activities (Ambitious Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Launch two annual campaigns highlighting secondary hubs and thematic itineraries; contract creative and media agencies; integrate tracking tools and UGC features; build operator partnerships.	€ 80 000 (50 %)
Development & Rollout	2028	Deepen influencer collaborations; expand paid placements on Google Ads and Meta; refine targeting and visual formats based on analytics; produce bilingual content series.	€ 56 000 (35 %)
Optimisation	2029	Conduct impact evaluation; optimise content library; prepare five-year seasonal marketing strategy and integrate lessons into primary campaigns.	€ 24 000 (15 %)

Basic Scenario (≈ € 60 000 – Limited Resources and Donor Involvement). In the **Basic Scenario**, NTA implements simplified digital campaigns focusing on organic storytelling and low-cost paid boosts, leveraging internal staff and free analytics tools.

Phase	Timeframe	Key Activities (Basic Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Create low-cost digital assets; run two small-scale off-peak campaigns per year; collaborate with local operators for joint content; basic analytics tracking.	€ 30 000 (50 %)
Development & Rollout	2028	Expand storytelling formats using existing visuals; partner with regional influencers; add basic paid boosts and reporting.	€ 21 000 (35 %)
Optimisation	2029	Evaluate results, refresh visuals, and integrate off-peak messages into broader campaigns.	€ 9 000 (15 %)

A1.4. Community engagement & partnerships

4.1 – Community Engagement & Education

Objective

Foster a culture of shared stewardship and environmental awareness in the Vjosa region by involving residents, schools, and local organisations in sustainable tourism and conservation initiatives.

Measure Description

Engage local communities through workshops, clean-up actions, and school programmes promoting responsible tourism and nature protection. Establish a **Vjosa Ambassador Programme** to empower youth and residents as advocates for conservation, culture, and hospitality, supported by interpretive signage and educational campaigns.

Lead: NTA (in cooperation with local NGOs & schools)

Timeline: 2026–2030 **Estimated Cost:** € 40 000 – € 100 000 (range by scenario)

Key Performance Indicators (KPIs)

Output indicators

- ≥ 6 community meetings/workshops per year
- ≥ 10 schools reached annually through outreach activities
- ≥ 50 ambassadors recruited and trained by 2026

Outcome indicators

- ≥ 70 % of residents aware of the Vjosa brand by 2030
- ≥ 25 % reduction in littering incidents in park villages
- ≥ 50 local products or services co-branded with the Vjosa logo by 2030

Actors involved and their role

Actors	Role
Government / NTA	Leads coordination, event logistics, and school partnerships; ensures continuity and local ownership.
Development Partners / Donors	Support creative content, signage, training materials, and NGO facilitation for quality and innovation.
Local NGOs & Community Groups	Implement workshops, clean-ups, and school outreach; provide local mobilisation.
Schools & Youth Organisations	Participate in the ambassador programme; integrate environmental education into curricula.

Phasing & Cash Flow (2026–2030)

Ambitious Scenario (≈ € 100 000 – Full Government and Donor Support). In the **Ambitious Scenario**, NTA, local NGOs, and donors collaborate to deliver a comprehensive programme engaging all Vjosa municipalities. It includes regular community events, ambassador training, interpretive signage, and environmental education materials.

Phase	Timeframe	Key Activities (Ambitious Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Launch programme; recruit and train 50 ambassadors; design interpretive signage; organise initial workshops and clean-ups; roll out pilot school activities.	€ 50 000 (50 %)
Development & Rollout	2028 – 2029	Expand to additional schools and villages; conduct local campaigns and competitions; maintain ambassador engagement; create short awareness videos.	€ 35 000 (35 %)
Optimisation	2030	Evaluate programme outcomes; refresh ambassador group; maintain signage; produce knowledge transfer guide for replication.	€ 15 000 (15 %)

Basic Scenario (≈ € 40 000 – Limited Resources and Donor Involvement). In the **Basic Scenario**, NTA leads a lighter version of the programme focusing on one or two municipalities per year, small-scale events, and limited signage, using local volunteers and existing school networks.

Phase	Timeframe	Key Activities (Basic Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Launch ambassador network in 1–2 municipalities; organise 3–4 workshops; conduct limited school visits; prepare basic signage and materials.	€ 20 000 (50 %)
Development & Rollout	2028 – 2029	Expand to 1–2 more schools; run seasonal clean-up events; maintain basic communication and social media storytelling.	€ 14 000 (35 %)
Optimisation	2030	Evaluate outreach impact; produce low-cost materials; plan next cycle's integration into municipal activities.	€ 6 000 (15 %)

4.2 – Institutional Partnerships & Donor Communication

Objective

Strengthen communication, transparency, and recognition of development partners through structured storytelling, reporting, and joint media visibility. This ensures continued donor trust and alignment with Vjosa's mission of sustainable tourism and conservation.

Measure Description

Develop and maintain a professional donor communication system, including regular newsletters, annual impact reports, and coordinated media releases with ministries and NGOs. The measure also provides visibility tools—banners, plaques, and digital assets—highlighting partner contributions to the Vjosa system.

Lead: NTA Fundraising & Communications Team

Timeline: 2025–2030 **Estimated Cost:** € 25 000 – € 50 000 (range by scenario)

Key Performance Indicators (KPIs)

Output indicators

≥ 2 donor newsletters and ≥ 3 press releases per year

1 annual donor report published (print + digital)
Donor visibility toolkit produced and updated.

Outcome indicators

≥ 80 % donor satisfaction (annual survey)
≥ 20 % increase in co-financed budget for communication actions by 2029

Actors involved and their role

Actors	Role
Government / NTA	Coordinates content development, manages reporting, and ensures institutional ownership.
Development Partners / Donors	Finance creative design, translations, and storytelling materials to maintain professional and international standards.
Ministries & Agencies	Collaborate in joint communication and co-branded reporting.
NGOs & Local Partners	Share impact data and field stories for donor visibility materials.

Phasing & Cash Flow (2025–2030)

Ambitious Scenario (≈ € 50 000 – Full Government and Donor Support). In the **Ambitious Scenario**, a comprehensive donor communication system is launched, including digital newsletters, annual bilingual reports, co-branded media releases, and on-site visibility materials.

Phase	Timeframe	Key Activities (Ambitious Scenario)	Budget (€ / %)
Foundation	2025 – 2026	Develop donor communication plan and templates; publish the first newsletters and the annual report; establish a coordination system with partners; prepare a donor visibility toolkit (banners, plaques, digital templates).	€ 25 000 (50 %)
Development & Rollout	2027 – 2028	Maintain regular newsletters and joint press releases; enhance storytelling formats; publish annual donor reports; organise partner coordination meetings.	€ 17 500 (35 %)
Optimisation	2029 – 2030	Consolidate the system, refresh the design and content, produce the final impact and visibility report, and integrate lessons into the next strategic cycle.	€ 7 500 (15 %)

Basic Scenario (≈ € 25 000 – Limited Resources and Donor Involvement). In the **Basic Scenario**, NTA produces simplified donor updates and one annual summary report using internal staff and standard templates, focusing on maintaining transparency with modest resources.

Phase	Timeframe	Key Activities (Basic Scenario)	Budget (€ / %)
Foundation	2025 – 2026	Prepare a simple donor communication plan; launch a semi-annual newsletter; produce the first annual donor summary (digital only); create basic co-branding templates.	€ 12 500 (50 %)
Development & Rollout	2027 – 2028	Continue periodic updates and donor highlights; issue 1–2 press releases annually; coordinate with partners for field stories.	€ 8 750 (35 %)
Optimisation	2029 – 2030	Produce final summary report; refresh visual identity of materials; evaluate system efficiency and sustainability.	€ 3 750 (15 %)

4.3 – Business, Media & Academic Partnerships (Multipliers Programme)

Objective

Strengthen collaboration with key multipliers—tour operators, media, universities, and donors—to co-promote Vjosa as a sustainable and knowledge-driven destination. The programme fosters long-term partnerships, shared storytelling, and joint marketing actions that amplify Vjosa’s visibility and credibility.

Measure Description

Implement an annual partnership and capacity-building programme bringing together tourism businesses, journalists, influencers, and academic institutions. Activities include co-marketing workshops, thematic trainings, small co-funds for joint promotion, and exchange events, creating an active network of Vjosa “multipliers” who reinforce the destination brand through collaboration and expertise.

Lead: NTA **Timeline:** 2026–2030 **Estimated Cost:** € 60 000 – € 150 000 (range by scenario)

Key Performance Indicators (KPIs)

Output indicators

- ≥ 4 partnership workshops and ≥ 2 networking events per year
- ≥ 50 operators, media, and academic partners trained by 2030
- ≥ 10 joint co-marketing or content collaborations implemented

Outcome indicators

- ≥ 3 donor-funded or academic projects developed by 2030
- ≥ 2 education/research programmes linked to Vjosa annually

Actors involved and their role

Actors	Role
Government / NTA	Manages coordination, logistics, and partial co-funding of partner activities to ensure sustainability and institutional anchoring.
Development Partners / Donors	Finance expert trainers, creative production, and international networking to enhance quality and impact.
Tourism Businesses & Tour Operators	Participate in training sessions and co-marketing initiatives; share promotional content; co-host study tours.
Media & Academic Institutions	Collaborate in research, storytelling, and promotional initiatives; strengthen Vjosa’s credibility as a sustainable model.

Phasing & Cash Flow (2026–2030)

Ambitious Scenario (≈ € 150 000 – Full Government and Donor Support). In the **Ambitious Scenario**, the programme establishes an active network of tourism, media, and academic partners through annual workshops, exchange events, and joint projects. Donor co-funding enables international partnerships, research collaboration, and joint marketing campaigns.

Phase	Timeframe	Key Activities (Ambitious Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Launch the partnership programme; host workshops and training sessions; initiate first co-marketing and academic exchange activities; onboard 25–30 multiplier partners.	€ 75 000 (50 %)
Development & Rollout	2028 – 2029	Expand partnership fund; organise annual regional multiplier conference; facilitate media collaborations and joint campaigns; initiate academic field programmes and internships.	€ 52 500 (35 %)

Optimisation	2030	Evaluate impact; consolidate long-term partnership agreements; publish results and best-practice guide for replication.	€ 22 500 (15 %)
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Basic Scenario (≈ € 60 000 – Limited Resources and Donor Involvement). In the **Basic Scenario**, NTA implements a lighter version focusing on regional partnerships and low-cost collaboration formats. Activities prioritise training, small co-marketing actions, and maintaining active communication among partners.

Phase	Timeframe	Key Activities (Basic Scenario)	Budget (€ / %)
Foundation	2026 – 2027	Conduct two partnership workshops; establish a basic multiplier network; launch small training and exchange events for local operators and journalists.	€ 30 000 (50 %)
Development & Rollout	2028 – 2029	Maintain partner communication; run small-scale co-marketing collaborations; organise one regional networking event per year.	€ 21 000 (35 %)
Optimisation	2030	Evaluate results; produce a summary of partnerships and lessons learned; sustain the network through online communication tools.	€ 9 000 (15 %)

A.1.5. Internal communication

5.1 – Internal Communications & Capacity Building

Objective

Strengthen coordination, knowledge sharing, and a unified communication culture across NTA units through digital tools, regular briefings, and targeted staff training in brand use, media relations, and customer care.

Measure Description

Develop an internal intranet or Slack-style platform to streamline information exchange, complemented by quarterly staff briefings and training sessions. The measure builds professional communication skills, ensures consistent messaging, and improves overall service quality across the Vjosa system.

Lead: NTA staff and Communications Team

Timeline: 2026–2030 **Estimated Cost:** € 25 000 – € 40 000 (range by scenario)

Key Performance Indicators (KPIs)

Output indicators

Internal communication platform launched and operational by 2026

≥ 4 training sessions and ≥ 4 staff briefings held annually

Learning materials and handbooks were distributed to all NTA staff

Outcome indicators

≥ 85 % internal staff satisfaction with communication by 2030

≥ 90 % of staff report unified message understanding

Actors involved and their role

Actors	Role
Government / NTA	Finances coordination, training logistics, and maintenance of internal communication systems.
Development Partners / Donors	Support initial technical setup, expert trainers, and development of learning materials.

Phasing & Cash Flow (2026–2030)

Ambitious Scenario (≈ € 40 000 – Full Donor and Government Support). In the **Ambitious Scenario**, NTA fully implements a digital intranet platform with advanced collaboration tools, continuous professional development, and quarterly internal briefings. Donors support expert-led workshops and content creation for staff manuals and e-learning materials.

Phase	Timeframe	Key Activities (Ambitious Scenario)	Budget (€ / %)
Foundation	2026–2027	Platform setup (intranet or Slack), user training, onboarding, four staff briefings, and two complete training cycles.	€ 20 000 (50 %)
Development & Rollout	2028–2029	Annual training refresh; integration of brand-use modules; 4 briefings per year; mid-term satisfaction survey.	€ 14 000 (35 %)
Optimisation	2030	Platform maintenance, refresher sessions, evaluation survey, and final reporting.	€ 6 000 (15 %)

Basic Scenario (≈ € 25 000 – Limited Budget and In-House Delivery). In the **Basic Scenario**, NTA relies primarily on existing digital tools (e.g., email, shared drives) and focuses on periodic internal meetings and staff knowledge sharing. External trainers are not engaged; activities focus on maintaining team coordination and practical communication skills.

Phase	Timeframe	Key Activities (Basic Scenario)	Budget (€ / %)
Foundation	2026–2027	Activate shared intranet folders; hold biannual briefings and two training sessions using internal staff.	€ 12 500 (50 %)
Development & Rollout	2028–2029	Continue internal briefings (3–4 per year); update handbooks and templates; staff peer-learning sessions.	€ 8 750 (35 %)
Optimisation	2030	Conduct final internal review; collect feedback; prepare summary of improvements and next steps.	€ 3 750 (15 %)

A.2 Targeted Audiences – Communication Matrix

(Aligned with A1.1–A1.5 Marketing & Communication Action Plan)

Audience Group	Audience Segment	Message (from Framework)	Proof Points	Core Content Themes	Main Communication Tools & Channels (aligned with A1.1–A1.5)	Flagship Campaigns & Storytelling Links
2.2.1 Core Audiences – Visitors	Eco-Conscious Explorer	“Be part of protecting what remains wild and free.”	National Park status (2023); 1 100+ species; Save the Blue Heart alliances	Sustainable adventures, eco-lodges, biodiversity trails	Visit Vjosa Website (eco itineraries, volunteering); Vjosa App – Eco Explorer Module (offline maps, safety alerts); social media storytelling (Instagram, YouTube); eco-media features; press trips; CRM email journeys (sustainability stories); branded collateral from the Photo/Video Library	Let Me Flow → Guardians of Europe’s last wild river
	Cultural Heritage Seeker	“Walk where stories and rivers have flowed for centuries.”	UNESCO Gjirokastër; Byzantine churches; living traditions	Bridges, cuisine, crafts, festivals	Visit Vjosa Website (heritage routes, events); Vjosa App – Heritage Module (offline stories, audio guides); Facebook (diaspora engagement); travel magazines; co-marketing with Visit Albania; press trips; storytelling campaigns; cultural newsletters.	Elira’s Vjosa Journal → Living heritage along the river
	Active Nature Tourist / Adventurer	“Adventure is wilder where the river runs free.”	Rafting & kayaking; Nemërçka trekking; Nivica canyons	Rafting, trekking, canyoning	Vjosa App – Adventure Module (trail navigation, emergency contact); TikTok (GoPro reels); YouTube (vlogs); Visit Vjosa Website (booking links, itineraries); influencer challenges; adventure fairs; Google & TripAdvisor listings (QR-linked)	Vjosa Adventure Circuit → Conquer Europe’s last wild river
	Family Eco-Holiday Traveler	“Where kids learn from the wild, not screens.”	Safe zones, birdwatching, and farm stays	Family learning, nature, fun	Visit Vjosa Website (family packages, schools); Vjosa App – Family Explorer Module (interactive map, games); Facebook groups; Google Travel; family blogs; newsletters; parent-oriented media; school outreach.	Wild Families Summer → Learning through nature
	Local Visitor / Weekend Explorer	“Your river, your heritage, your weekend escape.”	2–3 h accessibility; local food; bathing spots	Getaways, local cuisine, short breaks	Visit Vjosa Website (local offers, weekend planner); Vjosa App – Local Trips Mode (routes, farm-stays); TikTok (food reels); local radio; community outreach; off-peak digital campaigns; print adverts in cities.	Discover Your Vjosa → Your wild backyard escape.
	NGO & Academic Field Researcher	“Protecting the last wild river starts with knowledge.”	340+ species; research potential; NGO partnerships	Research, citizen science, volunteering	Vjosa Website – Research Hub (datasets, calls); Vjosa App – Research Mode (offline data logs); LinkedIn; webinars; academic networks; donor newsletters; citizen-science campaigns	Vjosa Knowledge Exchange → Living laboratory of

						Europe's last wild river
2.2.2 Enablers & Multipliers	Tour Operators & Travel Agents	"Join the movement for sustainable adventures."	Eco-certified model; NTA/AKZM framework	Product co-creation, co-marketing	Partner Portal on Visit Vjosa; Vjosa App – Partner Mode (offline assets); LinkedIn B2B; trade fairs (ITB, WTM); training & micro-grants; CRM partner updates	Wild River Partners → Building green business together
	Local Communities & Entrepreneurs	"Vjosa belongs to those who live and protect it."	4 municipalities; community branding; training	Empowerment, entrepreneurship, shared benefits	Community outreach (town-halls, clean-up days); Vjosa App – Local Hub (training, marketplace); ambassador programme; radio; local fairs; internal newsletter; donor communication materials	Our River, Our Future → People shaping the park
	Media & Influencers	"Tell the world the story of Europe's last wild river."	NP recognition; authentic local stories	Storytelling, conservation, and people	Press & media trips; Vjosa Website – Media Corner (asset library); Vjosa App – Media Mode (offline kit); influencer visits; podcasts; media newsletters	Voices of Vjosa → Witness the wild, share the story
	Government & Institutional Partners	"Vjosa: a model of sustainable governance."	MoTE & AKZM coordination; Visit Albania integration	Governance, policy alignment	Policy briefings; institutional dashboards; Vjosa App – Governance Mode (reports, monitoring); coordination workshops; internal platform; inter-agency newsletters	Governance for Wild Institutions protecting nature together
	Donors & Development Partners	"Invest in the world's first Wild River National Park."	EU, GIZ, CIHEAM Bari, WWF; measurable results	Transparency, innovation, impact	Donor newsletters; joint media releases; Vjosa Website – Donor Portal ; Vjosa App – Donor Mode (project updates, KPIs); annual reports; international fairs	Blue Heart Investment Platform → Financing nature's resilience
	Academic & Civil Society Networks	"Research, teach, and act for the living river."	Research Centre Tepelenë; education network	Knowledge, youth engagement	Vjosa Research Hub ; webinars; student programmes; Vjosa App – Education Mode (offline learning modules); LinkedIn groups; academic exchanges	Vjosa Knowledge Network → The river as a classroom
2.2.3 International & Global Audiences	EU Institutions (DG ENV, DG NEAR, EEA)	"A European success story for wild nature protection."	EU Green Deal alignment; IPA, CAP links	Policy leadership, cooperation	Vjosa Website – EU Section (reports, policy briefs); donor events; LinkedIn; Vjosa App – EU Monitoring Mode (offline IPA results dashboard); EU newsletters	Europe's Living River → Nature leadership from the Western Balkans
	UNESCO & International Heritage Bodies	"Safeguarding nature and	UNESCO corridors;	Nature culture combined effect	Vjosa Website – Heritage Hub (virtual tours, docs); Vjosa App – Heritage Mode (offline interpretive content); UNESCO symposia; heritage magazines	Flow of Time → Heritage shaped by water

		culture as one living heritage.”	intangible heritage			
	Global Environmental NGOs (WWF, IUCN, TNC, Patagonia Works)	“The last wild river in Europe – protected through global solidarity.”	Save the Blue Heart legacy	Conservation, partnerships	NGO newsletters; global webinars; Vjosa Website – Partner Page; Vjosa App – Conservation Mode (joint monitoring, impact tracking); global media	Blue Heart of Europe (Global) → One river, one planet, one future
	International Media	“The world’s last wild river finds its voice.”	Biodiversity, communities	Journalism, storytelling	Press conferences; documentaries; Vjosa Media Kit (DAM access); Vjosa App – Press Mode (offline press pack); podcasts; multilingual press releases	Vjosa: The Untamed Story → Nature that still flows free
	Diaspora Networks & Cultural Associations	“Bring home your story — reconnect with your river.”	Albanian identity; volunteerism	Roots tourism, emotional link	Embassies; diaspora newsletters; Vjosa Website – Diaspora Section; Vjosa App – Diaspora Mode (heritage routes, events offline); cultural festivals	My River, My Roots → Reconnecting Albanians abroad
	Adventure & Eco-Tourism Global Communities	“Join the global movement for responsible wild-river travel.”	ATTA recognition; Responsible Travel	Adventure ethics, sustainability	International fairs; ATTA platform; Visit Vjosa Website – Adventure Portal; Vjosa App – Adventure Global Mode (offline itineraries); co-marketing with OTAs	Wild River Routes → Adventures with purpose
2.2.4 Internal Audiences – Implementers	National Tourism Agency (NTA)	“Lead Albania’s new era of sustainable tourism.”	Visit Albania brand; EU plan	Strategic leadership, alignment	Internal platform (Slack/intranet); Vjosa Website – NTA Dashboard; Vjosa App – Admin Mode ; staff briefings; e-learning; micro-grants tracking	One Albania Brand → Unified voice for sustainable tourism
	Park Management & Rangers (AKZM)	“Guardians of the Wild: protect, educate, inspire.”	Conservation, visitor management	Stewardship, education	Vjosa Website – Ranger Portal; Vjosa App – Ranger Mode (offline patrol logging, visitor incidents); e-learning; quarterly updates; ranger newsletter	Guardians of the River → Every visitor leaves no trace
	Local Partners (Municipalities)	“Empowering communities to grow with nature.”	MoUs; tourism events	Inclusion, identity	Municipal meetings; Vjosa Website – Municipal Page; Vjosa App – Municipality Mode (offline data & calendar); community outreach; internal communications	Wild River Municipalities → Communities steering growth