



ევროკავშირი  
საქართველოსთვის

EU4Business



Implemented by  
**giz** Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH

# CLUSTERS4DEVELOPMENT

Tourism Cluster Development  
January 2021



# SME Development and DCFTA in Georgia: BASIC DATA

Overall Context	EU4Business
Framework EU Action	Economic and Business Development in Georgia Programme
Timeline	July 2019 - January 2023
EU Funding	5,300,000 EUR
GIZ Affiliation	Private Sector Development and TVET in the South Caucasus
Implementing Partner	Ministry of Economy and Sustainable Development of Georgia



## Presentation structure:

1. Goals and specific targets of the tourism cluster
2. Tourism cluster model
3. Cluster development (SWOT and Challenge - Solution - Impact model)
4. Cluster members
5. Cooperation Assessment
6. Activity recommendation (Gantt chart)



ევროკავშირი  
საქართველოსთვის

EU4Business



Implemented by  
**giz** Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH

# 1. Goals and specific targets of the tourism cluster



# 1. Goals of the tourism cluster

1. Foster socio-economic development in Georgia and its region
2. Enhance business performance of private sector actors in tourism through cooperation mechanisms
3. Improve institutional framework for cluster and business development:
  - a. Enhanced cluster-based cooperation among key stakeholders in the tourism sector in 2 regions
  - b. Improved capacities of tourism actors in designing and implementing joint cluster-based activities in 2 regions
  - c. Improved institutional capacities of SME bodies/agencies for business development
  - d. Strengthened capacities of central administration and SME bodies/agencies in promoting cluster development



# 1. Specific targets of the tourism cluster

Intervention logic	Targets (incl. reference year)
Enhanced business performance of private sector actors in tourism through cooperation mechanisms	At least 75% of cluster member companies in the tourism cluster confirm an increase of turnover of at least 10% after inflation and/or 50% of cluster members confirm an increase of employment. At least 50% of cluster members confirm having adapted products/services and/or market access strategies
Improved institutional framework for cluster and business development	At least 100 companies have used new or improved services in the field of cluster development and business support offered by EG and other providers
Enhanced cluster-based cooperation among key stakeholders in the tourism sector in 2 regions	<ul style="list-style-type: none"> <li>- At least 2-3 tourism clusters in total have been established in 2 regions, with at least 12 members respectively, and meeting at least twice a year (2023)</li> <li>- At least 1 Cluster Strategy and 1 Action Plan for each cluster have been agreed upon (2023)</li> <li>- At least 3 demand-oriented joint activities implemented, and are positively evaluated by 75% of all cluster members and/or target group (2023)</li> <li>- At least 75% of cluster members confirm an enhanced understanding of national and international market requirements, acquired through cluster-based activities (2023)</li> </ul>
Improved institutional capacities of SME bodies/agencies for business development	At least 5 business support services have been created or revised and are positively evaluated by 75% of customers (2023)
Strengthened capacities of central administrations and SME bodies/agencies in promoting cluster development	<ul style="list-style-type: none"> <li>- A structured dialogue has taken place in three sectors based on position papers formulated by clusters and presented to SME bodies/agencies (2023)</li> <li>- 1 study tour with at least 10 participants has been realised to countries with relevant context, and 80% of participants conform usage of newly acquired knowledge in work context 6 months after study tour (2023)</li> </ul>

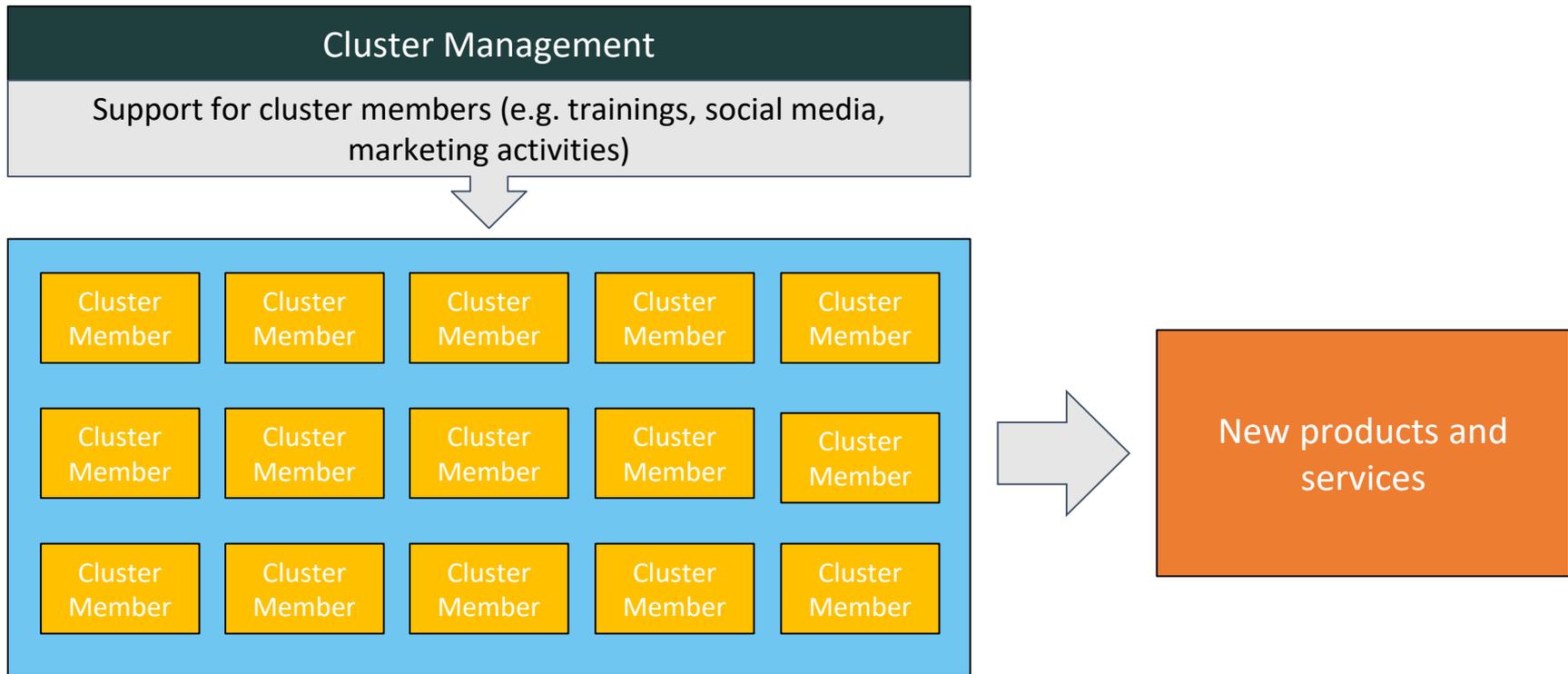


## 2. Tourism cluster model

1. Cluster model
2. Main cluster activities
3. Services and activities of the cluster
4. Cluster members: key members and associated members
5. Organizational structure
6. Role of DMOs
7. Business model
8. Cluster Manager: tasks and qualification
9. SWOT analysis: tourism cluster model
10. Challenge - Solution - Impact model



## 2.1 Cluster model





## 2.2. Main cluster services

### 1. Support for members

- Quality management
- Coaching Product development
- Marketing training
- Service training
- Product training for tour guides
- Networking platform

### 2. Development of Products and Services

- “Best of” tour (product bundling, communication tools)
- Sales manual (online tools, distribution int. tour operators)
- Media services
- Joint products
- Joint events/festivals



## 2.3 Potential cluster activities

Product Development	Marketing	Knowledge Transfer
<ol style="list-style-type: none"> <li>1. Expert advice - individual consulting</li> <li>2. Customer experience analysis</li> <li>3. Green tourism initiatives</li> <li>4. Best-of regional tourism tour</li> <li>5. Regional festival</li> <li>6. Additional sales points</li> <li>7. Gift Basket</li> </ol>	<ol style="list-style-type: none"> <li>1. Product Design (Packaging)</li> <li>2. Website development</li> <li>3. Social Media channels</li> <li>4. Multimedia content</li> <li>5. Cluster online platform</li> <li>6. Joint Webshop</li> <li>7. Storytelling development</li> <li>8. Corporate identity design</li> <li>9. Sales directory</li> <li>10. Print material</li> <li>11. Digital collaborations</li> </ol>	<ol style="list-style-type: none"> <li>1. Training and further education</li> <li>2. Networking and regular Meetups</li> <li>3. Study trips</li> <li>4. Support in accessing grants</li> <li>5. Language course</li> </ol>



## 2.4 Cluster members



### Food and Wine

#### Key Members

- Food and wine producers
- Restaurants
- Related crafts (e.g. Qvevri)
- Specialized tour guides

#### Supporting Members

- Tourism service providers: accommodations, transport companies and tour operators



### Concept Accommodation

#### Key Members

- Business owner of concept accommodations
- Guesthouses
- Hotels

#### Supporting Members

- Transport companies
- Tour operators
- Regional tourism offers

### Cultural Heritage

#### Key Members

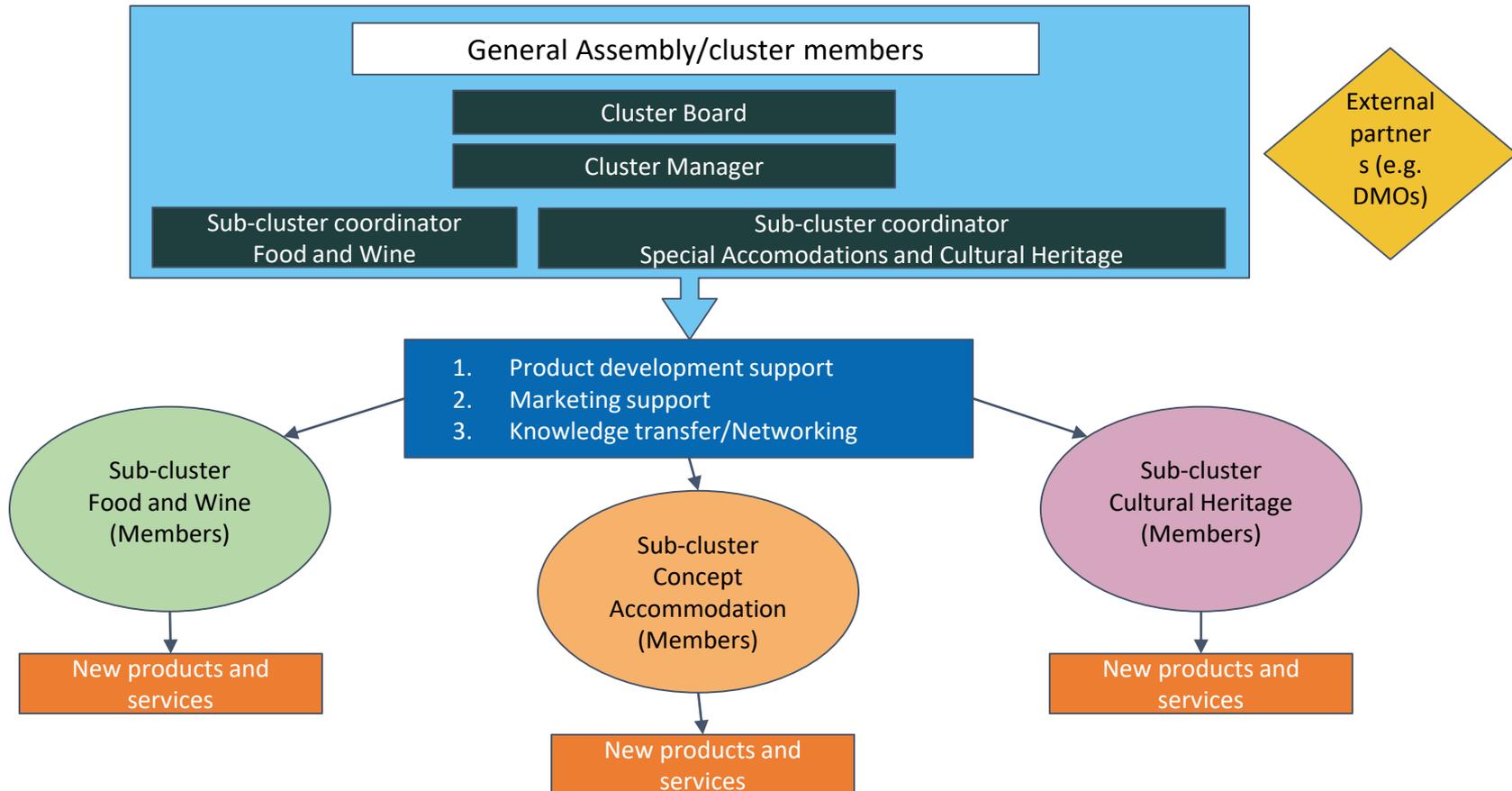
- Individual craftsman
- Cultural centers and ateliers
- Artist associations
- Educational institutions

#### Supporting Members

- Museums
- Tourism service providers: accommodations, transport companies and tour operators



## 2.5 Organizational Structure regional tourism cluster





## 2.6 Role of DMOs

DMOs in project region:

1. [Visit Kakheti](#) (left Logo)
2. [Kutaisi Travel](#) (right Logo)

### Recommendation:

A close partnership with the DMOs is recommended. A representation of the DMO can be included in the organizational structure of the regional tourism cluster as a board member.

The level of cooperation on an operational level depends on the knowledge and skills of the management of the DMOs. (Optional a management development program for DMOs could be considered. )



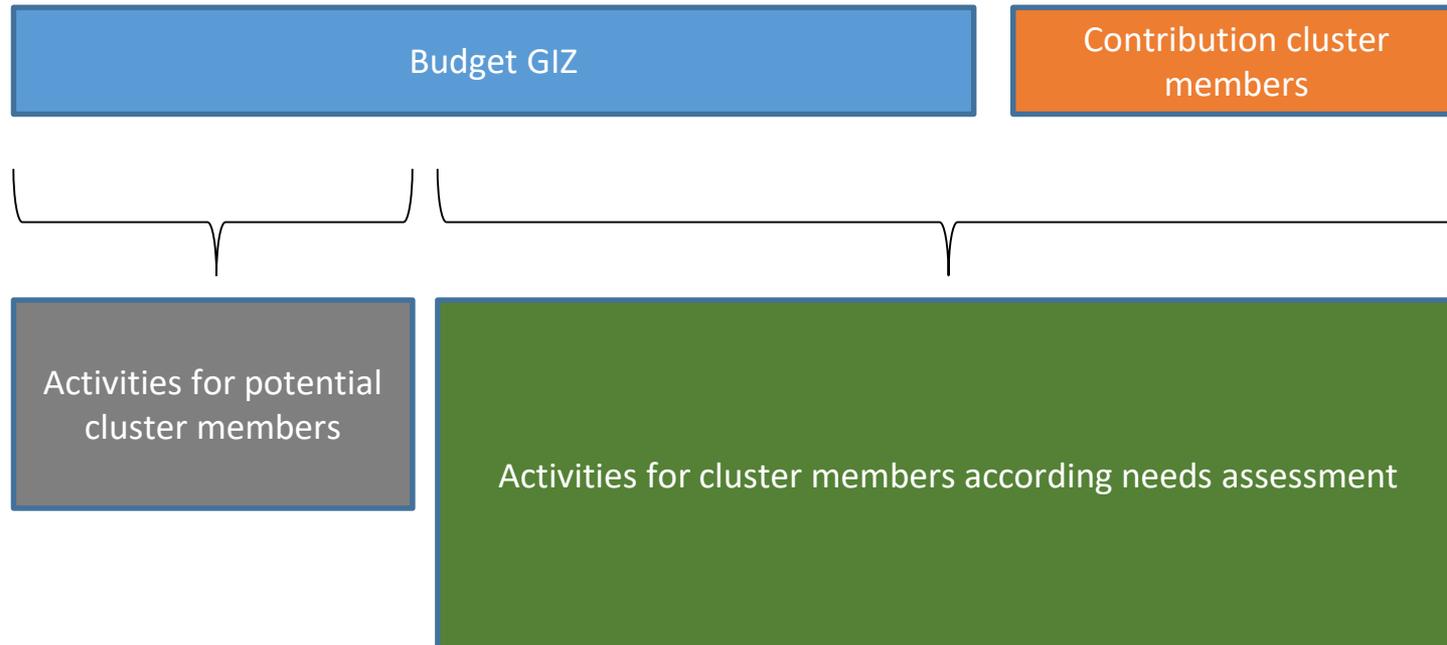
## 2.6 Role of DMOs

### Fields of collaboration

- Joint marketing initiatives
- Marketing support
- Common sales activities (e.g. shop-in-shop concept)
- Organized joint trainings
- Shared office space

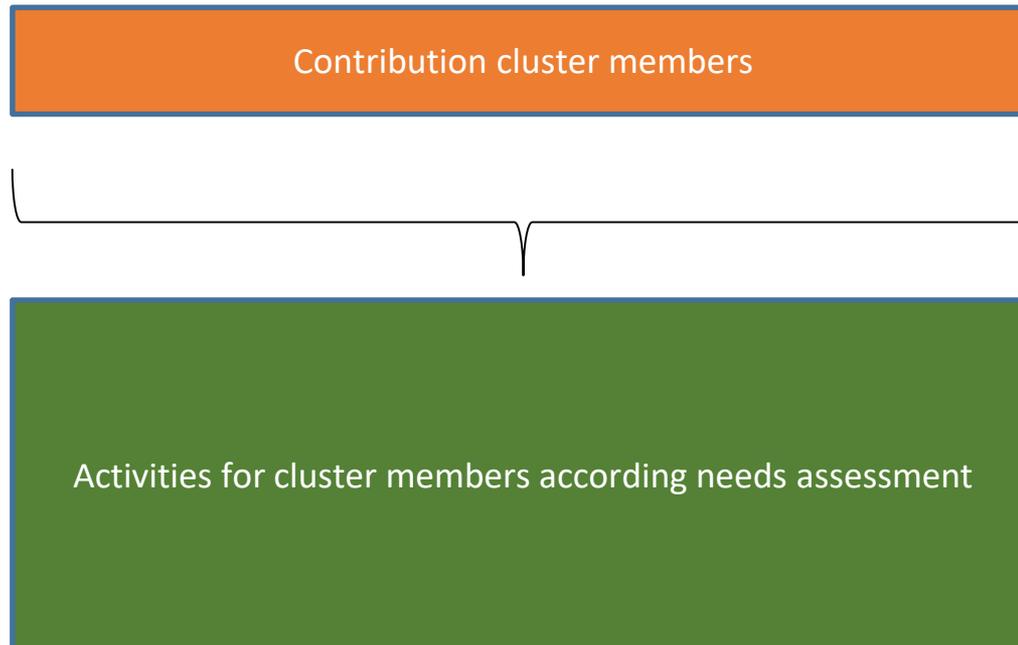


## 2.7 Business model (initial project phase)





## 2.7 Business model (after 3 years)





## 2.7 Business model (*Contribution cluster members*)

1. Basic membership fee
  - a. Networking platform
  - b. Product training
2. Extended membership fee (with additional services for key members)
  - a. Coaching product development
  - b. Marketing training
  - c. Service training
  - d. Product development and promotion



## 2.8 Cluster Manager (Role and Tasks)

Primary purpose of Role	Essential requirements	Tasks
<ol style="list-style-type: none"> <li>The Tourism Cluster Manager is the expert for the designated network of SMEs in the tourism cluster for the respective region.</li> <li>The role is responsible for managing the SMEs efforts in relation to developing products, marketing initiatives and promoting knowledge exchange.</li> </ol>	<ol style="list-style-type: none"> <li><b>Qualifications</b> <ul style="list-style-type: none"> <li>Degree in relevant field such as marketing, tourism or business</li> </ul> </li> <li><b>Experience</b> <ul style="list-style-type: none"> <li>Strong tourism credentials with a focus on regional tourism and an understanding of global tourism issues.</li> <li>Demonstrated track record in tourism stakeholder management and planning.</li> <li>Excellent presentation and facilitation skills and experience in addressing conferences, workshops, committees and industry groups.</li> <li>Demonstrated proactive approach to establishing and maintaining positive relationships with internal and external stakeholders.</li> </ul> </li> <li><b>Skills</b> <ul style="list-style-type: none"> <li>Project management skills</li> <li>Excellent interpersonal skills</li> <li>Language skills: Georgian and fluency in English or German</li> <li>Planning, organisational and analytical skills</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>Member acquisition and support in product development, marketing and knowledge transfer</li> <li>Coaching of individual members</li> <li>Coordination of specialized trainings</li> <li>Organisation of networking events</li> <li>Linkage to GIZ project <i>Cluster4Development</i></li> <li>Regular reporting to GIZ project tea</li> <li>Supervision of sub-cluster managers for food and wine, special accomodations and cultural heritage</li> <li>Definition and implementation of yearly activity plan</li> <li>Secretary of board</li> </ul>



## 2.9 Tourism cluster model - SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• A simple structure with one cluster manager and two specialized sub-cluster coordinators.</li> <li>• Income for the cluster is generated through the membership model.</li> <li>• Flexible integration as member with two membership possibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Success of the cluster heavily depends on the leadership qualities of one person, the cluster manager.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Development of new products and services.</li> <li>• Greater collaboration between individual businesses and with tourism service providers.</li> <li>• Skills and knowledge transfer between cluster members</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of interest to join the cluster due to membership fees.</li> <li>• No active participation in cluster activities from the members.</li> <li>• Benefits of joining the cluster are not visible to the cluster members</li> <li>• Members are not willing to pay membership fee</li> </ul>



## 2.10 Impact of tourism cluster

Challenge	Solution/Approach	Impact
<ol style="list-style-type: none"> <li>1. Lack of product development and marketing skills</li> <li>2. Little knowledge exchange between individual business and possible external partners</li> <li>3. SMEs struggle to access development funds</li> <li>4. Existing stories are not communicated clearly.</li> </ol>	<ol style="list-style-type: none"> <li>1. Product development support.</li> <li>2. Marketing and sales support.</li> <li>3. Develop storytelling approach for individual businesses.</li> <li>4. Knowledge transfer and networking possibilities</li> <li>5. Organized trainings and further education for cluster members</li> <li>6. Support in accessing funds.</li> </ol>	<ol style="list-style-type: none"> <li>1. New products and services.</li> <li>2. Greater online visibility and better branding of products.</li> <li>3. Acquisition of new networks and partners.</li> <li>4. Access to additional regional/national government funds.</li> </ol>



ევროკავშირი  
საქართველოსთვის

EU4Business



Implemented by  
**giz**  
Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH

## 3. Cluster development - SWOT

1. Sub-cluster Food and Wine
2. Sub-cluster Concept Accommodation
3. Sub-cluster Cultural Heritage



## 3.1 Sub-cluster Food and Wine

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Quality of wines, most of which are natural or biological wines</li> <li>Abundant number of different wine cellars and vineyards</li> <li>Infrastructure and accessibility to service providers by car</li> <li>Quality of service is appropriate - presentation of the product, explanation of production process etc.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of skills in product and concept development</li> <li>Poor packaging and branding of products</li> <li>Lack of insights into production process</li> <li>Quality of space can be problematic</li> <li>Too few businesses in food</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Diversification of existing offer: e.g. combining food with wine experiences, organising wine tastings, hosting workshops and masterclasses etc...</li> <li>Create new touristic experiences e.g. guided tours, gift shop etc.</li> <li>Collaborations with concept accomodations, tour guides, restaurants, critics and magazines</li> <li>Finding partners outside the cluster e.g. DMOs, tour operators and restaurants to promote the cluster</li> </ul>	<ul style="list-style-type: none"> <li>Lack of skills to professionalize their businesses</li> <li>Climate change</li> <li>Existing competition e.g. other Eno-tourism offers</li> <li>Guaranteeing the same quality standard between all cluster members</li> <li>Issues concerning the quality of the product (food poisoning, negative reviews, bad customer satisfaction)</li> <li>Not finding suitable partners outside of the cluster</li> </ul>



## 3.1 Sub-cluster Food and Wine

Challenge	Solution/Approach	Impact
<ol style="list-style-type: none"> <li>Lack of skills in concept and product development</li> <li>Finding partners and collaborators outside the cluster to promote its members (e.g. DMOs, tour operators and restaurants)</li> <li>Improve branding and packaging of products</li> <li>Create new touristic experiences</li> </ol>	<ol style="list-style-type: none"> <li>Offer courses and trainings to further develop business skills of SMEs</li> <li>Link cluster members to tour guides, DMOs etc. e.g. host networking events and industry events</li> <li>Develop design guidelines</li> <li>Support in setting up new touristic offers e.g. tours, shop</li> </ol>	<ol style="list-style-type: none"> <li>Business owner learn the skills necessary to develop their business further</li> <li>External partners promote cluster members to their audiences</li> <li>Design of products are attractive and add value in the eyes of the tourists/consumers</li> <li>New touristic offers are adapted and can be promoted, generating additional income</li> </ol>



## 3.2 Sub-cluster Special Accommodation

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Indoor and outdoor facilities are well organized and tidy</li> <li>Friendliness and professional skills of hosts</li> <li>Most accommodations include outdoor facilities and shared spaces to meet with other guests</li> </ul>	<ul style="list-style-type: none"> <li>Lack of knowledge about safety standards</li> <li>Lack of skills in terms of product development and diversification, positioning and marketing</li> <li>Know-how in architecture and interior design</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Develop storytelling of businesses</li> <li>Offer additional tourist services such as tours, transport, activity plan and equipment</li> <li>Develop skills in service and marketing</li> <li>Package bundling with DMOs and other tourism service providers, for instance with members from the food and wine cluster</li> </ul>	<ul style="list-style-type: none"> <li>loss of authenticity, meaning old houses are modernized in a way which is not attractive for visitors</li> </ul>



## 3.1 Sub-cluster Special Accommodation

Challenge	Solution/Approach	Impact
<ol style="list-style-type: none"> <li>1. Most accommodations have interesting stories but lack the skills of communicating them</li> <li>2. Improvement of services at accommodation providers</li> <li>3. Limited amount of services</li> </ol>	<ol style="list-style-type: none"> <li>1. Help developing a narrative, which can be used to attract tourists</li> <li>2. Offer staff trainings</li> <li>3. Create packages with other tourism service providers and DMOs</li> </ol>	<ol style="list-style-type: none"> <li>1. Guests book accommodation depending on a great storytelling</li> <li>2. Staff gains additional skills, satisfying customer needs</li> <li>3. Guests prefer booking packages, which leads to longer stays and includes visits to other cluster members</li> </ol>



### 3.1 Sub-cluster Cultural Heritage

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Lots of different products in crafts production</li> <li>• Businesses are open to collaborate and host touristic offers (e.g. workshops, masterclasses)</li> </ul>	<ul style="list-style-type: none"> <li>• Most SMEs don't have experience in receiving tourists, neither the facilities to host them</li> <li>• No digital presence and contact information</li> <li>• No clear distinction between traditional and non-traditional craft</li> <li>• Critical number of cluster member for Imereti</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Interesting products and possibility for storytelling (dagger production, shuko etc.)</li> <li>• Little current exposure of products and marketing activities of possible cluster members</li> <li>• Collaboration with existing tour operators: (example: Multicultural Kutaisi tour)</li> <li>• Possibility of organisation of local craftsmarket on the weekends</li> <li>• Organisation of trainings for the cluster members</li> </ul>	<ul style="list-style-type: none"> <li>• Immovable cultural heritage: poor state of preservation</li> <li>• Unfavourable location or accessibility</li> <li>• Finding cultural heritage sites apart from traditional crafts</li> </ul>



## 3.1 Sub-cluster Cultural Heritage

Challenge	Solution/Approach	Impact
<ol style="list-style-type: none"> <li>1. Rise the quality of the products</li> <li>2. No storytelling included in the businesses</li> <li>3. No existing partnerships and cooperation with tour guides and cultural institutions</li> <li>4. No sales points except for their workshop</li> <li>5. Little current exposure of products and marketing activities of possible cluster members</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop existing products further to generate income through tourism activities</li> <li>2. Develop narrative/storytelling of individual SMEs</li> <li>3. Close cooperation with existing guides.</li> <li>4. Integrate strategic sales points in accomodations</li> <li>5. Collaborate with museums as external partners to the cluster</li> <li>6. Establish online presence of SMEs, help in building Social Media channels and where might required websites</li> </ol>	<ol style="list-style-type: none"> <li>1. Income through improved quality of products</li> <li>2. Storytelling attracts new customers</li> <li>3. Partnerships help in marketing cultural heritage products</li> <li>4. Sales point generate further income</li> <li>5. Online presence generates additional visibility</li> </ol>



## 4. Cluster Members

1. Total number of potential cluster members
2. Selection Criteria
3. Factsheets (Example)
4. Map



## 4.1 Total number of potential cluster members

Region	Food and Wine	Concept Accommodation	Cultural Heritage	Total per Region
Imereti	36	13	12	61
Kakheti	37	10	34	80



## 4.2 Selection Criteria

### General Criteria:

1. Accessibility to location
2. Local infrastructure
3. Quality of the product
4. Uniqueness of the product
5. Innovative elements of product
6. Sustainable Tourism elements
7. Professional management
8. Marketing potential
9. Safety and Hygiene



## 4.2 Criteria for Food and Wine

<b>A. Quality of the product</b>
<ol style="list-style-type: none"> <li>1. Quality Indication and taste: organic/natural production process</li> <li>2. Labeling and presentation</li> <li>3. Preservation, tradition and techniques: e.g. according to family/local/regional recipes</li> </ol>
<b>B. Local infrastructure</b>
<ol style="list-style-type: none"> <li>1. Accessibility to location</li> <li>2. Proximity to other food and wine members</li> <li>3. Basic infrastructure such as paths, light etc. and accessibility to service providers</li> <li>4. Preservation of the place</li> <li>5. Location offers unique experiences and activities (e.g. insights into production process, tastings, walking tours etc.)</li> <li>6. Tourism infrastructure (e.g. toilet and restroom, wayfinding signs)</li> <li>7. Overall safety and hygiene of the place</li> </ol>
<b>C. Product and experience management</b>
<ol style="list-style-type: none"> <li>1. Diversity of the offer</li> <li>2. Business owner has relevant experience hosting tourists</li> <li>3. Presentation of the place and products (e.g. explanation of the production process)</li> <li>4. Friendliness and appearance of the host/hostess</li> <li>5. Storytelling of the business</li> <li>6. Current marketing efforts and future potential</li> <li>7. Willingness for collaboration</li> </ol>



## 4.2 Criteria for Concept Accommodations

<b>A. Authenticity</b>
<ol style="list-style-type: none"><li>1. Form and design</li><li>2. Materials and substance</li><li>3. Traditions and techniques</li><li>4. Location and setting</li><li>5. Use and function</li></ol>
<b>B. Customer experience</b>
<ol style="list-style-type: none"><li>1. History of the place</li><li>2. Accommodation is run mostly by locals</li><li>3. Accommodation offers unique regional experience and activities</li><li>4. Meals and beverages are made according to family/local/regional receipts</li><li>5. Business owner and staff can provide information on activities and history and culture of the region</li><li>6. Good connection and infrastructure to authentic local areas (sightseeing, cultural and natural sites, views, neighborhoods, restaurants and bars etc.)</li></ol>
<b>C. Operation and Service</b>
<ol style="list-style-type: none"><li>1. Indoor and outdoor facilities are well organized and tidy</li><li>2. Safety and hygiene in guestrooms, bedrooms, restrooms and other facilities such as outdoor are according to international standard</li><li>3. Bedrooms are equipped with basic infrastructure (e.g. bed, locker etc.)</li><li>4. Extra services are available (e.g. laundry service, entertainment, WIFI)</li><li>5. House rules and additional service costs are presented visibly to the guests</li><li>6. Online presence and booking possibilities</li><li>7. Digital appearance</li></ol>



## 4.2 Criteria for Cultural Heritage

<b>A. Tangible heritage (tours and cultural routes)</b>	
1.	Innovativeness of the product for region/country
2.	Raises awareness about the region's heritage
3.	Entails local and regional storytelling and unique experiences
<b>B. Intangible heritage (crafts and cultural practices)</b>	
1.	Authentic experience of a preserved culture
2.	Practicing traditional cultural crafts
3.	traditional use of methods, techniques, material and design language
4.	Well constructed interpretation of cultural heritage
<b>C. Intangible heritage ( Infrastructure and product management )</b>	
1.	Accessibility and basic infrastructure
2.	Safety and hygiene on site
3.	Possibility to host guests and offer basic infrastructure and services
4.	Presentation and knowledge of craft and products



## 4.3 Factsheets (Examples)



### 1 Lagazi Wine Cellar

Wine Food

The Tsova Tush family owns a traditional country side house and produces organic food and wine. Their offerings include a variety of different wines and beers as well as traditional Tushetian cuisine.

Shota Lagazidze, the owner is a young and very energetic man. Additionally, he has experience as a tour guide, in our opinion, he can be considered a potential cluster leader for food and wine.



Zemo Alvani Municipality

cluster



Exports: Yes

Qualified candidate

Key Member

gutundgut

### 42 Duende Hotel

Special Accommodation

The concept of this place is to connect its visitors to nature. With 6 cottages in glamping style, this place offers the perfect setting to disconnect and immerse into nature.

High price, modern concept, very special accommodation that is attractive for international tourists.



Ninoskevi Municipality

cluster



Qualified candidate

Key Member

gutundgut

### 50 Eris Ukvdaveba

Cultural Heritage Crafts

This business runs a production of Qvevris, which are made out of clay. The Qvevris are used to store wine in the traditional Georgian way. Due to the historical significance of the Qvevri, this can be a very attractive place for tourists to visit.

In the near future, the owner has plans to set up a shop and a cafe for tourists. This member could be included as much in the wine and food cluster as in the cultural heritage cluster.



Kharagauli Municipality

cluster



Qualified candidate

Key Member

gutundgut



ევროკავშირი  
საქართველოსთვის

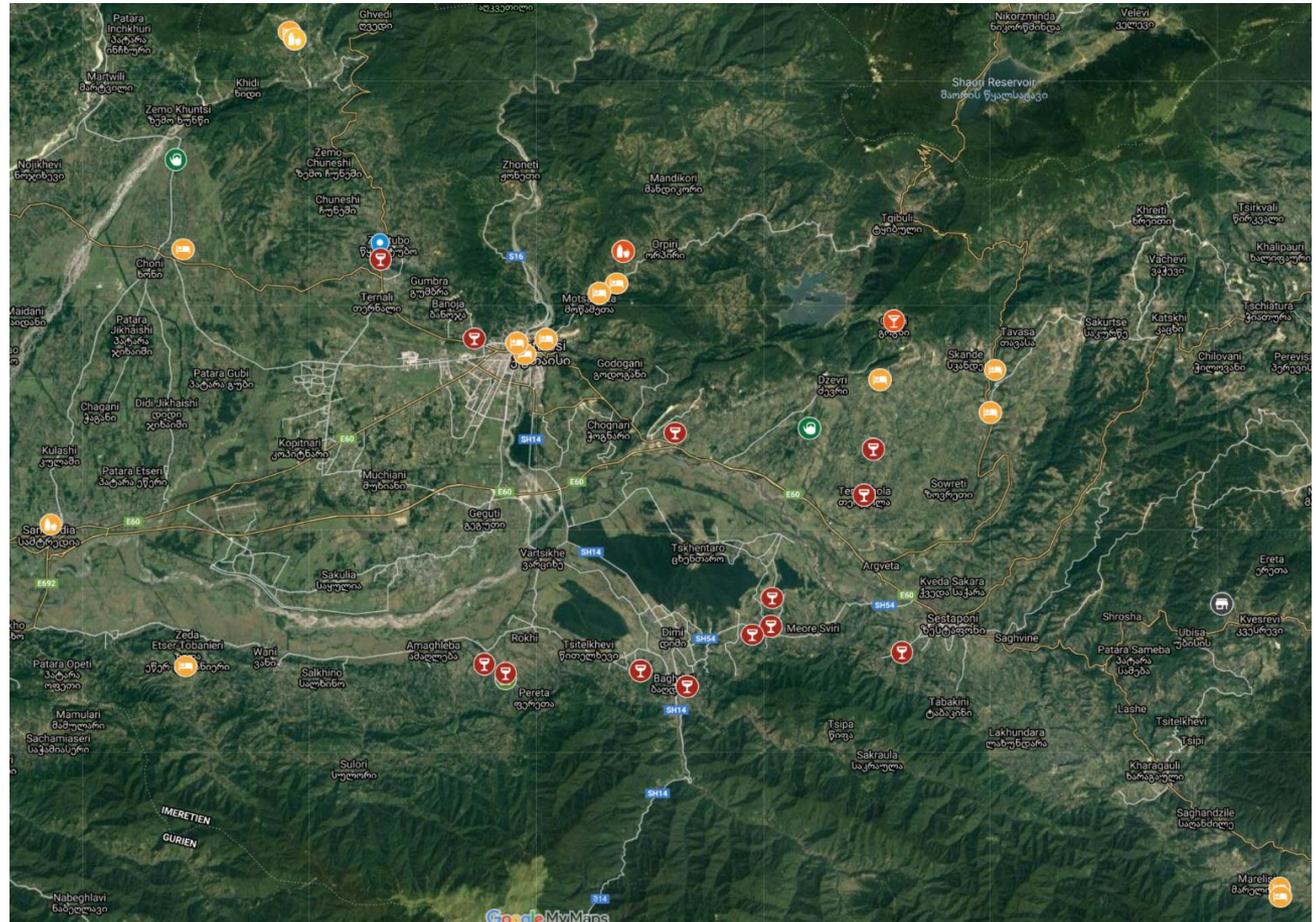
EU4Business



გერმანიის  
თანამშრომლობა  
DEUTSCHE ZUSAMMENARBEIT

Implemented by  
**giz** Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH

## 4.3 Map Imereti







ევროკავშირი  
საქართველოსთვის

EU4Business



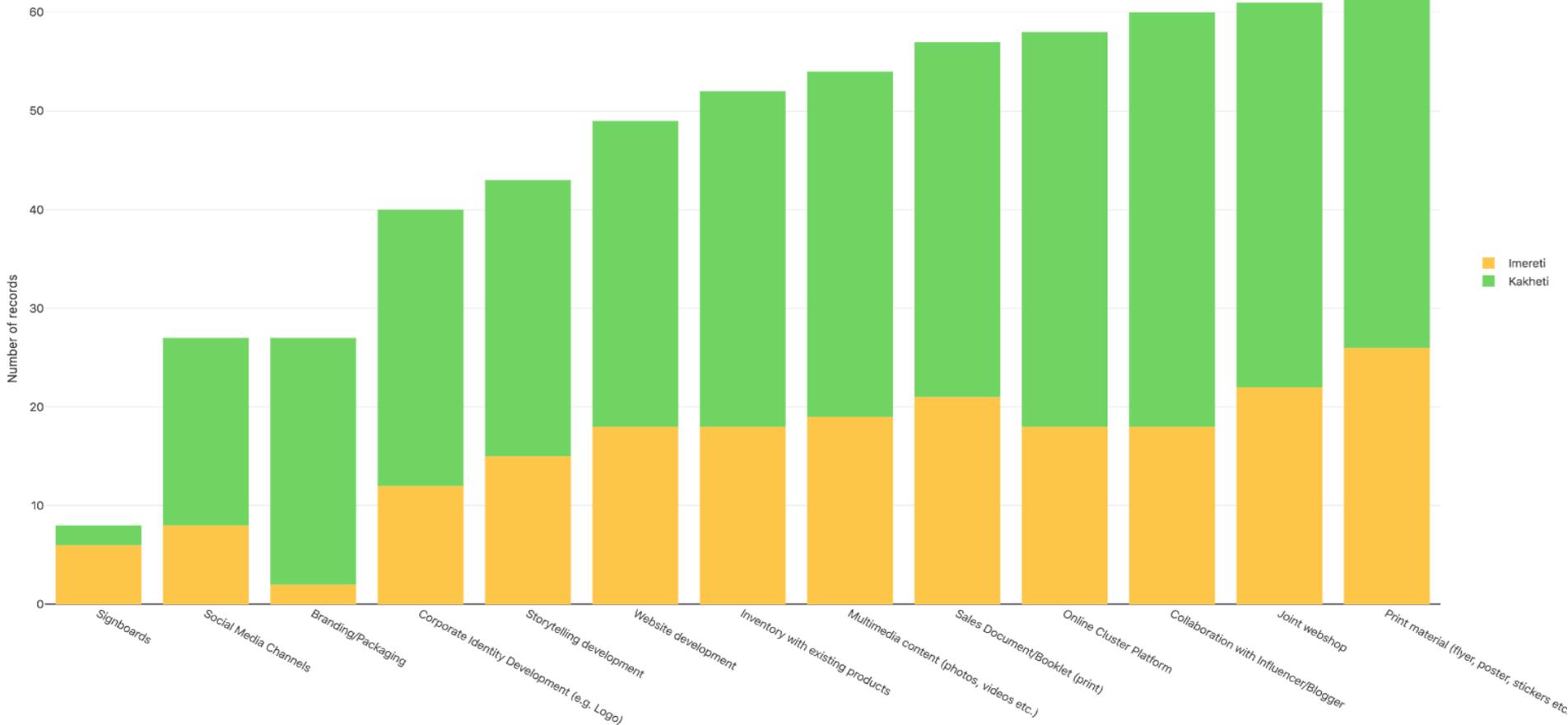
Implemented by  
**giz**  
Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH

## 5. Cooperation Assessment

1. Marketing activities
2. Product development activities
3. Knowledge Transfer Activities



## 5.1 Marketing activities (requested by members)



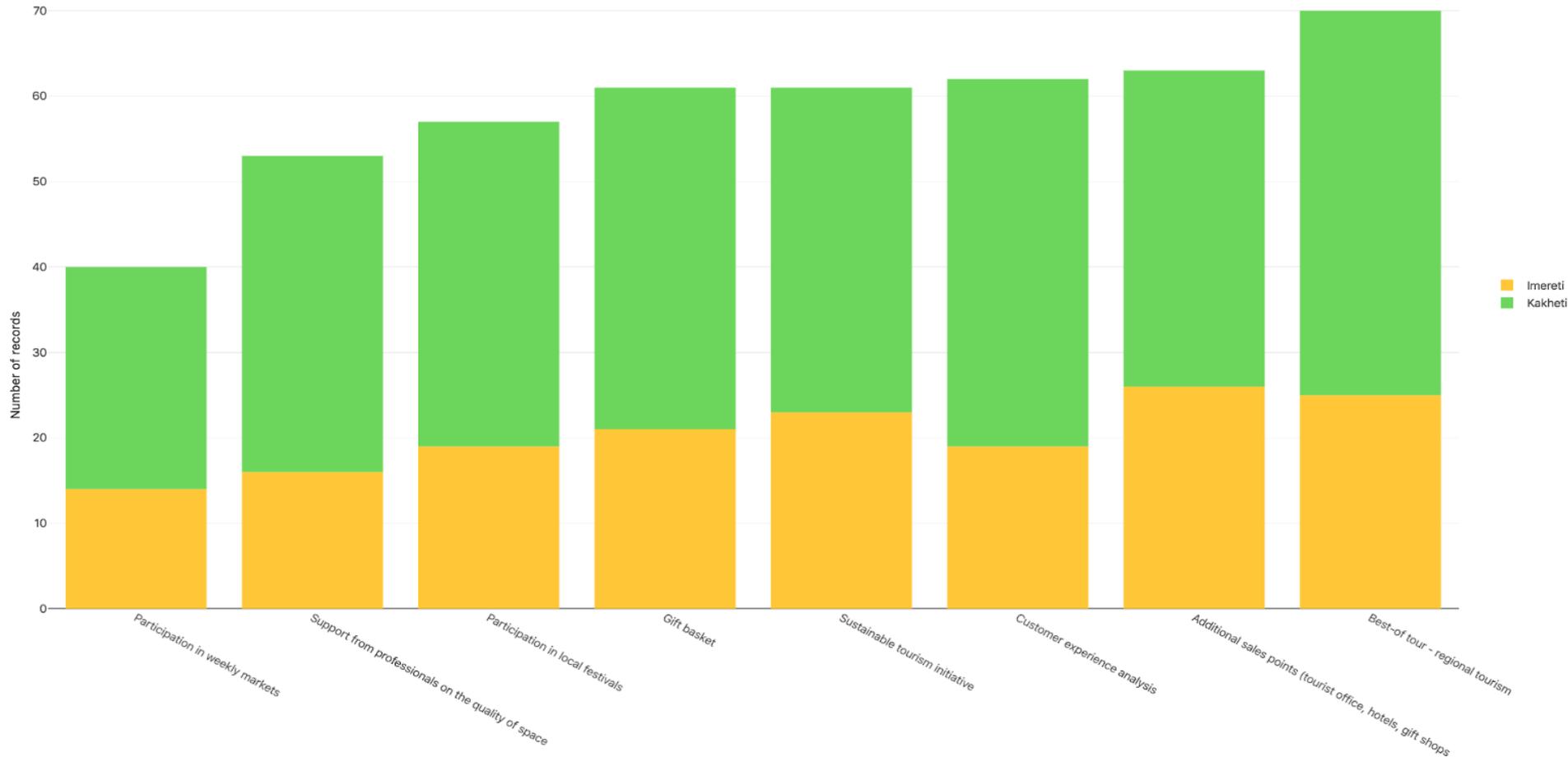


## 5.1 Marketing activities (Top 5)

Ranking	Activity	Nr. of Votes
1.	Print material	64
2.	Joint cluster webshop	61
3.	Digital Collaborations	60
4.	Joint online platform	58
5.	Sales document	57



## 5.2 Product Development activities (requested by members)



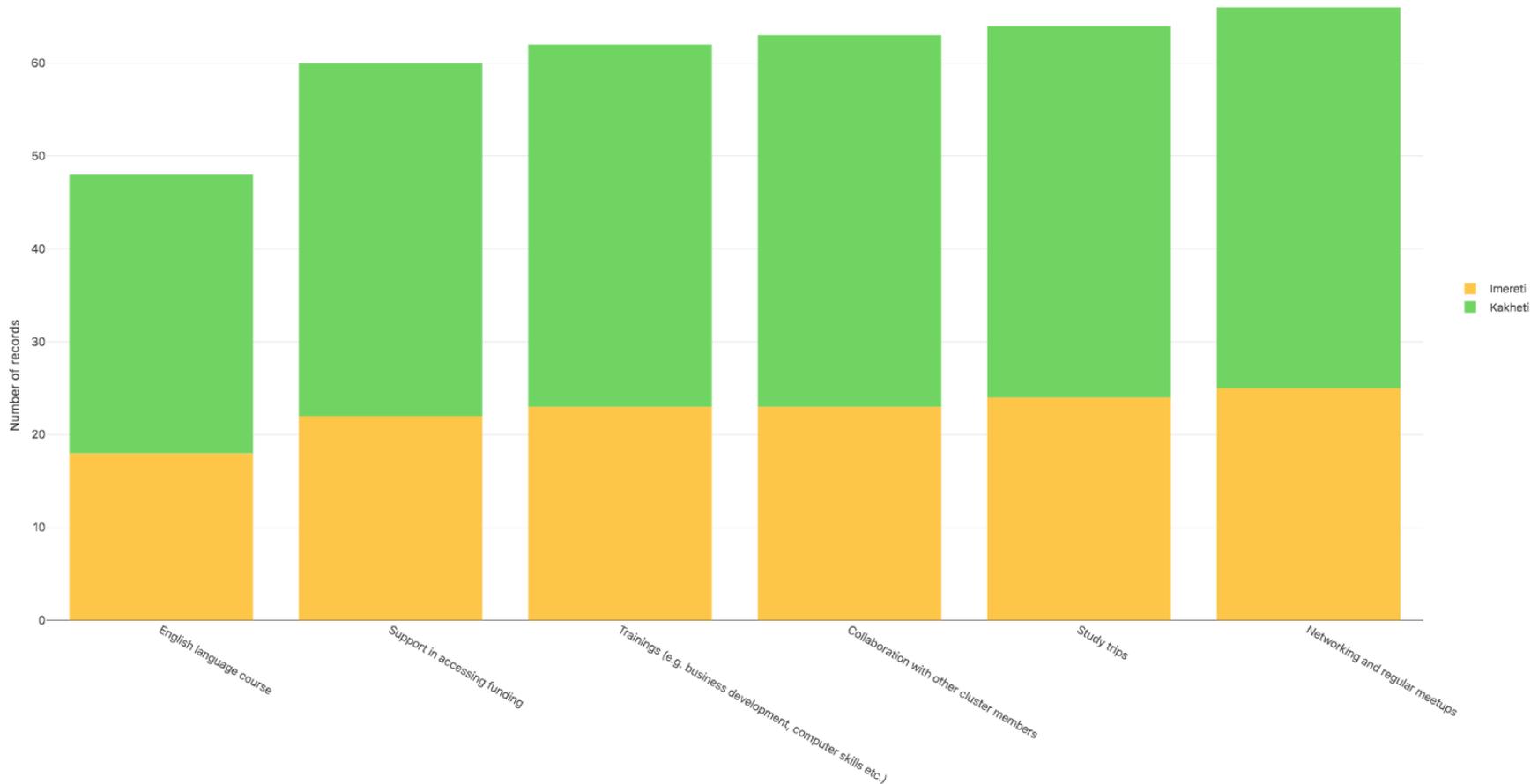


## 5.2 Product Development activities (Top 5)

Ranking	Activity	Nr. of Votes
1.	Best-of Tour: Regional Tourism	70
2.	Additional sales points	63
3.	Customer experience analysis	62
4.	Gift Basket	61
5.	Sustainable tourism initiatives	61



## 5.3 Knowledge Transfer activities (requested by members)





## 5.3 Knowledge Transfer activities (Top 5)

Ranking	Activity	Nr. of Votes
1.	Networking and regular meetups	66
2.	Study trips	64
3.	Active collaboration with other cluster members	63
4.	Trainings and further education	62
5.	Support in accessing grants	60



ევროკავშირი  
საქართველოსთვის

EU4Business



Implemented by  
**giz**  
Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH

## 6. Activity plan

1. Activity plan
2. Timing



## 6. Activity plan (Knowledge Transfer)

Activity	Next steps
a. Training and further education	Evaluation of specific training needs and establish connections with existing educational providers
b. Networking and regular meetups	Set up online platform with member section and organize meeting schedule for first year
c. Study trips	Define specific needs and select best practice accordingly
d. Support in accessing grants	Develop inventory of existing grants and application procedure
e. Language course (English)	Evaluation of specific training needs and establish connection with existing education providers



## 6. Activity plan (Marketing)

Activity	Next steps
a. Gift Basket	Start pilot project according to food basket concept (Annex 2)
b. Best-of regional tourism tour	Sample itinerary and organize product development workshops
c. Green tourism initiatives	Set up coordination meeting with relevant organizations in the field of green tourism
d. Customer experience analysis	Develop analysis tool with checklist and hire professional consultant for evaluation
e. Additional sales points	Create inventory with possible new locations

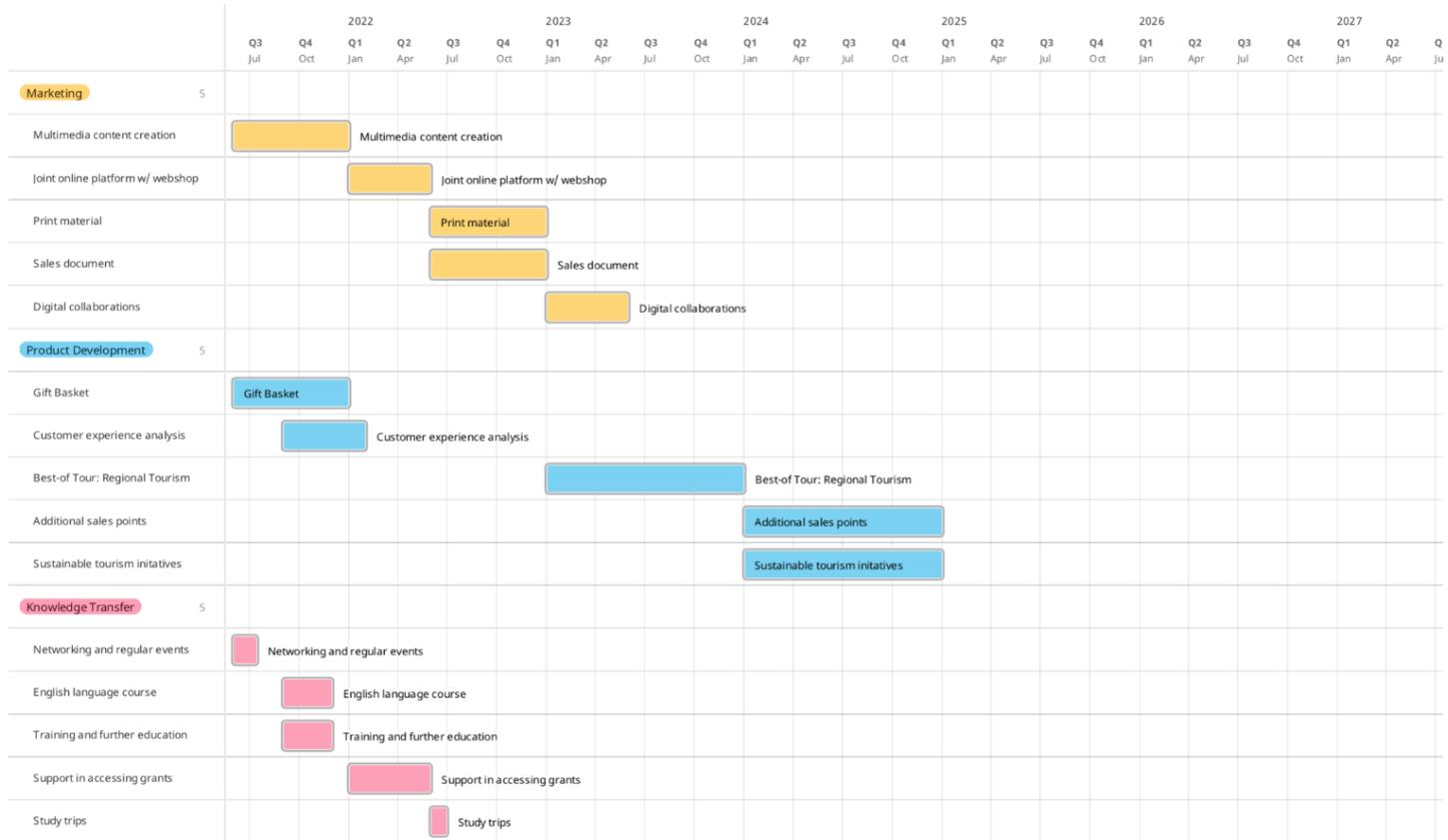


## 6. Activity plan (Product development)

Activity	Next steps
a. Product design (Packaging)	Organize brand strategy workshop with cluster members, write briefing and hire local agency to develop new product design
b. Cluster website development	Write briefing and hire a local web development agency
c. Sales directory	Research of all existing tourism products and documentation of the findings in a sales manual
d. Digital collaborations	Define content and write briefing, research potential collaborators and hire qualified candidate
e. Print materials	Define products and content of printed materials, hire graphic designer for development, distribution at strategic locations



## 6. Activity recommendation (Gantt chart)





ევროკავშირი  
საქართველოსთვის

EU4Business



Implemented by  
**giz** Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH

# Thank you for attention!

*“Clusters4Development” Project*

*Funded by the European Union and the German Government*

*Implemented by*

Private Sector Development and TVET in the South Caucasus Programme  
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Philipp Steinheim, Team Leader  
[Philipp.Steinheim@giz.de](mailto:Philipp.Steinheim@giz.de)

42 Rustaveli Ave./31a Griboedov St. 5th Floor  
0108 Tbilisi, Georgia  
T +995 32 2 201833  
F +995 32 2 201831  
[www.giz.de](http://www.giz.de)