

RETOURN

Recovery Tourism after Natural Disasters

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Material for SWOT
analysis workshop



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Strategy

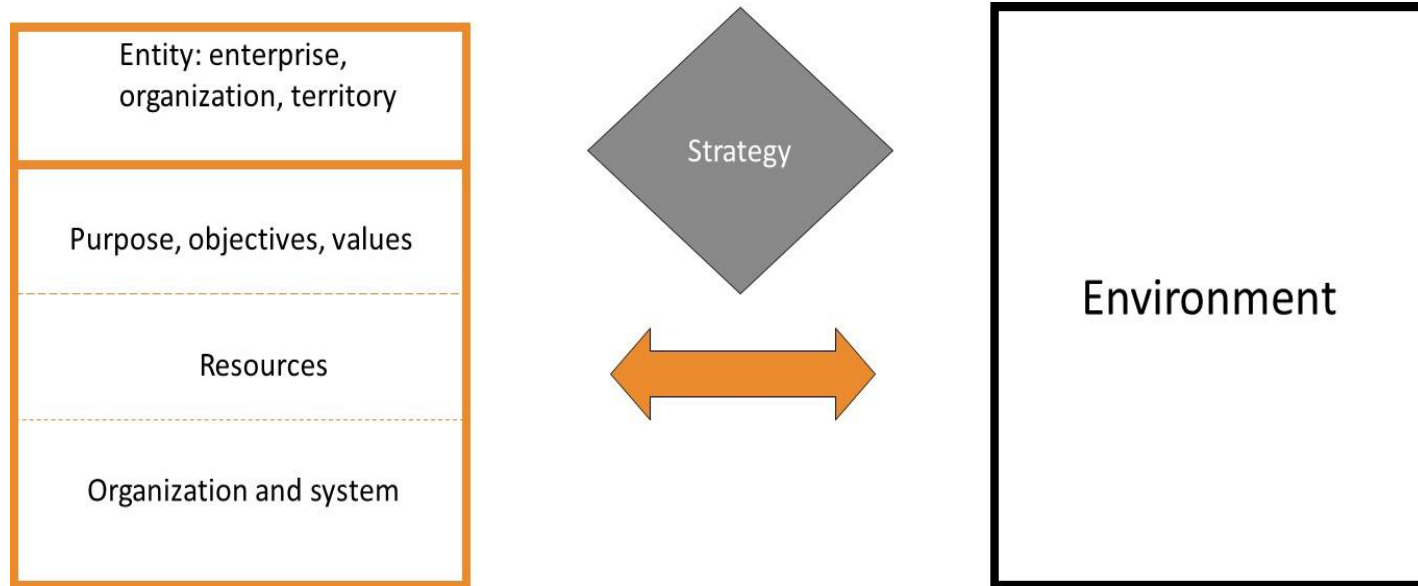
Strategy is a concept linked to the future, but it is a future based on the present.

It is therefore a giant with feet of clay because it is designed on possibilities and hypotheses defined on elements of the present time.

The only way we have in these cases is to lower the uncertainty as much as possible,

This is done by increasing the size of knowledge through analysis

Strategy



Territory

The value of the territorial product (Ashworth and Voogd, 1998) is the result of:

- **hard component:** structure, environment, artistic monuments, historical buildings, ...
- **soft component:** the different element that, on the hard dimension, it is possible to implement in terms of services, experiences, relationships;
- **the combination:** the way in which the different constituent elements (hard and soft) harmonize with each other and the resulting combinations;
- **the regulation:** the capacity of the institutions on management and mobilization towards the local and external productive forces
- **the sense of identity:** the ability of stakeholders to recognize themselves as a collective actor able to proactively face the market

Territorial internal analysis

1. Tangible aspects:

- a. community, in terms of its demographic characteristics;
- b. historical and artistic heritage,
- c. infrastructure,
- d. location,
- e. economic and productive system,

2. Intangible elements:

- a. culture, traditions,
- b. services,
- c. skills and skills gained,
- d. technology, local laws, etc.

3) Finally, the analysis focuses on the aspects of relation and connection that make the elements previously indicated as a system, and the territory a unique value in comparison with other territories.



Identity /Vocation: it represents characteristic and peculiar elements of territory, capable of defining an original system that dispenses particular values.

Environmental analysis of the territory

The territorial environmental analysis concerns in the analysis of forces that:

- can impact on the different element of the territory,
- cannot be affected by the territory.

They are forces that the territory consider as external, with which to interface in order to exploit or limit the effects.

This forces are read in function of the impact that they could have on the territory

Environmental analysis consists in the collection and study of information relating to the various dimensions of environment, according to the principle that "*the most relevant way to anticipate the future comes from the understanding of the present*".

The dimensions of environment (1)

- **Demographic environment:** it is the set of population-related forces and trends, examined in terms of: size; density; geographical distribution; mobility; age; sex; race; social status; employment; racial composition, ethnic and religious; birth and mortality rates; etc. This information makes it possible to quantify the market and to provide important indications on its composition. Population dynamics also directly affect development needs, preferences and potential. Their study therefore provides important insights, in terms of opportunities to be seized and threats to be considered
- **Economic environment:** it consists of factors influencing purchasing power and consumer spending habits. The purchasing power of a subject, in fact, is a decisive factor in defining the market itself; the changes in income determine not only a change in the possibilities of purchase but also a change in spending patterns.
- **Physical environment:** it consists of those environmental factors that are used as a resource. The presence or absence of raw materials, the proximity to sources of supply, the ease of physical communication linked to territorial conditions, represent key factors for organizations, as they influence choices and decisions;

The dimensions of environment (2)

- **Technological environment:** it is represented by all dynamics that affect technological progress. Any technological progress allows to modify and improve the way to respond to certain needs, increasing the advantages or decreasing the disadvantages compared to the solutions previously used
- **Political-institutional environment:** it consists of legislation, governing bodies, pressure groups that influence and limit organizations and individuals.
- **Cultural environment:** it consists of those forces that affect values, perceptions, preferences and fundamental behaviours of society.



- **Quantitative models** are normally used to make short or medium-range forecasts. Quantitative models shall be based on the examination of past data and on parameters defined on a quantitative basis.
 - **Forecasting models** consider two aspects not evaluated by quantitative models:
 - the future is influenced by man and his expectations, does not depend entirely on the past;
 - reality is also made of non-quantitative considerations, which often determine in a relevant way the actions of the subjects
 - In other words, these models include qualitative variables and expected forecasts
 - **Scenario analysis** identifies the long-term forces and the consequent actions that the enterprise must implement in a strategic orientation. It serves to explore threats and opportunities that open up to the company, in order to be able to face them.
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SWOT Analysis (1)

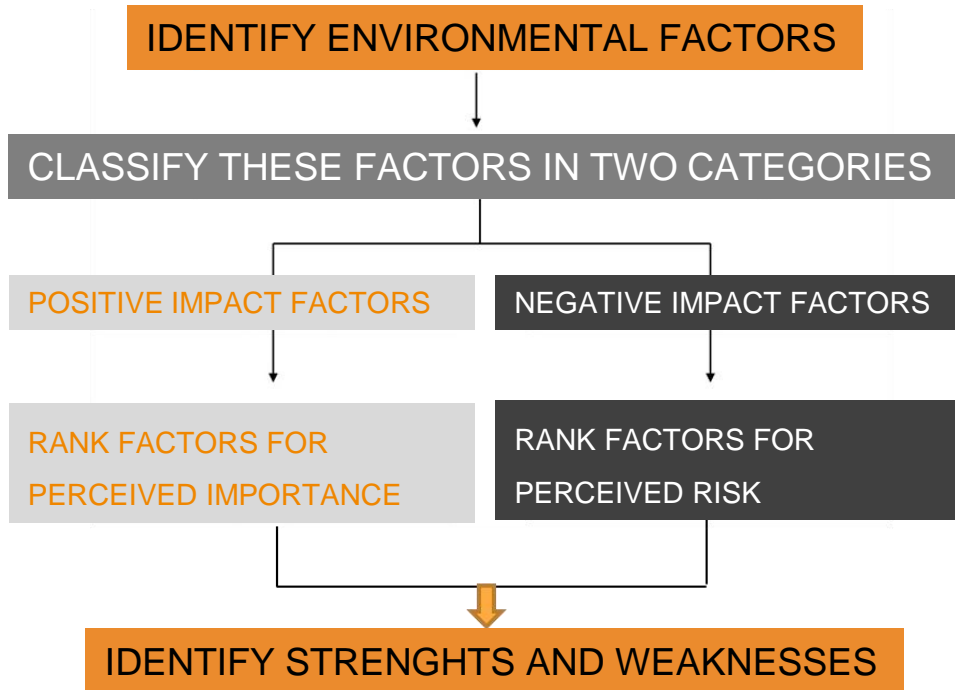
- The internal and environmental analysis has as objective to shape a strategy for the territory.
- Such strategy can be facilitated in its definition rereading the analysis on the base of 4 dimensions: threats and opportunities, strenght and weaknesses, the so-called SWOT analysis.
- Threats and opportunities derive from a selection of the environmental trends in function of:
 - their importance in consideration of the specificities and the purpose of the territory
 - their rereading in terms of positive or negative impact on the territory

SWOT Analysis (2)

On the base of threats and opportunities, the company defines its strengths and weaknesses:

- **strengths** are those elements that enable the company to seize an opportunity, counter a threat or turn a threat into opportunity;
- **weaknesses** are aspects that the company must change if it wants to avoid succumbing to threats or not seize opportunities.

SWOT Analysis (3)



Benefits of the model

Benefits of the proposed model, i.e. the use of a strategic territorial marketing approach:

- the natural disaster becomes an opportunity for rethinking and development
- the development and restart strategy of the territory is based on the specificities of the territory, the unique and distinctive dimensions, capable of providing a value that other territories do not have
- the strategic objectives are defined from below, capturing the requests of each stakeholder: participatory and shared approach
- the strategic setting allows each operator to know the guidelines within which to move and to implement activities consistent with the development objectives and specificities of the territory; this allows us to amplify development potential and generate economies of scale and scope (common, coherent interventions vs. fragmented interventions dictated only by emergency needs, etc.)
- the strategy allows you to develop the idea of community and minimize the fear of abandonment because the main directives on "where to go" are provided in a logic that starts from the bottom and from common needs-activities consistent with short, medium and long-term needs are defined

Needs of the model

- requires logic shift, but it is a change consistent with the needs that emerge after the disaster
- requires some form of centralized reference, a sort of planner referring to the different stakeholders who collects the requests, analyzes and supports in the definition of the common strategy. This centralized logic is consistent with the methods of intervention on the territory envisaged in the disaster-hit areas analysed in the Return project
- requires a certain know-how that can be centralized and shared, in favor of:
 1. an improvement in common skills, which becomes a further value for the territory;
 2. an expansion of long-term logic;
 3. the development of economies of scale and scope.
- requires a participatory logic, in line with the new approaches to sharing the value chains of the new economy
- requires a virtuous use of new technologies: the analysis of big data, real-time participation and sharing, the sharing of certified information and the archiving of large quantities of data, the creation of a story of shareable value, the possibility real-time control, the possibility of implementing sustainability strategies at reduced costs, the possibility of knowledge and direct contact and analysis of the characteristics and needs of the various stakeholders/customers. In other words, new technologies make previously non-viable elements feasible and accessible, even in terms of cost. Their use becomes a further element of unique value for the territory.

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