

## EXCOVER – LOCAL SWOT REPORT

### *CAMPOBASSO*

### *MUNICIPALITY OF CAMPOBASSO*

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## 1. RESIDENTS' WILLINGNESS TO PARTICIPATE

*Campobasso* joined the EXCOVER Project aiming at improving its residents' life and economic conditions, while preserving the local cultural identity and environmental resources, through the development of sustainable tourism. To reach this goal, the participation of the local community in the tourism development planning and implementation phases is fundamental, in fact it is one of the main characteristics of tourism development processes to be sustainable. Thus, before going into the residents survey-based SWOT Analysis, main topic of this report, the willingness to participate in the local tourism development of the interviewees is investigated by means of a participation index, developed to meet the informative needs of EXCOVER.

The residents participation index is built with information of different kind, both direct (retrieved from the answers to specific questions) and indirect (making use of response rates), collected during the SWOT survey. The index is a weighted average of 5 components:

- "1\_COMMUNITY PARTICIPATION": the evaluation of the extent to which the respondent's local community is willing to participate in the local tourist development (directly asked in the questionnaire and measured with the reported level of agreement, in the range [1, 7]);
- "2\_MAIL LEFT": the actual willingness to be more involved and active in the tourism development planning (estimated indirectly with the rate of respondents who left their personal e-mail address to be contacted in the near future to provide further information about their town);
- "3\_PERSONAL SHARING ATTITUDE": the self-reported willingness of the respondent to make use of sharing economy platforms to share something of his own with visitors (directly asked in the questionnaire).
- "4\_WELCOMING COMMUNITY": the assessment of the extent to which tourists and people with different cultures are welcomed by the respondent's local community (directly asked in the questionnaire and measured with the reported level of agreement, in the range [1, 7]);
- "5\_RESPONDENT ENGAGEMENT": the manifested intention to participate in the local tourism development by providing information (indirectly retrieved from the average response rate to the SWOT open-ended questions, that require a considerable involvement and effort, compared to closed-ended ones);

As the first 2 components of the index are expressed on a scale ranging between 1 and 7 (while the other components are rates), they are normalized by dividing the average level of agreement by the maximum value possible (that is 7), to facilitate comparisons. The 5 components are weighted based on

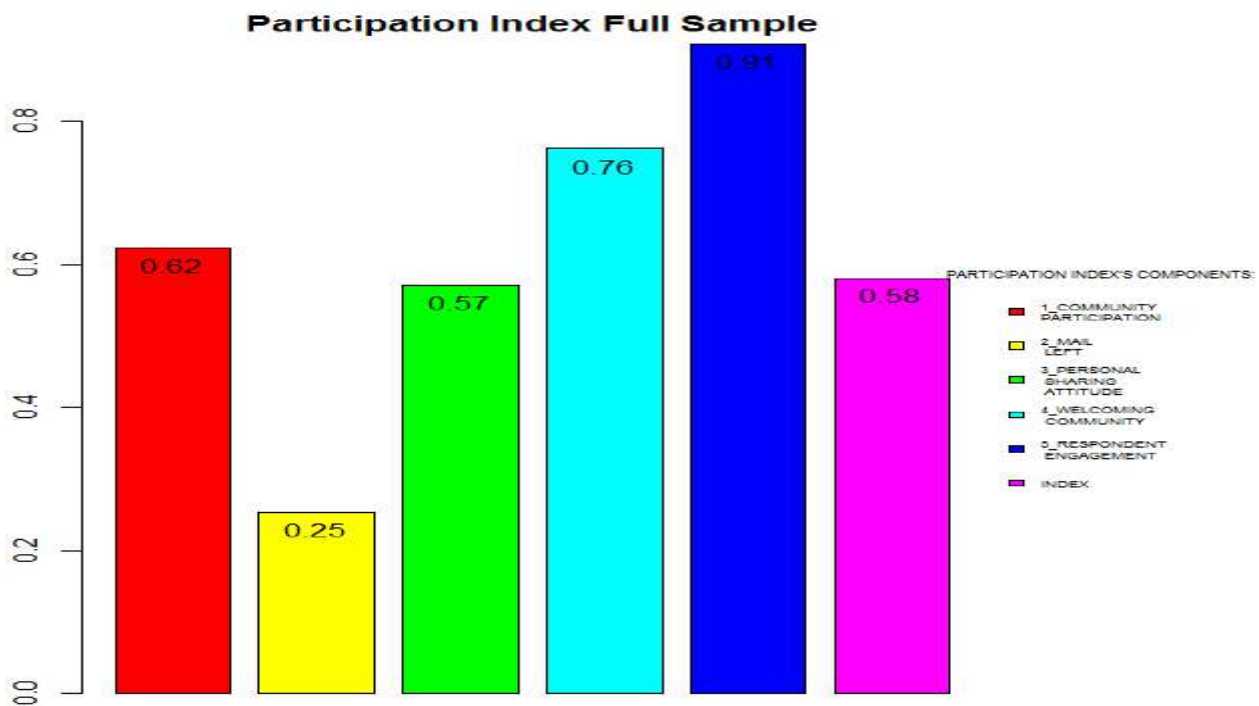
their relative importance in the context of EXCOVER, especially in view of the forthcoming activities of the next working packages:

- weight of 1\_COMMUNITY PARTICIPATION = 0.4
- weight of 2\_MAIL LEFT = 0.2
- weight of 3\_PERSONAL SHARING ATTITUDE = 0.2
- weight of 4\_WELCOMING COMMUNITY = 0.1
- weight of 5\_RESPONDENT ENGAGEMENT = 0.1

By construction, the minimum value of the participation index is 0, the maximum is 1.

### 1.1 ANALYSIS OF THE PARTICIPATION INDEX

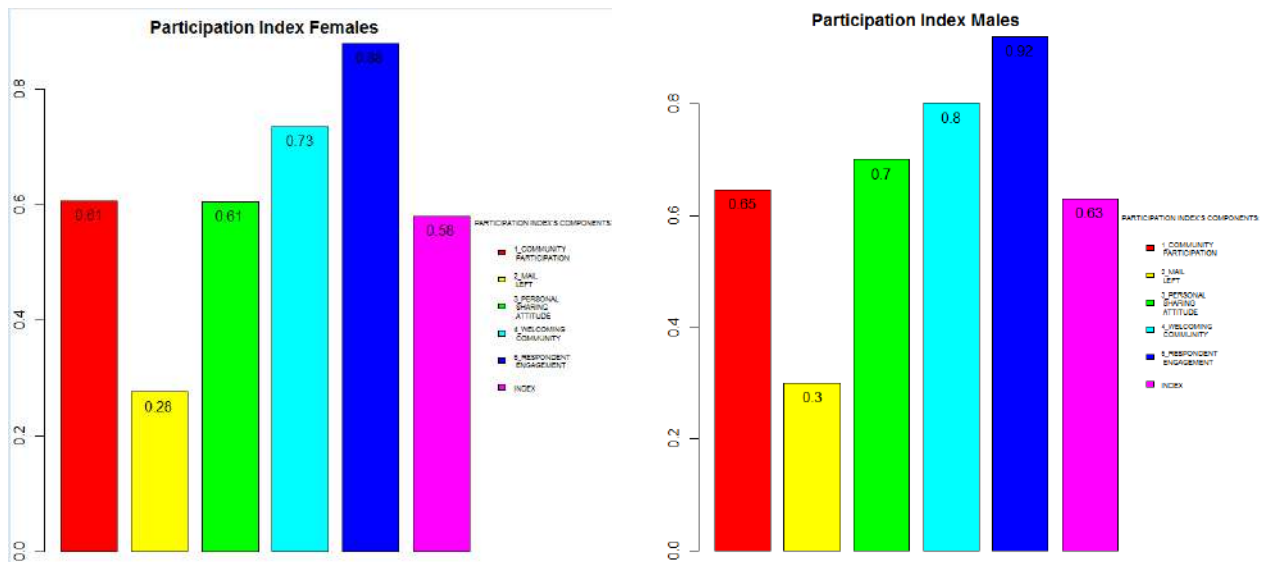
In *Campobasso*, the participation index and its 5 components, described above, take the following values:



The participation index of Campobasso is around the average value with a figure of 0.58, slightly exceeding half towards the maximum point of 1. Among the five indices proposed for the evaluation only the value of MAIL left is much lower, below the overall average and towards the lower part of the survey with a score of 0.25. An index that is probably significant in the over 65 age group, which less frequently uses email, but in general could be related to the social dynamics of the city, where relationships are of proximity and easily actualized thanks to personal knowledge or word of mouth, then that social fabric of familiarity of "let me know the next time". Joint participation, or the extent to which the community is willing to participate in local tourism development, has a value of 0.62 indicating a positive predisposition of membership and involvement in the actions planned for the project and in general a new focus on tourism growth. This is confirmed by the respondent engagement, which is the response rate given in the open questions, where the involvement and effort of the questionnaire user is greater, where residents have indicated numerous comments, information, opinions, suggestions. The figure is just below the maximum rating of 1 with a value of 0.91. Residents have defined their city as a place, and therefore a community, quite welcoming with an importance of 0.76 while the personal attitude to sharing something on its own economic platform slightly exceeds half of the index with a figure of 0.57, practice that is not very widespread in the territory of Molise and not even in Campobasso, showing almost a novelty in tourist planning.

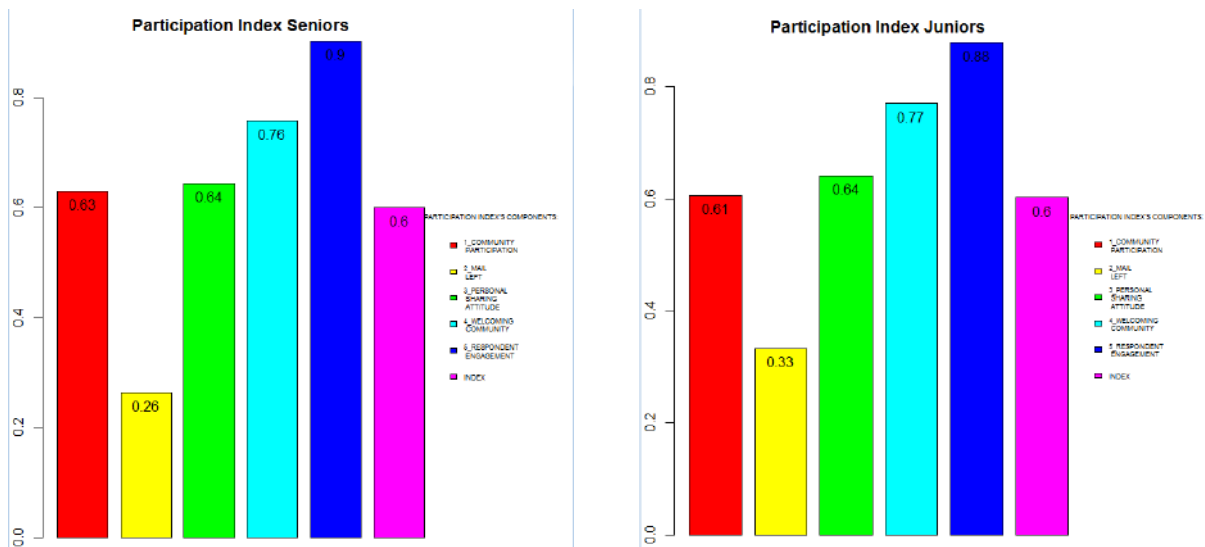
In general, residents have indicated a good willingness to participate especially in actions or stages that provide for real and direct participation and involvement, less in virtual activities such as those carried out by email or on e-platformscommerce, in particular the latter, are not yet developed as another tourist offer. The good willingness to participate proposes positive consequences for the continuation of the project Excover especially for the construction of new paths of knowledge in Campobasso that involves the population and the local community (WP4 - WP5). The data collected are consistent in terms of individual and community availability, although it analyses the general perception of tourist opportunities that must mature among citizens, that is to be aware that tourism is one of the activities that can create development in the city especially if increased and supported by residents who in Campobasso have not yet matured a concrete or actualizable vision.

Now look at the two graphs representing the values of the Participation Index and its components for males and females separately:



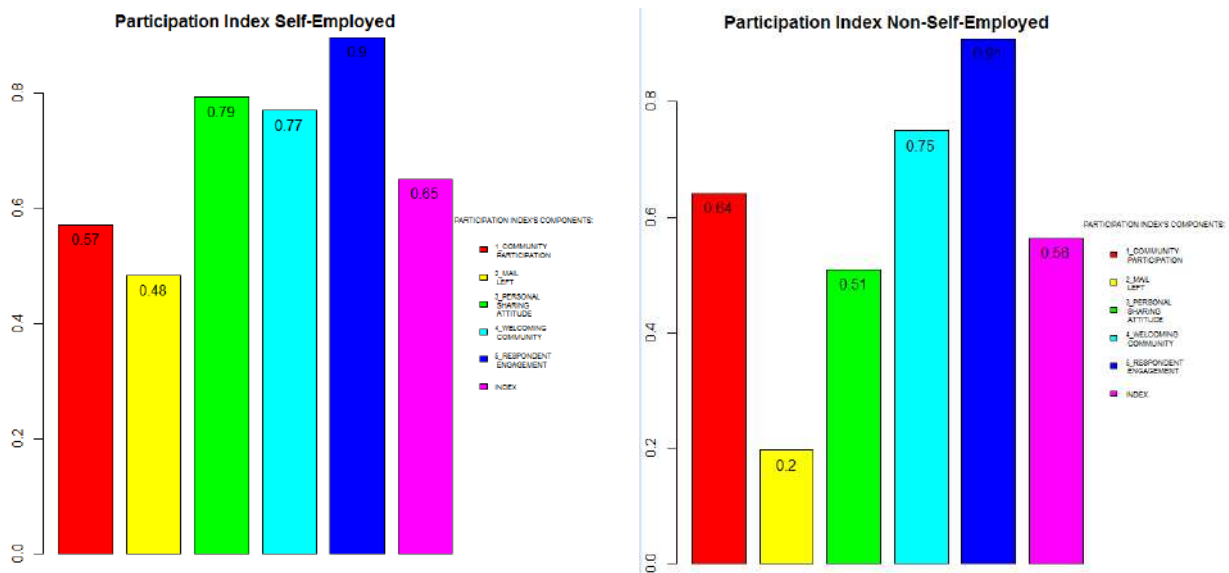
Looking at the graphs on male and female respondents there are no major differences or particular discrepancies, the values fluctuate slightly presenting a better predisposition to participation by men, as visible on the value inherent in the attitude to sharing and the perception of the welcoming community. As indicated in the general analysis, the difference between the data collected describing the availability of the local community and the personal availability of the resident to participate indicate the respondents' wish, of both categories, to be part of the construction of a new vision of tourism and that they consider their community ready and organized to welcome. Data that suggest to be able to operate favorably and proactively with the local community in stages Wp4 and Wp5.

Now look at the two graphs representing the values of the Participation Index and its components for juniors (respondents aged 15-34) and seniors (respondents aged 35 and more) separately:



Taking into consideration the personal data relating to the categories of Seniors and Juniors there are no particular differences in the values found, indeed in some cases they are coincident. If among the juniors there is a better willingness to participate by email, the category over 65 has shown a willingness to share information with a little higher value. The indices are very stable suggesting a fair willingness to participate expressed in the different age groups that could become diversified program of experiences of city, cultural, social life etc. In addition, in view of the community's involvement (Wp4 and Wp5), this similarity in the answers presupposes a favorable presence of two city voices that turn to target them close, but which can also dialogue with each other in a general and generational vision for shared territorial development.

Now look at the two graphs representing the values of the Participation Index and its components for self-employed and respondents with other occupations (NON self-employed) separately:



The data obtained from interviews with the self-employed and other workers are the most fluctuating. If the percentage on the reception of the community or on the respondent engagement indicate a coincident survey, while that on the participation of the community seems to be slightly higher for the non-self-employed, the major discrepancies are found: in the predisposition to leave one's personal email address, attitude that turns out to be a more common practice for the self-employed so much that the value is beyond the double (perhaps for the characteristics themselves of the job); in the sharing attitude always indicated in a positive way by the self-employed who, with a 30% more than the non-self-employed, have expressed a willingness to activate different formulas for sharing something of their own through the web in exchange for money. This figure has been received with greater emphasis among the self-employed, who perhaps more immediately understand the dynamics of sharing the economy and also have the digital skills to implement them, but perhaps the factors of unfair competition against entrepreneurial activities present in Campobasso that could therefore be affected by this mode of sale has not been thought about. It is also important to stress that at the moment in Molise the above activities are rare, in Campobasso private accommodation (type airb&b) made available for short periods are not very active. And this also applies to the types of private transport sharing or home restaurant. Therefore, in the absence of such activities, it is also likely that



the impact on competition will not be felt vis-à-vis in existing tourist establishments. However, for the continuation of the project it is possible to plan and identify with the participating community what can best support local development, without forcing or creating new dangerous sources of competition that are unfair to commercial activities and other professionals in the sector present in the territory.

The focus group has shown that the Campobassani feel part of their cultural identity and therefore are very interested in being involved in the related cultural actions proposed by the city, not only to know what is happening but just as a sign of participation and sharing of opinion, this confirms a good starting point for the creation of shared local development.

## 2. RESIDENTS' ATTITUDE TOWARDS THE SHARING ECONOMY

Since EXCOVER aims at developing sustainable tourism in *Campobasso*, where the local natural and cultural heritage constitute potential tourism attractions, but many tourist services and facilities are missing, a crucial phase of the project is dedicated to the construction or strengthening of the local supply chain. But the EXCOVER budget does allow to make big investments for building accommodation structures, restaurants, transportation services and the like. Therefore, a pivotal idea of the project is to invite the local community to put into play their unused assets to deliver tourist services, by exploiting the new opportunities offered by the sharing economy. 'Sharing economy' means sharing something of a private's own with another person temporarily, in exchange for some money, through the web. Then, for the prosecution of the project, it is essential to understand on which private unused assets the construction of the supply chain can rely. To this aim, the SWOT questionnaire included 2 specific questions:

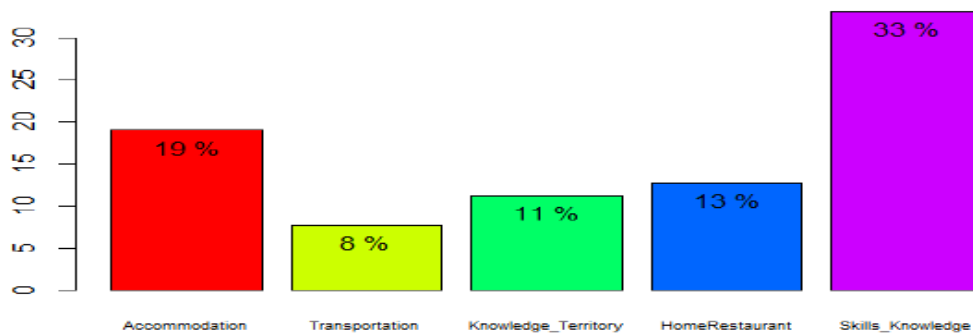
- In your opinion, what may your fellow villagers be willing to share?
- What would you share?

From the analysis of the correspondent answers, formulated, both in the vision addressed to the city context and in the personal feedback, it emerges that the community could make available its accommodation, the means of transport, the sharing of domestic experiences as the home restaurant, the skills related to the production of typical dishes, traditions or the know-how to do something at home, finally, the intention to provide their knowledge on the territory or as a tour guide. In particular, in the specific diagram of the community, the most important data concerns the availability to share skills and domestic housing, followed by the home restaurant, information on the territory and then transport. The respondents' personal data show instead a greater availability for the sharing of private

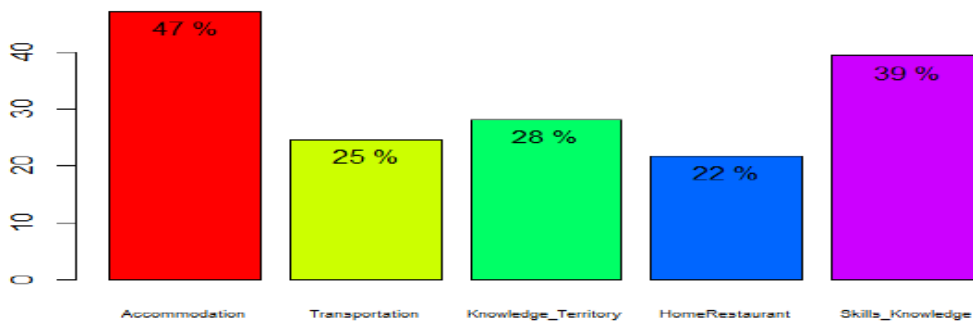


housing, followed by the sharing of skills and knowledge, formulation of information on the territory, most of all the availability to share their own means of transport followed by home restaurant.

**Respondents declared to be willing to share (percentages):**



**Respondents guessed their local community is willing to share (percentages):**



In view of the continuation of the EXCOVER project certainly the data on skills knowledge can be one of the services offered through the sharing economy, proposals that obviously need the construction of the method intended primarily for the understanding of the sharing economy processes by the citizens who will take part in the interventions. The sharing of traditional skills (preparation of typical dishes, artisanal and domestic processing, etc.) could also satisfy the needs of potential visitors who would have access to less commercial resources (how to prepare a typical pasta at home that

otherwise does not happen at the restaurant) or access opportunities for knowledge closer to the experiential resources. Also a greater attention to the Knowledge territory, understood not only as a correct knowledge of the resources of the patrimony of the material, immaterial and naturalistic assets present but also as a better knowledge of the fruition aspects, access, availability of human resources, etc., would lead to a more widespread vision of tourism potential and would increase public participation in local development without, however, conflict with professional figures, services and facilities that already operate on the territory. The participation of the local community as a support to the knowledge of tourist information in support of travellers could make up for the absence of a municipal information office, the same community becoming an office spread in the city, always available, able to respond to any need providing useful news for the visit to Campobasso and surroundings. Moreover, to increase the opportunities and the travel offer on the city, in its territory and in that of the nearby municipalities, the availability of the private means of transport could become an important tourist resource, being the connections to close localities (archaeological sites, nature areas, small villages, etc.) difficult to operate by public transport, because the bus and train schedules are rare and linked to the needs of working residents and not thought of in more convenient time slots for tourists. A private vehicle could then become a new way to reach, in the middle of the day, another destination and then return to Campobasso.

More than noting discrepancies between what has been declared personally and what has been thought with respect to fellow citizens, it is to be assumed that conflicts and overlaps between private individuals and local companies can arise more easily with the voices of accommodation, the home restaurant and the knowledge if the citizen totally replaces the professional figures present who, in the case of naturalistic or tourist guide, often suffer from abusiveness and lack of controls.

Even in the focus group the points of friction have emerged precisely between the economic reality already present and that which could take over in a not too fair way, especially in view of the current tourist conditions and what will become post emergency tourism. For this reason, it is essential to create in Wp4 a methodology of involvement of the citizen who will feel involved through his knowledge but without offering improvised services. In addition to the risk of abusiveness, attention has been paid to the qualitative risk of the offer that you can easily have when fans improvise tourist services (as already happens).

The focus group also showed an interest in the possibility of having a transport to other destinations with the sharing of the private car, also in view of the new slice of the tourist market that travels "backpacker" reaching the destination through lefts. In addition, this would also allow you to touch further walking paths, such as the tracts linked to transhumance, which represent a heritage now

acknowledged by UNESCO and that in Molise constitute a strong identity image. Confirming that this type of resource could be useful as an integration to the great backwardness of the public infrastructure system.

Another element emerging from the discussion concerns the sharing of skills and knowledge that individual citizens can offer, thus focusing the proposal more on experiences than on goods. The suggestion is also to implement the different applications or social platforms, where there are already monuments and receptivity, inserting the possible experiences so that the tourist can easily know them. A further suggestion is to coordinate the production of tourist equipment, which is often carried out on an impromptu and uneven basis between institutions and private individuals, that despite the renewed production and free distribution, this facility is not available to tourists in the center (in hotels, b&b, restaurants or farmhouses). The absence of an organic vision creates a lack of a basic knowledge service despite the production of the material, a lack of coordination that can be crucial in the design phase WP5.

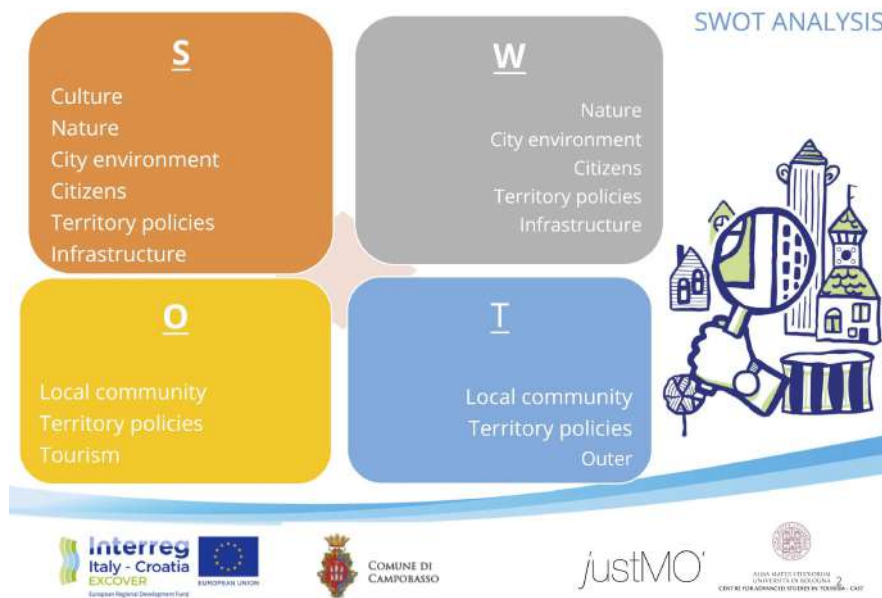
### 3. SWOT ANALYSIS OF THE LOCAL TOURISM SYSTEM

Although *Campobasso* can lever on some tangible and intangible assets that are potentially attractive for tourists, to boost a sustainable tourism development, the tourism sector and its economic potential is still scarcely unfolded (as described in the Preparatory Local Report attached). Whence the need to deeply investigate how the local resources can be effectively employed to attract and create value for visitors, why they are not currently source of economic growth, which opportunities should be caught, also in terms of valorizing underutilized or neglected assets, and which risks may arise. To this aim, the SWOT Analysis shown in the present Report was conducted.

The SWOT factors were identified through a semi-structured survey on the opinions of 136 residents, as the involvement of the locals is crucial to co-construct a tourism development consistent with their vision of the future of their own territory. The *face to face* survey interviews were carried out in 5 months throughout *Campobasso*, with a special focus on the city center and sites of tourist attractions. The resulting SWOT matrix was discussed with policy makers, trade associations, museum managers and environmental protection associations, etc which assigned a relative importance score to each SWOT factor, so that the subsequent strategic interventions can be effectively prioritized and financial resources can be efficiently allocated. The resulting weighted SWOT matrix is reported below.

In particular, for an easier and immediate reading of the collected data, within each graphic quadrant were created additional categories able to combine similar voices, highlighting the contrasting information emerged from the answers, to facilitate a faster comparison between the opposite parts of the analysis, using the specific voices suggested by the interviewees, and then analyzed in the focus group.

Below is the resulting weighted SWOT matrix and it presents the details of the responses formulated in the individual swot spaces. Within each category the values are distributed while an asterisk highlights the elements that correspond to contrasting items because they are present in the quadrant of weakness and then subjected to further analysis.



### 3.1 STRENGTHS OF THE LOCAL TOURISM SYSTEM

For a better analysis of the information, macro entries have been created from the residents' responses concerning: culture, nature, city environment, citizens, territory policies, Interlinking.

STRENGTH	
Culture	<ul style="list-style-type: none"> <li>• LOCAL HISTORY AND CULTURE: Murattiano historic center, Churches, Local art, Samnite culture and archaeological finds, Typical food and wine, Monuments;</li> <li>• LOCAL LEGENDS: such as that of Delicata Civerra;</li> <li>• UNIQUE EVENTS AND FESTIVALS</li> <li>• LOCAL TRADITIONS: Corpus Domini with the Misteri, Venerdì Santo</li> </ul>
Nature	<ul style="list-style-type: none"> <li>• Beauty of the natural environment</li> <li>• healthy place</li> <li>• Weather*</li> <li>• varied and fascinating panorama</li> </ul>
City environment	<ul style="list-style-type: none"> <li>• Authenticity, Tranquility, Quality of life;</li> <li>• Meeting places, Different attractions*, Socio-cultural activities, Cultural connections and exchanges,</li> <li>• Strategic position*, Unconventional destination, outside the beaten track</li> </ul>



STRENGTH	
Citizens	<ul style="list-style-type: none"> <li>• Entrepreneurial mentality   Openness of the local community *   Spirit of initiative and collaboration*</li> <li>• Competence*</li> <li>• Hospitality of the local community*   Welcoming community*</li> </ul>
Territory policies	<ul style="list-style-type: none"> <li>• Cultural politics*</li> <li>• Politics*</li> <li>• Investments*</li> </ul>
Infrastructure	<ul style="list-style-type: none"> <li>• Widespread hotel</li> <li>• public services*</li> <li>• Infrastructures*</li> <li>• clubs and shops*</li> </ul>

From the questionnaires it is evidenced that the factors considered important for the residents are those tied mainly to the local culture known as the ensemble of members like the HISTORY (Murattiano historic center, Churches, Local art, Samnite culture and archaeological finds, Monuments), the LOCAL TRADITIONS (Corpus Domini with the Misteri, Venerdì Santo), Typical food and wine, the LOCAL LEGENDS (such as that of Delicata Civerra) and LOCAL AND CULTURE. The interviewees also gave great importance to the natural heritage of Campobasso, in particular Beauty of the natural environment, the healthy place, varied and fascinating view. Only the dissonant value of Weather is also present as a point of weakness but this, together with the only negative response that signaled the lack of the sea in Campobasso, are very subjective opinions, personal or even conditioned by the particular weather that the city has (in winter it is among the coldest cities while in summer it is often indicated by red alert for high temperatures).

These first two categories, culture and nature, are present only as strengths, probably recognized as main values for the tourist development of Campobasso, confirmed also in the analysis made with the referents present in the focus group.

Other points relevant to tourism development are some positive features due to the city environment such as the Authenticity, the Tranquility and the Quality of life; the Meeting places, Different attractions\*, Socio-cultural activities, Cultural connections and Exchanges that the city offers. Campobasso is favorably perceived as “Unconventional destination, outside the beaten track and with a Strategic position”\*. The latter figure, however, is also referred to as weakness, the location of the city or being an unconventional destination is probably intended as an index of isolation, therefore it manifests an inherent weakness indicating the non-attractive nature of the destination, also in view of the low popularity of the region and the lack of a clear and recognizable brand.

During the discussion in the focus group, it was recalled that Campobasso is the point of arrival of buses and trains from outside the region and that from the same city the connections with the different villages of Molise depart. The location, being at the center of the region, is seen in the perspective of the possibility of being reached or becoming a starting point for other destinations.

As far as the community and citizens are concerned, the respondents considered a number of peculiarities: the Entrepreneurial mentality, the Openness of the local community\*, the Spirit of initiative and collaboration\*, the Competence\*, the Hospitality of the local community\* and Welcoming community\*. Although there are strong points in the urban environment, they also point to weaknesses such as the perception of a boring city that offers few events and opportunities for entertainment or a lack of collaborative spirit. Moreover, if for some the community is welcoming and hospitable, with the right open-mindedness towards other cultures, with the entrepreneurial capacity of commercial operators and expertise, the survey also reveals elements that contrast with what was said above. For some, in fact, the Campobassana community has a closed and conservative mentality and sees lack of initiative, ignorance, incompetence and lack of interculturality and knowledge of foreign languages. In addition, the citizens’ lack of knowledge of the territory, its history and culture determines a community unprepared to welcome tourists. Among the political and infrastructural aspects, few data have emerged, also formulated in a synthetic way, often in conflict with what emerged from the survey of weaknesses such as: Cultural politics\*, the Politics\* and the Investments\*; the Widespread hotel, the public services\*, clubs and shops\* and generic Infrastructures\*.

With reference to the analysis of the focus group, some comments have been proposed in particular on the little known destination, for which it is necessary to look for a different communication capable of overturning the image that for some is wrong. To communicate where, what but above all



why, starting from these questions it allows us to cancel limits "that exist in our head". The answer is the reason that drives us to experience that it will no longer be the trip based on what I go to see, but why I go to that location. It has been further observed that being a little-known destination it is in line with the dynamics of an unconventional tourism that is not in search of chaos, which juts out to experience and proximity to the people of the place, a journey closer to the dynamics of proximity and intimacy with the host community.

From the analysis of the focus group it emerged that Campobasso certainly has different types of cultural and natural attractions that make it an unconventional destination. The quality of life, tranquility and authenticity are important features that fall within the quality of the place, so they are to be valued and protected so that "tourism" does not transform its characteristics. The role of the city as a strategic agreement with other destinations is important but a different vision of this strength must be planned. In the same way, skills must be increased and the spirit of initiative promoted by the many companies, businesses, associations, craftsmen, etc. so that the offer is increasingly coordinated. If regional policies are not yet perceived as concrete support, even for the absence of effective management, it is necessary to focus on the type of hospitality that the city offers, where the role of the citizen is fundamental. Conscious participation that must support the vision of a welcoming and hospitable place.

### 3.2 WEAKNESSES OF THE LOCAL TOURISM SYSTEM

The macrovoices where the indications suggested by the residents are inserted, were created not only for the strengths, but for the weakness as well.

WEAKNESS	
Culture	/
Nature	<ul style="list-style-type: none"> <li>• Weather*</li> <li>• NO sea</li> </ul>
City environment	<ul style="list-style-type: none"> <li>• Boring city*   Few theatrical performances   Few attractions and entertainment opportunities   Fewer and fewer events, not integrated   Few summer attractions</li> <li>• Unknown destination*   Non-attractiveness of the destination and non-popularity of the region   NO recognizable brand   Lack of tourist guides   Lack of organized itineraries</li> <li>• Hit-and-run tourism   Lack of intimacy of the tourist with the territory</li> <li>• Isolated location *</li> </ul>

As already described, if for the cultural and naturalistic heritage there are no negative observations, for the other categories the interviewees have indicated a series of criticalities, already partially analyzed because signalled also as force. But let's see in detail.

Citizens perceive the city as boring\* with a cultural proposal not interesting for the same residents, let alone for any tourists: Few theatrical performances, Few attractions and entertainment opportunities, Fewer and fewer events not integrated, Few summer attractions. The absence of further cultural opportunities impoverishes instead of supporting or strengthening the cultural, material and intangible heritage, of which the city is rich. The perception of the isolated position\* is mainly associated with the absence of a recognizable brand, which determines the lack of popularity of the region and therefore of the destination, but it is also the consequence of the disorganization in the proposal of the tourist itineraries or the absence of tourist guides of the territory. The citizen in fact perceives the tourist as a transition person, that he fails to enter the intimacy of the territory preferring a "bite and leave tourism".

But the city is represented by the Campobassana community that is not always willing to change or to review practices no longer suitable for a welcoming tourism.

WEAKNESS	
Citizens	<ul style="list-style-type: none"> <li>• Closed and conservative mentality*   Ignorance, incompetence   Lack of interculturality and knowledge of foreign languages</li> <li>• Lack of initiative   Disorganized Tour Operators   Lack of professionalism   Lack of interest in the city*</li> <li>• Lack of knowledge of the territory, its history and culture by the local community   Lack of cultural identity   Community unprepared to welcome tourists</li> </ul>
Territory policies	<ul style="list-style-type: none"> <li>• NO coordination and cooperation between tourism service providers, between public and private*   Lack of strategic planning,</li> <li>• Lack of effective investments*   The management of cultural heritage that hinders tourism development   Neglect of archaeological sites and public spaces   Lack of promotion</li> <li>• Lack of funds for development*   Poor innovation*   Neglected periphery</li> </ul>

For some, in fact, the community has a closed and conservative mentality\*, seeing lack of initiative and lack of interest in the city\*, where often you notice the lack of quality and professionalism, rough and rude attitudes, of incompetence especially for what is due to interculturality and knowledge of foreign languages. Another serious weakness noted concerns the lack of knowledge of the territory by the inhabitants\*, history and culture and this makes it a community unprepared to welcome tourists who cannot define their cultural identity\*.

Another significant weakness is the territorial policies implemented\*. Although for a few respondents cultural policy investments are a strong point of the city, the complexity of the negative responses formulated indicate that these were really insufficient. There is mainly a lack of coordination and cooperation in tourism services between the public and private\*, associated with the absence of strategic planning leading to a disorganization of information and the absence of a complete map of the tourist offer. In addition, if the management of cultural heritage still seems to hinder and not encourage tourism development (the comments are general in terms of the neglect of archaeological sites not present on the municipal territory and public spaces or suburbs that are the responsibility of the

municipality) which is linked to the lack of funds for development and effective investment, but also to the lack of innovation\* and the need for a valid action to promote the image of the city.

WEAKNESS	
Infrastructure	<ul style="list-style-type: none"> <li>• Difficult accessibility and mobility (few roads, railway connections, highways, poor public transport)*   Poorly preserved destination</li> <li>• Lack of infrastructure   Lack of adequate accommodation facilities   Inappropriate tourist facilities, Lack of quality shops Lack of services*   NO Wifi</li> <li>• Too small city</li> </ul>



There are also numerous difficulties associated with the category of infrastructure. Among the strengths is reported a new and proactive type of accommodation generically defined of the hotel spread, which probably refers to the presence of numerous accommodation facilities present throughout the historic center. However, many comments relate to the inadequacy of the facilities present for inappropriate and scarcity of services offered, such as the generic free WI Fi. On the other hand, the difficult accessibility to the city, also referring to the morphological conformation of the historic center characterized by roads and alleys uphill, and relative to regional mobility, are considered to be very negative elements (few roads, railway connections, highways, scarce public transport) which are perceived, almost suffered, by the residents themselves as a serious disservice. Finally, the lack of quality shops adds to the general lack of infrastructure services.

From the discussion in the focus group it emerged that a new cultural programming is needed to support the present heritage, creating new opportunities for social and cultural growth in the city so as to improve the attractiveness of the destination and increase the tourist offer. Alongside participation operations and greater community involvement, communication operations to make Campobasso a

known destination limiting the isolated geographical position through the positioning in circuits of knowledge and promotion as a tourist destination as needed.

In addition to the communication work to be done to the outside, it is necessary to activate a process of involvement and participation of citizens to soften the negative factors that extinguish the city, such as the closed mentality and lack of interest in the city itself, and proceed at the same time towards the organisation of a coordinated quality of services aimed at accessibility (not only physical but also cultural) to integrate and increase services to the tourist as to the citizen.

The lack of investment and development funds, which are linked to policy planning, remains crucial.

### 3.3 OPPORTUNITIES FOR TOURISM DEVELOPMENT

After evaluating the strengths and weaknesses, the survey focused on identifying the opportunities offered by the respondents for the development of tourism in the area. In particular, the answers have been grouped into three macro-items concerning: Territory policies, Local community, Tourism.

OPPORTUNITY	
Territory policies	<ul style="list-style-type: none"> <li>• Web marketing</li> <li>• The University</li> <li>• European funds</li> </ul>
Local community	<ul style="list-style-type: none"> <li>• Local associationism   Humility and honesty of the local community   Desire for redemption</li> <li>• Safety, low crime rate   Local social life   Quality of the air free of pollution   Small city on a human scale*</li> <li>• Beauty of the surrounding villages</li> </ul>
Tourism	<ul style="list-style-type: none"> <li>• Development of experiential tourism   Development of slow and rural tourism   Development of ecotourism   Transhumance routes (Niche tourism)</li> <li>• Third age tourism</li> <li>• Return tourism (emigrants)</li> </ul>



Among the opportunities that Campobasso can take advantage of to improve the policies of the territory surely there is the planning of an effective web marketing activity, which would lead out of the media isolation with a correct policy of promotion of the territory, concrete collaboration with the University and participation in specific funding made available by the State and Europe to implement further exploitation actions through digital or innovative solutions.

The opportunities that come from the territory take strength from the great desire for redemption perceived by the citizens (defined humble and honest) and also manifested by an active local association, where specific features of social life such as low crime rates and high perceptions of security make Campobasso a city built on a human scale, far from the frenetic pace of large metropolises, where air quality further enhances the environmental value of the site. In addition, the opportunity to have several small villages, often inserted in the national circuits of quality (Orange Flag, Villages of excellence etc.), increases the tourist attractiveness of the capital.

These factors are linked to the third item, that of tourism that must exploit its peculiarities to promote an experiential tourism, linked to the paths of transhumance, proximity and care of the eco-sustainable aspects, different from the mass made by a large and exorbitant number of people who go to the same place, often at the same time of the year. An attractive rural tourism for those who want to escape from the cities and find authenticity, attentive to the needs of that group of people over 65, also able to welcome the Molisani returning who often live in other nations.

During the discussion in the focus group, the comments provided by the respondents were welcomed by the technical participants, all very much agreed that European funds are an important opportunity, the presence of the University is perceived as a positive factor. Approval regarding the size of the city on a human scale or the type of social life characterizing Campobasso, as well as the importance of a vision of an experiential tourism, also attractive for Molisani return, able to coordinate with the beautiful surrounding villages. In fact, the importance and the advantage that the city can take from a sustainable tourist offer and integrated with the surrounding villages, where the policy cannot replace private initiative but must be the coordination for the territory, while it often happens that the citizen improvises interventions not coordinated and sporadic or on the contrary is not able to implement attractive and quality entrepreneurial actions.

### 3.4 THREATS TO TOURIST DEVELOPMENT

The last part of the survey collected observations that can be classified as threats that can hinder the tourist development of the city of Campobasso. Even the threat analysis is divided into 3 macro areas: Territory policies, Local community, Tourism Outer.

THREAT	
Local community	<ul style="list-style-type: none"> <li>• Incompetent politicians, selfish and proponents of patronage policies   Inadequate regional policy</li> <li>• Lack of environmental protection measures   Lack of economic resources, wrong investments *   NO meritocracy</li> <li>• Obstructing regulations   Excessive bureaucracy   Lack of shared objectives, Lack of urban planning</li> </ul>
Territory policies	<ul style="list-style-type: none"> <li>• Unemployment   Depopulation   Low cultural level of the population   emigration of young people</li> <li>• Poor perception of the tourist potential of the destination by the local community   Mistrust in the possibility of tourism development</li> </ul>
Outer	<ul style="list-style-type: none"> <li>• Competition of more popular destinations</li> <li>• Prevalence of interest for mass tourism</li> <li>• no Millennial segment</li> </ul>

The lack of political planning, which led to wrong investments, the ineffective finding of economic resources, the wrong urban planning or environmental protection are for the respondents errors due to the incompetence of the administrators, the unholy activity of clientele policies that have led to the lack of meritocracy in favor of other logics. In addition to inadequate and careless local policy, obstructive regulations and excessive bureaucracy are further impeding threats that have curbed correct measures for the protection and enhancement of local assets, a tangle of rules and links that



remain difficult to understand by creating more distance from citizens or keep private initiative or local associations clogged.

Threats are to be found in the characteristics of the community which, according to some, have a low cultural level with a consequent high rate of unemployment and depopulation increasingly growing with the emigration of young people. A concrete and obstructive threat that makes it even more difficult to implement new entrepreneurial or innovative initiatives for territorial development. Moreover, the poor perception of the tourist potential of the destination, and the economic impact that this could have on the territory, creates further distrust.

Finally, there are the external threats of tourist competition of more sought-after and well-known destinations, such as cities of art which are mainly the object of the interest of mass tourism, from which Campobasso is excluded, and in reference to the interests of the millennials segment totally absent from city tourist circuits. As further analyzed, if the threat of mass tourism makes other cities competitive because they capture tourists (however it should be remembered that the goal of the city is not to pursue such type of tourism), the Millennials segment could be crucial for tourism development, being the target very attentive to unconventional destinations, to living the genuine experience or in contact with nature. The suggestion then is to involve the same university students to seek new languages, new desires and new reasons so that these can be offered to the Millennials.

The evaluation of the forum group confirms that it threatens the perception of inadequacy and incompetence of politicians, the low cultural level of the population and the poor perception of tourism potential. Mass tourism has not been listed as a major risk, as has it been said because it is not the programming goal, as well as the millennials segment.

#### 4. CONCLUDING REMARKS

In conclusion, the community of Campobasso has shown a good willingness to participate in the development of local tourism both in terms of further involvement for the design phases and declaring that they want to share their assets to increase and support assets underused to be transformed into actions to be implemented for the continuation of the project.

In particular, among the services offered these have been identified:

- The sharing of skills knowledge or skills related to tradition (preparation of typical dishes, artisanal and domestic processes, etc.) has less commercial resources to offer tourists being goods of experience and community-making. Goods that, once mapped also digitally, can be easily reached by travellers both through traditional and digital modes.
- Knowledge territories, such as a correct knowledge of the heritage of tangible, intangible and natural assets and aspects of fruition, accessibility, availability of human resources, etc. would provide the municipality of Campobasso the opportunity to activate an informal info point, widespread, always accessible and easily recognizable through the creation of a "sticker" identifying and mapped, able to support travelers by providing useful news or resolving any tourist's needs or requests.
- The sharing of the transport can become an important tourist resource increasing the city offer that, through the sharing of means of private transport, will give the opportunity to travel in its territory and in that of the municipalities of proximity, especially in view of the lack of connections to nearby places of interest (archaeological sites, nature areas, small villages, etc.) difficult to reach by public transport.

In view of the following phases, focusing the design on these three services offered through the sharing economy means: starting to have this type of resource that is still immature, if not absent, as a travel offer; increase the active participation of citizens involved in local tourism development; do not create situations of conflict with existing tourist facilities but on the contrary propose an integration to complement the services offered by local businesses.

Starting from these three resources of sharing economy would lead: to increase the experiences to live and try in Campobasso with Skills knowledge; transform citizens into storytellers of the city able to provide accurate information on the assets present and then entrust tourists in the hands of experienced craftsmen, tour guides, restaurateurs, etc. in view of the creation of an informal but always active info point (Knowledge territory); increase the possibilities of knowledge of the municipal territory

and that of neighboring towns through the lift offer to reach other destinations and then return to the city (transport).

As indicated above, lacking an economy of sharing in the city does not perceive the real impact of competition towards the already present tourist structures, however it is foreseeable to imagine conflicts and overlaps between private and local companies with the voices of the accommodation, home restaurant and skills. With the continuation of the project it is possible to plan and identify with the participating community what can best support local development, without forcing or creating new dangerous sources of competition that are unfair to commercial activities and other professionals in the sector present in the territory.

Involving the citizen in the next project phases (WP4 and WP5) means making him participate, increasing the idea of a tourist Campobasso because it is rich in cultural heritage, nature and traditions (which the interviewees themselves have indicated) were it is possible to find quality services to offer to the tourist, to increase the welcome and hospitality thanks to the positive intervention of the citizens that can become concrete action to increase the emotional impact of the visit.

Involving citizens could resolve the strong contrast between the strengths and weaknesses of their perception of the city and its citizens. In particular, in considering their community with an open mind against a negative image of ignorance and backwardness, or in considering the city authentic, with quality of life and rich in socio-cultural activities against a vision of boring city with little possibility of growth for lack of cultural events. Being part of the construction of possible travel routes and mapping can make citizens more sensitive to what happens elsewhere (sharing economy) and that can be proactive action for the city. It will also help to mature a critical spirit able to analyze with a more global vision and less punctual (not to say closed) of some weaknesses endemic but also to look with renewed eyes the present assets remembered in a nostalgic way ("The Garden City", Villa de Capua) or not perceived as such (area sic of the Monforte Hill, San Giovanni park, Bosco Faiete). Environmental and natural aspects to be supported and to be experienced first by the residents themselves (return to the places to transform them into current assets, valued and protected) and then transformed into a resource. This is also determined by the fact that many of the citizens of Campobasso are new residents of the city who have arrived in the last twenty years and for this reason they must learn to return to the less frequented spaces, such as the historic center or the craft districts, to know and feel them as their own.

What has emerged most as a weakness is often linked to political choices, finance, lack of programming and the creation of a system capable of organizing the various tourist sectors. It is difficult for the sharing economy to fill these gaps. However, as widely described, the challenge can be starting

from the community, the goal to achieve is to implement a new tourist proposal. Fundamental is the construction of an effective action of web marketing promotion able to express the true city, what it can tell and what can become the reason for the trip.

The image of a city far from the frenetic rhythms of the big metropolis, where the quality of the air is an index of the environmental value of the place, where the human dimension is perceived in the squares and between the alleys of the historical center, that preserves the soul and the size of the village. But Campobasso is also a city that has been able to renew itself first with the creation of the wide green spaces that characterize the urban fabric, with gardens and villas, then with the contemporary mural works present on the buildings that have become support for giant experiences of public art.

Campobasso is the city that can lead to the territory, offering the opportunity to reach the many villages, archaeological sites and nature areas that strengthen the image of tourism experience and proximity, rural and authentic tourism , attentive to the needs of the over 65, able to welcome the Molisani who return but more attractive to the Millennials, the public very attentive to environmental and quality aspects , in search of experiences with the territory.