

# Report presenting the SWOT analysis carried out in the partner areas

## D3.3.1

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## PART I

# SWOT ANALYSIS AND IDENTIFICATION OF NEEDS AND OBJECTIVES

### 1. PREFACE

This report is a further step of a participatory process aiming at designing a transnational action plan to enhance natural and cultural heritage in a sustainable way as well as define new organizational models for the facilities and services of existing tourist attractions.

It aims at identifying needs and objectives on the basis of the investigation and participatory activities realized from March 2019. The identification of needs and assets serves as a fundamental analysis towards the construction of the Recolor Action Plan, which will be the object of the next report. For this reason, the two reports (the report on the Swot analysis and the Action Plan) are constructed to be both self-contained and an organic document which identifies the needs of the partner areas and proceeds by providing solutions and actions to be implemented. This investigation parallels the partners' creative activities aiming at designing the cultural tourism product to realize in each pilot area.

**Cultural tourism as a driver for sustainability.** Recolor recognizes that cultural tourism could be a driving factor to design sustainable tourist products. A common feature of the Italian partner areas is the proximity to seaside mass tourist destinations. Consequently, they attract tourists who are visiting the nearby seaside destination, but they suffer of a limited visibility. Therefore, new natural/cultural attractions could increase their attractiveness as well reduce the pressure on coastal tourist resorts. The Croatian partner areas are mass tourism destinations, which could benefit from a diversification of the tourist offer from the sea product through a deeper valorisation of the local cultural heritage.

Fostering cultural tourism could help overcome the current unbalances of the Recolor partner areas. Firstly, it can permit to reduce the seasonality in tourist flows by lengthening the tourism season. Secondly it can make tourists aware of the rich cultural heritage of each destination thus reducing the pressure on the seaside part of the cities themselves. The promotion of the

cultural heritage could also be a way to enhance cultural diversity and strengthen the sense of place and the local identity, which are frequently threatened by massive tourist flows.

**The *landscapes of art*.** The aim of Recolor is to develop new tourist experiences able to make tourism sustainable by re-balancing tourist flows in the six partner areas. Moving from the analysis of figurative artworks, Recolor embrace landscape and art in a common vision, through the concept of *landscapes of art*. We identified three typologies of contamination between art and landscape in our "Report on Study Visits" (December 2019).

The first one is based on relevant or less known artworks, creating specific itineraries to visit the still-existing landscapes there depicted. This typology is applied in Montefeltro, Campobasso, and Šibenik. The Balconies of Piero della Francesca and the two “vista points” of Leonardo da Vinci paved the way as the pilot area of the project itself. The Palace of the Province of Campobasso, Molise, displays a painting by Giammaria Felice realized in 1592 which depicts the scene of the “Pace fra Crociati e Trinitari”, an event which took place in Campobasso just a few years earlier, in 1587. The painting represents the city landscape as it was at the time and several buildings such as churches and the castle are still recognizable and can be visited nowadays. The relationship between art and landscape in Šibenik is depicted in the Renaissance church of St. John. The stone relief in the forefront and landscape in the background are especially significant for the history of art since it is one of the first displays of landscape ever and it shows the town’s views seen from the fortress of St. John.

The second typology is based on natural landscape with a permanent exhibition of works of art and it is applied in Labin and Zadar. The main artistic resource in Labin is the Park of Sculptures Dubrova with more than 60 sculptures from world known artists. The artistic resource in Zadar is its concrete-made Sphynx, the largest representation of a sphinx in Europe.

The third one is a digital landscape, which reconstructs the original historical and geographical context where the artworks were created and it is applied in Cividale del Friuli. Cividale aims to show some transformations of its landscape making visible and understandable what cannot be seen anymore. Interventions such as 3D reconstructions, virtual tours and a multimedia room will focus on the Monastery of Santa Maria in Valle with the Longobard Temple, the Celtic

hypogeum, the ancient baptistery under the entrance of the Duomo, and Piazza Paolo Diacono where the ducal court was located.

The innovative methodology, which we called *landscapes of art*, aims at creating itineraries based on a mix of art and nature, in selected European regions. *Landscapes of art* indeed represents the theoretical concept, which allow to create a common “road” between the six partner areas.

## 2. FRAMEWORK

The present situation of the partner areas in terms of tourism development includes sustainability issues, obstacles to overcome and the implementation of good sustainable practices. This section will provide an overview of the partner areas in terms of tourism exploitation, obstacles to tourism development and a sort of state of the art for the adoption of good practice fostering sustainability, in each of its dimension (cultural, social, environmental and economic).

**Tourism in partner areas.** Tourism is a major industry in both Italy and Croatia and an important sector in Recolor regions. The national Tourism Satellite Accounts estimated a direct contribution of tourism on Gross Domestic Product of 11.4% in Croatia and 5.5% in Italy in 2018. Both countries are also major mass tourism destinations for coastal and maritime tourism along the Northern coasts of the Adriatic Sea.

The partner areas of the Recolor project are Cividale del Friuli, Montefeltro and Campobasso in Italy, Zadar, Labin, and Šibenik in Croatia. *Each area is either a mass tourism destination or in the hinterland of a mass tourist destination.*

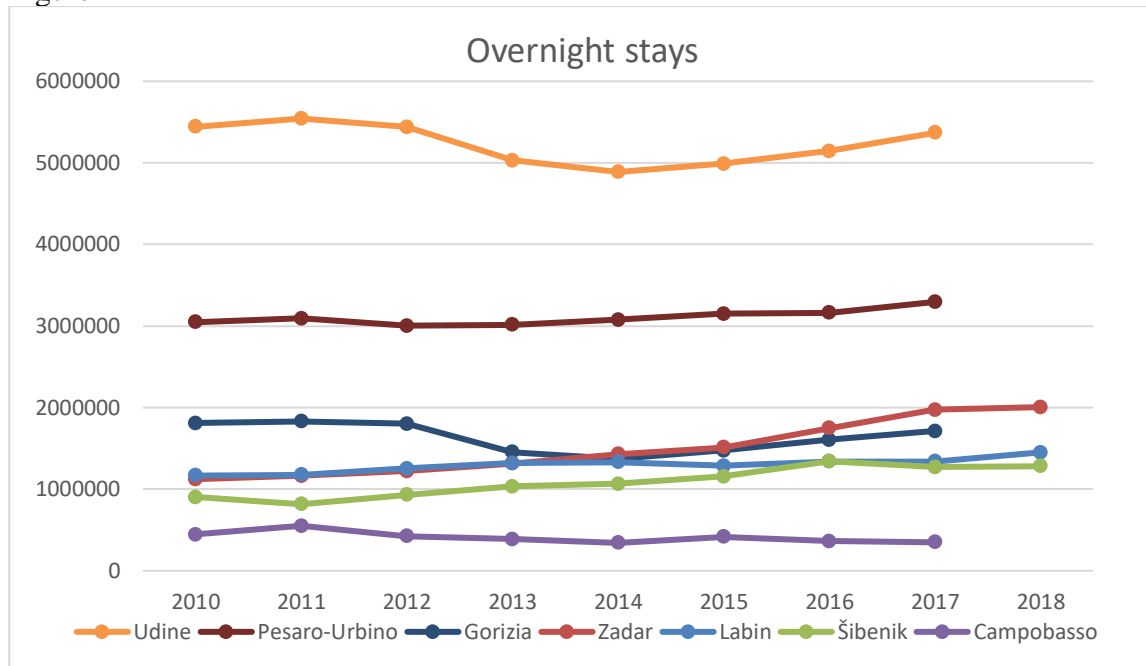
A primary distinction between Italian and Croatian locations pertains to the status of mass tourist destination. The former are rural or urban areas off the beaten track, however quite near to successful tourist destinations. Cividale del Friuli is situated in Friuli-Venezia Giulia, a region in the North-East of Italy which borders with Austria and Slovenia. The nearby mass tourist destinations of Cividale are Lignano Sabbiadoro (province of Udine) and Grado (province of Gorizia) as the town is an hour's drive journey from both sea resorts. Montefeltro covers an

extensive land across the regions of Emilia Romagna, Marche and Tuscany. The Northern part of Montefeltro with the towns of Petrella Guidi and San Leo stands in proximity to the Rimini Riviera, a mass tourism destination in Emilia Romagna on the Adriatic Sea. The area then extends over the northern part of the province of Pesaro-Urbino, within the Regione Marche, the Republic of San Marino and the eastern part of the province of Arezzo in Tuscany. Campobasso is the regional chief city of the Regione Molise, in Southern Italy. Molise is a predominantly mountain region with access to the Adriatic Sea along its North-Eastern coast. The Riviera is about 35 kilometres and the most famous destination is the city of Termoli within the province of Campobasso.

On the other hand, in Croatia we find important tourist destinations, which have not been able so far to enhance their cultural heritage. The Croatian partner areas are already well-known mass tourism destinations themselves, as it is the case of Zadar and Šibenik in Dalmatia and Labin in Istria. Therefore, the perspective of tourism development in these areas is to widen the offer of attractions and eventually to attract new segments of tourists interested in cultural tourism and in visiting outside the summer season.

To better compare the tourism dynamics of Italian and Croatian partner areas, in our "Report on policies and legislation" (June 2019) we looked at the overnight stays of the three Croatian cities and the Italian province level data for the Italian locations. To ensure readability, figure 1 shows overnight stays in Croatian cities and Italian provinces but Rimini which has more than 15 million overnight stays on a yearly basis. *This broader perspective should be considered in the design of actions and policies for the promotion of tourism, in particular in Cividale and Montefeltro.*

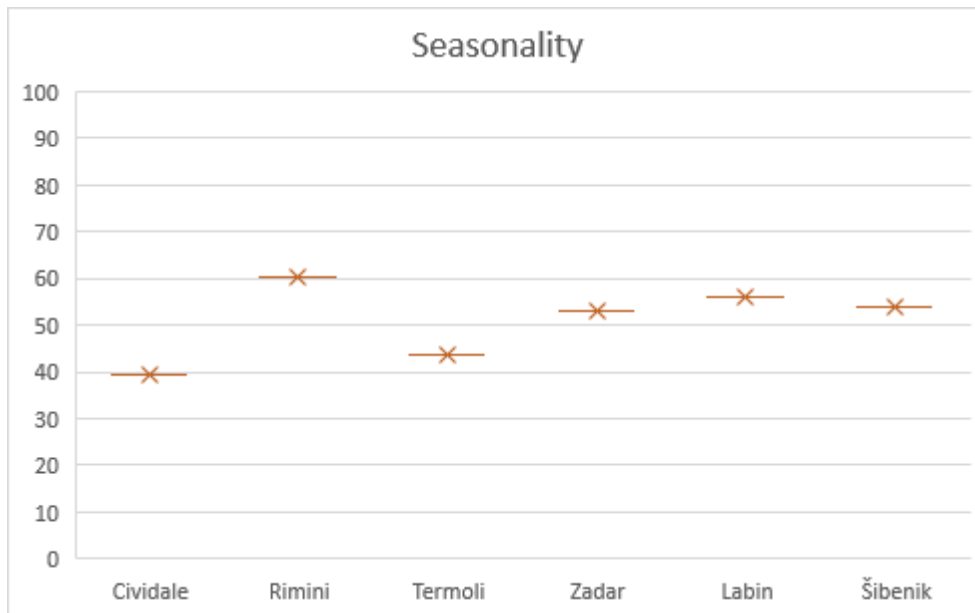
Figure 1



Two unbalances can be identified in the Recolor partner areas. A first unbalance is due to the uneven distribution of tourist flows within the region in the Italian cases, where tourists concentrate in the local mass tourism destination, and to an uneven distribution of tourists within the city in the Croatian cases, where tourists concentrate in the seaside area and are frequently unaware of the local cultural heritage to be explored.

A second unbalance is due to the degree of seasonality being high in all destinations as all partner areas host most of their yearly tourist flows in the summer months with peaks in August. Figure 2 plots the share of yearly arrivals hosted in the months of June, July, and August in Cividale, Termoli, the province of Rimini, Zadar, Labin, and Šibenik.

Figure 2



**Obstacles to overcome as identified through the focus group.** The focus groups organized by the CAST University of Bologna team in 2019 in each partner area allowed to acquire information about the perceptions of the stakeholders on the local tourism development. At the end of each focus group, we provided each partner with a template of a Swot matrix to be updated to create the transnational Swot which we present in this report. In next sections, we will discuss both the local as well as the transnational Swots analysis results.

The focus groups allowed us to identify the weak points of each partner area, the aim of the Action Plan being precisely to suggest policies and actions to solve the issues which are currently perceived by the stakeholders. In this section we review the obstacles to tourism development which emerged from the focus groups identified in our “Report on Study Visits” in December 2019.

We begin our overview with the Italian locations and proceed with the Croatian ones. The discussion which emerged from the focus group in Cividale highlighted several weaknesses of

the city with respect to tourism development. Firstly, the degree of collaboration between the private and the public sector and the coordination between the actors of the cultural sector those of tourism could be improved. Secondly, the offer of the hospitality sector in Cividale and the surrounding areas is perceived as insufficient with respect to the tourists’ demand and the city also suffers by a shortage of qualified staff with respect to the local cultural offer. Tourism in Cividale is characterized also by a high degree of seasonality with a peak in the summer months and an overall short length of stay which likely originates from the lack of events in the evening once the cultural tour is completed.

In Montefeltro, several negative characteristics emerged which are related to the difficulty to create networks. As in Cividale, the stakeholders highlighted the current lack of collaboration between the private and the public sectors. The same criticality emerged between actors of the cultural sector and the tourism sector which frequently do not share initiatives and planning. Tourism is not perceived as highly seasonal but connected to bigger events in Urbino or nearby cities. On this regard, the lack of collaboration between stakeholders frequently does not allow to seize opportunities of joint initiatives which could attract tourists to Montefeltro.

Most of the themes which emerged from the discussion in Campobasso were criticalities of the tourism sector not only in the city, but in the Regione Molise as a whole. The main theme was the very limited presence of tourism in the city which suffers from insufficient planning and an excessive focus on the Corpus Domini Fair. Examples of the obstacle which the city should deal with are the absence of an info-point, the absence of tourism signals across the city and the lack of professionals in the field.

The obstacles identified in the Croatian cities stand on the opposite side of the spectrum with respect to the Italian ones. The status of mass tourism destination of the Croatian partner areas led to a different set of problems which do not pertain much to the ability to attract tourists but finding ways to better plan and manage the massive tourists flows in the summer period.

Tourism plays a major role in the economy of the city of Labin and the stakeholders highlighted a predominance of positive impacts of the current tourism exploitation. The quality of the infrastructure is good although the maintenance of tourism infrastructure is not performed

regularly. The preservation of heritage is highlighted in the proceedings of the meeting also in the weak points as the authenticity of the city could be better preserved and the satisfaction of the population could be improved.

The picture is more critical in Zadar because the city appears to be suffering from the negative effects of overtourism with traffic jams, overcapacity due to insufficient regulation, noise, an impaired sense of security of local population and dirtiness of public spaces. Another concern which has been expressed by the stakeholders is the lack of adequate actions to preserve the cultural heritage and the identity of the city. As in the other locations, both in Croatia and Italy, the insufficient cooperation between stakeholders in the culture and tourism sectors aggravates the governance of the phenomenon.

Tourism has become a key element in the city's development also in Šibenik. The stakeholders stress the lack of cooperation between stakeholders in the cultural and tourist sectors as a weak point of the current situation. As in the other Croatian locations, the high degree of seasonality and the loss of authenticity are listed as weak elements of the local tourism development.

**Main sustainability practices.** The sustainability and transferability of best practices among the six partner areas is an essential component of the process of designing this Transnational Action Plan, which is the main deliverable of the project Recolor aimed at valorizing the six partner areas starting from their peculiar *landscape of art*. The starting point for the adoption and sharing



of sustainable practices can be identified in the good practices analyzed in our previous “Report on the best practices“ delivered in June 2019. We identified six best practices which better conveyed the four definitions of cultural, social, economic and environmental sustainability.

We define here the four typologies of sustainability as applied to our context. Cultural sustainability includes all activities aiming at increasing awareness among residents and transmitting knowledge about local works of art and natural landscape to visitors. It could also include the stimulation of research activities propaedeutic to the creation and implementation of new cultural experiences.

Social sustainability emphasizes the importance of fostering relationships and cohesion among individuals. In our project, social sustainability calls for special attention to be paid to bottom-up processes and the participation of residents and stakeholders in all phases of tourism planning. Specifically, it means a bottom-up participation in designing tourist experiences and a collaborative attitude between cultural institutions and tourism-oriented undertakings.

Economic sustainability refers to viable, long-term economic operations providing socio-economic benefits to all stakeholders that are distributed fairly, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation (UNWTO). In our context, it means the connection between different typologies of tourist experiences as well as with the local economic fabric.

Environmental sustainability implies the optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity (UNWTO). In addition to the usual eco-friendly procedures and strategies, in our context it means preservation of landscape.

<b>SUSTAINABILITY</b>	<b>GOOD PRACTICES</b>
<b>Cultural</b>	Montefeltro Renaissance Sights – Emilia-Romagna and Montefeltro Revitalization of the Cities of Industrial Heritage for the Breakthrough of Cultural Tourism in Trbovlje, Slovenia Bistrica, Labin and Rijeka
<b>Social</b>	Campobasso City of the Misteri: Valorisation of Immaterial heritage Fortress Friends Club - Šibenik
<b>Economic</b>	Project “Tour Guides” - Cividale del Friuli
<b>Environmental</b>	Furlo Adventure Park, Montefeltro

Any issue related to the sustainability of a local practice must be taken into consideration to define strategies for local tourism development.

Moving from the Italian partner areas, the main issues related to sustainability have an economic component as expected from locations situated outside mass tourism routes. In Montefeltro and Campobasso the contribution of tourism to local employment is low and the

sector is not yet able to promote economic activities, to create joint initiatives and synergies with other sectors, while in Cividale del Friuli the economic impact of tourism is perceived as limited with a low spending capacity of tourists and prices which are perceived as too high. On the other hand, the Croatian partner areas are mainly affected by issue of social sustainability. From an economic perspective, the impact of tourism is perceived as strong and highly positive for all areas, with improvements in employment opportunities and infrastructures. The negative side of being mass tourism destination stands in the loss of authenticity, the dirtiness of the city or tourists who are not well-mannered.

The definition of a transnational action plan requires to share best practices and experiences which are examples of sustainability. Moving from our “Report on the best practices” (June 2019), it is possible to already find connections between several best practices and the objectives of each partner for the project Recolor.

The Renaissance Sights in Montefeltro and the revitalization of the cities of industrial heritage performed by Labin are good examples of culturally sustainable practices. They convey the message of the connection between scientific research and tourism, and the connection between culture and interpretation. Social sustainability is currently a critical element of the tourism offer in Croatia. Taking advantage of the experiences of the “Friends of the Fortresses” in Šibenik and the “City of Misteri” in Campobasso could help in making tourism flows more sustainable for the local population. The experience of the “Tour guides” in Cividale del Friuli could be transferred to other locations such as Montefeltro and Campobasso to create synergies between economic sectors through tourism.

### 3. RECOLOR PROJECT

Integrating tourism and culture to promote new tourism offers and reducing the seasonality of tourists’ flows stand at the core of the Recolor project. The objective of each partner is to valorise its own *landscape of art*, however in a transnational context allowing the construction of European route of the Landscapes.

We illustrate the aims of each pilot area grouping them according to the three typologies of *landscape of art* recalled at the opening of the report.

The Regione Emilia-Romagna and GAL Montefeltro will run a joint pilot action in the historic area of Montefeltro, the land once ruled by the Montefeltro Dukes based in Urbino. In recent years, well-qualified researchers identified the strict correspondence between local

natural landscapes and the backgrounds represented in outstanding works of art from the Renaissance, by painters Piero Della Francesca, Leonardo Da Vinci, and Raffaello Sanzio. Such correspondence was illustrated in a series of panels, put along the region for tourists, that show the piece of art and the matching with the current landscape. This led to the equipment of six so-called “Balconies” (focused on paintings by Piero Della Francesca) and two “vista points” (both focused on the *Mona Lisa* by Leonardo Da Vinci). The goal of the joint pilot action is to enhance the balconies and vista points network making new ones, renewing and/or moving old ones, adding new features for the touristic experience and, most of all, designing an overall strategy for the touristic exploitation and communication of the balconies.

The pilot action run by the Municipality of Campobasso will increase the awareness and improve the use of the natural and cultural sites in its territory, with the aim to create a new opportunity for developing quality-oriented tourist products and economic development.

Šibenik is currently in the process of revitalization of its four fortresses to enable tourists to first visit the old town’s nucleus, then the fortresses and finally to create either artistic representations or photographic records of the town. The pilot in Šibenik focuses on the Renaissance church of St. John, also known as Piccola Loggia. Through the project Recolor, the city plans to establish a local market with a school of painting and workshops in the areas of the city which are less visited by tourists.

The pilot action in Labin will focus on the global promotion of all the local cultural heritage and the development of a mobile application that will serve as a guide for all cultural heritage assets and events. The pilot area is the Park of Sculptures Dubrova.

In Zadar, the Dalmatian Sphinx will become one key element in re-balancing the tourist flows from the Zadar city centre, which is already packed with tourists during the summer season,

to the surrounding neighbourhoods, outside the summer season. Thanks to Recolor, the visitor will reconstruct (virtually or with a help of a tour guide) the historical period that the Sphinx was built in, its original condition and all the other interesting information. This pilot action will be realized with the participation of local stakeholders (Depts of Archaeology and History at Uni Zadar, citizens, and local community) for enhancing the new cultural attraction and developing cultural tours. In addition to the renovation and valorisation of the Sphinx itself, renovation of the surrounding area is also planned alongside creation of an application that will allow the locals and their guests to read, see and hear interesting information about the pilot location. The traditional tourist tour will also be enriched with a virtual tour, the so-called *virtual walk*, as an indispensable feature of modern technologies. Emphasis is placed on enriching rather than replacing the traditional tourism tour, since the project also aims at directing the tourist route

from the peninsula to other parts of the city that are also rich in cultural heritage, which has not been sufficiently recognized or valued so far.

The pilot action in Cividale del Friuli will focus on making visible and understandable what cannot be seen anymore. Interventions will focus on 3D reliefs, virtual reconstructions, and augmented reality in the Monastery of Santa Maria in Valle with the Longobard Temple (UNESCO site), the Celtic hypogeum, and Piazza Paolo Diacono. A multimedia room will be set up within the Monastery to tell the historic environment and its transformations. The Longobard Temple will benefit from 3D reconstructions and virtual tours, a story telling and a didactic hall. In the end all these new cultural experiences will be bound together by working on the construction of the European cultural route of the Landscapes of art.

## 4. IDENTIFICATION OF NEEDS: FROM A NATIONAL TO A TRANSNATIONAL PERSPECTIVE

### 4.1 Swot analysis methodology

This section provides an account of how the multidisciplinary research team at CAST approached the goal of setting up, designing, and fine-tuning a Swot analysis exercise, which in turn paved the way for the creation of the Action Plan. The next two paragraphs illustrate some preliminary methodological reflections about the constraints that Swot analysis entails when

applied onto the realms of spatially extended products, such as places or destinations. The following paragraphs describe the multi-step procedure whereby Swot analysis was carried out as an inclusive and participative analytical effort, based on the collaboration between stakeholders and the research team.

Even though “past research continues to lack quantifiable findings on the success of the Swot analysis” (Helms & Nixon, 2010, p. 215), Swot analysis remains an established tool used by strategy scholars and managers. However, the research team found appropriate to conduct a number of preliminary reflections about the need to tailor-made the Swot undertaking to the specific characteristics of the organisations involved in the project. A spatially extended ‘product’, such as a destination or a Recolor partner area, in fact, constitutes a *sui generis* example of a ‘business entity’ we could capture through a mainstream Swot. In its conventional understanding, a Swot analysis appears to be a rather straightforward device to distinguish between ‘within-’ and ‘outside-the organisation’. The research team critically engaged with this dilemma, critically revisiting the assumption that the appraisal of the ‘external’ can be entirely separated by the appraisal of the ‘internal’. As a result, the team decided to re-label the two external boxes of the Swot analysis, namely opportunities and threats, as “favourable” and “unfavourable” external factors”, defining them as the combination of PESTEL analysis (thus, related to the macroenvironment in which partner areas are embedded, see

<https://blog.oxfordcollegeofmarketing.com/2016/06/30/pestel-analysis/>) and competitor analysis. To be more specific, External factors related to political, economic, social, technological, legal, and environmental (PESTLE) factors which could affect the sustainability of the Recolor tourism product and the role of competitors. The re-labelling proposed by researchers was also useful to disambiguate the meaning of the box “opportunities”, in which neo-Latin languages speakers tend to imprecisely propose actions or strategies, instead of acknowledging external elements in relation to the organisation.

Secondly, the research team assessed the issues that regard the process and procedure through which a Swot analysis is usually performed. In particular, the role of external consultants and the relationship between academic advisors (CAST researchers, in this case) and stakeholders in partner areas were critically considered. In particular, the team discussed this question: “how to create an inclusive and participative Swot analysis process that leads to a shared and agreed

identification of both enabling and constraining factors?”. The following paragraphs illustrate the multiple steps of this inclusive and participative procedure, which are in line with an understanding of academic advisors as a facilitators, rather than gurus, (see Kalandides, 2011), who are in charge of systematising the knowledge emerging from stakeholders interactions, as well as reporting back to stakeholders for validation and re-validation of preliminary results.

STEP 1: first draft of Swot analysis is proposed for each partner area. Researchers re-examined the results obtained during the focus group sessions held in every partner area (for more details, please see report on study visits), as well as the notes and the recordings of those. This analysis allowed researchers to create some preliminary Swot analysis results for every partner area, proving particularly useful for the task of filling up the internal factors boxes (“strengths” and “weaknesses”). In doing this, researchers integrated the information stemming from the focus group sessions with additional reflections on the external environment. Furthermore, researchers identified recurrent strength and weaknesses across all the partner areas and grouped those into building blocks which will be analysed extensively in the next report, the Recolor Action Plan.

STEP 2: validation of SWOT analysis results in each partner area. Researchers shared the draft reports with each partner area, asking them to organise an additional stakeholder workshop to discuss and integrate the swot analysis proposed by researchers. The guidelines provided for partner areas were presented at the project meeting of Zadar in September 2019. These stakeholders’ meetings involved at least 4 stakeholders that previously engaged in the focus group sessions and were facilitated by a local partner, with the exception of the Montefeltro case where researchers themselves run the meeting in a pilot exercise. Integration of results were acquired by researchers and embedded into the final version of each of the six partner areas Swot report. Section 4.3 provides a detailed illustration of each of the six Swot report.

STEP 3: first draft of transnational Swot analysis is created. Researchers re-examined all the swot analysis results by cross-comparing each of the six reports. The aim was to identify shared

strengths, weaknesses, favourable and unfavourable factors to pave the way for the creation of a transnational Swot analysis, in which joint strengths, weaknesses, favourable and

unfavourable factors could be appreciated. As several categories of factors had already been identified in STEP 1 (“building blocks”), the cross-comparison of enabling and constraining factors focused on the classification of two broad families of dimensions, namely “Strategic Foundations” and “Core Delivery”, in line with the approach underpinning the UNESCO World Heritage Sustainable Tourism Toolkit. Section 4.4 provides an illustration of the transnational Swot analysis.

STEP 4: validation of transnational Swot analysis results. To further validate the results of the transnational Swot analysis proposed by researchers, a specific stakeholder meeting was organised within the third project meeting in Cividale (January 2020). This represented an occasion to gather additional feedback from partner areas stakeholders regarding three themes (collaboration between culture and tourism stakeholder; lack of organic information on tourist behaviour; relationship between artworks and pilot actions). Section 4.5 provides a more detailed illustration of this final validation workshop.

## 4.2 Swot analysis results partner by partner

This section illustrates the steps no. 1 and 2 mentioned in the paragraph above. Each of the six Swot analysis reports is discussed below. The matrices are presented at the end of the paragraph.

### 4.2.1 Cividale del Friuli

The Swot analysis of **Cividale** shows a need for a better coordination and a governance system to be implemented at the local scale as well as in the relationship with the upper administrative level, the region. Participants listed a lack in coordination and cooperation among private and public stakeholders operating in the fields of tourism and culture as a weak local characteristic. This is reinforced by the mirror item related to favorable external factors such as the possibility to collaborate with Trieste for joint activities.

In terms of sustainability this shows a great awareness of the local stakeholders about the approach to be adopted: participatory planning, sharing information, and a governance structure allowing the tourism and culture operator to share views and to find common solutions to individual or collective problems are a priority.

The Swot shows a predominance of negative elements related to the territorial context and the role of tourism. These elements point again to the lack of networks between local

operators and the limited awareness of the local cultural heritage. Among the existing positive characteristics, the Swot shows that an initial coordination among the different stakeholders in charge of the management of the local attractions (municipality, state, private associations) already exists and that this could be further institutionalized thanks to the creation of a

permanent coordination board.

Overall, the local stakeholders ask for participatory planning in tourism to reach better coordination and support sustainability together with a better socio-economic impact of tourism on the destination. In this respect cultural heritage plays a pivotal role as a driver for supporting new forms of cultural tourism also influencing the currently short length of stay of visitors.

#### 4.2.2 Montefeltro

The situation in **Montefeltro** shows a predominance of weak internal indicators related to the governance, territorial context and tourism offering. As in Cividale, the local stakeholders identify the lack of cooperation and networks as a weak element hindering the development of tourism. The area is not well defined in terms of strategy on national or international markets. Lack of planning, medium-low quality of the hospitality sector and low prices are three negative characteristics affecting the destination. Local stakeholders ask for investments in typical products promotion (Marche region has in recent year developed and promoted quality and organic agriculture, rediscovering ancient crops and products), to support public private cooperation, to work on the empowerment of local tourism operators also thanks to the development of a brand and to make in sort of that tourism better contributes to local development.

Among the positive features we identify the low seasonality. We might conclude that for Montefeltro the priority in order to operate in a sustainable way is to promote the enhancement of professional skills in the culture and tourism sectors.

#### 4.2.3 Campobasso

The lack of coordination and planning seems to be a recurrent item in the three Italian destinations, also reflecting the separation in many cases of tourism and culture in the public administrations. A recurrent critical element in **Campobasso** is related to infrastructures and technology, being it transports or internet: any cultural tourism development project should then also think about solutions guaranteeing a better mobility. The current situation shows, as in the other Italian destinations, a predominance of negative features detected. In Campobasso it seems that the most important missing prerequisite for tourism development is

an information point for visitors. Campobasso is not perceived as a good starting point for visiting other places in the region, due to accessibility issues. Campobasso shows the classical “non tourism” situation although, despite the little contribution of tourism to the economic development of the city, the Swot analysis see some possible future positive impacts of it, e.g. the city should design strategies to exploit the available European funding for the promotion of cultural heritage and give visibility to its UNESCO sites.

#### 4.2.4 Labin

**Labin** is a well-known city with a rich cultural heritage and a lively cultural scene. It has become in recent years a tourism destination for visitors interested in contemporary history and has seen a positive development of cultural tourism. The Swot analysis shows a predominance of positive impacts of the current tourism exploitation both internal and external with negative indicators pointing mainly to maintenance of public spaces and the negative effects that a mass approach to tourism could bear on the city. The local stakeholders are aware about the contribution the tourism sector has had for the town's recent development e.g. improving living standards, the quality of infrastructures and giving rise to many new employment opportunities. The Swot analysis stresses the positive indicator of the preservation and revitalization of cultural heritage (which started nearly ten years ago), the increase in events and opportunities also accessible for the local inhabitants, a general improvement of the standards of living and a positive impact on education.

#### 4.2.5 Zadar

Due to the high number of entries, the Swot matrix for Zadar is shown here in separate columns.



## 1. STRENGTHS

### 1.1. GOVERNANCE, ORGANISATION & LEADERSHIP

- Project led by the local public authority with the strong aim to revitalize the pilot location.
- Developed network of institutions, primarily between local public authority and the University of Zadar, Zadar Tourist Board, Zadar County, Zadar County Development Agency, Zadar City Library etc.
- Successful educational institutions (e.g. Department of tourism and communication studies at the UNIZD, Department of Archaeology, Department of History of Art).
- Professionalism of tourist agencies and tour guides and their interest in revivification of the pilot location.

### 1.2. DESTINATION/URBAN CONTEXT AND ROLE/CHARACTERISTICS OF TOURISM

- Zadar as an old historical city filled with monuments and stories about them
- Historical city gardens / parks
- Strong identification of citizens with their city
- Numerous youth (student) population
- Existence of norms for the development of institutionalized and independent cultural scene
- Positive image of prosperous city
- Cultural exchange
- Tourism as a source of additional income for local population
- Increase in employment level due to tourism
- Generating revenues to maintain/restore cultural heritage
- Better transport links with other countries

### 1.3. CHARACTERISTICS OF RESOURCES AND TOURISM OFFERINGS

- Different local museum institutions: Archaeological museum, Museum of ancient glass, National museum, The Permanent Exhibition of Religious Art- The Gold and Silver collection, Gallery of Fine Arts, Museum of Illusions...
- Increased number of cultural and sporting events
- Successful independent cultural manifestations
- Increased quality of gastronomic offerings
- Valorisation, protection, and restoration of cultural heritage

## 2. WEAKNESSES

### 2.1. GOVERNANCE, ORGANISATION & LEADERSHIP

- Insufficient cooperation of culture and tourism stakeholders in creating tourism offer (in organizing and promotion of events)
- Lack of citizens' initiatives
- Still non-existing strategic development of tourism and culture -> unplanned (uncontrolled) development

### 2.2. DESTINATION/URBAN CONTEXT AND ROLE/CHARACTERISTICS OF TOURISM

- Focus still remains on the peninsula/city centre
- Undeveloped private cultural sector
- Poorly developed civic section
- Marginalized culture
- No carrying capacity studies available
- Presence of traffic jams
- Overcapacity due to insufficient regulation
- Amount and quality of public spaces available
- Noise
- Impaired sense of security of local population
- Dirtiness/impurity
- Neglected public areas
- Limited monitoring and implementation of sustainable development
- Increase in prices of goods and services during the touristic season (increase in cost of living)

### 2.3. CHARACTERISTICS OF RESOURCES AND TOURISM OFFERINGS

- Trivialization of tourist offer/ lack of offer selection
- Availability of local products should be increased
- Tourism offering too concentrated in the city centre

### 2.4. CHARACTERISTICS OF DEMAND

- Quality mismatch perceived by tourists
- Ill-mannered behavior of tourists

### 3. FAVOURABLE EXTERNAL FACTORS

- Availability of European funds for cultural heritage promotion and preservation
- Low cost airlines
- Redevelopment of state-owned property for tourist purposes (such as old military objects)
- Encouraging cross-sector networking for a creation of new products
- Rise of new outbound travel markets (Asian countries)
- Croatia becoming member of Schengen area
- Incentives for entrepreneurship and investment in various forms of selective tourism
- Increasing awareness of the need for stronger development of additional content for tourists
- Pleasant climate suitable for prolongation of tourist season
- Geographical position, climate and lifestyle that attract people from the whole EU
- City as an integrative constituent (hinterland-islands, Europe-Balkan, Christianity-Islam, Mediterranean-Central Europe...)
- Evening the touristic, cultural and social development of all city parts

### 4. UNFAVOURABLE EXTERNAL FACTORS

- Insufficient regulations at a national level
- Inconsistency of regional and national legislation
- Labor shortages due to demographic and migration trends
- Political instability in Europe
- Potential economic crisis / economic slowdown
- Potential ecological pollution of the Adriatic due to cruise ships and nautical tourism
- Fierce competition among Mediterranean tourist destinations
- Inconsistent tax policy
- Frequent changes in the legislation in the field of tourism
- Mass tourism
- Strengthening of intolerance and tightness

The list of indicators offered by the Swot in **Zadar** is self-explaining and rich in all components. In the Swot analysis there is a good balance between positive and negative impacts of tourism of the city's life. With respect to the other destinations, Zadar is the one which suffers the most from the phenomenon of overtourism and its negative impacts in terms of crowds, ill-mannered behaviour of tourists, and potential damages to the natural environment. The local stakeholder also expressed the fear of authenticity loss and the risk that tourism becomes a

monoculture for the city. A general concern about cultural heritage conservation and valorization emerges.

#### 4.2.6 Šibenik

**Šibenik** is a well-established seaside resort. As it was the case in Labin, also in Šibenik there is a predominance of positive impacts related to tourism. On the other hand, seasonality is high in the city which is a classical negative impact for tourism destinations. The Swot shows a low number of negative internal elements (weaknesses) and a higher number of external factors which could negatively impact on tourism development. The majority of negative internal items is related to urban congestion and ill-managed spaces in a conflictual use between residents and external visitors. The loss of authenticity is also a recurrent item in places hosting high number of visitors.

Šibenik is making a great use of the opportunity of European funding and made consistent investments thanks to the intervention of UNESCO and other EU funding for the restoration of the local renaissance church. We could conclude that in Šibenik the current tourism development is contributing to the city's economy and is therefore well perceived.

In the following pages we present the Swot matrices in graphic format.

**STRENGTHS ☺**

Collaboration between owners of the cultural heritage

Tourist rediscovery of the city

Good cultural offer (presence of the museum center)  
 Integrated ticket sales for cultural heritage and regional card  
 Initial presence of offer of eco-sustainable tourism products  
 Strategic location of the city  
 Good offer of slow tourism packages (bike and foot)  
 «Suspended museum tickets» for the youth  
 Late opening of museums

Tourists with an increasable propensity to spend  
 Satisfaction of tourists  
 Loyalty of cross-border tourists (repeaters)

**GOVERNANCE, ORGANIZATION & LEADERSHIP**

**TERRITORIAL CONTEXT AND ROLE/CHARACTERISTICS OF TOURISM**

**CHARACTERISTICS OF RESOURCES AND TOURISM OFFERINGS**

**CHARACTERISTICS OF DEMAND**

**OTHER ELEMENTS**

Lack of public-private partnership and collaboration  
 Lack of a shared brand, storytelling and vision for the city  
 Tourism as an activity to complement other economic activities  
 Insufficient awareness of the value of heritage  
 Lack of a common and shared city identity  
 Lack of a shared planning strategy at the local level for cultural heritage

Limited economic impact of tourism on the territory  
 Insufficient technological adjustment  
 Lack of networks between local businesses and culture  
 Insufficient awareness about the value of heritage

Lack of accommodation facilities  
 Insufficient integration that limits the usability of cultural heritage  
 Lack of widespread reception  
 Lack of publicly accessible toilets  
 Lack of offer of evening activities  
 Events for the benefit of individual categories

Insufficient duration of the visit / tourism hit and run  
 High consumer prices  
 High seasonality

Poor formation of operators with respect to the cultural offer  
 Lack of training opportunities for city operators on cultural heritage

**WEAKNESSES ☹**

**FAVOURABLE EXT. FACTORS ☺**

Growing interest in cultural tourism in Europe and Italy  
 Presence of European funding in the cultural heritage field and enhancement of the heritage  
 Possibility of collaboration with other destinations in the region and joint offer with UNESCO sites  
 Plenty of possible cultural tourists (or hikers) appropriate in the provinces and regions of Northern Italy  
 Joint activities with Trieste and operators in the cruise field  
 Financing of a regional law on UNESCO sites

**UNFAVOURABLE EXT. FACTORS ☹**

Presence of competing cultural tourism destinations (Trieste and Aquileia)  
 Risk of mass tourism in case of absence of a strategy for target groups  
 Reduction in European and local funds for culture and tourism

**SWOT ANALYSIS - PARTNER AREA: CIVIDALE**

**STRENGTHS ☺**

**WEAKNESSES ☹**

<p>The role of GAL</p> <p>Initial awareness of the role of culture Perceived authenticity of the Marche by tourists</p> <p>New cultural products (theatre residences) Importance of agricultural activities and forestry</p> <p>Low seasonality Family-based tourism</p>	<p><b>GOVERNANCE, ORGANISATION &amp; LEADERSHIP</b> Partial organization of the offer, lack of network and organization, poor cohesion between operators Lack of strategy in favor of cooperation / inability to network Difficulty in public-private cooperation Plot of public intervention Lack of private investment</p> <p><b>TERRITORIAL CONTEXT AND ROLE/CHARACTERISTICS OF TOURISM</b> Absence of a territorial concept Lack of opening external world / vision Sense of frustration for missed opportunities Low socio-economic impact of tourism on the territory</p> <p><b>CHARACTERISTICS OF RESOURCES AND TOURISM OFFERINGS</b> Montefeltro is not a known brand Low quality tourism (cultural level) Poor enhancement of typical products Medium-low quality of reception services Accessibility difficulties</p> <p><b>CHARACTERISTICS OF DEMAND</b> Events-related tourism Low average tourist expenditure / low prices</p> <p><b>OTHER ELEMENTS</b> Limited formation of tourism operators</p>
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**FAVOURABLE EXT. FACTORS ☺**

**UNFAVOURABLE EXT. FACTORS ☹**

<p>Tourism promotes awareness of residents Growing interest in cultural tourism in Europe and Italy Availability of funds for agriculture at European level Plenty of possible cultural tourists (or hikers) appropriate in the provinces and regions of Northern Italy Relationship with the coast if it becomes synergy to attract tourist flows</p>	<p>Tourist unaware of the cultural potential of the area Urbino's lack of leadership Presence of competitor areas with a stronger brand, such as Umbria and internal Tuscany Relationship with the coast in case of competition between neighbors</p>
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**SWOT ANALYSIS - PARTNER AREA: MONTEFELTRO**

STRENGTHS ☺	WEAKNESSES ☹
<p><b>GOVERNANCE, ORGANIZATION &amp; LEADERSHIP</b></p> <p><b>TERRITORIAL CONTEXT AND ROLE/CHARACTERISTICS OF TOURISM</b></p> <p>Genuineness of the territory, exclusive travel, unexplored destination Authenticity Good air quality, safety of places, good quality of food Campobasso as a «blank canvas» for tourism policies</p> <p><b>CHARACTERISTICS OF RESOURCES AND TOURISM OFFERINGS</b></p> <p>Suitable destination for sport tourism (hiking, trekking, bike)</p> <p><b>CHARACTERISTICS OF DEMAND</b></p> <p>Satisfaction of tourists Presence of medical tourism</p>	<p><b>GOVERNANCE, ORGANIZATION &amp; LEADERSHIP</b></p> <p>Lack of a formal network between operators Uneasiness of cultural operators due to the lack of coordination Lack of regional sector policies (department of tourism, cultural associations, sponsors)</p> <p><b>TERRITORIAL CONTEXT AND ROLE/CHARACTERISTICS OF TOURISM</b></p> <p>Lack of impact of tourism Lack of a mentality devoted to hospitality (e.g. menus and services in English) Lack of data and information Skepticism towards tourism by people in their middle age Uneven presence of telephone network and internet Uneven availability of wifi networks in accommodations</p> <p><b>CHARACTERISTICS OF RESOURCES AND TOURISM OFFERINGS</b></p> <p>Lack of an infopoint Lack of qualified reception Business tourism perceived little and only in the city center Lack of tourist signs Attention focused on Corpus Domini</p> <p><b>CHARACTERISTICS OF DEMAND</b></p> <p>Difficulty in using Campobasso as a base for exploring the area</p>
FAVOURABLE EXT. FACTORS ☺	UNFAVOURABLE EXT. FACTORS ☹
<p>Approval of the regional tourist strategic plan Growing interest in cultural tourism in Europe and Italy with chances for collaborations at the interregional/international level Availability of funds for agriculture at European level Availability of European funds for the protection of cultural heritage Recent international interest in the regional territory (following the UNESCO designation of sheep tracks and transhumance as a world heritage site)</p>	<p>Presence of competitor areas with a stronger brand and cultural products (Abruzzo and Basilicata) General trend towards depopulation in rural areas and in peripheral urban centers Lack of regional road infrastructure and means of transport Insufficient regional sector policies</p>
<b>SWOT ANALYSIS - PARTNER AREA: CAMPOBASSO</b>	

**STRENGTHS ☺**

**WEAKNESSES ☹**

<p>Synergy / cooperation of tourism stakeholders</p> <p>Improvement Infrastructure; Increase in employment General improvement in the appearance of the space Greater employment opportunities for women and young people Improvement in living standards; Self-employment opportunities Multiculturalism Positive impact on education; appreciation and acceptance of others Lack of vision regarding the Labin area</p> <p>Revaluation and preservation of cultural heritage Increase in number of cultural, sports and entertainment events available to the locals</p> <p>Reduction in the seasonal character of tourism</p>	<p><b>GOVERNANCE, ORGANISATION &amp; LEADERSHIP</b> Information synergy is required</p> <p><b>TERRITORIAL CONTEXT AND ROLE/CHARACTERISTICS OF TOURISM</b> Authenticity could be better preserved Population satisfaction could be improved Existence of strategic development documents Inability to reach the beach by public transport Reliance on counting nights, instead of revenues Danger of "put everything in concrete" (buildings in green spaces or near the sea) Lack of infrastructure in the surroundings and insufficient side roads</p> <p><b>CHARACTERISTICS OF RESOURCES AND TOURISM OFFERINGS</b> Irregular maintenance of tourist facilities (infrastructure) Price increase Low level of employee motivation in tourist sector There could be more incentives for development of cultural programs Insufficient number of tourist local tours</p> <p><b>CHARACTERISTICS OF DEMAND</b></p>
<p><b>FAVOURABLE EXT. FACTORS ☺</b></p> <p>Availability of European funds for cultural heritage promotion and preservation Increasing supply of educational programs in tourism Raising quality level of accommodation capacity Growing interest for high quality tourism offer Croatia becoming member of Schengen area Rise of new outbound travel markets (Asian countries) Incentives for entrepreneurship and investment in various forms of selective tourism Increasing awareness of the need for stronger development of additional content for tourists</p> <p>Competitors: at the Istria County level, tourists visit Rovinj, Pula (amphitheatre) and Motovun (little Toscana). We need to collaborate</p>	<p><b>UNHELPFUL EXT. FACTORS ☹</b></p> <p>Labour shortages due to demographic and migration trends Negative image and declining interest for work in tourism and hospitality businesses Inflow of low skilled workforce A "mass" approach in providing tourism services Inconsistency of regional and national legislation Political instability in Europe Potential economic crisis / economic slowdown Fierce competition among Mediterranean tourist destinations Inconsistent tax policy Frequent changes in the legislation in the field of tourism</p>

**SWOT ANALYSIS OF PARTNER AREA: LABIN**



**STRENGTHS ☺**

**GOVERNANCE, ORGANISATION & LEADERSHIP**  
 Involvement of the local population in cultural tourism practices

**TERRITORIAL CONTEXT AND ROLE/CHARACTERISTICS OF TOURISM**  
 Improvement of enterprise infrastructure  
 Improvement in standard of living  
 Tourism has become a key of city's development

**CHARACTERISTICS OF RESOURCES AND TOURISM OFFERINGS**  
 Restoration and preservation of cultural and historical heritage  
 Increased quality of gastronomic offerings  
 Positive change to the city's image  
 Increased cultural and entertainment content  
 High quality accommodation in the city center

**CHARACTERISTICS OF DEMAND**  
 Increased interest in cultural tourism among visitors

**WEAKNESSES ☹**

**GOVERNANCE, ORGANISATION & LEADERSHIP**  
 Lack of cooperation between stakeholders in the cultural and tourist sector  
 Disparity between tourism and spatial planning

**ROLE/CHARACTERISTICS OF TOURISM**  
 Limited workforce available  
 Loss of authenticity  
 Seasonality of employment  
 Poor quality of public transport

**CHARACTERISTICS OF DEMAND**  
 Short stay of tourist in the city  
 Seasonality of demand

**FAVOURABLE EXT. FACTORS ☺**

Availability of European funds for cultural heritage promotion and preservation  
 Redevelopment of state-owned property (e.g. old military objects)  
 Rise/development of congress tourism  
 Improving the quality of tourism personnel through adaptation/modernization of education system  
 Croatia becoming member of Schengen area  
 Rise of new outbound travel markets (Asian countries)  
 Incentives for entrepreneurship and investment in various forms of selective tourism  
 Increasing awareness of the need for additional tourism offerings  
 Supporting the development and use of innovative methods of interpretation and presentation of cultural heritage  
 Strengthening trends in demand for indigenous products  
 Pleasant climate suitable for extending tourist season

**UNFAVOURABLE EXT. FACTORS ☹**

Competition: Mediterranean destinations with cheaper workforce, greater funds intended to promote and communicate with the market and better connectivity – airlines  
 Labour shortages due to demographic and migration trends  
 Weak connection of tourism with other sectors  
 Increased fire hazard due to climate changes  
 Political instability in Europe  
 Potential economic crisis / economic slowdown  
 Potential ecological pollution of the Adriatic due to cruise ships  
 Inconsistent and unfavourable tax policy  
 Disparity, poor applicability and implementation of policies

**SWOT ANALYSIS OF PARTNER AREA: SIBENIK**

### 4.3 Transnational Swot analysis



**internal resources**  
(capabilities, skills, gaps, issues within the consortium of partners)



**external changes, trends and events**  
PESTLE analysis + characteristics of competitors

STRENGTHS ☺	WEAKNESSES ☹
<b>STRATEGIC FOUNDATIONS</b>	
<b>GOVERNANCE, ORGANISATION &amp; LEADERSHIP</b>	
Presence of established forms of tourism governance in some partner areas that can share their experience and collaborative skills (e.g. synergies and cooperation between tourism stakeholders in Croatian destinations)	Uneven collaboration between tourism- and culture stakeholders within most partner areas Limited level of tourism stakeholder cooperation in some partner areas Potential language-related problems slowing down communications between Italian and Croatian public servants or entrepreneurs
<b>CHARACTERISTICS OF DESTINATIONS</b>	
Richness and complementarities in the offerings overall provided by partner areas (i.e. combination of rural, coastal and urban resources) Good/fast transport connection between some partner areas (e.g. Cividale and Labin; Zadar and Sibenik)	<b>INFRASTRUCTURE AND OFFERINGS</b> Partner areas placed at various stages of the tourism area lifecycle (consolidated vs emerging tourism systems), thus experiencing different issues / priorities and offering overall an inconsistent quality level of facilities and servicescapes Poor/slow transport connections between most partner areas (e.g. Montefeltro and Campobasso; Campobasso and Zara; Montefeltro and Sibenik) Uneven degree of professionalisation of tourism workers; diverging training needs
<b>CHARACTERISTICS OF TOURISM DEMAND</b>	
Existence of profitable tourist catchment areas nearby those partners that need to consolidate demand	Diverging problems in managing demands among partner areas (problem of carrying capacity vs need for creating or consolidating demand) Limited or fragmented information available on tourists behaviour and expenditure
<b>CORE DELIVERY</b>	
<b>RESOURCES AND POTENTIAL OF RECOLOR LANDSCAPES OF ART</b>	
Availability of at least one appealing pilot action in each partner area Presence of several UNESCO heritage sites within or nearby most partner areas Existence of established cultural planning skills in some partner areas	Uneven balance of artworks- and landscape assets across the partner areas and, thus, presence of dissimilar resources to be translated into <i>landscapes of art</i> The link between artworks and the identity of the destination is not equally captivating and intimate in all partner areas
FAVOURABLE EXTERNAL FACTORS ☺	UNHELPFUL EXTERNAL FACTORS ☹
<b>PESTLE ANALYSIS</b>	
Political. Croatia becoming member of Schengen area Availability of European funds for cultural heritage promotion and preservation, as well as mobility and transportation development Growing interest for cultural tourism in Europe; abundant presence of cultural tourists (or day-trippers) in the provinces of Northern Italy and Europe in general Rise of new outbound travel markets (Asian countries) Global warming that might contribute to extend the tourist Summer season	Political instability in Europe and potential economic stagnation Decreasing of Regional and European funds for culture and tourism Declining interest for work in tourism and hospitality businesses in Croatian partners Inconsistency of regional and national legislation on tourism Potential increasing ecological pollution of the Adriatic due to cruise ships
<b>COMPETITORS</b>	
Availability of attractive competitors near some partner areas with whom it is possible to develop collaboration	Fierce competition in the Mediterranean area, where we can find more established, accessible and connected destinations, cultural routes and itineraries

### TRANS-NATIONAL SWOT ANALYSIS

This section illustrates the step no. 3 described in section 4.2. Once a swot analysis has been created for each partner area, an aggregated transnational Swot analysis was prepared by researchers to pave the way for the definition of the joint action plan. The strengths, weaknesses, favourable and unfavourable external factors which emerged from the individual swots were categorised into two broad families of dimensions (“Strategic foundations” and

“Core Delivery”), following the approach underpinning the UNESCO World Heritage Sustainable Tourism Toolkit.

The first family of dimensions, “Strategic Foundations”, relates to general but crucial strategic underpinnings for sustainable tourism across the partner areas. These can be considered as

prerequisites for the implementation of the specific delivery of the project and pertain to three main domains:

- Governance, organization and leadership in the tourism and cultural sectors, in the private and public spheres;
- Characteristics of destinations, infrastructures, and offerings
- Characteristics of tourism demand

The second family of dimensions, “Core Delivery”, regards the delivery of the more specific mission underlying the Recolor attractions. This hints at the resources and potential of the new experience that we can label “*landscape of art*”.

Moving to the external factors, these relates to physical, economic, social, technological, legal, and environmental (PESTLE) factors which could affect the sustainability of the Recolor tourism product and the role of competitors. Please refer to section 4.1 for a more detailed illustration of the methodological procedure followed to derive the Swot analysis.

#### 4.4 Validation of the Transnational Swot Analysis – Stakeholder workshop in Cividale del Friuli

The Third Project Meeting which took place in Cividale del Friuli in January 2020 served as a sounding board to discuss the transnational Swot draft proposed by researchers at CAST. This meeting can be understood as the ultimate step towards the completions of a participative Swot analysis process, as well as an additional step towards the design of the action plan. Partners had received the Swot analysis draft earlier, to familiarise them with the contents and structure. Researchers found appropriate to channel stakeholders’ feedback through three ad-hoc questions, which allowed participants to express their views during focus group. The focus group was recorded and used to fine-tune the reflections on the Action Plan (see Part II). Each

question emphasised one of the main weaknesses characterising across all the partner areas examined: two are related to the “Strategic Foundations” of the project, the last one to the “Core Delivery”:

1. the uneven collaboration between tourism and culture stakeholders
2. the limited or fragmented information available on tourists’ behaviour and expenditures
3. the link between artworks and identity of the destination is not equally captivating in all partner areas

In the first round, the participants were presented with the following question:

*Round 1: based on your experience, knowledge of your destination, experience of what you did in previous projects, professional experiences, or in the first stages of implementing your pilot actions, which specific actions or activities would you suggest in order to improve the collaboration between tourism and culture stakeholders?*

All partners agreed on the cross-cutting nature of the problem. Suggestions were proposed about organized meeting between local stakeholders working in the cultural sector and in the tourism sector, or stakeholders in the public sector and in the private one, to solve the problem of the lack of communication between them which sometimes leads to mis-planning such as the organization of multiple events in the same day or week. To this aim, information about who-is-who is essential, e.g. knowing who is in charge of the city tourism planning, who is in charge of the management of museums or associations, what resources are available or needed to reach the common objective to valorise the area. Several best practices could be shared among the partners. Initiatives as inviting cultural stakeholders to tourism events or festivals, inviting cultural associations and tourism operators to the city councils or planning a joint monthly calendar would be helpful to create a link between the two sectors.

A related issue is the need to organize training sessions for stakeholders to “speak the same language” and have the tools to interpret each occasion or local weakness in the perspective of

the stakeholders of other fields. All in all, the feedback of participants confirmed researchers’ concerns with respect to this main weakness emerged from the Swot analysis process.

In the second round, the participants were presented with the following question:

*Round 2: Which specific actions or activities would you suggest in order to address the limited or fragmented information available on tourists’ behaviour and expenditure in a trans-national perspective?*

Another common problem of the Recolor areas, this one is a technical issue, a problem of information about what tourists do. Several partner areas are collecting information from their visitors through surveys administered by the local tourism board or by each museum separately, though an established and uniform system of data collection is still missing across the partner areas.

Creating an app with few specific questions, activating a free public wi-fi once the user has answered few questions on her/his stay or asking tourists to fill a brief, standardized paper survey at their accommodation or in any local shop would be relatively time and cost efficient solutions. The feedback of participants confirmed researchers’ concerns with respect to this main weakness emerged from the Swot analysis process.

In the third round, the participants were presented with the following question:

*Round 3: Which actions/activities would you suggest in order to enhance the link between the artworks and the identities of the destinations?*

Several arrays of experiences could be offered, but it is crucial to be effective in communicating that they belong under the same umbrella of the *landscape of art*. The participants proposed several activities which could be organized to strengthen the link with the local place identity in order also to reach the capability of the largest community to communicate the artworks as part of their own place of living, e.g. open days for the residents of each partner area to learn about the local cultural heritage and become ambassadors of the destination for guests, activating visiting friends and relatives (VFR) tourism schemes, and creating a *landscapes of art* card in the form of a passport with a stamp for each location.

This last round was also a way to gather views on one of the main priorities signalled by the action plan, namely the necessity to provide more substance to the main ‘promise’ of the Recolor project: creating a meaningful umbrella brand that would involve a joint, transnational effort.

It was after this final meeting that researchers found appropriate to distinguish a third building block called “transnational dimension of the Landscape of Art”. This third block can be considered as the specifically ‘supra-national’ dimension of Block no. 2, allow partner to focus their attention on the task to foster international collaboration and envision additional instruments to substantiate this effort.

#### 4.5 Summary of needs identified through the participatory Swot analysis

The joint effort of CAST researchers and partner areas stakeholders was successful in identifying a number of relevant needs to be then addressed in the Action Plan. It is the weaknesses box that proved to be particularly useful in suggesting what the main needs would be:

- need to strengthen or at least facilitate the cooperation between tourism- and culture stakeholders within partner areas
- need to improve collaboration between private and public actors
- need to make the decision-making process more inclusive
- need to improve the accessibility of partner areas
- need to support the professionalization of the tourism and hospitality sector
- need to support the management of demand, starting from a more professionalised approach to marketing research and intelligence to a more effective management of the tourist image
- need to design and sustain the novel “landscapes of art” product nationally and internationally
- need to reinforce transnational cooperation by envisioning sustainable forms of transnational governance

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