

## PHASE 2 - INTERPRETATION OF THE MODEL

### 1. SWOT Analysis of indicators

SWOT is an acronym that stands for *Strengths, Weaknesses, Opportunities, Threats*. SWOT Analysis is a key tool commonly used by many organizations, public institutions and companies.

SWOT analysis has already been applied to cultural heritage, but not on historical settlements; in this case the innovation is in the approach used, that is the integration of SWOT analysis with *community planning method*.

A SWOT analysis examines existing strengths and weaknesses of the settlement, and opportunities and threats coming from the external background. Strengths and Weaknesses are generally under the control of local decision makers (e.g., local authority), while Opportunities and Threats are out of control; the ability of decision makers is to take advantage of the opportunities and to turn a threat into an opportunity.

Here are some typical questions used in SWOT analysis.

**Strengths:** which resources are available for success? What are our abilities? What kind of resources characterize our historical settlement, in comparison with other historical settlements, that could be used for local development plans?

**Weaknesses:** What kind of difficulties could we meet in our initiative? Where are we lacking or have limits? What are the disadvantages of our historical settlement compared to other historical settlements?

**Opportunities:** What are we aiming at? What other opportunities could come up if it's a success? What intervention alternatives are there to valorise our historical settlement?

**Threats:** What obstacles could arise? Could we come up against financial problems? What financial impact could a certain action have? What are the risks that could negatively influence the valorisation and conservation of our historical settlement?

The answers can help to understand which internal and external elements have to be taken into account when defining actions, plans and decisions. It is important to know that some elements can be both strengths and weaknesses, and some opportunities can also represent threats; correct interpretation of data is essential to understand the local situation. Strengths are often resources that can be used to improve local competitiveness, while weaknesses could also become growth opportunities.

### SWOT Chart

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>▪ ...</li> <li>▪ ...</li> <li>▪ ...</li> </ul>	<ul style="list-style-type: none"> <li>▪ ...</li> <li>▪ ...</li> <li>▪ ...</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>▪ ...</li> <li>▪ ...</li> <li>▪ ...</li> </ul>	<ul style="list-style-type: none"> <li>▪ ...</li> <li>▪ ...</li> <li>▪ ...</li> </ul>

## 2. Creation of the SWOT Matrix

This tool helps to analyze what is written in the SWOT chart and can be used to generate new/better intervention strategies.

The questions are:

- how can strengths be used to take advantage of development opportunities? (the "**S-O** analysis" for strengths-opportunities strategies).
- how can strengths be used to counteract threats? (the "**S-T** analysis" for strengths-threats strategies).
- how can weaknesses be overcome to take advantage of development opportunities? (the "**W-O** analysis" for weaknesses-opportunities strategies).
- how can weaknesses be overcome to counteract threats? (the "**W-T** analysis" for weaknesses-threats strategies).

### SWOT Matrix

	<b>Strengths</b>	<b>Weaknesses</b>
<b>Opportunities</b>	<b>S-O</b> How can strengths be used to take advantage of development opportunities?	<b>W-O</b> How can weaknesses be overcome to take advantage of development opportunities?
<b>Threats</b>	<b>S-T</b> How can strengths be used to counteract threats?	<b>W-T</b> How can weaknesses be overcome to counteract threats?

## 3. The Community Planning Method

The community planning method can help to interpret SWOT analysis results, to implement key indicators and to formulate sustainable integrated policies.

The community planning method could be applied in two different ways.

First: setting up a working table involving the most important stakeholders (cultural associations, inhabitants, experts, ecc.). These meetings should have a *brainstorming* approach, structured in two parts: in the first part the workgroup suggests ideas and in the second part people discuss them. The output of each meeting is a summing

up document to be used in the following meetings; in this way, meeting after meeting *Strengths, Weaknesses, Opportunities, Threats* could be analyzed *in-depth*.

Second: a first meeting with local administrators takes place, in order to have a clear picture of the background. Then, a workgroup carries out in-depth interviews with inhabitants, experts, researchers to identify *Strengths, Weaknesses, Opportunities, Threats*.

**Example of planning method**

CASE 1

1. Choice of stakeholders
2. Involvement of local community
3. Setting up of working table composed of inhabitants and local stakeholders
4. Meeting to study in-depth the topics identified
5. Initiatives to involve families not participating in the meetings

CASE 2

1. Forming of the interview team
2. Elaborating semi-structural questionnaire
3. Choosing kind of people to interview
4. Planning interviews
5. Interviews

These steps lead to complete knowledge, thanks to the involvement of local actors and through the elaboration and organization of indicators and their interpretation by means of SWOT analysis