3.X.3

COMPARATIVE POLICY ANALYSIS STUDY ON THE DEVELOPMENT OF CULTURAL TOURISM THROUGH COMMUNITY - BASED INTERVENTIONS

Prof. Assoc. Dr.
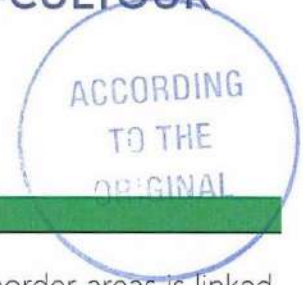## SUELA GERDHE

CONTENTS

REPUBLIKA E SHQIPËRISË
KËSHILLI I QARKUT KORÇË

Interreg - IPA CBC
Greece - Albania
CLLD-CULTOUR

ACCORDING
TO THE
ORIGINAL

INTRODUCTION

The creation of a common sense of place among stakeholders and citizens in border areas is linked to fundamental challenges, namely, geographical characteristics, language, tradition, politics, local vernacular, etc., which should be considered when planning a cross-border (c-b) strategy.

In the case of a common place branding strategy or destination marketing strategy, these challenges lead to a holistic strategic approach to overcome difficulties. Methodologically, a practical approach has to be followed to plan a strategy recognized by all stakeholders, which leads to its successful implementation. As explained further on, this calls for online and offline tools, consultations, and the support of evidence that needs to be agreed upon. Places cannot be considered only as geographical locations but as locations connected to the sense of place developed by inhabitants, visitors, and even persons who have never been there. A destination is not only a geographical location or a natural space, but it also includes other tangible and intangible elements, such as services, attractions, infra-structure, its image, and its reputation, which are all characteristics that make the destination original and distinct. The organizational level can vary depending on the spatial limits, starting from the local, municipal, or regional levels to the national or transnational levels. Not every place automatically forms a tourist destination; if attractions or other elements can attract visitors, it constitutes an existing or potential tourist destination specific place features and resources attract visitors that turn these places into popular tourism destinations, usually by recognizing the destination as the purpose of the trip through spending one or more nights there. Not all places need to make the same effort to be established. For example, historic cities have an identity, which has been built and established cultural-ly a long time ago. Efforts to introduce new destinations that are not recognized as entities or as attractive places, on the other hand, require specific steps in terms of communication pathways to reach the first level of recognition and awareness.

Additionally, place marketing / branding can also serve planning purposes or be a part of approaches with a spatial dimension (urban planning, geography, regional development, etc.).

Apart from mapping resources (cultural, historical, natural, etc.), many other tools can be used in a collaborative planning exercise, from a world cafe approach or a common evaluation exercise to con-sultation through online platforms with the help of special aids that allow interactions, to stakeholder representatives, to where citizens seem to be increasingly familiarized with active, participative pro-cesses. When collaborative methods are used to determine a place brand, especially with the help of online tools and social media, it is vital to create conditions of trust and use visual evidence that will be recognized by all participants.

IMPLEMENTED BY REGIONAL COUNCIL OF KORCE
Co-funded by the European Union and National Funds of Greece and Albania
via the Interreg IPA CBC Programme "Greece - Albania 2014 - 2020"

REPUBLIKA E SHQIPËRISË
KËSHILLI I QARKUT KORÇE

CULTURAL ENVIRONMENT OF THE CROSS-BORDER AREA

To better understand the dynamics of attracting tourists to a cross-border area, it is essential to know how place branding is connected to this discussion, what the barriers are in c-b areas, and how the experience from other European c-b areas could operate as a benchmarking exercise.

Tourism stakeholders in cross-border areas have a limited capacity to work efficiently, considering the most regional or rural development strategies. As place brands and places can be very complex, especially when involving two to more territories with different cultural or language characteristics (as in the case of border areas), stakeholder management processes become very challenging. Published works on place branding increasingly point out ownership and effective management issues when linked with identity, place branding, and destination/place management.

Hence, lately, place branding has moved away from the attraction of global business funds and competitiveness towards a more inclusive approach that is focused on ownership and participation issues. A first difficulty is that any effort to create a common place brand or destination brand in a c-b area would need a general agreement between the stakeholders on both sides with open, participatory processes on the attractions, the identity, the storytelling, etc.

The importance of a participatory approach and the representation of a 'common vision' among stakeholders and decision-makers is evident for any region; still, in a c-b area, this becomes more challenging. A key challenge is linked to agreeing on the main attractions and elements. Mapping out the common resources, namely, the cultural, environmental, economic resources, etc., is an essential but precious step to agreeing on a narrative, an identity, and a common brand that will be representative. It must be noted that mapping in this context concerns identifying and listing the resources. The local identity and everyday life, with their distinctive characteristics, must be represented; according to this approach, place marketing/branding is essentially based on 'bottom up' processes. Specifically, it focuses on dialogue, argumentative exchanges, and controversy.

Apart from mapping resources (cultural, historical, natural, etc.), many other tools can be used in a collaborative planning exercise, from a world café approach or a common evaluation exercise to consultation through online platforms with the help of special aids that allow interactions, to stakeholder representatives, to where citizens seem to be increasingly familiarized with active, participative processes. When collaborative methods are used to determine a place brand, especially with the help of online tools and social media, it is vital to create conditions of trust and use visual evidence that will be recognized by all participants.

In Greece, place branding is a relatively new trend and many regions, islands, and cities, have been implementing actions with the participation of stakeholders to create a common vision on place branding. In Albania, place branding efforts and the most touristic areas. promote a tourism development model mainly focused tourism development. In this paper, the focus s on the c-b areas of Greece and Albania, as the two countries do not share a similar legacy and evolution regarding place branding and tourism development. Despite the different tourism histories and profiles of the two countries, as a mountainous area, none of the destinations within the examined geographical area on both sides of the border can be considered popular or mature tourism destinations.

COMPONENTS OF A CULTURAL ENVIRONMENT

Korça is one of the main cities of Albania, located on its southeastern part. According to history, the Korça area has been inhabited since ancient times, preserving the continuity of population to this day. Consequently the area constitutes one of the geographical areas with the richest material and spiritual cultural heritage in Albania. Among other things we can mention that elements of handicrafts are also strong points of preserving the cultural heritage and identity of this area. Among them are the early traditions of ceramics, stone and marble, decorative metals, leather, wool, fabric embroidery, etc.

Regarding the development of these traditions and the practice of crafts, in the city of Korça are identified some small and medium businesses, which can be classified in the sectors of cultural and creative development. Culture plays an important role in revitalizing the life in the city and promoting the tourist movement towards the destination. In its support and development programme there are several institutions in the field of museums, theater etc. In a simple finding of cultural and creative activities in the study area, we would identify some categories such as: small and medium businesses in the field of handicrafts, textiles, arts, performers, photographic activities, studio design, advertising, publications, public institutions in the field of culture, education and training.

These activities have a positive impact on the promotion and development of tourism and community life in the area. It is also important to mention that the various touristic attractions (museums, cult objects, architecture), numerous celebrations, culinary have transformed the whole area and especially the city of Korça into a destination frequented by domestic and foreign visitors.

However, the handicrafts sector is not so well organized and there are not many opportunities for tourists to buy the characteristic and traditional handicrafts of the area. At present, the financing of the municipality in culture occupies an important role in the artistic life of the city and beyond. Funding accompanies the development of cultural events, fairs and special celebrations, aimed at revitalizing the cultural and creative sectors and attracting tourists to the destination.

Performing Arts

In the performing arts, the main activities are related with creative studios, music groups and dance. Their main activity consists in promoting and transmitting spiritual heritage values through the preparation of young people. The products and services they offer are dance learning and training courses in various genres, concerts, festivals and other performance shows. These cultural groups organize themselves and also participate in cultural activities/events regularly at local, national and sometimes in international level. Concerning the vision for the future, they all express for the further preservation and promotion of spiritual values, the strengthening of young people connection to local and national culture and also the extraction of talents. Is considered importance the idea of creating a sustainable sector for the development of the performing arts. From the major needs listed, 50% have rated the capital need followed by promotion/publicity. Cooperation for most of them is considered to be less important. Interest is also high, 100% to incorporate action/ activities into a common agenda, which would influence the promotion and the development of cultural and creative industries.

Crafts

For the Crafts sector (stone, wood and pottery, leather) the main activities are based on the production and trading of handcrafts of stone, wood and potery, etc. The main products consist of decorations, ornaments and works of art and shoes production. Regarding the services provided only the pottery sector, provides training for young people who want to learn the craft. The main beneficiaries of these activities and products are interested businesses, the community and tourists. Regarding the question "What is your vision for the future?" these sectors of the cultural and creative industries think mainly to expand their activity, have a market for selling products and transmit crafts to future generations. In this sector the main needs by importance are 100% capital (); collaboration and promotion/publicity 100% are responded "definitely yes" to incorporate their actions into a common agenda. In the craft sector we can also consider four small enterprises of "Sewing" sector, located in the city. These enterprises have based their activities on women's work, mainly in sewing, design of models and traditional clothing. They regularly participate in fairs or cultural events that are organized by local government or others. The largest groups of beneficiaries of these products are the visitors and tourists who are interested in buying them but also the community as well.

REPUBLIKA E SHQIPËRISË
KËSHILLI I QARKUT KORÇË

Interreg - IPA CBC
Greece - Albania
CLLD-CULTOUR

ACCORDING
TO THE
ORIGINAL

The heritage and cultural sector

The heritage and cultural sector is one of the main sectors which can be considered developed and represented by mainly public institutions. Korça is a city with rich cultural heritage expressed by the presence of numerous museums public and private with national values. The survey included seven museums: The National Museum of Education, the Archaeological Museum, the National Museum of Medieval Art, the Bratko Museum, the John Mili Photography Museum, the Photographer's Studio Kristaq Sotiri, the Vangjush Mio Museum House. Regarding the regular practices of cultural activities or events, all these institutions regularly conduct cultural events on specific days of culture and undertake activities in their premises for the education of young people, school students and students. All museums share the same vision, increasing the number of visitors and promoting the values of cultural heritage. In terms of annual turnover, it depends on tickets sales. For museums the most important need identified for 57% is capital and for 29% is cooperation. Heritage Sector group includes other important cultural activities for the city: Theater, Library, Children's Cultural Center and Regional Directorate of National Culture which are public institutions that carry out activities in the field of art, culture and heritage. In addition to activities, these institutions also offer many services activities. The vision of these institutions is to enhance cultural activities and services, and in particular, to strengthen the link between youth, culture and cultural heritage.

IMPLEMENTED BY REGIONAL COUNCIL OF KORCE

Co-funded by the European Union and National Funds of Greece and Albania
via the Interreg IPA CBC Programme "Greece - Albania 2014 - 2020"

REPUBLIKA E SHQIPËRISË
KËSHILLI I QARKUT KORÇË

Interreg – IPA CBC
Greece - Albania
CLLD-CULTOUR

ACCORDING TO THE ORIGINAL

Map of cultural activities

Cultural and Creative activities (being part of the survey) in Korca city.

1:4,000

REPUBLIKA E SHQIPËRISË
KËSHILLI I QARKUT KORÇË

Interreg - IPA CBC
Greece - Albania
CLLD-CULTOUR

ACCORDING
TO THE
ORIGINAL

MAPPING OF POLICIES IN CULTURE STRATEGY

Culture is a major contributor to territorial attractiveness. The extent of the cultural offer is key to attract foreign investment, creative talents and give a positive image. It serves in building national confidence by reinforcing the sense of pride and ownership. Culture based creativity is at the heart of the digital, experience and creative economy that determines a country's competitiveness. Culture based creativity relates to non-technological forms of innovation that serve the development of products and services that are creative, aesthetic or provide meanings. Whether citizens or consumers are looking increasingly for the authentic and the meaningful. The cultural sector also drives social entrepreneurship, the sharing economy thus intrinsically linked with the deployment of new services with added value. The challenge is to make use of the country's past, cultural, political and religious assets to build a future that is inclusive, and serves as an example to neighboring countries whether in the Balkans or across the Mediterranean. The strategy wished to position Albania at the cross road so that the cultural sector, which plays a key role in strengthening mutual understanding and cultural dialogue, is in a position to benefit from donors' programmes in the region.

Tourism industry has increased its contribution to the country's economy both in monetary and employment terms, becoming thus a strategic sector for Albania. In line with this trend there has been an increased focus from the government, donors, financial institutions and private companies in the sector. As of 2015 there has been an increased dynamic in preparing the necessary legal and regulatory framework which is the prerequisite of any investment and sustainable development. The political commitment for stronger support to the tourism started to materialize through sectoral law and law on strategic investments both approved in 2015, which aimed to bring the sector under the focus of new splash of investments. Additionally, by-laws, CoM decrees, regulations, incentives have been approved from time to time in order to fill the framework and to address the different segments of the tourism chain aiming to bring the sector development and it contribution closer to its potential.

Law No.93/2015 "On Tourism" 1

This Law substitutes Law No.9734, date 14.05.2007 intended to address several issues raised by the business community and by the experts of tourism sector. Some of these issues have been addressed, some others have not (for example: categorization of apartments/villas as accommodation structures). However the law brought some novelties while comparing it with the previous law no.9734.

Law 114/2017, "On Some Amendments to the Law No.93/2015 "On Tourism"

ACCORDING TO THE ORIGINAL

Through law 114/2017 the CoM made some new provisions on the main law 93/2015 that incite investments of 4 and 5 star hotels and resorts in the areas of priority for tourism development.

European legislation affects all European citizens and businesses. Depending on the type of legislation, it can affect you directly (by its binding nature) and, in other cases, indirectly (with the recommendations or legislative trends that it marks).

The European Commission does not impose legislative trends, but it does shape them with a variety of legal procedures. It is therefore important to know the European legislative process and the types of legislation drawn up by the EU. In this way, you can understand different European tourism developments.

MAPPING OF STAKEHOLDERS

o STAKEHOLDER IDENTIFICATION

Stakeholder identification has been, and will continue to be, carried out with the objective of establishing which individuals and organizations may be directly or indirectly affected (positively and/or negatively), by tourism activities. Stakeholders can only be involved once you know who they are. They must be identified, and then approached and queried as to their interests and opinions. As an initial step, the MPA tourism planning team can brainstorm with local contacts about who to specifically invite or consult with, and how to engage those individuals or groups. Once the key stakeholders have been identified, the team should determine the best means of engaging different stakeholders, based on their level of input and potential involvement in future tourism development. For example, it may be necessary to hold individual consultations or workshops with local business and conservation groups, while explaining the overall process to the general public might be more easily achieved with a large public meeting.
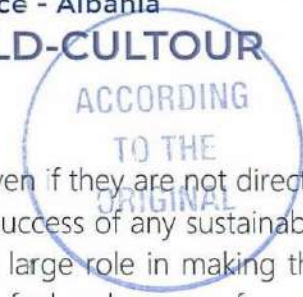
The process of identifying stakeholders also helps to identify which individuals and groups will be affected – and how – by both MPA management and sustainable tourism. It is a process of trying to discover who is likely to gain from tourism development and who is likely to lose, and by how much. Understanding the different groups in your area can allow managers to understand who needs to be involved in sustainable tourism planning. Not all stakeholders have the same "stake" or level of interest in resources and may be less active or not active at all. Understanding the stakeholders can also help to predict changes in social behavior, local culture, traditions, and quality of life issues that might result from tourism development. A critical aspect of sustainable tourism planning, therefore, is to identify and understand the major stakeholders, and to understand their point of view, goals, and motivations. We will start with the most important stakeholder, the local community. Later we will explore some other major stakeholders such as local government and NGOs. The information here is only a starting point; to really begin to understand stakeholders in your area, it will be essential to actually meet and talk with them.

Generally, involvement of the community often follows these four steps:

1. Identifying stakeholders and forming partnerships. The first step in community-based or co-management approaches is to identify key stakeholders and potential participants.

2. Community organization. An NGO or local government unit can assist the community in identifying an appropriately trained community organizer. Stakeholders are more accessible and have more opportunities to be involved if they are organized, such as with a small pool of representatives who can attend meetings and relay information to and from the rest of the community. The community organizers can also help local community members increase their level of participation.

3. Involve the community in the planning process. Community participation in the early stages of planning of any activity (sustainable tourism or any other management activity will keep the activity focused on community-defined goals and benefits, and will make the community feel engaged from the beginning. Later, ongoing monitoring/evaluation ensures that the plan continues to meet community-defined goals.

They may play many direct roles in the tourism industry, including:

• Renting land for development

• Working as occasional, part-time, or full-time staff for private tour operators

• Providing services to private operators such as food, guides, transportation, lodging

• Forming joint ventures with private tour operators, who usually provide marketing, logistics, and bilingual guides, while the community provides most services

IMPLEMENTED BY REGIONAL COUNCIL OF KORCE
Co-funded by the European Union and National Funds of Greece and Albania
via the Interreg IPA CBC Programme "Greece - Albania 2014 - 2020"

• Operating independent community-based tourism programs in addition, even if they are not directly involved in the tourist industry, they play many indirect roles that affect the success of any sustainable tourism enterprise. Local residents' informal interactions with tourists play a large role in making the tourists' experience a positive or a negative one, i.e. whether the tourists feel welcome, safe, and comfortable. Local landowners also play a crucial role in the ecological health of the area, especially in buffer zones of core protected areas, near beaches, around river mouths, etc. And, of course, coastal communities themselves will be enormously affected by tourism. Their homes, towns, families and lives will be changed if tourism becomes a major part of their area. To make the tourist-resident interaction a mutually beneficial one, and to make sustainable tourism a success, it is of paramount importance to understand the benefits and threats of tourism for ocal communities.

Key Considerations for Sustainable Tourism Development in Communities:

Create partnerships. Sustainable tourism organized by local communities requires assistance and cooperation from tourism operators, who usually will have much better links to the market, better understanding of tourists' needs, and better language skills and communications.

Avoid putting all eggs in the tourism basket. Relying solely on tourism is unwise, because tourism demand fluctuates unpredictably, and because tourism alone cannot provide enough jobs to sustain an entire community. Sustainable tourism must be seen as one of several strategies in a community's development. Other important elements are: education, access to information. protected area management, and increasing economic opportunities in other (non-tourism) fields.

Link sustainable tourism benefits to conservation goals. For sustainable tourism to promote conservation, local people must clearly benefit from sustainable tourism, and must understand the link between the benefits they are receiving and the existence of the protected area. For example, many locals do not recognize that some of their income is linked to tourism at a nearby protected area.

Two theoretical perspectives have been developed or utilized to help explain residents' perceptions and attitudes towards tourism development and its impacts. These consist of stakeholder theory and social exchange theory. The theories approached are dominated and discussed below: Firstly, according to the stakeholder theory, one of the most commonly used models is the one that presents the development of an organization determined by its relationships with various groups and individuals consisting of employees, customers, suppliers, governments, and members of the communities, named as stakeholder theory. It is clearly understood as "any group or individual who can affect or is affected by the achievement of the organization's objectives". The model asserts that stakeholders possibly and necessarily have the direct impacts on making any decision relating to management. To be an effective strategist you must deal with those groups that can affect you, while to be responsive (and effective in the long run) you must deal with those groups that you can affect. Usually, only the most obvious stakeholders, tour and travel managers, business owners and government officials are taken into

account rather than the various types of persons/groups which affect or are affected by the tourism service. However, a helpful stakeholder map, for a tourism initiative, is constructed as follows:

○ **STAKEHOLDER MAPPING**

Protected areas of nature are faced with an increasing interest in intensive tourism development. Therefore, the development of sustainable tourism in protected areas of nature implies the need to involve as many different stakeholders as possible for the conservation, sustainable use and management of protected areas of nature. Networking and exchange of examples of good practices is of utmost importance for the planning of sustainable tourism in such areas. Using planning and efficient networking of different stakeholders on different levels and exchange of good practices can contribute to the knowledge of better decision-making in everyday activities. Cooperation of the stakeholders is key for the development of successful tourism products, regardless of its purpose to increase or decrease the number of visitors in some area. Numerous researches show that cooperation is most commonly realized in the field of marketing or promotional activities. For example, promotional materials, tourist fairs, organization of travel journeys, and so on. However, in other activities, such as development planning, monitoring sustainability indicators of a destination, education or knowledge sharing, cooperation is more difficult to achieve. There are various reasons for this. Sometimes they involve a lack of financial resources, sometimes lack of human resources and a lack of knowledge and skills. Very often the reason for the lack of cooperation is because of the lack of political will or the willingness to change and leave the habitual form of acting. However, it is extremely important to create cooperation between stakeholders. First of all, this is important because of the flow of information, exchange of experiences, especially in the case of examples of good practices. Sharing stakeholder experience can contribute to the quality of tourism product. Finally, cooperation is of importance to

development planning because it is crucial for stakeholders to adopt a development vision and perform actions for its implementation. Networking and exchange of good practices can facilitate dialogs by generating new knowledge and information. Networking and exchange of good practice examples can be observed as instruments for actions in protected areas but also as a means of resolving real and ecological issues and motivating stakeholders to take actions. Networking and exchange of good practices in protected areas of nature can create many valuable experiences on different levels of management from the concept to the implementation of sustainable tourism management programmes.

The term "stakeholders in tourism development" includes the following actors:

o **national governments;**

o **local governments with specific competence in tourism matters; tourism establishments and tourism enterprises, including their associations;**

o **institutions engaged in financing tourism projects;**

o **tourism employees, tourism professionals and tourism consultants;**

o **trade unions of tourism employees; tourism education and training center's;**

o **travelers, including business travelers, and visitors to tourism destinations, sites and attractions;**

o **local populations and host communities at tourism destinations through their representatives;**

REPUBLIKA E SHQIPËRISË
KËSHILLI I QARKUT KORÇË

Interreg - IPA CBC
Greece - Albania
CLLD-CULTOUR

ACCORDING
TO THE
ORIGINAL

STAKEHOLDER ANALYSIS, MAPPING AND PRIORITIZATION

To define stakeholder relationships, are assessed and mapped according to influence, interest and the degree of potential impact. It's developed a regional stakeholder maps and related stakeholder registers. The objective of this stakeholder mapping exercise has been to improve the efficiency and effectiveness of pro-active and reactive engagement, and to identify any potential risks. The matrix presented below is used during stakeholder mapping to determine the importance of the various stakeholders. The matrix has helped the classification of the stakeholders and the definition of the degree to which a stakeholder is affected/impacted or can impact the project. Alignment on the vertical axis indicates the ability of stakeholders to influence the project or other stakeholders. Impact or interest, along the horizontal axis, refers to the degree to which stakeholders are interested in the project.
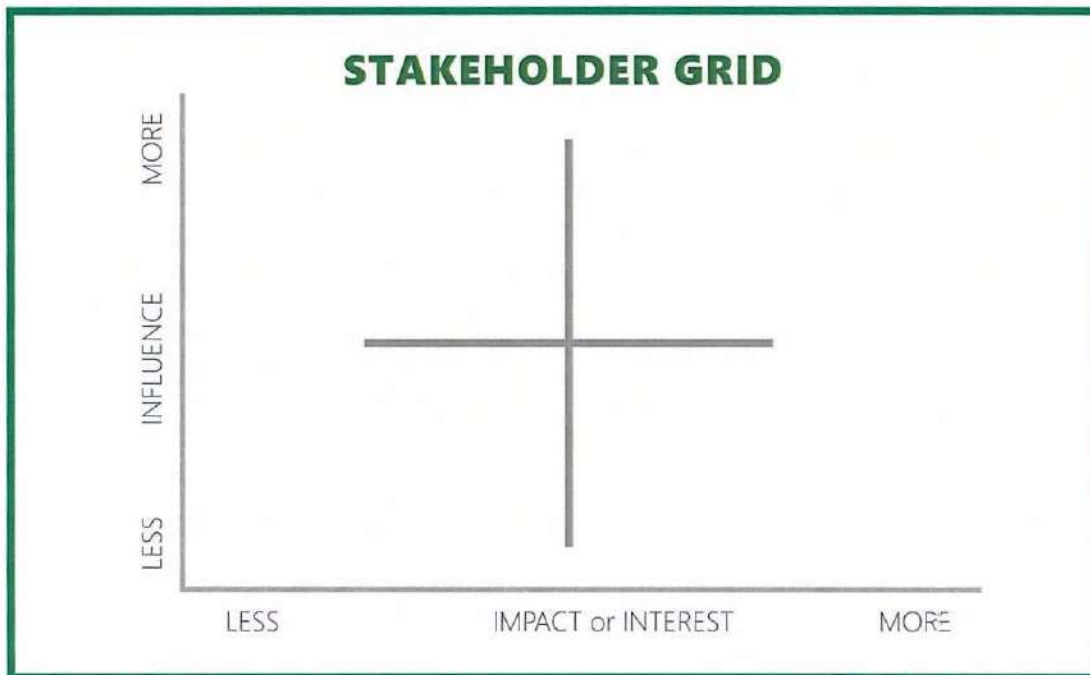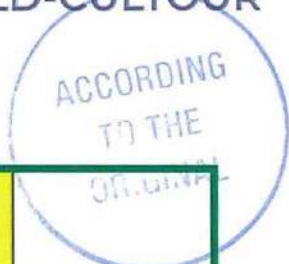
STAKEHOLDER GRID

Figure 2.1: Stakeholder Prioritisation Matrix

IMPLEMENTED BY REGIONAL COUNCIL OF KORCE
Co-funded by the European Union and National Funds of Greece and Albania
via the Interreg IPA CBC Programme "Greece – Albania 2014 – 2020"

	- Co-valorisation - co-interpretation - Co-creating tourism strategies				
LOCALS	**L2G** C2G (Citizens to Government) - Participation in formulating tourism strategies - Employees	**L2B** - Classic B2C (customers are locals) - Employment - Community-based interactions - Pro-poor tourism - Peer to peer	**L2T** - Business / P2P (Peer to Peer) - Co-existence	**L2L** - Business / P2P (peer to Peer) - VFR (Visiting relatives and friends) - Co-existence	→ *Responsible citizenship*

	PUBLIC SECTOR	PRIVATE SECTOR	TOURISTS	LOCALS	Sustainability is achieved through:
PUBLIC SECTOR	**G2G** - Governance - Business (rarely)	**G2B** - Governance - Support - Education - Business (rarely)	**G2T** - Governance - Support - Education...	**G2L** - Governance - Support - Education...	→ *Responsible governance*
PRIVATE SECTOR	**B2G** - Business (e.g. classic B2G, Public-private partnership) - Governance (Participation in formulating tourism strategies)	**B2B** - Classic B2B - Partnership - Networking - Integration	**B2T** - Classic B2C (customers are tourists) - Customer relations - Co-creation of tourism products	**B2L** - Classic B2C (customers are locals) - Employment - Community-based interactions - Pro-poor tourism - Peer to peer - CRS initiatives	→ *Corporate social responsibility*
TOURISTS	**T2G** - Users of different services (police, public health care, tourist information etc.)	**T2B** - Classic B2C (customers are tourists)	**T2T** - P2P (peers are tourists) - Co-existence	**T2L** - Business/P2P - VFR (tourists are visiting relatives and friends)	→ *Responsible tourists*

REPUBLIKA E SHQIPËRISË
KËSHILLI I QARKUT KORÇË

Interreg - IPA CBC
Greece - Albania
CLLD-CULTOUR

ACCORDING
TO THE
ORIGINAL

SWOT ANALYSIS

The SWOT analysis (evaluation of strengths, weaknesses, opportunities and threats) considering internal and external condition is used to evaluate the development possibilities of the cultural and creative industries in our study area.

STRENGTHS: Great tradition in some cultural and creative activities; A variety of activities in the creative and cultural sectors; Individual certified businesses for the performing artistic activities; The special architectural environment of the city and of the surrounding areas; Many very active public cultural institutions (museums, the theatre, the children's cultural center);
An increasing interest for products and activities that are connected to the sectors.

WEAKNESSES: The lack of cooperation between the activities and similar sectors that operate in the market; The lack of a national program, regional or local strategy; The need for funds and investments for the further development from the local government programs; The lack of scientific research and information about the social and economic impact of these sectors; Businesses/enterprises mainly with an impact on the local level, less competitive on the national/inter; The lack of a developed local and regional market for the sales of products in the creative sector; The lack of studies in the economic development sectors specially in creative and cultural ones

- o _OPPORTUNITIES:_ The development stimulation in some sectors can bring the creation of new jobs and can generate incomes that will incite the local economy; The ncrease in the number of tourists and their presence in the destination constitutes a market.

- o _THREATS:_ The administrators of the creative and cultural activities try to leave the city towards the capital, where they pretend to find a more favorable environment and a safer market for their products; The tendency of the qualified population and of the youth to leave is a threat for the development.

Korca region is divided in three areas: lakes areas; mountains areas and National Parks. Mountain's areas are in the center of management of tourist potentials. Development Potentials, Strengths are: rich biodiversity at the mountain areas with unique flora and fauna; unspoiled nature and beautiful scenery in some areas; cultural and historical sites of the city and to some villages; still active traditional life-styles are factors contributing to the rural atmosphere. A growing demand for rural tourism is perceived as an opportunity for further development of this sector.
International aid, in terms of providing funds for training, consultancy and the formulation of a comprehensive national strategy for rural tourism development is also considered to be opportunities.

IMPLEMENTED BY REGIONAL COUNCIL OF KORCE
Co-funded by the European Union and National Funds of Greece and Albania
via the Interreg IPA CBC Pr...

The others opportunities are: attractive nature and landscape with mountains, forests and the two big lakes, National Parks and protected areas, good air, mild climate in summer, several places of interest like caves, historic places, potential for sport activities (skiing in Dardha and Voskopoja), fishing in lakes, mountain biking; local cultural and religious events; close to the source market of Macedonia.

But there are many weaknesses related mainly to the lack of investment capital for rural facilities in order to meet customer's needs. It is also stressed that some villages lacked the appropriate technical infrastructure (e.g., roads, telecommunications) and farmers lacked knowledge on how to manage or market their farms to attract tourism, problem with the service – very few knowledge about the needs and wishes of guests and of foreign languages, not enough activities like courses, guided tours, sport activities; bad road signage (to find the villages and attractions) and no professional marketing. Limited entrepreneurial experience, lack of community involvement, cooperation and coordination of actions at rural tourism development, are identified as weakness.

Most serious problems are threats of these areas: destruction of the forests and landscape by uncontrolled tree cutting; uncontrolled hunting endangers the fauna; fishing with dynamite of the endemic fish species in the lakes; competitions of neighboring regions and countries with better standards; relatively high prices compared to competitive regions and countries – no marketable products.

Tab. 1. SWOT analysis for the rural tourism in the Korca region   **SWOT**

Strengths	Weaknesses
- Geographic position; - Natural potentials such as relief, climate, rivers, flora and fauna, etc; - Diverse cultural heritage: traditions and customs, popular songs and dancing, traditional clothes, etc; - Hospitality; - Traditional and diverse food; - Typical buildings; - Historical and archaeological sites; - Reasonable prices for tourists; - Foreign languages proficiency; - Available labour force.	- Poor infrastructure and services; - Lack of investments in tourism facilities;. - Lack of professional marketing and promotion of rural tourism: calendar of activities, promotion materials (guides, brochures, leaflets), information tourist offices, tourists packs, tour operators, tourism studies, media involvement, etc; - Bad planning and bureaucracy; - Lack of public support and enabling policies; - Migration of the young; - Low professionalism, lack of tourism staff trainings; - Limited awareness of the rural communities;
Opportunities	**Threats**
- Increase of international rural tourism demand; - Local programmes to promote the local folklore and popular cloths; - Attraction of foreign and native investors; - Removal of visas .	- Unstable political situation and corruption; - Damage to traditional areas, as a result of illegal buildings, and to flora and fauna; - Negative perception of some local people towards tourism; - Negative image of Albania abroad; - Strong competition with neighbour countries; - World economic crisis; - Dependence on foreign tourists and investments.

REPUBLIKA E SHQIPERISE
KËSHILLI I QARKUT KORÇË

Interreg - IPA CBC
Greece - Albania
CLLD-CULTOUR

ACCORDING
TO THE
ORIGINAL

HOW TO CONDUCT A SWOT ANALYSIS

SWOT Analysis: You can include a SWOT analysis by completing the boxes below to assess your business in the current environment in terms of strengths and weaknesses (internal) and opportunities and threats (external). This is a good exercise to go through on an annual basis. After completing your analysis, provide your thoughts on: how your strengths can help you to maximize opportunities and minimize threats; how your weaknesses can slow your ability to capitalize on the opportunities; and how could your weaknesses expose you to threats?

STRENGTHS

- Advantage
- Capabilities
- Assets, people
- Experience
- Financial reserves
- Value proposition
- Price, value, quality

OPPORTUNITIES

- Areas to improve
- New segments
- Industry trends
- New products
- New innovations
- Key partnership

WEAKNESSES

- Disadvantages
- Gap in capabilities
- Cash Flow
- Suppliers
- Experience
- Areas to improve
- Causes of lose sales

THREATS

- Economy movement
- Obstacles faced
- Competitor actions
- Political impacts
- Environmental effects
- Loss of key staff
- Market demand

- **Strengths:** What will be your company's strengths when you launch? How do you see this changing in the future? What are your unique characteristics that make you standout?

- **Weaknesses:** If you were the competition, what would you say to prospective customers about where your company's products or services are weak or deficient? What are the most important weaknesses to overcome first?

- **Opportunities:** With product improvements or new partnerships, where could your business grow? What new segments could you enter in the future? (E.g.: Are you buying an existing practice? Do you have a growing market?)

- **Threats:** What external factors could put pressure on your business growth or cash flow? Which of these threats can you control? Which ones can't you control? (E.g.: Are there any new health policies or regulations surfacing that may impact your business? Increased competition?)

CONCLUSION

Analyzing some of the component's tourist destination in terms of their importance for tourists, we can say that the possibility of moving to the destination, tourist information and activities at the destination adding the hospitality of the population are very important to tourists not only to find the destination, but they are required to tourist standards;

Analyzing the results on the importance of tourists coming meals, among other things, they separated the service, prices and food preparation but also the atmosphere .It is understood that the internal atmosphere had to do not only inside but also facilities offered grass around the restaurant as well as other decorations that should express exactly rural life and quality;

In terms of price in relation to the services offered, tourists consider them in most of them as important or moderately important. This fact should be considered, because a part of the tourists can come with the only purpose to enjoy with the area's gastronomy, thus being the main expense for them;

About of territory, from the results gathered showed that climate and rich nature are advantages of destination for tourists who came and enjoyed them, but tourist routes should be improved to maintain this number of tourists and to attract other potential tourists;

Perceptions of the visitors are associated with eco-tourism product features that provide these rural areas - scenic beauty surrounded by cultural and natural heritage.

Albanian Ministry of Tourism, Culture, Youth and Sports (2007) Tourism Sectorial Strategy 2007 – 2013.

Albanian Ministry of Tourism, Culture, Youth and Sports, (2005) Strategy and plan of action for the development for cultural and natural tourism.

Argano L., Bollo A., Dalla Sega P., Vivalda C., (2005) Gli Eventi Culturali, FrancoAngeli

Armstrong E.K., Weiler, B. (2002).

CISAC. (2015). Culture times: The first global map of cultural and creative industries.

Costantini, A. (2018). Social Economy Enterprises and Cultural and Creative Industries, Obsevation and best practices.

ECIS Report, European Creative Business Network., (2015), Brussels,

Ecotourism and its role in sustainable development, Beeton, S. (2002) Demand control, Journal of Sustainable Tourism.

Bramwell, B., Lane, B. (1993) Sustainable tourism: an evolving global approach, Journal of Sustainable Tourism.

Bramwell, B., Rawding, L. (1996) Tourism marketing images of industrial cities, Annals of Tourism Research.