



innovating for your city

## SWOT - Handbook for WP 5

for the 5<sup>th</sup> transnational InnoCité Workshop in Milan, January 2010

- ❖ Collection of the SWOT analyses
- ❖ Filtering of common SWOT arguments
- ❖ SWOT abstract and interpretation
- ❖ Common SWOT - to be discussed

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**Preliminary results and perceptions**

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# InnoCité Strengths, Weaknesses, Opportunities, Threats analyses

## About this SWOT handbook:

This is the SWOT handbook for work package 5. It is a collection of InnoCité SWOT-Analyses, which the pilot sites resumed and sent us during December 2009. It is the basis for the further work to find a transnational strategy and can be used to get a quick overview.

## What is a SWOT? (From Wikipedia, the free encyclopedia)

SWOT Analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable achieving that objective. The technique is credited to Albert Humphrey, who led a convention at Stanford University in the 1960s and 1970s using data from "Fortune 500" companies.

A SWOT analysis must first start with defining a desired end state or objective. A SWOT analysis may be incorporated into the strategic planning model. Strategic Planning, including SWOT and SCAN analysis, has been the subject of much research.

- Strengths: attributes of the person or company that are helpful achieving the objective.
- Weaknesses: attributes of the person or company that are harmful achieving the objective.
- Opportunities: external conditions that are helpful achieving the objective.
- Threats: external conditions which could do damage to the objective.

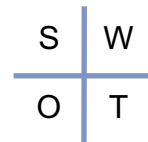
Identification of SWOTs is essential because subsequent steps in the process of planning for achievement of the selected objective may be derived from the SWOTs.

First, the decision makers have to determine whether the objective is attainable, given the SWOTs. If the objective is NOT attainable a different objective must be selected and the process repeated.

The SWOT analysis is often used in academia to highlight and identify strengths, weaknesses, opportunities and threats. It is particularly helpful in identifying areas for development.

## What we (PP4) have done with your SWOT's

- 1<sup>st</sup> Put them in on "SWOT - typical" layout (with the cross) so that a better overview is given
  - We tried to keep all important information
  - Find additional comments at the bottom of the page



- 2<sup>nd</sup> Indication (in InnoCité green) of all the arguments which apply in at least double (Threats: eg. lack of identity)
- 3<sup>rd</sup> Extract those information -juts to get an overview - to "intermediate sheets" ( please see: Common Strengths etc.
  - Please remind these sheets contain duplicates!
- 4<sup>th</sup> Interpretation of those Information, combine and abstract it.

## What is the result?

The result is a "Common SWOT" to be discussed, changed and confirmed in the Milan-meeting.

## STRENGTHS

- Many car parks (1290 car parks)
- Pedestrian areas, specific regulation, good turnover rate of cars
- good public transport services to and from Lyon (by rail and bus : 243 bus by day)
- North entrance of Lyon's area – near motorways
- Dynamic town-centre with 30% of new shops in 5 years
- Large diversity of commercial offer : town-centre the most attractive in "proximity market"
- important Friday morning's market
- Good quality food
- Good resistance to the big shopping centres (sales figure progression)
- Public areas development
- Important economic and industrial area nearby
- A large trading area (31 000 inhabitants in food shops, 68 000 inhabitants in others products)
- Good quality of schools (4800 students), good medical network, an administrative centre
- An approach of town-centre management which permitted a difference with the shopping centres and supermarkets

## WEAKNESSES

- At 5-6 years, inadequate and inappropriate parking space
- Neuville don't have local public transport
- Traffic jam at Neuville's bridge at the pick hours
- Difficult access to the town for handicapped people
- A poor customers catchment
- Little leasing areas
- No commercial area available to welcome new activities in the town-centre, necessary to be competitive and become the leader within Val de Saône
- Mixed opening hours
- Hotels
- Mixed impacts of the market (traffic, traditional shops are bea-ri-ished during the market)
- Shops signboard, commercial offer's communication
- City entrances, lights, children areas
- Cleanliness
- Security despite videos-surveillance

## OPPORTUNITIES

- The projects :
- Renovation of the Parc d'Ombreval with a new link between the Saône and the town-centre (2010-2016...). The Town Hall will be in the centre of park.
- Project "Rives de Saône" : Neuville will be one of the three sites of "Rive de Saône" project (rehabilitation of Saône embankment)
- Renovation of the "Château de Vimy" (accommodation)
- Renovation of the hospital and post office area : new establishment of shops and accommodations
- Renovation of the Foulon area (town entrance) : 2010-2012
- Development of the touristic potential (heritage, leisure, events)
- Communication and internet sales of neuville's shopkeepers
- Development of industrial and economic area of Champagne (250 000 sqm), close to the town centre
- The railway line Lyon - Trévoux (?)

## THREATS

- Increase of the local traffic, due to the attractivity and the development of the territory, absence of transports politics to create infrastructures
- New establishment in 2012/2014 (+ 3000 sqm) of Leclerc and risk of creation of commercial activities areas in Genay
- Development of the large Lyon's commercial sectors : Confluence, Carré de Soie, Part Dieu... ( 80 000 sqm).
- Risk of establishment of a new food shop in Val de Saône, near Neuville
- Changes to come : ageing shopkeepers of Neuville
- Increase of the business prices in the apparels and the leisure sectors which can cause a decrease of numbers of shops (increase of service shops compared with traditional shops)
- Decrease of parking spaces in the town-centre

## COMMENTS AND ADDITIONAL INFORMATION

### **Objectives of Neuville (Actions – Stakes – Priorities):**

- Establish new commercial areas, Existing buildings, New buildings
- Integrate a commercial approach in the projects : from the market research to the execution
- Develop the quality management of shops
- Coach the transformations / mutations
- Help the promotion of the commercial activity
- Intensify the living environment, particularly on three sectors :
- Victor Hugo's street between the "Place du 8 mai" and "Maison de la Musique"
- Place Ampère
- Adrien Ducrot's street
- Find tools to evaluate the trading area

## STRENGTHS

- Reinforcement of leading shops in the town centre, installation of new shops and in particular new chain stores.
- Commercial events and facilitation renowned throughout the region and beyond: a weekly market (on the Esplanade Charles de Gaulle) popular in the entire department, a prominent two-yearly trade fair that receives more visitors than other fairs in the Vesoul Val de Saône and Vosges Saônoises areas put together.
- A community that its undergoing demographic renewal: whilst the population of the Town of Lure dropped by 3.5% between 1999 and 2006, that of the Lure Area Federation of Municipalities has increased by more than 10% over the same period, i.e. four times faster than the population growth for the Haute-Saône department (2.5%).
- A solid positioning: a strong industrial base, a centre for trade and non-trade services, a sub-prefecture, and the focal point of the Lure Area Federation of Municipalities.
- An interesting urban heritage which is the subject of innovant projects (sustainable neighbourhood)
- A short scale of decision, a positive atmosphere of dialogue and a dynamic trade in town centre (initiate with subsidies from state for shopkeepers – FISAC)?
- Many cultural and sport activities (results from the dynamism of local associations and also a good level of equipment).

## OPPORTUNITIES

- New infrastructures under construction in the north Franche-Comté (transformation of the RN19 into a dual carriageway, arrival of a high-speed TGV train link station in the north of the Franche-Comté region...): the ambition is to take advantage of its to strengthen the positioning of Lure which is located on a new development vector between the north of the Franche-Comté region and its principal city: . the "Aire urbaine" area ? Lure ? Vesoul ? Besançon urban area.
- Reinforcement of accessibility between Franche-Comté and Lorraine Region (electrification of the Epinal/Belfort railway line, the Vosges by pass...which enhance the positioning of Lure in the North Franche-Comté..
- To be confident in its advantages to become more active and participative in the local discussions and to contribute to the development of the NFC area : the question is which card Lure has to play?
- InnoCité project as a tool to exchange good practices on a European level and in particular on the field of town centre management : what could be transferable and/or adaptable in Lure.
- Local stakeholders in a positive attitude and also waiting for an ambitious development of Lure.

## WEAKNESSES

- A structural weakness in how the town centre shops are organized
- An expensive project of town centre renovation (public works): 12 million euros
- Budgetary constraints and the depletion of funding which act as a brake on operational completion of the town's renovation project: Lure is no longer eligible for ERDF funding (competitiveness PO), decrease of Municipality's incomes (drop in the overall operating grant, decline in transfer duty on property transactions, etc.)
- A weakness of Lure's identity and of its visibility from outside
- A weakness of Lure's identity and of its visibility from outside
- A relative loneliness of Lure in the North Franche-Comté's urban area.
- Lure's area is involved in a lot of specific programs and projects but a strategic logic and view is missing.
- A local purchasing power of the population quite low.
- A territory not enough speculative for investors.
- A decrease of the population in the town centre.

## THREATS

- Reorganization of states services and administrations which could have an impact on the town.
- An imbalance between the peripheral shops and those of the town centre: more than anywhere else, Lure has witnessed significant development of business parks on the outskirts of the town.
- The actual economic depression.

## COMMENTS AND ADDITIONAL INFORMATION

- The swot analysis have been shared and approved by the local committee of governance in its 19th October 2009 meeting.

### STRENGTHS

- Spas
- Spa tourism
- Environmental quality
- Facilities for leisure (cinema, swimming pool, conference center)  
Hotels
- Good commercial impact for the event "White Nights"
- Location of poles competitors downstream from the center (ability to capture the consumption of the upper valley)
- Public private partnership (city and retailers)

### WEAKNESSES

- Traffic. Many car trips (rural) and not pedestrian areas
- Erroneous perception of the availability of parking spaces by residents and retailers
- Poor links with public transport
- High percentage of empty shops and low commercial density
- Low architectural quality
- Lack of space for pedestrians (squares, green areas, protected routes)
- Lack of a "center" identifiable
- Very high percentage of traders owners. This may justify the fact that some shops survive on operating costs less important: this type of place of business (with an important part of traders owners) are more resilient to crisis but may also have a commercial offer modern and less attractive
- High degree of dissatisfaction and a strong negative trend. Growing dissatisfaction on the part of retailers.
- The rate of dissatisfied customers is high and a large proportion of customers do not see any change in the last year
- Is a proximity market and not a shopping area

### OPPORTUNITIES

- The evasion of trade is relatively weak, local population (access to competitors difficult). The first competitor noted, the mall Adamello, is relatively attractive and is an old commercial format
- Approval of the intervention program PICS
- Opportunity to participate in the program for districts of commerce
- Restructuring spas
- Expo 2015 (Event)

### THREATS

- General employment crisis
- Economic and consumption crisis
- Reducing the propensity to consume with greater impact on small non-food shops
- Aging population
- Competition from suburban shopping centers and other city centers
- Presence of brownfields

### COMMENTS AND ADDITIONAL INFORMATION

## STRENGTHS

- Good quality urban environment - Emilia Street and Duomo Plaza
- Pedestrian areas
- Good parking system (articulated and capacious)
- The share of transport by car is weak in favor of means of transport such as bicycle and motorcycle.
- Low percentage of empty shops along major commercial streets
- Balanced Commercial Mix with a dominant personal services (asset)
- Important Tuesday and Friday morning's markets
- Overall, customers are fairly satisfied and the evolution is positive
- Catchment area: 80.000 inhabitants
- Public-private partnership formalized by the commercial district agreement

## WEAKNESSES

- Lack of control for pedestrian area access
- Erroneous perception of the availability of parking spaces by residents and retailers
- High percentage of empty shops and low commercial density in some areas of the center
- Tags in some areas of the center
- Many independent retailers - short turnover problem
- Few commercial moments during the year, everything is concentrated in December
- The pedestrian flows are low
- Dissatisfaction important by retailers: situation and trends rather negative. Retailers do not have confidence.
- There is no real positive return for events currently proposed
- Town-centre attractive in "proximity market" (many olders)
- Is not a destination for families
- Low attendance in the evening
- Not commercial anchors but many proximity shops
- Lack of bars, cafés, restaurants, etc. for young people
- Commercial escape: largest competitor "Montebello della Battaglia" commercial center

## OPPORTUNITIES

- Approval of the intervention program of Commercial District of Voghera city centre: 3.501.749,67 euros of investment (2009 - 2012).
- Constitution of a Committee for the Agreement for Commercial District and Thematic Working Groups
- Completion of the redevelopment plan for the center (Castle and Castle plaza, Theater, etc.)
- Completion of accessibility and viability interventions
- Resumption of the city population growth
- Potential for developing tourism related resources of the city and links with the Oltrepò Pavese
- City location at the crossroads of motorways Milan-Genoa and Turin-Piacenza-Brescia with the presence of 2 toll gates
- Expo 2015

## THREATS

- General employment crisis
- Economic and consumption crisis
- Reducing the propensity to consume with greater impact on small non-food shops
- Aging population
- Competition from suburban shopping centers and other city centers

## COMMENTS AND ADDITIONAL INFORMATION

Vision:

"It is the soul of the city

Comfortable and safe,

Where to go shopping,

for fun, meet friends,

As all can find much more than imagined"

## STRENGTHS

- Immigration of population between 18 and 25 year for apprenticeship (1)
- High percentage of employees in the service based sector (2)
- High number of small and medium sized companies (2)
- stable unemployment rate with seasonal variation (2)
- Promotion of business development (2)
- **Attractive countryside (3)**
- High number of tourists (3)
- **High number of sport facilities (3)**
- Good accessibility of daily needs (4)
- High number of shops managed by family business (4)
- Promotion of city development, especially retail (4)
- Accessibility of broadband and the progress of availability in the whole city (5)
- Dense and passenger-friendly of local and regional public transportation (5)
- **Good medical and health care infrastructure, all specialists (6)**
- Facilities for elderly (6)
- Day care facilities for young children (6)
- **Good Cultural infrastructure (6)**
- **All school types are located in the city (6)**
- **High number of buildings under historic preservation as culture heritage (7)**
- Participating approaches for the further development with engagement of the inhabitants (7)
- **Attractive landscape and recreation areas in the surroundings (8)**

## WEAKNESSES

- Low birth rate (1)
- High percentage of population over 65 years (1)
- Decline of the population (1)
- High # of jobs depends directly and indirectly on tourists (2)
- Lack of industrial and business zones because of the geographical location (2)
- High land prices (2)
- High logistic costs (2)
- Lack of professionals (2)
- **Low quality of tourism infrastructure (3)**
- **Deficit of tourism offer in rainy conditions (3)**
- High prices of goods (4)
- Changes in retail structure (crowding out of goods for the daily supply in favour of tourism offer because of high real estate prices, unknown succession) (4)
- Crowding out of the family business structure in the centres in favour of branches of large enterprises (4)
- Increasing number of supermarkets in the outskirts (4)
- One town centre grows in favour of the other (4)
- **Low number of parking spaces in the inner city (5)**
- **Insufficient handicapped access equipment in public space (5)**
- Disturbance by natural catastrophes (5)
- Insufficient accessibility for long distance traffic (5)
- Deficit of flexible day care facilities for children (6)
- **Deficit of further education institutes, especially for high qualified jobs and specialization in the medical branches (6)**
- High prices of real estate (7)
- **Limited use for buildings under historic preservation (7)**
- Two city centres with undefined functional focus (7)
- High overload on pollution by traffic (during huge events) (8)
- Risk of natural catastrophes (flooding, land and snow slides, rock falls, etc.) (8)

## OPPORTUNITIES

- Immigration and increase of wealthy elderly (1)
- Exclusive residences for elderly with adapted infrastructures (1)
- **Improving living conditions for younger people to make them stay after their apprenticeship (1)**
- Development and support of new business sectors (2)
- Support of start-ups, institutions for research and development (2)
- Cooperation of municipalities in running business and industry parks (2)
- Promotion of the health, medical and wellness industry
- Development of alternative tourism offer (3)
- **Tourism marketing and quality improvement (3)**
- Development of new tourism audience in compatibility to a sustainable development (3)
- Concentrating of retail development in the city centres (4)
- Concepts for succession or alternatives (4)
- Improvement of the accessibility (faster train connections, local bypasses) (5)
- Further expansion of communication systems (5)
- Realignment of infrastructure offer on population structure and demand (6)
- Elaboration of innovative approaches and examples to adapt historic buildings (7)
- and urban structures to current requirements (6)
- Awareness training for the natural heritage (8)

## THREATS

- Risk of a continuous shrinking population (1)
- **Young and employable people migrate and the elderly and retired stay in the city (1)**
- **Increasing commuting to Munich and Austria (2)**
- Missing new developments (2)
- Resistance to innovation (2)
- Imbalance of further trainings especially concerning up to date tourism trends (3)
- Further lack of investments in tourism enterprises (3)
- Running down of city centres as centres for retail function (4)
- Limited accessibility of goods especially for non-mobile persons (4)
- Increase of the traffic volume (4)
- Sensitivity of the accessibility by natural catastrophes (5)
- Risk of maladjusted infrastructure to the actual needs of inhabitants (6)
- Decrease of social infrastructure in smaller villages (6)
- Conservation of old structures and corresponding vacancies in city centres (7)
- Destruction of the natural and sensible landscape (8)
- Expansion of the settlement and agriculture in sensible landscape (8)

**STRENGTHS**

- More or less stable population by immigration (1)
- Immigration of population between 18 and 25 year for apprenticeship (1)
- Increase of the household income and GDP (2)
- High percentage of employees in the service based sector (2)
- Small and medium sized companies (2)
- Stable unemployment rate with seasonal variation (2)
- **Attractive countryside (3)**
- High number of tourists (3)
- **High number of sport facilities (3)**
- Good accessibility of daily supply (4)
- High number of shops managed by family business (4)
- Accessibility of broadband and the progress of availability in the whole region (5)
- Dense and passenger-friendly regional public transportation (5)
- Good accessibility of Metropolitan area Munich (5)
- **Good medical + health care infrastructure with all specialists (6)**
- Facilities for elderly (6)
- Day care facilities for young children (6)
- **Good Cultural infrastructure (6)**
- **All school types are located in the region (6)**
- **High number of buildings under historic preservation as culture heritage (7)**
- Participating approaches for the further development of the county and city (7)
- High number of natural preservation resorts (8)
- **Attractive landscape (8)**

**WEAKNESSES**

- Low birth rate (1)
- High percentage of population over 65 years (1)
- Migration of the population between 25 and 50 years (1)
- High number of jobs depend directly and indirectly on the tourism (2)
- Lack of industrial and business zones because of the geographical location (2)
- High land prices (2)
- High logistic costs (2)
- Lack of professionals (2)
- Low quality of tourism infrastructure (not enough investments in the last decade) (3)
- **Deficit of tourism offer in rainy conditions (3)**
- High prices of goods (4)
- Changes in the retail structure (crowding out of goods for the daily supply infavour of tourism offer because of high real estate prices, unknownsuccession) (4)
- Crowding out of the family business structure in the centres in favour of branches of large enterprises (4)
- Increasing number of supermarkets in the outskirts (4)
- **Low number of parking spaces in the inner centres (5)**
- Insufficient handicapped accessible equipment in publicspace5
- Disturbance by natural catastrophes (5)
- Insufficient accessibility of long distance traffic (5)
- Deficit of flexible day care facilities for children (6)
- **Deficit of further education institutes, especially for high qualified jobs and specialization in the medical branches (6)**
- High prices of real estate (7)
- **Limited use for building under historic preservation (7)**
- Traffic volume in the city centres (7)
- Risk of natural catastrophes (flooding, land- and snow slides, rock falls, etc.) (8)

**OPPORTUNITIES**

- Positioning of the county as an attractive region for elderly with exclusive residences and adapted infrastructures (1)
- Improving of the regional conditions for younger people to make them stay after their apprenticeship (1)
- Development and support of new business sectors (2)
- Support of start-ups, institutions for research and development (2)
- Cooperation of municipalities in running business and industry parks (2)
- Promotion of the health, medical and wellness industry (2)
- Development of alternative tourism offers (3)
- **Tourism marketing and quality improvement (3)**
- Development of new tourism audience in compatibility to a sustainable development (3)
- Offers combining in patient stays and tourism (3)
- Concentrating of retail development in the city centres (4)
- Concepts for succession or alternatives (4)
- Improvement of the accessibility (faster train connections, local bypasses) (5)
- Further expansion of communication systems (5)
- Realignment of infrastructure offer on population structure and demand (6)
- Elaboration of innovative approaches and examples to adapt historic buildings and urban structure to current requirements (7)
- Awareness training for the natural heritage (8)

**THREATS**

- Risk of shrinking population (forecast that population will decrease about 3.2 % till 2028) (1)
- **Migration of young and employed people and the elderly and retired stay in the region (1)**
- **Increasing commuting to Munich and Austria (2)**
- Missing new urban development (2)
- Resistance to innovation (2)
- Imbalance of further trainings especially concerning up to date tourism trends (3)
- Further lack of investments in tourism enterprises (3)
- Running down of city centres as centre for retail function (4)
- Limited accessibility of goods and for immobile persons (4)
- Increase of the traffic volume (4)
- Sensitivity of the accessibility by natural catastrophes (5)
- Risk of maladjusted infrastructure to the actual needs of inhabitants (6)
- Decrease of social infrastructure in smaller villages (6)
- Conservation of old structures and corresponding vacancies in the inner city (7)
- Destruction of the natural and sensible landscape(8)
- Expansion of settlement and agriculture in sensible areas (8)

**COMMENTS AND ADDITIONAL INFORMATION**

1 Population	5 Accessibility
2 Economy	6 Services offer/social infrastructure
3 Tourism	7 Urban situation
4 Commercial offer	8 Environment

### STRENGTHS

- Efficient regional cooperation between politics, business and tourism in the Plusregion
- Good public transport (N,S)
- Railway and urban-suburban commuter railway system
- Bicycle routes
- Scenic charm (Lake Wallersee)
- some large companies (jobs for people, eg. truck-Augustin, DC, Neumarkter printing, Lagermax ...)
- Secondary modern schools available (N, S)
- Medical Center in Neumarkt (N)
- Population growth (immigration to city)
- High levels of purchasing power
- Location in an economic growth area

### WEAKNESSES

- A lot of through traffic, which endangers the pedestrians and disturbs the urban atmosphere (S)
- Reduces the frequency of transactions
- Many commuters
- Unattractive town in Straßwalchen (S)
- Low standard of gastronomy
- Low standard of hotels / beds
- Purchasing power drain to Salzburg
- Lack of parking in the city-centre
- Vacant commercial premises in the town centre
- Business premises in the city-centre are too small for modern use - trend towards increased sales
- Buildings in the city-centre are outdated and do not meet modern requirements
- Too few events / Events
- Barely Tourism

### OPPORTUNITIES

- Strengthening regional economic competitiveness through customer retention opportunities
- Improving the quality of stay in town centres and improve road safety for cyclists and pedestrians (S, K)
- Strengthening the region as a tourist destination by enhancing offers for cyclists and swimmers
- Further improvement of public transport
- Strengthening the Plusregion as a regional centre (administrative bodies, district, schools, doctors, specialty shops, recreation centre for city dwellers from Salzburg)
- More events to attract day visitors
- Strengthening the identity of the region by traditional and folkloristical events, community activities, cultural gathering (eg, songs) ...

### THREATS

- Uncertainty of whether / when Straßwalchen bypass road, is being constructed (a prerequisite for redevelopment of the town center)
- Funding shortages of municipalities
- Loss of local shopping supply in Köstendorf when the retailer will retire (K)
- Changes in customer needs (range for adolescents, the elderly)
- Planning: the construction of supermarkets on the outskirts
- Lack of awareness about the importance of regional consumption
- The expansion of public transport companies run the risk of losing even more customers to the shopping agglomeration of Salzburg city and its surroundings.
- Land prices for commercial spaces in comparison to the adjacent Upper-Austria (neighboring state) is very high
- Lack of identity

### COMMENTS AND ADDITIONAL INFORMATION

- The Plusregion is a combination of 3 communities with 3 administrations and 3 mayors. Different strengths-weaknesses-opportunities-and threats apply on each community. In this SWOT analysis the SWOT's of the 3 communities were joined. In some cases a unique approach was necessary. This is indicated above with an index as following:

N) Neumarkt am Wallersee;

S) Straßwalchen;

K) Köstendorf

**STRENGTHS**

- Pedestrian zone in the city center
- The commercial floor space (retail) is practically full
- No parking fees in the inner city (short parking zones)
- Weekly market on the main square,
- Citymarketing activities
- Many sport facilities for juveniles
- A wide range of high quality schools
- A room for concerts called Alter Schlachthof
- A transborder free radio station

**WEAKNESSES**

- No additional floor space available in the center
- Not enough parking spaces in and close to the city center
- Surface quality for walking in the pedestrian zone is poor (cobble stones)
- Mix of commercial offer (food store is missing in the center)
- Lack of shopping opportunities for young people
- No communication center for young people
- Little opportunities for spare time activities, no cinema
- Lack of adequate jobs

**OPPORTUNITIES**

- Local politics lay a focus on the development of the inner city,
- High quality of living in Hollabrunn in general
- Growing population in Hollabrunn
- Trend to move to the small cities
- High number of students in the city every day

**THREATS**

- Demographic change - especially in the hinterland the number of inhabitants is decreasing
- No sustainable economical concepts available
- Young people leave the area, because of lack of well paid job opportunities

**COMMENTS AND ADDITIONAL INFORMATION**

### STRENGTHS

- A spa city in green surrounding – good quality of living in general
- Free short parking zones in the inner city – free unlimited parking also available,
- Customer service and competence of shop keepers,
- good support of the commercial offer by the public administration,
- Well known brand of mineral water promotes the name of the city (Vöslauer Mineralwasser)

### WEAKNESSES

- Heavy traffic through the inner city
- Weak variation of commercial offer (branches)
- Many small sized shops in the inner city
- Lack of cooperation between commercial offer and bars/restaurants

### OPPORTUNITIES

- Rising tourist numbers
- City is located close to Vienna,
- Further trend to healthy living, despite the economic downturn,
- Regional participation in the Lower Austrian garden festival 2010,
- Additional connection to the A2 highway (means reducing number of trucks in the inner city!)

### THREATS

- Lack of identity and uniqueness
- Increasing numbers of vehicles passing the inner city because of economic growth in the region

### COMMENTS AND ADDITIONAL INFORMATION

## STRENGTHS

- **Attractive urban environment:** Responders pointed out historic richness, presence of precious building stock – palaces and churches, and recently renewed parts of the town, particularly seaside promenade (Pristaniska). The area of new promenade is together with some traditional parts of the town (Cevljarska) most attractive also for business.
- **Maintenance and cleanliness,** The town is clean, municipal cleaning services perform well.
- **Events in town center** There is a variety of events in the town center, organised mostly by TIC – Turist Information Center (Municipality of Koper). This contributes to town's attractiveness also from the business point of view.
- **Security,** Koper town is a secure town, people feel secure here.
- **University town,** Primorska university, located in the town center, is a new one (established in 2003) and has about 5400 students. It contributes a substantial part to revitalisation of the town center, also from business point of view.
- **Access by bicycle,** Due to its urban structure (narrow medieval streets and squares) and restrictive traffic regime Koper is very attractive for pedestrians and also cyclists, which could be also strength for business.

## OPPORTUNITIES

- **Tourism development,** Tourism in Koper town has developed strongly in last decades, due to efforts of TIC (events), establishment of passenger's port, increasing number of visits of cruiser ships, and also enhanced urban attractiveness due to urban renovation of coastal promenade. There is still room for further tourism development and consequently business/retail development.
- **Further development of events,** Responders defined events as one of the strengths and proposed increase of the number and diversification of events, also on alternative, not exposed locations in the town center.
- **Common actions (active role of retailers/business actors)** Retailers and business actors have no strategy and programme, oriented in improvement of the competitiveness of their business. Cooperation with the municipality is still too weak. A permanent cooperation among crucial actors is needed.
- **Traffic,** Improvement of urban traffic, construction of new car parks close to vital town parts, establishment of alternative delivery schemes could substantially enhance attractiveness of the town center for business.
- **Town center marketing,** Coordinated town center marketing, supported by crucial partners is one of the priority actions that could support business development in the town.
- **Upgrading still neglected parts of the town** Although a lot has been done to make the town more attractive to inhabitants and tourists, there are still many parts in the town, which are relatively neglected. Revitalisation of these parts could bring new stimulus to the business development.

## WEAKNESSES

- **Access by car,** Problems are delivery to shops and access for customers (lack of parking spaces, distribution of parking spaces (far away from some parts of the town), poor public transport.
- **Disabled access into and around the centre**
- **Due to some historic urban characteristics** Koper is not friendly to disabled people.
- **Car parking,** Lack of parking spaces, distribution of parking spaces (far away from some parts of the town) are most frequently mentioned weaknesses related to car parking.
- **A weak range of activities/offers other than shopping**
- **Many respondents mentioned the Loggia caffe,** which has been closed for many years and could be an attraction for the whole town center. There is a modest selection of restaurants and other catering
- **Quality of Shops,** Respondents stressed decline in quality of shops, unbalanced structure (too many jeweleries, lack of many specialised shops, such as grocery, souvenir shops, shops with typical local products etc.), lack of higher quality clothing shops,
- **Closed shops/ business premises**
- **Responders link the closure to new shopping centers** in periurban zone, which have been constructed in last decade. There are several attempts to start business in the center, many of them fail quickly, due to high rents, lack of support and strong competitiveness of shopping centers in the periurban area.

## THREATS

- **New shopping centers in periurban area,** New shopping centers in the periurban zone are planned, which could contribute to further decline of retail/business activities in the town center.
- **Further closing down of shops/businesses premises**
- **Continuation of the current trend** (shops closing down, other services activities closing down) could seriously threaten prospectiveness also for other retail and businesses.
- **Public services moving out of the town**
- **Many responders pointed out planned translocation of some important activities** from the town center to the periurban locations: schools, municipal offices, state administrative unit.

**STRENGTHS**

- Many car parks (1290 car parks)
- Pedestrian areas, specific regulation, good turnover rate of cars
- good public transport services to and from Lyon (by rail and bus : 243 bus by day)
- North entrance of Lyon's area – near motorways
- Dynamic town-centre with 30% of new shops in 5 years
- Large diversity of commercial offer : town-centre the most attractive in "proximity market"
- important Friday morning's market
- Good quality food
- Good resistance to the big shopping centres (sales figure progression)
- Public areas development
- Important economic and industrial area nearby
- A large trading area (31 000 inhabitants in food shops, 68 000 inhabitants in others products)
- Good quality of schools (4800 students), good medical network, an administrative centre
- An approach of town-centre management which permitted a difference with the shopping centres and sup
- Commercial events and facilitation renowned throughout the region and beyond: a weekly market (on the Esplanade Charles de Gaulle) popular in the entire department, a prominent two-yearly trade fair that receives more visitors than other fairs in the Ve
- A solid positioning: a strong industrial base, a centre for trade and non-trade services, a sub-prefecture, and the focal point of the Lure Area Federation of Municipalities.
- An interesting urban heritage which is the subject of innovant projects (sustainable neighbourhood)
- A short scale of decision, a positive atmosphere of dialogue and a dynamic trade in town centre (initiate with subsidies from state for shopkeepers – FISAC)?
- Many cultural and sport activities (results from the dynamism of local associations and also a good level of equipment).
- Spas
- Spa tourism
- Environmental quality
- Facilities for leisure (cinema, swimming po
- Pedestrian areas
- Balanced Commercial Mix with a dominant personal services (asset)
- Important Tuesday and Friday morning's markets
- Overall, customers are fairly satisfied and the evolution is positive
- Catchment area: 80.000 inhabitants
- Public-private partnership formalized by the commercial district agreement
- Attractive countryside (3)
- High number of sport facilities (3)
- Good medical and health care infrastructure, all specialists (6)
- Good Cultural infrastructure (6)
- All school types are located in the city (6)
- High number of buildings under historic preservation as culture heritage (7)
- Participating approaches for the further development with engagement of the inhabitants (7)
- Attractive landscape and recreation areas in the surroundings (8)
- Attractive countryside (3)
- High number of sport facilities (3)
- Good medical + health care infrastructure with all specialists (6)
- Good Cultural infrastructure (6)
- All school types are located in the region (6)
- High number of buildings under historic preservation as culture heritage (7)
- Participating approaches for the further development of the county and city (7)
- High number of natural preservation resorts (8)
- Attractive landscape (8)
- Good public transport (N,S)
- Scenic charm (Lake Wallersee)
- some large companies (jobs for people, eg. truck-Augustin, DC, Neumarkter printing, Lagermax ...)
- Secondary modern schools available (N, S)
- Medical Center in Neumarkt (N)
- Population growth (immigration to city)
- High levels of purchasing power
- Location in an economic growth area
- Pedestrian zone in the city center
- Wweekly market on the main square,
- A wide range of high quality schools
- A spa city in green surrounding – good quality of living in general
- Attractive urban environment: Responders pointed out historic richness, presence of precious building stock – palaces and churches, and recently renewed parts of the town, particularly seaside promenade (Pristaniska). The area of new promenade is toget

**WEAKNESSES**

- At 5-6 years, inadequate and inappropriate parking space
- Difficult access to the town for handicapped people
- Hotels
- A weakness of Lure's identity and of its visibility from outside
- A local purchasing power of the population quite low.
- A decrease of the population in the town centre.
- High percentage of empty shops and low commercial density
- Low architectural quality
- Lack of space for pedestrians (squares, green areas, protected routes)
- Lack of a "center" identifiable
- Very high percentage of traders owners. This may justify the fact that some shops surv
- High percentage of empty shops and low commercial density in some areas of the center
- Few commercial moments during the year, everything is concentrated in December
- Lack of bars, cafés, restaurants, etc. for young people
- Low quality of tourism infrastructure (3)
- Deficit of tourism offer in rainy conditions (3)
- Insufficient accessibility for long distance traffic (5)
- Deficit of flexible day care facilities for children (6)
- Deficit of further education institutes, especially for high qualified jobs and specialization in the medical branches
- Deficit of tourism offer in rainy conditions (3)
- Low number of parking spaces in the inner centres (5)
- Deficit of further education institutes, especially for high qualified jobs and specialization in the medical branches (6)
- Limited use for building under historic preservation (7)
- Further improvement of public transport
- A lot of through traffic, which endangers the pedestrians and disturbs the urban atmosphere (5)
- Many commuters
- Purchasing power drain to Salzburg
- Lack of parking in the city-centre
- Vacant commercial premises in the town centre
- Business premises in the city-centre are too small for modern use - trend towards increased sales
- Buildings in the city-centre are outdated and do not meet modern requirements
- Too few events / Events
- Barely Tourism
- No additional floor space available in the center
- Not enough parking spaces in and close to the city center
- Surface quality for walking in the pedestrian zone is poor (cobble stones)
- Mix of commercial offer (food store is missing in the center)
- Lack of shopping opportunities for young people
- No communication center for young people
- Little opportunities for spare time activities, no cinema
- Lack of adequate jobs
- Heavy traffic through the inner city
- Weak variation of commercial offer (branches)
- Many small sized shops in the inner city
- Lack of cooperation between commercial offer and bars/restaurants
- Disabled access into and around the centre
- Car parking, Lack of parking spaces, distribution of parking spaces (far away from some parts of the town) are most frequently mentioned weaknesses related to car parking.
- A weak range of activities/offers other than shopping
- Many respondents mentioned the Loggia caffe, which has been closed for many years and could be an attraction for the whole town center. There is a modest selection of restaurants and other catering
- Quality of Shops, Respondents stressed decline in quality of shops, unbalanced structure (too many jeweleries, lack of many specialised shops, such as grocery, souvenir shops, shops with typical local products etc.), lack of higher quality clothing shop
- Closed shops/ business premises
- Responders link the closure to new shopping centers in periurban zone, which have been constructed in last decade. There are several attempts to start business in the center, many of them fail quickly, due to high rents, lack of support and strong compe

## OPPORTUNITIES

- Renovation of the "Château de Vimy" (accommodation)
- Renovation of the hospital and post office area : new establishment of shops and accommodations
- Renovation of the Foulon area (town entrance) : 2010-2012
- Development of the touristic potential (heritage, leisure, events)
- Communication and internet sales of neuville's shopkeepers
- Development of industrial and economic area of Champagne (250 000 sqm), close to the town centre
- The railway line Lyon - Trévoux (?)
- Restructuring spas
- Expo 2015 (Event)
- Potential for developing tourism related resources of the city and links with the Oltrepò Pavese
- City location at the crossroads of motorways Milan-Genoa and Turin-Piacenza-Brescia with the presence of 2 toll gates
- Expo 2015
- Improving living conditions for younger people to make them stay after their apprenticeship (1)
- Tourism marketing and quality improvement (3)
- Tourism marketing and quality improvement (3)
- Improving the quality of stay in town centres and improve road safety for cyclists and pedestrians (S, K)
- More events to attract day visitors
- Strengthening the identity of the region by traditional and folkloristical events, community activities, cultural gathering (eg, songs) ...
- Local politics lay a focus on the development of the inner city,
- Rising tourist numbers
- Additional connection to the A2 highway (means reducing number of trucks in the inner city!)
- Tourism development, Tourism in Koper town has developed strongly in last decades, due to efforts of TIC (events), establishment of passenger's port, increasing number of visits of cruiser ships, and also enhanced urban attractiveness due to urban reno
- Common actions (active role of retailers/business actors) Retailers and business actors have no strategy and programme, oriented in improvement of the competitiveness of their business. Cooperation with the municipality is still too weak. A permanent coo
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**THREATS**

- Increase of the local traffic, due to the attractivity and the development of the territory, absence of transports politics to create infra-structures
- Risk of establishment of a new food shop in Val de Saône, near Neuville
- Changes to come : ageing shopkeepers of Neuville
- Increase of the business prices in the apparels and the leisure sectors which can cause a decrease of numbers of shops (incre)
- The actual economic depression.
- Economic and consumption crisis
- Competition from suburban shopping centers and other city centers
- Economic and consumption crisis
- Competition from suburban shopping centers and other city centers
- Young and employable people migrate and the elderly and retired stay in the city (1)
- Increasing commuting to Munich and Austria (2)
- Missing new developments (2)
- Resistance to innovation (2)
- Imbalance of further trainings especially concerning up to date tourism trends (3)
- Further lack of investments in tourism enterprises (3)
- Running down of city centres as centres for retail function (4)
- Limited accessibility of goods especially for non-mobile persons (4)
- Increase of the traffic volume (4)
- Sensitivity of the accessibility by natural catastrophes (5)
- Risk of maladjusted infrastructure to the actual needs of inhabitants (6)
- Decrease of social infrastructure in smaller villages (6)
- Conservation of old structures and corresponding vacancies in city centres (7)
- Destruction of the natural and sensible landscape (8)
- Expansion of the settlement and agriculture in sensible landscape (8)
- Migration of young and employed people and the elderly and retired stay in the region (1)
- Increasing commuting to Munich and Austria (2)
- Missing new urban development (2)
- Resistance to innovation (2)
- Imbalance of further trainings especially concerning up to date tourism trends (3)
- Further lack of investments in tourism enterprises (3)
- Running down of city centres as centre for retail function (4)
- Limited accessibility of goods and for immobile persons (4)
- Increase of the traffic volume (4)
- Sensitivity of the accessibility by natural catastrophes (5)
- Risk of maladjusted infrastructure to the actual needs of inhabitants (6)
- Decrease of social infrastructure in smaller villages (6)
- Conservation of old structures and corresponding vacancies in the inner city (7)
- Destruction of the natural and sensible landscape(8)
- Expansion of settlement and agriculture in sensible areas (8)
- Loss of local shopping supply in Köstendorf when the retailer will retire (K)
- Planning: the construction of supermarkets on the outskirts
- Lack of identity
- Demographic change - especially in the hinterland the number of inhabitants is decreasing
- Young people leave the area, because of lack of well paid job opportunities
- Lack of identity and uniqueness
- New shopping centers in periurban area, New shopping centers in the periurban zone are planned, which could contribute to further decline of retail/business activities in the town center.

**STRENGTHS****Population**

- Population growth because of immigration

**Economy**

- Town centre management existent
- Jobs available
- High local level of purchasing power

**Tourism**

- Spas

**Commercial offer**

- Large diversity of commercial offer
- Weekly markets
- Good resistance to big shopping centres
- Sufficient catchment area
- Commercial events (fairs, shopping night, ...)
- Balanced commercial mix

**Accessibility**

- Sufficient parking is available
- Pedestrian areas
- Good public transport
- Bicycle routes
- Railway connection

**Services offer/social infrastructure**

- Various school types available / wide range of high quality schools
- Good medical care
- Good culture and sports infrastructure

**Urban situation**

- Interesting urban heritage
- Buildings under historic preservation

**Environment**

- Scenic charm
- Attractive landscape and recreation areas in the surroundings
- High quality of life

**WEAKNESSES****Population**

- Decrease of population in town centre
- Weak identity and weak identification of population with their town

**Economy**

- Lack of adequate jobs
- Local purchasing power of the population is low
- Run-off of purchasing power to big cities
- Structural conditions in town centres are outdated, do not meet modern business requirements
- No cooperation between owners of several businesses

**Tourism**

- Lack of accommodations, low quality of accommodations
- No tourism at all / No tourism offer in rainy conditions

**Commercial offer**

- Empty shops
- Too small shops
- Low commercial density, low quality, low variety of shops
- Deficit of events
- Lack of gastronomy shopping opportunities especially for young people
- Poor variety of commercial offer

**Accessibility**

- Inadequate and insufficient parking
- Difficult access for disabled people
- Lack of space for pedestrians
- Bad connection to public transport / long-distance-traffic

**Services offer / social infrastructure**

- Lack of flexible day care facilities for children
- Lack of schools
- No communication centre for young people
- Low opportunities for leisure activities

**Urban situation**

- Through traffic / Danger for pedestrians, bad urban atmosphere
- Structure of buildings is outdated / low architectural quality
- No definite centre visible / more than 1 centre

**OPPORTUNITIES****Population**

- Improving living conditions especially for younger people
- Strengthening the local identity by traditional events, community activities, cultural gathering ...
- Growing population because of immigration

**Economy**

- Development of commercial areas, not "green field"
- Participation in big events (eg. Expo)
- Well organised collaboration of local businesses / Common development strategy / Town centre management

**Tourism**

- Development of the touristic potential, accommodation, heritage, leisure, attractiveness, events ...
- More events for tourists, day trippers and local population

**Commercial offer**

- Implementation of new marketing strategies eg. internet sales

**Accessibility**

- Improvement of traffic structure, railway connections, motorway junction and public transport
- Improvement of safety for cyclists and pedestrians
- Sufficient car park close to centre

**Services offer/social infrastructure**

- Try to keep public institutions and services in the centres of towns
- Restructuring spas

**Urban situation**

- Renovation of old buildings because of cultural heritage, quality of life, attractiveness, tourism, to meet modern requirements
- Upgrading of neglected parts and brownfields of the city for more attractiveness and vitality

**THREATS****Population**

- Emigration of young and employable people to big cities, old and retired stay / Lack of well paid jobs
- Decreasing number of inhabitants

**Economy**

- The actual economic depression / economic and consumption crisis
- Increasing rents for business estates
- Increasing commuting to big cities

**Tourism**

- No investments in touristic businesses, infrastructure is not up to date

**Commercial offer**

- Establishment of new shopping centres in the outskirts, competition between shopping centres and city centres
- Loss of local supply, aging shopkeepers
- Limited accessibility of goods especially for non-mobile people

**Accessibility**

- Increasing traffic volume
- Services offer / social infrastructure
- Decrease of social infrastructure / maladjusted infrastructure which does not meet the needs of inhabitants

**Urban situation**

- Missing new developments, new investment
- Resistance to innovation
- Lack of identity and uniqueness

**Environment**

- Destruction of natural landscape by settlement, agriculture and natural disasters



innovating for your city