

# PLACE MARKETING

## 7<sup>th</sup> LECTURE:

# SWOT ANALYSIS AND DECISION MAKING

## USEFULNESS, USE, EXAMPLES

EVA PSATHA – NOVEMBER 2018

### ΠΗΓΕΣ:

[www.marketingteacher.com](http://www.marketingteacher.com)

<https://research-methodology.net/theory/strategy/swot-analysis/>

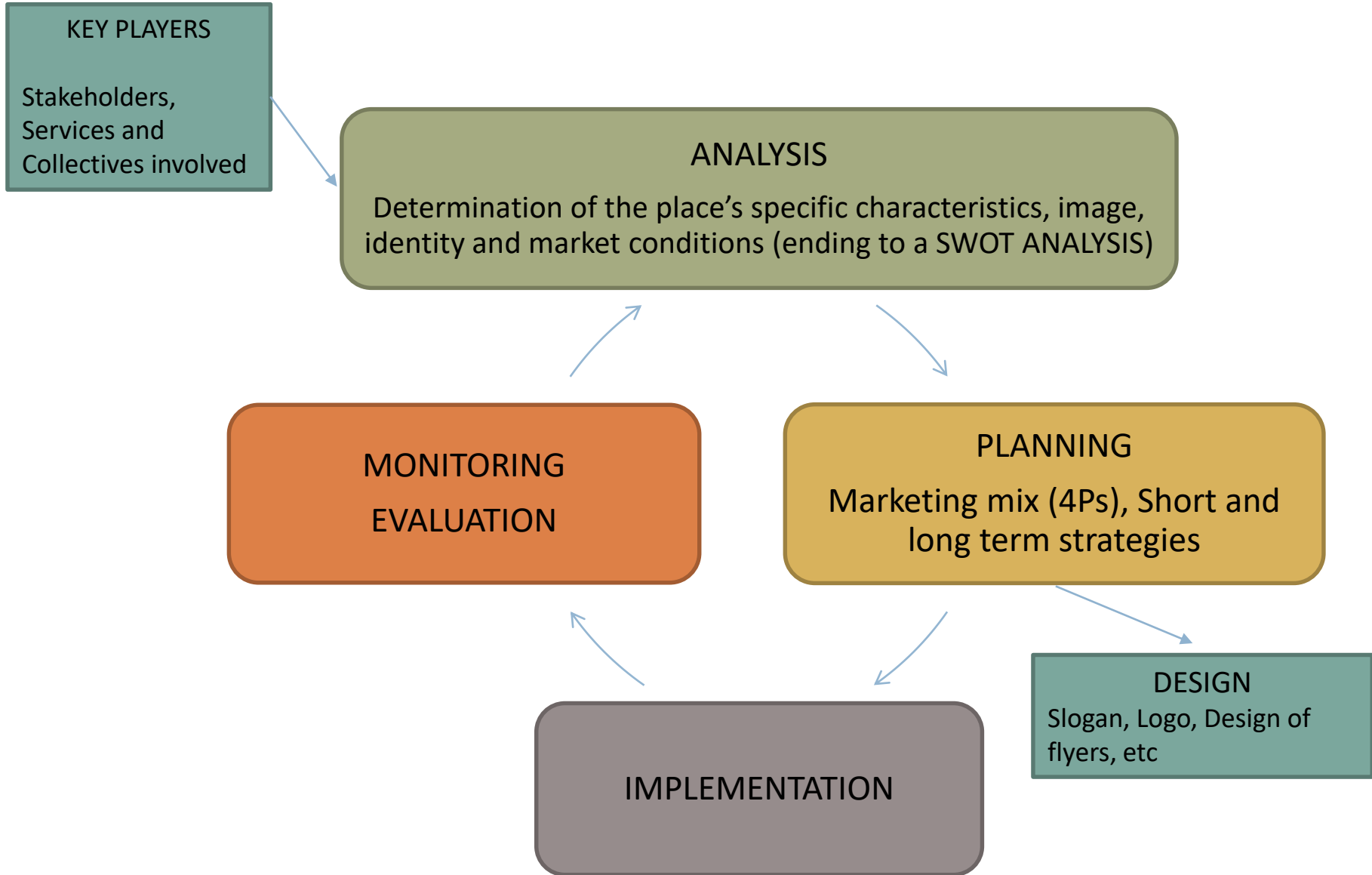
<https://www.euromonitor.com/>

City of London, 2015, London Community Economic Road Map –SWOT Summary Report

City of Amsterdam, 2004, Choosing Amsterdam: Brand, Concept and Organization of the City Marketing

Helms, M., Nixon, J. (2010), Exploring SWOT analysis – where are we now? : A review of academic research from the last decade, Journal of Strategy and Management, 3(3).

# THE PROCESS OF PLACE MARKETING



# WHAT IS THE SWOT ANALYSIS

**SWOT analysis:** Comparative Evaluation, Benchmarking tool

- **What is evaluated;** A place, an organization, a product, a person and its environment
- It first appears in literature in 1969, in the book *Business Policy, Text and Cases* (R.D. Irwin, 1969), by the experts in business development Edmund P. Learned, C. Roland Christensen, Kenneth Andrews and William D. Book.
- It was presented as a tool for business development, but because of its wider utility it is now considered a tool of strategic design with many applications.

# WHAT IS THE SWOT ANALYSIS

- It is used as a key step in planning and decision making of any level
- Its role is to identify the key points of the analysis and the **Critical Success Factors (CSFs)**
- It is considered as the cornerstone of any successful strategic plan, (either for the development of a business or for the development of a place)
- It is a necessary step of strategic planning in the decision-making process
- In urban and spatial planning, it is usually placed between the stages of the current status analysis and the decision making

# PURPOSE AND OBJECTIVES OF THE SWOT ANALYSIS

Purpose of the process: Recognition of the critical factors for success or failure

Depending on the SWOT context, the ultimate goal is either to address weak points (masterplans) or to turn threats into opportunities and weak points to strengths (marketing plans)

Objectives:

- Attract new residents, visitors, investors
- Keep the existing residents, visitors, investors
- Establishing of new activities or/and products
- Positive returns of investments

# WHEN WE USE AND WHAT WE EXPECT FROM THE SWOT ANALYSIS

## **When we use the SWOT Analysis?**

- Exploring of new proposals and initiatives
- Implementation of new policies or actions
- Recognition of new fields for activity
- Revision of the Action Plan, update

## **What does a SWOT Analysis help with?**

- Set questions
- It sheds light to aspects of the interior and exterior environment
- It guides the suggestions

## **What can not get done (automatically) by the SWOT Analysis?**

- It is not a panacea
- It does not automatically lead to the right decisions
- It is simply a tool. If it is not used correctly (e.g. due to incorrect data input) it will lead to incorrect results and suggestions

# WHERE DO WE GET FROM THE DATA FOR THE SWOT

- 1. Primary sources: interviews, surveys, personal experience**
  - 2. Secondary sources: statistics and other data from the municipalities, ELSTAT and corporate bodies (e.g. the Chamber of Commerce)**
  - 3. Other sources: Institutional plans and studies for the region, publications, etc.**
- The above sources are used in the context of General and Sectoral Analysis which concludes in the SWOT Analysis
  - Instituted projects are NOT binding for the Marketing Plan, but should always be used as sources

# HOW THE SWOT ANALYSIS IS USED

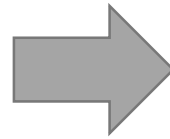
*SWOT* ► Strengths, Weaknesses, Opportunities, Threats

**Caution:** Strengths and Weaknesses concern the internal environment (endogenous)

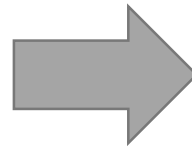
while Opportunities and Threats relate to the external environment (exogenous)

Δυνατά σημεία – Strengths <b>S</b>	Αδύναμα σημεία – Weaknesses <b>W</b>
Ευκαιρίες – Opportunities <b>O</b>	Απειλές – Threatens <b>T</b>

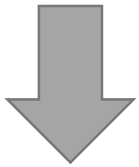




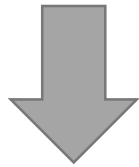
INTERNAL  
ENVIRONMENT



EXTERNAL  
ENVIRONMENT



POSITIVE



NEGATIVE

# HOW WE USE THE SWOT ANALYSIS

## Internal Factors

- # Analysis of the internal environment must be as objective and honest as possible
- # We take into consideration and **evaluate all data**, more or less important at first glance
- # The analysis factors is helpful to be grouped

## Examples of internal factors (proper adaptation for businesses or places)

- Financial resources: sources of finance, sources of income and expense, property, investment opportunities
- Environment: geographical location, infrastructure, environmental quality
- Human capital (employment, specialization, volunteers, patents)
- Society (crime rates, particularly social or ethnic characteristics, leisure)
- Communication: trademarks and logos, copyrights, advertising campaigns, external image, existing brands
- Management: procedures, structures, organizational charts

# HOW WE USE THE SWOT ANALYSIS

## **External Factors**

# External forces affect every individual, business, organization, or region

# It is important to identify and report whether they correspond to strengths or weaknesses of the region or not

## **Examples of external factors** (proper adaptation for businesses or places)

- Current market trends: new needs, new products
- Economic situation: local, national and international trends
- Demographic and social trends: demographic trends in target groups, national demographic trends, wider socio-economic situation
- Institutional framework: national or international laws, regulations and institutions

# THE PROCESS OF SWOT ANALYSIS

1. Finding the factors
2. Evaluating the factors
3. Filling in the SWOT matrix
4. Correlating the data of the cells
5. Repeat the process from time to time or for specific market sectors, depending on the suggestions

Δυνατά σημεία – Strengths S	Αδύναμα σημεία – Weaknesses W
Ευκαιρίες – Opportunities O	Απειλές – Threatens T

# THE PROCESS OF THE SWOT ANALYSIS– FINDING THE FACTORS

## Strengths

Resources (physical and human), infrastructures, special characteristics, potentials that can form **comparative advantages**.

Examples:

- Natural environment, geographical location
- Transportation network / accessibility
- Urban environment
- Archaeological sites / museums
- History
- Landmarks
- Fame
- Brand names
- Economic resources
- Human resources, specializations
- Infrastructures
- Administrative structure and procedures
- Quality of life, Culture

Δυνατά σημεία – Strengths	Αδύναμα σημεία – Weaknesses
S	W
Ευκαιρίες– Opportunities	Απειλές – Threatens
O	T

# THE PROCESS OF THE SWOT ANALYSIS– FINDING THE FACTORS

## Weaknesses

Lack of resources, poor state of infrastructure, lack of potential in some areas, especially in relation to other cities / regions. A weakness may be the other side of a strength!

Examples:

- Pollution
- Low quality of roads/ low accessibility
- Ugly or impersonal urban environment
- Geographical location
- Lack of landmarks
- Lack of historical or other fame
- Non-differentiated product
- Bad or damaged reputation/ image

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O	T

# THE PROCESS OF THE SWOT ANALYSIS– FINDING THE FACTORS

## Opportunities

Analyzing changes in the external environment can shed light on opportunities for new activities and growth. Attention: opportunities do not arise from strengths, but from the outside environment

Examples:

- Favorable change in the institutional framework or new regulations for various sectors (eg lifting the cruise Cabotage, environmental legislation)
- Launching of new products, new technologies, etc. (eg interactive museums, internet)
- Increasing of the tourist interest in a specific area
- Market development for a specific product
- New international market for a product or sector
- (New) funding sources and opportunities
- The wider economic conditions (if favorable)
- Instability, turmoil or natural disaster in a rival area
- Demographic trends (if favorable)

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# THE PROCESS OF THE SWOT ANALYSIS– FINDING THE FACTORS

## Threats

Analyzing the shifts in the external environment can also reveal the threats to the region

### Examples

- Unfavorable changes in the institutional framework for various sectors (eg application of trade restrictions, embargo, environmental legislation)
- Emergence of dynamic rival areas
- Reduce of interest in the tourist product of a region
- Reduce of interest in the commercial products of a region
- The wider economic conditions (if not favorable)
- Instability, turmoil, natural disaster or economic crisis in the area
- Demographic trends (if not favorable)

Δυνατά σημεία – Strengths	Αδύναμα σημεία – Weaknesses
S	W
Ευκαιρίες – Opportunities	Απειλές – Threatens
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# THE PROCESS OF THE SWOT ANALYSIS– ANALYZING THE FACTORS

## Attention:

Opportunities do not arise from strengths

Threats do not arise from weaknesses

**Should there be a match between strengths and opportunities and between weaknesses and threats?**

Strengths do not correspond to opportunities, and weaknesses do not correspond to threats.

**Ideally, however, there is a correlation as they are treated respectively**

We seek to answer the following questions:

# How can we take advantage of opportunities?

# How can we avoid threats?

# THE PROCESS OF THE SWOT ANALYSIS— ANALYZING THE FACTORS

**Should there be a match between strengths and opportunities and between weaknesses and threats?**

Matching the strengths with external opportunities and the weaknesses with external threats, is the key to success and may be extremely helpful in decision making

- Addressing weaknesses, using resources and building on strengths
- **Emphasis on the proper strengths to exploit opportunities of the external environment**
- Orienting to new markets and/or products in order to eliminate risks coming from the external threats
- **«Landing» on reality. Planning and decision making based on the real potential of the area.**

# THE PROCESS OF THE SWOT ANALYSIS— ANALYZING THE FACTORS

## Questions that arise from the joined analysis of factors

- How should we develop the strengths?
- How can opportunities be exploited?
- Are there weaknesses that block the selected strengths?
- Are there threats that undermine the growth of selected strengths?

## THE SWOT MATRIX

- Suggestions should not target directly at what seems to be the most profitable opportunity at first sight.
- A Combined analysis of benefits and opportunities is required in order to identify any existing (or possible) comparative advantages that will be reinforced (or built)
- **Priority to the strengths that gain perspective from opportunities**
- Some weaknesses may be addressed before implementing the Marketing Plan

# THE PROCESS OF THE SWOT ANALYSIS – ORIENTING THE SUGGESTIONS

	<b>Strengths</b>	<b>Weaknesses</b>
<b>Opportunities</b>	Suggestions S-O	Suggestions W-O
<b>Threats</b>	Suggestions S-W	Suggestions W-T



Suggestions S-O:

Exploiting opportunities that correspond to strengths of the area

Suggestions W-O:

Addressing weaknesses in order to exploit opportunities

Suggestions S-W:

Exploiting strengths to reduce vulnerability to threats

Suggestions W-T

Addressing the weaknesses that are further undermined because of threats

# FILLING IN THE SWOT MATRIX – BASIC RULES

The desired outcome of the SWOT analysis is **specific data** that will be used to build a strategic action plan with a view to highlighting the strengths, exploiting opportunities, and addressing weaknesses and threats

**Realistic assessment** of strong and weak sectors

Distinction between where the place is today and where it can be in the future

Specific and not unclear or general findings (for example, the phrase 'technological developments' does not help to understand what you have in mind as an opportunity or threat)

- Analysis compared to the 'competition' (what is happening elsewhere)
- Brief, simple and targeted analysis. Not an overly complex hyper-analysis
- Although the evaluation should be made in an objective way, the SWOT is personal (different analysis by different researchers/ planners)

# FILLING IN THE SWOT MATRIX – BASIC RULES

## **Common mistake: Subjective evaluation**

- Honest identification of the factors
- If subjective feelings prevail, incorrect parameters may be entered. If the strengths are overestimated, or the weaknesses are underestimated, the analysis will be degraded (e.g. when a businessman analyzes his own business or a planner his own place)
- Although it is implemented by the research team, it is legitimate to also involve the executives of the assigning body (e.g. the municipality)
- It is useful to get done by the body itself from time to time (e.g. every 5 years)

# ΣΥΜΠΛΗΡΩΣΗ ΤΟΥ ΠΙΝΑΚΑ SWOT– ΒΑΣΙΚΟΙ ΚΑΝΟΝΕΣ

## P O W E R SWOT

### **P**ersonal Experience

The analyst's view, as shaped by her/his knowledge and experience, obviously affects the analysis

### **O**rder

Strengths vs weaknesses and opportunities vs threats are put in order

### **W**eighting

Weighting the factors is useful because some of them may be conflicting

### **E**mphasize Detail

Explanation and clarity when setting the factors are prerequisites

### **R**ank-Prioritize

Depending on the weighting of the factors, suggestions are also prioritized to capitalize on the best opportunities and tackle the worst threats

## THE PROCESS OF THE SWOT ANALYSIS – REPEAT

For the development of each package, the SWOT should be redone focused **on a specific market segment** (e.g. the tourist market, investors in a specific sector, medical tourism, etc.)

Questions to be answered:

- Which are the Critical Success Factors (CSFs) of the place for the specific sector?
- Which are the most important;
- Strengths and weaknesses are now filled in from the view point of the target market, in comparison to all other options they have (the competition)
- Strengths should be examined in relation to opportunities weaknesses in relation to threats (also look the 'orienting the decisions' slide).



# SWOT ANALYSIS – CONCLUSIONS

The SWOT analysis is an extremely useful **tool of comparative evaluation**

- It helps to pose and answer critical questions about the strategic development of the business or the place
- It requires an extensive overview of all internal and relevant external factors, positive or negative
- **It is not a panacea:** it does not set the goals, the monitoring method (indicators) and especially the suggestions
- The objectives and the way of monitoring them should pre-exist
- The analysis directs the suggestions, but deciding on them lies with the planner

## **Other tools:**

- TOWS (Threats, Opportunities, Weaknesses, Strengths)
- [PEST](#) (Political, Economic, Social and Technological),
- [MOST](#) (Mission, Objective, Strategies and Tactics),
- [SCRS](#) (Strategy, Current state, Requirements and Solution)

# WHO IS THE CITY?

## Strengths

- High quality of life and strong quality of place characteristics
- Location and transportation connections a draw for business
- Resilient industrial and manufacturing base
- Growing number of entrepreneurs and small knowledge-based industries
- Network of business development and support structures
- Strong base of public sector employers

## Weaknesses

- Quality of public transportation infrastructure
- Labour force skill gaps
- Youth retention
- Cultural diversity and inclusiveness
- Limited collaboration on economic development
- Lack of capital and resources to support business start-ups and commercialization
- Commercial cost considerations
- Lagging industrial construction values and assessment growth
- Limited market choice for land and commercial buildings
- Brand strength and awareness
- Limited profile with provincial and federal governments
- Lagging investment in downtown

## Opportunities

- A revitalized downtown
- Stronger City branding and community story-telling
- Leadership on transformational economic development opportunities
- Emergence as an entrepreneurial city
- Embrace diversity and inclusivity
- Talent attraction and retention
- Improve mobility choices
- A targeted approach to investment attraction
- Improved coordination and communication of economic development priorities

## Threats

- Canada's economy seen as volatile
- Manufacturing employment continues its decline
- Federal and provincial budget constraints
- Limited municipal revenue sources
- Regional competition for talent and investment

# AMSTERDAM SWOT ANALYSIS

## KEY FACTS

## SWOT: Amsterdam

### STRENGTHS

#### Liberal

- One striking quality of Amsterdam is the tradition of tolerance, freedom of expression and creative support experienced by its residents throughout the centuries.

#### Recognition

- The construction of the arterial Canal Belt, undertaken nearly 400 years ago, was a feat of human engineering, recognised in 2010 with UNESCO world heritage status.

### WEAKNESSES

#### Under Construction

- Many projects in Amsterdam still need to be completed, and its infrastructure is still troublesome for travellers, residents and visitors alike.

#### Limited Size

- The relatively small size of Amsterdam compared to competing European cities means that it tends to appeal to those making short visits, limiting opportunities.

### OPPORTUNITIES

#### Old and New Together

- Modern architecture has emerged in the city centre to blend with the historical buildings, with some stunning results.

#### Whisper Boating

- Often called the Venice of the North, Amsterdam is now turning eco-friendly. Quiet electric boats can be hired to explore the city over water.

### THREATS

#### Modesty Please!

- The city council aims to portray Amsterdam as a metropolis like London and Paris. However, the real competitive advantage of Amsterdam is its small-scale diversity.

#### Foreign Prospects

- Budget shortfalls of around 3-4%, translating to some €35 billion, will see further development prospects limited nationwide, with Amsterdam the hardest hit.

Πηγή:

Lydia Gordon,  
Euro monitor  
Research

<https://blog.euro-monitor.com/amsterdam-swot-analysis/>

# CHOOSING AMSTERDAM

## Appendix G SWOT Analysis

### 16. Residential city

<b>Strengths</b> Compact, everything in the area Global village Architecture of homes Urban living Space is not scarce: Amsterdam is the least densely built city in the world	<b>Weaknesses</b> Middle class groups have left Segregation Outdated housing stock Difficult for starters	<b>Opportunities</b> Restructuring old neighbourhoods Connections to new developments Business location factor for high-grade companies Excellent homes for Internet managers/professors
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### 15. City of knowledge

<b>Strengths</b> Two universities AMC/VU Hospitals Students Colleges of higher education Science park Education (numerous fields, international, specialise) Amsterdam's creativity	<b>Weaknesses</b> Not highly profiled No achievement/individual leadership No campus Decline in quality	<b>Opportunities</b> Special because of combination of science, culture and society Everything in the area (UW, TUD, RUL, space travel) Internationalisation Specialist trades Knowledge infrastructure IT Life sciences Sustainable Intellectual climate
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### 14. City of events

<b>Strengths</b> Ajax football club Sea Roeien Amstel (rowing) Uitsmarkt Queen's birthday RAI exhibition centre	<b>Weaknesses</b> Insufficient public space in centre for events No major festivals Dutch appeal instead of international	<b>Opportunities</b> Dooms of perception Space in the 'second ring' (not in centre) Amsterdam and South East Concert hall/orchestra
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### 13. Shopping city

<b>Strengths</b> Huge variety Wide range PC Hoofdstaat (shopping street) Bijenkorf (department store)	<b>Weaknesses</b> Difficult to park No 'areas' No special shops, same as in other places No distinctive clusters Not enough liveliness Building pit	<b>Opportunities</b> Quality/excellence Variation Labelling (Waterlooplein, PCH, markets, 9 streets)
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### 12. Night life

<b>Strengths</b> Varied availability of theatre Cabaret AUB: accessibility City of premiers Drugs (party) Walen (red-light district) Trendy Everything is available	<b>Weaknesses</b> Strict closing times Difficult to park Limited access/accessibility Insufficient information about nightlife Critic nightlife (allure) not available City is turning into an amusement park Taxis are not appealing Rampod No chain management with regard to nightlife	<b>Opportunities</b> Combination tickets Music (Paradiso, Heineken Music Hall, 'Vrienden van Amstel' concert) Trendy beach tents 'Amsterdam by the sea' Parading/flaunting Appealing to young people
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### 11. Artistic city

<b>Strengths</b> Concentration of art/culture Courses, performance, stage Trend setting Literature/writers Paintings Festivals Amsterdam is the scene	<b>Weaknesses</b> Quality: art Not open enough	<b>Opportunities</b> Crossover: combination of high and low culture results in very interesting new forms of art. Combination of content and context Creative industries Museum Square Rijksmuseum renovation The free Rijksmuseum formula at Amsterdam Airport unique in world. Specialist trades Design museum Southern Axis Spinosa (Belgian, Portuguese synagogue) Descartes
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### 10. Compact city

<b>Strengths</b> Global village Cosmopolitan village	<b>Weaknesses</b> Inaccessible Inconveniently arranged public transport Too full Parking	<b>Opportunities</b> Urban living North-South line Labelling areas: emphasis on proximity Everything available' sectors Interest/stress
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### 1. Hub function

<b>Strengths</b> Schiphol Fifth European port A10 Ring road Nerve centre of business Europe Virtual logistics centre The digital city Amsterdam. The first of its kind in the world. AMS-IX (Amsterdam Internet Exchange) is the largest Internet hub on the European mainland. Gateway to Europe	<b>Weaknesses</b> Congestion Insufficient public transport, especially outside office hours Quality of public transport outdated Limit on Schiphol Airport's capacity Low innovative capacity	<b>Opportunities</b> Accessibility can improve Bandwidth South connection Airport City concept connection to Umland Human dimension quality New trams
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### 9. Architecture

<b>Strengths</b> Old, Golden Age Amsterdam School Style, 1900 loons Multifaceted (Human size)	<b>Weaknesses</b> Modern can also be ugly or an eyesore Limited access to old buildings, disappointing	<b>Opportunities</b> ARCAM House building (Uburg, East port area) 'Renovation' architecture combination old and new Southern Axis/ South East (banana) Dam Palace: style, fair to Stationplein, South East Portuguese Synagogue
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### 8. Liveable city

<b>Strengths</b> Diversity Languages Celebrities Individualism	<b>Weaknesses</b> Unsafe Dirty Inefficient order Fear Overtourism Cheap Poorly maintained neighbourhoods early 20th century	<b>Opportunities</b> Objective safety increasing Hospitality Cleanup actions Amsterdam is a metropolis, with advantages and disadvantages Challenging environment Well-laid out, accessible (traffic signs in the city and periphery) Invest in green areas Renovation and renewal of sports facilities
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### 7. People

<b>Strengths</b> Economically interesting Tolerance Tasting/appeal Freedom of expression and behaviour	<b>Weaknesses</b> Dirty Disorderly Not appealing for families No modernisation, saturated Drugs industry (politics, criminal)	<b>Opportunities</b> Jacques Brel's harbour romance Historic link prostitute harbour
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### 2. Meeting place

<b>Strengths</b> Neighbourhood bars Squares Knowledge of foreign languages Ambiance Sociable, feel at home Organised and facilities available	<b>Weaknesses</b> Few group cafés, no mixing Networking and groups	<b>Opportunities</b> Labelling/ creating distinct profile of areas Combination of high and low culture Grand café feeling (alone but together) Social and cultural networks Informal meeting places (chess on the squares) Religious places
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### 3. City of canals

<b>Strengths</b> Water has numerous functions Combined function: living and working Connection via water, canals make boulevards Amsterdam is seen as a wonder of the world from the water Image of old Europe Expresses style and wealth	<b>Weaknesses</b> Dirty Too many functions in the ring of canals (too much pressure) Too many new buildings Loss of authenticity (Dietrick seen as character assassination)	<b>Opportunities</b> Detail/variation New canals (KNSM, Uburg) Preserve heritage Appeal
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### 4. Capital

<b>Strengths</b> Events Amsterdam is the Netherlands Residents proud of the city	<b>Weaknesses</b> Not a political centre Confusing for foreigners Arrogance	<b>Opportunities</b> Lobby Dam palace as heart of the Netherlands (demonstrations, Remembrance Day) Give back the Dam Palace to the people European capital
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### 5. Business city

<b>Strengths</b> Proximity of airport and seaport combined with appealing city Inaccessible Plenty of business accommodation Low business set-up costs compared to Paris, London, Frankfurt High level of work force Conurbation effect Good mix of hard establishment factors (price/quality ratio) and soft factors (dynamic, competences)	<b>Weaknesses</b> Bureaucracy, too many desks Inaccessible Legislation and regulations obstruct Room for investment Small scale character No city No sector brands Quality of the work force under pressure	<b>Opportunities</b> Southern Axis, South-East Urban living Combination society, knowledge, culture Business climate Prices Enormous potential due to scale (PPS form) Co-operation Creative industries (IT, marketing) creative city Silicon Alley Region Hang on to businesses TV makers move North, in other words, Hilversum is emptying
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### 6. Sex, drugs R&R

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