



SWOT and interactive models

- Description and adaptation of SWOT to Cradle to Cradle Islands -

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Why all this stuff about interactive SWOT

- Most of us properly know SWOT and use it as argument for the process to set up projects, financing and political backing
- We work daily with improvement of the situation on the islands and how to develop and implement environmental solutions
- So why not just make a pure SWOT quick an simple and get to the work which really matters

“Development environmental technologies and solutions, which can improve the situation of the islands by using C2C thinking”

But do we really know

”demands and opportunities of the islands for developing C2C initiatives to improve the situation of the islands”

- **Who we are?**
- **What possibilities do we have ?**
- **How we make it?**

- This is what SWOT is really about and why it can be helpful to think carefully about SWOT and the way of doing

In order to do this

SWOT must be a tool which can support the process of

identifying, structure and evaluate the internal and external situation of the island and it's relation to energy, water and materials

by stimulating

- Creative and entrepreneurial thinking and practice
- Dialog and communication across stakeholders, networks and institutions

SWOT and the project design

By developing a methodology an adapted SWOT Methodology for

1. Individual islands:
 - The aim is to identify the potentials for cradle to cradle potentials in energy, water and materials on the individual island

2. All islands:
 - The aim is to identify the islands potentials for developing and learning cradle to cradle in energy, water and materials

SWOT - individual islands: Demands and opportunities

- Identification of demands and opportunities through a SWOT perspective: internal strengths and weakness and the external opportunities and threads
 - Setting the goals for the SWOT analysis through an interactive learning process for the three different areas
 - Identification procedure: getting the data through experts and stakeholders
 - Classification of the data in relation to the SWOT matrix
 - Evaluation of the data by an interactive use of the SWOT matrix and the interactive model
 - Setting up the priorities for the three areas

SWOT - The position and role of the islands.

- Identifying the overall potentials of Cradle to cradle initiatives on all the island and their relative positioning in the development and learning process.
- What are overall the demands and possibilities for cradle to cradle initiatives on all the island?
 - How do the individual islands demands and opportunities for cradle to cradle contribute to the development of initiatives
 - What are the roles of the different islands in the development and learning process in the different areas
 - Front runners: Their role is based on already established capabilities and experiences, their activities in the projects and their interest and resources
 - Followers: Active Learners through experiences and resources, their activities and priorities
 - Starters: Passive learners in order to get access to knowledge and experience from the others

Back to basic

1. SWOT- Why, What and How
2. Integrated SWOT – why, What and How
3. SWOT – a frame for identifying, structuring and prioritizing options at the islands
4. SWOT – a frame for identifying, structuring the overall activities and results

I. SWOT – Why, what and how

- The meaning of SWOT analysis is to identify demands and opportunities for developing cradle to cradle initiative on the island by analysis the situation and the future of the islands related to energy, water and materials.
- The focus is identifying the critical success factors for developing cradle to cradle initiatives in energy, water and materials.
- SWOT is a way to identify and classify the situation of the island by using a a two fold perspective external appraisal of opportunities and threats and internal appraisal of strengths and weakness
- SWOT is a well known tool in strategic planning of initiatives on islands, energy and environment

The two fold perspective of SWOT

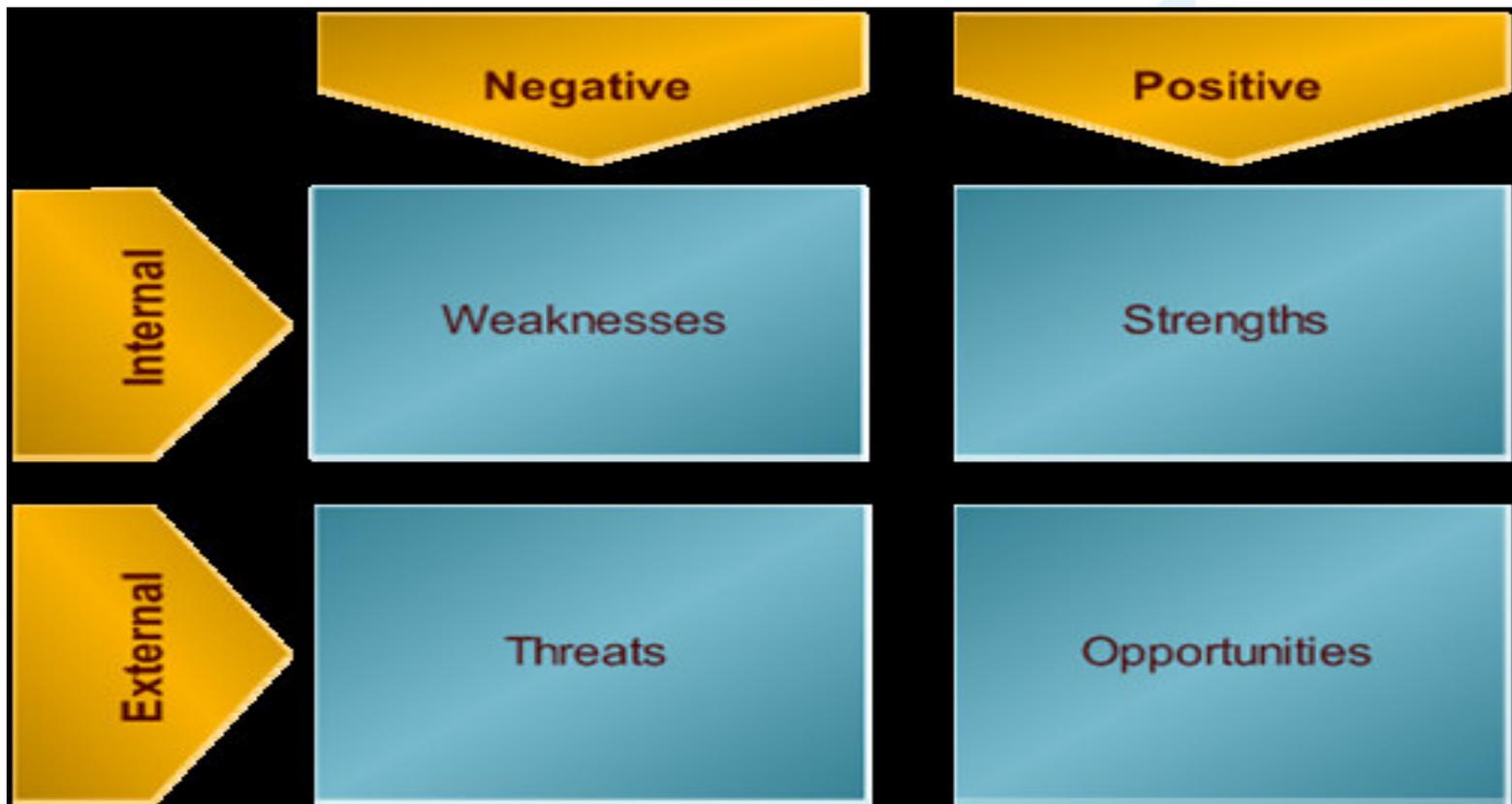
Internal

- **Strengths:** Internal resources, capabilities and actors which give the possibilities for development of C2C in Energy, water and materials
- **Weakness:** Internal resources, capabilities and actors which limits the possibilities for development of C2C in Energy, water and materials

External:

- **Opportunities:** External conditions which create opportunities for development of C2C in Energy, water and materials
- **Threads:** External conditions which create thread against development of C2C in Energy, water and materials

The SWOT matrix (



How to identify the situation and the future of the islands – two different approaches

1. Planner driven approach

- Planners identify the problem, search information and knowledge, and classify and structure these in internal and external categories, and make priorities

2. The stakeholder driven approach

- Stakeholders are identified, they are facilitated in the process of searching information and knowledge, classify and structure these in internal and external categories, and make the priorities

How to do SWOT

1. Identify the problem and define the goals and actors.
2. What kind of information and knowledge are important?
3. How to get information and knowledge and who to involve?
4. Search for information and knowledge
5. Structuring the information as dialog between planners based on the interactive model

To make a SWOT – keep it simple

- It is very important to keep the process of identifying, classification and evaluation/prioritise simple and well structured
 - Risk of data and information overload
 - Risk of fragmentation with focus on single factors and linear development
- It is important to have a focused and knowledge based framework
 - Clarifying the goal of the process: the cradle to cradle framework
 - Capacity building in the SWOT group by interactive learning processes
 - Use the integrated framework Throughout the process

Guides and tools and practice

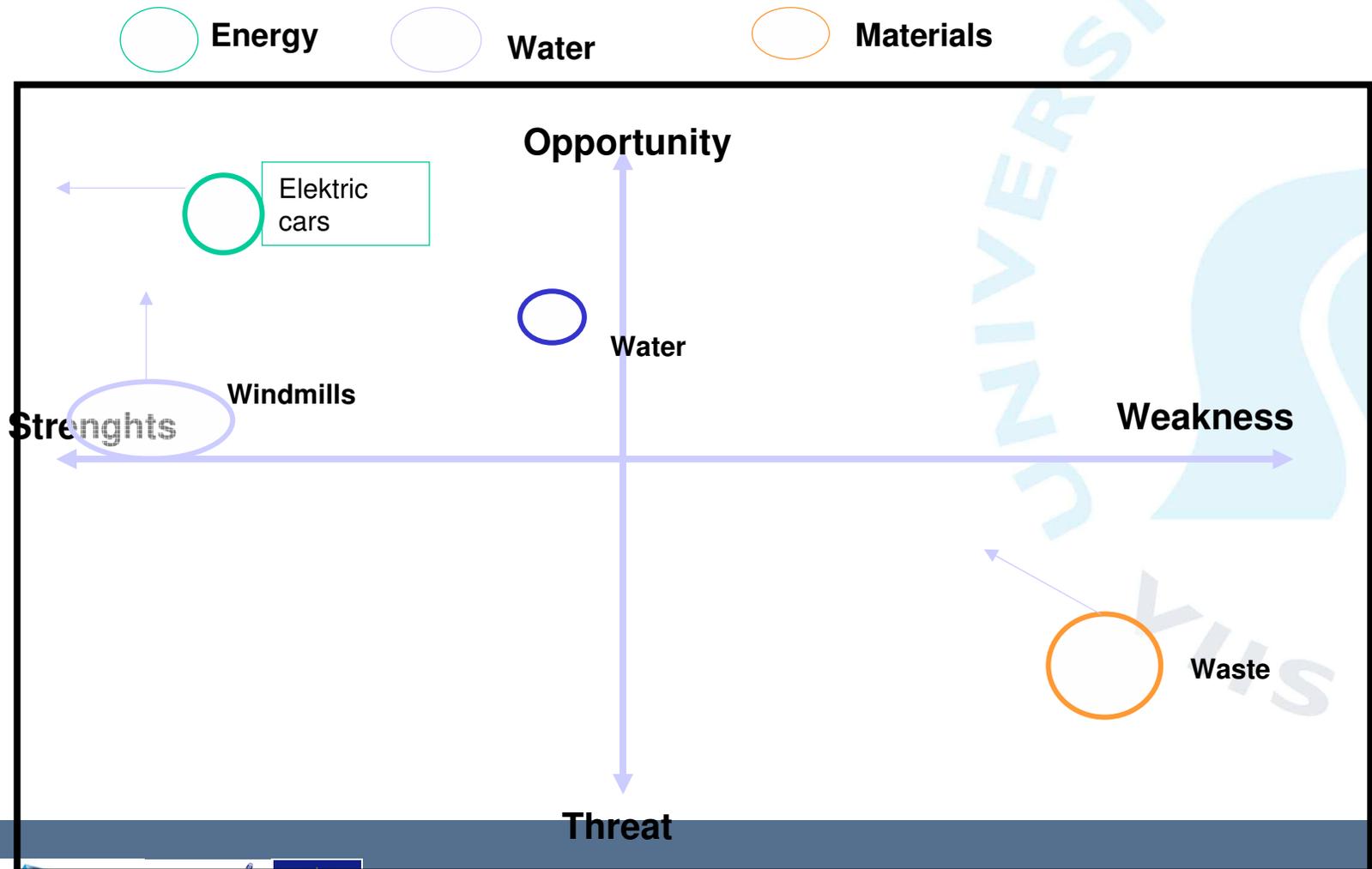
Tools to classify of political, economic, social, Technological, environment and legislation and stakeholders

- PESTEL
- stakeholder analysis
- Identification of the systemic element in the
- resources, capabilities and actors

SWOT Tools I: island, energy, water & materials

	Island	Energy	Water	Materials
Strengths				
Weakness				
Opportunities				
Treats				

SWOT tools II: Position of options



Island – Corporate interest and culture

- The main drivers for creating a backup is often a major concern for the survival of the island and secondary for the economic and environmental reasons
- The cultural heritage can be an important driver for the development of solutions. At Samsø there was a culture among farmers for collaboration of investment in machines and facilities. A culture which favoured investment and organising of windmills.

Examples of internal strength and weakness

- **Cultural heritage** is seen as important for developing collective facilities as windmills
- **Plans** are important for the dialog and interacting between stakeholder and networks.
- **Change agents** are important for creating and implementing projects through networking and stakeholder management
- **Networks and social capital** is important for creating the opportunities by organising and implementing projects
- Islands **size and isolation** can be a strength for developing socio-technical experiments
- **Tourist/part time inhabitants** can be a development block for environmental initiatives
- **High prices (transport cost)** on energy/environmental solutions can be a driver for C2C solutions

Examples of external opportunities and threats

The external opportunities and threads are important for the island not a least because of their lack of resources and capabilities

- **Threads for future of the island** can be a trigger for making C2C initiatives to part of the survival strategies of the island...
- **Environmental awareness** can be an opportunity for making C2C initiatives: green truism, green transport on the island....
- **Legislation** can improve the possibilities for creating alternative energy
- **Regulation** is a threads against C2C design and cycles

Integrated SWOT Why, what & How

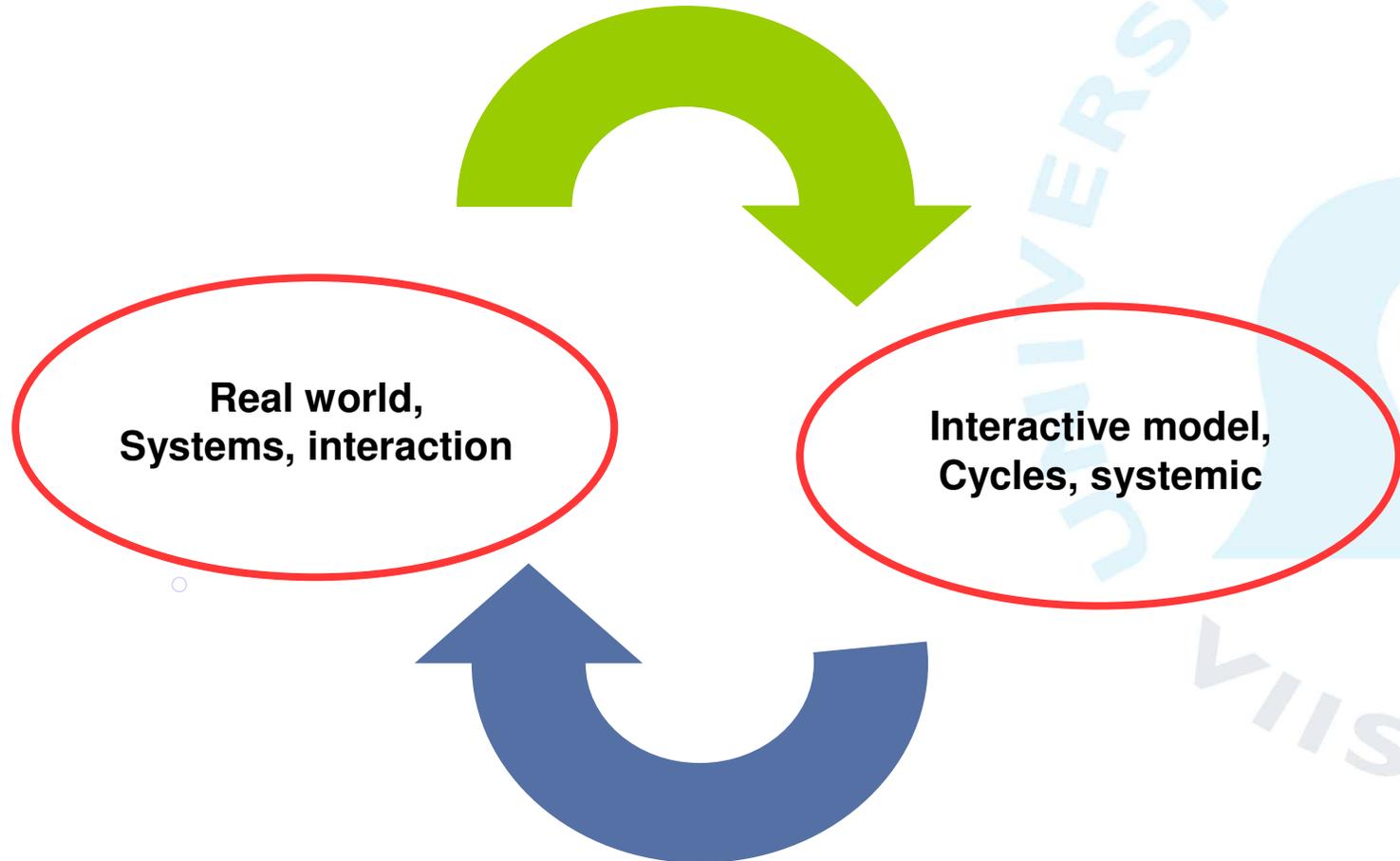
The aim of the integrated SWOT is adapt the concept to

1. cradle to cradle thinking and practice
2. Capacity building and learning
3. make it useful and easy to handle for the SWOT groups on the islands
4. Make it useful and easy for developing the overall perspective of the project
5. To organize the collaboration between the island and AAU group

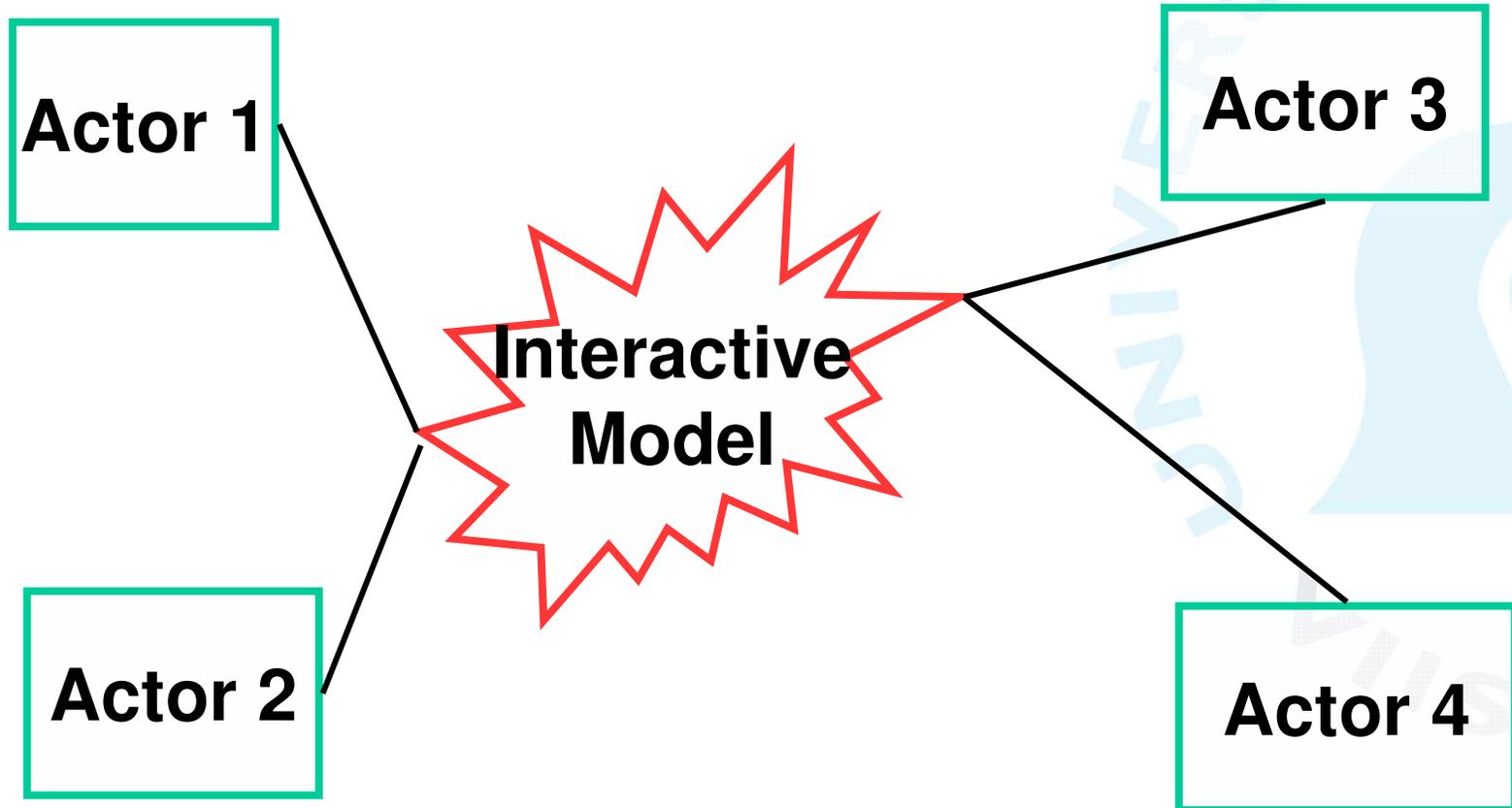
SWOT and interactive modelling

- The interactive models play an important role through out the process by helping to
 - to specify key aspects in C2C thinking
 - Identify information and data
 - Classify and structure the information
 - Making priorities

Interaction between metal models situation and the real situation



Interactive models as transitional objects - common language and knowledge



Innovative thinking and practice: out of the “box” and across boundaries

- C2C thinking is based on cycles and systemic relations
- C2C thinking inside the different areas
 - Energy: cycles of materials, products
 - Water: design of water cycles, loops.....
 - Materials: design of materials cycles and loops
- C2C thinking across the boundaries
 - Energy/transport: tourism and electric cars,
 - Energy/waste: waste and biogas
 - Water/materials: Cycles of water and material, farming and water cycles

SWOT – framing the overall aspects

1. What are the overall demands and opportunities for cradle to cradle inside and across the three selected areas
 - Energy/transport
 - Energy/water
 - Energy/materials

2. How are the position of the individuals islands in the overall SWOT matrix

3. What are the kind of roles and position does the different islands have in development and learning processes in the three areas

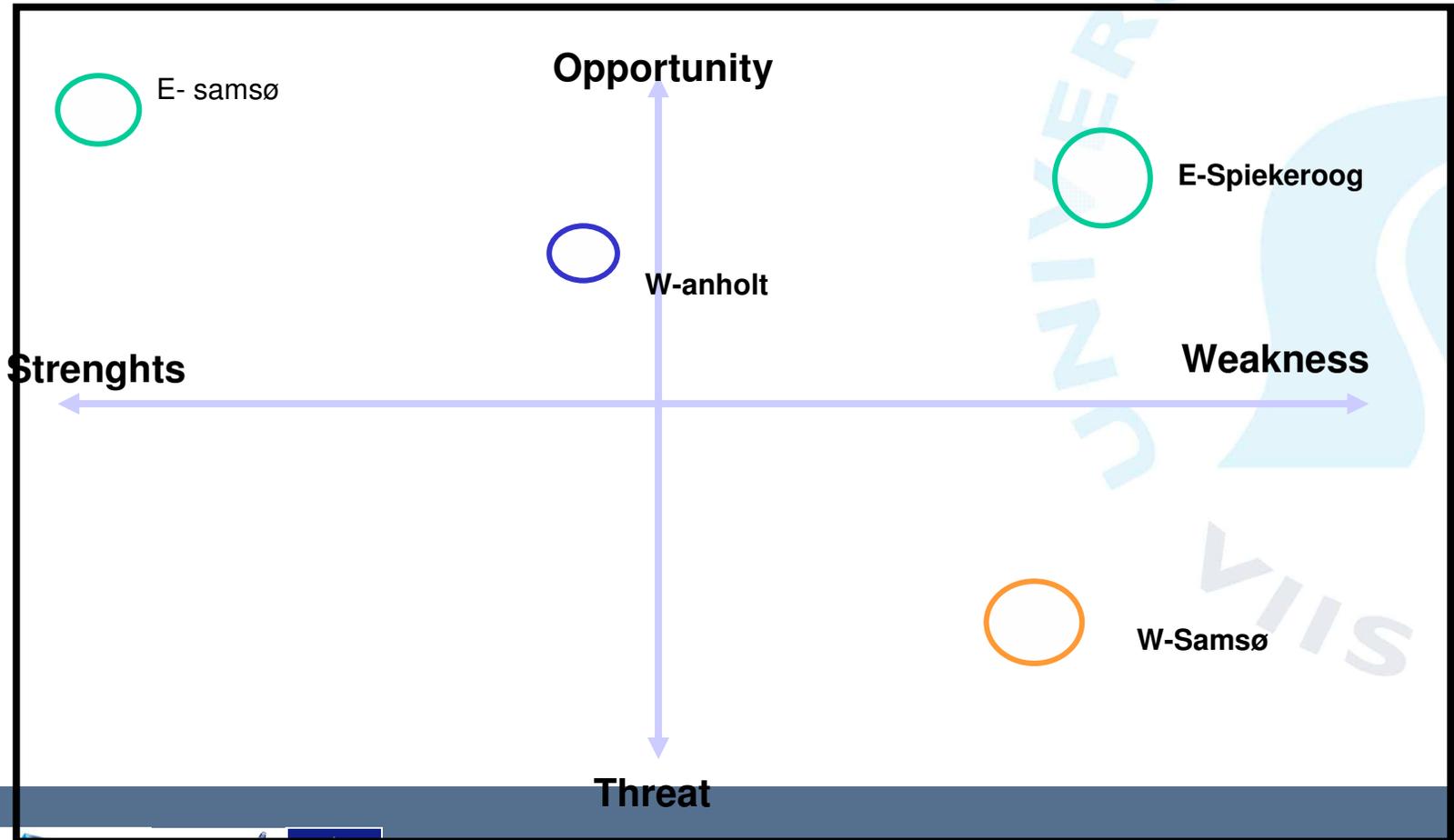
1. The overall demands and opportunities for the island.

<p>Strength</p>	<p>Weakness</p>
<p>Opportunities</p>	<p>Threads</p>

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How are the position of the individuals islands in the overall SWOT matrix

○ Energy
 ○ Water
 ○ Materials



Position of the island

1. How can the island and its activities contribute to the overall development and learning process C2C in the three areas
2. How can the projects and its activities in the three areas contribute to activities and capacity building

Roles and position in development and learning processes across the areas

Example: Samsø

Energy: Front runner based on its initiative and experiences in transforming energy to sources, supply and use to alternative energy. Possibilities for using energy friendly transport related to tourism activities?

Water: Follower related to sourcing and use of water, which has not been a prioritised area of the island?

Materials: Follower related to the activities and interest in creating cradle to cradle initiatives. Potentials for development and learning in the farming sector.

Roles and position in development and learning processes in three areas

Example: Anholt

Limited resource and experience related to cradle to cradle related initiative in three areas. Important to involve local stakeholders
Participating role as incremental learner from the others and from small projects on the island

Water: Excellent water resources is an opportunity to develop "pure water" as an product exported from the island to the mainland. An initiative which could financed and develop the possibilities for the transport between the island and the main land.

Energy: Experiences from others on how to link with the off shore windmills and other resources.

Summing up

1. SWOT as an method for identifying demands and oppurtunities at the individual islands and for all the island
2. SWOT as a tool for development and capacity building through experimental learning
3. Design of tools, analysis and collaboration
 - An integrated tool combining SWOT, interactive models and C2C thinking
 - An analytic framework for the individual island supported by the AAU
 - An integrated framework for analysis across the island by AUU supported by the island

Thanks for your attention!!

Integrated SWOT
AAU

