

MEDNETA Research Project
“Mediterranean cultural network to promote creativity in the arts, crafts and design for communities’ regeneration in historical cities”

**“INTERACTIVE SWOT SEMINAR
BETWEEN STAKEHOLDERS TO RESET THE CREATIVITY
IN THE HISTORICAL CENTER OF ATHENS”**

Date: 4, June 2014

Hours: 11.00- 18.00

Place: Senate Hall of NTUA

Senate Building, 42 Patission street, Athens

Οργάνωση:  Ερευνητική Ομάδα ΕΜΠ  Ελληνοιταλικό Επιμελητήριο



CONCLUDING REMARKS - SWOT ANALYSIS

The SWOT Seminar in Athens - entitled “*Interactive SWOT Seminar between stakeholders to reset the creativity in the historical center of Athens*” - managed to involve all stakeholders of jewelry and clothing industries in a productive dialogue. The effective participation of the directly and indirectly involved parties was ensured. Among the participants were : representative bodies of culture, traditional expertise and skills, education and new technologies, entrepreneurship, tourism, as well as interesting individual and / or collective initiatives of creativity. More specifically they were involved : the International Council of Museums (ICOM) – Hellenic National Committee, Athens Chamber of Small & Medium Industries, Athens Chamber of Commerce and Industry ACCI, Association of Clothing Manufacturers, Panhellenic Exporter Association,



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Hellenic Confederation of Professionals, Craftsmen & Merchants (GSEVEE), Hellenic Chamber of Hotels, Research Institute for Tourism, Pandrossou Street Market, Athens Traders Association, Silver-Gold Smithery Historical School of Stemnitsa, Municipal Institute of Vocational Training of Volos etc.

Furthermore, in the SWOT Seminar's framework private individuals and a considerable number of young creators and new talents were actively taken part.

The key criterion in their selection was their ability to provide knowledge and information on critical factors shaping the characteristics of small & medium-sized enterprises of arts professions today in the historic center of Athens.

The evaluation of the SWOT Seminar was highly positive, partly due to :

- a) large participation (over 100 participants)
- b) representativeness
- c) quality of participants' contributions.

The synthesis of information / inputs gained from this seminar, resulted in the drafting of the SWOT Analysis. Through this strategic planning tool (SWOT Analysis) intended to evaluate these inflows contributing to the next stage of the research, that is to establish a strategy for the revival of the professions of arts in historical cities of the Mediterranean and specifically in Athens..



In particular, during the SWOT analysis were under review the advantages and disadvantages of the professions of arts, as well as the opportunities and threats that have been recorded per key theme evaluation. The themes that structure the SWOT analysis follow the same methodology as those of the interactive Seminar. The aim is to give a picture of the existing situation as complete and comprehensive as possible.

These axes are:

- Historic Center
- Traditional know-how and culture
- Creative Enterprises & Entrepreneurship
- Education
- New technologies

Therefore, the SWOT analysis attempts to highlight, the main conclusions arising from the analysis of the current situation of small & medium-sized enterprises of arts professions in the historic center of Athens, as identified through (a) field research, (b) the secondary research and (c) the interactive seminar. The ultimate goal of the SWOT analysis is both the identification and recording of "strong" points or strategic advantages on which can be built the strategy to restore creativity in the historic center of Athens and other identification and recording of "weak" points to be proposed and similar guidelines would help in their treatment.

One of the special moments of the SWOT Seminar was the honorary awarding of "mentors" of jewelry in Athens. Namely professionals who contributed in various ways to the development of the sector and helped in earlier decades, to establish the jewel as a unique product that can be



found in Athens. People that began to design and create jewelry, keeping the tradition alive, in small workshops in Athens and eventually became famous across the world. The Vice Rector, Mrs. T. Moropoulou, the Dean of the School of Architecture Mrs. E.Maistrou and the President of Hellenic-Italian Chamber I. Tsamichas, handed the awards to those important people and thanked them for their overall offering in the sector.



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SWOT ANALYSIS	Strengths	Weaknesses	Opportunities	Threats
Historic Centre	Great tradition in Greek jewelry	Massive imports of cheap and of questionable reliability jewelry	Creating new products with a starting point the tradition	Deterioration of the identity of Greek jewelry
	Strong business concentration gold and silversmithing (39.4% of all businesses in Attica 2014)	Reducing gold and silversmithing enterprises in the center by 54% over the last decade	Strengthening through development programs / initiatives, together with actions of culture / tourism for empowerment SMEs center Implementation of measures such as rent subsidies for young creators, tax exemptions etc. Incentives enhancing the attractiveness of the center for both residence and business activity	Disappearance of the craft from the center of Athens
	Existence of great historical value building stock	Degradation of the urban environment, historic buildings' alteration	Motivation with respect maintenance tasks, etc. which will contribute to the restoration-preservation of historic buildings	Abandonment and destruction of historic buildings of downtown area
	High level of accessibility	Lack of parking spaces & Deficient organization of urban transport	Telematics in urban transport	



	Easy supply-disposal of products	Expensive raw material		
	Direct collaboration and networking with similar and complementary activities	Transformation of existing land uses (workshops are closing and get replaced by coffee-bars)	Utilization of abandoned buildings, shopping arcades etc. in the city center for reinforcing [strengthening, supporting] creative activity	Specialization to unique activity in the city center Loss of certain specializations of the market
	Availability of space and cheaper rents compared to other areas of Athens / Attica		Direct correlation between production and trade Direct correlation of production with trade	
	Direct access to urban functions / services (commerce, entertainment) and financial systems (banks, etc.)			
	Significant number of visitors	Reduction of per capita expenditure of tourists	Inclusion of Greek jewelry in the tourist product of Athens. Considerations for further development of specific types of tourism in the city such as urban tourism, congress tourism etc.	



	The intention of the creators to live and work in the city center because of the inspiration they draw from it	Safety issues	Revision of urban planning, taking into account new needs to strengthen creative entrepreneurship in the center	
Traditional know-how and culture	Long tradition of Greek jewelry (history of 6000 years) Constant cultural value	The non-renewal of production (often based on copies of ancient models)	The figures of jewelry in the past as a source of inspiration for young creators	
	Experienced craftsmen - mentors	Weakness for transferring technology and knowledge	Enable technology transfer programs to businesses and young artists	The loss of tradition
	Valuable know how on traditional manufacturing techniques	Production cost today is big and often unprofitable because of cheap imports		The loss of traditional methods/ techniques of construction
	Recognizable identity	Lack of strong brands in business and overall branding of the sector	The Greek jewelry to be part of identity - the image of Athens-Greece	Deterioration of the identity of Greek jewelry
Creative Enterprises & Entrepreneurship	Durability of creativity in the present debt crisis and recession	Economic recession and its aftermath (unemployment, increased taxes-VAT, reduced funding opportunities, etc.)	To provide opportunities to creators Via training programs, networking and business openings	The loss of the creative force of the country
	Skills and	Weakness of aid	Participation in	



	talents of young designers	and promotion of Greek creators because of reduced funding and lack of money flow	networking and cooperation projects such as MEDNETA	
	Flexible platforms promotion and marketing of Greek jewelry (eg A Jewel Made in Greece ")	Weakness in the sector's flexibility	Exploitation of best practices from abroad	
	New production model (organization in a network of differently skilled collaborating enterprises, transition from traditional to digital production process)	Inability to adapt to the new conditions of crisis	Changes in preferences and purchasing behavior of consumers (personalized heterogeneous needs)	Closing of many SMEs in this sector
	Increase of Exports	A small number of enterprises making exports (only 155 firms silversmith in the entire sector)	Expanding the use of new technologies	
	Creation of new enterprises in foreign countries (China - India)	Closing enterprises in Greece and transferring to countries with low labor costs, raw materials etc.		
		Lack of strategy for the sector	Create a plan of managing and supervision of	



			handicrafts	
	Existence of significant stakeholders for the sector, such as universities, research centers, museums, etc.	Weakening of industry bodies	Stakeholders, such as museums, may have the role of successors and display of this story and the work of young creators (Strengthening the educational and developmental role of museums).	
Education	Highly qualified teaching staff	Reduction of gold and silversmith schools	Extroversion- Cross-border cooperation and contact with other techniques, innovative ideas, etc.	The gradual extinction of the tradition and techniques that have survived only through specialized schools
	Students' participation in sector events - contacted with the market	There is no specialized vocational school in gold and silvery in the field of higher education in Greece		
	Students' participation in projects in collaboration with local organizations, clubs, etc.	The current structure of education can support only the most simplistic and formalized training		
	Collaboration of country's educational institutes with equivalent bodies abroad - Supporting			



	students for graduate education abroad			
New Technologies	Possibility of producing complex and highly differentiated products	The cost of buying a new machine is often prohibitive for an SME	Expanding the use of new technologies	Transforming the creation of a jewelry manufacturing in assembly of beads
	Quick meet demand		Exploitation of open innovation, open access of traditional and new SMEs	



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