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Developing heritage tourism using (SWOT) as a tool to identify strategic alternatives. A case study in Bou-Saada

Dahmani, Brahim¹, Hadjab, Makhloufi²

¹Ph.D. student of sciences, Department of City Management, Institute of Urban Techniques Management, Laboratory of Urban Technologies and Environment, University of M'sila, Algeria, ²Professor of Higher Education, Laboratory of Urban Technologies and Environment, Department of City Management, University of M'sila, Algeria

ibrahim.dahmani@univ-msila.dz, hadjab.makhloufi@univ-msila.dz

Abstract. Understanding and analyzing heritage environments as a major driving force for tourism development, especially in developing countries, is of great importance to decision makers in program operations and revitalization and development plans. As well as determining the requirements for its activation (within an integrated framework), in order to establish a balanced model for tourism development. In this paper, a SWOT analysis study was used to formulate tourism growth strategies for the city of Bou Saada. To reach the most important strengths, weaknesses, opportunities and threats - the analytical hierarchy process. As one of the most important and widely used strategic analysis tools. The most dangerous factors for tourism development in these heritage environments is the deterioration of the environmental situation in all its forms, erosion and distortion of the image of its ancient fabric. Weaknesses are the second priority factor in the growth of its tourism. The weakest factor for these tourist destinations is the lack of tourism product and unplanned development. Besides, the natural beauty of the Bou Saada oasis and its biodiversity is the most enhanced aspect, such as: eco-tourism resorts, giving way to these destinations. It also has opportunities for more employment options, as well as for the local population, while at the same time contributing to the growth of the local infrastructure.

Keywords. Development, heritage tourism, ecotourism, Bou saada area, SWOT analysis, TOWS matrix

1 Introduction

Heritage sites are considered one of the main attractions for large segments of tourists coming to see the cultural components of peoples around the world, and many countries have taken advantage of their heritage sites by including them in their tourism programs that are keen to market them in tourist demand markets (**Al-Rawadiyah, 2015**).

Tourism is a vital source of foreign exchange income for many countries and contributes significantly to the economy through job creation and development opportunities. According to the World Tourism Organization report entitled: (The most prominent tourist attractions in the

World Tourism Organization, 2014 edition). Unplanned tourism management can harm the physical, social, cultural and economic climate of a tourist destination.

According to Müller (1994), the goal of sustainable tourism is to influence the economic sustainability, subjective well-being of the local population's pristine nature, resource security, balanced culture, and maximizing visitor requirements.

According to Niedziolka (2012), sustainable tourism has preserved ecological, economic and social dignity and ensured that natural and cultural resources are protected. Therefore, it is clear that sustainable tourism growth is only an approach that preserves and preserves the natural, historical, social and cultural capital of a country (**Kisi, 2019**).

In this regard, reflecting on the huge balance of experiences that dealt with the issues of heritage areas - and their employment as tourist attractions - becomes a necessity required to protect the human heritage that has the source of originality that gives society the impetus that guarantees its self-immunity against collapse (**Magdy, 2011**).

From this general standpoint, the process of developing tourism in heritage environments is an integrated and sustainable process. It should not stop at restoration, preservation or even re-employment of some buildings, because heritage environments are environments that have been characterized since ancient times by many social, architectural, cultural and economic values. And its development must include the preservation of all aspects of life in these environments (**Hassan, 1997**).

This study sheds light on important aspects of the "Palace" in the city of Busaada, which represents one of the ancient urban fabrics. Despite the age of this urban pattern, it still maintains some characteristics that we seek in the urban, economic, social and cultural aspects, which is one of the most important aspects on which the action plan to preserve the region depends.

Hence, the study of opportunities is one of the economic studies, through which it is possible to support the social aspects by increasing the income of the people of the region, improving the urban environment, and preserving the cultural aspects, represented in preserving the buildings, customs and traditions.

Therefore, this work focuses mainly on formulating alternative strategies for the heritage environment of the "Palace" of the city of Busaada through the SWOT model, which is compatible with the nature of this region. With the aim of developing tourism for the palace, and raising heritage awareness among its residents. Tourism development cannot be achieved without a strategy that combines all development goals and involves all stakeholders.

In this regard, and through these data, we can ask a question that directs our study:

* What are the alternative directions and strategies and the priorities that must be adopted, in order to contribute to advancing the wheel of tourism development, and to guarantee (Busaada Palace) in particular with all its components for its future use. Depending on the application of the SWOT model and the TOWS matrix?.

2 Materials and methods

2.1 Study area

•Location : Bousaada forms part of the Algerian high plateau , and is located at an altitude of 560 meters in relation to sea level , It is located on the southwestern side of Shatt al-Hadna at longitude 4.11° east and latitude 35.13° north, and in general, it constitutes one of the main poles of the steppe region .

•Administratively, it is a district belonging to the Wilayat of M'sila, which is 51 km away from it. It is bounded on the north by the municipality of Ouled Sidi Ibrahim, on the

northwest by the municipality of El Hawamed, on the west by the municipality of Tamsa, Sidi Amer, and south and Waltam. Thus, it constitutes a cross-road crossing point towards the desert, as its people like to call it the Desert Gate towards Djelfa, Biskra and Wadi Souf (**Hamza, 2021**).

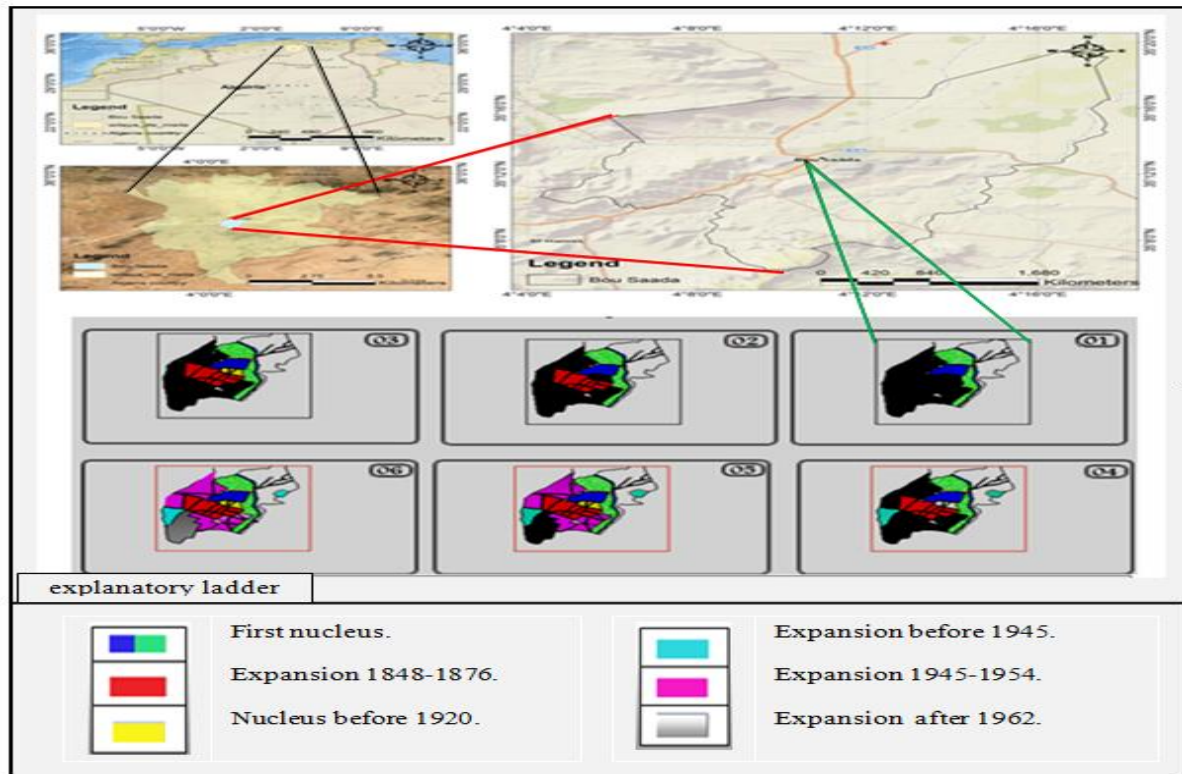


Fig. 1 – Geographical location of Bou-saada (Hadji, 2000). (Researchers' Process, 2022).

Thanks to the existence of the city of Bou Saada, the righteous saints "Sidi Suleiman and Sidi Thamer", began with the construction of the Palm Mosque, and the planting of palm trees, which later formed the oasis, and then followed by the construction of housing adjacent to the mosque belonging to the sons of Sidi Thamer. During the Ottoman presence, the number of residents increased to 4,500 residents working in agriculture, 10,000 palm trees distributed among 500 orchards inhabiting 600 dwellings, and this is according to Colonel (Colonel Pien). Then, lanes appeared: Al-Zaqqm, Al-Sharfa, Al-Mamin, Awlad Ihmida and Al-Diyar Al-Jadid, and these lanes were called Al-Qasr (**Btqa, 2019**)

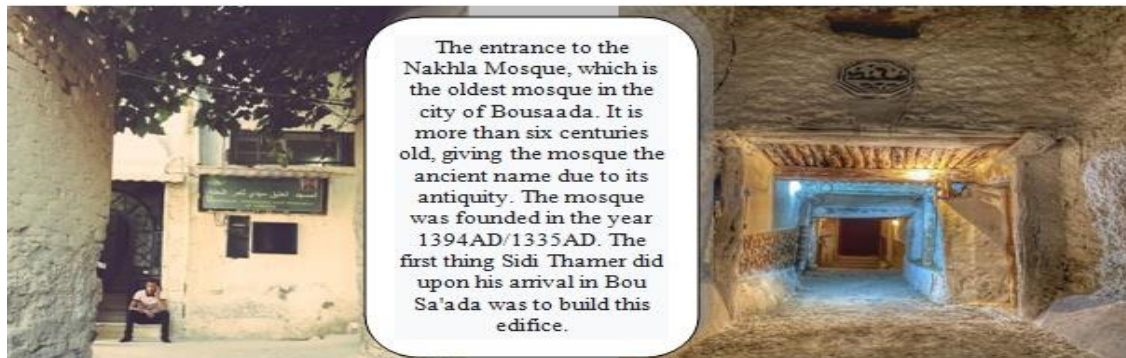


Fig. 2 – Shows the Palm Mosque in Qasr Bou Saada.

2.2 Data Collection

➤ Previous studies

In their research, scientists such as:

- Vlady (2014) conducted a SWOT study to enhance Albania's reputation as a tourist destination.

- Mondal proposed several sustainable tourism growth techniques in Bangladesh, such as ensuring tourism protection, preparing economic benefits, and environmental regulatory understanding for sustainable tourism development, using SWOT analysis and TOWS matrix (Mondals., 2017) - SWOT analysis and TOWS matrix were used to find out the necessary growth management strategies in Bujagh National Park (BNP), Iran (REIHANIAN A, 2012).

- The United Nations Educational, Scientific and Cultural Organization (UNESCO) applied a SWOT strategy to innovate sustainable tourism growth in the case of Bali, Indonesia (2012).

-Classify (Executive Decree, 370-98, 1998): which relates to the classification of municipalities or municipal clusters in classified stations.

The study area, Bou Saada, was classified within the tourist stations, characterized by natural and cultural elements (sand dunes, palm oasis, Bou Saada Valley, and the Ferrero Mill with its waterfalls, rocks and picturesque landscapes), as well as traditional industries, which are one of the components of the region's heritage, in addition to the National Museum of the international painter Etienne Deny It also has two 4-star hotels according to national and international specifications, which are Kardada and Al-Qayed. The tourist heritage and the region's sites, landmarks and tourist equipment have played the main factor in bringing in a large number of tourists.

But it is not exploited to a large extent compared to the available capabilities and opportunities, and the tourist sites have become suffering from challenges that affect their spatial, economic and environmental balances, which requires effective comprehensive planning that fulfills the social, economic, urban, tourism and cultural needs, taking into account the diverse, overlapping and intersecting situations and conditions in the context of planning tools urban.

The region has received directive plans for reconstruction since the seventies of the last century to draw urban features and improve its urban level. The city includes a distinct urban heritage, in terms of the building materials used, the shape and sizes of the buildings, the road network and the distribution of spaces, where the dwellings are low and compact, oriented towards the interior with an open courtyard surrounded by rooms. This pattern dates back to earlier periods, (1492-1830 AD).

It includes 11 neighborhoods and 1,484 dwellings with an area of 71 hectares, and it still constitutes most of the old city's dwellings, with a population of 12,000 people. However, the lack of maintenance and preservation of the buildings has created a defect in its morphological structure and planning structure, which necessitates a comprehensive rehabilitation process. It suits social and economic changes and needs and does not affect its structure or lead to a change in its architectural and urban elements. It also includes the two oldest mosques: Al-Nakhla Mosque and Musab bin Omair Mosque, which are classified as national mosques (**Fatima, Z., & Boudjamea, K. 2018**).

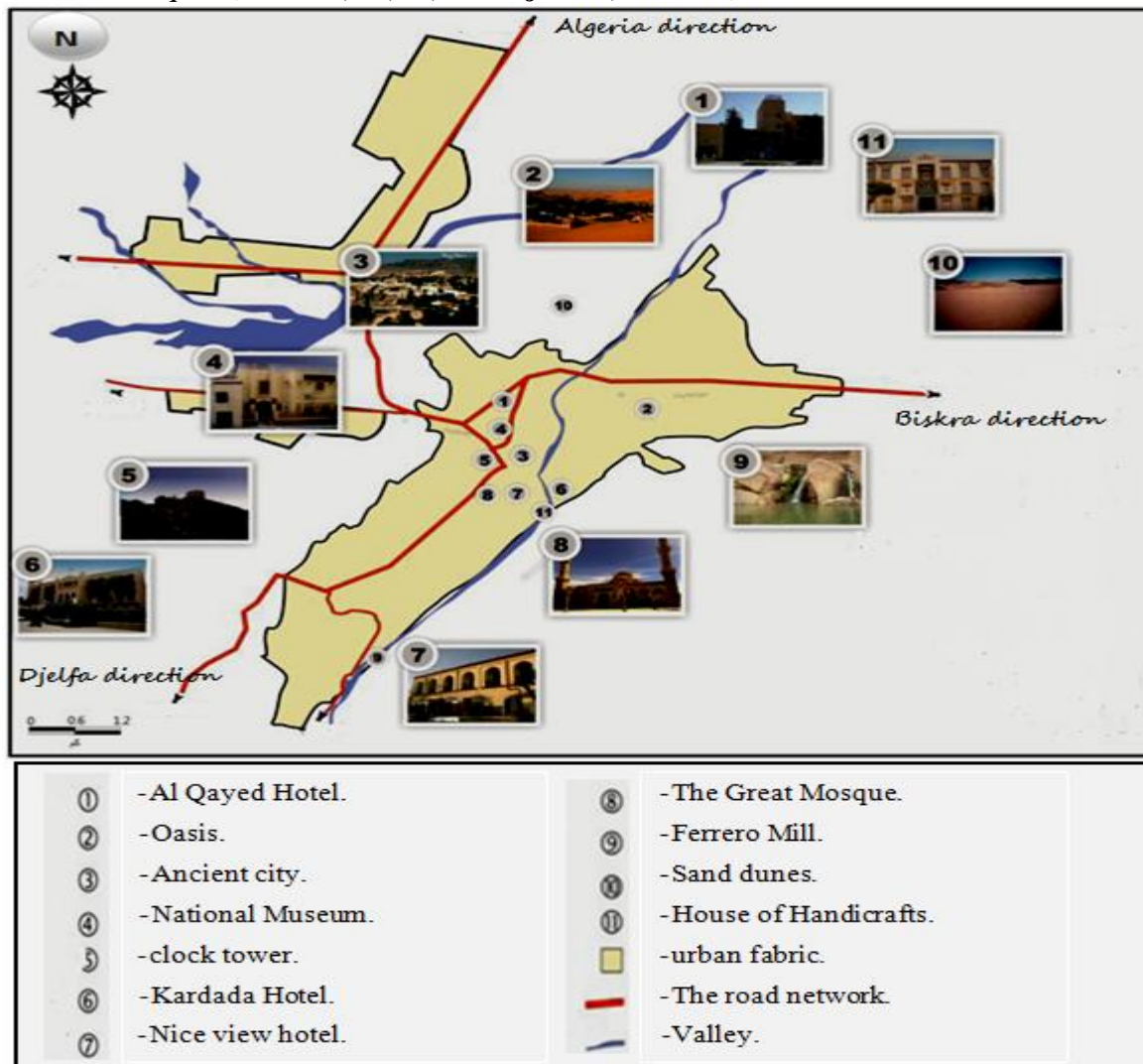


Fig. 3 – Shows the location of the most important tourist attractions in the Bou Saada area. (Researchers’ Process, 2022)

➤ The SWOT matrix refers to a comprehensive and systematic analysis and assessment of strengths, weaknesses, opportunities and threats (**Jia, 2020**).

It is considered one of the most strategic analysis methods, used by decision makers in developing strategies, and it is also commonly used as a tool for analyzing internal and external environmental factors in order to achieve a systematic vision for diagnosing and addressing the current situation (**Dijana, 2012**).

- SWOT is a list of data or variables that define current and future developments in both internal and external environments.

➤ TOWS Matrix is an acronym for Threats, Opportunities, Weaknesses, and Strengths. It seeks to address criticisms of SWOT analysis regarding its inability to show relationships between different groups. TOWS Matrix is developed by Heinz Weihrich as a pioneering step for SWOT in developing alternative strategies.

- The basic idea of the TOWS matrix is to write down a number of strategies in four different groups by contrasting strengths with opportunities, weaknesses with opportunities, strengths with threats, and finally weaknesses with threats.

***To form, we have four groups that contain different strategies, as shown:**

- **Strategies SO (Strengths - Opportunities):** Focuses on its internal strengths to "multiply" external opportunities.

- **Strategies WO (Weaknesses - Opportunities):** Internal weaknesses can be minimized through external possibilities.

- **Approach ST (Strength and Threats):** used to look at how internal strengths can help avoid real or potential threats.

- **Approach WT (Weakness-Threats):** Defensive Tactics to Eliminate Internal Weaknesses to Prevent Environmental Threats (Gennaro, Kavanaugh . 2022)

2.3 Methods

To achieve a more intuitive, realistic, and comprehensive model result, we relied, in this research, on the analytical approach of SWOT performance, which identifies the sub-factors (internal and external), of strength (S), weakness (W), opportunities (O), and threats (T).

With priority given to values based on field survey and discussion.

This approach provided comprehensive evidence using qualitative datasets, which could be useful in the strategic planning phase of heritage tourism development (Table No. 05).

It was conducted through conducting personal interviews on a selected sample in the area of Bou Saada :

- 18 questions were prepared from four categories, and specialists were provided to make their decisions regarding variables and long-range SWOT groups.

- For Bou Saada (the palace), focus groups were set up, 40 individuals consisting of: the local community (the local population of the region, residents of the vicinity of the region, tourist and cultural groups interested in heritage, tourists and visitors), government agencies (Directorate of Tourism, Directorate of Culture, Chamber of Traditional Industries crafts, the municipality), tourism institutions (offices for studies of intervention on heritage, tourism and travel agencies) in the discussion group.

- Determining the most influential strengths and weaknesses in the analysis of the internal environment, and identifying the opportunities and threats that have the greatest influence in the analysis of the external environment influencing the palace area (Table 04).

- Experts explain the value and degree of the decision hierarchy of SWOT categories and variables (Fig. 04).

- Evaluate the weighted arithmetic mean categories within the five-point Likert scale through:

- * Arithmetic mean relationship

Arithmetic mean = sum (frequency X degree) / sample size.

$$\bar{x} = \frac{\sum (f_1 x_1) + (f_2 x_2) + \dots + (f_k x_k)}{n} \dots \dots \dots \text{Eq (01) } \dots \dots (\text{tayib, 2017})$$

* Whereas :

\bar{x} : Arithmetic mean.
\sum :the total.
f :frequency.
x : degree /Rank.
n : Samplesize.

• Determining the direction of the sample and arranging the priority of the degree of importance of each strategic factor, so that it is arranged from (5-1), and all of this is based on Likert’s five-point study of the direction of the degree of importance of this factor and is as follows:

Sample orientation Determination

= **greater degree**
– **lesser degree / greater degree . . . Eq (02)**

5-1/5=0.79

Each time we add the value of the category: 0.79, in order to determine the direction of the sample as follows:

Table No. (01): shows the method of determining the direction of the sample and the order of priority of the degree of importance for each strategic factor, as well as the axis of the group according to the five-point Likert:

class	sample orientation	Prioritizing the degree of importance of each strategic factor through the direction of the sample
1.0 1.79 -	The answers tend to be strongly agreed	5
2.59 - 1.80	The answers tend to agree	4
- 2.60 3.39	The answers tend to be neutral	3
4.19 - 3.40	The answers tend to disagree	2
5.00 - 4.20	The answers tend to be strongly disagreeable	1

Source:(Prepared by researchers, 2022)

• For each sub-factor, the relative weight and the weighted weight were calculated, as:

* Values (relative weight) are determined for each of the strategic factors and are between (0-1), where the correct one represents the high or highly important factor, and zero represents the least important factor (weak or low). All of this is determined depending on the possibility of this factor affecting the strategic position of the organization, (noting that the relative weights of all factors do not exceed one, regardless of the number of these factors).

* **Table No. (02):** shows how to determine the value of the relative weight of all strategic factors according to the five-point Likert method:

relative weight value	Importance Level
01- 0.8	high or highly significant
0.8 -0.6	Important
0.6 - 0.4	middle
0.4 - 0.2	below average
0.2 -0	Low - weak

* Calculating the (weight) values statistically for each of the strategic factors (internal and external), by multiplying the relative weight in its own order, followed by collecting the weights for all the internal and external strategic factors, to reach the shape and type of the nature of the palace, as follows:

* **Table No. (03):** It shows the shape and type of the study sample according to the five-point Likert:

1	2	3	4	5
Weak	below average	middle	Featured	very distinct

This is by comparing the sum of the results of the weighting weights with the result of the weighted average total score, which represents the number (3), which was obtained through the sum of the order of the strategic factors divided by their number $1 + 2 + 3 + 4 + 5 = 15 / 5 = 3$.

***Table No. (04):** Description of the SWOT sub-factors

internal factors	
Strengths S	Weakness W
What are the strengths of Bou Saada as a tourist destination?	What are the weaknesses of Bou Saada as a tourist destination?
<p>S1 The beauty of the oasis of Ksar Bou Saada</p> <p>- The breathtaking beauty of the oasis, the tranquility and solitude, the rich biodiversity (palm trees, traditional natural watering system).</p> <p>S2 Heritage and archaeological buildings in the region</p>	<p>W1 Unplanned development</p> <p>- No appropriate development plan has been followed to build hotels, resorts and other tourism activities.</p> <p>W2 leisure facilities</p> <p>- Bou Saada City Palace has less recreational facilities than the neighboring tourist heritage areas.</p>

<p>-The distinction of the urban fabric of the region and its preservation of some of its heritage characteristics, and the authenticity and preservation of the cultural values of the region, even if the forms of expression differed from the past.</p> <p>S3 is popular as a weekend destination -Bou Saada is known as a popular tourist destination.</p>	<p>W3 Public Infrastructure -Insufficient public infrastructure such as ATMs, convenience stores, medical clinics, post offices, tourist information centers, etc.</p> <p>W4 tourism product - The lack of distinctive tourism products that tempt tourists to spend compared to other destinations.</p> <p>W5 Safety and security of tourists</p> <p>W6 rooms for rent -Room rent is relatively high.</p> <p>W7 investment -Low investment by the local population and the government.</p>
External factors	
<p>Opportunities O What are the opportunities that can be exploited?</p>	<p>Threats T What threats should we be aware of?</p>
<p>O1 proper development -Availability of virgin space land through proper and planned development.</p> <p>O2 ecotourism -An opportunity to develop ecotourism.</p> <p>O3 Basic Infrastructure - Improving basic infrastructure.</p> <p>O4 opportunity to make a living - Employment and income opportunities for the local population, directly and indirectly.</p>	<p>T1 environmental standard - Violation of environmental impact assessment rules in development projects</p> <p>T2 Erosion and Biodiversity -Erosion of ancient tissue and loss of plant diversity.</p> <p>T3 pollution -Pollution of the old urban fabric with solid waste and sewage, and visual distortion of the facades.</p> <p>T4 social negatives - The deterioration of social relations and the low cultural level of the population.</p>

Source: (Prepared by researchers, 2022)

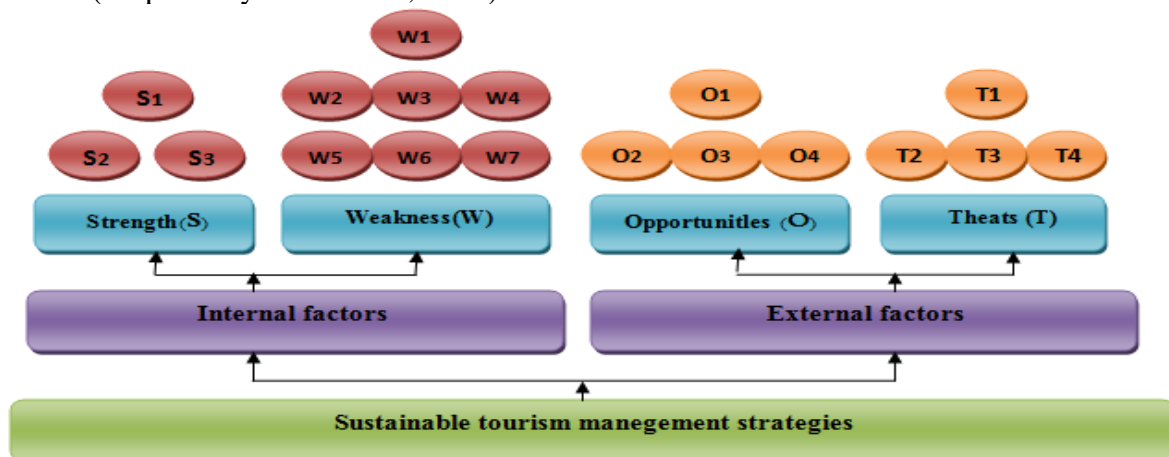


Fig. 4 – Decision hierarchy for sustainable tourism management and strategic planning in the Bou Saada region. *Source: (Prepared by researchers, 2022)*

3 Results and discussion:

Analysis of group factors and sub-factors of SWOT in Bussaada (Al-Qasr) (Table 05).

Three strengths factors, seven weaknesses factors, four opportunity factors, and four risk factors were categorized as sub-factors based on previous findings and observations.

This step included identifying two aspects:

First: Measuring the priority among four SWOT groups.

Threat (T) was the most significant among the categories of SWOT groups with a priority weight score of 0.35. In terms of importance, weaknesses (W) ranked second with a weighting score of 0.27, while opportunities (O) and strength (S) ranked third themselves with a weighting score of 0.19, (Fig. 05).

The shape and type of the nature of the study sample, and this is after comparing the total results of the weights with the result of the weighted average total score, which represents the number (3). The sum of all points of the weighted weight is equal to 3.01, which means that it is compared to the result of the weighted average total score, which is equal to 3.

✓ We conclude from the above that the nature of minors is considered special. We find that the sum of the weightings of the internal environment factors (strengths and weaknesses together) and the external environment factors (opportunities and threats together) is higher than the overall weighted average.

This indicates that the internal and external environment represents strengths and opportunities for the region, which must be developed and developed so as not to turn into weaknesses and threats that impede the increase in tourism movement in the region.

Second: Measuring priority within the SWOT group for each sub-factor (Table 05).

Among the strength factors: S2: "Heritage and archaeological buildings in the region" with a weight of 0.36 was the strongest factor. , and S3: "popular as a weekend destination" ranked second with a score of 0.20, and S1: "beauty of the oasis of Bou Saada Palace" ranked third with a score of 0.15.

Among the weakness factors: W1: "investment" with a ratio of 0.32, and W7: "unplanned development" with a score of 0.28 were two factors weakening the tourism destination in Ksar Bou Saada. W5: "Safety and Security of Tourists" came third with a score of 0.09.

W2: "entertainment facilities" and W4: "tourism product" each with a weight of 0.06 ranked fourth, and W3: "public infrastructure" with a score of 0.04. And W6: "room rent" ranked last, with a weight of 0.04.

Among the opportunity factors: O2: "Ecotourism" was the best opportunity with a weight of 0.24 in the opportunity factor. O3: "Basic Infrastructure", was the second chance with a weight of 0.16.

Among the threat factors: T3: "Pollution" was the biggest challenge for the tourism industry, with a weight score of 0.40. The second threat was T2: "erosion and biodiversity" with a weight score of 0.24.

✓ Since "Bu Saada Palace" is popular as a weekend destination, most of the visitors visited this site on weekends with their personal car.

The beauty of the oasis and the antique texture attract the visitor so much that they become the main strengths of this destination (solitude and tranquility).

Room rent and public infrastructure were described as one of the most important weaknesses in the field of study.

The region has witnessed a fundamental change in the occupational structure and the diversification of livelihoods in terms of the weak growth and development of tourism.

Most of the expert opinion findings described ecotourism opportunities as the best opportunity for the region.

The tourism-based economy also provides an impetus for diversification of livelihoods.

Threats were described as the main challenge for the region, as the region violated the requirements of providing a healthy and sound environment free from pollution in all its forms and visual distortion of the ancient fabric.

The main problems of concern are erosion, biodiversity and environmental criterion embodiment in tourism development projects for the region.

Through careful preparation and actions that must be taken care of by city government agencies and other neighborhood members, these risks can be minimized.

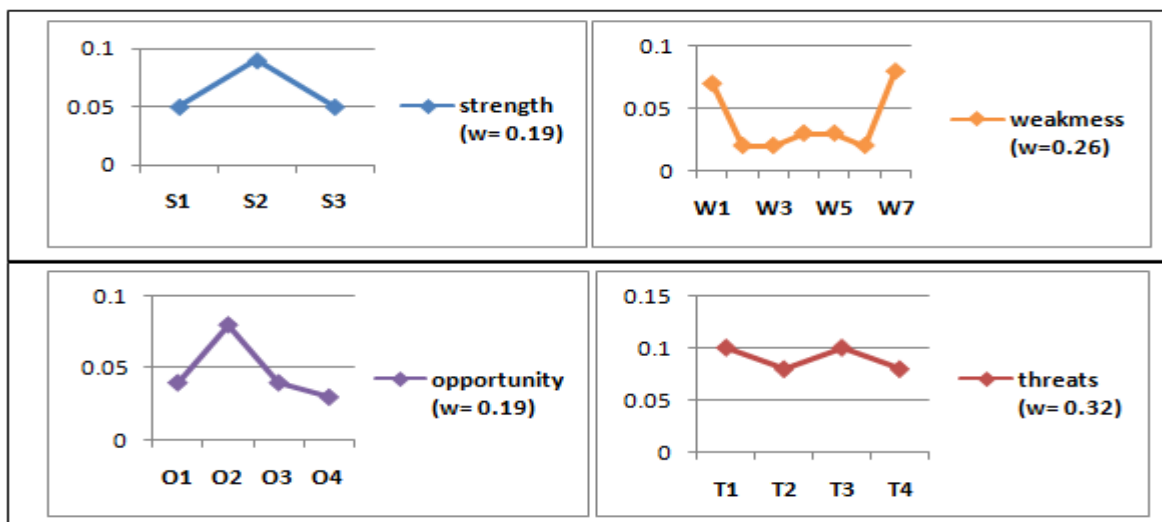


Fig. 4 – The expert's observations of sustainable tourism planning strategies for the "Palace" area of Bou Saada. *Source: (Prepared by researchers, 2022)*

Table No. 05: Priorities of the SWOT groups and factors of the tourist destination, Bou Saada .
internal factors:

SWOT groups	The total relative weight of the group	Group priority order	SWOT factors		Opinions of the group of respondents 40 individuals					average Arithmetic	sample orientation	Prioritize each factor	the weight relative	the weight weighting
					priority level									
					1	2	3	4	5					
					Sample direction opinions									
St dis	Idi	Ne u	Ass	St ag										
strength point)S(0.19	03	S1	The beauty of the oasis of Qasr Bou Saada	10	07	06	10	07	2.92	neutral	03	0.05	0.15
			S2	Heritage and archaeological buildings in the region	13	13	01	08	05	2.47	Assent	04	0.09	0.36
			S3	Popular as a weekend destination	19	07	01	08	05	2.32	Assent	04	0.05	0.20
													0.71	
SWOT groups	The total relative weight of the group	Group priority order	SWOT factors		Opinions of the group of respondents 40 individuals					average Arithmetic	sample orientation	Prioritize each factor	the weight relative	the weight weighting
priority level														
1	2	3	4	5										
Sample direction opinions														
St dis	Idi	Ne u	Ass	St ag										

point Weaknesses)W(270.	02	W1	Unplanned development	13	08	05	12	02	2.55	Assent	04	0.07	0.28
			W2	Entertainment facilities	05	10	02	15	08	3.2	neutral	03	0.02	0.06
			W3	public infrastructure	08	06	02	10	14	3.4	I disagree	02	0.02	0.04
			W4	tourism product	04	10	04	10	12	3.65	I disagree	02	0.03	0.06
			W5	Safety and security of tourists	07	08	05	11	09	3.17	Assent	03	0.03	0.09
			W6	Rooms rent	04	06	01	20	09	3.6	I disagree	02	0.02	0.04
			W7	investment	15	06	03	13	03	2.57	Assent	04	0.08	0.32
													0.89	

- External factors :

SWOT groups	The total relative weight of the group	Group priority order	SWOT factors		Opinions of the group of respondents 40 individuals					average Arithmetic	sample orientation	Prioritize each factor	the weight relative	the weight weighting
					priority level									
					1	2	3	4	5					
					Sample direction opinions									
			St dis	Idi	Ne u	Ass	St ag							
Opportunities)O(0.19	03	O1	proper development	10	08	04	10	08	2.95	Assent	01	0.04	0.04
			O2	Eco-tourism	13	08	08	09	02	2.47	Assent	03	0.08	0.24

			O3	basic infrastructure	15	10	05	08	01	2.17	Assent	04	0.04	0.16
			O4	opportunity to make a living	12	10	00	10	08	2.8	neutral	02	0.03	0.06
														0.50
SWOT groups	The total relative weight of the group	Group priority order	SWOT factors		Opinions of the group of respondents 40 individuals					average Arithmetic	sample orientation	Prioritize each factor	the weight relative	the weight weighting
					priority level									
					1	2	3	4	5					
					Sample direction opinions									
					St dis	Idi	Ne u	Ass	St ag					
threats)T(350.	01	T1	environmental standard	05	10	08	12	05	3.05	neutral	02	0.10	0.20
			T2	Erosion and biodiversity	16	08	03	12	01	2.35	Assent	03	0.08	0.24
			T3	pollution	13	05	06	10	06	2.27	Assent	04	0.10	0.40
			T4	social negatives	02	12	05	09	12	3.42	I disagree	01	0.07	0.07
														0.91

Source: Preparation and calculation by the authors, based on the judgments of experts and local residents, and the researcher's observations and conclusions.

❖ It is very clear from the current study that the area of Qasr Bou Saada is one of the internal heritage tourism sites, known for its oasis, ancient fabric, tranquility and bewitching charm. However, the site is constantly aggravated by both human and natural pressures. In addition, most of the region's population depends on agriculture and farming in general as their main livelihood options. In this sense, the growth rate of tourism in the region will create a variety of new job opportunities.

Proper planning and action in this regard must be streamlined for sustainable tourism development and economic viability. In this respect, a TOWS review would be valuable to the whole process.

✓ To formulate the TOWS strategy:

From the above discussion, it is clear that the Bou Saada region, has been affected by many environmental challenges in this case, four SWOT strategies must be implemented according to the following:

*SO Strategy (Strengths - Opportunities):

In this technique, to understand the possibilities, strengths are used. For the region, the most important strength factor is its heritage and monumental buildings. The most important approach now will be to create a sustainable community heritage tourism or sustainable heritage ecotourism, where local citizens will have the ability to engage in tourism activities and have more livelihood options.

* ST strategy (Strengths - Threats):

Qasr Bou Saada faced environmental challenges such as pollution in all its forms and the depletion of biodiversity. This reduces the beauty of the most impactful strength factor. The following strategic guidelines should be followed: - The erosion of old buildings should be reduced. Environmental diversity should be preserved and maintained. - All construction practices must comply with the nature of the heritage area. The oasis must be free of pollution.

* WO strategy (weaknesses - opportunities):

This technology is used to enhance prospects by reducing weaknesses. Strategic suggestions include: - Introducing an appropriate planning strategy. - Opening doors and facilities for private investors with the accompaniment of experts. - Strengthening the infrastructure of the region.

- Developing more visitor destinations such as oasis, museums, etc. The recreational facilities of the oasis should be attractive and more than that. The room rent must be reasonable and fair for all visitors.

* WT Strategy (Weaknesses - Threats):

Among the major weaknesses of this destination is unplanned construction, which leads to violation of environmental standards, degradation of the oasis, loss of biodiversity, pollution, etc. These environmental risks can be managed or eliminated through an appropriate planning strategy whereby the first priority is given to the ecosystem.

4 Conclusion

Growing and maintaining a sustainable tourism sector reduces environmental risks and improves social and economic gains.

The SWOT study presents a summary of the strengths, weaknesses, opportunities and threats of the tourist destination "Palace" Bou Saada.

The element most promoting the growth of tourism is the ancient texture and natural oasis beauty of the area. There were many challenges facing the region as well as a variety of

weaknesses, such as unplanned development, lack of investment, tourism product, lack of public facilities, etc. However, there are many options for these destinations.

The TOWS framework was used to formulate a strategic approach to sustainable tourism growth in this report, and four ways to solve this situation are proposed.

These findings will allow stakeholders and stakeholders to consider current tourism challenges and help develop a practical business plan or strategy for sustainable growth of the tourism industry.

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