

Conditions assessment

- * Title: Industrial passion, unique experience!
- * Łódź the dynamic, modern, rich in heritage, Europe-famous business center!
- * Target group: Polish and international (German, Scandinavian, UK) business tourists.
- * Purpose, goals: increase by 2 the number of tourists, conferences and international congress, offering best quality services and unique atmosphere.
- * Revitalisation! Way to EXPO.
- * Basic data:

Demand	Supply
Number of tourists 516 400 (2013)	Number of hotels 26 (4* - 6)
Number of air passengers 0,5mln	Number of hotels with conference spaces 33
Number of congresses and confernces per year 154	Number of conference halls 72
Number of international trade fairs and exhibitions 4	Number of airplane destinations 17
	Number of factories 200

Strategic diagnosis

2 in 1 - SWOT for service levels

Strengths

1. Location, transport infrastructure and low prices level
2. Industrial heritage, Cultural Festivals, Piotrkowska asset
3. Unique, alternative atmosphere, uniqueness

Weaknesses

1. Not enough luxury accommodation (no recognisable brands), and venues
2. Competition's cultural offer, human resources, architectural degradation
3. Insafety feeling

Threats

1. Better accessibility of other destinations, growing costs in Łódź
2. Competition's cultural offer
3. More high quality staff trainings in other destinations

Opportunities

1. Developing transportation infrastructure in Poland
2. Intensive cultural developments, Polish promotional actions
3. Growing quality expectations which goes along with our aims

1 – facilitating, 2 – supporting, 3 - augmented

Mission, vision, strategic goals

- * 1. Vision – Łódź is the most significant business tourism destination in Poland
- * 2. Mission – attracting Polish and international business tourists in order to exploit full city's potential and make hotel, restaurant, transport and entertainment employees benefit from the MICE policy.
- * 3. Strategic goals:
 - * revitalisation,
 - * better accessibility,
 - * increase safety,
 - * achieving prices competitiveness,
 - * developing luxury accommodation,
 - * training high quality staff,
 - * highlights historical heritage,
 - * conduct intensive promotional campaign in Poland and abroad,
 - * the launch of organisational aid


How do we get there?

- * Better accessibility (number of destinations, airport -> centre transport, tickets, QR, public transport, fast trains to Warsaw, car rental) – private investors, local governments, Polish State Railways
- * Places & revitalisation (revitalised factories, palaces, universities cooperation, congress centre) – historical places conservator, university authorities
- * Increase safety (more police, safety promotion)- police authorities
- * Achieving prices competitiveness (cheap, free tickets, packages, discount card)- Lodz Convention Bureau, tourism enterprises
- * Developing luxury accommodation (4/5* hotels, revitalisation, brands, design)- hoteliers
- * Training high quality staff (trainings, university cooperation, practises, unemployment activation)- Tourism industry companies, universities and unemployed people
- * Highlights historical heritage (parks, info boards, light shows, revitalisation, movie heritage, historic application)-Local Tourism Organization, museums
- * Conduct intensive promotional campaign in Poland and abroad (on-line promo, Poland: places, location; Abroad: cheap, aid; spot – „come & find your story) - Lodz Convention Bureau/Local Tourism Organisation
- * Launch of aid department inside Lodz Convention Bureau

Risk assessment

Ishikawa diagram

- * **Transport** (L – 0,8; P – 0,5) – lack of cooperation with different organisations, no fast rail connections,
- * **Places** (L – 0,7; P – 0,4) – lack of investors, lack of cooperation with universities
- * **Safety** (L – 0,2; P – 0,2) – lack of cooperation with police authorities
- * **Cash** (L – 0,4; P – 0,5) – risk of introducing euro currency, lack of cooperation with organisations
- * **Accommodation** (L – 0,8; P – 0,3) – not enough amount of investors
- * **People** (L – 0,5; P – 0,2) – adverse conditions in the labour market, employers' unwillingness for giving student internship, unemployed prefer social benefits instead of work
- * **History & Beauty** (L – 0,5; P – 0,5) – not enough money for developing modern touristic offer
- * **Promotion** (L – 0,8; P – 0,5) – improper target and WRONG spot



Risk of deffective campaign

L – potential loss, P - probability

Schedule of the strategy



0 - 1 year - what can we achieve instantly!

- * People (university, practise cooperation)
- * Safety (more police)
- * Heritage (light shows, info boards)
- * Promotion (Poland)
- * Transportation (free tickets, packages)

1 - 2 years - actions in the short-run

- * People (trainings, unemployment activation)
- * Promotion (abroad)
- * Cooperation (aid organisation)
- * Accommodation (attraction of famous hotel brands)
- * Cash (discount card)
- * Transport (increase number of designations)

2 - 3 years

- * Accommodation (luxury hotels)
- * Places (congress centre)

3 - ... - long-run basics

- * Others

Summary

Łódź

- * **Title: Industrial passion, unique experience!**
- * Target group: Polish and international (German, Scandinavian, UK) business tourists.
- * Purpose: increase by 2 the number of tourist, conferences and congresses offering best quality services and unique atmosphere.
- * The way to get there - revitalisation of factories and palaces! Strongly connected to the way to EXPO. In this way city's policies are coherent.
- * Łódź's competitive potential: location, price, heritage.
- * 9 strategic goals
- * 3 years!
- * Transportation and accommodation - main risks.

- * **Our strategy's strenghts: complexity, the use of professional tools, clarity and innovativeness!**

Bonus

- * Alternative solutions:
 - * Campaign abroad
 - * Or in contrast concentration of small polish congresses, slow market penetration
 - * Eco-friendliness strategy based on the green-circle
 - * Strategy based on the location, Łódź - gateway to Poland!
 - * Concentration of Jewish market.

- * Data sources:
 - * RAPORT PRZEMYSŁ SPOTKAŃ I WYDARZEŃ W POLSCE 2014 POLAND MEETINGS AND EVENTS INDUSTRY REPORT 2014
 - * RAPORT PRZEMYSŁ SPOTKAŃ I WYDARZEŃ W POLSCE 2014 POLAND MEETINGS AND EVENTS INDUSTRY REPORT 2014
 - * Strategia Rozwoju Łódzkiego Obszaru Metropolitalnego 2020+
 - * Strategia Zintegrowanego Rozwoju Łodzi 2020+
 - * GUS
 - * BDS
 - * Instytut Turystyki