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:

<table>
<thead>
<tr>
<th>Demand</th>
<th>Supply</th>
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<tbody>
<tr>
<td>Number of tourists 516 400 (2013)</td>
<td>Number of hotels 26 (4*- 6)</td>
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<tr>
<td>Number of air passengers 0,5mln</td>
<td>Number of hotels with conference spaces 33</td>
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<tr>
<td>Number of congresses and conferences per year 154</td>
<td>Number of conference halls 72</td>
</tr>
<tr>
<td>Number of international trade fairs and exhibitions 4</td>
<td>Number of airplane destinations 17</td>
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<td>Number of factories 200</td>
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## Strategic diagnosis

**2 in 1 - SWOT for service levels**

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
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<tbody>
<tr>
<td>1. Location, transport infrastructure and low prices level</td>
<td>1. Not enough luxury accommodation (no recognisable brands), and venues</td>
</tr>
<tr>
<td>2. Industrial heritage, Cultural Festivals, Piotrzkowska asset</td>
<td>2. Competition’s cultural offer, human resources, architectural degradation</td>
</tr>
<tr>
<td>3. Unique, alternative atmosphere, uniqueness</td>
<td>3. Insafety feeling</td>
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<table>
<thead>
<tr>
<th><strong>Threats</strong></th>
<th><strong>Opportunities</strong></th>
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<tbody>
<tr>
<td>1. Better accessibility of other destinations, growing costs in Łódź</td>
<td>1. Developing transportation infrastructure in Poland</td>
</tr>
<tr>
<td>2. Competition’s cultural offer</td>
<td>2. Intensive cultural developments, Polish promotional actions</td>
</tr>
<tr>
<td>3. More high quality staff trainings in other destinations</td>
<td>3. Growing quality expectations which goes along with our aims</td>
</tr>
</tbody>
</table>

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

- **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

**Ishikawa diagram**

* Risk of defective 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
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!
* 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
  * Strategia Rozwoju Łódzkiego Obszaru Metropolitalnego 2020+
  * Strategia Zintegrowanego Rozwoju Łodzi 2020+
  * GUS
  * BDS
  * Instytut Turystyki