



Strategy of development of MICE tourism in Łódź Metropolitan Area 2020+

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Plan of the presentation

- Conditions assessment and strategic diagnosis
- Vision / mission statement and strategic goals
- Strategic actions and responsible institutions / main actors
- Risk assessment
- Schedule of the strategy
- Bonus
- Summary

Conditions assessment and strategic diagnosis

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> 1) Central location in Poland and Europe in above one-million agglomeration 2) Presence a lot of famous European brands from various categories 3) Expanding modern and innovative industry like textiles, chemicals, pharmaceuticals, logistics and other creative branches 4) Offices open-minded for tourists offices 5) Unique architecture and urban system, post-industrial heritage 6) Attractive green areas for tourists and recreation 7) ATLAS Arena – one of the biggest performing area 8) Manufaktura as the symbol of revitalization 9) Film school and film facilities 10) Theater, opera and philharmonic 	<ul style="list-style-type: none"> 1) Noticeable lower quality of life in Łódź 2) Lack of cooperation among local governments units such as metropolitan area 3) Marginal role of Łódź in placement over local businesses 4) Visible escape of famous brands from Łódź 5) Lack of access to international roads, railway station and airports. Low quality of communication infrastructure 6) Low developed accommodation facilities and accompanying base 7) Low availability of sports and recreation facilities 8) Low level of safety 9) Lack of important cultural events comparing to other cities 10) Weak recognizability of city outer metropolitan area, lack of effectiveness promotion of metropolitan area
OPPORTUNITES	THREATS
<ul style="list-style-type: none"> 1) A lot of interest in high-speed rail development in Europe and Poland. Development of communication infrastructure 2) UE funds in 2014-2020 for sustainable development 3) Maintain the role of market- conference tycoon 4) Increasing the role of tourism in national and international economy especially MICE, event and culture tourism 5) Growing need in services like culture, science, gastronomy 6) Prognoses about increasing demand for airlines services, included Łódź's airport 7) Increase of indoor attractiveness for citizens as well as for guests and tourists 8) Increase of safety 9) A big potential in new building called New Center of Łódź- multimodal services 10) Bigger influence of Łódź as the center of fashion, design and creative industry 	<ul style="list-style-type: none"> 1) Adverse demographic trends in Poland 2) Łódź has lower pace than other competitive cities in dynamic of positive changes in getting new citizens 3) More difficult rules in getting new UE funds in 2014-2020 4) Crisis of national finances has impact on the biggest investments like building road, railways, high ways 5) Aversion to cooperation among local governments units such as metropolitan area 6) Preservation on negative look of Lodz in Poland and in Europe 7) Aversion of Łódź's citizens to collaboration with defeat social problems. Growing competition between society, scientists and businessman 8) A lot of young people are criminals 9) Diversification of local tourist product and local sectors of economy 10) Reckless investments could be a wrong way to success



Conditions assessment and strategic diagnosis

Data source: *Integrated Development Strategy For Łódź 2020+, Development Strategy For Łódź's Metropolitan Area, Tourist brochures, www.turystyczna.lodz.pl*

Stakeholders: *Businessman, event tourists, corporation workers, congresses participants*

	STRENGTHS														WEAKNESS													
	Central location in Poland and Europe in above one-million agglomeration	Presence a lot of famous European brands from various categories.	Expanding modern and innovative industry like textiles, chemicals, pharmaceuticals, logistics and other creative branches.	Local government open-minded for tourists	Unique architecture and urban system, post-industrial heritage	Attractive green areas for tourists and recreation.	ATLAS Arena – one of the biggest performing area.	Film school and film facilities revitalization.	Manufaktura as the symbol of	Theater, opera and philharmonic	Noticeable lower quality of life in Łódź.	Lack of cooperation among local governments units such as metropolitan area	Marginal role of Łódź in placement over local businesses	Visible escape of famous brands from Łódź	Lack of access to international roads, railway station and airports. Low quality of communication infrastructure	Low developed accommodation facilities and accompanying base	Low availability of sports and recreation facilities.	Low level of safety	Lack of important cultural events comparing to other cities.	Weak recognizability of city outer metropolitan area, lack of effectiveness promotion of metropolitan area								
O P P O R T S	A lot of interest in high-speed rail development in Europe and Poland. Development of communication infrastructure.	2	1	2	1	0	1	2	2	2	1	2	2	1	2	1	0	0	0	0								
	UE funds in 2014-2020 for sustainable development	2	1	2	2	2	2	1	2	2	1	1	1	0	1	0	0	0	0	0								
	Maintain the role of market-conference tycoon	2	2	2	2	2	2	2	1	1	1	1	2	2	2	2	1	2	2	2								
	Increasing the role of tourism in national and international economy especially MICE, event and culture tourism.	2	2	2	2	2	2	2	2	2	2	1	1	1	2	1	1	2	2	1								
	Growing need in services like culture, science, gastronomy.	2	2	2	2	2	2	2	2	2	1	0	1	2	1	1	1	1	2	1								
	Prognoses about increasing demand for airlines services, included Łódź's airport.	2	1	1	1	0	1	0	0	1	0	0	1	1	0	0	1	0	0	1								
	Increase of indoor attractiveness for citizens as well as for guests and tourists.	1	2	2	2	2	2	2	2	2	2	1	0	1	1	1	1	1	1	0								
	Increase of safety	2	0	1	1	1	2	0	1	1	2	0	0	0	0	0	0	2	0	0								
	A big potential in new building called New Center of Łódź – multimodal services	2	2	2	2	2	2	0	1	1	1	0	1	1	1	1	1	1	0	0								
	Bigger influence of Łódź as the center of fashion, design and creative industry.	2	2	2	1	1	0	1	1	1	1	2	2	2	1	1	1	1	2	2								
T H R E A T S	Adverse demographic trends in Poland	1	1	1	1	0	0	0	0	0	2	0	0	0	0	0	0	1	0	0								
	Łódź has lower pace than other competitive cities in dynamic of positive changes in getting new citizens.	0	1	1	1	1	1	1	1	1	2	1	1	0	1	0	1	1	1	1								
	More difficult rules in getting new UE funds in 2014-2020.	0	1	1	2	1	0	0	2	2	0	0	0	0	0	0	0	0	0	1								
	Crisis of national finances has impact on the biggest investments like building road, railways, high ways.	0	0	0	1	0	0	0	1	0	0	1	1	0	2	0	0	0	0	0								
	Aversion to cooperation among local governments units such as metropolitan area.	0	2	2	2	0	1	0	1	1	0	2	1	0	0	0	0	0	1	1								
	Preservation on negative look of Łódź in Poland and in Europe.	0	2	2	2	2	1	1	2	2	2	1	2	1	0	1	1	1	1	1								
	Aversion of Łódź's citizens to collaboration with defeat social problems. Growing competition between society, scientists and businessman.	0	1	1	1	1	0	1	2	1	2	0	0	2	0	1	1	1	0	0								
	A lot of young people are criminals.	0	2	2	1	1	0	1	0	0	2	0	0	1	0	0	1	1	1	0								
	Diversification of local tourist product and local sectors of economy.	1	2	2	2	1	0	1	1	1	0	2	0	1	2	2	1	0	1	1								
	Reckless investments could be a wrong way to success.	1	2	2	0	1	0	1	2	2	2	0	0	2	1	0	1	0	0	1								

154

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MAXI-MAXI

92

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Vision / mission statement and strategic goals

VISION

In 2020 Łódź is recognizable in European range center of MICE tourism focusing the most important business, conference and culture events.

MISSION STATEMENT

Local government is taking active actions in improvement of infrastructure, development of social capital as well as transport communication and establish recognizable local touristic product and its promotion.

STRATEGIC GOALS

1. Development of accommodation and accompanying base
2. Creation of multimodal transport system
3. Revitalization of social capital and improvement quality of life
4. Development supraregional and international transport connections
5. Establish recognizable touristic product and its promotion

SMART

- S - simple
- M - measurable
- A - achievable
- R - relevant
- T - timely defined

	Vision	Mission	Total
Goal 1	2	2	4
Goal 2	1	2	3
Goal 3	1	2	3
Goal 4	1	2	3
Goal 5	2	2	4

	S	M	A	R	T	Total
Goal 1	2	2	2	2	2	10
Goal 2	2	2	2	2	2	10
Goal 3	2	2	2	1	1	8
Goal 4	2	2	2	1	2	9
Goal 5	2	2	2	2	1	9

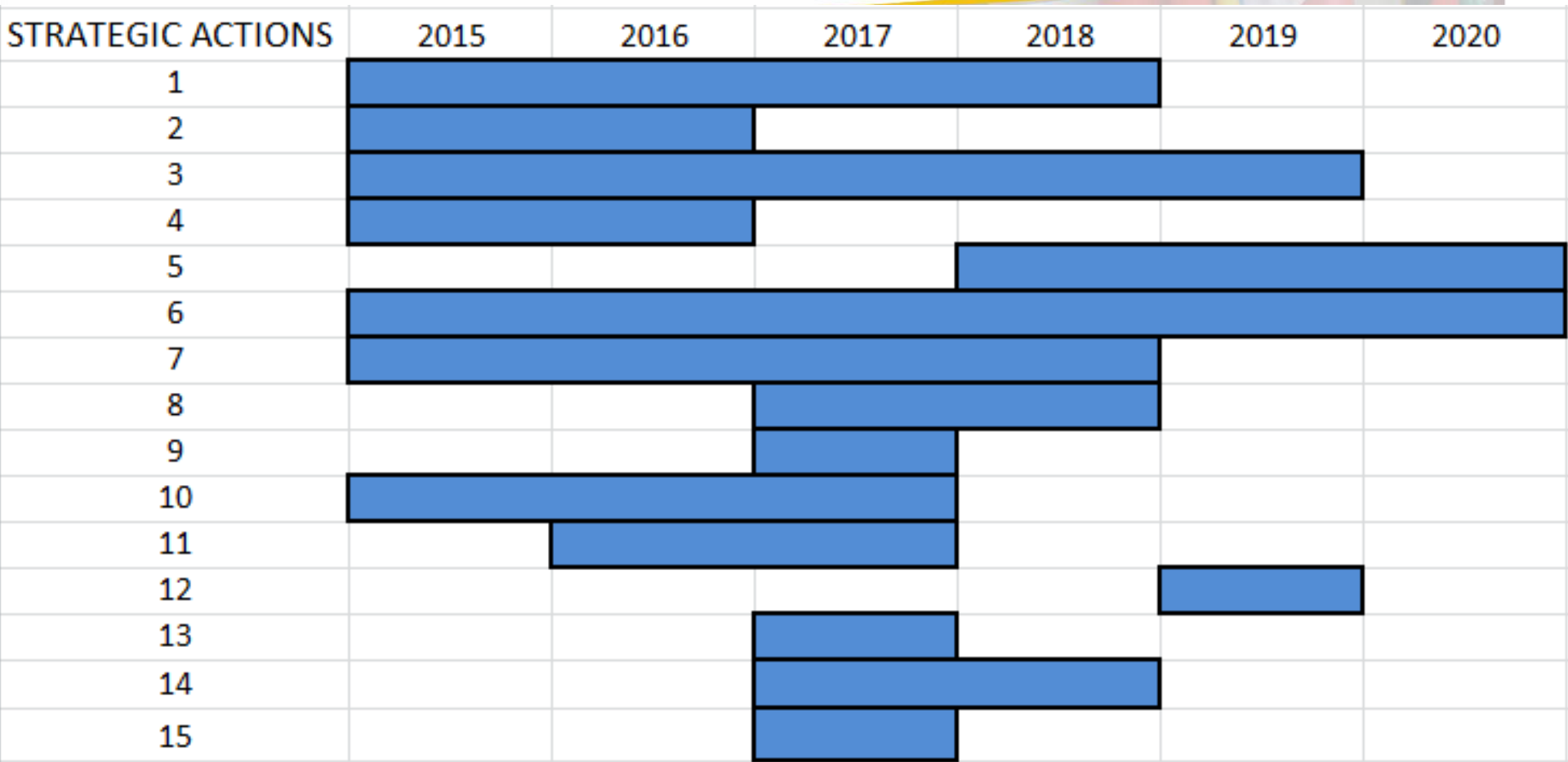
Strategic actions and responsible institutions / main actors

STRATEGIC ACTIONS	STRATEGIC GOALS	INSTITUTIONS/ ACTORS
Adaptation of old factories for tourists accommodation	1	local government; investor
Establishing of regional cuisine programme	1,5	local government; investor
Building luxury hotels focused on MICE tourists service	1	developer
Modernisation and development of multimodal transport system	2	local government, developer company, citizens
Changing Łódź's airport policy by enlarging the offer of flight connections	2	local society; local government
Lowering the amount of unemployment	3	local government
Creating local societies	3	local government
Partnership with other cities in Poland and Europe as twin towns	4	local government
Train linking Łódź with Warsaw's airport (Chopin)	4	private owner
Image of Łódź in three aspects: post-industrial, modern and creative (using existing potential eg.: Łódź Design, Fashion Week, Light Move Festival)	5	local government
Creating accompanying facilities base (building team work facilities, "let me out", Laser Tag, Centre of Science connecting closely with textiles)	1	local administration, private owner
Making spots for enterprises leaning on existing film industry	1	private owner
Creating city-segways systems	1	local government
Establishment of sightseeing transportation system („hop on and off bus“)	1,2,5	local government, private owner
Introduction the Tourist City Card	1,2,5	local government

Risk assessment

STRATEGIC ACTIONS	RISK ASSESEMENT	SUPPORTING ACTIONS/ ALTERNATIVE SCENARIOS
Adaptation of old factories for tourists accommodation	0	
Establishing of regional cuisine programme	0	
Building luxury hotels focused on MICE tourists service	1	Offering a tax discounts for investors
Modernisation and development of multimodal transport system	0	
Changing Łódź's airport policy by enlarging the offer of flight connections	1	Policy have to be closely linked to Chopin's airport policy – avoiding duplication
Lowering the amount of unemployment	2	Projects from UE funds for changing the skills
Creating local societies	0	
Partnership with other cities in Poland and Europe as twin towns	0	
Train linking Łódź with Warsaw's airport (Chopin)	1	Quick train connection between Łódź and Warsaw is planned in transportation development strategies
Image of Łódź in three aspects: post-industrial, modern and creative (using existing potential eg.: Łódź Design, Fashion Week, Light Move Festival)	0	
Creating accompanying facilities base (building team work facilities, "let me out", Laser Tag, Centre of Science connecting closely with textiles)	1	Widering range of users
Making spots for enterprises leaning on existing film industry	0	
Creating city-segways system	0	
Establishment of sightseeing transportation system (hop on and off bus)	0	
Introduction the Tourist City Card	0	

Schedule of the strategy





Bonus

Connection to Agenda for a Sustainable and Competitive European Tourism (European Commission):

1. Preserving cultural resources,
2. Promoting the wellbeing of the local community,
3. Reducing the seasonality of demand,
4. Making tourism accessible to all,
5. Improving the quality of tourism jobs.



Summary

- Conditions assessment and strategic diagnosis was diagnosed by SWOT and the result of our research is MAXI-MAXI strategy option which means Strategies that use strengths to maximize opportunities.
- We determined vision, mission statement and strategic goals which are appropriate according to SMART methodology.
- We set up 15 strategic actions fitting strategic goals and having its responsible institutions / actors.
- We made risk assessment of strategy actions and we proposed supporting actions as alternative scenarios.
- All strategic actions we put into Gantt's chart to define time horizons.
- Our strategy refers to Agenda for a Sustainable and Competitive European Tourism and it's strongly coherent with this document. Finally it might be easier to gain more UE funds for 2014-2020.