

CLOSURE
REPORT
– OUTCOMES
OF STRATEGY
IMPLEMENTATION

Łódź

FOR THE YEARS 2010 - 2016

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Introduction

In accordance with the provisions of Mayor of Łódź's Order No. 4754/v/10 of 9 September 2010 concerning the appointment of Team for the Adoption of Brand Strategy for Łódź a series of workshops were held in November 2010 as part of a project Development of Promotion and Marketing Communication Strategy for Brand Łódź for Years 2010-2016, prepared by contractor DEMO Effective Launching. Sessions devoted to the stage of strategy implementation included workshops participated by members of Sports Department of the Municipal Office of Łódź, Bureau for Partnership and Funding, Department of Budget and Bureau for Investments, Bureau of Information and Social Communication, Department of Urban Planning and Architecture, Bureau of the City Architect, Department of Culture, Department of Education, Bureau of Promotion, Tourism and International Cooperation, Department of Public Procurement, Bureau for Enterprise Development and Mayor's Representative for Piotrkowska Street.

The implementation stage had the following objectives:

- Explain essential assumptions of the concept of brand, and methods for execution of strategic and operational objectives included in the Implementation Plan.

- Define major problems hindering the execution of promotion and marketing communication strategy for brand Łódź.
- Work out recommendations concerning the formation of a consistent marketing communication for projects/activities proposed by individual departments during the workshops.

The idea of the implementation stage was to prepare the most important departments of the Municipal Office to execute the Implementation Plan by explaining problems present in particular areas of the city's performance, and indicate how the assumptions of the brand concept should be successfully implemented. Recommendations included in Brand Strategy and Implementation Plan were discussed during workshop sessions. The present report is a summary of analytical and technical work with individual departments at the implementation stage. It contains a diagnosis of problems potentially hindering the implementation of the brand concept, and instructions for methods of achieving the effect of communication synergy between all activities pursued by the Municipal Office of Łódź.

1. Main recommendations

The key factor determining the implementation of any strategy is being consistent in action/implementation and keeping the main direction unchanged, which in the case of brand strategy means keeping unchanged positioning. There is a fundamental distinction between approaches to larger parts of brand management system. Thereby:

- **Plan** is a lodestar that shows us how to choose and define tasks which will have to be done in order to achieve an outlined goal
- **Strategy** is the art of choosing and rejecting
- **Tactics** are the **tasks to be done**

For a city, Plan means continued and balanced improvement of the residents' quality of life in many areas. Strategy means the choice of what is attainable and can be done, it is a set of directions for a successful competitive struggle aimed at achieving the general plan. The chosen direction must be unique compared to competitors, credible - based on facts, and attractive for the audience. And tactics are means of attaining goals: measures and tools we will be using.

Strategy must be built from bottom up, not the other way round. Tactics must impose strategy, which means that communication tactics should impose marketing strategy. Most people think it is the other way round. When you emphasize strategy, or the place where you want to be in upcoming years, you are committing one of two fundamental sins of business:

- You refuse to accept failure
- You refuse to make the most of success

What is tactics?

Tactics is an idea. When you are looking for tactics, you are looking for an idea. What kind of idea? Where to find it? Tactics must be smart to stand a chance of success. It does not necessarily have to mean your product must be better, but your product must have something different to it. But tactics alone will not do! To make that process complete you must turn your tactics into strategy. If tactics is the nail, strategy is the hammer. You need both of them.

Strategy is not a goal. It must be focused on the travel, not the destination. Those who think from top down are oriented on goals. They first define what they want to achieve and then try to find ways and means of achieving their plans. Except that most goals cannot be achieved: trying to make them come true is usually a frustrating task.

Definition of strategy:

Strategy is a consistent direction of marketing. It is consistent in the sense that it focuses on the selected tactics. Once strategy has been decided it must not be changed!

As opposed to strategy, tactics is a single idea. Strategy includes many elements and they all refer to this tactics. Tactics is a unique or different idea, while strategy may be mundane. Tactics is independent of time and is relatively unchangeable, while strategy develops over a particular period of time.

For example, clearance sale is tactics used by most retailers every now and then. A store with permanent clearance sale is called a discount store, and that is called strategy. Tactics means competitive advantage. Strategy is built in such a way to maintain that advantage.

Bottom-up rule

It is a rule that says we should begin with details and then pass to the bigger picture, begin with what is „short-term” and then pass to the „long-term”.

This distinction aims to precisely define which components of brand management and striving for competitive advantage are fixed, and which can change. This is reflected in the kind of approach that should be taken by those who implement Brand Strategy of Łódź. Over the six years during which the strategy will be formally in force everything should be done to make Łódź famous for things we want it to be famous for, that is, to be associated with the Creative Industries Centre. It is no accident that a gradation has been introduced in the Implementation Plan, from basic components such as Visual Identification System, to image communication. The key issue in efficient brand management is to achieve the EFFECT OF SYNERGY between messages. Urban brand is a far more complicated structure than strictly commercial brands. Positioning of regular brands is often one- or two-dimensional. In the case of a brand as complicated as a territorial brand, its positioning (perception) will be influenced by a variety of factors. The key factors are the 4 sub-products: culture, education, economy and tourism. Each of these sub-products has its unique components which decide about its identity. They are more or less known to the broader public but each of these

components builds specific perceptions in the minds of the audience. The key to successful implementation of an urban brand strategy is good management, and above all communicating these components so that they build the positioning, and as a result the image that we want to have. If messages communicated by all components are well sorted out to build the EFFECT of SYNERGY between messages, the faster the objective of improving image will be achieved. The strategic document as such is only a direction, what is decisive is how it will be implemented. When implementing a long term project it is extremely important to respond quickly to changes happening in the environment and adapt the nature of planned tactics to these changes. For example: as the Creative Industries Centre Łódź has a number of very attractive arguments to prove what it can be: the Łódź Film School, the first Festival of Design in Poland, the cradle of fashion etc. The problem is that other competitor cities can steal these perceptions by communicating their strong products in the same way earlier. If Poznań finishes building the Design Centre and communicates this fact with an advertising campaign (which they will definitely do), it will manage to take away from Łódź the priority effect and steal the perception of design city which is the essential component of the creative industries concept. After a campaign like that it will be hard to say that „Łódź was there first” because the priority in the design category in Poland will have been taken over by Poznań. As the American marketing

guru and author of the positioning concept Jack Trout says „It is better to be first than it is to be better”! This is the first and most important rule to be observed in carrying out tactical activities. Another example of a potentially threatened area is fashion. So far, Łódź has been associated with textile industry rather than fashion, which is shown in the survey by TNS OBOP quoted in the Opening Report. However, it has definitely the strongest potential for development in this area out of all Polish cities: beginning from its tradition, to its higher schools which specialise in fashion, to designers active in the city and the splendid festival called Fashion Week (Fashion Philosophy). The festival is not only a week devoted to fashion but a whole philosophy of creating, designing and living with fashion. A problem which may appear soon is the magnetic power of Warsaw. As officials of the Bureau of Promotion, Tourism and International Cooperation responsible for the Fashion Week project have emphasised, events of this type are usually organised in capital cities and the name of the city in which the festival takes place is not reflected in the event's name. It is quite likely that Warsaw will build a similar festival product and position itself as the Polish Capital of Fashion. In such case it will be difficult to convince the audience of the message that it is Łódź that has the best traditions and an excellent festival, because in the minds of the audience the fashion category will have been ascribed to another city.

The city's essential products/sub-brands on which the Creative Industries Centre concept has been based are film, fashion and widely understood design. These are the key components determining uniqueness, authenticity and attractiveness of the brand concept of Łódź. They make it possible for Łódź to fulfil the given promise of stimulating imagination, because nothing could stimulate imagination more than film and the accompanying emotions, the whole world of fashion with famous designers and models, and the modern design, recently so popular. If the city fails to appropriate these components soon the achievement of its objective will become distant or turn out to be impossible at all. To sum up: operating in an environment of increasingly intense competition between cities we should select those products and instruments that are appropriate for a given moment and need. For example, it is most likely that on the May weekend 2011 a next edition of the Fashion Week will be organised. It is worthwhile to take advantage of the arising opportunity and communicate this event in the context of the May weekend, which is a time when many people go away. We can use this chance to invite Poles to visit Łódź for a spring weekend with fashion. Firstly, we would be communicating a particular event, secondly, inviting a lot of tourists, thirdly, we would begin building the desired image of the city as a Creative Industries Centre, and fourthly, we would appropriate the perception of fashion. Specific components authenticating the positioning of brand Łódź contained

in the Implementation Plan must be successively communicated. If, in a couple of years, we succeed in turning district Księży Młyn into a creative district, settle artists there, and create the right climate for creative and commercial activity, then we should communicate that fact on a large scale. However, as long as that „product” is not sufficiently prepared to provide a strong proof for the existence of strong creative industries in Łódź, it is better to postpone presenting it to the wide public to avoid making an overpromise.

Apart from the mandatory components contained in the Implementation Plan consistency of communication in many other areas must be maintained. The more messages (both verbal and non-verbal) refer to creativity, enterprise and creative industries, the stronger the synergy effect achieved by the city. Good examples already quoted in this work are the cities of Gdańsk and Poznań which are the most effective in communicating important events, products, services and people.

Presented below are key problems defined at the level of desk research and workshops with representatives of departments of the Municipal Office in Łódź, with recommendations for elimination of chief bottlenecks in the flow of information..

2. Key problems

Internal and external communication of the Municipal Office in Łódź.

Key problems in the area of internal and external communication were analysed and discussed at the implementation stage in the form of workshops. Desk research analysis brought a diagnosis of bottlenecks in information exchange within the Office and indicated recommendations referring directly to the proposed Brand Strategy Implementation Plan. Based on documents provided by Bureau of Promotion, Tourism and International Cooperation Prof. Tomasz Domański (Ph. D.) has come forward with the following key problem issues:

- Need to improve the flow of information about promotional activities between different departments of the Municipal Office in Łódź. Need to streamline the flow of information necessary to carry out large promotional projects
- It is necessary to improve means of internal communication by which other departments (partners within the Office) can find out about the activities of Bureau of Promotion (in-house newsletter, personal and electronic communication). It is necessary to introduce clear principles describing forms and scope of cooperation in this area. Generally, individual

departments have poor information about their respective assets and potential of mutual cooperation. Individual departments do not coordinate their work in the field of promotion. Each department is a separate „little kingdom”. No global and coherent thinking about the city in the context of promotion

- Competence areas of individual departments need to be worked on as they often overlap. As of now, conditions for harmonious cooperation have not been created. The current practice is that where two different departments of the MO are working on the same event it turns out to be a failure. This must definitely be changed. Paradoxically, the bureaucratic perspective means „pushing work away” and „reluctance to cooperate”. To standardise cooperation competences of different parties and a cooperation agenda must be clearly described.

(Source: Report from research and analyses carried out for Bureau of Promotion, Tourism and International Cooperation of the Municipal Office of Łódź, December 2008)

Problems analysed and discussed during the workshops included mainly evaluation of efficiency with which activities undertaken by individual departments were communicated to the public, and efficiency of internal communication in the Municipal Office of Łódź. That evaluation to a large extent coincides with the evaluation provided by

Prof. Domański two years ago. The main communication problem pointed out by members of the Implementation Team was lack of efficient flow of information between the Bureau of Information and departments. In large measure this results from the fact that information which could be potentially interesting to media is not updated.

Moreover, most messages generated by the city are not consistent and there are no developed practices of standardising messages. From the standpoint of building a consistent image it is important to communicate components which are in line with an adopted brand concept. These messages must have priority both in internal and external communication. For example, the fact of obtaining EU funding for initiatives supporting development of creative industries (Art. Inkubator) must be a priority message communicated to residents, but also external audiences in the future. This kind of message proves that the city relies on creative industries and is doing a lot to that end.

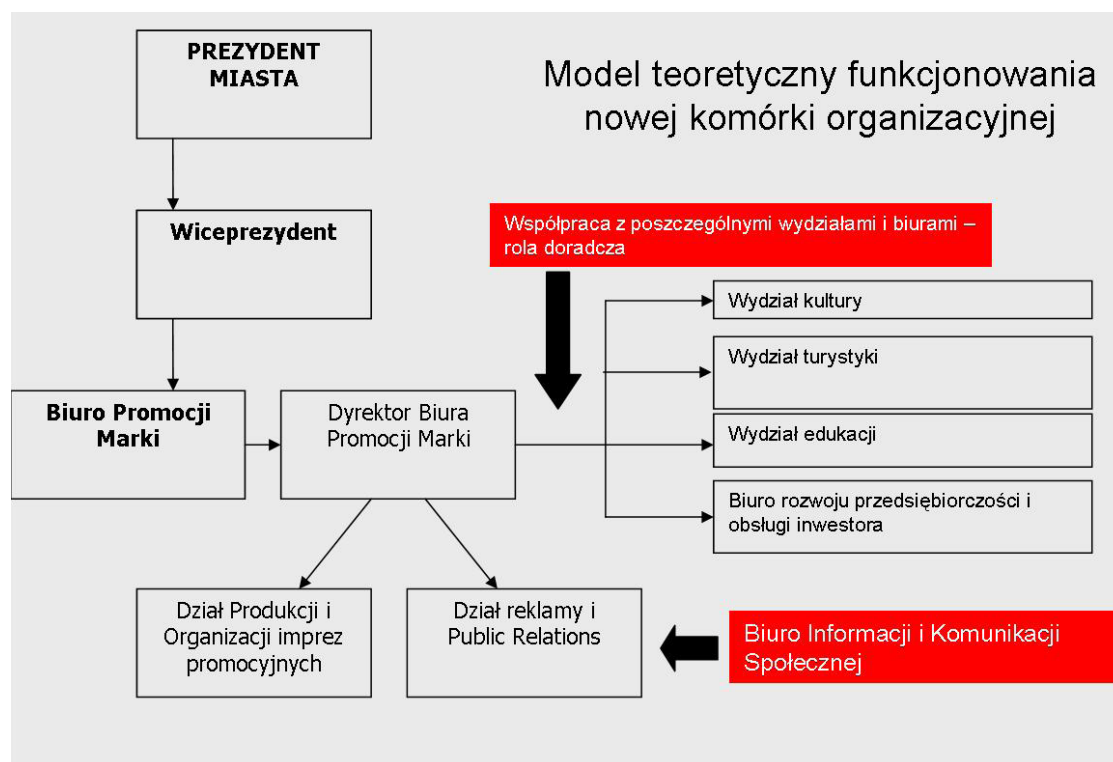
Potential model of functioning of Brand Promotion Office contained in the Implementation Plan was discussed in the context of activity undertaken by Bureau of Information and Social Communication, in particular the activity of press spokespersons. The unit would be responsible mainly for strategic planning of the city's promotional activities, standardisation of messages communicated by the city (so that they contribute to building the desired image), both in the form

of advertising and Public Relations activities (understood as building relations with an organisation's environment, including residents). The unit coordinating all those components would be responsible for delivering the synergy effect which is to achieve the desired image based on thousands of messages communicated by the city. It is also recommended that the Brand Promotion Office should perform advisory function for departments which have a product/event/personality/institution etc. to communicate. Prof. Domański emphasises this aspect in his diagnosis, dedicating this role to the Bureau of Promotion, Tourism and International Cooperation. In the current situation it would be more effective if these tasks were taken over by the Brand Promotion Office as the body which plans communication, has the highest competence in advertising communication and is responsible for building relations with subcontractors.

A potential model of „advisory services” provided by that office would involve:

- providing factual information (the brief) including key factual guidelines
- developing advertising and PR messages consistent with brand concept
- supervising the production of advertising materials

Organisational chart for Brand Promotion Office – unit responsible for carrying out the city's marketing communication, contracting the performance of tasks and coordinating undertakings associated with the implementation of the city's brand executed in cooperation with particular departments.



Proposed organisational structure of the office and scope of responsibilities of individual sections:

Director of Brand Promotion Office

- planning and oversight of projects carried out by the office
- monitoring and analysis of market data concerning activities taken by competitors and the brand's results
- coordination of cooperation with key departments
- direct cooperation with the Mayor and press spokespersons

Director of Brand Promotion Office plays the key role for the city's marketing communication strategic planning. He cooperates with the Mayor and his spokespersons directly and closely, co-creating the city's information policy. He is responsible for the coherence of communication and most importantly for consistent execution of Brand Strategy and Implementation Plan. He follows the strategy document and implements a budget policy to execute the Implementation Plan. As head of the office, together with the Advertising and PR Section he decides about adverti-

sing communication policy, plans and implements key guidelines for building relations with the environment of the organisation and the city at large.

Section of Production and Organisation of Promotional Events

- planning events to be organised by the office
- coordination and execution of brand promotion projects
- cooperation with subcontractors
- drafting agreements and coordinating their performance
- cooperation with other people in the office and particular departments

The section should be active on the operational level of all events organised by the city, from mass events such as New Year's Eve celebrations to business events in particular areas of the city's activity, such as festivals, city fairs, symposia or conferences organised by the city. This kind of specialisation will help streamline the performance of tasks (one unit responsible for all events) and

reduce organisational costs. Additionally, it will ensure control over messages generated by a particular event.

Section of Advertising and Public Relations

- execution of communication strategy in media
- website administration
- cooperation with press office and key departments

The section is responsible for creative execution of strategic guidelines in all areas of the city's functioning described in the Brand Strategy and the Implementation Plan. A solution has been suggested in the theoretical model to incorporate Bureau of Information and Social Communication in this section. This solution aims to concentrate in one place all people responsible for communication of contents. In the model approach this section should have a unit dedicated exclusively to the city's internal issues. This kind of competence distribution would be aimed at intensifying and streamlining cooperation and flow of communication between individual departments and offices and the Section of Advertising and Public Relations. The responsibility of that unit would

be to actively acquire information from departments and decide which messages to communicate to residents and how, so that communication is credible and contributes to building a positive image of the city in the eyes of its inhabitants. Within the section, there should also be a unit responsible exclusively for building external relations with various stakeholders (voivodeship, NGOs, government) and looking after the city's good publicity.

3. Recommendations

**for implementation in key areas of city performance
(sub-products and sub-brands)**

– report from implementation workshops.

3.1. Sub-product tourism

The area of tourism in Łódź will be focused on offering short-term, 2-3 trips called city breaks. Łódź will never be a place where people go on long-term holiday. For the time being, the city is also not perceived as a tourist attraction, mainly due to the fact that Łódź has always been associated with industry rather than tourism. This does not mean, however, that it is impossible to build a new perception of an interesting city for short weekend outings. To achieve that, we must promote and communicate unique tourist attractions of Łódź.

Promote and communicate „city break” tourism in the following areas:

- cultural tourism – festivals, outdoor events, concerts, sports events (Atlas Arena)

- post-industrial tourism – promoting architectural uniqueness and form of the city as such. Communicating the fact that the visual side of the city stimulates imagination. Promoting sentimental (historical) tourism to present the city's multiculturalism and diversity, and show the city as a melting pot of ideas which have given rise to a dynamic bloom of the city: emphasising the competence of enterprise.

General message: Your imagination will be stimulated (inspiration: cultural tourism, memories: sentimental tourism)

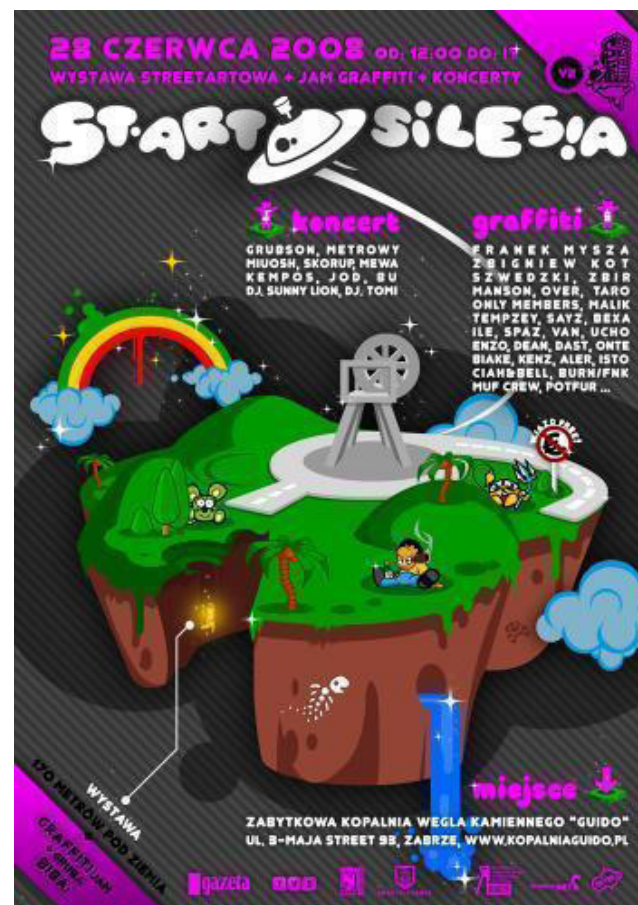
Scenarios for execution of individual operational objectives have been analysed with reference to the targets set in the field of tourism.

Operational objective 2.4.1. Promote post-industrial Łódź as a unique place in Poland with interesting history and architecture.

Note: Łódź has exceptional post-industrial heritage which is unique on a national and regional scale. Unfortunately, a relatively small percentage of people in Poland have ever had contact with that heritage. Experiencing this kind of splendid history and ar-

chitecture definitely stimulates imagination by making one think about the city's historic dynamic growth and wealth. Currently, Łódź is associated with the textile industry, but the perception refers to the post-war rather than contemporary period. In the minds of the target audience there is no specific image of Łódź to set it apart from other cities. It is therefore worthwhile to promote and communicate urban and visual uniqueness of the city. While in the case of other big cities we do have a certain image of the city's visual aspect, for Łódź these perceptions are blurred. It is worthwhile to promote what is definitely unique. It is also recommended that the category of post-industrial tourism should be communicated relatively soon, as other cities will want to build their competitive advantages in the area of tourism. Just like in the case of fashion or design, if a conceptual category is appropriated by a competitor it will be very difficult to attribute attractive perceptions to the brand. An example of a city that relies on its heritage is Zabrze with a slogan reading „Leisure in Zabrze, on the Surface and Underground”. Zabrze is using former mines as tourist attractions, introducing culture there too.

An example of how tourist and cultural attractions are communicated in Zabrze:



Operational objective 2.4.2. Promotion of cultural and entertainment events (such as fashion shows, exhibitions, concerts, performances, sports competitions) on a nationwide and international scale.

This objective defines the role of tourism as a sub-product that can excellently communicate the city's promise to stimulate imagination. In the context of city-break tourism Łódź should invite tourists over to visit it as a centre of big events which stimulate imagination. Thereby it gives a chance to keep tourists at least one day longer.

Operational objective 2.4.3. Promotion of Łódź's shopping malls located in post-industrial buildings to shoppers in Poland and abroad as an attractive place to go shopping.

Research carried out by TNS OBOP as part of this project shows that Łódź is a popular shopping destination and shopping is a strong factor attracting people to visit the city.

What is more, even the residents of Łódź and the city's voivodeship, but also tourists from Poland see Łódź's commercial offer as the city's advantage.

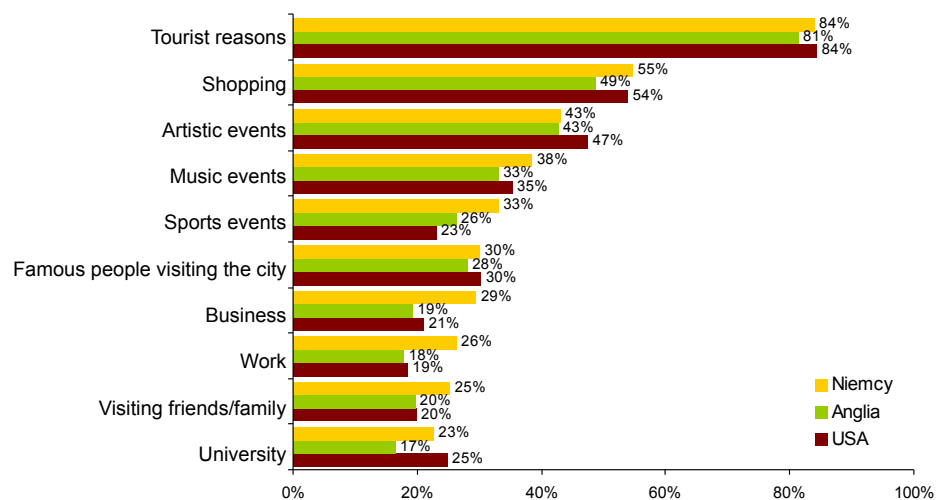
It is therefore worthwhile to communicate the appealing commercial offer which can be an excellent instrument of presenting the city's touristic qualities. Firstly, we invite people to shop in Łódź, and secondly, we promote the city's visual qualities. It is much nicer to do your shopping at a unique place like Manufaktura or Galeria Łódzka, than a regular shopping mall.

Operational objective 2.4.4. Promotion of Łódź as a sentimental destination with multicultural roots.

Another integral component of building the city's image will be to communicate its past. Both residents and visitors should be reminded about the heritage of the city and the entrepreneurial spirit thanks to which the city developed so dynamically. It did develop also because Łódź was a place where different cultures, trends and ideas clashed, driving the city's development. This heritage makes the city so exceptionally attractive as a tourist destination and is therefore worth promoting.

Reasons for visiting Łódź

When asked about the reasons which might induce respondents to visit Łódź, most pointed to tourism. (over 80% of respondents from each country). Approximately half of the respondents indicated shopping.



Łódź city image > International survey



P4. Please tell me what would be your reason for visiting Łódź?

Advantages of Łódź

The vast majority (67%) of respondents can not point to specific factors which would distinguish Łódź favourably from other cities. Good location and textiles are the first concrete associations, which received only 7%

Advantages of Łódź

	Omnimas	CATI	TOURISTS
I don't know/ hard to say	49%	12%	2%
It doesn't stand out/ It has no advantages	18%	8%	4%
Good location/ located in the centre of Poland	7%	15%	22%
Textile industry/ industrial city	7%	6%	2%
Big city	4%	3%	4%
Film production company / The Film School	3%	2%	5%
A lot of cultural events	2%	8%	6%
A developing city/ significant potential	2%	12%	9%
I don't know this city/ I have never been there	2%	-	-
Easy to reach/ good connections	2%	4%	4%
Other	3%	11%	11%

Advantages mentioned only by residents of Łódź, the region and tourists

	CATI	TOURISTS
education / large selection of schools and universities/ high level of education	13%	-
Architecture/ historical monuments	9%	15%
Shopping centres/ a lot of shops	9%	14%
Piotrkowska Street/ the longest street	7%	13%
Manufaktura shopping centre	6%	12%
It's cheaper / lower costs of living	6%	4%
Parks / a lot of green areas	6%	7%
A nice city / well-kept	5%	3%
Tourist attractions	4%	-
Friendly people / friendly city	4%	-
Easy to reach/ good connections / intersecting roads	4%	4%
Entertainment/ pubs/ clubs/ discos	3%	7%



Łódź city image > International survey



** Presented are answers of a frequency of indication of at least 3% for at least one group.

Omnimas N=1000, CATI N=1100, TOURISTS N=300

P5. What advantages does Łódź have over other cities?

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3.2. Sub-product culture

Culture was intensively promoted as part of the project Łódź European Capital of Culture. Many undertakings implemented as part of that project revolve around creative industries. An important outcome of that project is an application document prepared by Łódź Art Center which provides guidelines for development of culture. Another effect of activities taken to acquire the title of European Capital of Culture is social integration around the idea of development of culture in Łódź. That idea has integrated different groups of people in the city also because it is a grass-roots concept which came from the society and was never a top-down decision imposed by municipal authorities. Although the project is not being continued as part of the ECC, the idea should be promoted and most importantly the social involvement in the project should be communicated.

The area of culture is a key sub-product which builds creative industries. Emphasis should therefore be placed on promoting undertakings, objects and products of culture which touch on the essence of the creative industries, in other words areas situated at the meeting point of culture and creativity with enterprise and business. Those events, people or institutions should be promoted who do not create culture for culture's sake but rather a culture that offers added value.

An example of a project that could well communicate creative industries from Łódź is programme Creative Self-Employed providing support to businesses, people and institutions active in area of creative industries. Another component is the creative district Księży Młyn now being made. The idea is to make it not just another standard artistic district, but rather to establish a place where interesting concepts are created that are attractive enough to be sold. Księży Młyn may become a trademark of creative industries in Łódź. A place swarming with ideas, with plenty of interesting projects, exhibitions, concerts, performances etc. Another advantage are lofts located in that district which are an attraction in themselves, and contribute to the image of a non-standard city with a creative approach even to an old factory.

Examples described above present just a small portion of the city's potential to build a strong image using the cultural sub-product. The city has many other unique cultural products that can be used to promote it, such as:

- Fashion (Fashion Week festival, designers etc.)
- Alternative art (Photo Festival, Cartoon Festival, Design Festival, film festivals etc.)

- Facilities associated with culture such as ms2 or the EC1 now under construction, as well as famous museums and prestigious galleries
- Creators (designers, actors, directors) and organisers of culture (companies, private people, institutions)

Please note: these recommendations should not be interpreted as encouraging the promotion of commercialised culture, but rather culture that is able to pay for itself and thereby develop more rapidly.

The key issue in the case of such sub-product as culture is appropriate prioritisation of projects to be promoted and communicated. However, promotion and communication should be distinguished from subsidising. Brand Strategy and Implementation Plan do impose a certain communication hierarchy but they do not define which institution, person or cultural event should be subsidised on a large or small scale. All documents of the project indicate and prioritise in time components which should be promoted first and those which require long term approach.

In the area of culture, so important in defining creative industries, fields constituting creative industries in Łódź such as film, fashion and design should be communicated on a mass scale first. In

these fields the city has a lot to offer, but the fact does not have sufficient promotion. Following the main recommendations of this document, the products to be communicated first should be those making up those three fields: festivals (eg. Design Festival, Fashion Week, film festival Targowa Street), people (individual designers already active in the profession and students of the Academy of Fine Arts) and institutions supporting artists and helping them develop their career (eg. Art. Inkubator). Such messages and promotion of the individual components described above will be successively building the desired image. The positioning of Creative Industries Centre may not be communicated directly as the chief message as for the time being it would be an overpromise to the audience. As showed by TNS OBOP research contained in the Opening Report, film (the film school) is the only defining component of creative industries Łódź is associated with. In the minds of the audience there are no perceptions of fashion, design, alternative art etc. So what should be communicated are the true, unique and attractive components of creative industries in Łódź, which in a long-term perspective will build the desired image of Łódź as the Creative Industries Centre by planting the perceptions desired from our point of view.

Łódź as Creative Industries Centre should be famous for charting creative roads, showing new trends and inspiring artists from Łódź and Poland. Culture in Łódź should be promoted as the

pioneer of new artistic initiatives because it is entitled to. The creative district Księży Młyn will be an excellent proof showing that this is the way culture is created in Łódź. It will be the first cultural facility of this kind in Poland. No other city has ever sent out so clear a signal that it cherishes culture and artists, both those already active in Łódź and those who would like to start their career there.

As part of the 3rd stage (implementation) a workshop participated by representatives of the Department of Culture was held in the course of which guidelines of Brand Strategy and Implementation Plan were analysed and discussed.

The session was participated by employees of the Department of Culture, Department of Education and Department of Public Procurement.

Issues addressed at the meeting referred to problems and possibilities for the promotion of cultural events in Łódź. A range of opportunities were presented for the promotion of projects concerning culture and creative industries, in connection with principles of Brand Strategy for the city. To better depict the potential of communication synergy and coherence of messages, examples of such solutions applied in other cities which have received positive opinions were presented. Methods of

translating strategic guidelines to the area of culture worked out in:

- Poznań were discussed in detail (Inspired by POZnan* Take a Breath of Culture: a huge cube put up on Plac Wolności square containing nearly 43 cu.m. of cultural Poznań air; all promotional materials consistent with the logo)

POZnań*
*Miasto know-how

Odetchnij kulturą



- Gdańsk: brand positioning – City of Freedom – Spirit of Freedom – Spirit of Change, Synergy of communication at the message level (Freedom of Culture, Culture of Freedom, freedom as inspiration for festivals and cultural events: Solidarity of Arts , European Poet of Freedom)

FESTIVAL
Soli
DARTY
of ARTS



- Gdynia - brand positioning: Open City. Message: Open City for Open People: Gdynia - Open City for Open'er Heineken Music Festival



- Warsaw (Fall in Love with Warsaw: exhibition „Eight Centuries of Warsaw's Siren” – Fall in Love with Warsaw... Just Like the Siren)



The character of initiatives, events and messages which to be formulated in the area of culture has been analysed, with their preferred hierarchy and directions of expansion: from priorities in the context of the current stage of building the image, to those potentially important in future, to additional and supplementary projects. Based on that model the following list has been drafted of cultural events executed/supported by the Cultural Department which can be handed over to the Festival Bureau that is being established.

Name of event	Organiser	Date
Drama Schools Festival	The L. Schiller PWS-FTVIT School in Łódź	April
Christian Culture Festival	LOGOS Cultural Centre (father Waldemar Sondka)	November

Jazz Gala Grand Prix Melomani	Ireneusz Kowalewski Society Jazz Melomani, Concert Agency	June
A. Tansman Musical Personalities Festival	A. Tansman Association for the Promotion of Culture	November 2012
Festival of Films about the Family	Cultural Foundation For Familiae	October
K. Szymanowski International Competition	K. Szymanowski Music Society of Łódź	September /October
Łódź of Four Cultures Festival	Festival Bureau	September
Retro/Per/Spectives (Drama Festival)	Drama Association Chorea	August 2012

The issue was discussed of difficulties in categorisation of creative undertakings being organised, which involves problems with allotting them to the right units coordinating such events. Those difficulties have their cause in non flexible enough approach to the

notion of creative industries: separate categories should be distinguished within that notion such as industrial projects, enterprise projects and cultural projects. This is because not all activities in the area of creative industries are based on culture. It was also suggested that a separate unit should be set up (Brand Promotion Office) to take over responsibility for initiatives in that area. As mentioned previously, the office would coordinate communication and look after its consistency, and individual departments would be responsible for its factual content. The issues of changing the structure of spending on cultural events and placing emphasis on individual stages of their execution: organisation and promotion were also discussed. At the present moment there is no sufficient funding for the promotion of individual events. This problem has been pointed out by workshop participants: under the agreements concluded with festival operators it is difficult to enforce a more successful promotion of the events. Agreements provide for part of the sums to be allotted for promotion of the event but there is no sufficient control over operators in the promotion area. This weakens the power of promotion and is a serious barrier in effective promotion of the new brand concept. It also makes it impossible to keep messages consistent on account of the limited control over them. In this context also the issues concerning lack of developed methods of promoting events on a local and national scale were analysed, which translates to a shortage of knowledge in the society about events taking place. As TNS OBOP's

research contained in the Opening Report indicates, residents of Łódź are hardly aware of what is happening in their city in terms of culture, which impairs the perception of a city in which life is good. It is recommendable to transfer the responsibility to the Brand Promotion Office which would play the role of an arbiter of outgoing messages to make them consistent with brand concept.

In the course of the workshop the issue of using the potential of secondary and vocational schools in building the image of Łódź as a city of creative industries was discussed too. Initiatives engaging young people which have been taken so far were analysed, such as inter-school art reviews supported by Russkij Mir Foundation and the project Fashion Laboratory in cooperation with Italian schools. It appears that event in fields not connected directly with creative industries there are components which support the concept of Creative Industries Centre. Good practices in grass-roots initiatives should be supported and communicated as long as their content has to do with creativity and entrepreneurship.

The following recommendations were worked out during the meeting based on the analysed subjects:

- Base the strategy on components already possessed by the city of Łódź so that messages sent out are credible and the image built is clear and coherent

- Execute the strategy with small steps (long-term construction of the desired image in accordance with guidelines in the Implementation Plan)
 - Develop promotional activities in a logical and precise manner, but at the same time make them flexible enough not to narrow the possibilities of building the image of Łódź
 - Develop a programme for the support of creative industries enterprises based on the programme for cultural development
 - Determine hierarchy and prioritise implementation of specific activities: from those most important for the current stage of building the image, to those potentially important in future, to additional and supplementary projects
 - Support educational programmes in secondary schools aimed at developing creative thinking and interest in creative industries
 - Instil in young people the desire to participate in cultural projects, as a result of which there will always be target groups for creative industries
 - Set up units responsible for specific image-building activities
 - Streamline communication at the organisational level
 - Develop methods of effective promotion of events taking place in Łódź
-

3.3. Sub-product economy

(development of entrepreneurship and investor acquisition)

The meeting was participated by employees of the Bureau for Enterprise Development and the Committee of International Promotion and Cooperation.

As emphasised by representatives of the Bureau for Enterprise Development, what actually impairs the value of Łódź as an investment location is the city's image, or actually the lack of it. Entrepreneurs and investors are interested in the city as a potential location, but their ideas of the city and its image and their knowledge about the attractiveness of other areas such as culture or education are poor. In this context the problem of perceived lack of activity of Łódź's inhabitants, and most importantly the problem of poor promotion of events and entertainment in the city seem important too, as they contribute to the formation of a hardly attractive image of Łódź – a city without initiatives, dynamics or interesting leisure opportunities. As Creative Industries Centre Łódź with its broad cultural base must look after that area of communication in order to be more efficient in attracting potential entrepreneurs and make them stay for good.

The key issue subjected to analysis was development of methods of applying brand strategy guidelines in industry and business in

the city. An important issue in this context is the large capacity of the creative industries notion. It includes not only the area of culture but also industry, which can be based on innovation, creativity and creative solutions made by people with imagination and passion. Communicating that context of creative industries as including the area of business shows the strong potential that Łódź offers to entrepreneurs. Attention must also be given to visual coherence of generated messages. Solutions contained in the already drafted book of identity („City with a Soul”) should provide the base, and graphic elements which are already well-known and recognisable, and arouse positive associations with the city should be maintained.

An important aspect of building the perception of business being part of creative industries are programmes carried out to support and generate entrepreneurship in the city: Young People in Łódź and Łódź: a City of Innovation. All communication activities pursued under these programmes should extensively refer to the idea of combining entrepreneurship with creativity. All this should be taking place within the framework of the key principle of the brand concept: Łódź teaches those who are entrepreneurial how to be creative and those who are creative how to be entrepreneurial, in other words those with talent and passion are helped to grow these qualities and make a living with them, and those aiming for a success are driven to invent ideas and are provided with inspira-

tion, stimulation for imagination. It must be remembered, however, that in entrepreneurship promoting initiatives which are addressed only to students emphasis must be shifted to innovation and creativity as preferred priority qualities of projects' participants. Also, creative forms of promoting such projects must be used as much as possible, such as billboards with ingenious graphic design, unconventional slogans and media.

Forthcoming changes in the structure of chief investors: mass lay-offs planned for the next 5-10 years in facilities owned by Bosch and Indesit are areas in which the recommendations mentioned above should be applied with particular attention. As a result, it will be possible to open Łódź's market for new entrepreneurs and develop creative and innovative business in such fields as biotechnology or R&D. These activities must, of course, be linked with communication of the city's attractiveness in non-business areas.

3.4. Sub-brand – Piotrkowska Street

Among the meeting participants were: employees of the Information and Public Relations Office, Mayor's Authorised Representative for Piotrkowska Street, Architecture and Town Planning Department and Town Architect's Office.

Issues discussed in the meeting pertained to perspectives for the development of the street, functions fulfilled by it and options of its promotion, in line with the brand strategy and assumptions adopted in the Programme for Piotrkowska Street Development.

Piotrkowska Street is one of the best recognised brands of Łódź. It is an important symbol, both for residents and for visiting tourists. Surveys carried out by TNS OBOP research company on the nationwide sample show that Piotrkowska Street represents the third most significant association with the city, indicated at 8% level, directly following the textile industry (30%) and the Film School (7%).

Piotrkowska Street is also one of Łódź main features distinguishing it from among other Polish cities quoted by the tourists and residents.

Moreover, Piotrkowska Street is perceived as the best known tourist attraction, indicated and mentioned spontaneously by respondents more often than other well-known facilities or venues such as Plac Wolności or Manufaktura, for instance.

Associations with Łódź

Associations with Łódź are quite traditional - the textile industry, and then Piotrkowska Street and the School of Film are the most common indications. 28% of respondents (nationwide sample) have no association with the city.

	Omnimas	CATI	TOURISTS
Textile industry	30%	21%	17%
Nothing/ I have no associations	28%	1%	-
Najdłuższa ulica Piotrkowska Street/ the longest street	8%	21%	50%
film production company/ The Film School	7%	2%	5%
Football club/ football / Widzew / ŁKS	6%	4%	5%
film / film festival / Polish film capital	6%	2%	3%
city/ big city	5%	3%	3%
neglected/ ugly buildings, old tenement houses	4%	17%	9%
shopping/ trade/ shopping centres	4%	7%	11%
Fashion/ clothes	3%	1%	-
Industrial city	3%	7%	2%
Location/ centre of Poland	3%	1%	1%
I don't know this city/ I have never been there	3%	-	-
<i>other</i>	<i>10%</i>	<i>14%</i>	<i>14%</i>



Łódź city image > Łódź image compared to other cities



** Presented are answers of a frequency of indication of at least 3% for at least one group.

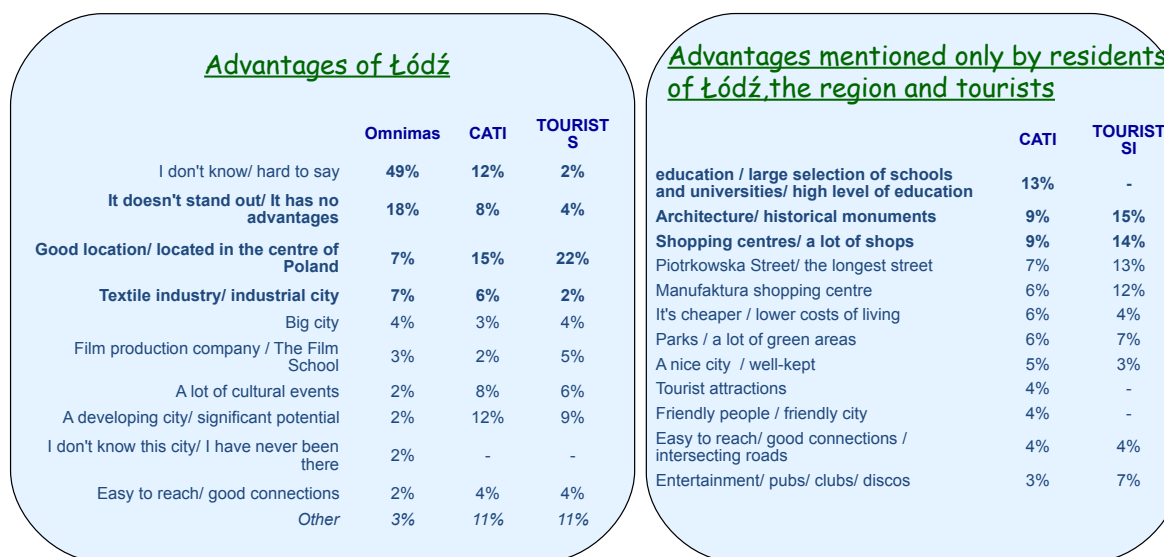
Omnimas N=1000, CATI N=1100, TOURISTS N=300

P4. What are your three main associations with Łódź?

30

Advantages of Łódź

The vast majority (67%) of respondents can not point to specific factors which would distinguish Łódź favourably from other cities. Good location and textiles are the first concrete associations, which received only 7%



Łódź city image > International survey



** Presented are answers of a frequency of indication of at least 3% for at least one group.

Omnimas N=1000, CATI N=1100, TOURISTS N=300

P5. What advantages does Łódź have over other cities?

In the light of the presented results, the key observation involves the fact that Piotrkowska Street is one of the best known and recognised brands in Łódź; in consequence, it should be used in the promotion of the city. It may be a perfect communication tool of the brand value, providing a context for many activities or events taking place in Łódź.

Further, the perception of Piotrkowska Street that is present in minds of Łódź residents - as the longest commercial street and a street in the Art Nouveau style, shouldn't be neglected. Such an image should not be abolished, even though it is not fully reflected in facts, as it rises positive connotations and provides a starting point to build further positive associations.

As part of the examination of the role played by the street, its character and fundamental functions were analysed, based on the Programme for Piotrkowska Street Development. It attaches key importance to the following issues:

- representative character as the main street of Łódź should remain a primary function of Piotrkowska Street
- Piotrkowska is an important commercial street with a specialised, non-standard offering for customers diversified in terms of their interest and financial status; luxurious stores and galleries may not be absent here; efforts must be undertaken in order to prevent monopolising some parts of the street by one trade or service sector, for instance by banks or mobile phone operators
- Piotrkowska is a flagship of the city, an important spot for tourists arriving to Łódź (it is a must to be there); it is a place where centuries-long history and architecture of the city may be encountered; touristic function co-exists here with, among others, cultural and entertainment functions, carried out in the open air
- functions involving creating a city centre should comprise two fields of activities: broadly understood public and business administration offices as well as seats and centres of operation of social, cultural, artistic and local organisations. Piotrkowska must become a parlour of Łódź, a European metropolis
- a promenade in Piotrkowska Street, fragments of yards arranged as green areas, and in the southern part - heritage park, ponds over Jasień, connected with a green passage, will make Piotrkowska Street a venue designed for walks and entertainment

- to live in Piotrkowska Street must be a conscious individual choice rather than a coincidence, because Piotrkowska is a good address

This document highlights also many promotion opportunities which can take place within Piotrkowska Street. The most important short-, mid- and long-term activities mentioned include:

- dividing the street and passages into theme parts
- organising some top-shelf events in Piotrkowska Street (Promotion, Tourism and International Cooperation Office)
- creating a theme tourist route in Piotrkowska Street (designations on buildings, leaflet, map with a route marked on it, promotion of new attractions, for instance: Libeskind house, the Kolski cinema) (Promotion, Tourism and International Cooperation Office, media patronage of Radio Łódź, TVP 3, co-operation with nationwide media)
- competitions organised for the most beautiful old residential building, shop window, façade, yard (Promotion, Tourism and International Cooperation Office, media patronage of Radio Łódź, TVP 3)
- competition for slogans promoting Piotrkowska Street (Promotion, Tourism and International Cooperation Office, media patronage of Radio Łódź, TVP 3, co-operation with nationwide media)
- preparing some attractive gadgets (postcards, T-shirts, magnets, placards etc.) (Promotion, Tourism and International Cooperation Office, media patronage of Radio Łódź, TVP 3)
- regularly published calendar of events (Promotion, Tourism and International Cooperation Office, media patronage of Radio Łódź, TVP 3, co-operation with nationwide media)
- providing an opportunity to post information on cultural and sport events on the www.ulicapiotrkwowska.pl portal free of charge (Office for Media Analyses and Publications)
- promoting the www.napietrynie.pl website, presenting Piotrkowska Street virtually so as to provide information on the commercial, cultural, touristic and entertainment offering located in the street
- educational activities in Łódź schools – trainings for teachers, preparing a scenario of a dedicated lesson and assigning one form period per year to the subject of Piotrkowska Street

et, projection of “Pietryna” film (2009) (Education Department, Regional Education Authority, Touristic Information Centre, Promotion, Tourism and International Cooperation Office)

- creating theme passages, among others by art universities (Promotion, Tourism and International Cooperation Office, Department of Culture)
- creating a “comics play garden for kids”, i.e. play garden with swings, sandpit, slide etc.) (Promotion, Tourism and International Cooperation Office)

The variety of the activities and ideas connected with Piotrkowska Street and its image in minds of residents and tourists presented above shall allow the street, in line with the analysis included in the Brand Strategy and Promotion for the City of Łódź for 2010-2016, to become, with its history, monuments, passages and people, a wonderful communication tool in all key sub-products forming the image of the city brand (economy, culture, education and tourism). The street itself is believed not to create the city image directly, apart from the aspect of its recognition. It may, however, fulfil the function supporting specific promotional activities as long as they are located within its scope. The brand of Piotrkowska Street itself will be a context for many activities carried out in it, an instrument drawing attention of many message recipients given that a number

of people have already heard about this famous place. Communicating Piotrkowska Street, on the other hand, is pointless from the perspective of the positioning of the Łódź brand, as it does not bring in much value. For instance, if a message were constructed in the following manner “the longest catwalk in the world – i.e. famous Piotrkowska Street – has been opened in grand style in Łódź on the occasion of FashionWeek, a fashion festival”, then the street becomes a localiser of events and allows for the quicker identification of space where the event takes place. Additionally, it stimulates imagination by communicating that in Łódź fashion shows take place in open urban space. What is more, Piotrkowska Street appears in the context of the creative industries.

Piotrkowska Street represents an integral element of Łódź, yet until it will truly have changed its character and existing problems will have been solved, it will not be significant from the promotion perspective, as it will be impossible to benefit from the potential it offers.

The primary problem raised by representatives from particular teams was a need to set up a separate budget for Piotrkowska Street. Currently, financial support offered does not suffice to implement projected activities. Declined interest shown by authorities in the promotion and revitalisation of the street was highlighted, which is best reflected in a 20% decrease in amounts for funding

the development of the place as compared to the situation 2-3 years ago. Reasons for such state of affairs are identified in the dynamic increase of commercial spots such as Manufaktura, for instance. Therefore, it is a vital point to develop and settle the issue of contests around the revitalisation of Piotrkowska Street and Plac Wolności in the context of connecting the street with Manufaktura by a modern crossing through the Old Market.

Current tasks, including the revitalisation of buildings and old residential houses within Piotrkowska Street, and a need for an efficient implementation of a housing policy were analysed. The expenditure structure is yet again a deterrent for the revitalisation process – annually, funds allow for a renovation of approx. 5 façades (with 150 old residential buildings in the promenade area only). As far as the development of the street is concerned, unused potential of vacant houses was underlined - problems involved in finding some of their lawful owners and averse attitude of persons administering such houses prevent the use of those places.

- The promotional activities conducted so far, current ideas and planned new solutions were analysed. Concepts of dividing Piotrkowska Street into theme parts linked with the creative industries such as stage-setting, film, fashion or design were discussed. Such a solution, based on the stylisation of a street space, represents a direct illustration of ideas of

the creative industries. Further, a proposal of involving banks located at Piotrkowska Street as potential sponsors of Łódź artists was discussed. However, an issue of decisions on such matters being made at the head quarter's level is a material hindrance in the implementation of the idea at the present moment. Additionally, a multimedia presentation was shown with promotional inspirations drawn from cities across Poland and abroad. Tools and ideas were proposed, able to communicate the elements of the creative industries through Piotrkowska Street. Further, some benchmarks of other cities in Poland and abroad were presented which convey their identity with the use of some unconventional instruments, for instance:

- “Theatre Night” in Krakow with play projections on wall screens above the crossing near Bagatela theatre



- Outdoor expositions – street catwalk and stylised mannequins in New York streets



- Solutions for urban space in a street in Antwerp – “Café Costume”, a store preparing tailor-made clothing, carried out promotional activities by styling urban space elements as tailor accessories; in Łódź such elements may involve also, for example, director’s chairs

- London – promotional campaign by the National Gallery and HP – high-quality printed copies of pictures displayed in the streets



The main assumption behind such activities is to locate within the urban space the elements related directly to the city identity and the creative industries. Piotrkowska Street as a venue very often visited should comprise visual elements related to the creative industries, and be a spot where events of such nature take place. Director's chairs, recurring cinema projections in Piotrkowska Street, fashion shows presenting Łódź designers, modern city furniture referring to an ability to create utilitarian artefacts are just a few methods to render Piotrkowska Street an unparalleled communication tool.

Piotrkowska Street may also become a communication instrument for all important events in the city life, festivals (for example, Design Festival, Festival of Comics, Advertising Festival), sport events (Volleyball World Championships) and events of a strictly urban character. Elements of such events could take place in Piotrkowska Street and thus communicate important activities happening across the city. It is also a recommendation referring to quality research studies conducted by TNS OBOP institute, included in the Opening Report, where the residents expressed their opinion on the unavailability of appropriate information on cultural life, and not only.

Naturally, the street itself will not solve the problem, yet it may help make the message more attractive. Piotrkowska Street

should vibrate with the city life. Other important issue is an option to involve institutions and artists, primarily in the context of the art schools located in the city, in the promotion connected with the creative industries. The fact that potential offered by this area is not used is caused by averse attitude by young artists. This implies a need to launch activities which would activate and encourage the group towards some broader co-operation (for example, by organising concerts, building prestige of Piotrkowska). In the context of promoting Piotrkowska Street by events and using it as a centre of various activities, a need to facilitate procedures related to an organisation and obtaining required consents for activities within Piotrkowska Street is particularly prominent. This involves also the necessity of introducing and consistently enforcing the requirement to promote all Łódź events in Piotrkowska Street.

Weaknesses 1/3



Ineffective city management, not fulfilling its potential:

- Łódź is not associated with a city of culture, but with an industrial, or even post-industrial place
- Poor promotion of events, among residents of the city and Poles alike, no information on events or information appearing too late, resulting in poor attendance,
- Insufficient efforts to attract tourists - lack of promotion of Łódź and its events, the lack of a diversified hotel offer (particularly hostels),
- Low level of using EU funds,
- Illogical distribution of maintenance work, significantly hindering traffic in the city (eg, closing of two parallel streets)
- The treatment of Łódź on the national arena - it is now considered to be an insignificant town, and until recently it played a significant role particularly in terms of industry,
- The negative relationship between politics and culture - bad relations of representatives of both fields, which may result in the transfer of the most important festival - Camerimage, David Lynch's withdrawal from the idea of investing in Łódź,
- Poorly advertised universities and colleges, which are not seen as prestigious, additionally more dormitories should be created, more student events on a higher level should be organised (inviting international stars), no places for young bands to play concerts.

3.5. Sub-product – sport

As part of preparing materials for analysis, the Sport Department presented its own obligatory tasks, carried out in order to satisfy collective needs of a community pertaining to physical education and sport. Performed activities involve:

Sport training

The task is carried out through Łódź sports organisations whose offerings are selected in compliance with the procedures provided for in the Act on Public Benefit and Volunteer Work.

Sport training in Olympic disciplines

Under the detailed requirements for a competition, Łódź sports organisations successful in Olympic disciplines and events may become tenderers. The task is aimed to enhance conditions of sport training for those athletes whom the Polish sports associations deem to have chances to take part in the Olympic Games.

Organisation of sport and recreational events

Sports non-governmental organisations such as sports clubs, regional associations and sports foundations carry out the task.

Sport popularisation among children and youth

The task is aimed to organise inter-school sport competition among Łódź education establishments. The task is carried out by the Municipal School Sporting Association.

Ensuring safety of swimmers – poviat's task

The task is carried out by the Water Volunteer Ambulance Service in Łódź. The Ambulance Service provides constant specialist supervision over pools and rental of water equipment in Łódź. Organising sport activities as a form of spending leisure time for children and youth from families affected by alcohol under the Municipal Programme of Prevention and Solving Alcohol-Related Problems, and organising and running sport events and activities as a form of spending leisure time for children and youth, promoting drug-free lifestyle under the Municipal Programme of Drug Addiction Prevention.

Municipal Programme of Prevention and Solving Alcohol-Related Problems – “District Coach”

Following an example set by Wrocław, the „District Coach” programme has been run in Łódź since last year. Under the task, generally accessible sport activities for children and youth in sport facilities at education establishments in Łódź (other than Orliki playing fields) are run.

Popularisation of physical education among socially maladjusted children and youth as a form of education and counteraction against social exclusion

Promoting sport by the city

The task aim involves the image-building and informative promotion of the city through Łódź sports clubs, with respect to both team games and individual sports, and discounting successes achieved by Łódź athletes for the benefit of the city. The promotion takes place in two dimensions: the image-building one consolidating the Łódź brand as an entity actively involved in sport, and another striving to access the broadest possible group of recipients with information on events in the city. Terms of Reference are prepared in such a way so as to allow for the attainment of the above objectives. A division to particular sport disciplines or competition categories, through which the city wants to conduct promotional campaigns, is taken into account.

The Sport Department proposed some subjects which had been analysed by DEMO, and some recommendations, pertaining to possible communication of particular disciplines, events or athletes, were proposed in the workshops.

Subjects proposed for analysis and recommendation involve:

- using “ambassadors of Łódź sport” in the Łódź Brand Strategy
- how to join the Promotion and Communication Strategy of the Łódź Brand? - trainings for sports clubs
- how to promote the Łódź Brand during massive sport events? (2011 European Women Basketball Championship, 2014 Men’s Volleyball World Championship)

The proposed subjects were analysed based on the key assumptions behind the Brand Strategy and strategic and operational objectives included therein.

Possibilities for applying particular elements of the brand concept in the context of the sport promotion were discussed in the workshops. As shown in the Brand Strategy documentation, sport does not represent a key sub-product which will build the desired image of such big city in any priority manner. Nonetheless, the role potentially played by sport in achieving the effect of a communication synergy, should not be marginalised. As part of the strategic objectives set in the Brand Strategy documentation,

the role of sport in creating the desired image in following three areas was assigned:

- Creativity in sport
- Using sport ambassadors in Łódź
- Łódź as a centre of massive events in Poland

Re 1. It is difficult to directly transfer by means of communication the concept of the Creative Industries Centre into the area of sports. The problem which may be faced when designing communication is the fact that creative industries to large extent refer to the area of culture and related products. According to the definition, creative sectors are broadly understood as creative enterprises which, in particular, are market-oriented and deal with creation, production, distribution and/or dissemination of creative goods and services through media.

Creative industries are largely based on such categories as: design, audiovisual media, performance arts, cultural sites or creative services. The area of sports is, hence, directly related to creative industries; however, it is worth looking for contexts and elements making up the entire concept in relation to what is going on in the city.

Within the premises of brand concept defined by the identity pyramid (the Brand Strategy document), there are component of the entire brand concept. Apart from the brand positioning component, there is also brand promise, its attributes or personality as well as evidence that the direction the brand will aim at is true (Reason to Believe). The key to effective communication and reaching the synergy effect is using this tool and adjusting the communication strategy to general brand concept. In case of the area of sports, not all the components, projects, events or people can be communicated in a way making them coherent with the brand concept. It is, however, essential that, among the numerous tasks accomplished by the Department of Sport, the ones that will at least indirectly build the desired brand image should be selected and communicated externally. For instance, an important area of sport in Łódź, such as football and well-known in Poland sports clubs (ŁKS and WIDZEW Łódź), does not build perceptions suitable to the image of the city which should be famous for creative industries and the combined creativity and entrepreneurship which excite imagination. For the time being, these clubs do not achieve significant successes which could be turned into image success of the city and the City of Łódź brand. Hence, one should look for disciplines which will be closer to the creative and entrepreneurial approach to sports.

In the sphere of the Department of Sport's activity, there is a task of arranging Łódź-wide sports centres where a contest will be announced with the objective of enabling Łódź's NGOs to apply for funds necessary to organize Łódź-wide centres: of alternative sports (incl. skateboarding, rollerskating, bmx, le parkour) or in a selected sport which is done in at least 3 Łódź-based clubs and has significant sport results.

Workshop participants found that the areas of sport such as martial arts or new activities that strongly and dynamically develop in the city using the city space such as le parkour may constitute a product interesting for communication. For example, le parkour (l'art du déplacement, fr. the art of moving – form of activity originating in France, used mainly in city areas) may constitute evidence that in Łódź people take a creative approach towards sports and city space, all the more that the city has unique postindustrial architecture. Le parkour is also dealt with mainly by young people, focused on physical activity, but not in standard forms. Hence, they use the city space for doing sports in a creative way.

Re 2. Another topic for analysis and recommendation was also the area of possible use of well-known people who come from Łódź as Łódź's sports ambassadors. Recommendations on the way of communicating sports ambassadors are mainly based on the context of promise made by the city (included in the tool of Identity Pyramid): Łódź – excites imagination. In the context of sports this is determination, talent and hard work which have led to achieving something great in sports. These values should excite imagination, especially of young people for whom sports can be a way for living. Such an approach to communication also enables execution of the Department's statute tasks regarding propagation of sports among youths. It deeply settles in the brand concept, supporting its image, and at the same time, communicates coherent component offered by the city. An example of a potential Łódź's sports ambassador is a basketball player Marcin Gortat. It is not, however, about communicating Marcin Gortat just in the context of his Łódź's origins, but about his talent, determination, hard work and drawing good conclusions from mistakes, which led him to the finals of the world's best basketball league. Thanks to that we actually communicate that people who come from Łódź, the city which excites imagination, have broader horizons and can reach challenging objectives. This is their talent (creativity) and determination (entrepreneurship) taken from the city which gives them the power to overcome obstacles. Such an approach to the way of using well-known athletes as

sports ambassadors allows for simultaneous execution of the Department's tasks (popularization of sports among school children and youths) as well as creating synergy of the message leading to faster building of the desired brand image.

Additional note: recommendations refer to the approach to possible communication through sports ambassadors, not through concrete people. The key rule is adjusting achievement of potential ambassadors to the premises of the brand concept.

Re 3. The Department of Sport submitted for analysis a series of sporting events planned to be used in order to promote to the city through sports.

Sporting event
Marcin Gortat Camp 2010
Men's Volleyball World League - - two-legged tie Poland - Cuba
Champions League Finals – Final Four 2010
100-th Anniversary of Widzew Łódź
IFMD World Championships in Sports Dancing 2010
Wojak Boxing Night - Professional Boxing Gala in Łódź held under the patronage of the Mayor of Łódź
International Speedway Contest for the Mayor of Łódź's Cup – for the title of International Champion of Łódź

EuroBasket 2011
First International Men's Volleyball Tournament
Special Olympics – Kazakhstan's visit
International Championships of Poland Garlando 2010
90-th Anniversary of ŁZPN (Łódź's Football Association)
International Women's Volleyball Tournament for the Mayor of Łódź's Cup
Athletics Meeting with international friendly football match of Łódź's academic teams on the opportunity of opening an athletics training stadium
International Women's Football Tournament for the Mayor of Łódź's Cup
Men's Volleyball World Championships 2014

With direct reference to operating objectives included in the brand strategy, the role of sports has been included in the operating objective within the area of tourism – Promoting cultural and entertainment events (e.g. fashion shows, exhibitions, concerts, performances, sports tournaments).

Within this objective, Łódź should be communicated in the context of sport as being central for great sporting events which excite imagination. Building the Atlas Arena Hall has enabled organization of significant sporting and entertainment events. These events should be presented in the context of the promise made by the city to all the interested parties. Common consultations' recommendations for more widespread communication of sporting events are based on two most interesting events in terms of image creation. These are EuroBasket (Women's Europe Championships) in 2011 and Men's Volleyball World Championships 2014. On the wave of the popularity of volleyball in Poland, such an event could favourably affect the way the city is perceived. Such a perception could be stimulated by appropriate communication of a given event. If Łódź is gradually taking over the role of the host of big (also sporting) events in Poland, it is worth communicating these events in the context of what the city promises as a brand, i.e. exciting imagination. The aforementioned events may build the perception of Łódź as the centre of big events which excite imagination through their scale, venue (the Atlas

Arena Hall) and aroused emotions. From this angle, the city may be perceived as the centre (of events), place where important events take place (not marginal ones) and where emotions are at the zenith. Such communication enables adding the component of emotions to the brand of the city, which should result in the willingness to visit it again.

Examples of the communication's coherence, from coherence within the Visual Identification System to coherence in the approach to sponsored sporting events.





URZĄD MIASTA ŁÓDZI

DEMO

EFFECTIVE LAUNCHING