

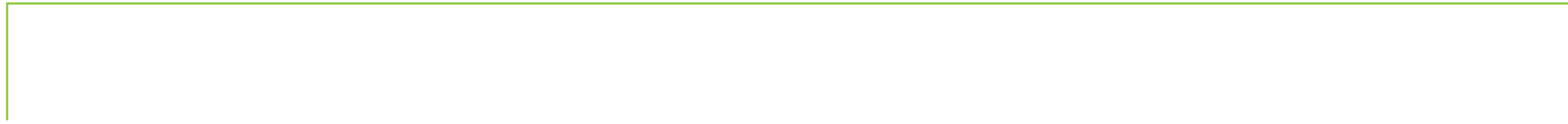
The background features a dark grey area on the left with two thick, curved lines in purple and lime green. The top right is a solid pink area with a white wireframe of a 3D pyramid. The bottom right is a black area with blue, pink, and green curved lines. The bottom half of the image is a solid blue area with a white wireframe of a 3D pyramid.

ŁÓDŹ BRAND  
MANAGEMENT  
STRATEGY

# Łódź

FOR THE YEARS 2010 - 2016







## Introduction

At present, many cities in Poland are not aware of the role brand may have in building competitive advantage over rivals (other cities or regions). Without a strong and clear (unique) brand it is difficult for a city to attract investors or entice tourists or potential students these days.

This fact is well realised not only by big cities such as Warsaw, Łódź, Wrocław, Poznań or Gdańsk, but also smaller towns, like Krynica Górská or Międzyzdroje. Promotional messages aimed at building the brand of these towns have settled for good in the minds of most people in Poland, Europe and other parts of the world.

Building a city's brand can not, however, be based on one-off or incidental action, as this brings relatively weak and not lasting effect. It must be carried out following a previously adopted brand strategy and well planned communication activities.

Promotional activities carried out by the city of Łódź so far were not executed in accordance with this principle. They lacked coherence and a clear direction for the city to follow in creating its image. These shortcomings were obvious, as Łódź did not have

a brand strategy (also in the formal sense of having a written document).

The present document fills that gap by providing, among other things, guidelines as to brand objectives and concept, and methods for implementing the adopted principles so that in future the city can take a unique position on the perceptual map of Poland and the world.

A city brand forms on the basis of a number of activities (tasks) and at many levels: starting from setting up its concept and objectives, to defining target groups, developing a logo and a consistent visual communication system, etc.

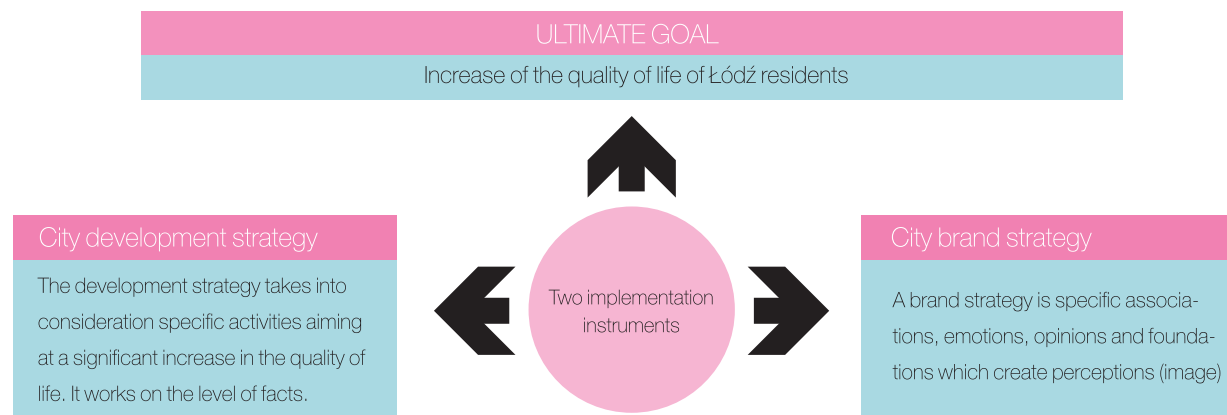
Developing a brand concept is one of the most important phases of strategic work because whether the brand makes a success or a failure depends to a large extent on that concept.

What is brand? One definition reads „Brand is a name, symbol, term, design, trademark or their combination created to designate and distinguish a product (eg. a city) from other, competitive products.

It may consist of a verbal part (name) and a non-verbal part (symbol, logo). Words used to compose the verbal part of a brand should aim to evoke associations with the product, city, region or country". Still, for members of the audience to associate the city with the right features/adjectives we need a strategy to provide us with clear guidelines as to what exactly associations are welcome, eg. Wrocław – a meeting place, a place that is friendly, sociable etc.

These associations may not be arbitrary, untrue or unattractive from the point of view of target groups. They must be positive, true, unique for the city and „enticing” for investors, tourists and people from other parts of the country and Europe. These associations must also build the feeling of pride, satisfaction and uniqueness among the city's inhabitants. The present document: „Brand Strategy and Promotion for the City of Łódź for 2010-2016” provides an answer to the question what associations the city of Łódź should bring to mind.

#### Introduction to brand strategy



We concentrate on the right side diagram!

The material comprising brand strategy is composed of several parts. One of them is a SWOT analysis of the city of Łódź. The presented analysis is an outcome of a number of research and analytical works taking into consideration various sources of data (mandatory – indicated by the Municipal Office in Łódź, and optional – selected by the agency/the author of the strategy). It is a collection of statements concerning strengths and weaknesses of the city as well as potential opportunities and threats.

The next part is a description of the concept of the city of Łódź. It includes such elements of brand strategy as: description of the city in terms of its specific features in various areas of urban sub-products, such as economy, culture, education and tourism, as well as target groups' expectations of the city, market trends (in territorial marketing), promotional activities carried out by the city of Łódź and positioning of competitive cities. Basing on those characteristics we have determined the positioning of Łódź illustrated in the form of a so-called pyramid of identity

When setting about to develop brand strategy for Łódź we must define its role in achieving the fundamental and desired long-term objective, which is „improvement of the quality of life of people in Łódź.” Two essential instruments can be used to attain this. One is a development strategy for the city (such document must be developed in the forthcoming years), and the other is a

brand strategy, which is the subject of this document.

To illustrate differences between a development strategy and a brand strategy we can use the following example: an automotive company can have a car which is really safe because to make it the manufacturer used the toughest materials, fitted it with safety sensors and installed many airbags to make the car really safe (these are real actions: facts). If at the same time the company does not communicate these qualities and fails to create the right image, it will not evoke the perception of safety in the target group to which the quality of safety is important in the purchasing process. On the other hand, if the manufacturer focuses his communication on building the image of a safe car without having actual qualities of a safe car, they will fail (the brand will not be credible). This document deals with the right side of the model and discusses the creation of desired perceptions of the quality of life in Łódź. To achieve that goal it is necessary to apply and execute both strategies.

**How to achieve the perception that the quality of residents' life in Łódź is improving?**

The audience of the Łódź brand will perceive the quality of life in the city as improving if we indirectly build an image of a city which is attractive for its culture, economy, tourism and education, because it is these urban sub-products that are key factors in creating the desired perception of life quality and building a

strong and unique brand (the question why it is these particular sub-products is discussed further on in the document „SWOT Analysis“.)

The next part discusses objectives for the brand and its target groups.



# 1. SWOT analysis

## 1.1. Introduction to SWOT analysis

SWOT analysis can be presented at multiple levels of detail. In view of the future brand of Łódź and basing on a number of research and analysis results, SWOT has been taken down to the most important areas (urban sub-products) with strongest effect on the brand. When dealing with strengths and weaknesses we concentrated more on associations (perceptions) rather than on the „actual state.” This approach makes sense for two reasons. Firstly, analysis of this kind has already been made for purposes other than brand strategy development and is contained in documents possessed by the Municipal Office in Łódź (eg. Development Strategy for the Cluster in Łódź or European Capital of Culture programme documents) and it would be pointless to duplicate the same information. Secondly, perception-related information is more important in the development of brand strategy for Łódź.

The fact that the SWOT analysis covers only areas associated with economy, culture, education and tourism arises from data obtained from research carried out by Agnieszka Stanowicka-Traczyk (source: „Shaping the image of a city on the example of Polish cities”) which clearly show that some urban sub-products are of greater significance for a city's brand strategy than other.

As shown in the diagram above, the four main urban sub-products most affecting the perception of a city are economy (65%), culture (52%), tourism (28%) and education (21%). These sub-products will therefore be included and described in the SWOT analysis.

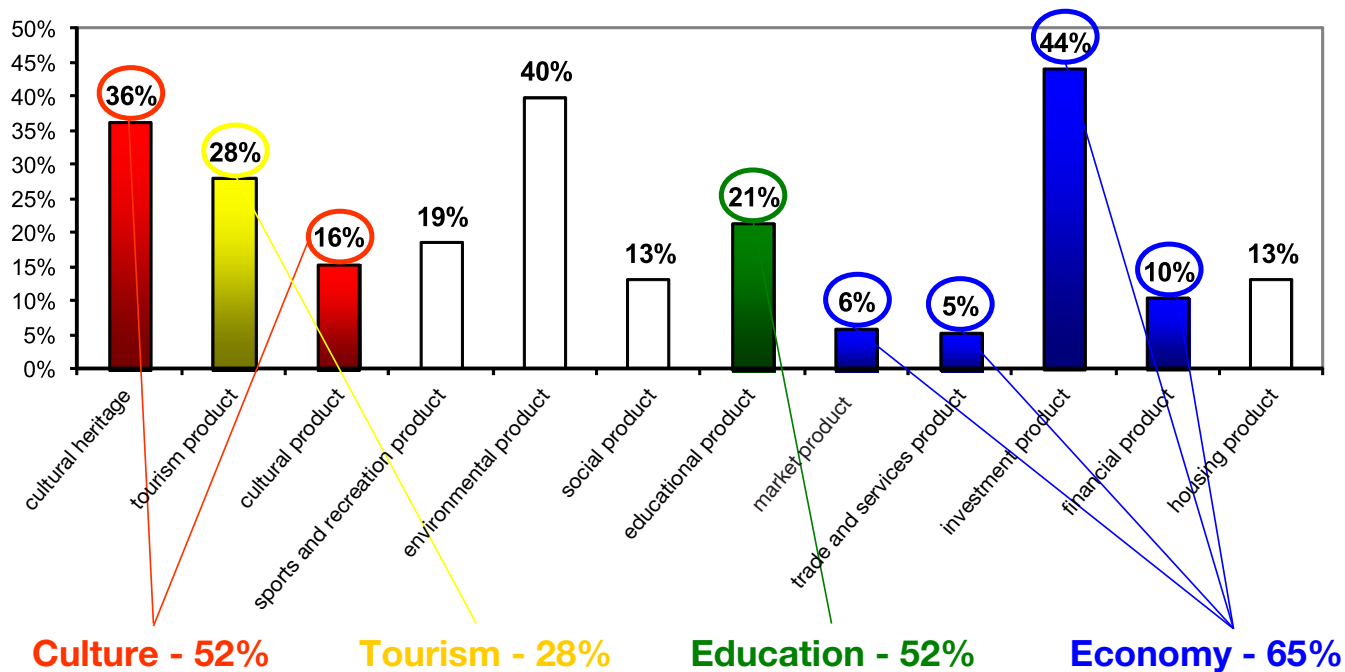
The sub-product „culture” is composed of cultural heritage and a cultural product. Economy is described by: a trade-fair product (Łódź has it, although its importance on a nationwide scale is not very high, nevertheless there are many cities which do not have it at all so it is worthwhile to make that product part of analysis and description of the city and brand concept), a trade and services product and an investment product. The other sub-products, ie. tourism and education are obvious.

## 1.2. About the SWOT analysis

SWOT analysis is a heuristic method offering a comprehensive approach to the analysed product. SWOT analysis makes it possible to make good use of a city's strengths and avoid its weaknesses in those areas where opportunities emerge, and protect the city from threats.

### SWOT analysis

Subproducts most important from the point of view of the city's identity strategy



Note: The natural environment (40%) is particularly important for cities and towns of a purely tourist feel. For Łódź it is of much less importance. What builds the image of the city of Łódź in the greatest extent are the following areas: economy, culture, tourism and education. Therefore, we shall focus on these areas in the SWOT analysis.

Source: A. Stanowicka-Traczyk, Shaping the city's image on the example of Polish cities, Oficyna wydawnicza Branta, Bydgoszcz, Olsztyn 2008

Therefore, the essential guidelines arising out of a SWOT analysis are:

- take advantage of opportunities and chances,
- overcome weaknesses,
- develop strengths and make use of assets,
- avoid threats.

The SWOT analysis has been developed basing on data obtained by DEMO Effective Launching and data in the form of monographs/strategic papers/research results made available

by the Municipal Office of Łódź. Our own data include mainly quantitative and qualitative research acquired through the research company TNS OBOP. The full scope of data is listed in the Opening Report document.

Please note: information about strengths and weaknesses referring to associations and perceptions has been obtained from research carried out by TNS OBOP included in the Opening Report.

Data sources		Additional data source
From DEMO	From Łódź City Council	
<ul style="list-style-type: none"> <li>• TNS OBOP – quantitative research conducted on representative groups: Łódź citizens, Poles and communities from 3 countries (Germany, UK and US). Furthermore, qualitative research was conducted on Łódź residents and those residents who have recently moved from other cities</li> <li>• Smg/KRC – Target Group Index</li> <li>• GUS (Central Statistical Office)</li> <li>• Public consultations</li> <li>• EXPERT MONITOR</li> <li>• Poland 2030 Strategy</li> <li>• Secondary sources - publications</li> </ul>	<ul style="list-style-type: none"> <li>• Łódź Cluster Development Strategy</li> <li>• City of Łódź Local Development Programme 2007-2013</li> <li>• The Young in Łódź project</li> <li>• Piotrkowska Street Development Programme 2009-2020</li> <li>• Łódź as a candidate for European Capital of Culture 2016</li> <li>• Tourism research 2009</li> <li>• Research and analysis report conducted for the Promotion, Tourism and International Cooperation Office developed by Prof Tomasz Domański</li> </ul>	<ul style="list-style-type: none"> <li>• Cities Rating – Cross-section</li> <li>• Cities Rating – Press</li> <li>• „Cities Magnetism”</li> <li>• Stanowska Traczyk „Cities Image Development”</li> </ul>

## 1.3. SWOT analysis (economy)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Development of the High Speed Railway (Warsaw, Poznań, Łódź, Wrocław) and the planned further development of the traditional railway infrastructure together with the reconstruction of the New Centre of Łódź</li> <li>• The costs of renting office and warehouse space lower than in other large Polish cities (about 40% lower compared to Warsaw, 15% than in Kraków)</li> <li>• Implementation of the Łódź Cluster Development Strategy, developed in cooperation with McKinsey &amp; Company</li> <li>• City seen as an industrial city with traditions of entrepreneurship</li> <li>• Location of logistics companies as the beginning of the creation of a network of logistics (in Łódź and its surroundings)</li> <li>• Lower labor costs increase investment attractiveness</li> <li>• Relatively high number of foreign investors</li> <li>• Development of air transport (diverse offer of the Airport and new investments)</li> <li>• Strong potential and concentration of business activities related to household appliances and similar</li> <li>• Economy largely based on trade and services</li> <li>• The activities of the Łódź exhibition, lower costs of organizing events, gatherings, conventions etc.</li> <li>• A large number of traders working in the field of culture</li> <li>• Facilities for the film industry</li> <li>• Well-known clothing manufacturing plants operating in the city</li> <li>• The Special Economic Zone (one of the best in the country in terms of new investors and amount of invested capital)</li> <li>• High availability of storage space, existing and planned (second after Warsaw)</li> <li>• 3rd place on Forbes's list of big Polish cities that are</li> </ul>	<ul style="list-style-type: none"> <li>• Łódź is not seen by Poles as an attractive place to do business</li> <li>• Łódź is also perceived by Poles as a city that does not give good job prospects</li> <li>• Łódź doesn't attract new workers</li> <li>• The highest unemployment rate among the largest cities in Poland (10.1%)</li> <li>• Low level of innovation and computerisation</li> <li>• Low wages compared to other big cities</li> <li>• Lack of structured forms of cooperation with institutions for the development of investment in the city and region</li> <li>• The number of people of working age smaller than in other large cities</li> <li>• Bad technical condition of roads / railways / business infrastructure</li> <li>• A relatively low share of Łódź companies finance research and development</li> <li>• Unfavorable demographic situation (negative natural increase and negative balance of migration, population aging)</li> <li>• The unsatisfactory level of development of information society</li> <li>• Weakening role of the Łódź International Fair</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>• The planned fast rail connections with Warsaw, Poznan and Wroclaw (the so-called ‘Y railway’)</li> <li>• Increasing importance of creative industries for the economy</li> <li>• Using the trend of transforming the economy from manufacturing to knowledge-based innovation</li> <li>• The increasing role of culture in generating the GDP of European countries</li> <li>• The growing role of innovation and creativity in the economy</li> <li>• Increasing education levels among young people</li> <li>• Growing interest in doing creative work among young people</li> <li>• No city in Poland associated with fashion</li> <li>• The role and the growing importance of new media</li> <li>• Increased mobility of young people</li> <li>• Formation of new initiatives and institutions in the field of new media and IT</li> <li>• Upgrading and construction of national and European transport corridors, beneficial for the city’s central location</li> <li>• High availability of public funds, mainly European funds</li> <li>• Increased interest in the organization of small and medium congress events</li> </ul>	<ul style="list-style-type: none"> <li>• Migration of young, educated people to other cities as a result of rivalry between cities</li> <li>• Business advantage of other cities</li> <li>• The continuing economic crisis</li> <li>• The proximity of a large large business centre (Warsaw)</li> <li>• The weakening business role of the city compared to other cities</li> <li>• Relatively high costs of “simple” production compared to Asian countries (moving production to other countries)</li> <li>• High level of activity of other cities in bringing in investments</li> </ul>

## 1.4. SWOT analysis (culture)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• The tradition of multiculturality (Poles, Germans, Jews, Russians)</li> <li>• Very diverse cultural offer of the city, often specialised</li> <li>• The rich tradition of film - the city associated by Poles with film and the film school (7%)</li> <li>• Large number of unique festivals</li> <li>• The activities of many individuals in the creative industries</li> <li>• Strong circle of non-governmental organizations and social and cultural activities               <ul style="list-style-type: none"> <li>– rich cultural offer</li> <li>– large number of festival and interesting events</li> <li>– highly innovative local artists and entertainers</li> <li>– unique possibilities for organizing small and medium cultural events</li> </ul> </li> <li>• „Manufaktura” culture and entertainment centre</li> <li>• Celebrations of Linzmannstadt Ghetto Liquidation</li> <li>• The existence of more than 100 murals - the potential of cultural tourism ( the „Save the murals“ campaign)</li> <li>• Post-industrial architecture as a hallmark of urban space (factories, palaces and villas)</li> <li>• Innovative and interactive approach to the process of creation and education</li> <li>• The tradition of the Łódź Avant-garde</li> <li>• Appointment of new cultural institutions by the City (Art Factory, City of Dialogue)</li> <li>• The initiative integrating urban festivals – Festival Łódź</li> <li>• Business sector cooperation with the cultural sector (Łódź Art. Sphere)</li> <li>• Information and marketing campaigns in Poland and abroad</li> <li>• The first Polish art and culture incubator – Art.Inkubator</li> <li>• Member of the Eurocities organization (strategic partnership)</li> <li>• Brownfield redevelopment programmes (Łódź fabryczna, Księży Młyn)</li> <li>• Construction of the Art Zone and the revitalization of EC1 buildings</li> <li>• The grass-roots project Wiązowa Cultural Park</li> </ul>	<ul style="list-style-type: none"> <li>• A smaller number of mass events in relation to other major cities</li> <li>• Łódź in relation to other major cities is seen by Polish society as the least culturally attractive city</li> <li>• Poor promotion of cultural events</li> <li>• Relatively small festival budgets</li> <li>• Lack of convention and exhibition centres of high standard</li> <li>• No festivals in winter</li> <li>• Support for culture from the city budget is lower than in major Polish cities</li> <li>• Excessive fragmentation of the cultural offer</li> <li>• Withdrawal of the Camerimage and Four Cultures Dialogue festivals from Łódź</li> <li>• For some residents, the cost of participating in culture are too high</li> <li>• Residents' low awareness of the European Capital of Culture 2016 campaign – weak response</li> <li>• The population's relatively low interest in culture</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"><li>• Numerous examples of partnership with foreign cultural centers - twin cities The potential of many festivals and events in the city – they're known but not too well</li><li>• Growing demand for festival events and activities strongly embedded in local urban identity</li><li>• The growing share of culture in the GDP of developing countries</li><li>• The growing interest of private sponsors of art patronage</li></ul>	<ul style="list-style-type: none"><li>• Increasing competition from major cities</li><li>• Łódź festivals being copied by other cities (Wrocław, Poznań, Lublin, Toruń, Warsaw)</li><li>• Blurring the boundaries between mass culture and high culture in the postmodern society</li><li>• The increase in interest in culture of Eastern and Central Europe</li></ul>

## 1.5. SWOT analysis (education)

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Extending the educational offer of the city (a growing number of privately owned schools)</li> <li>• 6 public universities and many private ones (well-developed infrastructure, offering a variety of academic fields of study)</li> <li>• Large science and research potential</li> <li>• The uniqueness and fame of the Film School</li> <li>• Unique university specializations connected with design</li> <li>• Campaign to promote the academic side of Łódź “Young in Łódź”</li> <li>• Lower costs of studying compared to other university towns</li> <li>• High performance of pupils and university students in competitions</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Unattractive image of the city as a place to study compared to other competing centres (Krakow, Wroclaw, Poznan, Warsaw)</li> <li>• The highest percentage of people with primary education, and lowest percentage of people with higher education among the largest Polish cities</li> <li>• Poor cooperation of academic centres with the city</li> <li>• The negative image of Łódź as a place to live (neglect, danger, etc.)</li> <li>• Lack of job and education opportunities for outstanding students</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• The growing number of people who want to get higher education</li> <li>• Development of the idea of continuing education and adult education – an upward trend</li> <li>• The growing trend of people from other countries to study in Poland. Intensification of cooperation between universities and business</li> <li>• The growing interest of employers in</li> <li>• sponsoring classes in schools</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Falling demand for educational services (demographic low)</li> <li>• Competition from other university towns</li> <li>• Increased availability of education abroad</li> </ul>



## 1.6. SWOT analysis (tourism)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• The Władysław Reymont Airport</li> <li>• Development of air communication (the varied offer of the Airport and new investments)</li> <li>• Piotrkowska Street</li> <li>• Post-industrial and Art Nouveau architecture</li> <li>• The relatively high knowledge of Łódź among foreign respondents</li> <li>• Huge tourist potential of industrial sites</li> <li>• The individual climate resulting from eclecticism and Art Nouveau buildings that dominate the city</li> <li>• Europe's biggest Jewish necropolis</li> <li>• The big role of business tourism</li> <li>• Unique museum collections of modern art</li> <li>• Well-developed shopping tourism</li> <li>• Important sports, cultural and entertainment events</li> <li>• Prices lower than in Warsaw (shopping tourism)</li> <li>• Systematic increase in the number of visitors</li> <li>• The building of hotels and conference facilities (Hilton, Garden Inn, Retel)</li> <li>• A well-developed network of tourist information</li> </ul>	<ul style="list-style-type: none"> <li>• Poles do not perceive the city of Łódź as an attractive tourist destination</li> <li>• Diversified technical condition of historical monuments (residential buildings are in worst shape)</li> <li>• Lack of a network of municipal information</li> <li>• High amount of air pollution in the city centre</li> <li>• Noise pollution</li> <li>• High amount of transit traffic in the city</li> <li>• Poorly developed active, health and sports events tourism</li> <li>• Low sense of security</li> <li>• The existence of many areas that are degraded or in need of regeneration</li> <li>• The poor state of road and rail infrastructure</li> <li>• Not enough international connections</li> <li>• Lack of offers from Łódź in Polish tour operators' catalogues</li> <li>• Insufficient number of professional travel agents focused on organizing visits to the city</li> <li>• Lack of an adequate body responsible for organizing meetings and business events</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"><li>• Increasing the interest in post-industrial tourism</li><li>• The city is highly recognizable in Germany, the UK and US</li><li>• The planned fast rail connections with Warsaw, Poznań and Wrocław</li><li>• The planned development of road and highway infrastructure around Łódź</li><li>• The increase in popularity of short-term urban tourism</li><li>• Implementation of the project of a large intercontinental airport between Warsaw and Łódź</li><li>• The city is rated as having high potential (opinions)</li><li>• High availability of public funds, primarily European funds</li><li>• An increasing number (trend) of foreigners coming to the city (business, sentimental and weekend tourism)</li><li>• The growing interest in sports events and health tourism</li></ul>	<ul style="list-style-type: none"><li>• Low interest from travel agencies of building an offer based on Łódź tourism products</li><li>• Increasing interest of Poles in international tourist destinations</li><li>• The withdrawal of airlines</li><li>• The continuing economic crisis could be a barrier for tourism development</li></ul>

## 2. Description – diagnosis of the city (product) in view of the four key sub-products

This part of the document presents a general description of the city in view of the most important sub-products: economy, culture, education and tourism. Strategy of building the brand of Łódź should be founded on those four sub-products. Of course, the purpose of the brand strategy is not to prevent the city from pursuing activities for sub-products other than these four. Łódź should „improve” other sub-products, eg. the housing product, environmental product, public product, however they should not be the subject of activities aimed at creating the city's brand (perception), but rather real activities (actual activities included in a future development strategy) which affect widely understood quality of life.

### 2.1. Economic sub-product

The following description has been made based on the available and official strategic documents of the city, image surveys, consultation and SWOT analysis. This description aims to diagnose and define key perceptions of the city (recognisable products/brands/institutions/organisations etc., such as Piotrkowska Street or the Łódź Film School) which will be listed below.

The assumption is to take a general look at the city as a whole from the perspective of the sub-products which are essential for building image, and define general descriptions/perceptions. Presented in a schematic form they will show how the city can be perceived and what it means for the city's brand. Analysis of the area of economy shows several elements which make up a general perception of economy as being MODERN.

Once founded on textile industry, today the city is turning its face towards services, commerce, logistics, IT and BPO. Strategy of the Łódź Cluster „assumes providing support to large overseas investors and professional service of the investment process. Priority industry sectors for economic development of the city indicated in that strategy are: manufacturing of household appliances, manufacturing of hardware, and software development (IT), and in the services sector: logistics and professional business services (Business Process Offshoring). Source: Local Development Plan 2007 - 2013.

Companies which have made investments in Łódź include Ericpol, Ceri, Comarch, Tele Atlas, Nordea, Infosys BPO and Accenture.

Another important element is the fast developing creative sector: film companies, production studios, media, advertising, fashion and companies such as SEMAFOR, OPUS FILM, TOYA and REDAN with the Top Secret brand.

Generally speaking, sub-product economy can be diagnosed as MODERN.

City of Łódź description. Subproduct: economy

Economy/business in Łódź is characterized by progress and creativity!

## Economy/business

### Trade/services:

- Manufaktura shopping centre, Galeria Łódzka, PTAK Shopping Centre near Łódź
- Logistics, BPO, IT industry, household appliances production (installation)

### Based on culture:

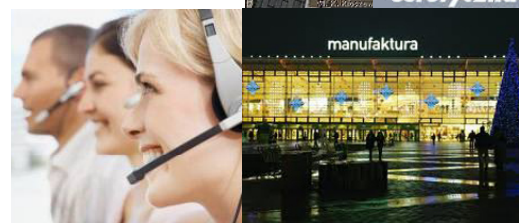
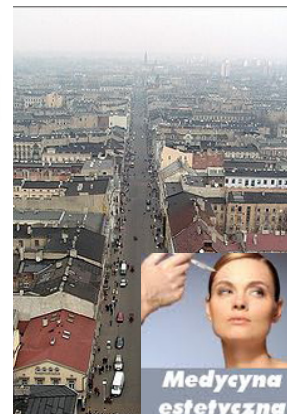
- the film industry
- textile and clothing industry
- fashion (Monnari, Top Secret, Troll)

### Targi:

- Involvement of fairs in creating festival products such as the Fashion Week
- New directions in organizing fairs
- Aesthetic medicine etc.



FASHION  
PHILOSOPHY  
FASHION WEEK POLAND  
ŁÓDŹ 06.05 - 11.05.2010



## 2.2. Cultural sub-product

When it goes for a type of culture most typical of Łódź and unique in comparison with competitive cities it is avant-garde (alternative) culture that comes to the forefront. This includes the tradition of Łódź's avant-garde of grupa a.r., Katarzyna Kobro and the great collection of contemporary art, as well as post-war continuation of this tradition by such projects as the popular group Łódź Kaliska, Construction in Process happenings and many other activities typical of Łódź's avant-garde. Naturally, artists from a variety of fields of art have lived and created in the city, but the avant-garde tradition is the most typical and distinguishing.

„Cultural achievements of the city include also the avant-garde of Łódź. One of the most recognisable artists of this movement was Władysław Strzemiński, a painter, typographer, architect, urbanist, critic and theoretician of art who achieved renown for his theory of Unism. A group called Warsztat Formy Filmowej was active in Łódź from 1970, referring to the work of Władysław Strzemiński, Katarzyna Kobro and Karol Hiller who had build foundations for the avant-garde image of Łódź in the 1920s and 1930s. WFF gathered many artists active in various fields of art, such as photographers, performers, poets and sculptors. Its members and founders included: Ryszard Waśko, Jozef Robakowski, Zbigniew Rybczyński, Antoni Mikołajczyk and Wojciech Bruszewski.”

Furthermore, the culture of Łódź is unique because it is being physically situated in post-industrial areas, which adds to its distinctiveness and provides it with an original form of presentation.

To a large extent culture relies on modern creative sectors, such as film, fashion, widely understood design, music and TV production, computer games or cartoons. Emerging pioneering festivals of such arts as design, cartoon or photography, and the increasingly popular Fashion Week festival which excellently supports the perception of Łódź as the Polish capital of fashion are the trademarks of culture in Łódź. The loss of the Camerimage festival which used to be a brand presenting Łódź as the Polish capital of film is an irrecoverable damage. Regardless of that loss, the festival had done a lot to build that perception for many years. It would be advisable soon to create a product which would keep attracting such associations to Łódź.

Following a time of stagnation in Łódź in the 1990s caused by the decline of textile industry, the avant-garde culture was back on its feet. The many institutions, activities, pioneering festivals, initiatives and people who are redefining the culture of Łódź are proof of that. They all define culture in Łódź as an alternative culture. Therefore, for the purposes of this description and to encapsulate this area in a specific perception we will use the term: alternative culture. Łódź has an alternative culture.

City of Łódź description. Subproducts: culture

## Culture is Łódź is independent!

# Culture

### Avant-garde:

- Tradition of the Łódź Avant-garde of the 20th century
- Łódź Kaliska art group
- Konstrukcja w Procesie (Process and Construction) festival

### Modern:

- film festivals, sound, music, modern production

### Industrial:

- Art moved from museums to post-industrial production halls

### Designerska:

- The first design festival, comic book festival, computer games festival, fashion festival



### 2.3. Educational sub-product

In the field of education, particularly higher education, which is the strongest people-attracting magnet (especially young people), the city satisfies needs at a number of levels and in many areas. The city has universities specialising in liberal arts, technology, medicine, economics and fine arts, with the famous Łódź Film School in the forefront. In this area the city has extensive offer comparable to that of other cities'. From the perspective of building the image of Łódź as a brand and the image of Łódź as a university centre, it is art schools that are most interesting. This is because Łódź has the brand of Łódź Film School, which is unique in Poland and probably also worldwide. In quantitative research carried out by TNS OBOP this brand was recognised by 7% of the general public and is the only university brand from Łódź that respondents were able to name spontaneously. The city has also an Academy of Fine Arts with an excellent Fashion Design Department, Textile Architecture Institute, Fabrics and Fashion Department and Interior Design Department. These examples of universities and institutes are often the only schools or faculties of their kind in Poland. Looking from the perspective of image and perception, art schools seem to be more attractive because they are unique and associated with such interesting fields as film, fashion and design, and these perceptions are very attractive. For the purposes of diagnosis we will define Łódź as a city in which education is artistic in its nature.

### 2.4. Touristic sub-product

When it goes for tourism, Łódź does not seem to be a place where people spend their long vacation. Regardless of the type of visit, tourists usually come to Łódź for 2-3 days. City break tourism is best suited for Łódź's potential and tourist attractions. From the marketing point of view, when we look for unique elements in the area of tourism, we can define a couple of interesting areas which are the potential of post-industrial tourism: visitors can experience post-industrial heritage, unique in this part of Europe, and exceptional urban layout of the city. These elements set the city apart from other cities in Poland, if not the world.

It appears that also cultural tourism has an enormous communication potential. All cultural, entertainment and sports events provide a natural plane of communication and potential for attracting tourists. The effect of cultural events situated in post-industrial space will be redoubled. A combination of sports and tourism should be noticed too. The Arena hall with sports competitions organised in it is an excellent magnet attracting tourists. Naturally, tourists coming to see such events only stay in the city for a limited number of days, but these events provide a good basis to try and keep them for a bit longer.

City of Łódź description. Subproduct: education

### Education in Łódź is artistic and interesting!\*

## Education

#### Universal:

- University of Łódź, Łódź Technical University – with many faculties and specializations: arts, economy and technical

#### Film/artistic:

- Łódź Film School, Academy of Fine Arts (known for offering unique knowledge, apprenticeships, work at the museum etc.)

#### Designer:

- art schools, competitions, apprenticeships in companies and foundations

#### Explorer:

- Explorer Festival (interesting form, precursor, known persons, cooperation with schools and universities)



**Akademia Sztuk Pięknych**  
im. Władysława Strzemińskiego w Łodzi



\* Of course like any other big city Łódź meets educational needs on a university level. But the uniqueness and strength of Łódź lies in artistic education, e.g. Łódź Film School or the Textile and Clothing Faculty at the Fine Arts Academy.



Sentimental tourism is just as important. Today, it is associated with Jews (the biggest Jewish cemetery in Europe is just one of the sites), but it seems that this area has a potential to redefine the nature of sentimental tourism, especially in Łódź, by including elements associated with other nationalities once living in Łódź. Teaching tolerance and co-existence of many cultures could significantly broaden the group of potential tourists in Łódź (eg. students). To sum up, in the nearest future tourism in Łódź will be of a short-term, city break type. It can be utilised with regard to a variety of elements merging in Łódź. Post-industrial tourism merges with shopping tourism (eg. Manufaktura: once a manufacturing plant, today it has become a shopping mall), cultural tourism merges with post-industrial buildings and entertainment tourism merges with major sporting events taking place in the city.

#### 2.4.1. Piotrkowska Street

An additional component making up the image of the city is of course its most famous street: Piotrkowska Street. Although it has lost its previous function as a commercial street it still seems to be one of Łódź's strongest brands recognised by the population of Poland. (8% respondents associate Piotrkowska Street with the city - quantitative research OMNIMAS TNS OBOP). Also residents of Łódź keep ascribing high importance to Piotrkowska as a symbol of the city (21% respondents of a CATI survey on an all-Łódź sample). In spite of the high

recognisability, the street has lost its meaning as a trademark of the city to the people of Łódź. This role has been now taken over by Manufaktura, which is being very highly valued by respondents from Łódź both in quantitative and qualitative research.

#### 2.4.2. Manufaktura

- an example of successful refurbishment of an old building receiving very favourable opinions, a combination of new and old elements, resembling the Old Brewery in Poznań,
- showing that Łódź can do things that are great and beautiful, and making the residents of Łódź proud of their city.

#### Quote:

*„I like the way they made Manufaktura. It goes without saying. It is a masterpiece.”* (refugees, Kraków)

*„The way it was made. That they skilfully merged it into the urban fabric that was already there - it has a truly electrifying effect. It wasn't simply painted over just like that, you can see how well thought-over that is. It's like the Old Brewery building in Poznań. It really is a very well refurbished place, and it's adapted for the particular purpose. No wonder it recently got the prize for the best conversion.”* (refugees, Kraków)

However, Piotrkowska Street will revive and change. Development strategy for Piotrkowska Street in Łódź for the years 2009-2020 assumes the street will remain the city's trademark, an important site for tourists visiting Łódź, a place where one can experience the multicultural history and unique architecture of the city. The tourist function goes along cultural and entertainment functions of the street which are carried out in its open space. Furthermore, Piotrkowska Street should remain an important commercial street with specialised, unconventional offer for customers of many different interests and levels of affluence. Definitely, the street cannot be missing one thing: exclusive stores and shopping malls. Measures must be taken to prevent sections of the street from being monopolised by a single type of commerce or service, such as banks or mobile operators.

Piotrkowska Street, with its history, monuments, passageways and people can provide an excellent instrument of promotion and communication in all key sub-products which build the image of Łódź as a city. It appears that the street itself, recognisable as it is, will not build the city's image directly. It can, however, support particular promotional activities as long as they take place in its area. The brand of Piotrkowska Street will therefore provide a context for many activities taking place in that street.

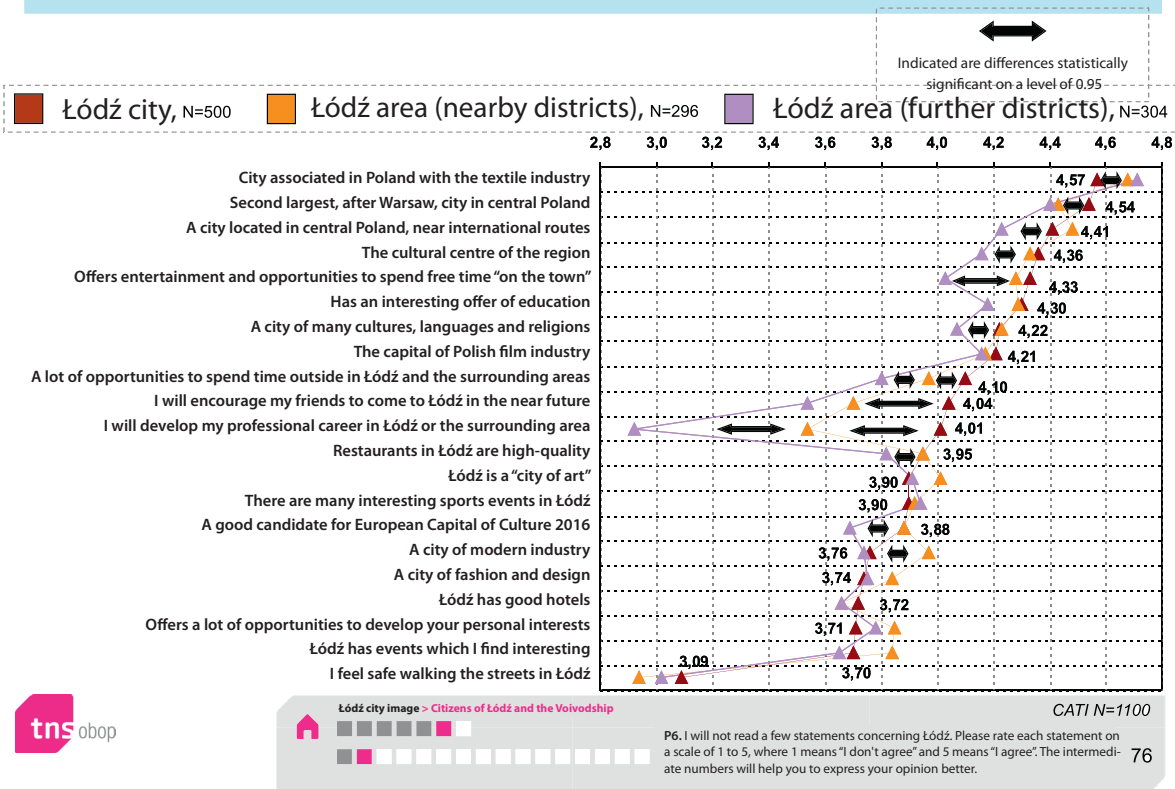
It has a much greater role to play in internal communication. As a result of its revitalisation it may again become a fashionable place frequented by Łódź's residents.

### 2.4.3. Sport and leisure

An additional element being analysed here is sports and recreation. When we look at both methodology and data we obtain from research, this area does not affect image and does not contribute to building it in an equal way as the areas included in the SWOT analysis do. Sports and recreation are rarely key positioning elements of cities' brands. There are exceptions, especially small towns with big training centres which often host sports competitions, usually in a single sports discipline. A good example is the town of Spała with a sports training centre for athletes preparing for Olympics, hosting athletics competitions. The city's character is strictly linked to sports and leisure. For a city as big as Łódź the leading sub-products building its image will always be economy, culture, education and tourism.

For the purposes of this document a special extract from research and analyses has been drafted concerning the perception of sports and recreation in Łódź.

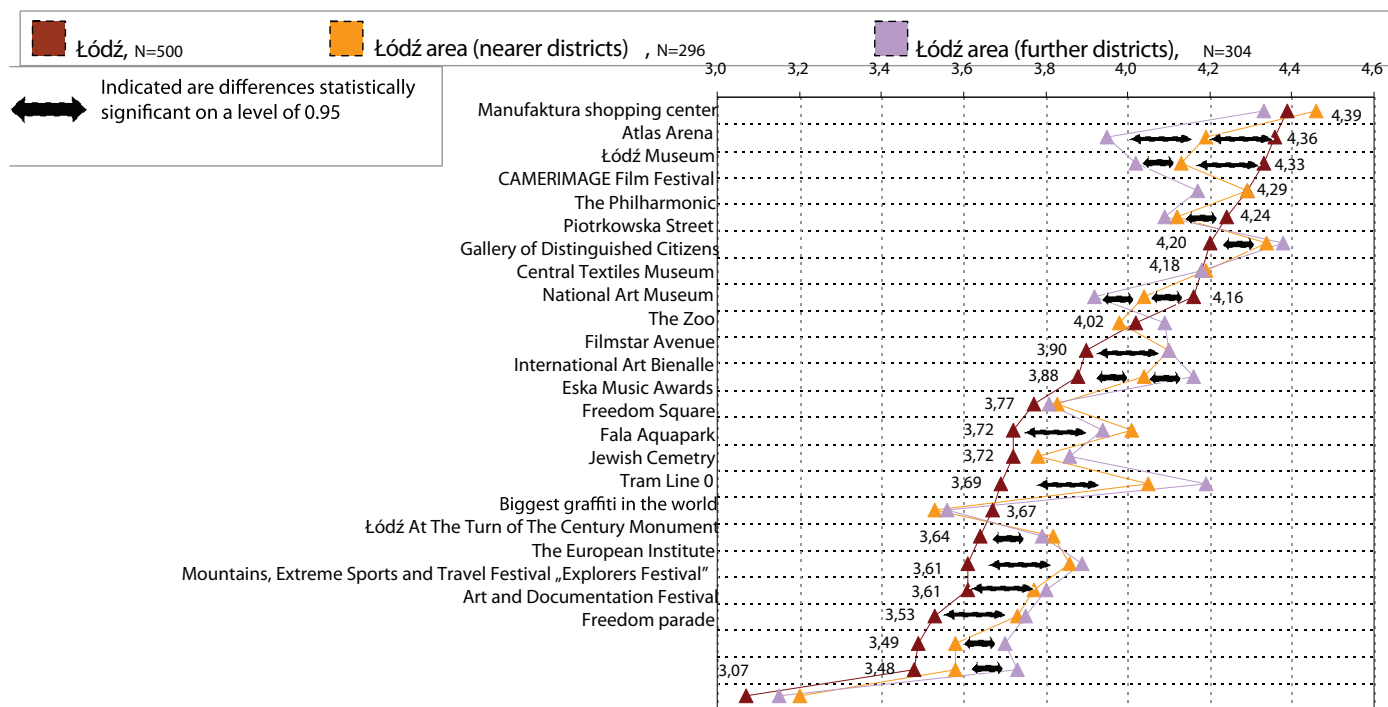
## Associations with the city



Knowledge of attractive events and places of recreation in Łódź

## Attractive events and places of recreation in Łódź

Manufaktura, the Atlas Arena and Museum of the City of Łódź were the highest rated in terms of attractiveness of events and recreation. Atlas Arena and Łódź Museum are more urban than regional attractions, and Piotrkowska Street, the Zoo, Eska Music Awards or Fala Aquapark are better rated by the Voivodship citizens than by Łódź citizens.



CATI N=1100  
 P9. I will read out a list of cultural events and tourist attractions. Please rate them according to you attractiveness, using a scale of 1-5, where 1-unattractive, 5-attractive.

## Summary

- Łódź is famous for new public buildings such as Atlas Arena and Aquapark Fala, surrounding natural areas (woods, ponds), and its many parks inside the city (such as Łagiewniki)
- Even though new sports facilities are being built, the city still needs more. This is essential for young people and families with children (shaping good habits of exercising sports and a healthy lifestyle)
- Also, respondents find it necessary to renovate already existing sports facilities such as football stadiums (of football clubs Widzew and Łódzki Klub Sportowy) and the hockey hall

Key activities for the development of Łódź:

- Encourage tourists to visit Łódź; make the city popular by using Łódź's potential (sport, natural areas, culture)
- Increase promotional activity of Łódź in Poland and abroad
  - advertise Łódź's culture and festivals
  - endorse the many restaurants, clubs and pubs of the city
  - promote Łódź as a perfect destination for a weekend tour
- Make Łódź a tourist-friendly city:
  - place information boards around the city
  - provide diversified hotel base

- Cultural development:
  - make the best possible use of the potential of Atlas Arena
  - look after cultural events: do not give up festivals such as Camerimage which are a reason for pride for the city and make it internationally famous
  - improve information about cultural events: information must be obtainable from different sources – local press, news, poster pillars, internet, leaflets distributed in trams; information must be communicated early enough to get through to potential viewers
- Look after natural areas and parks

## 2.5. Diagnosis of the city's genotype

In order to position a city's brand properly, apart from analysing its image and real substance, one has to dive deep into the city's history, stages of its development and its ups and downs, trying to find characteristic and unique elements describing the city and distinguishing it from other competitive cities. To better capture the unique thing we call a city's genotype we have asked ourselves three fundamental questions. The first is about the reality of the city: what has been the reality of Łódź throughout the years? The second question is concerned with what kinds of people have lived in Łódź. The third is about the city as an entity which affects people in a particular way.

### **What has the reality been like?**

The reality has been perceived through AUSTERITY OF FORM surrounding man, such as in the austere factory buildings and industrial architecture, through MANUFACTURING PROCESS (man's contact with that process), and through meeting of HUMAN AND MACHINE. It appears that these three elements have largely shaped the perception of reality in Łódź.

### **What have people been like?**

The society of Łódź has always been made up of immigrants: first they were people belonging to DIFFERENT CULTURES who brought in with them the specific features of their nations, and after World War II they were people from different parts of Poland, from different social groups, who arrived in the city for many different reasons and contributed their specific qualities, attitudes, traditions and perceptions to this cultural melting pot.

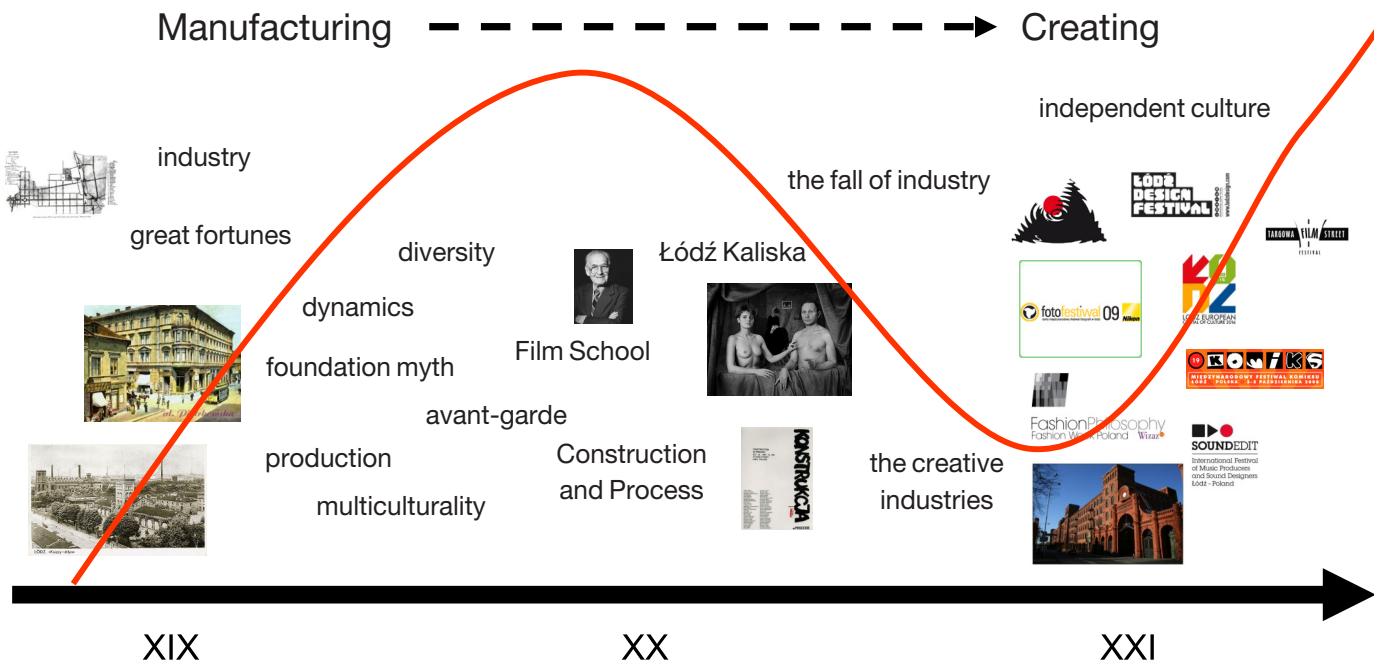
### **What has the city been like?**

Multidimensional, multicoloured and DIVERSE! That diversity results from a meeting of cultures, influences, trends, styles and ideas. Where there are diversities there always is FRICTION, and friction gives rise to new quality in many aspects of life starting from business and investment to economy, culture, education etc. As

a result, NEW QUALITY DRIVES people to think, act, create and develop. It is no accident that Łódź was the birthplace of huge fortunes born of entrepreneurial spirit, and that the city developed so dynamically, built on a spectacular American scale with its unique spatial layout and architecture. It is no accident that the specific kind of art - avant-garde - developed so dynamically in Łódź. The austerity of surrounding form, the meeting of machine and man, the continuous manufacturing process accompanying people drove them to create something unconventional, different, something that defied existing canons and rules. There was no other city in which the avant-garde would find a more „fertile ground” than in Łódź. The rise of that field of art was also affected by leftist movements which have always been present in Łódź and are usually inclined to defy the reality and strive for a change (a revolution).

Łódź's „genotype” remained consistent also after the end of World War II which had severely touched the city, in particular its human fabric. Nevertheless, traditions, activities and trends remained. The famous Łódź Film School was established, avant-garde groups such as Łódź Kaliska were set up, initiatives like Construction in Process sprang up and business sectors such as fashion were becoming increasingly popular. These are only some examples proving that unique trends, ideas and currents have always been present in Łódź.

## City genotype



The fall of the communist regime resulted in a significant decline of the city in the 1990s, especially economically. However the entrepreneurial spirit inherent in Łódź did not let its residents bear stagnation for too long. It can be claimed that the areas which had always been present in the city started coming back to life, although in a different, modern form. It appears that the key factor driving changes in Łódź was a symbolic transition from MANUFACTURING to CREATING. From manufacturing mass products to creating: ideas, initiatives, community, art and business based on creativity and enterprise. Łódź became a pioneer of design festivals, cartoon art, cinematography and top class fashion, as well as sound and TV production, photography etc. It is no accident that Łódź has so many film production studios, sound studios, fashion designers and so many modern, innovative faculties at universities. Today, Łódź is a city in which many groups are integrated and motivated by the idea of development through culture and obtaining the title of European Capital of Culture (regardless of the outcome of the competition). Post-industrial areas of the city are used as locations for cultural undertakings (eg. the former factory site in Tymienieckiego Street) and business projects (lofts) and they provide exceptionally original scenery for such activities. The revitalised post-industrial areas provide an arena for cultural and creative activities (creative district Księży Młyn). Also, Łódź has strong grassroots citizen's movements. Formal and informal groups active in the city

(such as the GPO group) initiate a lot of positive projects which are slowly becoming good practice in the social area.

Contemporary Łódź is developing on the basis of two key factors: ENTERPRISE AND CREATIVITY. Enterprise has been a quality of Łódź since the birth of the contemporary city. Creativity is an ability to look at things from a different point of view than other people, especially in Łódź which educates and stimulates its residents to take on a different approach with the city's appearance and character. It drives them to take action and forces to think. It drives their skills, talents, emotions and business acumen.

Transition from Manufacturing to Creating is based on enterprising and creative approach to culture, business, education and tourism. There are many businesses, institutions and people active in the creative sectors in Łódź who think it is essential to make use of these skills and creativity to build competitive and innovative enterprises. From the city's perspective this is the area that distinguishes Łódź from other competitive cities.



## 3. Description of competitors

### 3.1. Introduction

A successful brand concept is based on clear and attractive positioning (positioning will be discussed further in the document). Positioning is determined by a number of factors: appropriate description of the city (product) taking into account individual urban sub-products, expectations of target groups, noticeable trends, promotional activities undertaken so far and competitive environment (competitor cities). It is particularly important to obtain knowledge about the positioning of competitors. An old marketing principle quoted by marketing guru and co-author of the positioning concept Jack Trout reads: „A brand may not communicate the same message as other products already communicate. The objective of positioning is not to build a brand similar to other brands, but one that is clearly different”. Therefore, to set Łódź apart we need to know how other cities (competitors) position themselves. Positioning image of a given brand is affected by the way a number of marketing instruments are implemented (product, price, promotion etc.). However, the most important activity in building a particular brand positioning is the brand's promotional activity (especially advertising campaigns). Shortly speaking, by analysing advertising messages (in different media: TV, press, outdoor) such as claims, slogans and visuals we will be able to define the positioning of competitor brands (cities).

The first thing we need to do is answer the question: what cities are Łódź's competitors?

Competitors can be defined based on a variety of criteria, such as geographical location (region or country), economic potential, image of a tourist town, similar number of inhabitants, local and national role of the city etc. However, not all of these criteria must be considered.

Particularly important competitors for Łódź are: big cities (more than 300,000 inhabitants), cities - capitals of regions (based on the administrative division), cities with an established economic position (which have played and/or are playing an important role in Polish economy) and cities which have a clear branding concept and are using promotion measures to implement it (advertising activity).

These cities include: Warsaw, Kraków, Wrocław, Poznań, Gdańsk and Szczecin. These are the main competitors in Poland.

Selected advertising messages from those cities will be used to diagnose their positioning strategies.

### 3.2. Description of promotional messages of other cities

#### Competition – Warsaw

The capital and business centre communicates itself as a friendly, close, likeable place which arouses pride.



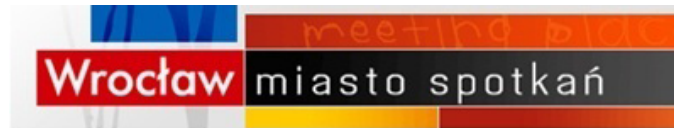
### Competition – Kraków – City of culture

It's positioned as a city of culture – also modern culture (festivals, mass events) and as a place rich in tourist attractions.



### Competition – Wrocław – The Meeting Place

A city where people, and also ideas (on a symbolic level) meet, at the crossroads of cultures. This is what makes everyone feel good there („Wrocław – your climate”). Apart from that, Wrocław stresses that it's a place offering good education which enables a good career start.





### Competition – Poznań – The city of know-how

A city of know how, meaning „a city that knows how to do things”  
– having knowledge, tools and experience.

- \*We know how to do business (Allegro)
- \*We know how to compete with the best (Lech Poznań)
- \*We know how to make art for people (Malta Festival)
- \*We know how to make shopping fun (Piotr i Paweł)
- \*We know how to combine business and art (Stary Browar)
- \*We know how to shine (W.Kruk)
- \*We know how to care for beauty (Nivea)
- \*We know how to make good cars (Volkswagen Poznań)

**POZnań\***  
\*Miasto know-how



### Competition – Gdańsk – Freedom City

The Gdańsk brand is based on its key competence – the quest for freedom, a city that allows you to express yourself in many ways.



## Competition – Szczecin – Floating Garden

Szczecin has one of the most daring concepts based on the natural terrain and the location of the city.

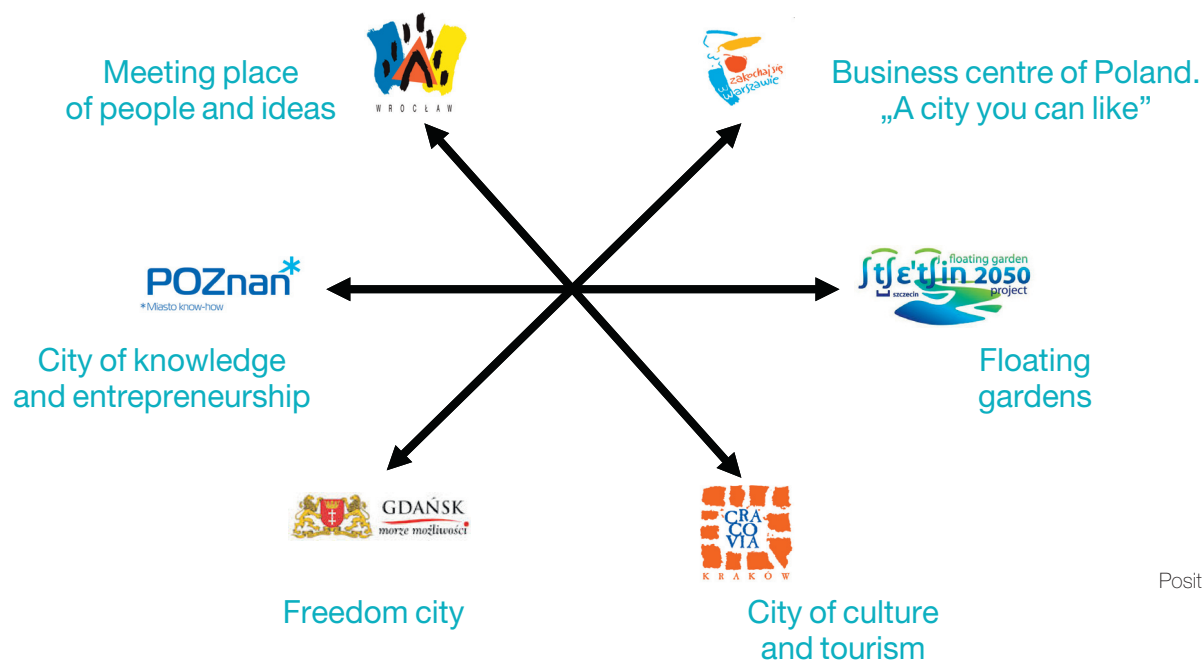
The concept of „floating gardens” is a concept showing direction for the next 50 years. The city looks rather toward German cities and in them sees the competition.



### 3.3. Competition positioning

As was mentioned above, on the basis of advertising we can (indirectly) position the competing cities (and their areas – associations in the mind of consumers/target groups). A broader knowledge of positioning of big cities is contained in another document (see: Opening Report). Here we shall only present a perceptual map based on advertising messages, that gives a general overview of the competition's positioning.

The most important conclusion that could be drawn from the map is that Łódź should not position itself like other big Polish cities – it should avoid connotation appropriated by rival cities. It has to position itself in another way and build other, unique associations in the minds of consumers.



Positioning of rival cities



## 4. Positioning concept for ŁÓDŹ

### 4.1. Factors determining positioning of the city

In most cases brand positioning should be in line with product characteristics, attractive to target groups and unique compared to competitors. However, cities are much more complicated „organisms” so in this case we must take a broader look at factors affecting the positioning of Łódź.

#### 4.1.1. Product characteristics

Detailed description of the product has been presented in Section 2 of this document.

#### 4.1.2. Positioning strategy of competitors

Positioning strategies of competitor cities have been presented in Section 3.3 of this document.

#### 4.1.3. Trends

Aiming to define a positioning strategy for the city of Łódź we must also consider current trends. A trend is a general direction of changes/effects taking place in different areas of human

life (eg. economy, culture, health, tourism, society) in relatively long term.

A few interesting trends could be observed recently:

- Growing importance of health as the highest value and a condition of a happy life;
- A turn towards nature in search of an antidote for the increasingly industrial, technological and virtual world;
- Return to the past, to roots and authentic values in search of own identity;
- Development of individualism as opposed to another developing trend: searching for bonds and community;
- Growing feminisation of society and a new model of family.

Source: Trends and Predictions 2008 +, Intuition Polska

From the perspective of building a city brand it is very important to look at trends described by territorial marketing experts. We will quote some of them as they can be helpful in constructing a brand for the city of Łódź. Here are the most important trends:

- Upcoming world order will be built by large cities (eg. economy of New York is larger than economies of 46 African states south

of Sahara). Economies of large cities in Poland are likely to accumulate a great share of Polish economy.

- One hundred biggest cities produce 30% global GDP; those cities generate most new inventions
- It is often said that brands of cities will be more important than the brand of a country in future. The emergence of organisations such as the European Union may confirm this trend (borders between states are disappearing). This is already clearly visible in some African countries (eg. the city of Dakar is more famous than the country Senegal, Dubai is growing more rapidly than the United Arab Emirates). This trend can also have important implications for Łódź.
- Contemporary cities of the West are the places where the vision of the creative industry is born (combining such trades as interior design, graphic design, fashion, visual arts, performance, new media and audiovisual media). These and other trades associated with the creative industry have also developed in Łódź
- More and more companies conduct business in the widely understood creative industries (eg. in Austria every tenth company is part of the creative industry)
- The creative sector is becoming the driving force of Europe's development: it is one of the biggest employers in Europe and its turnover exceeds that of automotive industry. Inne ważne informacje związane z trendami uwzględnia tabela poniżej:

- An interesting approach has been proposed by the Dutch government in a document entitled „Our Creative Potential” (2005), which suggests that no normative divisions should be made between the creative industry, cultural industries, art and entertainment, as they are all industries in which creativity is the key production factor.
- To find out how much significance is attached by the UK government to the creative sector it is enough to visit the website of the Department for Culture, Media and Sport (a counterpart of the Polish Ministry of Culture and National Heritage) at <http://www.culture.gov.uk>.
- Tab dedicated to creative industries opens with the following statement: „DCMS helps creative industries to flourish by raising their importance and supporting their growth. We have a vision to make Great Britain the world's largest creativity centre”. This target was set to Great Britain in a strategic document entitled „Creative Britain. New Talents for the New Economy”
- People want to work in the creative industries. In contemporary work environment creativity is desired more than ever before. Trend researchers agree that future belongs to the „creative class”

- Research shows that incorporeal values have become more important to businesses than material values
- 68% business owners confirm this, and 28% attach the same significance to both groups of values. This means that such elements as brand value, know-how, power of innovation and patents are literally worth a lot of money. The number of patents has been growing rapidly since 2000. In 2007 there were twice as many patent applications as seven years before. Creativity has become a very important factor for companies in driving their business.
- In his book „The Rise of the Creative Class” (2002) an American sociologist Richard Florida goes even further in his assessment of the role of creativity in economy. Florida says that „creative class” is actually the decisive economic foundation of society! The researcher has classified over one-third of all American employees as members of the creative class, and that group is responsible for more than half of the country's GDP.

<http://www.kreatywnisamozatrudnieni.pl/przewodnik.html?artid=25>

Positioning of Łódź should address the trends described above, especially those associated with city marketing. This gives a chance that its future brand will be set in the reality of the changing world. It will develop to become a modern brand, attractive not only on the map of Poland and Europe.

#### 4.1.4. Customers' expectations

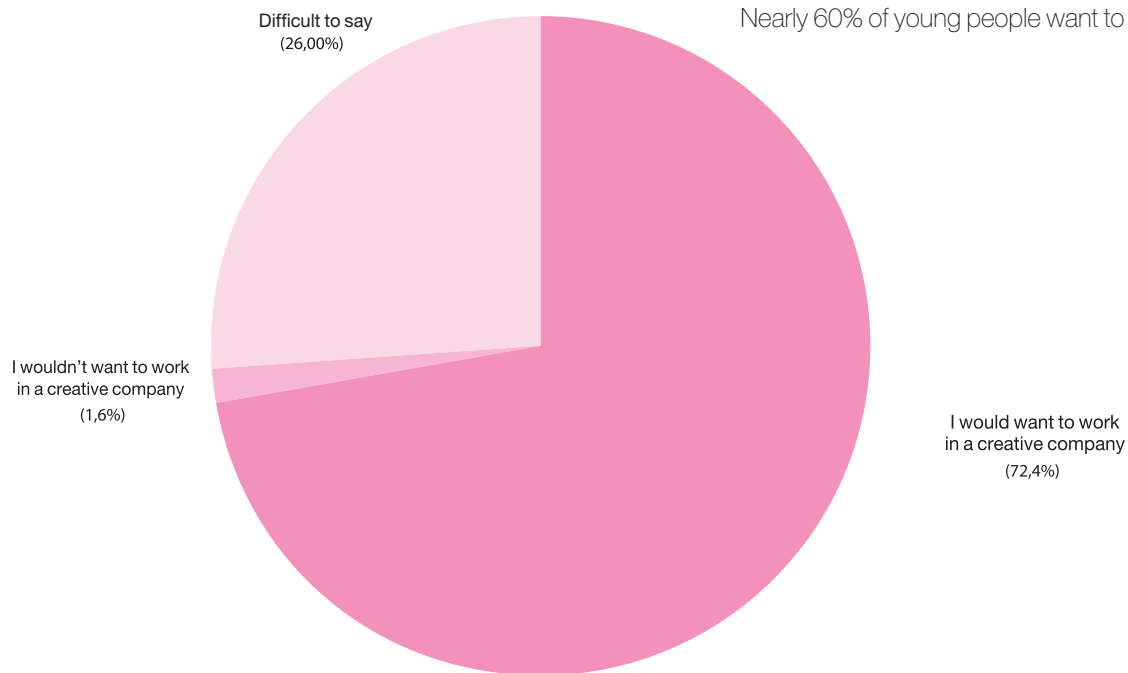
**Expectations (people, especially young people, want to work in the creative industries)**

**Creativity is the most important thing in business**

By putting emphasis on creativity you can keep the young and educated from leaving the city

Bring in potential employees and university students from other parts of Poland

Nearly 60% of young people want to have a creative job



#### 4.1.5. Direction

A city positioning concept should also be consistent with marketing activities undertaken so far, particularly with those likely to strongly determine the future image of Łódź.

One of the most visible directions taken by the city (in the aspect of its image) has been described in the project Łódź - European Capital of Culture. „The basic objective of the project is to build a new identity of the city based on culture, new media and creative industries. This new identity will contribute to economic and social development and ultimately improve the quality of life of residents and regions.” Regardless of the result of the ECC competition this direction is strongly marked in general activities of the city and it may be a foundation on which to build a new identity. It also singles out Łódź against the background of other cities. ECC 2016 provides motivation and makes funding more available. It is, however, only one of the objectives of development in the field of culture. Any modern city should provide its inhabitants with a high-class cultural product, and thereby improve the quality of life.

A lot of initiatives at local government, community (grass-roots) and commercial levels contain the idea of city development through culture as it is seen from the modern perspective: a self-financing area. Many initiatives have been born which address the need to develop the creative sectors and an innovative ap-



proach to business, such as ArtInkubator, Kreatywni Samoza-trudnieni or the portal Łódź: a City of Innovation. Examples of these initiatives have been given below.

As a result of the city undertaking a variety of initiatives (eg. cam-paigns promoting the city as a candidate for the European Ca-pital of Culture) and funds invested towards these activities city image will be heading in a specific direction. Therefore, regar-ardless of what image of the Łódź brand we would like to build culture will be its inherent element anyway (cultural events will have the strongest impact on perception). So, when positioning the brand we should not try to construct something that would departure extremely far away from the direction described abo-ve, because in future the brand might lose credibility or build inconsistent image (in marketing this effect is known as brand dilution and is definitely unwanted when you want to build a clear and strong perception).

#### 4.2. Brand positioning concept for Łódź (Creative Industries Centre)

For a brand to make a success we cannot simply duplicate already tested ideas which have proven successful for the market-ing success of other brands.



Positioning means to develop and communicate an advantage over competitors thanks to which a brand (the city of Łódź in this case) will be perceived by target groups as „different” (attractive, better in something) from other competitive brands.

It is not recommended to position a brand with regard to many factors as this may turn out counterproductive. Brand position-ing must be consistent and have a clearly defined goal. Too many positioning parameters usually lead to diluting city image.

Positioning, ie. the direction we must take in creating the image of Łódź and the objective we want to achieve must be based on the concept of Łódź as a CREATIVE INDUSTRIES CENTRE. Creative industries based on enterprise and creativity of its resi-dents is what Łódź should be famous for in future. Creativity is the ability to find and devise new paths and tools of development, as well as concepts, ideas and solutions. Enterprise means the

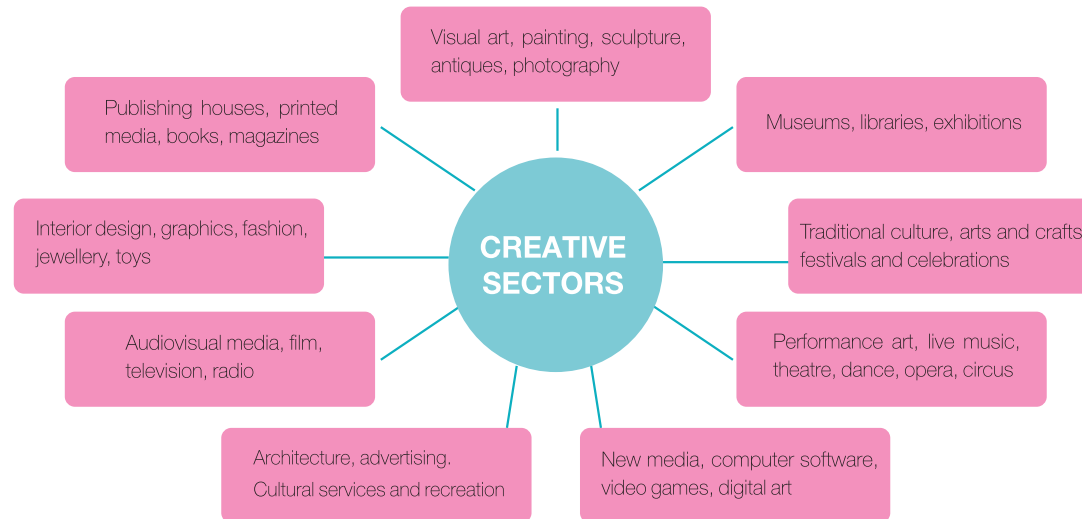
ability to turn ideas and concepts into concrete actions bringing measurable benefits. Combination of these two qualities produces creative industries.

Source: Analysis of the needs and development of creative industries, Warsaw, November 2009, Ecorys

**Creative sectors are widely understood as creative enterprises which are particularly market oriented and are engaged in the creation, production, distribution and/or dissemination of creative goods and services through media.**

**Areas comprising creative industries.**

Source: Analysis of the needs and development of creative industries, Warsaw, November 2009, Ecorys



### Innovation in creative sectors

Diversity of definitions of the creative sector and factors determining its development gives rise to difficulties in unambiguous defining of what creativity—and innovation—is and in designating relations between creativity and innovation. This question is important in terms of formulating the development policy and creating instruments for supporting creative industries. The essence of the creative sector's functioning is creating new ideas which fall into the category of innovation. However, innovation in creative sectors is usually meant in a slightly different way than in traditional industries. In creative enterprises one can record definitely smaller expenses for research and development or patent activity—belonging to the most crucial traditional indicators of enterprise innovation. Nevertheless, innovation in creative activity are common. Creative industries are created by dynamic and mobile enterprises which often organize themselves into networks and make original—or even unique—products. Creativity may be defined as the ability to generate ideas and perceived as the condition for innovation to come into being. Innovations are here defined as ways for utilizing ideas, taking the form of effective marketing and the popularization of new products and services.

According to the commonly used Oslo methodology, innovation is understood as marketing a new or improved product or applying an improved process in production, whereas it should be an objective improvement of the product or process properties, affecting the improvement of effectiveness. One can distinguish product and process improvements (Oslo Manual, 1999). In case of creative industries, however, the term “innovation” is understood slightly differently—it involves new forms of expression and new aesthetic values, rather than improved products. The term “innovation” includes the transformation of an idea into a market product or service, a new or improved production or distribution process, a new form of services. It covers such kind of social, institutional as well as organizational changes, and it is related both to a process and its result (Green Paper on Innovation, 1995). Innovations can also be referred to as the development factor of the creative sector. Such innovations arise either within the sector and/or in its environment, and in such case, they spread into this sector and become its development drivers causing new products and services to appear. Creative sectors are focused around the activity originating in innovation and ideas. Consumer behaviours are more and more individual and penetrating, which entails the necessity of a never-ending development and diversification of products and services.



### Features of creative sectors

Specific features of creative sectors indicate the risk and uncertainty which are characteristic for a creative activity. Creative sectors are marked especially by uncertainty regarding the demand for the offered products and services. It results from the fact that creative sectors are in large measure “experiential goods”, where the satisfaction derivative is subjective and insubstantial. Lack of local demand for commercial applications of creative ideas causes that creative enterprises must prospect for markets for their products and services beyond the region or even country borders, which is not a simple task, especially for small enterprises. The attraction of conducting business in creative sectors lies in almost boundless diversity of creative products requiring polar skills. It means that the market has a large growth potential and its development won't be based on standardization and reducing production costs, as it has taken place in traditional industries, but rather on increasing, and then satisfying cultural needs of consumers with diverse interests and expectations regarding the final product. The difficulty in such a diversified and specialist activity, i.e. the creative activity, lies in the internal activity coordination within short time frames for delivery, drawing benefits from the performed work and protecting one's intellectual property. A limitation for creating many cultural products is their producers' inability to continuously charge for them (e.g. for copyright) in long term after production. The conducted cultural activity, and

at the same time functioning of the creative sector, takes place in the system of four interconnected components. They are as follows:

- Creative services are offered by companies deriving profit from devoting their time and providing their intellectual property to other companies or organizations. Entities of this kind include advertising agencies, architects, designers, photographers or software consultants
- Creative content companies invest in the development of creative content. They earn on selling the possibility to use intellectual property, advertising and licences. This group includes live broadcasting, book and magazine publishers, recording companies, film studios and publishers of video and computer games, individual producers such as musicians and TV shows' producers
- Creative experience companies sell to consumers the right to experience or participate in certain live events, productions, performances, open-air shows
- Companies working with creative individuals make and sell material artefacts from human activity whose value is assessed on the basis of their perceptible creative or cultural value,

their exclusiveness and authenticity. These include for instance arts, handicraft and craft

Companies operating within different components have different needs and require different financing strategies:

- Companies offering creative services require the presence of skilled professionals and investments in offices and equipment suitable to the needs of their clients. Analysis of needs and development of creative industries
- Companies offering creative content mostly need access to capital necessary for making their product
- Companies offering creative experiences need creative employees, ready for working in untypical conditions (working hours, team work in changing employee configurations)
- Firmy zajmujące się kreatywnymi jednostkami stanowią najczystsza formę kreatywnej przedsiębiorczości. Ich rozwój wymaga niezwyklej wytrwałości, a sprzedaż każdego produktu wymaga dużego wysiłku

Source: Analysis of needs and development of creative industries, Warszawa, November 2009, Ecorys

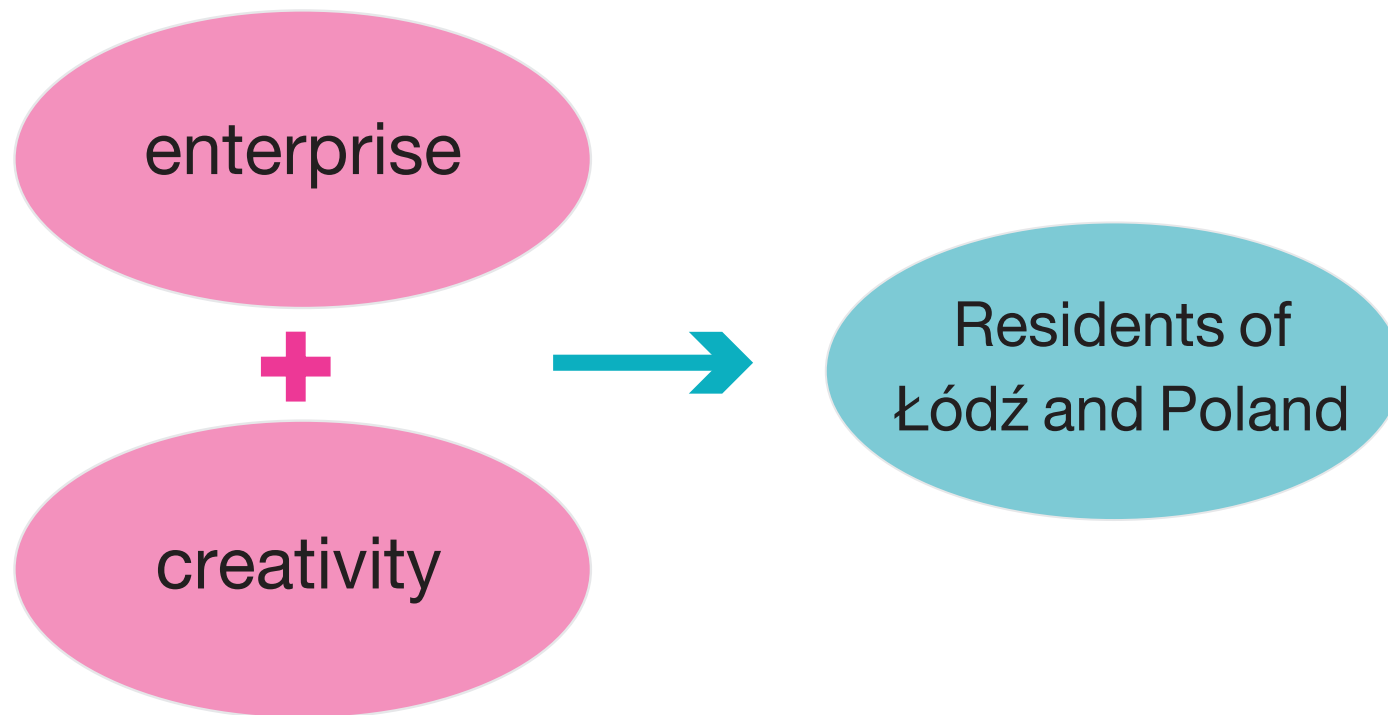
**Łódź – the City of Creative industries** – is a place which teaches entrepreneurs how to be creative and creative ones—how to be enterprising. This is a city which stimulates imagination, forcing to act. Creative industries are areas in which inventiveness and resourcefulness are used. They provide products and services which broadly link with cultural, artistic or usually entertaining value. They include fashion, recording, cinema and TV films, books, publications in magazines, visual arts (painting, sculpture), theatre plays, opera, concerts, dance shows, computer games or toys.

Uniqueness of Łódź in relation to other cities consists in having many flourishing institutions, companies and people that operate in creative sectors. Creative industry is a promising direction on which many world's cities count, and thanks to it, the quality of life is improving.

It allows for attracting and retaining young people who these days are aspiring to creative, not a manufacturing work. It helps in winning new investors who will be eager to hire knowledgeable and talented people. It also enables attracting tourists with unique cultural (related to fashion, film, festivals) or entertainment offering. There is no other such city in Poland which would have such a developed creative industries. It needs making use of in order for ŁÓDŹ not to be associated in future with the past, but with modern creative industries centre; so that Łódź arouses positive associations. According to the study prepared by European ConceptConsulting,

entitled "Artinkubator. Factual and functional concept," in the Łódź region there over 1000 entities which can be recognized as belonging to the creative and cultural sector (according to "Łódź w liczbach" ["Łódź in Numbers"], published by GUS [Polish Central Statistical Office] and

the City of Łódź Office), including 153 companies from the film and media sector employing nearly 11 thousand people (data: Biuro Rozwoju Przedsiębiorczości i Miejsc Pracy UMŁ [Office for Development of Enterprise and Jobs in the City of Łódź Office] — Media for study).



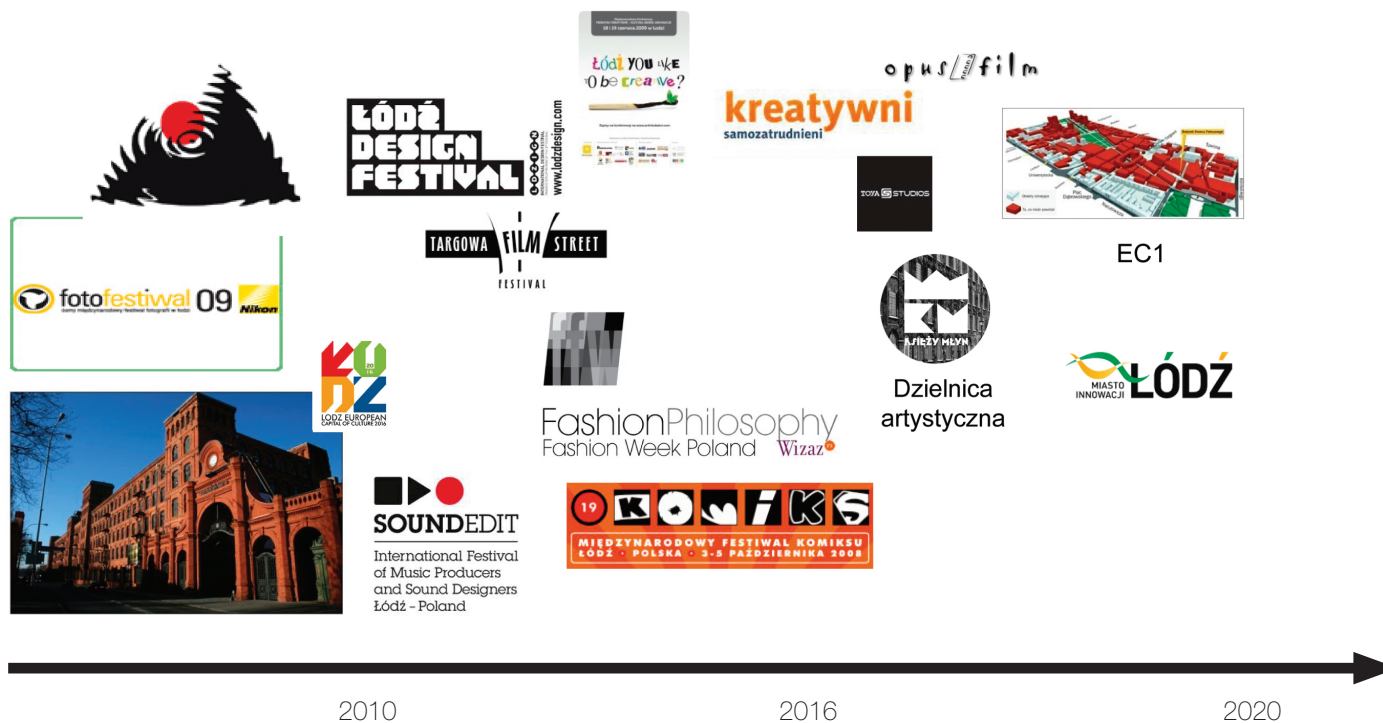
### Łódź and creative industries.

When it comes to Łódź's creative industries, apart from organizations, individuals or companies operating in the area popularly defined as culture, one should not forget about organizations, individuals and companies operating in other areas and demonstrating creative approach to the functioning paradigms and being able to translate ideas into empiric experience and business. In the city, there are many entities which should be promoted and they could constitute a good RtB (reason to believe) for brand positioning. It would particularly vital to promote these entities internally in the city, presenting good practices to inhabitants, and thus imparting (creating) a good climate for taking up challenges. Good tools for promoting these ideas are programmes conducted in the city, such as Młodzi w Łodzi (Young in Łódź), Kreatywni Samozatrudnieni (Creative Self-Employed) or Łódź miasto innowacji (Łódź – the City of Innovation). Among numerous examples of Łódź inhabitants' innovation/creativity and resourcefulness, one can enumerate as well as support and promote in the future:

- Łódź-based company LIW-Projekt, awarded in „The Innovative and Creative” contest, in the Innovative Product category; designed and made a special standing seat for kids BAFFIN+.
- Łódź-based company MobileMS — awarded in the „Innovative and Creative” contest, in the Innovative Service category, and awarded the Mayor of Łódź Prize; designed a system thanks to which a guide can be replaced with a mobile phone.
- Łódź-based company Pharmena — established and conducted by scientists from the Medical University and the Technical University of Łódź.
- Łódź-based company Magnetix-Gorszwa sp. jawna — this year's winner of the „Łódź Offers – Innovative and Creative” contest, in the Innovative Service category, for a modern computerized cutter room.
- Łódź-based company ePRUF SA — creator of a private medicine reimbursement system.
- Łódź-based company MOOMOO Architects is one of 30 most promising architecture companies in the world (Wallpaper Directory 2009).

## City genotype

### Creating



### 4.3. Positioning concept for the Łódź brand (Identity Pyramid)

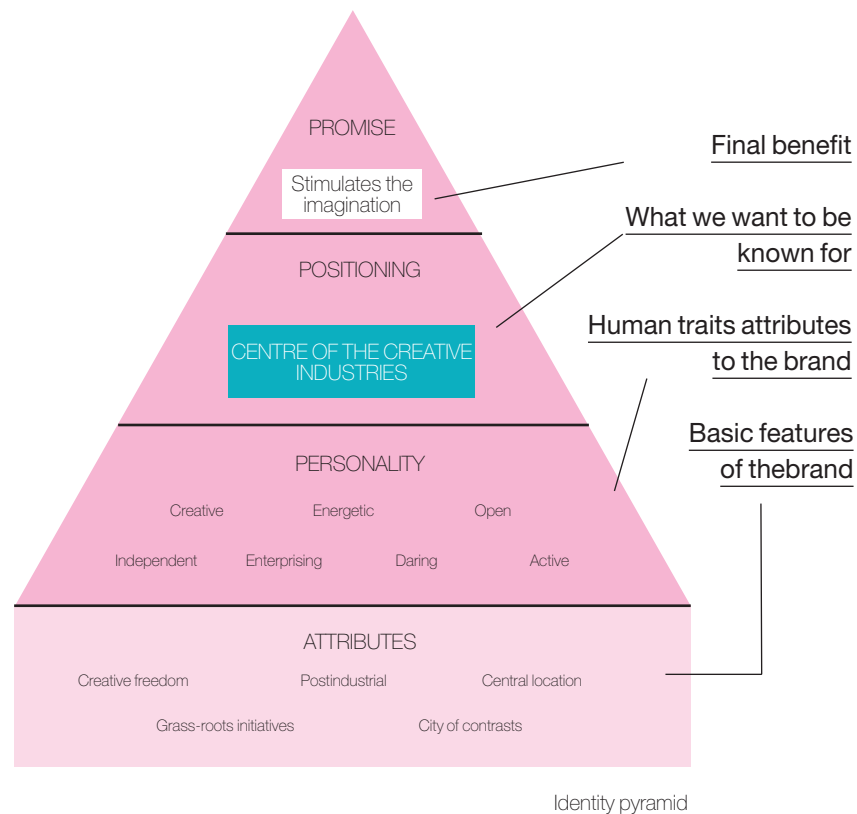
Identity pyramid is a tool which defines basic brand parameters, such as:

- **Brand Promise**, describing the ultimate benefit from being in relation with a brand
- **Brand Positioning**, i.e. what we want a brand to be famous for in the future
- **Brand Personality**, mapping a brand through personal features – human features of a brand
- **Attributes** – features which constitute the basis of a brand

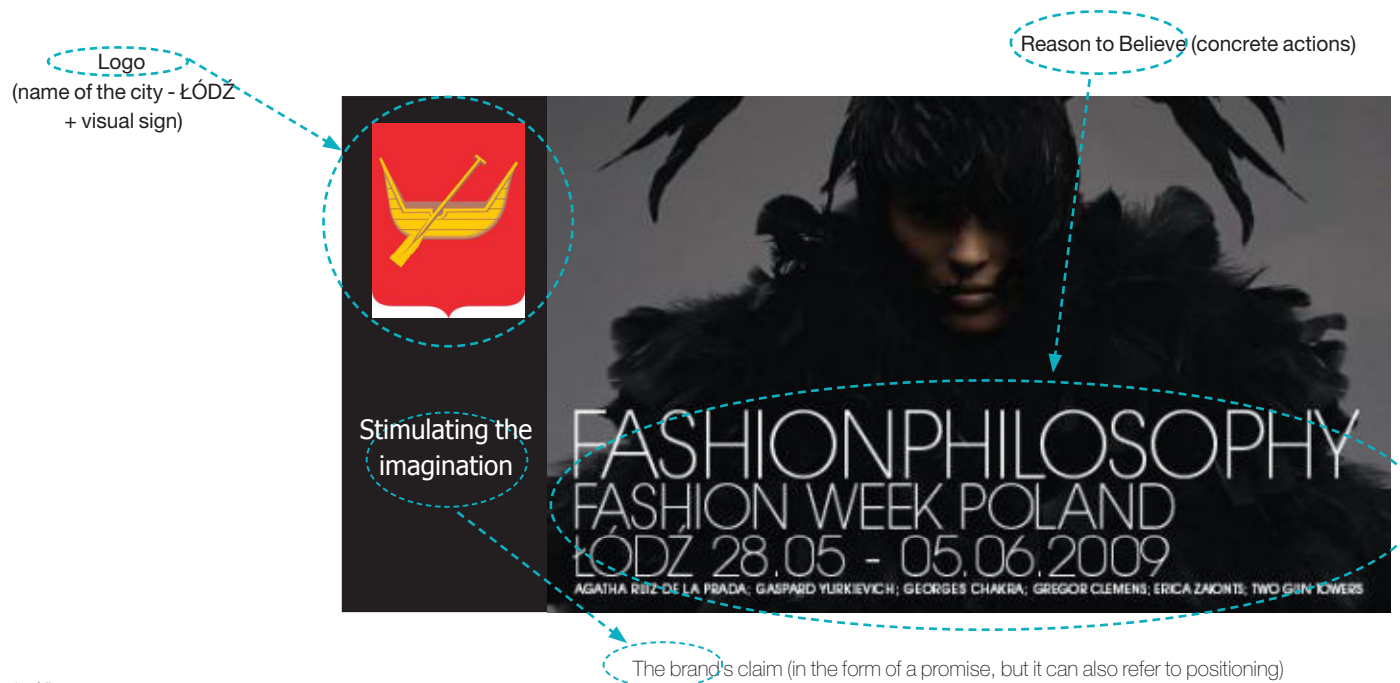
Identity pyramid is a key tool being the basis for brand communication. It is acceptable to communicate its individual elements, such as brand promise or particular personality features, depending on the communicated city element (festival, university, person, object of tourism, etc).

### 4.4. Positioning concept for the Łódź brand (Reason to believe)

Reason To Believe means concrete actions, projects, events and institutions. These are recommended activities within the creative industries which have been described in operating objectives and the implementation plan.



Reason to believe (draft version\*)



„draft” means:

illustrated on a billboard

instead of the logo we use the coat of arms (this is how it could look)

instead of the claim we use the promise (something new)

as a Reason to Believe we use the Fashion Week (but it could just as well be something else recommended in the implementation plan)

Reason to believe (draft version\*)



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## 5. Transmission of the positioning brand onto the key city sub-products

### 5.1. Economic (business) sub-product

The concept of the city of Łódź as a Centre of Creative Industries is not only restricted to the area of culture, however it still remains a part of it. For the purposes of the Łódź brand management, the city of Łódź can benefit from that positioning concept for communication of individual sub-products.

Within the economic (business) area these messages should be based on components that are already existing as well as the projects and programs that are already in place. Therefore the city of Łódź should be communicated via the two key components of CREATIVITY and ENTREPRENEURSHIP that are bound together by positioning of the creative industries. Within the economic development areas drawn up by the Strategy of the Łódź Cluster one can find sectors, where creativity, knowledge and entrepreneurship are basic driving factors towards the achievable progress. These companies operate within the sectors of BPO, IT or logistic services and make up the platform for com-

munication of key content of the positioning concept as they just need such qualities and such an approach to the economy. The perfect tools that also communicate the same content can be found in two programs: Młodzi w Łodzi (Youth in Łódź) and Łódź Miasto Innowacji (Łódź, the City of Innovation).

The inseparable component within the program Młodzi w Łodzi (Youth in Łódź) is promotion of entrepreneurship (the contest 'Mam pomysł na biznes' ('I have an idea to run my business') as well as encouraging to a creative approach to learning or professional jobs (proposals of training courses 'Techniki Twórczego Myślenia' /'Techniques of Creative Thinking'). The program has already been in place for several years and the mass communication of that program (e.g. advertising campaigns) is not only an amazing example but also a tool for communication of the defined positioning. Whatever is being done in the city and has been done in the city in the field of economy is coherent with the defined positioning. The next good example of cohesion is the already mentioned program Łódź Miasto Innowacji (Łódź, the City of Innovation). Framework of that project embraces promotion of creative attitudes, i.e. original ideas that can find practical applications in business and other areas. These ideas are also referred to as innovations. Creativity is a mental process whilst innovation means that creative ideas have been implemented to real life. Combination of these new components makes a new quality.

Measures that have been undertaken within the program, such as 'Łódź proponuje - innowacyjni i kreatywni' ('Łódź offers – innovative and creative'), the conference 'Biznes, sztuka, technologia - jak połączyć te siły dla rozwoju miasta' ('Business, art and technology – how to merge these powers together for sake of the city growth') as well as presentations of such institutions and ideas as The European Centre for Bio and Nanotechnologies, The Museum of Modern Art, ms2, Institute of Textile Industry, the Scientific and Research Consortium, 'Purpose' journal, 'Mabion' company, ŁódźArt Center – the Project Manager for the New Centre of Łódź, Łódź Design, Regional Scientific and Technological Park of Łódź. The Municipality of Łódź demonstrates that creativity, innovativeness and entrepreneurship can be combined together on many levels of the city life. It is necessary to take advantage of these factors for communication and promotion of the brand of Łódź and with the aim to create the image of an economic (business) sub-product based on the aforementioned programs, institutions, specific completed projects and involved persons. The communication of competences within all the key sub-products makes it possible to achieve the effect of synergy and to create the desired image even faster and better.

**The general message: Creativity is the factor that is the most important in business.**

## 5.2. Cultural sub-product

The area of culture is the key sub-product that is developed by the creative industries. It is why the stress must be put onto promotion of cultural events and facilities as well as their products as they directly refer to the nature of the creative industries, i.e. the areas that are on the confluence of culture and creativity on one side and entrepreneurship and business on the other side. It is clever to promote such events /persons /organizations that are not intended to create culture for the culture itself but are conducive to such perception of culture that makes up the added value (is able to earn on itself and therefore to stimulate its faster development).

The project example that would be useful for communication of the creative industries is the project Kreatywni Samozatrudnieni ('Creative and Self-employed') intended to give hand companies, persons and organizations that operate within creative sectors. The next venture is the creative district Księży Młyn that is currently being developed. By the assumption it fails to be a bohemian district by a place where something new is created and the new creations are as attractive as they can be sold. It is why the district of Księży Młyn can become an artistic landmark of the creative industries in Łódź, a place that blossoms with ideas and where interesting events, exhibitions, concerts and performances are organized. The new dwelling places (lofts) may be a supplementary attraction of that place. The lofts are

attractive by themselves as they create the image of an untypical city image and the proof that even 19th century factories can be the objectives of creative attitudes. The aforementioned examples demonstrate only a small portion of opportunities that are available to the city for development of its strong image by means of the cultural sub-product. The city still has a number of many other unique products of culture that can be used for its promotion, including:

- Fashion (the Fashion Week festival, fashion designers, etc.),
- Off art (Photo festival, Festival of comics, Festival of Design Art, film festivals, etc.),
- Facilities associated with culture, such as ms2 or newly created EC1 as well as well-known and recognized museums and art galleries,
- Persons who are involved in creative culture (designers, actors, film and theatre directors) and its animation (companies, private individuals, organizations),

It must be mentioned here how important role is performed by Piotrkowska Street, one of the most recognized brands of Łódź. The street can become an instrument that will attract attention of persons to whom the messages are addressed in the city. For instance, the advertisement message can be formulated in the following way: 'Upon the opportunity of the fashion festival 'Fashion Week' the worldwide longest catwalk in a grand style was launched in Łódź, where famous Piotrkowska street was the ca-

twalk in fact', Piotrkowska St. shall be associated as a location of events and shall enable to easier and faster locate the place where the event took place. In addition the fact that the fashion shows are carried out directly in the urban area is exciting for imagination.

Note: Please note to consider these recommendations as guidelines for additional promotion of commercialized culture, but such one that should earn on its needs and therefore develop better and faster.

**General Message: Łódź – draws up creative trails.**

### 5.3. Education sub-product

As each large city, the city of Łódź (more than 0.5 m. of inhabitants) satisfies educational needs of its population in many areas. It runs a number of institutions that make out among similar educational organizations in Poland. In case of the brand, i.e. perception of Łódź as an educational centre, it is not the same point. Most of people (which is demonstrated by the TNS OBOP surveys) fail to associate Łódź with attractive education. It is the case when reality diverges from general associations (perception). One more factor should also be superposed, i.e. competitive centres that may offer similar level and range of education but are better perceived where students can learn and live. From point of the edu-

cation level, all similar universities shall be mutually comparable as they offer similar range of education. For instance, at the moment the University of Łódź is perceived worse than the University of Warsaw or the Jagiellonian University in Kraków, although the educational offer of all these institutions is similar and comparable. The problem is rather in perception of academic centres, such as Warsaw, Wrocław, Kraków or Łódź. It is why the efficient communications should comprise messages that are coherent to the intended positioning.

In case of the educational sub-product the city of Łódź has a number of 'evidences' ('Reasons to Believe') that it actually is the centre of the creative industries. It still has universities, faculties, projects and persons that by their activities serve as proofs that the educational offer of Łódź is really attractive.

The academic word of Łódź should be promoted by the faculties that are distinguishing among similar universities in Poland and that directly bring something new and creative, such as the School of Film Arts in Łódź, Institute of Textile Architecture, Faculty of Cloths and Textiles and DESIGN divisions of the latter.

- Designing of clothes
- Designing of jewellery
- Designing of textiles
- Designing of textures on textiles

the Faculty of Design and Architecture of Interiors or the Institute of Clothes Technology at the Technical University of Łódź. All these faculties, divisions and persons have brought something new and may serve as a proof that the creative industries in Łódź really exist as they themselves act in a creative and enterprising manner.

Note: The mass communication of the aforementioned selected universities, faculties and persons shall first lead to the effect that Łódź shall be perceived as an academic centre as a unique location, where creative, interesting and innovative people come to learn and where one can 'touch' film, fashion, modern art, etc. It will then entail improvement of the image of other universities and faculties as they are influenced by the image of the academic campus in Łódź.

**General message: We teach creative people how to become enterprising and teach enterprising people how to become creative.**

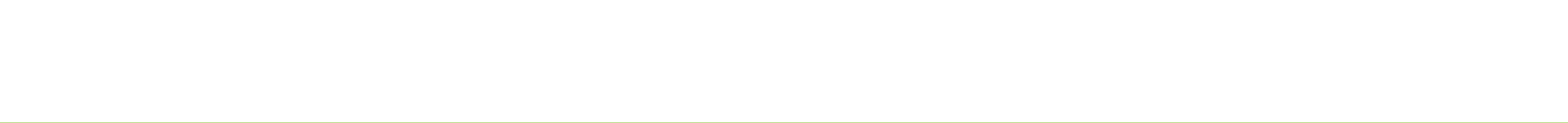
#### 5.4. Tourist sub-product

The field of tourism in Łódź shall rather tend to focus on short-term arrivals for 2 or 3 days, so called 'city breaks'. Łódź shall never become a centre for long holiday staying. Nowadays the

city is not perceived as attractive for tourists, chiefly due to the fact that Łódź was never associated with tourism but with industry. It is far away from the meaning that it is impossible to develop the new perception of the city that is attractive for weekend visits and short journeys. For that purpose it is necessary to promote and advertise unique tourist attraction of Łódź, support and broadcast 'city break' tourism in the following areas:

- cultural tourism – festivals, open-air events, concerts, sport events (Atlas Arena),
- post-industrial tourism – promotions of unique architectural and urban worthiness of the city itself, communication, that the visual images of the city excites imagination.
- sentimental (historical) tourism to show the multi-cultural image of the city, diversity and a pot of ideas. Sophisticated history that has led to dynamic flourishing of the city – emphasizing the importance of entrepreneurship.

**General message: You excite your imagination (inspiration – the cultural tourism, memories – the sentimental tourism).**



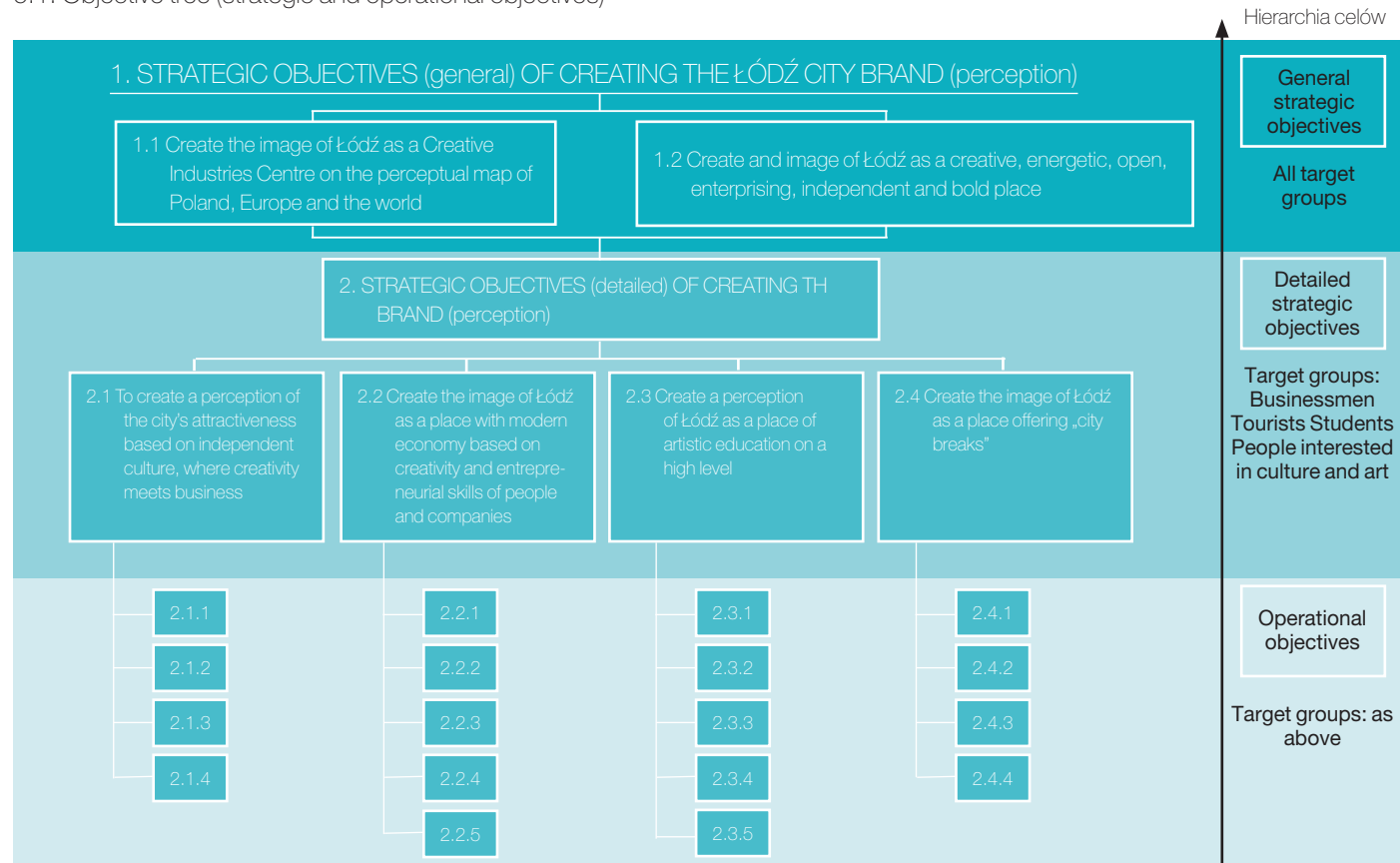
## 6. Objectives for the Łódź brand

On the basis of a full, complex and insightful SWOT analysis, the objectives bundle was outlined for the city's brand, driven by the rules of hierarchization and cohesion.

**Definition: Objective is a future condition, in other words, intentions which an organization/city intends to reach in a certain time perspective.**

- Strategic objective means a future condition, in other words, intentions which a city intends to reach in terms of a unique and attractive image of the city in a long-term perspective.
- Objectives are subject to hierarchization and are set on at least two levels: a strategic and operating one. An operating objective is often a partial objective, specifying a strategic objective. They are usually achieved in a shorter time period. Without accomplishing these objectives, it is impossible to reach the strategic objective, hence their crucial role in the process of formulating and accomplishing strategic solutions.
- A tool called Objective Tree was used for determining strategic and operating objectives, driven by the rules of hierarchization and cohesion.
- This tool is used for achieving a defined superior (strategic) objective and partial objectives. Objective Tree is expanded as a diagram of logical connections. It includes records of conditions desired by a planner and achievable in the time set for the project completion. Objective Tree illustrates dependencies between an objective and means to reach it, i.e. records that are placed lower are components to reach records (objectives) that are placed higher. One should note that localization (lower or higher) of a given objective is not an indicator of its importance. Whether a given objective will become a programme or project priority is the implementer's decision. The introduced numbering of objectives is aimed only at simplified reading of all objectives. It does not define the importance hierarchy nor the completion order.

6.1. Objective tree (strategic and operational objectives)





## 6.1. Operational objectives

### Operational objectives – culture

- 2.1.1 Promoting Łódź as a place with a unique atmosphere for off culture development
- 2.1.2 Creating perception of Łódź as a cradle of avant – garde (traditions)
- 2.1.3 Promotion of key artistic and cultural events of international range (Fashion Week, Gold Thread, Design Festival)
- 2.1.4 Promoting artists from Łódź outside the city (exhibitions, shows), competing for prizes, titles, honours (taking part in competitions and festivals)

**Operational objectives related to economy:**

- 2.2.1 To create an organisation supporting the creative industries sector and inform its prospective beneficiaries of its operations
- 2.2.2 To set up and promote art incubators and business incubators in Łódź
- 2.2.3 To construct the perception of Łódź as an attractive location for investment, in particular in the creative sector, among prospective investors
- 2.2.4 To promote self-employment, with focus on the creative sector
- 2.2.5 To promote ul. Piotrkowska as a venue particularly attractive for locating creative sectors of economy

### **Operational objectives related to education**

- 2.3.1** To build the perception of Łódź as a place with a broad offering of education in art and culture
- 2.3.2** To promote creative and artistic university courses unique in Poland
- 2.3.3** To broadly promote the most creative individuals (lecturers, students, pupils)
- 2.3.4** To promote the manner of teaching oriented for creative thinking with appropriate programmes for teachers, scientific conferences, workshops (for instance, workshops on imagination addressed to schoolchildren)
- 2.3.5** To initiate partnership with foreign universities (from Great Britain, Germany, Holland) with creative and artistic faculties, to facilitate student exchanges, internships, traineeships etc.

### **Operational objectives – tourism**

- 2.4.1 Promote post-industrial Łódź as a unique place in Poland with interesting history and architecture
- 2.4.2 Promotion of cultural and entertainment events (such as fashion shows, exhibitions, concerts, performances, sports competitions) on a nationwide and international scale
- 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
- 2.4.4 Promotion of Łódź as a sentimental destination with multicultural roots

## 7. Target groups

The important element in a brand strategy involves the selection of suitable target groups given that a brand is usually built in the perception of particular individuals. A target group comprises persons, intentionally chosen (following appropriate analyses), who will be recipients of the brand, its "users".

Traditionally, the target group is defined by the selection of individuals meeting specified social and demographic criteria. They may include: age, gender, education, place of residence, number of children, income or property. Recently, the psychographic manner of determining the target group becomes increasingly popular in response to a growing demand by companies (in our case, municipal offices). The psychographic determination of a target group is based on the identification of the group according to its behaviour patterns and lifestyle, rather than the demographic characteristics.

In order to define the target groups for Łódź brand, Target Group Index (TGI) was used. A brief description of the tool is presented below.

### **TGI - Target Group Index**

**TGI is a research study of over 4,000 brands from more than 320 categories, run by SMG/KRC under the licence of BMRB International (British Market Research Bureau International). The study encompasses a dozen of fast moving consumer goods and a substantial group of durables. The Polish version of TGI comprises two surveys, for men and women, with a particular consideration to the specific groups of products for each gender. TGI enables also to obtain specified data useful in the creation of the city brand strategy.**

### What is the method characteristic?

#### About Target Group Index\*

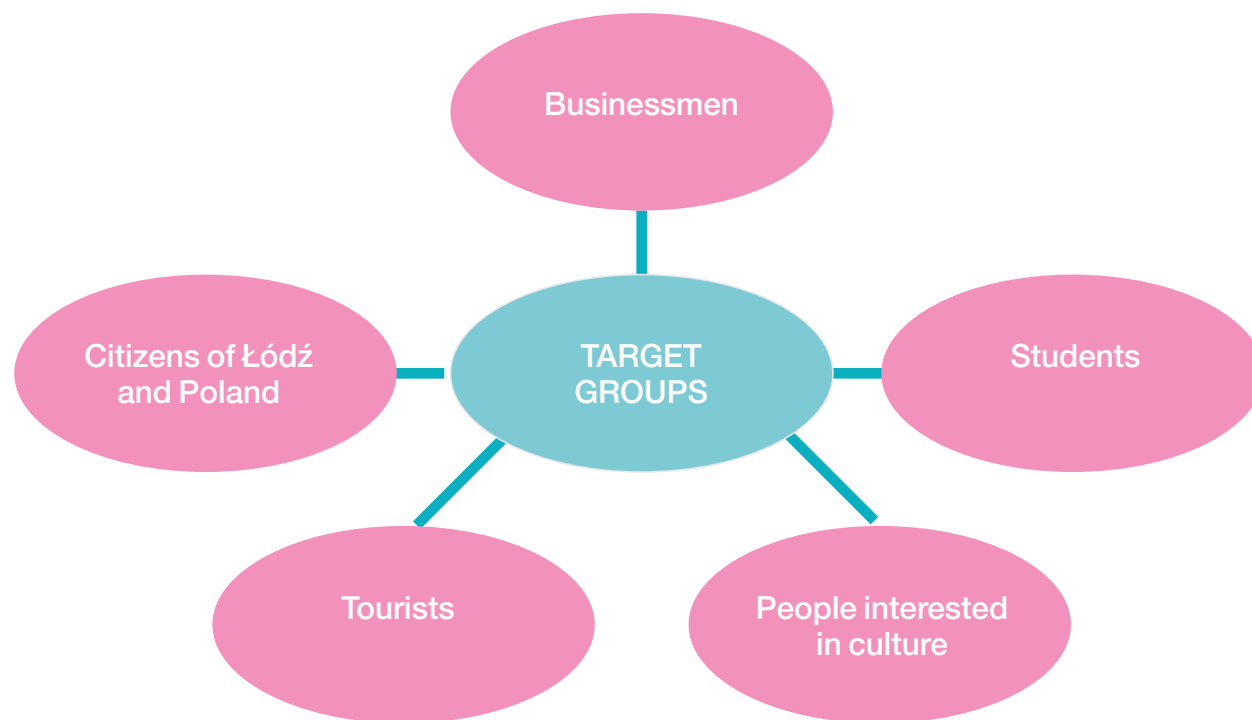
**Aim:** used to indicate target groups on the basis of criteria socio- demographic and psychographic criteria

**Steps:**

- Determining brand penetration (what percentage of consumers uses this product)
- Selecting a group with the highest penetration index
- Determining product profile( percentage of the general product consumption in this particular group)
- Determining market penetration index (penetration index in this particular group compared with average all groups penetration index)
- Selecting a group with the highest penetration index

\* Source: Jan Beliczyński „Methods of planning and control in promotion management”

A few target groups for the Łódź city brand



The choice of these target groups was determined by the subproducts which are the most important in creating cities' brands (economy, culture, education and tourism). Grupy docelowe – mieszkańcy Łodzi i Polski

# FULFILLED

## Improvement of the world

<b>Key values/needs</b>	<ul style="list-style-type: none"><li>• development and self-realisation are important for them,</li><li>• they have stabilised views and are not easily influenced,</li><li>• they are relatively well-to-do, already with a successful career record, now they are oriented for internal development</li></ul>
<b>Brands they buy</b>	<ul style="list-style-type: none"><li>• they value high-quality products</li></ul>
<b>Interests/leisure time</b>	<ul style="list-style-type: none"><li>• active, with broad interests,</li><li>• they spend much time reading books and press,</li><li>• they like listening to music, they often watch popular science programmes and news,</li><li>• they read dailies and, less frequently, magazines — Gazeta Wyborcza, Rzeczpospolita, Wprost, Polityka, Twój Styl, Cztery Kąty,</li><li>• they listen to PR3 and commercial stations</li></ul>



# SEEKERS

## Fascinating experience, accentuating individuality

<b>Key values/needs</b>	<ul style="list-style-type: none"><li>• they look for diversity, new experiences and risk,</li><li>• in order to chose their own way, they need to get to know, experience various activities, world views, listen to music of different kinds,</li><li>• they are active, they seize the day, enjoy themselves, try new things (for instance, new sports, learning foreign languages, use of Internet, temporary jobs),</li><li>• even though they currently enjoy themselves, they are aware that their chances in life in the present reality are dependent on their education and entrepreneurship. They accept reality, want to become part of it, be successful,</li><li>• their search of way of life includes high degree of responsibility</li></ul>
<b>Brands they buy</b>	<ul style="list-style-type: none"><li>• they like brands accentuating their individuality</li></ul>
<b>Interests/leisure time</b>	<ul style="list-style-type: none"><li>• they often spend their leisure time with peers in cafes and clubs, at parties and reading books,</li><li>• they watch music programmes, films and interviews (they often watch Canal+),</li><li>• they read Gazeta Wyborcza daily and Wprost and Polityka weeklies,</li><li>• music plays an important role in their life – most often among all groups they listen to non-public radio stations, watch music channels and read music press</li></ul>

# ASPIRERS

## High status, financial success, recognition

<p><b>Key values/needs</b></p>	<ul style="list-style-type: none"> <li>• development and self-realisation are important for them,</li> <li>• social success (professional/social status),</li> <li>• liberty and independence (of consumption),</li> <li>• carpe diem – positive hedonism,</li> <li>• being admired (originality and distinctiveness as compared to others),</li> <li>• being trendy, on top,</li> <li>• pursuance of developed passions and interests,</li> <li>• holding attributes of a financial elite</li> </ul>
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Segments	1	2	3	4
Embittered	V/E	(-)	(++)	(+/-)
Comfort zone dwellers	V	(-)	(++)	(+)
Fulfilled	P/V	(++)	(+)	(++)
Seekers	V/P	(++)	(+/-)	(++)
Aspirers	V	(+)	(+)	(+)
Chaotic	E	(+/-)	(-)	(+/-)

1. Brands most often chosen: (P) - premium, (V) - value or (E) - economy
2. Tendency to buy novelties/to experiment
3. Loyalty to brands
4. Overall attractiveness of consumer segment for manufacturers of brand products

### Target groups – Łódź dwellers

**Gender:** women and men

**Age:** 15-54

**Education:** higher and secondary

**Social and professional status:** directors and liberal professionals, other white-collar employees, private companies owners, students

**Net income:** 801 PLN +

**Marital status:** young people living with parents, young and self-reliant, families with children, middle-aged with no children

**Psychography:** fulfilled, seekers, aspirers

Generally satisfied with life, except material situation

Tolerant and broadminded, open for new people, different point of views, news

Honest

Creative but practical

Make decisions by themselves

Always tell what they think

Never give up

Can make sacrifices; respect tradition

Family is the most important aspect of their life

### Target group – residents of Poland

**Gender:** women and men

**Age:** 15-54

**Education:** higher and secondary

**Social and professional status:** directors and liberal professionals, other white-collar employees, private companies owners, students

**Psychography:** fulfilled, seekers, aspirers

# COMFORT ZONE DWELLERS

## Safety, adherence to majority

<p><b>Key values/needs</b></p>	<ul style="list-style-type: none"> <li>• they want to be safe, and they feel safe knowing that their views and habits are shared by majority,</li> <li>• they respect traditional values – family, religion, state,</li> <li>• their belief in self-value is reflected in their attachment to the closest environment – pride of own family, work, region, country,</li> <li>• their belief in self-value and attachment to traditional values result in certain conservatism and low receptivity to novelties and highly persuasive forms of marketing activities</li> </ul>
<p><b>Brands they buy</b></p>	<ul style="list-style-type: none"> <li>• domestic products, best-known brands</li> </ul>
<p><b>Interests/leisure time</b></p>	<ul style="list-style-type: none"> <li>• they spend very much time with family,</li> <li>• at home, watching TV with family,</li> <li>• they watch news, quiz shows, series (more often TVP 1, TVP 2 and Polsat),</li> <li>• they like local news, crosswords and humour,</li> <li>• they listen to PR1,</li> <li>• most often of all groups they read dailies and self-help magazines— Poradnik Domowy, Poradnik Działkowca,</li> <li>• they do not practise sport, but sometimes they go to watch football matches live, they also like watching sport on TV, they spend their leisure time in their garden plots</li> </ul>

FULFILLED	
Improvement of the world	
Key values/needs	<ul style="list-style-type: none"> <li>• development and self-realisation are important for them,</li> <li>• they have stabilised views and are not easily influenced,</li> <li>• they are relatively well-to-do, already with a successful career record, now they are oriented for internal development</li> </ul>
Brands they buy	<ul style="list-style-type: none"> <li>• they value high-quality products</li> </ul>
Interests/leisure time	<ul style="list-style-type: none"> <li>• active, with broad interests,</li> <li>• they spend much time reading books and press,</li> <li>• they like listening to music, they often watch popular science programmes and news,</li> <li>• they read dailies and, less frequently, magazines—Gazeta Wyborcza, Rzeczpospolita, Wprost, Polityka, Twój Styl, Cztery Kąty,</li> <li>• they listen to PR3 and commercial stations</li> </ul>

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## Needs (Businessmen - Investors)

Internal groups residents and companies in the region	External group I existing and planned business Poland	External group II potential foreign investors
<p>Needs:</p> <ul style="list-style-type: none"> <li>• sustain the activity of existing companies (growth)</li> <li>• starting new companies</li> <li>• social mobilization of local businesses</li> <li>• an attractive place to live</li> <li>• a good place to do business</li> </ul>	<ul style="list-style-type: none"> <li>• better conditions to invest than in other regions (real and emotional)</li> <li>• availability of information about the conditions</li> </ul>	<ul style="list-style-type: none"> <li>• hard information</li> <li>• soft information</li> <li>• information about service quality</li> <li>• business environment</li> <li>• better information about the market</li> <li>• individual (special) offers</li> <li>• language aspect</li> </ul>

Entrepreneurs/investors can be divided into three subcategories : citizens of Łódź /companies functioning in Łódź, investors from other Polish cities and foreign investors. Every group tries to fulfill its needs, which are shown in the table above. Facts given in this table are universal and apply to every city brand in the economic aspect.

Source: Mazowieckie Voivodeship Promotion Strategy. Analysis from this document concerning expectations and investment conditionings, where carried out on the representative sample of entrepreneurs and they relate to the whole country.

### Investment considerations (what do investors take into account?)

Hard determinants	Soft determinants
Numbers and facts	Landscape
Economic considerations at the level of the company	Standard of life
Quantitative workforce offer	The atmosphere of the city (the nearest surroundings)
Level of qualifications (qualitative workforce offer)	Available cultural offer
Availability of land for industrial investments	Opportunities for spending free time
Sales and transportation	Education (schools, courses offered to the working adult)
Wages	Schools and kindergartens
Price of land and operating costs	Childcare
Energy supply and costs	Clean natural environment
Possibility to buy more land	Public safety
Incentives and tax allowances	Opportunities for shopping
Financial assistance from the public budget	Technological standards (internet/mobile network/WiFi)
Trouble-free transfer of profits to the mother company	
General political and social conditions	
Social stability and law	

Entrepreneurs/investors making decisions considering their future investments take into account many factors that can be defined as “hard determinants” and “soft determinants”. Those particular factors are presented in the table beside. They determine whether the entrepreneur/company will make any investment in this specific city or will choose a different one for making business.

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**Target group – students**

**Gender:** women and men

**Age:** 15+

**Town size:** population size over 200,000

**Net income:** not more than 400 PLN

**Social and professional status:** students

**Marital status:** unmarried, leaving with partner

**Segmentation:** seekers and aspirers, users of at least one foreign language

# FULFILLED

## Improvement of the world

Key values/needs	<ul style="list-style-type: none"><li>• development and self-realisation are important for them,</li><li>• they have stabilised views and are not easily influenced,</li><li>• they are relatively well-to-do, already with a successful career record, now they are oriented for internal development</li></ul>
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**Target group - persons interested in culture**

**Gender:** women and men

**Age:** 15-34

**Education:** higher, secondary

**Social and professional status:** directors and liberal professionals, other white-collar employees, owners of private companies

**Marital status:** single, living with a partner, divorced/ separated

**Net income:** PLN 1001 +

**Place of residence:** town with a population size over 200,000

**Psychography:** fulfilled, seekers, aspirers

Needs defining:

Short term trips purposes:

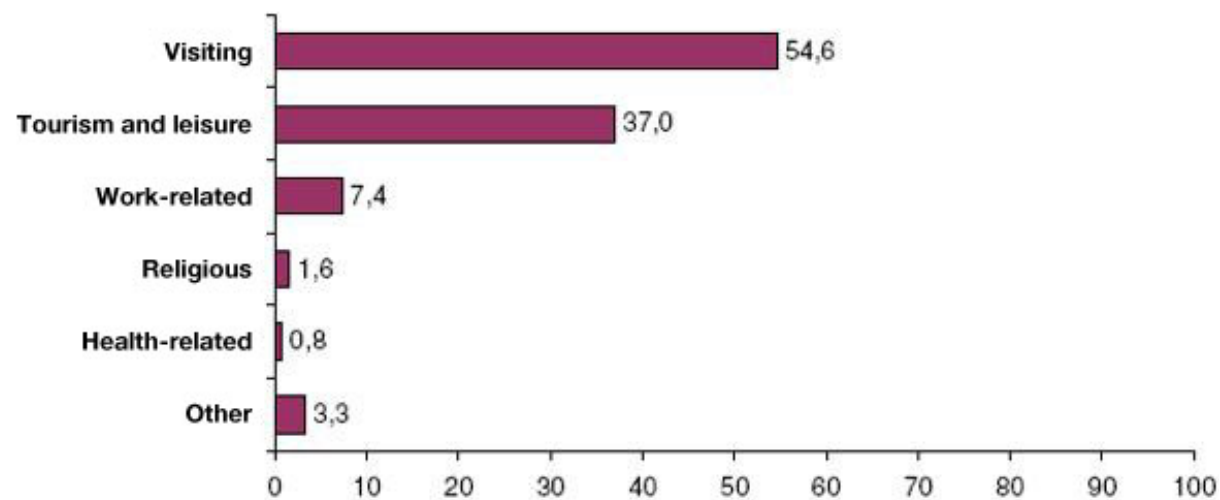
Relax (quiet recreation, spending time in calm places, far away from people and crowd).....	53%
Sociable life and entertainment.....	39%
Sport.....	9%
Sightseeing .....	7%

Short term trips and activities are usually planned nearby home city and are not planned in advance.

People making weekend trips the most often:

People aged 15-19.....	47%
People aged 20-29.....	43%
Higher and secondary education.....	46%
Executives and liberal professionals.....	43%
Residents of towns with a population size over 500,000 .....	46%

Participation of Poles in the national short-term trips in 2007, according to the purpose (%)



Source: Tourism Institute research

# FULFILLED

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## Target group - Tourists

**Age:** 15-39 (slight prevalence of 25-29 y.o.)

**Gender:** women and men

**Marital status:** predominantly married, single, as well as living with a partner and divorced

**Education:** secondary and higher

**Professional category:** specialists and technical personnel, directors, owners of private companies, white-collar employees of lower rank, as well as students and pupils

**Remuneration:** PLN 1400 — over 5,000

**Use of Internet:** 49% use Internet to look for information

**Household size:** 3-4 persons

**Town size:** 20,000 to over 500,000 population

**Segmentation:** fulfilled and seekers

## Conclusion

This document is a foundation to build a new image of Łódź brand. Currently, the city brand is vague, i.e. it fails to convey a concrete promise or raise in recipients associations/ perceptions specified and desired by local authorities and inhabitants themselves. The document sets the direction and objective which should be pursued, thus creating the desired image of the brand. Łódź has its unique identity that needs to be properly communicated to various groups of recipients so as to render it true, attractive for future and different from competitive cities.

With comprehensive image research studies, analyses, consultations and discussions, factors crucial for the brand were established and then merged into a consistent, distinctive and at the same time not limiting concept of the brand. The document includes also guidelines for communication pertaining to individual sub-products, and sub-brands, individuals, institutions etc. within their scope.

The strategy with its factual content provides, as already mentioned above, the direction and a useful tool to build a new image. In physical terms, however, it is but a publication which as such does not build or create anything, or change the perception of Łódź. The key determinative aspect involved in the brand's suc-

cess, which may lead to an actual change, is the effective and consistent implementation of the presented strategy. The final effect will depend on implementation task groups, human initiative and creativity as well as on financial outlays. The city is in fact rich in many very characteristic elements, worth to be shared with the broader group of recipients.

We do believe that the process of building the strategy, research, planning and implementation trainings will bring about the expected result. We are also convinced that there are right individuals within the Municipal Office with ideas, passion and consequence, by which the content included in this document will be fully used. Further, we believe, that in a few years' time, Poles will associate Łódź with an attractive place, full of interesting ideas, concepts and people – the city which will drive others towards development, the city eagerly visited by students and tourists where companies will invest and develop their businesses. Łódź as a centre of the creative industries is a promise and a guarantee of a complete success.







URZĄD MIASTA ŁÓDZI

**DEMO**

EFFECTIVE LAUNCHING