

już opracowane w dostępnej literaturze, to jednak fakt, że analizy te pochodziły spod pióra światowej sławy ekonomisty, nabrały dużego rozgłosu zarówno w wymiarze krajowym, jak i dyskursie międzynarodowym. Problem polegał jednak na tym, że większość z tych „debat” i „dyskusji” pozostawała raczej na poziomie deklaracji i wydawała się być jedynie wyrazem poprawności politycznej, niż merytoryczną podstawą do podjęcia konkretnych działań.

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### **CITY PROMOTION STRATEGY SUCCESS FACTORS**

Successful construction and implementation of a city promotion strategy depends, to a certain degree, on local authorities support and taking major responsibility for activities referring to city promotion by the representatives of science, business and residents who altogether get involved in its problems and by means of their attitude contribute to its promotion [Insch 2011, p. 12]. Entering into peculiar partnership for the benefit of city promotion, within the framework of which a strategy may become the signpost indicating directions for adequate activities, allows to unify and stimulate the efficiency of the carried out projects [Gelder 2011, p. 44].

In the group of factors contributing to city promotion strategy

construction the following may be listed: complex socio-economic diagnosis, which is crucial for at least two reasons. Firstly, it allows to define what kind of development and promotion oriented potential is available at our disposition. Secondly, in the process of diagnosis the occurring deficiencies may be specified as well as the areas which require the most urgent remedial actions may be detected. Correct socio-economic diagnosis becomes, at the same time, the background for further activities focused on city environment analysis or preparing both the mission and vision included in the promotion strategy. The process of diagnosis preparation is most frequently divided into the following areas: environmental, demographic, economic, technical infrastructure and social infrastructure.

Another factor discussed is the consensus of local community which may be generally understood as the agreement accepting a compromise solution or presenting the same opinions. The role of consensus, in the aspect of city promotion strategy construction, manifests itself in considering the needs and desires of urban community and in this context a strategy should represent the tool for meeting local community aspirations. The efficiency of solutions worked out within the framework of such consensus is conditioned by the involvement of all interested parties in this process [Eden, Ackermann 1998, p. 254].

Correct specification of goals and directions for promotional activities represent crucial factors in promotion strategy construction which unfortunately are often disregarded or referred to with inadequate attention in the available studies. In case of goals the situation is relatively satisfactory and does not result in major problems of methodological nature. The available studies most often provide the, so called, dendrograms which define strategic objectives (including a horizontal one), operational objectives and tasks assigned to them for implementation. Owing to their specific nature the objectives included in the promotion strategy are different from these presented by town development strategy, however, they should be compatible, at least to a certain extent, which definitely facilitates an overall town development. The problem of promotion directions specification is not always so clearly presented and in-depth characterized. This is absolutely crucial since following the correct path influences all subsequent activities and influences both efficiency and effectiveness of an overall strategy implementation. Specifying the leading promotional message and communicating a cohesive developmental vision allows for focusing the conducted activities on due objectives and becomes more transparent for potential addressees [Wardrop 2010, p. 149]. Professional

literature emphasizes the reasons behind such management or place arrangement to meet the expectations of target markets [Kotler, Hamlin, Rein, Haider 2002, p. 183].

The involvement of local authorities, as the next factor determining the process of successful strategy construction, seems an indispensable component. Town authorities play the leading role in both strategy construction and the subsequent implementation of strategic goals defined within its framework. They also play the function of a moderator or a host of all activities referring to the document preparation and also, in most cases, cover the costs of such work. Adequate involvement increases by far the probability of final success and for local authorities it is also an opportunity to strengthen their position or to construct a favourable image among urban space users [Rainisto 2003, p. 139].

Among factors enhancing success in an implementation phase the crucial role is played by an efficient management system. City promotion strategy represents a complex process covering numerous phenomena frequently occurring simultaneously [Daft, Marcic 2008, p. 189]. Within the framework of the discussed process an overall package of projects has to be managed, which often originate from different areas of town functioning and that requires high organizational skills, knowledge and experience. One of simple solutions in this matter seems delegating strategy implementation to one of organizational units operating within the structures of town authorities. This solution, however, brings about several potential threats, among which the absence of professional knowledge and experience regarding the selected projects, may be listed.

Correct selection of substantive tools for strategic goals realization, as an important component of the implementation phase, should be preceded as defining the main target groups of strategy addresses among which there are town inhabitants, entrepreneurs (currently functioning within the town borders and the potential ones), tourists and holidaymakers, potential residents, students, representatives of science, culture and education. Among tools for strategic objectives implementation, having assumed correct choice of tasks or projects to be carried out, it may prove helpful, in the context of promotion strategy, to take advantage of the promotion – mix, understood as the composition of means representing diversified functions and internal structure, used in the process of communication between an organization and the market. A standard promotion – mix set is made up of advertisement, public relations and publicity, sales promotion (additional sales) and personal sales [Kotler,

Armstrong, Saunders, Wong 1999, p. 772].

City promotion strategy evaluation, constituting the next discussed factor, should be of permanent nature and be performed with due diligence by the team for promotion strategy implementation. In relation to town self-governments functioning it may be assumed that a single, multifaceted, standardized evaluation system for promotion strategy evaluation does not exist. The occurring diversity, in this matter, results from versatile approaches, goals and organizational preferences. Strategy monitoring, as part of evaluation process, allows to control its efficiency, effectiveness and benefits resulting from its implementation and also facilities, in grounded cases, taking decisions about redefining the directions of promotional and developmental activities or introducing update, if necessary.

The final factor discussed in the implementation stage is represented by the alternative action plans eliminating potential risks. In every strategic project, including city promotion strategy, unexpected occurrences, problems, random situations may occur. In order to avoid them and as the manifestation of professional approach influencing effective implementation, alternative action plans and preventive methods eliminating the effectors of unforeseen events should be prepared in advance.

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