

A-1535

PHARE PROGRAM

THE POLISH NATIONAL TOURIST OFFICES

IN

BRUSSELS-BELGIUM
AMSTERDAM - HOLLAND
STOCKHOLM - SWEDEN
KÖLN - GERMANY

CHICAGO
NEW YORK CITY
U.S.A.

FINAL REPORT

PHARE PROGRAM

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**CHICAGO
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FINAL REPORT

PLAN

- I. FIELD DESCRIPTION**
- II. ANALYSIS AND
RECOMMENDATIONS**
- III. SYNTHESIS**

PHARE PROGRAM

THE POLISH NATIONAL TOURIST OFFICES

IN

BRUSSELS - BELGIUM

AMSTERDAM - HOLLAND

STOCKHOLM - SWEDEN/DENMARK/NORWAY/FINLAND

KÖLN - GERMANY

FIELD DESCRIPTION

José CLOSSEN

CONTOUR

Brussels, February 1994.

POLISH TOURIST OFFICE

BRUSSELS

BRUSSELS OFFICE (visited 8 February 1994)
(opened : 6/93)

Geographical competence : Belgium

Number of inhabitants : 10.000.000

Situation : Rue des Colonies 18 - 24 - 1000 Brussels

Lay out of facilities :

- Ground floor (20m²) rented as sublease from POLORBIS
- same reception room, one entrance, one display window, other display window for POLORBIS.
- 1 common meeting room

Business-hours :

10 - 17h.

Mutual premanent presence with POLORBIS.

Decoration :

OK but ambiguous (confusion with POLORBIS)

Communications equipment :

1 telephone line

1 fax line common with POLORBIS

Presence in telephone directories :

From 1994 on

member of ANTOR-Belgium

Computer equipment :

1 computer for administrative work.

Brochures :

all available brochures
too little in Dutch
1 own edition : info for Belgium.

Management of Brochure-stocks

feeling
orders through Amsterdam

Staff :

1 (Belgian of Polish ascent) multilingual under supervision of Amsterdam
Director
administrative tasks

Budget :

1993

BEF/inhabitant ?

1994 (requested) 4.000.000 BEF

BEF/inhabitant 0,25 BEF/inh

Special Remarks :

- executant working alone manning also fair-stands herself
- no particular instructions
- confusion with POLORBIS but location OK
- poor training
- would like some more autonomy and less bureaucracy

BRUSSELS - FRONT VIEW



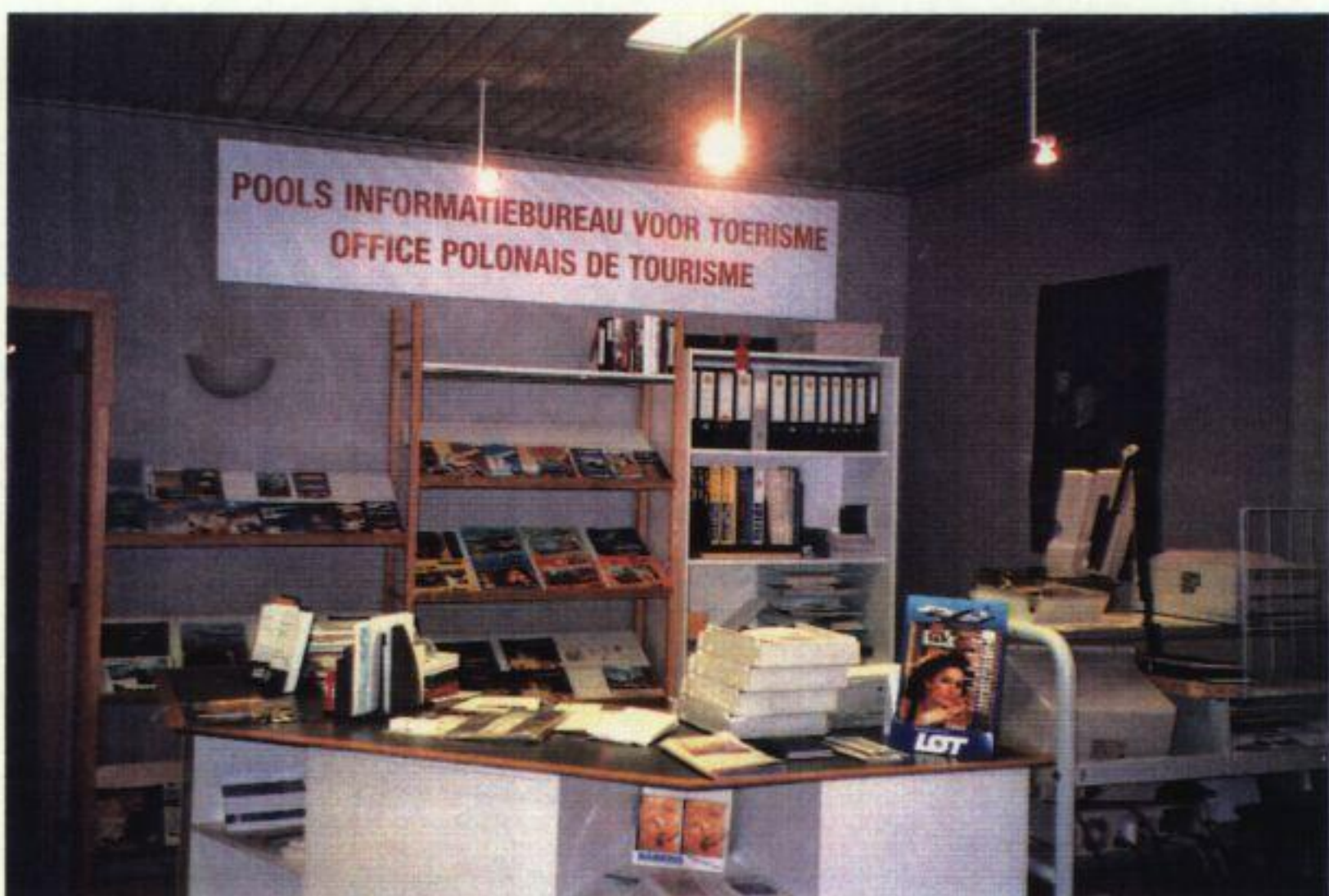
BRUSSELS WINDOW VIEW



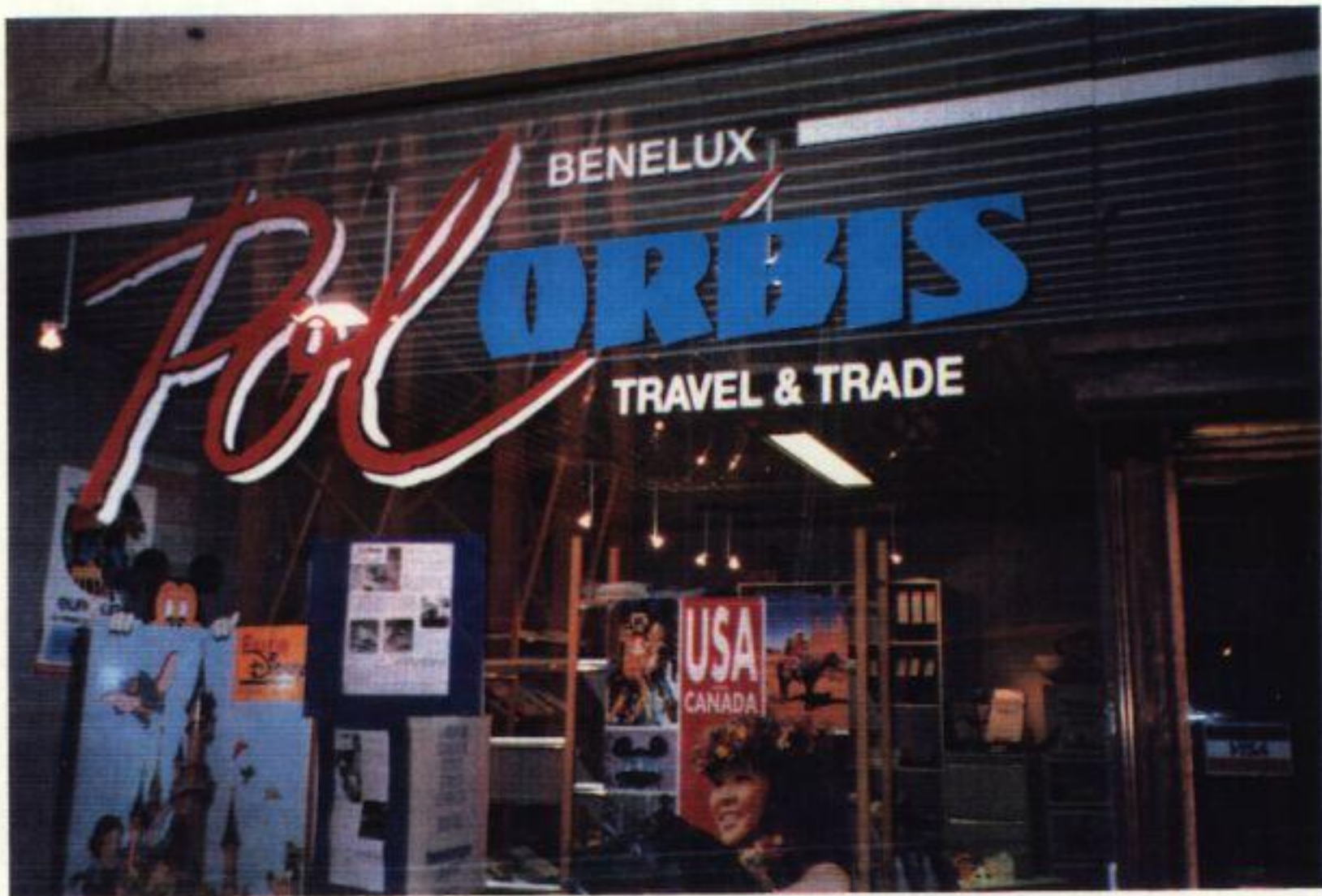
BRUSSELS - WINDOW DISPLAY



BRUSSELS INFORMATION DESK



BRUSSELS - POLORBIS WINDOW VIEW



BRUSSELS - POLORBIS WINDOW DISPLAY



BRUSSELS - POLORBIS INFORMATION DESK



POLISH TOURIST OFFICE

AMSTERDAM

AMSTERDAM OFFICE (visited 9 February 1994)
(opened 10/1992)

Geographical competence : Holland & Belgium

Number of inhabitants : 15.000.000 NL

Situation : Leidsestraat 64 - entrance Kerkstraat 44 -
Amsterdam

Lay out of facilities :

- first floor - 70m² (50% of 140m² : rest POLORBIS)
- no display window
- one reception room
- one office Direction
- one meeting room common with POLORBIS.

Business-hours : 9 - 17h + answering machine

Decoration : Medium

Communications equipment :

- 1 public telephone line
- 1 private telephone line
- 1 fax line
- 1 telex

Presence in telephone directories :

OK but still confusion with ORBIS
member of ANTOR

Computer equipment

- 1 computer (recent) - not operational yet

Brochures :

All available brochures
too little in Dutch (replaced by English)
1 own edition : info for Holland

Management of brochure-stocks

feeling
(+ secretary's experience)

Staff :

1 Director (PL) : does not speak Dutch
1 secretary (PL/NL) : welcome, telephone and expedition.

Budget :

1993	441.000 NLG
BEF/inhabitant	0,6 BEF/inh.
1994 (requested)	600.000 NLG
BEF/inhabitant	0,8 BEF/inh.

Special Remarks :

- Secretary (since 18 years) probably dominates Director.
- Director originally with ORBIS
- Confusion with POLORBIS (same reception room) but location OK
- Director does not like to have to take responsibility for Belgian market (does not feel that market).

AMSTERDAM - FRONT VIEW



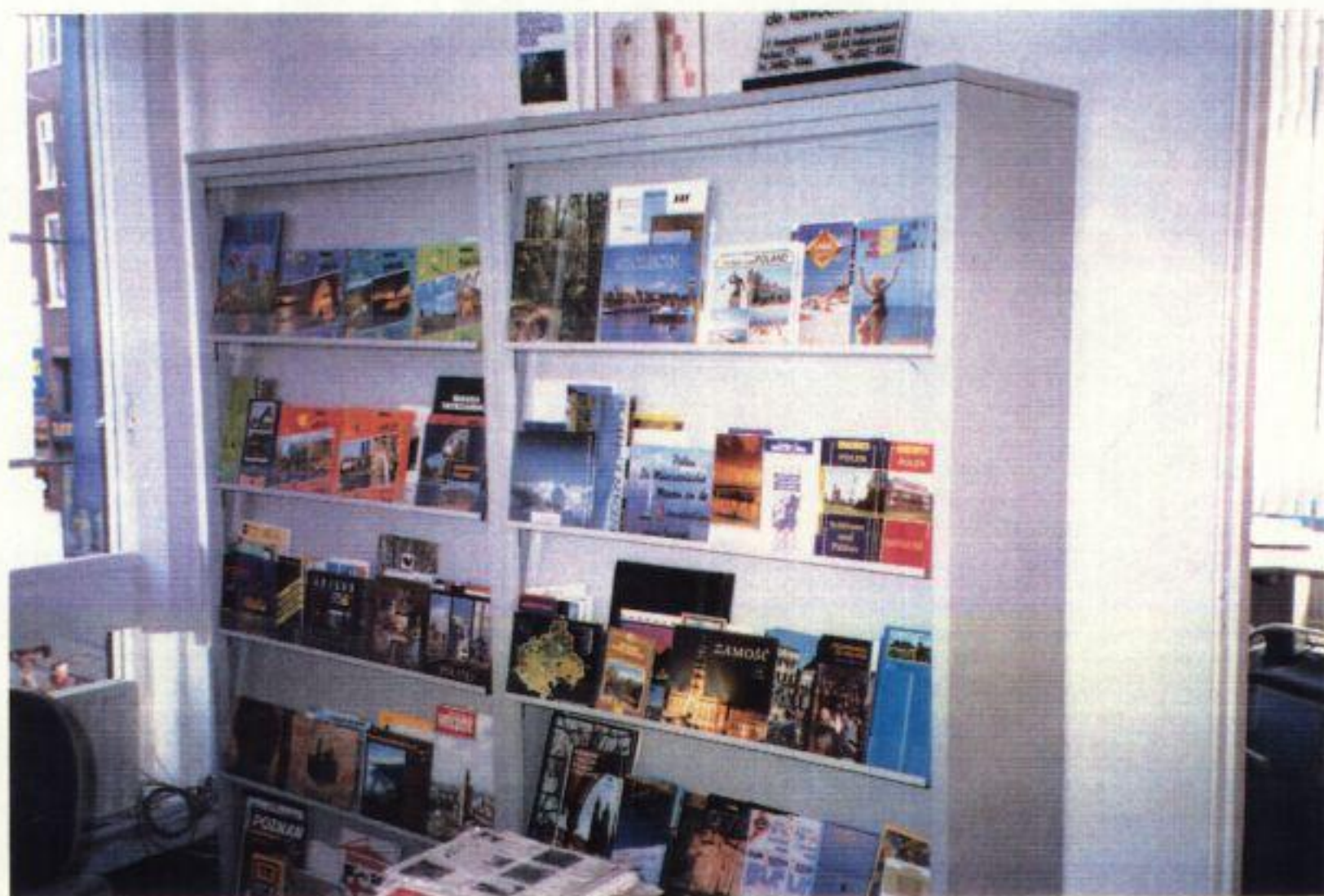
AMSTERDAM - INFORMATION DESK



AMSTERDAM - INFORMATION DESK



AMSTERDAM - BROCHURE DISPLAY



AMSTERDAM - DIRECTOR'S OFFICE



AMSTERDAM - DIRECTOR'S DESK



AMSTERDAM - POLORBIS INFORMATION DESK



POLISH TOURIST OFFICE

STOCKHOLM

STOCKHOLM OFFICE (visited 10 February 1994)
(opened 02/92)

Geographical competence : Sweden, Denmark, Norway, Finland.

Number of inhabitants : 22.000.000

Situation : Kungsgatan 66 - Stockholm - Sweden

Lay out of facilities :

2nd floor - 175 m²

1 reception room

3 offices

1 meeting room

1 expedition/storage room

no display window

Business-hours : 10 - 13h & 14 - 16h.

Decoration : good

Communications equipment :

1 telephone line public

1 telephone line private

1 fax line

Presence in telephone directories :

OK - very good

active member of ANTOR

(member of the board)

Computer equipment :

1 computer

plans network in 1994.

Brochures :

all available brochures
some own editions

Management of brochure-stocks :

feeling + follow-up cellar
very well organized stock

Staff :

3 (PL) persons :
1 Director (does not speak Swedish)
1 Collaborator (wife of Director) (multilingual)
1 executant (expedition, various) with low profile

Budget :

1993	3.500.000 SKR
BEF/inhabitant	0,78 BEF/inh.
1994	5.000.000 SKR
BEF/inhabitant	1,12 BEF/inh.

Special remarks :

- very good expedition table
- very good organisation
- Director keen of marketing = problems with bureaucracy

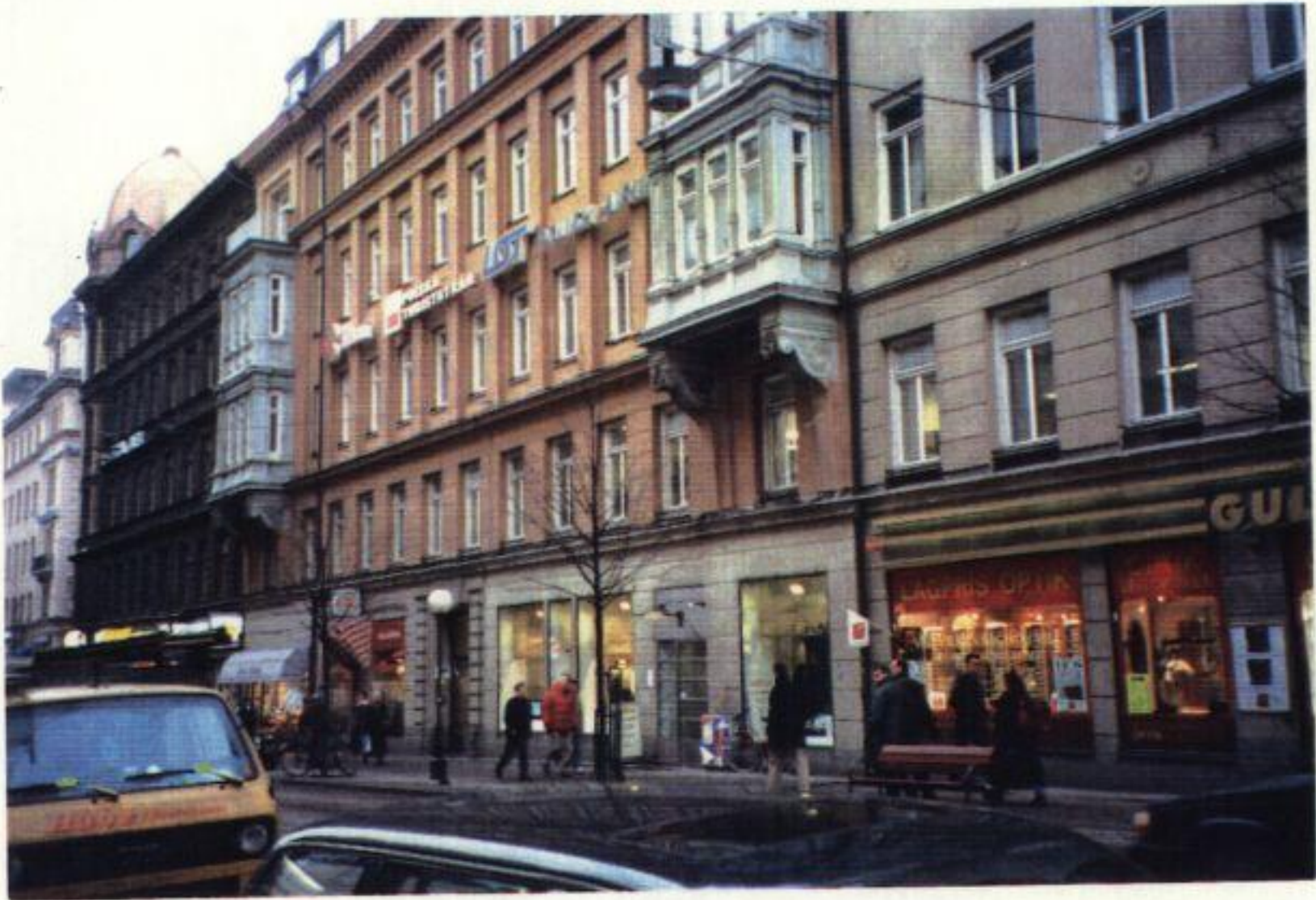
STOCKHOLM - INFORMATION DESK



STOCKHOLM - BROCHURE DISPLAY



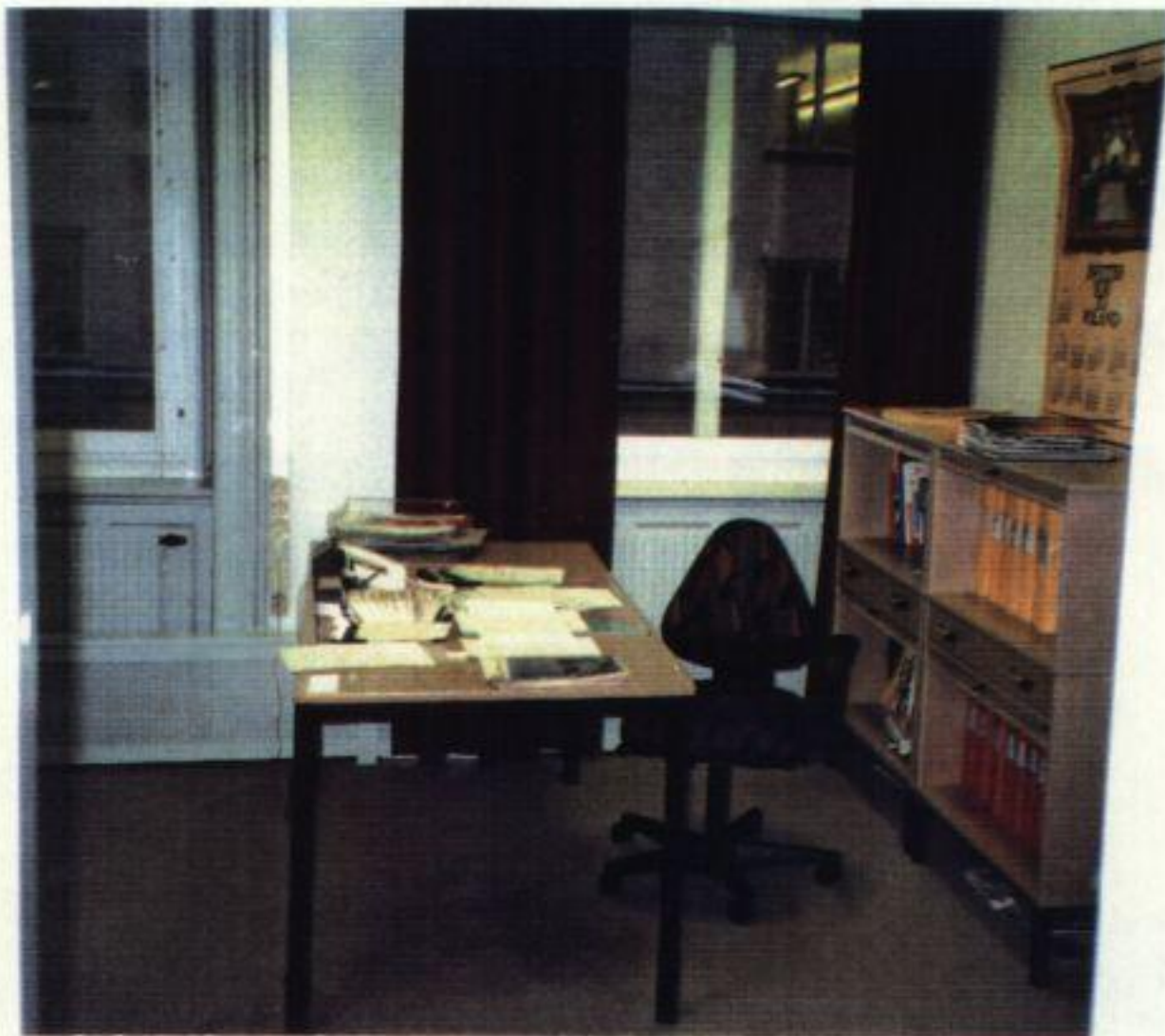
STOCKHOLM - FRONT VIEW



STOCKHOLM - FRONT VIEW



STOCKHOLM - INFORMATION OFFICE



STOCKHOLM - RECEPTION ROOM



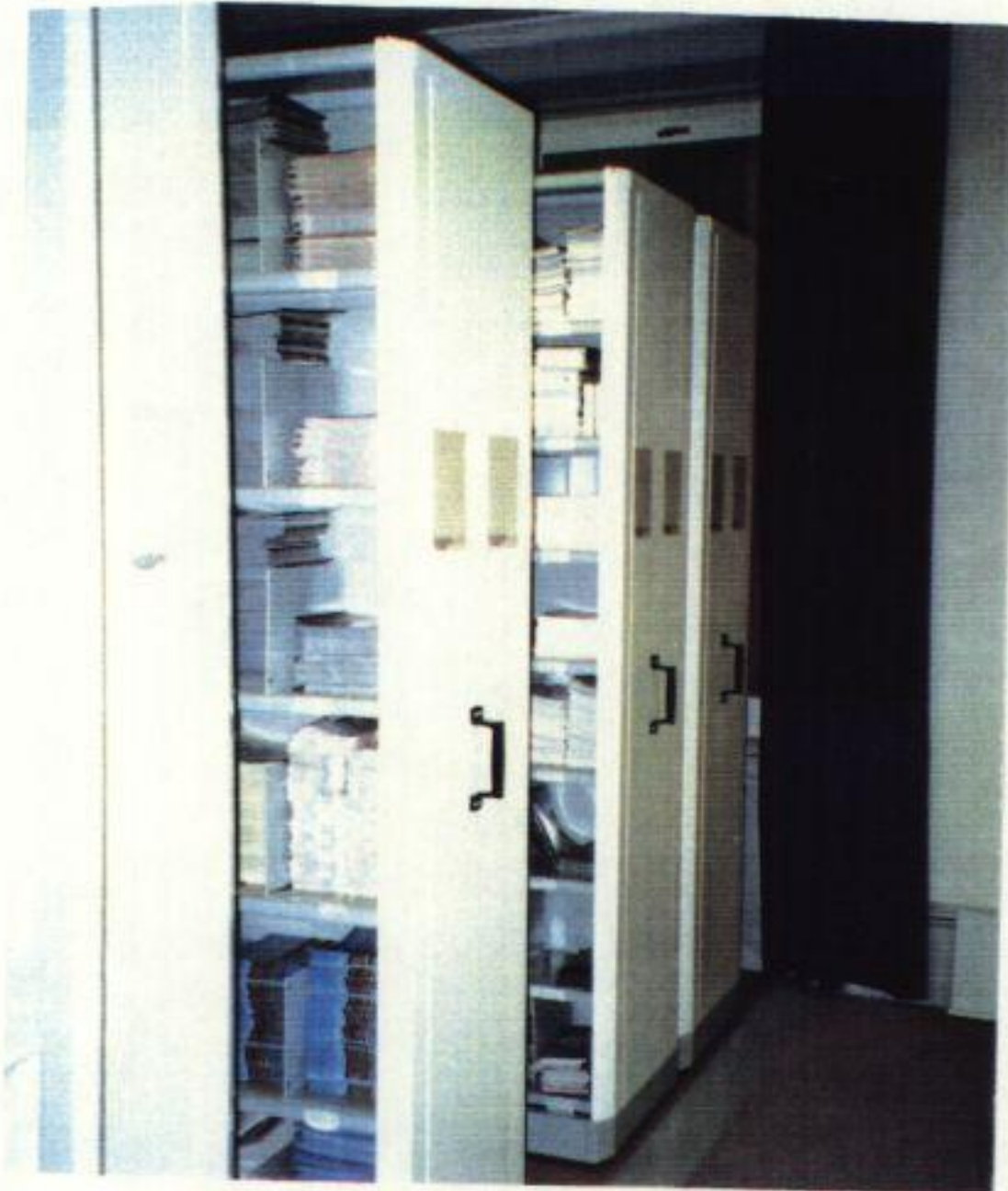
STOCKHOLM - COMMUNICATION AND COMPUTER OFFICE



STOCKHOLM - COMPUTER OFFICE



STOCKHOLM - STORAGE OF BROCHURES



STOCKHOLM - EXPEDITION TABLE IN THE BROCHURE STORAGE ROOM



STOCKHOLM - DIRECTOR'S OFFICE



STOCKHOLM - DIRECTOR'S OFFICE



STOCKHOLM - DIRECTOR'S OFFICE CONFERENCE TABLE



STOCKHOLM - DIRECTOR'S OFFICE VIDEO



POLISH TOURIST OFFICE

KÖLN

COLOGNE OFFICE (visited 11 February 1994)
(opened 02/92)

Geographical competence : Germany
(with possible extension to Switzerland and Austria
in the future)

Number of inhabitants : 80.000.000

Situation : Waidmarkt 24 (not Waldmarkt) - Koln

Lay out of facilities :
ground floor : 80m²
1 reception room with information desk
3 offices
no window display

Business-hours : 10 - 13h. & 13h30 - 15h + answering machine

Decoration : good

Communications equipment :
1 telephone line public
1 telephone line private
1 fax line
+ answering machine

Presence in telephone directories :
OK

Computer equipment :
3 computers
- 1 for editing and lay out of publicity
- 2 not yet operational

Brochures :

- all available brochures
- some own editions (general information based on most frequent questions)
- + sales guide

Management of brochure-stocks :

- feeling

Staff :

- 4 persons :
 - 3 PL (do all speak German)
 - 1 German (does not speak Polish)
- 1 Director
- 3 Collaborators, do everything but specially :
 - secretariat - bookkeeping
 - technical problems - lay out
 - contact press and trade

Budget :

1993	648.000 DEM
BEF/inhabitant	0,17 BEF/inh.
1994 (requested)	1.600.000 DEM
BEF/inhabitant	0,42 BEF/inh.

Special Remarks :

- Press briefingmap (very good)
- Sales guide (very good)
- Beginning of a real job repartition
- mistrust of Warsaw
- fear of inspection
- fear of bureaucracy

KÖLN - FRONT VIEW



KÖLN - FRONT VIEW



KÖLN - FRONT VIEW



KÖLN - ENTRANCE VIEW



KÖLN - WELCOME DESK



KÖLN - WELCOME DESK



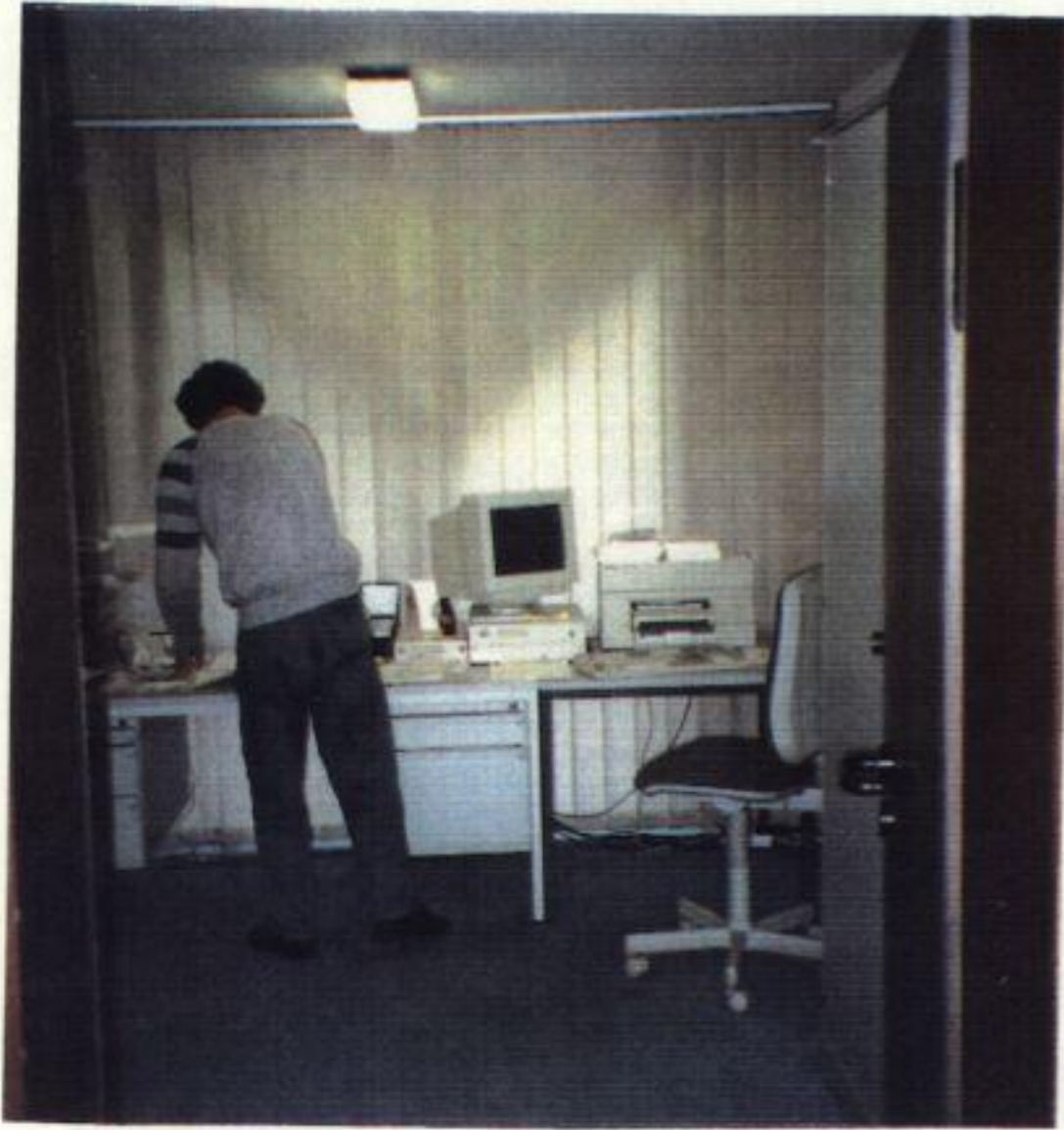
KÖLN - BROCHURE DISPLAY



KÖLN - OFFICE



KÖLN - COMPUTER OFFICE



KÖLN - OFFICE



KÖLN - DIRECTOR'S OFFICE



KÖLN - DIRECTOR'S OFFICE



1.- VISITING THE OFFICES

CHICAGO

Director	Mr. Slawomir J. Wroblewski
Date of visit	February 10, 1994
Area covered	USA and Canada
Population	Approx. 280 million
Location	333 North Michigan Ave., Suite #231 Chicago, IL 60601
Facilities	1436 sf (+/- 130 m2) in office building suite Located in prime commercial area Lease expires in May 1996 (difficult to cancel earlier) 5 rooms + 1 exhibition Hall 1 separate storage room in the same building The Hall is also used as reception room or to exhibit paintings/photographs Other Polish organizations (Polish Consulate, AMTA, PKAO) are also present in the building, although in separate premises
Business Hours	8:30 am - 5 pm Same Holidays as the Polish Foreign Service Offices (13 days/year)
Decoration	Austere but functional Neatly organized and well run
Comm. equipment	2 phone lines 1 fax line
Computer (s)	Network Modem for access to external Data Bases (Prodigy) Windows Alpha 4 Data Base (same as in NYC)

Brochures	<p>Samples displayed in exhibition hall</p> <p>There is also a stand for travel books on Poland (guides, maps, etc.) that can be bought at specialized bookshops</p> <p>Ample assortment in English</p> <p>Publishes own Newsletter</p>
Stocks Management	<p>Consigned from Poland HQ</p> <p>Done manually, not computerized</p> <p>Quarterly request from HQ</p>
Staff	<p>1 Director (pol. science & journalism background)</p> <p>Director is Polish</p> <p>Formerly Vice Consul in Chicago for 4 years</p> <p>2 years as Director</p> <p>Very Good English</p> <p>1 Assistant for Administrative Work</p> <p>Degree in Economics</p> <p>Polish National</p> <p>1 Assistant for Information Opt.</p> <p>Degree in Economics</p> <p>Polish National</p> <p>1 Part-timer to help with sundries (viz., Polish Tourist Days)</p> <p>Degree in Economics</p> <p>Polish National</p>
Budget	<p>+/- USS 300,000.00 for 1993</p> <p>Trying to keep salaries and overhead under 50%[^]</p> <p>Rest is for promotion</p> <p>Monthly financial report sent to HQ</p> <p>Money received from HQ in quarterly installments</p> <p>Money arrives punctually</p> <p>No budget for advertising (run from NYC)</p>
Corporate logo	<p>Does not have one</p> <p>Not using the NYC logo</p>
Other remarks	<p>Office has a car for pick up and distribution</p> <p>Trying to cope with new, less bureaucratic organizational culture</p> <p>Concerned about the formalistic way of reporting to HQ</p> <p>No clear legal status for personnel (salaries, bonuses, social security, etc.)</p> <p>Minimum coordination with NYC</p>

NEW YORK CITY

Director	Mr. Leszek Mokrzycki
Date of visit	February 11, 1994
Area covered	USA & Canada
Population	Approx. 280 million
Location	275 Madison Ave., Suite #1711 New York, NY 10016 Started in November 1992
Facilities	Approx. 1600 sf (+/-150m2) in office building suite Located in Midtown, but close to prestigious Upper East Side Lease expires in November 2002 (difficult to cancel earlier) HQ recommended to hire a small office 4 rooms + 1 reception space Conference room doubles as storage No separate facilities for storage One display window
Business hours	9 am - 5 pm + answering machine Holidays as in other Foreign Service Branches (13 days/year)
Decoration	Austere 1 display with brochures
Comm. equipment	2 phone lines 1 fax
Computer (s)	Network No use of E-Mail although they are ready
Brochures	Good selection All in English Plans to publish own Poland Sales Guide

Stocks management	Not computerized Quarterly shipments from HQ
Staff	1 director (background in travel industry) Graduate in Foreign Trade at Warsaw University Lived in the US for 8 years 4 year contract (until 1997) 1 administrative assistant (background in travel industry) Graduate from WU Most of her time writes reports to HQ 1 information assistant 3 months at PNTIC only Special projects Very little division of labor, staff has to do everything
Budget	+/- US\$ 630,000.00 Fixed in Polish zlotys, currency fluctuations Rest as in Chicago Runs the advertising campaign
Corporate Logo	Have tried 2 in 2 years Not coordinated with HQ
Other remarks	Office has a car for pick up and distribution Morale sagging for bureaucratic hurdles Their organizational culture opposed to formalities Same as in Chicago Minimum coordination with Chicago Member of the European Travel Commission

THE EUROPEAN TOURIST MARKET TO POLAND

Market Size	<p>There are no reliable statistics, only figures about border crossings.</p> <p>In most cases, Poland is included in "Eastern Europe" as far as emitting countries are concerned.</p> <p>Especially in Germany, there are lots of one day tourists travelling to Poland for shopping.</p>
The Ethnic Market	<p>does not seem to have the same importance in Europe as in America.</p>
Marketing Strategy	<p>Principal task of Directors seems to position the new Poland as a tourist destination with very convenient prices.</p>
Marketing Objectives	<p>No clear objectives have been established.</p>

SELLING THE PRODUCT

Marketing Plan	There is no central Marketing Plan. There is no coordination between the different european offices.
Reaching the Consumer	Offices favor general public trade shows and, when possible, advertising.
Reaching the facilitators	Many european offices collaborate with Lot Airlines and with important tour operators. There is only one Sales Guide : in Germany, none in the other offices.
Reaching the media	Some press trips as individuals or groups are organized by certain offices. Bureaucratic obstacles to their organization (slow answers and oauthorization by HQ)
Coordination	There is no coordination among the different european offices
External help	Only the german office uses an Advertising Agency for its advertising

FOLLOWING UP

Reporting to HQ

Reports are administrative only, no marketing reports

A monthly financial report with details of invoices, statements etc is the only real follow up

+

An annual report of activities

Mainly bureaucratic communications with HQ

No help for marketing plans and activities

HQ Communications

Very little information comes from Poland and its quality is poor

PHARE PROGRAM

THE POLISH NATIONAL TOURIST OFFICES

IN

CHICAGO

NEW YORK CITY

U.S.A.

FIELD DESCRIPTION

2.- THE AMERICAN TOURIST MARKET TO POLAND

Market size

There are no reliable statistics
ETC reckons a 60,000-70,000 figure
Polish Institute for Tourism Studies (W.Bartosiewicz)
estimates 132,000 in 1992; 138,000 in 1993
The Gallup Organization will complete a study by summer 1994, but it has not been initiated yet (Chicago)
A common sense figure would be 100,000 US tourists
Market has increased since Poland is not asking for visas

The ethnic market

Important market in the Chicago-Midwest area
It is estimated that a high percentage of actual US tourists are ethnically motivated (VFR, Roots as motivation)
Chicago based Polish Organizations are sizable (Polish National Alliance, Polish RC Assoc., etc)
2 Polish daylies, many magazines, 4 TV stations with programs in Polish
Ethnic market seems to be the main reason for maintaining the Chicago office

Marketing strategy

Both offices stressed the US market in general as main priority
For NYC Director principal task is positioning the new Poland in US (explain changes, stress convenient prices, attractive everyday life, impressive history, art and culture). Also catering to some special interests (Jewish heritage, nature, adventure)
Market to be found among seniors, affluent, not first time visitors to Europe, that is, same profile as ETC sees for no prime destinations in Europe
Ethnic tourism should not be very high in priorities. They know Poland quite well, they go there no matter how, they are an educated audience that does not need special motivation
In Chicago, this market is seen as having more potential

Marketing objectives

Presently, Poland is not yet a self standing touristic destination in the US. It is mainly visited as part of the Eastern European tours organized by different Tour Operators.

Accordinmg to NYC, this is the stepping stone or first stage for development. Second stage would be Poland as a destination in itself, combined with the appearance of specialized products (nature, adventure, Jewish heritage)
First stage should take 3/4 years.

3.- SELLING THE PRODUCT

- Marketing plan** There is no central MP
Actions are taken without coordination between the US offices, according to the Directors' understanding
- Reaching the consumer** Chicago reports the following activities
Phone calls: 30 to 60 (off season/peak) daily
Letters: 100/week or 5 200/year
Faxes: 20/week or 1,000/year
Office walk-ins: 15/week
Coupons: 2000/insertion
NYC reports the following
Phone calls: 20/day
Letters, faxes: 1,000/year
Office walk-ins: 800/year
No advertising intended for the general consumer
NYC does not favor general public trade-shows
Chicago stresses some special events such as Polish Tourist Days
For Chicago there should be some advertising geared to the general consumer and done in cooperation with TOs and TAs
- Reaching the facilitators** Airlines are key players in the market
Chicago sees LOT, the Polish flag carrier as the most important counterpart (4 flights/week in off season; 5 flights/week in peak season). Other players are Lufthansa, KLM and SAS
NYC has a bigger choice (3 weekly flights by LOT from Newark; 5/7 according to season with DELTA from JFK with stopover in Berlin)
Main Tour Operators for Poland are AMTA, ORBIS, Globetrotters
There are but a few Travel Agencies that give relevant attention to Poland

For NYC this is the segment that should concentrate the bulk of activities. Main actions

Seminars (40 in 1993; 29 planned for 1994; 75/80 participants/seminar). Organized in

cooperation with LOT and eventually DELTA

Advertising in the trade press (Travel Weekly, Travel Agent, Jaxfax)

Trade-shows are a distant third in interest

Fam trips, whenever possible

The absence of a Poland Sales Guide, a serious drawback
Chicago has a data base of 624 travel agents

Reaching the media

Individual contacts with journalists following Director's flair
NYC does not have its own data base of journalists

Chicago's covers 300 names. Send them press releases, press kits and a monthly newsletter

Some press trips, but organization is botched by lack of coordination between the two offices

Bureaucratic obstacles to the organization of press trips, as HQ is slow to authorize and even answer

Coordination

Coordination between the offices is virtually non-existent

There have already been some problems between them

There has been talk and even preliminary explorations for closing the office in Chicago and opening another in Los Angeles

External help

NYC contracted the services of a PR Agency (Jeff Kriendler in Florida). Said agency organizes special events,

distributes press releases, organizes press conferences

However, it only works for NYC

Chicago is serviced by a journalists to put together press releases, newsletter, etc.

4.- FOLLOWING UP

Reporting to HQ

Offices have to send a monthly financial report with details of bank statements, invoices, etc.

This is nearly the only follow up provided by the organization.

Offices are supposed to send an annual report of activities

There is no discussion of it and its control is uncertain

Offices feel that communications with HQ are mainly bureaucratic in character and do not help them in their marketing plans and activities

Periodic meetings of directors of NTICs are advised

HQ communications

As said, there is no marketing plan

HQ does not inform of ongoing events in Poland of interest to the market (cultural activities, special holidays, etc.)

There is no unit the office could go to in case special assistance is needed

5.- SOURCES

This report is based on three principal sources

- 1.- Interviews with the Directors of the NTICs in Chicago and New York City in the dates noted
- 2.- Printed materials forwarded by the NTICs in these two cities. Before the visits and in an anonymous way both were asked to send general information on Poland and some specifics about Warsaw and Cracow. Both came up with delivering a hefty package of materials that were very informative. Response time was 5 working days in the case of Chicago and 9 in that of NYC
- 3.- General knowledge about the country

BUDGETS/STAFF

Offices	Market (x 1.000)	Staff	Budget/Inhabitant	
			93 (BEF)	94
Brussels	10.000	1	?	0,25
Amsterdam	15.000	2	0,6	0,8
Stockholm	22.000	3	0,78	1,12
Köln	80.000	4	0,17	0,42
Chicago	280.000	3,5	?	0,04
New York	280.000	3	?	0,08

PHARE PROGRAM

THE POLISH NATIONAL TOURIST OFFICES

IN

BRUSSELS - BELGIUM

AMSTERDAM - HOLLAND

STOCKHOLM - SWEDEN/DENMARK/NORWAY/FINLAND

KÖLN - GERMANY

ANALYSIS AND RECOMMENDATIONS

José CLOSSEN
CONTOUR

Brussels, February 1994.

EXECUTIVE SUMMARY

I. ANALYSIS

1. General Organization-Methods
No general framework for the organization
Confused Organization
2. Marketing Plan
 - no clear definition of objectives
 - no strategic plan
 - only yearly activities' reports
3. Relations with Headquarters
 - no reporting procedures
 - weight of decisional process
4. Practical organisation
insufficient staff and infrastructure
5. No Measure of results
6. Conclusions
 1. No aims/objectives/no methods
 2. Confused organization
 3. Minimum staff requirements
 4. A choice to make

II. SUGGESTIONS

1. A clear description of missions, organization and job descriptions
2. Draw up an ^{strategic +} operational marketing plan
3. Make a choice :
 - A Tourist Office for all functions
 - A Tourist Office with external assistance

FINAL SUGGESTIONS

We suggest the solution "Tourist Office with external assistance"

I. ANALYSIS

1. General Organization - Methods

For all the visited Offices, the most important fact to mention is the absence of a general framework defining :

- a- The structure and the functioning
- b- The procedures
- c- The organization charts, tasks and responsibilities
- d- The objectives
- e- The means.

The organization is confused.

2. Marketing plan.

The absence of a clear definition of the objectives and the methods of the organization is reflected by the lack of a capital element, which is at the base of any action of tourist marketing i.e.:

- the strategic plan (covering many years) normally drawn up by Headquarters with the local Tourist Offices;
- the operational plan (normally drawn up by the Local Tourist Offices).

In no office we have seen a single marketing plan, nor even the basic constitutive elements (statistics of the emitting country, destinations, structure of the distribution (TO/travel agencies) , media structure, etc...).

Promotion is done now and then following the requests coming from the exterior (journalists, T/O, individual demands).

We only found an activity report giving in detail the activities as well about actions with the press, the trade, the professional and general public fairs as about the requests for information from the general public.

There are in fact quite some activities but one does not know for which objectives and there is a confusion between essential facts and accessories.

The Polish Tourist Offices behave like many Tourist Offices twenty years ago i.e. as a supplier of services to the individual and professional public who show a certain interest in Poland.

3. Relations with Headquarters.

The relations with headquarters are characterised by an administrative weight, i.e. with regard to:

- budgetary management
- management of information material
- administrative management

but nowhere have we seen any "reporting" procedures about the objectives of marketing, about the contacts with the professional sector, about the contacts with the media.

Normally, the director of a Tourist Office realises an annual operational marketing plan based on the medium term strategic plan. He should report five times a year about the state of advancement of his plan by means of short intermediate reports and establish contact files with the detailed results of his activities to be compared with the established objectives.

4. Practical organization

- The location in the different towns is very good for public access.
- The infrastructure to answer the solicitations of the general public (one single line) is insufficient.
- If the objective / aim is to have an office open to the general public, the staff volume is insufficient.

5. Measure of Results.

- Press Book: Yes
- Trade Book: a little (survey of the Touroperators' programmes)
- Statistics: No.

6. Conclusions.

1. There are no aims/objectives nor methods.
2. Confused organization. The Polish Tourist Offices are centers of cost with certain information activities rather than organisms producing marketing services.
3. A Tourist Office in a foreign country, in order to be able to meet the total number of functions i.e.:
 - marketing (1 person)
 - general public information (2 persons)
 - contact with the press (1 person)
 - contact with the Trade (1 person)must have a staff of at least 4 to 5 persons.

Except :

if many tasks are entrusted to locally based specialised companies for:

- telephone information service
 - mailing house services
 - tourist marketing agencies
 - communications agencies
4. A choice must be made between:
 - a classic tourist office (see point 3)
 - a tourist office + a marketing agency with external assistance.

II. SUGGESTIONS

1. Propose a coherent organization, a functioning mode and work procedures in the country and in the relations with headquarters i.e.
 - description of the missions (marketing, press, trade, general public, etc...)
 - organization chart and job description
 - procedures.
2. Draw up an ^{Strategie and} operational marketing plan defining the objectives, arms, means, the actions and the calendar.
Establish the budgets well in advance.
3. Make a choice between
 - A Tourist Office able to meet the complete list of functions (hypothesis # 1)
 - Tourist Office with external assistance (hypothesis # 2).

Personally, we suggest the solution "Tourist Office with external assistance" for the following reasons:

- possibility to choose a location outside of town center with rent cost down 50%,
- possibility to modernise the information techniques with the use of new information technologies (vocal servers, fax answering, etc...),
- possibility to concentrate human resources and budget on marketing actions:
 - Sale of products:
 - trade
 - individuals.
 - Communication:
 - information
 - publicity
 - press
 - etc...
- Budgetary flexibility (in function of the Polish budgets).

If the choice is hypothesis # 1.

We suggest to:

1. Reinforce the staff in Sweden, Germany and Benelux i.e. to 3 x 5 persons.
2. Locate the German Office in Düsseldorf.
3. Locate the Benelux Office in Amsterdam or Brussels (choice to make but eliminate one of both locations).
Brussels is easier for its multilingualism french-dutch.

If the choice is hypothesis # 2 (less heavy overhead cost):

1. Make a choice of location outside town center.
2. Reinforce the technical equipment for communication and information.
3. Make a good selection of the external assistant firms.

We must draw your attention to the fact that most European countries are taking steps to adopt solutions as described in hypothesis # 2.

Examples:

- The Dutch Tourist Office leaves the center of Brussels.
All expeditions are centrally managed.
- Belgium passed from 17 Tourist Offices abroad to 8 in a 10 years period and its international tourism has increased 50%.
- Austria is rationalising the implantation of its tourist Offices.

It is our personal view that it would be a pity should Poland choose a solution of the past for its own foreign tourist promotion.

Brussels, 14th February 1994

José Clossen

PHARE PROGRAM

THE POLISH NATIONAL TOURIST
INFORMATION CENTRES
IN
THE UNITED STATES

ANALYSIS AND RECOMMENDATIONS

Dr. Julio R. Aramberri
Miami, February 1994

PHARE PROGRAM

THE POLISH NATIONAL TOURIST

INFORMATION CENTERS

IN

THE UNITED STATES

EXECUTIVE SUMMARY & RECOMMENDATIONS

PROBLEM # 1

DESCRIPTION

- * Lack of a detailed Organigram at Headquarters
- * Fuzzy environmental Framework
- * Communication Gaps

RECOMMENDATION

- * Development of the Organizational Chart of SSTA
- * Creation of a Liaison Unit at HQ to work in close relation with the NTIC network and in each market
- * The Unit's Roles
 - ** Representation before HQ
 - ** Leadership towards the NTICs
 - ** Constant Communication Flow

PROBLEM # 2

DESCRIPTION

- * Two independent and uncoordinated NTICs in the US

RECOMMENDATION

- * Matter of Political Choice at Top Level
- * Different Solutions according to Different Scenarios

SCENARIO # 1

DESCRIPTION

- * One single nationwide Operating NTIC

RECOMMENDATION

- * Best Technical Setup
- * Located in New York
- * Low Staff (5-6 positions)
- * Clear Organizational Chart

SCENARIO # 2

DESCRIPTION

- * Maintaining Two NTICs in the US

RECOMMENDATION

- * Territorial Boundaries
- * Periodical Meetings
- * Agreement on Key Issues
- * In Disagreement. Seniority Rules

PROBLEM # 3

DESCRIPTION

- * Unclear and Dated Internal Procedures
- * Budget Uncertainty

RECOMMENDATION

- * Define Personnel Duties and Benefits
- * Set Annual Budgets in US Dollars to avoid Currency Fluctuations
- * Adopt a Procedural Manual to replace the Present Guidelines for Reporting

PROBLEM # 4

DESCRIPTION

- * Absence of a Marketing/Strategic Plan
- * Erratic Promotional Activities

RECOMMENDATION

- * HQ to adopt a General Strategic Plan
- * NTICs to elaborate a yearly Action Plan for their markets
- * NTICs to file monthly Progress Reports on Activities
- * HQ to follow up on Reports and fine tune Actions

ANALYSIS

1.- Relations with Headquarters

The first major problem facing the Polish National Tourist Information Centers (PNTICs) in the US is the *fuzzy organizational framework* within which they operate. It is not something of their making, but it deeply affects their operational capacities.

There are no clearly defined rules that shape their relations to their Headquarters in Warsaw (HQ). The SSTA has only recently adopted its own organigram, and it is not yet fully developed. The network of NTICs abroad are immediately dependent from the Directorate for Tourism Promotion, that is subordinated to a Director General, but the internal operational rules have not been clearly defined yet.

Without trying to pre-empt the SSTA organizational chart, there should be somewhere in its structure a *liaison unit or units* that specialize in dealing with the NTO network and in leading their operations. This unit or units, that might be part of the Directorate for Promotion, would cater to the needs of every specific market and its NTIC(s). The task of this unit should be, at least, twofold. On one hand, it should be the partner *representing the NTO network before HQ*. In this capacity, this unit would adopt the policies governing the relation between NTICs and HQ at all administrative levels. It would therefore deal with hiring and firing the personnel working for the NTICs; establishing a manual of procedures to guide the reporting of NTICs to HQ as well as following up on the problems that may arise; examining the implementation of their action plans, etc.

On the other hand, this unit or units should have a unique *leadership role*. They should be staffed with personnel that have a deep knowledge of the markets the NTICs want to develop; request from the NTICs well in advance their promotional plans for the coming year; contribute to the elaboration of the marketing plan in general and its adaptation to the different markets; follow up on the NTICs activities and other similar tasks.

One of the most important roles of this unit would be to ensure a *steady and constant flow of information* between the NTIC network and HQ, conveying the former's inputs to the latter and keeping the NTICs well informed of the changes in the organizational setup as well as of the adaptations of the marketing plan.

2.- The present US setup

The second major problem of the present situation of NTICs in the US is the *lack of a clear structure in their mutual relation*. Presently, there is no division of labour between the two existing NTICs either on the territorial, or on the functional level.

This situation has a potential for serious trouble in behaviour and communications both between them and between them and HQ. It should therefore be corrected within the shortest time span.

The decision to maintain two Polish NTICs in the US as well as which their ideal location would be is a political choice that cannot be made by this paper. However, it is important that we address the foreseeable consequences of each scenario. Furthermore, it is also possible to spell out which should be the technically correct and logical decision.

3.- Scenario # 1: One single nationwide operating PNTIC

To start with, there seems to be no clear reason to have two Polish NTICs in the US. Neither the market nor their present activities justify it. Even though there seems to be some growth potential in outgoing US tourism to Poland, just one NTIC should be sufficient to deal with it for a long time to come.

The present situation of a bicephalous organization without any internal division of labour is the worst of two worlds. At some level, each of the present operations is too small to cope with the demands they generate in their activities. At some other, each of them duplicates overhead expenses and therefore reduces the money available for promotion. Accordingly, the present two offices should be consolidated into one.

3.1.- Location

The location of the single NTIC in the US is open to discussion and political decision. In principle, it may be located anywhere in the country, as the media to approach it do not need immediate, face to face contacts.

There are nevertheless other factors to be born in mind. The technically ideal location should be New York. NYC is still the business, financial and travel capital of the country as well as the center for media and advertising. Being close to these action clusters is at a premium. It also means higher operation costs and overhead, something that has to be closely considered when in the grip of stringent budget considerations.

3.2.- Structure

The ideal Polish NTIC in the US should be a small operation, staffed by 5-6 persons, director included. This might allow for a specialization of tasks that is presently impossible. The proposed organization could be as follows.

POSITION	STAFF	MAIN RELATION
Director	1	All Audiences
Administrative Unit	1	HQ
Information Unit	1-2	General Public
Media & PR Unit	1	Media
Trade Unit	1	Travel Facilitators (Airlines, TO, TA)

3.21- The Director

The Director would conduct some general jobs, such as budget development and preparation, representation, design and planning of activities, advertising, leadership and other related functions.

3.22.- The Administrative Unit

This unit should take care of all the internal paperwork, accounting, financial reporting and communications with HQ (both intraorganizational and market oriented). It would also manage stocks of promotional material in close connection with the Information Dpt. Computer literacy is a must.

3.23.- The Information Unit

They would be responsible for contacts with the public, via phone, fax, mail, etc. Its operators should be computer literate and able to connect with outside informational networks, such as E-Mail, Internet, and other. The Unit would also take care of processing the actual flow of information, as well as of following up on information demands.

3.24.- The Media and PR Unit

The person in charge should take care of contacts with the press and other media, follow up on clippings, dossier preparation, press releases, press trips and other media related activities.

3.25.- The Trade Relations Unit

It should maintain and develop all contacts and activities oriented towards the travel facilitators (Airlines, Tour Operators, Travel Agencies, Travel Consultants, etc.), organize seminars, participate in trade-shows, and other similar activities.

3.26.- External Help

When there is need or even on a regular basis, the NTO should complement its activities with the help of some specialized external help, whether it is a PR Agency, an Advertising Agency or a Mailing Company. The expenses incurred by these external aid should nevertheless be limited to a minimum and budgeted in advance, whenever this is feasible.

4.- Scenario # 2: Maintaining the present structure

If the political choice asks for the maintenance of two NTICs, then it is of the highest importance to clearly profile the structure of their relations. By all means a territorial division should be forthcoming, so that each of the NTOs is solely responsible in its territory.

Once more, the location of the second NTIC is not the most important question. It may be Chicago, to cater for the needs of the ethnic market. It may also be Los Angeles or any other city in the West, to take care of the West Coast. This is a decision based on contingent reasons and subject to revision in case of need.

Apart from the territorial division, coordination is another must. Even though the NTICs may have separate budgets and use them according to the specific objectives they have identified in their territories, they should coordinate their marketing plans, discuss nationwide objectives, approve the advertising strategy and the media plan, use the same corporate identity, etc.

Coordination also means some degree of hierarchical relations. The senior NTIC should be in charge of promoting periodic meetings, setting their agenda and following up on the decisions made. Feedback on the other's side should be continuous and information flows constant.

5.- Budgets and Internal Procedures

Budgets are a political choice to be made by HQ. They should be made known to the NTIC in the US well in advance. Due to currency fluctuations, it is important that they are *denominated in US\$*, so that no surprises arise in the middle of the yearly campaign.

A ceiling should be set to personnel and overhead expenses, so that as much money as possible is devoted to information and promotion.

As far as personnel policies are concerned, it is of the highest importance that the staff have a clear idea of extra-salary benefits they may have. Salaries and benefits should follow the patterns that are usual in the travel industry in the US, balancing perhaps extra benefits (such as annual paid holidays) and salary levels.

The procedures for hiring and firing should be clearly defined by HQ, and the Director of the NTIC should have some space to determine when to terminate somebody's contract.

Financial reporting should be subject to strict and well defined guidelines, and HQ should see to it that red tape does not become central in assessing the performance of the NTIC. The liaison unit in Warsaw should clearly understand the constraints of operating in a foreign country where social and cultural rules often require behavioural patterns different from those at home. It seems that *the present rules* governing financial reporting and other bureaucratic aspects that date back to the 1980s should be reflecting the changes in Polish society as well as the American environment.

All this calls for the *adoption of formal organizational guidelines in the form of a procedural manual*, where HQ will state the rules to be followed by NTICs in their activities and reports.

6.- Marketing Plans

At any rate, a NTIC's most important task is to contribute to the development of tourism to its own country. All the previous discussion would be irrelevant if this was not clearly born in mind. Although working in a public sector environment, to this end, *NTICs should operate in the same way as firms belonging to the private sector.*

This means, in principle, clearly stated and quantifiable objectives. Some general growth goals should be aimed at on a single or multi-year basis. Specific action plans together with budget allocations should follow suite. In brief, NTICs need to have a *strategic marketing plan.*

The responsibility to create this tool lies with HQ, that should elaborate it either on its own or with the help of some external agency. The Plan should take into consideration among other things, the statistical data relevant to the particular market and the inputs and knowledge that the NTICs have developed about it along the years.

Once the goals are defined, *NTICs should develop their yearly action plans* that should be discussed with the liaison unit and approved by HQ well before the beginning of the fiscal year. Available financial resources should be allocated as national budgets on the basis of this plan (s), according to the priorities contained in the Strategic or General Marketing Plan. The latter would thus be enlarged with the Action Plans for each particular market.

Along the year there should be *monthly Progress Reports* from the NTICs to HQ. These reports would be subject to evaluation by the Liaison Unit and fine tuned according to circumstances and changes in the market.

PHARE PROGRAM

THE POLISH NATIONAL TOURIST OFFICES

IN

**BRUSSELS-BELGIUM
AMSTERDAM - HOLLAND
STOCKHOLM - SWEDEN
KÖLN - GERMANY**

**CHICAGO
NEW YORK CITY
U.S.A.**

SYNTHESIS

1. LOCATION, PHYSICAL ORGANIZATION, EQUIPMENT

- 1.1. Most of the Offices are well situated in the center of the towns. They are relatively well decorated.
- 1.2. Communication equipment (Telephone, Telefax etc...) is insufficient.
- 1.3. One can ask questions about the usefullness of such a prestige policy (expensive rent cost etc...) when one observes that most foreign tourist Offices are leaving center of town and rent offices in higher floors.
- 1.4. It would be wiser to
 - buy efficient bureautic and telematic equipment :
fax answering machines, vocal servers, mailing companies
 - have a sufficient staff or important external assistance

2. ORGANIZATION - WORKING METHODS.

2.1. The organization is confused.

The objectives of the organization are not clearly determined.

The organization chart, the job descriptions and the job distributions do not exist.

.2. Job distribution and relations with Headquarters are limited to administrative and budgetary aspects and bring along problems concerning complicated and heavy functioning, notably regarding the budgets.

2.3. Work methods and procedures to realise the different tasks are not determined. Reporting is strictly administrative and not marketing minded.

Measure of the results is not done with relation to objectives.

3. CHOICE OF AN ORGANIZATION SYSTEM FOR THE POLISH TOURIST OFFICES.

3.1. Either an Office with complete services i.e. at least 5 persons :

- 1 Director
- 1 responsible for Press
- 1 responsible for Trade
- 2 responsible for general public Information

3.2. Either an Office with a small staff performing as a Polish Marketing Agency, managing the Operational marketing plan and subcontracting many tasks :

- mailing companies
- communications
- advertisement
- contacts with trade

The advantage is a budgetary flexibility and a competition among the best private agencies (more creativity).

4. STRATEGIC PLAN - OPERATIONAL PLAN.

- 4.1. There are activities' reports because there are many activities (participation at trade fair shows etc...), very often as a response to solicitations of the general public, Tour Operators and Travel Agents or Fair Organizers, journalists but there is a dramatic absence of a strategic marketing plan at medium term and of an operational marketing plan on a yearly basis.
- 4.2. The Strategic Plan is in the particular responsibility of Headquarters (in coordination with the Offices).

Made up from

- market studies (who are the clients of Poland, what kind of products are they looking for, degree of satisfaction...)
 - internal analyses (quality of the Polish products etc...)
- it determines the objectives, the targets, the products to offer and the means to reach these objectives.

- 4.3. The yearly operational plan determines the practical way to realise the strategic objectives
- structuration of the offers
 - commercialisation and determines the necessary
 - communication budgetary envelopes
 - internal marketing
- 4.4. Periodically, monthly or every two months, the Office Director sends a written report to Headquarters.

The Marketing Plan is drawn up sufficiently ahead of time (at least 6 months before the beginning of the year) to enable contacts with the private sector (Tour Operators, Travel Agencies etc...)