

Jan FAZLAGIĆ*, Aleksandra SZULCZEWSKA-REMI**, Agata DYBIOCH

**GEN-Y URBAN ENTREPRENEURSHIP: A STRATEGIC
PERSPECTIVE FROM THE POST-ECONOMIC TRANSITION
– THE EXAMPLE OF POLAND**

DOI: 10.21008/j.0239-9415.2019.079.04

This paper seeks to examine and explore the strategic approach towards Generation Y in the municipalities of selected cities in Poland. The question at hand was if the needs of this generation are explicitly reflected and addressed in the strategic documents. A sample of 67 documents from 21 cities was used and an assessment scoring tool was developed. The research allowed for the indication of a number of barriers that need to be addressed in the design of city strategies. To explore the opportunities for creative and innovative companies' development to be key resources for urban entrepreneurship, it is crucial to increase awareness among decision makers in local governments aimed at better catering to the needs of Millennials.

Keywords: Generation Y; the Millennials; Youth Entrepreneurship; Urban Design; strategic management

1. INTRODUCTION

The Council of Youth Ministers in the 27 Member States of the European Union adopted a resolution which puts into force a new EU Youth Strategy for 2010 - 2018. The resolution outlines the main goals for a long-term strategy for youth: creating more opportunities for young people in education and the labour market and promoting the active citizenship, social inclusion and solidarity of all young people (Eurostat, 2009). Special attention has been paid to digital native Gen-Y

* Poznan University of Economics, Faculty of management, market studies and services.

** Poznan University of Economics, Department of Controlling, financial analysis and valuation.

members (born between 1980 and 2000) who have grown up during the technological and economic disruption and who do not remember life without the internet.

Generation Y is a unique and influential group which draws the attention of not only employers, educators, researchers but also politicians. For example, the success of Barack Obama's presidential campaign can be partly attributed to his sensitivity to the needs of Generation Y voters in the USA. Generation Y is a unique and influential group in the societies of most countries in the world. Its behaviour is often discussed but not fully understood. Generation Y are also referred to as the "Millennials" and "Echo Boomers" and are considered as much more entrepreneurial and independent compared to the previous generations (D'Andria and Gabarret, 2017). However, it is worth noting that they are developing their businesses in a different way (Claire, 2012). Their companies are small, flexible, with little capital and few employers that allow them to work wherever they want. Despite this, they become an important part of the economy and that is why local authorities should pay special attention to stimulating their innovation and creativity. The understanding of the local factors associated with the emergence of young innovative companies cannot be overlooked, considering that many European countries have recently implemented policy measures aimed at sustaining the creation of young innovative companies, and that the effectiveness of policy interventions does not transcend the local industrial fabric (Capozza et al., 2018).

Previous research has examined Generation Y in various contexts, however, theoretical and empirical research about Generation Y in the strategies of municipalities, local governments and cities is limited. Moreover, little attention has been paid to entrepreneurship, creativity and innovation as key components enhancing the performance of subregional development (Marrocu and Paci, 2012; Audretsch et al., 2015; Belitski and Desai, 2016). Many cities across the world are pursuing special strategic plans to attract talent and become "cool" for the youth. The present research represents work that characterizes Generation Y as clients or a target group for the policies and strategies developed by city governments. The challenge is how to improve the skills and competences of cities' administration to attract and retain talented young people (Gen-Y'ers, the Millennials) endowed with creativity and passion which are necessary for the cities' economic development.

1.1. The concept of Generation Y

Generation Y is defined by demographic terms (members of Generation Y were born between 1980 and 2000). It is assumed (based on generational cohort theory) that they have been shaped by common formative events during their developmental times, leading to a similar value system, perceptions, and attitudes (Kuperschmidt, 2000). Generation Y is heavily influenced by technology and the internet, this consumer cohort has evolved differently from previous generations mak-

ing it a challenging group to target (Lester et al., 2005). According to Fulrow (2011), compared to baby-boomers members of Generation Y are more tolerant, and more well-travelled compared to baby-boomers. They are also more sensitive to social causes and socially responsible companies (Furlow, 2011). Members of Generation Y are characterized as well-educated, individualistic (sometimes narcissistic), technologically savvy, sophisticated, mature, and structured (Jorgensen, 2003; Valentine and Powers, 2013). They are the first generation to have spent their entire lives in the digital environment; information technology profoundly affects how they live and work (Bennett et al., 2008; Wesner and Miller, 2008). Reality TV, mobile phones, and video games are considered to have influence on Generation Y. Compared to other generations, this generation also uses social media and professional networks such as LinkedIn extensively; consequently, they are well-informed and well-connected virtually (Anantatmula and Shrivastav, 2012).

Generation Y is a demographic term which describes people currently aged 20-35 or born between 1980 and the end of 1994 (with some more generous definitions taking in those born up to 2000) (McCrindle, 2006). They follow on from Generation X (born 1965-1979). They are also referred to as the Millennials because they started entering the job market at the turn of the third millennium. A majority of popular press articles as well as scientific papers focus on the negative qualities of Generation Y. They are accused of being lazy, self-involved, cosseted, politically apathetic narcissists, who are incapable of performing simple everyday tasks without a smartphone and who live in a state of perpetual adolescence, incapable of commitment (Kilber et al., 2014). One commentator has called them “Generation Y-ny [whiny]”, another common epithet is Generation Me. There are also positive qualities which characterize the Gen-Y’ers such as creativity (perhaps it’s a positive side of their above-mentioned adolescence), open-mindedness, strong sense of social responsibility and concern for the environment (Chester, 2002; Tapscott, 2008).

According to the PWC report (PWC, 2011), the Millennials will form 50% of the global workforce. They have strong information technology skills and the ability to think creatively. Moreover, three-quarters of them believe that government should address society’s challenges (Deloitte, 2017a), which confirms that today’s generation of “wealth from knowledge” or “knowledge from wealth” requires intervention by government to change the institutional conditions (Freeman and Perez, 1988). So far research on Gen-Y was focused on their use of social media (Bolton et al., 2013); management of teams consisting of a Generation Y workforce (Anantatmula and Shrivastav, 2012; Naim and Lenka, 2018); Generation Y consumers and their buying behaviour (Valaei and Nikhashemi, 2017) and others. The authors did not identify, however, any research papers concerning the policies and management approaches of local governments aimed at catering to the needs of Generation Y. This research aims to fill this void.

Therefore, the aim of the research was to analyse the current Polish policies directed at the Gen-Y’ers in twenty-one main cities in regard to the Gen-Y focus

reflected in the strategic documents, as well as to provide some policy recommendations. The main challenge in strategic management and policy formation is to accommodate the city environment to the needs of diverse groups of citizens, including the Gen-Y'ers. In line with this postulate is the challenge as to how to improve the skills and competences of cities' administration to attract and retain young talents endowed with creativity and passion, who are necessary to develop creative industries and social capital in the city (Heilmann and Korte, 2010).

The management of teams consisting of Gen-Y'ers poses a challenge to employers. The techniques and management tools which were appropriate for the Gen-X employees are not efficient with the Millennials. According to the Economist (2008), firms need plenty of "glue managers" who can persuade Gen-Y'ers to stick around and work with their colleagues on important projects. Such managers have to provide regular feedback to young staff on what is happening in the workplace and why—as well as plenty of coaching on their performance. Similar challenges are faced by local governments which strive to keep the Millennials satisfied with the living conditions and job prospects in towns and cities across Poland. According to some estimates, Poland lost up to two million young people due to permanent or temporary emigration. The main recipient countries for Polish Gen-Y migration are the UK and other western European countries. As a result, creating conducive conditions in Poland becomes a strategic challenge both for the central government and local governments. In this research study we will attempt to investigate to what extent are the needs and aspirations of Gen-Y'ers reflected in strategic documents of main Polish cities and towns. We assume that the number of mentions of Gen-Y-related words may reflect the extent to which local authorities care about the needs of Gen-Yers. Additionally, we have developed a diagnostic tool for the purpose of qualitative analysis of strategic documents issued by local government offices. In our research we concentrated on the youth aged 25+. Another cohort of young citizens, the so called 'Generation Z' was not within the scope of our research.

1.2. Generation Y entrepreneurship and Urban Design

Right across Europe urban areas – from industrial cities and peripheral towns to provincial capitals and new towns – are losing inhabitants (Hospers, 2013). In Europe, economic activity is increasingly concentrated in large city regions and metropolitan areas to the detriment of 'ordinary' cities and towns: they miss out on investment and lose talents that go to the 'places to be' (Florida, 2002; Fazlagić 2018). Many Gen-Y'ers populating modern cities engage in entrepreneurial activities. Entrepreneurs can live anywhere in the world and focus on any industry. Cohen and Muñoz (2016) coined the term 'Urbanpreneurs' to describe entrepreneurs embedded in their socio-ecological environments—cities and towns—to draw influ-

ence. They explore the opportunities offered by the city environment such as the sharing economy, which is predominantly an urban phenomenon (Cohen and Muñoz, 2016). Urban entrepreneurs come in all shapes and sizes and not all of them fit that model. Many young entrepreneurs aspire to have an impact on their local communities more than becoming the next Bill Gates or Mark Zuckerberg (Florida, 2016). Entrepreneurship, unlike management, involves the realisation, and, the ability to make judgmental decisions about the process in its entirety (Kalantaridis et al., 2007). Many authors note the importance of youth entrepreneurship (e.g. Richter et al., 2015; OECD, 2015). What remains to be discussed is to what extent the support for youth entrepreneurship can be provided by the cities' authorities. This study aims to analyse to what extent youth entrepreneurship is reflected in the strategic documents.

The members of Generation-Y are extremely mobile. They rarely treat cities with sentiment or nostalgia, compared to previous generations. The fragile bond between the city and its young inhabitants may be easily broken when the Millennials discover better opportunities in other cities. On the other hand, without the supply of talented employees the city becomes unattractive for businesses and a number of negative consequences may cause the city's economy to fall (with Detroit, USA being a flagship example). Therefore the 'war for talent', as it is often referred to, is of strategic importance to each city government.

2. RESEARCH APPROACH

Given the value of Generation Y to cities and local governments, it is crucial to understand to what extent strategies of cities are "Generation-Y-blind". Specifically, four research questions are addressed in this paper:

- (1) Do local governments support Generation Y entrepreneurship?
- (2) Do local governments set up special organizational units to support Gen-Y'ers?
- (3) Do cities support marketing activities of companies owned by Gen-Y'ers?
- (4) Which actions (if any) are taken towards the creative and innovative companies of Generation Y?

Based on the literature review (Kupperschmidt, 2000; Chester, 2002; Tapscott, 2008; Wesner and Miller, 2008; Valaei and Nikhashemi, 2017; Naim and Lenka, 2018), we can conclude that:

- (1) Generation Y is characterised by a special set of attributes, needs and aspirations which draw the attention of employers, educators, policy makers;
- (2) Generation Y is diverse and mobile. These attributes pose a challenge to cities who want to either retain or attract them;
- (3) Cities across the world implement innovative approaches aiming to increase innovation and attract investment;

- (4) Attracting and catering to the needs of Generation Y is considered to be a promising and often indispensable approach by many organizations, institutions and cities.
- (5) The strategies of municipalities, cities and local governments are a rich source of information on the current and future priorities. By analysing their content one can ascertain to what extent the city/municipality/local government is focused on the needs of Gen-Y'ers.

Based on the above mentioned assumptions the authors collected a sample of strategic documents describing the largest Polish cities (2-4 documents per city) which reflected the current status of strategic management in each city. We chose a sample of the 21 largest Polish cities in terms of population. The current (2018) population of Poland is 38.12 mln inhabitants. Poland ranks number **37** in the list of countries by population. The population density in Poland is 124 per sq. km (322 people per mi²). The total **land** area is 306,230 sq. km (118,236 sq. miles) and **60.7%** of the population is **urban** (23,141,061 people in 2018). The research sample includes all eleven Polish cities with a population over 250,000 inhabitants (i.e. Warszawa, Kraków, Łódź, Wrocław, Poznań, Gdańsk, Szczecin, Bydgoszcz, Lublin, Katowice and Białystok). The largest Polish city is its capital: Warsaw (population 1.76 million which makes Warsaw the 9th most-populous capital city in the European Union). Additionally, ten medium-size cities (of 28) with a population between 99,000-250,000 inhabitants were randomly selected to be included in the sample. Thus, the research sample may be considered representative of the total population of medium-size and large cities in Poland.

The main research problem investigated in this paper concerns the strategic readiness of Polish municipalities for Gen-Y'ers. To attract and develop talent, the cities need to implement special measures which include regulatory conditions, market, business and labour landscapes, education opportunities, being open to outside talent, etc. (World Economic Forum, 2018).

For the purpose of the study the text analysis method was selected. Text analysis has gained popularity in the recent years. It is a significant research tool and important part of most schemes of triangulation (Bowen, 2009). This surge in interest is perhaps explained by difficulties in obtaining access to large pools of voluntary respondents. Some research questions in social science may be answered through the application of text analysis methods instead of through conducting a survey among potential respondents. Official documents issued by organizations may be just as a reliable source of information as the people working in them. After all, the content of a document is a more or less binding statement of an organization's goals and priorities. By analysing the substance of the text, one may gain insight into the organization's culture, strategy and procedures. Quantitative text analysis is a powerful, efficient, and easy-to-use scientific method with a wide spectrum of applications in management science (Mehl and Conner, 2012).

2.1. Research instrument

In order to ensure reliable results we went through a detailed planning process according to O’Leary (2014) 8-step planning in textual analysis. Additionally, we developed a diagnostic tool to assess the quality of the documents regarding their Gen-Y Focus. The diagnostic tool consisted of four sections (Table 1). For open-ended questions it was possible to provide comments. Each section included several questions, e.g.,

- Do the strategic documents of the city refer to such notions as “companies owned by Generation Y”, “companies of millennials” or other referring to this group?
- Are there any positions in the organizational structure of the City Hall dedicated to solving the problems of Gen-Y’ers occupied by the representatives of this social group?
- Are the enterprises owned by Generation Y promoted in the public documents?
- Are there any public consultations which take account of the needs of Generation Y?

The diagnostic tool included a total of 27 questions. We used the diagnostic tool to evaluate the contents of documents representing each city or town analysed. For each of the 27 questions there were three possible answers, each with a different rank (0, 1 or 2 points). For example: 0 points– “No”; 1 point – “Yes, but only in high level documents (not in the executable law)”; 2 points – “Yes, we may spot such references in all kinds of documents”. The maximum number of points which a city/town could obtain was 53. Below we describe the four sections of the diagnostic tool. The numbers in brackets reflect the maximum number of points which a city/town could obtain.

- (1) Section I. Companies set up by Generation Y and their role in management of the city of X (10). This section consisted of 5 questions.
- (2) Section II. Employment structure at the city hall (5). This section consisted of 3 questions.
- (3) Section III. Promotion of companies of Generation Y using public communication (12). This section consisted of 6 questions.
- (4) Section IV. Actions towards creative and innovative companies of Generation Y (26). This section consisted of 13 questions.

It was assumed that the higher the number of points the documents from a given city gained the higher the Gen-Y focus of the city. Table 1 describes the diagnostic tool with three columns. The third column allowed for comments and elaboration on each area covered in the question.

Table 1. Gen-Y diagnostic tool for strategic documents in municipalities

Question	Scale
1	2
Section I. Companies set up by Generation Y and their role in management of the city (the maximum number of points in this section: 10)	
1. Do the strategic documents of the city refer to such notions as „companies of Generation Y”, „companies of millennials” or other referring to this group?	0 points – „No” 1 point – „Yes, but only in high level documents (not in the executable law)” 2 points – „Yes, we may spot such references in all kinds of documents”
2. If the answer to the above question is YES, are the strategic documents of the city aligned with other programmes promoting companies of Generation Y?	0 points – „No” 1 point – „Yes, but with only chosen ones” 2 points – „Yes, there is full coordination”
3. Are there any procedures that include the Gen Y’ voice in the decision-making process regarding the city’s budget for new infrastructure? Are the Gen Y’ers considered as a separate research sample while conducting city surveys?	0 points – „No” 1 point – „No, but based on general analyses, there are separate conclusions and recommendations for this group.” 2 points – Yes, there are analyses among generation Y e.g. by means of surveys.”
4. Are the representatives of Generation Y involved in making decisions on the support for companies in the city?	0 points – „No” 1 point – „Yes, in some.” 2 points – „Yes, in all.”
5. Are there any associations, groups, etc. that focus on the solving problems of Generation Y (especially Gen Y entrepreneurs)?	0 points – „There are no examples” 1 point – “Yes, but not in all movements and associations, these problems are addressed.” 2 points – “Yes, in all organisations these problems are addressed.”
Section II. Employment structure at the city hall. (the maximum number of points in this section: 5)	
1. Are there any positions in the organizational structure of the City Hall dedicated to solving the problems of Gen-Y’ers occupied by the representatives of this social group Y?	0 points – „There are no such positions”. 1 point – „There are such positions”.
2. Is there communication of the public authorities targeted at Generation Y? Has the President of the City referred to Generation Y in his public talks for the last 12 months? Has (s)he underlined their importance?	0 points – „No, never” 1 point – „Yes, but not often (4-5 times)” 2 points – „Yes, many times”
3. Are there any procedures that analyse the rejection rate related to the age of applicants?	0 points – „No” 1 point – „Yes, but not always.” 2 points – „Yes, always.”

Table 1 cont.

1	2
Section III. Promotion of companies of Generation Y using public communication (the maximum number of points in this section: 12)	
1. Are the enterprises owned by Generation Y promoted in the public documents?	0 points – "No, this issue is not entirely taken into account when creating messages." 1 point – "Yes, but the promotion of Generation Y is not properly designed in the City." 2 points – "Yes, always."
2. The city supports training activities for teachers and school leaders aimed at developing Gen-Y entrepreneurship and creativity among Generation Y.	0 points – "No". 1 point – „Yes, sometimes.” 2 points – „Yes, in a systemic way, systematically, within the framework of long-term policies in this area”.
3. The city communicates to its educational institutions its expectations regarding the promotion of entrepreneurship within Generation Y.	0 points – "No, this issue is completely taken into account." 1 point – "Yes, but the efforts are not systematic." 2 points – "Yes, always."
4. Are other educational institutions, including universities, support entrepreneurial activities of young people in cooperation with the City Hall?	0 points – "No." 1 point – "Yes, there are such cases." 2 points – "Yes, there are many such initiatives."
5. Are companies of Gen Y encouraged to promote the city abroad?	0 points – "No." 1 point – "Yes, sometimes." 2 points – "Yes, always."
6. Has the City conducted any research on the needs of Gen Y?	0 points – "No, there was no research conducted in the past 12 months", 1 point – "Yes, in the last 12 months there was a public opinion study conducted about Gen Y but the results have not been implemented". 2 points – "Yes, there was research conducted in the last 12 months and the results were used."

Table 1 cont.

1	2
Section IV. Actions towards creative and innovative companies of Generation Y (the maximum number of points in this section: 26)	
1. Are there any programmes organised by the city targeted at the support of creative and innovative companies of Generation Y?	0 points – „There are no programs targeted at the capabilities of Generation Y.” 1 point – „There are programmes targeted at Gen Y entrepreneurs”. 2 points – „There are successful programmes targeted at Gen Y entrepreneurs”.
2. To what extent have the municipal authorities implemented policies and actions aimed at promoting Generation Y?	0 points – „The authorities of the city have not yet implemented such strategies and programmes.” 1 point – "Yes, in some areas authorities have implemented such policies and actions." 2 points – "Yes, in many areas authorities have implemented such strategies and actions."
3. Are there any public consultations taking into account the needs of Generation Y?	0 points – "No" 1 point – "Yes, but not in all relevant areas from the point of view of Generation Y". 2 points – "Yes, in all relevant areas from the point of view of Generation Y."
4. Does vocational education support entrepreneurship of Gen Y?	0 points – "No" 1 point – "Yes, but not in all relevant areas from the point of view of entrepreneurial generation Y". 2 points – "Yes, in all relevant areas from the point of view of entrepreneurial generation Y."
5. What is the role of other educational institutions, including universities in supporting entrepreneurial generation Y?	0 points – "There are no programs to support the generation Y offered by educational institutions." 1 point – "There are programs to support the generation Y offered by educational institutions, but they are not very effective." 2 points – "There are effective programs supporting the generation Y offered by educational institutions."
6. What types of initiatives, practices and tools offered in the city can contribute to increasing the creativity and innovativeness of young people?	0 points – "In our town do not exist forms of such support." 1 point – "In our town there is such support but not very effective." 2 points – "In our town operate effective forms of such support"

Table 1 cont.

1	2
7. Is there any co-working space in the city which offers opportunities for innovative start-ups?	0 points – "There are no such examples." 1 point – "There are a few such examples." 2 points – "There are many such examples."
8. Are there green and socially responsible companies in the city?	0 points – "No such enterprises" 1 point – "There are several of these companies." 2 points – "There are many such enterprises." 3
9. Is there infrastructure in the city that enables Gen Y to nicely spend their free time? Is there green space in the city?	0 points – „No.” 1 point – „There is some infrastructure”. 2 points – „Yes, there is plenty of places for Gen Y with an appropriate infrastructure”.
10. Are the local taxes designed in a way that enable running of commercial activities by young entrepreneurs? Are there any tax exemptions for newly established start-ups?	0 points – „Local taxes do not include specific preferences for Gen Y entrepreneurs”. 1 point – „Local taxes sometimes address the needs of young entrepreneurs”. 2 points – „Local taxes fully address the needs of Gen Y entrepreneurs”
11. Does the City Hall conduct any research activities regarding the needs of Gen Y towards the city's infrastructure?	0 points – „There was no research in the last 12 months”. 1 point – „Yes, there was such research, but it is not representative for the group.” 2 points – „Yes, there was such research and it is representative for the group.”
12. Does the city create any incentives and preferences for companies of Gen Y by means of public procurement for the city budget?	0 points – „No, there is no support”. 1 point – „There are such solutions.”. 2 points – „There are successful solutions”.
13. Does the city collect information about the human capital of Generation Y?	0 points – “No”. 1 point – „This data is partially available”. 2 points – „This data is fully available”.

Source: authors' calculation.

In order to seek convergence and corroboration while analysing the documents we also searched for the following words (in Polish), which, in our opinion should indicate the “Gen-Y- focus:

- Youth,
- Gen-Y,
- the Millennials,
- Entrepreneurship,
- Creativity,
- Innovation.

3. RESULTS AND DISCUSSION

The research findings are presented in Table 2, which includes the number of points scored by each city during the assessment process (see also: Table 1) and the word count for the strategic words. We did not take into consideration the total length of the documents (in words) as we assumed that the number of mentions is not related to the length of the document. In total, the sample consisted of 67 documents, usually 3-4 per city.

Cities may differ considerably from each other in their strategic priorities. It is assumed that those strategic priorities which play the most important role in the city will be highlighted in strategic documents. These differences among the cities are reflected not only in what local decision makers say, but also in what is written in the documents.

Recent studies have identified systematic associations between personality and language use in a variety of different contexts, including directed writing assignments (Hirsh and Peterson, 2009; Pennebaker and King, 1999), structured interviews (Fas and Funder, 2008) and naturalistic recordings of day-to-day speech (Mehl et al., 2006). However, the overall focus of the present study was on exploratory analysis of “Gen-Y focus” and word use. The study also had another aim: to highlight the need for a more citizen-focused strategic management in Polish municipalities. Potential documents were identified via internet search. A preliminary review of available documents allowed identifying the most representative documents for each city.

The documents analysed include both general and more specific strategy statements, such as strategies for education or environment protection. In relation to the research questions proposed in this study the present findings suggest that the concept of Generation Y hardly occurs in the studied documents, as evidenced by statistics of key words in Table 2. Moreover, Gen-Y’s voice in the decision-making process regarding the regions’ strategies and budgets for new infrastructure is not included and not considered while conducting regions’ surveys (as a separate research sample). Also public consultations generally do not take into account the needs of Generation Y and the city authorities do not collect information about the human capital of Millennials. The Gen-Yer’s are not recognised as a separate entity and participate in consultations as a part of larger social groups. It has to be stated, however that most cities do have special bodies representing the youth at Youth Councils. From among the analysed Polish cities only in Poznan, the expectations of the generation Y were included in the Development Strategy for the City of Poznan 2020+, adopted in January 2017 and in Kraków, where the “KraKHack” hackathon was organized, involving the potential and creativity of young Cracovians in particular to develop solutions for better life in the city. In “Szczecin dla Ciebie Aktualizacja Strategii Rozwoju Szczecina. Diagnoza społeczno-gospodarcza Szczecina” (*Szczecin for you. Strategy Update for the city of Szczecin. A Socio-economic diagnosis*) the establishment of a contact information desk for students in the City Hall is proposed.

Table 2. The Gen-Y focus in Polish cities

Name of the city	Number of documents analysed	Total number of points	Word count					
			Youth	Gen Y	The Millennials	Entrepreneurship	Creativity	Innovation
Warszawa	3	20	38	0	0	32	0	25
Kraków	3	22	16	0	0	49	40	17
Łódź	3	16	73	0	0	40	32	10
Wrocław	3	20	5	0	0	33	38	32
Poznań	3	25	75	0	0	140	70	204
Gdańsk	3	16	49	0	0	121	65	102
Szczecin	4	12	48	0	0	50	6	87
Bydgoszcz	4	11	60	0	0	24	21	93
Lublin	4	9	47	0	0	91	32	51
Katowice	3	15	12	0	0	29	33	42
Białystok	3	10	60	0	0	0	1	2
Częstochowa	2	10	5	0	0	37	11	18
Radom	3	12	68	0	0	59	1	15
Kielce	2	10	9	0	0	76	9	21
Olsztyn	2	12	8	0	0	23	4	40
Gdynia	2	14	5	0	0	9	11	16
Rzeszów	3	13	14	0	0	36	13	50
Kalisz	3	2	27	0	0	8	1	5
Gorzów Wlkp.	4	4	39	0	0	13	0	9
Zielona Góra	4	9	65	0	0	0	10	0
Toruń	4	16	50	0	0	71	1	27

In section III of diagnostic tools, there are very few examples of Generation Y companies' promotion using public communication. It was also noticed that the companies of Gen-Y in Polish cities are not encouraged to promote the cities abroad. Surprisingly, they are mentioned together with the name of the city in reports like "Deloitte Technology Fast 50 Central Europe 2017 Powerful Connections" (Deloitte 2017b). This can let to the conclusion that the cities do not support enough marketing of companies owned by Gen-Y'ers.

Some documents describe the development of a collaboration model between schools, companies and authorities, that will support entrepreneurship. In regards to vocational education supporting entrepreneurship of Gen-Y, there are some ide-

as on how to educate people addressing the needs of the local industry and on growth of institutions supporting start-ups and spin-offs as well as the promotion of innovativeness and entrepreneurship. “Strategia zarządzania zmianą dla podregionu Miasto Wrocław” (*Change Management Strategy for the city of Wrocław*), states that one of the main city goals is to develop entrepreneurial and innovative attitudes (including supporting creativity and entrepreneurship programs for children and youth, and in the educational offer of HEI). Similar statements can be found in the following documents: „Strategia Rozwoju Miasta Stołecznego Warszawy do roku 2020” (*Development Strategy of the Capital City of Warsaw 2020*) and Strategia Rozwoju Krakowa. Tu chcę żyć. Kraków 2030 (*Krakow Development Strategy. Here I want to live. Cracow 2030*), as well as Development Strategy for the City of Poznan 2020+ or Gdańsk 2030 Plus. Strategia Rozwoju Miasta (*Gdańsk 2030 Plus. City Development Strategy*).

In most of the Polish cities’ strategies special attention is paid to promoting entrepreneurship in local development. In Częstochowa 2025 Strategia Rozwoju Miasta (*Częstochowa 2025 City Development Strategy*) high technologies are considered strategic for the city's development and their specific support would be justified by the economic and social specificities of the city and the benefits of increased budget revenues. According to Mandel (2017) establishing new economic activities, such as start-ups, is important for the economic growth and new economic wealth as well as employment. Strategia Wrocław 2030 (*Wrocław 2030 Strategy*) includes a statement referring to the city’s support for the development of high technology start-ups, shaping intelligent specialization of the city around creative industries, and developing the image of an innovative city.

It is important to emphasize that in all analysed cities currently there exist organizations which stimulate and manage knowledge-intensive companies such as science and technology parks, business incubators, technology transfer offices and, in some cities also co-working spaces. There are also actions taken towards creative and innovative companies of Generation Y, e.g. “Start-up Poznań”, “Municipal acceleration program Startup HUB Warsaw'17”, “Startup Weekend Kraków” and “Startup Weekend Kids” supporting entrepreneurship and economic development of the cities as well as the acceleration program in the Startup Gdynia Zone. The city of Gdańsk initiated a Starter that increases the chances of startups' success by inspiring unconventional thinking and creativity from the youngest; the City of Katowice also organizes the "Young Entrepreneur in a Modern City" program while Rzeszów has the Runway program promoting and supporting young entrepreneurs, artists and scientists.

In recent years, there was much investment in refurbishing cities’ infrastructure in order to provide attractive outdoor spaces for Gen-Y. Kraków for example is a member in the UNESCO global creative city network and other international cooperation networks in the field of protection of cultural goods and the development of creativity. Katowice has the title of UNESCO's Creative City in the field of music. The city implements the membership program in the Creative Cities Net-

work, supports the development of creative music industries, offers to young artists the opportunity to develop their talent in the MusicHub incubator, promotes them as part of the Sounds Good project, expands the competences of people from the industry during the Katowice Music Radar meetings or co-finances the best projects of musicians as a part of “City of Gardens” program. The Katowice example also shows that some local governments examine the key specializations of the city to support new enterprise creation to be a driver of economic growth and job creation. Similarly, Łódź implements the project “Innovative Textile 2020+” to support the textile industry.

Furthermore, this study clearly shows that local taxes considered in Polish cities are not designed to enable the running of commercial activities by young entrepreneurs. In smaller cities like Białystok, Bydgoszcz or Zielona Góra for example local authorities introduce tax reliefs supporting the development of companies, in line with the City's economic policy but there are no exemptions for new start-ups.

Generation Y entrepreneurship is of crucial importance for the economy of all cities, therefore the findings underscore the importance of Gen-Y focus in strategic management of municipalities in Poland. Relating it to the knowledge spill-over theory of entrepreneurship in which entrepreneurship among others plays a vital role in generating economic growth (Audretsch et al., 2005), analysed strategic documents indicate that much more research is needed about Generation Y entrepreneurship. It appears that most of the strategies and activities to be undertaken do not take into account the needs of Generation Y. The inclusion of Gen-Y could stimulate creative industries in Polish cities. Moreover, the research allowed to indicate some important policies in Poland that support Millennials, however there is a number of barriers that need to be overcome for Gen-Y industries. To explore opportunities for a creative workspace it is crucial to form a symbiosis between the city council and local elites, e.g. universities, as well as the creative sector in terms of the city's image.

To our knowledge, the present study represents the first effort to systematically analyse the contents of strategic documents regarding their focus on the needs of the Gen-Y. For the purpose of this study a research tool was applied to analyse the content of strategic documents. The tool may be further used to analyse the situation of cities in other countries.

The present study has also had a number of limitations worth noting. First, the actual contents of the documents may not be as good predictor of the Gen-Y Focus as one might think. There is also the selection bias, which might have influenced the results to some extent, since only those documents which are available via internet were considered for the research sample. Subsequent to this study, an additional need for further research could already be recognised, e.g., the presence of different fields of urban entrepreneurs (social, green, and youth entrepreneurship) (Richter, 2015).

In conclusion, the present study should be treated as an exploratory one. Its main purpose was to shed some light on the issues related to Gen-Y entrepreneur-

ship in the urban design in general, and in the strategies of city governments in specific. The results underscore the importance of putting more emphasis on the Gen-Y as an important and distinct group of citizens and clients of local authorities. Also, policymakers on the local level should pay close attention to Gen-Y entrepreneurship as a potential source for new approaches to city design.

4. CONCLUSION AND RECOMMENDATIONS

Today, like in most of the countries around the world cities are the drivers of economic growth. It is important to trace the management practices at the municipal level. It appears that most of the strategies and activities to be undertaken in Polish cities do not focus enough attention on the specific needs of Generation Y. One can say, that they are 'Generation-Y blind'. One of the explanations may be the voting power of Gen-Y'ers, who often are less active in local elections. Other social groups of city citizens compete for the attention and resources and their bargaining power may be higher compared to the Millennials, e.g. the elderly. The inclusion of Gen-Y could stimulate creative industries in Polish cities. Moreover, our research identified some crucial elements in the policies that support Millennials, however there is a number of barriers that need to be overcome for Gen-Y industries. The findings of this study may increase the awareness among decision makers in local governments in the form of better catering to the needs of Generation Y to support their skills and potential. Practitioners, by getting some insights into the visibility of Gen Y related strategic priorities in the strategic document may adopt it to recruit and retain Gen Y in Polish cities. This study offers the following recommendations:

- (1) The inclusion of Gen-Y voices into cities' strategies could stimulate creative and innovative industries in Polish cities.
- (2) It is crucial to seek synergies between the city council, local elites and the creative sector as well as to set up special organizational units to support Gen-Y'ers in terms of the city's image and Gen-Y entrepreneurship.
- (3) The cities should support Gen-Y owned companies in promotion and marketing activities by means of providing access to cities' communication channels.
- (4) There are some important policies in Poland that support Millennials, e.g. infrastructure facilities in the form of technology parks or business incubators, however there is a number of barriers that need to be overcome for Generation Y industries.

FUNDING

This work was supported by the European Regional Development Fund through the URBACT III Operational Programme under project entitled: "Gen-Y City – Get into the swing of the city!" with the City of Poznan as a project leader.

LITERATURE

- Anantatmula, V.S., Shrivastav, B. (2012). Evolution of project teams for Generation Y workforce. *International Journal of Managing Projects in Business*, 5, 9-26.
- Audretsch, D.B., Lehmann, E. (2005). Does the Knowledge Spillover Theory of Entrepreneurship Hold for Regions? *Research Policy*, 34, 1191-1202.
- Audretsch, D. B., Belitski, M., Desai, S. (2015). Entrepreneurship and economic development in cities. *Annals of Regional Sciences, Special Issue The Geography of Innovation*, doi:10.1007/s00168-0150685-x.
- Belitski, M., Desai, S. (2016). Creativity, entrepreneurship and economic development: city-level evidence on creativity spillover of entrepreneurship. *Journal of Technology Transfer*, 41, 6, 1354-1376, doi:10.1007/s10961-015-9446-3.
- Bennett, S., Maton, K., Kervin, L. (2008). The 'digital natives' debate: a critical review of the evidence. *British Journal of Educational Technology*, 39, 5, 775-786.
- Bolton, R. N., Parasuraman, A., Hoefnagels, A., Migchels, N., Kabadayi, S., Gruber, T., Loureiro, Y. K., Solnet, D. (2013). Understanding Generation Y and their use of social media: a review and research agenda. *Journal of Service Management*, 24, 3, 245-267.
- Bowen, G.A. (2009). Document analysis as a qualitative research method. *Qualitative Research Journal*, 9, 2, 27-40, doi:10.3316/QRJ0902027.
- Capozza, C., Salomone, S., Somma, E. (2018). Local industrial structure, agglomeration economies and the creation of innovative start-ups: evidence from the Italian case. *Entrepreneurship & Regional Development*, doi:10.1080/08985626.2018.1457087.
- Chester, E. (2002). *Employing Generation Why? Understanding, managing and motivating your new workforce*. Friday Harbor, WA: Tucker House Inn.
- Claire, L. (2012). Re-Storying the Entrepreneurial Ideal: Lifestyle Entrepreneurs as Hero? *Tamara Journal for Critical Organization Inquiry*, 10, 1-2, 31-39.
- Cohen B., Muñoz P. (2016). *The Emergence of the Urban Entrepreneur*. Westport, CT: Praeger.
- D'Andria, A., Gabarret, I. (2017). *Building 21st Century Entrepreneurship*. Hoboken, NY: John Wiley & Sons, 28.
- Deloitte (2017a). *The 2017 Deloitte Millennial Survey, Apprehensive millennials: seeking stability and opportunities in an uncertain world*. Retrieved from <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-deloitte-millennial-survey-2017-executive-summary.pdf>.
- Deloitte (2017b). *Deloitte Technology Fast 50 Central Europe 2017 Powerful Connections* Retrieved from <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/central-europe/technology-fast-50-central-europe-2017-report.pdf> (4.10.2018).
- Economist (2008). *Generation Y goes to work*. Retrieved from. <https://www.economist.com/node/12863573> (4.10.2018).
- Eurostat (2009). *Youth in Europe A statistical portrait*. Retrieved from <http://pjp-eu.coe.int/documents/1017981/1668203/YouthinEurope.pdf/40f42295-65e4-407b-8673-95e97026da4a> (4.10.2018).
- Fast, L. A., Funder, D. C. (2008). Personality as manifest in word use: correlations with self-report, acquaintance report, and behaviour. *Journal of Personality and Social Psychology*, 94, 2, 334-346, doi:10.1037/0022-3514.94.2.334.

- Fazlagić J. (2018). *Kapitał intelektualny w polskich powiatach*. Poznań: Wydawnictwo UE w Poznaniu.
- Florida, R. (2002). *The Rise of the Creative Class: And How It's Transforming Work, Leisure, Community And Everyday Life*. New York: Basic Books.
- Florida, R. (2016). *Rise of the 'Urbanpreneur'*. Retrieved from <https://www.citylab.com/life/2016/10/rise-of-the-urbanpreneur/504434/> (4.10.2018).
- Freeman, C., Perez, C. (1988). Structural crises of adjustment, business cycles and investment behavior. In G. Dosi, C. Freeman, R. Nelson, G. Silverberg, L. Soete, (Eds.), *Technical Change and Economic Theory* (pp. 38-66). London: Pinter.
- Furlow, N. E. (2011). Find us on Facebook: how cause marketing has embraced social media. *Journal of Marketing Development and Competitiveness*, 5, 6, 61-64.
- Heilmann, G., Korte, W. B. (2010). *The Role of Creativity and Innovation in School Curricula in the EU27. A content analysis of curricula documents*. Luxembourg: European Communities, http://www.pim.com.mt/pubs/JRC_curricula.pdf.
- Hirsh, J. B., Peterson, J. B. (2009). Personality and language use in self-narratives. *Journal of Research in Personality*, 43, 524-527.
- Hospers, G. J. (2013). Coping with shrinkage in Europe's cities and towns. *Urban Design International*, 18, 1, 78-89
- Jorgensen, B. (2003). Baby Boomers, Generation X and Generation Y?: Policy implications for defence forces in the modern era. *Foresight*, 5 (4), 41-49.
- Kalantaridis, Ch., Labrianidis, L., Vassilev, I. (2007). Entrepreneurship and institutional change in Post-socialist rural areas: Some evidence from Russia and the Ukraine. *Journal of East European Management Studies*, 12, 1, 9-34.
- Kilber, J., Barclay, A., Ohmer, D. (2014). Seven tips for Managing Generation Y. *Journal of Management Policy and Practice*, 15(4), 80-91.
- Kupperschmidt, B. R. (2000). Multigeneration employees: strategies for effective management. *The Health Care Manager*, 19, 1, 65-76.
- Lester, D. H., Forman, A. M., Loyd, D. (2005). Internet shopping behaviour of college students. *Services Marketing Quarterly*, 27 (2), 123-138.
- Mandel, M. (2017). *How the Startup Economy is Spreading Across the Country. And How It Can Be Accelerated*. Retrieved from <http://www.progressivepolicy.org/wp-content/uploads/2017/05/How-the-Startup-Economy-is-Spreading-Across-the-Country-%E2%80%94-and-How-It-Can-Be-Accelerate-final.pdf> (4.10.2018).
- Marrocu, E., Paci, R. (2012). Education or creativity: What matters most for economic performance? *Economic Geography*, 88, 4, 369-401.
- McCrimble, M. (2006). *New generation at work: Attracting, recruiting, retaining and training generation Y*. Baulkham Hills, Australia: McCrimble Research.
- Mehl, M. R., Conner, T.S. (2012). *Handbook of research methods for studying daily life*. New York, NY: Guilford Press.
- Mehl M.R., Gosling, S.D., Pennebaker, J.W. (2006). Personality in its natural habitat: manifestations and implicit folk theories of personality in daily life. *Journal of Personality and Social Psychology*, 90, 5, 862-877.
- Naim, M. F., Lenka, U. (2018). Development and retention of Generation Y employees: a conceptual framework. *Employee Relations*, 40, 2, 433-455.
- O'Leary, Z. (2014). *The essential guide to doing your research project (2nd ed.)*. Thousand Oaks, CA: SAGE Publications.

- OECD (2015). *Youth Entrepreneurship Support In Poland Rapid Policy Assessments of Inclusive Entrepreneurship Policies and Programmes*. Retrieved from <https://www.oecd.org/poland/Rapid-policy-assessment-Poland-Final.pdf> (4.10.2018).
- Pennebaker, J. W., King L. A. (1999). Linguistic Styles: Language use as an individual difference. *Journal of Personality and Social Psychology*, 77, 6, 1296-1312.
- PWC (2011). *Millennials at work. Reshaping the workplace*. Retrieved from <https://www.pwc.com/m1/en/services/consulting/documents/millennials-at-work.pdf> (data dostępu).
- Richter, Ch., Kraus, S., Syrg, P. (2015). The Smart City as an Opportunity for Entrepreneurship. *International Journal of Entrepreneurial Venturing*, 7 (3), 211-226.
- Tapscott, D. (2008). *Grown Up Digital: How the Net Generation is Changing Your World*. New York: McGraw Hill.
- Valaei, N., Nikhashemi, S. R. (2017). Generation Y consumers' buying behaviour in fashion apparel industry: a moderation analysis. *Journal of Fashion Marketing and Management: An International Journal*, 21 (4), 523-543.
- Valentine, D. B., Powers, T. L. (2013). Generation Y values and lifestyle segments. *Journal of Consumer Marketing*, 30, 7, 597-606.
- Wesner, M. S., Miller, T. (2008). Boomers and Millenials have much in common. *Organizational Development*, 26, 3, 89-96.
- World Economic Forum (2018). *These are the best countries and cities for attracting and developing talent*. Retrieved from <https://www.weforum.org/agenda/2018/02/these-are-the-best-countries-and-cities-for-attracting-and-developing-talent/> (4.10.2018).

PRZEDSIĘBIORCZOŚĆ MIEJSKA POKOLENIA Y: STRATEGICZNA PERSPEKTYWA Z TRANSFORMACJI POST-GOSPODARCZEJ NA PRZYKŁADZIE POLSKI

Streszczenie

Niniejsza praca ma na celu zbadanie oraz analizę tego, jak władze samorządowe w wybranych miastach Polski reagują na potrzeby przedstawicieli pokolenia Y na poziomie strategicznym. Pytanie badawcze sformułowano w następujący sposób: czy potrzeby tego pokolenia są wyraźnie odzwierciedlone i uwzględnione w dokumentach strategicznych. W badaniu wykorzystano 67 dokumentów strategicznych z 21 miast, a także opracowano narzędzie analityczne służące do ich oceny punktowej. Przeprowadzone przez autorów badania pozwoliły na wskazanie szeregu barier, które należy uwzględnić przy opracowywaniu strategii miast. W celu wykorzystania możliwości kreatywnych i innowacyjnych przedsiębiorstw jako kluczowych zasobów dla przedsiębiorczości w miastach, istotne jest zwiększenie świadomości decydentów w samorządach lokalnych o konieczności zaspokajania potrzeb millenialsów.

Słowa kluczowe: w języku polskim: pokolenie Y, millenialsi, przedsiębiorczość młodych, miejski design, zarządzanie strategiczne

