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3. Determinants of tourism development

If any organism fails to fulfill its potentialities, it becomes sick

/William James/

3.1. Introduction

Tourism potential is a very important starting point if we talk about tourism development in a given region. It is a collection of elements of the geographical environment, as well as human behaviors that can be used to tourism or to take care of it. In other words, all material and non-material resources that are a necessary condition to achieve the development of tourism in the region (KARCZMAREK, STASIAK, WŁODARCZYK 2010). As it is pointed out by A.E. Szczepanowski (2012), a tourist product can exist and develop thanks to various goods, which include the geographical environment and man-made goods that make up tourism potential. Only proper configuration of the above-mentioned elements allows us to talk about creating opportunities for the development of the tourism industry.

The aim of the article is to analyze the tourist potential of Łódź voivodeship in the light of the assumptions presented in the strategic documents, as well as to indicate how to use the existing tourism potential based on the analysis of Oppland county tourist products. The authors also used the analysis of the content of selected strategic documents prepared for particular levels of territorial administration of Łódź voivodeship.

3.2. Analysis of the possibilities of implementing the assumptions presented in the tourism development strategies of Łódź voivodeship from the perspective of the tourist potential of the voivodeship

In research on tourism, an interdisciplinary phenomenon, potential is identified with all elements of the geographical environment and human behaviors that can be used to tourism or to deal with it (KARCZMAREK, STASIAK, WŁODARCZYK 2010). Literature of the subject, recognizing as a tourism potential the collection of resources, i.e. those elements that really exist and in a given situation can be used in the tourism development process, divides it into two basic categories:

- structural resources, i.e. those elements that can be used in the process of creating a tourist product of the area;
- functional resources, understood as a total of factors that may be helpful in the use of structural resources. In addition, functional resources can be internal (directly related to the area), and external to it (MEYER 2010).

In order to talk about using or not using the potential of a given region in the development of tourism, or assess the proposed development directions of the tourism industry, it is necessary to first identify those elements that are really tourism potential. The very statement that potential is structural and functional resources is not enough. What components, therefore, build both these groups of resources? In this respect, those that study the subject (including KACZMAREK, STASIAK, WŁODARCZYK 2010, KUREK 2010, WYRZYKOWSKI 2010) are rather unanimous, pointing out that structural resources are such elements as: tourism values, tourism development, transport accessibility. Functional resources are composed of: economic, technological, ecological, political, psychological, socio-demographic, cultural determinants of tourism development.

The proposed division indicates two important issues related to tourism potential. First of all, it can be seen how broad this concept is, and thus requires integrated management methods so that you can choose the optimal formula from all proposed components that will lead to the development of tourism in the region. Secondly, the above formula points to the need for a broader, often interdisciplinary, view on the issues of tourism management.

In order to fully refer to the issues raised in this part of the work, the subject of strategic activities in tourism and their specificity should be subjected to a general analysis. Understanding the concept of "strategy" in relation to the development of tourism in the literature of the subject is different and depends among others on perceiving the role of tourism in the process of socio-economic development. P. Burns (2004) draws attention to two possibilities:

- tourism first - indicating the role of tourism primarily as a factor of economic growth,
- development first - referring to the multidirectional development through tourism (cf. KRUCZEK, ZMYŚLONY 2010: 156).

This dichotomous approach presents tourism in two contexts: as a destination (tourism first) and as a tool (development first). Strategies for tourism development, created by various groups of experts through their general assumptions refer to the concept proposed by P. Burns.

The product approach is oriented to the economic effects of the planning process. The strategy is created in the context of building the product brand. In this approach we can also talk about the development strategy of the tourist product. A much more comprehensive approach is the strategy building path, taking into account the principles of sustainable development. This is an increasingly fashionable slogan, and for many projects also an important determinant of undertaken activities, apart from economic growth, it places a lot of emphasis on social growth. Such a developed tourism development strategy has a chance to become an important guidepost for work carried out in many fields of the tourism industry, involving a large number of beneficiaries of strategic activities.

The definition of "tourism development strategy" proposed by Z. Kruczek and P. Zmyślony (2010) says that the tourism development strategy is a long-term concept of shaping the tourism function in the region, defining general directions and ordered development priorities and defining the ways and tools for their implementation. It should be a reference point for all initiatives and joint activities of entities in the field of tourism. It refers to a comprehensive, balanced approach.

Referring again to the issue of tourism potential, one of its elements, especially in the context of tourism development management and its quality, is the way of constructing strategic documents. While the term "way" should be understood not only as a specific method or a form of performing something, but everything that makes it possible to obtain, achieve or create (SZYMCZAK 1994). Apart from the algorithm of creating a strategic document, the composition of the team creating strategic documents is of extremely significant importance for all development activities. Literature (DUTKOWSKI 2001, KRUCZEK, ZMYŚLONY 2010) indicates two basic configurations:

- internal team, consisting of people associated with the area for which the strategic document is being prepared,
- external team consisting of experts from outside the area for which the strategy is being developed.

It is not possible to state clearly which of the above approaches is more effective and guarantees the assumed success. Due to significant financial constraints, the most common solution is building a strategy by local authorities, using the potential of employees. Unfortunately, due to the lack of theoretical foundations and the negligible experience of those responsible for the emerging documents in the construction of strategic plans, these studies have a negligible value - substantive and practical, and effective growth in the tourism sector based on such documents is unrealistic.

The analysis of the feasibility of implementing strategic assumptions in the light of tourism potential was made on three spatial scales. A look at strategic planning from the level of the voivodeship, commune and municipality will allow not only to indicate the approach to tourism potential, but also to show the approach to the management of development of the effects of the planning process.

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For the analyzes, the authors chose the following strategic documents:

- Tourism development programme in the Łódź voivodeship for the years 2007-2020,
- The development strategy of the Piotrków Trybunalski county until 2015,
- Tourism and culture development strategy in the Sulejów municipality for the years 2007-2020.

The selection of individual documents was purposeful, thanks to which it was possible to capture possible links and consistencies of the above-mentioned documents, because the units for which documents were selected are interrelated administratively: the Sulejów municipality is one of the eleven municipalities of the Piotrków Trybunalski commune, which is part of Łódź voivodeship. The development of strategic documents with vertical links (voivodeship-commune-municipality), coherent in terms of assumed priorities, whose activities assume the use of the same elements of tourism potential, should be implemented with the principle of synergy. Convergent visions, similar development trends or a uniform tourism policy create an opportunity to more fully utilize the existing elements of tourism potential, guaranteeing market success. Due to the fact that documents at different administrative levels are created independently of each other and are made for different periods, they are considered pointless in terms of convergence and shared developmental visions.

3.2.1. Regional level

Łódź voivodeship, as one of the sixteen self-governing organisms at the regional level, has a Tourism development program for the years 2007-2020. The study made by an external team consists of two parts: an audit, which is a specific recognition of tourism and strategic potential, including proposals for development directions for Łódź tourism in the assumed time span.

Looking at the potential of Łódź in the area proposed by the analyzed document, it is first necessary to consider whether the presented resources are "strong" enough to decide on the long-term and effective tourist policy of the voivodeship. Since the aim of the study is not to discuss and assess the tourism potential of the areas in question, but only to assess the feasibility of strategic assumptions based on existing potential, the authors do not assess the accuracy of selection of individual potential elements for strategic plans.

The authors of the Tourism development program in Łódź voivodeship for the years 2007-2020 distinguished four mutually complementary concepts, constituting the key factors of the Program's success:

- "Film-Fashion-Comic books" - the definition and dissemination of distinctions in the territorial marketing of Łódź voivodeship;
- "Our hobby is SPORT!" building a competitive advantage in selected niche forms of tourism;
- "Friendly traveling around Łódź voivodeship" system supporting tourist exploration of the region;
- "Łódź voivodeship tourist lanterns" we develop products that draw on the historical heritage and multicultural traditions of the region.

Based on such success factors, four strategic goals were constructed, which, in principle, make use of the potential of Łódź and Łódź voivodeship.

Taking into account only the structural resources of the voivodeship, i.e. in the opinion of many authors, those more important from the point of view of tourism development (MEYER 2010), it should be recognized that the strategic assumptions and objectives adopted in the Program are feasible. However, it is not without reason that the literature emphasizes the importance of functional resources, that is, those conditions that support or weaken the possibilities of using structural resources. The tourism reality of Łódź and Łódź voivodeship indicates a reduction in the dynamic development of tourism

"the number of overnight stays is growing less dynamically". In addition, "Łódź voivodeship does not have a clear tourist image. It does not arouse special interest of those arriving" (WŁODARCZYK 2012: 204). The conclusions drawn from the study of tourist traffic in Łódź and the Łódź Voivodeship best reflect the fact that in this area it is necessary to fully utilize structural resources and particularly functional resources. The latter, in some circumstances, are even more important, because the positive creation of both products and the tourism space of the Łódź Voivodeship depends on them. An example of not using the tourism potential of the region, especially functional resources was the time of the European Football Championships taking place in Poland and Ukraine. One of the elements that implement the concept of "Our hobby is SPORT!" Was to prepare a sports and training base within the Łódź EURO 2012. While some investments have been made, the financial and image-related success of EURO 2012 does not apply to the Łódź region.

3.2.2. Local level

The local level of state administration includes communes and municipalities. For the analyses undertaken, the authors selected strategic documents prepared for the Piotrków commune and the Sulejów municipality as the lowest administrative level.

The authorities of the Piotrków Trybunalski commune in their development plans treat tourism as an integral part of the economy, thus not devoting it a separate document of a strategic nature.

The issues of tourism were included in the document treating the development of the commune in a comprehensive manner. Such a solution, however, poses a threat of marginal consideration to the development of the tourism economy. The authors would like to make it clear that the lack of a sectoral strategy is not tantamount to neglecting the issue of tourism development, and it can only be one of the possible reasons for this state of affairs. In the case of the Łódź Voivodeship, all communes take tourism development into account in the general documents.

The development strategy of the Piotrków Trybunalski commune until 2015 was prepared by a working committee selected from the employees of the District Office and other units subordinate to the commune local government (District Labor Office, District Family Support Center, District Road Administration). This document distinguishes ten strategic areas of activity, among them the area of "Tourism, Sport, Recreation". To identify the tourist potential and indicate the elements relevant to the development of tourism, the following methods were used: descriptive method included in the section "The general characteristics of the Piotrków commune", where only the structural resources of the area's tourism potential were indicated, and the popular method used in strategic planning, i.e. SWOT analysis.

The implementation of strategic assumptions of the analyzed document in the field of tourism in comparison with the tourist potential of the area is impossible to perform due to several reasons:

- The starting point for strategic activities, i.e. the diagnosis of the current state, which is transparent and specific characteristics of the tourist potential have been carried out in a cursory and insufficient manner to delineate long-term activities;
- The SWOT analysis, aimed at showing the potential and threats, due to the erroneous methodology of implementation, does not fulfill its basic task. In addition, specifically tourist issues have not been subject to this analysis in practice; the formulations used in the analysis, if they already concern tourism-related problems, are imprecise, laconic and do not explicitly identify elements which they are about, as intended by the authors of the Strategy;
- The strategic section of the study, addressing the problems of tourism development from the point of view of functional resources, is again limited to unclear formulations, which in the context of the feasibility of tasks included in the Strategy, are only slogans.

The intention of the authors of the document was to develop detailed implementation programs, which to a limited extent allows to believe that tourism matters will be treated in a more detailed and serious manner.

The development strategy of the Piotrków Trybunalski commune until 2015 is an example of a document that is useless from the point of view of tourism development. On the pages of scientific literature there is a discussion on whether tourism should be treated in a privileged way by local governments, and thus its development should be determined by separate documents, or whether it should be considered as an integral part of the local economy, and its programming should be equal to other socio-economic spheres of life in the area.

The second approach can be found in the works of A. Niezgodą (2006) and R. Przybyszewska-Gudelis (1998). At the same time, this concerns communes and municipalities. An unequivocal answer to the question posed does not exist. The most reasonable solution seems to be the view preached by

A. Niezgodą (2006) that tourism should be integrated into the entire economic activity of the unit, unless it is considered a priority area. The authors leave the readers to settle the dispute about the legitimacy of creating studies of a strategic nature, whose main goal, or one of the equivalent objectives is the development of tourism by teams selected from the group of administrative staff.

The Sulejów municipality is an example of an area for which a separate document dealing with the development of tourism in a strategic perspective has been developed. The local government entrusted it to a team that derives from the local research and development community. The authors of the Tourism and Culture Development Strategy in the Sulejów municipality for the years 2007-2020 as part of the study made a detailed review of the tourism potential, taking into account both structural and functional resources. Problem areas were also identified, which, using the existing potential, can be eliminated, and under certain conditions make them efficiently functioning elements of the tourist economy (e.g. cooperation within the "Sulejowski Reservoir" facility).

The overriding objective of tourism development in the Sulejów municipality within the specified time horizon is:

- increase in the size of tourist traffic,
- development of institutional service for tourists.

As the authors of the Strategy note, the implementation of the above-mentioned assumptions largely depends on the actions taken by the City Office in Sulejów and the activity of business entities and the broadly understood "industry". This approach clearly indicates the great importance of functional resources. In addition, the authors of the study point to the future possible forms of tourism, which due to the existing tourism potential have a real chance for development in the municipality of Sulejów. The main direction of the proposed development is cultural tourism supplemented by active and specialist tourism, leisure tourism, agritourism, educational tourism as well as business, congress and incentive tourism. An important element of the Tourism and Culture Development Strategy in the Sulejów municipality for the years 2007-2020 is the indication of actions to be implemented, based on the potential of the municipality.

Through a brief analysis of strategic documents and linking the objectives of these studies with the existing potential it can be concluded that:

- The creation of a strategic study with a high probability of feasibility depends on the quality of the analysis of tourism potential and its objective evaluation,
- The very awareness of the existence of a certain group of resources, both structural and functional, that make up the entire tourism potential, to create strategic goals that would be simple, measurable, achievable, relevant and time-bound, is not enough.

Adequate knowledge and experience is necessary to be able to consciously use these resources, so that the development of tourism is directed onto the "right track",

- It is important that the planned strategic actions take into account the use of not only existing resources but also the specificity of prevailing tourist demand, as well as the applicable development trends. Indeed, new original tourist products may turn out to be interesting, but their market success will be doomed to failure, if the recipient will be a narrow group of tourists,
- The specificity of the tourist potential of Łódź voivodeship makes functional resources much more important. Political, social and cultural conditions must be a support to develop tourism on the basis of structural resources, at the regional level, as well as locally.

3.3. Economic and social elements of the tourist potential of Łódź voivodeship

At this point, it is necessary to identify economically and socially important elements of the tourist potential of Łódź voivodeship. It should also be explained what are the economic and social elements of tourism potential. According to J. Kaczmarek, A. Stasiak and B. Włodarczyk (2010), the former include:

- all the facilities that allow beneficial (from the entrepreneur's point of view) allocation of capital in the tourism sector,
- elements of the economic calculation (stimulating the development of tourist traffic).

The social elements of tourist potential will be the behavior of the society along with their class affiliation, origin, social relations and identified identity.

A.E. Szczepanowski (2012) speaks in a similar tone and considers the views of J. Kaczmarek, A. Stasiak and B. Włodarczyk (2010) as a tourist potential and the division proposed by them as valuable. The author emphasizes that among functional resources, among others, economic and socio-demographic resources are distinguished. The first are understood as all kinds of facilities and conveniences created by state authorities at the central, regional and local level, which are designed to provide facilities for running tourist activities (support for fundraising, training, unification of promotions, lending, etc.). Socio-demographic determinants include, among others, such features as: people's openness, education, availability, existence of available human resources (SZCZEPANOWSKI 2012).

In contrast, A. Panasiuk (2010) looks at the potential of tourism from the point of view of economic elements, and according to him, in economic terms, tourism potential is natural, cultural, human resources, capital, location, financial, organizational and information resources that shape the possibility of creating tourist offer of the area (city, region, municipality) and directly focus on the size and structure of tourist traffic, and thus shape revenues from inbound tourism. This look may complement and refine the considerations presented earlier.

There is much less controversy in identifying the social elements of tourism potential. In this respect, most authors agree, complementing the original view on demographic issues also related to the issue of migration.

3.4. Unused elements of tourist potential of Łódź voivodeship

As part of the deliberations on local and regional development, it should be stated that tourism is still one of the greatest opportunities for building a competitive region. However, it is necessary to properly use the tourist potential that the region has. In this part of the article a group of potential elements will be presented, which is not used by the authorities at various levels: from municipalities to communes and ending with voivodeships. The identification was made on the basis of the entries in the following deliberately selected strategic documents:

- strategies for municipal development or tourism development in communes: Sulejów, Kutno, Łęczyca, Bełchatów,
- commune development strategies or tourism development strategies at the level of the communes: Bełchatów, Piotrków, Łęczyca and Kutno,
- Tourism development programme in the Łódź voivodeship for the years 2007-2020,
- Poland's marketing strategy in the tourism sector for the years 2012-2020.

Arranging the above-mentioned documents is also not accidental. In the first stage, the unused economic and social elements of tourism potential of selected municipalities of Łódź voivodeship were identified. The documents on the basis of which the operations were carried out are:

- Tourism and culture development strategy in the Sulejów municipality for the years 2007-2020,
- Tourist development program for the municipality of Bełchatów City for the years 2005-2013,
- Development strategy of the city of Kutno for 2006-2013,
- Development strategy of Łęczyca commune for 2008-2013,
- Commune strategy for solving social problems of Łęczyca commune for the years 2008-2013

The next step was to compare the records of the lower-level document with the documents of a higher level in the field of tourism development. In some communes there were documents devoted entirely to the issues of tourism development.

Below is a list of elements that have been analyzed in terms of tourism development records in a given commune:

- The development strategy of the Piotrków Trybunalski county until 2015,
- The development strategy of the Bełchatów county until 2015,
- The tourism development strategy for the municipalities Union of Municipalities of the Kutno Region and Kutno commune,
- The development strategy of the Łęczyca commune 2004-2014.

On this basis, it was possible to clarify the findings and compare them with the assessment of the development possibilities of the commune's tourism carried out, among others, in the SWOT analyses.

Subsequently, a comparison was made with the document developed at the level of the voivodeship: Tourism development programme in the Łódź voivodeship for the years 2007-2020. In this way, it was possible to check whether the documents from the lower levels (municipality and commune) are in line with the provisions made in the voivodeship document, and in particular whether the identified tourist potential elements at the lower levels (municipality, commune) which have not been used, are referred to in higher-level documents.

In the last stage, compliance and development directions of Poland's tourism were checked on the basis of a nationwide document: Poland's marketing strategy in the tourism sector for the years 2012-2020. In this way, it was possible to compare the previously collected material with the assumptions and identified weaknesses or threats when it comes to economic and social elements of tourism potential, which have not been used so far.

On the basis of the analysis of documents at the municipal level, the following unused elements of the economic potential were identified:

- The process of adaptation of the accommodation, catering and leisure offer to the needs of clients, which has been too slow, has been identified in all documents at the municipality and commune level. The existing accommodation base should be adapted to the changing needs of the client-tourist, which is described in Poland's marketing strategy in the tourism sector for the years 2012-2020. Under this item, the following components can be distinguished:
 - The need to adapt the accommodation to the growing requirements of clients for which they are willing to pay a higher price,
 - The need to differentiate catering facilities - in some places we have to deal with the accumulation of one type of facilities offering food, e.g. bars. There is no offer for clients who have other needs, such as confectioneries, cafes,
 - Too small number of facilities where you can eat regional dishes,

- A small number of SPA-type facilities offering the possibility of performing beauty treatments in specially prepared centers,
- Too small connection between the hotel, catering and agritourism industry with training companies, lack of specially prepared places where you can conduct training combined with active spending of free time.
- Lack of sufficient knowledge about obtaining additional sources of financing for businesses
 - this problem was indicated in all the analyzed documents.
 - Lack of training on obtaining funds,
 - Lack of cooperation and partnerships in the creation of applications for co-financing activities for business entities.
- Errors in the scope of promotion - both municipal and commune documents indicate an urgent need to improve the promotion process and communication with clients.
 - Lack of cooperation between various local government units in the field of promotion,
 - Difficulties in implementing the common promotional policy objectives at the voivodeship level,
 - The use of new technologies (website, applications for smartphones and tablets, promoting tourist attractions at the level of a single facility, as well as the municipality, commune, voivodeship),
 - No flagship products of the voivodeship.
- The necessity to improve the technical infrastructure - such demands are often found in documents at the regional level, which point out that one of the obstacles in the development of tourism is the difficult transport accessibility caused, among other things, by the poor condition of access roads. This is all the more important because, according to the national document, tourists are increasingly choosing shorter forms of recreation, but more frequent, including weekend tourism, when they travel by their own means of transport.
- Lack of educated human resources in tourism.
 - Insufficient number of qualified office employees,
 - Too small number of people with tourism education who work in enterprises dealing with tourist needs,
 - The high level of unemployment and seasonality means that people with education in tourism are forced to retrain or change their place of residence, choosing cities where they find a job.
- Ensuring an adequate level of security - municipalities pointed out that their weakness is the high percentage of common crimes such as theft, burglary, which in turn does not correspond to the needs of tourists who increasingly pay attention to security issues in the place where they intend to spend their days off.

- Low level of identity of the inhabitants of the region - the lack of awareness among young people results in the fact that they do not visit objects related to cultural heritage, which may later translate into a lack of a sense of belonging to a larger community through poorly created local identity.
 - Insufficient education at the regional level,
 - There are no places/tourist attractions to conduct interactive lessons combined with touring the region,
 - Unused potential in the field of handicrafts.

The above list has been formulated on the basis of an analysis of strategic documents carried out in selected local government units of Łódź voivodeship, which were confronted with the provisions of the Polish Marketing Strategy in the tourism sector for the years 2012-2020. In this way, a list of tourist potential elements was obtained, which are not used adequately in Łódź voivodeship.

It should be emphasized that the awareness of changes on the demand side is very important when it comes to tourism development. In the Tourism Development Program in Łódź voivodeship for the years 2007-2020, the authors draw attention to the necessity of conducting unified analyses at the municipality and commune level when it comes to researching tourism and tourist preferences. Thus, we can see the importance of cooperation between research institutions and local authorities. On this basis, research reports may be created, which are necessary in the process of creating the local development policy.

The development of tourism in the region can take place only if reliable analyses are carried out as regards the proposed tourist products, as well as their connection to the demand side - response to or creation of appropriate demand for a specific type of tourist attractions. Attractions cannot exist without tourists, and they in turn will not visit places that do not meet the basic needs in terms of transport accessibility, quality of hotel rooms, catering or safety. The identification of these resources may provide for effective promotion and the need to cooperate in the process of integrated management of tourist attractions.

3.5. Branded tourist products in Oppland

Oppland County is often called the "heart of Norway" mainly due to the fact that it is the only Norwegian district with no access to the sea and not bordering with another country. Oppland has 185 thousand residents and has an area of over 25,000 km². Over 80% of the area is located at an altitude exceeding 600 m above sea level. Mjøsa is here, the largest lake of Norway with an area of 365 km² and the highest peak of the country Galdhøpiggen with a height of 2469 m above sea level. The county is divided into 26 municipalities.

The largest cities in Oppland are Gjøvik (nearly 27,000 inhabitants) and Lillehammer (over 25,000 inhabitants). The landscape of the district is quite diverse. The south of Oppland is a typically agricultural region, while in the north the landscape is more mountainous (Oppland fylkeskommune).



Fig. 1: Mjøsa is the largest lake in Norway.

Author: K. Leśniewska.

3.5.1. Snowball

"Snowball" is one of the most important tourism-related projects carried out in Lillehammer. It brings together all the initiatives that aim to work on creating the Lillehammer brand as the most complete region for winter sports in Europe. All activities carried out under the project are aimed at increasing tourist traffic and cooperation of four sectors in the region, i.e. sport, culture, tourism and the media. The "Snowball" project is a joint initiative of the tourism industry, local government and private entities in order to strengthen the regional innovation system (Rapport Arrangementsutvikling, Lillehammer).

"Snowball" is a typical example of a cluster, i.e. "a geographic cluster of interconnected companies, specialized suppliers, service units, companies operating in related sectors and related institutions (e.g. universities, standardization entities and industry associations) in specific fields, competing amongst themselves but also cooperating with one another" (PORTER 2001: 15). The main goals of the "Snowball" project (Rapport Arrangementsutvikling):

- Lillehammer is to become the leading region in Europe for winter sports, through education, research and development, events,

- Lillehammer will be a region where tourists will travel 365 days a year,
- Increasing the attractiveness and profitability of the cluster's participants by becoming a leading center of innovation and economic development, tourism and sport.

As part of the "Snowball" project, five strategic areas have been distinguished, including marketing and sales, product development, sustainable development, creating a network. In addition, the goal was to increase the number of tourists visiting the region to 2 million in 2020, of which 2/3 will come from international markets (Lillehammer). As part of the "Snowball" project, a study on tourism traffic in Lillehammer was carried out in the summer of 2010 and in the winter of 2011. The research was supposed to show tourists' preferences, including the reasons why they came to Lillehammer (Lillehammer).

The strategy of building the Lillehammer brand is based primarily on the regional strategy of events, which defines the rules of organizing events to have the largest attendance. Thanks to "Snowball" it is possible to think about the implementation of national and international festivals. The strategy anticipates, among others, the increase of the number and attractiveness of organized events in the period when tourist traffic in Lillehammer is the lowest. In addition, it is important to develop brand products that would encourage tourists to stay longer. In connection with the creation of a pyramid of events (which is shown in the figure below), Lillehammer began to seek to organize a large international event of great rank. In 2016, the Youth Olympic Games (Rapport Arrangementsutvikling) will take place there.



Fig. 2: Pyramid of events in the Lillehammer region.

Source: Rapport Arrangementsutvikling.

The legacy that the Olympic Games left behind in 1994 is still visible in Lillehammer. This is seen by the variety of competitions within the framework of the World Cup which are still held here. This is also the reason for the fairly large disproportion between the number of events taking place here in the winter and summer. In connection with this, a number of activities have been undertaken to promote cycling tourism, hiking and trekking. The goal was to build strong products in individual cities (e.g. Hafjell) and to promote the region as attractive for cycling and hiking (Hafjell, Lillehammer, Rapport Arrangementsutvikling). In addition, the developers of "Snowball" aimed to encourage as many companies in the field of tourism and entertainment in the region to obtain the Eco-Lighthouse certificate, awarded to public and private eco-friendly enterprises (Eco-Lighthouse, Lillehammer). The creators of "Snowball" also made sure that the creation of the region's brand was based on film productions. For many years, Lillehammer has been associated in Norway as an attractive region for filming movies and creating film productions; there is a film department at Lillehammer University (Lillehammer). It is worth emphasizing the importance of tourist clusters in regional development. As the example of "Snowball" shows, it is possible to create an environment in which cooperation will be easier and where organizers of various events will not interfere with each other (e.g. overlapping dates of several important events in the region).

3.5.2. Maihaugen

Maihaugen ("my heaven" in Norwegian) in Lillehammer is a team of interconnected buildings, which include: an open-air museum, the Norwegian Olympic Museum, Norwegian Post Museum, Aulestad - Bjørnstjerne Bjørnson's house, Bjerkebak - Sigrid Undset's house, as well as a shop and a cafe (Visit Norway). Maihaugen is famous primarily for 200 old and new buildings, exhibitions, cafes, and many activities to encourage tourists to visit Oppland. The museum was founded by the dentist Anders Sandvig in 1887. Inspired by numerous journeys, he began to collect items related to the former agricultural culture. He believed that old Norwegian objects should not be allowed to disappear. With time, Sandvig noticed that everyday objects are as interesting as those related to agriculture. Next he started buying old buildings that he placed in his garden in the center of Lillehammer. The collection was transferred to Maihaugen in 1904 (Maihaugen).

The open-air museum presents the history of people living in the Gudbrandsdalen valley over the last 300 years. The exhibition was divided into 4 parts, i.e. the village, the city, the residential district and the landscape. In the part of the open-air ethnographic museum dedicated to the village there are, among others, wooden farms, a wooden church, a summer pasture and a sawmill. The exhibition about the city presents the lives of people in the interwar period. Old Lillehammer buildings stretch along the street, creating numerous courtyards. The residential district consists of seven single-family houses from different decades of the last century. In the "landscape" part you can see fields cultivated in the same way as it was done in the 1890s (Maihaugen Museum).



Fig. 3: The Maihaugen Open-Air Museum.
Author: K. Leśniewska.



Fig. 4: The complex of the Olympic ski jumps in Lillehammer.
Author: K. Leśniewska.

The Olympic Museum is the only museum in Northern Europe that shows the history of the Games since the Antiquity. It was opened in 1997 and consists of three sections, i.e. Ancient Greece, Modern Olympics and Lillehammer '94 (Maihaugen Museum). In the part devoted to ancient Greece, you can trace what the Olympic Games looked like then. The exhibition shows the rules prevailing during the games. The exhibition devoted to the modern Olympics shows the history of the games (both summer and winter) initiated by the Olympiad in Paris in 1894. The exhibition dedicated to Lillehammer shows both cultural events and the work of volunteers, decoration projects, as well as how individual events making up the "best winter Olympic games in history" were organized (Maihaugen).

The Norwegian Post Museum was founded in 1947 and it plays a huge role, especially for Norwegian philately. The exhibition aims to show how the Norwegians have managed to overcome numerous obstacles in the development of public postal services initiated in 1647 (Maihaugen).



Fig. 5: Museum of Norwegian Post.
Author: K. Leśniewska.

Aulestad is one of the best-preserved houses owned by Norwegian artists. In the years 1875-1910 it was inhabited by a laureate of the Nobel Prize, Bjørnstjerne Bjørnson, and his family. It was put to use as the Aulestad museum in 1935. The Nobel Prize winner became famous primarily for the fact that he is the author of the words of the Norwegian national anthem (Maihaugen, Visit Norway). Bjerkebæk is the home of the Nobel Prize winner Sigrid Undset, who lived here in the years 1919-1949. She created a unique residence with a wonderful garden. In Bjerkebæk, the author's most famous novels were written here. In 1928 she received the Nobel Prize in literature (Maihaugen, Visit Norway).

Maihaugen's main objective is to be a social institution, and the research that is carried out within the museum is to provide knowledge about changes in society. Maiheugen's vision is based on the slogan "our history your future" and being an attractive and creative museum (Maihaugen). The statute of Maihaugen states that the museum is a scientific institution that aims to collect, document and disseminate knowledge about the material and intangible cultural heritage, mainly in the post-Reformation period. Representatives of the museum are also committed to cooperate with the scientific community and other museums, both domestic and foreign. An important activity of the institution is also the publication of scientific and popular science articles and books. The dissemination of research results is also carried out through numerous Internet publications (Maihaugen). It is worth mentioning that Mainhaugen has an academic library with rich collections from various fields, including the history of culture, art history, architecture, transport or philately (Maihaugen). The example of The Maihaugen Museum shows how the cultural heritage of a region can be used. The multitude of exhibitions referring to the history and the most important events in the Oppland County makes it possible to bring it closer to both the inhabitants of the region and tourists who visit it willingly.

As the examples of Norwegian good practices cited above show, it is possible to launch projects that fully exploit the potential of a given region. Brand building should be based on the cooperation of local authorities, business and science. In addition, the focus on the product must, to a large extent, take place in cooperation in strategic areas. As Norwegian experience shows, it is also extremely important to carry out reliable research to improve existing initiatives.