

**REPORT ON COMMUNICATIONS
STRATEGY WORKSHOP**

**KUTNO, POLAND
JUNE 1997**

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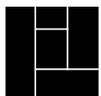


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REPORT ON COMMUNICATIONS STRATEGY WORKSHOP

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BACKGROUND

A Communications Strategy workshop for the Kutno Agro-Industrial Park was held at the Kutno City Office Conference Room on June 18, 1997. The workshop was funded by the United States Agency for International Development (USAID) as part of the Pilot Local Government Partnership Program (LGPP) being implemented by the Urban Institute Consortium (UIC) and the Kutno City Office. Kutno is one of the eight (8) partner cities participating in Pilot LGPP in Poland and is currently working on developing an economic development strategy.

The economic development strategy includes the development of a section of land located in an industrial area at Sklęczki into an Agro-Industrial Park. The Kutno Agro-Industrial Park (KPAP) includes the area of approximately 250 ha. of land, owned primarily by the City. The land is available for investors for business development. The imperative objective for the Park is to create jobs for the citizens of Kutno. The KPAP is the cornerstone of Kutno's economic development plan.

WORKSHOP OBJECTIVES

- Provide an overview of the current status of the Kutno Agro-Industrial Park.
- Brainstorm ideas on:
 - Potential target audiences
 - Potential messages
 - Potential ways to reach target audiences
- To explain KPAP to the citizens of Kutno.

The one-day workshop was attended by 40 participants who are managers of the City Office Departments, directors of public sector and local government units.

The Communication Strategy workshop held in the Kutno City Office Conference Hall was designed and facilitated by Kathleen Alison, Senior Management Consultant from Training Resources Group in Alexandria, Virginia, U.S.A. Hanna Ruszczuk, Deputy Director of the Citizens Democracy Corps, also participated in the workshop.

WORKSHOP AGENDA

- 10:00 Welcome / Introductions
Objectives of the Day
- 10:30 Overview of KPAP, Questions and Answers
- 11:45 Break
- 12:00 Small Group Discussions
- Task I: Brainstorm Potential Target Groups that Should Receive Information about KPAP
- Potentially Positive and Supportive
 - Potentially Negative and Concerned
- Brainstorm the Issues You Think Each Group Is Most Interested In
- 13:15 Lunch
- 14:00 Group Reports
- 14:45 Break
- 15:00 Small Group Discussions
- Task II: Brainstorm the Potential Messages that Target Audiences Should Receive about KPAP
- Brainstorm Potential Media that Could Be Used to Share Information about KPAP (Traditional and New)
- 16:00 Group Reports / Discussion
- 17:00 Workshop Evaluation
- 17:15 Wrap-up / Adjourn



GUIDELINES FOR WORKING TOGETHER

- Actively participate
- Value the opinions of others
- Keep comments short and focused on topic
- Stay positive / be creative
- Keep time - start and end on time
- Work hard and have fun

Following the agenda, Mayor Krzysztof Debich presented the history and the current status of KPAP. He also presented the current information about the investors interested in KPAP as the possible location for business. The Mayor reasoned why KPAP is important for the local community. He spoke about the high level of unemployment that shall be considerably reduced due to the investments in the KPAP.

The Mayor provided the following arguments:

- We are not the hub of the universe, there is a global competition.
- New investments is the only effective way to reduce unemployment.
- Common strategy for the economic development of the local community means, first of all, the development of Sklęczki.

TASK I

The participants were divided into four small groups to brainstorm:

- Potential target audiences that should receive information about KPAP.
- Brainstorm the issues each group is most interested in.

Each group was asked to:

- Select a leader to facilitate discussion
- Select recorder
- Discuss / brainstorm responses to questions
- Put results on flip-chart
- Be prepared to make a five-minute report

Group I**Target Audiences***Potentially Positive*

Business
 Schools
 Universities
 Unemployed
 Church Press (Opposition)
 Political Organizations
 NGOs NGOs
 Press
 Farmers
 Administration
 Companies
 Local Government
 Housing Cooperative "Pioneer"

Potentially Negative

Unaware
 Competition
 Political and Economic Opposition
 Ecologists
 Press
 Political Organizations
 Farmers from the Area of KPAP

Issues of Interest

- Localization, time frame for investments (KPAP)
- Costs invested by the City (what must be resigned of)
- Risk level
- Impact on the environment
- Will investors use the local potential man power
- Measurable advantages for the city
- Educational base capacity

Group II**Target Audiences***Potentially Positive*

Unemployed
 Employees
 Media Media
 Farmers
 Ecologists
 Teenagers
 Educational Groups
 Small and Medium Business

Potentially Negative

National Authorities
 Politicians
 Ecologists



City Office (Administration)
City Council Members
Church
Managing Units (Staff)
Political Organizations
NGOs
Business-supporting Organizations and Institutions
(Chamber of Commerce, RDA)
Banks
National and Provincial Administration

Issues of Interest to Potentially Positive Target Audiences

- New jobs
- Increased sales and payments
- Increased taxes
- Economic situation in general
- Promotion of the city
- Capital inflow
- Sales of agricultural goods
- New ecological techniques
- Training the unemployed new skills
- Banking activities
- Opportunities for the young

Issues of Interest to Potentially Negative Target Audiences

- Lack of experience
- Possible competition
- Insufficient information
- Funds
- Grounds for the investment
- Competition against other zones and parks
- Environment

Group III

Target Audiences

Potentially Positive

City Council Members
Farmers Interested in Selling the Land

Potentially Negative

City Council Members
Political Leaders

Agents (Brokers)	Mass Media
Small Manufacturers and Processing Plants	Competition
Farmers-Producers	Institutions, Offices (Bureaucracy)
Those Looking for Better Jobs and Salaries	Ecologists (Obsessed)
Unemployed	Mass Media
Pupils	
Political and Trade Unions Leaders	
Church	
Promotion Centers	
Institutions, Offices, Banks	
Ecologists	
Farmers Organizations	
National and Foreign Investors	

Issues of Interests to Target Audiences Potentially Positive

- Agro-industrial sector intensification
- Unemployment reduction
- Attractive jobs and salaries
- The commune income increase
- Spatial order
- Ecological balance
- Attracting electorate
- Development of the city
- Social problems solving

Issues of Interests to Target Audiences Potentially Negative

- Other vision on the development of the city
- Different political beliefs
- Anxiety about competitors
- Environmental pollution

Group IV

Target Audiences

- Teenagers
 - Still at school
 - Employed
 - Unemployed



- Professionally Engaged
 - Businessmen
 - Intellectuals
 - Public order services
 - Public sector businessmen
 - Local government and city council members
 - Politicians
 - Banks
 - Church
 - Farmers
 - Administration of justice

- Retired
 - Religious groups
 - Illiterates

- Unemployed
 - Skilled
 - Unskilled
 - Outcasts of the society

- Trade Unions and NGOs

TASK II

The participants, in the same four small groups, brainstormed:

- Potential messages that target audiences should receive about KPAP
- Potential media that could be used to share information about KPAP (traditional and new)

Each group was asked to:

- Select discussion leader
- Select recorder
- Brainstorm ideas
- Put ideas on the flip-chart
- Be prepared to make a five-minute report

Group I**Messages that Target Audiences Should Receive**

- Messages that all audiences should receive (idea, what, where, when)
- Measurable advantages for the city
- Employment of man power existing in Kutno

Target Audiences

- Teenagers
 - Opportunity to acquire skills and job
 - Arguments to remain in Kutno
- Press
 - Propagating the goal
 - Putting stress the opportunities
 - Information about first successful achievements
 - Give early information before negative attitudes are formed
- Political and Non-Governmental Organizations
 - Associate KPAP ideas with the political-social programs
- Business, Banks, Agricultural Manufacturers
 - Financial opportunities

Media that Could Be Used to Share Information about KPAP*Traditional*

Press
Radio
Television
Posters
Folders Slogan, Identity Mark
KPAP Mini-Model
Fliers
Meetings
Cooperation with Church

New

"AGROPARK" BAR
Gadgets
Stickers on Cars
Competition "How to Promote?"

Festival, Exhibition
"Days of Kutno" and Other Special Events
Drummer
Advertisements on Packages



■ "Dla rozwoju Kutna pomysł już gotowy - tworzymy kompleks agro-przemysłowy." A rhyming slogan which reads "The concept for Kutno development is ready - we are creating an agro-industrial center."

Group II

Messages that Target Audiences Should Receive

- Location
- Why invest?
- Infrastructure - existing / required
- Possible incentives for potential investors
- Number of new jobs anticipated
- Human resources
- Accessibility (network of highways)
- Raising the prestige of the city and the region
- Growth of the wealth of the citizens
- Time frame for the investments, cost estimate and fundraising methods

Media that Could Be Used to Share Information about KPAP

Traditional

Press
Radio
Television Fliers and Folders
Albums - Panorama of Companies
Press Conferences
Billboards (near the railway station,
A-2 highway, near KPAP land)
Participation in Investments Fairs
Passing Info Through the Existing
Cooperating Institutions

New

Internet
Presentation in CD-ROM
New Festivals
International Communications
Twin Cities
Financial Counselor Offices at Embassies
"Summer with the Radio" Promotion Program

Group III

Messages that Target Audiences Should Receive

- General Information, including:
 - Goal
 - Design for the project
 - Location (brief info about the city - labor market)

- Transport
- Good educational capacity
- Recreation in a sight-seeing area nearby
- Existing cooperation with foreign partners
- Investor
 - All available technical, financial and legal information (possible incentives)
- Citizens
 - New jobs (during the implementation stage and afterwards)
 - Opportunity for promotion
- Businessmen and Manufacturers
 - New offers
 - Opportunity for development

Media that Could Be Used to Share Info about KPAP

Traditional

Press
Radio, Television
Billboards
Fliers
Calendar
Internet
Info at the Fair Investicity (and Other)
Direct Mail
Souvenirs, Gifts

New

Song about KPAP
Picnic
Games and Competitions
Balloon Throwing Fliers

Group IV

Messages that Target Audiences Should Receive

- Teenagers
 - Future attractive jobs
 - Opportunity to continue education
 - Integration of families, own flats
 - Further intellectual development



- Professionally Engaged
 - Development of their own companies
 - Opportunity for easy investments at the location of KPAP
 - Opportunity to establish and develop services for potential investors (banks, insurance companies, transport services, restaurants, post office, telephone company, hotel etc.)
 - Opportunity to use formerly learned skills
 - Extension of the ready markets (farmers)
 - Warranty for environmental protection - clean air, soil and water

- Retired
 - Opportunity for additional job
 - Support from the family

- Unemployed
 - Opportunity for getting a job
 - Opportunity of learning new skills
 - Improvement of financial situation (opportunity of educating children)

Messages for the citizens of Kutno

- Opportunity for the growth of wealth
- Improved public security
- The development and improved appearance of the city (nice buildings, bicycle sideways, renovated monuments, repaired old roads and new ones to be built)
- Development of cultural centers
- Satisfaction from living in Kutno
- Kutno - friendly environment

Media that Could be Used to Share Information about KPAP

- Fliers handed with local and intercity bus tickets, railway tickets, at gas stations, attached to electricity and telephone bills
- Regular programs about KPAP development on the local and regional television and radio, press releases
- Quiz, competitions about KPAP in mass media
- Billboards on the main roads
- Ball pens, T-shirts, caps, notebooks, bottle openers etc. with "KPAP" inscriptions
- Billboard with a slogan "GOLDMINE" with a commercial on a screen showing a man digging the ground, saying "Invest in Kutno"
- Moving illuminated commercials

WRAP-UP

Priorities

- Goal
- Vision
- Cost estimate (what cost from the city will be involved)
- Job opportunities
- Location
- Accessibility
- Advantages for the city
- Early info out ahead of negative response
- Be ready to answer difficult questions
- Psychological aspects - breaking ground
- billboards - "Land for Investments" (before holidays)

EVALUATION OF THE WORKSHOP

- **What did you like best?**
 - Professional facilitation.
 - Food.
 - Nice atmosphere for work.
 - The way the workshop was conducted.
 - Right answers to questions and issues discussed.
 - Opportunity to present individual and group ideas (reaching consensus).
 - New approach towards KPAP.
 - Hard work and intensive intellectual effort owing to relaxed facilitation.
 - Flip-charts.
 - Small group discussions and satisfaction from the results.
 - Sharing ideas without justifying why I think that way.
 - Brainstorming that gave the opportunity of creating many ideas and allowed us to realize what kind of knowledge on KPAP promotion the participants had.
 - The way priorities were selected.
 - Modern design of the workshop, freedom to express ideas.
 - Unconventional way the workshop was facilitated.
 - Competent facilitator.
 - Design of the workshop.
 - Result of team work.
 - Gaining nearly complete information about KPAP problems during one meeting.
 - Interesting observations.
 - Easy way the information was passed and stimulation to think creatively.
 - Opportunity to freely express ideas.



- **What other questions about KPAP should be answered?**
 - Is it possible to determine first positive outcomes of KPAP to the nearest of one year?
 - Will unemployment in Kutno be reduced to a single figure, when?
 - When will the first investment be effected?
 - Costs estimate.
 - Are there any potential investors interested in KPAP?
 - Is there an investment plan?
 - Will the investors be able to start their activities only after the process of the purchase of the land from the owners has been completed?
 - What do national authorities think about our KPAP?
 - I have received a lot of info about KPAP I have not had so far.
 - What is the realistic date KPAP starts functioning?
 - What fundraising procedures shall be used to acquire funds for infrastructure?
 - End date for investments.
 - I have received sufficient info about KPAP.
 - Who will be the first investor?
 - What are the opportunities for funding KPAP promotion?
 - Is there a perspective for national authorities to support KPAP?
 - Is the land limited in size with no opportunities for further development?
 - I am interested in details on the KPAP territorial development - existing, non-existing.
 - Types and sizes of the investments - favorable / unfavorable.
 - When will a complex promotional program be put into effect - costs?
 - Note: certain investments may exclude other.
 - No question at this stage.
 - Can the City Office act as a co-investor in KPAP?
 - Are there funds for this investment?
 - When will the first investors enter the land, if any? This information should be used in promotion materials.
 - Who will pay for excluding the land from agricultural production, at what costs?
 - The workshop fulfilled my expectations to acquire complete info about KPAP.