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Type of case: Teaching case

Organization to be case-studied: The Wielkopolska – the region of Poland

Focus of case: presentation of strategic tools used for development of the region

Strategic management on the level of region based on Wielkopolska Region case study

Abstract:

Regional strategies became a very popular tool of national development of modern countries. It is obvious that the whole country is not the same when natural resources, human resources, tradition, knowledge, etc. are taken under consideration. Focusing on regional diversity brings more effective result than global directions. On the other hand, policy of democracy results delegation of central authority on the local government level and expectation of particular achievements. It is also a factor of regional strategies efficiency, because of responsibility of local government. In the paper authors presented, based on the Wielkopolska Region example, how to create local strategy, what methods, techniques and tools should be used and how to evaluate effects of its implementation. Of course, authors focused on development strategy. Apart from theoretical background, in the paper the real “Development Strategy of Wielkopolska Region until 2020” officially accepted and introduced in December 19th, 2005 by Marshal Office of the Wielkopolska was presented.

Key words: region, strategy, strategic goals, implementation, development

1. Theoretical background

Strategic management as one of the most important part of management science is commonly identified with companies. Although, some tools originally created for strategic management have been transferred to other fields as very useful techniques of specific problems solution. The most significant example could be SWOT analysis, that is popular in many other domains, i.e. human resource management. But, apart from partial implementation of strategic management knowledge to different disciplines, other tendency can be observed. Strategic management became popular as country and regions development background. Policy and ideas of building stronger countries have been supported by professional planning, implementation and control. So, following that point of view, it is very important to understand both theory of region and strategic management.

1.1 Theories of regions

The word *region* comes from Latin words *regio*, *regionis* that mean country, neighbourhood. It is commonly used in everyday life, economy, policy, management, administration and cognitive sense, that is why it has different meanings. Styk J. [14] explained that definition of a region is related with context of a sentence or presentation, i.e. politician understands region as administrative division, country or a unit of local government. A little bit different meaning could be presented by a businessman, a lawyer, a teacher, a farmer, etc. Apart from that definition of region depends on scientific discipline that is analysing phenomenon of region; so, there are separate concepts of region in geographical science, economics, applied science, social science, etc.

Elżanowski, Maciołek, Przybysz [15] based on administrative perspective defined region as the highest union of territorial organization in particular country regardless to its legal regime / system, characterised by substantial area, population, with homogenous economical, social, and cultural features, and institutions awarded to carry economic, social and cultural policy according to region's needs. Territorial unions can be called differently, i.e. province, voivodeship, autonomous community, etc. Additionally, according to definition established by EU [23;5] the limits of regions are usually based on natural boundaries (such as rivers, mountains and coastlines), historical boundaries and/or administrative boundaries (that may be more or less arbitrary), some of which may coincide.

There are four types of regions, having regard to the legal status and tasks of the regional institutions [16]:

- administrative region - an area of de-concentration selected features of the public administration, carried out by governmental territorial institutions;
- local government region – a form of decentralization of state administration; regions are territorial units in which there is local government;
- autonomous region - a form of decentralization of state legislative and administrative activities, the assumption is not infringing the unity of the State;
- federal region - component of the federal authorities.

Territorial organization structure for European countries is now strongly differentiated. For this state of affairs represents institutional factors and historical traditions. The European Union is not seeking the unification of these structures, treating the internal organisation of member countries as an autonomous sphere of competence of their authorities. Nevertheless, structural policy of the European Union, and in particular the regional aspect of this policy requires achieving comparability of statistical data collected in member countries. These just need to have decided to establish the NUTS (Nomenclature of Territorial Units for Statistics). Standard for geocoding in the NUTS was expanded in 1988 and in May 2004, NUTS include ten new countries, such as Poland. Breakdown NUTS do not always correspond to the administrative division of the country and the main purpose of classification is to solve the problem of the diversity of administrative boundaries of EU member countries, which makes the collection and comparison of statistical data in space and time.

In order to consolidate the system for the collection and aggregation of data on the socio-economic situation of the individual areas have a categorization of regions in EU member countries according to the simple criterion volume-on the regions of large, medium and small-respectively: level NUTS 1, level NUTS 2 and level NUTS 3. In addition to these mutually interrelated levels of regional, national level is emphasized also in NUTS 0, which reflects the administrative borders of the EU States and the two levels of local-NUTS 4 and NUTS 5 (Local Administrative Units) [17]. Based on average population size of the regions EU define NUTS as presented in Table 1. In Poland following NUTS levels have been defined:

- NUTS 0 – country (classifying EU countries),
- NUTS 1 – makroregions (assembling voivodeships - 6),
- NUTS 2 – regiony (separate voivodeships - 16),
- NUTS 3 – subregions (assembling few districts - 66),
- NUTS 4 – districts and cities with the status of districts - 379),

- NUTS 5 – communities – 2479.

Table 1 Average population size for regions

NUTS level	Population size	
	Minimum	Maximum
1	3 milion	7 milion
2	800 000	3 milion
3	150 000	800 000

Source: *Regions of the European Union. A statistical portrait*, 2009 edition, Eurostat, European Communities, p.6

Figure 1 NUTS 1 in Poland



Figure 2 NUTS 2 in Poland



Source: <http://www.stat.gov.pl>, June 12th, 2011

Poland shall also apply to internal divisions, which in the past dozen years was changed several times. Present a brand-new tri-parishes in force since early 1999, and is as follows [24]:

- I level – 16 voivodeships / provinces – related to NUTS 2
- II level – 379 districts – related to NUTS 4
- III level – 2479 communities – related to NUTS 5

In 1999, an administrative reform has been done and the number of provinces (voivodeships) has been reduced from 49 to 16. One of the main objectives of the changes was to enable the newly-formed Polish regions on effective competition with regions of the European Union. Data taken on the basis of the NUTS classification shall be used for the preparation of regional socio-economic analysis [17]:

- Level NUTS 1 is considered adequate to analyze the regional problems of the Community in total,
- Level NUTS 2 allow the inclusion of socio-economic issues in the relation of the region and the country,
- Units of NUTS 3 are used to carry out research for the implementation of the different instruments of EU regional policy.

Table 2 Number of regions in EU, candidate countries and EFTA

Countries	NUTS 1	NUTS 2	NUTS 3
EU members	97	271	1303
Poland	6	16	66
Candidate countries	16	32	113
EFTA countries	3	15	46

Source: *Eurostat*

Creation and modification of the NUTS classification is in each country in consultation and agreement, but based on several fundamental principles as follows [17]:

- the NUTS nomenclature takes into account existing administrative divisions in the Member States, so called regions of normative areas. The boundaries of the regions of this type are designated in accordance with the powers assigned to it by regional and local authorities. Member States differ considerably in terms of solutions in this area. Normative regions characteristic is that their boundaries shall take into account the demographic determinants (e.g. language, ethnic origin), geographical conditions (climate, landscape-rivers, mountains) and historic. Normative regions are so clearly defined, widely known and relatively stable. Provide an adequate level for the collection, processing and dissemination of statistical data in the system of national statistics. Therefore, in determining the NUTS thoroughly analyze the administrative structure of the country and the availability of statistics in the regional section;
- NUTS units at regional level do not include the areas of "special". The following shall be excluded in determining the NUTS so the geographical areas, characteristic only for certain types of activity (e.g., urban, mining zones typically, agricultural). Highlight specific areas such as units of NUTS could indeed lead to a lack of comparability of statistics and not adequate assessment of the economic and social phenomena;
- Hierarchy (segmentation) of the NUTS classification means that the type of NUTS 1 regions consist of a number of units of the NUTS 2 level, and they in turn-of a number of units NUTS 3, and so on. Creation of such a scheme was not, contrary to popular belief,

an easy process. Most Member countries do not have educated the administrative structure at all levels in the NUTS classification. Therefore, in order to ensure comparable grid of NUTS in the European Union level in the hierarchy was supplemented artificially, by grouping smaller administrative units. So it must be remembered that such units NUTS do not always coincide with the administrative map and serve only the aims of regional statistics. For example, in Germany filled the gap between the level of NUTS 3: Kreise and level NUTS 1: Länder through the introduction of Regierungsbezierks at NUTS 2 level. Countries such as France, Greece, Spain and Italy, have introduced "non-administrative regions" at NUTS 1, Germany and the United Kingdom-NUTS level 2, and Belgium and Portugal-NUTS level 3. Austria, as the sole member of the EU has until two "artificial" levels in the NUTS: NUTS 1 and NUTS 3;

- NUTS units at local level - NUTS 4 and NUTS 5 - are defined in a "downward" (bottom-up), which means that on the basis of smaller units, larger were created. The smallest functional unit of NUTS 5 areas form a NUTS 4. Given that the NUTS on the nature of the local areas shall not be used for statistical purposes in the EU as widely as regional units NUTS, only some Member States have decided to introduce five-levels NUTS classification. As far as NUTS level 5 (the equivalent of the communities) are shared by all Member countries, the NUTS level 4 exist only in Finland, Greece, Ireland, Luxembourg, Portugal and UK. Units of this type are mainly used for research for national statistics (e.g. research development disparities within individual regions) and for the use of policies at Community level in relation to local areas having specific characteristics (e.g. mountain areas, problematic agricultural areas or urban areas).

Based on Łaźniewskam Górecki, Chmielewski [18;13] most of the early theory of regional economic development was the neo-classical of economic theory, spatial extensions of international trade and the national economic development. They underlined, that with time differences in the price of labour and other factors will decline between the regions and show a trend towards convergence. Żywicki [19] suggested that regional development theories have their beginning in economics, economic development, whose main task is to search for optimal ways to handle backward countries to the level of countries with a developed economy. It is important that the country's backward can do this quickly and with minimal social costs, although they differ both in size and quality of human and material resources. Overview of the most important concept is a good idea to start with regional development theory of the export base. This model, developed in the 1950s by Charles Tiebouta and the Douglassa North assumes that external demand for goods produced in the region is a major

factor to stimulate economic growth. At the same time, the regions do not necessarily need industrialization to export growth because the region may consist of goods produced, goods services or agricultural products. The role of public authorities is primarily attracting investors producing for export. The Model is rather short than long term.

Another theory, known as the neo-classical exogenous growth theory [20] assumes that economic growth is the result of the impact of the following factors: an increase in the number of working capital, growth investments and the scientific and technical progress. According to this theory, if the low country or region will acquire on appropriately large investment effort, it will produce a rapid increase in GDP. It should be here, so called real convergence: poor countries will grow faster than rich countries. This happens because in the regions of poor work is cheap, and the capital of the relatively expensive because it is a little (poor regions have low incomes, and thus small savings). When the capital is unlikely to benefit from the use of the marginal product is high. So the investment in the poorer region is greater than the return of the rich region, where the capital is relatively cheap and is it a lot. Encourages the flow of capital from poorer to richer regions, and this leads to a faster pace of growth in poor regions.

At the beginning of the 1990s of the 20th century due to lack of efficacy of earlier theories in explaining the development of the region appeared two new concepts: the theory of endogenous growth and the new economic geography. Endogenous growth theory explained the phenomenon of rapidly developing, then the richest economy in the world, the United States, in relation to the relatively slow-growing poor African countries. This Model is based on three assumptions [20]:

- progress of technical-organizational chart is not exogenous. The pace of technological development is affected by: politics of the State, market competition and a high capital market development, which promotes innovative forms of financing for risky investments;
- rather than on the number of workers must be put on human capital, which requires investment. Employees are not themselves equally and their efficiency determines health, experience, education, ability to adapt to new technologies;
- human capital and physical can be used more or less effectively. If people do not have the proper motivation, costly investments may be wasted.

In the concept that economic growth is determined by investing in the development of factors of production and by the "learning" ways of effective use of these agents. In this situation, the real convergence cannot be guaranteed. Poor region, which does not invest i.e. in human capital can grow more slowly than the other, richer regions.

The theory of the new economic geography (NEG) was created by Paul Krugman [21], which for its development was honored with the 2008 Alfred Nobel Prize in economics. NEG models to explain the streams of trade and specialization and increasing economies of scale, identify the positive aspects of external as well as an imperfect competition as decisive plasmid. Łaźniewska, Górecki and Chmielewski [18;31] underlined that Krugman assumes that you pay attention to internal factors of economic growth, on what is accumulated in a given region, and not solely rely on imported resources, capital, labour and technology. Stresses also the importance of market size for agglomerations. He created his own concept of the effect of the home market (home market effect) whereby large market arises through merger activities, and this in turn causes further its growth. With the cooperation of the market and the agglomeration is increasing market access, including the international market, because only large benefits from the agglomeration of firms and sectors. Krugman also assumes that under monopolistic competition, dominant in the international market, about the size and structure of trade, in addition to the costs of trade principally motivated by the increasing income scale. Therefore, the production is focused in the vicinity of the largest market in which there are low cost commercial and economies of scale. As a result, the region with a large home market become net exporters of such products and services to which it is the demand on the domestic market and the import goods for which the demand is less. Large markets typically arise when [22;81]:

- removes obstacles and trade,
- creates a free trade zone,
- opens up access to the markets,
- develop growth stimulate international trade.

The best conditions to self-perpetuating concentration of economic meet agglomerations. The theory implies the possibility of, and even deepening interregional differences, which stems from the tendency to accumulate growth factors in the most developed regions of Metropolitan.

1.2 Strategic context of regions development

Different authors presented their opinions about strategic management agreed only in one point, that strategy is a specific kind of plan, so as a consequence strategic management is a type of management focused on strategy formulation and implementation. Coming to details we can find a lot of definitions, models, classifications, etc. Ghemawat [3;2] analyzed history of strategic management and pointed that strategy is a term created in the ancient Greeks, but

it was adapted to business context during Second Industrial Revolution, which begun in the second half of the nineteenth century and it developed rapidly as a science in the twentieth century.

According to overview of strategic management definitions prepared by Lynch [6;2-13] contemporary definitions of strategic management refers to three elements: relations between organization and its environment, goals of organization as answer for environmental and internal analysis, consequent implementation and control of results. Certo and Peter [1;5] defined strategic management *as a continuous, interactive process aimed at keeping an organization as a whole appropriately matched to its environment*. Adapting above explanations to reality of regions it can be stated that strategy of region takes under consideration: environment of the region, goals of region possible to achieve based on internal and external assets, way of implementation of this strategy and final result.

Similar opinion about strategic management was represented by Johnson, Scholes and Whittington [5;3]. They defined it as *direction and scope of an organization over long term, which achieves advantages in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectation*. Referring their definition, the key analysis in strategic process should be stakeholders analysis. Stakeholders meant as *those individuals or groups who depend on the organization to fulfill their own goals and on whom, in turn, the organization depends* [4;179].

A lot of specialists and authors do not recommend general definition of strategy. According to Sharplin [7;6-8] strategy as a plan should be prepared for particular levels of business that are: corporate-level (concerning organization in total), strategic business unit (SBU)-level (relating to a part of organization treated separately from strategic management purposes) and functional-level (relatively narrow areas of activity but important to the total organization).

DeWitt and Meyer [2] suggested that there is no the only one definition of strategy, and never should be, because of wide meaning of this phenomenon. They prefer to present strategy by three dimensions: process (ways of strategic thinking and formulation of strategy), content (levels on which strategy is created, it means business, corporate and network levels) and context (space and circumstances, so it covers industry, organization or international range). Based on their theory, strategy of region should be placed on network level with both domestic (regional and national) and international context. Involving, affecting and depending on all entities of the region (organizations, citizens, etc.), strategy of the region is a typical example of network related strategy. But context of the region strategy is not so obvious.

From one perspective, it could be called national because development of a region is an element of development of particular country. On the other hand, as part of their strategies regions can establish cooperation with regions from different countries, and this policy can be their key success factor, so they create international network of cooperation of regions.

So, it can be concluded that strategic management, for sure, it is a process. Like previously, different authors describe this process in different ways. Certo and Peter [1;10] divided it into five steps: environmental analysis (internal and external), establishing organizational direction (mission and objectives), strategy formulation, strategy implementation and strategic control. Ghemawat [3;6] following Andrew's Strategy Framework listed such elements of strategic process as: environmental conditions and trends (analysis of economic, technical, physical, political, social, community, national and world factors), distinctive competence of a company (financial, managerial, functional and organizational capabilities, reputation, history), external opportunities and risks, corporate resources, consideration of all combinations of external and internal factors, evaluation to determine best match of opportunity and resources, choice making of products and markets (economic strategy). Sharplin [7;9] divided the whole process into three main areas/stages: environmental analysis (constant during the process, focused on the economic facet, the political facet, the social facet and technological facet), formulation phase (consisted of: mission determination, organization/environment assessment, objective or direction setting, strategy determination) and implementation phase (consisted of: strategic activation, strategic evaluation and strategic control). DeWitt and Meyer [2;7] represented more philosophical perspective and stated that strategic management process starts from strategic thinking of strategist. Next step is strategy formation and strategic change of the organization. Additionally, they divided strategy formation activities into four groups [2;106]: identifying (mission setting, agenda setting), diagnosing (external assessment, internal assessment), conceiving (option generation, option selection), realizing (action taking, performance control). Authors of the paper preparing strategy use following scheme of strategic process: stakeholders identification; mission and vision formulation; strategic goals establishing, strategic diagnosis (external and internal), strategic positioning, strategic alternatives generating, strategy selection, implementation and strategic control.

But, apart from different definitions, the core of strategic management as a process is that it is a cycle, so it should never ends. After implementation of the particular strategy managers must still analyze environment and internal situation of the company.

Another thing is, that in most cases the strategy is formulated as a document, often with top secret status. One of the most important problem of strategic management is that accepted document of the strategy is treated like a unchangeable guide. Both authors of strategy and mangers do not want to update it, because of many reasons, i.e. laziness, political background, financial costs of new analysis and changes, etc. Such behavior is the main enemy of strategic management efficiency.

2. Wielkopolska Region – environmental analysis

The Wielkopolska Region [8] is one of the largest regions in Poland. In the terms of area (29,825 sq. km) it is the second largest in the country, and the third most densely populated (3,355 thousand). Almost 58% of the Province's inhabitants live in cities and towns. The second largest urban area of Kalisz and Ostrów is located in the southern part of the region and has a population of nearly 200 thousand. Other major cities of the region include the following: Kalisz, Konin, Piła, Ostrów Wielkopolski, Gniezno i Leszno. The Wielkopolska is conveniently situated at the junction of major European communication routes. It is at the crossroads of a major route from Berlin through Poznań, to Konin and Warsaw and on to Moscow, and from Prague through Leszno and Poznań to the Baltic Sea. Poznań Ławica airport operates both domestic and international flights. From tourism perspective the Wielkopolska is also very attractive because of varied landscape (ideal for for active leisure), local forests and lakes, hills, natural landscape parks (walking routes, bicycle trails), many enchanting historic mansions, palaces and residences and historical monuments (in Poznań, Gniezno, Kalisz, etc.). The Wielkopolska is located in the lowland river basin of three rivers: the Warta, Noteć and Prosna. The Wielkopolska Province boasts various sites connected with the cultural heritage of the country; the Polish statehood was born here after all.

Based on the European Union evaluation of the Wielkopolska labour market [9] the region is characterised by one of the lowest levels of unemployment in Poland. The registered unemployment rate in the the Wielkopolska Region is 10.1% (end-March 2010 data). The professional activity coefficient is 56.2%. The employment rate stands at 51.4%, and the

unemployment rate according to BAEL1 is 8.6%. The largest employers in the region include: Jeronimo Martins Dystrybucja SA (cigarettes), Volkswagen Poznań Sp. z o.o. (cars), Grupa Enea SA (energy), Grupa Eurocash SA (trade), GK Kompania Piwowarska SA (beer), GK GlaxoSmithKline Pharmaceuticals SA (pharmaceutical market), Philips Lighting Poland SA, Grupa Muszkieterów (trade), Selgros Sp. z o.o. (trade) and GK PBG SA. (finance).

Foreign investors (more than 5,000 foreign capital companies are operating in the region) prefer the trade and services industries (IT and finance-accounting services) and industrial productivity (the motor industry, foodstuffs and pharmaceuticals). EU prediction [9] for demand on the labour market goes to conclusions that in the nearest future in the Wielkopolska following groups of professions would be necessary: unskilled employees in trade and services, employees belonging to the remaining specialisations, office workers, shop assistants, auxiliary workers in the manufacturing industry, miners and construction workers, other industrial workers and craftsmen, personal services and security officers, machining operators, vehicle drivers and operators.

Summarized analysis of the Region has been done by authors of the *Development Strategy of the Wielkopolska Region by 2020*. [10]

Table 3 SWOT analysis of the Wielkopolska Region

STRENGTHS	WEAKNESSES
LOCATION/SPACE	
<ul style="list-style-type: none"> • favourable location in the European area • location of the region's central part in the zone of highest growth, on the axis west – east • well educated, multi-functional Poznań agglomeration • attractive areas for investments • well developed settlement network • potential of sub-regional centres • rich cultural, material and intangible heritage 	<ul style="list-style-type: none"> • large longitudinal extent as a potential source of marginalisation of northern and southern end of the region • limited influence of the Poznań agglomeration on the rest of the region • too few appropriately prepared investment areas • lack of part of spatial development plans • increasing disproportions between the Poznań agglomeration and the rest of the region • poor condition of the infrastructure in rural areas
NATURAL ENVIRONMENT	
<ul style="list-style-type: none"> • high percentage of areas with low level of environment's degradation • high percentage of protected areas • environmental potential as a base for tourism 	<ul style="list-style-type: none"> • poor condition of infrastructure protecting the environment • unused natural resources • places with degraded environment

^{1/} BAEL - Badanie Aktywności Ekonomicznej Ludności (LFS - Labour Force Survey) – basic source of information about situation on the labour market; methodology of survey comes from International Organization of Labour and EUROSTAT

<ul style="list-style-type: none"> • good condition of agricultural areas • economic and tourism potential of forests • decrease in emission of pollution 	<ul style="list-style-type: none"> • not enough water resources • low forestation rate • progressing chemisation of the environment • worsening condition of cultural assets
HUMAN RESOURCES	
<ul style="list-style-type: none"> • high activity of inhabitants and NGOs • good education and academic base • surplus of well educated workforce • large number of students 	<ul style="list-style-type: none"> • low level of education • high rate of unemployment • unsatisfactory education offer not adjusted to needs • numerous groups at risk of exclusion • limited access to infrastructure of the information society • economic barriers of access to education
ECONOMY	
<ul style="list-style-type: none"> • high rate of self-governments' expenditures on development objectives • diverse and dynamic economy • large production potential • large potential and activity of the small and medium enterprises • large share of foreign capital investment • vast arable acreage • productivity of farms above average • good base of resources and food processing potential • high qualifications of labour force • large research potential 	<ul style="list-style-type: none"> • low GDP rate, especially outside the Poznań agglomeration, • low growth pace of GDP • disproportions of the economy's efficiency inside the region • disproportions of self-governments' income • small share of high-tech sectors and innovative companies • low rate of networks and cooperation between science and economy • unsatisfactory business-related offer • poor sanitation of some farms and processing companies • disproportions of activities and economic development on the territory of the region
INFRASTRUCTURE	
<ul style="list-style-type: none"> • main junction of the transport infrastructure west – east (A2 motorway and railway route E20) • Poznań-Ławica airport • Poznań International Fair • development of logistics infrastructure • arrangement of water routes contributing to development of river transport 	<ul style="list-style-type: none"> • decapitalisation of a part of the infrastructure • expenditures on reconstruction preventing decapitalisation • disproportions in the infrastructure location • unsatisfactory development of public transport • unsatisfactory social infrastructure • barriers for the disabled • unsatisfactory development of the infrastructure of information society • unfavourable hydrology conditions of main rivers inhibiting development of river transport

Source: Development Strategy of the Wielkopolska Region by 2020, p.28-30

3. Development Strategy of Wielkopolska Region until 2020

According to authors' research there are few main strategies for Wielkopolska Region. One of the earliest strategy established in contemporary history of the region was *The Regional Innovation Strategy* adopted by Regional Parliament in March 2004. The Strategic goals formulated in the Strategy were [11]:

1. Integration of social and economic actors for enhancing innovation
2. Increase of the ability of companies to introduce innovation
3. The use of the research potential of Wielkopolska in order to increase the competitiveness of the economy

4. Building of modern innovation infrastructure

The most important one is *Development Strategy of the Wielkopolska Region by 2020* [10] accepted and introduced by Wielkopolska Regional Parliament in December 19th, 2005. Based on the vision described in the document, the Wielkopolska Region will be innovative and developed part of Poland because of synergy effect of three main determinants: the European integration, globalisation of the economy and society and possible changes in the model of the state's operation towards its decentralization. Relating to vision, mission of the region was established as follows [10;49]: *Concentration of all public entities operating to increase the region's competitiveness and improve the inhabitants' living standards; Achievement of the synergy effect through the creation of a coherent approach towards public funding.* Consequently to general strategic directions, four strategic goals have been established (Table 2). Of course each of strategic goals was divided into operational goals and additionally described in the language of particular tasks.

Table 4 Strategic objectives for the Wielkopolska Region

Strategic objectives	Operational objectives
Adaptation of the space to challenges of the 21st century	1.1. Improvement of the condition of the environment and reasonable management of environmental resources 1.2. Increase of transport cohesion and its network 1.3. Growth of importance and preservation of the cultural heritage 1.4. Improvement of quality of the agricultural production space 1.5. Preparation and rational use of areas for investments 1.6. Strengthening region-forming functions of the Poznań agglomeration as a metropolitan centre of European importance 1.7. Multi-functional development of sub-regional and local centres 1.8. Restructuring areas with inappropriate development potential
Increasing efficiency of using the region's development potential	2.1. Strengthening farms and food industry. 2.2. Increasing companies' competitiveness 2.3. Increasing the share of science and research in development of the region 2.4. Increasing the share of tourism services and recreation in the region's economy
Improvement of the inhabitants' qualifications and promotion of employment	3.1. Reduction of barriers in access to education 3.2. Improvement of quality of education forms and their diversity 3.3. Development of entrepreneurship and promotion of self-employment 3.4. Improvement of organisation of the labour market
Growth of social cohesion and security	4.1. Improvement of demographic situation and the inhabitants' health 4.2. Improvement of housing conditions 4.3. Development of social welfare services 4.4. Improvement of security 4.5 Reduction of pathology and social exclusion 4.6. Building social capital for the civil society 4.7. Increasing the share of sport and recreation in lives of the region's inhabitants

Source: *Development Strategy of the Wielkopolska Region by 2020*, p.51-54

Apart from general strategies for the Region as whole, there are few more strategies dedicated to particular areas of activity, i.e. *Development Strategy of Tourism in Wielkopolska Region* [12], *e-Wielkopolska. Strategy of building and development of information society in Wielkopolska Region* [13], etc.

4. Conclusions

Regionalization as the direction of the development of Poland based on the implementation of the strategy of the individual regions is very effective. Competition within the State promotes its development. The responsibility of local authorities for the effective implementation of the strategy for continuous improvement, according to the region, which is an example of the Wielkopolska Region.

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Teaching notes:

With a view to the acquisition by the student's knowledge and skills related to the use of methods and techniques of strategic management, primarily to carry out the discussion on the following topics: is the regionalization of the country in the student's country; if a student believes that regionalization has been shown in his country and the region. In addition, as the practice practical strategic analysis is recommended, to selected regions and propose strategies for its development.