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**THE CRITERIA, INSTRUMENTS,
AND DETERMINANTS
OF INVESTMENT ATTRACTIVENESS
OF SILESIA – EXPERTS' OPINIONS**

Introduction

Nowadays, a number of studies are being carried out to assess the attractiveness of individual regions and countries for foreign investors. However, there are not enough publications presenting the information about the investment attractiveness of the Silesian voivodship in a comprehensive way. Therefore, it has appeared necessary to complete the information gap in this field and that constitutes the main objective of the research.

The research results could provide a source of information for managers who need to make decisions connected with their international business growth and expanding their activities into Silesia. They could also form a basis for formulating the recommendations for local government units on how to increase the competitiveness of this area, with the view of attracting foreign investors.

1. Literature overview

The research projects focusing on foreign direct investment flows into specific areas and region investment attractiveness are conducted both by academics and the world leading consulting companies. UNCTAD* is an institution which deals with incentives for investors and foreign investment inflows into different world markets. The research carried out by Polish Information and Foreign Investment Agency [PAIiIZ, 2010], The Gdańsk Institute for Market Economics [IBNGR, 2009, 2008, 2007], Institute for Market, Consumption and Business Cycles Research [IBRKK, 2009] is worth considering.

The Polish publications presenting the issues of investment attractiveness include a book entitled “Poland’s Investment Attractiveness” [Stawicka, 2007] and a collective publication – “Investment Attractiveness of Polish Regions” [Godlewska-Majkowska (ed.), 2008]. Apart from that, some problems connected with investment attractiveness are addressed in the publication entitled “Investment Attractiveness of a Region”.

The issues of investment attractiveness are also raised by consulting companies [Ernst & Young 2009, 2008, 2007, 2006; KPMG, 2009b; A.T. Kearney, 2009, 2007a]. Consulting companies also try to identify the attractiveness of European cities and certain regions for investment projects related to service industry and retailing [Roland Berger, 2009; A.T. Kearney 2007b, 2006]. Consulting companies, such as PriceWaterhouseCoopers, are interested in the attractiveness of the Central and Eastern European market.

* Every year, this organisation releases “World Investment Report”, presenting the global trends connected with foreign direct investment flows and transnational corporations.

In Poland, the most popular definition of investment attractiveness was proposed by The Gdańsk Institute for Market Economics (iBNGR). Since 2005, their employees have published annual reports entitled “The Investment Attractiveness of Voivodships and Regions of Poland”. According to the authors of the reports, investment attractiveness is understood as a set of incentives for investment i.e. offering wide-ranging benefits that may be obtained when conducting business activities in certain areas. They result from the specific features of the area where a given economic activity is being developed. These benefits are defined as location factors. This is a category which has an essential impact on the decision making process related to business activity locations. From this perspective, the region which is attractive for investors is the one that makes the best location for foreign direct investments. Hence, it may be concluded that investment attractiveness has a real character and is reflected in investors’ decisions about transferring their capital.

According to H. Godlewska-Majkowska, when identifying a set of possible locations for investments, it is vital to examine the potential investment attractiveness of a region. This attractiveness is defined as a combination of benefits, which are offered by the locations, may be obtained when conducting business operations there and result from the specific features of an area where the operations are to take place. Such benefits are referred to as location factors [Godlewska-Majkowska (ed.), 2008].

A report entitled “Reinventing European Growth. Ernst&Young’s 2009 European Attractiveness Survey”, in turn, defines the perceived investment attractiveness as a combination of an image of a given area and investors’ confidence.

L. Kupiec [2005], when analysing the term “attractiveness”, claims that it means possessing such attributes which appeal, attract and arouse interest due to their uniqueness and exceptionality. These are unique selling propositions, as well as other local or regional conditions of natural, economic or social character. Attractiveness is thus a passive notion, but it can be turned into an active one when we start using it to stimulate the environment. It is a factor that can attract and encourage various business activities. It enables different forms of cooperation and implementation of all innovations. The author compares attractiveness with a notion of competitiveness, which involves rivalry, competition and winning or even fighting against an economic entity that operates in a similar area of business. Competitiveness, unlike attractiveness, is active and sometimes resembles a fight. It is, therefore, possible to state that we can compete on our attractiveness.

The article's author adopt three meanings of investment attractiveness of the region: real, potential, and perceived. The direct research were conducted based on the definition of perceived investment attractiveness and present the experts opinions about this phenomena.

2. Research methodics

Both theoretical and empirical information sources were used in the research on the investment attractiveness of the Silesian voivodship.

The theoretical sources used in the research on investment attractiveness of the Silesian voivodship include the books on investment attractiveness and competitiveness of regions, direct foreign investment and destination marketing, as well as the methodology for conducting market and marketing research and multi-dimensional comparable analyses. A valuable secondary source of information were the reports on the studies conducted so far, e.g. the ones into investment attractiveness of regions, as well as rankings of most attractive towns, created by academics and leading consulting companies.

Some secondary sources of information were used in order to assess the real attractiveness and potential investment attractiveness of the Silesian voivodship. These were, first of all, the regional databank of the Central Statistical Office (GUS), the data from the Polish Information and Foreign Investment Agency and the data kept by the managerial authorities of the special economic zones. In addition, the information from the Marshall Office of the Silesian Voivodship, the Upper-Silesian Metropolitan Association, the Katowice City Hall and the Katowice Special Economic Zone. A taxonomic method for measuring development, invented by Z. Hellwig, was used in order to create the author's own ranking of investment attractiveness of the Polish voivodships.

The primary research methods, both qualitative and quantitative, were used in order to evaluate the perceived investment attractiveness of Silesia and get familiar with the experts' opinions about the main criteria and instruments for creating the investment attractiveness of Silesia. The quantitative methods of collecting data were: an Internet survey conducted by e-mail and an audit survey carried out during the workshop entitled "Investment Promotion of Katowice in the Context of Silesia Metropolis".

* The workshop was run on 7 May, 2010, following an order from the Katowice Town Hall. The principal aim of the meeting was to discuss the importance of business promotion in shaping of investment attractiveness of the town and the region. As a big number of foreign investors attended the workshop, it was conducted in English.

An audience survey, in turn, was used in the research due to its high return rate. This method of measurement is convenient for use on conferences, symposiums, conventions, and other gatherings. The measurement consists in the distribution of questionnaires among the attendees and the collection of completed questionnaires by a person conducting the survey. In order to ensure anonymity, respondents may throw questionnaires into a box. The advantage of the audience survey is a possibility to control the measurement, which leads to a high percentage of replies and maintenance of anonymity, at the same time [Kaczmarczyk, 1995].

The qualitative methods of gathering information were in – depth interviews. A typical in-depth interview is a non-structured form and give a complete freedom of expression to a respondent [Nikodemska-Wołowik, 1999]. The advantage of in-depth interviews is possible interaction between an interviewer and a respondent [Mazurek-Łopacińska, 2008]. A perfect situation takes place when the respondent's replies are the bulk of the conversation. One of the strengths of in-depth interviews is their flexibility. In particular, the replies to the first few questions may affect the questions which are to follow. The literature emphasizes that an interviewer, during a free-form interview, needs to be open to any newly emerging circumstances and information. The interviewer may change the sequence of questions, as well as their form and content, to adjust them to a given respondent.

The primary research was conducted among the experts from March to June 2010. The criteria for their selection to take part in the research were their competences, knowledge, and experience in a certain discipline. The experts were the representatives of:

- scientific circles, who are involved in the field of international economic relations, strategic management and management of local and regional development, as well as the problems of spatial urban development,
- business, managers of foreign companies having their subsidiaries in Poland; representatives of consulting companies analysing the inflow of foreign investment to Poland and the attractiveness of regions and cities,
- administration (Marshall Office, municipalities responsible for the inflow of foreign investment to the voivodship),
- Polish Information and Foreign Investment Agency, Institute for Market, Consumption and Business Cycles Research and special economic zones).

The Internet and audience surveys were conducted on the sample of 95 experts. The structure of the sample is presented in Table 1.

Table 1

Sample structure – survey (%)

Area	Percentage of respondents N = 95
Business	57.89
Business environment institutions	18.95
Public administration	12.63
Science	10.53

Source: The author's own research.

The research, using the technique of an in-depth interview, was conducted on the sample of 30 experts. The structure of the sample is presented in Table 2.

Table 2

Sample structure – in-depth interview

Area	Percentage of respondents N = 30
Public administration	33.33
Science	26.67
Business	20.00
Business environment institutions	20.00

Source: The author's own research.

3. Research results

One of the aims of the research was to find out how the experts understand the concept of investment attractiveness of the region. Another interesting issue was the experts' identification of the criteria of and the instruments for creating investment attractiveness. The questions were asked during the in-depth interviews, conducted among the sample of 30 respondents.

According to the majority of the respondents, investment attractiveness means: possessing good conditions for investment (as declared by 46.67% of the respondents); an ability to attract and retain investors in the region (as declared by 33.33% of the respondents); possessing the determinants ensuring higher probability of achieving business success in the region (as declared by 6.67% of the respondents); being interesting for foreign investors (as declared by 6.67% of the respondents); an ability to convince investors that their companies will stay profitable in the long run if they decide to invest in the given area (as declared by 3.33% of the respondents); a category which may be expressed by experiences of companies which managed to succeed on a given market (as declared by 3.33% of the respondents).

The experts were asked to list the five main criteria, which should be taken into consideration when evaluating the investment attractiveness of the region. The following criteria were chosen most frequently: transport availability, availability of well-educated workforce, the size of the market, location, the local government’s involvement in the process of attracting foreign investors, labour costs, the quality of investment sites, an investment climate, investment allowances, economic, social and technical infrastructure, the accessibility of business partners and business environment institutions, living standards (see Table 3).

Table 3

Investment attractiveness criteria – experts’ opinions (%)

Criteria	Percentage of respondents N = 30
Transport availability	70.00
Avalailability of well-educated workforce	66.67
Size of the market	53.33
Location	33.33
The local government’s involvement in the process of attracting foreign investors	33.33
Labour costs	26.67
The quality of investment sites	23.33
Investment climate	20.00
Incentives, investment allowances	20.00
Economic infrastructure	16.67
Social infrastructure	16.67
Technical infrastructure	16.67
Business partners	13.33
Living standards	13.33
Business environment institutions	13.33
Access to natural resources	10.00
Number of foreign students	10.00
Land prices	6.67
Public aid	6.67
Household wealth	6.67
Industrialisation level	6.67
Unemployment level	6.67
Condition of natural environment	3.33
Public safety level	3.33
Access to colleges and universities	3.33

Source: The author’s own research.

The next issue undertaken during the in-depth interviews was the identification of the methods for affecting investment attractiveness of the Silesian voivodship. More than a half, out of the 30 experts, concluded that Silesia enjoys high investment attractiveness. The only activities required were to maintain this attractiveness and build good relations with foreign investors.

The respondents' answers were divided into 5 groups:

- Improvement of the voivodship image, information and promotional activities,
- Preparation of an investment offer according to investors' needs,
- Cooperation with foreign investors,
- Development of infrastructure,
- Statutory solutions.

The detailed respondents' answers, concerning the methods for creating investment attractiveness of the Silesian voivodship, are presented in Table 4.

Table 4

Methods for affecting investment attractiveness of the Silesian voivodship (%)

Methods	Percentage of respondents N = 30
1	2
I. Improvement of the voivodship image, information, and promotional activities	
Creating the image of the voivodship as the place designed for investment, friendly towards domestic and foreign business, a good place for science, work, living, with tourist appeal, welcoming and open	70.00
Presenting the homogeneous image of the region in the process of attracting foreign investors, promotion of cooperation among municipalities	66.67
Participation in investment fairs	60.00
Organisation of business missions	53.33
Cooperation with chambers of trade and industry	53.33
Promotion of high-profile events in the region	53.33
Organization of conferences with existing and potential investors	40.00
II. Preparation of an investment offer according to investors needs	
Preparation of a common investment offer for the entire Silesian voivodship, instead of individual municipalities, preparation of one common base with investment offers	66.67
Creation of a positive investment climate	60.00
Creation and update of spatial development plans	53.33
Rehabilitation and regeneration of areas	40.00
Application for EU grants for complete preparation of investment areas	33.33
III. Cooperation with foreign investors	
Creation of a tax benefit system and an investment incentive system	70.00
Support for investors in administrative procedures	66.67
Standardisation of foreign investor services at the municipal level	40.00
Improvement of qualifications of municipal staff, recruitment of staff members with soft skills	40.00
Reduction of red tape and combat against corruption	33.33

Table 4 cont.

1	2
IV. Development of infrastructure	
Development and maintenance of existing social, economic, and transport infrastructure	70.00
Improvement of living standards in Silesia (creation of leisure offer, creation of accommodation to meet requirements of top managers, creation of appropriate educational offer for managers' families, e.g. education in foreign languages)	66.67
Taking care of culture	53.33
Improvement of cooperation between scientific centres and business	53.33
Taking care of education	40.00
Adjustment of university curricula to market needs	40.00
Creation of conditions for development of high tech industries	40.00
Taking care of natural environment	33.33
Improvement of safety	33.33
Retaining of a negative migration balance	33.33
V. Statutory solutions	
Introduction of a Metropolitan Act defining sources of finance for metropolis	53.33
Resolution of public aid problems in the area of investments, ensuring equal treatment for all investors (both internal and external ones)	53.33
Amendment to the Public Finance Act, which regulates local government financing	40.00

Source: The author's own research.

The experts were asked how they would see a policy for attracting investors to the Silesian voivodship. The vast majority stated that it should be a coherent policy of the voivodship, and the Marshall Office should be responsible for this policy. Some joint actions should also be taken within the Silesian metropolis, but the metropolitan act would be needed in order to start such actions. If the municipalities proposed a complementary offer, it would be quite favourable. Investment projects in the areas of BPO, R&D, logistics and services should be attracted, and equal importance should be attached to internal and external investors. There are some opinions, however, that every municipality should carry out their own policy aimed at attracting foreign investments, and this policy should be just coordinated by the Marshall Office, with the key aim of promoting the voivodship. In a similar way, the Upper Silesian Metropolitan Association should focus on information and promotional activities.

The experts were also requested to evaluate the effectiveness of the activities which enhance investment attractiveness of the Silesian voivodship. They were to assess the effectiveness of the suggested activities on a scale ranging from 1 to 10 (where 1 stands for an activity which contributes to increased attractiveness to the highest extent, and 10 stands for an activity which affects

investment attractiveness to the lowest extent). According to the experts, the most effective tools comprise: updating of spatial development plans, improving skills of municipality staff in preparing and conducting activities which promote investment offers, developing of staff who deal with investors' service at a municipal level (the average grade between 4.13 and 4.93). The other tools included: increased use of post-industrial areas, changing the image of the Silesian voivodship, creating clusters, creating industrial and technology parks and business incubators, promoting good practice in investor service (the average grade from 5.20 to 5.80). The lowest grades were given to such activities as: publishing information about profiles of businesses which operate in a municipality, and cooperating with real estate agencies (the average grade above 6.00).

Table 5

Effectiveness of activities which contribute to the region's investment attractiveness

Activities	Average grade
Updating spatial development plans	4.13
Improving skills of municipality staff in preparing and conducting activities which promote investment offers	4.63
Development of staff who deal with investor service at a municipality level	4.93
Increased use of post-industrial areas	5.20
Changing the image of the Silesian voivodship, perceived as a polluted, unfriendly and working class region	5.30
Creation of clusters	5.53
Creation of industrial and technology parks and business incubators	5.67
Promotion of good practices in investor service	5.80
Publication of information about profiles of businesses which operate in a municipality	6.17
Cooperation with real estate agencies	7.63

Source: The author's own research.

Another aim of the research was also to identify the entities which should be responsible for liaison with foreign investors. The most common opinion was that this task should be handled, at a voivodship level, by a unit which coordinates investor service actions, i.e. Regional Investor Service Centre, and at a municipality level – a mayor's representatives should be appointed to deal with investor service or special investor care functions should be created. Part of the experts believe that the staff of the Upper Silesian Metropolitan Association, equipped with the most up-to-date information about investment areas, should be in charge of investor service. It was emphasized that the activities carried out at the national and regional levels should be coordinated (taking into account the specificity of the metropolis).

According to the experts, the first place to go for the information about investment areas in the Silesian voivodship should be an online database, updated on a regular basis and available also in foreign languages. The database should contain maps, descriptions of areas, information about technical infrastructure in place, readiness of a given area for conducting investment projects as well as a preferred investor's profile.

Attention was drawn to the fact that an investor should be continuously taken care of by the local government authorities, which may result in repeat investments.

One of the research objectives was to evaluate the determinants of investment attractiveness of Silesia. The opinions were given by 95 experts and collected during the in-depth interviews, the e-mail survey and the audience survey. The experts were asked to evaluate the chosen investment attractiveness factors, applying grades ranging from +3 to -3, with grade +3 representing the greatest strength and grade -3 representing the greatest weakness.

The attractiveness factors evaluated by the experts were divided into the same categories as the ones used for the identification for potential attractiveness. These were: the level of the region's internationalization, the situation on the labour market in the region, market density, social infrastructure, transport and telecommunication infrastructure, natural environment, level of economic development, R&D and innovation activities in the region, the educational sector, the level of safety in the region. A number of features were attached to every category.

The experts awarded the highest grades to the following criteria of attractiveness: the size of the market, transport availability, availability of well-educated workforce, location, access to colleges and universities, Katowice Special Economic Zone's efforts to attract investors (the average grade above 2.0).

The following criteria received very good grades: availability of airline connections, areas available to invest, companies investment spendings, presence of business environment institutions, labour efficiency, level of economic development, access to attractive export markets for products of investment projects (average grades from 2.0 to 1.5).

The grades from 1.49 to 1.00 were given to such factors as: household wealth, the quality of investment sites, local authorities' involvement in attracting investors, proximity to areas of high investment attractiveness, quality of cultural institutions, access to medical services, rail access, land prices, promotion of the voivodship, living standards, labour cost, investment allowances.

The respondents awarded relatively low grades to such criteria as: competence of office staff, public services costs, quality of cultural institutions, level of local taxes, voivodship innovativeness, hotel infrastructure saturation, number of foreign students, employees and tourists, image of the voivodship (average from 0.99 to 0.50) and landscape attractiveness, public safety level (average from 0.49 to 0.00) – see Table 6.

Table 6

Evaluation of attractiveness factors for the Silesian voivodship

Classification	Percentage of respondents						Average grade
	1	2					
Grade	+3	+2	+1	-1	-2	-3	
Size of the market	53.33	43.33	0.00	3.33	0.00	0.00	2.43
Transport availability	61.05	24.21	12.63	0.00	2.11	0.00	2.40
Availability of well-educated workforce	38.95	44.21	13.68	2.11	1.05	0.00	2.15
Location of the voivodship	37.23	39.36	20.21	2.13	1.06	0.00	2.06
Access to colleges and universities	28.72	48.94	21.28	1.06	0.00	0.00	2.0
Katowice Special Economic Zone's efforts to attract investors	32.63	44.21	20.00	3.16	0.00	0.00	2.03
Availability of airline connections	37.88	31.82	24.24	6.06	0.00	0.00	1.95
Availability of land to invest	28.42	42.11	25.26	4.21	0.00	0.00	1.91
Companies investment spendings	20.69	48.28	31.03	0.00	0.00	0.00	1.90
Labour efficiency	17.24	44.83	34.48	3.45	0.00	0.00	1.72
Presence of business environment institutions	23.33	40.00	30.00	3.33	3.33	0.00	1.70
Level of economic development	21.05	40.00	32.63	5.26	1.05	0.00	1.68
Access to attractive export markets for products of investment projects	16.30	43.48	34.78	5.43	0.00	0.00	1.65
Households wealth	6.67	36.67	53.33	3.33	0.00	0.00	1.43
The quality of investment sites	14.89	34.04	38.30	7.45	5.32	0.00	1.33
The local government's involvement in the process of attracting investors (willingness to cooperate and support investors)	14.74	27.37	47.37	6.32	4.21	0.00	1.32
Proximity to areas of high investment attractiveness	13.68	30.53	43.16	11.58	0.00	1.05	1.31
Quality of cultural institutions	6.67	26.67	60.00	3.33	3.33	0.00	1.23
Access to medical services	14.89	24.47	45.74	12.77	2.13	0.00	1.22
Availability of cheap labour	13.98	27.96	40.86	15.05	2.15	0.00	1.19
Rail access	18.18	31.82	30.30	9.09	7.58	3.03	1.15
Land prices (office space)	5.32	35.11	43.62	12.77	3.19	0.00	1.11
Promotion of the voivodship	13.68	28.42	37.89	14.74	3.16	2.11	1.08
Living standards	6.90	24.14	51.72	17.24	0.00	0.00	1.03
Labour cost	6.90	37.93	34.48	13.79	6.90	0.00	1.03

Table 6 cont.

1	2						3
Investor service (organizing the service)	12.77	25.53	40.43	15.96	5.32	0.00	1.03
Investment allowances	6.52	36.96	34.78	16.30	5.43	0.00	1.01
Competence of office staff	7.53	23.66	50.54	15.05	3.23	0.00	0.99
Land prices (office space)	6.32	30.53	38.95	18.95	4.21	1.05	0.88
Costs of municipal services	1.09	16.30	63.04	18.48	1.09	0.00	0.78
Cultural institutions availability	5.32	28.72	41.49	13.83	8.51	2.13	0.78
Level of local taxes	3.26	20.65	53.26	19.57	2.17	1.09	0.77
Voivodship innovativeness	7.61	27.17	36.96	17.39	10.87	0.00	0.75
Hotel infrastructure saturation	6.67	20.00	50.00	13.33	6.67	3.33	0.73
Number of foreign students, tourists, employees	8.51	29.79	35.11	10.64	8.51	7.45	0.70
Voivodship's image	9.47	23.16	32.63	17.89	12.63	4.21	0.52
Environment/landscape benefits	2.11	14.74	46.32	23.16	9.47	4.21	0.27
Public safety level	1.05	22.11	34.74	27.37	12.63	2.11	0.23

Source: The author's own research.

It should be noticed that the respondents indicated only the advantages of the Silesian voivodship in attracting foreign investment. None of the region attractiveness criteria received the grade below 0.

It seems that the experts notice just the strengths of the Silesian voivodship, in terms of attracting foreign investors. The positive grades were awarded to location, transport infrastructure, educational sector, the labour market and the size of the market. However, the negative grades were given to the voivodship images, the internationalization of the region and the public safety level.

The respondents were also asked to indicate the activities which improve foreign investor service in the Silesian voivodship. They listed: less time spent on completing formalities (47.37% of the respondents), creating a special unit in a municipality office to provide full service for foreign investors (38.95% of the respondents), introducing face-to-face meetings between municipality staff and potential investors (34.74% of the respondents), easier access to information in the voivodship (33.68% of the respondents); preparing investment offers for individual municipalities (31.58% of the respondents); easier access to information at a municipality level (27.37% of the respondents).

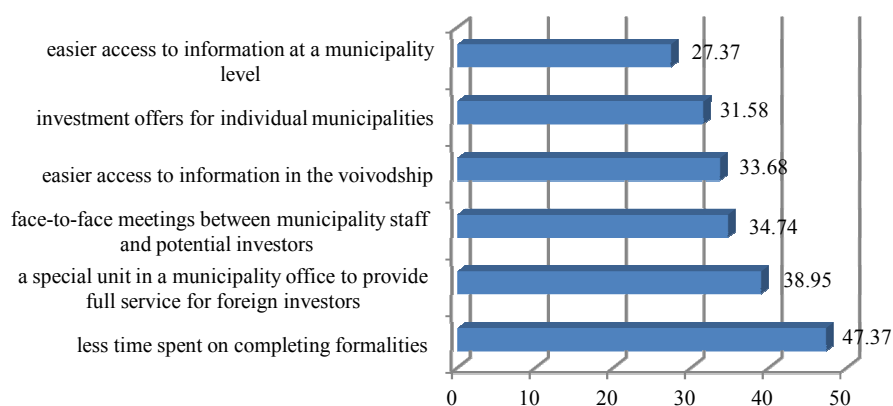


Figure 1. Activities improving investor service (in %)

The aim of the research was also to evaluate attractiveness of the Silesian voivodship compared to the other Polish voivodships. Out of the 95 respondents, more than a half believe that the Silesian voivodship is more attractive than the other Polish regions, over a quarter claim that it is as attractive as the other Polish regions. The Silesian voivodship is perceived as much more attractive than other Polish regions by 16.84% of the respondents but 5.26% of the group surveyed regard it as much less attractive than the other Polish regions and 2.11% as less attractive than the other Polish regions (see Figure 2).

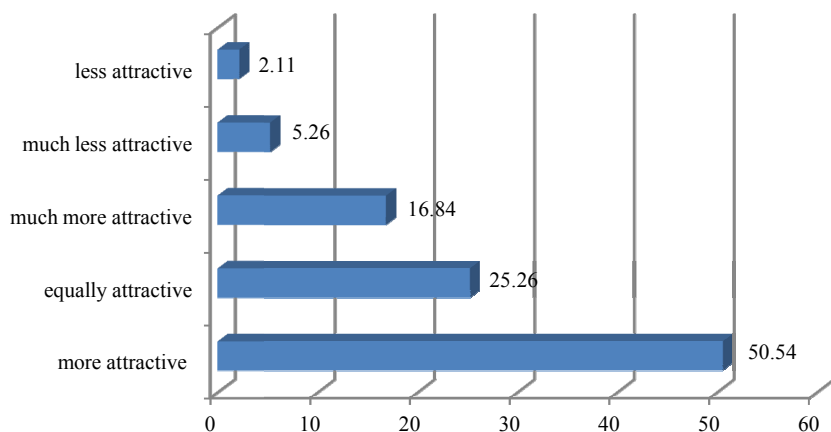


Figure 2. Evaluation of Silesia's attractiveness in comparison with other Polish voivodships (in %)

Conclusions

The article presents the results of the field research, conducted among the experts, on the criteria, instruments, and determinants of investment attractiveness of Silesia.

It should be reminded, that according to the researches there are three meanings of investment attractiveness: real, potential, and perceived. The region which is attractive for investors is the one that makes the best location for establishing activity in a certain area. Investment attractiveness is also understood as a set of incentives for investment, i.e. offering wide-ranging benefits that may be obtained when conducting business activities in certain region. This phenomena could be also defined as a combination of an image of a given area and investors' confidence.

The above mentioned definitions of investment attractiveness may be compared with definitions quoted by experts. According to them, investment attractiveness means: possessing good conditions for investment, an ability to attract and retain investors in the region, possessing the determinants ensuring higher probability of achieving business success in the region, being interesting for foreign investors.

Summing up, it could be said that both researchers and experts agree with the statement that investment attractiveness means having good conditions for establishing business activity in a certain area.

The majority of the respondents understand the investment attractiveness as possessing good conditions for investment and having an ability to attract and retain investors in a particular area.

The respondents claim that the main criteria for creating the investment attractiveness of the region are: transport availability, availability of well-qualified workforce, the size of the market, location, local governments' involvement in attracting foreign investors.

Nonetheless, according to the experts, the most important instruments for creating investment attractiveness are: the improvement of the voivodship image, preparation of an investment offer according to investors needs, cooperation with investors, infrastructure development and statutory solutions.

One of the research objectives was to evaluate the determinants of investment attractiveness of the Silesian voivodship. The highest grades were given to the following determinants: the size of the market, transport availability, availability of well qualified workforce, location of the municipality, access to colleges and universities, the Katowice Special Economic Zone's efforts to attract foreign investors. It should be noticed that the respondents gave

the positive grades to all the determinants of investment attractiveness of the Silesian voivodship. None of the criteria received the grade below 0. It means that the experts notice only the strengths of the region in attracting foreign investors.

An important issue here is the promotion of the region in order to change its image. It should be noted that a lot of changes have occurred in the Silesian voivodship. However, it would be necessary to communicate the information about the changes to the general public and potential investors. Therefore, a promotional policy should be created in order to change the image of the region.

Katowice, despite its investment potential and a lot of advantages which help it to attract foreign investors, has a much worse image than Kraków or Wrocław. Obviously, it would be difficult for Katowice to compete against Wrocław and Kraków, taking into account the historic or cultural heritage of the two cities. It holds a better position, though, when we look at the city through such criteria as: location, social infrastructure, transport infrastructure, the labour market, the level of its economic development or education.

There is a need to emphasize the existing strengths of the city and the region in attracting foreign investments and to inform the general public, not just potential investors, about these strengths. Therefore, it is necessary to create a promotional policy, aimed to improve the city's image. It should be added that the experts see the current promotional activities as not visible enough and they believe that such activities should be intensified. When developing the promotional policy, it is worth drawing on the experiences of other industrial towns.

Attention should be drawn to the fact that nowadays the most popular medium of communication is the Internet and, consequently, this medium should be used by the city to convey information to its environment. The first step into this direction could be setting up a well-positioned website, designed for investors. One may also take advantage of the experience gained by the investors who successfully operate in the Silesian voivodship and such investors may be asked to share their experiences and express their opinions about doing business in Katowice or other Silesian towns (appointment of so-called business ambassadors). Katowice should also try to strengthen its presence on the global arena, projecting its image as a place for holding high-profile events of business, cultural and sporting types. This requires close cooperation with the media, the business and scientific circles, as well as television and radio coverage worldwide. In addition, some meetings should be organized with representatives of foreign information centres, international organizations, chambers of commerce and industry and diplomats. As mentioned above, Katowice continues

to be perceived as industrial town. It should also be emphasized that Katowice makes an attractive destination for investment projects connected with services, BPO or SSC.

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