

focus on developing of its investment attractiveness in three dimensions: support for foreign investors, education oriented for business practice as well as international promotion.

Conclusions.

1. The Polish market of outsourcing is significantly different from the world one, especially American or Western European. It is oriented mainly on services supporting key processes.
2. Poland skilfully takes advantages from natural virtue for outsourcing development such: geographical localization, size of market, especially of supply one significant in the context of relations B2B.
3. Centres of business services in Poland offer a wide range of services. The largest number of centres contracted processes is connected with accountancy and finance (71 centres), costumer service (52), financial services, and human resources.
4. Poland must focus on developing of its investment attractiveness in three dimensions: support for foreign investors, education oriented for business practice as well as international promotion in order to maintain a high level of outsourcing services.

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POLISH REGIONAL POLICY FROM THE PERSPECTIVE OF THE NEW PARADIGM OF REGIONAL POLICY

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Polish membership in the European Union forced to integration of socio-economic policy with the policy conducted on the European level; it includes also Polish regional policy which affects rural areas to a large extent. The aim of the paper is to present the new paradigm of

regional policy and Polish regional policy in this context. The nearest future of regional policy towards rural areas in Poland is presented on the base of the National Strategy of Regional Development 2010-2020: Regions, Towns, Rural areas. Its implementation oriented on all regions, internal potentials and mobilization of as many actors as it is possible for regional development, so based on the new paradigm, will allow improving Polish competitive position on the international market.

Польське членство в Європейському Союзі змушують до інтеграції соціально-економічної політики з політикою, що проводиться на європейському рівні, вона включає в себе також польську регіональну політику, яка в значній мірі впливає на сільські території. Мета статті полягає в представленні нової парадигми регіональної політики та польської регіональної політики в цьому контексті. Найближче майбутнє регіональної політики щодо сільських районів у Польщі представлене на базі Національної стратегії регіонального розвитку 2010-2020: регіонів, міст, сільських районів. Його реалізація орієнтована на всі регіони, внутрішніх потенціалів і мобілізації як багато факторів, як це можливо для регіонального розвитку, так що на основі нової парадигми, дозволить поліпшити польські конкурентні позиції на міжнародному ринку.

Introduction. The most visible integration processes in the Polish economy have been taking place in the context of accession to the European Union (EU). Results of the Polish membership in the EU are evident for almost all sectors of the economy, including agricultural policy as well as rural areas development policy. This second one is closely related to regional policy because rural areas are a target for both these policies. That is why it is worth to analyse directions of potential support of rural areas within regional policy; these actions can result in general development of rural areas and create better conditions of functioning, specialisation and integration of companies operating there.

Polish regional policy is strongly affected by European cohesion policy, especially from the financial point of view. There are a few programmes implementing principles of regional policy which are co-financed to a large extent by the European Union Funds, for example the Cohesion Fund, European Regional Development Fund, and European Social Fund. Co-financing of these programmes is also connected with an assumption that they should be in accordance with European cohesion policy.

Material and method. The aim of the paper is to present Polish regional policy from the perspective of the new paradigm of regional policy discussed a lot on a forum of the EU as well as in other organisations, institutions, and bodies, for example the Organisation for Economic Co-operation and Development (OECD). The detailed objectives include summarising current discussions in the field of regional policy as well as identification of instruments of rural areas support within Polish regional policy.

The following sources of information were used in the research:

- literature on rural areas development and regional policy,
- international documents and publications in the area of rural development prepared by the European Union bodies and OECD as well as Polish governmental documents,
- information developed and published by public institutions, especially the Ministry of Regional Development.

Concept of the new paradigm of regional policy. Regional policy began in most OECD countries in the 1950s and 1960s, a period of relatively strong economic growth, fiscal expansion and low unemployment. The principal objectives of the measures introduced were greater equity and balanced growth in a period of rapid industrialisation. The main instruments used were wealth redistribution through financial transfers by the national government, accompanied by large-scale public investments. During the 1970s and early 1980s, successive economic shocks and changes in the global economy led to the emergence of geographical concentrations of unemployment in many countries and regional policy evolved rapidly to address this new challenge. The earlier focus on reducing disparities (in income, in infrastructure stock, etc.), was widened to include employment creation. The assumption was that public policy could alter supply conditions (essentially by changing production cost factors through production subsidies and incentives) and thereby influence industrial (re)location decisions for both existing firms and new investments¹³.

Overall, the results were disappointing. Regional disparities were not significantly reduced, appearing as entrenched as ever in many countries despite significant public investment. At a regional level, the success of these policies in restructuring the economic base of the target areas was also limited¹⁴. The low level of attainment of the European cohesion goal caused a necessity of revision of regional policy. In a process of territorial reviews for some European countries the OECD experts formulated the new paradigm of regional policy (table 1).

Table 1

Old and new paradigms of regional policy

Specification	Old paradigm	New paradigm
Objectives	Compensating temporarily for locational disadvantages	Tapping under-utilised potential for enhancing regional competitiveness
Targeted areas	Lagging regions	All regions
Unit of intervention	Administrative units	Functional areas
Strategies	Sectoral approach	Integrated development projects
Tools	Subsidies and state aids	Mix of soft and hard capital investment
Actors	Central government	Different levels of government; private sector and civil society

Source: OECD Territorial Reviews. Sweden. OECD Publishing 2010, p. 90.

Rural areas are present in regional policy also as a part of urban-rural continuum. The OECD experts display such factors of increasing inter-dependence of urban and rural region as for example¹⁵:

- the diminishing share of agriculture in the economy of many rural areas, which may lead to the development of other activities such as tourism, tertiary services; it results in modification of socio-economic profile of rural areas;

¹³ Regions matter: economic recovery, innovation and sustainable growth. OECD Publishing 2009, pp. 50-51.

¹⁴ Investing for growth: building innovative regions. Background report. Meeting of the Territorial Development Policy Committee (TDPC) at ministerial level, 2009, p. 35.

¹⁵ Regions matter: economic recovery, innovation and sustainable growth. OECD Publishing 2009, pp. 97-98.

- the expansion of urban areas into rural hinterlands, which creates mixed-use areas difficult to define as either urban or rural; this land is often under significant development pressures which tend to compete with agricultural and horticultural activity;
- improved access to rural areas - substantial investments in transport infrastructures and the extension of information and communication technologies (ICT) cause that rural regions with lower-cost housing are accessible to newcomers;
- lifestyle changes – the high cost of housing in major cities is fuelling a trend towards cheaper homes in rural areas and increased daily commuting over considerable distances, leading to large “functional urban regions” which also encompass lower density/rural areas. At the same time, shorter working hours and more flexible working arrangements are inducing people to live part of the week, month or year, in the city, and part in the country, while tele-working (part-time and full-time) also allows people to live and work even in remote rural areas;
- cities of all sizes exert a strong influence on their surrounding regions. In many cases, there are strong synergies in relationship between urban centres and surrounding. These appear particularly important where a large region is dominated by a single large urban centre, a so-called regional city or city-region. Employment opportunities and services such as banking, health care, education and training as well as shopping centres, cinemas and other cultural facilities are provided by the urban centre, while the rural regions possess lifestyle advantages are accessible to people working in the urban area and can also be residential locations for people wishing to commute (meaning that regional cities often have very large labour market areas).

Results of discussion on the new paradigm of regional policy and above mentioned processes of transformation in rural areas led to incorporation of some of these concepts into Polish regional policy.

The new paradigm of regional policy in Poland. On 27th-28th October 2010¹⁶ the Polish Ministry of Regional Development has organized an international conference: New paradigm in action - recent developments and perspectives of regional policies, which was an opportunity to gather leading experts in the field of regional development and representatives of the European Commission in order to engage in a discussion on how to use the new concepts of regional development in practice – from both the European and national perspectives. This event demonstrated not only a wide-spread awareness of the need to introduce changes in the current formula of the policies – European and national – addressed at regions, but also a growing consensus regarding the direction and shape of the expected changes. It also proved that Poland succeeded in proposing a coherent and innovative outline of a new approach to the policy of

¹⁶ http://www.mrr.gov.pl/english/strategies/nsrd/doc_strony/doc.aspx (10.09.2011)

regional development, largely congruent with the recommendations included in the European programmatic documents¹⁷.

The closest future of Polish regional policy is determined in the document entitled National Strategy of Regional Development 2010-2020. Regions, Cities, Rural areas (NSRD) - document adopted by the Polish Council of Ministers on July 13th 2010. The authors of the NSRD stress that adoption of a new model of thinking about development – stimulation of internal territorial potentials and strengthening the mechanisms ensuring diffusion of development from stronger centres to the entire regions – addresses the challenges that the current policy needs to face. The new regional policy is a policy oriented at all Polish regions and territories as it focuses on their strong points and makes use of the opportunities, and where need be – provides external resources to level out development gaps. Such an approach should allow to exploit hidden and insufficiently used resources and the specialisation of territories both in rich and poor regions. The NSRD will also try to enable improvement of partnership cooperation between the government and self-governments and inclusion of a greater body of regional policy actors into action through the use of mechanisms improving the quality and streamlining the achievement of the set goals. This orientation on all regions, internal potentials and mobilization of as many actors as it is possible for regional development proves directing on implementation of the new paradigm of regional policy.

Polish regional policy towards rural areas. Rural areas in the Polish regional policy till 2020 are perceived from two points of view. Firstly, they can participate in implementation of the first objective of the NSRD – supporting the competitive growth of the regions. Activities planned within this objective will concern mainly rural areas representing a zone of growth, with an economic structure increasingly similar to that of urban areas. So it refers to rural areas being a part of urban-rural continuum, mentioned in the point on concept of the new paradigm of regional policy. Directions of regional policy actions towards rural areas in the first objective include for example¹⁸:

1. creating conditions for the diffusion of development processes and the increase of their absorption outside voivodeship¹⁹ centres through for instance improvement transport accessibility to voivodeship centres and communication links between cities and rural areas. Fuller use of the development potential of rural areas is going to be achieved as a result of:

- increasing employment opportunities through increased professional and spatial mobility;
- ensuring effective transport infrastructure and improving public transport;
- support for the development of powiat towns and other towns of local importance;

¹⁷ Gąsior-Niemiec A., 2011: The New Paradigm of Regional Policy in Poland. [in:] Kolczyński M., Żuber P. (eds.), 2011: New paradigm in action – recent developments and perspectives of regional policies. Ministry of Regional Development, Warsaw, p. 12.

¹⁸ National Strategy of Regional Development 2010-2020. Regions, Cities, Rural areas. document adopted by the Polish Council of Ministers on July 13th 2010, Ministry of Regional Development, Warsaw, 2010, pp. 75-91.

¹⁹ Voivodship is an official name for a Polish region; there are 16 voivodships (regions) in Poland.

– creating institutional conditions for increasing non-agricultural investments;

– stimulating the local development in terms of socio-cultural, economic, and ecological-spatial dimensions through activities that affect the quality of life, attract tourists and investors.

2. building competitiveness of voivodeships – themed activities (horizontal) through for instance the use of environmental assets and the potential of cultural heritage by expanding the possibility of using tourism as a lever of development and restructuring in sub-regional and local centres and in rural areas.

The second kind of rural areas, especially the more remote parts of the country depleted of population and economic activity, can get support within the second objective of the NSRD – establishment of territorial cohesion and preventing the marginalization of problem areas. In this objective there is a space for the following actions towards rural areas²⁰:

1. support to rural areas with the lowest level of inhabitants access to the goods and services following from the development possibilities; basic public services areas, which are of interest to regional policy, are: education and training services, medical services, communication services, municipal and environmental protection services, and cultural services;

2. overcoming the difficulties related to the situation of the border areas, especially along the external EU borders; directions of activities are focused on the development and promotion of the common use of local infrastructure, protecting the common natural and cultural heritage, tourism, preventing natural and technical threats, supporting links between urban and rural areas, reducing isolation by improving access to services and transport networks and telecommunications and promoting local entrepreneurship; additionally there will be support activities affecting the development of local initiatives including cross-border dimension, to enhance social and economic activity.

3. increasing transport accessibility to voivodeship centres situated within the areas with the lowest accessibility, so mainly rural remote areas; it will be conducted at the national level through sectoral programs of development of transport infrastructure and modernization of rolling stock and supplementary through regional programmes for infrastructure and transport of voivodeship importance.

Conclusions. The review of actions and instrument within the objectives of the National Strategy of Regional Development 2010-2020. Regions, Cities, Rural areas proved that there are planned many activities and instruments supporting rural areas within Polish regional policy. Their implementation will result in better integration of rural areas with urban zones, so a higher level of cohesion can be achieved. Taking into account the international perspective, Poland as a more coherent and developed country will be able to better compete in the international environment. It also rises hope that implementation of the new paradigm of regional policy allows to more efficient realization of these aims.

²⁰ Ibid pp. 91-113.

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PROMOTION AND DISTRIBUTION OF AGROTOURISM SERVICES IN PODLASKIE PROVINCE

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The article presents the results of the promotion and distribution of agro-tourist services in rural communities studied example of Podlaskie province. In the studies attended the accommodation and tourists visiting farmhouses. It should be noted that the owners of the objects most commonly used agritourism promotion of their own accommodation websites. It was an own website agriturismo facility, the municipal web site, or county agricultural advisory center, agritourism, and free association about the possibilities of the holiday in Poland. The study shows that the most effective and common form of advertising was a rural-tourism accommodation information web portals.

В статті представлено висновки дослідження реклами агротуристичних послуг на прикладі аналізованих районів Підляського воєводства. В дослідженні взяли участь особи, що надають житло для туристів та туристи, які відвідують господарства зеленого туризму. Слід зазначити, що господари садибу найчастіше стосували у своїй діяльності інтернет портала. Зазвичай - власні вебсайти, сайти району чи області, сайти асоціації сільськогосподарських виробників, а також безкоштовні туристичні сайти. Дане дослідження показало, що найуспішнішим і напоширенішим видом реклами помішкать зеленого туризму є саме реклама на інтернет порталах.

Introduction. An important element of the marketing mix is promotion and its distribution. The aim of promotion is to achieve an immediate impact on sales of the product. Sales promotion includes a number of tactical marketing techniques developed in the context of strategic marketing competencies to enhance the value of a product or service on the way to achieve a specific sales volume and achieve marketing tasks. This is not a definition, which easily makes it possible to understand the concept, which is promotion. The very definition does not help that, because buyers believe that it is a form of competitive struggle for the customer.