

УДК

## КРАКІВ – МІСТО ЄВРО 2012? ПЕРСПЕКТИВИ РОЗВИТКУ ТУРИЗМУ

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Організація мега-заходів (спортивних чемпіонатів, музичних конкурсів та фестивалів) є надзвичайно важливою подією для міст та регіонів, оскільки підвищує їхню конкурентноздатність, приваблює туристів, акумулює капітали, зменшує загрозу “сезонності” туристичного руху. Краків, одне з польських міст, яке на сьогодні активно виборює для себе право приймати матчі чемпіонату Євро-2012. У статті аналізується стан підготовки Кракова до Євро-2012 та заплановані проекти.

Заходи такого рангу, як чемпіонат Європи з футболу, можна розглядати у двох аспектах: позитивному та негативному. Позитивний ефект від приймання таких заходів проявляється у збільшенні величини туристичного потоку, реалізації інвестиційних проектів з модернізації старої та створенні нової інфраструктури, накопиченні доходів від відвідувачів, формуванні позитивного іміджу території. Негативний ефект може проявлятися у реалізації економічно не вигідних інвестиційних проектів, збільшенні навантаження на природне середовище, занадто велике збільшення туристичного потоку. У статті проаналізовано стан інфраструктури Кракова та проекти, які будуть реалізовуватися чи уже реалізуються у місті. Детально описано можливості та перешкоди для розвитку туризму в Кракові, якщо рішення буде прийнято на користь проведення матчів у Кракові. Проаналізовано досвід Німеччини стосовно організації Чемпіонату Світу з футболу у 2006 р.

*Ключові слова:* Євро-2012, мега-заходи, інфраструктура, інвестиційний проект, конкурентоспроможність міста, Краків.

Obtaining rights to organize mega-events on one's own ground is at present almost a standard strategy of the utmost importance, taken by cities and regions in order to improve their competitiveness and ability to win over people and raise capital. As proved by the examples of cities, which have succeeded in applying this strategy, hosting sports events may contribute to the improvement of the market position of a city or region, lead to an increase in the number of visitors and decrease in the seasonal character of the tourist flow and generate significant incomes associated with that for the economy [2]. It may be acknowledged that this strategy of the improvement of competitiveness and gaining international recognition has found supporters also in Poland and Ukraine, the countries, which made efforts, ended with a success in April 2007, to obtain rights to organize final matches of the European Football Championships EURO in 2012 on their ground. Cities of Poland and Ukraine face a real chance to host a mega-event of a world-wide significance. Taking into account the opinions spread in the mass media, EURO 2012 will constitute an extraordinary impulse, within its scope and range, for the economic development of the staging regions with particular benefits to be experienced by the tourist industry. B. R. Humphreys and S. Prokopowicz [3] show that economic benefits resulting from the fact of organizing EURO

2012 will be connected mostly with profits directly and indirectly arising from tourist expenses – those participating in EURO events, and those arriving before or after the time of event organization, thanks to the identification of the area with the mega-event.

One of the cities striving to become the host city of EURO 2012 is Krakow, a former capital of Poland, which at present is the second biggest city of the country in terms of population, successfully competing with Warsaw for the title of the most important urban tourist centre in Poland. Despite well-developed infrastructure, experience in staging mass events on its ground and the engagement of the authorities of the city and region in efforts aimed at winning this event, at the moment (July 2008) Krakow is not recognised as the host city of EURO 2012. Nevertheless, it still retains chances to acquire this status; therefore, it is making preparations, and their state is the subject of control and assessment by UEFA<sup>9</sup>. Although there is no guarantee that the efforts of the city will be rewarded by staging EURO 2012 events, the authorities of the city seem to be convinced that the risk should be taken and preparations continued, bearing in mind possible benefits, however difficult to specify. The objective of the article is, among other things, to present the state of preparations of Krakow for the role of EURO 2012 host as well as city's plans in this scope.

The situation of uncertainty, as for the effects that staging EURO 2012 may bring the city inclines the authors to put together potential chances and threats for the development of tourism in Krakow, connected with staging EURO 2012 in Poland. In the analysis the authors will take into consideration information included in scientific studies, showing not only benefits but also threats connected with the decision on hosting a mega event in a given region.

#### **Mega-events legacy – long-term benefits or short-term disturber?**

Finding the answer to the question posed in the subtitle would enable, among other things, to decide whether mega-events always ensure a 'kick forward' to economies of staging places or whether there is a threat that they would constitute only a single financial injection at the cost of temporary disorganization of the social and economic life without long-term positive effects for the hosting economy.

J. Teigland [7] confirms the occurrence of one of the above scenarios of tourism development following a mega-event. He shows that usually the occurrence of one out of two alternative ways of development is adopted: the first one refers to the scenario of a 'new plateau', the other to the scenario of the 'return to normal'. These alternatives reflect the degree of expectations as for the effects of the event for the tourist industry of the hosting city and region – in the former case one expects to keep positive effects in the form of an increase in the magnitude of the tourist flow in the long term; in the latter, however, one assumes the occurrence of those kinds of benefits only in the short term. Supporters of the 'new plateau' theory assume that mega-events, directly or indirectly, trigger long-running effects for tourism as a consequence of increasing the place's awareness, its attractiveness and accessibility. All the proceeding changes cause an improvement in the place's competitiveness on the tourist market, increasing the demand for the new level. According to this theory, expected effects depend on the scope of changes taking place in a given region in comparison with other tourist centres. Nevertheless, the scenario of a 'return to normal' assumes that an increase in the tourist arrivals and benefits connected with that will only take place before and during the staging of the event, which is associated with the period of occurrence of the media attention and stimulation for the economy resulting from the undertaken investment work, however,

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<sup>9</sup> UEFA - the Union of European Football Associations - is the governing body of football on the continent of Europe.

following that period one should take into account a gradual decrease in the interest on behalf of tourists to the level before the time of preparations for the event.

The presentation of the above concept aims at drawing the attention to the fact of the risk of occurrence of a situation limiting the favourable effects of hosting mega-events only to a short-term increase in the tourist flow and its economic effects for the local economy.

In numerous academic publications authors unanimously state that a mega-event may generate significant benefits for the hosting area, also in the long run, although a lot of them pay attention to the fact that it does not happen automatically, and benefits occur mainly in case of taking directed steps, of an organisation, management, information and investment nature, orientated to a specific objective. The need of 'building a legacy' of sport events is shown, emphasising the necessity of planning actions aimed at hosting an event and expecting its effects in the long run. According to H. Preuss [5] building a legacy of mega-events for tourist destinations is based on 6 structures that are constituted by: 1. infrastructure, 2. knowledge, skill-development, education, 3. image, 4. emotions, 5. networks, 6. culture. Changes taking place within those structures as a consequence of mega-events cause (positive or negative) transformations of factors of attractiveness of a given place as tourism, congress, trade fair, sport events and business destination, and also as the a site for living. Attention should be turned to the fact that structures created as a result of the event may be of a long- or short-lasting character (e.g. created only for the duration of the event). H. Preuss enumerates that as a consequence of FIFA World Cup staged in Germany in 2006 within the 'infrastructure' structure new sports and training equipment was created (e.g. world-class stadiums), but also general urban infrastructure, e.g. airports, roads, telecommunications, hotels, etc. At the same time the author points out that part of the investment would be realised independently of the preparations for the World Cup, moreover, FIFA expectations speed up their execution. The work of the World Cup organizing committee involved 279 workers and 15 000 volunteers, who had gained the knowledge in the scope of event organisation, human resources management, security, hospitality, service, etc. enriching the structure of 'knowledge and experience'. Companies such as Accor and Deutsche Bundesbahn carried out special trainings for their workers. In the scope of the 'image' structure it was recognised that the image of Germany had changed as a result of the media exposure of the hosting country and cities – more respondents surveyed after the World Cup than before that event considered Germany a world-open and hospitable country. Significant emotional involvement was also observed both of German citizens and the businesses in hosting an extraordinary international event – creating an increase in the sense of national identity, motivation and vision. The resulting involvement may be translated into long-term positive effects in the form of an increase in the demand for the participation in sports events (e.g. a rise in demand for tickets) also after the event is finished. However, on the other hand, a high level of involvement may be translated into taking risky economic decisions (over-investment). Organising mega- events provides a strong impetus to build the structure of 'networks', by means of relations between the event organizer, the media, tourist industry, local government and representatives of the world of politics. As H. Preuss points out, the World Cup in Germany became, among other things, an opportunity to realise promotion campaigns of the country in the world as the tourist destination.

A frequently quoted example of a successful use of the effect of a mega-event for the development of tourism is the concept realised in connection with the Olympic Games (OG) in Barcelona in 1992. This event played a significant part in providing the city with an impetus of development, which enabled Barcelona to become one of the most popular urban tourist centres in Europe. The example of Barcelona proves the possibility of realising the Teigland's [7] scenario of a 'new plateau'. Building OG legacy in case of Barcelona entailed basing to a large

extent on the creation of a new infrastructure, which the city urgently needed, among other things, in the scope of transport investment (external and internal transport system), restructuring public spaces and building sports, recreational and cultural infrastructure. The most important investments included building a ring road, opening the city towards the coast, creating a set of new urban sub-centres and creating a complex of Olympic infrastructure. It is worth mentioning that as much as 61,5% of funds for the organization of the OG were involved in the realisation of building projects. The result of the realisation of the investment plan was the regeneration of urban spaces, not only enriching the city quantitatively with a new infrastructure, but redefining those spaces with, among other things, new central areas, new functions of peripheral areas, as well as the improved system of relations between the city and surrounding areas [1,4]. Moreover, as F. Brunet [1] claims, “the key to the success of the Barcelona Games lies in the strength of the objectives (organisational excellence and urban impact), the inter-institutional consensus, the use of special management bodies, mixed private-public funding models, and also the successful harnessing of the Olympic impetus and attracting of investments”.

#### **Risk of the occurrence of negative effects of mega-events**

Numerous authors of academic publications devoted to effects of mega- events on the economy of hosting countries and cities, emphasising the need to build the legacy of mega-events, at the same time point at the risk of the occurrence of unfavourable phenomena – the risk of the creation of a negative legacy.

Among other things, the following is pointed out:

- the risk connected with the creation of a ‘success promotion’ around the event and its expected effects, which may lead to the realization of economically irrational investment decisions as a consequence of over-optimistic expectations as for long-term benefits arising from hosting a single mega-event [7];
- the risk connected with the difficulty in specifying which area may be affected by favourable effects of the event, resulting, for instance, from the increased flow of arrivals. It is assessed that the areas further away from the event places connected with the mega- event, will not be directly its beneficiaries [2];
- the risk connected with the occurrence of so-called ‘crowding-out effect’ – consisting in the fact the mega-event may discourage a person with a different tourist motivation than participation in the event from coming to the city. Such people, although they planned the arrival to the city, may resign from it for fear of overcrowding, high prices, difficulties in booking places in hotel facilities, means of transport, etc. The described phenomenon may concern a longer period of time than the time of the event and may cover a bigger area than the area of event organisation [3];
- the risk of possible changes in expense structure during a mega-event, of both tourists and permanent citizens, who may exhibit a greater tendency to acquire goods and services directly related to the event taking place, for the worse of a traditional offer connected with tourism and recreation in the city [5]
- the risk connected with the lack of a possibility of total control on behalf of the organizer and representatives of the hosting region over elements and factors building the legacy of mega-events, for instance the content of mass media [5].

Krakow as the area preparing to host EURO 2012 – actions aimed at building the legacy to date. Krakow, as one out of 6 cities applying for the group of Polish spots of EURO 2012 finals, still before announcing the UEFA decision of granting Poland and Ukraine the right to stage the Championships, was short-listed as a reserve venue. Reasons for that decision, taking

into account the preparation of Krakow in terms of accommodation, transport and sports infrastructure (i.e. elements subject to assessment) – are not clear.

The status of Krakow towards EURO 2012 has changed only slightly to date. Short-listed as a reserve venue, it became a candidate city, however, without UEFA's decision on increasing the number of host cities of the matches in Poland (from 4 to 5 or 6), the city, regardless of the state of preparations, does not have any guarantee of being granted the status of a host city. At present there is no guarantee of co-financing the investments carried out from the budget of the Country (as on 30.06.2008). Nevertheless, as was mentioned in the introduction, the authorities of Krakow continue preparations directed at fulfilling the expectations in the scope of staging EURO 2012 events.

Making a reference to 6 structures, whose creation is, in the opinion of H. Preuss [5], the basis of building legacy of mega-events for the hosting areas, it should be pointed out that most attention is generally given to infrastructure in the process of preparations. New infrastructure project engage substantial financial means, and after realization their effects will constitute a long-lasting element of landscape in the future. The greatest hopes are connected with investment projects of that kind, so are fears as for the consequences in the future.

It should be emphasised that the assessment of the state of preparations of Polish cities for EURO 2012, executed by UEFA, are covered by a secret clause, therefore, information included there cannot constitute help in making investment decisions for potential private investors. The main source of information concerning EURO 2012 in Poland is the one presented in mass media at present.

According to press releases, quoting UEFA's recent post-control reports (from April 2008), at present Krakow is ranked the highest amongst Polish cities expected for hosting European Football Championships in terms of the level of preparations of the sports, communication and tourist infrastructure. Taking into account basic investments assessed by UEFA, Krakow was evaluated in the following way<sup>10</sup>:

- very good (white card) in terms of accommodation of a lower standard;
- good (green card) in terms of accommodation of the highest standard (four- and five-star hotels);
- satisfactory (yellow card) in terms of stadium preparations (modernisation of the Municipal Stadium 'Wisla Krakow');
- good (green card) in terms of road transport organisation<sup>11</sup>.

A good state of preparations in terms of accommodation even at this stage means that irrespectively of EURO 2012 the city possesses a service potential to receive guests of big events of high rank. At the end of 2006 there were around 290 accommodation facilities with around 29 thousand sleeping places in Krakow. Krakow's accommodation is well-developed not only in terms of quantity but it also offers a wide range of the standard of rendered services. The city has at its disposal a relatively good offer, considering Polish conditions, in terms of four- and five-star hotels – at the end of 2006 in Krakow there were 8 and 6 hotels of that standard respectively. According to the data of EURO 2012 Office of the Municipal Council of Krakow (from June 2008), by 2012 in the city there are to be created 25 hotels more (including

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<sup>10</sup> UEFA, assessing the progress of work in places where EURO finals are to take place, uses a colour system. So moving from the top mark: white – a practically ready investment, green – work proceeding according to the plan, completion soon, yellow – progress according to the schedule, long before the investment completion, orange – fears of the investment realisation, red – very serious fears of whether the investment will be realized.

<sup>11</sup> Drawn up on the basis of: Karcz B., *Przygotowanie do Euro 2012. Kraków radzi sobie najlepiej*, Gazeta Krakowska, 18.06.2008, p. 5.

13 four- and five-star ones) of the total number of 4545 rooms (2360 rooms of the highest category)<sup>12</sup>. The given number of planned investments is not significantly far from the number of projects as planned in 2006 (so before the UEFA's decision on countries-hosts of EURO 2012), therefore, at present there are no reasons for speculations of a possible investment 'boom' in the hotel sector in Krakow connected with EURO 2012. However, it should be emphasised that the sector is even now characterised by a big growth dynamics, therefore, it may be supposed that although hopes for EURO 2012 (and related investments) are not the reason for the creation of the dynamics, they may contribute to their maintenance. At the same time the fact should be taken into consideration that the lack of certainty as for staging EURO 2012 events in Krakow may contribute to postponing investment decisions in time or considering other locations by investors.

From the point of view of staging mega sports events in Krakow, building and restructuring sports facilities is a priority. The most important investment to be realised in relation to EURO 2012 is the modernization of the Municipal Stadium 'Wisla Krakow' combined with the expansion of the facility to the capacity of around 33 thousand spectators. Moreover, the modernisation of two other stadiums is being planned ('Hutnik' and 'Cracovia'), as the ones functioning and training centres, as well as the expansion of 'Kolna' Sports and Recreation Centre, a proposed residence centre. Over PLN 500 million is needed to realise these investments, however, at present there are no other means secured for those purposes than the ones coming from the budget of the City of Krakow. Promises on behalf of the Polish governmental representatives as for co-financing the construction of the main stadium, are not reflected in documents at present. As part of preparations to EURO 2012 the city is also planning to build Performance-Sports Hall (in Czyzyny district), which was to be used while organizing events accompanying the championships, as well as the construction of the Congress Centre (by Grunwald Roundabout). The cost of that investment realisation is around PLN 650 mln. The investments presented above are at present mostly at the stage of being designed or prepared, however, there are construction works taking place in Wisla stadium, a key investment from the point of view of chances for EURO 2012. The construction of sports facilities should finish in 2010, as planned, the Conference Centre in 2011, and the Performance-Sports Hall in 2012<sup>13</sup>. Moreover, as part of investment tasks, it is planned to conduct works connected with enhancing the communication system in the city, including, among other things, communication services of football pitches, large-scale modernization works are being planned of the existing ones, building new sections of road infrastructure, building underground car parks and the realization of elements of urban public transport (so-called fast tram, among others).

Such a large-scale investment plan in the coming 4 years could constitute a threat to the balanced development of the city, taking into account high construction costs, and then keeping the planned infrastructure, with the simultaneous uncertainty as for the possibility of making use of it and promoting it in relation to EURO 2012. However, over-investment belongs to negative effects of mega- events most frequently quoted in scientific literature. In case of Krakow, however, the danger of creating infrastructure that would not be needed after the time of the mega- event seems to be limited due to the fact that:

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<sup>12</sup> Rotter-Jarzębińska K., *Baza hotelowa w Krakowie w kontekście organizacji EURO 2012 w Polsce*, *Turystyka i Hotelarstwo*, WSTiH in Lodz, article being printed.

<sup>13</sup> Drawn up on the basis of document *Informacja o stanie przygotowań do Mistrzostw Europy w Piłce Nożnej EURO 2012*, January 2008, [www.piechocinski.info](http://www.piechocinski.info).

– planned investments in the sports infrastructure concern already existing facilities in use, still requiring modernization;

– presented investment projects in the scope of performance and conference infrastructure, as well as in the scope of transport infrastructure did not arise in reaction to the chance of EURO, but have been planned for realization for many years – due to the chance of EURO 2012, work schedules changed, which caused the increase in the speed of their realisation<sup>14</sup>;

– planned investments are integrated with the Many-Years Investment Plan as well as sector policies (Tourist Development Strategy in Krakow for 2006-2013, Recreation and Sport Development Programme in Krakow for 2008-2012 among others) created by local authorities.

– arising infrastructure will constitute not a ‘leap ahead’, but rather the complementation of deficiencies in the basic infrastructure for contemporary metropolis in terms of tourism, culture, sport, recreation and transport.

However, it should be emphasised that at present there are no studies at the urban or regional level reaching beyond the horizon of 2012/2013, foreseeing or programming the use of arising infrastructure for the development of tourism in the city. The existence of such studies would be recommended in the situation of large-scale preparations and investment plans related to EURO 2012. Such studies should include scenarios in case Krakow became the host of EURO 2012 and new opportunities emerged for the development of tourism as a result of that event, as well as in case the city had no chance for the impetus in the shape of EURO. It can be assumed that the mere fact of the creation of the planned infrastructure will contribute to the development of tourism in terms of conference, sports and culture tourism among others. This effect will be more certain if arising facilities are ensured the adjustment to fulfil diversified functions.

Another example of speeding up investment activities in relation to preparations for EURO 2012 is the work on urban information system, including the unification the base of tourist products, information and point networking as well as an efficient, mobile system. The completion of those works, which is crucial from the point of view of serving incomers, needs to be expected before 2012, contrary to the previously assumed realization plans until 2013<sup>15</sup>.

Krakow, to become the city – host of EURO 2012 finals and fully use the related chance for promotion and shaping the image of the city on the international arena, undertook marketing actions based on the preparation and realisation of the programme ‘GO Krakow!’ among other things. ‘Krakow Euro-declaration’ gave rise to the programme, i.e. a document signed on 8 May 2007 by the City and Malopolskie Voivodeship Authorities and representatives of political and sports environments of Krakow, where „(...) the willingness of unanimous co-operation with each other beyond differences in views and programmes in order that Krakow is found among the cities organising Euro 2012 and could prepare for that suitably.’ is declared. ‘(...) The declaration is the expression of good will and awareness that the organization of one of the most important sports events in the world will bring numerous notable benefits for the city and its citizens’<sup>16</sup>. Through this declaration one can also see the building of another structure enumerated by Preuss – networks.

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<sup>14</sup> Compare *Many-Years Investment Plan of the City of Krakow for 2007-2016*, RMK resolution no VII/108/07 dated 28 February 2007

<sup>15</sup> Compare Wilkońska A., Rotter K. and others, *Katalog zadań. Strategia rozwoju turystyki w Krakowie na lata 2006-2013, Attachment to the Resolution of the Municipal Council of the City of Krakow* no CXIV/1167/06 dated 5.07.2006 with further amendments, p. 101.

<sup>16</sup> Text placed on the official sites of the Municipal Council of the City of Krakow (UMK): [http://www.krakow.pl/miasto/krakow\\_go/?id=2.html](http://www.krakow.pl/miasto/krakow_go/?id=2.html) (dated 5 July 2008).

With regard to preparations for EURO 2012 city representatives take part in meetings of Polish cities-hosts of the event, being the forum for discussions and co-operation with the representatives of government and governmental company PL.2012, Polish Football Association and other institutions. The city also belongs to EURO 2012 City Council, created in April 2008 as the co-operation platform of cities-hosts from Poland and Ukraine. Undoubtedly, the participation of city representatives in such structures contributes to acquiring knowledge concerning the process of preparations for staging mega- events. Moreover, such co-operation may constitute the germ of further joint actions of Polish cities and the government in terms of efforts to obtain the right to organise mega-events.

At present there is no information on institutional forms of co-operation at the local level when private and public sectors meet, which would be created to realize joint objectives related to EURO 2012. The situation needs to be considered requiring attention, because the experience of cities staging mega- events in the past show that the creation of such co-operation is desirable from the point of view of the creation of long-term benefits on the basis of mega-events.

As needs to be expected, the city is undertaking first steps in terms of building Preuss's structure of 'education, knowledge and skill-development'. Surely they consist in the fact of city representatives, such as workers of EURO 2012 Municipal Council of the City of Krakow, participating in various trainings and seminars concerning the techniques of staging mega-sports events – however, so far the city has not been sharing the information on actions undertaken in this scope with citizens<sup>17</sup>. However, the initiative of spreading introductory information of staging mega- events is exhibited by the private sector by organizing conferences being the source of knowledge, but also the forum of information and opinion exchange between representatives of the public and private sector. In December 2007 in Krakow 'Eurolog' conference was organized (with the co-operation with the Municipal Council of Krakow), whose main guests were, among others, representatives of the Portuguese Football Federation.

Training workers of the public or private sector institutions in the scope of guest service of mega- events, organization of the event itself, or e.g. creating new tourist products will be one of significant elements, on the basis of which it will be possible to build EURO 2012 legacy for the development of tourist industry in Krakow – among others in terms of the opportunities to obtain further events of that scale.

In terms of shaping the image and promotion, the city's actions are presently directed at convincing PZPN authorities, UEFA and governmental representatives, among others, that Krakow 'deserves EURO'. Promotion activities are also carried out towards fans during sports events taking place in Krakow (among others in co-operation with fans' association), sporty Krakow and region citizens as well as potential tourists (by spreading folders including information on Krakow preparations for EURO 2012 through Polish Tourist Information Centres abroad). Actions taken by EURO 2012 Office of the Municipal Office of Krakow also aim at convincing about benefits that the event in question will bring the city – among others 'the chance for the development of Krakow and growth of its prestigious significance on the international arena' is pointed out as well as the fact that 'Championships are an investment in

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<sup>17</sup> The city of Poznan includes on its Internet site in the section 'EURO 2012' the information concerning activities of local authorities in terms of preparations for EURO 2012, among others in participation in training and seminars. However, the amount of information concerning EURO, included on the official site of the City of Krakow [www.krakow.pl](http://www.krakow.pl) is highly limited, and the subpage [www.krakow.pl/miasto/krakow\\_go](http://www.krakow.pl/miasto/krakow_go) is of a statistical character.

the future of the city'. As for shaping the image of the city, alongside efforts for EURO, it is pointed out that Krakow is 'a city preserving the reserve towards radical changes, however, open and tolerant at the same time to new ventures'. Attention should be drawn to the fact of no programme of the city promotion referring to making use of media effects of EURO 2012, which suggests that at present the actions are being taken on a short-term basis. It does not bode well for the future from the point of view of the need of creating a coherent image of the city and building a brand as well as contributing, through promotion activities, to the realisation of objectives included in strategic documents.

Popularity of football in Poland ensures a relatively high level of interest and engagement on behalf of citizens in the notion of possible staging in the country an event of the range of EURO. Emotions connected with the organisation of EURO in Poland may bring fruit in the form of an increased participation in sport and sports events in the long-term, however, it seems that the effect would be more favourable for Krakow if matches were played also in those stadiums.

From the point of view of creating the structure of 'culture' it should be pointed out that preparations of Krakow for EURO will make it possible to enrich the city in elements of the culture infrastructure, will also improve the city's chances to obtain further mega- events, including cultural ones. EURO in Krakow would strengthen the city's efforts aiming at shaping the image of Krakow as the organiser of mega- events.

Chances and threats for the development of tourism in Krakow as a result of staging EURO 2012. Information and opinions presented or signalled above became the basis for the creation of a set of potential chances and threats for the development of Krakow as the tourist centre, arising as a result of granting Poland the rights to stage EURO in 2012 and starting the preparations of Krakow to fulfil the role of a city-host. It should be emphasised that the list of chances and threats is changing depending on what assumptions are taken as for the role of Krakow in the organization of that event in Poland.

In terms of chances, assuming that Krakow will be the host of EURO 2012 events, one needs to bear in mind the possibility of the occurrence of:

- increase in the competitiveness of Krakow, especially on the European tourist market, as a result of the media exposure of the city (the appearance of the information about Krakow in the context of EURO 2012 finals in all world sports services and all-information channels);
- improvement in the quality of tourist service in relation to building all-Polish unified system of tourist information;
- popularisation of Krakow as the sports centre in segments of qualified tourists, professional sportspeople and among sport lovers;
- speeding up the socio-economic development of the city in relation to shortening schedules of investment realization that have been planned for many years, especially communication ones;
- the possibility of using financial means from European funds on a larger scale intended for the development of sport and tourism;
- the possibility of obtaining new sports, cultural events, etc. by winning credibility as the event organiser;
- increase in the level of expenses of tourists visiting Krakow in relation with staging EURO 2012 events, including those resulting from launching new tourist products on the market (in the short run);

- increase in the level of average expenses of tourists coming to the city in relation to the increase in demand for active forms of entertainment in the city<sup>18</sup> (in the long run);
- stimulating the local enterprise, including small and medium enterprises in relation to the creation of new market chances connected with the event service
- restructuring of the concept of a tourist brand of the city with relation to appearing possibilities of shaping the image of the city through wide media exposure.

Regardless of whether Krakow is recognised as the host of EURO 2012 or whether it is excluded from the group of cities-hosts, due to the fact of undertaken large-scale preparation actions it can be expected that there are chances that in the future the following will take place:

- improvement of the functioning of tourist industry as a result of creating economic bonds between representatives of various industries and structures (vertical and horizontal co-operation) by building partnership – consortium, clusters, etc.;
- creation of mutual benefits in terms of tourism development by means of the growth in connections of Krakow with other tourist cities of the region thanks to the expansion of communication infrastructure;
- attracting further new investments to the city and agglomerations ('snowball' effect) connected with the function of entertainment (e.g. theme parks), sport (Olympic swimming pool, Formula 1 racing car, etc.), culture (e.g. large-surface congress-exhibition centre), business (office buildings, shops, apartments, etc. of world class), etc.;
- improvement in the capability of obtaining and organizing mega- events by means of increasing the level of knowledge in this scope;
- growth of the city tourist offer and improving its attractiveness by means of creating new urban tourist products based on new investments realised;
- technological progress in the urban infrastructure, forced for new investments realised by clients' expectations – Championships' participants and organizer.

In the situation of a significant organizational and financial engagement in the process of efforts and preparations to EURO 2012, potential threats cover not only the occurrence of negative effects of undertaken actions, but also the risk of not making use of the appearing chances. Bearing that in mind, it is pointed out that the threat for the development and functioning of tourism in Krakow in relation to staging EURO 2012 in Poland, the following may arise:

- not using marketing possibilities created by EURO 2012 by non-directed actions and too small 'dash' in the promotion activity of the city;
- lowering the demand for some tourist products not connected with EURO, mainly when the event is taking place;
- slight, in relation to expectations, net increase in the level of tourist flow in Krakow connected with EURO, as a result of the occurrence of the effect of 'crowding-out';
- negative effects in peripheral areas in relation to the event, consisting e.g., in the short period of time, in the decrease in the number of tourist arrivals during finals and profits connected with that;
- the possibility of the occurrence of negative image effects connected with overintensity of undesirable phenomena (e.g. acts of aggression on behalf of pseudo-fans);

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<sup>18</sup> As is shown annually by research of the tourist flow carried out in the city – tourists involved in active tourism, just after tourists coming in business, on average spend the most while staying in Krakow Compare Wilkońska A., 2007, *Kraków jako policentryczny ośrodek turystyki religijnej*, PhD dissertation, IGiGP UJ, Krakow, p. 215.

- outflow of national tourists caused by the increase in the process of tourist services during the matches and in the long run;
- development of undesirable-by-the-city forms of tourism and tourist market segments (drunk, ‘party-animal’ fans, sex tourism, etc.) in the long run;
- exceeding the tourist receptivity in the most attractive parts of the city connected with short-term but very intensive tourist flow, creating a threat to the natural and cultural environment of Krakow.

In case Krakow is excluded from the group of cities-hosts of EURO 2012, one should take into consideration especially the increase in the threat of the occurrence of such phenomena as: increase in competitiveness from other Polish cities; non-profitability of facilities prepared for EURO in the long run, in the situation of a smaller than expected increase in tourist flow or in the activation of the development of a given function.

It is worth reminding that the occurrence of favourable effects of EURO 2012 in the form of the realisation of arose chances and elimination of potential threats is conditioned to, as was mentioned above in this article, taking active, planned and directed actions of organisation, management, information and investment nature.

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#### KRAKOW – CITY OF EURO 2012? PERSPECTIVES FOR TOURISM DEVELOPMENT

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The article discusses the potential role of EURO 2012 as a factor of tourism development in Krakow. Krakow is not recognised at the moment (July 2008) as the host city of EURO 2012. Nevertheless, being a ‘candidate city’ it still retains chances to acquire this status; therefore, it is making preparations. Although there is no guarantee that the efforts of the city will be rewarded by staging EURO 2012 events, the authorities of the city seem to be convinced that the risk should be taken and preparations continued,

bearing in mind possible benefits. The objective of the article is, among other things, to present the state of preparations of Krakow for the role of EURO 2012 host as well as city's plans in this scope. The uncertainty of Krakow's current position, inclines the authors to put together potential chances and threats for the development of tourism in Krakow connected with the preparation process for staging EURO 2012 in Poland.

*Key words:* Krakow, EURO 2012, sports mega-events, urban tourism, mega-event legacy.

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