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THE WAŁBRZYCH
SPECIAL ECONOMIC ZONE
"INVEST-PARK"
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INVEST PARK INFO



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Let's get to know

As befits the leader, "INVEST-PARK" is in great shape. We have acquired another 150 ha of land in three subzones, and as many as 65 companies have recently made the decision to invest or expand their activity in the Wałbrzych zone. What is more, we have issued the 300th permit to conduct business activity in our zone!

We are not going to rest on our laurels though. We are introducing new incentives for investors: HR Club workshops, meetings of investors from individual countries, offering office spaces for rent. We also coordinate the cooperation between companies and vocational schools.

OVERVIEW OF EVENTS AND DEADLINES

Let's count!

10 July is the deadline for the WSEZ companies for sending information about their capital expenditure in Q2 and the number of employees as of 30 June 2014.

Please send this information to the usual address:  j.rybicka@invest-park.com.pl

ATTENTION!

The deadline for submitting applications for sponsorship passes on **31 July**

It will be the second and final tranche of funds allocated for 2014. For this reason, we encourage you to submit applications for co-financing sports and educational initiatives. Priority is given to applications from the gminas that are shareholders in WSSE "INVEST-PARK".

The rules and the necessary documents can be downloaded from www.invest-park.com.pl, tab: "sponsorship". 



The IPI magazine available on the iPad!

- wersja polska
- English version





each other...

It is but a handful of actions that we fully describe in the newest issue of the IPI magazine.

From 1 July, there are new rules of granting public aid. By conducting business activity in a special economic zone, entrepreneurs are eligible for tax exemptions that are lower than before (we described the changes in the March issue, and we will revisit the problem in September).

"It is false that the state of Poland favors foreign companies. What is true, however, is that western corporations are more willing to use public aid, and are more aware of how it functions," writes in her column Ilona Antoniszyn-Klik, Deputy Minister of Economy. For this reason we are launching a number of initiatives to make it easier for Polish companies to invest. One of these initiatives is constructing production floors for small and medium-sized enterprises in order to lower their initial costs.

Some statistics: we have more than 2,600 ha of land at our disposal, located in 44 subzones in four provinces. It is used by 170 companies that employ a total of 37,000 people.

We are changing, but our motto is still the same:

Join the best!

Enjoy the reading and write to us at: ipi@invest-park.com.pl.

➔ **MONIKA KORZEWICZ, Managing Editor**

Monika Korzewicz graduated in journalism. She worked in self-government and central government institutions. She is a specialist at the Communication Department of WSSE "INVEST-PARK".



Quote of the issue

New age poses new challenges for us. We who destroyed communism and triggered an avalanche of change that swept Europe must set an example and inspire the entire world how to change even the most difficult reality in a non-violent and democratic way. (...) When remembering 4 June 1989, let us make a better world for our children and grandchildren so that our victory is not in vain. Let us cherish the success of the Polish transformation and build an ever more beautiful home on the solid foundations laid 25 years ago.

President **LECH WAŁĘSA** on the 25th anniversary of the 1989 partially free elections

Production floors are ready for rent!

Attention to all small and medium-sized entrepreneurs – if you want to expand your activity while keeping the costs down, we have ready-made production floors waiting for you.

If you are interested in renting a production floor, please contact the Investor Service Department at

doi@invest-park.com.pl



More details can be found on page 21.

5th HR Manager's Club meeting

The rights of trade unions vs. employer's rights – this will be the subject of the 5th HR Manager's Club workshop, which will be held in September. It will be an excellent opportunity to exchange experiences and increase your knowledge. If you want to receive information about the dates and subjects of future meetings, please write to us at:

hr@invest-park.com.pl



Sports events

WSSE "INVEST-PARK" supports sports initiatives as part of our sponsorship program. We would like to encourage you to take part in the following events:

- **5–7 September 2014** – ŚWIDNICA CUP International Handball Festival
- **20 September** – 18th Polish-Czech Duathlon (Wałbrzych – the Książ Hippodrome)
- **21 September** – Street Run: trailing the monuments of Nysa
- **27 September** – "Green Sudetes" – 3rd Mountain Marathon of the Wałbrzych Agglomeration (Mieroszów)
- **28 September** – The Strzelin 10-km Run – 3rd Run of Strzelin Hills

Record number of permits in the WSEZ

During the July meeting, Barbara Kaśnikowska, President of WSSE "INVEST-PARK" will ceremonially grant the highest number of permits to conduct business activity in the zone's history. The meeting will be accompanied by a summary of the first half-year results. This form of granting the permits is intended to reassure the investors of our willingness to support them during the subsequent stages of the investment process, and it provides a great opportunity to get to know each other and establish new contacts.

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After the European Parliament elections

The eighth direct elections to the European Parliament are over. In Poland, we voted for the third time. In the entire European Union, **751 MEPs were chosen. In Poland there were 1,277 candidates, among them 557 women (44%) and 720 men (56%)** from twelve electoral committees. They competed for 51 seats, which situates Poland among the countries with the largest number of representatives. The countries with a higher number of representatives are Germany (99 seats), France (74), the UK (73), Italy (73) and Spain (54).

Polish representatives to the European Parliament from the four provinces (Dolnośląskie, Wielkopolskie, Opolskie, and Lubuskie) where the WSEZ is present:

■ RYSZARD CZARNECKI

He has been elected MEP for the third time. He is a former Deputy Minister of Culture. He wishes to continue what he has been involved in in the recent years, which is eastern policy and budgetary control of EU institutions.

He received
84,228
votes



■ LIDIA GERINGER DE OEDENBERG

She won a seat in the EP for the third time. In the past, she was director of the Wrocław Philharmonic. The most important issue in her electoral program is the creation of jobs for young people.

She received
53,790
votes

■ MAREK GRÓBARCZYK

The former Minister of Maritime Economy was again chosen for the EP. In his opinion, his most important task is to revive Polish maritime economy and the shipbuilding industry.

He received
54,864
votes



■ ANDRZEJ GRZYB

He was chosen MEP for the second time. His activity in the Parliament so far has concentrated on energy and climate policy, securing the supplies of energy sources and support for SMEs.

He received
26,805
votes

■ ROBERT IWASZKIEWICZ

An entrepreneur from Wrocław, whose intention is to negate the effects of EP's work and its decisions. In his opinion, the European Parliament is responsible for 70% of Polish law, and it is doing this task badly. "For this reason, I will speak up and say what it is doing badly and what should be done to change it," he promises.

He received
29,505
votes



■ DAWID JACKIEWICZ

A former Deputy Minister of State Treasury, who wants to be involved in matters connected with energy security.

He received
79,942
votes



■ DANUTA JAZŁOWIECKA

An MEP since 2009, who wants to change the perception of Polish emigrants, improve the use of funds to support elderly citizens, and help young people who are entering the labor market.

She received
38,652
votes



■ AGNIESZKA KOZŁOWSKA-RAJEWICZ

A former Government Plenipotentiary for Equal Treatment and co-creator of the Quota Act. In the European Parliament she wants to deal with countering unemployment and improving the facilities for elderly citizens.

She received
66,419
votes

■ BOGUSŁAW LIBERADZKI

A former Minister of Transport and Maritime Affairs. He was elected to the EP for the third time. He declares that in the new term he will continue his efforts to improve the communication between his region (Lubuskie and Zachodniopomorskie Provinces) and the rest of Poland and Europe.

He received
43,348
votes



■ KRYSZYNA ŁYBACKA

She served as Minister of National Education, and in the EP she would like to focus on issues connected with education and science. She promises that she intends to secure funds for the development of research and innovation in her region.

She received
42,441
votes



■ DARIUSZ ROSATI

A former Minister for Foreign Affairs and an economist by profession, who would like to work in the Committee on Economic and Monetary Affairs in the EP in order to improve competitiveness, create new jobs and deal with energy and climate policy matters.

He received
84,686
votes



■ ADAM SZEJNFELD

A novice in the European Parliament, a former Deputy Minister of Economy. "So far I have been involved in limiting bureaucracy in Poland. I will continue my efforts in this area in Brussels, where 80% of Polish law is made," he emphasises.

He received
69,852
votes



■ KAZIMIERZ MICHAŁ UJAZDOWSKI

A former Minister of Culture and National Heritage. He will concentrate his efforts in the EP on improving the relations between MEPs, the Polish government and parliament.

He received
48,945
votes



■ BOGDAN ZDROJEWSKI

A former Minister of Culture and National Heritage, he is particularly interested in working in the Budgetary Committee. "From this position, it is possible not only to improve the situation in culture, but also to help the entire creative industry," he says.

He received
162,426
votes

PHOTO: A. IWANICKI

EU'S ECONOMIC DILEMMAS

BARBARA KAŚNIKOWSKA, PRESIDENT OF THE BOARD OF WSSE "INVEST-PARK"

The results of the 2014 European Parliament elections have been announced. The success of Eurosceptic and radical right- and left-wing parties, which won almost a quarter of the seats, reflects the growing discontents of the EU citizens with the status quo. Critics of the European Union call for simplifying the procedures and regulations, and doing away with the red tape. It is hard to disagree.

Unfortunately, the fragmented mosaic of political fractions in the new Parliament will probably translate into an even more complicated and prolonged process of decision making in the EU. How are investors going to react? Probably they will do just what the voters did: keep calm. There have been no unexpected downfalls on stock exchanges or in foreign currency exchange rates. The markets seem to be more preoccupied with situation in Ukraine.

But we mustn't be deceived. The results of the most recent European Parliament elections should be taken as an admonition to EU policymakers, and can potentially have far-reaching implications for business.

What Europe needs is bold actions that will facilitate faster economic growth and, consequently, contribute to generating new jobs. So far, the austerity measures adopted by the EU countries in response to the crisis have resulted in voters' disapproval. It is true that increasing VAT and income tax rates in a number of European countries has helped to decrease the budget deficit, but it has also resulted in slower economic growth. And it is precisely this slow rate of growth that constitutes the biggest challenge for the EU economy in the next few years. The situation is made worse in the context of a slowdown of Asian economies, which are the main importers of European goods. A slowdown in Germany is also a major threat for the rest of Europe, including Poland, as our economy is particularly tightly connected with the German one.

The second challenge the European economy faces is undoubtedly the policy framework for climate and energy. The new make-up of the European Parliament will not favor stricter regulations in these matters. The European Commission has strongly promoted the idea of "green

development" in recent years, paying little attention to its costs. Within the new financial framework of the EU, a sizeable chunk of the money allotted to Poland has been secured for solutions that will further reduce CO₂ emission, which is the result mainly of the pressure exerted by the Commission.

Meanwhile, according to the most recent calculations, the EU's policy on climate may lead to eliminating even 24 million jobs (28 million jobs at risk, and merely four million new jobs that can be created as a result of shifting to renewable energy sources). The increased norms and limits that European companies must respect translate into their higher operational costs and lower competitiveness. What is more, even if the EU countries cut their CO₂ emissions by as much as 40%, the effect would be barely noticeable on a global scale...

The competitiveness of any economy depends to a large extent on energy prices. In the last ten years, the price of energy in Poland has grown by roughly 90%, and the price of gas for companies almost doubled. The cost of production in Poland and most other EU countries currently exceeds manufacturing costs in the USA, not to mention China, Mexico or India. The situation in the global energy markets is changing, and the biggest game changer is the intensive exploitation of shale gas in the USA. How should the EU policy on energy be reformulated? Is it possible to reconcile environment protection and the environmental ideals with the fear of losing competitiveness due to high energy prices? These are some of the most fundamental dilemmas and challenges for the EU and the European Parliament for the years to come. ■



BARBARA KAŚNIKOWSKA

She graduated from the Warsaw School of Economics and for many years she was responsible for the coordination of EU programs aimed at Small and Medium Enterprises (SMEs), and she initiated the creation of the National System of Services for SMEs. As an expert of the European Commission, she was involved in programs stimulating entrepreneurship and regional development. She arrived in Lower Silesia in 2008 to head an institution that supported Lower Silesian companies, and later to become director of the largest department of the Lower Silesian Marshal's Office in charge of the Regional Operational Program.



CALENDAR

■ Russia has banned imports of prefabricated pork meat from Poland and Lithuania.

■ As a result of the crisis in Ukraine, Russian companies are losing market value. Moody's, a rating agency, has announced a decrease of rating of several major Russian banks and companies.

■ Members of the European Parliament have passed a bill to end roaming fees for making mobile phone calls within the EU by 2015, which will mean equal prices for all such calls.

■ The National Bank of Poland has introduced new banknotes into circulation. The design of 10, 20, 50, and 100 zloty banknotes remains unchanged, but the safety features have been upgraded.

■ The Council of Ministers has adopted a bill on renewable sources of energy. It simplifies concession procedures and allows for producing energy from renewable sources for own needs.

■ Germany has become the second, after the USA, most popular destination for immigrants. According to the newest report of the Organisation for Economic Co-operation and Development (OECD), Germany has overtaken countries such as the UK, Canada and Australia.

■ Prime Minister Donald Tusk is conducting talks on a Europe-wide energy union. However, the Polish idea has many opponents.

■ The Ministry of Finance is planning to transform tax audit authorities into efficient fiscal police.

■ In April, the average monthly gross wage in Poland was 3,976.80 zlotys, which means a year-on-year increase of 3.8%.



The European Bank for Reconstruction and Development has increased January GDP growth forecast for Poland for 2014 from 2.7% to 2.8%.

■ "Only Polish coal will be burned in the new power plants," declared a representative of the Ministry of Treasury.

■ The government has adopted draft legislation guidelines on the changes to the Code of Commercial Companies. They are intended to simplify the establishment procedure of limited liability companies, and to better protect creditors.

■ According to a survey conducted by Mondial Assistance, the number of Poles who are going to spend their holidays this year away from home has decreased by 5%. Spending holidays abroad is becoming less popular, too.

■ Polish GDP this year will grow by 3.1%, and next year – by 3.4%, the International Monetary Fund predicts.

■ E&Y has calculated that Poland ranks third in Europe in terms of the number of jobs generated by foreign direct investments.

■ Talks on lowering gas tariffs are being conducted between Russia and Ukraine. Gazprom makes one condition: repayment of Ukraine's debt to the company, which is 2.2 billion dollars.

ILONA ANTONISZYN-KLIK, DEPUTY MINISTER OF ECONOMY

It is hard to argue about beliefs. Even when faced with obvious facts, it is hard to give up what we believe in. Not to mention when the reality is far from being clear and unambiguous.

BELIEFS AND FACTS

How to counter the accusation that the state supports only big western corporations? That these companies enjoy better conditions than those of domestic firms? I know that it is not true. I know how much effort my colleagues and I devote to convince Polish entrepreneurs to take up the risk and enter new markets, launch new products and use new technologies. If you have a good idea for development, the state can help you.

Beliefs, however, are as strong as walls. I often hear that something is impossible, unprofitable, or too risky. "Who needs all these controls and why should I explain how many people I employ," entrepreneurs complain.

Why are so many businesspeople convinced that public aid is not for them? In this magazine, let's focus on help granted to companies operating in special economic zones (although I am certain that similar way of thinking kicks in in the case of subsidies and returnable financial instruments).

First and foremost, there is lack of knowledge. Many small entrepreneurs in Poland think that just because huge and globally recognizable companies operate in special economic zones, they cannot base their companies there. Second, there is false knowledge. Numerous entrepreneurs are deeply convinced that using public aid is terribly complicated. Meanwhile, the procedure of applying for a permit to run business activity in a zone is clear and logical, although it takes more than 40 days, and the consultants working in companies that manage the zones do their best to assist at all stages of the procedure. Threatening with controls, rummaging through papers and the need to keep detailed accounts once in the zone is like threatening with monsters under the bed. It does not make sense. What does make sense is the rationale behind public aid: the state waves its right to part of the taxes in exchange for certain investments and a specific number of jobs that an entrepreneur promises to create. Public aid (tax exemptions) is no free gift from the state – it is a bilateral agreement, with both parties committing to undertake certain actions. As it is the case in business, all you have to do is deliver on your promises. There is no need to threaten anybody.

It is sometimes worth examining your beliefs and getting rid of at least some of them. It is false that the state of Poland favors foreign companies. What is true, however, is that western corporations are more willing to use public aid, and are more aware of how it functions. It is also true that most of the Polish companies that use the possibility of conducting business activity on preferential terms cooperate with foreign partners. When special economic zones were established, these were mostly foreign companies that invested in them, which explains the unfortunate belief that aid is only granted to foreign firms instead of domestic ones. It could not have been otherwise at that time – Polish entrepreneurship was just emerging. What Polish companies lacked was capital. Today there are 1.8 million firms in Poland, mostly small and medium-sized ones. But there are also Polish firms that have succeeded in building

**ILONA ANTONISZYN-KLIK**

She was awarded scholarship by the Hans Böckler Foundation for young talented PhD students. She was president of the Women's Committee at the Provincial Commission for Community Dialogue. She received MA in Economics from the European University Viadrina. She completed postgraduate studies at the Diplomatic Academy in Vienna. She also studied at the École nationale d'administration in Paris. From 2008 to 2010 she worked at the Lower Silesian Marshal Office, first as Deputy Director of the Regional Development Department and later as Deputy Director at the Department of the European Structural Funds and the Reconstruction and Development Program. From 8 June 2010 she was Deputy Voivode of Lower Silesia. On 24 November 2011 she was appointed to the position of the Undersecretary of State in the Ministry of Economy. Her hobbies are running and dog trekking.

organizational and financial structure that meets global standards. It is no accident that among the companies interested in buying a domestic appliances factory in Wrocław for 317 million zlotys there is one global corporation and two (!) firms with Polish capital.

Until 2009, most of the newly-formed firms were micro-companies, but since then the trend has reversed, and there are more and more big enterprises, which is a positive change. Multiple symptoms prove that we are about to enter a phase in which Polish capital starts to matter in the market. Let me use some examples from the Wałbrzych Special Economic Zone. Where does the capital of the companies that operate here come from? There are 47 Polish firms, 24 German, 21 Italian, 13 Japanese, and then – Swedish, American, and so on. Foreign companies have generated more than 32,000 jobs and invested 15.5 billion zlotys while the Polish ones are responsible for the creation of 3,700 jobs, and their capital expenditure has been just above one billion zlotys. It shows the disproportions between domestic and western firms. But what we see at the moment is a marked increase in the interest of small and medium-sized Polish companies in locating their operations within the area of special economic zones. Our firms are getting richer, more self-confident and more aware of how to use public aid. On the other hand, there has been a number of actions intended to make it easier for these companies to invest. The Wałbrzych zone, for instance, is building production floors for rent for SMEs, which is hugely important in the situation when the proportion of costs incurred to purchase real property is unfavorably high compared with the European average.

Our beliefs can give us wings or drag us down. So perhaps it might be a good idea to learn the facts. And the facts are: industrial production for the first four months of 2014 is up 4.7%, which meets the earlier expectations of the Ministry of Economy. It is expected that it will grow at a similar pace in the second quarter of 2014. According to the forecasts, the year-on-year increase of industrial production in May 2014 should reach 6%.

Have I convinced you? Perhaps it is worth looking at your company and your opportunities with a fresh eye? ■

CALENDAR

■ Most of the EU funds allocated to Poland for the years 2014–2020 will be spent on transport infrastructure, states the Partnership Agreement between the European Commission and Poland.

■ The election to the European Parliament in Poland was won by Civic Platform, just ahead of Law and Justice. Both parties will have the same numbers of MEPs.

■ Petro Poroshenko won the presidential election in Ukraine. He made his first trip abroad as President to Poland.

■ The May values of TNS Consumer Index, which measures consumer sentiments, grew by 2.7% on April to -12.8 points.

■ The presidents of Russia, Belarus, and Kazakhstan signed a treaty on the creation of the Eurasian Economic Union, modeled on the European Union.

■ The Ministry of Economy analysts estimate that investments in the first quarter of 2014 grew by 4.3%. According to preliminary findings by the Central Statistical Office, GDP in Q1 increased by 3.3%.

■ Polish companies are entering new markets. The hit of the season is Serbia (growth of exports by 77%), followed by Moldova, Bulgaria, and the Middle East countries.

■ The unemployment rate in May fell to 12.5%, compared to 13% in April, the Ministry of Labor announced.

■ On 4 June Poland celebrated the 25th anniversary of the first partially free election in 1989. Delegates from almost 50 countries participated in the main ceremony in Warsaw. The American delegation was led by President Barack Obama.



■ During the first five months of 2014, the value of investments made by foreign companies supported by the Polish Information and Foreign Investment Agency exceeded the total value for 2013.

■ European citizens lack digital skills, which is a greater barrier to using fast Internet than its cost, the European Commission announced.

■ This year's growth in developing countries will be 0.5% lower than predicted in January, according to the World Bank's data.

■ The European Commission proposed increasing next year's spending by almost two billion euros.

■ The European Commission published a report which found that Lithuania had achieved the economic criteria to join the eurozone from 1 January 2015.

■ Corruption and malfeasance in business are perceived as a less serious problem than several years ago, concluded a study by E&Y.

■ Bank Smart, a new bank created by the founder of mBank Sławomir Lachowski, was launched.

■ About 13 billion dollars was spent on the World Cup in Brazil, including 3.6 billion on building and modernizing the stadiums. Due to huge corruption, a series of demonstrations took place. More than two million people participated in these demonstrations, which have been the largest in the last 20 years.

Sixty per cent of the time spent on education in vocational schools should be spent learning the practical skills directly at the future workplace.

POWER TO THE SCHOOLS



A new project of the Ministry of Economy, which is intended to start next school year, will introduce changes to the existing model of education. The Ministry has allocated 220 million zlotys from the Operational Program Knowledge Education Development to implement the project. It will result in the creation of a dual education system in Poland, which combines theory and practice by simultaneously providing students with training in vocational schools and in companies. As a result, the graduates will have the skills that will truly meet the employers' needs.

The project is supervised by **ILONA ANTONISZYN-KLIK**, undersecretary of state at the Ministry of Economy. As she explains, "Vestibule schools are capable of training highly skilled specialists who know the specificity of a given company inside out. In this model, a company's managers participate in the process of education, and the apprentices get the chance to learn how to use the equipment in the company where they will work after graduation. This solution is perfect for both the companies and the students, who will obtain concrete skills and a concrete job."

COMBINING THEORY AND PRACTICE

The dual education system is a simple solution that has been tried and tested in many countries, including Germany, Austria, Switzerland and Holland. The syllabus is modified to take into

account the situation in the job market so that the apprentices gain the right knowledge and practical skills needed by companies. By undergoing the apprenticeship in their future workplace, the students have access to the newest technologies and equipment, which is hard to provide by even the best schools. As a result, the employers waste no time training the newly hired employees. Within the proposed financing model, there will be money for company representatives to supervise the apprentices, for the work performed by the apprentices, and for the purchase of teaching aids and materials used by the schools and companies during the training.

CHANGING THE MENTALITY

The main obstacle that needs to be overcome on the way to rebuilding a solid vocational education system in Poland is the very attitude to it. In the early 1990s, vocational schools were perceived as a "worse" alternative to schools of general education, and those who embarked on vocational education were viewed as less gifted. It was not until most of vocational schools had closed down when the decision makers realized their mistake. Meanwhile, companies have constantly been looking for skilled candidates. No fewer than 80% of Polish employees admit that they have trouble finding competent workers. That is why rebuilding the vocational education system has become one of the top priorities of the Ministry of Economy.

"We must use other countries' experience in how to transfer technology from universities to the economy, and how to provide vocational education to young people. It will make the economy more innovative and competitive."

JANUSZ PIECHOCIŃSKI, DEPUTY PRIME MINISTER, MINISTER OF ECONOMY

■ Many companies from the zone have already undertaken initiatives connected with apprenticeship programs. **TOYOTA MOTOR MANUFACTURING POLAND** cooperates with School Complex No. 5 in Wałbrzych. The students undergo a two-week work practice program at the plant and one-year specialization classes. Toyota contributes to equipping the school with machines and tools.

■ The Krotoszyn-based company **MAHLE** organizes vocational practice for students. The company has employed a vocational teacher responsible for supervising the apprentices, who spend several days at school and several at the company. Using the company equipment, the apprentices gain practical experience and skills needed to work for the company.

ZONES FOR EDUCATION

The companies that manage special economic zones are natural partners for the Ministry of Economy in reviving vocational education. There are 14 of them, and they manage a total area where 1,300 companies employ 270,000 people. This tremendous potential must be used well. If a company is willing to participate in the project, the best way to do it is to contact the representatives of the closest special economic zone.

"We encourage companies to come forward as soon as possible. What we need is 'critical mass' to create a comprehensive system, not just one-time actions. If for some reasons a company decides to join in later, it will also be welcome", explains Mrs. Antoniszyn-Klik. It is crucial that companies indicate what skills they will be looking for in employees in the nearest future. Special economic zones are also planning to extend their assistance to companies that do not operate in the zones. Undoubtedly, cooperation with the local governments and schools will make it possible to come up with the right syllabi.

"INVEST-PARK" AS INTERMEDIARY

A special team responsible for vocational education has been formed at the WSEZ "INVEST-PARK". Its tasks include helping companies to organize apprenticeship programs, participating in the creation of vocational training classes, providing apprenticeship to graduates and co-developing the syllabi. **BARBARA KAŚNIKOWSKA**, President of "INVEST-PARK", says: "We sponsor educational initiatives aimed at increasing the graduates' worth in the job market."

The first dual education school in Poland will be the training center in Września. It will be created from scratch to provide employees for the Volkswagen plant and a dozen other companies in the automotive industry. As Mrs. Kaśnikowska explains, "The center will be created by the local government in cooperation with 'INVEST-PARK'. It will train highly skilled employees for the automotive industry."



■ MARIA MONTOWSKA, Director of AHK Polish-German Chamber of Industry and Commerce



To successfully build a dual education system, it is not enough to just count on apprenticeship and job training programs in companies. It is necessary to create vocational education classes that would involve close cooperation between companies represented by expert practitioners and teachers. This model is hugely successful in Germany. In 2007, there was just one such class in Poland. Currently, the Polish-German Chamber of Industry and Commerce coordinates 35 classes with 800 students.

However, the educational process must be appropriately coordinated so that the learners will primarily acquire practical skills needed for a given job. "There must be cooperation between the schools and companies, and it must be coordinated. We are in the right spot to become the intermediary. On the one hand, we have good contact with entrepreneurs who tell us what specialists they need. On the other hand, it is easier for us to reach the schools. If one company needs five automation technicians, no school would be willing to create a special class, but if we are able to find several companies that need 20 specialists, it will be easier for us to talk to schools, and the schools will be more willing to modify the syllabus accordingly", Mrs. Kaśnikowska adds.

The fact that "INVEST-PARK" remains in good contact with schools is demonstrated by the recent agreement signed with the **POLYTECHNIC SCHOOL COMPLEX "ENERGETYK"** in Wałbrzych. Under the agreement, "INVEST-PARK" will co-finance the robotics association at the school. Mrs. Kaśnikowska declares that a diagnosis of companies' needs will be carried out and later a feasible proposition will be put to secondary schools to adapt their teaching programs to meet the needs of the companies functioning in the zone.

➔ MONIKA KORZEWICZ

WSEZ „INVEST-PARK”

WHAT DO WE DO TO SUPPORT COMPANIES IN THEIR SEARCH FOR COMPETENT EMPLOYEES?

- We coordinate the cooperation between companies, vocational schools and lifelong learning centers
- We create and implement pilot programs of cooperation between companies and schools
- We monitor employees' needs and the offer of educational centers
- We run the HR Manager's Club for companies functioning in the zone, which is a platform for exchanging good practice models and improving competences
- We organize specialist training and consultation meetings for companies operating in the WSEZ

We are looking forward to cooperate with companies, schools and local governments.
szkolnictwozawodowe@invest-park.com.pl

THE TOWER OF BABEL AND THE CHINESE

Conversation with **prof. JAN MIODEK**, a linguist

- **Let me start with a holiday situation: my friends have just returned from their exotic holiday. When I asked them how they coped without knowing the language, they replied: “All you need to communicate is a credit card or cash.” If it is really the case, maybe language is not indispensable anymore?**

– Even if we arrive at a sad conclusion that money makes the world go round, it is still necessary to use language to think about money. Each thought must have a linguistic form. In this sense, from a philosophical perspective, language is inalienable. People need language to think.

- **It is impossible to write a good business plan without using language?**

– First there must be a thought, which means a word, language. Actions come later.

- **Aren't we caught in a trap here? We create global economies, geographically and culturally remote markets that are intertwined at many levels, but we use different languages to think...**

– That is why English will be present in certain areas of the Polish language. At least lexically – grammar will continue to be Polish, but this grammar will be used to govern English and global words.

- **The cover of the previous issue of IPI showed a manager of the German corporation Volkswagen and a deputy prime minister of Poland. One venture – a project in Września – and two languages, which means two ways of thinking.**

– If both these men think in terms of economy, they can communicate well. However, if we look at the typology of Polish and German, we can observe certain regularities that may make communication more difficult.

We can say that the Polish language is often more economical while German is more precise. There is a pencil on the table between us. The most important element of a pencil is a lead stick inside it. A German person would call it *Bleistift*, which con-

sists of *Blei* – lead, and *Stift* – stick. In Polish, however, a synthetic suffix would be added. One of the terms is degraded to the role of a formant, the stick becomes a suffix, and *ołów* (lead) is changed into *ołówek* (pencil). If a person does not know German well, but knows the word *Blei* and the word *Stift*, he or she will be able to guess what *Bleistift* means. Meanwhile, a German person who knows a bit of Polish will be able to guess that *ołówek* is something connected with lead, but what is it exactly? It would be difficult to work out that it means a pencil. Another example: mills originally used wind power. So the Germans created the word *Windmühle*, which comprises both *Wind* and *Mühle* (mill), and we coined the word *wiatrak* (*wiatr* – wind, plus the suffix -ak). Again, a German could guess that *wiatrak* is something connected with wind, but in what way?

- **In your opinion, are certain languages better suited to talk about business, economy, making investments and counting?**

– I cannot choose one such language. In our part of the world, the English language has become the most popular, the most universally known, so businesspeople will probably use it for communication, but it is in no way connected with its inherent features, with its structure. It is just a cultural coincidence. If Kapuściński were alive, he would probably be quick to warn us: there are certain places in the world where your English is no good.

- **Once it was Latin, now English, and in the future?**

– Who knows?

- **Among the languages used by the biggest numbers of people there is Chinese, or Mandarin Chinese, to be more precise.**

– The Chinese language is incredibly difficult. But my colleagues from other faculties tell me that young people keep asking about the possibility to study Chinese! It speaks volumes. This way of thinking is influenced by the economy. We hear that the Chinese are an economic power, and they will be stronger and stronger. Who knows, perhaps people working in the broadly defined world of business will soon be learning Chinese?

Even if we arrive at a sad conclusion that money makes the world go round, it is still necessary to use language to think about money. Each thought must have a linguistic form. In this sense, from a philosophical perspective, language is inalienable. People need language to think

JAN FRANCISZEK MIODEK

Professor Jan Miodek is an outstanding linguist who popularizes knowledge about the Polish language. For many years he has hosted TV programs about language. He is Director of the Faculty of Philology of the Wrocław University, member of the Linguistic Committee of the Polish Academy of Sciences and the Polish Language Council. He has written numerous books and articles and supervised several hundred academic theses. He worked as visiting professor in many countries, including Germany, the Czech Republic, Sweden, Denmark, Austria, Lithuania, Canada, and the USA.

■ On the other hand, Chinese investors and politicians have adopted a rational approach and they learn European languages to communicate with us.

– Of course! I can see it every morning when I come to my office (at the Faculty of Philology of the Wrocław University – editor's note) and walk among Asians, mostly Chinese, who are studying Polish here. And they are studying it with Asian diligence and insight... They are good! Who knows, maybe one of the languages spoken in Asia will overtake English in the future?

■ I must ask you one more thing. Should we be concerned about the level of "pollution" of the Polish language in everyday communication?

– If English words and phrases become part of new, unnamed areas (electronics, business, economy), as a Pole I am happy to see them used in these contexts because it shows that Poland is a normal country. Language will cope with these terms by means of regular adaptation processes. What simply irritates me is when we behave like children and unnecessarily copy some linguistic phenomena. One of the examples is the word *dedykować*. The English word "dedicate" has a broader meaning, while the Polish equivalent should only be used in the context of dedicating books or songs to somebody. We have other words that convey the other meanings of the word "dedicate", and it is irritating to see that they are not used.

■ The official language does much harm here: all these implementations, evaluations, applications that are almost literally translated into Polish...

– Of course! Having devoted my professional life to linguistic culture, I must insist on linguistic variation that allows us to use different words. By becoming obsessed with the fashionable word *aplikacja*, we forget that there are half a dozen synonymous expressions that could be used... and this is terrible. Another example: the word *agenda* has been used for centuries in Polish to describe a part or department of a company or ministry. The English *agenda* refers to a list of items to be discussed. As a result, we start using the word with its English meaning instead of looking for Polish equivalents. It is truly unfortunate for the Polish language that when an English word has a different meaning, we copy it without thinking instead of translating it.

Why does everybody use the word *dokładnie* when nodding their heads? *Dokładnie* means "precisely and meticulously". Unfortunately the English word "exactly" is translated as "dokładnie", and consequently Polish people use it whenever an English person would say "exactly".

■ Do other nations have similar problems with their mother tongues?

– Although he is virtually bald, Umberto Eco tears his hair out because of the very same *exactly*. The Italians say *esatto*. I get goose pimples all over when I hear *dokładnie*, and Umberto Eco reacts in the same way whenever he hears this unbearable *esatto, esatto, esatto...* ■

■ Thank you for the conversation.

⇒ JOLANTA CIANCIARA

“Join the best”,
or 

NEWS

FROM FIRMS IN THE ZONE

New engine – new jobs



• As many as 380 people will be employed at the **TOYOTA** factory in the Wałbrzych Special Economic Zone. The new jobs will be created in connection with the launch of another assembly line. The facility will produce a 1-liter petrol engine for the new generation of the Aygo model. The total capital expenditure will reach 123 million zlotys. In the photo: Carl Klemm, President of Toyota Motor Manufacturing Poland.

DSSE

Environmentally-friendly zone

• In May, the project named “Environmentally-friendly Zone” was concluded. The project participants were the students of the School Complex in Żarów and the representatives of Daicel Safety Systems Europe (DSSE) in Żarów.

The students audited the DSSE factory in the Wałbrzych Zone. Representatives of the facility answered their questions concerning the object of business activity, waste recycling, preventing air pollution, and water management. The result of the audit was positive.

The students participating in the project received book tokens as a prize from DSSE.

Congratulations on
a great idea!

Wemeco Poland for middle-schoolers

• The Wemeco company, a manufacturer of metal products based in Kudowa-Zdrój, prepared a special offer for the graduates of lower secondary schools who decide to go on to learn a job in cooperation with the company.

Ten students will receive course books free of charge, double salary (in comparison to the statutory amount) for their work during vocational education, and a guarantee of employment after graduation.

 **wemeco®**

POLARIS®

ZaQUAD headed for Australia

• At the turn of July and August, serial production of quads and light all-terrain vehicles will be launched in Opole by the Polaris company.

Around 25,000 vehicles will be produced each year, and they will be exported even to Australia. The investment project has been carried out at an impressive speed. The first spade was dug into the ground in September last year, and today the mighty production facility is visible to anyone driving through Wspólna street in Opole.



DRIVE SAFELY!

POLAND OPENING CEREMONY



Mando's first European factory

- More than two years after the cornerstone was laid, the Wałbrzych factory of the Korean company Mando was officially opened in May.

This year Mando will begin serial deliveries of brake calipers to corporations such as Fiat, and from next year – to Volkswagen. The Wałbrzych facility is Mando's first plant in Europe. Poland competed with Slovakia, Hungary and the Czech Republic to attract this investor.

Mando
Corporation Poland Sp. z o. o.

Nifco digs the first spade

- The first spade was symbolically dug into the ground in April, and in this way another investment project in Świdnica began.

Nifco will expand its facility for production of plastic elements for the automotive industry, including glove compartments and ventilation ducts for Porsche and Volkswagen. As a result of the expansion, total employment will double and output will treble. The investment is scheduled for completion in December 2016.

NIFCO



WE KEEP OUR FINGERS CROSSED FOR THE NEW INVESTMENT!

faurecia

Seamstresses worth their weight in gold

- Taking over the production of the Romania branch of Faurecia is a huge challenge and an opportunity for development for the company's Wałbrzych facility. As a result of the project, employment will need to be increased. The most sought-after employees are people with experience in sewing, especially industrial sewing.

In Wałbrzych, headrests for cars such as the Audi, Skoda and Peugeot are being made. It is estimated that by year end at least 80 new people will be employed at the facility.

Faurecia for employees

- The French corporation puts emphasis on employees' professional development as well as their satisfaction and integration. For this reason, the company organizes summer picnics for its employees and their families.

In June, the picnic was held at the Książ Castle. More than 4,000 people had a good time and enjoyed the concert of "Leszcze" band. The event was accompanied by games and competitions with prizes.

Next year we are planning to join our forces with several companies from the zone and with the city of Wałbrzych to organize one huge picnic for the inhabitants of Wałbrzych and for the companies from the region.

It is going to be a great party!

WE WOULD LIKE TO INVITE ALL THE FIRMS IN THE WSEZ TO SEND YOUR CONTRIBUTIONS TO THIS COLUMN.

Write to us at:
ipi@invest-park.com.pl



Electrolux

CUTTING-EDGE

Electrolux sells more than 40 million products each year. Cookers, ovens, dishwashers, washing machines, hairdryers, refrigerators, and small appliances are sold under brand names such as Electrolux, AEG and Zanussi to customers in more than 150 countries. Between 2000 and 2006, the company built four production facilities in Poland, three of which are located within the Wałbrzych Special Economic Zone – in Świdnica, Żarów and Oława.

When Electrolux began production in Świdnica in 2006, it employed 100 people and manufactured stand alone cookers, which are among the simplest home appliances. During the next seven years, the facility increased its production capacities and expanded the infrastructure. Nowadays it produces state-of-the-art appliances, including steam ovens or oven/microwave combos.

Today, Electrolux is one of the largest employers in Świdnica, with a workforce of more than 1,000 people. The facility is constantly growing. In April this year, the company received its fourth permit to expand business activity in the Wałbrzych Special Economic Zone. Electrolux is planning to invest 11 million zlotys to extend its finished goods warehouse, which means jobs for another 30 people this year. The extension of the warehouse will further increase production volumes, and consequently affirm the importance of the facility in the region.

"The year 2014 is a year of further development of our plant. We are planning to increase production, expand the plant and increase the workforce. What I find particularly pleasing is that we not only systematically increase production but also produce goods that are ever more modern and more

strategically important from the company's perspective. It means that our employees become more competent and knowledgeable. They have a chance to use state-of-the-art machines and advanced tools, such as robots and lasers, and learn the newest production technologies," says **SEBASTIAN GULKA**, Director of the Electrolux plant in Świdnica.

The Świdnica plant is the third production facility, after Żarów and Oława, which Electrolux built from scratch in the Wałbrzych Special Economic Zone. The plant produces stand-alone cookers and built-in ovens. ■

■ SEBASTIAN GULKA

He has been Director of Electrolux's Świdnica plant since 2010. He began his work at Electrolux in the dishwasher factory in Żarów. In 2008 he became Director of the washing machine factory in Oława. He also has experience working in the automotive industry (Toyota). He graduated from Opole University of Technology in Automatic Control Engineering and Robotics, which proves yet again that Polish higher education technical schools prepare their students well for the needs of the job market.

↔ MONIKA KORZEWICZ

Poles have gone on a big shopping spree to buy washing machines, refrigerators, fridge freezers and dishwashers. In the first quarter of 2014, the sales of domestic appliances increased by 15%, according to the data of CECED Poland, an association of domestic equipment producers. How can this sudden return of Poles to domestic appliances shops be explained after a lengthy period of flat sales? Some people replace their old devices with new ones. More and more of us realize that buying a newer generation of appliances results in considerable savings on electrical energy bills.

According to Euromonitor International, Poland is one of the leading producers of domestic appliances in Europe. Last year, Polish factories churned out 17.5 million units of major appliances, an increase of 11% on the previous year, which situates us on the third place in Europe, according to the Central Statistical Office. The main importers of Polish home appliances are Germany, France, UK, Russia and the Ukraine.

The number of people employed in the domestic appliances industry is estimated at 22,000. As a result of capital expenditure of ca. four billion zlotys, there are 27 home appliances plants in Poland. The manufacturers emphasise the innovativeness of their products, and pay special attention to raising consumers' awareness of the importance of energetic efficiency.

THE DOMESTIC APPLIANCES INDUSTRY in the Wałbrzych Special Economic Zone

STRATEGY



PHOTO: TOMASZ PIETRZYK

Electrolux

- The dishwasher **factory in Żarów** began mass production in December 2006. It manufactures various types of dishwashers: free standing, built-in and compact ones. In total, the Żarów plant **produces 260 models** sold to Polish and European customers. A sizeable part of the production is also intended for the Australian market. **More than 800 people are employed at the facility**, mainly from Żarów and the nearby towns.
- **In Oława**, the factory was launched in April 2006. It produces different kinds of washing machines, including front loaders, top loaders and small compact models. The factory **produces 350 models** for the domestic and European markets. **The plant employs 800 people.**

In the Wałbrzych Special Economic Zone there are several companies that produce domestic appliances or are connected with this industry in other ways. Apart from **ELECTROLUX**, the leader among them, they include:

- **ELICA GROUP POLSKA** based in Jelcz-Laskowice, producing cooker hoods and small engines used in domestic appliances. To date, the company has invested almost 61 million zlotys. Each year it increases its production volumes and the number of employees. In 2011, the company produced almost one million cooker hoods and over six million engines. It currently employs more than 570 people.
- The Italian company **INOXVENETA**, with its seat in Strzelin. The plant produces components from stainless steel and other metals which are used in home appliances. The company has already invested almost 10 million zlotys and employs ten people.
- **STEEL.S POLAND** from Żarów, employing more than 60 people. The company produces stainless steel elements for dishwashers, hairdryers and other home appliances, as well as parts for dishwashers and refrigerators, and components used in the automotive industry. The company has invested almost 50 million zlotys.

Planned investments:

- In Oława, **2P POLAND** will begin production of metal components for the home appliances industry. The company will invest 12 million zlotys and employ at least 13 workers. The project is scheduled for completion by the end of December 2019.
- The Italian company **ILPEA** is going to build a manufacturing facility and a warehouse in Twardogóra. It will produce rubber, plastic and metal elements primarily for the home appliances, automotive and construction industries. The total cost of the investment is estimated at 10 million zlotys, and 20 new people will be employed. The works are scheduled for completion in December 2019 at the latest.
- **HELKRA**, a company from Oława, will produce industrial heating components and steam generators. The Italian company will invest at least 10 million zlotys and employ 18 people. The project should finish by August 2018.

Investment-reinvestment

NEW COMPANIES IN THE WSEZ

Several permits to conduct business activity were issued by the WSEZ in April and May. The new companies that made the decision to invest within the Wałbrzych zone are:

ILPEA, Imola, Log-Tech and **Umicore**.

- The Italian company **ILPEA** is going to build a manufacturing facility and a warehouse **in Twardogóra**. It will produce rubber, plastic and metal elements primarily for the home appliances, automotive and construction industries. The investment, which will cost 20 million zlotys and result in the creation of 40 jobs, will be the first of that kind in Twardogóra. The works are scheduled for completion in December 2019.

- **Another new project is planned in Leszno. IMOLA will invest 6.8 million zlotys** to build a factory and a warehouse complex. The company will produce plastic containers and provide warehousing and storage services. The investment is scheduled for completion in June 2016 and will generate at least 27 jobs.

- **The first firm to invest in Syców is the Polish company LOG-TECH.** The new investment will involve building a facility for the production of metal constructions and containers used in the transport of goods in the automotive industry. By the end of 2017, the company **will have invested more than two million zlotys** and employed eight people.

- **Eighty jobs will be created by Umicore Autocat Poland.** The permit received by the company was the 300th permit to conduct business activity issued by WSSE "INVEST-PARK". The Belgian company will **invest at least 160 million zlotys** to build a manufacturing facility **in Nowa Ruda** to produce automotive catalysts. The project is scheduled for completion in June 2019.

SINCE APRIL, ELEVEN INVESTORS HAVE DECIDED TO BOOST THEIR PRODUCTION CAPACITIES, mainly by expanding the existing facilities or purchasing new machines.

- The Polish company **Dino** is going to **employ another 250 people to join the current workforce of 200 employees in Krotoszyn.** The **50-million zlotys investment** will result in the construction of a cold storage facility with all the necessary infrastructure. The plant will be used for processing meat and producing ready-made meals. Moreover, a computer-controlled facility for production of spices and a bakery line will be launched.

estimated at 20 million zlotys, and at least ten new people will be employed.

- **The Faurecia** corporation will go ahead with two new projects in the zone. The production facilities for car-seat parts and foam fillings **in Wałbrzych and Jelcz-Laskowice** will be expanded. The capital expenditure of the French company **will amount to nearly 70 million zlotys, and it will result in the creation of more than 125 jobs.**

appliances. As a result, another 30 people will find jobs at the facility at the newly-created facility **in Jelcz-Laskowice.**

- Another project is planned **in Września,** Wielkopolskie Province. The Polish company **Krispol** will construct a facility for production of garage and sectional doors. **The cost of the investment is**

- **Elica Group Poland** will spend **more than ten million zlotys** to implement the technology for manufacturing cooker hoods and small engines used in domestic

- **The Września-based company Gibowski** specializes in the production of glass candles and refills. **The company will employ five new people and invest 2.6 million zlotys** to construct a production and warehousing facility with office spaces, and to purchase new equipment.

- **In Śrem, TFP Grafika,** a producer of packaging and displays, will build a manufacturing facility for glass, wooden



and metal displays. **The Polish company will invest 12 million zlotys and employ ten new people.**

- The Japanese company **Poland Smelting Technologies "POLST"**, which produces base metal products for the automotive industry, will expand its machine park and introduce new technologies. **The company will invest five million zlotys and employ five new people in Walbrzych.**

- **In Dzierżoniów, Alphavision** will purchase new machinery in order to expand its range of services to include printing on optical film sheets.

The Korean firm will invest 1.1 million zlotys and employ another three workers.

- **Wemeco Poland**, a company specializing in steel, stainless steel and aluminum products, will carry out another project **in Kudowa-Zdrój.**

The Dutch company has received its third permit to conduct business activity in the WSEZ. **It will invest at least 2.5 million zlotys to expand its facility and machine park, and it will employ ten people.**

- **Vasco Doors** will erect a production facility **in Nysa** and purchase production

lines for door frames and furniture components manufacturing.

The Polish company will invest ten million zlotys and employ eight people.

- The Polish company **Libra** will invest **15 million zlotys and create ten new jobs in Dzierżoniów.** Libra will purchase production lines and build a new manufacturing facility to expand its production capacities and extend the range of the construction chemicals offered.



ANDREAS
KROŚCIC

Production floors equipped with state-of-the-art machines, three thousand skilled employees working to produce automotive pistons and valves – this is Mahle Polska in a nutshell. Since its opening, the manufacturing facility in Krotoszyn has been continually run by **ANDREAS KOSICKI**, a specialist on investment projects.

15

The year was 1999. The German corporation Mahle made a decision to invest in Poland. The decision was triggered by the relatively cheap and well-qualified labor force available in our country, and the booming automotive industry. Mahle's foreign partners, such as Volkswagen and Toyota, had already been operating in the Polish market.

"I was asked to lead the Polish facility, which at that time was practically non-existent," remembers Andreas Kosicki, President of Mahle Polska.

Several locations were taken into consideration, including the area of the Wałbrzych Special Economic Zone. Initially the company intended to use greenfield land, but it eventually chose the Mechanical Equipment Factory in Krotoszyn. Mahle's new manufacturing facility was located next to the factory, and Mr. Kosicki was appointed its President.

Mr. Kosicki had already had large experience with operating in special economic zones. Before 1999 he had been responsible for two greenfield projects, including a factory that could boast the first permit to run business activity in the zone.

"I'd had large experience with greenfield factories. Krotoszyn was a slightly different cup of tea, though. On the one hand, we were building a new facility, but on the other, we had taken over a factory with a labor force of 1,300 people that was not only heavily indebted but also inefficient," explains Mr. Kosicki.

A several-year long restructuring process was necessary. The managers at that time put in the hours to find the best way forward for the company. They were successful. Today the Krotoszyn facility is one of the best in the corporation.

It was not obvious for Mr. Kosicki that he would end up in Krotoszyn. He was born in 1960 in Nowy Tomyśl, Wielkopolskie Province, and in the 1970s he left for Poznań to study in the Secondary Technical School of Communications. "It was a school of hard knocks, but I have fond memories of that time. Nowy Tomyśl lies 60 km from Poznań, so it was impossible for me to commute and I lived in a boarding house. It taught me self-reliance and independence, and how to get along in the world," he remembers.

Although Poznań Polytechnic would have been an obvious choice, the future president of Mahle chose the

ANDREAS KOSICKI

✓ **BORN** in Nowy Tomysl, 54 years old

✓ **EDUCATION:**

- Secondary Technical School of Communications in Poznań
- Academy of Economics in Poznań
- Academy of Economics in Munich
- Wrocław University of Technology – PhD degree

✓ **PROFESSIONAL EXPERIENCE:**

- BMW in Munich and Regensburg, Germany – head of launching new models
- Mahle in Alzenau, Germany – director of logistics and production
- Petri A.G. in Aschaffenburg, Germany – director of Europe Logistics
- Petri Parts Polska in Krzeszów – president of the board
- Petri in Wałbrzych – president of the board
- Mahle Polska in Krotoszyn – president of the board

✓ **FAMILY:** married, 8-month-old son Jan

✓ **HOBBY:** breeding sport horses



A YEAR THAT HAS LASTED YEARS

Academy of Economics in Poznań. In the 1980s, like many other Poles at that time, he decided to leave Poland and settle down in Germany.

This decision influenced his career. He went on to study at Wirtschaftsakademie in Munich, and later managed to establish contact with BMW. As a result, he spent seven years working for BMW in Munich and Regensburg. He got promoted to ever more important positions, and found himself in charge of launching the production of new cars. After BMW, Mr. Kosicki moved for the first time to Mahle.

The future president of one of the biggest Mahle production facilities was initially responsible for logistics in a factory that produced pistons, just like the facility in Krotoszyn.

"After four years I decided to change my job. I started working for Petri Takata, where I was responsible for global logistics. I was later asked to build two facilities in Poland, in Wałbrzych and Krzeszów," he explains.

But he kept in touch with Mahle. The company was considering moving to Poland, and Mr. Kosicki acted as advisor in the process.

"In fact, I came to Krotoszyn for a year. This was my intention, but I happened to have been here for 15 years," Mr. Kosicki honestly admits. He says that he wants to stay in Krotoszyn in the future. This decision, however, is not entirely up to him.

Mr. Kosicki's life is not just work. He devotes a lot of time to his 8-month-old son. Breeding sport horses is his form of escape from everyday duties. ■

MAHLE

- MAHLE Polska sp. z o.o. belongs to the Mahle group of companies, with its headquarters in Stuttgart, Germany. The Krotoszyn facility has been functioning in the Wałbrzych Special Economic Zone since 2005. Mahle Polska's products, especially piston systems, cylinder liners, and valve train systems, work in millions of combustion engines that are used on all continents. Initially, the company's main products were cylinder liners and engine timing elements for Diesel and petrol engines. The company employs almost 2,700 people.

Development in the zone

“INVEST-PARK” FOR SMEs

The Wałbrzych Special Economic Zone actively supports small and medium-sized enterprises, which account for around 40% of all the companies operating in the WSEZ. The zone’s most recent actions intended to help SMEs include the construction of modern production floors, building road infrastructure and preparing new plots of land.

The construction of new production floors in Nowa Ruda and Wałbrzych has already started, and work will soon begin on similar facilities in Jaszkowa Dolna (Kłodzko subzone) and Bolesławiec. These projects have been undertaken by WSSE “INVEST-PARK” in order to make it easier for small and medium-sized enterprises to begin business activity by lowering capital expenditure. The facilities will be available for lease by year end.

Each of the production floors has the surface area of 2,500 m², and can be subdivided into four modules of 613–619 m² in order to address the needs of individual clients. The facilities are

equipped with environmentally-friendly and energy-saving solutions: heat pumps and solar panels that contribute to heating the building and warming up utility water. Rainwater will be collected and used in the internal water and sewage system. Car parks and vehicle maneuver areas will be created in close proximity.

There will be an office building at the lessees’ disposal close to each of the production floors, with open-space offices (4 × 50 m²) that could be arranged according to individual needs.

The production floors are located within the area of the WSEZ, which means that the entrepreneurs who obtain a permit to conduct business activity in the WSEZ will be eligible to public aid in the form of income tax exemption. ■

Although the completion of the first production floors in Nowa Ruda and Wałbrzych is scheduled for September/October 2014, entrepreneurs have already expressed their interest in the offer and reserved the first modules.



PHOTO: IPO

- New greenfield sites are being prepared for small and medium-sized enterprises in **WAŁBRZYCH**. Three sites with total area of 12 ha will be available in **VILLARDCZYKÓW street**.
- In **SYCÓW**, “INVEST-PARK” will build a road and the necessary infrastructure to grant access to six plots with the total area of 9 ha.
- The new 2014–2020 EU framework includes a number of solutions to support SMEs. **THE INTELLIGENT DEVELOPMENT OPERATIONAL PROGRAM** will promote innovativeness and improve R&D potential. A total amount of ten billion euros will be available, including more than four billion euros at the disposal of the Ministry of Economy.

FOR MORE INFORMATION, PLEASE CONTACT THE INVESTOR SERVICE DEPARTMENT OF THE WSEZ “INVEST-PARK”:

tel.: +48 74/664 91 64

e-mail: doi@invest-park.com.pl

Small and medium-sized companies in the Wałbrzych Special Economic Zone have so far incurred capital expenditure of almost 1.4 billion zlotys. They employ almost 3,500 people. The most significant benefit for entrepreneurs willing to invest in a special economic zone is income tax exemption. Maximum level of public aid granted to medium-sized companies is 45%, and in the case of small and micro companies – even 55%.



FOR RENT

INDUSTRIAL HALLS

BOLESŁAWIEC • KŁODZKO-JASZKOWA DOLNA • NOWA RUDA-SŁUPIEC • WAŁBRZYCH

CONTACT: tel. 74 664 91 64, e-mail: doi@invest-park.com.pl



- Production floors with total areas of 2,500 m², divided into four modules (possibility of renting areas from 613 m² to 2465 m²)
- Office spaces 200 m² (4 × 50 m²)
- Access to utilities, car parks, maneuver areas, loading docks, heating, ventilation, skylights, air-conditioning in the offices

The production floors are located in areas covered by the WSEZ, which grants the possibility of receiving public aid in the form of income tax exemption.



Five business groups, 46 technology platforms and global presence in 200 countries – it is just a handful of statistics on the 3M company, which has been present in the Wałbrzych Special Economic Zone since 2007. In May this year, additional 2 ha of land was covered by the zone, which makes it possible to complete 3M's newest investment project. 3M is one of the most innovative companies among the 170 firms that operate within the WSEZ.



T

he history of 3M began in 1902 in Minnesota, where the company extracted corundum and used it to produce sandpaper. But 3M's story is primarily a tale of inventions.

In the early 1920s, the world's first water-proof sandpaper was developed, which reduced airborne dusts during automobile manufacturing. In the early 1940s, 3M was diverted into defense materials for World War II, which was followed by new ventures, such as Scotchlite Reflective Sheeting for highway markings, magnetic sound recording tape, and filament adhesive tape. Dry-silver microfilm was introduced in the 1960s, along with photographic products, carbonless papers, overhead projection systems, and a rapidly growing health care business of medical and dental products. The company further expanded its business activity in the years to come. It has significantly influenced global technological progress.

Among 3M's best-known inventions are: abrasive materials, adhesive tapes, glues, dental products, reflective sheets, electronic products, home and office appliances. This extremely varied product range is reflected in a slogan used in a Polish commercial: "3M did not invent the wheel, it invented a thousand ways to make it useful".

DID YOU KNOW?

3M has ten plants in four production centers in Poland: in Janinów near Grodzisk Mazowiecki, in Rabka-Zdrój, and in WROCLAW.

The Wrocław centers comprise eight plants which employ 1,500 people (the total workforce of 3M in Poland is 1,800 employees).

The Customer Service Department and the company headquarters are located in KAJETANY near Warsaw. 3M sells over 1,000 products in Poland in five business groups:

Health Care, Consumer, Safety and Graphics, Industrial, and Electronics and Energy.

So far, the company has invested in Poland more than 400 million dollars.

3M has been selling products in the Polish market for over 20 years, and for more than a decade it has been producing goods here. There are ten 3M production facilities in Poland.

INNOVATION CENTER

The 3M Customer Technical Center (CTC), which was created on the company premises in Wrocław, presents solutions and technologies that are indispensable in today's world. The 600 m² venue stimulates creativity and inspires the visitors while providing useful information.

The CTC introduces clients and business partners from Poland and other Central European countries to the entire array of 3M's products and technologies that have become ubiquitous. Special interactive displays and hands-on presentations act as our guides to the world of 3M products. The visitors can see with their own eyes that it is thanks to 3M's innovations that we can drink potable water and protect our hearing while the producers of medicines and spare parts for industrial machinery can deliver high-quality products. The Customer Technical Center also allows the exchange of experiences on the basis of specific 3M solutions which have been implemented in various local and international markets. These solutions and products promote steady development while improving the comfort of living and working. **CHRIS HOWITT**, Head of Research and Development at 3M, says: "The concept behind the CTC is unique on the Polish scale. The visitors know that our Center will help them understand how to cooperate more effectively with 3M and how to harness our Polish resources in developing one's own business." ■

FROM SANDPAPER TO ASTRONAU BOOTS

3M
is a global
innovation
leader and holder
of the largest number
of registered patents.
It is estimated that inhabi-
tants of developed countries
come across 3M's products up
to one hundred times per day.

Neil Armstrong's "small step"
on the Moon was made on
a rubber sole produced by 3M.

In 1984, 3M participated in an experiment in which it helped NASA
to explore manufacturing in space. 3M ceramic heat-reflecting
fibers were used to protect space shuttles during journeys into
space so that it became possible to return there more than once.

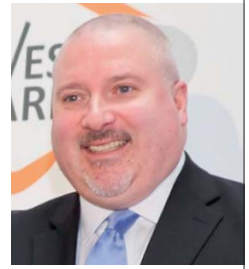
JTS'



LET'S GET TO KNOW EACH OTHER: 3M'S PEOPLE

■ CHRISTOPHER HOWITT, PhD Technical Director, 3M Central & Eastern Europe

He has been working for 3M since 1997. He holds a PhD in Chemistry from the University of Reading. In 2008 he became Head of Research & Development of 3M for Central and Eastern Europe, Middle East and Africa. He works in Wrocław and for the last several years he has been responsible for the creation of an R&D center here, which currently employs 110 people. Thanks to his involvement, the 3M Customer Technical Center, which features technologies and solutions used in 3M products, opened in Wrocław in 2013. On 1 September 2013, Howitt was appointed the company's Technical Director for Central and Eastern Europe.



■ DAVID HARDIMAN, Manufacturing Operations Manager for 3M in Poland

He joined 3M in 1991 as a Process Engineer working in the Brownwood facility in Texas. Throughout the following years, he has held various positions of increasing responsibility, working directly within or supporting manufacturing locations around the globe. He has over 15 years of managerial experience leading safety, quality, cost and customer service improvements across many of 3M's supply chains. In August 2011, he was appointed Manufacturing Operations Manager for 3M in Poland. He currently has operational responsibilities over eight manufacturing plants across four locations in Poland, and he is serving on the board of directors for 3M in Poland. He was born in the USA, and currently he lives and works in Wrocław.



■ KRZYSZTOF BOBER, Lean Six Sigma Master Black Belt at 3M Central & Eastern Europe, member of the board of 3M PM and 3M Wrocław in Poland

He began his work for 3M in 2002 as Physical Distribution Manager. He has been connected with 3M since the company started production in Poland, being involved in virtually all production processes in Wrocław until 2008. From 2009 to 2011, he held the position of Medical Site Manager at the Wrocław facility. Currently he is responsible for most of the projects connected with operations improvement, efficient logistics, quality improvement and production support in Poland, Turkey and Russia. He was born in Zgorzelec, and now he lives in Wrocław. He received an M.Sc. in Telecommunications from Wrocław University of Technology in 1994, and an MBA from the Polish Open University in Warsaw and Oxford Brooks University in 2004.

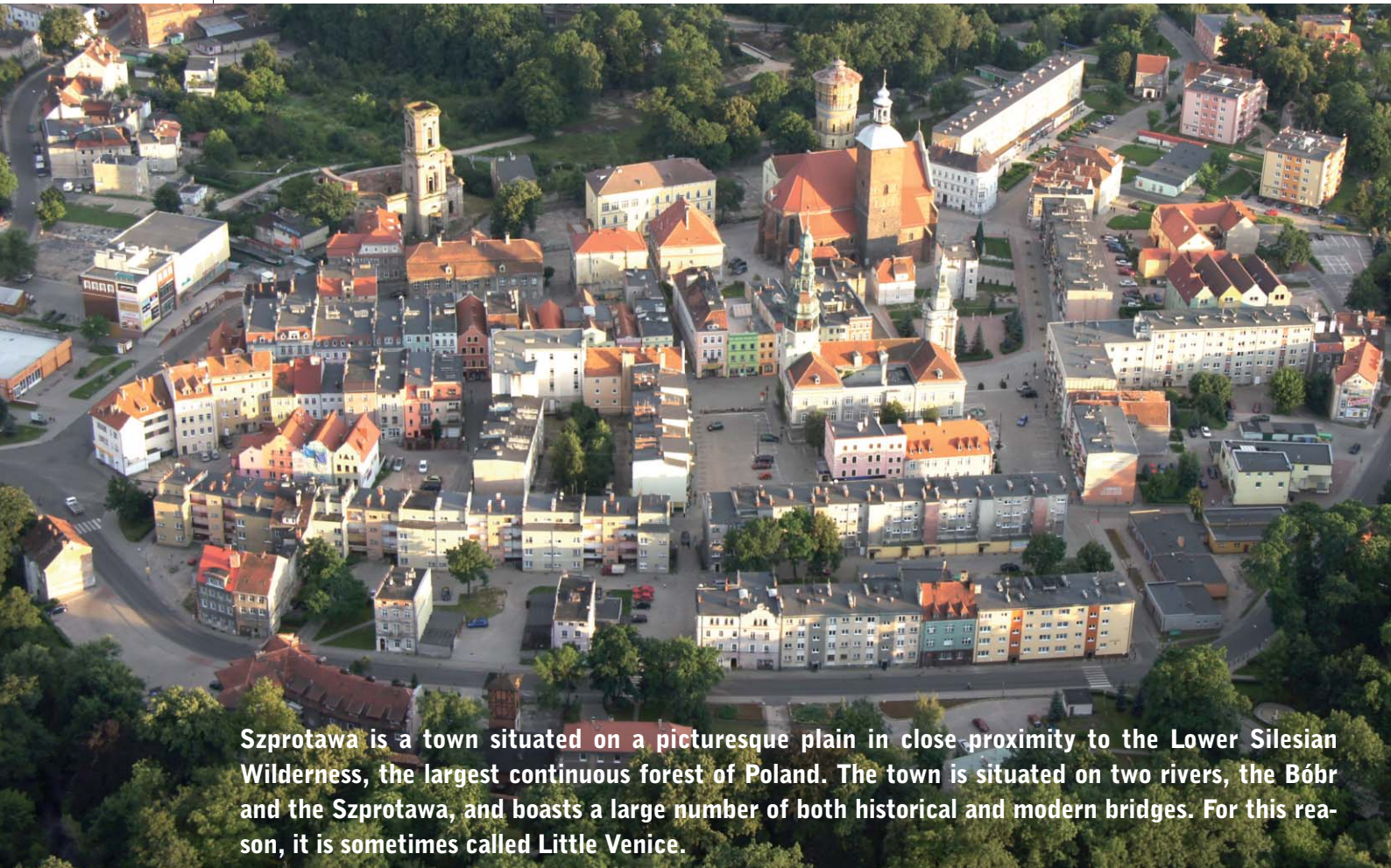


At the 3M Customer Technical Center you can find out how 3M's products and technologies, which are used by millions of people all over the world, came into existence. You can see with your own eyes the effects of work of over 8,000 scientists working in 3M labs on innovative solutions using 46 technology platforms. The venue fully presents the culture of innovation at 3M. It is situated at the 3M Production Center in Wrocław, within the area of the Wałbrzych Special Economic Zone. It is currently 3M's fastest growing and largest (by sales revenue) production facility in Europe.

SOURCE: 3M POLSKA

Szprotawa

LITTLE VENICE IS FOR INVESTORS



Szprotawa is a town situated on a picturesque plain in close proximity to the Lower Silesian Wilderness, the largest continuous forest of Poland. The town is situated on two rivers, the Bóbr and the Szprotawa, and boasts a large number of both historical and modern bridges. For this reason, it is sometimes called Little Venice.

Approaching the heart of the gmina, even from a distance, one can see the two towers of the town hall, a rare view in Poland. The east tower is tilted, and the inside features inscriptions left by prisoners 200 years ago. Szprotawa and its immediate area are rich in historical monuments.

Readers who are keen on history will surely be interested to know that it was in Szprotawa where Bolesław I the Valiant, the first king of Poland, hosted a grand feast to welcome Emperor Otto III in the year 1000 (Ilva, which is nowadays a part of Szprotawa, used to be a magnificent town which Bolesław I chose to impress Emperor Otto III on his pilgrimage to Saint Adalbert's tomb in Gniezno).

Szprotawa attracts many tourists due to its natural environment. "Chrobry" in Plotowice is the oldest pedunculate oak in Poland, almost 730 years old. There are various species of animals and plants in the nearby Lower Silesian Woodland, the Buczyňa Szprotawska nature reserve, an abundance of lakes and ponds, and the unique shifting sand dunes in Buczek. The local microclimate

favourably influences human health and wellness. Gmina Szprotawa is a place where Lubuskie and Dolnośląskie provinces meet, both geographically and culturally. As a result, Szprotawa draws benefits from both of them. Potential investors will surely appreciate the proximity of the A4 and A18 motorways as well as the junction of two national roads, Zielona Góra-Jelenia Góra and Leszno-Żary, which ensure convenient road access to big cities in Poland, Germany and the Czech Republic.

The Wałbrzych Special Economic Zone has more than 32.5 ha of serviced land available to investors. The modernization of the nearby wastewater treatment plant, scheduled for completion in March 2015, will significantly improve the capacity of the water system.

The current situation in the local labor market makes it easy to attract skilled employees. Due to the unemployment rate reaching 25%, labor costs are competitive with those in neighboring towns and gminas.

➤ **ADAM KOSZUTSKI**

WAITING



Invest in Szprotawa

The gmina of Szprotawa is the owner of 200 ha of land for investment, including 32.5 ha of land that is covered by the Wałbrzych Special Economic Zone. The plots circle the town from the north. They are conveniently linked with national road No. 12 and the A4 and A18 motorways. The plots are situated in an area where a Soviet army unit used to be stationed. The vast open space of the former military airport makes it possible to conduct business activity that requires large areas.

■ **JÓZEF RUBACHA, MAYOR OF SZPROTAWA**, has worked in the local government for many years. From 1994 to 2002 he was Deputy Mayor of Szprotawa. When he became Mayor in 2010, he had already had experience working in the Lubuskie Province Regional Assembly.

– We do not stand idly by while waiting for investors. We advertise our offer on the Internet, on the investinpoland.eu portal for investors, among other places. In the fall of 2013, we hosted an economic forum for entrepreneurs, various economic institutions, with the participation of the representatives of the Wałbrzych Special Economic Zone. As a form of promotion, we submitted an investment plot of 12.33 ha to the competition "First-class Land", organized by the Polish Information and Foreign Investment Agency under the patronage of the Minister of Economy, and it was chosen as the best plot for investment in Lubuskie Province. This plot is now recommended by the Agency as the perfect place to carry out an investment project.



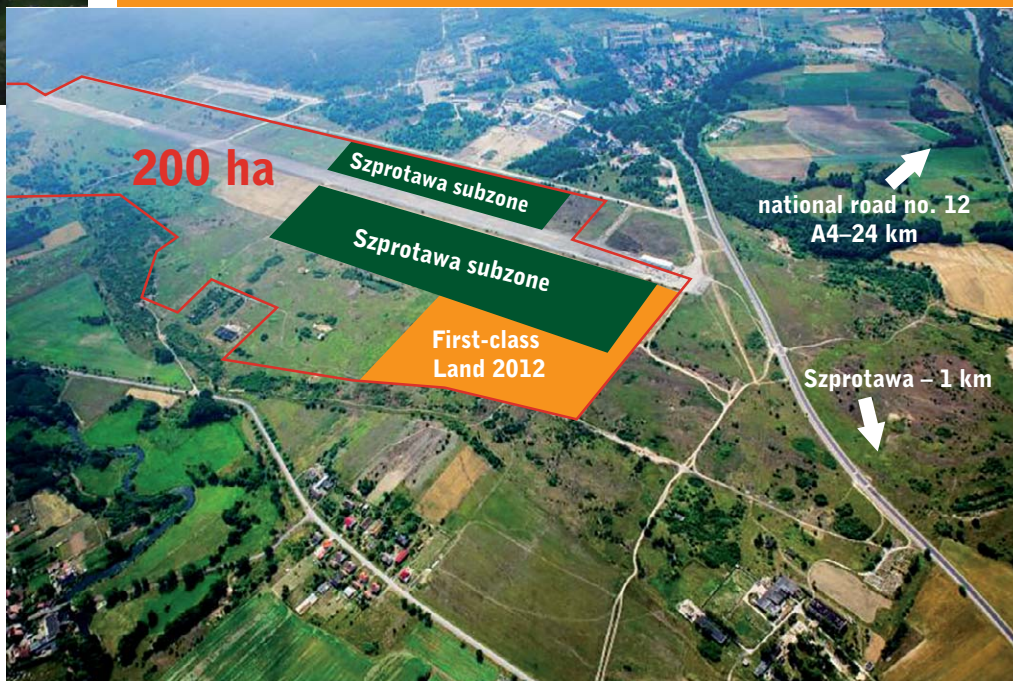
In May, the Wałbrzych Special Economic Zone acquired another 100 ha of land.

The land can be used to carry out projects that will result in creating 4,500 jobs in the zone and 900 outside it. Almost 2 ha of land in SZPROTAWA has been covered by the WSEZ. This land will be used by Marmorin B&J, a bathroom fittings producer, to build three production lines, including a state-of-the-art line for production of bathtubs. As a result, **at least 80 people will find employment.** By 2018, the company will have invested 20 million zlotys to extend the establishment.

PHOTO: MAREK KRUKIEL

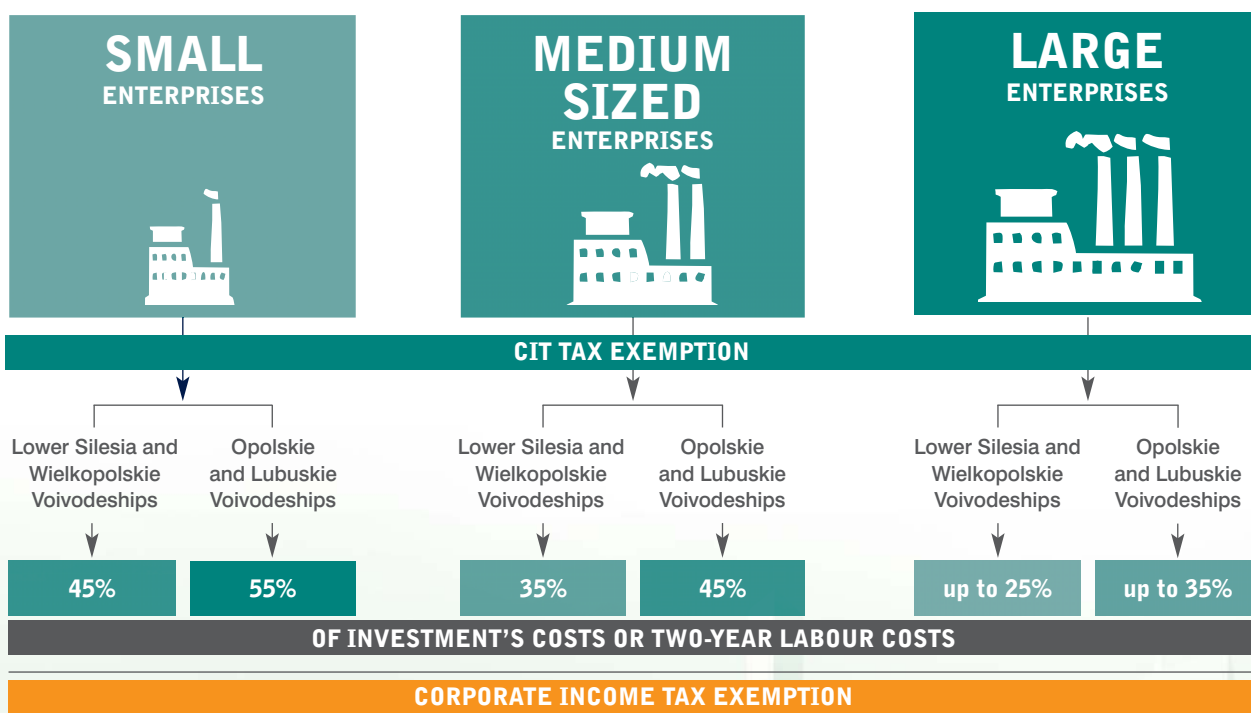
Public aid

Entrepreneurs who are willing to situate their companies in the Szprotawa subzone are eligible to tax exemptions: **55% for micro and small companies, 45% for medium-sized ones, and 35% for large enterprises.**



NEW LEVELS OF TAX EXEMPTION RATES FROM 1 JULY

Companies that function within the zone receive public aid in the form of income tax exemption. The maximum level of the exemption is calculated as a percentage of the investment's eligible expenses, and depends on the size of the company and its location.



Eligible expenditure includes:

- **incurred investment expenditure** (purchase of land, fixed and intangible assets, rent of buildings etc.)
- **salaries of newly-employed workers in the first two years**

In order to apply for tax exemption, it is necessary to receive a permit to conduct business activity in the zone.

The permit specifies the object of economic activity and other conditions, including:

- **the minimum / declared** amount of investment eligible costs
- **the number of newly-employed people**
- **the date** of finishing the investment

In the WSEZ, permits are issued to conduct most types of manufacturing activity and some types of services.

WHAT ABOUT THE B[®] BRAND?



A brand is a sign that describes the producer: the name, symbol, sign, or a combination of these three elements, that is placed on products. A brand that is protected by law constitutes a trademark. The value of a brand is specified by the extra revenue received by the brand owner, which is generated by goods bearing the brand. "Extra" in this context means the additional revenue that is obtained comparing to identical products that would be sold without this brand.

The expenditure that is eligible for receiving aid includes the capital expenditure incurred by the investor in the area of a zone. This expenditure is the price of acquiring intangible assets connected with the transfer of technology by buying patents, licenses, know-how, or non-patented technical knowledge.

Not all costs incurred to purchase intangible assets are eligible for public aid. The aid only includes expenditure that was incurred in the area of the zone during the period of permit's validity to purchase intangible assets connected with the transfer of technology by buying patents, licenses, know-how, or non-patented technical knowledge.

Purchasing intangible assets that are not connected with the transfer of technology is not eligible for public aid. Therefore, the first issue to be addressed

is how to define technology. Since the term is not defined in the ordinance on special economic zones, we use the act on income tax on legal persons, which includes a definition of "new technologies". By eliminating the fragments pertaining to the novelty of the term in question, a conclusion could be inferred that the term "technology" means the technological knowledge in the form of intangible assets (especially results of research and development work) that enables the creation of goods and services.

Textual statutory interpretation leads to similar conclusions. According to the common understanding, technology means the knowledge necessary to produce goods or render services.

Adoption of such a definition means that a brand or trademark is not an intangible asset connected with technol-

ogy. It is only used to signify products that were made using a certain technology. In order to deem an expenditure eligible, it is necessary to incur it to purchase intangible assets connected with the transfer of technology.

Therefore, the cost of purchasing of a brand or trademark cannot be recognized as a cost that is eligible for aid.



• MAJA PIETKIEWICZ,

She is an attorney at law with more than a dozen years of professional experience. Since 2008 she has been partner in the Dragun Pietkiewicz Attorney Office in Wrocław. She specializes in matters related to granting public aid, including EU subsidies, and she renders comprehensive and professional services in the areas of commercial law, civil law, and public procurement. She actively participates in the formation and development of companies with Polish and foreign capital, and she offers legal advice in Polish and English.

Source of regulations pertaining to the eligibility of costs incurred to purchase a brand:

1. Ordinance of the Council of Ministers of 10 December 2008 on public aid granted to entrepreneurs operating in a special economic zone on the basis of a permit to conduct business activity (Journal of Laws No. 232, item 1548, as amended).
2. Act of 30 June 2000 on industrial property law (consolidated text, Journal of Laws of 2013, item 1410).
3. Act of 15 February 1992 on income tax on legal persons (consolidated text, Journal of Laws of 2011, No. 74, item 397, as amended).



PUBLIC AID? ASK US: IPI@invest-park.com.pl

The explanations offered by lawyers to answer entrepreneurs' questions, which are published in IPI, should be treated solely as opinions and not as binding interpretation of the law. Binding interpretations concerning expenditure eligible for public aid are only individual interpretations issued by the Director of the Tax Chamber on behalf of the Minister of Finance.



GERMAN INVESTORS IN KSIĄŻ

Companies with German capital employ almost 6,500 people in the WSEZ. Their joint capital expenditure has reached 1.8 billion zlotys, and this amount is set to triple as a result of VOLKSWAGEN's investment in Września. In April, the first meeting of representatives of companies with German capital was held at the Książ Castle. The main subject of the meeting was the changes to the act on public aid. The participants also shared their experience on dual education system. German companies are one of the most numerous groups in terms of the country of origin – there are twenty-four of them in the WSEZ.

OVERVIEW

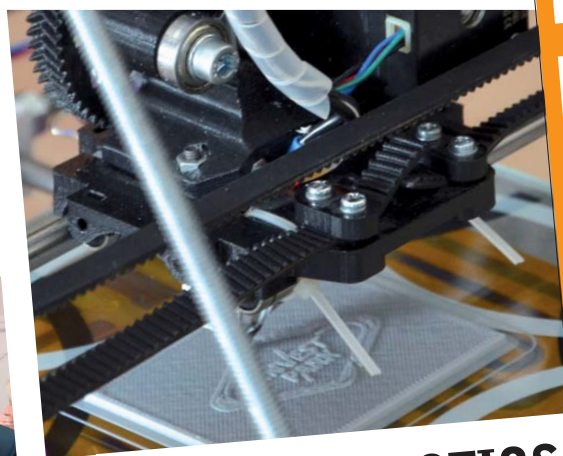
BENEFITS FROM THE FORUM

More than a hundred entrepreneurs from the region of Kłodzko and Ząbkowice took part in the Economic Forum held in Polanica-Zdrój, which was organized by WSSE "INVEST-PARK". The guests had an opportunity to learn more about public aid, among other topics. Iłona Antoniszyn-Klik, Deputy Minister of Economy (in the photo with Teodor Stępa, Deputy President of WSSE "INVEST-PARK") talked about the new EU funds available to entrepreneurs.



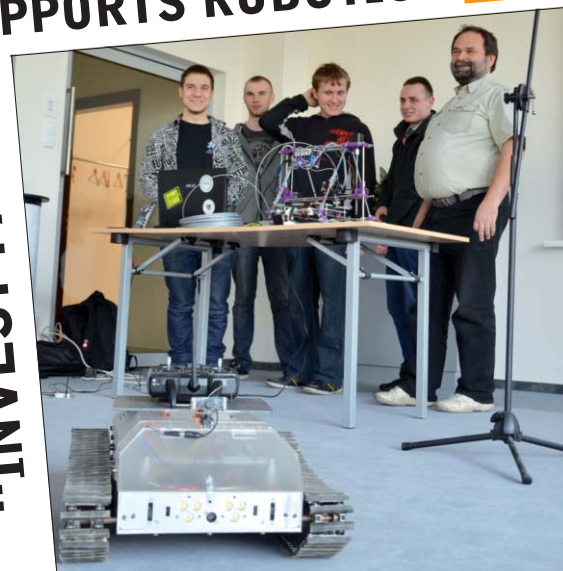
The Wałbrzych Special Economic Zone is present in five gminas in the region of Kłodzko and Ząbkowice: in Bystrzyca Kłodzka, Nowa Ruda, Kudowa-Zdrój, Kłodzko, and Ząbkowice. It has more than 95 ha of land for investments, including 57 ha of land that is still waiting for investors. So far, entrepreneurs in the region have invested here more than 400 million zlotys and created almost 1,700 jobs.

Invited speakers talked about the development perspectives for the region and the impact of infrastructure on doing business. From the left: MACIEJ STROIŃSKI, Polsat News editor; LESZEK LOCH, President of Lower Silesian Roads and Railroads Service; ROBERT RADOŃ, Director of the Wrocław branch of the General Directorate for National Roads and Motorways; WOJCIECH ZDANOWICZ, Director of the Department of Infrastructure of the Marshal of Lower Silesia Office; PRZEMYSŁAW MALCZEWSKI, Deputy Director of the Institute for Regional Development; GRAŻYNA CAL, Head of WSSE office in Kłodzko



SUPPORTS ROBOTICS

"INVEST-PARK"



Presentations of a multifunctional tracked vehicle and of the first 3D printer built by the students of the Polytechnic Schools Complex "Energetyk" in Wałbrzych were among the events that accompanied signing a sponsorship agreement between WSSE "INVEST-PARK" and the school. By sponsoring the robotics association, the students will be able to purchase components necessary to build robots and thus participate in national robotics competitions.

In the photo: students of the Polytechnic Schools Complex (PIOTR JAROSZEWSKI, BŁAŻEJ KOŁODZIEJ, KAMIL GRZYBEK, and ARKADIUSZ ŁYCZAK) with their supervisor DARIUSZ CISKA while printing out the logo of "INVEST-PARK".



▼ What are special economic zones? What candidates are local companies looking for? The students of the Ceramic Technology Secondary School found out the answers to these questions, and to many others, during their visit to the seat of WSSE "INVEST-PARK". They also visited the Cersanit plant for production of ceramic tiles in Wałbrzych, where they saw with their own eyes how bathroom fittings are produced. This knowledge may influence their future education and professional careers. In the photo: JACEK ATAMAŃCZUK, Senior Quality Control Expert, explains the process of producing ceramic tiles.



NEW PERMITS GRANTED

▲ Fifteen new permits to conduct business activity in the WSEZ were ceremonially granted to entrepreneurs. Five out of the fifteen companies that received the permits are located in Wielkopolskie Province. The photo shows **TEODOR STĘPA**, Deputy President of WSSE "INVEST-PARK" (in the centre), and the representatives of companies based in Wielkopolskie Province. From the left: **MARCIN KUŚMIEREK**, President of the Board of IMOLA; **IWONA KOWALCZYK**, Chief Accountant at Dino Krotoszyn; **EWA NIEWIADOMSKA-KLAJNSZMIT**, Director of Production of TFP Grafika; **PRZEMYSŁAW GIBOWSKI**, President of the Board of the company Gibowski.



From the left, sitting: **TEODOR STĘPA** and **TOMASZ JAKACKI**, Deputy Presidents of WSSE "INVEST-PARK"; **ILONA ANTONISZYN-KLIK**, Deputy Minister of Economy; **WOJCIECH SMOLIŃSKI**, President of "INVEST-PARK" Development; **Piotr Głąb**, Deputy President of "INVEST-PARK" Development.

▲ **ILONA ANTONISZYN-KLIK**, Deputy Minister of Economy, attended a meeting with the managers and employees of the Wałbrzych Special Economic Zone "INVEST-PARK" and its subsidiary "INVEST-PARK" Development. The main items on the agenda included the necessary steps to stimulate the development of industry, and a pilot program connected with vocational education. "Convincing entrepreneurs to invest in special economic zones is one of our main aims. But the number-one priority is generating jobs," Mrs. Antoniszyn-Klik emphasized.

VISITS FROM THE MINISTRY



◀ "The Polish economy is increasingly dependent on brains, not brawn. Polish academics and graduates are highly appreciated. This is why it is so important to establish smooth communication between business and schools. Industry accounts for 22% of Polish GDP. Within the next two years, this number can increase to 25%. We can waste no time or we will miss our chance," said **JANUSZ PIECHOCIŃSKI**, Deputy Prime Minister and Minister of Economy. Mr. Piechociński paid a visit to Wałbrzych on the occasion of the opening of a new production line at Toyota Motor Manufacturing Poland plant. Among the participants in Mr. Piechociński's press conference were: **ILONA ANTONISZYN-KLIK**, Deputy Minister of Economy; **BARBARA KAŚNIKOWSKA**, President of WSSE "INVEST-PARK"; Professor **TADEUSZ WIĘCKOWSKI**, Rector of Wrocław University of Technology.

THE ZONE IN ŚWIDNICA

In the late 1990s, more than six thousand of the inhabitants of Świdnica were jobless. Since then, because of the establishment of a special economic zone, this number has decreased by almost two-thirds. In April, we celebrated the tenth anniversary of creation of the Świdnica subzone, which currently covers 170 ha of land used by 15 companies, including **ELECTROLUX**, **COLGATE-PALMOLIVE** and **NIFCO**.



THE LARGEST ZONE IN POLAND

▲ The Wałbrzych Special Economic Zone has acquired another **150 ha** of land. The plots are situated in **twelve different places**, in Dolnośląskie, Opolskie, Wielkopolskie and Lubuskie Provinces. Therefore the total area of the WSEZ "INVEST-PARK" is currently **2,600 ha** in four provinces and 44 subzones. **Roughly half of this land is still available to potential investors.**

WALK THROUGH

Victory for Brazil?

Goldman Sachs, an investment bank, predicts that Brazil will claim victory in the 2014 football World Cup. According to the analysts, Brazil is three times more likely to win than the runner-up, Argentina.

Goldman Sachs analysts say that Brazil will beat their southern neighbors 2:1 in the final game. The German and Spanish teams will also reach the semifinals. Brazil's odds to win are estimated at 48%, Argentina's – at 14%, and Germany's – at 11%. In the first month after a victory, the World Cup winner's capital markets usually gain 3.5% compared to other countries' markets, and this situation lasts for about three months. We will soon find out how accurate these predictions are.

SOURCE: "PULS BIZNESU"

Right to be forgotten

The Google company has launched a web form to file requests to remove personal details from Internet search lists. The company's decision is in line with the European Court of Justice crucial ruling on removing links to irrelevant or outdated information when searches are made for a natural person's name.

"In implementing this decision, we will assess each individual request and attempt to balance the privacy rights of the individual with the public's right to know and distribute information. When evaluating your request, we will look at whether the results include outdated information about you, as well as whether there's a public interest in the information – for example, information about financial scams, professional malpractice, criminal convictions, or public conduct of government officials," Google informed.

SOURCE: "PULS BIZNESU"



Sweden tests six-hour workday

In Göteborg, Sweden, civil servants will work six hours a day. "It will result in lower absenteeism due to sick leaves and higher productivity," the city officials said.

Inspiration came from Toyota local branch's decision to substitute one shift with two shorter ones. According to Toyota representatives, this arrangement is advantageous not only from the point of view of the labor market – with two people being employed instead of one – but also from the employer's perspective. The employees are less tired, and consequently more productive, take fewer days off and fewer breaks at work.

However, before the idea is implemented in all public offices, the authorities want to test the new solution.

the media



One hundred years of the assembly line

One of the most groundbreaking inventions in the history of economy, the moving assembly line, was created more than one hundred years ago.

Every revolution has its heroes and its symbols. In the case of the assembly line, the hero is Henry Ford, the founder of Ford Motor Company. The official launch date of the first assembly line at the Highland Park manufacturing facility in Detroit is 1 December, 1913. The line was used for Ford T production.

Initially, Ford experimented with using the line to produce engines. It was necessary to break up the production process into equal sequences to minimize waiting time and to avoid unnecessary complications. The results surpassed all expectations: it took 12 hours to assemble the Ford T in the traditional system, and the introduction of the assembly line shortened the process to just 1.5 hours!

The assembly line revolution has another hero – Frederick Taylor, an American mechanical engineer. He is given credit for co-creating the theory of management and applying ergonomics to the division of labor. He arrived at his conclusions by observing workers' actions and trying to eliminate unnecessary movements or effort so that the actions would take as little time as possible. He also introduced various systems of motivating workers in order to increase the efficiency in plants which he supervised. Taylor's principles became to be known as Taylorism, and although they are sometimes criticized for giving scientific justification to excessive exploitation of workers in capitalism, their impact on shaping modern industry is hard to overestimate. The invention of the assembly line would not have been possible without him, either – it was Taylor who helped Ford to organize his factory.

SOURCE: "POLITYKA"

According to the Organisation for Economic Co-operation and Development (OECD), Swedes work on average 1,621 hours per year, more than the Dutch (1,381 hours), French (1,479) or German (1,420 hours). In Holland, a four-day workweek is a rule rather than an exception, while France is known for its experiments with a 35-hour workweek. In Germany, almost a quarter of all workers are employed part-time. If Sweden went ahead with its decision to implement a six-hour workday, they would become the nation that spends the least amount of time at work – only 1,332 hours per year.

The same statistics show that Poles work on average 1,929 hours per year, well above the mean for all OECD countries, which is 1,765 hours. In Europe, only the Russian and the Greek work more than Poles.

SOURCE: "GAZETA.PL"

A very personal robot

The Japanese corporation SoftBank is planning to launch for sale a humanoid robot intended for personal use. The company's vision assumes that the robots will serve the role of babysitters, nurses and paramedics, and they will cost 198 thousand yen (six thousand zlotys). The machines are said to be capable of learning and showing emotions.

The Japanese society is one of the fastest aging societies in the world. The government hopes that the robots will make up for the decreasing number of workers.

The worth of the entire Japanese robotics market was estimated at 860 billion yen (25.5 billion zlotys) at the end of 2012. According to the forecasts of the Japanese Ministry of Commerce, it will have more than trebled by 2020, reaching 2,850 billion yen (834 billion zlotys).

SOURCE: "PULS BIZNESU"


The holiday center of the Wałbrzych Special Economic Zone
"INVEST-PARK" in Pobierowo is the perfect place
for active holidays, for families and companies, all year round



RELAX IN POBIEROWO!

The center lies among lush forests, 350 m
from the sea and 300 m from the seaside promenade:
ul. Jodłowa 2-4, 72-346 Pobierowo

The 4- and 6-person houses
include:

- ☀ main parlor 
- ☀ fully-equipped kitchen
- ☀ bathroom
- ☀ electric heating
- ☀ security alarms
- ☀ TV, radio, iron,
beach equipment, grill



POBIEROWO



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