

Wrocław Agglomeration
Sector Analyses

Business Process Outsourcing



Invest in Wrocław
City of Perspectives





Invest in Wrocław

City of Perspectives

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The publication prepared in cooperation:



supporting decision makers



Introduction

Wrocław is a unique and dynamic city, making an excellent place for investment and business development. The Wrocław Agglomeration's assets have not only been long appreciated by foreign investors, but they also have become a foundation for growth and global expansion of many well known Polish companies. However, the contemporary dynamics of change results in emergence of new needs, making information an increasingly valuable business resource. Both foreign conglomerates and domestic businesses seek useful information, indispensable in successful investment related decision-making. New economic conditions require undertaking non-standard action, which led to originating the Invest in Wrocław project (www.invest-in-wroclaw.pl). Many risk factors can be avoided, if one has a better understanding of sector-specific determinants and the development prospects of their own line of business as well as related industries. This was the rationale behind studies of the Wrocław Agglomeration's priority, strongly developing sectors, including the following ones:

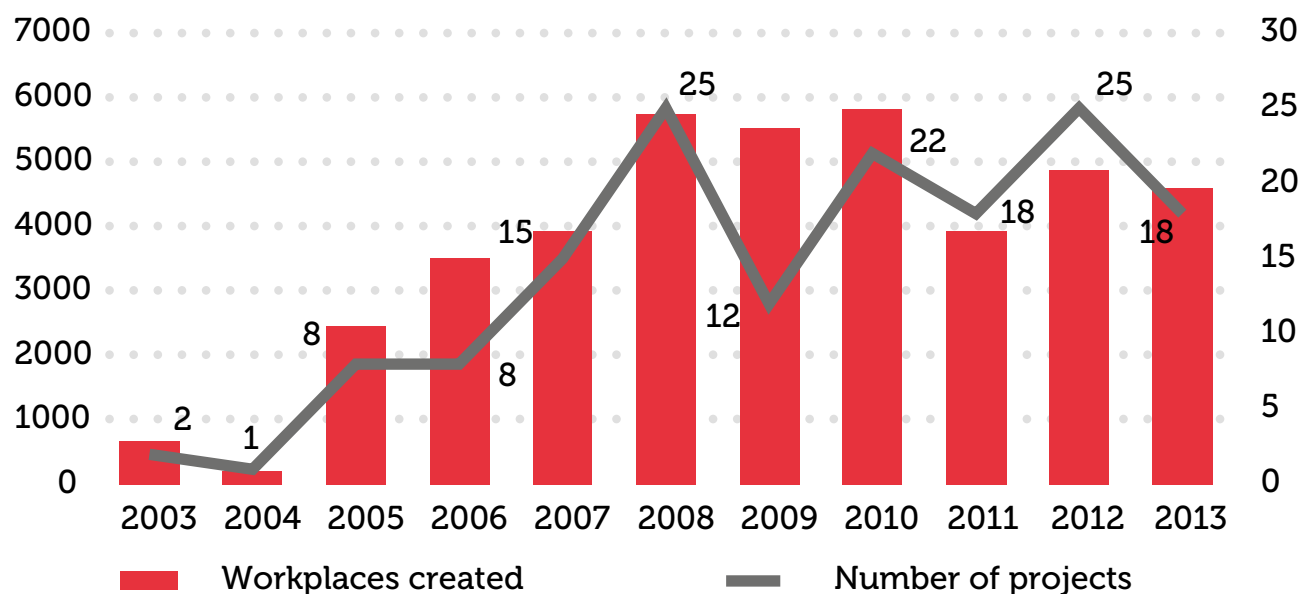
Automotive industry, Eelectronics, Chemical and Pharmaceutical industry, Mechanical engineering, IT, BPO, Food industry

We hope that the free of charge sector analyses will facilitate decision-making not only for potential investors, but also the companies already operating in the area of the Wrocław Agglomeration. Integration of information from different sources is supposed, to contribute to establishing co-operation between suppliers, subcontractors and recipients from diverse lines of business related to sectors which are priority for Wrocław's development. Due to improving market transparency and increased ease of contact with businesses, the resulting benefits may be also enjoyed by local administration units, and most notably local communities. By combining all of the elements mentioned, it becomes possible for the whole Wrocław Agglomeration region to increase its growth dynamics and attain a competitive advantage. We hope that in this way we are redefining the standards of support for business development.

BPO Sector in Poland

According to the ABSL organisation (Association of Business Service Leaders in Poland), Poland has recently outperformed India in terms of the pace of creating new workplaces and developing existing BPO projects, while since 2008, the number of staff employed by companies offering modern services to business has been going up by 20% annually. Testament to this rapid trend is data showing that among the 469 investment projects carried out in Poland by PAIiZ throughout 2003-2013 as many as 154 (32.8%) involved shared service centres (SSC's), providing jobs to over 41 thousand of almost 127 thousand people employed at that time (32.3%). The significance of Polish BPO-related investment to creation of new workplaces in Poland is increasing consistently, which is shown in [figure 1](#).

01. BPO projects in Poland throughout 2003-2013

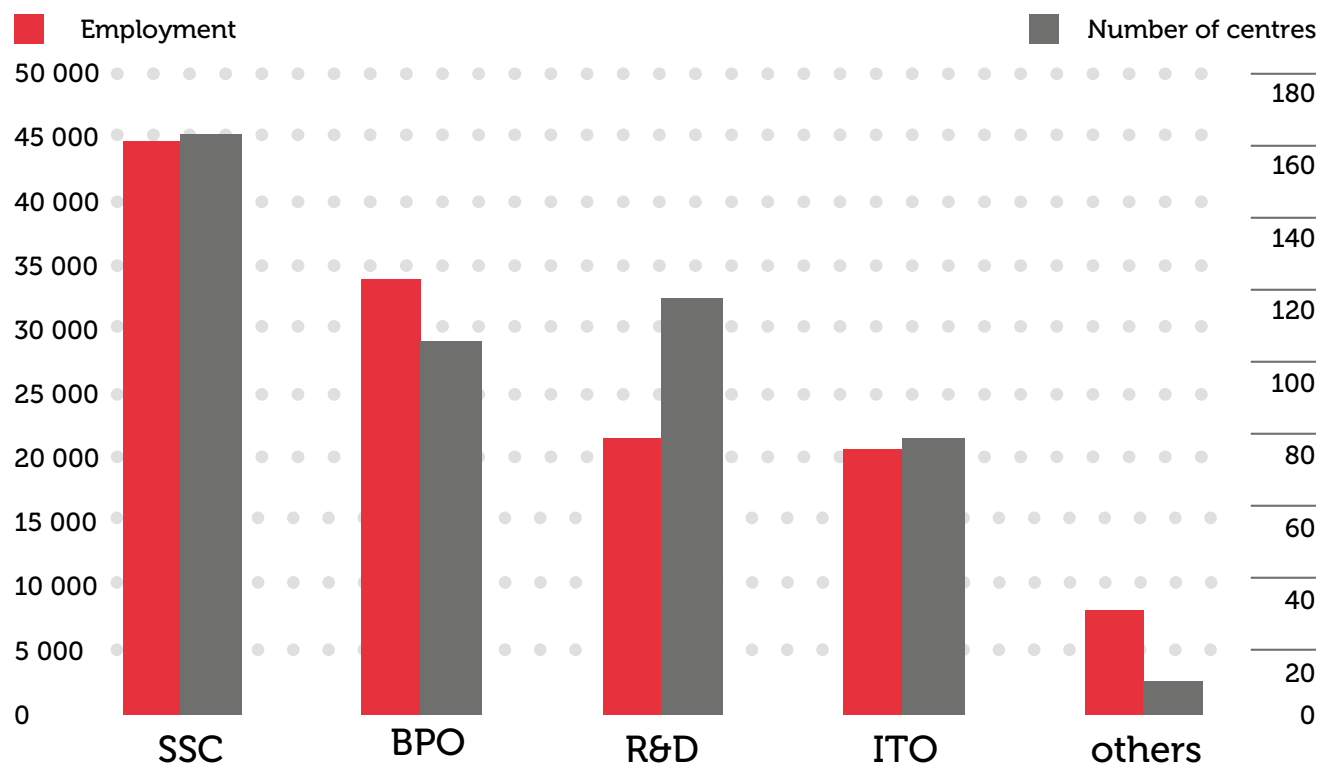


Source: own work based on BPoland – Potential and prospects. CBRE in co-operation with Hays and Polish Information and Foreign Investment Agency (PAIiZ), 2013.

Poland is developing faster than the region's other countries and is the centre of attention of investors, who appreciate both the qualifications of Polish employees and investment incentives offered by the central and local authorities. Poland's further advantage is its generous offer to the BPO sector, which - depending on a given project's character - entails numerous locations across the country. Over the past five years, the biggest Polish agglomerations have seen rapid development in terms of service-related investment inflow. Some Polish cities have built a position strong enough to make them highly recognizable all over the world. One cannot fail to mention the Polish cities of Cracow, Warsaw and Wrocław, which - according to „Tholons Top 100 Outsourcing Destinations 2014” - are most attractive to the BPO sector, ranking respectively 9, 32 and 65. It transpires from the study published in 2014 by ABSL that Poland is the unquestionable leader in the Central-Eastern Europe as far as the number of people employed in the BPO sector is concerned. Around 470 service centres with foreign capital involved, employing almost 130,000 staff, operate in our country. Over the past 10 years, employment in the sector of services for business has risen due to the development of existing centres run by companies including Hewlett Packard, IBM or HSBC, but also because new players have emerged. BPO services have evolved over that period of time from simple activities to far more advanced ones. Also, types of services offered have changed. When outsourcing companies started investing in Poland, their offer was by and large limited to financial services. Currently, the scope of their operation is much wider, which is shown in [figure 2](#).

BPO Sector in Poland

02. The number of service centres and their employment structure according to type



Source: The sector of modern business services in Poland, ABSL, Warszawa 2014.

The advantages of Poland as a more attractive location for investment are reflected by reports concerning investment attractiveness developed by global consultancy firms. In its newest report, the consultancy firm Everest Group Polska included Poland as the only Central-Eastern European country in the group of the so-called "mature locations" for BSS investment, along with countries such as Brasil, China and India. Also Hackett Group places Poland, together with the two aforementioned countries, among the top locations providing best conditions for development of the sector. Employment in the Polish modern business services sector is consistently going up. From the beginning of 2012 to May 2014, the number of staff employed by service centres with foreign capital increased by over 50% - from 83,000 to 128,000 people. From April 2013 to April 2014, the BPO sector saw emergence of at least 18,000 workplaces. According to ABSL, employment in the Polish BPO sector will have risen to reach 150-170 thousand staff by 2016. Our country is an attractive location for BPO investment also on account of the well developed and varied real estate market, particularly in the biggest urban agglomerations. The country's attractiveness is augmented by the stable macroeconomic foundations and better than average economic growth prospect. In 2013, Polish GDP increased by 1.3%, while the growth in the EU countries amounted to -0.4%. According to Eurostat, the Polish GDP growth will amount to around 2.5% and 3.2% in the years 2014 and 2015, with the EU GDP reaching 1.2% and 1.7% respectively. However, the most important factors for investors carrying out BPO projects in Poland are currently costs and availability of the talent pool. Over recent years, none the less, the significance of two specific aspects has been increasing, namely:

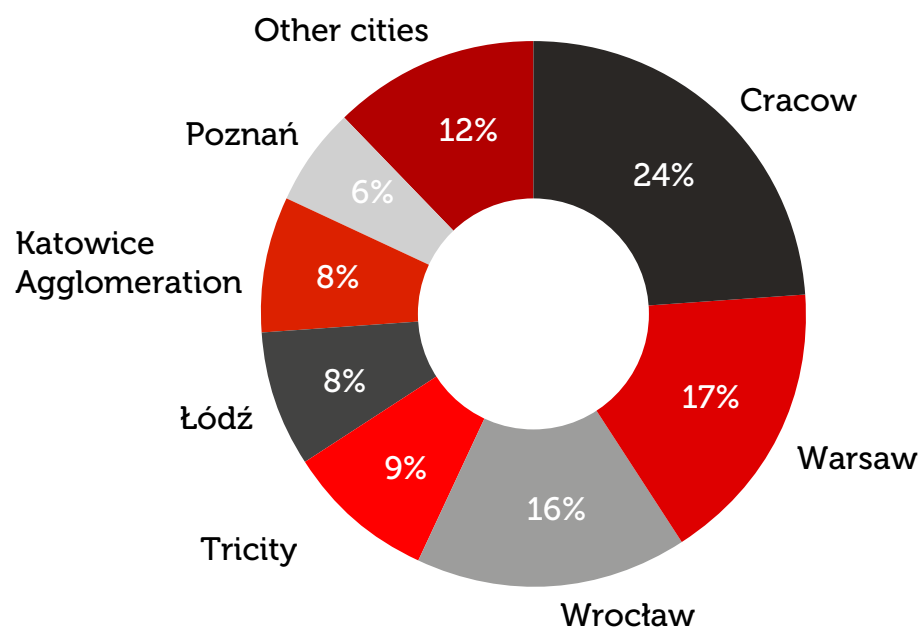
- » How various organisations co-operate with one another in a given city/area, how business co-operates with universities, and what the co-operation within the sector of services for businesses looks like, as well as
- » What is the degree of local administration's support for modern business services sector, not only at the stage of attracting an investor or during initial co-operation, but also over the course of regular operation and the growth phase.

¹Dated on 30.04.2014 according Modern Business Services Sector in Poland 2014, ABSL

Lower Silesia and the Wrocław Agglomeration as a Location for Investment

In recent years, the area of Wrocław region has seen rapid development in the inflow of services-related investment. The investment initiatives concentrate in Wrocław, where brands such as Luxoft, Qiagen or Becton Dickinson and Company have opened their centres in recent several months. According to ABSL data, the increase in Wrocław BPO sector's employment from January 2012 to May 2014 amounted to 68%, compared to almost 59% in Cracow and 55% in Warsaw over the same period of time. The data is testimony to the fact that Wrocław is one of the most rapidly developing Polish cities and a leader in terms of location of new research and development centres. Currently, The BPO segment in Wrocław employs over 20,000 staff, with the number of employees still going up. What stands as a testament to this process is the consistent growth of Wrocław's attractiveness in the „Tholons Top Outsourcing Destinations” ranking of a hundred most interesting locations. While in 2010 the city ranked 84, in 2013 it already reached the 75th place to subsequently rank 62 in 2015 - a high score among the world's most attractive locations for BPO services. The share of Poland's main cities in the BPO employment is shown in **figure 3**.

03. Share of employment in Polish services centres in 2014



Source: The sector of modern business services in Poland, ABSL, Warszawa 2014.

The multinational character of Wrocław, a home to almost 130,000 students, is the city's unique asset. Almost all of them know English, while the majority speak at least one other foreign language. It does not, therefore, come as a surprise that both domestic and foreign BPO companies are present in Wrocław.

Lower Silesia and the Wrocław Agglomeration as a Location for Investment

04. The biggest BPO sector's employers in the Lower Silesia:

| Company | Country of origin | Company | Country of origin |
|-------------------------------------|-------------------|------------------------------|-------------------|
| ACN | USA | Merck | Germany |
| Beckton Dickinson | USA | Mphasis | India |
| BNY Mellon | USA | Minetronics | Germany |
| Cappgemini | France | Nokia Solutions and Networks | Finland |
| Casus Finance | Poland | Parker Hannifin | USA |
| Catlin | UK | QAD | USA |
| Credit Suisse | Switzerland | Qatar Airways | Qatar |
| Dolby | USA | Qiagen | Germany |
| EY Global Services | USA | Ruukki | Finland |
| Geoban | Spain | Santander | Spain |
| Google | USA | Tieto | Finland |
| HP | USA | Unic | Switzerland |
| IBM Global Services Delivery Centre | USA | UPS | USA |
| Impel Business Solutions | Poland | Viessman | Germany |
| KRUK | Poland | Volvo | Sweden |
| McKinsey & Company | USA | | |

It is worth looking closely at the structure of the BPO sector in Wrocław. The city stands out from the rest of the country in terms of share of R&D centres in the total number of BPO units. The capital of Lower Silesia is Poland's only city where R&D centres predominate. Their workforce constitutes over 1/3 of the staff employed in all services centres, which is by far the largest number country-wide. The BPO sector sees more and more rapid changes. The structure of business entities is changing. The number of BPO projects is rising, but they are smaller and smaller, i.e. an increasing number of smaller companies are establishing their business services centres, while previously it was by and large bigger entities' practice. At the same time, already well-established centres are widening the range of their services by offering more sophisticated processes, moving up the „value chain” and adding knowledge-based processes. In order to ensure wide-range and multifunctional support for a variety of clients, they are also adapting new functions (including marketing, supply chain, or legal services).

Lower Silesia and the Wrocław Agglomeration as a Location for Investment

BPO companies are concentrated exclusively in the area of Wrocław - the region's biggest economic centre. The location mainly results from a need for securing adequate human resources for diverse, large scale service-oriented operation. Of great importance to the BPO sector is employees' knowledge of many different foreign languages. On account of this, when seeking investment locations, BPO investors look at Wrocław as a perfect academic resource characterised by a very wide range of specialisations (around 30 higher education institutions with approximately 20 thousand foreign language speaking graduates every year). As far as more advanced services are concerned, the quality of life in a given city becomes more of a factor, therefore Wrocław is continually enriching its cultural offer, whose testimony is the city's having been granted the title of the European Capital of Culture for 2016, as well as the prospect of becoming the organiser of World Games 2017. Staff's advanced skills, the high quality of office space available on the market, and reasonable lease prices are also of importance. The presence and proximity of foreign conglomerates, clients of BPO centres, as well as investment incentives available in the Special Economic Zones affect the location of BPO projects to a negligible extent.

05. Geographic distribution of BPO sector companies in Lower Silesia



Source: Invest in Wrocław

Development Prospects

Poland is an exceptionally attractive location for BPO services centres, with proof being most foreign concerns' Polish investments. What is important, not only is employment in the Polish BPO sector on the increase, but also the range of services offered is undergoing changes. Due to the development of the market of services for business, as well as on account of the positive outcomes seen so far, Poland is more and more often becoming a home to the so-called Knowledge Process Centres and Centres of Excellence. Centres of this kind handle tasks including financial and marketing analyses, software development and studies, operations with regard to risk management, and other processes requiring in-depth know-how on the part of the service supplier. As a result of the increasingly advanced globalisation of services, Poland is more and more frequently competing for BPO projects - not only with the region's countries, but also with Asian and South American locations. Despite the considerable international competition, Poland has become a renowned and trustworthy location for BPO services centres.

The most significant advantages in terms of investment in the BPO sector in Poland, particularly in the area of Wrocław, are the following ones:

- » large human resources potential - around 11.4 million Poles are below 25 years of age.
- » exceptionally large number of university and college students - over 2 million people (ca. 130,000 in Wrocław) are studying at 470 higher education institutions in Poland, which amounts to as many as 11% of the EU's total number of students.
- » highly qualified workforce - more than 130,000 staff already employed in the BPO sector.
- » potential employees' very good command of foreign languages (over 40 languages spoken in the centres operating in Poland) - over 90% of university and college students know foreign languages (in the study conducted by Education First, Poland was 10th among 54 countries).
- » Polish students' high analytical and mathematical skills, whose testament is their international success - Poland is becoming a recognised location for software development and IT centres.
- » competitive labour costs combined with high quality workforce.
- » high supply of modern A, B+ and B grade office space.
- » support system within the framework of government policy favouring investment in the BPO sector, investment incentives for the sector's projects (priority sector).

It is worth pointing out that the Wrocław Agglomeration has a huge human resources potential. Thanks to that, it is possible to offer advanced services indispensable in development of the so-called Knowledge Process Centres and Centres of Excellence.

Investment Incentives

BPO sector investors who consider conducting their business projects in Poland are eligible to apply for public aid. The most important investment incentives in the form of public aid include the following:

- » Income tax exemption in Special Economic Zones,
- » Government subsidies for investments of a considerable importance to the economy,
- » Property tax exemption, granted on the basis of particular local governments resolutions,
- » Subsidies from the EU structural funds.

The BPO sector has been categorised as one of sectors seen as priority from the point of view of Polish economy development, which entails an opportunity to execute a new investment project with use of direct subsidies from the state budget, within the framework of the so-called „Long-term Support Programs*“. The assistance is offered on the basis of the volume of newly created workplaces and the total value of investment outlay.

The maximum volume of incentive that an investment project is eligible to receive is determined by the assistance intensity defined on the map of regional support. The maximum volume of regional support is, in turn, expressed as a percentage of the qualified costs (i.e. project costs). The total amount of incentive granted cannot exceed the value of qualified costs multiplied by the regional intensity index, which for Wrocław and Lower Silesia in the period of 2014 – 2020 accounts for 25%..

06. Available sources of public assistance*

| | |
|------------------------------------|---|
| Subsidies | Support program for investments of a major significance to the Polish economy over the years 2011-2020 |
| | EU funds |
| Tax exemptions | Income tax (CIT or PIT) exemption of income generated by business operation within a Special Economic Zone |
| | Property tax exemptions |
| | Subsidies for research and development |
| Other investment incentives | Subsidies for training |
| | Grants and subsidies with regard to newly created workplaces |
| | Subsidies and preferential loans from domestic sources for projects related to environmental protection (waste management, energy efficiency) |
| | Tax incentives for research and development operation |
| | Preferential loans for purchase or implementation of innovative technologies - the so-called technological loan |

*Detailed criteria and requirements for potential investors are defined within individual forms of public aid

The Regional Labour Market

Wrocław's labour market is one of the fastest developing and most stable Polish regional markets. It is determined, on the one hand, by the availability of human resources, including highly qualified engineers, and low labour costs given employees' standard of qualifications, on the other hand - by the diversity of economy sectors present, with the sector of modern business services high-ranking in importance.

In the third quarter of 2014, the unemployment rate in Lower Silesia voivodship amounted to 8.3%, with Wrocław seeing the rate of 4.8%. There were slightly over 1.17 million professionally active people, accounting for 40% of the entire population of Wrocław. The increase in the number of people employed, as against the previous year, reached 20 thousand.

BPO sector

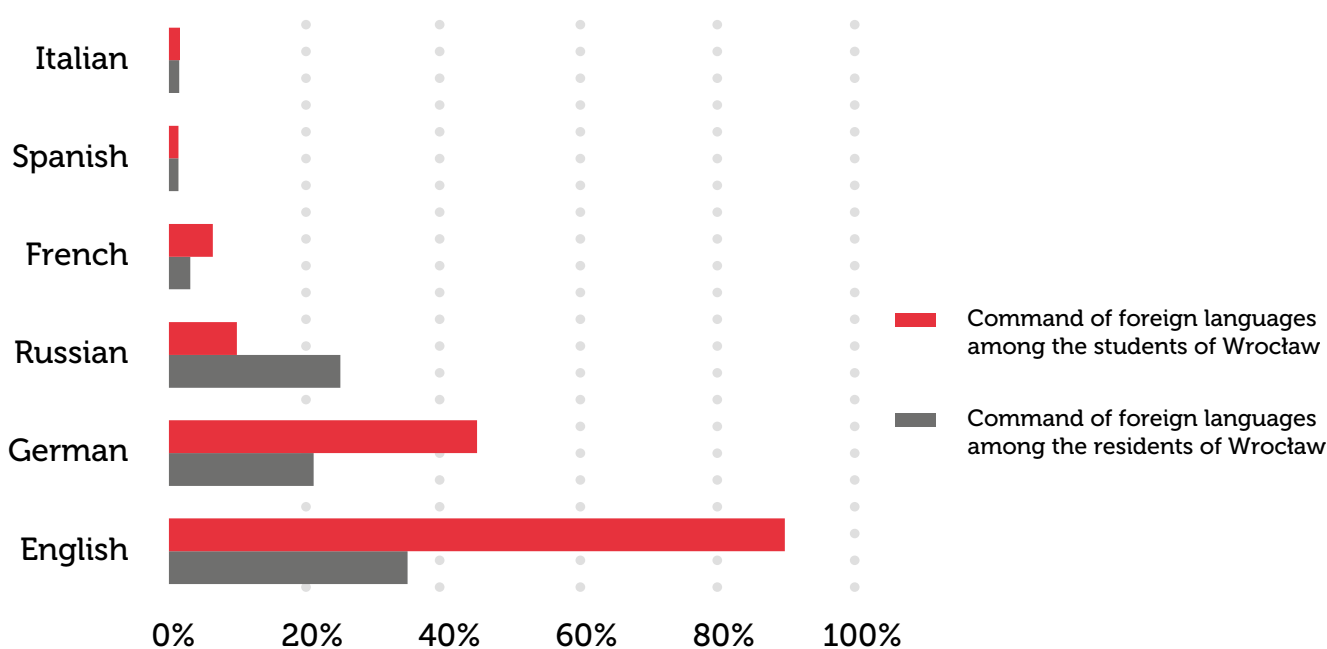
BPO is one of the fastest growing sectors of the Polish economy. Companies interested in development of services centres are more and more often choosing Poland due to the availability and quality of human resources, resulting from the fact that Poland is considered to be one of Europe's youngest and best educated societies.

According to the data provided by the Association of Business Service Leaders in Poland, the employment increment in the sector of modern business services in Wrocław throughout April 2013 - April 2014 accounted to over 20%, while Wrocław's share in the overall employment volume in foreign services centres located in Poland accounted for 16%. Although clients of the BPO centres based in Poland are served mainly in the English language, it is more and more often expected of them to be able to speak another foreign language fluently.

The citizens of Wrocław boast a good command of foreign languages:

- » every second resident declares at least a basic level of one foreign language,
- » every third resident declares command of at least two languages apart from their native one,
- » every tenth resident declares command of as many as three foreign languages.

07. The actual* command of foreign languages



*People who can communicate in a foreign language.

Source: Research International Pentor, Command of Foreign Languages among the Residents of Wrocław.

The Regional Labour Market

Education

Wrocław is ranked one of the biggest academic centres of Poland, next to Warsaw, Cracow and Poznań. In Wrocław alone, ca. 130 thousand people are studying at 24 higher education institutions. In terms of students' numbers, Wrocław is Poland's third largest academic city, following Warsaw and Cracow. It outstrips significant centres including Poznań, Łódź, Gdańsk or Lublin. In 2013, over 34 thousand graduates left the city's universities. An important spot on the educational map of Wrocław is the University of Wrocław (26 thousand students), offering courses including English, German, Russian, French and Spanish philologies, but also ones considered to be niches – i.e. Czech, Dutch, Ukrainian, or Serbo-Croatian studies.

08. Students on selected philological courses at Wrocław's higher education institutions

| Philology | Number of students | Philology | Number of students |
|-----------|--------------------|-----------|--------------------|
| English | 2 177 | French | 269 |
| German | 1 223 | Dutch | 199 |
| Spanish | 552 | Italian | 172 |
| Russian | 348 | Czech | 132 |

Source: Data provided by the Statistical Office in Wrocław 2013

Labour costs

Compared to other EU countries, labour costs in Poland are still some of the lowest. A Pole's average gross income accounts for as little as 1/5 of pay received by Danish people, the Union's best paid employees, 23% of Irish people's pay, 1/3 of Britons' and Germans' income, and 40% of what Spanish employees earn. In March 2014, the average gross monthly salary in enterprises amounted to 4,017.8 PLN. In this period, the regions which saw the highest level of pay were the voivodships of Mazovia (5,107.2 PLN), Pomerania (4,159.5 PLN) and Silesia (4,073.7 PLN). The residents of the Lower Silesian voivodship employed in enterprises earn less than the domestic average, with average pay amounting to 3,841.4 PLN.

In Wrocław, ordinary workers employed in the sector are paid an average 4,060 PLN; with specialists earning 5,660 PLN and managers 11,080 PLN.

09. Total monthly pay in Wrocław's BPO sector, in PLN

| Position | First quartile | Median | Third quartile |
|------------------|----------------|--------|----------------|
| directors | 20 620 | 24 690 | 29 560 |
| managers | 9 010 | 11 080 | 13 430 |
| specialists | 4 960 | 5 660 | 6 410 |
| ordinary workers | 3 570 | 4 060 | 4 570 |

Source: Pay reports by HRM partners 2013

In Wrocław, the highest salaries can be expected by people knowing niche languages such as: Dutch, Finnish, Norwegian, Danish, Swedish or Hungarian. The smallest pay is earned by people who speak only the English language – in the position of a specialist, the difference between pay received by a person who knows a niche language and one who only speaks English can amount to as much as 1,700 PLN.

Case Study – McKinsey Knowledge Centre

McKinsey & Company, Inc. is an international strategic consultancy firm delivering services to large enterprises and institutions by supporting them in effectiveness improvement. McKinsey runs over 90 offices in 50 countries offering consultancy services to businesses with regard to solving critical, operational, organisational and technological problems. Employing 15 thousand people worldwide, the company has extensive experience of all major economy sectors as well as areas of corporate operation, also possessing knowledge on the most significant issues of the contemporary business. McKinsey & Company is one of the largest and most experienced strategic consultancy firms in Poland. Present on the domestic market since 1993, it is consistently building up its local base of consultants, who work in international teams advising clients both in Poland and foreign countries including the Czech Republic, Germany, France, the USA, Australia, the RSA and Dubai. In all of the countries mentioned, McKinsey advises business leaders such as insurance companies and banks, telecommunications providers, power engineering enterprises, oil companies, manufacturers of consumer goods, as well as the public sector.

Research centres constitute the company's knowledge network - a unique solution among consultancy companies. Altogether over 1,500 specialists in diverse areas of knowledge provide support to the company's consultants solving the clients' problems. The Wrocław based knowledge centre is McKinsey global knowledge network's fourth unit of this kind. The other ones are located in China, India and both Americas. The Wrocław centre supports consultant teams working for clients across the entire Europe, in locations such as Russia, Croatia or Andorra, but also in China, India and Brasil. The decision to locate the business in Wrocław was preceded by long-lasting search. Wrocław was one of 90 cities in the whole Europe that were taken into account by the company as far as the centre's location was concerned. Looking for a suitable place, McKinsey applied many detailed reports and available data. Even though numerous factors weighed in favour of Wrocław, it was the city's immense potential, with its universities and talented students, that prevailed.

Currently, the Knowledge Centre is a workplace for highly qualified analysts, the best of university graduates (not only Wrocław based), but also experts boasting professional experience in particular lines of business. It employs educated staff striving for furthering their knowledge in a variety of areas and applying it at the best established companies. Interestingly, among the staff, there are not only people with a management background, but also software developers, or even philosophers.

The analysts employed at the centre specialize in specific areas, including telecommunications, pharmaceuticals, or business technologies and operation. In addition, all members of staff are trained in the area of data search, data analysis, as well as particular lines of business and functional fields (e.g. pharmaceuticals and health protection, telecommunications, transport and logistics, the automotive sector, business operation, or consumer goods).

The Wrocław based McKinsey centre delivers a wide range of services with regard to various aspects of knowledge and information processing. These include the following:

- » financial research and analyses (general, financial and economic, as well as sector analyses and specialised functional analyses)
- » personalised analytical services delivered on the basis of large data repositories and requiring application of specialised analytical tools and techniques (e.g. SAS and SPSS).
- » specialised, benchmarking based diagnoses of companies (comparison with other businesses) according to the client's principles and requirements.
- » services with regard to data processing: modelling, reviewing and setting up applications with use of specialist knowledge and technologies related to data warehouses (e.g. SQL).

Currently, the Wrocław based McKinsey centre employs approximately 150 staff.

Case Study – HP Global Business Centre

The company Hewlett-Packard was one of the first corporations which opened their business services centres in Wrocław. The Hewlett-Packard history in the capital of Lower Silesia started in April 2005, when Global E-Business Operations company was established. Opening this branch along with the existing Warsaw based HP Polska, the conglomerate reinforced its position in Poland. The factor that determined the choice was the very rich university base, it means a large number of qualified graduates (20 thousand every year) boasting good command of foreign languages. It was also important that the city authorities professionally support new investors. Other assets included Wrocław's location, its infrastructure in the areas of communications, business premises and ICT, as well as the high quality of office space available, along with the affordable lease prices. According to the initial assumptions, HP's Global e-Business Operations in Wrocław was going to employ a few hundred staff, but the rapid growth resulted in hiring over 1000 employees over the period of less than 3 years. The measure of the company currently with the name HP Global Business Center (HP GBC) is the fact that it is one of the biggest employers in the region for few thousand people, while still recruiting new candidates.



Opening of the GeBO in Wrocław (2005)

Delivery of services for HP units across the entire Europe as Shared Service Center

Widening the offer by adding other services and specialized business processes for HP, as well as outsourced services for external customers - BPO (2012)

Initially, the HP GBC delivered mainly basic transaction services involving settling due payments or personnel administration for the needs of HP units from the entire Europe. The centre's success and its employees' considerable potential were the key reasons why HP decided to extend the scope of operations and processes handled in Poland. Over the period of a few years, Wrocław HP GBC's offer was widened by adding new services such as finance management, payroll, marketing support and strategic planning and other complex business processes, as well as services targeting external entities.

Currently, the Wrocław centre specialises in delivery of modern services for business in the area of finance and accounts, HR, sales and marketing, data processing and delivery of information, as well as supply chain management. It delivers services for the internal client, i.e. the HP conglomerate, in the area of shared services, including center of financial excellence, as well as for external clients of the company (BPO - Business Process Outsourcing) including Procter&Gamble or C&A. HP GBC is one of the founding members of ABSL (the Association of Business Services Leaders), a trade organisation representing the Polish SSC/BPO sector.

The Wrocław centre HP belongs to the company's global chain of centres, which provide innovative services for business. Other units are located in cities including Łódź (Poland), Barcelona (Spain), Guadalajara (Mexico), San Jose (Costa Rica), Bucharest (Romania) and Chennai or Bangalore (India). However, it is worth emphasising that Wrocław is one of the most advanced business services centres in Europe in terms of scale, scope of activity, complexity of processes, degree of sophistication of services delivered, as well as the number and type of clients.

Hewlett-Packard in Poland is developing its collaboration with local higher education institutions. Apart from free of charge courses for actively students, the company holds meetings with business practitioners and trains the youth within the framework of the HP Academy scheme. It also participated in the „Wrocław Graduate” program carried out in collaboration with the city authorities and the leading investors from the capital of Lower Silesia. It was Poland's first, pilot project oriented towards preparation of modern workforce for the needs of the services sector in the Wrocław agglomeration.

within the framework of „Mozart” 2013/2014 - the Municipal Program of Support for the Partnership of Higher Education conducted as Partnership:



The Invest in Wrocław team comprises professionals hailing from the Agency of Wrocław Agglomeration Development and JP Weber. The experts, boasting extensive knowledge of the region, investment locations, conditions of investing and doing business in Poland, will effectively support investment projects and provide all necessary information.

You are welcome to visit the portal www.invest-in-wroclaw.pl.



For over 12 years, JP Weber has been supporting international investors in their Poland based investment-related operations and their day-to-day tax and accounts related, as well as legal dealings. We employ over 60 investment and tax advisers, as well as lawyers operating from our Wrocław and Warsaw offices. We provide services to both large global conglomerates and SMB sector enterprises planning their business activity in Poland and we support Polish companies in looking for strategic investors and in their international expansion. We support decision-makers in transactions and day-to-day handling of their businesses, guaranteeing an individual client-oriented as well as comprehensive approach to the Polish market's business.

You are welcome to visit our website www.jpweber.com.



When planning to start business operation in the area of the Wrocław agglomeration, every company is eligible to receive support from the Agency of Wrocław Agglomeration Development, responsible for supporting foreign investment activity. Already since 2005, the Agency has been providing assistance to foreign investors in the area of planning and conducting comprehensive investment processes, also by ensuring post-investment care. The dedicated team of specialists supports investors at every stage, making sure that the whole investment process is carried through fast and effectively.

You are welcome to visit www.araw.pl.



HRK is one of the largest human resources management consultancy organisations operating in Poland. We offer comprehensive services for investors in the area of human resources management by supporting them in their recruitment projects, as well as in professional potential research and development, career path building and employer branding. Under the brand of HRK Payroll Consulting, we deliver services with regard to payroll administration and personnel documentation management. As part of IRC Executive Search and Bernard Hodes Global Networks international networks of globally active employer branding experts, we deliver projects across the whole country and abroad.

You are welcome to visit our website www.hrk.eu.



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Doctor of economic sciences, specialising in strategic management and lecturer at the Department of Strategic Management of Wrocław's University of Economics. He has combined his academic activity with collaboration with business as an adviser and consultant for many years, having authored numerous strategies, studies and expert opinions for the needs of companies, institutions and local government units. Participant and expert member of many research projects in Poland and countries of the European Union, linked to various aspects of entrepreneurship, strategic management and New Public Management.

The following sources of information were used for the purpose of the study:

- 1) Statistical data and sector studies of the Central Statistical Office (GUS).
- 2) Data, analyses and sector presentations of PAIIZ (Polish Information and Foreign Investment Agency).
- 3) Analyses and forecasts of the Ministry of Economy.
- 4) Data provided by the Association of Business Service Leaders in Poland (ABSL).
- 5) „Wrocław Driven by Knowledge” publication – the Wrocław Agglomeration Development Agency/Knight Frank.
- 6) Publications of the Organisation of Economic Co-operation and Development and the World bank (Doing business).
- 7) Information from the websites of the McKinsey and HP companies.
- 8) Generally available press information (including Bankier, Forsal, Gazeta Prawna, Puls Biznesu, Gazeta.pl, and Money.pl) with regard to the development of McKinsey and HP companies.



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