



# **Survey of Investor Satisfaction with Services of Polish Information and Foreign Investment Agency**

**Report from a survey by TNS Pentor**

December 2011

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## I. Information about the Survey

- In the period from November 15 to December 10, 2011 Pentor conducted for Polish Information and Foreign Investment Agency [PAIiZ] a survey on investor satisfaction with services offered by PAIiZ.
- The survey was performed in two - quantitative and qualitative - stages:
  - in the quantitative stage 29 CATI questionnaires were submitted,
  - in the qualitative stage 10 individual in-depth IDI interviews were carried out.
- Representatives of companies and institutions that cooperated with PAIiZ last year participated in the survey.
- The project aimed at:
  - analyzing satisfaction of investors served by PAIiZ in regard of quality of services offered by the Agency,
  - elaborating guidelines in order to increase service quality and improve efficiency of providing information.
- The survey focused on the following issues:
  - Poland as a location for investments.
  - Contact and sources of information.
  - PAIiZ as a business partner.
  - Assessment of the PAIiZ employees.
  - Other expectations of investors.

## II. Poland as a Location for Investments

■ Respondents consider Poland as a promising country in terms of investments. The opinions of respondents indicate that the most frequently considered countries, besides Poland, are mainly other European countries. The most competitive countries to Poland are: Czech Republic, Slovakia and Hungary. Other competitive countries include: Russia, Ukraine, India, Bulgaria, Romania, Turkey and Brasil.

■ The most important factor determinant about choosing Poland as a location for investment is, both currently and last year, **human capital**. Entrepreneurs appreciate Poland as a country where numerous educated and qualified employees may be found. It is a significant asset in comparison to other Central Europe countries.

*"Definitely, high potential in terms of employment, possibility of employment and qualified personnel. Population of Poland is very high, in particular in Central Europe."*

*"The issue is that we have in Wrocław high numbers of students and graduates of Wrocław Technical University. This guarantees employing good personnel and well-qualified human resources."*

*"Employees in Poland are appreciated. General characteristics of Poles as employees had a significant influence."*

*"Human resources that is labor market - number of staff and market volume - that is a company in Poland may take advantage of much higher resources of potential employees than, i.e. in Slovakia."*

*"It is worth investing in Poland. This is something that I myself may not tell as I am Polish, but I quote here my numerous German colleagues who greatly appreciate cooperation with the Polish team and Polish personnel. We have a highly motivated and involved team. Wherever indispensable, it is well-educated, relatively susceptible and eager to learn. My German colleagues underline these aspects."*

■ Investors point out that the **employment cost** of personnel is competitive in regard of other countries. This aspect is particularly important for the companies from the United States and Western Europe.

*"Definitely the fact that costs of running a business and employment are much lower than in Central Europe."*

*"The main advantage, in the first place were high numbers of educated and professionally well-prepared people and secondly, lower labor costs - both previously and currently."*

*"Labor costs were the main factors considered. Although the costs of labor are higher than in Romania, the distance to reach our recipients is shorter, and thus we have potentially more recipients here than in Romania."*

*"Labor costs in a lower scope, but it is surely significant in comparison to Western Europe."*

*"Above all lower labor costs, lower costs of logistics and good results of the previous factory."*

- Entrepreneurs also appreciate favorable **geographic location of Poland**. They indicate that the location in the center of Europe provides easy access to European market and an enormous Russian market.

*"Poland was chosen due to geographic location of Central and Eastern Europe countries, vicinity of regional markets, good human resources - qualified manpower at various levels - workers for production, engineers and sales and marketing staff."*

*"Poland is located in Central Europe - the center is important because a company, if founded, searches also for other clients."*

*"Poland, above all due to its location in Central Europe and a distance from OIM, that is recipients of our products - car factories mainly in Germany, Czech Republic, Slovakia and Hungary. To put it briefly, costs of logistics and costs of labor."*

*"Location of Poland as a transit country - very favorable, very good. There is a lack of good roads, and if this condition is fulfilled, the location is very good for the Eastern and Southern direction, especially in this Southern range."*

*"Location had an influence, it is a center of Europe, it is a normal country that is a Member State of the European Union. It is important that it is a large country in the center of Europe and additionally, it is a Member State of the European Union with a government providing political and economic stability."*

- Other important factors mentioned by investors were **subsidies from the government budget and special economic zones**. These are the factors that mainly attract foreign investors.

*"Just a thought, a possibility that a company could be granted financial support from the European Union was attractive. Budget co-financing as well. We have a project that is co-financed from Structural Funds, which is to a certain extent financed from a government grant. We have also projects co-financed by the European Union."*

*"One of the decisions was the level of government subsidies; one was the skill level of the workers, the location relative close to where our customers are in Europe. The availability of a good site at a reasonable cost. And lots of other things but these were the most important. One of the top five was the level of government subsidy."*

*"As regards instruments of public support, we take advantage of facilities operating in a special economic zone. A large part of our plants is located in an economic zone that is Wałbrzych Special Economic Zone. Advantages provided by the production in the zone were definitely one of determinant factors of locating the production in Poland."*

*"We are in a special economic zone. Because it is linked to our government subsidies. We would not have an income tax holiday if we were not in a special economic zone. So we considered a tax holiday as a government subsidy."*

*"Special economic zones that encourage investors by offering discounts and tax exemptions. It is for sure a big encouragement."*

*"A decision that the company was granted financial support from Structural Funds and a government grant definitely had an influence."*

- Moreover, a **stable political and economic situation** as well as **membership in the European Union** was significant. Most of investors perceive economic stability a prerequisite for considering a country as an investment location.

*"The decision about investing in the Polish market was taken due to and a relatively stable economic situation and resistance to crises." Macroeconomic indicators indicate that Poland is doing well. Poland is predictable; it has a relatively stable currency exchange rate and a relatively ordered system of regulations."*

*"The decision about entering the Polish market political stability and the way of coping with the crisis were a great advantage which determined our decision."*

*"Poland, thanks to economic stability, especially at present, especially that present in Poland in the recent years, that has successfully overcome the crisis earned reputation of a stable country."*

*"Due to political stability, predictability, membership in the European Union - the presence in the UE structure. Also general investment climate - predictability of legal regulations, normality."*

*"Poland is a part of a larger body and thus it is not free from different risks, but the ones that concern Poland, also concern other European countries."*

- A less popular factor that encouraged investing in Poland was also satisfaction with previous investments in Poland. Investors who successfully located their capital in our country declare that **positive experiences** were an important factor determining further investments.

*"There had already been a factory producing high-quality goods, a team of qualified line workers and management staff at a middle level. The investor has people already who will manage it, a low investment cost if the company is prepared for it."*

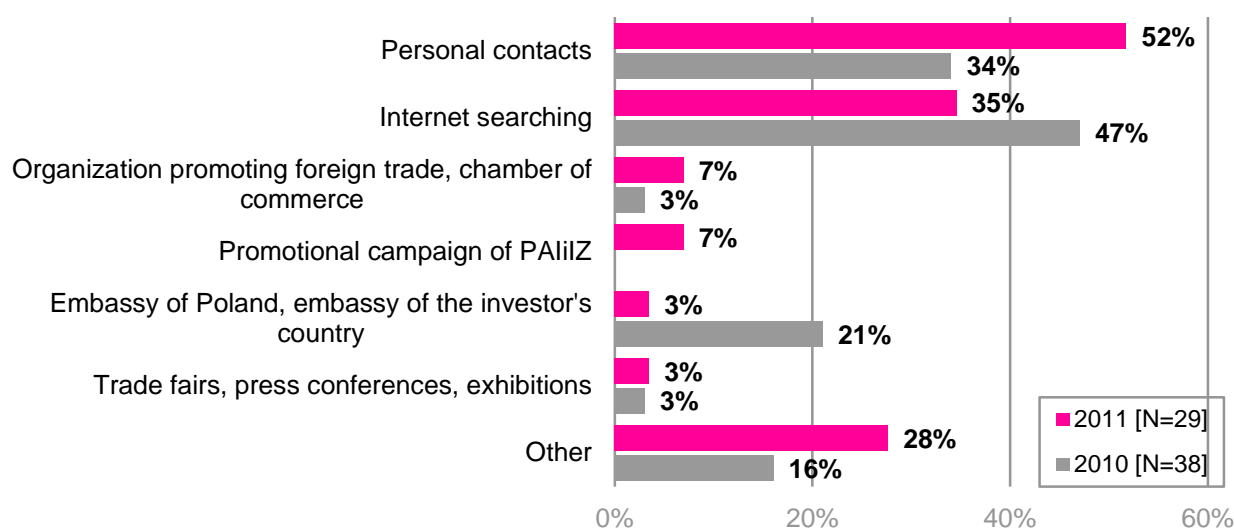
*"Generally, the investor has operated for 9 years. Due to the fact that his opinion about this activity in Poland and administrative structures in Poland was positive, it decided to increase the investment portfolio in Poland."*

### III. Contact and Sources of Information

#### Sources of information about PAIiIZ

- The main source of information about Polish Information and Foreign Investment Agency are personal contacts of investors (52%) and the Internet (35%).
- A low percentage of respondents received information about PAIiIZ through an organization promoting foreign commerce, promotional campaign of PAIiIZ, the Embassy of Poland, commerce fairs and conferences.
- For the respondents of the in-depth interviews an important source of information about the Agency was so-called "word of mouth" that is recommendation of the PAIiIZ services by another investor who positively assessed cooperation with this institution. Recommendation is assessed as a very credible source of information.
- A source of information about the Agency was also publications about PAIiIZ published in the press and consulting companies (companies from the so-called Big Four were mentioned) that directly contacted the investor with PAIiIZ.

**Graph 1 Sources of information about PAIiIZ**



#### **The opinions of respondents:**

*"With help of external consultants, the company received information about a possibility to cooperate with PAIiIZ."*



*"We actually hired Deloitte to help us find the site. So our first contact with PAIiZ was through Deloitte. As soon as we knew we would come to Poland to look at sites, PAIiZ met us on our first trip."*

*"Our first step was to refer to PAIiZ about the investment." Consultants in the market operating in Poland lead the investor to PAIiZ."*

*"My boss received this information from another Swede, so-called word of mouth."*

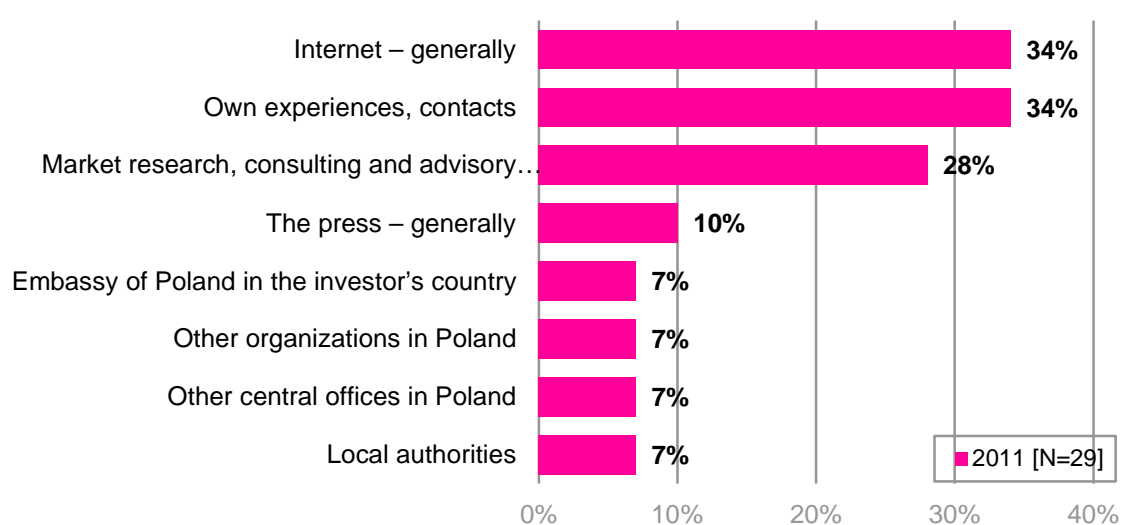
*"Simply, if you show interest, if you operate here in this world, you must know that there is such an agency as PAIiZ. This is obvious for me, but you also learn about PAIiZ from the press, and often from publications: PAIiZ has published this, PAIiZ supports, PAIiZ helps..."*

*"PAIiZ is somewhere present in our market, it is well-known. My first contact was established in Austria that had cooperated with PAIiZ already."*

### **Other sources of information about Poland**

- Main sources of basic information about Poland are investors' personal contacts and proper experiences of companies (34% of responses) as well as information available on the Internet (34%).
- Foreign investors who search for more detailed and specific data concerning their sector frequently commission economic surveys and analysis and undertake to cooperate with consulting companies.

**Graph 2 Sources of information about Poland other than PAIiZ**



**The opinions of respondents:**

*"The company knows local reality. In a corporation that employs 80 thousand people, it conducts analyses, cooperates with consulting companies and refers to analyses of investment potential."*

*"Own experience of the companies' management board. These people simply know where to invest. Germans know what the situation in the country is. Own experience and the command of market The company assessed the situation in our country and took a decision."*

*"Obviously, the Internet and events, the press and meetings with different representatives of authorities - all of these created a certain picture."*

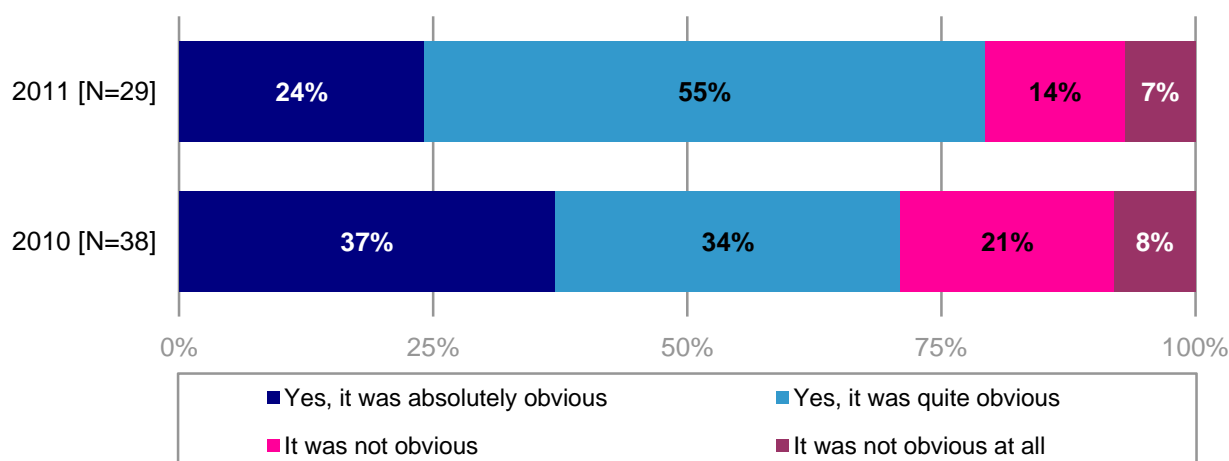
*"We relied on the services of the consulting company. We received valuable assistance from the Wałbrzych Special Economic Zone in terms of elaboration of documentation."*

*"The company relies on, above all own research, that is the company internal analyses performed, recognition of the market, etc."*

*"One may rely on consulting, the Agency of Regional Development, support of the marshal and province offices, information for potential investors are available here too, besides PAIiZ, and the Ministry of Economy."*

**The first contact with PAIiZ**

- Investors relying on the assistance of PAIiZ assess positively the first contact with the Agency.
- Most of the respondents understood which type of assistance they could receive from PAIiZ before submitting any query to the Agency. The total percentage of investors for whom it was obvious or very obvious increased from 71% (in 2010) to 79% (in 2011).
- The percentage of investors who did not completely know what type of support they could expect from the Agency decreased from 29% (in 2010) to 21% (in 2011). Despite a noticeable drop, a percentage at the level of 20% may indicate that communication in the scope of "services" and possibilities of PAIiZ is insufficient and requires improvement.

**Graph 3 The first contact with PAIiIZ**

- At the in-depth interviews a part of investors pointed out that the first contact was initiated by the same Agency. Establishing the first contact by PAIiIZ is a positive sign of interest for investors: caring about their plans, investments and possibilities of development. A more active initiative of PAIiIZ would be a strong asset creating an image of the Agency that is open to the needs of business.

### The opinions of respondents:

*"PAIiIZ contacted us. It learned about a meeting on this issue held in the Ministry of Economy. Then it caught us and has not let us out so far."*

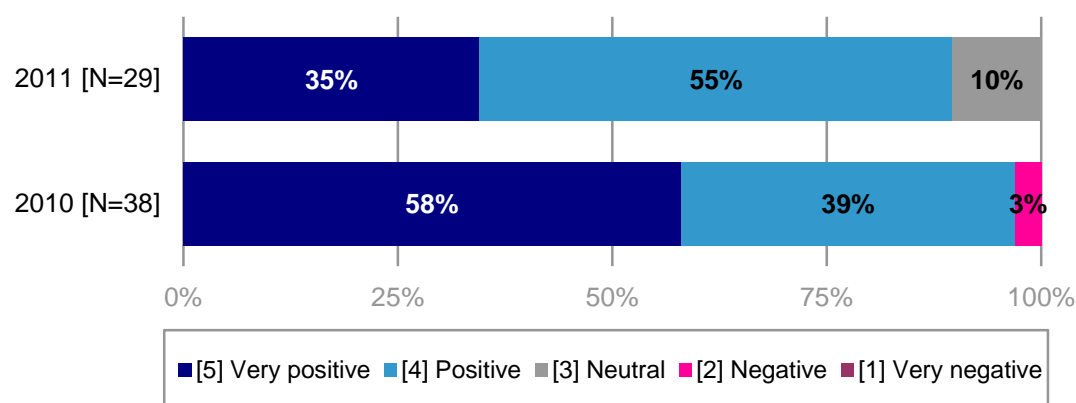
*"We were asked to arrange a meeting in our company to see what is going on, what are the investments, what our plans are, what our situation is, and how we assess a possibility of cooperation. We did not have initiative at this meeting - which is a positive confirmation of the fact that PAIiIZ does not only react to the investor's needs, but also tries a little bit to care about these investors through such type of talks. It is a kind of care that a host shows towards operating investors and such a meeting reveals also respect and willingness to establish relations."*

### General opinion about PAIiIZ

- Both the results of the quantitative questionnaire and the opinions of respondents expressed in the in-depth interviews indicate that a general level of satisfaction with the investor cooperation with PAIiIZ is high.

- Generally, the investors are of the view that a role of such an entity as PAIiIZ is necessary for investment development in Poland. It plays a role of a partner that supports and encourages potential foreign investors and it is also a source of precious information about investment in Poland.

**Graph 4 General opinion about PAIiIZ**

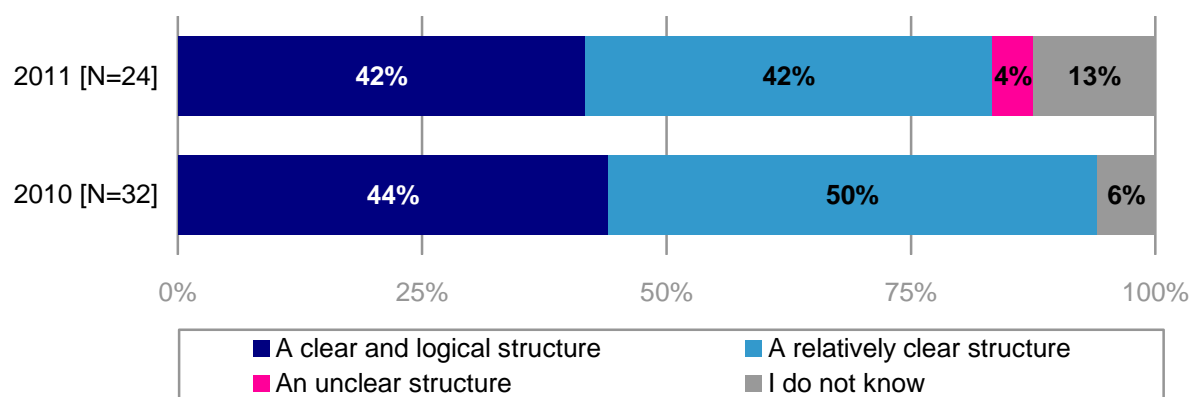


#### The opinions of respondents:

*"Such an entity plays an important role, that is sure, but in fact it is hard to measure, but such entities are necessary. If they actually operate efficiently, they operate in order to gain an investor, to search or create a general platform of information about Poland. If somebody has an idea for investment in Poland, such organizations are necessary, and it seems to me that PAIiIZ tries to play this role and it is probably quite successful in doing so."*

**Website: [www.paiiiz.gov.pl](http://www.paiiiz.gov.pl)**

- As the investors declare, the website of PAIiIZ is used, above all for searching for basic information about Poland and the country's economic situation (that is statistics and analyses).
- The respondents assess the website is friendly, transparent and easy to use. The website structure is clear and logical. In addition, the website is available in many language versions which are considered a great asset.

**Graph 5 Assessment of the PAIiZ website structure****The opinions of respondents:**

*"The website is clear and user-friendly. The most important information can be found there."*

*"Positive and adequate for the tasks. It is quite frequently updated, there is a newsletter, you can see that there is a lot going on, and that PAIiZ is active."*

*"The website is decent, everything is all right. It is adequate for the activity of PAIiZ. It is not overloaded. It is rather user-friendly, there are no irritating items."*

*"It is a sufficient source for the first contact - there is even a Japanese language version."*

*"It is a basic source concerning the investor."*

*"It is clear - it is easy to find information."*

- As in the past years, the most popular subjects among the investors are investment initiatives. Moreover, the investors often search for general information about Poland and refer to structural data and economic analyses concerning the country.
- The website enables potential foreign investors to establish the first contact with the Agency in a simple way. Information about services and support offered by PAIiZ are also useful for investors who plan to invest in Poland.

**Graph 6 The most useful information on the website**

■ The respondents of the in-depth interviews indicated the following other useful pieces of information found on the website:

- details concerning possibilities of investment co-financing;
- information about government grants;
- details about special economic zones in Poland;

■ Moreover, the investors consider the website as an important source of information about novelties and events in the business world such as conferences, business events and commercial fairs.

### The opinions of respondents:

*"I searched for information about special economic zones and specific real properties for investment in Poland."*

*"Possibilities of investment support are useful, and contact data as well as Poland in figures are also quite interesting."*

*"Just information about employment level, government subsidy information."*

*"Possibilities of investment co-financing from the part of government; these government grants were the most interesting to us and we most frequently searched for such information."*

*"It allows you to put yourself in the picture about what is going on, to learn about the calendar of upcoming events, and where it is worth to be, and what is worth doing."*

*"We need information about how to conduct the business, tax levels, availability of sites, special economic zone procedures, different procedure of the government, introducing us to the people who can help us with the start up."*

*"This information is definitely useful; they cover work conditions in Poland, costs of living in Poland, costs of labor in Poland, availability to human capital, qualifications of employees, number of graduates from specific faculties that are essential to the company, obviously also possibility of co-financing and government support to realize this investment. This is the key information."*

### **Expectations towards the website**

- Last year a part of respondents postulated that the website should be easier and more intuitive. In turn in the present survey edition negative opinions about the website structure did not appear. The website was assessed as clear and easy to use.
- The users would expect that PAiIZ provided through its website more detailed information about Poland. Also guidelines about operating and running a business in Poland would be useful.
- There appeared also objections that not all the information and data published on the website were regularly updated. The users would expect "fresh" and updated data.
- According to the respondents, it would be useful to:
  - publish and update a contact lists of institutions that support and decide about investments in Poland;
  - publish electronic versions of documents (that is publications and reports) elaborated by PAiIZ.
- However, in order for the documents to be useful, they should be regularly updated and completed.

### **The opinions of respondents:**

*"PAiIZ produces a lot of documents, but they could be available on the Internet. The website should contain information about a library with new and up-to-date items. The items must be up-to-date."*

*"The pieces of information are quite generic, there are no detailed ones. Considering the amount of the information produced and owned, they could render it more available on the website."*

*"More frequent updates are necessary; more information. Some more up-to-date data about Poland are missing."*

*"There should be address lists. Contact data of persons who take decisions, and to institutions that support investment."*

### **Opinions about the materials**

- The respondents of the in-depth interviews expressed positive opinions about the materials elaborated by PAIiIZ. According to the investors, the materials are:
  - professional,
  - substantive,
  - of high-quality
  - clear and useful.
- They are a precious source of economic information and indicators as well as statistics concerning the country's condition. The materials considered useful by the investors included: reports, legal guide-books, legal opinions, cumulative reports on investments, presentations and investment offers.
- Moreover, the investors would expect current translations of legal documents into foreign languages which would enable potential investors to familiarize themselves with the law in Poland,

### **The opinions of respondents:**

*"Reports look very nice, beautifully published, great quality, attractive covers. The quality is great, the content is also good."*

*"The sites of PAIiIZ, various reports, cumulative information, reports about economic indicators and workforce are helpful. A foreign investor reaches this information,"*

*"Legal opinions elaborated by lawyers of PAIiIZ were very helpful. They were necessary at the purchase of plots of land and possible decisions about possibilities of investment; different ways. PAIiIZ sent me the procedures which was very helpful."*

*"We referred to presentations about grants, Clear, legible, useful."*



*"I referred to different publications such as "Doing business in Poland" and legal guide-books. They have rich literature resources - I refer to them regularly. Professional materials, this is what it should be."*

*"The materials are absolutely sufficient."*

*"We refer to different materials. Reports about various economic issues, about Poland, in particular Central and Eastern Poland, comparison of our country in figures concerning population, number of educated people, of a specific education level in connection with Europe, and thus in regard of GDP - such basic economic issues. The materials are very good and clear, the statistics were very useful."*

*"In my opinion there is one thing missing, which is not very noticeable but significant. It is namely the absence of dependable and up-to date translation into foreign languages mainly of legal documents concerning the law in Poland. I think that PAIiZ could and should do it. To prepare translations of dependable and up-to-date normative acts intended for investors. There is a lack of it, it is a shortcoming."*

### **Opinions about the newsletter**

- The majority of investors receiving the newsletter read it and choose information that they consider interesting or refer to their sector
- Newsletter is assessed positively In addition, it is perceived as:
  - a source of up-to-date information about investing in Poland,
  - another channel for communication with the Agency,
  - a way to maintain stable and friendly relations with the investor.

### **The opinions of respondents:**

*"The newsletter is for us a carrier of current information."*

*"I look it through and if I find something interesting, I read it. At present maybe there is even too much information. Yes, PAIiZ makes a good job."*

*"Its content is a resultant of what PAIiZ gains. It is an additional channel of our communication."*

### **Opinions about marketing activities**

- The respondents participating in the in-depth interviews did not frequently encounter marketing activities aimed at promoting Poland as a place for investment.

- There were mentioned the spots sponsored by the European Union that promoted different Polish cities and activities organized or co-organized by PAIiZ that is conferences and events.
- According to the investors, the most important activities of PAIiZ which may encourage potential investors to invest in Poland can include:
  - the presence and promotion of the Agency at foreign fairs and conferences,
  - organizing large investor events by PAIiZ,
  - active informative activity at Embassies of Poland in different countries, activity at chambers of commerce in Poland and other economic institutions abroad.

### The opinions of respondents:

*"I recall an advertisement of Gdańsk, there were billboards advertising specific provinces and Polish cities as investment-friendly."*

*"Nice movies, I have seen them. It is necessary. Poland needs to be promoted by means of such materials wherever possible."*

*"Different types of advertising campaigns sponsored by the European Union. As far as I know and I could see, PAIiZ is active, even on the websites known to investors. It is the second or maybe even the first commercial of Poland on Polish and foreign markets."*

*"As regards marketing activities, I will stick to the conferences (...) there appears the logo of the organization as a co-organizer or a chair. Those who do not know this organization may obtain relevant information in the materials. All of those who do not know the organization may establish or strengthen the contact."*

*"Definitely, the Embassies are foreposts representing Poland in a given country. If there was an active person who would cooperate at the organization of some meetings, run an activity aimed at promoting and transferring as much information as possible, showing the advantages."*

*"In my opinion the number of actions aimed at promoting Poland abroad as a country proper for investing is insufficient. When I lived abroad for a few years, I did not encounter such information."*

*"I do not really remember anything like this. I see PAIiZ in many places such as at the Economic Forum in Krynica or other business meetings. PAIiZ also communicates directly with investors. It organizes meetings and directly presents the investors different issues trying to encourage them to choose Poland as a place for investment."*

*"They should provide promotion through large investor events. There is only one investor's ball and some other small events - it is routine already. They should expand their activity; do something bigger with more publicity, some big conferences to which more important people would be invited with TV and press coverage to reach more audience."*

*"The presence at fairs, foreign conferences, transfers of folders and information about Poland. Definitely, through underlining its presence at important generic and sectoral symposiums, conferences and fairs where potential investors from specific sectors appear."*

*"Above all, they should cover informative activities. For example materials, contact data of persons capable of responding to the queries of potential investors must be available at the Polish-American Chamber of Commerce."*

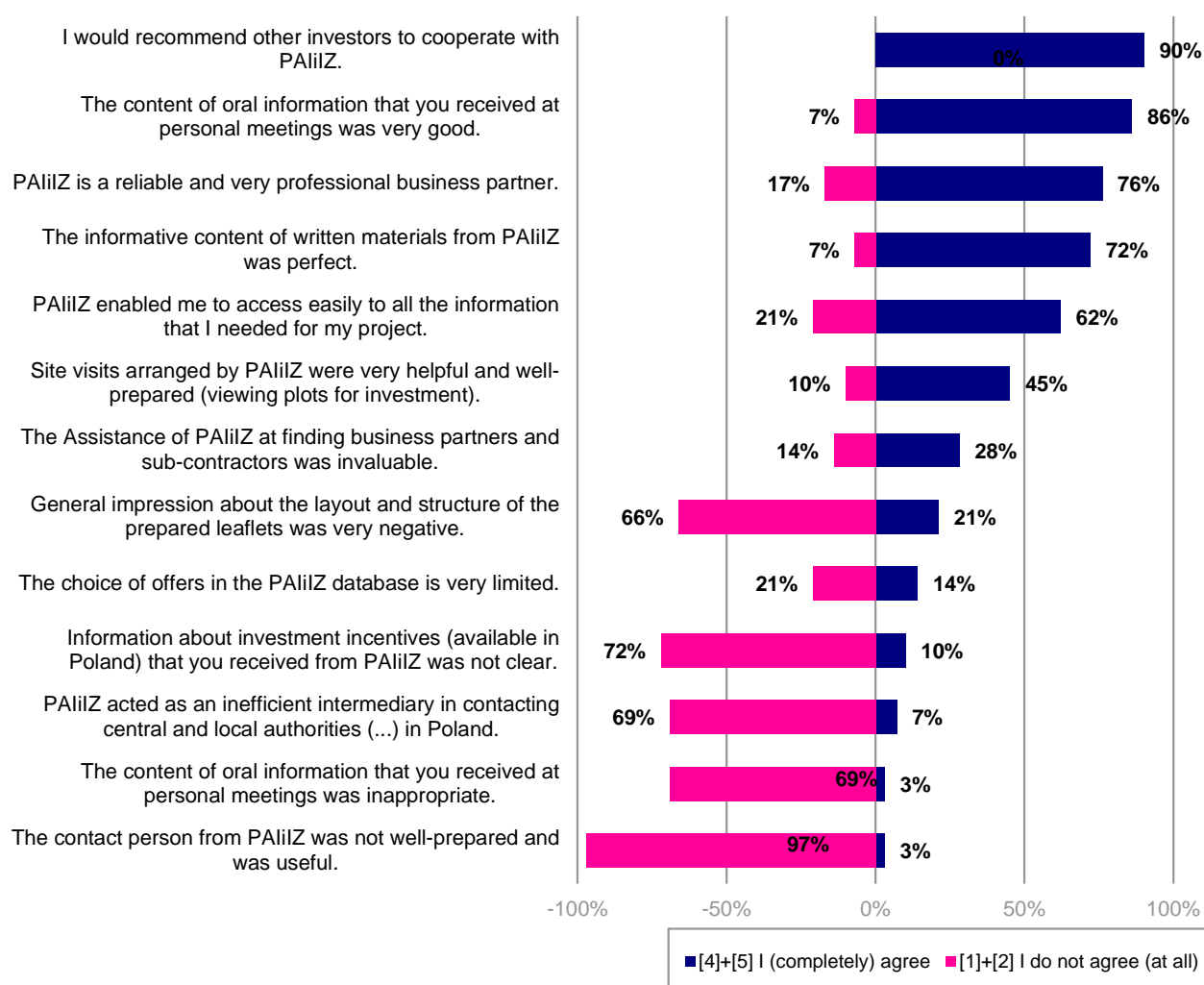
*"It could also provide extensive promotion in sectoral publications."*

*"PAIiZ should go beyond the borders of Poland." Above all, to promote there, at main state institutions in charge of investments or economy. It should promote Poland to encourage and to locate investments in our countries - i.e. embassies."*

## IV. PAIiZ as a Business Partner

- PAIiZ is assessed as a solid business partner. It creates its positive image through personal contacts with investors. Cooperation based on frequent meetings and a continuant contact at all the investment stages and upon its end is assessed positively. PAIiZ is considered a friendly organization which is open to the business needs.
- Competences and professionalism of the PAIiZ employees play an important role at creation of its image as a business partner. Qualifications of the employees and the level of communicated information are assessed positively by a majority of respondents.
- A large majority of respondents (90%) would recommend other investors to cooperate with PAIiZ. There were no investors who would not do it. It is a proof of a high level of satisfaction with the cooperation.

**Graph 7 PAIiZ as a business partner**



- The respondents of the in-depth interviews expressed positive opinions about operating of the Agency. Despite the fact that PAIiIZ is a government branch, its actions, contrary to the offices, are very effective and efficient. Considering reaction time and support, PAIiIZ responds to the business needs.
- In connection with other elements, the choice of offers available in the PAIiIZ database and legibility of materials about investment incentives were received lower marks.
- A part of investors consider PAIiIZ as an institution that does not have a sufficient influence of the national and local authorities. Its position in the government administration is not strong enough to influence the government's decisions. The investors expect that the Agency would show stronger involvement in these contacts.

### The opinions of respondents:

*"I think that the employees and a focus on customer are the Agency's strong point. Although PAIiIZ is a public entity related to the Ministry, it operates more like a company than a public institution. It is an advantage because PAIiIZ understands the business very well, it understands the business needs - it is a key to successful contacts. We do not meet officials there but competent persons who are ready to cooperate and resolve a specific situation."*

*"It was a moment that we noticed a positive approach of PAIiIZ to the entire cooperation and its very positive involvement. The cooperation with PAIiIZ that does its best is absolutely positive, substantive and good. Most of the things that we managed to do in Poland we owe to PAIiIZ."*

*"Cooperation? Telephone, meetings and meetings. Meetings are the best in the world, people can talk to each other, and they have to get to know, see and understand each other. It is for sure a strong point of PAIiIZ. It is not about drinking coffee, even for 5 minutes, but we move the issue forward, that is what they are."*

*"Competence is very important. I know that in case of any problems I can resolve them by calling move the issue forward. This competence is exceptionally important."*

*"The employees are competent. If they do not know something on a given day, they try to obtain relevant information and communicate it quickly."*

*"I very highly rate the competences of employees who, above all are persons who actively participated in my meetings. Moreover, I had an opportunity to visit the offices of PAIiIZ in Warsaw and contact a very competent person who was able to answer immediately some calculable, measurable questions concerning public assistance. This type of contact automatically confirms competences... I very highly assess these competences."*

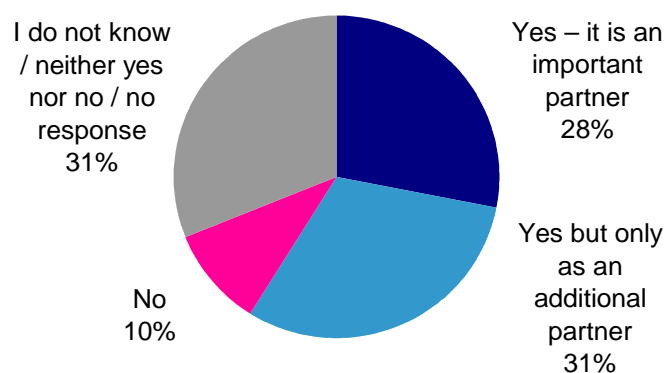
*"The first piece of advice concerns the position of PAIiIZ in the national structure of our country (...) some changes to increase possibilities and authorized capacity of PAIiIZ within the Polish"*

*administration. I think that PAIiIZ in numerous cases is friendly, but it acts as a petitioner and to my view, if it really wants to gain foreign investors, it should have a stronger authorized capacity to guide and represent foreign investors in the public administration."*

### **PAIiIZ as a partner in the investment process**

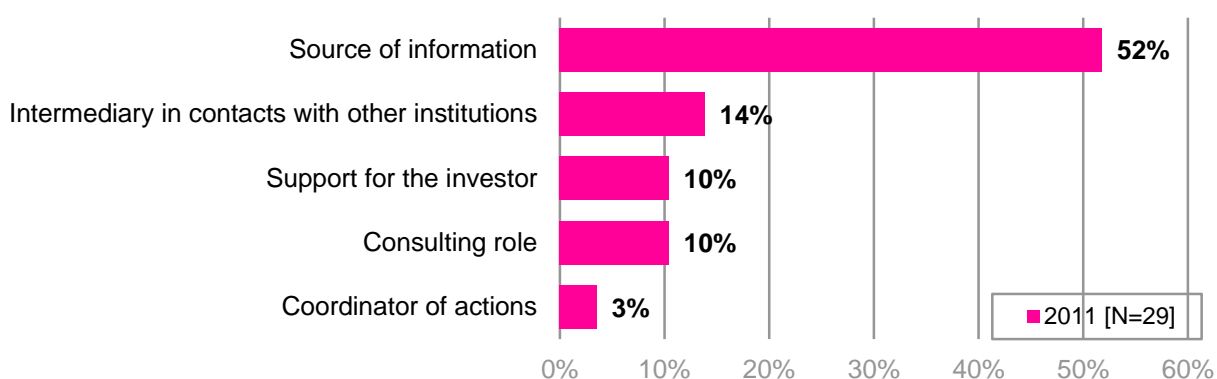
- Most of the survey participants (59%) consider PAIiIZ as an important partner in the investment process.

**Graph 8 PAIiIZ as a partner in the investment process**



- In the investment process the Agency provides, above all information and consulting. It is a valuable source of statistics and information about the economic situation in Poland and possibilities of receiving grants and co-financing.

**Graph 9 Role played by PAIiIZ in the investment process**



- As the respondents of the in-depth interviews claim, PAIiZ is a partner who provides assistance and support to investment activities. The most important from this point of view is mediation in contacts with institutions:
  - The Agency was a source of information to which one should refer.
  - The Agency helped establish contacts with local authorities and institutions.
  - The Agency supported negotiations and talks with local authorities.
- The position of PAIiZ as a partner in the investment process may be negatively influenced by, in the opinion of investors, a negligible impact on the administration and decisions of the bodies in charge of granting government subsidies.

### The opinions of respondents:

*"PAIiZ was very good at introducing the people we needed to meet in order to go through the process, purchasing the property, securing our government grants, just assists us with our start up."*

*"PAIiZ gives significant support in terms of the collection of all the information concerning possibilities of investment, getting familiar with the situation in Poland, the statistics about foreign investments, decisions about population taken in specific countries, workforce available in Poland, duty free zones, possibilities of exemptions. Here information is transferred almost immediately."*

*"People from PAIiZ gave the first impulse, the first information what is possible, what we can obtain. However, people from the Wałbrzych Special Economic Zone put it into practice. People from PAIiZ have a lot of good intentions but they have such a possibility; they helped arrange a meeting in the Ministry of Economy, but all the procedural issues are not their competence."*

*"Their supportive role was underlined. Its supportive role was noticed."*

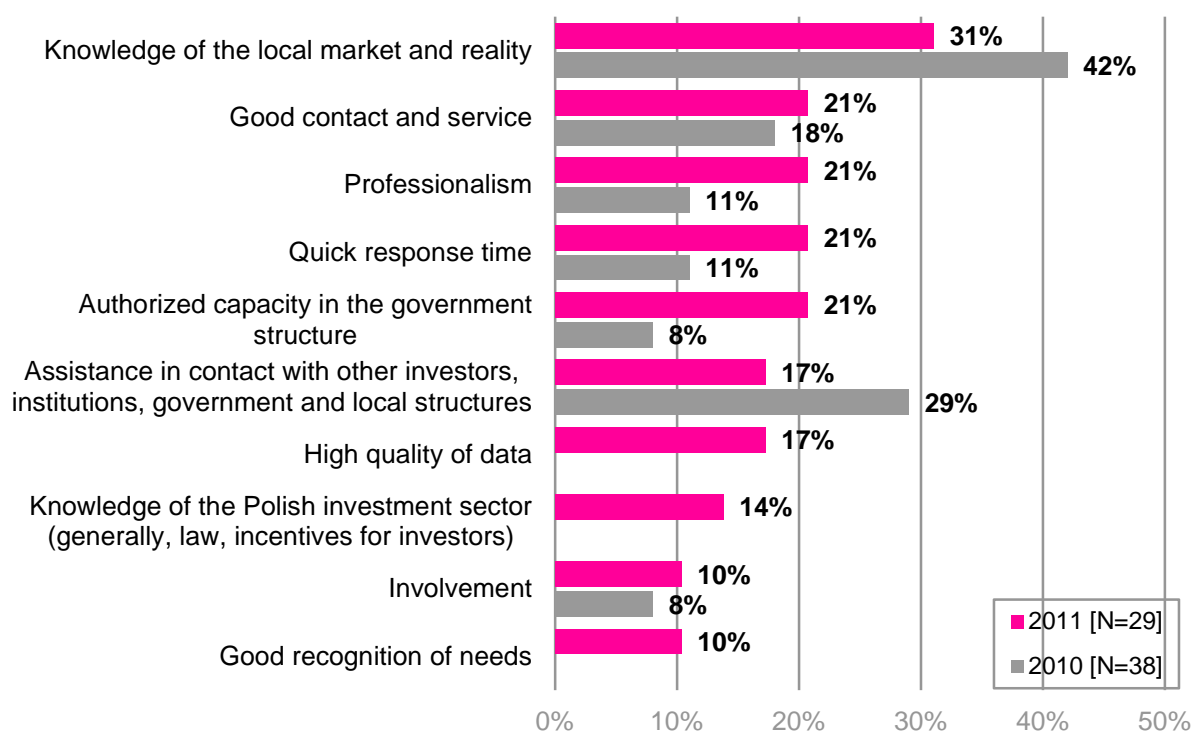
*"PAIiZ does not have other powers. PAIiZ is not an office and maybe what it does - helps arrange a meeting and organize a meeting with an official from the Ministry of Economy, in terms of specific issues - informing about grants that can determine investing in Poland and not somewhere else."*

*"PAIiZ is a place of information search or a contact point with public offices; it is helpful in contacts. I think that at the stage of investment preparation, smaller investors very strongly need PAIiZ as they are unable to gain specialists in the beginning of their presence in Poland; it applies also to those who enter the Polish market for the first time."*

## **Strong points of PAIiZ**

- The investors prize PAIiZ the most for its market-orientation, wide command of the local market and its conditions.
- In comparison to the previous year, the employees of PAIiZ were rated higher in terms of contact, professionalism and response time.
- According to the respondents of the in-depth interviews, the most valuable capital of the Agency is a high competence level, creativity and involvement of its employees.
- The investors indicated the following precious assets of the Agency: efficiency of action, authorized capacity in the governmental structures, assistance in contact with local authorities, high quality of the data provided, experience and credibility of the Agency, consulting and cooperation willingness.

**Graph 10 Strong points of PAIiZ**



## **The opinions of respondents:**

*"I like availability and competence of the employers, the fact that they have the statistics and analyses which they are ready to give at your disposal at any time, that they help explain or discuss in detail an issue we are interested in,"*



*"I am happy with the attitude of these people - you can see that they care about locating a given investment in Poland. It does not matter to me that when I call them and they are not able to respond to my question, because if they do not know something they are able to consult it quickly with someone and call me back. The attitude of these people was important - they were not out of touch.*

*"PAIiIZ has people who react if I need to find some information. I can always count on them."*

*"I think that what PAIiIZ cares about are competences of its employees - it is important for investors who eagerly contact the employees and keep in touch with them, as they are always helpful. The competence level of employees is the most noticeable."*

*"As far as I needed their knowledge and experience, it was completely sufficient. I rate very highly their competences which include conveying the message, reacting to a request and forwarding quickly a letter. It is not theoretical knowledge. It is about action and they are very competent to act. It was not a problem for them to act immediately - if they could, they acted."*

*"I think that the employees and a focus on customer are the Agency's strong point. Although PAIiIZ is a public entity related to the Ministry, it operates more like a company than a public institution. It is an advantage because PAIiIZ understands the business very well, it understands the business needs - it is a key to successful contacts. We do not meet officials there but competent persons who are ready to cooperate and resolve a specific situation."*

*"I would say probably their strongest point is their contact to the proper government officials."*

*"They should continue what they are doing, they are very professional. I think they present Poland in a very positive way, they have good contacts with the local authorities in various areas of the country and they are very friendly and helpful. Overall, I think they have a good program."*

*"It appears to me that their current mode of acting is best. They are a source of information, and if they do not have certain information they are able to obtain it quickly. PAIiIZ reveals good market orientation. They embrace various initiatives. I do not see clear weak points."*

*"It seems to me that in the framework created PAIiIZ operates quite decently, it is open, helpful and always ready to cooperate. The fact that they operate as a separate company is in my opinion correct because making PAIiIZ a part of the Ministry of Economy could make things worse. I would recommend leaving it as it is. I would not like PAIiIZ to be included into the civil service structure. PAIiIZ works more efficiently than the civil service structure."*

### **Weak points of PAIiIZ**

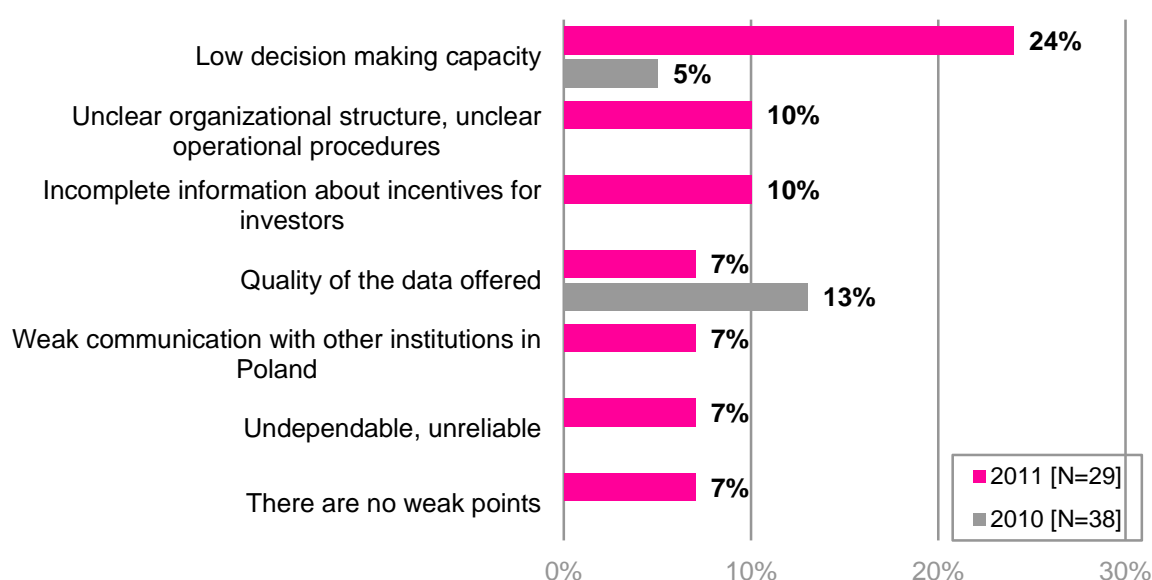
- The most frequently mentioned weak point of the Agency is its ability to take decisions and a marginal influence on decisions of national importance. The investors would expect wider competences of the Agency compared to the administration and an influence on the investment

procedures. As the Agency has a low authorized capacity in the public administration, it is limited to perform only informative and supportive actions.

■ Despite a noticeable fall in the percentage of persons dissatisfied with the quality of data offered by PAIiIZ (from 13% in 2010 to 7% in 2011), some single objections still appeared:

- information about incentives for investors are incomplete,
- data are not updated regularly,
- data are not sufficiently detailed,
- data are not comparable in the context of different Polish regions

**Graph 11 Weak points of PAIiIZ**



■ The respondents of individual interviews indicated contact difficulties as a weak point of the Agency both in the last year and the present survey edition. The reasons for these difficulties include:

- too complex and unclear structure (10%)
- the absence of an individual approach to the investor (the absence of a specific "guardian" of the investment),
- too frequent changes of a contact person,
- unclear division of competences (the investor does not know whom to contact).

- In addition, the respondents would expect of PAIiZ a more proactive approach in establishing contacts and take the initiative in relation to the investors through encouraging and showing possibilities of investment.

### The opinions of respondents:

*"PAIiZ has an insufficient authorized capacity in the public administration resulting from its deed of association, it is a joint stock company and not a government branch that operates like a government branch. In relations with the public administration it is also a petitioner and not a government branch. It is a petitioner, like everybody, which of course has tools to arrange contacts with the administration or get it out of the way. I deeply believe though, that it results from personal experiences and involvement of the PAIiZ employees and not from the authorized capacity within the structure.*

*"PAIiZ lack can-do-spirit, it lacks push and clout. PAIiZ should have more authorized capacity, it should have an influence on a higher decision-making level. It lacks the ability to push their arguments effectively."*

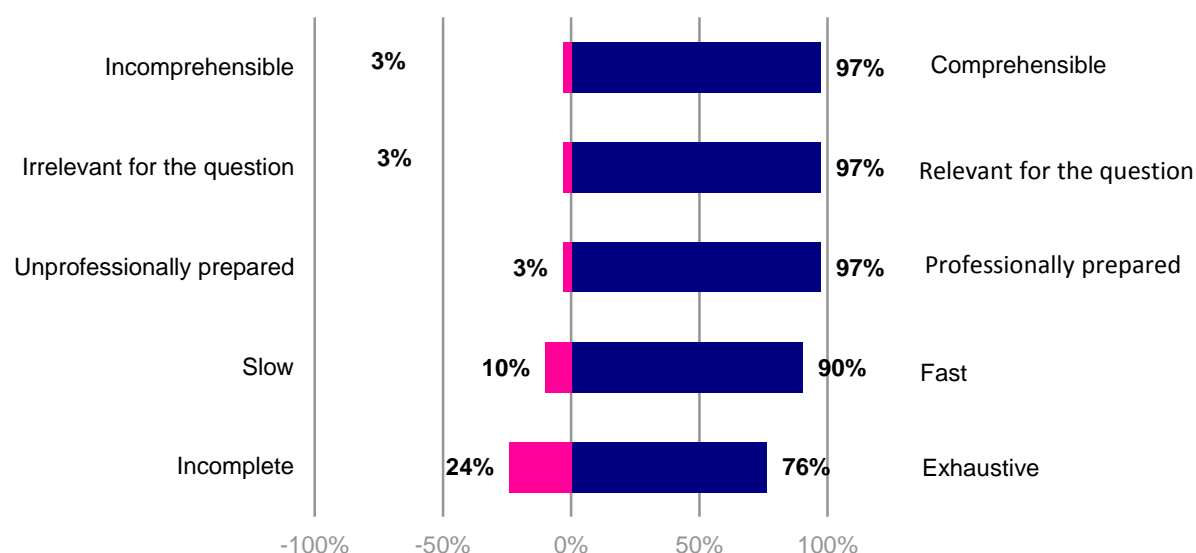
*"The only objection that comes to my mind is the fact that a few persons are involved in giving information, project elaboration and assistance at the project. The division of competences is unclear and thus there is a risk of communication chaos in a certain phase. I would prefer to be just one contact person at PAIiZ who would take care of an investment or a project, so that it would be possible to contact this person directly and limit communication channels and avoid chaos and misunderstandings. A custodian who would take care of a given company, a specific investment and be available to us in the entire process - from investment planning to receive co-financing and investment realization."*

*"First of all, PAIiZ should appoint a specific person to a specific investment. Secondly, PAIiZ should be more proactive and take greater initiatives in relations with investors; it should not be a company itself that looks for possibilities of government co-financing and assistance, but PAIiZ should embrace the needs of the company and offer possibilities; it would be much more beneficial to negotiate with decision making persons in the company about future investments; the government should encourage to invest in Poland and it should not be the investors to look for the government support themselves."*

## V. Assessment of the PAIiZ Employees

- The investors rate highly their first contact with the Agency's employees.
- As in the past year, the response of PAIiZ to the first query they assessed as:
  - comprehensible,
  - adequate for the question,
  - professionally prepared,
  - received in a short time.
- If any objections concerning contacts appeared, they concerned further stages of cooperation that is a lack of interest of PAIiZ upon the end of investment or receiving a grant.

**Graph 12 The PAIiZ response to the first query**



### The opinions of respondents:

*"The contact with employees is always nice and professional. The most important thing is that it is fast; if an issue requires intervention, you can be sure that they will deal with it quickly. I feel that our issues are always treated as a priority."*

*"I am very satisfied with this cooperation. Persons I contacted responded to my questions immediately. These answers were exhaustive and competent."*

*"Instant reaction, quick as a flash, they did not hesitate at all."*

*"I personally do not have any objections to our current contacts. We received all the information that we expected. We were given a substantial and businesslike answer."*

*"I have recently tried to establish a contact in regard of a new investment in Poland. I established the contact very quickly, I received information and support that I needed for the time being."*

*"Very, very fast. Fine, I mean we were with Deloitte and there was complete cooperation between PAIiZ and Deloitte."*

*"Fast intervention, it does not take ages to react. We had issues to resolve with help of PAIiZ and they took decisions and reacted in a few days,"*

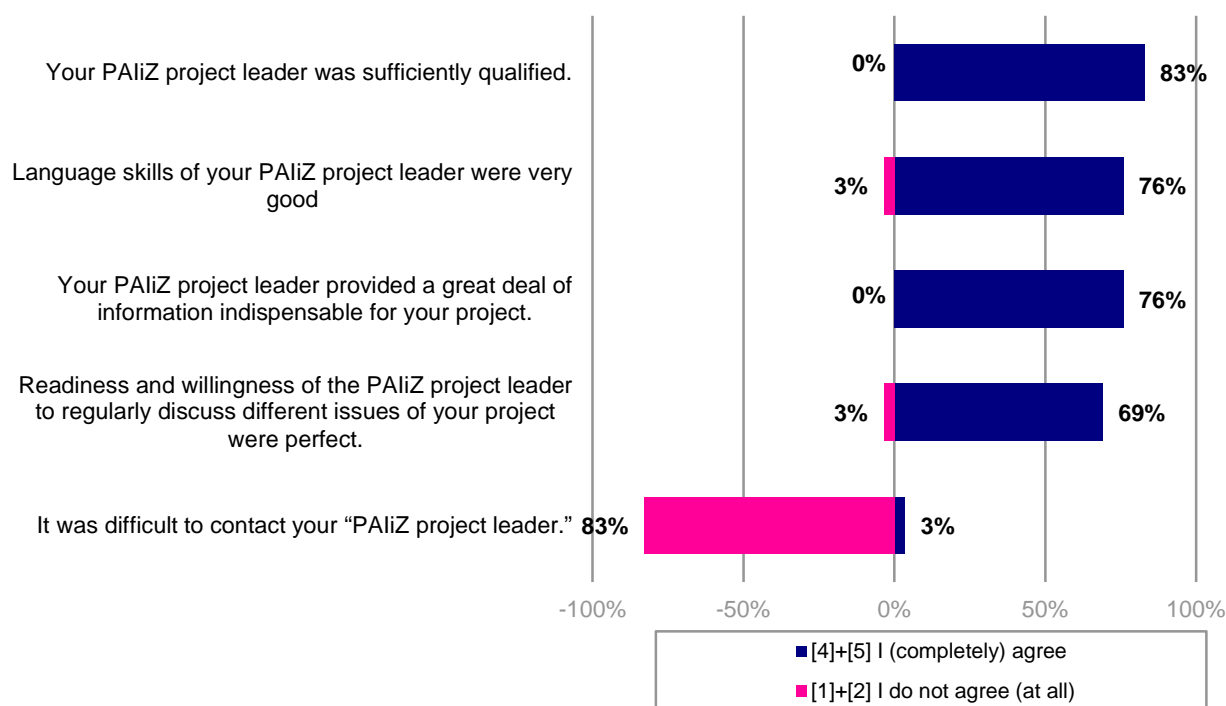
*"There were not any delays. If I receive a response after two or three days, it is a matter of complexity of my question and a need to explain legal issues. I take this into account. I think that it is still a quick response."*

*"When I had problems interpreting legal provisions I receive an answer via e-mail or phone sometimes not immediately but next day. Their reactions were as quick and competent as possible."*

*"Until now I have had only positive experiences. Even if I do not manage to reach them on the phone because nobody answers or is on holiday or e-mails are bounced back, I always receive feedback. Moreover, there is always someone that calls me back. In addition, I sometimes receive phone calls from PAIiZ asking me if they could help me with something else."*

### **Contacts with the PAIiZ project leader**

- The survey participants rated highly their contact with the project leader.
- Both in 2011 and in 2010 the respondents assessed positively the competence level of the project leader, his/her language skills, adequate qualifications as well as readiness and willingness to discuss about the project.
- Compared to the previous year, the percentage of investors who had difficulties contacting their project leader fell by 8% (from 11% to 3%). Only single persons pointed out slight difficulties contacting the employees.

**Graph 13 Contacts with the PAIiZ project leader**

■ The respondents of the in-depth interviews assessed the PAIiZ employees as creative, communicative, competent and professional. A strong point of employees is also their attitude: disinterestedness, diligence, willingness to help and great involvement.

■ At the in-depth interviews single objections appeared. They concerned:

- insufficient ability to take decisions of the PAIiZ employees in the scope of allocating grants,
- insufficient possibility to influence national authorities and institutions granting support.

### The opinions of respondents:

*"I mainly contacted two persons; I rate highly cooperation with them. They always give substantial information, they are available immediately. They give us support, if we need information. No objections whatsoever."*

*"I have a contact with PAIiZ that I call whenever I need to. We have young man who has been assigned to our project and he has been consistently our key contact person. A contact person is excellent."*

*"I consider this contact perfect. I stay in touch with a few persons."*

*"I assess the contact with employees as very good. These are kind and competent people. They do what they can. They do a good job."*

*"I think that PAIiIZ is managed very well thanks to its good or rather very good team. It is a competent team that is reliable, diligent, knows foreign languages and does not have any problems."*

*"It contacts directly, it is a stable contact and substantive care."*

*"The employees are very professional and very involved. They are very creative in searching for solutions to the problems that appear on your way."*

*"Communication skills, willingness to help, understanding of the issue, disinterestedness, diligence."*

*"I am very satisfied, they are very helpful and I know that I can call them at any time. They are very kind people, they are always available to give a response."*

*"They have an insufficient influence to the national authorities. The reason for it is an inadequate authorized capacity; they are just a petitioner and they do it with great involvement. Creative and involved employees make up for it."*

## VI. Other Expectations of Investors

- One of the expectations mentioned by the investors was a need to provide more adequate and detailed data that allow comparing specific regions.
- The investors still expect assistance of PAIiZ in the scope of establishing contacts with local authorities and representing and supporting the investor in contacts with the public administration.

**Graph 14 Additional expectations of PAIiZ**



- Companies investing in Poland would like to take advantage of complex assistance and support in the accomplishment of formalities related to the investment. They expect, above all assistance at legal issues related to investing in Poland. Polish regulations are not very clear to foreign investors and thus they sometimes impede starting to invest in our country.
- Moreover, the respondents would eagerly take advantage of consulting services and cooperation at elaboration of analyses. The investors would also expect continuation of cooperation with the companies that are already present in Poland.
- As in the past year, the respondents of the in-depth interviews pointed out that PAIiZ could lobby for simplification of procedures of investing by foreign companies in Poland.

### Aspects requiring improvement

- The respondents asked to indicate aspects requiring improvement pointed out:
  - more active approach in contacts with the investors (taking the initiative, encouraging of potential investors),
  - greater focus on contact with local authorities,
  - offering greater support in obtaining funds and grants,



- assistance at obtaining additional subsidies for the companies that are already present in Poland,
  - taking care of local investor service centers,
  - improvement of the quality of information from specific regions.
- Most of the respondents of the in-depth interviews showed also a need of an individual approach to the customer. According to the investors, PAIiIZ should appoint a specific employee to a specific company who would be in charge of a given investment and show interest with the investor also upon receiving a grant.

### The opinions of respondents:

*"PAIiIZ should give feedback to the Ministry of Economy. They are a child of the Ministry of Economy. Give feedback about problems and inconveniences so that the Ministry could refer to this feedback while amending regulations, or changing the rules of operation of something indicated by the investor."*

*"PAIiIZ through its contact with the Ministry may encourage investors to invest in Poland, to benefit from the structural funds; the applications reach the Ministry of Economy through PAIiIZ and it would be good, if bureaucratic procedures were limited while accounting the applications (...) PAIiIZ might also influence the Ministry, draw on the investors' experience and feedback. This could be something encouraging for investment, but when you experience it, you can be disappointed. Bureaucracy is very, very complicated."*

*"This decision making process is very difficult and complex which could discourage investors from investing. If PAIiIZ had such a possibility, it could influence the Ministry or at least pass feedback."*

*"PAIiIZ itself should offer possibilities and support as well as take the initiative and to strengthen promotion of Poland abroad as a country for investing, in particular now, when the second wave of the crisis is approaching, it is a good time to encourage investing in our country."*

*Maintaining good contacts with investors; they should be more focused on the investors, take the initiative, take care of the investors, encourage him, and embrace his needs. I think this is important."*

*"It seems to me that it could operate as a 1 to 1 structure. Such a single point of contact – one contact person."*

*"Taking care of investor service centers, their monitoring and supervision, as in a certain stage they are very important and probably more helpful to investors than the PAIiIZ from Warsaw. The PAIiIZ from Warsaw puts us in contact with specific local authorities; local employees of PAIiIZ should be more cooperative, helpful and informed; investor service centers. I think that not everybody is very competent - it is important to care about the competences of local employees."*

*"I have the following advice: KEEP GOING THAT WAY! Keep the present levels of employee competences, reaction, being on the alert, checking what competitors do, etc. such type of things."*

*"Currently, it is positive, I am in favor of keeping this trend; I wish that PAIiZ could operate at least as effectively as until now. From my perspective, cooperation is good."*

## VII. Main Conclusions from the Survey

- The results obtained in the present survey indicate a high level of the investor satisfaction with cooperation with PAIiIZ. Compared to the previous year, the cooperation is assessed better in terms of individual contacts and qualifications of the Agency's employees.
- PAIiIZ is considered as a professional institution which has:
  - experience in investing in the Polish market,
  - extensive knowledge about the market,
  - wide network of contacts that are indispensable for investing in Poland,
  - professional, competent and well-trained team.
- In order to increase the level of investor satisfaction, it is necessary to:
  - improve the contact with investors,
  - provide individual approach through appointing “a custodian from PAIiIZ”.
- Modifications of the website are also worth considering.
  - Considering the fact that a large majority of investors cooperating with PAIiIZ did not actually know which assistance to expect, it seems relevant to develop and complete information about the activity of PAIiIZ.
  - It would be significant to publish more detailed and up-to-date data about the economic situation of the country (and specific regions) as well as more information about operating and running a business in Poland.
  - It seems relevant to extend the website content by adding electronic versions of the materials (that is reports and analyses). This form is considered the most convenient.