

Project co-financed from the European Regional Development Fund  
within the Operational Programme Development of Eastern Poland 2007-2013



# Business Process Outsourcing sector in Eastern Poland

■ size and structure ■ development centres ■ success story ■ sector potential ■







**Business Process  
Outsourcing**  
sector  
in Eastern  
Poland







# 1. Potential of Eastern Poland

Eastern Poland is a macroregion that covers 31.7% (99,037 km<sup>2</sup>) of Poland's area and is home to 21.4% (8,238,200 people) of the country's population. It consists of five voivodeships: Lubelskie, Podkarpackie, Podlaskie, Świętokrzyskie and Warmińsko-Mazurskie. Due to its location along Poland's eastern border, this macroregion is particularly unique and attractive to investors. Actually, it is the most eastern part of the European Union which borders directly with Russia, Belarus and Ukraine. Thanks to the excellent geographical location in the trans-border zone and the long-standing close economic relations between the enterprises and local governments from Eastern Poland and the enterprises and local governments from Russia, Ukraine and Belarus, this macroregion may become the platform for cooperation between companies from the European Union and the former Soviet Union countries.

Eastern Poland is a macroregion of young (more than 29% of its population are under 25 years of age) and educated (there are 76 higher education institutions with over 306 thousand students) people. Considering the fact that wages in Eastern Poland are 15% lower compared with other parts of Poland, it is this region that creates excellent climate for investors to set up businesses and make investments. Eastern Poland's investment potential is additionally strengthened by the business infrastructure. There are five Special Economic Zones in this macroregion, which offer income tax exemptions for potential investors. Science and technology parks help promote cooperation between business and scientific circles. Equally important is a system of investment incentives. Investors can count not only on additional funds from government subsidies (so-called multiannual programmes) but also on support available through national and regional operational programmes, and local tax reliefs. Potential investors can also obtain funds under the Operational Programme 'Development of Eastern Poland', which is specifically aimed at the 5 voivodeships of Eastern Poland.

MAP 1 Eastern Poland Voivodeships



Source: Own compilation on the basis of the administrative division of Poland

Due to the region's location, resources, natural conditions and tradition, the particularly strongly in Eastern Poland: BPO, construction, chemical, wood and furniture, renewable energy sources, logistic, aviation, engineering, metallurgical, clothing, food, and business tourism industries.

TABLE 1 The structure of local government in Eastern Poland

Voivodeship:	Lubelskie Voivodeship	Podkarpackie Voivodeship	Podlaskie Voivodeship	Świętokrzyskie Voivodeship	Warmińsko-Mazurskie Voivodeship
poviats	24	25	17	14	21
rural gmina	171	114	82	71	67
urban gmina	42	45	36	31	49
towns with poviat rights	4	4	3	1	2
biggest towns (by population)	Lublin, Chełm, Zamość	Rzeszów, Przemyśl, Stalowa Wola	Białystok, Łomża, Suwałki	Kielce, Ostrowiec Świętokrzyski, Starachowice	Olsztyn, Elbląg, Ełk

Source: Own compilation on the basis of the administrative division of Poland



## 2. Business Process Outsourcing (BPO) sector in Poland



Due to favourable geographical location, cultural similarity of the western markets and favourable personal costs to work quality ratio, Poland is one of the most attractive states in the world for the foreign investors in the BPO sector. The growth of this sector is related to continuous trend of the enterprises trying to optimize and rationalize costs and processes. Poland's offer in this scope – in particular to the foreign enterprises – includes excellent growth conditions. At the same time, Polish outsourcing companies have begun to actively develop the internal services market

and they started rendering the services previously reserved for large, foreign companies. Such a situation constitutes an opportunity for the development of professional out-sourcing companies in Poland.

In the Top 100 Outsourcing Destinations ranking, prepared by the Tholons, two Polish cities of Krakow and Warsaw were ranked among 50 most attractive cities for the BPO operation in 2012 (occupying the 11th and 38th position, respectively) [table 2].

Krakow outruns other cities of Central and Eastern Europe states, such as Prague (20th in the ranking), Budapest (27), Brno (31), and becomes a leader in Central-East Europe region. Krakow was recognized as an excellent location for business analyses, financial and accounting services, scientific and research services as well as a location for multi-lingual customer service centres, whereas Warsaw as a location for medical services. It is evident that none of the above-listed European cities can compete with the Indian or Chinese cities in respect of costs or size of the labour market potential; however Poland and other countries in the region have found their niche in the field of BPO services. According to the NelsonHall, in 2009 global outsourcing market increased the trust of European companies in outsourcing, both in regard to business process outsourcing and IT services outsourcing. Therefore, in 2011 the value of contracts signed by

### Poland in rankings

In a ranking of investment attractiveness, prepared by AT Kearney 2012 FDI Confidence Index, Poland was ranked at the 23rd position in the world as a location for planned investments. According to a report compiled by Ernst & Young's 2012 European attractiveness survey, in the incoming three years Poland will be the most attractive country in Europe right after Germany for locating investments. This year it outdistanced powers such as Great Britain, France, or Russia, which in previous years were traditionally occupying higher positions than Poland. Every tenth investor surveyed by Ernst & Young replied that in Europe it is Poland they find the most attractive. As many as 35% chose Germany, 8% Great Britain, and 7% Russia.



TABLE 2: Top 100 Outsourcing Destinations ranking

2012 ranking	City	Country	Region	Movement from last year:
1	Bangalore	India	South Asia	0
8	Dublin	Ireland	Eastern Europe	-1
11	Krakow	Poland	Eastern Europe	0
38	Warsaw	Poland	Eastern Europe	0

Source: Tholons, 2012

European enterprises with outsourcing companies was 70% higher than in 2010. In 2011, total value of the outsourcing sector in Poland exceeded PLN 13 b.

## 2.1. Size and structure of the sector

The number of the greatest BPO centres in Poland is estimated – depending on categories and type of research – at approx. 400. These are mostly centres owned by foreign investors working for their parent companies (the so-called captive centres) and standard outsourcing centres servicing external customers (at the end of 2011 there were approx. 300 centres owned by 220 foreign investors representing the capital of 22 countries in Poland). The majority of the BPO sector in Poland is made of centres operating for external customers (approx. 60% of all the centres). Out of the pool of more than 300 largest centres, more than a half was established after 2001 and two-thirds after 1999. It means that this sector is very young and, what is more, it grows rapidly. 2006 was a record year in respect of the number of new service centres established when the number of centres grew 37 new centres in Poland.

Service centres owned by foreign investors are mostly companies younger than Polish ones. Polish centres are more often the ones with a long-term tradition; however, until recently, even domestic companies have been operating in the form of service centres, due to restructuring processes. Polish service centres often expand their scope of operation to new countries, languages or competences [chart 1].

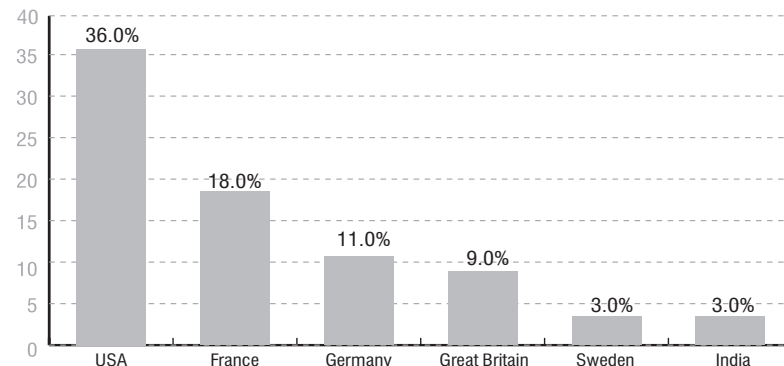
Foreign companies are in an advantageous position when it comes to investing in service centres. Almost 1/3 of the service centres were established by the US-based companies, but when one considers the EU states as a joint investor, then more than 52% of the centres originate from the EU.

Among the centres established in Poland, the most important ones are the service centres established by the IT sector companies (30% of centres), followed by widely understood advisory companies sector and financial and banking sector institutions. These three sectors comprise jointly more than 2/3 of the centres in Poland. According to the estimates for the entire sector, i.e. including the centres owned by Polish capi-

tal, the sector employs approx. 80 thousand people (of which 69 thousand operate in the foreign companies centres in Poland) [chart 2].

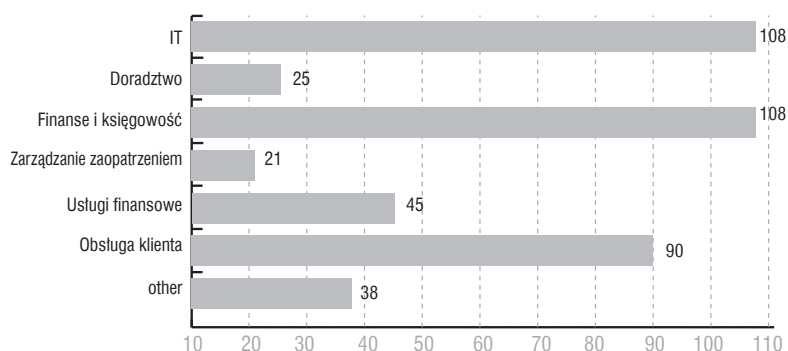
The greatest number of employees in the sector works in Krakow (22%), Warsaw (16.8%), Wroclaw (14.9%), Lodz (9%), Tricity (9.4%), Katowice agglomeration (8.1%) and Poznan (5.8%). The remaining 13% is employed in 21 cities. In the cities of Eastern Poland the BPO sector is in its initial phase, however companies from the sector have already started operating e.g. Citi Group in Olsztyn, Transcom World (call centre and

CHART 1. The structure of foreign service centres in Poland according to the country of origin of the invested capital in 2011



Source: ABSL, Advanced business sector in Poland, 2012

CHART 2. Types of services rendered at foreign service centres in Poland in 2011 (in number of centres)





## Diversification – the advantage of Poland

12 cities populated by more than 300 thousand inhabitants (39 cities with a population above 100 thou.) constitute a great advantage of Poland. Therefore, Poland may offer an alternative to the most popular locations, i.e. Warsaw, Wrocław and Krakow. These are Katowice, Łódź, Poznań and Tricity. Until recently the cities of Lublin and Białystok have rarely been considered, however the trend is changing. At present, more than 93% of the employees of the BPO centres in Poland work in 10 largest cities. However, the largest centres decide to divide into several locations to diversify costs, employment policy and threats posed by infrastructure (power supply, IT, telecommunications, natural disasters, etc.).

difficult receivables centre) in Olsztyn, Forp (data archiving center), Polish Marketing Centre, Medcover (Synevo Medical Diagnostic Laboratories), TP R&D, TP S.A. (Accounting Centre), Syntea (Development Centre), Genpact in Lublin, internet Group (Contact Point), DomData, City Interactive in Rzeszów, Rodan System, Telbridge, Inter Galactica, NSK in Kielce or Transition Technology or planned centre of the Intrum Justitia company in Białystok [map 2 and 3].

MAP 2: IT and F&A centers in Poland



### Tricity

Thomson-Reuters  
Axiom  
Kainos  
Transcom  
Fineos  
Geoban  
SONY

### Bydgoszcz

JP Morgan Chase  
Lucent Technologies  
Atos Origin

### Warsaw

ABN AMRO Bank  
Accenture  
AVON  
Citi Group  
Credit Suisse  
Bayer

### Hewlett-Packard

Sitel  
Tchibo  
CTM Teleperformance  
SAP  
Thomson  
TNT Express

### Krakow

ASC  
Electrolux  
Exult/Hewitt  
HCL Tech  
IMB  
Lufthansa  
Capgemini  
Communication Factory  
GE/Genpact  
Philip Morris  
RR Donnelley  
Shell

### Google

State Street Bank

### Katowice

Capgemini  
Kroll

### Wrocław

Hewlett-Packard  
Volvo  
Google  
UPS  
QAD  
Tieto  
IBM  
SAP

### Łódź

Accenture  
Citi Group  
General Electric

### Transition Technology

Infosys  
Dimar  
Teleca  
Fujitsu

### Poznań

Franklin Templeton  
Arvato Service  
GlaxoSmithKline  
Microsoft  
MAN  
Carlsberg

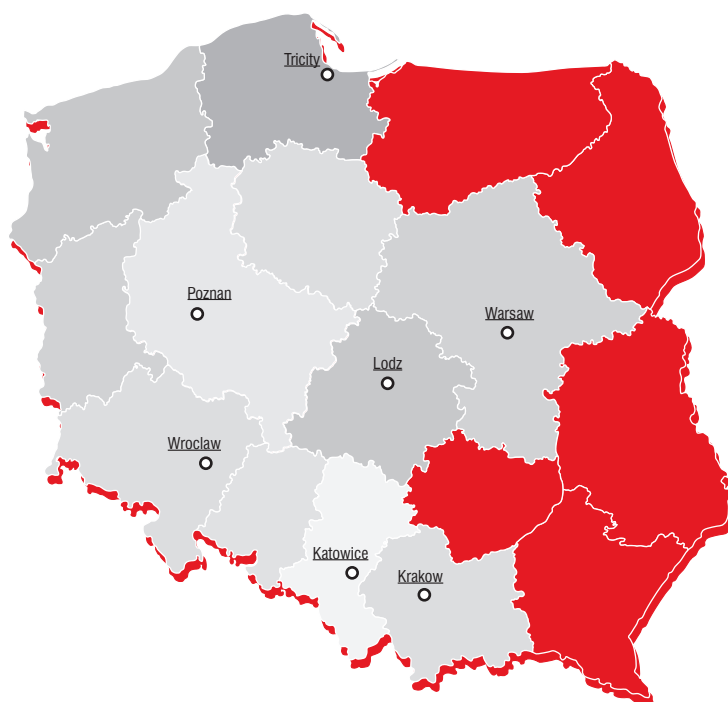
### Szczecin

UniCredit  
Tieto





MAP 3: R&amp;D centers in Poland

**Tricity**

Intel  
Compuware

**Warsaw**

GE Engineering Design Center  
Humax  
Oracle  
Samsung Electronics  
SAS Institute  
Top GaN  
Cederroht  
3M  
Faurecia

**Poznań**

GlaxoSmithKline  
Microsoft  
Telcordia

**Łódź**

Bosch-Siemens  
Ericpol  
Microsoft  
Transition Technologies

**Katowice**

Ontrack  
Mentor Graphics

**Bombardier**

Rockwell Automation

**Kraków**

ABB  
CH2M Hill  
Google  
Lurgi  
Pliva  
Apriso  
Delphi  
IBM  
Motorola  
Sabre

**Wrocław**

Siemens  
Alstom  
Volvo  
Capgemini  
Tieto  
Opera Software



### 3. Business Process Outsourcing (BPO) in Eastern Poland



#### 3.1. Sector size and structure

There are very few service centres representing only one specialization. On average each of them delivers more than two areas of services. Such a trend additionally justifies development of shared services – which may be common for a single recipient. Providing greater sets of services is also profitable.

A growing presence of the international R&D centres in Poland confirms high skills of domestic specialists. The majority of the BPO sector companies in Poland are centres for foreign customers. Most centres operate in the IT sector. Large research and development centres specialising in industrial innovations have been located in Poland as well. Hence, the first step is building an industrial facility, the next step involves establishing a research centre.

The BPO sector in the cities of Eastern Poland has only started developing. At present, the following companies operate in the Macroregion:

- Citi Group in Olsztyn
- Transcom Word Wide Poland (call centre and difficult receivables centre in Olsztyn)
- Forp (data archiving centre), Siedlce
- Polish Marketing Centre, Division III, Lublin
- Medcover (Synevo Medical Diagnostic Laboratories), Tomaszów Lubelski, Lublin
- TP R&D,
- Accounting Centre of TP SA, Lublin
- Syntea Development Centre, Lublin
- Genpact, Lublin

TABLE 3: Major universities in the main cities in Eastern Poland

Cities	Number of universities	Key universities
Lublin	12	<ul style="list-style-type: none"> <li>■ Catholic University of Lublin of John Paul II</li> <li>■ Marie Curie-Skłodowska University</li> <li>■ Lublin University of Technology</li> <li>■ Medical University</li> </ul>
Rzeszów	9	<ul style="list-style-type: none"> <li>■ Rzeszów University</li> <li>■ Rzeszów University of Technology</li> <li>■ University of Information Technology and Management</li> </ul>
Białystok	10	<ul style="list-style-type: none"> <li>■ Białystok University</li> <li>■ Białystok University of Technology</li> <li>■ Medical University</li> </ul>
Kielce	14	<ul style="list-style-type: none"> <li>■ University of Humanities and Sciences of Jan Kochanowski</li> <li>■ Świętokrzyskie University of Technology</li> </ul>
Olsztyn	4	<ul style="list-style-type: none"> <li>■ Warmia and Mazury University</li> <li>■ Olsztyn University of Information Technology and Management</li> </ul>

Source: Own compilation on the basis of cities websites, state as of June, 2012

TABLE 4: Education market in the main cities of Eastern Poland

	Lublin	Białystok	Kielce	Rzeszów	Olsztyn
Number of students	80 839	43 342	41 290	54 035	38 122
Number of students of technical schools	10 011	12 156	8 021	11 949	5 933
Number of graduates	24 597	13 239	13 709	16 534	11 679

Source: Central Statistical Office, 2011



- Internet Group (Contact Point)
- DomData Accounting Bureau, Rzeszów
- City Interactive, Rzeszów
- Rodan Systems
- Telbridge, Kielce
- Call Center InterGalactica, Kielce
- NSK, Kielce
- NSG Group – Sandomierz
- Transition Technology, Białystok.

There are very few service centres representing only one specialisation. Typically each of them delivers more than two specialisations. This additionally justifies the development of shared services – which may be common for a single recipient, as their provision in greater sets of services is profitable.

of operation in Lublin, availability of investment incentives within the scope of the EU funds and support at the stage of investments provided to the company by the city authorities. Thanks to the cooperation with the city authorities the company was able to launch its investments within 5 months, employ 110 people and start the provisions of its services to the customer.

The advantage of Lublin that determined the selection of the city was its specific location. The Genpact centre searched for a location, which would ensure access to potential employees with Slavonic languages (Czech, Slovakian and Russian). The company emphasizes also the fact that 90% of the employees of the Lublin centre are people with higher education and 84% of them with experience in accounting.

### 3.3. Success story

#### Genpact, Lublin

An Indian BPO company – Genpact – decided to establish its second service centre specializing in financial and accounting services in Lublin in Poland. The first Polish centre of this company was established in Wrocław in 2006. The centre in Lublin launched its operation in 2008. The key selection criteria for such a location included the availability of skilled employees, lower costs

### 3.4. Sector's growth potential

There are 460 higher education institutions operating in Poland, of which 76 are situated in Eastern Poland (in five capitals of the Eastern Poland Voivodeships and in other cities of the region). There are approx. 100 of them including university branches and consultation points [table 3,4,5, 6].

TABLE 5. Students of the selected faculties in the main cities of Eastern Poland

Cities	ITC	Business and administration	Finance and accounting	Engineering	Pure sciences
<b>Number of students</b>					
Polska	147 032	379 401	52 109	131 044	72 116
Lublin	3 792	13 662	858	4 532	1 966
Białystok	3 691	8 760	852	3 359	412
Kielce	3 188	5 202	560	2 180	1 345
Rzeszów	3 625	12 778	0	5 333	1 463
Olsztyn	2 113	5 290	0	1 999	2 354
<b>Number of graduates</b>					
Lublin	625	4 496	160	1 109	465
Białystok	887	3 392	173	630	93
Kielce	648	4 977	174	702	432
Rzeszów	900	2 634	0	1 063	482
Olsztyn	582	2 346	0	289	421

Source: Central Statistical Office, 2011

TABLE 6: Graduates of master degree studies in Eastern Poland according to school types in 2011

School type	Lubelskie	Podlaskie	Podkarpackie	Świętokrzyskie	Warmińsko-Mazurskie
Universities	13 421	4 474	7 553	5 044	8 386
Universities of Technology	2 186	3 174	3 886	2 017	-
Medical universities	1 603	1 084	-	-	-
Public high vocational schools	1 803	924	3 091	68	575
Non-public high schools	11 982	5 762	6 469	7 075	4 691

Source: Central Statistical Office, 2011





There are approx. 306 thousand of students in the region of Eastern Poland, which constitutes over 17.5% of 1.9 million of all students in Poland (percentage of students between 19 and 24 years of age in Poland is 49%, and this places Poland at the first position among the OECD states). The biggest cities in the region, featuring the highest number of universities and students – i.e. local labour market – constitute the largest area of crucial importance to the BPO sector.

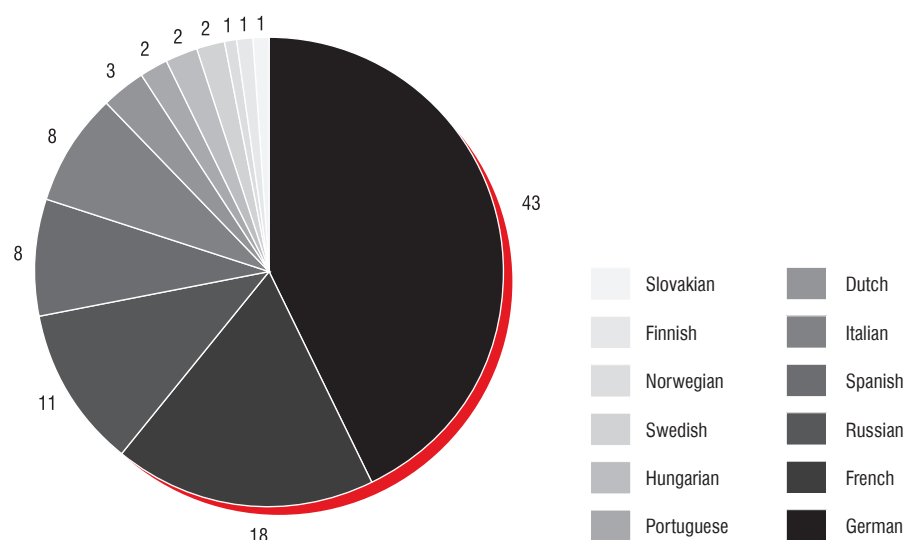
Almost 300 thou. people study in the five capital cities of Eastern Poland, of which 50 thou. at technical schools. Lublin is listed among the 8 greatest academic centres in Poland. The BPO sector seeks students of specific faculties – in particular the students of IT, finance and accounting and administration faculties.

Poland offers excellent conditions for launching in particular financial and accounting centres, since 1/4 of all universities in Poland are universities of economics. An additional asset that Poland offers is good command of foreign languages. The most popular language among students is English, accompanied by average knowledge of a second foreign language declared by most of the students.

What distinguishes Polish students is their willingness to learn less popular foreign languages as well. Many universities offer the opportunity to learn such languages as Hebraic, Arabic, Persian, Finnish, Swedish, Norwegian, Danish, Dutch, Hindi, Japan, Chinese and many others. Therefore, Poland is an excellent location for companies planning an expansion into the markets of Eastern Europe but expecting to continue their operation in the EU legal and economic environment.

Due to its location and frequent contacts with Russia, Ukraine and Belarus, Eastern Poland provides access to a pool of people knowing not only English and German, but also Russian, Ukrainian and Belorussian, which makes it an excellent location for companies planning to expand their activities to the Eastern

CHART 3. Language potential of the BPO centres operating in Poland (other languages accompanying English) (in %)



Source: Grafton Recruitment, January, 2009



Poland markets and willing to continue their operation in the EU legal and economic conditions chart 4].

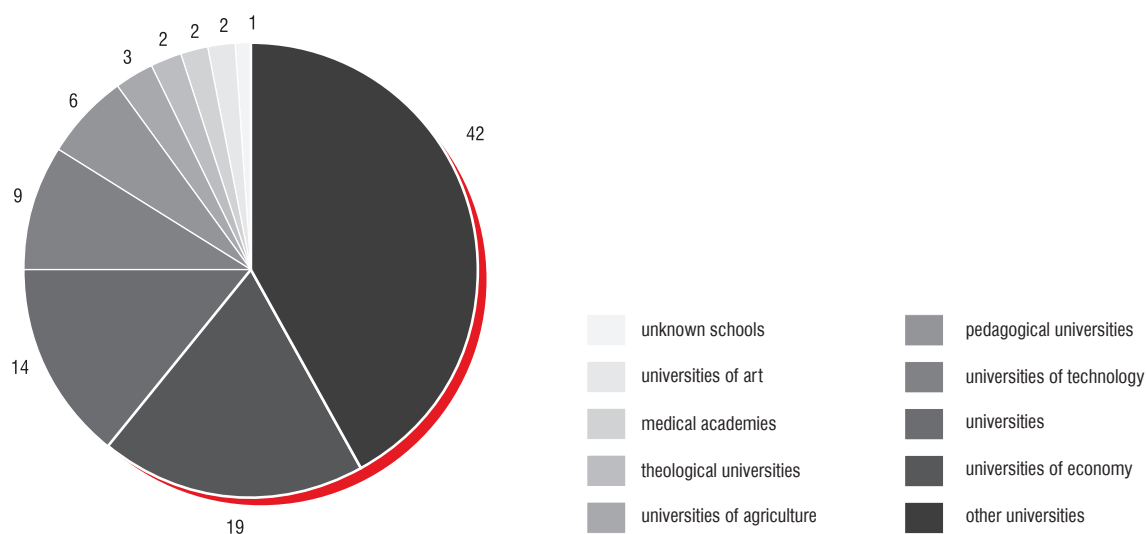
### 3.5. Development prospects

- Poland has been consistently strengthening its position on the global outsourcing map, attracting numerous BPO investments for the last several years. This phenomenon was less visible in the market boom period, however the financial crisis increased the process (it chiefly concerns outsourcing of accounting and HR-payroll processes).
- Outsourcing market in Poland is far from being saturated, what is more it has become particularly attractive for the EU companies.
- Poland may expect 15-20% of annual growth, which is confirmed by continuous increase in the number of business areas, in which the enterprises are supported by the professional outsourcing companies to optimize their processes, implement new IT technologies and provide savings. The sale of services outsourcing will continue to demonstrate dynamic growth. In the next few years, this trend concerns, inter alia, such areas as FMCG and finance, as well as telecommunications and power industry. In the FMCG sector the market potential arises from the market size (approx. 40 million of consumers), systematic growth of society's affluence and the resulting growth of consumption and demand for highly processed products – supplied by modern sales networks.



- In the financial sector, the outsourcing can gain the greatest interest in such areas as credit cards sale support and banking solutions sale support for individual customers and small enterprises. The

CHART 4. Eastern Poland universities according to types in 2011 (including branches and consultation points) (in %)



Source: Central Statistical Office



strategic area of development will be, above all, the ability to offer innovative solutions, the implementation of which will provide customers with continuous growth and stable market position.

- In the telecommunications sector, the most favourable prospects are envisioned for the outsourcing of integrated products sale such as provision of TV, phone and Internet in one package.
- Changes in the power industry market may increase sales outsourcing (a growing number of Poles intends to change a power operator. Power industry is the sector which had not required intensive and professional pro-sales activities until recently. Relatively frequent establishment of the BPO centres (including R&D centres) in Poland results from the industrial investments. Therefore, an inflow of foreign investors into the manufacturing sectors may strengthen the tendency to establish the BPO centres.
- A very important watershed moment, which the year of 2009 brought for Poland, was the fact that Poland is increasingly being considered not only as a place for accounting and settlement of invoices, but also as a place for carrying out the most advanced business processes. A clearly noticeable trend occurs in Poland – particularly among foreign investors – a trend to situate centres based on expert knowledge and experience of Polish employees, i.e. Knowledge Process Outsourcing (KPO).
- So far only large cities have benefited from the BPO sector development, however in the future we may expect a transfer of investors' interest to smaller cities due to rapidly growing number of centres in the traditional locations for the sector. Large agglomerations will continue to attract BPO centres; however they will evolve towards increasingly advanced functions.





## 4. Investment incentives – state aid

In accordance with the map of the regional state aid, investors embarking on new ventures in Eastern Poland may count on the highest possible level of support that can be obtained from the European Union. They can receive, from various sources, support equal to 50% of the new project's eligible costs (in the case of SMEs, the support may be increased up to 70% and 60% respectively).

Poland offers an attractive system of investment incentives designed to back up new investments in the regions. It consists primarily of the following:

- income tax exemption in Special Economic Zones;
- property tax exemption;
- targeted subsidies from the state budget;
- financial grants from the EU structural funds.

All these forms of investment incentives are linked, as a rule, with granting state aid in the form of regional investment aid.

### 4.1. Regional investment aid

Regional investment aid is allocated to the so-called **initial investment** consisting in an investment in tangible and intangible assets related to:

- establishment of a new enterprise;
- expansion of an existing enterprise;
- diversification of production through introduction of new, additional products;
- substantial change in the production process of an existing enterprise.

**Tangible assets** – include land, buildings, structures and equipment.

**Intangible assets** – assets related to transfer of technologies by way of acquisition of patent rights, licenses, know-how or unpatented technical knowledge. Replacement investment is not considered a new investment.

Regional investment aid is calculated in two ways:

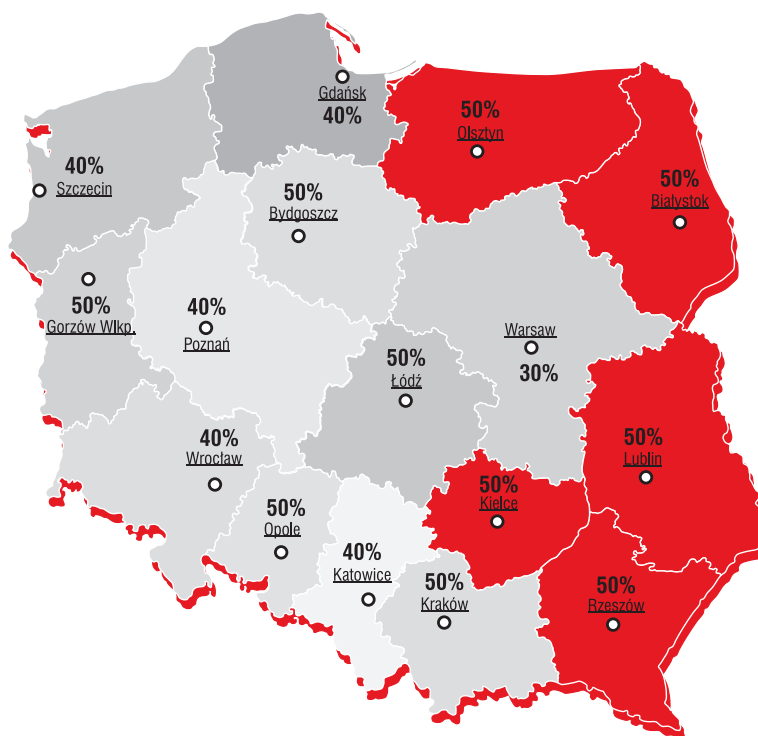
- by reference to capital expenditure incurred
- or by reference to two-year employment costs for newly created jobs (gross salary costs and the costs of social security contributions).

Creation of new jobs – means the net employment growth at the enterprise, compared with the average figure from the previous 12 months.

### 4.2. Incentive effect

Eligibility of regional aid depends on the so-called **incentive effect**. Aid is considered to have an incentive effect if, before work on the investment project has started, the beneficiary submits an application for the aid and, in the case of aid

MAP 4. Regional aid map for 2007–2013



Source: Own compilation based on the MRD's data, 2010

granted to large enterprises, it must be demonstrated that the aid will result in:

- material increase in the size, scope or the total amount spent by the beneficiary on the project;
- material increase in the speed of completion of the project.

The incentive effect is also fulfilled if, in the absence of the aid, the project would not have been completed in this particular region (e.g. in a country other than Poland).

### 4.3. Rules on state aid

Maximum eligible regional aid per one investment project is the product of its intensity in the region (see the regional aid map) and eligible costs: capital expenditure or two-year employment costs – if aid is granted for creation of new jobs [map 4].

In the case of large investment projects (if eligible costs exceed EUR 50 million), the mechanism is



applied to limit the maximum eligible regional aid, according to the formula:

$$\text{maximum amount of aid} = R \times (50 + 0.50B + 0.34C),$$

where: **R** – aid intensity in accordance with the regional aid map; **B** – eligible costs between EUR 50 and 100 million; **C** – eligible costs above EUR 100 million.

For the period of 2007–2013, the following are the costs eligible for regional aid:

- expenditure on land, buildings and structures and machinery/equipment;
- in the case of SMEs, the costs of preparatory studies and consultancy services related to the investment (up to 50% of all actually incurred costs);
- costs associated with the acquisition of assets other than land, buildings/structures, covered by rental or lease in the form of a finance lease (for at least 5 or 3 years in the case of SMEs) with the purchase commitment upon the expiry of the lease or rental;
- costs of investments in intangible assets, on the provision that in the case of large enterprises, they are taken into account up to 50% of total eligible expenditure.

In the case of projects implemented by large enterprises, new assets should be acquired.

An entrepreneur receiving regional aid (regardless of its form) must ensure sustainability of the project to which the aid was allocated. This implies an obligation to maintain the investment project for at least 5 years, and in the case of small and medium-sized enterprises (further also referred to as SME's) for at

least 3 years after the project completion. Where the aid is provided in connection with creation of new jobs as a result of a new investment, then such jobs must be maintained for at least 5 years (or 3 years in the case of SME's), from the date of creation. New jobs should be created within 3 years of the investment completion.

#### 4.4. EU structural funds

For the years 2007–2013 Poland has been granted approximately EUR 67.3 billion under the Cohesion Policy of the European Union. In other words, in the above-mentioned programming period, Poland is the biggest beneficiary of all EU member states.

The amount has been distributed among 5 National Operational Programmes:

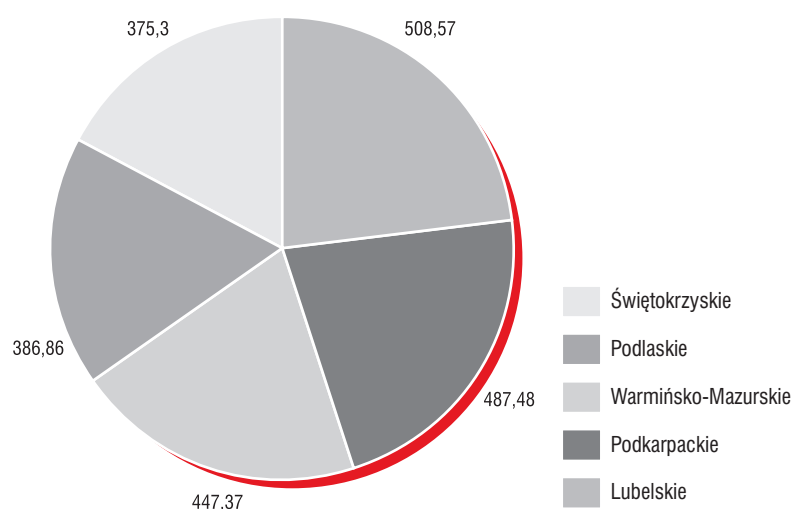
- Infrastructure and Environment – 41.9% of the total funds (EUR 27.9 billion);
- Human Capital – 14.6% of the total funds (EUR 9.7 billion);
- Innovative Economy – 12.4% of the total funds (EUR 8.3 billion);
- Development of Eastern Poland – 3.4% of the total funds (EUR 2.3 billion);
- Technical Assistance – 0.8% of the total funds (EUR 0.5 billion).

The funds granted to Poland under the EU Cohesion Policy have also been distributed among 16 Regional Operational Programmes (ROPs) – 24.9% of the total funds (EUR 16.6 billion) and the Programme of the Objective 'European Territorial Cooperation' (EUR 0.7 billion).

#### 4.5. Programmes targeted exclusively at Eastern Poland

The Development of Eastern Poland Operational Programme (DEP OP) aims at accelerating the pace of social and economic development of 5 voivodeships of Eastern Poland through stimulation of knowledge-based economy, improvement of access to broadband Internet, development of selected metropolitan functions of voivodeship cities, improvement of railway infrastructure and development of tourism [chart 5].

CHART 5. Total amount (in EUR million) broken down by individual voivodeships within the ROP framework



Source: European Commission



## 5. Structural funds of the European Union for 2007–2013

Within the framework of funds allocated for the implementation of the European Union regional policy in Poland during 2007–2013 (realized by 2015) direct investment aid is available to entrepreneurs under:

1. Innovative Economy Operational Programme (all-Poland programme).
2. Development of Eastern Poland Operational Programme (5 voivodeships of Eastern Poland).
3. Regional Operational Programmes of individual Voivodeships: the Warmińsko-Mazurskie, Podlaskie, Lubelskie, Świętokrzyskie and Podkarpackie.
4. Human Capital Operational Programme (all-Poland and individual voivodeships).
5. Rural Development Programme.

### 5.1. Innovative Economy Operational Programme (IE OP)

#### IE OP Measure 1.4 Support for goal-oriented projects

**Beneficiaries:** businesses planning the research to invent new products (services) or improve the existing ones.

**Supported projects:** preparation of the documents necessary to market new products (services).

**Intensity and amount of support:**

**For large enterprises:**

- grants for industry-related research – up to 50% of eligible expenditure;
- grant for development work – up to 25% of eligible expenditure.

**For other enterprises:**

- grants for industry-related research – up to 70% of eligible expenditure;
- grant for development work – up to 45% of eligible expenditure;
- amount of co-financing – up to **EUR 5 million**;
- total amount of the project up to **EUR 50 million**.

**Institution:** Polish Agency for Enterprise Development ([www.parp.gov.pl](http://www.parp.gov.pl)).

#### IE OP Measure 4.1 Support for the implementation of the outcome of R&D work

**Beneficiaries:** enterprises continuing R&D work which already received support under Measure 1.4 of the Programme in the form of implementations.

**Supported projects:** practical application of the outcome of research work at the enterprise so as to im-

prove the existing products or introduce new products (goods or services).

**Intensity and amount of support:**

- micro-sized and small enterprises – up to 70%;
- medium-sized enterprises – up to 60%;
- large enterprises – up to 50%;
- project amount – up to **EUR 50 million**;
- amount of support – up to **PLN 20 million**.

**Institution:** Polish Agency for Enterprise Development ([www.parp.gov.pl](http://www.parp.gov.pl)).

#### IE OP Measure 4.2 Stimulating R&D activities of enterprises and support in the area of industrial design

**Beneficiaries:** small and medium-sized enterprises which conduct business activity and have their registered location, and – in the case of entrepreneurs being natural persons – the place of residence in the territory of the Republic of Poland.

**Supported projects:** development of R&D activity of enterprises, support in the area of development of an industrial design or a utility model and implementation thereof in the production process.

**Amount of support:**

- in the area of design:
  - investment-related part – **PLN 21 million**;
  - training-related part – **PLN 1 million**;
  - consultancy-related part – **PLN 600 000**;
  - entrepreneurs in the road transport sector – **EUR 100 000**.
- in the area of increasing the R&D potential:
  - investment-related part – **PLN 1.4 million**;
  - training-related part – **PLN 100 000**;
  - consultancy-related part – **PLN 100 000**.

**Institution:** Polish Agency for Enterprise Development ([www.parp.gov.pl](http://www.parp.gov.pl)).

#### IE OP 4.3 Technology Credit

**Beneficiaries:** micro-, small and medium-sized enterprises planning the implementation of own or acquired new technology and commencement of production of new or considerably improved goods, processes or services created with the use of this technology.

**Supported projects:** investments in implementation of new technologies by granting technology credit to the SMEs, with an option of partial repayment from the Technological Credit in the form of technological bonus.

**Amount of support:**

- technological bonus – max. up to **PLN 4 million**.

**Institution:** Bank Gospodarstwa Krajowego ([www.bgk.com.pl](http://www.bgk.com.pl)).



#### IE OP Measure 4.4 New investment of a high innovation potential

**Beneficiaries:** manufacturing and service enterprises carrying out new investments and necessary related consulting and training projects, including the acquisition of innovative technological solutions.

**Amount of support:**

- minimum amount of support – **PLN 2.4 million**;
- maximum amount of the project – **EUR 50 million**;
- maximum amount of support:
  - investment-related part – **PLN 40 million**;
  - consultancy-related part – **PLN 1 million**;
  - training-related part – **PLN 1 million**;

**Institution:** Polish Agency for Enterprise Development ([www.parp.gov.pl](http://www.parp.gov.pl)).

#### IE OP 4.5 Support for investment of considerable importance to the economy

##### IE OP 4.5.1 Support for investment in the production sector

**Support for:** new investments of an innovative nature involving purchase or implementation of a technological solution which has been applied in the world for a period of no more than 3 years or whose sales volume throughout the world as regards products or services based on the technology in a given industry does not exceed 15%, and which meets all the following conditions: eligible expenditure of no less than PLN 160 million, and net increase in jobs of no less than 150 persons.

**Intensity of support:**

- up to 30% of eligible expenditure.

##### IE OP 4.5.2 Support for investment in the modern services sector

**Supported projects:** new investments involving purchase of fixed assets and intangible assets and net increase in jobs of no less than 100 persons, leading to an establishment or expansion of:

- shared service centres (e.g. finance, accounting, HR management, administration, banking and insurance resources, market research);
- IT centres (e.g. software development, application testing, network design and implementation, product optimization, database management).

**Intensity of support:**

- up to 30% of eligible expenditure.

##### IE OP 4.5.2 Support for investment in the modern services sector (R&D projects)

**Supported projects:** new investments related to a commencement or development of R&D activity by organisational units or organisationally separated units starting or developing their activity, involving purchase of fixed assets and intangible assets, and net increase in jobs of no less than 10 persons of R&D staff, leading to an establishment or expansion of R&D centres (e.g. engineering services centres, quality centres)

**Intensity and amount of support:**

- minimum amount of eligible expenditure – **from PLN 2 million**;
- investment-related part – max. 70% of eligible expenditure;
- training-related part – up to 45% of eligible expenditure, but no more than **PLN 1 million**;
- consultancy-related part – up to 50% of eligible expenditure, but no more than **PLN 600 000**.

**Institution:** Ministry of Economy ([www.mg.gov.pl](http://www.mg.gov.pl)).

#### IE OP 5.1 Support for development of co-operative relations of supra-regional importance

**Beneficiaries:** legal persons managing a co-operative relation.

**Supported projects:** joint ventures of groups of entities aimed at preparation of a joint product or service of an innovative nature and their marketing.

**Amount of support:**

- investment-related part – **PLN 20 million**;
- consultancy-related part – **PLN 400 000**;
- training-related part – **PLN 1 million**;
- market expansion – **PLN 600 000**.

**Institution:** Polish Agency for Enterprise Development ([www.parp.gov.pl](http://www.parp.gov.pl)).

#### IE OP 5.3 Support for innovation centres

**Beneficiaries:** Highly specialized business environment institutions providing services with a high market and technology potential, including entities managing science and technology parks, technology incubators, advanced technology centres, productivity centres and other centres providing specialist services for entrepreneurs, in particular for SMEs.

**Supported projects:** consultancy related to the preparation of the centre's development strategy considering specific needs of entrepreneurs; consultancy and promotion brought about by the centre's development strategy; investments relating to the centre's development strategy in terms of extension or modernization of existing technical infrastructure; promotional activities resulting from the centre's development strategy aimed at promotion of services provided by pro-innovation business environment institutions locally, regionally and internationally.

**Minimum amount of the project:** PLN 40 million.

**Institution:** Polish Agency for Enterprise Development ([www.parp.gov.pl](http://www.parp.gov.pl)).

#### IE OP 5.4 Management of intellectual property

**Beneficiaries:** SMEs (for projects 1 and 2); business environment institutions (project 3).

**Supported projects:**

- covering the costs incurred to obtain industrial property protection;
- support for entrepreneurs covering the costs of the proceedings related to invalidation of a patent,



protection right on a utility design or a registration right or a decision on expiration of a patent, protection right on a utility design or a registration right;

- projects related to dissemination of knowledge about profits resulting from protection of intellectual property in enterprises.

**Amount of support:**

- obtainment of industrial property protection – from **PLN 2 000 to PLN 400 000**;
- enforcement of the protection of an industrial property right – from **PLN 2 000 to PLN 400 000**;
- dissemination of intellectual property knowledge – from **PLN 200 000 to PLN 2 million**.

**Institution:** Polish Agency for Enterprise Development ([www.parp.gov.pl](http://www.parp.gov.pl)).

### IE OP 6.1 Passport to Export

**Beneficiaries:** small and medium-sized enterprises (SMEs).

**Supported projects:** a package of services for entrepreneurs consisting of: consultancy services, search for and selection of business partners on the target market, participation in trade fairs and exhibition events as an exhibitor, participation in business missions, obtainment of documents necessary to export products.

**Amount and intensity of support:**

- elaboration of Export Development Plan – up to **PLN 10 000**;
- implementation of Export Development Plan – up to **PLN 200 000** and up to **50%** of total eligible expenditure.

**Institution:** Polish Agency for Enterprise Development ([www.parp.gov.pl](http://www.parp.gov.pl)).

### IE OP 8.1 Support for business activity in the field of electronic commerce

**Beneficiaries:** micro-sized and small enterprises conducting business activity for no longer than 1 year since the day of registration and share-holding companies in the process of formation.

**Supported projects:** implementation of individual projects of the beneficiaries intended to provide services in the electronic form and, possibly, create digital products necessary for the provision of such services; the services will be co-financed for a period of 24 months from the project start date specified in the agreement on the co-financing.

**Amount of support:**

- support for business activity in the area of electronic commerce – up to 80% of the project's eligible expenditure – from **PLN 20 000 to PLN 1 million**.

**Institution:** Polish Agency for Enterprise Development ([www.parp.gov.pl](http://www.parp.gov.pl)).

### IE OP 8.2 Support for the implementation of electronic business of the B2B type

**Supported projects:** projects of technical (IT) and organizational nature, leading to implementation of business processes in the electronic form, involving three or



more co-operating enterprises; the project will be provided with co-financing for a maximum period of 24 months

**Amount of support:** from **PLN 20 000 to PLN 2 million**.

### IE OP 8.4 Providing access to the Internet at the “last mile” stage

**Beneficiaries:** micro-, small and medium-sized enterprises, non-governmental non-profit organizations.

**Supported projects:** development and maintenance of a dedicated data communications infrastructure, created between the nearest or the most effective Internet distribution point and the target group (on the area of a single commune more than one project of this type may be implemented).

**Minimum amount of support:** PLN 30 000 .

**Institution:** Implementing Authority for European Programmes ([www.wvpe.gov.pl](http://www.wvpe.gov.pl)).

## 5.2. Development of Eastern Poland Operational Programme

### DEP OP 1.3 Support for innovations

**Beneficiaries:** higher education establishments, research units, territorial self-government units, unions and associations, institutions supporting innovation development in the region, entrepreneurs, regional/local development agencies and foundations, non-governmental organizations.

**Supported projects:**

- construction and other construction works and equipment for research institutions along with employment of qualified research staff;
- construction and other construction works and putting into operation of industrial parks, technology parks and incubators (e.g. technological) along with equipment for their laboratories and employment of qualified research staff;
- construction and other construction works and putting into operation excellence centres and technology transfer centres;



- developing infrastructure for research and development units at enterprises along with employment of qualified research staff;
- preparation of investment sites so as to enable setting up of production and modern service zones (e.g. logistic centres, machinery parks, technology parks, incubators, etc.) – comprehensive preparation of land for investment along with construction of internal roads, connecting such roads with the existing communications system and providing utilities.

**Eligible costs:** minimum PLN 4 million.

**Intensity of support:** up to 90%.

**Institution:** Polish Agency for Enterprise Development ([www.parp.gov.pl](http://www.parp.gov.pl)).

### 5.3. Regional Operational Programmes of Eastern Poland Voivodeships

#### Regional Operational Programme of the Warmińsko-Mazurskie Voivodeship

##### WM ROP 1.1.6 Support for new investments for large enterprises

**Beneficiaries:** large enterprises employing more than 250 employees.

**Supported projects:** support for new investments as regards:

- **process innovation** – using production methods that are innovative in the region;
- **product innovation** – delivering new or considerably improved goods and services;
- **organisational innovation** – changes in the enterprise's organization.

Innovative solutions are being promoted, i.e. the ones that have not been used in the region before.

**Amount of support:**

- from PLN 300 000 to PLN 4 million (up to 50% of eligible costs);
- amount of the project: up to PLN 8 million.

**Institution:** Warmińsko-Mazurska Agencja Rozwoju Regionalnego S.A. in Olsztyn ([www.wmarr.olsztyn.pl](http://www.wmarr.olsztyn.pl)).

##### WM ROP 1.1.7 Investment subsidies for micro-enterprises and the SME sector in the field of innovation and new technologies

**Beneficiaries:** micro-, small and medium-sized enterprises.

**Supported projects:** implementation of state-of-the-art solutions into production and distribution processes, and into the enterprise organization; creation of new and modern products by the enterprise; construction or reconstruction of infrastructure, as well as purchase of equipment that will enable to use modern technologies and machinery in the production process.

**Intensity and amount of support:**

- subsidy of to **50%** of the project's eligible costs;
- amount of the project: up to **PLN 8 million**;
- amount of support: from **PLN 20 000** to **PLN 2 million**.

**Institution:** Warmińsko-Mazurska Agencja Rozwoju Regionalnego S.A. in Olsztyn ([www.wmarr.olsztyn.pl](http://www.wmarr.olsztyn.pl)).

##### WM ROP 1.1.9 Other investments in enterprises

**Beneficiaries:** micro-, small and medium-sized enterprises.

**Supported projects:** projects stimulating growth of enterprise competitiveness; subsidies for development investments; investments resulting in creation of new jobs or contributing to the retention of existing ones.

**Intensity and amount of support:**

- amount of support – from **PLN 10 000** to **PLN 1.5 million**;
- amount of co-financing – **up to 50%**.

**Institution:** Warmińsko-Mazurska Agencja Rozwoju Regionalnego S.A. in Olsztyn ([www.wmarr.olsztyn.pl](http://www.wmarr.olsztyn.pl)).

#### Regional Operational Programme of the Podlaskie Voivodeship

##### PV ROP 1.4.1 Micro-enterprises

##### ROP 1.4.2 Small and medium-sized enterprises

**Beneficiaries:** priority will be given to solutions that foster savings on raw materials and energy and reduce emissions of harmful substances into the environment. The funds can be used to purchase machinery and equipment or licenses, patents, etc. Aid can be granted only to a new investment (in fixed and intangible assets) in connection with: establishment of a new enterprise, expansion of the existing enterprise, diversification of the enterprise's production by introduction of new, additional products or substantial change in the production process of the existing enterprise.

**Intensity and amount of support:**

maximum level of co-financing:

- up to **70%** for micro-sized and small enterprises;





- up to **60%** for medium-sized enterprises;
- up to **50%** for enterprises operating in the transport sector;
- up to **50%** for enterprises in the case of de minimis aid.

**Maximum amount of co-financing:**

- for small and medium-sized enterprises – **PLN 4 million**;
- micro-enterprises – **PLN 500 000**.

**Minimum/maximum amount of support:**

- micro-enterprises – min. amount of the project **PLN 30 000**;
- small and medium-sized enterprises – min. amount of the project – **PLN 100 000**.

**Maximum amount of eligible expenditure** – no limitation.

**Institution:** Office of the Marshal of the Podlaskie Voivodeship ([www.wrotapodlasia.pl](http://www.wrotapodlasia.pl)).

### Regional Operational Programme of the Lubelskie Voivodeship

#### LV ROP 1.1 Subsidies for start-up micro-enterprises

**Beneficiaries:** the objective is to increase the investment capacity of start-up micro-enterprises implementing projects in the Lubelskie Voivodeship.

**Intensity and amount of support:** maximum share of EU funds in the project's eligible expenditure is 70%. Minimum amount of the project – **PLN 143 000**. Maximum amount of the project – **PLN 8 million**. Minimum amount of support – **PLN 21.5 thousand**. Maximum amount of support – **PLN 310 000**.

For projects with eligible expenditure exceeding **PLN 1 million**, the maximum amount of aid is **PLN 500 000**.

**Institution:** Office of the Marshal of the Lubelskie Voivodeship ([www.lubelskie.pl](http://www.lubelskie.pl)).

#### LVROP Measure: 1.2 Investment subsidies for micro-enterprises

**Beneficiaries:** the measure's objective is to improve the competitiveness of micro-enterprises pursuing business activity for more than 2 years and implementing innovative investment projects in the Lubelskie Voivodeship. The objective will be achieved through the support of investment projects related to modernization of micro-enterprises' product portfolio and technologie.

**Intensity and amount of support:** maximum share of EU funds in the project's eligible expenditure is 70%. Minimum amount of the project – **PLN 42.5 thousand**. Minimum amount of support – **PLN 30 000**. Maximum amount of support – **PLN 700 000**.

For projects with eligible expenditure exceeding **PLN 2 million**, the maximum amount of support is **PLN 1 million**.

**Institution:** Office of the Marshal of the Lubelskie Voivodeship ([www.lubelskie.pl](http://www.lubelskie.pl)).

#### LV ROP Measure: 1.3 Investment subsidies for small and medium-sized enterprises

**Beneficiaries:** Funds may be obtained for projects related to introduction of new or modernization of existing products, implementation of innovative technologies as well as improving organizational and marketing solutions in small and medium-sized enterprises.

**Form of support:**

The maximum share of EU funds in the project's eligible expenditure:

- for small enterprises – **70%**;
- or medium-sized enterprises – **60%**;

Minimum project value – **PLN 143 000**. Maximum project value – **PLN 8 million**. Minimum amount of aid – **PLN 85 000**. Maximum amount of aid – **PLN 1 million**. For projects with eligible expenditure exceeding **PLN 4 million**, the maximum amount of aid is **PLN 2 million**.

**Institution:** Office of the Marshal of the Lubelskie Voivodeship ([www.lubelskie.pl](http://www.lubelskie.pl)).

### Regional Operational Programme of the Świętokrzyskie Voivodeship

#### ŚV ROP 1.1 Direct support for the sector of micro-, small and medium-sized enterprises

**Beneficiaries:** only innovative projects will be supported or projects that will significantly contribute to the growth of employment. The projects must result in increasing the enterprise's competitiveness in the local or regional market.

**Intensity and amount of support:** maximum subsidy of 50% of the project's eligible costs. In the case of micro-enterprises (with an exception of businesses operating in the transport sector), it is possible to increase the maximum percentage of the subsidy by 20%.

Minimum eligible expenditure – **PLN 20 000** and maximum – **PLN 8 million**. Minimum subsidy – **PLN 10 000**, and maximum subsidy: for micro-enterprises – **PLN 1.5 million**; or small enterprises – **PLN 2.4 million**; for medium-sized enterprises – **PLN 3.999 million**.

**Institution:** Office of the Marshal of the Świętokrzyskie Voivodeship ([www.sejmik.kielce.pl](http://www.sejmik.kielce.pl)).

### Regional Operational Programme of the Podkarpackie Voivodeship

#### PV ROP 1.1 Scheme B: Direct investment subsidies

**Beneficiaries:** the funds received can be used for all investments that will improve operations, production and management processes at an enterprise. Possible uses: purchase of patents and new technologies that will increase the enterprise's productivity and competitiveness, also as an accompanying element



of the project – installation of systems and devices to prevent environmental pollution.

**Amount of support:** minimum amount of support – **PLN 10 000**. Maximum amount of support: micro-sized and small enterprises – **PLN 800 000**; medium-sized enterprises – **PLN 1.2 million**.

The maximum amount of support to SMEs for projects having a higher level of innovation:

- innovative projects using solutions that are used in the country for no longer than 4 years – **PLN 2 million**;
- projects of a high innovation potential using solutions that are used worldwide for no longer than 3 years – up to **PLN 5.6 million**.

**Institution:** Office of the Marshal of the Podkarpackie Voivodeship ([www.si.podkarpackie.pl](http://www.si.podkarpackie.pl)).

### PV ROP 1.3 Regional system of innovation

**Beneficiaries:** the objective is to create conditions conducive to economic growth and stimulating the region's innovation potential and knowledge transfer. As part of the Programme investors may establish or improve their R&D facilities (e.g. laboratories) or create a network for cooperation between their enterprise(s) and one or more research units in the region.

**Amount of support:** subsidy of up to 70% of the project's eligible costs.

**Maximum amount of support:** up to **PLN 30 million**. Maximum amount of the project:

- up to **PLN 400 000** for projects involving purchase of fixed assets for R&D purpose;
- up to **PLN 4 million** for investment projects in the field of R&D infrastructure;
- up to **PLN 40 million** for projects supporting technology parks.

**Institution:** Office of the Marshal of the Podkarpackie Voivodeship ([www.si.podkarpackie.pl](http://www.si.podkarpackie.pl)).

## 5.4. Human Capital Operational Programme (all-Poland and individual voivodeships)

### HC OP 2.1.1 Development of human capital in enterprises

**Beneficiaries:** enterprises

**Sample projects:**

- supra-regional closed projects involving training and consultancy for entrepreneurs based on the enterprises' individual development strategies;
- countrywide open projects involving training and consultancy for entrepreneurs and enterprise staff;
- post-graduate studies for entrepreneurs and enterprise staff.

**Minimum amount of the project** – PLN 50 000.

**Institution:** Polish Agency for Enterprise Development ([www.parp.gov.pl](http://www.parp.gov.pl)).

### HC OP 4.2 Development of skills of the R&D system staff and increasing awareness of the importance of research to economic growth

**Institution:** Ministry of Science and Higher Education, Department of Implementation and Innovation.

**Beneficiaries:** all entities – except for natural persons (not applicable to those conducting business or educational activity under separate regulations).

**Sample projects:**

- improvement of skills of the R&D system's staff in the area of management of research and development work, and putting the outcome of research into business use, projects related to increasing awareness of the importance of and rules governing research and development work for the economy, as well as of the needs of the R&D sector and the economy in this respect;
- popularization of scientific findings at the tertiary education level.

**Minimum amount of the project** – PLN 50 000.

### HC OP 8.1 Development of staff and enterprises in regions

#### HC OP 8.1.1 Support for development of professional skills and consultancy services for enterprises

#### HC OP 8.1.2 Support for adaptation and modernisation processes in regions

**Beneficiaries:** all entities – except for natural persons.

**Sample projects:**

##### Sub-measure 8.1.1

- training and consultancy for managerial staff and employees (in the area of, e.g., management, identification of needs with regard to employees' skills, work organization, management of health and safety at work, flexible forms of work, implementation of environment-friendly production technologies, application of IT and communication technologies in the activity conducted);
- consultancy services for micro-, small and medium-sized enterprises, including self-employed persons, in particular with regard to economics, finance, HR management or accounting;
- training, courses and job counselling addressed to adult working persons who, at their own initiative, are interested in gaining new qualifications or improving the ones they have, and in particular to employed persons having low or obsolete qualifications.

##### Sub-measure 8.1.2

- assistance in the establishment of local partnerships intended to develop and implement strategies for the forecasting and management of economic changes at the local and voivodeship levels;



- support for employers and employees in the enterprises undergoing adaptation and modernization processes;
- retraining courses and career counselling, with focus on facilitating the choice of a new career and acquisition of new professional skills;
- studies and analyses of development trends and forecasting of economic changes in the region.

**Minimum amount of the project** – PLN 50 000.

**Institution:** Regional institutions designated by the voivodeship self-government.

## 5.5. Rural Development Programme for 2007–2013

### Axis 1 Improvement of the competitiveness of the agricultural and forestry sector

#### Measure 1.2.3 – Increasing the added value of basic agricultural and forestry production

**Beneficiaries:** the aim of the measure is to increase competitiveness of enterprises in the sector of processing and marketing of agricultural products, conditioned by the increase in added value, production quality, reduction of costs and development of new products, production processes and technologies, as well as improvement of the production conditions taking into account existing or newly introduced standards. The measure is also aimed at strengthening the position of agricultural producer groups in the channel of product sales, as well as ensuring their wider participation in generating added value of agricultural production by supporting investments in the processing of agricultural products.

**Amount of support:** maximum amount of aid granted during the RDP period to one beneficiary is **PLN 20 million**. The amount of aid granted for the implementation of one project may not be less than **PLN 100 000**.

**The maximum level of aid is:**

- **25%** of costs of an eligible investment carried out by an enterprise other than SME;
- **40%** of costs of an eligible investment carried out by a SME;
- **50%** of costs of an eligible investment carried out by a SME
  - which procures raw materials under long-term contracts concluded with groups of agricultural producers, fruit and vegetable producer groups granted preliminary recognition or recognized fruit and vegetable producer organizations;
  - which is registered as a group of agricultural producers or their union, a fruit and vegetable producer group granted preliminary recognition or a recognized fruit and vegetable producer organization;
  - which carries out a project on the processing of agricultural products for energy purposes.

**Institution:** Agency for Restructuring and Modernisation of Agriculture ([www.arimr.gov.pl](http://www.arimr.gov.pl)).

### Axis 3 Quality of life in rural areas

#### Measure 3.1.2 – Establishment and development of micro-enterprises

The objective of the measure is to increase economic competitiveness of rural areas, and develop entrepreneurship and the labour market, and consequently, increase employment in rural areas.

**The amount of aid granted to the operation may not exceed:**

- **PLN 100 000** – if the business plan provides for creation of at least one and less than two jobs (FTE, annual average), which is justified by the material scope of the operation;
- **PLN 200 000** – if the business plan provides for creation of at least two and less than three jobs (FTE, annual average), which is justified by the material scope of the operation;
- **PLN 300 000** – if the business plan provides for creation of at least three jobs (FTE, annual average), which is justified by the material scope of the operation.

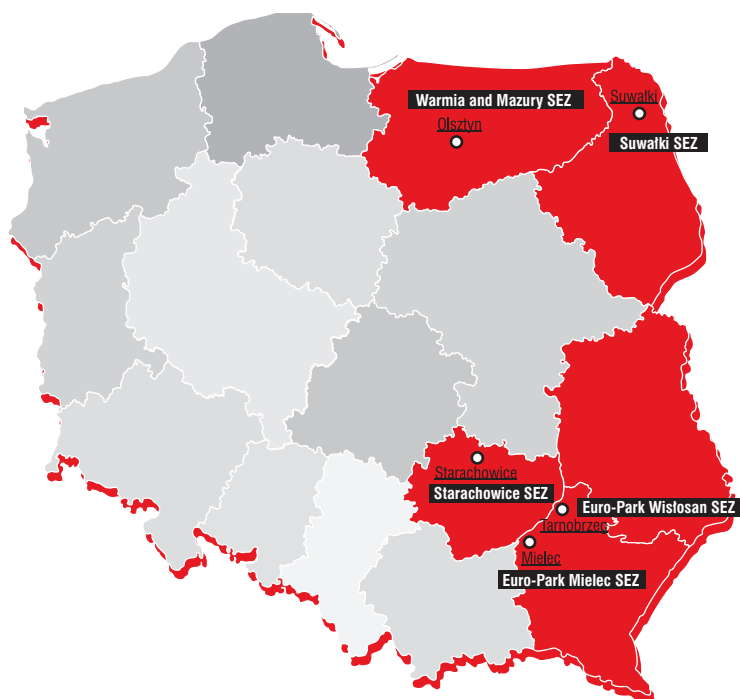
Maximum amount of aid granted during the Programme period to one beneficiary may not exceed **PLN 300 000**. Maximum financial aid – **50%** of the operation's eligible costs.





## 6. Special Economic Zones (SEZs) in Eastern Poland

MAP 5. Special Economic Zones (SEZs) in Eastern Poland



Source: Own compilation based on SEZs websites, June 2010

There are 14 Special Economic Zones in Poland, 5 of which are located in Eastern Poland: Mielec, Tarnobrzeg, Warmia and Mazury, Suwałki and Starachowice (actually, the first zone established in Poland in 1995 was located in the Macroregion Eastern Poland – Euro-Park Mielec). The idea behind the creation of the zones was to accelerate regional economic development, to use of post-industrial assets and infrastructure, to create new jobs – especially in regions threatened by structural unemployment and to attract foreign investors to Poland. Based on Poland's arrangements with the European Commission, the zones will operate in the present shape until 2020. The main tool for attracting investors – and a very effective one in the opinion of investors themselves – are tax incentives in the form of CIT exemptions as per the regional aid map, which specifies the maximum amount of support for projects implemented in individual voivodeships in Poland (for Eastern Poland it is 50%, but the SME sector businesses are entitled to recover 70% and 60% of their capital expenditure respectively). The exemption continues in subsequent years, until the entrepreneur recover 70% and 60% of their capital expenditure respectively). The exemption continues in subsequent years, until the entrepreneur recovers 50% (or 70% or 60%, depending on the size of an investing company) of its capital expenditure. Each zone is divided into sub-zones, so potential investors have an array of locations to choose from. Apart from tax exemptions, investors willing to invest in the zones can expect that they will be offered a site ready for investment purposes, with all necessary utilities in place, and they also can count on assistance in starting the investment project [Map 5].

All special economic zones in Poland taken together occupy the area of 13 336.3 ha, of which 5 zones located in the Macroregion Eastern Poland, stretch over 3 925.51 ha (over 37% of the total land occupied by Polish SEZs). So it is Eastern Poland that offers the largest territorial potential for investors. Most of the zones' investment areas lie within the territory of 5 voivodeships of Eastern Poland (except for approx. 655 ha located in macroregions other than Eastern Poland).

Capital expenditure incurred by investors in all 5 zones of Eastern Poland exceeded PLN 15.75 billion, and created almost 49 000 new jobs. The biggest number of jobs was created by investors in Tarnobrzeg and Mielec zone (23 335 and 11 953 respectively). Due to very attractive investment conditions, the zones attract both Polish and foreign businesses, while the latter actually predominate in the Eastern Poland Macroregion's special economic zones.





## 6.1. Warmia and Mazury Special Economic Zone

Situated in the north-eastern region of Poland, it covers the total area of **914.5 ha**, of which 302.3 ha available for investment. The area consists of **24 sub-zones** located within the following towns and communes: Barczewo, Bartoszyce, Ciechanów, Dobrze Miasto, Elbląg, Iława, Iłowo, Lidzbark Warmiński, Mława, Morąg, Mrągowo, Nidzica, Nowe Miasto Lubawskie, Olecko, Olsztyn, Olsztynek,

Orzysz, Ostrołęka, Ostróda, Pasłęk, Pisz, Piecki, Szczytno and Wielbark.

As of 30 September 2012, **57 entrepreneurs**, had valid business licenses to conduct business in the zone; capital expenditure amounted to **PLN 3 billion** and **12 067 work places** were created. Two largest enterprises running business activities in the zone are Michelin Polska S.A. and LG Electronics Mława Sp. z o.o.

MAP 6. Warmia and Mazury Special Economic Zone



### Warmia and Mazury Special Economic Zone

Registered location: Olsztyn

Voivodeships: Warmińsko-Mazurskie and Mazowieckie

TABLE 7. Major investors in the Warmia and Mazury SEZ

Investor	Country of origin	Sector
Michelin Polska S.A.	France	automotive
LG Electronics Mława Sp. z o.o.	South Korea	electronics
Swedwood Poland Sp. z o.o.	Sweden	wood
Wydawnictwo Bauer Sp. z o.o.	Germany	printing
Wójcik Fabryka Mebli Sp. z o.o.	Poland	furniture
Cetco Poland Sp. z o.o.	Netherlands	construction materials
Fabryka Mebli Szyńska Sp. z o.o.	Poland	furniture
Bruss Polska Sp. z o.o.	Germany	metal
DFM Sp. z o.o.	Poland	furniture
Fabryka Mebli Taranko Aleksander Taranko	Poland	furniture

Source: Own calculations based on PAIiZ databases



## 6.2. Suwałki Special Economic Zone

It is located in the Voivodeships: Podlaskie, Warmińsko-Mazurskie and Mazowieckie. It covers the total area of **342.7662 ha**, of which 106.16 ha available for development, in six sub-zones: Suwałki, Elk, Goldap, Białystok, Grajewo and Małkinia Góra.

As of the end of 2012 there were **69 enterprises** operating in the zone, both Polish and foreign, which created more than **5 700 new jobs** and made capital expenditure of more than **PLN 1.7 billion**.

MAP 7. Suwałki Special Economic Zone



### Suwałki Special Economic Zone

Registered location: Suwałki

Voivodeships: Podlaskie, Warmińsko-Mazurskie and Mazowieckie

TABLE 8. Major investors in the Suwałki SEZ

Investor	Country of origin	Sector
Pfleiderer MDF Sp. z o.o.	Germany	wood
Rockwool Polska Sp. z o.o.	Denmark	construction
Porta KMI Polska Sp. z o.o.	Poland	wood
Impress Decor Polska Sp. z o.o.	Austria	printing
Malow Sp. z o. o.	Poland	metal
Mispol S.A.	Poland	food
Iryd Sp. z o.o.	Poland	metal, wood
Aquael Sp. z o.o.	Poland	precision engineering
Cezar D. Niewiński	Poland	plastics
Reckman Sp.j.	Poland	clothing

Source: Own calculations based on PAIIZ databases



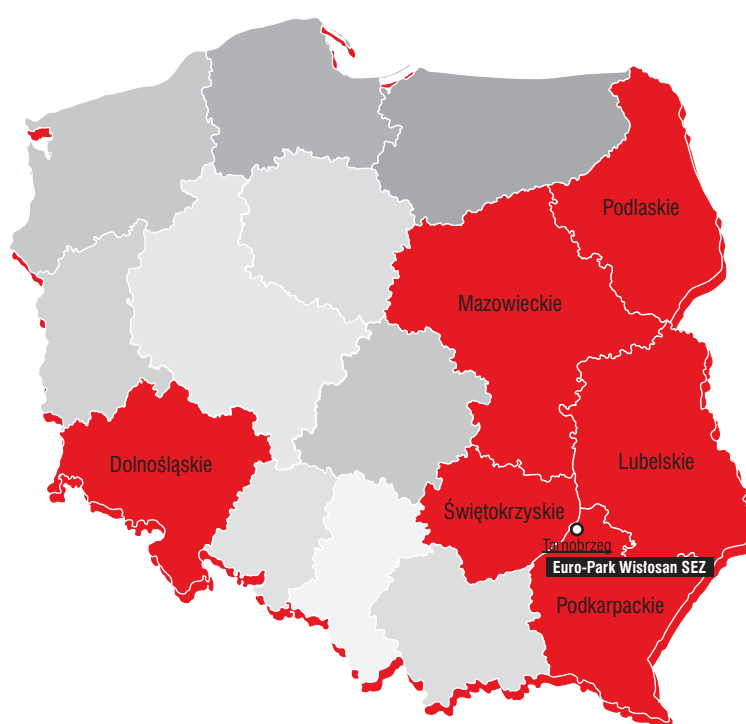
### 6.3. Tarnobrzeg Special Economic Zone Euro-Park Wisłosan

It has sub-zones in as many as 6 voivodeships, including 4 in Eastern Poland (Podlaskie, Podkarpackie, Świętokrzyskie and Lubelskie) and in Mazowieckie and Dolnośląskie. The total zone area is **1632.31 ha**, of which 535.7 ha available for development in 19 subzones: Tarnobrzeg (149.91 ha), Stalowa Wola (277.35 ha), Nowa Dęba (113.60 ha), Radom (151.55 ha), Staszów (104.12 ha), Jasło (58.06 ha), Wrocław-Kobierzycze (410.68 ha), Przemyśl (81.49 ha), Janów

Lubelski (18.51 ha), Siedlce (65.40 ha), Łuków (40.49 ha), Tomaszów Lubelski (10.56 ha), Węgrów (29.33 ha), Nowe Miasto nad Pilicą (15.13 ha), Kraśnik (23.48 ha), Przasnysz (55.07 ha), Horodło (5.3 ha), Ryki (4.45 ha), Łapy (11.95 ha), Mińsk Mazowiecki (5.78 ha)

As of 30 June 2012, **224 permits** were issued, of which 34 for companies with the foreign capital participation, **28 448 new jobs** were created and capital expenditure exceeded **PLN 7.0 billion**.

MAP 8. Tarnobrzeg Special Economic Zone Euro-Park Wisłosan



#### Tarnobrzeg Special Economic Zone Euro-Park Wisłosan

Registered location: Tarnobrzeg

Voivodeships: Podkarpackie, Podlaskie, Świętokrzyskie, Lubelskie, Mazowieckie and Dolnośląskie

TABLE 9. Major investors in the Tarnobrzeg SEZ Euro-Park Wisłosan

Investor	Country of origin	Sector
LG Philips LCD Poland Sp. z o.o.	Republic of Korea	production of TVs and LCD monitors
ATS Stahlschmidt&Maiworm Sp. z o.o.	Germany	production of aluminium wheel rims
Sanfarm Sp. z o.o.	Poland	production of pharmaceuticals
LG Electronics Wrocław Sp. z o.o.	Poland	electronics
Heesung Electronics Poland Sp. z o.o.	Republic of Korea	electronics
QuadWinkowski Sp. z o.o.	Poland	printing house, printing services
Toshiba Television Central Europe Sp. z o.o.	Japan	electronics
Alumetal Gorzyce Sp. z o.o.	Poland	metal
Jadar Technmatik S.A.	Poland	production of paving blocks
Zakłady Metalowe Dezamet S.A.	Poland	defence industry

Source: Own calculations based on PAIIIZ databases



## 6.4. Euro-Park Mielec Special Economic Zone

It is located mainly in south-eastern Poland, and covers the total area of **1 246 ha** in 20 subzones, of which 396.5 ha available for development, located in the sub-zones within the following cities/towns and communes: Mielec, Rzeszów, Głogów Małopolski, Trzebownisko, Lublin, Ropczyce, Ostrów, Zamość,

Leżajsk, Jarosław, Laszki, Sanok and Zagórz, Lubaczów, Kolbuszowa, Szczecin, Lubartów and Krosno.

As of 31 December 2012, **231 permits** had been issued to conduct a business activity in the zone, while investors made **capital expenditure of PLN 5.4 billion** and created **over 20 000 new jobs**.

MAP 9. Euro-Park Mielec Special Economic Zone



### Euro-Park Mielec Special Economic Zone

**Registered location: Mielec**

**Voivodeships: Podkarpackie, Lubelskie, Małopolskie and Zachodniopomorskie**

TABLE 10. Major investors in the Euro-Park Mielec SEZ

Investor	Country of origin	Sector
Polskie Zakłady Lotnicze Mielec Sp. z o.o.	USA	aviation
MTU Aero Engines Polska Sp. z o.o.	Germany	aviation
Borgwarner Turbo Systems Poland Sp. z o.o.	USA	automotive
Lear Corporation Sp. z o.o.	USA	automotive
Kirchhoff Polska Sp. z o.o.	Germany	automotive
Firma Oponiarska Dębica S.A.	USA	automotive
Kronospan Mielec Sp. z o.o.	Austria	wood processing
Ball Packaging Europe Lublin Sp. z o.o.	USA	packaging
Bury Sp. z o.o.	Poland	electronics
BRW Sp. z o.o.	Poland	furniture
Goodrich Aerospace Poland Sp. z o.o.	USA	aviation

Source: Own calculations based on PAIIIZ databases



## 6.5. Starachowice Special Economic Zone

It is located within the Świętokrzyskie Voivodeship, while it also has subzones in the Lubelskie, Mazowieckie, Łódzkie and Opolskie Voivodeship. The zone covers the total area of **612.9 ha**, of which 225.38 ha remaining for development (as at the end of January 2011) in the following sub-zones: Starachowice, Ostrowiec Świętokrzyski, Skarżysko-Kamienna, Końskie, Stąporków, Suchedniów, Morawica, Szydłowiec, Puławy, Ilża, Tułowice, Mniszków, Sędziszów and Kielce.

At the end of Q3 2012, **there were 71 active business licences in the zone, 7 228 new jobs were created**, while investors' capital expenditure amounted to **PLN 1.6 billion**.

MAP 10. Starachowice Special Economic Zone



**Starachowice Special Economic Zone**  
**Registered location: Starachowice**  
**Voivodeships: Świętokrzyskie, Lubelskie, Mazowieckie, Łódzkie and Opolskie**

TABLE 11. Major investors in the Starachowice SEZ

Investor	Country of origin	Sector
Biella Szydłowiec Sp. z o.o./Biella-Neher AG	Switzerland	office supplies
Cerrad Sp. z o.o.	Poland	ceramic
Cersanit II S.A.	Poland	sanitary ceramic ware
Gerda 2 Sp. z o.o.	Poland	metal
Gerda 3 Sp. z o.o.	Poland	metal
MAN Bus Sp. z o.o./MAN Nutzfahrzeuge Gruppe	Germany	automotive
Orizzonte Polska Sp. z o.o.	International	metal
RR Donnelley Starachowice Sp. z o.o./RR Donnelley	USA	printing
Starpol II Sp. z o.o.	Poland	electrotechnical
Star-Dust Sp. z o.o.	Poland	ceramic
Ceramika Nowa Gala II Sp. z o.o.	Poland	ceramic
Star-Gres Sp. z o.o.	Poland	ceramic
Alpol Gips Sp. z o.o.	Poland	construction materials
Nova Ceramika Sp. z o.o.	Poland	ceramic
Ceramika Końskie Sp. z o.o.	Italy	ceramic
Kaye Aluminium Opole Sp. z o.o.	Spain	metal
Valdi Ceramika Sp. z o.o.	Poland	ceramic
Zakłady Azotowe Puławy S.A.	Poland	chemical
Air Liquide Polska Sp. z o.o.	France	chemical
Fabryka Kotłów Sefako S.A.	Poland	metal

Source: Own calculations based on PAIIIZ databases



## 7. Science and Technology and Industrial Parks

There are more than 36 technology parks in Poland – either already operating or at an advanced stage of development. The most resilient group comprises 20 parks. In total they host 523 institutions and 18 science and research units. The parks employ more than 16.5 thousand people. The twenty most dynamic parks cover the area of almost 1.3 thousand ha, of which developed areas account for almost 550 000 m<sup>2</sup>. This figure represents just above 3% of their total area. The largest parks are technology parks located in Kraków, Bełchatów and Płock, and 'Aeropolis' park in the Podkarpacie Region. Their areas equal respectively to: 416 ha, 384 ha, 200.4 ha and 118 ha. They represent 88% of the total area occupied by the twenty most resilient parks. Apart from 'Aeropolis', the group of the 20 largest parks also includes one more park located in the Macroregion Eastern Poland, namely 'Poland- East' Science and Technology Park in Suwałki. It is not as big as 'Aeropolis' though: the park in Podkarpacie covers the area of 118 ha (of which just under 2% is used), and the park in Suwałki covers the area of 8.6 ha (of which 0.55% is used). The park in Podkarpacie is also the biggest in terms of employment: 618 persons compared to 80 persons in the Suwałki Park.

### 7.1. Kielce Technology Park

The Kielce Technology Park was created based on the Kielce Technology Incubator established in 2008. Since its inception, the incubator has worked with small and medium-sized enterprises as well as the local self-government. In July 2009, by way of resolution of the Kielce City Council, the entity changed its name to the Kielce Technology Park. The park was created, among others, in order to support newly created in-

novative companies. It is focused on the development of academic enterprise, supporting relationships between science and economy as well as pre-incubation and incubation of enterprises which originate at universities. The park concept assumes operation of two separate organizational units: Technology Incubator (for start-up businesses) and Technological Centre (for companies leaving the Technology Incubator at the expansion stage or for third-party enterprises intending to start business in Kielce).

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### 7.2. Lublin Science and Technology Park

Lublin Science and Technology Park was established in May 2005. The Park shareholders are: the self-government of Lubelskie Voivodeship and University of Life Sciences in Lublin. The Park with related infrastructure cover the total area of more than 10 000 m<sup>2</sup>.

The mission of Lublin Science and Technology Park is to support the development of Lubelskie Voivodeship through the creation of an institutionalized platform enabling the cooperation of Lublin universities with the business community. The main goal of the establishment is to support projects in which research findings are put into business use so as to improve innovativeness of enterprises in the Lublin region. In 2009, an official opening of the first Park facilities took place. Current tenants include: **Laboratorium Badań Genetycznych Sp. z o.o.** (research on human chromosomes in reproductive failures, detection of genetic defects and susceptibility to various genetic diseases), **Central Apparatus Laboratory of the University of Life Sciences** (conducting certified research and measuring work, including a broad spectrum of physical and chemical measurements, training in lab analysis), **Lubelskie Centrum Konsultingu Sp. z o.o.** (consulting services, business services for SMEs, international trade support, training activities), **VADO Sp. z o.o.** (production of software and specialized data communications systems, development and production of electronic devices, specialist advice), **KTI Konsulting** (consulting and training services in the field of raising third-party financing, in particular grants from the EU structural funds), **Centrum Innowacji i Transferu Technologii Lubelskiego Parku Technologicznego Sp. z o.o.** (post-production, animation and visual effects services for advertising, TV, film and new media projects, production of commercials, music videos and feature-length films).





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### 7.3. Podkarpackie Science and Technology Park "Aeropolis"

The Park was meant as one of the instruments to improve competitiveness of the economy in the Podkarpackie region by implementing modern technological solutions and management of knowledge and capital resources. The Park (located in Rzeszów on the area of 118 ha), was supposed to provide a platform where innovative scientific ideas are transformed into modern technological solutions to be implemented by economic entities. In May 2003, the self-government of Podkarpackie Voivodeship, the city of Rzeszów, Rzeszowski Powiat, Rzeszów University of Technology and the University of Rzeszów signed an agreement on the establishment of the Podkarpackie Science and Technology Park 'Aeropolis'. The PSTP 'Aeropolis' management was entrusted to Rzeszowska Agencja Rozwoju Regionalnego S.A.

The Park's strategic aims are: activation of brown-fields, creation of investment infrastructure and attracting investors, effective development of available facilities and areas and provision of auxiliary services – mostly for PSTP 'Aeropolis' businesses, increasing competitiveness and innovation of enterprises operating in the voivodeship, development of infrastructure to activate local and regional enterprise, exploiting the potential of the Park's tenants and business engaged in manufacturing of complementary products. Besides, the Park seeks to increase the number of university graduates taking up self-employment (academic pre-incubator), develop technologies and stimulate research activities.

So far, the following companies have invested in the Park: **Opatem S.A.** – a manufacturer and integrator of systems using e-card technologies, **Borg Warner Turbo Systems** – a manufacturer of turbo-compressors, **Ultratech Sp. z o.o.** – a manufacturer of parts and components for the aircraft and automotive industry, **Yanko Sp. z o.o.** – a packaging manufacturer or **MasterProfi Sp. z o.o.** – a manufacturer of professional vacuum cleaners. The largest and the most important investment is the plant of German **MTU Aero Engines**, opened in May 2009 within the Park premises in Jasionka near Rzeszów. The company invested EUR 50 million euro. The plant produces components for aircraft engine turbines. So far the company has employed as many as 200 local inhabitants and ultimately this number is supposed to reach 400.

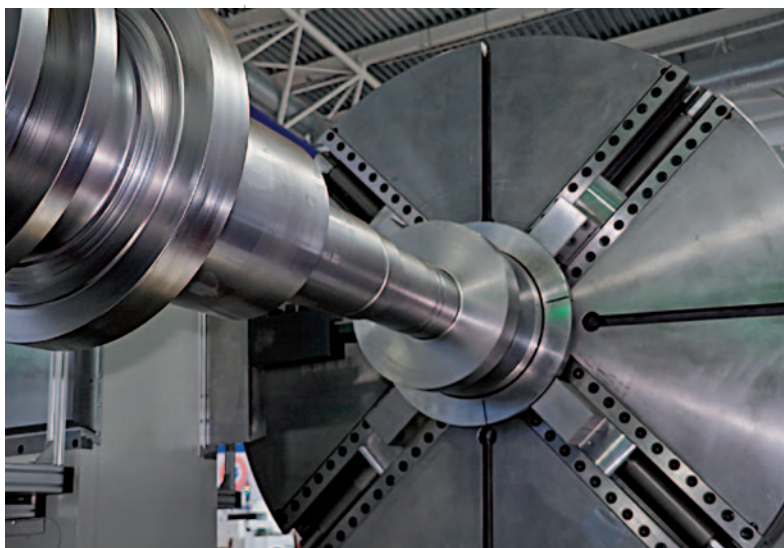
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### 7.4. Stare Miasto Industrial Park

In August 2005, the Council of the Commune of Leżajsk adopted a resolution on the establishment of the Industrial Park under the name of Stare Miasto – Park. One year later it signed a contract with the Industry Development Agency (Agencja Rozwoju Przemysłu S.A.) in Warsaw for completion of the comprehensive infrastructure within the Industrial Park and construction of 3 production halls. In 2007, in accordance with the regulation of the Council of Ministers, part of the Park land was granted the status of Special Economic Zone Euro-Park Mielec. Stare Miasto Industrial Park is located within the Commune of Leżajsk, in Stare Miasto (Zone A) and Wierzawice (Zone B) of the total area over 35 ha (the ultimate Park area is planned at 200 ha). Until now, the Park's investors have been mainly Polish companies such as SGS Eko-Projekt Sp. z o.o., Emka Mirosław Klosowski, Iglobud Leżajsk Jerzy Szostak.

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## 7.5. Mielec Industrial Park

Mielec Industrial Park is an investment area established in March 2005 by the Mielec City Council in order to use the post-restructuring assets of WSK-PZL Mielec. The management of Mielec Industrial Park was entrusted to Agencja Rozwoju Regionalnego "MARR" S.A. based on the agreement with the city of Mielec. About 100 ha of the Park, with complete service infrastructure and ready for new project launches, is located within a special zone, authorizing the willing investors to apply for investment tax credits of Euro-Park Mielec Special Economic Zone in Mielec. Current investors include: **Husqvarna** – a Swedish manufacturer of electrotechnical equipment, **Regom Polska** – a manufacturer of elements for the plumbing, automotive and aircraft industry, **First Company** from Germany – a manufacturer of women's wear, mainly for the German market and **RD Precision** – a manufacturer of aircraft parts and components.

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## 7.6. Puławy Science and Technology Park

The project of Puławy Industrial Park (PIP) was formed in January 2003 as a joint initiative of Zakłady Azotowe Puławy S.A. and the Municipal Commune of Puławy. In April 2003, the Puławy City Council adopted a resolution on joint actions and exemptions from property tax for the PIP investors. Today, the Park's

area equals to 700 ha. About 570 ha is owned directly by Zakłady Azotowe Puławy S.A.; another 99 hectares is a sub-zone of the Special Economic Zone – Starachowice (the area within the competence of the Management Board of SSE Starachowice S.A. and the Management Board of Zakłady Azotowe Puławy S.A.). 130 ha come under administration of the City of Puławy. In 2008, Zakłady Azotowe Puławy S.A., the City of Puławy, Fertilizer Research Institute, Institute of Soil Science and Plant Cultivation, Puławy Enterprise Centre Foundation and representatives of self-government authorities signed a letter of intent concerning transformation of the existing park into the Puławy Science and Technology Park. Current Park investors include: Kozap – railway forwarding and transport, Elza – power engineering lines and machinery, Medical – comprehensive medical services and PIA-ZAP – authorization of production processes.

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## 7.7. "Poland-East" Science and Technology Park

The mission of "Poland-East" Science and Technology Park in Suwałki is to increase the socio-economic cohesion and improve the economic development of the North-Eastern Poland Macroregion and – as a result – of Podlaskie Voivodeship by promoting entrepreneurship fostering technology-based knowledge and by making best use of opportunities for international cooperation. The Park, covering the area of 8.6 ha, opened in 2004. In 2005–2008, parallel to the preparation of infrastructure, the Park managed projects related to the development of new technologies in the region, such as: "Poland-East Science and Technology Park as the loadstar for new innovation technologies for the economic development of the Podlasie region", "Innovative potential of the Suwałki sub-region for the development of new technologies infrastructure and information society" or E-cluster "Healthy Life Valley". In 2012 the Park expanded and a Technology Incubator was created with 4 scientific and research laboratories (located in one building), a hall for logistic and technological processes. There are also plans to create an International Eastern Centre for Innovation.

Partners of the Park include: Warsaw University of Technology, the City of Suwałki, University of Warmia and Mazury, University of Białystok, National Institute of Telecommunications and the State Higher Vocational School in Suwałki.



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## 7.8. Świdnik Regional Industrial Park

The industrial park was created as a result of property restructuring and business reengineering of PZL-Świdnik S.A. Some of the park area (approx. 50 ha) is located on the company area. The Park is based on the existing production and technology infrastructure, which was separated and excluded from the manufacturing process of PZL-Świdnik S.A. The Industrial Park is meant to attract to Świdnik both large and small investors that would like to start business in this region. The majority of real estate and industrial facilities are already used by newly established businesses or enterprises that simply transferred their activity to the Park area.

Shareholders include: Zakłady PZL-Świdnik S.A., the City of Świdnik, Zakład Narzędziowy in Świdnik, State Treasury and the Powiat of Świdnik. At the moment, 41 companies have based their operations in the Park, employing approx. 1000 people, to mention only a few: SMF Poland – plastic industry, Advanced Technology Centre OBR – construction of machinery and equipment, pneumatic drive control, automation of production processes, Elto – electrical systems in the power engineering sector, ISK Engineering – a supplier of paints, plasters and insulation systems, Arctica BB – insulating materials, composite panels and cold storage doors. The Industrial Park has a very good internal and external communication infrastructure (the road system allowing for access by TIR lorries of unlimited load capacity; the railway siding with unloading ramps plus close proximity to the Świdnik airport, which is going to be modernized and expanded in the future – data based on the development plans of the Lublin region). The company "Port Lotniczy Lublin w Świdniku" may also be joined by the enterprises starting their business in the Park.

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## 7.9. Industrial Park in Zambrów

Industrial Park in Zambrów opened in January 2006. It was created on the basis of the former Zakłady Przemysłu Bawełnianego Zamtex (Cotton Industry Plant Zamtex), taken over by the State Treasury, and then transferred to the municipal authority of the Town of Zambrów. The project was completed directly by a municipal company – Zarząd Nieruchomościami Sp. z o.o. Once the application for funding from the European Regional Development Fund under the ICE SOP was accepted, the City of Zambrów contributed the real estate to the Company, which was considered as the local authorities' contribution to the project.

The Park is located on the plot of 40 577 m<sup>2</sup>. Its managing authority is Zarząd Nieruchomościami w Zambrowie Sp. z o.o.

**Zambrowski Park Przemysłowy – Zarząd Nieruchomościami w Zambrowie Sp. z o.o.**

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