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2013**

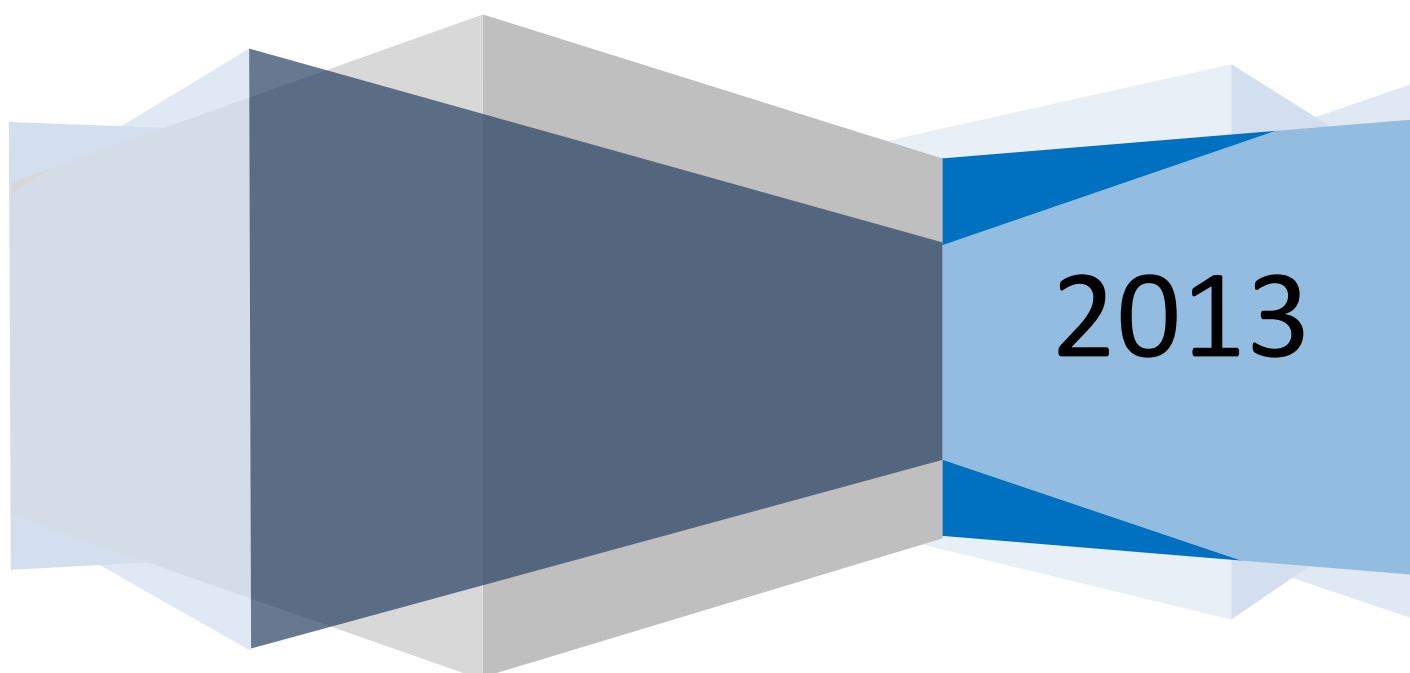
Western Pomeranian Voivodship

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Introduction

This report has been prepared thanks to the application of results of scientific research conducted since 2002 by the Institute of Enterprise, Collegium of Business Administration of the Warsaw School of Economics (WSE), under the supervision of H. Godlewska-Majkowska, Ph.D., university professor at the WSE. All the Authors are the core members of a team that develops methodology of calculating regional investment attractiveness in order that characteristics of regions, which are important to investors, are captured as closely as possible, both in general terms and from a point of view of specificity of a given kind of business activity as well as a size of investment.

Potential investment attractiveness (PAI) indices measure the location-specific advantages of regions. In their simplified version they are calculated for territorial units of various levels of statistical division of the country (communes – Polish: *gmina*, counties – Polish: *powiat*, subregions, voivodships/regions). These are PAI1 indices, which refer to the whole regional/national economy (PAI1_GN) and selected sections: C – manufacturing industry, G – trade and repair, I – tourism and catering, M – professional, scientific and technical services.

Besides, some indices are calculated only for the voidoships, on the basis of characteristics available only on the regional or macroregional level which allows evaluating their investment attractiveness in a much broader context. These are PAI2 indices, which are calculated both from a general point of view and with reference to the above mentioned sections of the economy (PAI2_C, PAI2_G, PAI2_I, PAI2_M).

What is more, ranks of real investment attractiveness, which relates to the inflow of capital (in the form of investments) and the effects of investments considered from a point of view of productivity and returns on the outlays made, are used in this report.

The measurements in use are subject to annual review thanks to consulting them with foreign investor assistance institutions and direct contact to territorial self-government units as well as organizations of entrepreneurs. A description of methodological approach to measuring investment attractiveness of Polish regions, counties and communes can be found online on the website of the Centre for Regional and Local Analyses, which cooperates with the Institute of Enterprise: www.caril.edu.pl, as well as in numerous scientific publications and expert opinions.

1. The profile of regional economy of Western Pomeranian voivodship

Western Pomeranian voivodship is characterised by a very good location in view of European markets and Baltic sea countries. Szczecin, the largest city in the voivodship, attracts the highest values of economic potential in the voivodship and has very good transport connections with European highways and seaways.

The main advantages of the voivodship are:

- exceptional location which gives an opportunity to use a wide range of means of transport (water, rail, air and road transport) in the business activity,
- voivodship's rich traditions connected with maritime economy (the manufacture of vessels, fishery, coastal tourism),
- the fact that more than a half of the area of the voivodship is farmland, which gives a chance of investments in and development of agriculture and food industry,
- favourable natural conditions of the development of tourism (Baltic Sea, Wałeckie and Drawskie Lake Districts),
- huge possibilities of renewable energy production (energy plants, wind farms) , which combined with the development of tourism means that Western Pomeranian voivodship may become a symbol of sustainable development with the use of modern technologies supporting regional economy.

The general characteristics of the voivodship are presented in Table 1.

Table 1. General characteristics of the economy of Western Pomeranian voivodship

Feature	Western Pomeranian voivodship	Poland	Share [%]
Market Potential			
GDP per capita 2010. (PLN/person)	32,268	37,096	-
Population (persons) on 31 December 2012	1,721,405	38,533,299	4.5
Human Resources Potential			
Higher education institutions graduates (persons) in 2012	17,336	484,999	3.6
Secondary schools graduates (persons) in 2012	16,559	421,317	3.9
Number of employed persons on 31 December 2012	511,273	13,911,203	3.7
Structure of employed persons 2012	agriculture 9.7% industry 27.2% services 63.1 %	agriculture 17.1% industry 27.4% services 55.5%	
Investment outlays and capital of companies with foreign capital participation in the voivodship			
Investment outlays (PLN m) in 2011	1,824.7	73,704.4	2.5
Capital of companies (PLN m) in 2011	4,439.1	194,160.6	2.3

Special economic zones (SEZs) in the voivodship*		
<ul style="list-style-type: none">- Kostrzyn-Słubice SEZ, subzone: gm. Barlinek, gm. Goleniów, gm. Gryfino, gm. Karlino, gm. Łobez, gm. Police, m. Białogard- Mielec SEZ, subzone: m. Szczecin- Pomeranian SEZ, subzone: m. Stargard Szczeciński- Słupsk SEZ, subzone: gm. Biesiekierz, gm. Kalisz Pomorski, gm. Karlino, gm. Polanów, gm. Tychowo, m. Koszalin, m. Szczecinek, m. Ustka, m. Wałcz		
Distinguishing investment attractiveness ratings PAI_2 and RAI (class A, B and C)		
Potential investment attractiveness PAI_2	Labour-intensive industry Class C Trade Class C Tourism Class A	
Real investment attractiveness RAI	National economy Class C Professional, science and technical activities Class C	
Counties and communes distinguished according to the Potential Attractiveness Index for the national economy (PAI_GN)		
Counties	Class A	Kołobrzeg, Koszalin, Szczecin, Police, Świnoujście
	Class B	
Communes	Class A	Białogard (1), Drawsko Pomorskie (3), Kołobrzeg (1), Kołobrzeg (2), Ustronie Morskie (2), Mielno (2), Darłowo (1), Sławno (1), Szczecinek (1), Świdwin (1), Wałcz (1), Koszalin (1), Rewal (2), Stargard Szczeciński (1), Szczecin (1), Stepnica (2), Gryfino (3), Dziwnów (3), Międzyzdroje (3), Dobra (Szczecińska) (2), Kołbaskowo (2), Nowe Warpno (3), Police (3), Świnoujście (1)
	Class B	Kalisz Pomorski (3), Złocieniec (3), Biesiekierz (2), Sianów (3), Świeszyno (2), Biały Bór (3), Borne Sulinowo (3), Choszczno (3), Trzebiatów (3), Barlinek (3), Dębno (3), Kobylanka (2), Goleniów (3), Nowogard (3), Kamień Pomorski (3)

Source: Authors' own calculations.

* On the above list and further in the report *gm.* is a Polish abbreviation for – commune and *m.* is an abbreviation for *miasto* – city.

If there is information *city* following the name of the county, it indicates a commune which has a status of a city and carries out county's tasks is mentioned (a city county). Otherwise the counties include more than one commune (land counties).

Additional information: (1) – urban commune, (2) – rural commune, (3) – urban-rural commune.

In 2010 Western Pomeranian voivodship made a contribution of 3.9 % to the GDP of Poland. Calculated per capita, it amounted to PLN 32,268 with the average for Poland PLN 37,096. With this result the voivodship takes the seventh place in the country. The GDP growth rate in the voivodship in the years 2003-2010 amounted to 155.9% while the average for Poland amounted to 168%. In comparison with the whole country the structure of employment in the voivodship is characterised by a relatively high share of the service sector (63.1%) whereas shares of the agricultural and industrial sectors are respectively 9.7% and 27.2% (Central Statistical Office, Regional Data Bank 2013).

The number of inhabitants of the voivodship amounts to 1,721 405 (as of 2013), which is 4.5% of the population of Poland. The age structure in the voivodship in 2012 was as follows: 17.9% of the population at pre-productive age, 65% at productive age and 17.1% at post-productive age (for Poland it was 18.3%, 63.9% and 17.8% respectively). The registered unemployment rate in the voivodship amounted to 16.6% in August 2013, compared to 13% in Poland. The average monthly gross wages and salaries in enterprises sector in the first half-year of 2013 amounted to PLN 3420.3, which is 90.7% of the average for Poland.

The main potential for human capital creation in the voivodship lies in 20 higher education institutions in which there are 62 thousand students studying, which makes up 3.7% of all students in Poland. Moreover, 4.3% of the secondary school students in the voivodship attend vocational schools and 4.1% attend technical schools.

The voivodship's strategic sectors mentioned in the strategy of regional development include above all: marine economy, industry, tourism, well-developed commercial and virtual services, computer industry, telecommunications, IT services, biotechnology, genetic technologies, consulting services, knowledge services and development of telemetry.

Preferential conditions of conducting business activities are offered in the voivodship i.a. in the following special economic zones:

- Kostrzyn-Słubice SEZ, subzone: gm. Barlinek, gm. Goleniów, gm. Gryfino, gm. Karlino, gm. Łobez, gm. Police, m. Białogard,
- Mielec SEZ, subzone: m. Szczecin,
- Pomeranian SEZ, subzone: m. Stargard Szczeciński,
- Słupsk SEZ, subzone: gm. Biesiekierz, gm. Kalisz Pomorski, gm. Karlino, gm. Polanów, gm. Tychowo, m. Koszalin, m. Szczecinek, m. Ustka, m. Wałcz.

2. Region's rank in terms of investment attractiveness in Poland and in the European Union

Western Pomeranian voivodship is characterised by a level of overall investment attractiveness below average, which is indicated by its rank (class D) according to the main potential investment attractiveness index calculated for the whole regional economy PAI 2_GN (see Chart 1 in the Appendix). The region was however ranked very high in terms of potential investment attractiveness calculated with use of PAI2 indices for the sections: hotels and restaurants (class A), labour-intensive industry (class C), trade and repair (class A) and trade and repairs (class C).¹

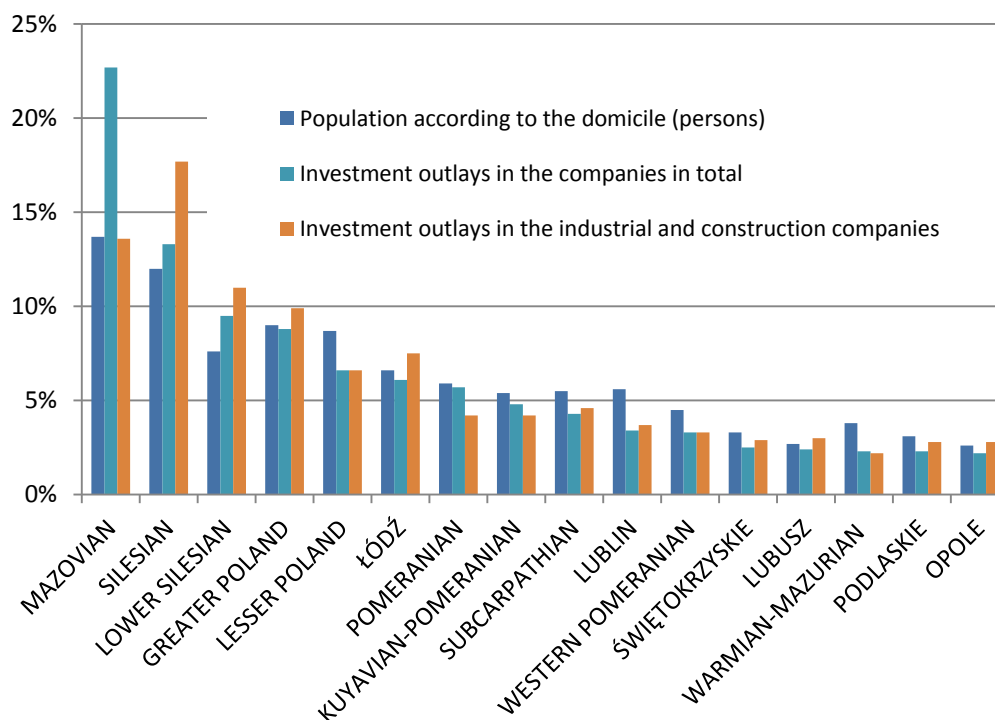
On the basis on less complex PAI indices, not including R&D and social capital also the following investment attractiveness ranks above average should be distinguished: the whole regional economy (class B according to PAI1_GN index), industry (Class B) trade and repairs (B) and professional, scientific and technical activities (Class B) as well as tourism and restaurants (class A according to PAI1_I index).

Investment attractiveness can also be evaluated on the basis of indices of real investment attractiveness (RAI), which are based on microclimates such as: return on tangible assets, labour productivity, self-financing of self-government territorial units and investment outlays. The region was ranked above the average in terms of RAI indices for the national economy (class C), and professional, scientific and technical activities (class C) - see Table 2 in the Appendix.

Potential and real investment attractiveness is reflected in the decisions of investors on business location. This is shown in Chart 1.

¹ Section C – manufacturing industry, section G – trade and repair, section I – hotels and restaurants, section M – professional, scientific and technical activities. Methodological description of calculation of investment attractiveness of Polish regions, counties and communes can be found on the website of Institute of Entrepreneurship, Collegium of Business and Administration, Warsaw School of Economics: <http://kolegia.sgh.waw.pl/pl/KNoP/struktura/IP/publikacje>

Chart 1. Regional structure of investment outlays in the companies in 2011 in comparison with the share in the country's population



Note: these are the most up-to-date data.

Source: Authors on the basis of the Local Data Bank (downloaded 13 November 2013).

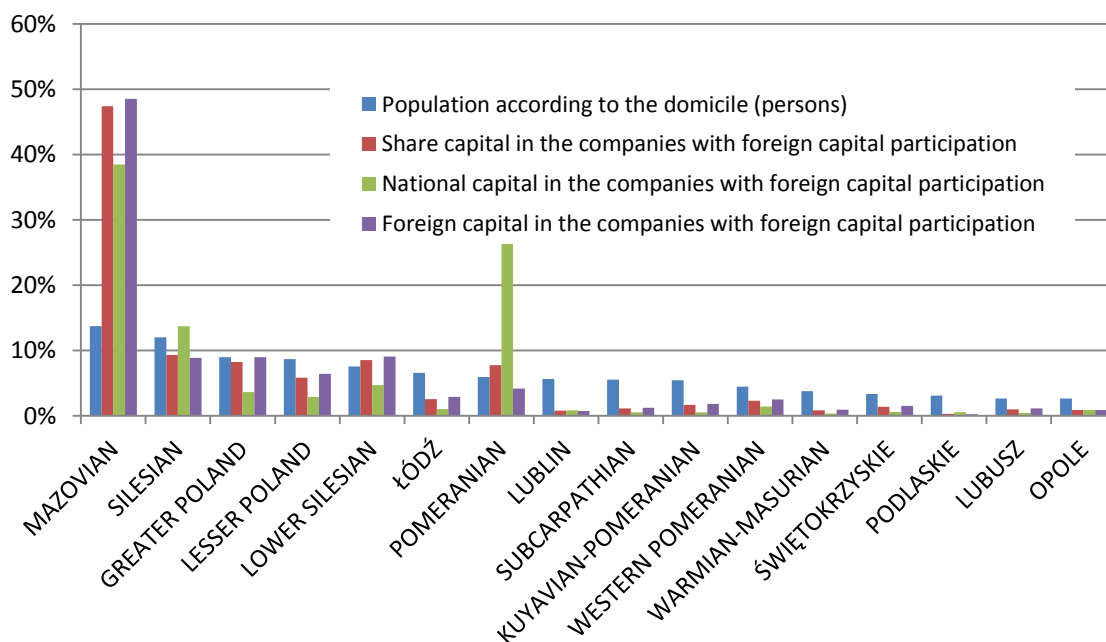
In 2011 Western Pomeranian region took the 8th place in Poland in terms of accumulated share capital in the companies with foreign capital participation (a 3.5% share of its total value in all voivodships). This share is smaller than the expected share based on region's demographic potential (the voivodship's share in the population of Poland amounts to 4.5%). This also applies to outlays in industrial and construction companies (3.3%). This indicates that the investors undervalue the voivodship's market potential.

The same conclusion can be drawn from analysis of value of capital in the companies with foreign capital participation – see Chart 2.

In 2011 only 2.3% of total the value of share capital in companies with foreign capital participation in Poland was invested in Western Pomeranian voivodship (when it comes to domestic capital, this share amounted to 1.4%, when it comes to foreign capital – 2.5%) which is not much compared with the voivodship's share in Poland's population.

In the years 2003-2011 the voivodship slightly increased its competitive position on the foreign direct investments market – from 2.13% to 2.29% - see Chart 3.

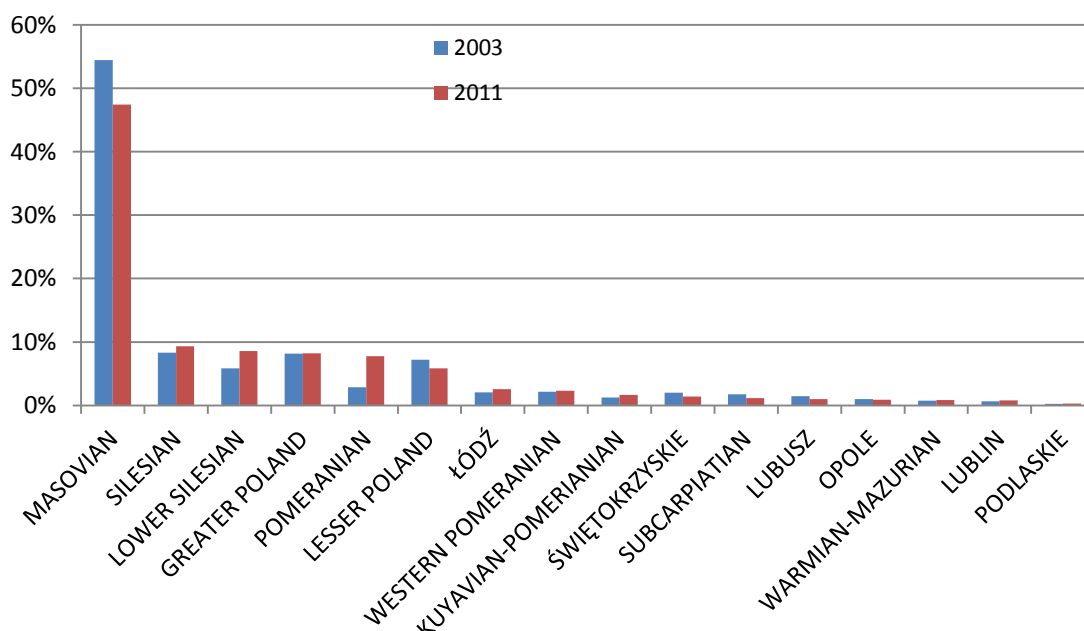
Chart 2. Regional structure of capital in the companies with foreign capital participation in comparison with a share in population



Note: These are the most up-to-date data.

Source: Authors on the basis of the Local Data Bank (downloaded 13 November 2013).

Chart 3. Regional competitive rank in terms of investments with foreign capital participation according to the value of share capital in the companies with foreign capital participation in 2003 and 2011 (% of total value for Poland)



Source: Authors on the basis of the Local Data Bank (downloaded 13 November 2013).

An opportunity for Western Pomeranian voivodship might be investment sites thoroughly prepared by self-government territorial units, utilizing location's advantages.

Western Pomeranian voivodship is concerned as a potential business localization in comparison with the other European regions. When it comes to innovativeness, market and human capital factors, the voivodship took the 214th place of 270 regions in the EU and was ranked Class E – see Table 2 in the Appendix.

The voivodship has competitive advantage when it comes to human capital, ranked class B. It is more attractive than the regions like: **in France:** Picardie, Poitou-Charentes; **in the Czech Republic:** Severozapad; **in Italy:** Molise, Sardegna, Sicilia, Puglia, Basilicata, Calabria; **in Portugal:** Região Autónoma da Madeira (PT), Algarve, Norte, Alentejo, Região Autónoma dos Açores and Centro (PT); **in Spain:** Castilla-La Mancha, Extremadura; **in Portugal:** Közép-Dunántúl, Dél-Dunántúl, Észak-Magyarország, Dél-Alföld; Észak-Alföld; **in Greece:** Ionia Nisia, Ipeiros, Dytiki Ellada, Anatoliki Makedonia, Thraki, Sterea Ellada, Voreio Aigaio, Dytiki Makedonia, Peloponnisos; **in the UK:** Cornwall and Isles of Scilly; **in Slovakia:** Západné Slovensko, Stredné Slovensko, Východné Slovensko; **in Bulgaria:** Severoiztochen, Severen tsentralen, Yugoiztochen, Yuzhen tsentralen and Severozapaden; **in Romania:** Vest, Nord-Vest, Centru, Sud-Est, Sud-Vest Oltenia, Nord-Est and Sud – Muntenia.

3. Internal diversification of regional investment attractiveness

Counties

The following counties are considered the most attractive in Western Pomeranian voivodship: Kołobrzeg, Koszalin (city), Szczecin, Police, Świnoujście, Goleniów, Kamień, Drawsko, Szczecinek, Gryfice, Koszalin – see Table 2.

Table 2. Potential investment attractiveness of counties of Western Pomeranian voivodship for the national economy and selected sections

Counties	PAII_GN	PAII_GN	PAII_C	PAII_G	PAII_I	PAII_M
Police	0.342	A	A	A	A	A
Szczecin	0.318	A	A	A	A	A
Koszalin (city)	0.316	A	A	A	A	A
Świnoujście	0.311	A	A	A	A	B
Kołobrzeg	0.294	A	A	A	A	B
Goleniów	0.256	C	C	C	C	C
Kamień	0.255	C	C	C	A	C
Drawsko	0.254	C	C	C	C	D
Szczecinek	0.251	C	C	C	B	C
Gryfice	0.240	C	C	C	A	D
Koszalin	0.240	C	C	B	A	D

Source: Authors' own calculations.

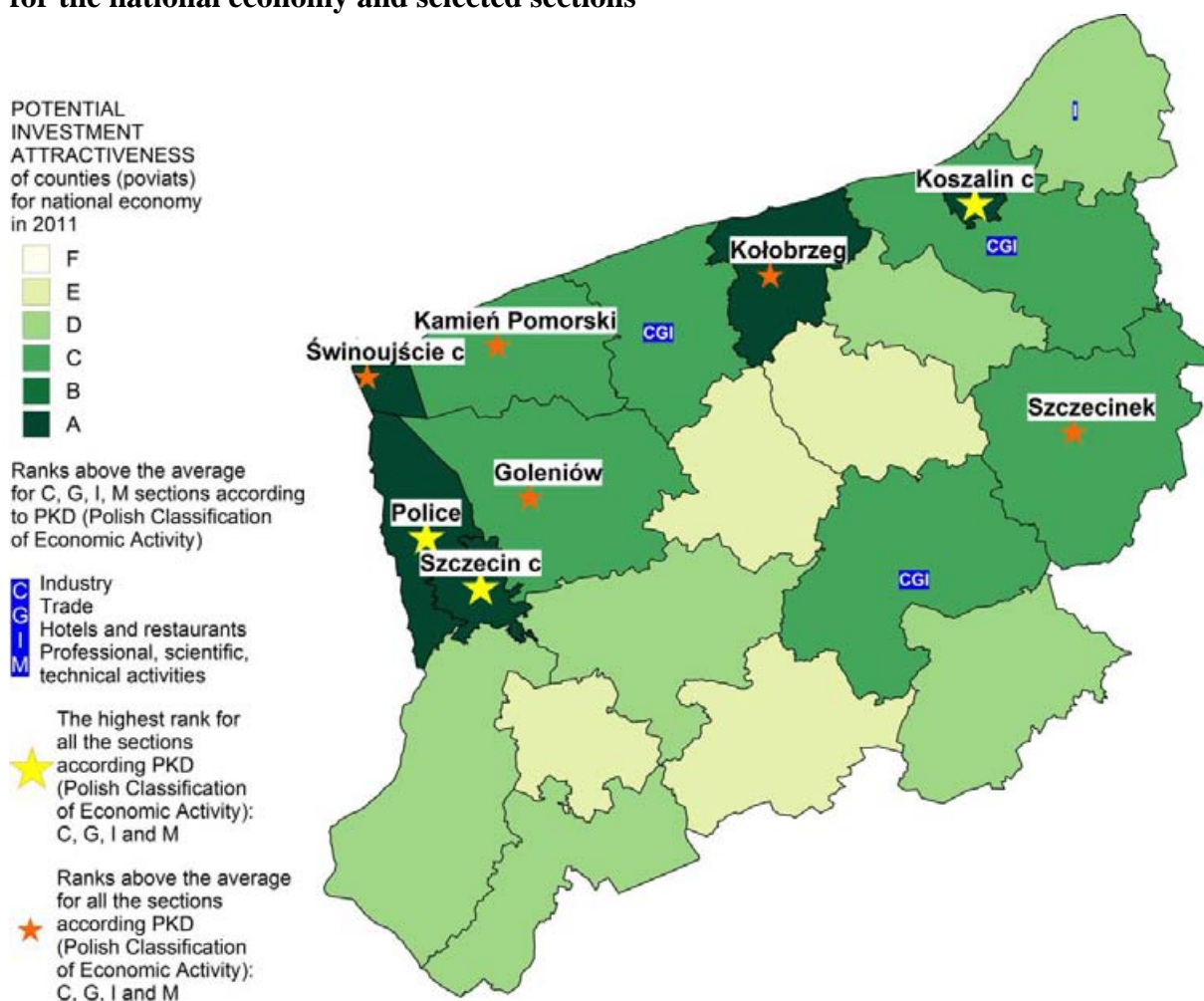
The counties mentioned above (beyond Goleniów, Kamień, Drawsko, Szczecinek, Gryfice, Koszalin are characterized by very high and high investment attractiveness. The following counties should be distinguished: Szczecin (city), Koszalin (city) and land county Police as these units were ranked class A in their potential investment attractiveness for all sections of the national economy analysed in this research.

In reference to the sections mentioned below the following counties should be additionally distinguished:

- Goleniów, Kamień, Drawsko, Szczecinek, Gryfice, Koszalin (Class C) for section C,
- Goleniów, Kamień, Drawsko, Szczecinek, Gryfice (Class C) for section G,
- Goleniów, Drawsko (Class C) for section I,
- Goleniów, Kamień, Szczecinek (Class C) for section M.

Synthetic evaluation of potential investment attractiveness of counties of Świętokrzyskie voivodship is presented in Chart 4.

Chart 4. Potential investment attractiveness of counties of Greater Poland voivodship for the national economy and selected sections



Source: Authors' own materials.

Note: "c" stands for city county.

Communes

Like counties, the Western Pomeranian communes are also very much diversified in terms of investment attractiveness. The highest ranked communes are: Białogard (1), Drawsko Pomorskie (3), Kołobrzeg (1), Kołobrzeg (2), Ustronie Morskie (2), Mielno (2), Darłowo (1), Sławno (1), Szczecinek (1), Świdwin (1), Wałcz (1), Koszalin (1), Rewal (2), Stargard Szczeciński (1), Szczecin (1), Stepnica (2), Gryfino (3), Dziwnów (3), Międzyzdroje (3), Dobra (Szczecińska) (2), Kołbaskowo (2), Nowe Warpno (3), Police (3), Świnoujście (1). It is also reflected in their high ranks (class A or B) for all the analysed sections – see Table 3.

Table 3. Potential investment attractiveness of communes of Western Pomeranian voivodship for the national economy and selected sections

Commune	PAII_GN	PAII_GN	PAII_C	PAII_G	PAII_I	PAII_M
Rewal (2)	0.270	A	A	A	A	A
Kołobrzeg (1)	0.268	A	A	A	A	A
Police (3)	0.265	A	A	A	A	A
Dobra (Szczecińska) (2)	0.262	A	A	A	A	A
Szczecin (1)	0.256	A	A	A	A	A
Szczecinek (1)	0.250	A	A	A	A	A
Darłowo (1)	0.249	A	A	A	A	A
Koszalin (1)	0.248	A	A	A	A	A
Kołobrzeg (2)	0.248	A	A	A	A	A
Stargard Szczeciński (1)	0.244	A	A	A	C	A
Świdwin (1)	0.243	A	A	A	B	A
Świnoujście (1)	0.242	A	A	A	A	A
Wałcz (1)	0.234	A	A	A	B	A
Ustronie Morskie (2)	0.232	A	A	A	A	B
Sławno (1)	0.232	A	A	A	D	A
Stepnica (2)	0.231	A	A	A	B	B
Białogard (1)	0.230	A	A	A	C	A
Mielno (2)	0.230	A	A	A	A	B
Międzyzdroje (3)	0.229	A	A	A	A	B
Gryfino (3)	0.225	A	A	B	C	A
Kołbaskowo (2)	0.225	A	A	A	A	A
Dziwnów (3)	0.225	A	A	A	A	B
Nowe Warpno (3)	0.220	A	A	A	A	C
Drawsko Pomorskie (3)	0.218	A	B	A	A	B

(1) – urban commune, (2) – rural commune, (3) – urban-rural commune

Source: Authors' own calculations.

Attractive communes are also the class B communes according to the PAII_GN index. Among these communes are: Kalisz Pomorski (3), Złocieniec (3), Biesiekierz (2), Sianów (3), Świeszyno (2), Biały Bór (3), Borne Sulino (3), Choszczno (3), Trzebiatów (3), Barlinek (3), Dębno (3), Kobylanka (2), Goleniów (3), Nowogard (3), Kamień Pomorski (3). The location-specific advantages are also universal for these communes, which makes them attractive for all kinds of business activity concerned in this research.

However, this characteristic cannot be found in all of the communes that belong to Class C. Only a few Class C communes fulfil this condition: Miastko (3), Kobylnica (2), Ustka (2) – see Table 3 in the Appendix.

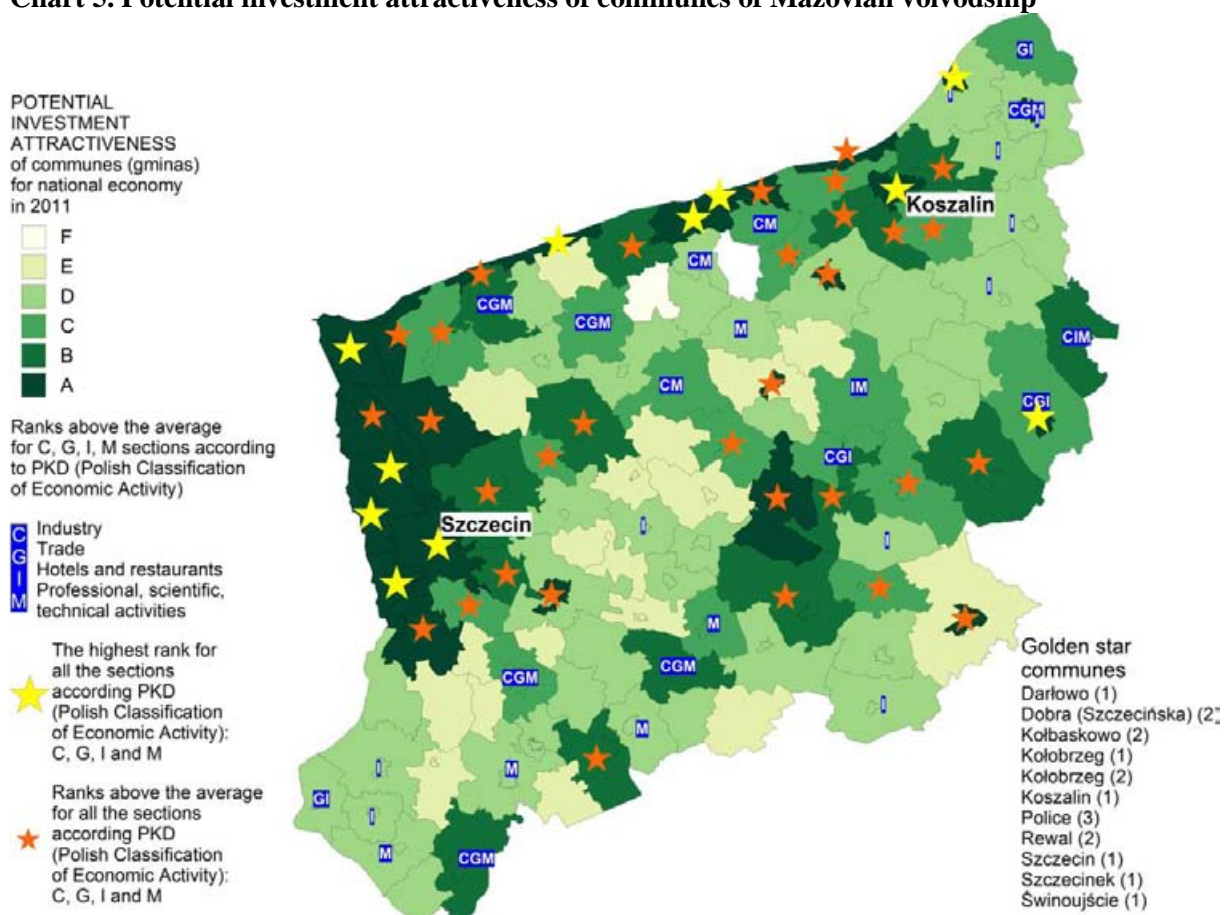
In reference to the particular sections taken into consideration in this research the following communes of Class C should be distinguished: Karlino (3), Czaplinek (3), Dygowo (2), Gościno (3), Siemyl (2), Będzino (2), Manowo (2), Szczecinek (2), Mirosławiec (3), Choszczno (3), Gryfice (3), Pyrzyce (3), Łobez (3), Resko (3), Nowogard (3), Osina (2), Stare Czarnowo (2), Wolin (3) - for section C,

- Czaplinek (3), Ostrowice (2), Gościno (3), Będzino (2), Manowo (2), Świeszyno (2), Postomino (2), Szczecinek (2), Mirosławiec (3), Choszczno (3), Gryfice (3), Dębno (3),

- Pyrzyce (3), Łobez (3), Nowogard (3), Osina (2), Cedynia (3), Stare Czarnowo (2), Kamień Pomorski (3), Wolin (3) - for section G,
- Białogard (1), Karlino (3), Czaplinek (3), Wierzchowo (2), Złocieniec (3), Bobolice (3), Świeszyno (2), Malechowo (2), Szczecinek (2), Człopa (3), Mirosławiec (3), Barlinek (3), Stargard Szczeciński (1), Chociwel (3), Łobez (3), Nowogard (3), Chojna (3), Gryfino (3), Moryń (3) - for section I,
 - Karlino (3), Czaplinek (3), Kalisz Pomorski (3), Dygowo (2), Gościno (3), Siemyśl (2), Będzino (2), Manowo (2), Sianów (3), Borne Sulinowo (3), Połczyn-Zdrój (3), Sławoborze (2), Mirosławiec (3), Pelczyce (3), Recz (3), Myślibórz (3), Łobez (3), Resko (3), Osina (2), Mieszkowice (3), Stare Czarnowo (2), Wolin (3), Nowe Warpno (3) - for section M.

Synthetic evaluation of potential investment attractiveness of communes of Mazovian voivodship is presented in Chart 5.

Chart 5. Potential investment attractiveness of communes of Mazovian voivodship



Source: Authors' own calculations.

4. Voivodship's institutional support for investors and entrepreneurs

The development of business supporting institutions in a region is a vital component of its investment attractiveness. The institutions that support entrepreneurship, pro-investment solutions, research commercialization and enterprises' innovativeness are of special importance. Among the voivodship's business-supporting institutions that influence the voivodship's economic development the following ones should be mentioned (excluding scientific research institutions):

- chambers of commerce: Północna Izba Gospodarcza w Szczecinie, Skandynawsko-Polska Izba Gospodarcza in Szczecin, Koszalińska Izba Przemysłowo-Handlowa,
- associations (including business centres): Zachodniopomorska Agencja Rozwoju Regionalnego S.A. in Szczecin, Stowarzyszenie Polskich Gmin Euroregionu „Pomerania” in Szczecin, Centrum Biznesu in Koszalin,
- business incubators: Akademicki Inkubator Przedsiębiorczości Uniwersytetu Szczecińskiego, Inkubator przedsiębiorczości przy Szczecińskim Centrum Przedsiębiorczości,
- Technology parks, science parks, industrial parks: Szczeciński Park Naukowo - Technologiczny POMERANIA Sp. z o.o., Goleniów Park Przemysłowy, Stargardzki Park Przemysłowy, Park Przemysłowy Nowoczesnych Technologii in Stargard Szczeciński, Białogard Park Inwestycyjny "Invest-Park",
- consulting centres (including personal consulting and agricultural consulting): Zachodniopomorski Ośrodek Doradztwa Rolniczego in Barzkowice, Polska Fundacja Przedsiębiorczości in Szczecin,
- financial institutions (guarantee funds): Zachodniopomorski Regionalny Fundusz Poręczeń Kredytowych in Szczecin, Szczeciński Fundusz Pożyczkowy,
- others: Regionalne Centrum Innowacji i Transferu Technologii in Szczecin, Koszalińska Agencja Rozwoju Regionalnego, Zachodniopomorskie Centrum Zaawansowanych Technologii in Szczecin, Fundacja Centrum Innowacji i Przedsiębiorczości in Koszalin.

Northern Chamber of Commerce (*Północna Izba Gospodarcza*) **in Szczecin** represents interests of its members. The chambers has its branches in five cities: Świnoujście, Koszalin, Wałcz, Myślibórz and Choszczno. The chamber offers free of charge trainings and courses (aims at the staff of the chamber's member companies), free consultations (i. a. on Polish commerce law, German law, tax law, insurances and raising EU funds), promotion services (via chamber's television, website and a magazine "Zachodniopomorski Przedsiębiorca". The chamber offers help at seeking for business partners for economic and research projects, help at exports and imports activities and investments realization. The chamber organizes trade missions to Germany which facilitates looking for potential cooperants and events for the chamber's member. The Western Pomeranian Arbitration Court is operating at the chamber. (<http://www.izba.info/>, 9 November 2013)

Western Pomeranian Regional Development Agency Plc. (*Zachodniopomorska Agencja Rozwoju Regionalnego S.A.*) **in Szczecin** offers consulting and training services and training rooms for rent. The agency also supports innovations development and matching partners for small and medium enterprises in Poland and abroad, i.e. by taking part in the international projects. The Regional Centre for Research and Analyses has been created within the agency that implements the projects connected with research on regional and national economy. The centre's offer is aimed at self-government and government institutions interested in regional research (analyses, diagnoses, regional and legal forecasts) and at commercial investors

(analyses and research on business and business environment, market analyses, business plans, development strategies, feasibility studies, price analyses, market absorptiveness analyses). The agency also houses Western Pomeranian Entrepreneurship Support Fund that grants loans for the entrepreneurs – investment and turnover loans for the Western Pomeranian entrepreneurs which aim at increasing competitiveness of the companies and maintain jobs in the sectors mentioned in the voivodship's development strategy) (<http://www.zarr.com.pl/>, 9 November 2013)

Academic Incubator of Szczecin University of Technology (*Akademicki Inkubator Przedsiębiorczości Uniwersytetu Szczecińskiego*) aims at creating conditions for setting up and development of small and medium enterprises. The incubator's offer is aimed at people with big potential of knowledge, creativeness and innovativeness. The incubator offers services for students, graduates, academic workers, concerning start-up support, infrastructural support and business support. It also offers office space for rent, registration of economic activity with the address of the company's seat, technical facilities (Internet access, telephone, fax, overhead projector, copying machine, scanner, computer, printer), conference hall, secretarial office, advisory on setting up a business and during the process of incubation, advisory on raising funds for investments (from EU, public, self-government funds, venture capital, business angels, commercial loans), promotion in media, conferences organization, organization of meetings, fairs promoting the companies operating in the incubator, newsletter, administrative and legal help, trainings and personal consulting (on autopresentations, management, commercial law, raising aid funds), help at establishing economic cooperation, seeking for business partners, access to specialistic magazines and business analyses. The incubator's beneficiaries are offered accounting services on preferential conditions. After joining the incubator the company also can get free membership in the North Chamber of Commerce for a year. Preferential conditions also apply to cooperation between the incubator's beneficiaries. (<http://inkubator.univ.szczecin.pl/>, 9 November 2013)

Szczecin Research and Technology Park LLC (*Szczeciński Park Naukowo - Technologiczny POMERANIA Sp. z o.o.*) offers an incubation programme aimed at new business projects. The service package includes consulting services (consulting on company management, PR, marketing, raising external financing, law, EU funds, EU funds), access to IT experts and preferential prices of renting office space. The new-established companies can use the contacts database, knowledge and experiences exchange, contacts with investors, assistance at preparing the application for financing, legal advisory and accounting services. There is an assistant helping at the current economic activity who suggests solutions for problems if needed or directs them to proper experts. The park offers virtual office that enables the company to register its seat without incurring costs of renting office. The technopark's Expansion Programme is available for all the companies in its area and includes access to consulting services (supporting company management, seeking for external sources of financing and solving legal issues) and PR services. (spnt.pl/, 9 November 2013)

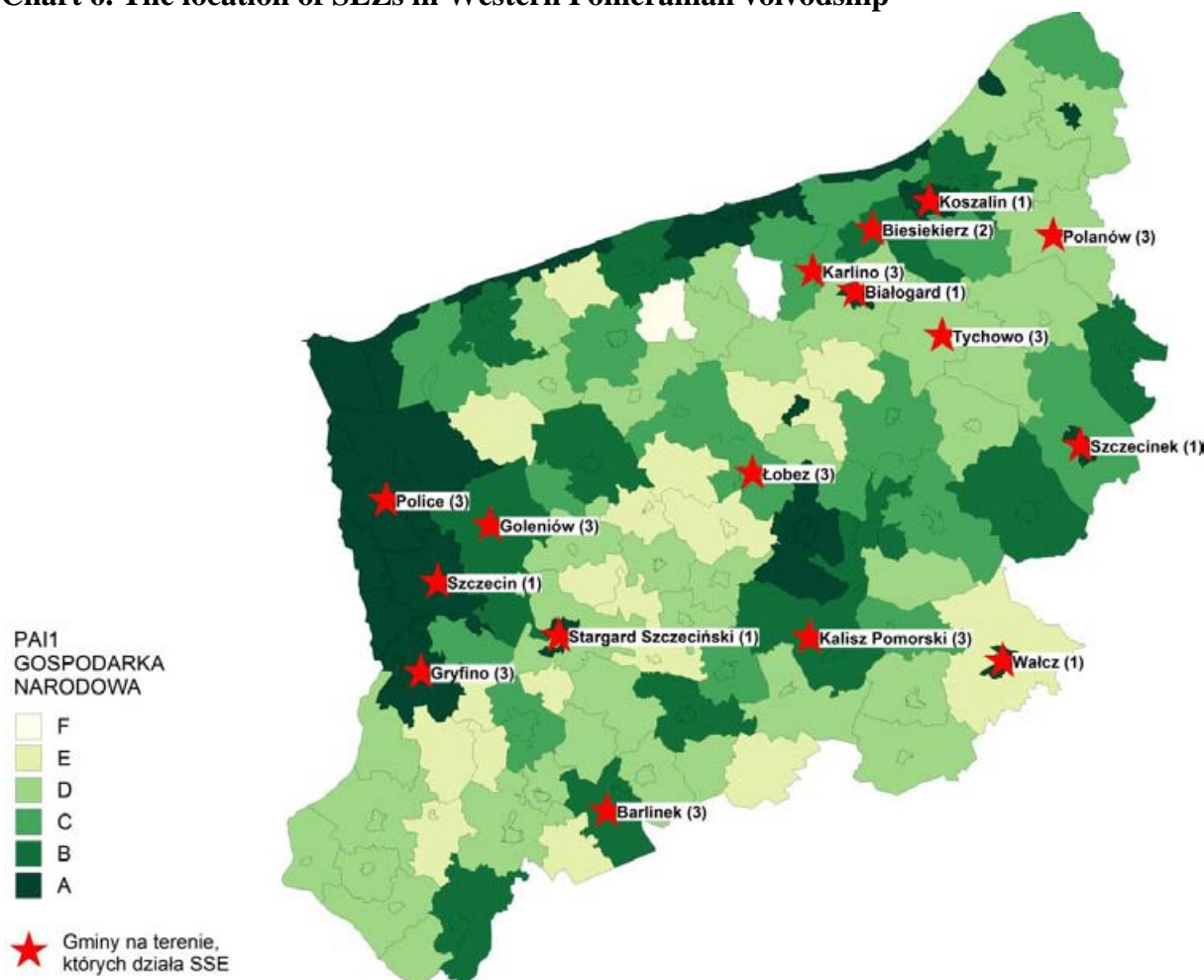
Regional Innovation and Technology Transfer Centre (*Regionalne Centrum Innowacji i Transferu Technologii*) in **Szczecin** offers entrepreneurs technology audits, innovation audits, R&D audits, opinions on innovativeness, help in buying and selling technologies (seeking for proper technologies, experts and know-how, support in the technology transfer contract negotiation process, legal analyses, protection of intellectual property, support in international promotion of the technologies sold), preparing domestic and foreign markets analyses (technology analyses and economic analyses) and cooperation on business and technology

(seeking for foreign business partners, help at organizing and realizing trade missions, help at business negotiations – legal and linguistic advice, promoting the company's offer abroad). For the future entrepreneurs the centre offers help at evaluation of the idea for a new business, preparing business plan, meeting with the investor and preparation for the meeting, company promotion. The Centre's offer for the scientists includes identification of proper research or scholarship programme and auditing the potential of taking part in projects and commercialization. The Academic Business Incubator is operating within the centre, offering support at starting a new business, dealing with official matters, seeking for customers, seeking for financial resources and talks to potential investors. The centre operates within the Enterprise Europe Network (EEN) that enables access to database of technologies containing offers and demands from all sectors of industry. The offer also includes consulting services on the EU issues (available sources of financing, rules of applying for EU funds, EU laws and regulations, research programmes). The centre also runs a project of internships for the companies' workers in the Western Pomeranian University of Technology in Szczecin and for the university's staff in the companies. (www.innowacje.zut.edu.pl/, 9 November 2013)

Special economic zones in voivodship – effects

There are 4 special economic zones (SEZs) in Western Pomeranian voivodship: Pomeranian SEZ, Słupsk SEZ, Słubice SEZ and Mielec SEZ. At the end of 2012 the areas of the SEZs were parts of 6 cities and 10 communes – see Chart 6.

Chart 6. The location of SEZs in Western Pomeranian voivodship



Note: Red stars indicate communes with SEZ subzones within their areas.

Source: Authors' own calculations.

The first SEZ areas were brought into life in 2002. The investment outlays made by SEZ companies operating in the communes of Western Pomeranian region by the end of 2012 amounted to PLN 2.9 billion, which made 3% of all investment outlays made in the Polish SEZs. In the same time the SEZ companies in the region created 4.8 thousand new jobs which made 3% of all jobs created in the Polish SEZs (see Table 4).

Table 4. Effects of special economic zone functioning at the end of 2012

SEZ / Subzone	County, Commune	Leading industries (at least 20% share of revenue or employment)	Cumulated capital expenditure in million PLN (end of 2012)	Jobs number (end of 2012)
Kostrzyn-Słubice / Białogard	Białogard, Białogard (1)	no investors yet		
Kostrzyn-Słubice, Słupsk / Karlino	Białogard, Karlino (3)	wood, wood and cork products, except furniture; articles of straw and plaiting materials	403.47	167
Słupsk / Tychowo	Białogard, Tychowo (3)	no investors yet		
Słupsk / Kalisz Pomorski	Drawsko, Kalisz Pomorski (3)	no investors yet		
Słupsk / Laski Koszalińskie	Koszalin, Biesiekierz (2)	no investors yet		
Słupsk / Polanów	Koszalin, Polanów (3)	no investors yet		
Słupsk / Szczecinek	Szczecinek, Szczecinek (1)	wood, wood and cork products, except furniture; articles of straw and plaiting materials	388.11	110
Słupsk / Wałcz	Wałcz, Wałcz (1)	chemicals and chemical products, metals, fabricated metal products (except machinery and equipment)	139.71	222
Słupsk / Koszalin	Koszalin (city), Koszalin (1)	other non-metallic mineral products, storage and transport support activities,	236.55	1,199
Kostrzyn-Słubice / Barlinek	Myślibórz, Barlinek (3)	wood, wood and cork products, except furniture; articles of straw and plaiting materials	426.67	1,297
Pomeranian / Stargard Szczeciński	Stargard Szczeciński, Stargard Szczeciński (1)	rubber and plastic products	1,106.56	994
Kostrzyn-Słubice / Łobez	Łobez, Łobez (3)	no investors yet		
Mielec / Szczecin	Szczecin (city),, Szczecin (1)	textiles, electrical and non-electrical household appliances,	11.63	29
Kostrzyn-Słubice / Goleniów	Goleniów, Goleniów (3)	chemicals and chemical products	175.81	747
Kostrzyn-Słubice / Gryfino	Gryfino, Gryfino (3)	no investors yet		
Kostrzyn-Słubice / Police	Police, Police (3)	no investors yet		

Source: Authors' own calculations based on the Ministry of Economy data.

The largest investments in voivodship have been completed in Stargard Szczeciński (BRIDGESTONE Stargard sp. z o.o., CARGOTEC Poland sp. z o.o.) and Barlinek (BARLINEK INWESTYCJE SP. Z O.O.)

According to the SEZ development plans the voivodship aims to attract investors:

- planning to take advantage of existing post-shipyard areas and of qualified staff in Szczecin agglomeration by investing in metal and electro-technical industries – in Kostrzyn Słubice SEZ,
- from metal, machinery and electro-technical industries able to utilise investment areas and considerable workforce resources of Szczecin agglomeration – in Mielec SEZ,
- from metal, machinery and electronics industries – in Pomeranian SSE,
- from metal, machinery, electro-technical industries and logistics services – in Słupsk SEZ.

‘A’ Commune

Student Scientific Organisation for Entrepreneurship and Regional Analyses affiliated to the Institute of Enterprise of the Warsaw School of Economics, has again published the results of its research into the quality of investor assistance offered by the communal authorities.

The subject of this qualitative research of investment attractiveness is evaluation of the websites and evaluation of e-mail contact with communal authorities in two languages: Polish and English. The effect of this research is a ranking ‘A’ Commune, which is thought to distinguish best performing self-government territorial units in terms of the use of means of electronic communication to provide assistance to the customers. The research is carried out with the use of mystery client method. In this year’s edition all communes belonging to Class A and B according to the PAI 2011 index were subject to the evaluation.

As a result 90 communes were distinguished, of which 4 are situated in Western Pomeranian voivodship (see Table 5).

Table 5. Communes in Western Pomeranian voivodship distinguished as ‘A’ Communes

Place in the ranking (for the whole country)	Commune	Evaluation of websites (score)	Evaluation of e-mail contact in Polish (score)	Evaluation of e-mail contact in English (score)	Sum
9	Świnoujście (1)	14.5	7.0	7.0	28.5
23	Karlino (3)	8.0	11.0	7.0	26.0
41	Gryfino (3)	13.0	11.0	0.0	24.0
57	Police (3)	12.5	9.0	0.0	21.5

Source: Authors’ own materials based on the research.

What distinguishes the above-mentioned communes’ websites is detailed information on running a business activity in their areas. These communes also gave detailed answers to e-mail enquiries in Polish. Świnoujście and Karlino are the only distinguished communes that answered English e-mails in short time.

5. Region's strengths and weaknesses

Western Pomeranian voivodship has its unique character and clear specificity which influences its strengths and weaknesses. If divided according to the main factors of location and location conditions classified into microclimates that influence potential and real investment attractiveness, they can be grouped into strengths (microclimates with ranking A, B or C) and weaknesses (microclimates with ranking D, E or F) – see Table 6.

Table 6. Strengths and weaknesses of Western Pomeranian voivodship

Strengths of the region according to the microclimates by the Institute of Enterprise of the Warsaw School of Economics	Weaknesses of the region according to the microclimates by the Institute of Enterprise of the Warsaw School of Economics
National economy	
Microclimate Human Resources Class C Microclimate Technical Infrastructure Class B Microclimate Social Infrastructure Class C Microclimate Administration/Government Class B Productivity of enterprises Class B Self-financing of self-government units Class C	Social Microclimate Class D Mikroklimat rynkowy Class D Microclimate Innovativeness Class F Returns on tangible assets Class F Profitability of enterprises Class E Investment outlays Class D
Capital-intensive industry	
Microclimate Technical Infrastructure Class A Microclimate Social Infrastructure Class B Microclimate Administration/Government Class C Self-financing of self-government units Class C	Microclimate Human Resources Class E Social Microclimate Class D Mikroklimat rynkowy Class D Microclimate Innovativeness Class F Returns on tangible assets Class F Productivity of enterprises Class E Investment outlays Class E
Labour-intensive industry	
Microclimate Technical Infrastructure Class A Microclimate Social Infrastructure Class C Microclimate Administration/Government Class C Self-financing of self-government units Class C	Microclimate Human Resources Class E Social Microclimate Class D Mikroklimat rynkowy Class D Returns on tangible assets Class F Productivity of enterprises Class E Investment outlays Class E
Trade	
Microclimate Human Resources Class C Microclimate Technical Infrastructure Class B Microclimate Social Infrastructure Class C Productivity of enterprises Class C Self-financing of self-government units Class C	Social Microclimate Class E Mikroklimat rynkowy Class D Microclimate Administration/Government Class D Returns on tangible assets Class E Investment outlays Class E
Tourism	
Microclimate Technical Infrastructure Class A Microclimate Social Infrastructure Class A Mikroklimat rynkowy Class A Microclimate Administration/Government Class A Self-financing of self-government units Class C Investment outlays Class B	Microclimate Human Resources Class D Social Microclimate Class D Returns on tangible assets Class F Productivity of enterprises Class E
Professional, science and technical activities	
Microclimate Technical Infrastructure Class A Microclimate Social Infrastructure Class C Microclimate Administration/Government Class C Returns on tangible assets Class B Productivity of enterprises Class B Self-financing of self-government units Class C	Microclimate Human Resources Class D Social Microclimate Class D Mikroklimat rynkowy Class D Microclimate Innovativeness Class F Investment outlays Class F

Source: Authors on the basis of the results of research of the Institute of Enterprise of the Warsaw School of Economics.

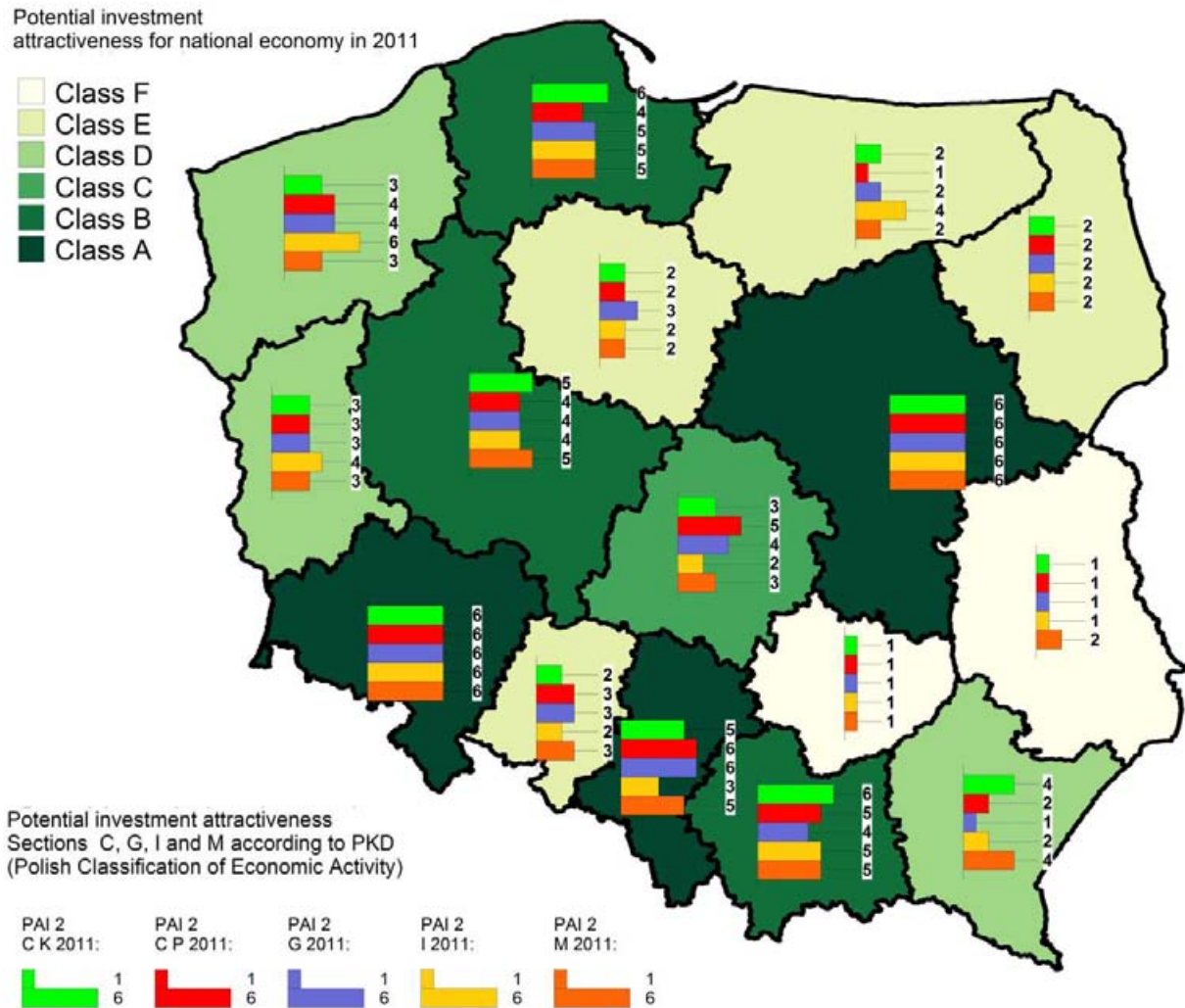
Summary

The engines of economic development of Western Pomeranian voivodship are the city counties: Szczecin, Koszalin and Świnoujście, land counties: Kołobrzeg, Police, Goleniów, Kamień, Drawsko, Szczecinek, Gryfice and Koszalin as well as the special economic zones in the region.

Western Pomeranian voivodship has predispositions to **create interregional clusters**, especially in sectors such as: manufacture of electrical equipment, manufacture of machinery and equipment n.e.c., processing and canning of fish and other seafood, manufacture of other general-purpose machinery, hotels and similar accommodation.

It can also develop **intelligent specializations** in the medium-high-tech sectors, basing on the competitive big and medium-sized companies in the **sectors of medium-low technology**: manufacture of electrical equipment, manufacture of machinery and equipment n.e.c.. The voivodship is also characterized by competitiveness of medium and big enterprises from **the high-tech sector services**: software and IT consulting activities, knowledge-based market services such as architecture and engineering, technical research and analyses and security and investigation activities. The intelligent specializations can also be developed basing on competitive medium and big enterprises in **the middle-high-tech sectors**: manufacture of chemicals and chemical products and in **the low-tech-sector**: manufacture of textiles. The voivodship's medium and big companies are also competitive in such high-tech services sectors as software and IT consulting activities and connected activities like: advertising, market research and public opinion polling and other **knowledge-based services**: education.

APPENDIX

Chart 1. Potential investment attractiveness of Polish voivodships by basic sections of the national economy

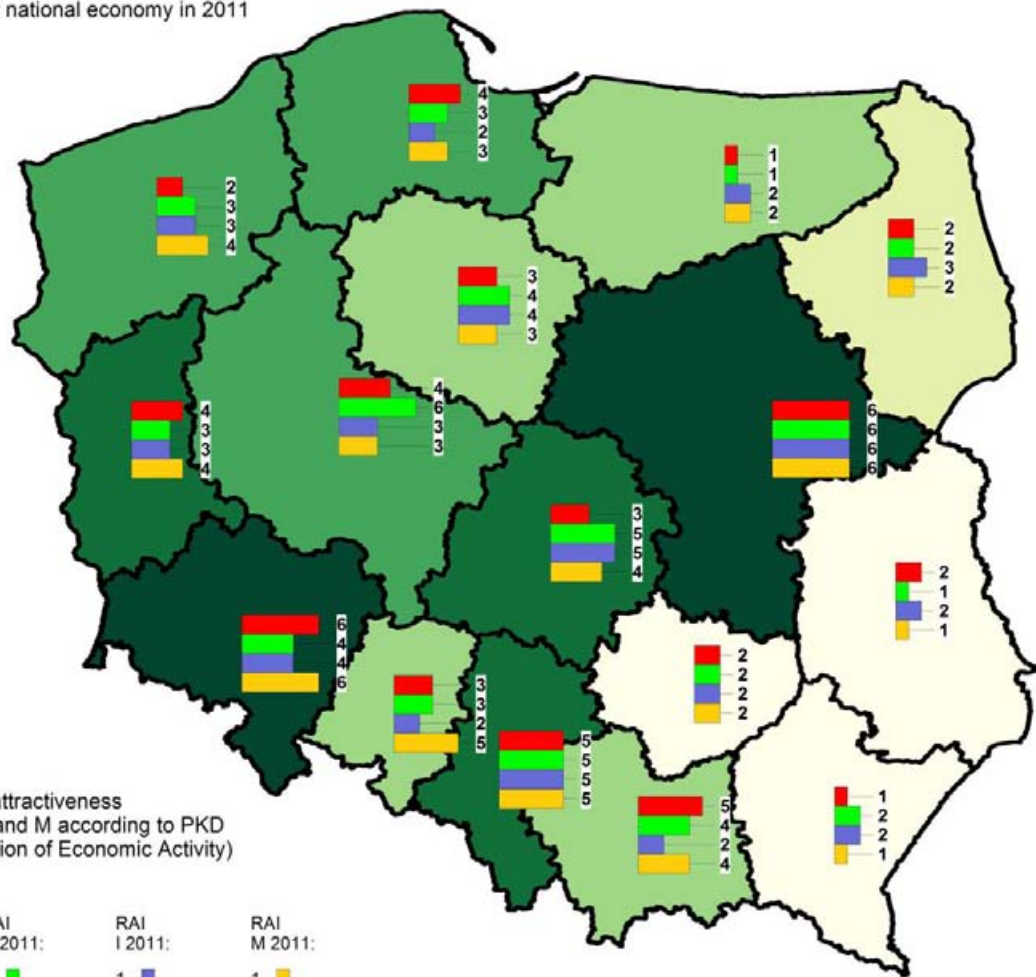
Source: Authors' own materials based on the research.

Chart 2. Real investment attractiveness of Polish voivodships by basic sections of the national economy

Real investment attractiveness for national economy in 2011

- Class F
- Class E
- Class D
- Class C
- Class B
- Class A

Real investment attractiveness
Sections C, G, I and M according to PKD
(Polish Classification of Economic Activity)



Source: Authors' own materials based on the research.

Table 1. List of investment attractiveness indices for voivodships

Voivodship	LOWER SILESIAN	KUYAVIAN-POMERANIAN	LUBLIN	LUBUSZ	ŁÓDŹ	LESSER POLAND	MAZOVIAN	OPOLE	SUBCARPATHIAN	PODLASKIE	POMERANIAN	SILESIAN	ŚWIĘTOKRZYSKIE	WARMIAN-MASURIAN	GREATER POLAND	WESTERN POMERANIAN
PAI1 GN	A	D	F	D	D	C	A	E	D	E	B	A	F	D	B	B
PAI2 GN	A	E	F	D	C	B	A	E	D	E	B	A	F	E	B	D
RAI GN	A	D	F	B	B	D	A	D	F	E	C	B	F	D	C	C
PAI1 C	A	D	F	D	C	C	A	D	E	F	B	A	F	E	B	B
PAI2 CAPITAL	A	E	F	D	D	A	A	E	C	E	A	B	F	E	B	D
PAI2 C LABOUR	A	E	F	D	B	B	A	D	E	E	C	A	F	F	C	C
RAI C	A	D	E	C	D	B	A	D	F	E	C	B	E	F	C	E
PAI1 G	A	F	F	B	E	B	A	D	D	F	A	C	F	C	C	B
PAI2 G	A	D	F	D	C	C	A	D	F	E	B	A	F	E	C	C
RAI G	C	C	F	D	B	C	A	D	E	E	D	B	E	F	A	D
PAI1 I	B	E	F	C	E	B	A	E	E	E	A	C	F	C	C	A
PAI2 I	A	E	F	C	E	B	A	E	E	E	B	D	F	C	C	A
RAI I	C	C	E	D	B	E	A	E	E	D	E	B	E	E	D	D
PAI1 M	A	E	F	D	D	C	A	D	D	E	B	A	F	D	B	B
PAI2 M	A	E	E	D	D	B	A	D	C	E	B	B	F	E	B	D
RAI M	A	D	F	C	C	C	A	B	F	E	D	B	E	E	D	C

Source: Authors on the basis of the results of statutory research carried out under the guidance of H. Godlewska-Majkowska.

Table 2. Potential investment attractiveness of Polish voivodships according to the EU potential investment attractiveness index PAI_UE in 2011

	Microclimate Human Capital	Microclimate Market	Microclimate Innovativeness	Composite index
Lower Silesian	B	D	D	D
Kuyavian-Pomeranian	B	E	F	E
Lublin	B	F	E	F
Lubusz	A	F	E	E
Łódź	A	E	E	E
Lesser Poland	C	E	E	E
Mazovian	A	C	B	B
Opole	C	F	E	F
Subcarpathian	C	F	E	F
Podlaskie	B	F	E	F
Pomeranian	B	D	D	D
Silesian	B	D	E	D
Świętokrzyskie	A	F	F	F
Warmian-Masurian	B	F	E	F
Greater Poland	A	E	E	E
Western Pomeranian	C	E	E	E

Warszawa, październik 2013

Source: Authors' own materials based on calculations of H. Godlewska-Majkowska and M. Czernecki, made in the course of statutory research *Investment attractiveness and enterprise localization in the global economy* (the team: H. Godlewska-Majkowska, Ph.D., university professor at the Warsaw School of Economics – head of research, P. Bartoszczuk, Ph.D., P. Zarębski, Ph.D., M. Typa, M.A., M. Czernecki, M.A.).

Table 3. Potential investment attractiveness of counties of Western Pomeranian voivodship for the national economy and selected sections

County	PAI1_GN	PAI1_GN _classes	PAI1_C_ classes	PAI1_G_ classes	PAI1_I_ classes	PAI1_M_ classes
Police	0.342	A	A	A	A	A
Szczecin	0.318	A	A	A	A	A
Koszalin	0.316	A	A	A	A	A
Świnoujście	0.311	A	A	A	A	B
Kołobrzeg	0.294	A	A	A	A	B
Goleniów	0.256	C	C	C	C	C
Kamień	0.255	C	C	C	A	C
Drawsko	0.254	C	C	C	C	D
Szczecinek	0.251	C	C	C	B	C
Gryfice	0.240	C	C	C	A	D
Koszalin	0.240	C	C	B	A	D

Source: As in Table 1.

Table 4. Potential investment attractiveness of communes of Western Pomeranian voivodship for the national economy and selected sections

Commune	PAI1_GN	PAI1_GN_ classes	PAI1_C_ classes	PAI1_G_ classes	PAI1_I_ classes	PAI1_M_ classes
Rewal (2)	0.270	A	A	A	A	A
Kołobrzeg (1)	0.268	A	A	A	A	A
Police (3)	0.265	A	A	A	A	A
Dobra (Szczecińska) (2)	0.262	A	A	A	A	A
Szczecin (1)	0.256	A	A	A	A	A
Szczecinek (1)	0.250	A	A	A	A	A
Darłowo (1)	0.249	A	A	A	A	A
Koszalin (1)	0.248	A	A	A	A	A
Kołobrzeg (2)	0.248	A	A	A	A	A
Stargard Szczeciński (1)	0.244	A	A	A	C	A
Świdwin (1)	0.243	A	A	A	B	A
Świnoujście (1)	0.242	A	A	A	A	A
Wałcz (1)	0.234	A	A	A	B	A
Ustronie Morskie (2)	0.232	A	A	A	A	B
Sławno (1)	0.232	A	A	A	D	A
Stepnica (2)	0.231	A	A	A	B	B
Białogard (1)	0.230	A	A	A	C	A
Mielno (2)	0.230	A	A	A	A	B
Międzyzdroje (3)	0.229	A	A	A	A	B
Gryfino (3)	0.225	A	A	B	C	A
Kołbaskowo (2)	0.225	A	A	A	A	A
Dziwnów (3)	0.225	A	A	A	A	B
Nowe Warpno (3)	0.220	A	A	A	A	C
Drawsko Pomorskie (3)	0.218	A	B	A	A	B
Goleniów (3)	0.214	B	B	B	B	A
Biesiekierz (2)	0.212	B	B	B	A	B
Złocieniec (3)	0.210	B	B	B	C	B
Kobylanka (2)	0.210	B	B	B	A	B
Barlinek (3)	0.207	B	B	B	C	B
Trzebiatów (3)	0.206	B	B	B	A	B
Dębno (3)	0.204	B	B	C	D	B
Biały Bór (3)	0.204	B	B	D	A	B
Kamień Pomorski (3)	0.203	B	B	C	D	B
Kalisz Pomorski (3)	0.202	B	B	B	A	C
Choszczno (3)	0.200	B	C	C	D	A
Świeszyno (2)	0.200	B	B	C	C	B
Sianów (3)	0.199	B	B	B	B	C
Nowogard (3)	0.199	B	C	C	C	B
Borne Sulinowo (3)	0.198	B	B	B	A	C
Gryfice (3)	0.197	C	C	C	D	B
Ostrowice (2)	0.197	C	B	C	A	D
Karlino (3)	0.197	C	C	B	C	C
Czaplinek (3)	0.194	C	C	C	C	C

Pyrzyce (3)	0.193	C	C	C	F	B
Stare Czarnowo (2)	0.192	C	C	C	B	C
Manowo (2)	0.192	C	C	C	A	C
Gościno (3)	0.189	C	C	C	D	C
Mirosławiec (3)	0.186	C	C	C	C	C
Osina (2)	0.185	C	C	C	A	C
Będzino (2)	0.184	C	C	C	A	C
Dygowo (2)	0.183	C	C	D	D	C
Szczecinek (2)	0.183	C	C	C	C	D
Resko (3)	0.182	C	C	D	D	C
Łobez (3)	0.182	C	C	C	C	C
Wolin (3)	0.181	C	C	C	A	C
Postomino (2)	0.180	C	D	C	A	D
Połczyn-Zdrój (3)	0.179	C	D	D	B	C
Recz (3)	0.179	C	D	D	D	C

Source: As in Table 1.

Note: All the indices in the report have been calculated on the basis on the most up-to-date data from the Regional Data Bank (RDB), 2013.