

Warsaw School of Economics



REGIONAL INVESTMENT ATTRACTIVENESS 2016

Greater Poland Voivodship

prof. Hanna Godlewska-Majkowska, Ph.D., Full Professor

Agnieszka Komor, Ph.D.

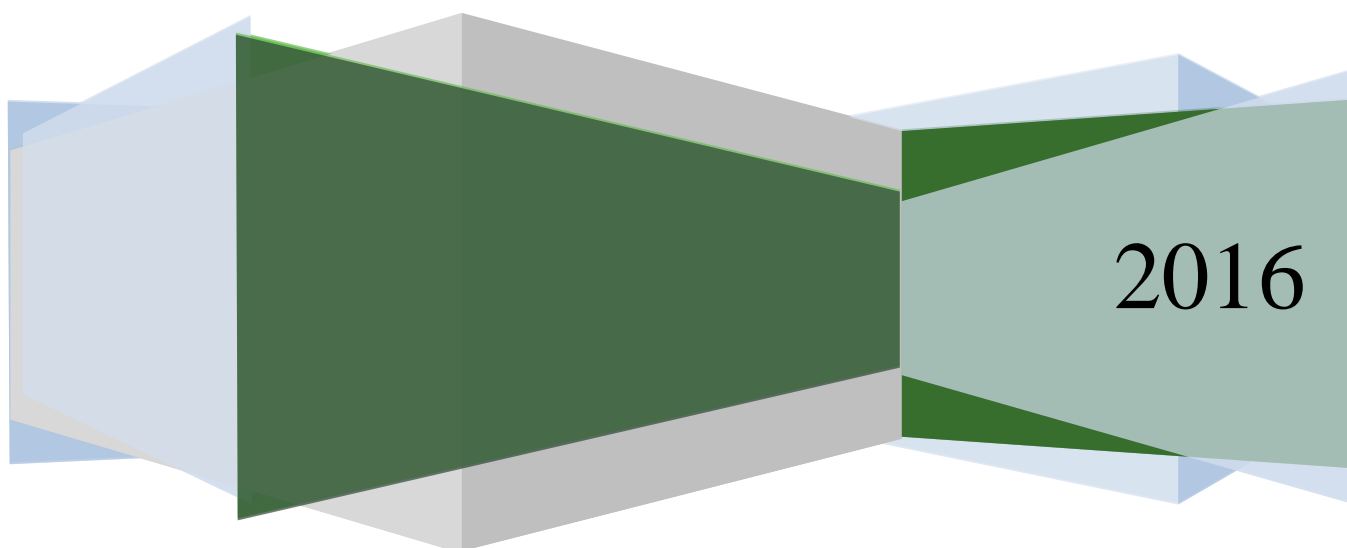
Dariusz Turek, Ph. D.

Patrycjusz Zarębski, Ph.D.

Mariusz Czernecki, M.A.

Magdalena Typa, M.A.

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at the Institute of Enterprise, Warsaw School of Economics
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Polish Information and Foreign Investment Agency

works to increase inflow of investments to Poland, development of Polish foreign investments and intensification of Polish export.

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INTRODUCTION

The report has been prepared to order of the Polish Information and Foreign Investment Agency and is the next edition of the regional investment attractiveness reports. The reports have been published since 2008. They are the result of scientific research conducted since 2002 under the supervision of prof. H. Godlewska-Majkowska, Ph.D., full professor in the Warsaw School of Economics, in the Institute of Enterprise, Collegium of Business Administration of the Warsaw School of Economics. All the authors are the core members of a team that develops methodology of calculating regional investment attractiveness.

The report consists of a few parts. The first part includes the synthetic presentation of the voivodship's economy, including social-economic potential of the voivodship and the level of economic development as well as economy structure. The most important socio-economic data, including information on investment attractiveness, is presented in a table. The first part of the report also presents the position of the voivodship compared to other Polish and European Union regions, paying special attention to the most important industries and high potential sectors.

The second part of the report presents internal diversification of voivodship's investment attractiveness at the levels of counties (Polish: *powiat*) and communes (Polish: *gmina*). The results of the investment attractiveness calculations for the Western Pomeranian voivodship's territorial units can be compared to the other territorial units from all of the Polish regions as the calculations have been made for all of them.

In the third part of the report the main business environment institutions in the voivodship are presented, taking into consideration kinds of support which they offer to investors. This part also includes information on location of the Special Economic Zones (SEZs) in the voivodship and information on the results of their activities.

The report is completed with the Appendix including tables with comparisons of investment attractiveness indices for voivodship's counties and communes. There is also some more detailed information in the Appendix concerning effects of functioning of the Special Economic Zones in the region.

There are two approaches to the investment attractiveness presented in this work. One of them is **potential investment attractiveness**, defined as a set of regional location advantages that influence achieving investors' goals (such as costs of running a business, sales revenues, net return on investment and investment's competitiveness).

Another approach is **real investment attractiveness**, defined as region's ability to create investor's satisfaction and influence absorption of financial and physical capital in form of investments. They can be measured by effectiveness of capital spending.¹

Potential investment attractiveness indices in their simplified version (PAI1) measure the location-specific advantages of regions. 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 indices refer to the whole national economy and to the selected sections: C – manufacturing industry, G – trade and repair, I – accommodation and catering, M – professional, scientific and technical services. These sections are the core of the national economy.

Besides, some indices are calculated only for the voivodships, 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.

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. Real investment attractiveness can be calculated for voivodships, based on the statistical data available on the regional level.

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 Institute of Enterprise at the Warsaw School of Economics (<http://kolegia.sgh.waw.pl/pl/KNoP/struktura/IP/struktura/ZOB/>), as well as in numerous scientific publications and expert opinions.

¹ More information on this topic can be found in: *Atrakcyjność inwestycyjna regionów Polski jako źródło przedsiębiorczych przewag konkurencyjnych*, H. Godlewska-Majkowska (ed.), Studia i Analizy Instytutu Przedsiębiorstwa, Oficyna Wydawnicza SGH, Warszawa 2012; H. Godlewska-Majkowska, *Polish regions and their investment attractiveness in the EU*, in: POLAND Competitiveness Report 2013. National and Regional Dimensions, M. Weresa (ed.), Oficyna Wydawnicza SGH, Warsaw 2013, pp 299-316.

1. THE PROFILE OF REGIONAL ECONOMY OF GREATER POLAND VOIVODSHIP

Greater Poland voivodship is one of the economically best-developed voivodships of Poland. It is characterised by a high concentration of foreign capital invested in Poland and high investment outlays per capita.

The main advantages of the voivodship are:

- its balanced economic development with a high degree of industrialisation and a high level of technology,
- the high potential of human resources, shaped by the presence of the best universities in Poland (ranked in the category 1 by the Ministry of Science and Technology): the Poznań University of Technology, the Poznań University of Economics, Poznań Medical University, the Poznań University of Life Sciences,
- good transport connections among others through A2 highway, which connects Western Europe with Russia and Eastern countries, as well as good plane connections (domestic and international airport) and water connections (the Oder waterway),
- Poznań, one of Poland's oldest and largest cities, is a historical capital of the region of Greater Poland and an important centre of industry, trade, culture, higher education and research, and also belongs to the leading Polish cities in economic terms.

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

Table 1. General characteristics of the economy of Greater Poland voivodship

Feature	Greater Poland voivodship	Poland	Share [%]
Market Potential			
GDP per capita 2014 (PLN/person)	47 992	44 686	-
Population (persons) on 31 December 2015	3 475 323	38 437 239	9.0%
Human Resources Potential			
Higher education institutions graduates (persons) in 2015	38 062	394 987	9.6%
Secondary schools graduates (persons) in 2015	27 760	284 187	9.8%
Number of employed persons in 2015 (in thousands)	1 340	16 084	8.1%
Structure of employed persons in 2015	agriculture 12.9% industry 34.7% services 52.4%	1150% 30.5% 58.0%	
Investment outlays and capital of companies with foreign capital participation in the voivodship			
Investment outlays (PLN m) in 2014	9 099.7	78 823.1	11.5%
Capital of companies (PLN m) in 2014	16 531.5	215 594.8	7.7%
Special economic zones (SEZs) in the voivodship			
– Kamienna Góra – Kostrzyn-Słubice – Łódź – Pomeranian – Wałbrzych			
Distinguishing investment attractiveness ratings PAI_2 and RAI (class A, B and C)			
Potential investment attractiveness PAI_2	National economy Class C Capital-intensive industry Class C Labour-intensive industry Class C Trade and repairs Class C Accommodation and catering class C Professional, scientific and economic activities class C		
Real investment attractiveness RAI	National economy Class C Industry Class B Trade and repairs Class A Professional, scientific and economic activities class C		
Counties and communes distinguished according to the Potential Attractiveness Index for the national economy (PAI1_GN)			

Counties	Class A	city of Kalisz, city of Konin, city of Leszno, city of Poznań
	Class B	Poznań
Communes	Class A	Chodzież (u), Czarnków (u), Czerwonak (r), Dopiewo (r), Gniezno (u), Kalisz (u), Kępno (u-r), Kleczew (u-r), Kleszczewo (r), Koło (u), Komorniki (r), Konin (u), Kościan (u), Kórnik (u-r), Leszno (u), Luboń (u), Ostrów Wielkopolski (u), Piła (u), Poznań (u), Przykona (r), Puszczykowo (u), Rokietnica (r), Słupca (u), Suchy Las (r), Swarzędz (u-r), Śrem (u-r), Środa Wielkopolska (u-r), Tarnowo Podgórne (r), Turek (u), Wągrowiec (u), Złotów (u)
	Class B	Baranów (r), Chodzież (r), Gostyń (u-r), Granowo (r), Grodzisk Wielkopolski (u-r), Jarocin (u-r), Kostrzyn (u-r), Kościan (r), Krotoszyn (u-r), Łubowo (r), Margonin (u-r), Mosina (u-r), Murowana Goślina (u-r), Nowy Tomyśl (u-r), Oborniki (u-r), Pniewy (u-r), Pobiedziska (u-r), Powidz (r), Rawicz (u-r), Stęszew (u-r), Wolsztyn (u-r), Września (u-r)

Notice: (u) – urban commune, (r) – rural commune, (u-r) – urban-rural commune,

PAI – potential attractiveness index, RAI – real attractiveness index

* More information in Appendix in table 4 .

Source: Authors' own calculations.

The number of inhabitants of the voivodship in 2015 amounts to 3 3475 323 which is 9% of the population of Poland. The age structure in the voivodship in 2015 was as follows: 19.2% of the population at pre-productive age, 62.6% at productive age and 18.2% at post-productive age (for Poland it was 18%, 62% and 20% respectively).

The main potential for human capital creation in the voivodship lies in 37 higher education institutions in which there are 133 000 thousand students studying, which makes up 9.5% of all students in Poland.

According to a report prepared by the Committee for Evaluation of Research (KEJNA) for the Ministry of Science and Higher Education in Greater Poland voivodship 32 departments of universities has received scientific category A; 25 faculties received a category - B; and 1 faculty category - C. It is also worth mentioning that 28 colleges had not received any category awarded by KEJNA (Appendix, Tab. 5.). Moreover, 14.6% of the secondary school students in the voivodship attend vocational schools and 30.5% attend technical schools.

The registered unemployment rate in the voivodship amounted to 5.2% in August 2016, compared to 8.5%² in Poland. The average monthly gross wages and salaries in enterprises sector in the first half-year of 2016 amounted to PLN 3 841.96, which is 99% of the average for Poland

² The unemployed and the unemployment rate according to voivodships, sub-regions and counties (as of the end of August 2016). Central Statistical Office.

In 2014 Greater Poland voivodship made a contribution of 9.7% to the GDP of Poland. Calculated per capita, it amounted to PLN 47 992 with the average for Poland PLN 44 686. With this result the voivodship takes the 3th place in the country. The GDP growth rate in the voivodship in the years 2004-2014 amounted to 190% while the average for Poland amounted to 181%.

In comparison with the whole country the structure of employment in the voivodship is characterised by a share of the service sector at the level of 52.4% whereas shares of the agricultural and industrial sectors are respectively 12.9% and 34.7% (Central Statistical Office, Local Data Bank, 2016).

Greater Poland voivodship is one of most developed industrial regions in Poland. In the Greater Poland voivodship several industry sectors stand out: food production (20% of the whole industry voivodship production in 2015), and motor vehicle and trailer production (14%), manufacture of electrical equipment (7%), rubber and plastic products production (8%).³

As an important industrial region Greater Poland voivodship has a significant share of domestic production in many industries. This applies to the production of:

- furniture (33% of national production in 2015),
- beverage (26% of national production in 2015),
- manufacture of textiles (24%),
- manufacture of electrical equipment (19%),
- manufacture of machinery and equipment (12%),
- manufacture of paper and paper products (15%),
- manufacture of motor vehicles, trailers and semi-trailers (15%),
- manufacture of wood, straw, cork and wicker (15%),
- manufacture of food products (15%),
- manufacture of rubber and plastic products (12%),
- printing and reproduction of recorded media (15%),
- manufacture of machinery and equipment (12%),
- manufacture of metal products (10%),
- manufacture of other non-metallic mineral products (9%).

Information about the voivodship's strategic sectors are important for investors.

The regional development strategy of Greater Poland voivodship till 2020 does not mention strategic sectors but suggests creating favourable conditions for the functioning of companies (branches, sectors) or instruments of support. The strategy does not describe market behaviours of business subjects nor it formulates goals whose accomplishment requires macroeconomic solutions, legislative or fiscal changes, nor mentions goals and tasks in the fields which cannot be

³ Calculations based on Statistic Bulletin of the voivodship from the 1st quarter of 2016 and Statistical Bulletin, 1st quarter of 2016, www.stat.gov.pl (26.10.2016).

subject

to successful public intervention. It refers particularly to industrial sectors and branches.

Investors may find useful a list of high opportunity sectors in Greater Poland voivodship prepared by Polish Information and Foreign Investment Agency with Local Government of the Greater Poland cooperation. The list is prepared based on observations of trends in investment inflows to the region.

The high opportunity sectors are:

- Automotive,
- BPO,
- Logistics.

Investments can be attractively located in Special Economic Zones (SEZs). Preferential conditions of conducting business activities are offered in the voivodship i.a. in the following special economic zones: **Kamienna Góra**, **Kostrzyn-Słubice**, **Łódź**, **Pomeranian**, **Wałbrzych**, in subzones as follows:

- **Kamienna Góra SEZ**, subzone: city of Ostrów Wielkopolski,
- **Kostrzyn-Słubice SEZ**, subzones: Buk (u-r), Chodzież (r), Gniezno (u), Kwilcz (r), Nowy Tomyśl (u-r), Poznań (u), Przemęt (r), Stęszew (u-r), Swarzędz (u-r), Śmigiel (u-r), Wągrowiec (r), Wronki (u-r),
- **Łódź SEZ**, subzones: Kalisz (u), Koło (u), Nowe Skalmierzyce (u-r), Ostrzeszów (u-r), Przykona (r), Turek (u),
- **Pomeranian SEZ**, subzones: Czarnków (u), Piła (u),
- **Wałbrzych SEZ**, subzones: Jarocin (u-r), Kalisz (u), Kościan (r), Krotoszyn (u-r), Książ Wielkopolski (u-r), Leszno (u), Rawicz (u-r), Śrem (u-r), Września (u-r).

In the all above-mentioned locations investors can benefit from tax allowances amounting to 35% - 55%, depending on the enterprise size – more information can be found on http://www.paiz.gov.pl/investment_support/investment_incentives_in_SEZ.

2. REGION'S RANK IN TERMS OF INVESTMENT ATTRACTIVENESS IN POLAND AND IN THE EUROPEAN UNION

Greater Poland voivodship is characterised by a an average investment attractiveness, which is indicated by the high rank (class C) according to the main potential investment attractiveness index calculated for the whole regional economy PAI 2_GN. The region was also ranked very high in terms of potential investment attractiveness for the sections: capital-intensive industry (class B), labour-intensive industry (class C) and trade and repairs (class C), accommodation and gastronomy (class C), and professional, scientific and technical activities (class C)⁴

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), trade and repairs (A), industry (class B), professional, science and technical activities (class C).

In 2014 Greater Poland voivodship took the 4th place in Poland in terms of accumulated share capital in the companies with foreign capital participation (an 8.1% share of its total value in all voivodships).

Based on the methodology prepared by the team of the Enterprise Institute while conducting statutory research in Collegium of Business Administration at the Warsaw School of Economics, calculations of European regions' investment attractiveness have been made for three years. They are based on measurements of attractiveness of human resources, market and innovativeness.⁵

The voivodship was ranked at the 184th place among all the 273 regions of the European Union level NUTS 2 region. Which means, that voivodship has low investment attractiveness (Class E). The competitive advantages of the region is human capital (Class A), which was the best score among Polish provinces and the 9th among all the regions of the European Union.

Due to different methodology of research and variables taken into account for regions in Poland only and regions in the EU, the results of research are incomparable. This is because not all data are available for all the regions, e.g. data on infrastructure.

⁴ 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>

⁵ More: *Atrakcyjność inwestycyjna regionów Polski na tle Unii Europejskiej*, joint publication edited by H. Godlewska-Majkowska, Oficyna Wydawnicza SGH, Warszawa 2014 and <http://kolegia.sgh.waw.pl/pl/KNoP/struktura/IP/struktura/ZOB/>

It is worth mentioning that the voivodship is more attractive than EU regions such as:

- **in Austria:** Burgenland;
- **in Belgium:** Prov. Hainaut, Prov. Luxembourg;
- **in Great Britain:** Cumbria, East Yorkshire and Northern Lincolnshire, Lincolnshire, Cornwall and Isles of Scilly, West Wales and The Valleys;
- **in Bulgaria:** Severozapaden, Severen tsentralen, Severoiztochen, Yugoiztochen, Yuzhen tsentralen;
- **in Czech Republic:** Severozápad;
- **in France :** Champagne-Ardenne, Picardie, Basse-Normandie, Bourgogne, Lorraine, Poitou-Charentes, Limousin, Guadeloupe, Martinique, Guyane, Réunion;
- **in Greece:** Anatoliki Makedonia Thraki, Kentriki Makedonia, Dytiki Makedonia, Thessalia, Ipeiros, Ionia Nisia, Dytiki Ellada, Sterea Ellada, Peloponnisos, Voreio Aigaio, Notio Aigaio;
- **in Spain:** Castilla-La Mancha, Extremadura, Andalucía, Región de Murcia, Canarias;
- **in The Netherlands:** Friesland, Drenthe, Zeeland;
- **in Germany:** Mecklenburg-Vorpommern, Lüneburg, Weser-Ems, Koblenz, Sachsen-Anhalt;
- **in Portugal:** Norte, Algarve, Centro, Alentejo, Região Autónoma dos Açores, Região Autónoma da Madeira;
- **in Romania:** Nord-Vest, Centru, Nord-Est, Sud-Est, Sud - Muntenia, Sud-Vest Oltenia, Vest;
- **in Slovakia:** Západné Slovensko, Stredné Slovensko, Východné Slovensko;
- **in Hungary:** Közép-Dunántúl, Nyugat-Dunántúl, Dél-Dunántúl, Észak-Magyarország, Észak-Alföld, Dél-Alföld;
- **in Italy:** Abruzzo, Molise, Campania, Puglia, Basilicata, Calabria, Sicilia, Sardegna, Marche.

3. INTERNAL DIVERSIFICATION OF REGIONAL INVESTMENT ATTRACTIVENESS

Investment attractiveness of the particular administrative units in the voivodship is the result of how investors assess conditions of conducting business that are important for them. These conditions include labour market, technical infrastructure, market and natural conditions.

Labour **market assessment** gives investor the information on opportunities to recruit the right employees for their companies and labour surpluses or shortages, which indirectly influences costs of hiring workers. **Technical infrastructure** assessment allows entrepreneurs to plan their investments that need preparing of investment plot equipped with the basic technical elements such as water, gas and electric installations and environment protection equipment such as sewage farms.

Social infrastructure is rated as equipment of a place where the investment is to be located with facilities influencing citizens' life quality and human resources development. These facilities provide the citizens with access to education, healthcare, sports and recreation facilities or information technologies such as Internet.

Market conditions informs on market absorptive power that means the number of potential customers and indirectly on their wealth that means ability to buy goods and services.

Environment conditions were rated as they are a basic factor influencing tourism development and citizens' life quality.

The composite assessment of all the above-mentioned elements in particular counties or communes shows spatial differentiation of investment attractiveness in the voivodship. What is more, calculations for particular sectors of economy are presented such as industry, trade and modern services connected with professional, scientific and technical activities are presented (Chart 1 and Chart 2). The distinguished locations presented on the map are marked with stars that indicate highest marks for the above-mentioned areas of conducting business.

An orange star means that a county or a commune was rated above average in all the sections analysed (national economy, industry, trade, tourism and professional services) and the golden star is the highest distinction and means that all the rated sections in a particular commune or county were ranked at the highest level.

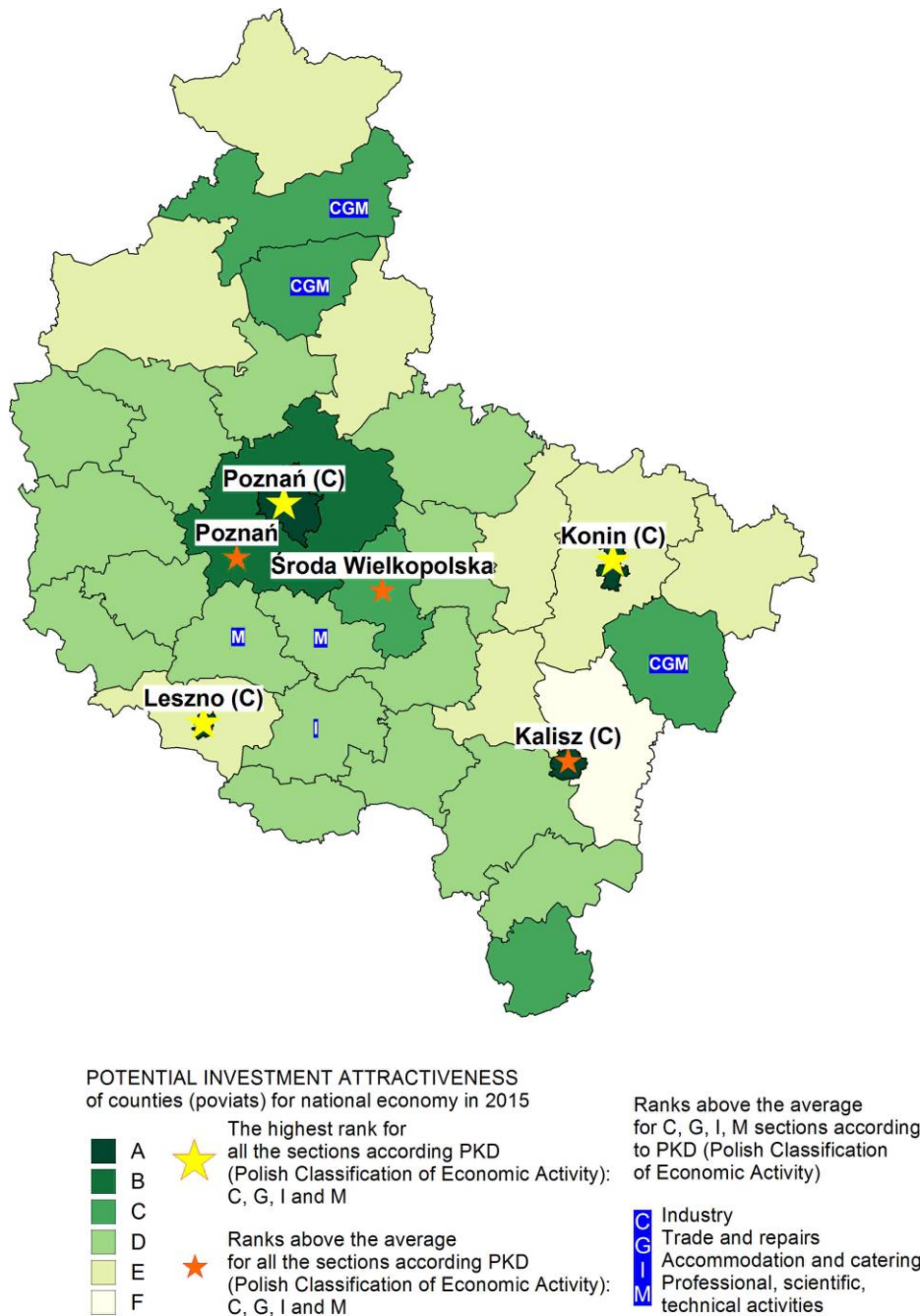
When it comes **to counties, the highest ranked (distinguished with a golden star) cities were:** Konin, Leszno, Poznań. When it comes to counties **the highest ranked were:** Środa Wielkopolska, Poznań and city of Kalisz (**distinguished with an orange star**).

When it comes to urban communes, the highest ranked of them were:

- **distinguished with a golden star:** Chodzież (u), Czarńków (u), Konin (u), Leszno (u), Luboń (u), Ostrów Wielkopolski (u), Piła (u), Poznań (u), Puszczykowo (u), Złotów (u),
- **distinguished with an orange star:** Gniezno (u), Kalisz (u), Słupca (u), Turek (u), Wągrowiec (u).

When it comes **to counties, the highest ranked (distinguished with a golden star) cities were:** Konin, Leszno, Poznań. When it comes to counties **the highest ranked were:** Środa Wielkopolska, Poznań and city of Kalisz (**distinguished with an orange star**).

Chart 1. Spatial differentiation of potential investment attractiveness of counties in Great Poland voivodship taking into account the most attractive sections.

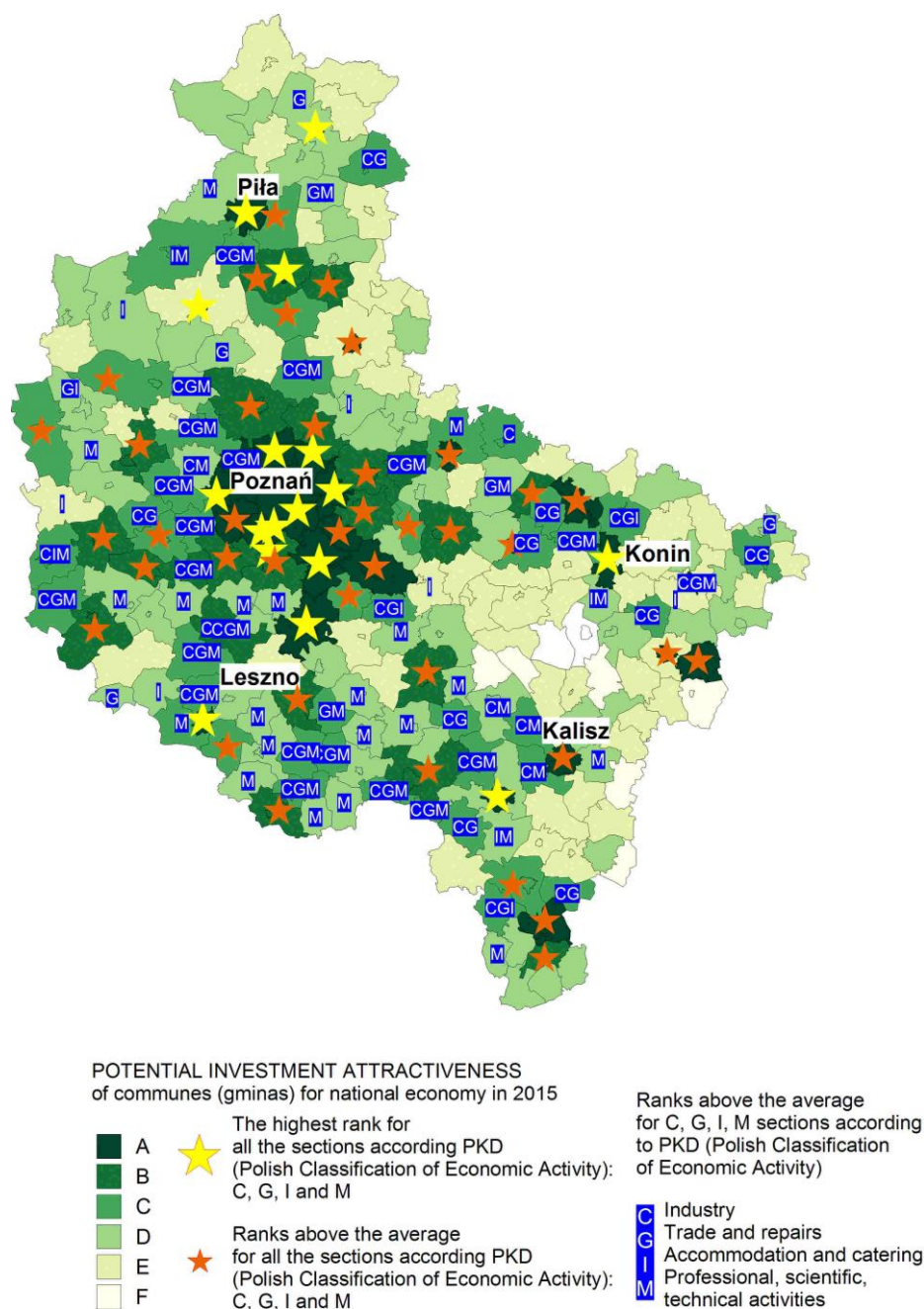


Golden star counties:

Konin, Leszno, Poznań

Source: Author's own work.

Chart 2. Spatial differentiation in potential investment attractiveness of Greater Poland communes, taking into account the most attractive sections.



Golden star communes:

Chodzież (u), Czarnków (u), Konin (u), Leszno (u), Luboń (u), Ostrów Wielkopolski (u), Piła (u), Poznań (u), Puszczykowo (u), Złotów (u), Czerwonak (r), Komorniki (r), Suchy Las (r), Tarnowo Podgórne (r), Kórnik (u-r), Swarzędz (u-r), Śrem (u-r)

Source: author's own work.

When it comes to urban communes, the highest ranked of them were:

- **distinguished with a golden star:** Chodzież (u), Czarnków (u), Konin (u), Leszno (u), Luboń (u), Ostrów Wielkopolski (u), Piła (u), Poznań (u), Puszczykowo (u), Złotów (u),
- **distinguished with an orange star:** Gniezno (u), Kalisz (u), Słupca (u), Turek (u), Wągrowiec (u).

Among rural communes the highest rank communes include:

- **distinguished with a golden star:** Czerwonak (r), Komorniki (r), Suchy Las (r), Tarnowo Podgórne (r),
- **distinguished with an orange star:** Baranów (r), Budzyń (r), Chodzież (r), Dopiewo (r), Kaczory (r), Kleszczewo (r), Powidz (r), Przykona (r), Zaniemyśl (r).

Among urban-rural communes the highest rank communes include:

- **distinguished with a golden star:** Kórnik (u-r), Swarzędz (u-r), Śrem (u-r),
- **distinguished with an orange star:** Gostyń (u-r), Grodzisk Wielkopolski (u-r), Jarocin (u-r), Kępno (u-r), Kleczew (u-r), Kostrzyn (u-r), Krotoszyn (u-r), Margonin (u-r), Międzybóże (u-r), Mosina (u-r), Murowana Goślina (u-r), Nekla (u-r), Nowy Tomyśl (u-r), Oborniki (u-r), Opalenica (u-r), Ostrzeszów (u-r), Pniewy (u-r), Pobiedziska (u-r), Rawicz (u-r), Rydzyna (u-r), Stęszew (u-r), Środa Wielkopolska (u-r), Wolsztyn (u-r), Wronki (u-r), Września (u-r).

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.

4.1. BUSINESS ENVIRONMENT INSTITUTIONS

Among business support institutions (excluding R&D institutions) that influence region's economic development are: chambers of commerce, associations, business incubators, technology parks, technology transfer centres, consulting centres, financial institutions and development agencies.⁶

⁶ Information included in this part of the report refer to the end of 2015.

For the investors especially important is a system of regional Investor Assistance Centres set up by the Polish Information and Foreign Investment Agency in consultation with voivodships' marshals to ensure complex services for investors in each voivodship.

In Greater Poland voivodship such centre is:

Investor Assistance Centre operating within the structure
Association of Communes and Counties of Greater Poland
www.investinwielkopolska.pl



The Greater Poland Investor Support Centre is a partner of the Polish Information and Foreign Investment Agency and a one stop shop: a source of regional information that are useful for investors, legal acts, investment offers and current data on region's economy. The personnel of the centre have qualifications to offer services for investors and are working according to the standards set by the Polish Information and Foreign Direct Investment Agency, which offers it substantive help and trainings.

An important tool supporting investors are the Special Economic Zones, which are described in the further part of this report.

Below some chosen business environment institutions are presented that operate for entrepreneurship development by supporting development of new technologies and cooperation of enterprises.

These institutions are among others:

Greater Poland Chamber of Commerce and Industry (<http://wiph.pl/content/view/211/30/>)

The Chamber is economic self-government organization representing the business interests of its affiliated members. Chambers offer includes m.in .: legalization of documents, the promotion of member companies and building business relationships, pro-innovation activities (eg. promotion of cooperation between R & D sphere and businesses and the transfer of technology, creation and coordination of linkages cluster), the activities of graduate students (eg. the analysis of foreign markets and export potential of enterprises, the creation of export development plans), support for EU projects, service business intelligence, organization of foreign business missions, organization of training courses (on taxes, insurance, management, marketing and foreign trade), assistance in doing business in the EU (Center of business information and services) and Court of Arbitration.

The Polish Chamber of Commerce for Importers, Exporters and Cooperation in Poznań (<http://www.pcc.org.pl/en/>)

The Chamber supports development of the members. The Chamber supports the development of SMEs through the implementation of comprehensive information services, training and consulting, and other services to meet customer needs. The offer includes: assistance in developing business contacts, introduction of products and services offered by members to foreign markets, organization of group trips to international fairs, organizing trade missions, supporting economic initiatives members of the Chamber, finding and sharing information about possibility of obtain funds and grants for business development, presentation of member companies at meetings with foreign partners. The Chamber provides advisory services for foreign investors in the choice of place of business and the appropriate legal form, company registration assistance, organization of meetings with representatives of local governments, landowners, experts in various fields (law, taxes, recruitment, etc.). The offer of the Chamber also includes training, counseling pro-innovation, information services, advisory services for new businesses, advising on obtaining external sources of financing, legalization of commercial documents. .

Southern Wielkopolska Chamber of Industry and Commerce (<http://www.iphpw.pl>)

The Chamber is an organization of economic self-government. The offer of the Chamber includes : advisory services, training, implementation of national and international conferences and seminars with experts, service monitoring and evaluation of projects, resolving problems and disputes in the area of business law, labour law and civil law mediation (Mediation Centre), assistance in obtaining a loan or loan guarantee for micro and small entrepreneurs and start-ups, issuing certificates of origin, legalization of documents in international trade, counselling for domestic and foreign investors, finding business partners. The Chamber also carries original projects financed from EU funds and the state budget.

Chamber of Commerce of Greater Northern Poland in Pila (www.igpw.pila.pl)

The Chamber is an organization of economic self-representing, promoting and acting on behalf of its members and the economic environment and representing them to the authorities of local government, government and media. The offer includes m.in. : Chamber of advisory services, training, information, promotional, legalization of documents. The Chamber negotiates on behalf of the principal and mediate between companies and institutions in disputes (the Court of Arbitration at the Chamber of Commerce of Northern Wielkopolska, as well as Greater Arbitration and Mediation Center - one of the signatories of the agreement on the establishment of the Centre is the Chamber of Commerce of Northern Wielkopolska). The Chamber organizes meetings in order to integrate Pila economic environment. Members of the Chamber can benefit from the discount scheme, which is also one of the forms of promotion companies.

Greater Poland Association of Trade and Services in Poznań (<http://www.wzhiu.poznan.pl>)

WZHiU is an organization of professional merchants bringing together owners of small and medium business enterprises and services from Greater Poland voivodship. The main task is to support members and to protect their professional interests. Association offer includes m.in.:

representation to local government and administrative positions and interests of the region of Greater Poland merchants, promoting the achievements of members, advisory services and information (concerning, for example. The economic and legal conditions for doing business in Poland and abroad, the benefit from EU programs).

Poznań Science and Technology Park, Adam Mickiewicz University Foundation
(<http://ppnt.poznan.pl/index.php/en/>)

The goals of the Park are: assistance and advice to newly created companies in the high technology, the creation, support and promotion of innovative enterprises, the implementation of research on new technologies and improving existing ones, transfer of new and innovative technologies and convert the results of research and development in technological innovation. The park offers different types of rental space (office, laboratory, warehouse, , training, and conference). In the Park function, among others, Research Centers, Team High Technology Incubator (the object of laboratory and office building offering innovative companies friendly environment for the development of new technologies and start up companies act hatching facilitate the survival of the preliminary phase of the operation and further development), InQbator (supporting both the development of newly established, innovative companies and ideas their assumption).

Park of Technology and Industry in Poznań (www.pptp.pl)

PPTP mission is to strengthen the position of the city and the region as a leading centre of innovation in Poland through the development of innovative industries. Implementation Mission Park is done by attracting investors representing the most innovative and promising industries and create a platform for connecting business and scientific environment. PPTP offer includes: rental space, access to modern infrastructure and office equipment, services of general tax and legal advice, organization and mediation in contacts with universities and research institutions. Part Technology Park is designed for companies that are in the mature stage of development, shaping its strategy and competitive advantage based on innovation; Business Incubator is an offer for companies in the early stages of development; part of the business - service is designed for tenants Park and external entities.

Greater Poland Agency for Enterprise Development in Poznań (<http://www.warp.org.pl/en/>)

The goal of the Agency is to develop economic activity by providing assistance for entrepreneurs from Greater Poland. Agency provides entrepreneurs with access to loans (resulting Loan Fund, which offers loans under the EU JEREMIE Initiative) and grants (leading the Regional Finance Authority, which performs the functions of PARP regional partner, taking part in the implementation of selected activities of the Operational Programme of Innovative Economy). Agency offer also includes: information and advisory services) and training. The support offered by WARP are covered by micro, small and medium-sized enterprises.

4.2. SPECIAL ECONOMIC ZONES IN THE GREATER POLAND VOIVODSHIP - EFFECTS

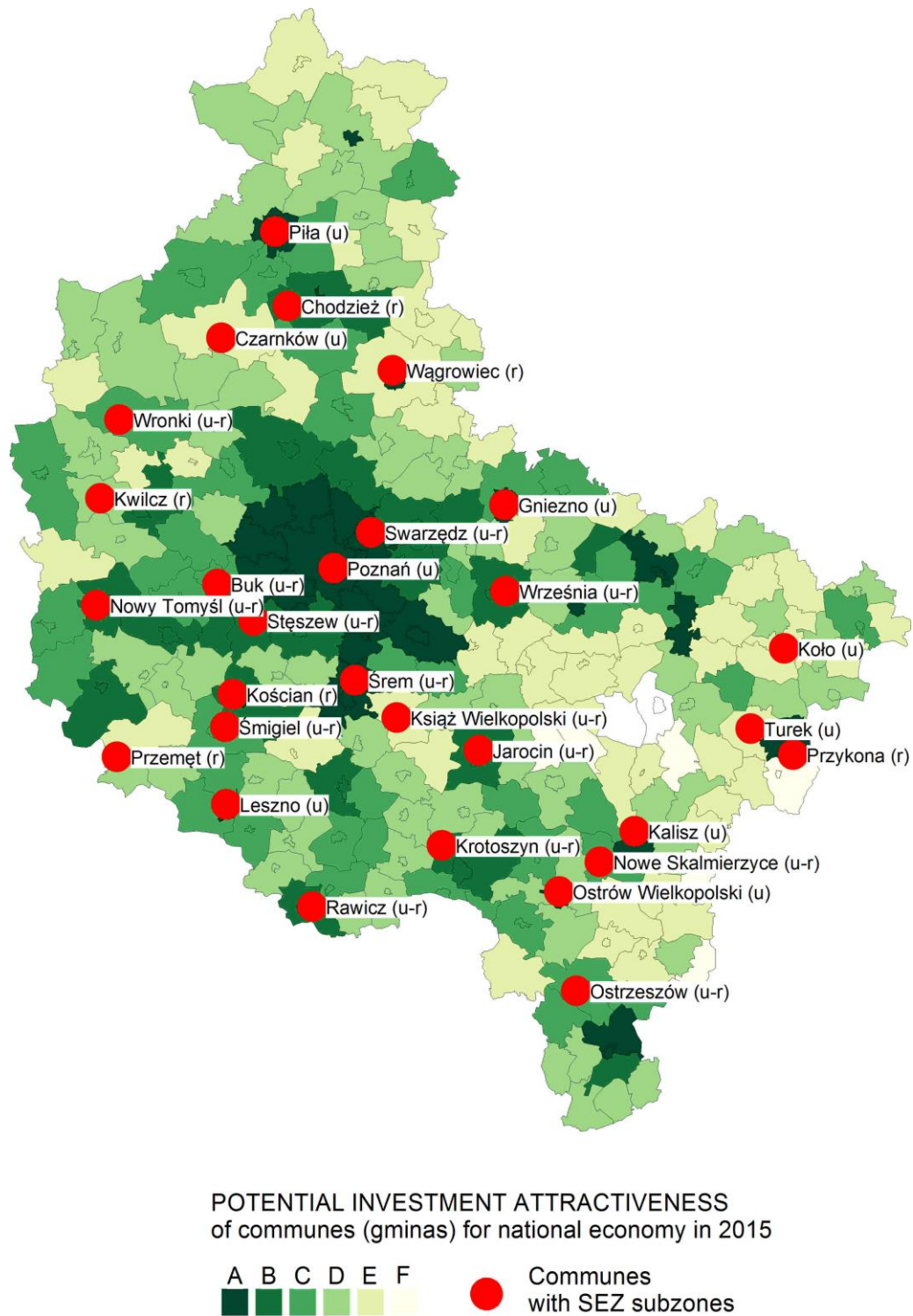
There are five SEZ operating in the voivodship: Kamienna Góra, Kostrzyn-Słubice, Łódź, Pomeranian, Wałbrzych. At the end of 2015 the areas of the SEZ were parts of 9 cities and 20 communes (in Kalisz function 2 zones - Wałbrzych and Łódź) – see Chart 3.

The first SEZ were established in 2005. The capital expenditures in 2015 of companies operating were PLN 6.8 billion, which is 6% of the total capital expenditure in the SEZ in Poland. In the same period, the company created 20.3 thousand. new jobs in the region, which accounts for 7% of all new jobs created in the zones (Table 4 in the Appendix).

Highest value investments are in: Poznan Nowe Skalmierzyce and Krotoszyn. In Poznan, the company invested in automotive industry: Volkswagen Poznań Ltd. (Germany), Exide Technologies SA (Spain). The Nowe Skalmierzyce invested companies: CORRECT, K.Błaszczuk and partners S-ka Komandytowa (Poland, furniture, mattresses made of polyurethane foam), L.Correct Ltd. (Poland, furniture) and Krotoszyn: "MAHLE Poland" Ltd. (Germany, production of pistons, sleeves and valves for internal combustion engines), DINO KROTOSZYN Ltd. (POLAND, logistics centre and production of bread).

According to the plans of development of individual economic zones in the Greater Poland region want to attract investors:

- representing the engineering industry advanced technology, collaborating with academic institutions operating in the food industry and in industries producing for the construction industry, as well as entrepreneurs interested in innovative knowledge transfer to industry - Kamienna Góra SSE,
- representing advanced technology, collaborating with academic institutions, and responsible for the collection and processing of data and logistics - for Kostrzyn SEZ, Łódź SEZ, Pomeranian Special Economic Zones and Special Economic Zone in Wałbrzych,
- the plastics processing industry, metal and food -Slupsk SEZ.

Chart 3. Localization of special economic zones in the region of Greater Poland voivodship.

Source: Author's own work.

APPENDIX

Table 1. POTENTIAL INVESTMENT ATTRACTIVENESS OF POLISH VOIVODSHIPS FOR THE NATIONAL ECONOMY AND ITS SELECTED SECTIONS

Voivodship	PAI1_GN	PAI1_GN	PAI1_C	PAI1_G	PAI1_I	PAI1_M
	National economy	National economy	Industry	Trade and repairs	Accommodation and catering	Professional, scientific and technical activities
Voivodships						
LOWER SILESIAN	0,868	A	A	A	B	B
KUYAVIAN-POMERANIAN	0,556	C	C	E	E	D
LUBLIN	0,131	F	F	F	F	F
LUBUSZ	0,296	E	E	D	D	E
ŁÓDŹ	0,636	C	B	E	E	D
LESSER POLAND	0,759	B	B	A	A	B
MAZOVIAN	1,000	A	A	A	A	A
OPOLE	0,243	E	E	E	F	E
SUBCARPATHIAN	0,314	E	E	D	E	D
PODLASKIE	0,210	E	E	E	D	E
POMERANIAN	0,716	B	C	A	A	B
SILESIAN	0,988	A	A	C	C	A
ŚWIĘTOKRZYSKIE	0,000	F	F	F	F	F
WARMIAN-MASURIAN	0,291	E	E	C	C	D
GREATER POLAND	0,618	C	C	B	D	B
WESTERN POMERANIAN	0,693	B	C	D	A	C

Source: Authors on the basis of the results of statutory research carried out in Collegium of Business Administration under the guidance of H. Godlewska-Majkowska (2016).

TABLE 2. POTENTIAL INVESTMENT ATTRACTIVENESS OF COUNTIES OF GREATER POLAND FOR THE NATIONAL ECONOMY AND ITS SELECTED SECTIONS

County	PAI1_GN	PAI1_GN	PAI1_C	PAI1_G	PAI1_I	PAI1_M
	National economy	National economy	Industry	Trade and repairs	Accommodation and catering	Professional, scientific and technical activity
Counties						
city of Poznań	0,329	A	A	A	A	A
city of Leszno	0,313	A	A	A	A	A
city of Konin	0,292	A	A	A	A	A
city of Kalisz	0,263	A	A	A	C	A
Poznań	0,261	B	B	B	B	A
Środa Wielkopolska	0,230	C	C	C	C	C
Turek	0,226	C	C	C	D	C
Chodzież	0,222	C	C	C	D	C
Piła	0,219	C	C	C	D	C
Kępino	0,215	C	D	D	D	D

Source: Authors on the basis of the results of statutory research carried out in Collegium of Business Administration under the guidance of H. Godlewska-Majkowska (2016).

Table 3. POTENTIAL INVESTMENT ATTRACTIVENESS OF COMMUNES IN THE GREATER POLAND VOIVODSHIP TO THE NATIONAL ECONOMY AND SELECTED SECTIONS

Commune	PAI1_GN	PAI1_GN	PAI1_C	PAI1_G	PAI1_I	PAI1_M
	National economy	National economy	Industry	Trade and repairs	Accommodation and catering	Professional, scientific and technical activity
Urban communes						
Turek (u)	0,228	A	A	A	B	A
Leszno (u)	0,227	A	A	A	A	A
Poznań (u)	0,225	A	A	A	A	A
Chodzież (u)	0,223	A	A	A	A	A
Luboń (u)	0,223	A	A	A	A	A
Czarnków (u)	0,222	A	A	A	A	A
Kościan (u)	0,219	A	A	A	E	A
Konin (u)	0,212	A	A	A	A	A
Piła (u)	0,208	A	A	A	A	A
Ostrów Wielkopolski (u)	0,205	A	A	A	A	A
Gniezno (u)	0,202	A	A	A	B	A
Wągrowiec (u)	0,201	A	A	A	B	A
Słupca (u)	0,196	A	A	A	C	A
Kalisz (u)	0,194	A	A	A	B	A
Puszczykowo (u)	0,189	A	A	A	A	A
Koło (u)	0,184	A	A	A	D	A
Złotów (u)	0,182	A	A	A	A	A
Obrzycko (u)	0,151	C	C	C	E	C
Sulmierzyce (u)	0,149	C	C	C	D	C
Rural communes						
Tarnowo Podgórne (r)	0,229	A	A	A	A	A
Suchy Las (r)	0,214	A	A	A	A	A
Komorniki (r)	0,207	A	A	A	A	A
Dopiewo (r)	0,194	A	A	A	C	A
Kleszczewo (r)	0,191	A	A	A	B	A
Czerwonak (r)	0,183	A	A	A	A	A
Rokietnica (r)	0,181	A	A	A	D	A
Przykona (r)	0,178	A	A	A	B	C
Baranów (r)	0,170	B	B	B	C	C
Chodzież (r)	0,169	B	B	B	B	C
Kościan (r)	0,167	B	B	B	D	B
Łubowo (r)	0,164	B	B	B	D	B
Powidz (r)	0,160	B	B	A	A	C

Granowo (r)	0,160	B	C	C	E	B
Kaczory (r)	0,154	C	C	C	C	B
Kazimierz Biskupi (r)	0,154	C	C	C	D	B
Lipno (r)	0,152	C	C	C	D	C
Budzyń (r)	0,152	C	C	C	A	C
Kobyła Góra (r)	0,151	C	C	C	C	D
Zaniemyśl (r)	0,150	C	C	C	C	C
Dobrzyca (r)	0,149	C	C	C	D	D
Siedlec (r)	0,147	C	C	C	E	C
Ostrowite (r)	0,147	C	C	C	D	D
Pępowo (r)	0,146	C	C	C	E	C
Słupca (r)	0,146	C	C	C	E	D
Władysławów (r)	0,146	C	C	C	D	D
Duszniki (r)	0,145	C	C	C	E	C
Piaski (r)	0,145	C	D	C	E	C
Doruchów (r)	0,145	C	C	C	D	D
Krzykosy (r)	0,144	C	C	C	C	D
Święciechowa (r)	0,143	C	D	D	D	C
Gołuchów (r)	0,143	C	C	D	D	C
Kuślin (r)	0,143	C	C	C	D	D
Gniezno (r)	0,142	C	D	D	E	C
Urban-rural communes						
Swarzędz (u-r)	0,194	A	A	A	A	A
Kępno (u-r)	0,187	A	A	A	C	A
Kórnik (u-r)	0,187	A	A	A	A	A
Środa Wielkopolska (u-r)	0,179	A	A	B	B	A
Śrem (u-r)	0,179	A	A	A	A	A
Kleczew (u-r)	0,177	A	A	A	C	B
Gostyń (u-r)	0,172	B	B	B	A	A
Nowy Tomyśl (u-r)	0,169	B	B	B	A	A
Grodzisk Wielkopolski (u-r)	0,165	B	B	B	B	B
Kostrzyn (u-r)	0,165	B	B	C	C	B
Września (u-r)	0,165	B	B	C	B	B
Pobiedziska (u-r)	0,164	B	B	B	C	A
Mosina (u-r)	0,164	B	B	B	B	B
Jarocin (u-r)	0,164	B	B	B	C	B
Wolsztyn (u-r)	0,163	B	B	B	C	B
Margonin (u-r)	0,162	B	B	B	B	B
Oborniki (u-r)	0,161	B	C	C	C	B

Krotoszyn (u-r)	0,161	B	B	B	B	B
Murowana Goślina (u-r)	0,160	B	B	B	C	B
Rawicz (u-r)	0,160	B	B	C	C	A
Pniewy (u-r)	0,160	B	C	C	B	B
Stęszew (u-r)	0,160	B	C	C	C	B
Szamotuły (u-r)	0,158	C	B	C	D	B
Buk (u-r)	0,157	C	B	C	D	B
Opalenica (u-r)	0,156	C	C	C	C	B
Ostrzeszów (u-r)	0,156	C	C	C	B	B
Krobia (u-r)	0,156	C	C	C	E	C
Międzychód (u-r)	0,155	C	C	C	C	B
Raszków (u-r)	0,153	C	C	C	D	C
Ujście (u-r)	0,151	C	C	C	D	B
Śmigiel (u-r)	0,150	C	C	C	E	C
Wronki (u-r)	0,150	C	C	C	B	C
Rogoźno (u-r)	0,149	C	C	C	E	C
Zbąszyń (u-r)	0,149	C	C	D	A	C
Miejska Górka (u-r)	0,149	C	C	C	E	C
Rydzyna (u-r)	0,149	C	C	C	B	B
Odolanów (u-r)	0,148	C	C	C	D	D
Nekla (u-r)	0,147	C	C	C	B	C
Ślesin (u-r)	0,147	C	C	C	B	D
Nowe Skalmierzyce (u-r)	0,145	C	C	D	E	C
Kłodawa (u-r)	0,144	C	C	C	D	D
Łobżenica (u-r)	0,144	C	C	C	D	D
Zduny (u-r)	0,144	C	C	C	E	C
Trzemeszno (u-r)	0,143	C	C	D	D	D
Trzcianka (u-r)	0,142	C	D	D	B	C

Notice: (u) – urban commune, (r) – rural commune, (u-r) – urban-rural commune

Source: as in Table 1.

Note: All indicators in the report have been calculated based on the most recent data from the Local Data Bank (2016).

Table 4. SPECIAL ECONOMIC ZONES AT THE END OF 2015 – EFFECTS.

SEZ	County, commune	Cumulated capital expenditure in mln PLN	New jobs number	Leading industries (at least 20% of share of revenue or employment)
Kamienna Góra	Ostrów Wielkopolski, Ostrów Wielkopolski (u)	14	69	products of other non-metallic mineral; fabricated metal products, except machinery and equipment; manufacture of other transport equipment
Kostrzyn-Słubice	Chodzież, Chodzież (r)	84	111	furniture
Kostrzyn-Słubice	Gniezno, Gniezno (u)	3	4	motor vehicles (excluding motorcycles), trailers and semi-trailers
Kostrzyn-Słubice	Kościan, Śmigiel (u-r)	-	-	no leading industry
Kostrzyn-Słubice	city of Poznań, Poznań (u)	534	869	1 electrical and non-electrical household appliances; motor vehicles (excluding motorcycles), trailers and semi-trailers
Kostrzyn-Słubice	Międzychód, Kwilcz (r)	-	-	no leading industry
Kostrzyn-Słubice	Nowy Tomyśl, Nowy Tomyśl (u-r)	182	889	electrical and non-electrical household appliances
Kostrzyn-Słubice	Poznań, Buk (u-r)	111	129	chemicals and chemical products
Kostrzyn-Słubice	Poznań, Stęszew (u-r)	89	81	chemicals and chemical products
Kostrzyn-Słubice	Poznań, Swarzędz (u-r)	365	535	groceries
Kostrzyn-Słubice	Szamotuły, Wronki (u-r)	131	492	electrical and non-electrical household appliances
Kostrzyn-Słubice	Wągrowiec, Wągrowiec (r)	158	402	furniture
Kostrzyn-Słubice	Wolsztyn, Przemęt (r)	-	-	no leading industry
Łódź	Koło, Koło (u)	108	314	products of other non-metallic mineral
Łódź	Ostrów Wielkopolski, Nowe Skalmierzyce (u-r)	634	058	2 furniture
Łódź	Ostrzeszów, Ostrzeszów (u-r)	27	134	paper and paper products
Łódź	Turek, Przykona (r)	8	18	storage and support services for transportation
Łódź	Turek, Turek (u)	126	20	chemicals and chemical products
Łódź/ Wałbrzych	city of Kalisz, Kalisz (u)	45	205	computers, electronic and optical products; machinery and equipment nec
Pomeranian	Czarnków-Trzcianka, Czarnków (u)	-	-	no leading industry
Pomeranian	Piła, Piła (u)	88	24	groceries
Wałbrzych	Jarocin, Jarocin (u-r)	-	-	no leading industry
Wałbrzych	Kościan, Kościan (r)	298	172	products of other non-metallic mineral
Wałbrzych	Krotoszyn, Krotoszyn (u-r)	525	672	fabricated metal products, except machinery and equipment
Wałbrzych	city of Leszno, Leszno (u)	4	-	storage and support services for transportation
Wałbrzych	Rawicz, Rawicz (u-r)	-	-	no leading industry
Wałbrzych	Śrem, Książ Wielkopolski (u-r)	-	-	no leading industry
Wałbrzych	Śrem, Śrem (u-r)	325	496	chemicals and chemical products
Wałbrzych	Września, Września (u-r)	2 933	998	motor vehicles (excluding motorcycles), trailers and semi-trailers

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

Table 5. UNIVERSITIES, FACULTIES AND ITS CATEGORIES

School name	Category of the Ministry of Science and Higher Education
Ignacy Jan Paderewski Academy of Music in Poznan	B – Faculty of Composition, Conducting, Theory of Music and Eurhythmics
	B - Instrumental Faculty
	B - Choral Conducting, Music Education and Church Music Faculty
	B – Faculty of String Instruments, Harp, Guitar and violin making
	B - Vocal and Acting Faculty
Eugeniusz Piasecki Academy of Physical Education in Poznan	B - Faculty of Physical Education, Sports and Rehabilitation
	B - Faculty of Tourism and Recreation
	B - Faculty of Physical Culture in Gorzow Wielkopolski
Da Vinci College in Poznan	no data
The European School of Business in Poznan	no data
Gnieźnieńska School of Millennium, in Gniezno	no data
State Higher Vocational School. Hipolit Cegielski in Gniezno	no data
State Higher Vocational School. Jan Amos Comenius in Leszno	no data
State Higher Vocational School. The President Stanislaw Wojciechowski in Kalisz	no data
State Higher Vocational School. Staszic in Pila	no data
State Higher Vocational School in Konin	no data
Poznan University of Technology	A - Faculty of Architecture
	A - Faculty of Chemical Technology
	A - Faculty of Mechanical Engineering and Management
	A – Faculty of Electronics and Telecommunications
	A – Faculty of Computer Science
	A – Faculty of Machines and Transport

	B - Faculty of Civil and Environmental Engineering
	B - Faculty of Electrical Engineering
	B - Faculty of Technical Physics
	B - Faculty of Management
University of Arts in Poznan	A – Faculty of Sculpture and Spatial Action
	A - Faculty of Architecture and Design
	A - Faculty of Arts Education
	A- Faculty of Multimedia Communications
	A - Faculty of Painting
	B – Faculty of Graphic and Visual Communication
	B - Faculty of Interior and Set Design
Poznan University of Economics	A - Faculty of Commodity
	A - Faculty of Management
	A - Faculty of Economics
	A - Faculty of Informatics and Electronic Economy
	B – Faculty of International Economics
Adam Mickiewicz University in Poznan	A - Faculty of Polish and Classical Philology
	A - Faculty of Theology
	A - Faculty of History
	A - Faculty of Law and Administration
	A - Faculty of Social Sciences
	A – Faculty of Biology
	A - Faculty of Geographical and Geological Sciences
	A - Faculty of Chemistry
	A - Faculty of Physics
	A - Faculty of Mathematics and Computer Science
	A - Faculty of Pedagogy and Fine Arts in Kalisz
	B - Faculty of Modern Languages

	B - Faculty of English
University of Medical Sciences in Poznan	A - Faculty of Pharmacy
	A - Faculty of Medicine
	A - Faculty of Medicine II
	B - Faculty of Health Sciences
University of Life Sciences	A - Faculty of Animal Sciences
	A - Faculty of Food Science and Nutrition
	A - Faculty of Wood Technology
	B - Faculty of Agriculture and Bioengineering
	B - Faculty of Land Reclamation and Environmental Engineering
	B - Faculty of Forestry
	B - Faculty of Horticulture and Landscape Architecture
Greater School of Humanities and Economics in Jarocin	B - Faculty of Economic and Social
	no data
Greater School of Socio-Economics in Sroda Wielkopolska	no data
School of Banking in Poznan	B - Faculty of Finance and Banking
School Safety in Poznan	C - for the entire school
School of Business in Pila	no data
School of Education and Therapy in Poznan	no data
College of Commerce and Services in Poznan	no data
College of Hotel Management and Catering Industry	no data
King Stanislaw Leszczynski College of Humanities in Leszno	no data
Higher School of Humanities in Leszno	no data
Samuel Bogumil Linde College of Foreign Languages in Poznan	no data
College of Managerial Personnel in Konin	no data

Higher School of Communication and Management in Poznan	no data
School of Logistics in Poznan	B - Faculty of Management and Logistics
Higher School of Marketing and Management in Leszno	no data
Higher Pedagogical Technical School in Konin	no data
College of Education and Administration in Poznan	no data
College of Science and Humanities - Human Resources for Europe in Poznan	no data
School of Technology and Natural Sciences in Poznan, based in Poznan	no data
School of Social Sciences	no data
Uni-Terra Higher School in Poznan	no data
School of Management and Banking in Poznan	no data
Ignacy Jan Paderewski Academy of Music in Poznan	no data

Source: Authors' own work based on the Official Journal of the Ministry of Science and Higher Education Warsaw, 9 July 2014 .; Item 38; Communication from the Minister of Science and Higher Education of July 4, 2014 year; of scientific terms granted to scientific institutions.

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