

WSSE INFO

MAGAZINE OF THE WAŁBRZYCH SPECIAL ECONOMIC ZONE "INVEST-PARK"

IN THE CURRENT ISSUE

TOURISM

THE WHITE GOLD of Wałbrzych

EDUCATION

Investment in good future

Interview with Minister ANNA ZALEWSKA

CULTURE

Kieślowski & Bach

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NEW INVESTORS AT THE WSEZ:

- Mercedes-Benz
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INTERVIEW

Mateusz KUSZNIEREWICZ

*talks about his recipe
for success*

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From the Publisher

In 2017 we will be celebrating the 20th anniversary of creating the Wałbrzych Special Economic Zone. This period has been hugely important not only for the development of the zone, but also for the economic growth of the region that it supports.

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€5.2 billion
OF CAPITAL
EXPENDITURE AND
47,000
JOBS GENERATED
IN **51**
SUBZONES ARE
THE MEASURABLE
EFFECTS OF
THE WSEZ'S
FUNCTIONING

“INVEST-PARK” is one of the largest and oldest zones in Poland. As of the end of 2016, more than 200 companies have placed their trust in us, including household names such as Mercedes-Benz, Toyota, Volkswagen or 3M.

Each new tenant makes us happy, irrespective of the country of origin. Importantly, medium-sized, small and even micro enterprises are successfully doing business here alongside big companies. It confirms that special economic zones are highly efficient drivers of economic growth. €5.2 billion of capital expenditure and 47,000 jobs generated in 51 subzones are the measurable effects of the WSEZ's functioning.

We are about to begin a new period of work for the benefit of the current and future tenants. The changing economic reality, especially the labor market, has resulted in the necessity of

reforming the educational system. The dual system of education, which emphasizes close cooperation between schools and entrepreneurs, is intended to professionally prepare young people to meet the needs of the economy. This subject is discussed in detail in our publication. We also present the economic, scientific, tourist and recreational aspects of the region.

I am convinced that the coming New Year will be a period of rising to fresh challenges. I believe that many of you will decide to begin business activity in the Wałbrzych zone, which is the best destination for investors in Europe.

I encourage you to visit us and enjoy our hospitality. I wish you all the best in the New Year 2017 and – see you in Wałbrzych.



MACIEJ BADORA

PRESIDENT
OF THE WAŁBRZYCH SPECIAL
ECONOMIC ZONE



The Wałbrzych Special Economic Zone “INVEST-PARK” is an area offering preferential conditions to investors in south-western Poland. Locating a business operation within the WSEZ makes the investor eligible for tax exemptions and a number of other forms of support from the company managing the zone.

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subzones



200
companies



47,000
jobs



€5.2 billion
of capital expenditure

WSSE INFO

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SPECIAL ECONOMIC ZONE
"INVEST-PARK"

DECEMBER 2016 NO. 1/11

Investment in good future

interview with Anna Zalewska, Minister of National Education

The minister talks about adapting the educational system to the changes in the labor market and increasing the attractiveness of technical and professional education.

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WSSE INFO - Magazine of the
Wałbrzych Special Economic Zone
"INVEST-PARK"

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INVESTMENT IN GOOD FUTURE

"The Ministry of National Education in cooperation with entrepreneurs intends to create an educational system up to the standards of the 21st century" – interview with Anna Zalewska, Minister of National Education.

WSSE INFO: Educational reforms have always triggered natural questions and doubts. What were the reasons for the changes proposed by your ministry?

ANNA ZALEWSKA: The proposed changes in the educational system address the expectations of parents and teachers, especially in a period of population decline. The Polish school needs changes. We would like to rebuild it in a way suitable for the challenges of the 21st century. The outline that I presented in Toruń at the end of June had been preceded by a national debate about the educational system held under the motto "Student. Parent. Teacher – Positive Change." It consisted of meetings in different regions and was attended by over 15 thousand people and almost two thousand experts working at the Ministry of National Education in 16 thematic groups. There had never been an equally wide debate about the Polish educational system. We held over 200 debates, meetings with self-governments, entrepreneurs, teachers, etc. We have received almost three thousand emails with opinions about education.

Never before had there been a debate about proposed changes before implementing them. We wanted to listen very carefully to the expectations voiced by all the social groups interested in the future of Polish schools. Everybody had a chance to speak their mind.

What will thus change for students, teachers and parents in the new school year? We have been told that the structure of the educational system will change, too.

The most important change in the structure of the educational system is the reinstatement of an eight-year primary school, a four-year secondary school of general education, a five-year technical secondary school, and the introduction of a two-stage professional school that will substitute today's vocational schools. By introducing first-degree professional schools we are addressing the needs of the changing labor market and of the young people themselves. They will be given a possibility of continuing education in second-degree professional schools or in schools of general

education for adults, where they will be able to take the basic or extended Matura final examination. Students graduating from first-degree professional schools will either take up employment or continue education in second-degree professional schools. After finishing a second-degree professional school and passing the Matura exam, the graduates will have an opportunity to pursue higher education. We would like to devote at least 50% of classes in first-degree professional schools to vocational training.

When will the changes be introduced?

The changes will be evolutionary in character and begin in the 2017/2018 school year. In this year, students who have completed grade six of primary school, instead of starting education in the middle school, will begin education in grade seven of primary school. At the same time, the gradual process of phasing out middle schools will begin – they will no longer recruit new students, and the last graduates will leave them in 2018/2019.

What is the justification for closing down middle schools?

The change of the educational system in 1999, which introduced middle schools among others, was intended to give equal opportunity and improve the quality of teaching. It did not happen. One of the reasons for the currently proposed changes is the diagnosis of the condition of secondary schools of general education. It is worth emphasizing that education in post-middle schools has actually been reduced to two years. Moreover, focusing on between two and four subjects that students take in the final exam means that this type of school no longer provides general education – instead, it has become a “preparatory course” for the final exam. It should also be added that 26 out of 37 rectors of higher education institutions gave a negative opinion about the preparedness of secondary school students to begin higher education. It was them who emphasized that the learning time in secondary schools is too short. During the debates, the need to reduce the necessity of frequent adaptation to a new school or a new peer group by students was also stressed. Let me say it again – all the proposed changes are well-prepared, planned and quantified. Our primary aim is to save the potential of Po-

lish education, reintroduce the cyclicity of educational stages, and make concrete changes in the syllabi in order to create an educational system for the 21st century.

The proposition to introduce professional education has been warmly received by entrepreneurs. What factors, in your opinion, will be decisive in its success?

Indeed, the proposed changes concerning professional education have been very positively received by both employers and students. One of the main postulates given by employers during the debates was the need to adapt vocational education to the real needs of the economy. Here and now. Many vocational and technical schools have been preparing students to work in professions where it is hard to find jobs. The bond between the school and the employer has been severed in v o c a -



tional education. We want to change it, and for this reason we are introducing solutions modeled on the dual system, in which the employer closely cooperates with the school.

It is no secret that it is increasingly difficult in today's labor market to find employees or specialists with the right qualifications. European countries, especially Germany, have for a long time been promoting the dual education system, in which employers are actively involved in training their future employees. Is there a chance that they will become equally involved in Poland?

The most desired situation in professional education is when the student acquires theoretical knowledge at school while the employer teaches practical skills. We would like employers to support schools by organizing apprenticeships and offering professional development opportunities for teachers. Employers know best what the real needs of the job market are. It is worth noting that currently only 65% of vocational students undergo training in the employer's company. Let me remind you that during my last visit to the Wałbrzych Special Economic Zone "INVEST-PARK", when together with Deputy Prime Minister Mateusz Morawiecki we discussed the assumptions of the vocational system reform, we both highlighted that we were going to encourage entrepreneurs to become actively involved in the process of professional education. In many places in Poland, including Wałbrzych, the effects of the functioning of the so-called "educational clusters" are increasingly visible. They are becoming the natural connector between education and the economy. It is a very positive trend, which is also followed by the change of the vocational education system.

What advice would you give to youths who are faced with the necessity to choose their career path? What should they take into account?

They should follow both their mind and their heart. I would also add that they should closely follow the changes occurring in today's world, the trends and directions of the labor market. On the other hand, they should be looking for a profession that would simultaneously be their passion and provide fulfillment. We must remem-

ber that we are living in a completely different world than the generation of our parents or grandparents. The world is changing ever faster, and so is the economy. We see growing demand for new professions, which is forced by the job market. We also see that other professions are disappearing, such

as a shoemaker or leather worker.

The contemporary labor market forces us to be constantly ready to change, including the change of the job which we have been taught to do. This is why we want to reinstate four-year schools

of general education and five-year technical schools. Let us not forget that learning is a lifelong process.

” It is worth noting that currently only 65% of vocational students undergo training in the employer's company.

Is Poland a country that is still attractive to investors?

We have a stable legal and political system, attractive land for investors, increasingly better infrastructure; we are building a strong economy, and, importantly, we are open to changes in the professional education system, which will result in greater professionalization in the labor market. These issues make us stand out against other Central and East European states. The Ministry of National Education in cooperation with entrepreneurs intends to create an educational system up to the standards of the 21st century. We therefore want to provide all schools with broadband internet access, we promote practical knowledge and schools that are close to the student. We have launched a pilot project of teaching computer programming, which we eventually intend to introduce in all schools in Poland. We are working on changing the syllabi to better reflect the challenges posed by the contemporary world. This is why we are emphasizing the need to learn foreign languages, mathematics and IT while remembering our own culture code and the subjects that are crucial in sustaining it, such as Polish and History.

Is it justified to say that the Polish society, especially students and their parents, are beginning to see a connection between what they will learn in a professional school and a well-paid job in the future?

Entrepreneurs are aware that a qualified worker, a specialist, must earn a decent salary, and this trend is increasingly common in Poland. I hope it will contribute to the quick rebuilding of vocational education's prestige. The reform of professional schools is supposed to strengthen this process. I believe it will be beneficial to the economy, to entrepreneurs and most of all – to students learning to do particular jobs. In the proposed reform of the educational system, entrepreneurs have a very important role to fulfill: they will be actively involved in developing the syllabi and they will partially bear the cost of providing equipment to schools.

How are you going to encourage them?

Any investor willing to have professional personnel should be prepared to bear additional cost connected with being involved in the vocational education process. Contrary to appearances, it does not have to be high. Company-sponsored classes are already functioning within the “INVEST in EDU” Educational Cluster, and it proves that entrepreneurs do invest in such projects. They see the purposefulness of professional education, which will enable them to lower the cost of acquiring qualified workers. They will also be able to lower the cost of training their employees. We would like to build a knowledge-based, innovative economy, and it requires capital expenditure, both of the government and of employers. However, I do not doubt that this investment will be very profitable and all the interested parties will benefit from it. ■





Photo by Tomek Ogródowczyk

Homage to Kieślowski

Friends and collaborators of the director as well as artists connected with cinematography participated in the sixth edition of the *Hommage à Kieślowski* festival. For three days, Sokołowsko became the venue for film projections, discussion panels and exhibitions. The festival was organized by the In Situ Contemporary Art Foundation under the patronage of the artist's widow Maria Kieślowska. The Wałbrzych zone was a partner of the event.

Hommage à Kieślowski is a unique festival – the only film festival in the world dedicated to **Krzysztof Kieślowski** and lovers of his films. The event was held for the sixth time in Sokołowsko near Wałbrzych, where the director lived as a child. The festival opened with the screening of the documentary *Fuocoammare. Fire at Sea*, which won the Golden Bear at this year's Berlinale. The special guest to the event was **Jacopo Quadri**, the editor of the film, who flew to Sokołowsko straight from the Venice festival.

During the meeting "Hidden Meanings of Red", **Krzysztof Piesiewicz** talked about working on the script and its different interpretations. Among the films shown at the festival were *Three Colors: Red*, *No End*, *Seven Women of Different Ages*, and the documentary *Encounter with Krzysztof Kieślowski* by German director **Andreas Voigt**. The event was accompanied by an exhibition of **Piotr Jaxa's** photographs titled *Kieślowski's Colors / Remembering Krzysztof*, which was the result of the cooperation of the photographer and the director in *Three Colors*.

"For three days, we managed to create a special atmosphere, in which the screenings were a pretext for something more important – sharing experiences, asking questions and exchanging reflections. It was an opportunity to forge bonds and create a feeling of community, to pose important questions about the time and place where we are living," said **Dorota Paciarelli**, artistic director of the festival.

This year's edition was special because the year 2016 has been designated the Year of Krzysztof Kieślowski. This outstanding Polish director passed away 20 years ago. Thanks to the involvement of the National Audiovisual Institute, the films and the debates could be watched live in Wałbrzyska Street in Warsaw. ■



Photo by Tomek Ogródowczyk

Bach Festival

In July the 17th edition of Świdnica Bach Festival was held. Characterized by beauty, innovativeness, directness and sensitivity, it has stood out against other cultural events for years. Its artistic line is created by Jan Tomasz Adamus, who also inspires its development. As a result, the festival is one of the most prestigious classical music events in Poland.

The festival invites the best Polish and foreign artists to Świdnica. This year, its guests included **Cameron Carpenter**, one of the most famous musicians and the only organist nominated for the Grammy Award. The event was inaugurated by a concert of Akademie für Alte Musik Berlin, a winner of this award. For many years the organizers have been investing in their own productions, e.g. the stage performance of Mozart's *The Marriage of Figaro*, directed by **Jan Peszek** and held at the Church of Peace – a monument inscribed on the World Heritage List of UNESCO.

A number of educational and social projects for all age groups are run within the program. This year, the Bach Junior Academy – an orchestra composed of young musicians – was organized for the first time, alongside the Public Festival Choir, which enabled all volunteers to participate in the performance of chorales of **Bach's Passion**. Some of the traditionally held projects included the Bach for Kids series, the Romantic Picnic and Breakfast on Grass. More information can be found at www.bach.pl and on Facebook, at **@Festiwal Bachowski**. ■



Cameron Carpenter during his concert in the Church of Peace in Świdnica

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MATEUSZ KUSZNIEREWICZ

is a sailor, Olympic champion, world champion and champion of Europe. He is also an entrepreneur and promoter of social activeness. He founded the Kusznierewicz Academy and co-founded ZOOM.ME. He is an experienced trainer and lecturer. He has more than 800 public speeches on his scorecard. He runs training in motivation, communication and personal development.

DREAMS

– what to do to make them come true?

WSSE INFO: Do dreams help to achieve success, or are they a form of escape from everyday life, problems and hard work, which take us to an unreal world, create illusions and somehow prevent from fulfilling ambitious aims?

MATEUSZ KUSZNIEREWICZ:

Everything begins with dreams. They set our goals. Even if they seem unreal at first, all we have to do is infuse them with some faith. Then they become more material and can be turned into personal aims. The next stage is making them more precise, knowing where we are headed and when we want to get

there. Otherwise, the dream will remain undetermined, and we will make the mistake of associating success with external factors and not with individual effort. Since I was a child, the first stage has always been easy for me. Dreams motivated me and gave me energy to act. I enjoyed thinking about achieving them. I would quickly move from a vague picture in my imagination to concrete ways of realizing my intentions. It hasn't changed until today. When I begin working on a new project, I cherish the same desire, passion and excitement that I felt at the beginning. Dreams are still my best motivators.

So maybe there exists a recipe for success? Some universal rules that guarantee achieving it?

In order to be successful, four elements are indispensable: a dream, a desire to fulfill it, dedication, and discipline. These are the basic building blocks of the mix that guarantees success. These keywords have accompanied me for a long time, and I would automatically do the actions required by them. The same four magic words were mentioned by my fellow sailor and Olympic champion Anna Tunnicliffe, who even termed it the 4D principle that is necessary to achieve any aim. I'm

convinced that our experience as sailors and successes in this sport must have been the result of the rules that we have been following, which can be encapsulated in these four seemingly simple words. The 4D principle is a universal recipe, which applies not only to sport. When I see people who are successful in many fields, such as business, culture, or science, I know that all of them base their success on this principle. They often do it subconsciously. Those who have managed to realize their dream have been guided by desire, dedication and discipline. They might have added some personal ingredients to this recipe and “baked” their success.

So dreams and desires are the driving force behind action, but they are probably fuelled by dedication?

It is important to ask yourself how far you want to go and can go in order to be successful. As a sportsman, I understood it all too well. It is impossible to do sport at an Olympic level in a casual way. The results come after years of difficult training, which requires strong commitment throughout all this time. The life of a professional sportsman is dedicated to achieving the ultimate goal, which is becoming a world champion or an Olympic medalist. There can be no shortcuts. Whenever I wanted to explain away my weak form in training, I immediately remembered that there were many people working hard to get on the podium while I was hesitating or going easy on myself. Once I ended my sporting career I could give myself some slack. I still do believe in full dedication to projects, but now I have struck a balance between work and private life. If I spend two hours a day working on one issue, I do it as efficiently as possible and make full use of this time. It also applies to other spheres of life. I am

preoccupied with many activities, huge amounts of information, dozens of phone calls and emails. Every day we are overwhelmed by tasks and discussions, and we lack the time necessary for deep reflection. In this hustle and bustle, I feel the need to slow down and think about myself. To do so, every week I have “an appointment with myself.” I have been doing it for years. All I need is a quiet hour, without the phone, computer, or other people. I use

“ In order to be successful, four elements are indispensable: a dream, a desire to fulfill it, dedication, and discipline.

this time to think, to reflect deeply and to raise my self-awareness. For one hour a week, I quietly think and analyze if what I’m doing makes sense, if it matters to me, if it has a positive influence on me and the people close to me. These appointments get my thoughts in order and enable me to keep balance in life. They often prevent me from making the wrong decisions or following bad ideas. Sport has taught me to respect my time, and for this reason I carefully plan each day and avoid doing pointless things.

So if we are ready to dedicate ourselves to achieving the desired dream, what else do we need?

In order to reach the aim, we need discipline, or self-control, which systematizes our efforts. It is indispensable to persevere and keep on track. Our fate lies in our hands. Doing sport has taught me that thanks to internal discipline we can count on achieving success and constant growth. It is helpful in not only becoming the champion

of a single event. But how can we effectively manage these four elements? How can we explain the fact that many talented and intelligent people are barely able to make ends meet? Success in life seems to be influenced by factors such as self-awareness, the ability to control emotions, empathy, a willingness to engage in dialogue and reach understanding. I have always been impressed by the ability to choose the means adequate to a given situation, adapting the reaction to what a particular moment requires. The other day I asked a well-known actor, who also teaches acting to students, if there is a golden rule that works in most challenges faced by actors, a key to good acting. He said that it comes down to choosing the right intensity of acting according to the requirements of a play or film. This ability is inextricably tied to an actor’s self-awareness, and consequently – self-control. I have followed this rule in business and private life. In my opinion, this is the essence of emotional intelligence. Although I have succeeded in reaching many of my dreams, I am not resting on my laurels. I am constantly charting a new course for success, and I wish the same to you. ■





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WSSE INFO: In global markets, correlation between business and science is one of the fundamental conditions for the successful development of today's innovative economies. In what direction are companies' activities headed, and what role in this process can be fulfilled by science and education units?

ANNA BARANIECKA: Competing in contemporary global markets is not an easy process. It no longer needs just the right managerial competences and business intuition, but it is increasingly based on a lateral approach to designing and pursuing the growth strategy. An important trend in companies' strategic activities is looking for partners to actively cooperate in the modern markets. Partnership between business and science and education units, which so far has often come down to student exchange, can presently become a

remedy for the crisis of creativity, commitment and loyalty in companies' market activity. Unlike ever before, higher education institutions can today contribute to raising the attractiveness of the Polish economy by improving the competitiveness of the intellectual capital and supporting the development of enterprises and organizations investing in Poland. A university is a source of up-to-date knowledge and a breeding ground for highly skilled employees.

What can be said about the changes in the current labor market? What are the expectations of employers, and what matters most to employees? Can the aims of both sides be reconciled?

The dynamic changes sweeping international markets, with respect to the economic, technological and social sphere, result in greater expectations of all the participants in the labor market. When selecting the site for

locating an investment project, the employer is increasingly expecting not just low labor costs, but especially the right professional or managerial qualifications and social skills that will make it possible to effectively use the employees' knowledge and abilities. Employees are usually looking for jobs that will not only improve or stabilize their financial situation, but also offer professional development and fulfillment. Although these goals seem contradictory at a glance, in the end it turns out that an employee who is well paid and fairly treated works more efficiently, which translates into lower labor costs. Investing in developing employees' competences brings benefits in the form of higher efficiency (lower unit costs), loyalty to the employer (lower cost of opportunistic behaviors) and commitment to the development of the organization (lower cost of external expert services).

Why should companies cooperate with higher education institutions?

What can they gain? After all, companies have their in-house departments responsible for the broadly-defined human capital.

Firms undoubtedly possess the right knowledge and skills necessary to professionally manage their human resources, but in order to increase the effectiveness of cooperation between employers and employees it is worth using the potential offered by cooperation with knowledge units, such as higher education institutions. Higher education institutions as science and education units constitute not just an important source of knowledge, including business and technological innovations, but primarily function as providers of intellectual capital for companies. Regardless of what they teach, the main aim of higher education institutions is to supply people who can join the ranks of social elites and work as highly-qualified specialists. It is worth noting that the level of graduates' qualifications and competences depends on the level represented by the institution that teaches them, but also on the graduates themselves, in the sense of their awareness of the significance of studying for their professional careers.

What does cooperation between higher education institutions and companies look like in Poland? What programs are being carried out?

When analyzing the current situation in Poland, cooperation between higher education institutions and economic practitioners mostly comes down to exchanging students and graduates, usually during apprenticeship and work training programs organized by academic

units, or during the recruitment process carried out by firms. A less popular area of cooperation concerns training programs, consultations and research projects. Cooperation can also assume more advanced forms, such as conventions or business councils established by universities, which gather economic practitioners mainly in order to seek their support in diagnosing and programming the curriculum, or, even more often, to create an image of the academic unit as a collaborator of the business environment. These activities connected with cooperation with market organizations not only constitute an element supporting the development of science and education units, but also play an important role in evaluating the quality of teaching, e.g. during accreditation or certification procedures.

Do the currently undertaken initiatives make full use of the existing resources of academic and business entities? If not, what events are most worrisome?

In spite of the commonly held view of huge popularity of activities connected with the cooperation between universities and economic practitioners, representatives of both sides often talk about the existence of a dissonance with regard to the expectations and the actual results of such cooperation. This dissonance is confirmed by certain phenomena resulting from it, namely the shortage of some types of specialists (with the right qualifications and competences) as signaled by enterprises, a rather high level of unemployment among graduates, and the relative unattractiveness of the Polish labor market for graduates (which leads to emigration for economic reasons).

What actions should be taken in these circumstances in order to make a progress?

An effective remedy for the situation described above must be a systemic solution that would be guaranteed by the organs supervising higher education. This solution should include an in-depth diagnosis of the needs of the economy and society, followed by adapting the entire educational system accordingly. Importantly, this should be a continual process, based on a strategic approach and carried out in cooperation with all the interested parties. However, before the right solutions can be introduced on a macro scale, it is worth examining grassroots initiatives that often bring quick, lasting and significant benefits to their participants. Such innovative grassroots projects of cooperation between universities and business are already being carried out, e.g. at the Faculty of Economics, Management and Tourism in Jelenia Góra, which is an extramural branch of the University of Economics in Wrocław. ■



ANNA BARANIECKA

PhD

Anna Baraniecka, PhD, is an Assistant Professor at the Department of Strategic Management and Logistics, and Deputy Dean for Development at the Faculty of Economics, Management and Tourism in Jelenia Góra, which is an extramural branch of the University of Economics in Wrocław. For many years she has been involved in numerous innovative projects connected with science, education and management. She supervises the LOGRiT Logistics Student Club and sits on the supervisory board of the Virtual Student Consultancy, which functions at the Faculty of Economics, Management and Tourism.



Museum of Porcelain in Wałbrzych

The white gold of Wałbrzych

Invented in China in the 13th century, porcelain has been known in Europe since the end of the 15th century, when a sea route to the East Indies was discovered. Porcelain reached exorbitant prices in the Old Continent and was called “white gold” for a good reason.

Attempts to copy the Chinese invention took a long time, but did not yield the desired results. It was not before the early 18th century that Johann Friedrich Böttger in cooperation with Silesian mathematician and physicist Ehrenfried Tschirnhaus finally managed to invent European porcelain. In 1710, Böttger became the director of the first European porcelain factory in Meissen. In spite of every effort made by the Meissen factory owners to keep the technology secret, in subsequent years, mainly thanks to the knowledge stolen by runaway craftsmen, other production facilities were set up, e.g. in Vienna (1718) and Berlin (1751).

The history of porcelain production in Silesia dates back to 1820, when a merchant named Rausch established a sanitary containers factory in Wałbrzych (then: Waldenburg). Among the people he hired was Karl Krister – a twenty-year porcelain painter, who

had already had significant experience in the industry. It was Krister who would soon afterwards begin the history of porcelain making in Wałbrzych and Silesia. Sixteen years later, Krister bought Rausch’s factory and a nearby facility owned by Traugott Hayn, thus laying the foundation for his future porcelain empire, which in its heyday employed 1,500 people. From the very beginning Krister wanted to produce porcelain for less wealthy customers. In order to decrease the costs, he



FROM THE LEFT: flowerpot, cover, hand-painted and ornamented with gold; tête-à-tête breakfast set made in Tielsch's factory, and two tea infusers from Tielsch's factory, painted, gilded. All the exhibits were made between 1870 and 1890.

consistently worked towards independence from external suppliers – he also owned kaolin, alabaster, quarts and coal mines, while his sawmills produced boxes for packaging the finished goods. Krister looked after his workers by establishing a health care fund and a hospital; moreover, the fire brigade set up by him put out fires all over the city. Although inexpensive, Kristen's porcelain was characterized by high quality and interesting design, which won him many awards, including medals at the Paris World's Fair in 1857 and 1867. Interestingly, in the initial stages of the factory's functioning, the porcelain bore the KPM symbol, which was extremely similar to the logo used by a much older and more recognizable factory Königliche Porzellan-Manufaktur from Berlin. Krister was forced to abandon this practice after the protest of the Berlin manufacturer.

Karl Krister's success encouraged Carl Tielsch, a thirty-year old banker, to set up his own porcelain factory in Altwasser (Stary Zdrój – today a district of Wałbrzych) a little less than a decade after Krister. The choice of the location was no accident – a railroad connecting Wałbrzych and Wrocław was being built in close proximity to the factory. For Tielsch, porcelain manufacturing also turned out to be very lucrative – already in the early years of production, his goods won appreciation due to their high quality. The company expanded and at the turn of the 20th century it became the largest German

porcelain factory, employing roughly the same number of workers as Krister's empire. After the end of the first world war, the company was acquired by the well-known Hutschenreuther enterprise.

The next stage in the history of the ceramic industry in Wałbrzych came almost forty years later, when Hermann Ohme from Leipzig married Anna Dimter, Krister's niece, whose family probably persuaded him

to set up another porcelain factory in 1881. It was established in Niedersalzbrunn, which is a district of Wałbrzych today, near the railway station. Although it never equaled the predecessors in terms of the number of employees, its products were marked by the most interesting design and exceptionally high quality, as evidenced by the awards won in London in 1891 and Wrocław in 1904. Most of the production was exported to the United States, which was one of the main reasons for the factory's bankruptcy in 1930, during the Great Depression. American collectors still own many of the most interesting products made by Ohme, and there even exists a thriving society whose member study and collect the wide variety of Hermann Ohme porcelains.



A vase produced in Tielsch's factory, 1850-1860, painted, gilded

The last porcelain factory in Wałbrzych was set up in 1891. Its founders – Julius and Franz Prause, who used to run the porcelain paint shop opened by their father thirty years before in Altwasser – erected their factory near Hermann Ohme's facility, making use of the same train line. Employing about 350 people, the factory exported its goods to the USA and East India. Unfortunately, the Prauses' factory shared its neighbor's fate and also went bankrupt in 1933.

The history of porcelain making in Wałbrzych is long and colorful. Unfortunately, only one of the two biggest factories has survived until today to develop Krister's traditions in a more modern and dynamic way. However, the history of the other factories has not been forgotten. The Museum of Porcelain in Wałbrzych has for many years collected and preserved information and objects connected with the ceramic heritage of the place. The historic interiors of the Albertis' family palace house specimens of porcelains that have been made here for almost 200 years. The permanent exhibition enables the visitors to rediscover the changing fashions and artistic tastes of the old "porcelain" Wałbrzych. ■

Text: JACEK DREJER, Director of the Museum of Porcelain in Wałbrzych



NEW INVESTMENTS IN THE ZONE



Tadeusz Kościński
Undersecretary of State at the
Ministry of Development

More than PLN 300 million will be invested by 16 companies that have decided to carry out projects in the Wałbrzych zone. The ceremony of presenting the investors with permits to conduct business activity in the WSEZ was held at the Książ castle, followed by an official banquet. The event was attended by Deputy Minister of Development Tadeusz Kościński, representatives of Lower Silesian authorities, entrepreneurs and self-government members.

"Every newly issued permit pleases us. Eight new companies have joined our zone, and another eight have decided to invest in expanding their existing factories. It confirms that our tenants feel good in the zone and are constantly developing" – said **Maciej Badora**, President of the Wałbrzych Special Economic Zone.

"We would like the Polish economy to enter a phase of innovativeness instead of relying on cheap production. We are pleased that the new projects in the zone are also connected with the new technologies," added **Tadeusz Kościński**, Undersecretary of State at the Ministry of Development.

During the gala, entrepreneurs received permits to operate in the Wałbrzych zone from Mr. Kościński, Mr. Badora, and **Michał Szukała**, Deputy President of the WSEZ. Eleven out

of the sixteen new permits are connected with projects in Lower Silesia.

"I am confident that you have chosen to do business in one of the most attractive destinations in Europe," **Kamil Krzysztof Zieliński**, Deputy Governor of Dolnośląskie Province, said to the entrepreneurs. "The presence of national government representatives at this ceremony proves that we will do our best to help your companies to develop," he emphasized.

The new investment projects are connected with metal and plastic processing, production of domestic appliances and animal feeds, and the following industries: textile, chemical, automotive, electric, and construction. Almost half of the projects will be carried out by Polish companies. The investors have declared that they are going to generate a total of over 400 new jobs.



EIGHT NEW COMPANIES HAVE JOINED WSEZ, AND ANOTHER EIGHT HAVE DECIDED TO INVEST IN EXPANDING THEIR EXISTING FACTORIES.

Mercedes engines

made in the WSEZ

Over EUR 300 million will be invested by the Daimler corporation to build a factory in Jawor. The plant will produce engines for Mercedes-Benz. The factory will employ several hundred people.

The decision was officially announced during the meeting of **Markus Schäfer**, Member of the Divisional Board of Mercedes-Benz Cars, Production and Supply Chain Management, with **Mateusz Morawiecki**, Poland's Deputy Prime Minister and Minister of Economic Development. The conference was also attended by board members of the Wałbrzych zone, where the corporation will invest.

"Daimler AG's decision shows that Poland is an attractive market for foreign investors. The car industry in Poland is

developing into the economy's innovation hub, creating jobs for highly skilled workers in our country. We place particular emphasis on supporting innovative projects which generate added value for our economy and boost its competitiveness," stated Mr. Morawiecki.

The high-tech factory will produce four-cylinder engines for Mercedes-Benz passenger cars. Production at the new Daimler site is scheduled to start in 2019.

"The capacity expansion in Poland reflects the increasingly international character of our powertrain production compound," emphasized Mr. Schäfer. ■



The factory will be located within the Lower Silesian Economic Activity Zone, which is managed by the WSEZ. There are over 300 ha of land available to investors in close proximity of Daimler's plant. The attractiveness of the land is further increased by Expressway S3, which is currently being built, and availability of highly skilled workers graduating from technical schools and academic centers.



Business Mixer ^{2nd} edition

More than 200 entrepreneurs from all over Poland participated in the second edition of INVEST-PARK Business Mixer. It was one of the largest events of this kind in Lower Silesia.



The idea of the meeting was to present companies' business activities to as many potential partners as possible. In the first part of the meeting, the participants sat at round tables and gave two-minute presentations of their companies. Having listened to all the presentations, the entrepreneurs joined a new group of participants. After four sessions, each of them had more than 30 business contacts.

"Time pressure forces the participants to choose only the most important facts about their business activity. This formula

makes it possible to get to know many people, and these contacts can bear fruit in the future," said **Jolanta Woźniak**, Key Accounts Manager at Nifco Poland.

After the presentation of companies, the participants moved on to the networking part. In unofficial talks they had a chance to learn about the details of selected offers and establish relations with people that they could not meet at the tables.

"The Wałbrzych zone cares about creating the right climate for investment, which is the reason why this meeting is attended by so many important people. Our aim is to enable our tenants to establish contacts with entrepreneurs functioning outside the WSEZ," said **Maciej Badora**, President of the Wałbrzych zone, which organized the event.

Among the participants in INVEST-PARK Business Mixer were entrepreneurs representing the following industries: automotive, IT, home appliances, construction, chemical, pharmaceutical, electrical, as well as services: advisory, logistic, metal and plastic processing.

THE SECOND EDITION OF INVEST-PARK BUSINESS MIXER WAS HELD AT WROCŁAW CONGRESS CENTER NEAR CENTENNIAL HALL, WHICH WAS THE MAIN PARTNER OF THE EVENT. ■

The ambassador of Japan in the WSEZ

The Ambassador of Japan to Poland Shigeo Matsutomi and his wife visited the Wałbrzych Special Economic Zone. The meeting was attended by Japanese entrepreneurs operating within the WSEZ. Companies from this country have already invested more than PLN 5 billion in the zone.

Japanese firms are the second largest group of investors in the Wałbrzych zone in terms of incurred capital expenditure. Thanks to their investments, more than 4,200 people have found jobs.



"Japanese firms are trusted business partners and reliable employers, who invest in the professional development of their staff. For this reason we want them to make themselves at home. We do our best to create the optimal conditions for these enterprises to develop," **Maciej Badora**, President of the Wałbrzych Special Economic Zone, said during the meeting.

All the Japanese enterprises are based in Lower Silesia. The fact that they feel good in the Wałbrzych zone can be best proven by 25 permits issued to operate here, which have been granted not only to erect new facilities but also to expand the existing ones.

"Out of 43 Japanese enterprises functioning in Lower Silesia, 11 function in the Wałbrzych zone. According to questionnaires, they are positive about the conditions of doing business in it," Mr. Shigeo Matsutomi, the Ambassador of Japan, stated during the meeting.

The meeting also provided an opportunity to discuss issues connected with the development of the WSEZ and the matters connected with employing foreigners. The guests had a chance to see the facilities functioning in Wałbrzych, including four Japanese companies: NSK Steering Systems, Poland Smelting Technologies "POLST", Toyota Tsusho and Toyota Motor Manufacturing Poland – Toyota's largest production complex in Europe where automotive subassemblies are made. ■

The Ambassador of Iran in the WSEZ

The Ambassador of the Islamic Republic of Iran was the guest of the Wałbrzych Special Economic Zone "INVEST-PARK". Tightening trade cooperation between Lower Silesia and Iran was the main subject of the talks.

The ambassador and his wife paid a three-day visit to Dolnośląskie Province. Before the meeting at the WSEZ seat he visited facilities in the Nowa Ruda subzone – Orion PU's factory, where glues and sealants for the construction industry are made, and ZPAS, a company connected with the energy and electronic industry.

"The region of Lower Silesia is very important to us, and the offer of the Wałbrzych zone makes it even more attractive. I would like to base the cooperation between our countries on many dimensions, including economy, science and culture. Our contact shouldn't come down to official intergovernmental meetings," Ambassador Mehmanparast said.

During the meeting, the functioning of the WSEZ was presented. There was also a detailed overview of the preferential conditions offered to entrepreneurs, particularly in the form of tax exemptions, and a presentation of sites near Wałbrzych that are available to investors.

"We are highly interested in contact with Iranian firms and we are open to cooperation," said **Maciej Badora**, President of the WSEZ "INVEST-PARK". "Iran has huge potential, both scientific and economic. The Wałbrzych zone, in turn, is the perfect place to locate innovative investment projects," Mr. Badora ensured the ambassador.

The WSEZ's president invited representatives of Iranian companies and the government to visit Wałbrzych. The ambassador's visit to Lower Silesia was coordinated by the Marshal Office of Dolnośląskie Province. ■



EDUCATION

for employers' needs

Introducing a dual system that involves employers in the process of education and creating two-stage professional schools to replace the existing vocational schools – these are the main tenets of the new educational system reform. Its assumptions were presented by Anna Zalewska, Minister of National Education, and Mateusz Morawiecki, Deputy Prime Minister and Minister of Development, during a conference in the Wałbrzych Special Economic Zone.

The main intention of the ministries is to include entrepreneurs in the process of educating and testing. Close cooperation with them will make it possible to introduce new professions and curricula to better reflect market demands.

"We would like to create a vocational education fund in order to cumulate funds from the education system and from employers," Mrs. Zalewska explained.

The proposed changes include the creation of two-stage professional schools. Having completed the first stage, the graduates will either take up jobs or pursue further education. Completing the second stage and passing a professional exam will result in achieving secondary vocational education and obtaining a technician's diploma. The graduates will also be able to sit a final vocational exam (Matura) and continue education in universities.



The biggest foreign investment in Poland

The Volkswagen corporation has launched its Crafter factory in Września. The plant will employ about 3,000 people.

"We must adapt education to the needs of individual industries," Mr. Morawiecki stated. "Without creating a vocational education system from scratch, it will be impossible to build a strong Polish industry and a modern economy."



The presentation of the main assumptions of the new system took place at the seat of the Wałbrzych Special Economic Zone. Over a year ago, the WSEZ established the "INVEST in EDU" Educational Cluster, which groups schools, universities and entrepreneurs. The cluster links employers with schools that can provide students with the relevant skills. One of the effects of the cluster's existence has been the

creation of company-sponsored classes. During the meetings of the members of the Wałbrzych zone's cluster, concrete solutions are devised in cooperation with specialists. The participants also have an opportunity to exchange experiences. ■



The company's most modern factory in Europe has been built in record time of just 23 months. It will manufacture the new model of VW Crafter commercial vehicle.

"Our redevelopment of the new Crafter and our newly constructed plant with an annual capacity of 100,000 units positions us better than ever in the growing market of large vans," said Andreas Renschler, member of the Board of Management of Volkswagen AG.

Jens Oksen, Chairman of the Board of Management of Volkswagen Poznań, explained that the new plant represents a combination of excellently qualified and highly motivated employees with advanced, efficient and ergonomic production processes.

"We have implemented many innovative solutions. The Września plant was built with an eye to the future – it features the latest technology while being environmentally efficient," Mr. Oksen emphasized.

The capital expenditure of €800 million on constructing and equipping the plant means that it has been the largest foreign investment in Poland to date. The factory will employ 3,000 workers. Many more jobs will be generated in the area due to the development of a chain of suppliers and service providers. The Wałbrzych zone still has about 80 ha of land available to investors near VW's facility. ■

Toyota's new investment

Around EUR 147 million will be spent by Toyota. The investment projects will be connected with launching the production of hybrid gearboxes and new petrol engines. As a result of the investment, the corporation has declared to generate at least 100 new jobs.

"We were happy to hear the decision of the Japanese corporation, all the more so because it will contribute to the stability of the factory's functioning and the jobs generated by it," said Maciej Badora, President of the Wałbrzych zone. The new investment at the Wałbrzych-based factory of Toyota Motor Manufacturing Poland will enable the company to begin the production of hybrid drive transmissions. Currently, hybrid gearboxes are produced in Toyota's facility in Japan and exported to Europe. Beginning in 2018, the company's factory in Wałbrzych will also perform research on testing materials, which will contribute to the process of localization of parts used in hybrid transmissions.

"Toyota has been involved in manufacturing investment projects in Poland since 1999, and currently it employs 2,000 people. Expanding our product range to include hybrids will ensure greater stability of our functioning, benefit the employees and the local community," said **Eiji Takeichi**, President of Toyota Motor Manufacturing Poland in Jelcz-Laskowice. Another project at the factory owned by Toyota Motor Industries Poland in Jelcz-Laskowice will result in launching the production of petrol engines in 2019.

"The factory in Jelcz-Laskowice currently only produces diesel engines. However, the European market is evolving towards a greater share of petrol, hybrid and electric vehicles," said **Kazunori Masuoka**, President of Toyota Motor Industries Poland.



IN THE PHOTO FROM THE LEFT: Tadeusz Kościński, Deputy Minister of Development; Takeshi Uchiyamada, President of Toyota Motor Corporation, and Maciej Badora, President of the Wałbrzych Special Economic Zone "INVEST-PARK"

The corporation has also announced that it is planning to merge the two companies into one organization, which will occur at the end of March 2017. The new company will use the name Toyota Motor Manufacturing Poland. As the corporation declares, capital expenditure on both projects will reach around PLN 650 million. It will increase the total amount of money invested by Toyota in Poland to over PLN 4 billion.

Talks about Toyota's future in Poland have been going on for a few months. The plans of the Japanese corporation were one of the items discussed during the meeting with Takeshi Uchiyamada, President of Toyota Motor Corporation, which was attended by Deputy Minister of Development Tadeusz Kościński and board members of the Wałbrzych zone. ■

Wałbrzych

A city in south-western Poland (Dolnośląskie Province), situated near the Central Sudetes. It lies at the elevation of ca. 450-500 meters above sea level, in a picturesque valley surrounded by the heavily wooded ranges of the Wałbrzych Mountains.

Wałbrzych can be very easily reached by land – it is situated near the junction of the A4 Motorway (40 km) and the planned S3 Motorway (29 km). Railroad no. 35 from Wrocław to the border crossing with the Czech Republic in Golińsk runs through the city.

Total area: the administrative border covers an area of 85 km²

Population: ca. 115,000 inhabitants

Distance to border crossings:

- Golińsk/Meziměstí - 17 km
- Lubawka - 29 km
- Kudowa Słone - 90 km
- Zgorzelec - 120 km

Distance to European capitals:

- Warsaw - 420 km
- Prague - 200 km
- Vienna - 434 km
- Berlin - 449 km

Distance to airports:

- Wrocław – International Airport – 78 km
- Świebodzice – landing field for light aircraft – 10 km



Panorama of Wałbrzych





Książ Castle in Wałbrzych

Running like the wind



Is it worth producing luxury boats in a mountain town, 400 km from the nearest sea? It turns out it is possible in Wałbrzych. Corthinx is an innovative company with Polish capital, which designs and makes yachts and catamarans to order. Its manufacturing facility is located in a production floor built by the Wałbrzych Special Economic Zone.

“Many shipyards are not located directly on the coast, and they still manage to function successfully. As an inhabitant of Wałbrzych, I knew the specificity of the region: good infrastructure, access to highly qualified workers and relatively low production costs. The proximity of the Odra river makes it possible to transport large-size objects by the river, all the way to Szczecin. These factors played a decisive role in the decision to invest in Wałbrzych,” says Dariusz Wesołowski, Corthinx’s proxy.

The company established cooperation with a French nautical engineer and Polish universities of technology and of fine arts, which has resulted in innovative design solutions. Thanks to the founders’ passion and determination, the firm has also significantly improved the production process. It is reflected in the contracts for Polish and foreign partners.

“We have succeeded in breaking into the market. As a contractor, we produce models and forms of prototypes that will be made in the future. Our overriding aim, however, is to produce boats under our own brand. The sailing catamaran made to our original design has already been sold, although it has not left the production floor yet. We are about to launch its new version with a motor, which we also think will be a success,” Mr. Wesołowski adds.

The company is also planning larger vessels as well as exclusive yacht tenders and water taxis. The large-size technology enables the firm to go beyond its standard activity. Besides, Corthinx is a contractor of firms from the automotive and furniture industries. It has produced luxury speaker enclosures and even propeller blades for wind turbines.



Golf course/Brzeźno Palace

TIME FOR GOLF

- interview with Marzena Gradecka

WSSE INFO: What is best about golf? If you were to choose its biggest advantage, what would that be and why?

MARZENA GRADECKA: I don't think it is possible to choose one key advantage offered by golf. This is because golf has many versions. From golf as a sport, which we can fortunately watch increasingly often on Polish television and which is played by top athletes, to golf as a form of biological regeneration, which is practiced on this very day by Tadeusz, for example, who is 84 years old, fell in love with golf four years ago, comes to the course almost every day and is more agile every year – both physically and mentally. And there are innumerable varieties in between – as an activity in the open air that is focused on play and recreation, or serious sports competition between friends. It is also a brilliant way of spending free time with family. There are even some four-generational families in Poland who love and play golf.

So who is this sport for? For young, strong, energetic and fit people?

Golf is for everyone. For sportsmen who are unable to find the right activity after an injury. For middle-aged people whose kids have already left home and they can finally think about themselves. For children and teenagers, because it builds character and teaches respect for rules, including good manners. For retired people, who are looking for inspiration in the second half of their lives. For stressed businesspeople, who instead of putting in the hours decide to spend some healthy time in the open air in a neutral environment. For resolute and self-aware women who care about their health and beauty. For injured people, who find golf enjoyable and inspiring on their way to regaining health. Golf is simply a universal remedy for everybody!

What characterizes the environment of golf players? Does this sport favor establishing interpersonal relationships?

The environment of golf players is extremely varied. What they have in common is activeness, self-awareness and responsibility. There are very few people who take up golf by pure chance. This is a demanding activity, especially in terms of time. Although it is commonly thought to be a costly and elite sport, it is no more expensive than skiing or tennis. As the climate in Poland changes, it is becoming a sport for all seasons. Its availability is constantly improving, also due to reasonable prices (we charge maximum 300 zlotys per month), which means it is affordable to the middle class. But I do agree that it is an elite sport. It is a lifetime adventure for those who want more, who care about themselves and their families. For self-aware and active people who understand each other and appreciate their mutual company, which often translates into friendships and good business relations.

What makes this sport increasingly popular in Poland? Do golfers from abroad come to play it here?

After decades of non-existence, golf has been developing in Poland for more than 20 years now. The Czech managed to keep their golf courses and their lifestyle (which includes golf) in spite of the communist rule. We did not. Despite the lack of support from the authorities, a group of “madmen” are slowly building golf courses and filling up the map of Poland with places to play it. Landfills, post-mining areas and wastelands are being converted into golf courses. This increased availability contributes to the development of golf. Another factor is the interest of the media and the successes of “our” players. We have had some successes in amateur golf on the global level. We are quickly making up for the lost time. Adrian Meronk has for some time been among the top 10 best amateur players in the world, and Mateusz Gradecki, a five-time champion of Poland, is persistently following in his footsteps. I hope that they will both take part in the next Olympics.

Golfers from abroad are coming to Poland ever more often. Teenagers come to the Faldo tournament in Brzeźno near Wrocław, amateurs to the Open Championship of Poland, and professionals – to Lotos Polish Open. Unfortunately, top players do not come to us because we have no tournaments of global level. The Czechs have their Czech Open, the Germans have many tournaments of this level, there are such tournaments in Russia, even Kazakhstan. Meanwhile, Meronk and Gradecki are coming closer to participating in professional tournaments.

Why Brzeźno? There are so many beautiful places in Poland, old palaces waiting for new tenants.

Brzeźno borders the gmina of Oborniki Śląskie, where I have lived since I was born. For hundreds of years, Oborniki Śląskie has been known as a resort. Brzeźno is situated just a few kilometers from Oborniki as the crow flies, at the foot of the picturesque Trzebnickie Hills, near the dreamlike Barycz Valley. There are vast forests nearby. We were not looking for a palace, we were not looking for Brzeźno – it was Brzeźno that found us. My husband’s friend came across an ad

about a park and palace complex that was for sale. The price was attractive, and so was the location. His idea was to build a decent tennis court in the village, for companies and private people.

Since there was also a dilapidated palace there, we decided to take up the challenge – after all, it would be nice to spend a few nights next to the court. And this is how it all started. ■



MARZENA GRADECKA

is a businesswoman, founder and president of Polska Grupa Drogerijna. In her spare time, she is a golf enthusiast.

She was born on 22 October, 1962, in Wrocław. She comes from one of the oldest families of merchants from the Eastern Borderland. After finishing Secondary School of General Education no. 3 in Wrocław, she studied International Trade at the Academy of Economics in Poznań. Since 1989 she has been actively involved in developing trade in Poland, initially combining it with being a member of the local government in Oborniki Śląskie. She owns PGD Polska, the largest wholesaler of chemicals and cosmetics in Poland; she is also President of Jasmin chain of drugstores and member of the Working Group at the Parliamentary Group for Supporting Entrepreneurship and Economic Patriotism.

She often plays golf, she is married to a golfer and has two children who are also talented golfers – Dominika (who has won many medals in Championships of Poland) and Mateusz (a five-time International Champion of Poland). She is also a champion of Poland (net) from 2007 and winner of Polonia World Cup (net) in 2016. She loves skiing and travelling.

HOW TO CHOOSE THE RIGHT PROFESSION?



I often see young people who have chosen a job without fully realizing their aptitude. Sometimes their knowledge about the selected profession is rudimentary. Such situations clearly show that no careers advisor was involved in the decision-making process,” saying **Katarzyna Druczak**, psychologist, trainer and careers adviser.

WSSE INFO: How can a young person be helped to choose the right career path?

KATARZYNA DRUCZAK:

I think that the most important thing is the support and presence of other people involved in the process of choosing the educational and professional path. These people may include a careers adviser who is close to the student, in his or her school. Group lessons devoted to advisory focus on getting to know oneself as well as finding out about different professions, career paths and the

labor market as such. Individual meetings offer an opportunity to determine professional aptitude, acquire the necessary information and prepare an outline of the career path. It is crucial to actively include the young person in the process so that he or she is helped by the adviser as well as teachers, parents and representatives of firms and institutions.

To what extent is educational or professional advisory helpful in making the decision about choosing a career?

It is invaluable. I often see young people who have chosen a job without fully realizing their aptitude. Sometimes their knowledge about the selected profession is rudimentary. Such situations clearly show that no careers advisor was involved in the decision-making process. Otherwise, the decision would have been more accurate.

What can parents do to discover and develop their children's potential?

Parents are the first advisers. They can accompany the child in discovering his or her potential, interests, talents and predispositions. It can be achieved through conversations, playing together or enrolling the child on courses that develop his or her

“Cooperation between employers and schools is absolutely necessary, as well as good flow of information. Inspiration should come from both sides.

talents and abilities. The time for conversation is always good. Parents do not need to know the methods used by advisers – what matters is to build a relationship with the child from early childhood until the young adult says: “Thank you for your time.”

The proposed changes to vocational education assume greater participation of employers in the educational process. How can these changes affect the level of professional preparation of young people? What is necessary for this plan to bring the desired result?

Employers are indispensable partners of vocational schools. They should feel co-responsible for the educational process by tightening cooperation with schools, visiting them as well as bearing part of the costs. Although not all entrepreneurs perceive these actions as the right preparation of candidates for their companies, the School Complex no. 5 in Wałbrzych, where I work, demonstrates that this cooperation is profitable for all the involved parties. My school uses a wide range of tools in this area: apprenticeships and work training at the employer's company, a career

center at school, professional forums, trips to companies or meetings with recruiters.

For many years, it was believed, although probably erroneously, that weaker students should go to vocational schools while better ones – to schools of general education. Meanwhile, acquiring concrete professional skills may secure stable employment. Will the creation of the two-stage professional school reverse this trend?

This division is probably no longer true. Many young people meticulously analyze all the pros and cons of choosing a particular type of school and then make an informed decision, often with the assistance of professional advisers and employers. I suppose that

“Another example of good practice is company-sponsored classes, which are already functioning in many vocational schools. The students have an opportunity to learn to do a job not only at school, but also in real companies, supervised by concrete potential employers.

the introduction of the two-stage professional school may positively influence the image of vocational education. At the same time, I am aware that much work needs to be done in this area, such as a public information campaign.

Special economic zones are constantly attracting new tenants. The growing number of investment projects generates demand for specialists in concrete professions. How to predict the personnel needs

of employers and prepare the right employees in time? Can educational clusters fulfill this role?

Cooperation between employers and schools is absolutely necessary, as well as good flow of information. Inspiration should come from both sides. Meetings, conversations about the needs and expectations, looking for solutions together – these are examples of actions that are beneficial to effective preparation of future employees. Another example of good practice is company-sponsored classes, which are already functioning in many vocational schools. The students have an opportunity to learn to do a job not only at school, but also in real companies, supervised by concrete potential employers. Of course, educational clusters can be a useful tool in finding out about the demand for specific kinds of employees. It is a multilateral partnership which often groups those who know best about this demand – the employers themselves. ■



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is an educational psychologist and trainer. For the last 19 years she has worked as a careers adviser.

She graduated in Pedagogy (Counseling) from Wrocław University. She has also completed a postgraduate course in lifelong guidance, philosophy and ethics.

She works as a careers adviser in School Complex no. 5 in Wałbrzych, where she helps students to choose a career path and achieve success in the labor market. She also runs training for teachers in professional and educational advisory as well as in educational psychology. She is the author or co-author of many publications and workshops on improving the skills of careers advisers.

Since 2002 she has been cooperating with Lower Silesian universities in teaching future educational psychologists and careers advisers.



TECHNOLOGICAL DEVELOPMENT

chance or threat?

INTERVIEW WITH PROFESSOR MAREK TUKIENDORF



WSSE INFO: Technology is changing the labor market at a dizzying pace, and constantly accelerating. The manufacturing industry is increasingly reliant on robots, which take over ever new areas of human work. In the light of this, will technical education still guarantee the possibility of not only finding a job and keeping it, but also rising to new technological challenges?

MAREK TUKIENDORF: There is no going back from where we are. Thanks to technological development, the world and our

surroundings are changing. I say “thanks to” because if our ancestors had been afraid to use the steam engine, produce electricity, or even the wheel a long time ago, where would we be now? How would we be travelling? How would our communities be organized? For this reason, we must not be afraid of change – we should know how to use it. Technology is transforming the labor market, but the labor market has also been changed by our approach to it. While ten or twenty years ago it was mechanical engineers who were in greatest demand, today we

are flooded by job ads reading “IT specialists/programmers urgently needed.” What the world needs, and consequently – what the labor market demands, will force us to redefine our approach to professional development. Young people will use this perspective to think about their future and plan it. It is crucial to be able to respond to this demand, to create the right conditions for supporting young people (by schools, universities, companies, self-governments) that will enable them to fulfill their ambitions. As technology advances, we must adapt it.

We hear opinions that the increased use of robots, especially in industry, can result in strengthening the phenomenon of inshoring, i.e. the process of moving business operations from overseas to the local country. In your opinion, are the largest corporations, especially those from the other side of the Atlantic, going to relocate their manufacturing operations back to Europe, including Poland? If so, what will be their reasons? Only lower costs? Would this phenomenon be beneficial to our economy?

Just like nature, people are able to adapt to new conditions. Let me say it again: there is nothing to be afraid of. The process you mentioned should be analyzed from several different perspectives. From my point of view of a rector of a technical university that teaches engineers, it is important that they will be employed by large corporations not only as machine operators. For many years all

“ (...)if our ancestors had been afraid to use the steam engine, produce electricity, or even the wheel a long time ago, where would we be now? How would we be travelling? How would our communities be organized? For this reason, we must not be afraid of change – we should know how to use it.

my actions have been intended to convince even the largest companies to not only locate their operations here, but also to invest in research and development. This is where our engineers should work. This is the case in Opole,

where the manufacturing facility owned by the German company ifm ecolink evolved into an R&D center.

The second perspective is beyond the control of education and science. It concerns the principles on which international corporations will build factories in Poland. This depends on politicians who make laws, decide about tax exemptions, minimum wages, parities, etc.

Let us talk about the future from the point of view of today's ten year old. What will the adult world of our children look like? What skills will have decisive impact on their professional success? Will it be a world of constantly developing technologies that will make our lives easier while requiring increasingly specialist knowledge to understand and use it? Or perhaps on the contrary – the newest technologies will make it easy to use not only home appliances, but also advanced robots in factories. How are these future challenges approached by scientists? Is technological development a reason for joy or worry?

As technology develops, we must trigger mechanisms of adapting it. In order to introduce new solutions, we need not only engineers-inventors. The production chain has room enough for many people, not just innovative geniuses. First an idea is needed, but then it must be checked, shaped into products, which must be preceded by market research. Later a production line has to be designed and built, the packaging, marketing campaigns, launch preparations, etc. It is a very complex process that will always require the work

of many people. I agree that in some industries machines will substitute manual work, but in the meantime new industries and fields will appear. We are about to witness the arrival of commercial flights to space, there will also be cars that can fly, breakthrough inventions in medicine... If we think about somebody who is ten years old today, his life will be very different, just like our childhood was different. It is not very original of me to say that we had no computers, no internet, not to mention mobile phones. The only thing that will not change is the value of education. Those willing to learn will be all right. ■

Professor

**MAREK
TUKIENDORF**

Rector of Opole University of Technology

He has been connected with Opole University of Technology since the beginning of his career as an academic and scientist. He obtained a professorship in 2009. In 2005-2012 he was Vice-President for Research at Opole University of Technology. He is the author of over 200 publications, expert opinions and studies. He has been the thesis adviser for five PhD candidates. He has also reviewed many doctoral theses and evaluated applications for professorships. In 2012 he was elected Rector of Opole University of Technology. In 2016, he was reelected.

For many years he has served as an expert and adviser to the marshal of Opolskie Province and the mayor of Opole. He was involved in negotiations with foreign companies wishing to invest in the province. In regard to international activeness, in 2008 he founded the Confucius Institute, which promotes Polish-Chinese cooperation, as well as the One Belt, One Road Center.



Happy New Year

from **WSSE "INVEST- PARK"**

