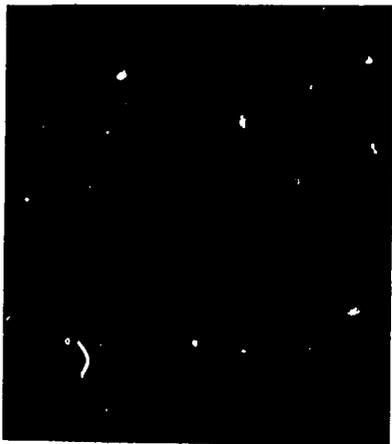


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**ENTREPRENEURSHIP  
INSTITUTES  
IN  
POLAND**

Third Quarter Report  
January - March 1992

**CENTER ON EDUCATION AND  
TRAINING FOR EMPLOYMENT**

The Ohio State University  
Columbus, Ohio



**ENTREPRENEURSHIP INSTITUTES IN POLAND**  
**Third Quarter Report**  
**January - March, 1992**

The third quarter of the U.S. Agency for International Development (U.S. AID) funded project began the planning for the program to be offered in each Enterprise Institute and the Grand Openings based on faculty training completed in the second quarter.

The goal of this project is to encourage teaching of market economics education with emphasis of entrepreneurship, small business management, marketing finance, strategic planning, and small business consulting. The strategy selected is to empower a large group of faculty in three universities to teach struggling new entrepreneurs in their cities and to upgrade the competencies of these business owners to compete in a market economy. As a result, we will provide these faculty with new curriculum and teaching strategies that may be used as well in their economics and business classes. And, we will encourage these universities to build strong relationships with the emerging private sector of their communities.

## **BACKGROUND**

During this quarter, the Polish government finally agreed on a prime minister. Jan Olczewski was establishing new ministers in the government agencies that we have been working with. Everything was completely changed at top levels.

There was an interesting interview with President Walesa in the *Warsaw Voice* in March which discusses his perception of his role as president. He says, "If I were president of a stable country I would be doing only pleasant things.....I would give speeches twice a year. My position would be safer and maybe even stronger. But I pull, I push, I initiate all the time. This is how I cause myself trouble, because many politicians would prefer to be left alone, to have personal stability, and be sure that once they get a post they like, they will remain in it for a long time without any particular hassles. If I were to maintain the old system, what would I do....Give birth to the mafia and other groups which would not be constructive but harmful. That is why I am merciless, I keep searching and changing in order to be more constructive. My price is losing friends. Theirs is losing their posts. Everybody has to find his place in the new situation."

There is a major issue in Poland concerning copyright pirates. The International Intellectual Property Alliance, a lobby organization, has appealed to the United States to have Poland included on the list of countries against which economic sanctions should be applied. According to the *Warsaw Voice*, the IPI has described Poland as the biggest pirate country in the whole of Central and Eastern Europe and estimates the losses that incurred last year by the United States to be \$140 million. (See articles in Background Section)

## **SCOPE OF WORK**

At the end of this report is a chronology of the events of the third quarter of this project. It represents activities in both the U.S. and Poland with emphasis on the preparation and conduct of the Grand Openings in Poland.

The appendix to this report includes examples of the work and results of staff activities in the third quarter. They are provided to demonstrate the results of our work.

The project has been functioning as planned. All tasks are on schedule with the exception of the case studies/videos which are underway and will be finished in the fourth quarter.

### **1.0 Coordinate Program**

In January/February, we sent thank you letters to faculty and coordinators for this assistance. During January-March, we worked closely with the Solidarity Economic Foundation in Gdansk to prepare for the grand openings of the Enterprise Institutes. Solidarity, similarly, worked very closely with the three universities and project coordinators. Communications continued through established organizational channels. Weekly phone calls to Poland continued to ensure that plans were on schedule.

In January we submitted the second quarterly report to AID. It was a compilation of the work done in that period, samples of the activities completed, evaluations, and pictures taken of the various events.

Travel was a major responsibility this quarter because of the numbers of people involved in various activities. In addition to regular paperwork between countries, we had a number of details to arrange for group travel in March throughout Poland. We held a conference call with U.S. consultants in February to be sure all details are in order.

CETE staff ordered books, magazine subscriptions and equipment for the centers in Poland and arranged for shipment and customs clearances.

During January, we submitted the proposal for continuation of the project. At the suggestion of Solidarity we asked that the two sites dropped in the first year contract be added to the work to be done in year 2, subject to appropriate additional budget availability. We worked cooperatively with Solidarity to arrange the details of the second year subcontract through Solidarity.

In February, we met with Steve French to discuss details of our project. We also met with Ambassador Dziewanowski at the Polish Embassy to discuss the satellite conference.

We met with Nina Majer while in Warsaw to discuss activities of the project including

the success stories, small business consulting, and plans for the national conference. The possibility of adding a satellite conference to the national meeting in May was discussed. We reviewed the status of the Poznan Enterprise Institute and agreed that it would be important to continue to try to help them succeed rather than moving the program to another city. (See task 3.0 for further details)

In March-April, we sent thank you letters to the coordinators and faculty for their hospitality in the Grand Openings.

## **2.0 Identify Available Materials**

Work continued on development of materials for the courses during this quarter. Materials were translated and revised where necessary.

We continue to seek copyright permissions for the materials to be used in Poland and to pay the publishers who request it or delete their materials from the program if the price is too high. (See Section 2)

The course materials in both English and Polish will be submitted to the sponsor in June in completed form for the first year. Additions, however will be made to these courses in the second year after faculty have had time to evaluate specific needs.

## **3.0 Plan Entrepreneurship Institute**

Solidarity submitted a quarterly report for the period January-March as well as the monthly reports from the three Enterprise Institutes. (See Section 3.0)

During the third quarter, each Institute was asked to proceed with plans for their own center with certain common parameters to be followed. The faculty were to work together on their course assignments by small group and to assist the coordinators in planning for the grand openings and other startup activities.

Solidarity staff printed and distributed a brochure about the three Institutes that could be used to promote the courses in each site. (Sample in Section 3.0)

The decision was made to move the management of the Poznan Enterprise Institute to the Regional Solidarity Office in Poznan under the leadership of Zdzislaw Krajewski who is Solidarity's Economic Development director as well as one of the faculty that was trained in November. Because of the problems in managing the project with Mr. Fonfara of the Management Center we felt that there could be better results with new leadership. The faculty will continue to work with the project as paid staff just as they had originally agreed. Over time we expect to lose a few of them, especially Mr. and Mrs. Fonfara, but have been assured that

most of them will continue with the project.

We met with Zdzislaw after the grand opening in Poznan to discuss the proposal he had submitted to M. Mironowicz concerning ideas for future activities in Poznan. In our opinion it was far superior to a similar one submitted by K. Fonfara.

#### **4.0 Establish Task Force on Market Economics Education**

The task force did not meet formally during the third quarter. However they were all invited to attend the grand openings in Poznan, Rzeszow and Bialystok. Representatives from the Ministry of Education, Industry and Trade, and the EC Cooperation Fund did participate in several of the opening sessions. Also, Nina Majer came to the Rzeszow grand opening and spoke on the formal program.

The next meeting of the task force will be in connection with the National conference in Gdynia on Sunday, May 11 at 3:00 pm.

#### **5.0 Polish Scholars Visit U.S.Schools**

This part of the project has been completed. Plans were initiated for this part of the project activities in Year II.

#### **6.0 Develop Case Studies**

During the third quarter CETE staff and Solidarity staff visited the selected entrepreneurs in Gdansk and Bialystok and conducted in-depth interviews with some of the entrepreneurs in preparation for writing case studies. These case studies will be completed in the fourth quarter.

As work progressed on the cases, some of the original entrepreneurs dropped out. This is because they are hesitant to "brag" about themselves. In the past, it was not considered good to own a business and they are still dealing with local attitudes about this. Also, they are reluctant to talk about their successes because they feel the situation is so unstable and they may also fail (fall down as they say it). Therefore, we have had to find several replacements for our original entrepreneurs. There are still no candidates from Poznan for the case studies.

#### **7.0 Arrange TV/Radio Shows**

During the third quarter, the video company traveled to Bialystok and Rzeszow to take raw footage of the entrepreneurs. One video was completed in this quarter and the others are being completed. We expect to have six of them completed in time for the May conference.

Arrangements for showing the videos will follow completion of the development phase.

## **8.0 Conduct Pilot Program**

This part of the project was completed in the second quarter.

## **9.0 Train Management Center's Faculty**

This part of the project was completed in the second quarter. However we continued to provide new materials and ideas to the Polish faculty during the sessions in our trip in March.

The U.S. Business School Consultants were asked after they returned home to evaluate their experiences on this trip to Poland. A summary of this feedback is in Section 9.0. In general, we were very pleased with the organization and leadership we saw in the sites.

The U.S. Business School consultants also reported on their individual meetings with their faculty members who are teaching the corresponding course. In most cases, they felt the faculty were prepared to do an outstanding job with the local business owners. These reports are also in Section 9.0.

During February, CETE staff went to Rzeszow and Bialystok to work with faculty to develop consulting skills. They made appointments with entrepreneurs and began the consulting process. Faculty wrote proposals in order to encourage entrepreneurs to use additional consulting services.

## **10.0 Offer Entrepreneurship Institute Courses**

The major activities of this quarter were focused on this task. The Grand Openings were scheduled in March as follows:

Poznan	March 2-4
Rzeszow	March 6-9
Bialystok	March 11-14

Each center prepared for the events in a slightly different way. The details of the grand opening events are in Section 10.0

In January and February, the faculty was busy preparing to teach the courses and promoting the program to local business owners. They worked together in teams of three on

each separate course as they planned the timelines and materials needed.

The results of their planning and team responsibilities were evident during our visit in March. A city-by-city analysis was prepared by CETE staff to outline the events and make several recommendations. This is in Section 10.0 of this report.

Classes actually began in Rzeszow and Bialystok while we were there. The names and information on the participants are in Section 10.0. Classes were due to start in Poznan on March 13 but we have not received the participant profiles at the time of this report.

We felt that the Enterprise Institutes in Rzeszow and Bialystok are off to a great start and feel confident that their programs will go well. As previously mentioned, we are disappointed in the leadership in Poznan and felt it necessary to move it within the year. We have made every effort to try to help this site be successful and will continue to try to assist them whenever possible. In reading the comments in Section 9.0, you will see that this is a common attitude among everyone involved from the U.S.

#### **11.0 Offer Seminars on Business Plans**

Each site planned a seminar for local bankers during the Grand Opening. Again the program was initiated locally by the faculty using materials from the courses to be taught to the business owners. The purpose of the seminars was to help bankers know what is being taught to the business owners so they can better understand how to work with them. In all cases, we felt that the bankers were very interested in the seminars and wanted more of this type of program. The coordinators were originally skeptical about whether such a seminar would work, but afterwards felt very positive about the benefits of doing this and the success of the event.

In Poznan the bankers were not actually recruited for this seminar, but pulled from a year-long course for this purpose. In at least one case, the participant was not happy with this use of their time. It would have been more appropriate to recruit a banking group that wanted to know about small business and business loans as the other two centers did. However, all three areas had satisfied bankers as shown by the evaluations in Section 11.0

We recommend that the Institutes continue to offer one-day seminars for bankers and government officials to help them understand the needs of small and growing businesses.

#### **12.0 Conduct Polish National Conference**

The First National Entrepreneurship Forum will be held in Gdynia, Poland, March 10-12, 1992. This is in large measure the responsibility of the Solidarity Economic Foundation. During this quarter we identified the appropriate speakers and communicated with them about conference details. We had hoped to have the President open the conference, but are pleased to have the

prime minister and the president of the Solidarity union instead.

Faculty leaders from universities throughout Poland were invited to attend in addition to the faculty involved in the project. Special guests were invited by project staff including national leaders, the project task force, the successful entrepreneurs used for project case studies and others from the area.

The task force was invited to speak on the program if they wished, and to attend a meeting on Sunday before the conference begins. All projects sponsored by AID under the area of our project were also invited to speak on the program.

The EC Cooperation Fund (member of the task force) has agreed to be a sponsor of the conference. There will be several other sponsors and exhibitors including the Private Entrepreneurs Club and ComputerLand.

During this quarter, we explored the possibility of adding a satellite conference that would send the program from the conference to interested groups within the U.S. It was determined that this would be possible and Jane Matheny was asked to be the coordinator of the activity. She met with TV Polska staff in Warsaw to work out the details.

## **SUMMARY**

This third quarter went by very fast as we completed the work of the training program in Poznan, finalized some of the details of the courses, wrote a new proposal for continuation in Year II, submitted a quarterly report and planned for the Grand Openings in March. We are very pleased with the commitment of the group we are working with and hope that their enthusiasm will continue to grow.

## **FINANCIAL REPORT**

The CETE portion of the financial report was prepared by the Ohio State University Research Foundation (OSURF) and is found in Appendix 13.0. The budget expenditures are well within anticipated levels. We have shown expenditures only against the Year I budget even though OSURF has included Year II funds in their summary report.

Budget:	\$1,299,933.00
First Quarter:	356,039.64
Second Quarter:	351,314.31
Third Quarter:	354,155.37

**Balance:** 238,423.70

The Solidarity budget report for the third quarter is as follows:

**Income To Date:** \$376,000.00

**Expenses To Date:** 265,544.00

**Third Quarter Expenses:**

Staff	\$ 2,700.00
Management Centers	136,678.00
Translations	1,225.00
Materials	305.00
Local travel	1,081.00
Pilot project	5,060.00
Videotape Production	7,410.00
Case Study	1,480.00
Business Plan Seminars	9,600.00
<b>Total</b>	<b>\$166,171.00</b>

**Budget Balance** \$110,456.00

## ACTIVITIES FOR THIRD QUARTER

### January

- o Follow up on details from Poznan workshop.
- o Plan proposal for Year II.
- o Coordinate proposal with Solidarity.
- o Process expense reports.
- o Write report for second quarter.
- o Duplicate videotapes from Poznan and distribute:
- o Complete arrangements for purchase of equipment.
- o Continue translation of course materials.
- o Continue to collect copyright permissions from U.S. publishers.
- o Select video producer in Poland.
- o Visit businesses selected for success stories.
- o Work on plans for March visit for Grand Openings.
- o Advise Solidarity on plans for May conference.
- o Check options for satellite conference.
- o Deliver letters and certificates to Polish faculty.
- o Purchase books for Enterprise Institutes.

### February

- o Plan consultant travel in March.
- o Obtain AID permissions, participation in Grand Openings.
- o Plan business consultancy in Rzeszow and Bialystok.
- o Conduct conference call with U.S. consultants to plan trip.
- o Obtain detailed agenda from three Polish Enterprise Institutes.
- o Collect detailed teaching outlines from U S consultants where still outstanding.
- o Write case studies of Polish entrepreneurs.
- o Assist Polish faculty in providing business consulting services.
- o Order books and magazine subscriptions for three Institutes
- o Consult with Solidarity on details for March visits
- o Meet with Polish ambassador to U.S. to obtain support for satellite conference.
- o Meet with AID to report on progress and problems.
- o Continue to collect copyright permissions.

### March

- o Coordinate travel in Poland to Poznan, Rzeszow, and Bialystok.
- o Participate in Grand Openings of Enterprise Institutes in Poznan, Rzeszow, and and Bialystok.
- o Participate in Banker Seminars in three sites.

- o Participate in first class for business owners in Rzeszow and Bialystok.
- o Assist Solidarity with plans for national conference.
- o Continue to plan for satellite conference.
- o Schedule events for Year II.
- o Meet with AID program officer in Warsaw.
- o Collect reports from U.S. consultants on progress of their faculty team.
- o Continue translation of new materials.
- o Continue videotaping of Polish success stories.
- o Send thank-you letters to Polish hosts.
- o Develop evaluation approach for Polish entrepreneur training classes.
- o Invite U. S. guests to conference in Poland.
- o Collect feedback on Grand Openings from U. S. Business School consultants.

# ENTERPRISE INSTITUTES IN POLAND

## 1992 Schedule

March	Entrepreneurship Courses	Poznan, Rzeszow, Bialystok	weekends
	Grand Openings	Poznan, Rzeszow, Bialystok	
April	Management Courses	" " "	"
	Marketing Courses	" " "	"
May	Marketing Courses (cont.)	" " "	"
	Finance Courses	" " " "	"
	Task Force Meeting	Gdynia	May 10
	National Conference	Gdynia	May 10-12
June	Strategic Planning Courses	Poznan, Rzeszow, Bialystok	weekends
	U.S. Staff site visits	" " "	June 29- July 9
July	Coordinators' Meeting	Gdansk	July 9-10
August	Coordinators Visit to U.S.	Columbus	August 2-24



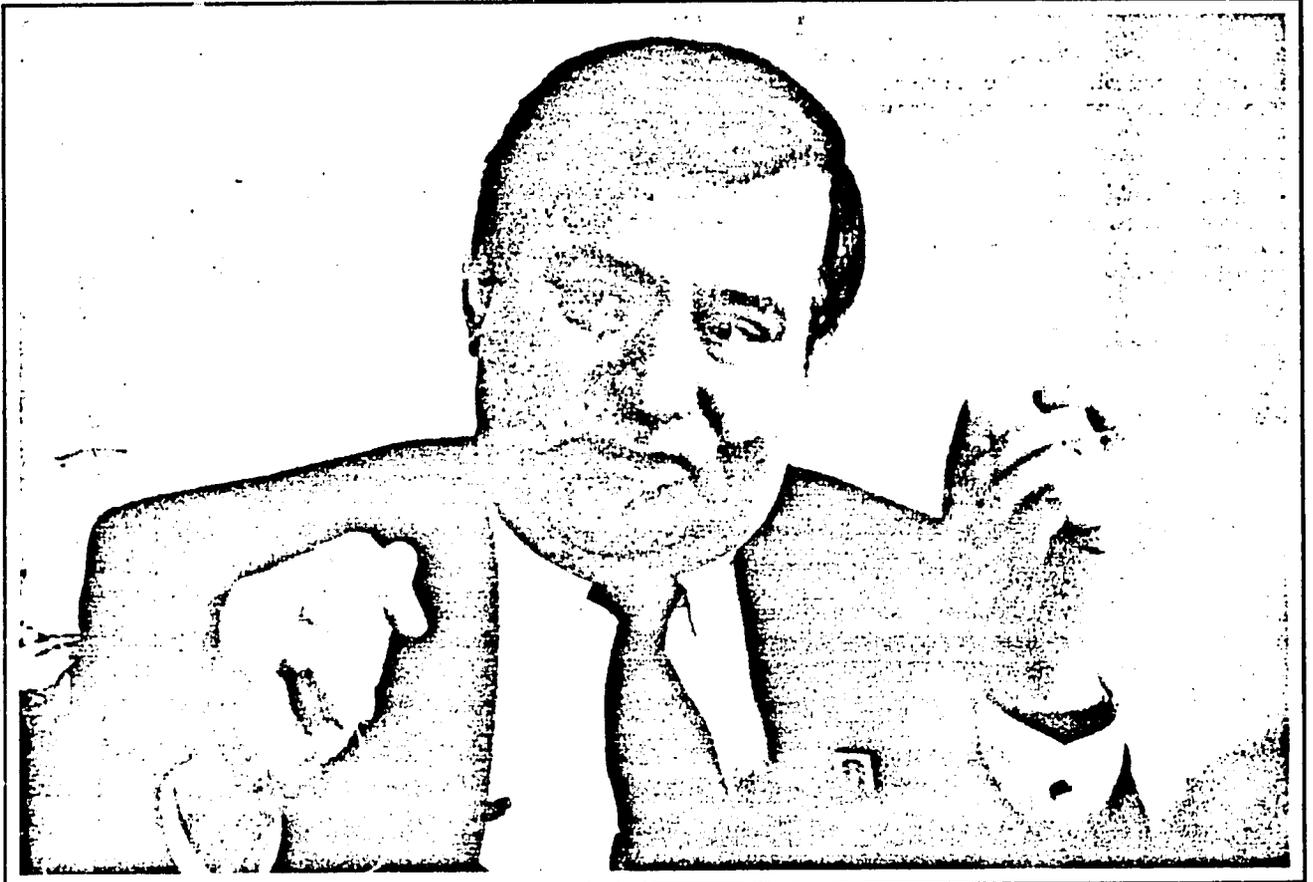
A P P E N D I X

0.0

BACKGROUND

March 15, 1992

VOICE INTERVIEW



Difficult time:  
"We have too many overlapping problems"

# I Pull, I Push, I Initiate

*President Lech Wałęsa talks with Voice's Bartłomiej Bartoszek, Andrzej Jonas, and Andrzej Stolarczyk about the Polish political scene and the future of reform.*

**Mr**

President, this is not our first conversation. *The Warsaw Voice* published its most extensive interview with you when we awarded you the title of Man of the Year 1989. The situation in our country changes so quickly that every time we talk, we have different circumstances to consider. Will you share with us your opinion about the present situation?

The most characteristic feature of the present situation is the sense of compulsion. We are forced to solve a lot of problems at the same time: build democracy, learn how to govern, and struggle with the difficulties of everyday life. The scope and depth of this problem are not - I have to say with regret - appropriately presented by the press and journalists. Society has learned to believe that democracy will bring immediate results, that it will solve most problems right away. In fact, we did achieve a lot. But along with the growth of democracy in Poland, the entire communist block collapsed, greatly complicating our economic problems. The Soviet Union and the former East Germany stopped fulfilling the agreements we had, and Czechoslovakia and Hungary began to search for new economic partners.

Society experiences discontent - and rightly so, as life is not easy. But at the same time we have to understand that it is impossible to solve all the problems right away. Such understanding is missing, and I would tend to put some of the blame for this on the press.

Journalists have an important task to fulfill. And what do they do? They describe economic rackets. To be sure, there's no lack of rackets, and they should be made public, but a certain sense of proportion has to be maintained. After all, rackets are not the dominant feature of our present situation. Can you expect involvement, willingness to work, patriotic spirit and action from an average man who earns one million zlotys and keeps reading in the papers about others who smuggle millions out of the country? Let me repeat, such incidents should be covered by the press, but with a sense of proportion preserved. That is what responsibility is all about.

**Mr President, three basic elements coexist in our country: political, economic and social issues. Each of these spheres is undergoing some kind of crisis, but it is clear that all three remain in some sort of balance to each other. I share your reproaches of the press, but I also believe that politicians did not fulfill all our expectations either...**

You just said a very wise thing: coexistence of political, economic and social issues. Let's consider the matter starting with the basics. What do we need democracy and pluralism for, what do we need all of this for? So that the best and wisest people as well as best and wisest programs can be selected in a democratic process; so that they get a chance to be implemented and start working. Appropriate coordination of all these elements and any efficient, democratic government is possible under conditions of at least minimal stabilization. If at least the external conditions were stable, if the Soviet Union did not collapse, if our other neighbors and partners were politically, economically and socially stable, the process of constructing a democratic system and democratic government in Poland would look different and our achievements would be bigger. However, we do not have the time to build pluralism and democracy from the grassroots. The elites have so many problems with each other, they get involved in political and personal games, that they have no time for grassroots organizing and building up personnel. Such grassroots work is essential and would help to set a lot of problems in our country in order. Unfortunately, in the present circumstances this is impossible. We simply have too many problems overlapping.

**But the standard question of which was first, the chicken or the egg, keeps returning. What is more**

**important: political or economic issues? We all know that once the economy improves everything will be easier, but can our economy improve if the political scene is not straightened out?**

Again you mentioned a very difficult subject. I imagined that once we won, beautifully, in solidarity, then every Solidarity member would first of all get down to work on making Poland grow. The unions would assure honesty, fair distribution of wealth, appropriate support for the unemployed, and so on.

Then the entire team of, as I call them, "brains" or thinkers, would develop programs, elucidate initiatives, and explain all the crucial issues. I don't mean general, shallow explanations often resorting to slogans, but serious explanations which would create a social awareness conducive to reforms and the development of a modern, democratic Poland.

And what did happen? Immediately after our victory we split up and everybody got involved in activities ensuring short-term benefits... No one turned to creative, comprehensive and long-term programs.

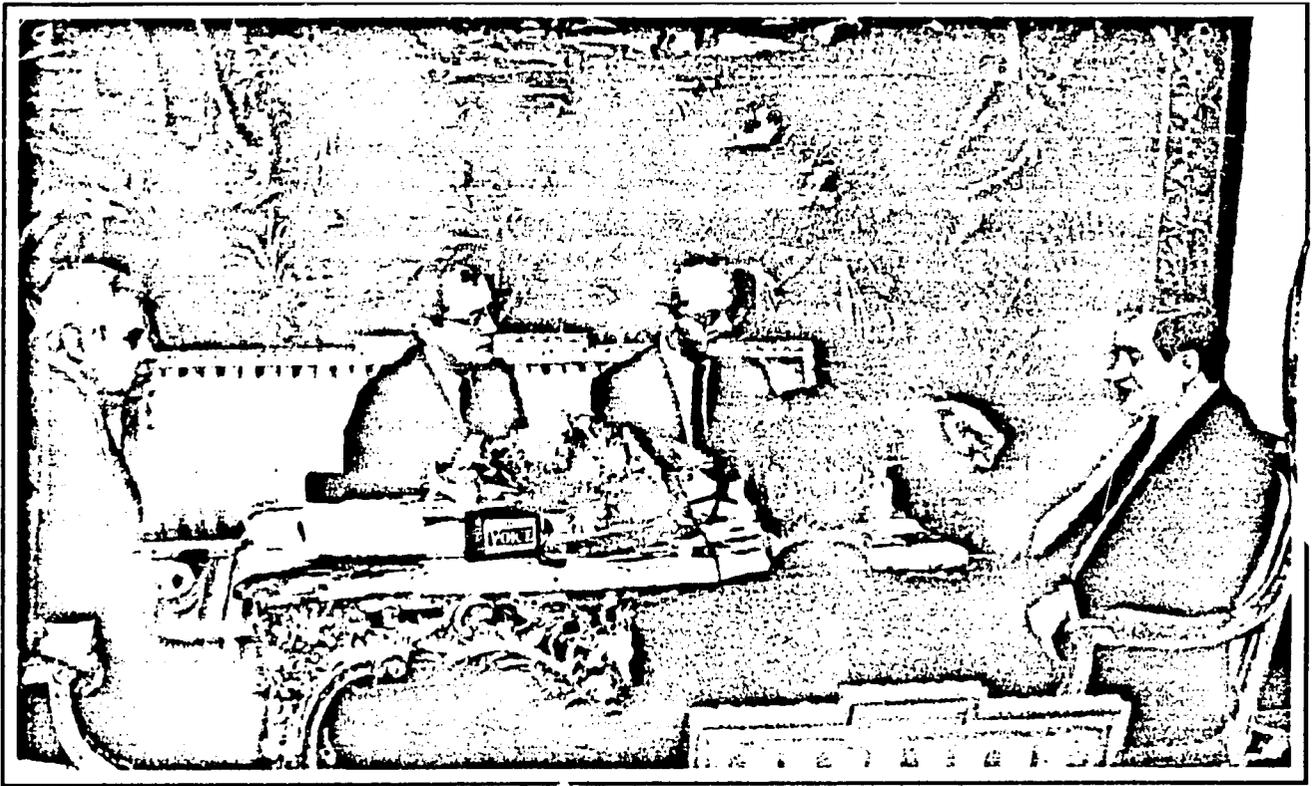
Today, one of the most important goals is to get everybody involved in the process of building Poland. Former decision-makers and strategists have to be brought to account and removed from power, so they cannot do more harm. But 90 percent of those who were involved in the military, militia, state administration or the All-Poland Trade Union Alliance (OPZZ), those who made mistakes or got themselves "dirty" in some way or another (but didn't we all during those fifty years?) should be finally absolved and given a chance to join in the common work. This is still an unsolved problem.

**But this is idealism. Many of those wonderful people who together brought about the downfall of communism are sworn enemies today. Some of them are well past the phase of dislike - often they are motivated by sheer hatred.**

I know. I am partly responsible for this myself. I played a part in splitting up Solidarity, and today I am often blamed on that account. But my response is: in Czechoslovakia and the Soviet Union no one did the splitting, but it happened anyway. I foresaw the future and outdistanced this development. Thanks to this, I saved the elites. If they stuck together, they could be easily rendered ineffectual and rejected as a whole. This way, though divided and seemingly weakened, they are, in fact, strengthened and in the long term more useful for Poland.

**True, to a large extent thanks to you, our political scene has been broken up and divided into parties which will keep reforming. Are you satisfied with today's political scene?**

In the short-term perspective, such division may seem disadvantageous. But when you consider a long-term viewpoint, as I already said, it had to happen anyway. Thanks to the division, representatives of the elite ended up in different places. They initiate new political factions; they operate as the nucleus of the new groups' political wisdom. I believe such a situation is more advantageous to Poland.



Stolarczyk, Bartoszek, Jonas with Wałęsa and presidential press spokesman Andrzej Drzycimski (back to camera):  
 "Everybody needs to get involved in rebuilding Poland"

**How do you see your own possibilities in the process of setting this political scene in order?**

We have two philosophies here. Some people keep urging me to establish a presidential party or some kind of pro-presidential reform bloc. Perhaps in the short term it would be a good move, but as a long-term solution it would mean forcing solutions upon others. I do not want such a situation to occur, because it could hamper democracy. I prefer to stimulate, initiate, pull and help in building democracy. This is why I am willing to take risks so often. There are times when it seems that I am losing. But I believe that the process of reforms, democracy and Poland will prevail.

**What do you mean by saying that you are losing? If the reforms win, you will not be a loser...**

I am saying that at times I lose as a private person.

**But the private Lech Wałęsa is no more.**

Yes. I have risked my entire career for the sake of victory. But when in the name of democracy I, let's say, help the Left by calling for caution and responsibility in treating militia and military personnel, I often encounter sharp criticism, and for me as a private person this is a heavy burden to carry. But at the same time, I know that some processes can be speeded up, and others must not. If I really were the man I am often suspected to be, that is, thinking above all about myself instead of Poland, then I would have maintained the unity of the Solidarity movement, and worked to consolidate my own power. But as the President, I am responsible for getting Poland to the next stage.

**Don't you think, however, that the time for intervention has come, because the creative potential of the working class is being weakened by internal conflicts?**

In the short term it may appear so. But in the long term these conflicts, struggles, and discontent force people to make efforts, to search for new solutions. Poland will benefit from that. Maybe not today, here and now, no. It is important not to cross a certain limit, which would be dangerous for the country and that is another one of my tasks.

After fifty years, what we have to do first of all is to stir society, entice it to action...

**... but not discourage...**

Now hold it, just a minute. After all, it is compulsion and necessity which force people to search for ever better solutions. If we were to make people happy by forcing our solutions upon them, our effort would not have a lasting effect. There would be no support and understanding among the grassroots.

**We recently asked a distinguished Polish politician what type of politician Poland needed today: somebody who will listen carefully to society's voice and follow it in its actions, or a politician who will present a vision and pull society along. You always had the gift of combining the two. Is it still so?**

15



***“Conflicts, struggles,  
and discontent  
force people (...)  
to search for new  
solutions.”***

Before the parliamentary elections I said that the victorious party would not be able to form a cabinet. I also said that I would behave in a democratic way. And what happened? I gave Professor Bronisław Geremek, a representative of the victorious party, the mission of forming a cabinet. They did not manage!

You ask if I am content. On a small scale I'm not, but considering the issue from a more comprehensive perspective I see meaningful achievements. At times, I see providence in all this: everything is so logical. The first government had to be of a political nature. The Prime Minister had to focus on politics, since he was still dealing with ministers from the old system. We could not move on too fast.

The second government, headed by an economist, was the best-equipped for the time when promotion offers started reaching Poland and we had Europe's full respect. That government, together with its very gifted leader, was supposed to solve Poland's most difficult economic problems. Unfortunately, it did not succeed. It is impossible to build stability without an appropriate legal structure in place. So now, Jan Olszewski, a lawyer, is leading the third cabinet. A professor of law is the Sejm Speaker. These people should construct the legal structure for the Republic of Poland.

That's exactly the way it was. However, today, as President, on the one hand I have greater possibilities but on the other I am subject to greater limitations. My position obliges me to act in certain ways, and in some cases it is an obstacle. Since the beginning I have been paying close attention to society's moods, and I know that people have reasons to be unhappy. But I also know that our political elites are still learning and this is why they make mistakes. When were they supposed to learn how to govern? You always have to see both sides of the story.

Still, if over a longer period of time these elites prove incapable of translating their programs and concepts into a language society can understand, I will have to step in.

Some people believe that Lech Wałęsa's position, and that of the President's office as such, has weakened. At the same time, many people who voted against you during the presidential elections now see you as a mainstay of democracy. These two opinions are rather contradictory. From what you have said so far I understand that a change took place with regard to the scale of your activity. If I understood correctly, you have moved very clearly from your previous tactical scale to become a strategist.

One has to understand that I am no longer conducting an election campaign, but rather taking care of many issues, which sometimes lie within my competence, but at times go beyond it, or are simply hard to define. If we were living in a stable country, I myself would consider such a situation inappropriate. However, where there is no stability you have to resort to unconventional modes of action.

If I were the President of a stable country, I would be doing only pleasant things: I would host diplomats and politicians, always sporting beautiful attire, I would give speeches twice a year. My position would be safer and maybe even stronger. But I push, I initiate all the time. That is how I cause myself trouble, because many politicians would prefer to be left alone, to have personal stability and be sure that once they get a post they like, they will remain in it for a long time without any particular hassles. If I were to maintain the old system, what could I do? Give birth to the mafia and other groups which would not be constructive but harmful. That is why I am merciless, I keep searching and changing in order to be more constructive. My price is losing friends, theirs - losing their jobs. Everybody has to find his place in the new situation.

**In an interview for our paper two years ago, still as solidarity leader, you said the time for professionals was coming. Do you consider yourself a professional president? Are you satisfied with the implementation of your initial presidential program?**

In a stable country I would not have voted for myself. I could not even have run for the post. But I had to become president. Otherwise Mr Stan Tymiński would have. I am often accused of being conceited, but I had foreseen it before the idea occurred to anybody else.

### What if they do not succeed?

The next ones will enter the stage. Perhaps those ministers who dropped out, but learned a lot in the process and see their own mistakes more clearly today. Many of them declare that if given the chance, they would act differently in many cases. They have learned from their mistakes. It is very likely that they will participate in the next political configuration.

So, in the short term - quite a lot of slips and loses, but in the long term - almost nothing but profits. Everywhere in the world you have to pay for a lesson like ours. You pay with mistakes or economic rackets. However, once we do understand the logic of this process, we will move Poland forward.

### So generally you consider Poland's development in recent years as correct both in terms of direction and pace?

Correct in every aspect. Of course, we haven't found another Balcerowicz. The first one successfully destroyed all the bad, harmful things in our economy. We still need another Balcerowicz who would know how to successfully construct the new.

### Your positive evaluation of the last three years may lead to a very important message. Could you venture a direct opinion whether the direction and pace of Poland's development is stable, and whether our partners need not fear any unforeseen storms which could turn the Polish ship in a completely different direction?

In Strasbourg I described Poland as an experimental field. There are no doubts as to the direction and pace of our development. In this respect Poland is truly stable. It is not

true that the Hungarians and Czecho-Slovakians outdistanced us. The situation looks calmer there simply because their reorganization process has not reached as deep as in Poland.

Despite all this one can still find a lot of faults in Polish political life. Do you think that in the current situation it is necessary to form a wider government coalition and that it will be possible?

I believe that the necessity exists, but I do not think the project has a chance of success at this time. Social pressure is not strong enough and politicians are not scared enough, either. I expect that social pressure will increase and politicians will be forced to cooperate, to organize better. But this has to happen, the sooner the better. Society is not against reforms, rather it is for better and wiser reforms.

Let's not underestimate the people. They realize that such a possibility exists.

### It may still be too early today for final solutions with regard to the political system. But what, in your opinion, will be the best model of the presidency in Poland's case?

At this point none of the classic models of the presidency is quite suited for Poland. We cannot afford the German model yet. The American model could hamper the development of democracy. Today it is just as well that there is somebody like Wałęsa who has the authority, who believes in democracy and who, for democracy's sake, keeps initiating, pulling and pushing... Once we enter a normal path of development, when there are maybe three large parties or blocs capable of taking responsibility for the country, then the most appropriate model for the presidency will suggest itself. Then the American model might prove the best: a strong President able to lead to compromises or even force agreement between political blocs for the sake of the country.

And as soon as political life reaches the point where a strong President is not needed, the German model may turn out to be more suitable. The President will not interfere, but rather represent and be a moral authority.

### And you see your role as assuring balance in political life, so that even in the case of three parties none will achieve a dominant position?

When such a situation comes about, then what will happen to Wałęsa? The strongest party will say: he's O.K., but not ours. And they will replace me, the one who built all this, with their own candidate. This party will be able to carry out its plan, because by then it will be a strong, efficient party, with a good grassroots network. I can see that, too.

Photos: Jacek Barcz - Voice



**FILLING THE GAP**

# Wanted: People for Top Jobs

Poland needs to train 100,000 managers to keep up the present pace of economic reform, the World Bank says. And not only Polish companies need qualified managers. The lack of managers is cited as a huge problem for foreign companies seeking to set up Polish operations.

Poland's managerial education system is several years behind the changes in the Polish economy. Thus, for some time the job market will be dominated by old managerial personnel.

There are several management search companies in Poland. Foreign companies dominate the market. Among these is H. Neumann International. Hill International is equally well known. Other similar companies in Poland include the U.S.-French "Naj. International," the Polish-Canadian joint-venture EVIP, and DRT International, which provide different types of services and methods of operation.

H. Neumann began operating in Poland at the beginning of 1991. A year earlier the company opened an office in Czecho-Slovakia. The Hungarian branch opened in 1989. This year H. Neumann also appeared in Moscow. The company has offices in many countries and services the large concerns. In Poland it provides personnel for IBM, Hewlett-Packard and R.J. Reynolds Tobacco.

Client orders vary from requests to fill one position to providing several managers for key positions in the companies. "We take every order individually, respecting clients' wishes," says Marius A. Bialek, managing director of H. Neumann in Poland. The clients and future employers give their requirements. These include age, experience, professional qualifications, and knowledge of unusual languages. Knowledge of English is assumed and obligatory. The client also determines the methods of search. Many companies have their own ways of searching for employees. However, Bialek says many of these methods are not as effective in Poland.

One of the most common methods of searching for managers in Poland is press advertising. This is a rather primitive method used by H. Neumann only for lower rank positions. "To find truly excellent people for the highest positions you have to be familiar with the job market, and have your own information network and personal contacts," says Jadwiga Kuczkowska, an H. Neumann consultant.

Experts from the companies say that reaching appropriate people and finding experts in particular fields is much easier in France, Italy or other Western countries than in Poland. Martial law, and repeated vettings and dismissals during the eighties, have thrown many excellent managers or scientists into places and

professions at times as bizarre as a fishing boat, a fox farm in the Bieszczady mountains or a Warsaw cab.

Most of the companies have permanent clients. Branch or regional specializations, usual in the West, have not had time to take root in Poland yet. However, a certain division of the market is becoming visible. Naj. International, for example, conducts management searches mainly for French companies, such as the AGF insurance company, and the Rhone Poulence chemical and pharmaceutical concern. It also provides services for General Motors and International Bank in Poland. EVIP, which provides not only personnel consulting but also consulting on opening companies and branch offices in Poland, searches for employees for Coca-Cola and Rank Xerox. DRT International services a network of duty free shops - James Richardson Corp. Pty. Ltd.

Polish firms are already beginning to operate side by side with foreign companies. They do not provide classic management search services, but rather function as traditional employment offices, matching the unemployed with job offers from the market. The development of these firms is quite limited due to restrictions imposed by the labor law, which does not allow employment offices to collect fees for their services.

**Dariusz Styczek**

# Pirates Play Poland

Until recently the problem of audio or video piracy hardly existed in Poland. The state had a monopoly over the production and distribution of all kinds of music and film works. The state owned the studios, the distribution companies, and the movie theaters. In this situation financial accounting between such institutions was not of primary importance.

Today there are private producers in Poland, as many state-owned firms have gone commercial and private distributors and cinemas have sprouted. The legal basis for their operation is the 1988 Act on Economic Activity, which abolished the state's monopoly in many areas. Its general rule is that anything that isn't forbidden is allowed. To start a business it is usually sufficient to submit an announcement that one is undertaking economic activity in some area and pay a symbolic fee.

When compared with earlier regulations in Poland, this act was truly revolutionary. But many enthusiasts of economic liberty failed to notice that the act also mentions a few areas of activity for which a special permit must be obtained. One of these is the manufacture and distribution of recorded video cassettes. Many of those who obtained the necessary permit did not remember, or did not want to remember, that such a permit does not free its owner from the need to obtain a license for the rights to a given work, through the appropriate license agreement.

This approach to business is mainly due to the level of public awareness developed during decades of communism. There is insufficient understanding among Poles that non-material goods are just as valuable as material ones, meaning that a movie or a composition is protected by the law.

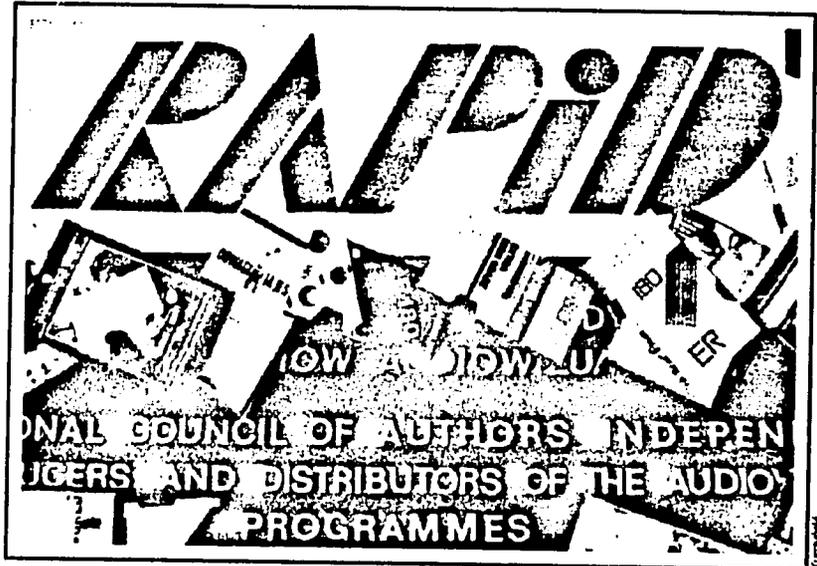
Another reason is that nearly the whole legal system of the Republic of Poland today was inherited from the communist past. "The Copyright Law of 1952 is still in force, and protects the author as the main subject possessing rights to a work. This law forgets about the producer, who in a decentralized economy is the leading figure in the authors' market," says Oskar Tulodziecki, an employee of the legal office of ITI, the largest private distributor of video movies in Poland.

## What is being done?

Poland was recently cited by the U.S. Intellectual Property Alliance as one of 22 countries where the protection of intellectual property is inadequate. But according to Krzysztof Folland, legal counsellor to Poland's Cinematography Committee, the belief that copyright piracy is more widespread in Poland is a myth. "Piracy in Poland exists to the same extent as elsewhere," says Folland.

According to Barbara Borkowska, a lawyer from the ZAiKS authors' association, a new draft law is now being prepared. "The draft is to encompass not just authors' rights, but all related rights as well - the rights of artist-performers and of producers," Borkowska said. Work on the new law is proceeding very slowly.

A new law, even if near-perfect, will not automatically solve the problem of piracy. Large



**RAPiD inspectorate:**  
Keeping a tab on the pirates

profits are an incentive for criminal activity. In September, 1988, an agency called RAPiD-Asekuracja was established as part of the RAPiD (Council of Authors, Producers and Distributors of Audiovisual Programs) organization. The agency aims to protect the rights and interests of RAPiD members. It has its own register of owner's rights that have been entrusted to RAPiD's care. Some 150 RAPiD inspectors daily monitor video rental shops, bazaars and local cable television centers with a group of specially-trained policemen. Cable television centers sometimes broadcast films for which only home video-rental rights have been obtained, with no license for television broadcasts.

RAPiD-Asekuracja cooperates closely with the police and organizes training for officers. This training is indispensable in view of the growing modernization of illegal production.

An even worse situation is faced by producers of phonographic recordings in Poland. In order to legally publish a record or cassette with the music of a foreign performer, producers have to pay 33 cents per copy for rights, or about 4,000 zlotys. Thus at the very outset their products are more expensive than those of a pirate. When legally publishing a Polish work, additional costs include studio recordings (100 million zlotys minimum) and promotion. A pirate, meanwhile, can publish the same recording soon after, making use of the finished product and the promotion. Naturally, the pirate can afford to sell for a much lower price.

Faced by a more rigorous system of control, and by the fact that the world will not sell licenses to pirates, pirates often establish two firms, one legal and the other a pirate firm. Most of the copies come from the second, with taxes and any other payments being avoided.

## Imperfect law

Much controversy has arisen over the lack of legal protection for producers. There are also many misunderstandings. Recently a group of artists protested against the "ZAiKS's unlawful give-away of the right to produce recordings." ZAiKS director Witold Kołodziejski says: "We give our permission for activities which are legal in Poland, and which come under the authors' rights dealt with by ZAiKS." Since the issue of production has no legal regulation in Poland, an illegal publisher of recordings can carry on with impunity if he pays ZAiKS for using such rights. In this way, the owners of producer rights suffer great losses.

The lack of legal protection makes it hard for producers to defend their rights in court. The situation forces them to open civil proceedings, which are long and often complicate the matter. In addition, even if a producer's rights have obviously been violated, it is very difficult to assess and prove the extent of the crime.

Another complication is the lack of experience in copyright cases among prosecutors and the courts. "We are having major problems convincing these bodies of the necessity to take action when our rights are violated," says Tulodziecki. "Apart from lack of experience, this is due to inertia and behavior patterns from the previous era, along with swindles by the accused parties, who find their activity much too lucrative to give up without a fight. For now, our actions, which cost us a lot of effort and money, are limited to discovering and fighting what is actually the tip of an iceberg."

The law is also limiting Poland's access to state-of-the-art technology. Polish producers cannot purchase equipment for the manufacture of compact disks until Polish law includes the necessary regulations, and until their violation is severely punished.

### What punishment?

"There remains the question of how heavy the punishment should be," says Prof. Jan Blaszyński, one of those working on the new Act on Copyrights. "The draft provides for sentences of up to two years' imprisonment, with the list of acts classified as criminal offences being much more extensive than before. The list includes violations of authors' and producers' rights, and of the rights of artist-performers. Violation is understood to mean illegal production and distribution, and giving false information."

The Polish government, whose representatives are increasingly being asked about the piracy problem, has decided to stimulate more vigorous action on the part of civil servants. An ordinance issued by the Prime Minister provides for the establishment of a special committee, made up of representatives of such institutions as the Ministry of Culture, the Ministry of Internal Affairs, the Ministry of Finance or the Central Police Headquarters. The committee will have the task of drawing up a program for the protection of intellectual property, and ultimately also drafting an anti-piracy law.

Protecting foreign authors and producers is more difficult than protecting those from Poland. "For us to protect them effectively, they must want to be protected," says Ryszard Nowicki, head of the Warsaw branch of RAPID. "They should register their products in Poland for protection purposes. RAPID is having talks with the MPEAA [Motion Picture Export Association of America], which intended to register four thousand movies with our agency. The matter has been dragging on for two years now."

**Krzysztof Jezowski**

## TRACKING DOWN THE CROOKS

An extremely important question in Poland is the protection of copyright and producers' rights, as well as how to deal with offenses connected with this - "pirated" books, video cassettes and computer programs. "Once it was mainly foreign producers who were harmed by this practice, but now it is also affecting legal Polish distributors and the State Treasury," said Andrzej Filipowicz, director of ITI Home Video. "Pirates do not purchase licenses and don't pay taxes."

Marek Gniewaszewski, director general of RAPID (Council of Authors, Producers and Distributors of Audiovisual Programs), says that, whereas in the past piracy chiefly involved illegally copying films and selling several copies, now a new form of bootlegging has appeared: piracy in the form of distribution firms which operate quite openly and give the impression of being legal. These companies buy cassettes in Western department stores and copy them. There have been instances of copying recordings and films for which another Polish distributor has bought a license. There are even cases in which foreign middlemen have sold a license to two Polish distributors.

The people at RAPID admit that there is a need for more extensive and precise information as to who is operating legally on the Polish market and which films can be legally distributed. This information is provided by RAPID's Information Bulletin. On top of that, as a result of an agreement between RAPID and the MPEAA [Motion Picture Export Association of America] and AFMA [American Film Marketing Association], a computerized information center will be set up, making it possible to check swiftly who owns a particular film and whether the company offering it has the right to sell a license.

## FACING THE BLACK LIST

The International Intellectual Property Alliance (IIPA), a lobby organization, has appealed to the United States to have Poland included on the list of countries against which economic sanctions should be applied.

The IIPA has described Poland as "the biggest pirate country in the whole of Central and Eastern Europe," and estimates the losses incurred by the United States last year as a result of the activities of Polish pirates to be 140 million dollars.

In the spring of 1990, Poland and the United States signed a treaty on economic sanctions, which also included copyright protection. Poland committed itself, as of January 1, 1991, to adapt its law to international standards. So far, this has not taken place. The U.S. administration will decide by the end of April whether Poland should be on the list of countries threatened with sanctions. These could even involve the removal of most-favored nation status in trading with the United States.

**POLITICAL SCENE**

# The Economic Test

On Thursday, March 5, the Sejm rejected the government's social and economic program for 1992 by a majority of 33 votes. This unexpected development created serious confusion on the political scene. A question arose over whether Jan Olszewski's cabinet should resign. Several hours earlier, during a press conference organized in the Sejm, President Lech Wałęsa suggested as much. Government spokesman Marcin Gugulski also hinted at the possibility before the parliamentary debate began.

After a special meeting of the Council of Ministers the next day, Jan Olszewski said he

voting. The result is, to some extent, accidental."

The Democratic Union, the Confederation for an Independent Poland and the Democratic Left Alliance also voted against the program. But each of the parties had quite different motives. The Democratic Union and the Liberal Democratic Congress proposed a week earlier that the program be rejected because it moves too far from the economic line of the two former governments, or the so-called Balcerowicz plan. Marek Dąbrowski, one of the Union's economic experts and a former Deputy Minister of Finance, said: "The process of economic reform in Poland is threatened. There is no third way; there are no miraculous solutions. There are only two

Many on hand in the Sejm felt that even if the Prime Minister resigned, his resignation would not be accepted. Some said Olszewski was partly responsible for his own failure. A week earlier, during consultations with deputies' caucuses, he did not find the time to meet with the Democratic Left Alliance and Liberal Democratic Congress. Olszewski also neglected the KPN deputies, who are very sensitive in this respect. "KPN leader Leszek Moczulski waited until the last moment for some political gesture from the Prime Minister. But Olszewski believed that the KPN was on his side and that he did not have to solicit their support. He failed as a politician," Mazewski said.

Despite initial, tense reactions, the consequences of the program's rejection are mostly symbolic. Everybody agrees that the real battle will begin at the end of March, after Olszewski's cabinet prepares its 1992 budget proposal. At this point it is difficult to foresee the likely divisions in parliament during the budget debate. It is also unclear as to what position Olszewski reserves in his cabinet for Finance Minister Olechowski. Many commentators agree that Olechowski is closer to Balcerowicz's line than to the concept of a "turning point," promoted by the Prime Minister.

The role that Hanna Gronkiewicz-Waltz, the new President of the National Bank of Poland, will play in the future is another unknown. In December 1991 the Sejm rejected her candidature, but this time deputies succumbed to pressure from Wałęsa, who pushed hard for his candidate. Immediately after being approved, Gronkiewicz-Waltz said, "There cannot be a new emission of money. The bank is responsible for strengthening the currency and can only allow a flow of money which doesn't harm the economy. We can't have any additional emission which would result in hyperinflation." Interestingly, the head of the Central Planning Office, Jerzy Eysymontt, who is generally considered a supporter of softening harsh fiscal policies, voted against Gronkiewicz-Waltz. Asked about future cooperation with Eysymontt, Gronkiewicz-Waltz said, "This is Minister Eysymontt's worry; the bank has a stronger position here."

Commenting on the events in the Sejm, Jarosław Kaczyński, the leader of Centrum Alliance, once again stressed the need to expand the government coalition. "If we had managed to convince the Prime Minister and the Democratic Union to cooperate earlier, the result of the vote would have been different," he said. Prime Minister Olszewski announced that in the near future "talks with all those who are ready to support the government and who feel responsible for the state will take place. This is the only basis for any agreement." Whether Olszewski will make the first move to gain support from Democratic Union deputies remains unknown. At the same time, his task is not made any easier by politicians from the Union who say they are not considering entering the government coalition.

**Andrzej Goszczyński**



Olszewski:  
The only program possible to fulfil the government's policies

intended to continue as Prime Minister. "The voting was the outcome of political games rather than an evaluation of the program's merits," he said. "The Council of Ministers has determined that this was the only program which could constitute the basis for the government's policies. Only this program makes it possible to take successful steps towards counteracting the economic crisis: turning back the recession while maintaining a balanced budget."

"I don't think the government should resign," said Lech Mazewski of the Liberal Democratic Congress, which voted against the government's program. "It will do much better if it prepares a decent budget and reviews ways of stabilizing its coalition in parliament. Some of the deputies from the coalition were not present during the

possibilities: either a difficult road forward, or the danger of stopping at the point of a defective market economy characterized by stagnation, chronic inflation and the inability to compete on the international market."

Deputies from the Confederation for an Independent Poland (KPN) voted against the program because they considered it a continuation of the previous economic policy. "We decided to vote against after listening to the speech of Minister of Finance Andrzej Olechowski, which we understood as an announcement of a rather determined continuation of Balcerowicz's program," said Krzysztof Król, the leader of KPN's parliamentary caucus. Deputies from the Democratic Left Alliance explained their voting in a similar way.



A P P E N D I X

1.0

COORDINATE  
PROGRAM

*zk*



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February 3, 1992

Krzysztof Fonfara  
Wielkopolska Business School  
Poznan, Poland

Dear Krzysztof:

I am sorry to hear that we have not resolved the issues with Poznan. As we discussed in November-December, I had a concern with the division of responsibilities between the coordinators and you as director because we were not getting necessary results (such as success stories, faculty attendance at workshops, monthly reports, etc). A larger problem was the commitment to operate an Enterprise Institute with some common characteristics with Rzeszow and Bialystok so that the program can develop with cooperative input.

Miron also met with you to discuss these issues in December and then sent you a letter asking for your agreement to resolve these difficulties. He did not receive a response from you until late in January, and then it did not have any change in operations indicated. Although I did not see either of these letters, he did keep me advised of the situation.

We met with A I D in Warsaw in December and discussed our options for continuing work in Poznan. At that time Nina Majer suggested that Miron meet with all the Management Center directors to discuss coordinators' and faculty responsibilities so there would be no misunderstandings in expectations. Miron reported that you did not come to this meeting. I was very disappointed because I was hoping to straighten out our problems then.

I am pleased to hear that you have done so much work to organize the classes for March. I am sorry that you see the responsibilities we have all agreed to as interference with the independently run Wielkopolska Business School. When we have a contract to accomplish a scope of work with A I D or any other sponsor, they expect us to accomplish the tasks we have promised in return for the money they are providing.

We would need to discuss the other components of the project such as success stories, banker seminars, consulting practicum (with Rod Terminello), materials completion as agreed with the other three sites, plans for U S consultants to work with you in March, participation in the National Conference, regular monthly reports etc.. I will be happy to discuss this further if I have assurance that we can expect the responsibilities for coordinators and faculty to be carried out without argument and delay. I am enclosing these commitments for your information. We discussed them at length with all coordinators in December and do not have problems with others feeling there is interference.

Krzysztof Fonfara  
February 3, 1992  
Page 2

I regret that things have become this difficult. Please understand that I want to keep the project in Poznan, but I must be sure that it is not a constant problem. We hoped it would be a wonderful opportunity for you as it seems to be for the others. I look forward to your response to my letter.

Sincerely,

A handwritten signature in cursive script that reads "Cathy Ashmore".

M. Catherine Ashmore  
Director, International Enterprise Academy

cc: Miroslaw Mironowicz

-24-

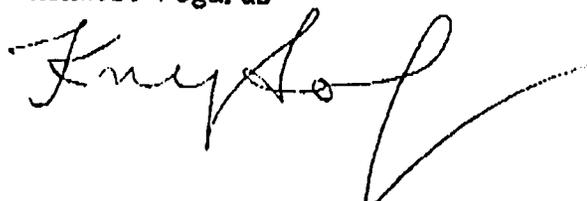
From: K. Fonfara, Wielkopolska Business School  
fax: 48-61-668924  
To: Dr. Catherine Ashmore, The Ohio State University  
Fax: 001-614-292-1260

Dear Cathy,

Yesterday we received from Mr Mironowicz a fax informing that the Foundation had broken an agreement with WBS concerning the Small Business Institute. The reasons of this decision are unclear for us. The letter only proved a very formal attitude of the Foundation staff to the whole SBI program. We have created the best possible conditions in the Wielkopolska Business School for the preparation and realization of the Program. Informing us 6 weeks before starting the first course that they are not going to continue financing us is in our opinion a very irresponsible move. We are just finishing the last stage of our training program preparation. Since our last meeting in December we had a number of discussions here and I think that we have prepared (based on your materials) a really interesting and professional course. We promoted it. We have selected our trainees. They have been informed about the Polish-American venture. Wielkopolska Business School also promoted this international venture at local and regional authorities. We had a meeting in the USA consulate. Additionally mass media also have been informed about our joint enterprise. We thought that American money would be spent for our small business owners training but now we see that it is (looking at the fax from M.Mironowicz) the second rate goal. The most important are technical aspects and interference in independently run institution - Wielkopolska Business School.

I think that something must be done. We are ready to run the course in March and we will do it. But we would like very much to avoid sensations and unpleasant climate around the whole SBI program sponsored by the USAID. I would like to ask you to undertake measures to enable us to start the course which should be a promotional tool for the Polish-American cooperation. The Foundation decision can make only problems and a serious conflict around the Program.

Kindest regards

A handwritten signature in black ink, appearing to read 'K. Fonfara', with a long, sweeping underline that extends to the right. To the right of the signature, there is a small handwritten number '25'.



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To; Miroslaw Mironowicz:

From: Cathy Ashmore

Subject: Poznan

Date: 2/12/92

Walery Lach called me today to discuss the difficult situation they are placed in because of the move of the project to the Solidarity office. He hopes that you and Fonfara can resolve the difficulties in your phone call on Monday.

I suggested that if Fonfara has no problems with assigning the responsibilities for coordinators and faculty as we have outlined them, then there should really be no problem. Perhaps you might ask him to tell you which of these responsibilities he cannot do. This would give us a more specific objection. At present we want assurances that the activities will be tried to see how they might work. I believe that he is afraid that we will think up new responsibilities and you can assure him that this will not happen. All we want is support to get these activities done this year so that we can try out the ideas of the program.

Also, he may be worried about next year and thereafter. You should tell him that we will provide less support next year with the idea that the program will be making its own money and be able to support itself by the end of Year II. We want the program to continue when we are gone and we are trying to help him make that happen. We won't be around to control him and he shouldn't see us as trying to control him now. Our ideas are designed to help him.

If there is any way to get him to agree on the responsibilities and to delegate as much as possible to the coordinators so that there are enough people to get it done, I would still prefer to work with the Management Center. It is too much to expect the faculty to work with us when he controls their careers.

Happy Valentine's Day. I'll call you on Monday.



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February 21, 1992

William Joslin  
U. S. AID  
U. S. Embassy  
Al. Ujazdowski 29/31  
Warsaw, POLAND

Dear Mr. Joslin:

We would like to officially invite you and your staff to attend the grand openings of the three Enterprise Institutes in Poland. The attached agenda gives the exact days and times for the events scheduled in Poznan (March 2-4), Rzeszow (March 6-9), and Bialystok (March 11-14).

It is very exciting to see the results of our efforts. Rzeszow is an example of the potential of the program. They advertised the classes and received 100 applicants for the first course. Now they are more confident that they will be successful.

The enclosed press release could be shared with your media people in Poland. By carbon copy of this letter I am also sending it to Steve French for distribution.

The U. S. consultants traveling with me will be Gene Gomolka from the University of Dayton whose specialty is management; Gerry Hills from the University of Illinois at Chicago whose specialty is marketing; Lynn Neeley from Northern Illinois University whose specialty is finance; Randy Rollinson from the University of Illinois whose specialty is strategic planning; Vicki Rash from Ohio State whose specialty is entrepreneurship; and Rod Terminello from Ohio State whose specialty is business consulting.

We look forward to seeing you and/or staff members in March.

Sincerely,

M. Catherine Ashmore  
Director, International Enterprise Academy

cc: Steve French  
Leslie Koltai



1900 Kenny Road  
Columbus, Ohio 43210-1090

Phone: 614-292-4353  
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**FOR IMMEDIATE RELEASE:**

Three new Enterprise Institutes are scheduled for their grand opening in Poland in March, 1992. These centers for assistance to new private businesses are a unique entity being launched by universities in Poznan, Bialystok, and Rzeszow. According to Dr. Cathy Ashmore, project director from Ohio State University, "The Institutes will build a bridge between the newly emerging market economy and the knowledge base available in existing universities."

Consultants from U. S. colleges spent November and December in Poland working with forty-five faculty members from these three universities to design a program that could be offered to upgrade the skills of new and growing private small businesses. As a result, five courses will be offered at each of the Institutes including Entrepreneurship, Marketing, Management, Finance and Strategic Planning. Each course may be taken by itself, or as a combination they will lead to a certificate program award.

A unique aspect of the project is that all materials to be used in the courses have been translated into Polish. There are very few published materials on how to run a small business available in Polish. The previous economic system opposed small businesses and did not allow the development of information to help the entrepreneur.

Success stories of Polish entrepreneurs in these cities are being developed as case studies to demonstrate that it is possible to start a business now in their country. These success stories will also be produced on videotapes for use in the classroom and on Polish TV. It is important to encourage entrepreneurship right now because the unemployment and poverty levels of so many are increasing. State owned firms are rapidly going bankrupt and the greatest hope is to rapidly build a private economy to replace them.

The university faculty members are learning how to provide consulting services to local businesses as an additional service available from the Enterprise Institutes. In December they analyzed Polish case studies to determine the best way to help selected businesses in the face of change and growing competition. In February they will try their new skills with several businesses in their local community with the advice of an American consultant.

Another feature of the program is a banker's seminar in each community. The first seminar will involve the U.S. consultants in its first session in March. Thereafter the Polish faculty will run similar seminars as needed. The purpose of the seminar is to teach bank officials about the possibilities of economic development through new small businesses and to encourage them to analyze business plans appropriately from those who come to them for loans after being taught the process by the Enterprise Institutes. At present, business plans are a new idea in Poland.

A market economy in former communist countries does not just happen because the government says it should. It takes extensive education and training of all the partners involved in the economy of each local area. This project is one of many being sponsored by the U.S. Agency for International Development to support knowledge transfer in eastern and central Europe.

For further information please contact:

Dr. Cathy Ashmore  
International Enterprise Academy  
The Ohio State University  
1-800-848-4815 or 614-292-4353

17

## TRAVEL INFORMATION

**Sunday March 1:** Travel to Poznan by train (5:12 p.m.) Meet at the Warsaw Hol'day Inn by 4:30. Hotel in Poznan: Park Hotel. Phone: 011-48-61-794081, Fax: 773830.

### **Poznan:**

**Monday-Tuesday, March 2-3:** Banker's Seminar (all day)

**Wednesday, March 4:** Grand Opening of Enterprise Institute, 9:45 am-12 noon

**Thursday, March 5:** Travel day

**Thursday March 5** Travel to Rzeszow: Take 7 a.m. train to Warsaw. Travel on rented bus from Warsaw to Rzeszow. Arrive late afternoon. Hotel: Hotel Sieniawa Palace which is 30 k. from town. Phones must be connected through Polish operator. Better connection is to Management Center (daytime) 011-48-17-38598 or in emergency Adam Goral's home 48-17-47147.

### **Rzeszow:**

**Friday, March 6:** Grand Opening, 11 am - 1 pm

Lectures for Business Owners 4-7 pm

**Saturday, March 7:** Banking Seminar, 9 am - 5 pm

**Monday, March 9:** Business Owners Seminar, 10 am - 7 pm

**Tuesday, March 10:** Committee meeting and travel

**Tuesday March 10** Travel to Bialystok: Plane to Warsaw. Leaves Rzeszow at 7:45 a.m. and arrives Warsaw 8:35 a.m. (if plane can't fly will rent bus). Rented bus from Warsaw to Bialystok. Hotel: Cristal Hotel Phone:011-48-85-25061. Management Center phone:48-85-415070 x116 or 112 .

### **Bialystok:**

**Wednesday, March 11:** Grand Opening, 9:30 a.m. - 1 p.m.

Business Owners Lecture, 2:30 - 7 p.m.

**Thursday, March 12:** Banking Seminar, 9:30 a.m. - 7 p.m.

**Friday, March 13: Visit businesses, 9:30 a.m. - 1 p.m.**

**Business Owners Lectures, 3:30 - 8 p.m.**

**Saturday, March 14: Business Owners Lectures, 9:30 - 3:30 p.m.**

**Party**

**Sunday, March 15: Travel to Warsaw**

**Monday, March 16: Consultants leave for U. S.**

**Sunday March 15 Travel to Warsaw by train. Hotel: Novatel Phone:011-48-22-405128**



February 19, 1992



1900 Kenny Road  
Columbus, Ohio 43210-1090

Phone: 614-292-4353  
Telex: 9102505950  
Fax: 614-292-1260

Nina Majer  
Project Assistant  
U.S. AID  
U. S. Embassy  
Al. Ujazdowskie 29/31  
Warsaw, POLAND

Dear Nina:

Enclosed is our press release for the grand openings in March. I don't know whether you have a use for the English version there. I am also sending it to AID in Washington.

Attached is the agenda for our time in each city. You will notice that the major activities are as follows:

**Poznan:**

- Monday-Tuesday, March 2-3: Banker's Seminar (all day)
- Wednesday, March 4: Grand Opening of Enterprise Institute, 9:45 a.m. - 12 noon
- Thursday, March 5: Travel day

**Rzeszow:**

- Friday, March 6: Grand Opening, 11 a.m - 1 p.m.  
Lectures for Business Owners 4-7 p.m.
- Saturday, March 7: Banking Seminar, 9 a.m. - 5 p.m.
- Monday, March 9: Business Owners Seminar, 10 a.m. - 7 p.m.
- Tuesday, March 10: Committee meeting and travel

**Bialystok:**

Wednesday, March 11: Grand Opening, 9:30 a.m. - 1 p.m.  
Business Owners Lecture, 2:30 - 7 p.m.

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Saturday, March 14: Business Owners Lectures, 9:30 - 3:30 p.m.  
Party

Sunday, March 15: Travel to Warsaw

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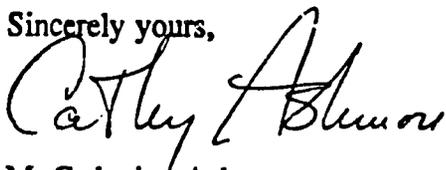
As you can see, we will be very busy for the entire tour. We hope you can join us at some point. Please contact the coordinators or Malgorzata Balkowska to make arrangements for you or anyone from your staff who can attend.

Also, I would like to make an appointment to meet with you on Monday, March 16 for a debriefing. I hope to have Malgorzata with me so it would probably be best to schedule it in the morning so she can be on her way. When would be best for you?

Finally, I wonder if you have been able to give Solidarity a list of the names of people we should invite to the conference in May. As we discussed, it should probably be the head of the economics departments and business schools in each higher education institution. It is possible that they have another source for this so perhaps it would be good to check with her first. Also, you may have a list of dignitaries that you feel should be involved in some way. We need to know this now so that we don't overlook anyone. Things seem to be shaping up well for the conference. We are involving several AID projects in the program at their request. Let us know your ideas.

I look forward to seeing you soon,

Sincerely yours,



M. Catherine Ashmore  
Director, International Enterprise Academy

32

Press Release Distribution List

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**FOR IMMEDIATE RELEASE;**

Three new Enterprise Institutes are scheduled for their grand opening in Poland in March, 1992. These centers for assistance to new private businesses are a unique entity being launched by universities in Poznan, Bialystok, and Rzeszow. According to Dr. Cathy Ashmore, project director from Ohio State University, "The Institutes will build a bridge between the newly emerging market economy and the knowledge base available in existing universities."

Consultants from U. S. colleges spent November and December in Poland working with forty-five faculty members from these three universities to design a program that could be offered to upgrade the skills of new and growing private small businesses. As a result, five courses will be offered at each of the Institutes including Entrepreneurship, Marketing, Management, Finance and Strategic Planning. Each course may be taken by itself, or as a combination they will lead to a certificate program award.

A unique aspect of the project is that all materials to be used in the courses have been translated into Polish. There are very few published materials on how to run a small business available in Polish. The previous economic system opposed small businesses and did not allow the development of information to help the entrepreneur.

Success stories of Polish entrepreneurs in these cities are being developed as case studies to demonstrate that it is possible to start a business now in their country. These success stories will also be produced on videotapes for use in the classroom and on Polish TV. It is important to encourage entrepreneurship right now because the unemployment and poverty levels of so many are increasing. State owned firms are rapidly going bankrupt and the greatest hope is to rapidly build a private economy to replace them.

The university faculty members are learning how to provide consulting services to local businesses as an additional service available from the Enterprise Institutes. In December they analyzed Polish case studies to determine the best way to help selected businesses in the face of change and growing competition. In February they will try their new skills with several businesses in their local community with the advice of an American consultant.

Another feature of the program is a banker's seminar in each community. The first seminar will involve the U.S. consultants in its first session in March. Thereafter the Polish faculty will run similar seminars as needed. The purpose of the seminar is to teach bank officials about the possibilities of economic development through new small businesses and to encourage them to analyze business plans appropriately from those who come to them for loans after being taught the process by the Enterprise Institutes. At present, business plans are a new idea in Poland.

A market economy in former communist countries does not just happen because the government says it should. It takes extensive education and training of all the partners involved in the economy of each local area. This project is one of many being sponsored by the U.S. Agency for International Development to support knowledge transfer in eastern and central Europe.

For further information please contact:

Dr. Cathy Ashmore  
International Enterprise Academy  
The Ohio State University  
1-800-848-4815 or 614-292-4353

2/1

## Polish Coordinators Mailing List

Krzysztof Kaszuba  
Kraszewskiego 2  
35-959 Rzeszow, POLAND

Boguslaw Plawgo  
Wiejska 45E  
15-351 Bialystok, POLAND

Walery Lach  
Zwierzyniecka 15  
61-740 Poznan, POLAND



1900 Kenny Road  
Columbus, Ohio 43210-1090

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April 6, 1992

Adam Goral  
Kraszewskiego 2  
35-959 Rzeszow, POLAND

Dear Adam:

What a wonderful time we all had visiting you! We really expected everything to be fine, and you surpassed our hopes. It was wonderful to see the creativity you used to plan the grand opening and the excellent support from the university and city officials. I feel very good about the opportunities you will have to make the Institutes an on-going success.

The bankers' seminar was a particular success in my opinion. Bankers have business problems just like everyone else and need to focus on their customers. I hope you will continue this activity in the future so that you maintain that excellent relationship.

I hope your classes are going well and that the business owners are pleased to have such a resource in their town. It takes teamwork to make such an institute run and you have shown us that cooperation is really well established already.

Enclosed is a form that AID has asked us to have you fill out on all your business owners in the class. Please send the completed forms on each entrepreneur to Malgorzata by April 20.

We look forward to a great conference in May and hope you and your faculty will enjoy the opportunity to learn new things about entrepreneurship in Poland and make useful new contacts.

Thanks again for your fine hospitality.

Sincerely,

M. Catherine Ashmore  
Director, International Enterprise Academy

cc: Malgorzata Balkowska

36



1900 Kenny Road  
Columbus, Ohio 43210-1090

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Telex: 9102505950  
Fax: 614-292-1260

April 6, 1992

Andrzej Jurgilewicz  
Wiejska 45E  
15-351 Bialystok, POLAND

Dear Andrzej:

What a wonderful time we all had visiting you! We really expected everything to be fine, and you surpassed our hopes. It was wonderful to see the creativity you used to plan the grand opening and the excellent support from the university and city officials. I feel very good about the opportunities you will have to make the Institutes an on-going success.

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cc: Malgorzata Balkowska



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Telex: 9102505950  
Fax: 614-292-1260

April 6, 1992

Bogdan Sojkin  
Zwierzyniecka 15  
61-740 Poznan, POLAND

Dear Bogdan:

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Sincerely,

M. Catherine Ashmore  
Director, International Enterprise Academy

cc: Malgorzata Balkowska

## Entrepreneur Profile

Name:

Address:

Phone #:

Company Name:

Type of Business:

Number of Employees:

Owner's Education Training Background:

- Highest Level
- Specialty

If not the owner, what is your job description?

Training Planned	Hours
Entrepreneurship	_____
Management	_____
Marketing	_____
Finance	_____
Strategic Planning	_____
Total Hours:	



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April 6, 1992

Krzysztof Kaszuba  
Kraszewskiego 2  
35-959 Rzeszow, POLAND

Dear Krzysztof:

Thank you so much for being so hospitable on our recent trip to your "Grand Opening". It was very rewarding to us to see you use so many of the ideas we have shared with you this past year. We were especially pleased to see the faculty working together so well. I know there is much work connected with making the Institutes successful and we appreciate your commitment.

The bankers' seminar was particularly interesting. I am so glad that you learned what an important part of the small business development activity they can be in the future and how interested they were to be part of your program.

I hope your classes are going well. Having your weekends tied up may get a bit tiresome but it is probably the best time for the business owners. I will be interested to know if they stay with you every weekend as planned.

We will need copies of your evaluations after each course (Entrepreneurship, Management, Marketing, Finance, and Strategic Planning) and the number of business owners in each section. If you haven't done it yet and are into the second course, please do it now for the first course and then on the last day of each of the other courses. Questions should include such items as:

- What did they like best?
- What did they like least?
- Was the content of the course appropriate to their needs?
- What additional help do they need in this area?
- What would they tell other business owners about this course?
- What should the instructors do to improve the course?
- How satisfied were they with the course?
- Other comments

The conference in May is shaping up very well. We look forward to a great opportunity to share ideas with other faculty members and business owners. It looks like we may even have

40

a satellite conference with the USA as part of the program in Gdynia. I have asked our US consultants to come up with something new for their 15 minutes of your concurrent session. If you have questions please talk to Malgorzata. See you soon.

Thanks again for a wonderful experience in March. We all enjoyed getting to know you better and have a great deal of respect for your abilities.

Sincerely,

A handwritten signature in black ink that reads "Cathy Ashmore". The signature is written in a cursive style with a large initial 'C'.

M. Catherine Ashmore  
Director, International Enterprise Academy

cc: Malgorzata Balkowska



1900 Kenny Road  
Columbus, Ohio 43210-1090

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Telex: 9102505950  
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April 6, 1992

Boguslaw Plawgo  
Wiejska 45E  
15-351 Bialystok, POLAND

Dear Boguslaw:

Thank you so much for being so hospitable on our recent trip to your "Grand Opening". It was very rewarding to us to see you use so many of the ideas we have shared with you this past year. We were especially pleased to see the faculty working together so well. I know there is much work connected with making the Institutes successful and we appreciate your commitment.

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Thanks again for a wonderful experience in March. We all enjoyed getting to know you better and have a great deal of respect for your abilities.

Sincerely,

A handwritten signature in cursive script that reads "Cathy Ashmore".

M. Catherine Ashmore  
Director, International Enterprise Academy

cc: Malgorzata Balkowska



1900 Kenny Road  
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Phone: 614-292-4353  
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April 6, 1992

Walery Lach  
Zwierzyniecka 15  
61-740 Poznan, POLAND

Dear Walery:

Thank you so much for being so hospitable on our recent trip to your "Grand Opening". It was very rewarding to us to see you use so many of the ideas we have shared with you this past year. We were especially pleased to see the faculty working together so well. I know there is much work connected with making the Institutes successful and we appreciate your commitment.

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4/1

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Sincerely,

A handwritten signature in cursive script that reads "Cathy Ashmore".

M. Catherine Ashmore  
Director, International Enterprise Academy

cc: Malgorzata Balkowska

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35-959 Rzeszow, POLAND

Andrzej Jurgilewicz  
Wiejska 45E  
15-351 Bialystok, POLAND

Bogdan Sojkin  
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April 6, 1992

Jozef Rogowski  
Institute of Scientific Researches  
University of Warsaw-Bialystok  
Bialystok, POLAND

Dear Jozef:

Your grand opening of the Small Business Institute was really grand! We had a wonderful time and appreciated your hospitality so much. We know you did much of the work to make it all successful. Sometimes the coordinators get all the praise, but it takes a full team to make the most of the opportunity. We thank you for trying new ideas and smiling in spite of our mistakes. Americans just aren't very experienced in languages other than our own.

We look forward to seeing you in Gdansk in May and hope your classes with the entrepreneurs are going well. The project has been funded again for the second year so let us know what would be most helpful to you as we develop new materials and teaching strategies.

Thanks again for a wonderful time in Bialystok. Everyone on your team took responsibility to make it an outstanding trip for us. Our group appreciated being asked to be part of the bankers seminar and the classes. We could see that you know how to really work hard...and play hard too. The celebration dinner was such fun.

Sincerely,

M. Catherine Ashmore  
Director, International Enterprise Academy

cc: Malgorzata Balkowska

47

## Bialystok Management Center

### Entrepreneurship:

Jozef Rogowski  
Institute of Scientific Researches  
University of Warsaw-Bialystok  
Bialystok, POLAND

Boguslaw Cudowski  
Institute of Civil Law  
University of Warsaw-Bialystok  
Bialystok, POLAND

Krzysztof Kulikowski  
Institute of Computer Science  
of Technical University  
University of Warsaw-Bialystok  
Bialystok, POLAND

### Finance:

Elzbieta Orechwa-Maliszewska  
Economic Faculty  
University of Warsaw-Bialystok  
Bialystok, POLAND

Leonard Etel  
Law Institute  
University of Warsaw-Bialystok  
Bialystok, POLAND

Anna Dyhdalewicz  
Economic Faculty  
University of Warsaw-Bialystok  
Bialystok, POLAND

### Marketing:

Aleksander Toloczko  
Marketing and Finance  
City Office  
1 Slonimska  
Bialystok, POLAND

Adam Miroslaw Walicki  
Scientific and Research Centre  
Institute of Sociology  
University of Warsaw-Bialystok  
Bialystok, POLAND

Edward Hoscitowicz  
Institute of Economics  
Social and Regional Policy  
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Bialystok, POLAND

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Economic Faculty  
University of Warsaw-Bialystok  
Bialystok, POLAND

Urszula Golaszewska-Kaczan  
Economic Faculty  
University of Warsaw-Bialystok  
Bialystok, POLAND

### Strategic Planning:

Zbigniew Ejsmont  
Lecturer  
University of Warsaw-Bialystok  
Bialystok, POLAND

Anna Chmielak  
Economic Faculty  
University of Warsaw-Bialystok  
Bialystok, POLAND

Renata Przygodzka  
Economic Faculty  
University of Warsaw-Bialystok  
Bialystok, POLAND



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April 6, 1992

Jacek Kall  
Institute of Small Business  
Wielkopolska Business School  
Poznan, POLAND

Dear Jacek:

Your grand opening of the Small Business Institute was really grand! We had a wonderful time and appreciated your hospitality so much. We know you did much of the work to make it all successful. Sometimes the coordinators get all the praise, but it takes a full team to make the most of the opportunity. We thank you for trying new ideas and smiling in spite of our mistakes. Americans just aren't very experienced in languages other than our own.

We look forward to seeing you in Gdansk in May and hope your classes with the entrepreneurs are going well. The project has been funded again for the second year so let us know what would be most helpful to you as we develop new materials and teaching strategies.

Thanks again for a wonderful time in Poznan. Your bankers seemed very interested in your presentations and interested in continuing to learn about small business. We enjoyed your hospitality and an opportunity to revisit the Park.

Sincerely,

M. Catherine Ashmore  
Director, International Enterprise Academy

cc: Malgorzata Balkowska

449

Poznan Management Center

**Strategic Planning:**

Jacek Kall  
Institute of Small Business  
Wielkopolska Business School  
Poznan, POLAND

Wieslaw Otta  
Institute of Small Business  
Wielkopolska Business School  
Poznan, POLAND

Radoslaw Szarleja  
Institute of Small Business  
Wielkopolska Business School  
Poznan, POLAND

**Marketing:**

Krzysztof Fonfara  
Institute of Small Business  
Wielkopolska Business School  
Poznan, POLAND

Henryk Mruk  
Institute of Small Business  
Wielkopolska Business School  
Poznan, POLAND

Rafal Myler  
Institute of Small Business  
Wielkopolska Business School  
Poznan, POLAND

**Management:**

Grzegorz Bartoszewicz  
Institute of Small Business  
Wielkopolska Business School  
Poznan, POLAND

Damian Komasa  
Institute of Small Business  
Wielkopolska Business School  
Poznan, POLAND

Zdzislaw Krajewski  
Institute of Small Business  
Wielkopolska Business School  
Poznan, POLAND

**Entrepreneurship:**

Mariola Fonfara  
Institute of Small Business  
Wielkopolska Business School  
Poznan, POLAND

Marian Gorynia  
Institute of Small Business  
Wielkopolska Small Business  
Poznan, POLAND

Krzysztof Szuma  
Institute of Small Business  
Wielkopolska Small Business  
Poznan, POLAND

**Finance:**

Wladyslaw Bachorz  
Institute of Small Business  
Wielkopolska Small Business  
Poznan, POLAND

Ryszard Mikolaczak  
Institute of Small Business  
Wielkopolska Small Business  
Poznan, POLAND

Marek Ratajczak  
Institute of Small Business  
Wielkopolska Small Business  
Poznan, POLAND



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April 6, 1992

Andrzej Gazda  
Small Business Institute  
Technical University of Rzeszow  
Rzeszow, POLAND

Dear Andrzej:

Your grand opening of the Small Business Institute was really grand! We had a wonderful time and appreciated your hospitality so much. We know you did much of the work to make it all successful. Sometimes the coordinators get all the praise, but it takes a full team to make the most of the opportunity. We thank you for trying new ideas and smiling in spite of our mistakes. Americans just aren't very experienced in languages other than our own.

We look forward to seeing you in Gdansk in May and hope your classes with the entrepreneurs are going well. The project has been funded again for the second year so let us know what would be most helpful to you as we develop new materials and teaching strategies.

Thanks again for a wonderful time in Rzeszow. Your entrepreneurs were a fascinating group. It was great that you invited them to the grand opening. And we appreciated the opportunity to share the podium with you during the classes. Everyone did such a professional job.

Sincerely,

M. Catherine Ashmore  
Director, International Enterprise Academy

cc: Malgorzata Balkowska

51

## Rzeszow Management Center

Andrzej Gazda  
Small Business Institute  
Technical University of Rzeszow  
Rzeszow, POLAND

Jerzy Kitowski  
Small Business Institute  
Technical University of Rzeszow  
Rzeszow, POLAND

Mirosław Kurek  
Small Business Institute  
Technical University of Rzeszow  
Rzeszow, POLAND

Zdzisław Kaszuba  
Small Business Institute  
Technical University of Rzeszow  
Rzeszow, POLAND

Bogdan Ludwiczak  
Small Business Institute  
Technical University of Rzeszow  
Rzeszow, POLAND

Renata Lepki  
Small Business Institute  
Technical University of Rzeszow  
Rzeszow, POLAND

Olgierec Lunarski  
Small Business Institute  
Technical University of Rzeszow  
Rzeszow, POLAND

Andrzej Maciag  
Small Business Institute  
Technical University of Rzeszow  
Rzeszow, POLAND

Henryk Olejarz  
Small Business Institute  
Technical University of Rzeszow  
Rzeszow, POLAND

Urszula Koziol Powrozek  
Small Business Institute  
Technical University of Rzeszow  
Rzeszow, POLAND

Wojciech Siemaszko  
Small Business Institute  
Technical University of Rzeszow  
Rzeszow, POLAND

Alfred Szydelko  
Small Business Institute  
Technical University of Rzeszow  
Rzeszow, POLAND

Jacek Swider  
Small Business Institute  
Technical University of Rzeszow  
Rzeszow, POLAND

Ryszard Winiarski  
Small Business Institute  
Technical University of Rzeszow  
Rzeszow, POLAND

Maria Wierzbinska  
Small Business Institute  
Technical University of Rzeszow  
Rzeszow, POLAND

5

## Distribution Mailing List

**Jozef Rogowski**  
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University of Warsaw-Bialystok  
Bialystok, POLAND

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University of Warsaw-Bialystok  
Bialystok, POLAND

**Krzysztof Kulikowski**  
Institute of Computer Science  
of Technical University  
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**Elzbieta Orechwa-Maliszewska**  
Economic Faculty  
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**Grazyna Michalezok**  
Small Business Institute  
Bialystok Technological University  
Bialystok, POLAND

**Adam Miroslaw Walicki**  
Scientific and Research Centre  
Institute of Sociology  
University of Warsaw-Bialystok  
Bialystok, POLAND

**Agency for International Development (USAID)**  
Project Evaluation for the Management Training and Economics  
Education for Central & Eastern Europe

**Dr. Leslie Koltai, Principal Evaluator**

March 26, 1992

Dr. Catherine Ashmore  
C.E.T.E.  
Ohio State University  
1900 Kenny Road  
Columbus, OH 43210-1090

Dear Catherine:

Upon Dr. Koltai's request we are sending you a copy of our first Evaluation Report on the Management Training and Economics Education grant in Central and Eastern Europe. It is comprised of two components: commentary on site visits that the Evaluation team conducted in December and January, and analysis of your first quarterly reports.

This provides you an opportunity to become familiarized with the other grants operating in Central and Eastern Europe.

We hope the comments and recommendations contained in this report will help you to improve your project.

In addition, I would like to remind you of our schedule request. Please, if you have not already done so, send a timeline of activities for May, June and July A.S.A.P. Include the location of the activities, brief description, and specific dates. Our goal is to see your grant in action. We need your assistance in helping us develop a workable itinerary.

If you have any questions or comments, please don't hesitate to call. We hope your program is progressing smoothly and look forward to seeing you.

Sincerely yours,



Claudine Wolas  
Project Coordinator

54

# Evaluation Report

Report on Site Visits  
Analysis of First Quarterly Reports  
Analysis of Formative Activities  
Project Recommendations

United States Agency For International Development  
Management Training and Economics Education  
For Central and Eastern Europe

Leslie Koltai, Principal Evaluator

February 18, 1992

PART III. Recommendations for Second Year Funding

*Central Connecticut State University*

\*\* It is recommended that a continuation of this project be funded.

*Iowa State University*

\*\* Before any further funding can be considered, a careful review of the Slovak program should take place. In addition, a quality review of the video production should be initiated. This project requires careful Evaluator and AID-Washington attention.

*M.U.C.I.A.*

\*\* A second year implementation plan should include significant improvements in coordinating U.S. representatives in target countries, and in developing meaningful self evaluation tools for host country institutions. Serious consideration should be given to developing an in-country staff for the duration of the project.

*Ohio State University*

\*\* It is recommended that a continuation of this project be funded by AID.

***State University of New York***

**\*\* It is recommended that a continuation of this program be funded by AID.**

***University of Delaware***

**\*\* It is recommended that a continuation of this project be funded.**

***University of Minnesota Consortium***

**\*\* It is recommended that a continuation of this project be funded by AID.**

***University of Nebraska***

**\*\* Continued funding should be contingent upon the transfer of the project to Tirana, Albania, and a careful review of budget expenditures to date.**

***University of Pittsburgh***

***CERGE***

**\*\* It is recommended that a continuation of this project be funded by AID.**

***CMC***

**\*\* CMC should work closely with CERGE to increase project efficiency and effectiveness.**

**\*\* It is recommended that a continuation of this program be funded by AID.**

*University of Washington*

\*\* It is recommended that a continuation of this program be funded by AID.

*University of Wisconsin-Madison*

\*\* Second year funding should be granted only after a careful review by AID-Washington as to the need of continued involvement by the University of Warsaw. In addition, the management of this project should be reviewed to determine the most effective means by which project objectives can be met.

58

*Ohio State University (OSU)*  
*Poland*

**Project Description**

\* Establish three University Management Centers in Poznan, Rzeszow and Bialystok. These centers will be hubs of training activities for 45 faculty (15 at each location) to become future trainers at the centers.

\* The Management Centers will also serve as resource centers for educational preparation such as curriculum development materials, case studies (currently being developed under this grant), and video tapes.

**Completion to Date**

\* Staffs for each Management Center were selected.

\* Six Polish coordinators visited the United States in August. They worked together with the Ohio State University staff to develop the project implementation plan, to design course offerings, and to determine the equipment and resources needed for each center.

\* The National Task Force was assembled with meetings held in September and December.

\* Poznan was the location site of the first management workshop and acted as the pilot location for the other two management centers. The target audience were managers who took such courses as Market Finance, Reorganization and Liquidations, etc...

\* OSU has set a date for the National Conference and is currently working on the daily schedule.

## Observations

\* From the start this project has been a cooperative effort between U.S. and Polish partners.

\* Ohio State University's project has provided outstanding leadership among its own staff and with their Polish partners. Dr. Katherine Ashmore, Project Director for OSU, with her frequent visits and long stays during course offerings, is providing the strong leadership and the presence necessary for running such programs in Poland. Solidarity, sub-contractor to OSU, is fulfilling its responsibilities and providing all the support and assistance that the Project Implementation Plan assigned to them. In addition, all centers are managed by young, eager Polish nationals.

\* Early difficulties with Gdansk required a new management center to be selected. Due to this change Bialystok was late in starting.

\* All three management center teams met in Poznan to participate in the Poznan pilot workshop. This being the first activity, the pilot provided valuable information on how programs should and should not run at the other sites. This project team is truly benefitting from each others experiences.

\* This project receives ample and positive public relations support. Katherine Ashmore has put a great deal of energy into providing and assuring that this international program receives exposure.

\* A date had already been set for the National Conference. Katherine Ashmore is in the process of

selecting and committing a key note speaker. (She would like Lech Walesa). Invitations are extended to all AID grantees to attend (and possibly discuss their activities). Additional public relations efforts are underway.

\* Using the forum of the National Task Force meetings, Ohio State University is actively including the Polish government and various ministries in running and participating in this project.

\* There are a number of organizations offering help to small businesses in Poland. The largest funding source is the EC Program. The British and EC also assist with Small Business Development.

\* Ohio State University's three management centers were originally sponsored by the British and Norwegian governments. British faculty from the Nottingham Business School teach at Poznan.

\* OSU (like everyone else) is having problems in finding, purchasing and supplying equipment to the centers on time. There is a long delay because American equipment must be shipped. In addition, OSU had only set aside \$4,000 (for each center) for computers, copier, etc.

\* Generally speaking, American educators introduce topics that they think are relevant to economic development. Frequently, however, not enough attention is paid to participant needs. This issue presented itself in planning the course offerings at Poznan, and will strongly influence OSU's planning of its Spring activities.

\* Solidarity would like OSU to help other parts of the country receiving limited assistance. This is, of course, a critical issue; addressing the need to maintain stability

throughout the country. It would be detrimental to neglect parts of the country while big cities move forward. OSU faces the problem of deciding how to position themselves for the future. Should they continue to fortify their efforts at present locations or leave to add new management center locations? At issue is jeopardizing the success of present centers by spreading resources too thin. It is possible, however, that a third year of funding could utilize the centers at Poznan, Rzeszow and Bialystok as mentors to new centers.



### Recommendations

\* It is recommended that a continuation of this project be funded by AID.

Staff whom the Evaluation Team met:

Katherine Ashmore, Project Director, Ohio State University

Piotr Korynski, Ohio State University

Rod Terminello, Ohio State University

Miroslaw Mironowicz, Economic Foundation "Solidarnosc", Gdansk

Alicja Unterschuet, Economic Foundation "Solidarnosc", Gdansk

Alicja Zajaczkowska, Economic Foundation "Solidarnosc", Gdansk

Matgorata Batkowska, Economic Foundation "Solidarnosc", Gdansk

Boguslaw Plawga, Small Business Institute, Bialystok

Andrzej Jurgilewicz, Small Business Institute, Bialystok

Bogdan Sojkin, Small Business Institute, Poznan

Walery Lack, Small Business Institute, Poznan

Adam Gonal, Small Business Institute, Rzeszow

62

Krzysztof Kaszuba, Small Business Institute, Rzeszow

Randy Rollison, Consultant, University of Illinois at  
Chicago

Chris MocarSKI Michalek, Consultant for OSU



A P P E N D I X

2.0

IDENTIFY  
AVAILABLE  
MATERIALS

64

March 3, 1992

Mr. Paul Hinds  
South Western Publisher  
5101 Madison Road  
Cincinnati, OH 45227

Dear Mr. Hinds:

I would like permission to translate the following material into Polish and use this material for teaching in Poland. Full credit and acknowledgement would be given to the authors and publisher.

Modern Marketing Theory. Hunt. pp. 6-15.

This material will be used as a resource in a course to teach Polish small business persons. Reproduction for class members would be provided on a cost-recovery basis. This is a part of a larger project with the United States Agency for International Development.

I am responsible for obtaining copyright permissions for this Polish project. Please direct all correspondence to me at this address:

Center on Education and Training for Employment  
The Ohio State University  
1900 Kenny Road  
Columbus, OH 43210-1090

Please let me know if you need any further information or if there are any other requirements to accomplish this purpose. Since our time frame is short, I'll call you the week of March 9 to expedite the process.

Sincerely,

Karen L. Kramer  
Graduate Research Associate

KLK:jt



**PUBLISHER'S LIST**

<u>Source</u>	<u>Permission</u>	<u>Course</u>	<u>Cost</u>
1. Univ. of WI Gen. Counsel's Office <i>Financial Management for Small Business</i>	Yes	Finance	Send Polish Translation
2. McGraw-Hill <i>Management: An Experimental Approach</i>	Yes — pp.9—21	Management	\$195.00
Credit line must state: <i>A credit line will be printed on the first page on which the material appears. This credit must include the author, title, copyright date, and publisher of the English edition, and publisher of the English edition, and indicate that the material is reproduced (and translated where applicable) with permission of McGraw-Hill, Inc.</i>			
3. Lord Publishing <i>Entrepreneurial Finance.</i> "Where and How to Get Your Money for Your New Venture Needs"	Yes — pp. 179—186; 189—191	Finance	\$200.00
4. Upstart Publishing Company, Inc. <i>The Market Planning Guide</i>  <i>"Copyright Upstart Publishing Company, Inc. 12 Portland Street Dover, NH 03820 USA</i>	Yes	Strategic Management	None
5. The Kiplinger Washington Editors, Inc.  "How to Find Your Market"	Yes — pp. 31—43	Entrepreneurship	Fee waived
Credit line: <i>"Copyright© 1991 by the Kiplinger Washington Editors, Inc. Reprinted with permission."</i>			
6. Reader's Digest  "Are You Thinking Right?"	Yes — pp. 41-48  Yes	Entrepreneurship	No  None
Credit line: <i>Reprinted with permission from the February 1988 Reader's Digest. Copyright© 1988 by The Reader's Digest Assn., Inc.</i>			

66

<u>Source</u>	<u>Permission</u>	<u>Course</u>	<u>Cost</u>
7. <i>Entrepreneur</i> articles	Yes	Entrepreneurship	None
Credit line: "Reprinted with permission from <i>Entrepreneur Magazine</i> (please state the month that applies for each separate article) 1991."			
8. Irwin/Timmons	Yes	Marketing	None
<i>New Venture Creation</i> Chapter 9, <i>Marketing Research</i>			
9. Prentice Hall	Yes	Finance	Waiting for Reply
<i>Organizational Behavior: Financial Management and Policy</i>			
10. Houghton Mifflin	Yes	Finance	\$560.00
<i>Small Business Management</i> . Siropolis, Chapters 9, 11, 15, 17, 18 Credit line: Siropolis, Nicholas, <i>Small Business Management</i> , Fourth Edition. Copyright© 1990 by Houghton Mifflin Company. Translated and used with permission.			
11. Zoll	Yes	Management	None
<i>Explorations in Management</i> (standard reprint statement)			
12. Beacon Journal	Yes	Entrepreneurship	None
"Putting Your Brain to the Test" (standard reprint statement)			
13. Irwin, Wm. & Mary (Jelinek)	Yes	Management	
Slade Co. Cases (standard reprint statement)			
14. Southwestern — Stoner and Fry		Strategic Planning	
15. Houghton Mifflin Company	Yes	Strategic Planning	\$100.00
<i>Business Strategy and Policy</i> — Chapter 3 Credit line: Smith, G.D., D.R. Arnold, and B.G. Bizzell, <i>BUSINESS STRATEGY AND POLICY</i> , Third Edition. Copyright© 1991 by Houghton Mifflin Company. Translated and used with permission.			

<u>Source</u>	<u>Permission</u>	<u>Course</u>	<u>Cost</u>
16. Harper's Management Cases		Management	
17. Merrill Cases in Business Management		Management	
18. <i>Inc. Magazine</i> (2 articles) "Over There" pp. 105 and 106 "Details, Details" pp. 96-98		Entrepreneurship	
19. University Associates  <i>Structured Experiences for Human Relations Training, Vol. III.</i> Pfeiffer and Jones (pp. 52-56).		Management	
20. <i>Working Woman Magazine</i>  "The Entrepreneurial Spirit" (November 1988, pp.55-59) "The Practical Genius of Penny Candy" (April 1989, pp. 98-104) "10 Ways You Can Develop An Optimist's Eye" (May 1988, p. 84)			
21. Irwin  <i>Marketing Management</i> (pp. 2-22) <i>Marketing Research</i> , Chapter 3		Marketing Marketing	
22. Southwestern  <i>Modern Marketing Theory</i> (pp. 6-15)		Marketing	
23. Wiley  <i>Marketing Research</i> , Chapter 2		Marketing	
24. Houghton Mifflin  <i>Strategic Management and Integrated Approach</i> , Chapter 12		Marketing	



A P P E N D I X

3.0

PLAN  
ENTREPRENEURSHIP  
INSTITUTES



ECONOMIC FOUNDATION  
NSZZ SOLIDARNOŚĆ

80-855 GDAŃSK  
ul. Waly Piastowskie 24  
POLAND

tel. 384-412, 384-319  
tlx. 513170, 513160  
fax. 384219, 317121

Activity Report

1. Supervising work of Management Centers:

- phone call every week to answer questions and help coordinators in organization of Small Business Institutes;
- visits in Small Business Institutes in Poznań, Keszów i Białystok ;
- organization of meeting with directors of three Management Centers in Gdańsk to talk about the current activity of Small Business Institutes, and plans for future;
- meeting with the director of Regional Office of Economic Foundation in Poznań about moving the Small Business Institute into the structure of the Foundation, and plan the activity of SBI;
- terminating the agreement with The Wielkopolska Business School in Poznań;
- preparation of details of Grand Opening and Banking Seminars in every Management Centers;
- preparing details of the visit connected with the consulting training;
- providing help as needed during this visit ( arrange hotels reservation , train and plain tickets, translation etc.);
- solving problems connected with current operation of The Small Business Institutes.

2. Managing subcontractors budget:

- every month verification of preliminary budget;
- every month checking of financial reports sent by each Institute;
- every month sending money to each Management Center with the letter stating allocation of the money.

### 3. Equipment:

- completion of the equipment purchase for three Management Centres .

### 4. Managing translation of assigned materials:

- organization of translation and typing materials for courses in each Institute as required;
- providing of translated materials to each Small Business Institute.

### 5. Preparation and providing promotion materials for each Institute. (brochures , covers).

### 6. Coordinating Grand Opening and Banking Seminars:

- visits in three Management Centers to discuss details of grand opening and banking seminars.
- discussing by phone all problems connected with organizing the above :
- organizing transportation of U.S. consultants from Warsaw to Poznań , Rzeszów and Białystok ;
- providing help, as required, with organization and realization of grand opening and banking seminars during them.

### 7. Coordinating the Success Story program and Case Study Book production :

- See Report written by Alicja Zajęzkowska "Film Production 10 Success Stories ";
- coordinating preparation of case studies by Institutes in Białystok and Rzeszów;
- starting work on preparing case studies based on firms from Gdańsk;
- finding office responsible for preparing case studies book and printing it.

#### 8. Coordinating activities of Task Force :

- sending additional materials about the project and especially about the Forum in Gdynia ( see point 9.3) to every person interested in it;
- preparation of the third meeting of Task Force on 10.05.1992r( conference room , facilities).

#### 9. National Conference:

- preparation of a draft of the program of the Forum;
- sending invitations to participants of the Conference:  
signing the Agreement with The Private Entrepreneurship Club, about the cooperation in organizing the Forum (reception, participation in sessions, exhibitors);
- organizing the meeting with the Polish Television about Satellite Conference;
- providing equipment for simultaneous translation ;
- organizing equipment needed for the conference ;
- organizing translators;
- preparation materials needed for the Conference;
- preparation of graphic design of the Conference by LESIO DESIGN OFFICE.



February 20, 1992

Lynn Neeley  
Management Department  
Northern Illinois University  
122H Wirtz Hall  
DeKalb, IL 60115-2897

Dear Lynn:

As a followup to our recent phone conversation, I am sending you the detailed agendas I received from Solidarity. If you are having trouble thinking up a new idea for the lectures, it occurred to me that you might do something with the following (if not already in your course)

**Marketing:** Discussion of business names as part of the market image..I have some Polish business names we could put on a transparency if you like.

**Management:** Discussion of Win/lose, Lose/Lose and Win/Win strategies with either customers or employees. We could make Polish transparencies for you with these three approaches listed.

**Entrepreneurship:** Vicky and I discussed the possibility of brainstorming what might happen to a business owner who didn't develop a business plan

As for finance and strategic planning, you are on your own. If you need anything in Polish, please send it or call by Monday.

Enclosed is a press release we are sending out. I thought you might like to use it and personalize it for yourself locally. Send us a copy if anything gets printed.

Please be sure to bring your own copy of your course this time. I'm not going to carry all of them with me this time. And, you will need the English version when you meet with your faculty groups in each site. (Gomolka and Hills are still incomplete. Please send your outlines by overnight mail...I need them asap.)

I will be in the office all next week so call me if you have questions. See you at the Holiday Inn in Warsaw next Sunday.

Sincerely,

M. Catherine Ashmore  
Director, International Enterprise Academy



1900 Kenny Road  
Columbus, Ohio 43210-1090

Phone: 614-292-4353  
Telex: 9102505950  
Fax: 614-292-1260

13

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The University of Dayton  
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Chicago, IL 60605**

**Gerry Hills  
University of Illinois  
Office of Entrepreneur Studies  
601 S. Morgan, 2131 UH, M/C 244  
Chicago, IL 60607**

**Rod Terminello  
Center on Education and  
Training for Employment  
Columbus, OH 43210-1090**

**Vicky Rash  
Center on Education and  
Training for Employment  
Columbus, OH 43210-1090**

# INSTYTUT MAŁEJ PRZEDSIĘBIORCZOŚCI

## ADRESY:

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Białostocka Fundacja Kształcenia Kadr

ul. Wiejska 45E

tel. 22-041 w. 406

**RZESZÓW - 35-959**

Rzeszowska Szkoła Menedżerów

ul. M. C. Skłodowskiej 4 (budynek D Politechniki Rzeszowskiej)

tel. 42-859, 43-281

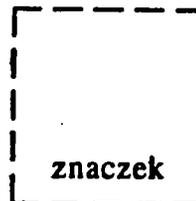
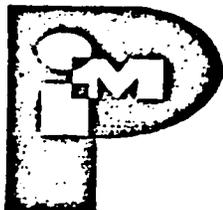
**POZNAŃ - 61-740**

Fundacja Gospodarcza NSZZ Solidarność

Oddział Regionalny

ul. Zwierzyniecka 15

tel. 444-51



## INSTYTUT MAŁEJ PRZEDSIĘBIORCZOŚCI

miasto: ..... kod: .....

ulica: .....

szkoła: .....

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Imię i nazwisko .....

Adres .....

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Rodzaj prowadzonego biznesu .....



# INSTYTUT MAŁEJ PRZEDSIĘBIORCZOŚCI

## SPONSOR:

U.S. Agency for International Development, Washington, DC

## ORGANIZATORZY:

Center on Education and Training for Employment, The Ohio State University, Columbus, OHIO

Fundacja Gospodarcza NSZZ Solidarność, Gdańsk 80-855, ul. Wały Piastowskie 24

## INSTYTUTY MAŁEJ PRZEDSIĘBIORCZOŚCI

**Oferują: profesjonalne szkolenia dla przedsiębiorców prowadzących samodzielną działalność gospodarczą w zakresie:**

### ZARZĄDZANIA:

wprowadzenie do zarządzania i planowania strategicznego,  
wyznaczanie celów działalności firmy,  
narzędzia do ich realizacji,  
organizacja i struktura przedsiębiorstwa,  
zarządzanie zasobami ludzkimi,  
podejmowanie decyzji i rozwiązywanie problemów,  
informacja i komunikacja

### MARKETINGU:

marketing i plan marketingowy,  
analiza możliwości marketingowych,  
badania marketingowe,  
zarządzanie produktem i kanały dystrybucji,  
marketing w handlu detalicznym,  
marketing usług,  
rozwijanie i wdrażanie planu promocji i sprzedaży,

### FINANSÓW:

prowadzenie bieżącej dokumentacji i ewidencji finansowej,  
konstruowanie budżetu operacyjnego,  
zarządzanie przepływem gotówki,  
przygotowanie raportu o stanie finansowym,  
analiza kondycji działań finansowych firmy,  
ocena strategii podatkowych,  
planowanie finansowe  
źródła finansowania - banki i inne,

## PRZEDSIĘBIORCZOŚCI:

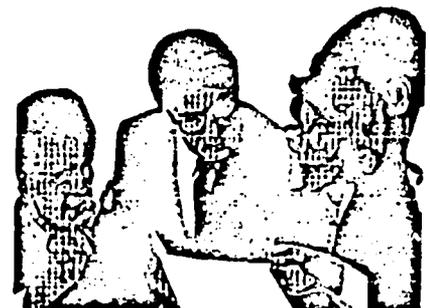
opracowanie biznes planu,  
charakterystyka przedsiębiorcy,  
rozwijanie procesu twórczego myślenia,  
wpływ sytuacji gospodarczej na małe przedsiębiorstwo,  
źródła sukcesu i możliwości ekspansji,  
etyka i etykieta przedsiębiorcy,  
zastosowanie komputerów w przedsiębiorstwie,  
prawo gospodarcze,

### PLANOWANIA STRATEGICZNEGO:

struktura procesu planowania, zespół planistyczny,  
analiza mocnych i słabych stron przedsiębiorstwa (SWOT),  
ustalenie kluczowych zagadnień planowania,  
określenie strategii i planów działania firmy

**oraz indywidualne konsultacje dotyczące problemów prowadzenia własnej firmy.**

*W celu uzyskania szczegółowych informacji prosimy kontaktować się z najbliższym Instytutem Małej Przedsiębiorczości*



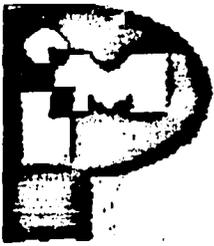
Poznan

Poznań, April 13 1992

**Small Business Institute's activity report for March 1992**

1. **The Grand Opening of the Small Business Institute**
2. **2-day bankers' seminar.**
3. **A training for entrepreneurs who have already started to run businesses of their own.**
4. **Resignation of dr M Sojkin as a coordinator.**
5. **Finding new location for the Institute.**
6. **Logistics activity in terms of trainings in April.**

**Coordinators.**



# INSTYTUT MAŁEJ PRZEDSIĘBIORCZOŚCI

ADRES:

Fundacja Gospodarcza NSZZ "Solidarność"  
ul. Zwierzyniecka 15, 60-813 Poznań



(0-61) 444-51

Poznań, dnia 13.04.1992 r.

## Sprezozdanie z działalności Instytutu Małej Przedsiębiorczości w miesiącu marcu 1992 r.

1. Oficjalne otwarcie funkcjonowania Instytutu Małej Przedsiębiorczości
2. Zorganizowanie 2 dniowego seminarium bankowego
3. Rozpoczęcie kursu dla grupy właścicieli małych firm
4. Rezygnacja z funkcji koordynatora dr M. Sojki
5. Działania organizacyjne związane z przeniesieniem Instytutu z WSB do nowej siedziby
6. Działania organizacyjne związane z przygotowaniem kursów szkoleniowych w miesiącu kwietniu br.

Koordynatorzy



A report on SBI activities in Poznań, February 1992

1. Working out a program and materials for the Banking Seminar
2. Deciding about the final shape of the schedule of a course for small firm owners
3. Verifying and correcting translations of materials on Marketing and Strategic Planning
4. Preparing for and organizing the Grand Opening of SBI in March
5. Making contacts with institutions dealing with small business problems, that is Promotion Department at Poznań City Bureau, Cooperative Banks Foundation, and Crafts Chamber

Coordinators

A report on SBI activities in Poznań, January 1992

1. Meeting with teachers - March course organization -06.01.1992
- 2.Meeting with teachers - detailed course programs for each subject- 17.01.1992
- 3.Booking of hotel rooms and Conference Room at Park Hotel for the Banking Seminar and The Grand Opening
- 4.Developing of the Banking Seminar program
- 5.Selection of the Banking Seminar participants
- 6.Coordination of translation of materials on Marketing and Strategic Planning
- 7.Developing and correcting of some materials on Marketing and Strategic Planning

Coordinators

Rzeszow

Rzeszów, 1992-04-15

FUNDACJA GOSPODARCZA  
NSZZ "SOLIDARNOŚĆ"  
GDAŃSK  
M. BAŁKOWSKA

Activity undertaken by coordinators of "Small Business Institute" in Rzeszów,  
March 1 - 31, 1992.

1. Organization of Small Business Institute activity.
2. Meeting with teachers hired by Institute
3. Organization of Grand Opening, March 6 - 10 th 1992.
4. Meetings with entrepreneurs and bankers.
5. Organization of Banking Seminar, March 7 th 1992 in Sieniawa Palace.
6. Promotion activity - press, radio and TV
  - interview for local newspaper "Nowiny" and "A - Z", regional radio and TV.
7. Assist in courses for entrepreneurs.
8. Preparing questionnaires for courses and Banking Seminar.

A. Córak -  
[illegible]

83

FUNDACJA GOSPODARCZA  
NSZZ "SOLIDARNOŚĆ"  
GDAŃSK  
M. BAŁKOWSKA

Activity undertook by coordinators of "Small Business Institute" in Rzeszów,  
February 1 - 29, 1992.

1. Organization of Small Business Institute activity.
2. Meeting with teachers hired by Institute
  - preparing schedule for Grand Opening and Banking Seminar.
3. Preparing materials for Grand Opening and Banking Seminar.
4. Promotion plan for Institute
  - preparing materials for press and radio.
5. Participate in Regional Seminar organized by Regional Development Foundation, February 6 - 7 th 1992 in Boguchwała.
  - presentation of Small Business Institute activity.
6. Organization of business adviser group activity
  - assist in Rod Terminello visit in Rzeszów 24 - 26 February 1992.
  - arrange meetings with board of plant "OPTORES" and private firm "BOCMEN".
7. Recruit business owners for class.
8. Meetings with bankers.

A. Góral

K. Kaszuba

81

FUNDACJA GOSPODARCZA  
NSZZ "SOLIDARNOŚĆ"  
GDAŃSK  
M. BAŁKOWSKA

Activity undertaken by coordinators of "Small Business Institute" in Rzeszów,  
January 1 - 31, 1992.

1. Organization of Small Business activity.
2. Meeting with 15 teachers hired by Institute
  - preparing teachers to work in Institute
  - preparing schedule for course and banking seminar.
3. Preparing of "last version" materials for management and business advising.
4. Promotion plan for Institute
  - preparing materials for press and radio.
5. Preparing Grand Opening Program and Banking Seminar Program.
6. Preparing materials for Grand Opening and Banking Seminar.

A. Góral

K. Kaszuba

85

# Bialystok

Białystok, April 9th 1992

SMALL  
BUSINESS  
INSTITUTE  
BIAŁYSTOK

M O N T H L Y   R E P O R T  
M A R C H   1 9 9 2

- 1/ The Grand Opening of Small Business Institute in Białystok. Program's Director Dr Catherine Adams and American consultants took part in it. (March 11th 1992)
- 2/ Banking Seminar. American guests took part in it.
- 3/ R. Terminello paid a visit in Białystok:  
- visit in "ARGO",  
- visit in "MaM".
- 4/ We carried-on-consulting.
- 5/ Opening of SBI Training for Entrepreneurs. American guests took part in it.
- 6/ Entrepreneurship course (Training for Entrepreneurs).
- 7/ We prepared the financial statement and the monthly report for February.
- 8/ We prepared budget estimate for April.
- 9/ We carried on promotion (articles in local newspapers, radio and TV programs).

Co-ordinators:



**SMALL  
BUSINESS  
INSTITUTE  
BIAŁYSTOK**

**M O N T H L Y   R E P O R T  
F E B R U A R Y   1 9 9 2**

- 1/ We prepared SBI Business Plan.
- 2/ M. Bałkowska and R. Terminello paid a visite in Białystok:
  - visiting two local companies,
  - meeting with consultants in SBI seat.
- 3/ We carried on consulting.
- 4/ We carried on preparing for M. Dejczner and A. Zajączkowska's visit in local companies.
- 5/ We organized SBI library.
- 6/ We carried on preparing for the Grand Opening of SBI and Bank Seminar.
- 7/ We prepared the Finance curriculum for The Training for Entrepreneurs.
- 8/ We prepared the financial statement and the monthly report for January.
- 9/ We carried on promotion (10 articles in local newspapers, one article in a central newspaper, 5 radio programs).

Co-ordinators:

*Terminello*  
*Rużycki*

45

SMALL  
BUSINESS  
INSTITUTE  
BIAŁYSTOK

M O N T H L Y R E P O R T

J A N U A R Y 1992

- 1/ We issued leaflets with information about our Institute and the course for entrepreneurs.
  - 2/ We prepared basic economics curriculum for the course for entrepreneurs.
  - 3/ We prepared Strategic Planning curriculum for the course for entrepreneurs.
  - 4/ We prepared a part of Law curriculum for the course for entrepreneurs.
  - 5/ We worked out a conception of success stories films.
  - 6/ We worked out a conception of video camera use in our Institute.
  - 7/ Liza Mazzei and Alicja Zajączkowska paid a visite in Białystok:
    - they carried on conversations in private companies,
    - meeting in SPI seat.
  - 8/ We analysed companies which would be used during the course for entrepreneurs.
  - 9/ We prepared a questionnaire to enable contacts with our businessmen.
  - 10/ We prepared a bank of marketing information.
  - 11/ We collected information about rates of interest and conditions of gaining credits from various banks.
  - 12/ We carried on consulting .
  - 13/ We prepared budget estimate for March and prepared financial statement and monthly report for December.
  - 14/ We carried on promotion ( 9 articles in local newspapers and 5 radio programmes).
- 
- 



A P P E N D I X

4.0

ESTABLISH  
TASK  
FORCE

**This task has been completed.**



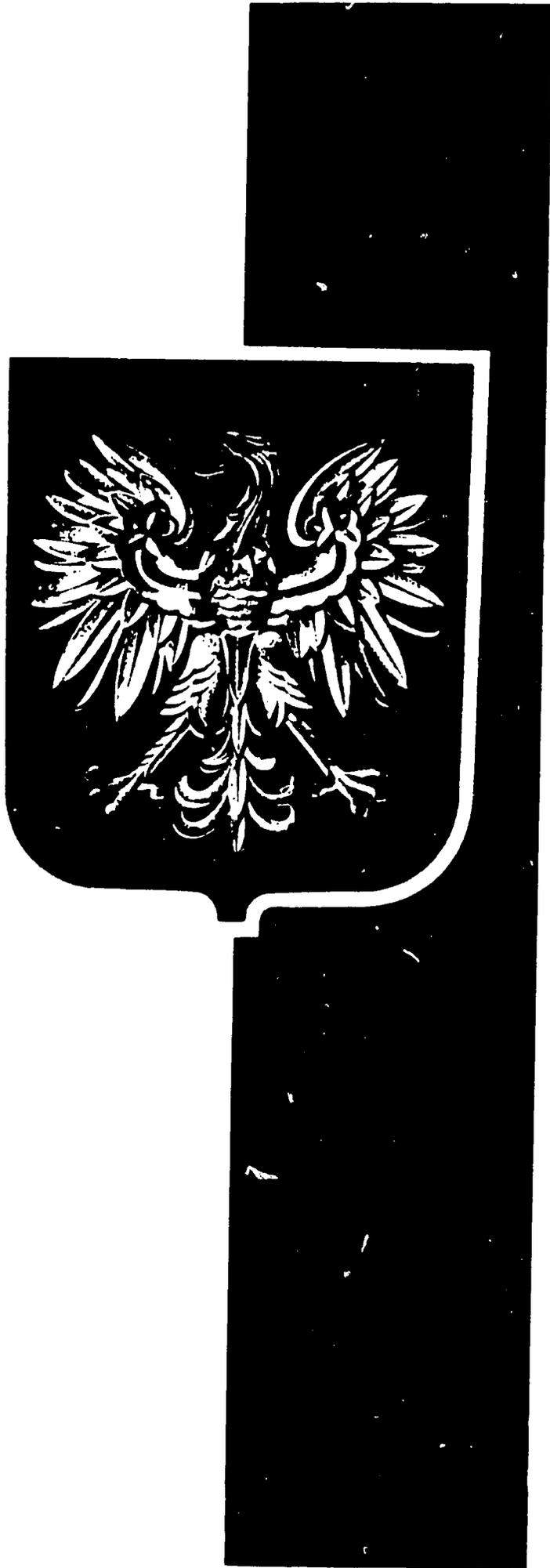
A P P E N D I X

5.0

VISIT  
U.S.  
SCHOOLS

22

**This task has been completed.**



A P P E N D I X

6.0

DEVELOP  
CASE  
STUDIES

94



1900 Kenny Road  
Columbus, Ohio 43210-1090

Phone: 614-292-4353  
Telex: 9102505950  
Fax: 614-292-1260

TO: Alicja Zajaczkowska  
FROM: Lisa Mazzei *Lisa*  
RE: Travel to Poland  
DATE: January 7, 1992

Attached is the travel itinerary for my upcoming trip to Poland. I will be arriving in Gdansk on Saturday evening, January 18. On my return to Columbus, I have the option of flying from Gdansk or Warsaw. Will you please make hotel reservations based on the itinerary that you establish and forward any appropriate information. I will need a room in Warsaw on Thursday, January 30.

I am sending via DHL the English translations of all of the case studies as prepared so you can review for accuracy of interpretation. While I am in Poland we can discuss the strengths and weaknesses of each case and the particular uniqueness which we will feature for each case.

I will call on Thursday, January 9, between 3:00-3:30 to discuss additional details and questions. I am looking forward to coming to your beautiful city.

*Serwit*  
*1-8-92*



ECONOMIC FOUNDATION  
NSZZ SOLIDARNOŚĆ

80-855 GDAŃSK  
ul. Waly Piastowskie 24  
POLAND

tel. 384-412, 384-319  
tlx. 513170, 513160  
fax. 384219, 317121

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## Raport

Film Production  
10 "Success stories"

January - April 1992

written by  
Alicja Zajączkowska

#### Activity in January

I sent letters with information about production of films "Success stories" to various firms to find producer.

Lisa Mazzei/consultant from The Ohio State University/visited with me during her visit in Gdansk several firms which produce video films:

- 1.Video Studio Gdansk -meeting with Marek Lochwicki,Maciej Plochanski
- 2.El-Gaz Private Television -meeting with Grzegorz Karbowski
- 3.Inter Service- meeting with Grazyna Seyfried

Our suggestion was to choose and work with Video Studio Gdansk.

I sent confirmation letters with list of follow up questions inviting business owners from Bialystok,Rzeszow and Poznan to be in the film.

Economic Foundation signed the agriment with Video Studio Gdansk to produce 10 films "Success stories".

Meeting with Lisa Mazzei with 2 private business owners:

- 1.owner:Jerzy and Bozena Ulatowski

name of firm:Kablex

address:Lapino/Gdansk, tel.827-316

- 2.owner:Cecylia Kowalska

name of firm:Solene

address:Gdansk,Siedleckiego6E, tel.527-851

Travel to Bialystok with Lisa Mazzei and meeting with 6 business owners:

- 1.Krzysztof Radrys,name of firm:GONIEC PODLASKI

- 2.A.Sirka,M.Kondraciuk,name of firm:SCHOŁA

- 3.Jerzy Wilczewski-farmer

- 4.A.Sokolcki,P.Sawicki,M.Filonowicz,A.Pawlicz-name of firm:APA

- 5.Mieczysław Wołosiewicz,name of firm:SAWAR

- 6.Marian Leszczyński,name of firm:LIU

Activity in February

Telephone conversation and meeting in firm "KABLEX" with owners and marketing director Piotr Machel, discussion about script to film.

Telephone calls to business owners:

1. owner: Zbigniew Czepulkowski

name of firm: ANCO

address: Gdansk, Jelitkowska 20, tel. 532-079 - 1105

2. owner: Sylwia and Tadeusz Siek

name of firm: VITRO SERVICE CLIMA

address: Gdynia, Kosakowo, tel. 250-631

Meeting in firms: ANCO and VITRO SERVICE CLIMA, business owners did not agree to be in our films.

Telephone call to Poznan, conversation with owner:

Waldemar Stwarczynski

name of firm: BIGFARM

address: Poznan, Winogrady 118, tel. 206-731

24 February - meeting in Video Studio Gdansk with directors of films and executive manager, discussion about scripts and schedule of production

27 February - travel to Poznan with Pawel Chmielewski/director from Video studio/to meet with Waldemar Stwarczynski-owner of firm BIGFARM. He did not agree to be in our film.

Telephone conversation with Jaroslaw Ulatowski-owner of firm "Kablex", discussion about script and date of production.

29 February - meeting with Miroslaw Bork/director/and Jaroslaw and Dorena Ulatowski/owners/ in firm "KABLEX", discussion about script.

Activity in March

2 March: -meeting with Piotr Dominiak /economic consultant/  
Miroslaw Bork /director Video Studio Gdansk/  
Alicja Zajaczkowska  
discussion about script to the film "How to export?" based  
on firm: "Kablex"

3 March Miroslaw Bork visited firm "Kablex" to film

5 -8 March travel to Rzeszow: Alicja Zajaczkowska and Grzegorz  
Karbowski /director of the films/

meeting with owners :

1. -A. Skrudlik, P. Sowinski, A. Dzikowski

name of firm: Zaklad Produkcyjno Naprawczy

address: Jaslo, Ducala 1 tel. 22-84

2. Stanislaw Zych

name of firm: Wenar

address: Rzeszow, Ustrzycka 100, tel. 322-35

3. Marek Rzaca, Marek Litawa

name of firm: Mitel

address: Rzeszow, Hetmanska 15, tel. 36-169

4. Krzysztof Martens

name of firm: Martens

address: Rzeszow, Smaja 8, tel. 345-09

5. Ryszard Babicz

name of firm: Restol

address: Rzeszow, Mickiewicza 5, tel. 353-69

9-11 March travel to Bialystok: Alicja Zajaczkowska and Maciej  
Dejuzew /director of the films/

meeting with the owners:

1. Krzysztof Hadrys

name of firm: Goniec Podlaski

address: Bialystok, Sw. Rocha 11/1, tel. 254-80

2.A.Sokolski,A.Pawlicz,M.Filonowicz,P.Sawicki  
name of firm:APA  
address:Bialystok,Dabrowskiego 12 ,tel.512-309  
3.Jerzy Wilczowski,Wiktor Marek Sergiej  
name of firm:farmer  
address:Bialystok-Biolousy 51 tel.16  
4.A.Sirkko,M.Kondraciuk  
name of firm:Schola  
address:Bialystok,Gzestochowska14/2 tel.520-264

16-20March-telephone conversations with owners of the various firms:

owner:Jozef Ruszczyk

name of firm:Marinia - ice-cream production

address:Gdynia,Prusa 24 tel.222-898

owner:Tamara Magierska

name of firm:Tamara Studio -

address:Gdynia,Al.Zwyciestwa 191/1,tel.248-620

owner:Andrzej Rzezniczak

name of firm:Anna -cakes production

address:Chojnice,Tuchola,tel.33-40,33-49

23-27march meeting with owner Jozef Ruszczyk

owner Tamara Magierska

meeting with M.Sarnacki/director from Video Studio/  
and owner Anna Sikora /name of firm"Standard",address:  
Gdansk,Czerwony Dwor 1A,tel.329-602/

visit to firm"Standard",discussing about script

24March meeting in" Video Studio Gdansk" with Miroslaw Burk,  
Maciej Dejzner,Grzegorz Karhowski,M.Sarnacki,Pawel  
Chmielewski,Maciej Plochanski,Alicja Zajaczkowska,  
discussion about scripts and dates of travelling to  
Bialystok and Rzeszow to film

24-27march telephone call to owners from Bialystok and Rzeszow,  
reservation of hotels

26March call information from firm"Wenar" from Rzeszow about  
his resignation in production of "Success stories"

10 BUSINESS OWNERS DE IN FILM "SUCCESS STORIES"

- 1) owner : Jarosław Ulatowski  
name of firm: "Kablex"  
address: 83-050 Łapino k/Gdańska tel.827-316
- 2) owner : Krzysztof Hadryś  
name of firm: "Goniec Podlaski" newspaper distribution  
address: Białystok ul.Sw.Rocha 11/1 tel.254-80
- 3) owner : A.Sirko, M.Kondraciuk  
name of firm: "Schola" sp. z o.o. - computer services  
address: Białystok, ul.Częstochowska 14/2 tel. 52-02-64
- 4) owner : A.Sokółski, P.Sawicki  
M.Filonowicz, A. Pawilcz  
name of firm: "Apa" - foto-services  
address: Białystok, ul.Dąbrowskiego 12 tel.51-83-09
- 5) owner : Jerzy Wilczewski  
name of firm : farmer  
address: Białystok - Białousy 51 tel.16
- 6) owner : A.Skrudlik, P.Sowiński, A.Dzikowski  
name of firm : services  
address: Jasło ul. Ducala 1 tel. 22-84
- 7) owner : Marek Rząca, Marek Litawa  
name of firm "Mitel" printing services  
Rzeszów ul.Hetmańska 15 tel. 35-169
- 8) owner : Igor Gielniak  
name of firm - "Everest"  
address : Gdynia, Legionów 140, tel.719-601
- 9) owner : Wojciech Michniewicz  
name of firm - pork butcher's  
address : Gdynia, Olgierda 119, tel.224-581
- 10) owner : Wiesław Boczkaj  
name of firm - Bocmem - furniture production  
address : Rzeszów, Hanasiewicza 10, tel.440-89

## Video Production

### Production schedule:

- 1 film by March 15 by "Kablex"
- 5 additional films by May 15
- 4 additional films by May 30

### Film schedule:

- Białystok - April 6-10
- Rzeszów - April 13-17
- Gdańsk - April 22 to May 4

## POLISH ENTREPRENEUR'S STORY

Today we met an entrepreneur in Bialystok whose attitudes and behavior reflect the typical American entrepreneurial story. Jaroslaw Dziemian has been the owner of the JARD company for nearly one year now. But he has been in business of much smaller proportions for a long time.

This business today is a conglomeration of many interrelated businesses in this region. This includes six retail shops, three wholesale businesses, a hotel, several restaurants, two night clubs, and an automobile workshop. Altogether, he employs 100 people and has seven administrators for the company. Although he now has 16 different businesses, he feels that in the future he will focus on only 10 of them which are the most successful.

Mr. Dziemian was the first to import Pampers to the region and was very successful. But now, there is a lot of competition so he is focusing on other products. He imported plastic bags from the United States and sold 2.5 million of them in Poland. His idea is to be the first to bring in new ideas to the area and then move on when the competition gets into the game.

Ten years ago he decided to quit his job as director of a large firm in Bialystok and open a car repair shop. This was his first venture in private ownership. Through this business, he was able to travel to Western Germany and Russia and get ideas about the differences in the economies as he bought parts and cars for Poland. He was trained as an engineer and developed special knowledge about repairing cars. He even had a contract to install heaters in the cars for the American Embassy in Warsaw.

He says his major motivation to go into business was to be independent. Of course he has problems but he did not want to emphasize these in his talks with us. He feels that all problems can be solved and that hard work is the only way to make a business successful. He generally sleeps only four hours a night and visits his businesses regularly. He knows that his job is to control the overall operation and to balance investments as the economy allows.

This is an excellent example of a family business. When asked how his wife liked his business, he said that she ran one of the shops and helped him with the hotel. His two daughters also help him with different aspects of the business. His 12-year old daughter shops the competition and can remember prices for him. He learned much about business from his father who had a small pottery manufacturing business as he was growing up. Now his father is retired but the brother still runs the family business.

Finance is always a challenge for small businesses. In January he bought a hotel where he entertained us. He is completely renovating it and believes that businessmen will be his best customers now until the tourist trade can be built. Unlike the main hotel in town, his rooms have a telephone and a television and rent for a very reasonable price. He told us that the bank has been very cooperative in loaning him money. But this is because he has proven himself reliable over the past 10 years since he first borrowed a very small sum from them. Of course, the

interest rates are very high, but you must figure that into the price of your goods or services. A greater problem is the high cost of renting business space now that the buildings have been privatized.

Jaroslav Dziemian believes that education is the foundation of a good business and that everyone should have the opportunity to learn about the possibilities of entrepreneurship. He says that, of course, not all will have the personal courage to become an entrepreneur but others who learn about small business can become good managers who appreciate the risk of the entrepreneur. He wants all people to have the opportunity to know about it and decide for themselves.

Dr. Catherine Ashmore  
International Enterprise Academy  
Center on Education and Training for Employment  
The Ohio State University  
Columbus, Ohio

107

**Questions for "Success Stories"**  
**First stage**

1. Name/address/phone.
2. Name of business.
3. Describe your business.
4. What caused you to start your own business?
5. What problems did you encounter and how did you deal with them in starting your business?
6. Did you run another business before? If yes, please describe it.
7. What personal characteristics do you feel you have that affect your business? Why?
8. Name two or three major problems you have met in running your business. Tell us what choices you considered and how you managed these problems?
9. What makes you be successful as an entrepreneur?
10. What is your biggest business success so far?
11. Who are your customers and how do you communicate with them? Why did you choose this target market?
12. If the Management Center had a training for entrepreneurs what would you want to learn most?
13. How would you feel about spending Saturdays and Sundays or evenings in a class with other entrepreneurs?
14. How does your family help you with running business?
15. What are your current needs to improve your business?
16. What kind of consulting services do you need?
17. What do you think about the idea of Entrepreneurs' Club which will organize meetings with entrepreneurs, experienced businessmen, instructors and representatives of local authority?
18. How do you evaluate your competitors?

19. What do you expect of local authority?

20. What are your prospective goals as an entrepreneur?



A P P E N D I X

7.0

ARRANGE  
TV/RADIO  
SHOWS

Dear Sirs,

The Economic Foundation NSZZ "Solidarność" is pleased to inform you that the second stage of video production for the "Success Stories" has started.

We have selected 10 firms which are significant and worth consideration based on business activities and position in the local market.

We are glad to inform you that your firm has been chosen as one of them.

The variety of your business activities makes us think how our idea of making such a film reflects your idea of running your own business.

We would appreciate your opinion. Please find enclosed a questionnaire, the results of which will help us to find the best preliminary screenplay of the film. We would like also to discuss the contents of the film.

Please complete the questionnaire and send it to The Economic Foundation.

If you find this impossible, please let us know as quickly as possible.

Here is our address: The Economic Foundation NSZZ "Solidarność"  
80-855 Gdańsk, Wały Piastowskie 24  
phone: 383-412, 384-319 tx.: 513170, fax.: 384219

Please feel free to ask any questions to our representative Alicja Zajązkowska.

**Questions for "Success Stories"  
Second Stage**

1. Please describe factors which, in your opinion, influenced the choice of your business to be presented as one of ten "Success Stories".
2. Please tell us about your goals of running business. What was your motivation for doing it?
3. How do you create an image of your business?
4. Please make a choice from the following factors which affected your present development of your business most?:  
    people, money, market, idea-philosophy of your business, time - a proper moment you started to run own business, cooperation with other companies, political situation, needs to earn more money, others ...
5. Are you going to extend your current business activities?
6. Have you ever considered making a film to promote and advertise your own business? Yes; no
7. If yes, could you describe your idea of such a film - its goals, features?
8. If you could make such a film now what kind of film would it be: advertising, documentary, artistic, instructive, short story about a company .... ?
9. Please indicate topics of your activities which in your opinion should be presented in such a film.
10. Would you like to influence the process of making such a film? If yes, at which stage?
  - writing a screenplay
  - taking pictures
  - assembly process
  - review screening
  - each one.
11. Should such a film be shot live, should be based on prepared script.
12. Do you think that it is important and indispensable to show in the film the whole environment of your business - market, society, customers as well your family and employees.
13. What do you think about conducting such a film by an outsider, e.g a press reporter, a narrator, commentator?
14. Could you suggest any title of the film (or some).

**15. If you wish to write a screenplay of the film of your own, please write its synopsis (no more than one page).**

**16. If you have any suggestions, proposals we would appreciate if you describe them for us.**



A P P E N D I X

8.0

CONDUCT  
PILOT  
PROGRAM

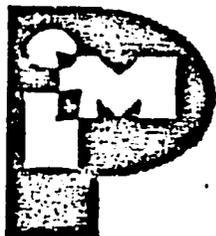
**This task has been completed.**



A P P E N D I X

9.0

TRAIN  
FACULTY



# INSTYTUT MAŁEJ PRZEDSIĘBIORCZOŚCI

## Wielkopolska Szkoła Biznesu

ul. Powstańców Wielkopolskich 16  
☎ 69-92-61 wew. 14-81

Fundacja Gospodarcza  
NSZZ "Solidarność"

### AMERICAN CONSULTANTS MEETINGS WITH FACOLTE MEMBERS

Monday

- March 2 11.30a.m. -12.30p.m. - Entrepreneurship -  
Vicky Rush, Mariola Fonfara,  
Marian Gorynia, Krzysztof Szuma
- 12.45a.m. -13.45p.m. - Management -  
Gene Gomółka, Dariusz Kamasa,  
Zdzisław Krajewski, Grzegorz  
Bartoszewicz

Tuesday

- March 3 9.30a.m. -10.30a.m. - Strategic Planning -  
Randy Rollinson, Wiesław Otta,  
Jacek Kall, Radosław Szarleja
- 10.45a.m. -11.45a.m. - Marketing -  
Gerry Hills, Krzysztof Fonfara,  
Henryk Mruk, Rafał Myler
- 12.00a.m. - 1p.m. - Finance -  
Lynn Neeley, Władysław Sachorz,  
Marek Ratajczak, Ryszard  
Mikołajczak



**GRAND OPENING DEBRIEFING**  
**ENTERPRISE INSTITUTES**

1. What are your comments about the overall approach seen in

Poznan:

Rzeszow:

Bialystok:

2. What did you think of the grand opening in

Poznan:

Rzeszow:

Bialystok:

3. What did you think of the bankers' seminar in

Poznan:

Rzeszow:

Bialystok:

4. What did you think about the entrepreneur activities in

Poznan:

Rzeszow:

Bialystok:

5. What did you like best about the events in

Poznan:

Rzeszow:

Bialystok:

6. What did you like least about the events in

Poznan:

Rzeszow:

Bialystok:

**7. What would you like to see done differently in**

**Poznan:**

**Rzeszow:**

**Bialystok:**

**8. If you could do it again, what would you have done differently?**

**9. How do you feel about the contribution of Solidarity to the project leadership?**

**10. How do you feel about the contribution of OSU staff to the project leadership?**

## GRAND OPENING DEBRIEFING

### ENTERPRISE INSTITUTES

#### 1. What are your comments about the overall approach seen in

- Poznan:
- Okay, but the involvement of the American consultants was limited and the interactive method of teaching was not utilized with the bankers.
  - Distant, detached
  - Unorganized. Not know who the real leaders were. Lack of preparation.
  - Lack of leadership; too many complaints and no positive action; no clear direction from Solidarity in Gdansk.
  - Good, but not as comprehensive as other sites.
- Rzeszow:
- The faculty in this location were very enthusiastic, and had prepared some nice additions to the standard material. The meetings, receptions, accommodations, etc., were excellent.
  - Enthusiastic, committed.
  - Very organized. Willing to try new things. Eager to learn.
  - Positive; some conflicts among local organizations as to total control. Need for some stronger leadership.
  - Excellent, well done program!
- Bialystok:
- Enthusiastic, committed, focused, high organization throughout.
  - I liked their approach. This group worked us the hardest, and utilized our expertise the best.
  - Very organized. Willing to try new things. Eager to learn.
  - Very positive - beyond belief for spirit, intensity and organization.
  - Excellent, well done program!

2. What did you think of the grand opening in

- Poznan:
- Low key, attended primarily by the institute's faculty.
  - Cursory
  - Poor - Very sparse audience. Very short. No introduction of teachers.
  - Something that had to be done type of attitude.
  - Good.
- Rzeszow:
- Outstanding impressive audience. All were introduced. A bonus - a plane flew over with a banner saying "Small Business Institute".
  - Excellent exploitation of publicity
  - A grand event, with a nice setting and an appropriate series of speakers.
  - Not in attendance.
  - Excellent involvement by many constituencies - good for future. Also excellent media coverage.
- Bialystok:
- Also a grand event with a good setting and good speeches.
  - Super--High level of delegation of authority/responsibility distribution throughout group.
  - Outstanding, lots of enthusiasm. Good audience and recognition of people.
  - Excellent, very positive.
  - Same as Rzeszow.

### 3. What did you think of the bankers' seminar in

- Poznan:
- Good numbers, but were not there for the program. They were there to fulfill another agenda.
  - Sham.
  - Didn't work very well. No involvement of the bankers and American consultants.
  - There is a possibility of outreach to an audience outside of Poznan proper. Needed more interaction.
  - Attendees were attending to other interests as well.
- Rzeszow:
- Good setting. Variable effectiveness of speakers. The Finance and Strategic Management presentations were outstanding.
  - Good setting--excellent follow-up idea from Bogdan L. : Get names and addresses to send thank-you notes and copy of 3-page article I had brought--networking.
  - Good surroundings (held at castle where we stayed). Very talkative group. Bankers seemed interested, well planned.
  - Did not feel all the instructors matched their training to their lectures. Needed more interaction, discussion in first 1 or 2 lectures.
  - Excellent group of participants.
- Bialystok:
- Room arrangement wasn't conducive to sharing and questions were held until late in evening, but over all lots of interaction! Well planned.
  - The participants seemed to be happy/satisfied with the content and results--great idea to have "exhibitors" (computer hardware/software in the hall.
  - A memorable event. Too many seats in the room; better placement of the speakers and audience would have helped. Good use of American consultants and Polish faculty.
  - Needed more interaction/discussion during the sessions. Good discussion at the end of the day. Probably too many guest speakers.
  - Excellent attendance.

4. What did you think about the entrepreneur activities in

- Poznan:
- No interaction.
  - Saturated or jaded market for Education/Support/Business activities (I did not interact with entrepreneur at all).
  - The time the American trainees spent with entrepreneurs was not driving the real program. It was a "sample" presentation.
  - Did not see any real entrepreneurship activities.
- Rzeszow:
- Good interaction with attentive, enthusiastic group--good idea to preview with us.
  - It was a great feeling to see the classes taught by the Polish faculty, to see the use the materials that they had been provided, and to interact with the students.
  - Discussions among instructors/entrepreneurs
  - Brief program - good!
- Bialystok:
- Very good. It was nice to have the opportunity to lecture to the group.
  - Energy and enthusiasm clear. Good idea to "begin" class while we were there.
  - I was able to spend all day Saturday with the entrepreneurs in class and walk with them. Good activities. Positive feeling about program.
  - Mostly lecture in first sessions. However, there is much active participation on the part of instruction out of classroom with business/entrepreneurs.
  - It was great to participate and see business owners. Substantial program.

5. What did you like best about the events in

- Poznan:
- We did have considerable free time.
  - Not much stood out.
  - Seeing management center in service
  - Good quality background of the faculty.
- Rzeszow:
- Create events and superior organization by Krzysztof Keszuba and Adam Garat.
  - The lesson with their prospective "clients" was exhilarating!
  - In Rzeszow the plane overhead and the carriage ride was the best entertainment. Rzeszow was a fun and interesting place. The location strived to make our stay comfortable. They were eager to make their programs successful.
  - Not in attendance at grand opening enthusiasm of instructions.
  - Heartfelt commitment of all participating.
- Bialystok:
- The demanding schedule which used my talents and gave me a feeling of contributing to the Small Business Institute.
  - The grand opening itself was the "peak" interest/excitement for me.
  - Bialystok was a fun and interesting place. The location strived to make our stay comfortable. They were eager to make their programs successful.
  - Visits to businesses, first set of classes
  - Heartfelt commitment of all participating.

6. What did you like least about the events in

- Poznan:
- Lack of concern about the program.
  - Detached disorganized leadership, lack of group cohesion.
  - Not much stood out in the plan of events.
  - Lack of enthusiasm
  - Everything seemed well done.
- Rzeszow:
- No negative points.
  - Lodgings. Distance from the activity site--I understand the extenuating circumstances.
  - Nothing.
  - Everything seemed well done.
- Bialystok:
- Nothing (Maybe stay at a better hotel).
  - The bankers seminar was the least rewarding for me--I could not "read" the people.
  - Few negative points.
  - Everything seemed well done.

7. What would you like to see done differently in

- Poznan:
- Better selection of management faculty. Gregory Batoszewicz is outstanding, Darek Kamasia gave a weak presentation at the bankers seminar.
  - If the "leaders" were interested or involved it would help.
  - An organized leader and team work.
  - New leadership - more enthusiastic coordinators - more positive attitude
  - Not much - seems to be more competing demands on peoples time.
- Rzeszow:
- Just continue as is!
  - More interpreters.
  - Nothing.
  - Little more leadership/coordination/less debate
  - Nothing different.
- Bialystok:
- The management faculty speak and understood little english.
  - More interpreters.
  - It's working, continue as is!
  - Nothing different.

8. If you could do it again, what would you have done differently?

- Maybe request more sessions for American trainers with the entrepreneurs.
- Request that all U.S. participants refrain from making denigrating comments about Poland and Polish people while in the presence of Poles who speak/understand english.
- Request that all U.S. participants refrain from discussing the possible sexual habits/proclivities of Polish participants.
- I would have wished that I had prepared and brought with me a fully developed experimental exercise for use in the bankers seminars. The experience that I gained in Bialystok was most helpful for future applications.
- More time consultants/instructors. More time consultants, instruction together with bankers and with entrepreneurs. Few social activities.
- Not really much of anything.

9. How do you feel about the contribution of Solidarity to the project leadership?

- From my level in the project, I have only seen operational contributions. However, the Solidarity network was a positive force and factor.
- Excellent.
- Solidarity was extremely helpful! Any need, whether personal or institute-related, there was someone there from Solidarity to meet our needs!
- Lacking on the part of Gdansk managers. Ms. Batkowika excellent work in coordination and negotiation. Lack of participation from Mironowicz when it was needed and could have been effective and supportive.
- Excellent!

10. How do you feel about the contribution of OSU staff to the project leadership?

- The OSU staff (Cathy) - kept the program on target, shared goals with all regularly and overall contributed to the success of the program.
- Excellent.
- Outstanding. Cathy Ashmore was the driving force to lead the accomplishments of the project. She has my greatest admiration and commendation. The other OSU staff were very professional, well prepared, and most helpful.
- Excellent.
- Excellent!!! Cathy Ashmore and her team did an impressive job!

March 3, 1992

TO: Cathy Ashmore

FROM: Randy Rollinson

RE: Analysis of Strategic Planning Module in Poznan

I met with Wieslaw Otta, Radostous Szarleja and Jacek Kall on the strategic planning component of the program. Below is my analysis of the Poznan situation.

Program Design - The program will meet for 11 consecutive weekends beginning March 13 and ending on June 7. The rationale given for this schedule is that they feel the first offering must be completed before the holiday season begins in late June.

Classes will be held on Friday afternoon, Saturday morning, Saturday afternoon and Sunday morning.

Concern 1: By scheduling classes each weekend it may not allow sufficient time for the business owner to do the necessary pre-class preparation. Given the business owner must run his business from Monday AM through Friday AM, as well as deal with other normal life situations during this period, I would be very surprised if the "customer" is able to keep up with the required reading and homework assignments. If he or she is unable to keep up with the material it may result in customer dissatisfaction. This will certainly impact future marketing efforts.

Regarding the strategic planning component specifically the program design calls for planning material to be presented in its entirety during the first three sessions of the first weekend. Each of the three faculty members will present 1/3 of the material.

During the course of the program customers will be invited to meet with faculty members at specified points to receive individual consulting support. This will be critical! At the end of the program the business owner will present his plan to the class.

I did not ask the question, but I assume other modules will be handled the same way, i.e. within each module sessions will be offered sequentially before beginning a new module. You are well aware of my concerns regarding integration. This is certainly not an integrated approach.

Concern 2: By presenting all of the planning material in the first weekend the business owner will surely feel overwhelmed. My experience has been that even a 3 hour

overview session leads to significant anxiety. To cover all the material in three back-to-back sessions will be too much.

Concern 3: Concern #2 will be further compounded by the fact that three different instructors will be teaching the material. This will likely result in concept fragmentation, confusion and increased customer anxiety.

Faculty - During our group meeting I felt relatively comfortable with all three of the faculty members. Each of them had reviewed/studied the materials I presented in December. They were quite happy with the overheads, worksheets, and reading materials.

Each one of them is doing some real life consulting work which will be a great asset. Additionally, Wieslaw Otta has and is teaching strategy classes at the graduate level.

Concern 4: My only concern is that each one of them is quite convinced of their own expertise. We shall see...

Concern 5: I was not impressed with the SWOT analysis section of the bankers seminar. I was uncomfortable with both the content and method of presentation. Next time around we may want to spend more time on teaching techniques.

Marketing of the program - Very little serious thought has been given to this area. Currently they have 12 business owners who have "enrolled" in the pilot class. These individuals were identified through other classes which are being conducted at the University.

When I asked about the price they were unable to answer. The response I received was that the Institute would only charge enough to cover the duplication and room rental costs. They did not know what the price would be. I have to wonder how they enrolled students without knowing the price?

When asked how they would promote the program in the future they were not clear. Most of the discussion centered around direct mail. However no mailing lists have been developed at this point. Plans call for working with the local chambers of commerce.

Concern 6: All of the above will impact future marketing efforts. The absence of a business plan for the Institute is one thing, but the failure to prepare a written marketing plan is alarming.

All in all I have some significant concerns about Poznan.

I hope this input is helpful.

April 9, 1992

## FINANCE TEAM REPORTS - POZNAN, RZESZOW, BIALYSTOK

I believe that the finance teams in all three sites are well informed and well qualified and have a variety of extra back-up materials (test books, etc.) to use. I also believe that they will deliver good quality courses to any clients. Fortunately, during the November/December session, the finance instructors and I were able to form a healthy working relationship--professionals working with other professionals toward a common goal...yes cohesive. I have confidence/trust in this group of people.

The instructors are certainly using the materials that I selected. They had already begun customizing and adapting the example, rate, and money denominations in December.

The instructors at all three sites appreciated the additional text books that I brought them in March. For each of the three sites I brought texts on:

1. Commercial Bank Management;
2. U.S. Financial Institutions and Markets; and
3. Bank/Financial Cases.

I am confident that they will positively exploit this material.

Finally it is clear to me that all instructors are hungry for more materials and information to incorporate into their courses. I will do my best to augment materials in May and next year. The instructors and I have already composed preliminary wish lists/suggestions for next years additions to the Finance Course.

1. Overall, I am delighted with the quality of the materials we have produced;
2. I enjoy and am professionally rewarded by working with these people; and
3. I look forward to the work on additional segments we will add to the course next year.

Office for Entrepreneurial Studies (M/C 244)  
Denton Thorne Chair in Entrepreneurship  
College of Business Administration  
Box 4348, Chicago, Illinois 60680-4348  
(312) 996-2670 Fax: (312) 996-0172

March 23, 1992

Dr. M. Catherine Ashmore  
Center on Education & Training for Employment  
Ohio State University  
1900 Kenny Road  
Columbus, Ohio 43210

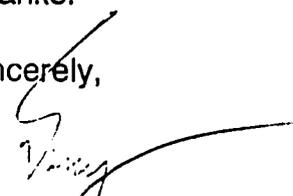
Dear Cathy:

I have enclosed the marketing site reports for our three Institute cities. They are all in remarkably good preparation for this stage. Please let me know if you need any other information.

It was a great personal and professional pleasure to work with you in Poland and I look forward to our continued collaboration. You are an outstanding project leader.

Thanks!

Sincerely,



Gerald E. Hills  
Chairholder and Director

GEH/esm

130

"M A R K E T I N G"

I. PIATEK, 24.04.1992r., godz. 16<sup>00</sup>-20<sup>00</sup>

Marketing - wprowadzenie, plan marketingowy.

Dr Edward Hościłowicz  
Mgr Aleksander Tożoczko

II. SOBOTA, 25.04.1992r., godz. 9<sup>00</sup>-15<sup>00</sup>

Analiza możliwości marketingowych.

Dr Edward Hościłowicz  
Mgr Adam Walicki  
Mgr Aleksander Tożoczko

III. CZWARTEK, 30.04.1992r., godz. 16<sup>00</sup>-20<sup>00</sup>

Kształtowanie produktu i systemu dystrybucji.

Dr Edward Hościłowicz  
Mgr Aleksander Tożoczko

IV. SOBOTA, 2.05.1992r., godz. 9<sup>00</sup>-15<sup>00</sup>

Kształtowanie cen i ekonomicznych warunków współpracy.

Dr Edward Hościłowicz

V. PIATEK, 3.05.1992r., godz. 16<sup>00</sup>-20<sup>00</sup>

Marketing w handlu i usługach.

Dr Edward Hościłowicz  
Mgr Adam Walicki  
Mgr Aleksander Tożoczko

VI. SOBOTA, 9.05.1992r., godz. 9<sup>00</sup>-15<sup>00</sup>

Promocja i reklama.

Mgr Adam Walicki

**Poznan Site Visit Report: Marketing Module**  
**Gerald E. Hills, University of Illinois at Chicago**  
**March, 1992**

**Marketing Team Members:** Krzystof Fonfara  
Henryk Mruk  
Rafal Myler

**Program Structure:**

May 15	4	Hours	K. Fonfara	Introduction
May 16	6 & 5	"	R. Myler & H. Mruk	Marketing Mix
May 22	4	"	H. Mruk	Consumer Behavior
May 23	6	"	TBA	Marketing
May 24	5	"	K. Fonfara	Discuss Participant Marketing Plans

*Total: 30 hours in 150 hour program. Each  
participant will develop a marketing plan  
as part of a business plan.*

**Price:** 1,000,000zt (promotional price)

**Audience:** Maximum of 20 participants

**Overall Assessment:** The progress has been impressive and the team seems well prepared to do an excellent job.

**Further Development:** I will send them reading on wholesaling, 1-3 pp. marketing cases, and books on low cost marketing research by Weinrauch and Lehmann/Wincer.

**Rzeszow Site Visit Report: Marketing Module**  
Gerald E. Hills, University of Illinois at Chicago  
March, 1992

**Marketing Team Members:**

Urzula Koziol-Powrozek  
Jacek Swider  
Maria Wierzbinska

**Program Structure:**

The marketing program is attached. The module will total 27 1/2 hours on five different days. The topics and session leaders are also listed.

**Price:**

1,500,000zt for entire program of 150 hours.

**Audience:**

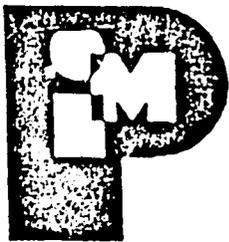
25 Existing Business Owners

**Overall Assessment:**

Due to high demand, a second group is already being scheduled. The first group will go from May 22 to June 6. The marketing team seems well prepared and highly motivated to do an excellent job.

**Further Development:**

I will provide additional readings/books regarding consumer behavior, consumer response (behavior) to advertising, low cost market research, packaging and advertising (including branding and trademarks), the product life cycle (including problems in using it), and 1-3 pp. marketing cases. The team will do a T-outline for customer behavior.



# INSTYTUT MAŁEJ PRZEDSIĘBIORCZOŚCI

## SMALL BUSINESS INSTITUTE

35-959 Rzeszów, ul. M. C. Skłodowskiej 8/1, tel. 428-59

### MARKETING

Chapter	Date	Hours	Topic	Teacher
1.	23.05	9.00-10.30	Marketing Defined	dr M. Wierzbńska
		10.45-12.15	Marketing Plan	dr M. Wierzbńska
		12.30-14.00	Market Opportunity Analysis	mgr J. Świder
2.	30.05	9.00-11.00	Segmentation and Behaviour of Customers	mgr J. Świder
		11.00-13.00	Competitor Analysis	mgr J. Świder
		13.00-15.00	Marketing Study	dr M. Wierzbńska
3.	6.06	9.00-11.00	Product Strategy	mgr J. Świder
		11.00-13.00	Product Strategy	mgr J. Świder
		13.00-15.00	Distribution Strategy	dr M. Wierzbńska
4.	13.06	9.00-11.00	Retailing	dr M. Wierzbńska
		11.00-13.00	Advertising	mgr U. Koziół - Powrózek
		13.00-15.00	Publicity	mgr U. Koziół - Powrózek
5.	20.06	9.00-11.00	Personal Selling	mgr U. Koziół - Powrózek
		11.00-13.00	Prices	mgr U. Koziół - Powrózek
		13.00-15.00	The Marketing of Services	dr M. Wierzbńska

# Bialystok Site Visit Report: Marketing Module

Gerald E. Hills, University of Illinois at Chicago

March, 1992

**Marketing Team Members:**

Edward Hoscitowicz  
Aleksander Toloczko  
Adam Walicki

**Program Structure:**

The marketing module of the program is scheduled for six days between April 24 and May 9. The program, speakers and hours is attached. On April 24 is the Marketing Plan; April 25, Analyzing Market Opportunities; April 30, Product and Distribution; May 2, Pricing; May 8, Retail and Services Marketing; and May 9, Promotion and Advertising.

**Price:**

2,900,000zt for the total program of 160 hours with 30 hours on marketing.

**Audience:**

12-15 Existing Business Owners

**Overall Assessment:**

The progress has been very impressive.

**Further Development:**

I will identify and provide additional readings on promotion, advertising, selling services, marketing in banks and advertising agencies.

Also academic articles on teaching marketing will be provided as well as illustrative copies of practical advertising journals. Finally, additional 1-3 pp. cases on all parts will be provided. They will send me the T-Outline for pricing in three weeks (in Polish and English). They had received the Poznan advertising materials, but not the Rzeszow materials on consumer behavior.

135



A P P E N D I X

10.0

ENTREPRENEURSHIP  
INSTITUTE

Poznan

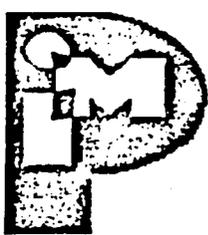
GRAND OPENING  
ENTREPRENEURSHIP INSTITUTE  
POZNAŃ, MARCH 04, 1992

SCHEDULE

WIELKOPOLSKA BUSINESS SCHOOL  
POWSTAŃCÓW WIELKOPOLSKICH 16  
POZNAŃ

- 10.30 A.M. - ARRIVAL OF THE GUESTS
- 10.45 A.M. - WELCOME  
IDEA AND OBJECTIVES OF THE ENTREPRENEURSHIP  
INSTITUTE AND ITS ACTIVITY  
DR BOGDAN SOJKIN, MGR WALERY LACH
- 11.05 A.M. - ORIGIN OF THE PROGRAMME  
DR CATHY ASHMORE - DIRECTOR OF THE PROGRAMME
- 11.30 A.M. - DETERMINANTS OF THE ACTIVITY OF SMALL BUSINESS IN  
MARKET ECONOMY  
PROF. DR HAB. MAREK REKOWSKI
- 12.00 A.M. - DISCUSSION
- 1.00 P.M. - DINNER (POZNAŃ HOTEL)

BS



UROCZYSTE OTWARCIE  
INSTYTUTU MAŁEJ PRZEDSIĘBIORCZOŚCI  
POZNAŃ, 04 marca 1992  
P R O G R A M

Wielkopolska Szkoła Biznesu  
ul. Powstańców Wlkp. 16  
POZNAŃ

Godz. 10.30 - PRZYBYCIE ZAPROSZONYCH GOŚCI

Godz. 10.45 - POWITANIE

IDEA I ZADANIA STOJĄCE PRZED INSTYTUTEM MAŁEJ  
PRZEDSIĘBIORCZOŚCI

DOTYCHCZASOWA DZIAŁALNOŚĆ

dr Bogdan Sojkin. mgr Walery Lach

Godz. 11.05 - GENEZA PROGRAMU - Dr Cathy Ashmore

Godz. 11.30 - SZANSE I ZAGROZENIA DLA MAŁYCH PRZEDSIĘBIORSTW  
W GOSPODARCE RYNKOWEJ

- prof. dr hab. Marek Rekowski

Godz. 12.00 - DYSKUSJA

Godz. 12.45 - ZAKOŃCZENIE

Godz. 13.00 - OBIAD





Poznan Grand Opening

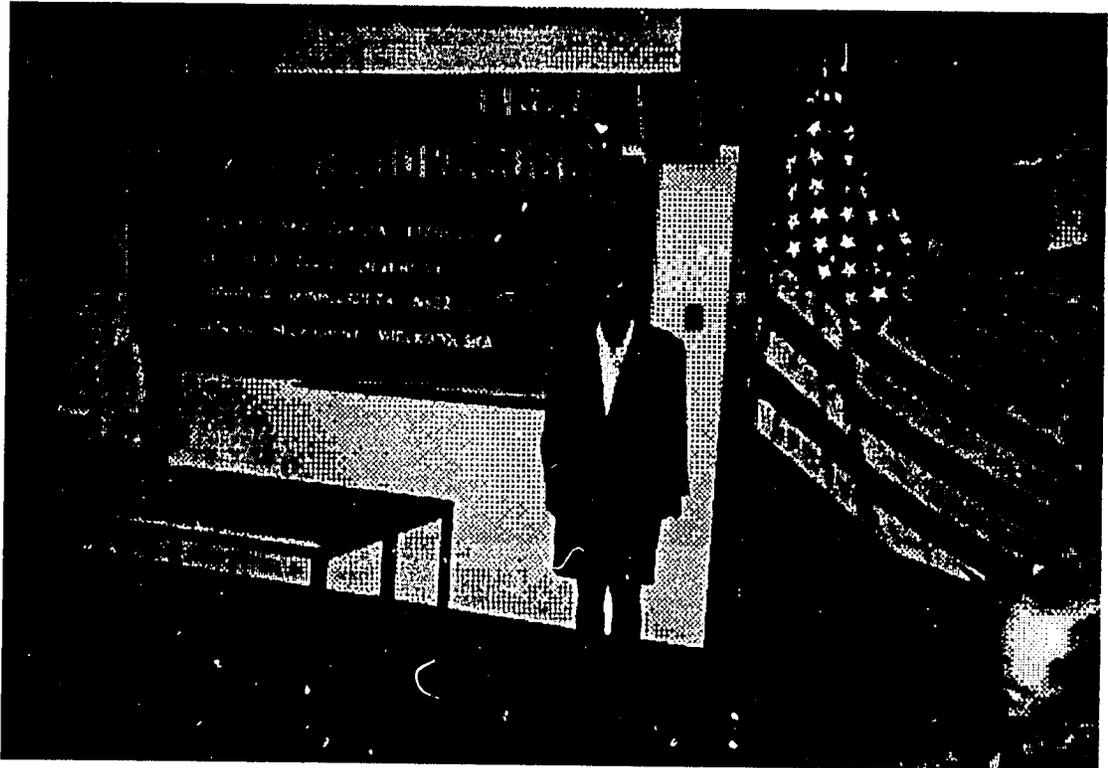


The Rector Speaks to the Group



Poznan Grand Opening





Malgorzata Balkowska Speaks at Poznan Grand Opening



Walery Lach, Bogdan Sojkin, Ewa, and Zdzislaw Krajewski  
at the Management Center in Poznan

## FEATURES OF GRAND OPENING EVENTS

POZNAN - March 2-4, 1992

### Grand Opening Event (March 4)

- o Held in room in Management Center.
- o Set up nicely with American and Polish flags and special sign in front.
- o Used new simultaneous translation equipment.
- o Translators (Kate and Ewa) were excellent.
- o No head table, rather informal with U.S. visitors sitting down side of room.
- o Special guests included vice mayor, president of Chamber of Commerce, and rector of Poznan Economics Academy. There were no business owners, advisory committee or other university persons.
- o There was no effort to introduce three task force members who came from Warsaw.
- o Agenda included 25 minutes from me and a speech on small business by a Poznan Economics Academy faculty member.
- o Poznan Enterprise Institute faculty was not introduced. Many were not there but those who were there made up most of the audience.
- o U.S. Guests were not introduced. I decided to do so in my speaking time and give each of them two minutes to explain their part of the program.
- o I had to set up my own overhead projector in spite of the fact that I had asked Bogdan in advance.
- o After his welcome Mr. Fonfara said I should introduce myself.
- o At the end during discussion, the rector took the floor to encourage development of connections between Bialystok, Rzeszow and Poznan, as I suggested in my speech. It was a major mistake not to invite him to be a program speaker.
- o Program was short but very pleasant.
- o Everyone was invited to dinner at the Merkury Hotel.
- o I was interviewed by both the radio and tv reporters.
- o There were three articles about the program in the newspaper.
- o Management Center speakers did not give any introduction to the local Solidarity representative, opportunity to speak, thanks, etc.
- o There was no program or formal activity at dinner.
- o No effort to organize seating, especially for important guests.
- o They were set for many more people at dinner than attended.
- o I asked Walery to introduce the task force guests. He just sat there. Finally Malgorzata got their names from Bogdan and introduced them to the audience.
- o Guests included representatives from the Ministry of Education, Industry, and the Cooperation Fund.

- o I talked at length to the rector. Walery sat on his other side and made no effort to be part of the conversation. Instead he talked to Bogdan throughout the meal.
- o Neither the coordinators or the instructors wore name tags.

**Analysis:**

1. They need to plan ahead. They had not asked important guests to speak or even made arrangements to introduce them.
2. Leaders need to assume the role of leadership. Walery and Bogdan didn't seem to be in charge, but Fonfara didn't take control either.
3. They missed an opportunity to link Polish business owners to American guests. At least they should have invited the advisory committee.
4. There could have been much more effective communications between guests if they had planned who should sit where.
5. The speech by the Academy professor was interesting but served no purpose for the ence at the Grand Opening. It would have had more importance if it had been an Enterprise Institute faculty member.
6. The change of leadership to the Solidarity Foundation was never acknowledged. Although it was good that the conflict did not appear publicly, they certainly didn't do anything to encourage cooperation.

## Miscellaneous Activities

- o U. S. consultants met with their team to discuss their plans for the classes. Each consultant will submit a report on this activity.
- o I met with Mr. Fonfara at his request to discuss the current situation. I tried to help him understand the responsibilities of the program and our need for local leadership. I clearly defined the three options for next year, (i.e. keep the administration in the local Solidarity Foundation as it is, he obtains agreement from Mironowicz to move it to the Management Center if assignment of responsibilities can be cleared up, or that we move it to another city). He plans to make a proposal to M. Mironowicz.
- o Social activities were limited to dinners connected to established activities and tickets for the opera which some of us attended. A tour of a palace was also scheduled but it seemed to be another planning mixup.

## Analysis:

1. They are completely focused on who is the boss, not what needs to be done.
2. They seem to need to prove to us that they know everything and block communication that might be useful. Sometimes I feel that they don't understand but are not willing to admit it.
3. The reality of their classes is a bit confusing. One newspaper article says they have already filled the class with 20 people and another says they have 15. They are charging 1.0 million zloty; for this class and will charge 2.5 million when they offer the next class. This didn't seem to be the best message for advertising the course.
4. They never connected us with the business owners who will be in the course which they planned to start on the weekend after we were there. We need to obtain a list from them of course participants .
5. I expect we will lose some of the faculty with the Solidarity Foundation in charge. We need to replace Bogdan as coordinator and I wonder if Walery can handle the situation. I wish Zdzislaw Krajewski (local Solidarity) could speak English so we could communicate about this.

## PROGRAM ZAJĘĆ NA KURSIE DLA WŁAŚCICIELI MAŁYCH FIRM.

## I. STRATEGIA FIRMY

1. Podstawowe pojęcia (strategia, plan strategiczny, horyzont planowania, proces planowania)
2. Analiza pozycji przedsiębiorstwa (SWOT)
3. Formułowanie misji i celu oraz określenie postawy strategicznej.
4. Kluczowe obszary wyników.
5. Zarys formułowania planów strategicznych.

## II. PRZEDSIĘBIORCZOŚĆ

1. Ocena własnych predyspozycji jako przedsiębiorcy.
2. Zastosowanie komputerów w przedsiębiorstwie
  - podstawy obsługi komputera
  - uniwersalne zastosowanie.
3. Prawo gospodarcze
  - podstawy prawne działalności gospodarczej
  - prawo zobowiązaniowe.

## III. ZARZĄDZANIE PODMIOTEM GOSPODARCZYM

1. Planowanie celów i zadań.
2. Struktury organizacyjne.
3. Komunikacja.
4. Zarządzanie kadrami.
5. Działania kierownicze.
6. Zmiany organizacyjne.

#### IV. FINANSE

1. Źródła informacji finansowej.
2. Zarządzanie strumieniami pieniężnymi.
3. Analiza kondycji finansowej.
4. System i strategie podatkowe.
5. Planowanie finansowe.
6. Źródła finansowania.

#### V. MARKETING

1. Istota, zakres, rodzaje strategii rynkowych oraz organizacyjne umiejscowienie marketingu w firmie.
2. Zarządzanie marketingowe.
3. Konsument - segmentacja konsumentów - zachowania konsumentów
4. Planowanie marketingowe.
5. Analiza planów marketingowych.

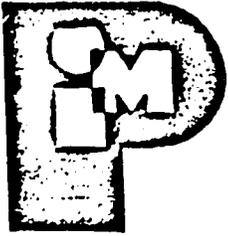
#### VI. BUSINESS PLAN

**Terminy zajęć:**

13-15 marca	1	Strat. Plan
20-22 marca	2	Przedsię-
27-29 marca	3	biorczość
03-05 kwietnia	4	Zarzą-
10-12 kwietnia	5	dzanie
24-26 kwietnia	6	Finanse
08-10 maja	7	Finanse
15-17 maja	8	Marketing
22-24 maja	9	Marketing
29-31 maja	10	Business Plan
05-07 czerwca	11	Business Plan

Piątek	16.00-19.00	4 godz. lekcyjne
Sobota	10.00-13.00	6 godz. lekcyjnych
	14.30-16.00	
Niedziela	10.00-13.30	5 godz. lekcyjnych

# Rzeszow



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SMALL BUSINESS INSTITUTE

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GRAND OPENING PROGRAM  
FRIDAY, MARCH 6

11:00 a.m.	WELCOME - DR KRZYSZTOF KASZUBA AND DR ADAM GÓRAL
11:10 a.m.	INTRODUCTION OF PRESENTERS
11:25 a.m.	SPEECH OF PROF. STANISŁAW KUŚ
11:35 a.m.	SPEECH OF DR CATHY ASHMORE
11:45 a.m.	SPEECH OF PROF. TADEUSZ POMIANEK
11:55 a.m.	SPEECH OF VOIEVODE
12:10 a.m.	DR KRZYSZTOF KASZUBA LECTURE Role of the Small Business in Market Economy
12:30 a.m.	DISCUSSION
13:00 p.m.	LUNCH



Rzeszow Grand Opening



151

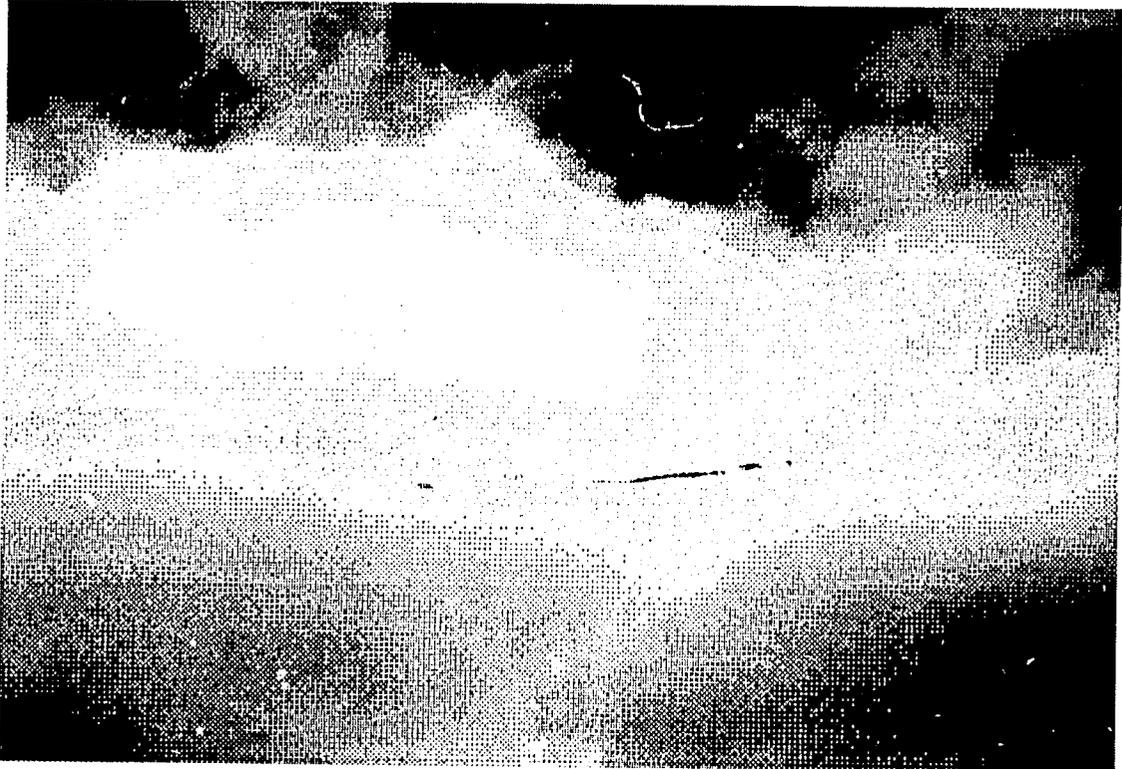


Nina Majer Visits the Rzeszow Grand Opening

152



Rzeszow Faculty



Grand Opening Ads in the Sky

1/2

## **RZESZOW ACTIVITIES**

### **Grand Opening - March 5, 1992**

- o Held in formal conference room in Technological University
- o Participants included Institute faculty, business owners, advisory committee and special guests.
- o Head table included woiwode, coordinators, Nina Majer from AID, Pomianek, Marie Curie University vice rector, and Ashmore.
- o Kaszuba served as master of ceremonies. He introduced all special guests. Then he asked all other to introduce themselves. (60-70 people total)
- o The agenda was carefully planned. Each speaker knew what was expected. Speakers included the woiwode, Ashmore, Majer, Pomianek, vice rector, and K. Kaszuba.
- o Refreshments were provided on all the tables.
- o They videotaped the entire grand opening
- o A TV reporter also videotaped and it was shown on the 6 p.m. news.
- o Translation was done by Alycia Underschutz from Gdansk. No facilities for simultaneous translation were available.
- o When the group was asked for discussion several business owners spoke in support. The mayor said he also would support the program and encourage small business in Rzeszow.
- o Coordinators took everyone outside for a group picture. While we were there a small plane flew overhead with a banner advertising the Grand Opening. Very unique experience!
- o Dinner at the Rzeszow Hotel was only for faculty and special guests.
- o Business owners were invited to a special class on Friday afternoon and on Monday where they could interact with the American consultants.
- o Regular classes are scheduled to start on Friday, March 13.

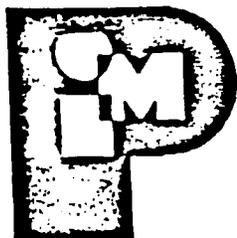
### **Analysis:**

1. Everything was so smooth and well-planned. Krzystof and Adam had thought of everything in advance and put themselves out to be gracious hosts.
2. It was especially good to have the entrepreneurs as participants at the grand opening. We were pleased to have them make comments for the benefit of the gathering.
3. The faculty had their assignments and everyone seemed to work well together.
4. Promotion opportunities were particularly well considered, especially the program on the 6 o'clock news and, of course, the airplane.

## **Other Activities**

- o The availability of the van helped a great deal considering how far away Sienawa Palace was located.
- o The food (both everyday and special events) was outstanding. We felt very royally treated.
- o It was excellent to schedule the overview classes for the business owners so that our U.S. Consultants could participate as instructors and listeners.
- o In the future you should avoid a lecture hall for the entrepreneur classes so that there is more opportunity for discussion and assisting each other. Especially difficult to play games such as the cooperation game provided.
- o The faculty participated in everything and seemed to be well prepared and organized.

AS



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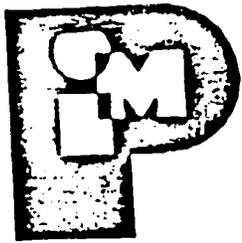
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## LISTA GOŚCI UROCZYSTEGO ŚWIĘTOŚCI INSTYTUTU MAŁEJ PRZEDSIĘBIORCZOŚCI W RZESZOWIE.

1. Mgr Kazimierz Ferenc - Wojewoda Rzeszowski
2. Dr Mieczysław Janowski - Prezydent Miasta Rzeszowa
3. Mgr Adam Śniezek - Przewodniczący Zarządu Regionu NSZZ "Solidarność"
4. Inż. Zbigniew Marcinkiewicz - Dyrektor Oddziału Regionalnego Fundacji Gospodarczej NSZZ "Solidarność"
5. Dr Andrzej Kisielewicz - Dyrektor Urzędu Wojewódzkiego w Rzeszowie
6. Mgr Andrzej Dec - Przewodniczący Sejmiku Samorządowego
7. Prof.dr hab.inż. Andrzej Kusy - Prorektor Politechniki Rzeszowskiej d/s Współpracy z Zagranicą
8. Prof.dr hab. inż. Tadeusz Pomianek - Dyrektor Rzeszowskiej Menedżerów
9. Dr hab. Jerzy Kitowski - Dziekan Wydziału Ekonomicznego Filii UMCS w Rzeszowie
10. Dr Helena Gabiniewicz - Główny Specjalista Departamentu Promocji Przedsiębiorczości Ministerstwa Przemysłu i Handlu.

156



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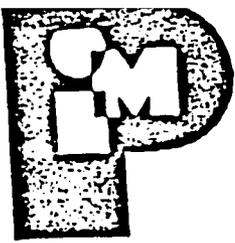
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## LISTA GOŚCI UROCZYSTEGO OTWARCIA INSTYTUTU MAŁEJ PRZEDSIĘBIORCZOŚCI W RZESZOWIE.

1. Mgr Kazimierz Ferenc - Wojewoda Rzeszowski
2. Dr Mieczysław Janowski - Prezydent Miasta Rzeszowa
3. Mgr Adam Śnieżek - Przewodniczący Zarządu Regionu NSZZ "Solidarność"
4. Inż. Zbigniew Marcinkiewicz - Dyrektor Oddziału Regionalnego Fundacji Gospodarczej NSZZ "Solidarność"
5. Dr Andrzej Kisielewicz - Dyrektor Urzędu Wojewódzkiego w Rzeszowie
6. Mgr Andrzej Dec - Przewodniczący Sejmiku Samorządowego
7. Prof.dr hab.inż. Andrzej Kusy - Prorektor Politechniki Rzeszowskiej d/s Współpracy z Zagranicą
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157



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CATHERINE ASHMORE  
DIRECTOR  
INTERNATIONAL ENTREPRISE ACADEMY  
1900 KENNY ROAD  
COLUMBUS, OHIO 43210 - 1090

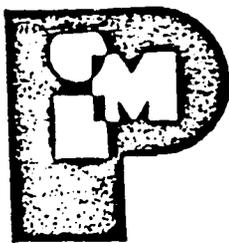
Dear Cathy:

Thank you for your participation in GRAND OPENING ceremony our  
Small Business Institute in Rzeszów.

We look forward to your continuing participation in the work of  
Small Business Institute in Rzeszów and appreciate your special expertise.  
We believe that the combination of American business ideas and Polish  
expertise will be very useful for our community.

Sincerely,

Krzysztof Kaszuba  
Director  
Small Business Institute

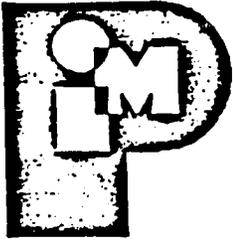


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O C E N A   Z A J Ę C					
	BARDZO	DOŚĆ	TROCHE	BARDZO MAŁO	UWAGI
1. Czy zajęcia były dla Ciebie interesujące?					
2. Czy odczuwałeś, że grupa też była zainteresowana zajęciami ?					
3. Czy poznałeś jakieś nowe fakty lub wpadły Ci do głowy nowe pomysły?					
4. Czy prowadzący byli odpowiednio przygotowani do zajęć?					
5. Czy masz jakieś sugestie aby ulepszyć przyszłe zajęcia?					



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## ANKIETA UCZESTNIKA

1. Nazwisko i imię..... JANUSZ JACHOZYK .....
2. Wykształcenie (nazwa szkoły)..... POLITECHNIKA RZESZOWSKA .....
3. Nazwa firmy i adres..... PRZEPS. USŁUG. - PRODUKCYJNE .....
- ..... W INWEST - BUD Sp. z o.o. 35-205 RZESZÓW .....
- ..... / WŁAŚCICIEL / UL. WARSZAWSKA 16 .....
4. Przedmiot działalności gospodarczej..... PRODUKCJA .....
5. Obroty za rok ubiegły..... 20,000,000,- .....
6. Ilość zatrudnionych..... 2 OSOBY .....
7. Spośród podanych bloków tematycznych wybierz trzy, którymi jesteś najbardziej zainteresowany:
- marketing
  - finanse
  - zarządzanie
  - przedsiębiorczość
  - planowanie strategiczne
8. Skąd dowiedziałeś się o Instytucie:
- prasa
  - radio
  - inne (np. znajomi)

201/60

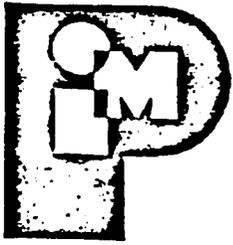


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ANKIETA UCZESTNIKA

1. Nazwisko i imię..... MURDZIA JERZY .....
2. Wykształcenie (nazwa szkoły)..... POLICEALNE STUDIUM  
..... FOTOTECHNICZNE .....
3. Nazwa firmy i adres..... s.c. JAMFOT (WSPÓŁKASACIEL)  
..... ul. MICKIEWICZA 66 .....
4. Przedmiot działalności gospodarczej..... HANDEL ART. PRZEMYSŁAMI  
..... ?AKKAD. FOTOGRAFICZNY..... (FOTOGRAFICZNYMI)
5. Obroty za rok ubiegły..... 400.000.000 zł..... za 1/2 roku .....
6. Ilość zatrudnionych..... 1 .....
7. Spośród podanych bloków tematycznych wybierz trzy, którymi jesteś najbardziej zainteresowany:
- marketing
  - finanse
  - zarządzanie
  - przedsiębiorczość
  - planowanie strategiczne
8. Skąd dowiedziałeś się o Instytucie:
- prasa
  - radio
  - inne (np. znajomi)  
KURS PROWADZENIA KSIĄG PODATKOWYCH



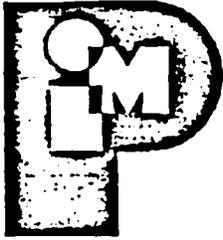
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## ANKIETA UCZESTNIKA

1. Nazwisko i imię... *Żebrakowski Bogumił*
2. Wykształcenie (nazwa szkoły)... *Średnie - Technikum Samochodowe*
3. Nazwa firmy i adres... *Zakład Ślusarski (współdzielca)*  
*36-001 Trzebowisko 563*
4. Przedmiot działalności gospodarczej... *produkcja i usługi*
5. Obroty za rok ubiegły... *400 mln zł. (brutto przychód i rozchód)*
6. Ilość zatrudnionych... *dwie osoby*
7. Spośród podanych bloków tematycznych wybierz trzy, którymi jesteś najbardziej zainteresowany:
  - marketing
  - finanse
  - zarządzanie
  - przedsiębiorczość
  - planowanie strategiczne
8. Skąd dowiedziałeś się o Instytucie:
  - prasa
  - radio
  - inne (np. znajomi)

162

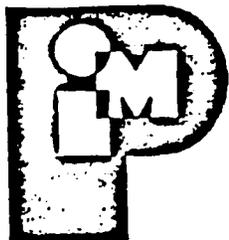


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ANKIETA UCZESTNIKA

1. Nazwisko i imię... ŻEBRAKOWSKI MAREK
2. Wykształcenie (nazwa szkoły)... Średnie  
Technikum Budowlane
3. Nazwa firmy i adres... Zakład Stolarski  
(współpr. z właścicielem) Trzebownisko 564
4. Przedmiot działalności gospodarczej... produkcja i usługi
5. Obroty za rok ubiegły... 420 mln zł (kwota przychodów i rozchodów)
6. Ilość zatrudnionych... 2
7. Spośród podanych bloków tematycznych wybierz trzy, którymi jesteś najbardziej zainteresowany:
- marketing
  - finanse
  - zarządzanie
  - przedsiębiorczość
  - planowanie strategiczne
8. Skąd dowiedziałeś się o Instytucie:
- prasa
  - radio
  - inne (np. znajomi)



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## ANKIETA UCZESTNIKA

1. Nazwisko i imię... *Piechociński Jarusz*.....
2. Wykształcenie (nazwa szkoły)... *Akademia Górnictwa - Hutnictwa*  
..... *w Krakowie*.....
3. Nazwa firmy i adres... *Sklep robotniczy "Piech"*  
..... *Łódź ul. Żmigrodzka 80/2*.....
4. Przedmiot działalności gospodarczej... *handel : hurt i detal*.....
5. Obroty za rok ubiegły... *180000000 zł*.....
6. Ilość zatrudnionych.....           .....
7. Spośród podanych bloków tematycznych wybierz trzy, którymi jesteś najbardziej zainteresowany:
- marketing
  - finanse
  - zarządzanie
  - przedsiębiorczość
  - planowanie strategiczne
8. Skąd dowiedziałeś się o Instytucie:
- prasa
  - radio
  - inne (np. znajomi)

164



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## ANKIETA UCZESTNIKA

1. Nazwisko i imię..... NERC ANDRZEJ .....
2. Wykształcenie (nazwa szkoły)..... ŚREDNIE .....
- ..... TECHNIKUM SAMOCHODOWE W RZESZOWIE .....
3. Nazwa firmy i adres..... ZAKŁAD ŚWARSKI (USTAWIENIOWY) .....
- ..... TRZĘBOLINIE 563 .....
4. Przedmiot działalności gospodarczej..... PRODUKCJA I USŁUGI .....
- ..... .....
5. (broty za rok ubiegły)..... 400 MILI. zł (RSIĘGA PRZYCHODÓW I KOSZTÓW) .....
6. Ilość zatrudnionych..... DNIE OSOBY .....
7. Spośród podanych bloków tematycznych wybierz trzy, którymi jesteś najbardziej zainteresowany:
  - marketing
  - finanse
  - zarządzanie
  - przedsiębiorczość
  - planowanie strategiczne
8. Skąd dowiedziałeś się o Instytucie:
  - prasa
  - radio
  - inne (np. znajomi)

165



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ANKIETA UCZESTNIKA

1. Nazwisko i imię..... *Tarnawski Dawid* .....
2. Wykształcenie (nazwa szkoły)..... *Wyższe techniczne* .....
- ..... *Politechnika Rzeszowska* .....
3. Nazwa firmy i adres..... *Ashten s.c. Rzeszów ul.* .....
- ..... *Sienkiewicza 24 (współinżynier)* .....
4. Przedmiot działalności gospodarczej..... *handel i usługi sprzed* .....
- ..... *głównicy (opłaty, olej, opony, elektrycy), materiały autoklawowe* .....
5. Obroty za rok ubiegły..... od *10.91 - 12.91* : *200 mln* .....
6. Ilość zatrudnionych..... *—* .....
7. Spośród podanych bloków tematycznych wybierz trzy, którymi jesteś najbardziej zainteresowany:
- marketing
  - finanse
  - zarządzanie
  - przedsiębiorczość
  - planowanie strategiczne
8. Skąd dowiedziałeś się o Instytucie:
- prasa
  - radio
  - Inne (np. znajomi)

*1/16/91*



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## ANKIETA UCZESTNIKA

1. Nazwisko i imię... SITARZ STANISŁAW.....
2. Wykształcenie (nazwa szkoły)... średnie techniczne.....  
..... technikum - Mechaniczno - Odlewnicze - Współkaszciel.....
3. Nazwa firmy i adres... ZAKŁAD PROD - HANDLOWY.....  
..... F.S. SITARZ..... Rzeszów..... ul. Mazowiecka 1..... tel 355-5.....
4. Przedmiot działalności gospodarczej... krawiectwo..... handel.....
5. Obroty za rok ubiegły... 1.650 mln......
6. Ilość zatrudnionych... 10.....
7. Spośród podanych bloków tematycznych wybierz trzy, którymi jesteś najbardziej zainteresowany:
- marketing
  - finanse
  - zarządzanie
  - przedsiębiorczość
  - planowanie strategiczne
8. Skąd dowiedziałeś się o Instytucie:
- prasa
  - radio
  - inne (np. znajomi)



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ANKIETA UCZESTNIKA

1. Nazwisko i imię..... *MACKO MICHAŁ*.....
2. Wykształcenie (nazwa szkoły).... *Akademia Techniczno-Rolnicza*  
..... *Bydgoszcz*.....
3. Nazwa firmy i adres. *Przeds. Usług.-Handlowe "OMNIBUS" s.c.*  
*Stalowa Wola 37-450, ul. 1-go Sierpnia 11a (współwłaściciel)*
4. Przedmiot działalności gospodarczej.... *handel, usługi*.....
5. Obroty za rok ubiegły..... *3,5 mld (do końca 1991r - ks. przył. - rocznie od stycznia 1992r. - ks. handlowe)*
6. Ilość zatrudnionych..... *52 osoby*.....
7. Spośród podanych bloków tematycznych wybierz trzy, którymi jesteś najbardziej zainteresowany:
  - marketing
  - finanse
  - zarządzanie
  - przedsiębiorczość
  - planowanie strategiczne
8. Skąd dowiedziałeś się o Instytucie:
  - prasa
  - radio
  - inne (np. znajomi)

10



# INSTYTUT MAŁEJ PRZEDSIĘBIORCZOŚCI SMALL BUSINESS INSTITUTE

35-959 Rzeszów, ul. M. C. Skłodowskiej 8/1, tel. 428-59

## ANKIETA UCZESTNIKA

1. Nazwisko i imię... Łąka Marek.....
2. Wykształcenie (nazwa szkoły)... Srednie techniczne i pedagogiczne  
Technikum Mechaniczne Tamow... Studium Nutrycjologiczne T. - ow.....
3. Nazwa firmy i adres... Centrum Szkoleń Technicznych.....  
ul. Pułaskiego 66/57... 33-100 Tamow... kt. 21-4850... 014.....
4. Przedmiot działalności gospodarczej... organizacja szkoleń.....
5. Obroty za rok ubiegły... ---.....
6. Ilość zatrudnionych... ---.....
7. Spośród podanych bloków tematycznych wybierz trzy, którymi jesteś najbardziej zainteresowany:
  - marketing
  - finanse
  - zarządzanie
  - przedsiębiorczość
  - planowanie strategiczne
8. Skąd dowiedziałeś się o Instytucie:
  - prasa
  - radio
  - inne (np. znajomi)



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## ANKIETA UCZESTNIKA

1. Nazwisko i imię... *Borkowski Piotr*
2. Wykształcenie (nazwa szkoły)... *Politechnika Rzeszowska*  
... *Instytut Inżynierii i Ochrony Środowiska*
3. Nazwa firmy i adres... *współwłaściciel F.H. "Lidia" Krosno Niedzarzynie 5*  
*Hurt Detal Justyna Borkowska Inowicz Piwarskiego 22/9*  
*do końca 1991 -> Spółka Handlowa "JOP" Krosno ul. Nowotw.*
4. Przedmiot działalności gospodarczej... *handel*  
... *książka Przychodów i Rozchodów*
5. Obroty za rok ubiegły... *w w/w trzech firmach 5,5 mlol.*
6. Ilość zatrudnionych... *4 osoby*
7. Spośród podanych bloków tematycznych wybierz trzy, którymi jesteś najbardziej zainteresowany:
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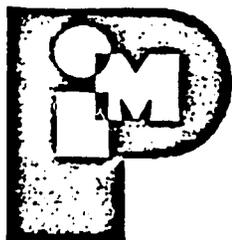


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SMALL BUSINESS INSTITUTE

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ANKIETA UCZESTNIKA

1. Nazwisko i imię..... *Leński Adam* .....
2. Wykształcenie (nazwa szkoły)..... *Wyższe SGGW-AR Wroc  
mych. Technologii Drewna* .....
3. Nazwa firmy i adres..... *Zol. Stolek Budowlanej SP  
współdzielca (mieszkanie)* .....
4. Przedmiot działalności gospodarczej..... *produkcja mebli  
stolek budowlanej* .....
5. Obroty za rok ubiegły..... *8.500 mln* .....
6. Ilość zatrudnionych..... *120* .....
7. Spośród podanych bloków tematycznych wybierz trzy, którymi jesteś najbardziej zainteresowany:
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ANKIETA UCZESTNIKA

1. Nazwisko i imię... *Rzeszutek Ryszard*
2. Wykształcenie (nazwa szkoły)... *Akademia Medyczna w Krakowie - Wydział Lekarski*
3. Nazwa firmy i adres... *EUROMED - Rzeszów ul. Grunwaldzka 17 - wiasuviel*
4. Przedmiot działalności gospodarczej... *handel, usługi*
5. Obroty za rok ubiegły... *12 mld złotych - księga handlowa*
6. Ilość zatrudnionych... *12 osób*
7. Spośród podanych bloków tematycznych wybierz trzy, którymi jesteś najbardziej zainteresowany:
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  - przedsiębiorczość
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  - radio
  - inne (np. znajomi)

112



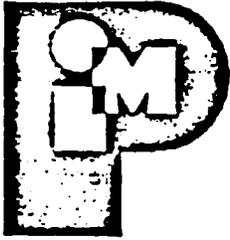
# INSTYTUT MAŁEJ PRZEDSIĘBIORCZOŚCI SMALL BUSINESS INSTITUTE

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## ANKIETA UCZESTNIKA

1. Nazwisko i imię..... *Joroci Krzysztof*.....
2. Wykształcenie (nazwa szkoły)..... *Zasadnicza Szkoła Zawodowa*  
..... *Zawodowe*.....
3. Nazwa firmy i adres..... *Sklep Żelazny*  
..... *Sądziwów 17p. Kolejowa 8,*.....
4. Przedmiot działalności gospodarczej..... *Handel*.....
5. Obroty za rok ubiegły..... *2 500 000 000*..... + -
6. Ilość zatrudnionych.....         .....
7. Spośród podanych bloków tematycznych wybierz trzy, którymi jesteś najbardziej zainteresowany:
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112

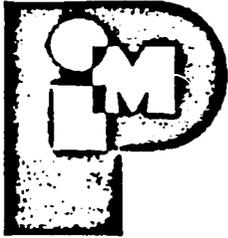


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## ANKIETA UCZESTNIKA

1. Nazwisko i imię..... *Cisek Halina* .....
2. Wykształcenie (nazwa szkoły)..... *Muzyczna - Muzyka - Uniwersytet* .....
- ..... *M. C. Skłodowskiej w Lublińcu - T. Pro* (elementarna)
3. Nazwa firmy i adres..... *Wzrostek Służarstwo - Elektrownia* .....
- ..... *ul. Grotzkiego 3* (współdzielnia)
4. Przedmiot działalności gospodarczej..... *Handel + Służarstwo* .....
- ..... *(produkcja)* .....
5. Obroty za rok ubiegły..... *ok. 1 mld zł* (krajowe przebiegi)
6. Ilość zatrudnionych..... *6 osób + 73 osoby (tj. 2 wypracownicy i 1 osoba współpracująca)*
7. Spośród podanych bloków tematycznych wybierz trzy, - którym jesteś najbardziej zainteresowany:
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  - radio
  - inne (np. znajomi) *(wywiad mgr Seydlerko)*



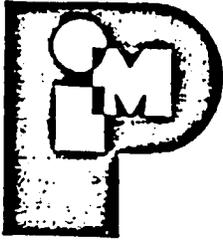
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## ANKIETA UCZESTNIKA

1. Nazwisko i imię..... GALUSKA JAN .....
2. Wykształcenie (nazwa szkoły)..... AKADEMIA ŻOŁNICTWA W KRAKOWIE .....
- ..... WYDZIAŁ ŻOŁNI - INŻYNIERKIE, EKONOMIKA OBSZARU KONIEC - MAGIERANIE. .....
3. Nazwa firmy i adres..... AGENCJA USŁUGOWO - HANDLOWA "GAL FOOD" .....
- ..... SANOK UL. PRZEMYSKA 22. /TEL. 302-82, 368-30/ .....
4. Przedmiot działalności gospodarczej..... USŁUGI NA ZLECENIE FIRM ZAGRANICZNYCH. .....
- ..... + (EXPORT IMPORT) FIRMA ISTNIEJE OD POCZĄTKU 1991R. .....
5. Obroty za rok ubiegły..... ZA M-C GRUDZIEŃ - 1 MILION ZŁ .....
- ..... /KSIĘGA PRZECA. 1991R. .....
6. Ilość zatrudnionych..... Zatrudniona 1 osoba. .....
7. Spośród podanych bloków tematycznych wybierz trzy, którymi jesteś najbardziej zainteresowany:
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173

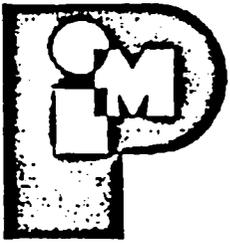


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ANKIETA UCZESTNIKA

1. Nazwisko i imię..... MAJCHER ZBIGNIEW .....
2. Wykształcenie (nazwa szkoły)..... WYŻSZE .....
- ..... WYŻSZA SZKOŁA PEDAGOGICZNA .....
3. Nazwa firmy i adres..... P.H. DAG - MED RZESZÓW ul. REJTANA 10A .....
- ..... KOSYDŁARSTWU .....
4. Przedmiot działalności gospodarczej..... OBRÓT ŚRODKAMI .....
- ..... OCHRONY ZDROWIA - HANDEL .....
5. Obroty za rok ubiegły..... 7.000.000.000 (KSIĄŻKA PRZYCHODÓW .....
- ..... - WYDATKÓW) .....
6. Ilość zatrudnionych..... 2 .....
7. Spośród podanych bloków tematycznych wybierz trzy, którymi jesteś najbardziej zainteresowany:
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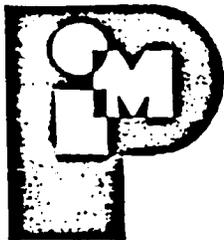


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## ANKIETA UCZESTNIKA

1. Nazwisko i imię..... *Miszczko Piotr* .....
2. Wykształcenie (nazwa szkoły)..... *Wyższe Politechniczne Śląskie  
w Gliwicach* .....
3. Nazwa firmy i adres..... *Przedsiębiorstwo w Białym Mieście  
Janków ul. M. C. Skłodowskiej 19/18 (4 Zonowice)* .....
4. Przedmiot działalności gospodarczej..... *specjalistyczne usługi  
budowlane* .....
5. Obroty za rok ubiegły..... *1.100.000,-* .....
6. Ilość zatrudnionych..... *4* .....
7. Spośród podanych bloków tematycznych wybierz trzy, którymi jesteś najbardziej zainteresowany:
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  - przedsiębiorczość
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## ANKIETA UCZESTNIKA

1. Nazwisko i imię..... NIEDZIAŁEK Julian .....

2. Wykształcenie (nazwa szkoły)..... HST Rzeszów inż. elektryk .....

3. Nazwa firmy i adres..... Przedsiębiorstwo Produkcyjno-Usługowo-Handlowe "ROMEX" ul. Sierpińskiego 21 (współwłasność) .....

4. Przedmiot działalności gospodarczej..... produkcja - usługi - handel .....

5. Obroty za rok ubiegły..... 3 800 mln (3,8 mld) złotych .....

6. Ilość zatrudnionych..... 3 .....

7. Spośród podanych bloków tematycznych wybierz trzy, którymi jesteś najbardziej zainteresowany:

- ③ - marketing
- ① - finanse  
- zarządzanie
- ② - przedsiębiorczość  
- planowanie strategiczne

8. Skąd dowiedziałeś się o Instytucie:

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175

# Bialystok

## GRAND OPENING OF SMALL BUSINESS INSTITUTE

March 11th 1992

- 9:30 - Welcome & Introduction - Bogusław Plawgo, Director of Białystok Business School,
- 9:55 - Dr Cathy Ashmore, Program Director's Speech,
- 10:15 - Board of BFKK Members' Speeches:
  - prof. Kazimierz Pieńkowski, Rector of Białystok University of Technology,
  - dr Aleksander Usakiewicz, V-ce President of Białystok Voivodeship,
  - Ewa Bończak-Kucharska, V-ce President of Białystok City,
  - Representative of "Solidarność" Economic Foundation,
- 10:35 - President of Białystok Chamber of Industry & Commerce, Marek Świsłocki's Speech,
- 10:40 - Co-ordinators of SBI Program, Bogusław Plawgo & Andrzej Jur-gilewicz's Speech,
- 10:55 - Dr Anatoliusz Kopczuk's Lecture : "Great Problems of Small Business",
- 11:10 - Reception,
- 11:55 - Leave.

150

**PROGRAM UROCZYSTEGO OTWARCIA  
INSTYTUTU MAŁEJ PRZEDSIĘBIORCZOŚCI w BIAŁYMSTOKU**

**w dniu 11 marca 1992r.**

- 9:30 - powitanie i mowa wstępna Dyrektora BSB Bogusława Pławgo
- 9:55 - wystąpienie Dyrektora Programu SBI dr Cathy Ashmore
- 10:15 - wystąpienia członków Rady BFKK:
- prof. Kazimierza Pieńkowskiego, Rektora Politechniki Białostockiej,
  - dr Aleksandra Usakiewicza, V-ce Wojewody Białostockiego,
  - Ewy Bończak-Kucharskiej, V-ce Prezydenta miasta Białegostoku,
  - Przedstawiciela Fundacji Gospodarczej NSZZ "Solidarność"
- 10:35 - wystąpienie Marka Swisłockiego, Prezesa Białostockiej Izby Przemysłowo-Handlowej
- 10:40 - wystąpienie Bogusława Pławgo i Andrzeja Jurgilewicza, koordynatorów programu IMP
- 10:55 - wykład dr Anatoliusza Kopczuka nt. "Duże problemy małych firm"
- 11:10 - reception
- 11:30 - pożegnanie gości

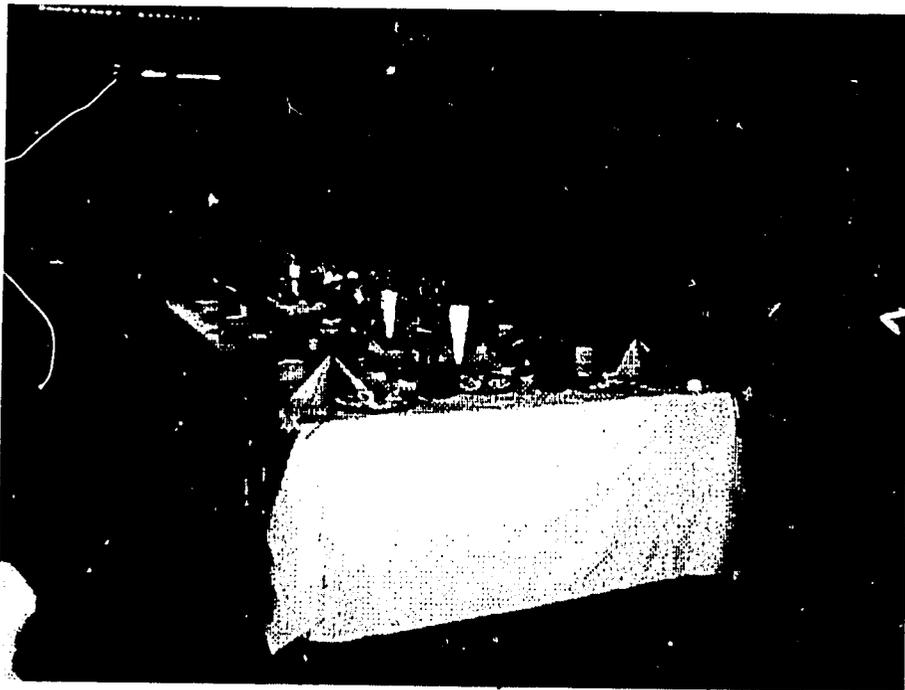
## A G E N D A

Day	Hour	Scheduled Activities	Place
Tuesday		Check in	Cristal Hotel
March	7pm	Dinner	C.H.
10th			
Wednesday	8:15am	Breakfast	C.H.
March	9 30am	Grand Opening of SBI	University of Technology
11th	1pm	Lunch	
	3pm	Meeting with Lecturers	SBI
	7pm	Dinner	C.H.
Thursday	8 15am	Breakfast	C H.
March	9 30am	Bank Seminar	Liniarskiego
12th	1pm	Lunch	C H
	2:30pm	Bank Seminar	Liniarskiego3
	7pm	Dinner	C.H.
Friday	8 15am	Breakfast	C H..
March	11am	Visiting JARD Co.	Turkus Hotel
13th	2pm	Lunch	C.H
	4pm	Lectures at SBI Course	SBI
	8:15 m	Dinner	C.H.
Saturday	8:15am	Breakfast	C.H
arch	9:30am	Visiting SBI Course	SBI
14th	3:30pm	Lunch	C.H.
	7pm	Dinner with Bank Seminar Lecturers	C.H.
Sunday		Breakfast	C.H.
March		Departure	
15th			

187

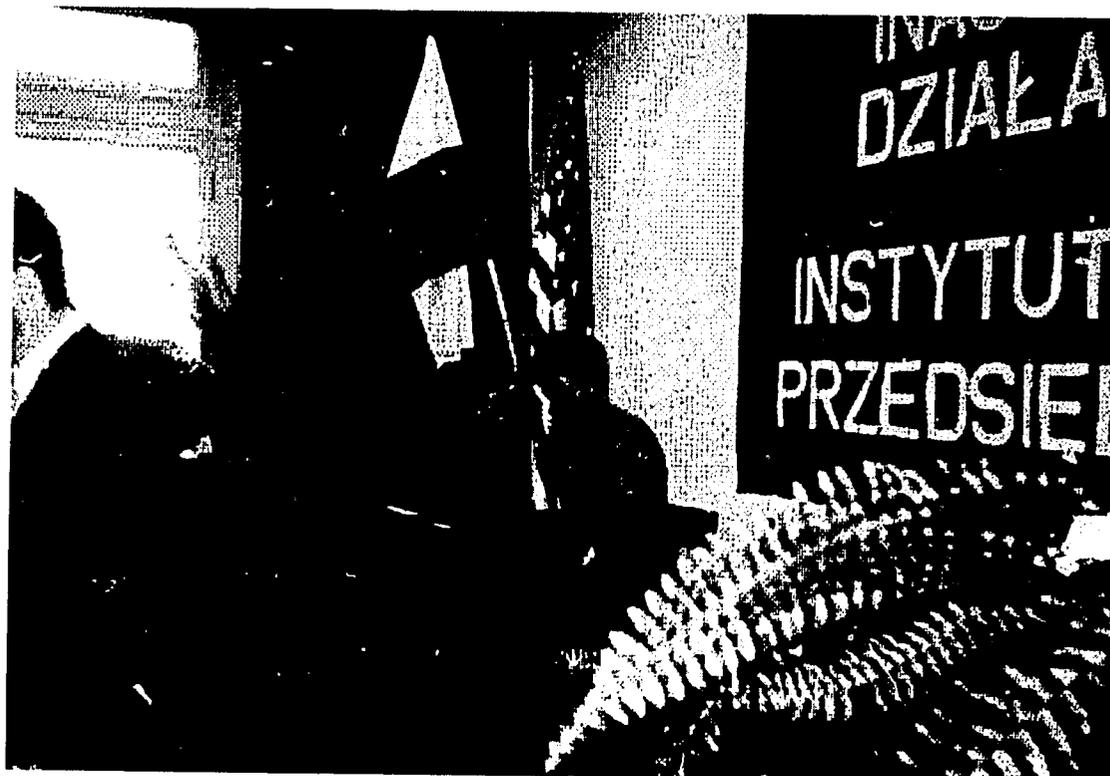


Białystok Grand Opening





Grand Opening in Bialystok



184

## **BIALYSTOK ACTIVITIES**

### **Grand Opening - March 11, 1992**

- o Held in lecture hall in Technological University.
- o They had designed a special backdrop for the event.
- o Room was full with local leaders, faculty and special guests.
- o Program speakers were Plawgo, Ashmore, the rector, and one of the faculty members who gave a prepared speech on business.
- o The translator for Americans was an English teacher who was not prepared very well to translate business terms. He was not very experienced so the translation was quite difficult.
- o Boguslaw did a nice job of introducing guests and thanking sponsors.
- o Program was rather short but allowed for adequate ceremony.
- o More time was allowed for a formal reception for everyone who attended the grand opening. It was very elegant and provided time to talk with individuals from the area.
- o It was nice to have time for the American consultants to each have two minutes on the conference program instead of only having Ashmore speak.
- o The Small Business Institute is an excellent facility with space for making clients comfortable and getting the work of the Institute completed.

### **Analysis:**

1. This Institute shows great organization and delegation of responsibilities. They do a fine job of thinking about ideas presented and planning ahead.
2. There is excellent integration of the personnel involved in the University of Warsaw-Bialystok and the Bialystok Technological University.
3. It is interesting to watch people of well-established positions being willing to let young leaders take over. It shows great personal security among this faculty.
4. Hospitality provided by the leaders and faculty was appreciated.
5. There seems to be good community support for the program. Representatives from the Solidarity union as well as chamber of commerce and city officials added to the guest list.
6. In the future we should think about including special guests in meal events. The coordinators graciously added people from Warsaw to the luncheon although it was a bit crowded.
7. It is difficult to find much areas for improvement in this program because they are so well organized.

## **Business Classes**

### **March 13-14**

- o The entrepreneurship course started on Saturday. Vicky Rash helped them teach it.
- o On the evening before the class assembled to hear about each of the courses. The U.S. consultants were asked to conduct this overview of the course for the Polish entrepreneurs.
- o Both name tags and tent cards were used with the entrepreneurs.
- o The room was set up around a big table so that discussion would be easy.
- o Each entrepreneur introduced him/herself.
- o Everyone was encouraged to use first names.
- o Businesses represented in the group are advertising, grocery, electrical repair, engineering consultants, bakery business, wholesale cosmetics, service for electronic equipment, computer software, production of plastic bags, importing children's clothes, electrical installations and trade with Far East.

### **Other Activities**

- o We were hosted by a very interesting entrepreneur who in the past year has become involved in 18 businesses including a hotel, restaurants, retail and wholesale businesses and advertising. His original business was car sales and repair where he learned about the differences in business in Germany and Russia. Now he has expanded very fast because there are so many opportunities possible.
- o The hotel was very convenient for U.S. visitors to take care of our own free time and visiting businesses in Bialystok. We were able to transport ourselves to events most of the time which was easier for everyone.
- o The final dinner on Saturday night was a super event which further cemented our relationship with this group.

## The List of Participants of "Training for Entrepreneurs" Course

1. Jan Kondratowicz - PHU "Krys"
2. Krzysztof Sienkiewicz - "Orient"
3. Krzysztof Toczydłowski - "TOCK"
4. Leszek Truskolawski - Zakład Cukierniczy Łapy
5. Alina Bendiuk - "Wapix"
6. Piotr Bendiuk - "Wapix"
7. Wojciech Gwardiak - PPHU "Skwat" sc
8. Józef Utko - Instalatorstwo Elektryczne
9. Przemysław Kuzioła - "Bauhaus"
10. Grzegorz Ozorowski - "Ozorowski" Zakład Budowlano-Instalacyjny
11. Teresa Woszczenko - "Cristal" Restaurant
12. Mirosław Czeszel - "Mimpol" PW
13. Tadeusz Truskolaski - "Truskolaski" Exp-Imp Tajlandia
14. Marek Świstak - "Komputer"
15. Jacek Andrejczuk - "Piapol"

PROGRAM ZAJĘĆ NA KURSIE " SZKOLENIE PRZEDSIĘBIORCÓW "

13.03.-28.03.1992r.	PRZEDSIĘBIORCZOŚĆ
02.04.-16.04.1992r.	FINANSE
24.04.-09.05.1992r.	MARKETING
15.05.-30.05.1992r.	ZARZĄDZANIE
05.06.-20.06.1992r.	PLANOWANIE STRATEGICZNE

Uczestnicy KURSU otrzymują dyplom wystawiony przez Białostocką Szkołę Biznesu i Ohio State University

## PROGRAM ZAJĘĆ Z PRZEDSIĘBIORCZOŚCI (30 godz.)

PIĄTEK 13.03.1992

16.00-20.00 - opracowanie biznes planu (Gomolka, Hills, Weeley,  
Rogowski, Kopeczuk)

SOBOTA 14.03.1992

9.00-11.00 - opracowanie biznes planu (Rogowski, Kopeczuk)

11.00-13.00 - charakterystyka przedsiębiorcy (Rogowski,  
Kulikowski)

13.00-15.00 - testy na twórcze myślenie (Rogowski, Kulikowski)

PIĄTEK 20.03.1992

16.00-18.00 - etykieta przedsiębiorcy (Rogowski, Cudowski)

18.00-20.00 - etyka przedsiębiorcy (Rogowski, Cudowski)

SOBOTA 21.03.1992

9.00-15.00 - elementy prawa (Cudowski)

PIĄTEK 27.03.1992

16.00-20.00 - zastosowanie komputera w przedsiębiorstwie  
(Kulikowski)

SOBOTA 28.03.1992

9.00-15.00 - wpływ sytuacji gospodarczej na małe przedsiębior-  
stwo

- źródła sukcesu i możliwości ekspansji (seminarium) (Rogowski, Paszkowski, Walicki, zaproszeni przedsiębiorcy)

INSTYTUT MAŁEJ PRZEDSIĘBIORCZOŚCI  
PROGRAM ZAJĘĆ Z FINANSÓW (32 godz)

CZWARTEK 02.04.1992

16.00-20.00 - źródła informacji finansowej (E.Orechwa-Maliszewska,  
A.Dyhdalewicz)

PIĄTEK 03.04.1992

16.00-18.00 - źródła informacji finansowej (E.Orechwa-Maliszewska,  
A.Dyhdalewicz)

18.00-20.00 - zarządzanie strumieniami pieniężnymi (E.Orechwa-  
-Maliszewska, A.Dyhdalewicz)

SOBOTA 04.04.1992

9.00-15.00 - system i strategia podatkowa (L.Etel, R.Przygodzka)

CZWARTEK 09.04.1992

16.00-18.00 - zarządzanie strumieniami pieniężnymi (E.Orechwa-  
-Maliszewska, A.Dyhdalewicz)

18.00-20.00 - analiza kondycji finansowej firmy (E.Orechwa-  
-Maliszewska, A.Dyhdalewicz)

PIĄTEK 10.04.1992

16.00-18.00 - analiza kondycji finansowej firmy (E.Orechwa-  
-Maliszewska, A.Dyhdalewicz)

18.00-20.00 - planowanie finansowe (E.Orechwa-Maliszewska,  
A.Dyhdalewicz)

SOBOTA 11.04.1992

9.00-15.00 - system i strategię podatkowe (L.Etel, R.Przygodzka)

CZWARTEK 16.04.1992

16.00-20.00 - źródła finansowania (E.Orechwa, A.Dyhdalewicz)

19

INSTYTUT MAŁEJ PRZEDSIĘBIORCZOŚCI

PROGRAM ZAJĘĆ Z ZARZĄDZANIA

PIĄTEK 15.05.1992

16.00-18.00 - od firmy rodzinnej do zarządzania marketingowego  
(A.Kopczuk)

18.00-20.00 - treść i funkcje planowania; planowanie (A.Kopczuk)

SOBOTA 16.05.1992

9.00-11.00 - ustalanie celów i zadań (A.Kopczuk)

11.00-15.00 - organizacja przedsiębiorstwa; struktury organizacyjne (A.Kopczuk)

PIĄTEK 22.05.1992

16.00-18.00 - człowiek w przedsiębiorstwie - potrzeby i oczekiwania (J.Paszkowski)

18.00-20.00 - kierownicze przywództwo; system komunikacji  
(U.Gołaszewska-Kaczan)

SOBOTA 23.05.1992

9.00-15.00 - polityka kadrowa; zatrudnianie, motywowanie, ocena, zwalnianie (J.Paszkowski)

PIĄTEK 29.05.1992

16.00-20.00 - prowadzenie negocjacji (U.Gołaszewska-Kaczan)

~~SOBOTA 30.05.1992~~

9.00-12.00 - kontrola wyników; nadzór kierowniczy (A.Kopczuk)

12.00-15.00 - ryzyko i niepowodzenie w biznesie; zarządzanie a sytuacja ekonomiczna (A.Kopczuk)

1992

INSTYTUT MAŁEJ PRZEDSIĘBIORCZOŚCI  
PROGRAM ZAJĘĆ ZE STRATEGICZNEGO PLANOWANIA (30 godz.)

PIĄTEK 05.06.1992

- 16.00-18.00 - Potrzeba planowania strategicznego w firmie (Z.Ejsmont)
- 18.00-20.00 - Etapy planowania (Z.Ejsmont, R.Przygodzka)

SOBOTA 06.06.1992

- 9.00-12.00 - Analiza szans i zagrożeń zewnętrznych (Z.Ejsmont, A.Chmielak)
- 12.00-15.00 - Analiza silnych i słabych stron firmy (A.Chmielak)

PIĄTEK 12.06.1992

- 16.00-18.00 - Deklaracja misji i postawy strategicznej (A.Chmielak, R.Przygodzka)
- 18.00-20.00 - Określenie Kluczowych Obszarów Działania (A.Chmielak)

SOBOTA 13.06.1992

- 9.00-12.00 - Sposoby realizacji celów głównych w KODz (A.Chmielak, R.Przygodzka)
- 12.00-15.00 - Zadania do wykonania (Z.Ejsmont)

PIĄTEK 19.06.1992

- 16.00-20.00 - Opracowanie Biznes Planu dla firm (opis przedsięwzięcia, plan marketingowy, plan finansowy)  
(E.Orechwa--Maliszewska, A.Dyhdalewicz, A.Walicki, E.Hościłowicz, J.Rogowski)

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SOBOTA 20.06.1992

- 9.00-15.00 - Opracowanie Biznes Planu c.d. i Planu Strategicznego (opis zarządzania, plan funkcjonowania i Plan Strategiczny) (J.Paszkowski, A.Kopczuk, Z.Ejsmont, A.Chmielak, R.Przygodzka)

- 1992

## "M A R K E T I N G"

I. PIATEK, 24.04.1992r., godz. 16<sup>00</sup>-20<sup>00</sup>

Marketing - wprowadzenie, plan marketingowy.

Dr Edward Hościłowicz

Mgr Aleksander Tołoczko

II. SOBOTA, 25.04.1992r., godz. 9<sup>00</sup>-15<sup>00</sup>

Analiza możliwości marketingowych.

Dr Edward Hościłowicz

Mgr Adam Walicki

Mgr Aleksander Tołoczko

III. CZWARTEK, 30.04.1992r., godz. 16<sup>00</sup>-20<sup>00</sup>

Kształtowanie produktu i systemu dystrybucji.

Dr Edward Hościłowicz

Mgr Aleksander Tołoczko

IV. SOBOTA, 2.05.1992r., godz. 9<sup>00</sup>-15<sup>00</sup>

Kształtowanie cen i ekonomicznych warunków współpracy.

Dr Edward Hościłowicz

V. PIATEK, 8.05.1992r., godz. 16<sup>00</sup>-20<sup>00</sup>

Marketing w handlu i usługach.

Dr Edward Hościłowicz

Mgr Adam Walicki

Mgr Aleksander Tołoczko

VI. SOBOTA, 9.05.1992r., godz. 9<sup>00</sup>-15<sup>00</sup>

Promocja i reklama.

Mgr Adam Walicki

# **BIALYSTOK BUSINESS OWNERS SEMINAR**

**Friday, March 13, 1992**

**Welcome Bogoslaw Plawgo**

**Entrepreneurs in the USA Cathy Ashmore**

**Importance**

**Introductions**

**Sharing Experiences**

**Overview of the Business Plan Jozef Rogowski - Moderator**

**Introduction to Business Plans Vicky Rash**

**Major Parts**

**Barriers**

**Detailed Contents**

**Problems to be Avoided**

**Finance Lynn Neeley**

**Importance**

**Contents**

**Marketing Gerry Hills**

**Definition**

**Segmentation**

**Management Gene Gomolka**

**Strength of Organization**

**Negotiation/Persuasion**

**Strategic Planning Randy Rollinson**

**Importance of Strategic Plans**

**Communist vs. Market Economy Plans**

**Plans for Stages in Business Cycle**

**Business Consulting Rodney Terminello**

**Role**

**Types**

**Uses**

**Evaluation**

- 194

## Entrepreneur Profile

Name: Józef Źtko

Address: Białyłstok, ul. Pubhatka 15

Phone #: 431-502

Company Name: "Instalatorstwo elektryczne" sole proprietorship

Type of Business: Electrical instalations

Number of Employees: 1

Owner's Education Training Background:

- Highest Level secondary school
- Specialty technician - electromechanical

If not the owner, what is your job description?

Training Planned	Hours
Entrepreneurship	30
Management	30
Marketing	30
Finance	30
Strategic Planning	30
Total Hours:	150

## Entrepreneur Profile

Name: Krzysztof Toczydłowski

Address: Piałystok, ul. Storczykowa 4 m 5

Phone #: 616-121

Company Name: "TOCK" sole proprietorship

Type of Business: engineer service

Number of Employees: 10

Owner's Education Training Background:

- Highest Level University of Technology
- Specialty mechanical engineer

If not the owner, what is your job description?

Training Planned	Hours
	20
Entrepreneurship	<u>20</u>
Management	<u>20</u>
Marketing	<u>20</u>
Finance	<u>30</u>
Strategic Planning	<u>30</u>
Total Hours:	150

## Entrepreneur Profile

Name: Wojciech Józef Gwardiak

Address: Białystok, ul. Warszawska 77 m 51

Phone #: 412-722

Company Name: PPUH "Skwat" partnership

Type of Business: productions of chemicals for environment protection,  
production of plastic bags

Number of Employees: 8

Owner's Education Training Background:

- Highest Level Warsaw University, Branch in Białystok
- Specialty Lawyer

If not the owner, what is your job description?

Training Planned	Hours
Entrepreneurship	<u>30</u>
Management	<u>30</u>
Marketing	<u>30</u>
Finance	<u>30</u>
Strategic Planning	<u>30</u>
Total Hours:	150

## Entrepreneur Profile

Name: Maria Kaczanowska

Address: Działoszyn, ul. Gromadzka 22

Phone #:

Company Name: "Alwitan" partnership

Type of Business: trade and production

Number of Employees: 7

Owner's Education Training Background:

- Highest Level Technical University
- Specialty Engineer

If not the owner, what is your job description?

Accountant, partner

Training Planned	Hours
Entrepreneurship	30
Management	30
Marketing	30
Finance	30
Strategic Planning	-
Total Hours:	120

## Entrepreneur Profile

Name: Alina Rendiuk

Address: Białyсток, ul. Piastowska 3b m 79

Phone #: 412-469

Company Name: "Wapix" partnership

Type of Business: Wholesale and retail

Number of Employees: 5

Owner's Education Training Background:

- Highest Level
- Specialty

If not the owner, what is your job description?

Training Planned	Hours
Entrepreneurship	30
Management	30
Marketing	30
Finance	30
Strategic Planning	30
Total Hours:	150

## Entrepreneur Profile

Name: Grzegorz Ozorowski

Address: Piatystok, ul. Janosika 15

Phone #: -

Company Name: "Ozorowski" sole proprietorship

Type of Business: Construction and plumbing

Number of Employees: 2

Owner's Education Training Background:

- Highest Level secondary school
- Specialty technician - electromechanical

If not the owner, what is your job description?

Training Planned	Hours
Entrepreneurship	<u>30</u>
Management	<u>30</u>
Marketing	<u>30</u>
Finance	<u>30</u>
Strategic Planning	<u>30</u>
Total Hours:	150

200

## Entrepreneur Profile

Name: Krzysztof Sienkiewicz

Address:

Phone #: 221-31

Company Name: "ORIENT" sole proprietorship

Type of Business: Wholesale

Number of Employees:

Owner's Education Training Background:

- Highest Level Białystok University of Technology
- Specialty Civil Engineer

If not the owner, what is your job description?

Training Planned	Hours
Entrepreneurship	<u>30</u>
Management	<u>30</u>
Marketing	<u>30</u>
Finance	<u>30</u>
Strategic Planning	<u>30</u>
Total Hours:	150

201

## Entrepreneur Profile

Name: Jan Kondratowicz

Address: Białystok, ul. Mieszka J 23 m 28

Phone #: 412-100

Company Name: PHU "Krys" partnership

Type of Business: Retail and service

Number of Employees:

Owner's Education Training Background:

- Highest Level Economics College
- Specialty Guild Administration

If not the owner, what is your job description?

Training Planned	Hours
Entrepreneurship	30
Management	<del>30</del>
Marketing	<del>30</del>
Finance	<del>30</del>
Strategic Planning	<del>30</del>
Total Hours:	150

202

## Entrepreneur Profile

Name: Leszek Truskolawski

Address: 18-100 Łapy, ul. Sikorskiego 62

Phone #: 71-13

Company Name: "Zakład Cukierniczy" sole proprietorship

Type of Business: Confectioner's shop  
Bakery

Number of Employees: 19

Owner's Education Training Background:

- Highest Level
- Specialty

If not the owner, what is your job description?

Training Planned	Hours
Entrepreneurship	<u>30</u>
Management	<u>30</u>
Marketing	<u>30</u>
Finance	<u>30</u>
Strategic Planning	<u>30</u>
Total Hours:	150

202

## Entrepreneur Profile

Name: Jerzy Warner

Address: Suwałki, ul. Noniewicza 6

Phone #:

Company Name: Shop with cloth and cosmetics

Type of Business: Trade, retail

Number of Employees:

Owner's Education Training Background:

- Highest Level Secondary school
- Specialty technician

If not the owner, what is your job description?

Training Planned	Hours
Entrepreneurship	30
Management	30
Marketing	30
Finance	30
Strategic Planning	30
Total Hours:	120

204

## Entrepreneur Profile

Name: Maria Kaczanowska

Address: Działoszyn, ul. Gromadzka 111

Phone #:

Company Name: "Alwitan" partnership

Type of Business: trade and production

Number of Employees: 7

Owner's Education Training Background:

- Highest Level Technical University
- Specialty Engineer

If not the owner, what is your job description?

Accountant, partner

Training Planned	Hours
Entrepreneurship	30
Management	30
Marketing	30
Finance	30
Strategic Planning	-
Total Hours:	120

205

## Entrepreneur Profile

Name: Teresa Bogdan

Address: Białystok, ul. Zwierzyniecka 4 m 505

Phone #: -

Company Name: "Inter Serwis" Ltd. Co

Type of Business: Retail

Number of Employees: 34

Owner's Education Training Background:

- Technical University
- Highest Level
- Specialty electrical engineer

If not the owner, what is your job description?

Member of Board

Training Planned	Hours
Entrepreneurship	30
Management	30
Marketing	30
Strategic Planning	30
Total Hours	120

## Entrepreneur Profile

Name: Marek Świątek

Address: Białyntok, ul. Sienkiewicza 77 p. 805

Phone #:

Company Name: "Komputer" partnership

Type of Business: software

Number of Employees: 3 partners

Owner's Education Training Background:

- Highest Level Technical University in Białyntok
- Specialty 2 partners - electrical engineer  
1 partner - mechanical engineer

If not the owner, what is your job description?

Training Planned	Hours
Entrepreneurship	<u>30</u>
Management	<u>    </u>
Marketing	<u>    </u>
Finance	<u>    </u>
Strategic Planning	<u>    </u>
Total Hours:	30

# OCENA SEMINARIUM BANKOWEGO

1. Twoja opinia:

3. Co było, być może zbędne?

4. Twoja opinia na temat znaczenia i przydatności następujących modułów:

zarządzanie -

przedsiębiorczość -

marketing -



A P P E N D I X

# 11.0

BUSINESS  
PLAN  
SEMINARS

2091

Poznan

# ŚWIADECTWO

uczestnictwa w seminarium bankowym  
na temat:

**Jak oceniać małą firmę**  
zorganizowanego przez  
**Instytut Małej Przedsiębiorczości**  
przyznane

Koordynatorzy IMP

dr Bogdan Sojkin

mgr Walery Lach



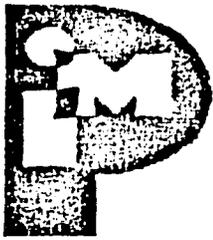
INSTYTUT MAŁEJ  
PRZEDSIĘBIORCZOŚCI  
w Poznaniu

Dyrektor Programu

dr Catherine Ashmore



CENTER ON EDUCATION  
AND TRAINING FOR EMPLOYMENT  
THE OHIO STATE UNIVERSITY



# INSTYTUT MAŁEJ PRZEDSIĘBIORCZOŚCI

## Wielkopolska Szkoła Biznesu

ul. Powstańców Wielkopolskich 16  
69-92-61 wew. 14-81

Fundacja Gospodarcza  
NSZZ "Solidarność"

### BANKING SEMINAR

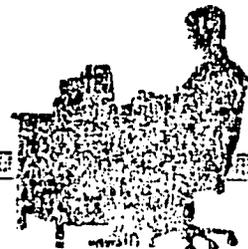
MARCH 2-3, 1992, POZNAŃ PARK HOTEL

#### Monday

- March 2 10.00a.m. Welcome - Presentation
- Goals of the seminar
  - Agenda
- dr Bogdan Sojkin, mgr Walery Lach
- 10.20a.m. - Small Business Institute -  
What is this?  
dr Bogdan Sojkin, mgr Walery Lach
- 10.30a.m. - Introduction  
"How to evaluate a small firm"  
dr Ryszard Mikołajczak
- 10.45a.m. - Introduction to business plan  
dr Marian Gorynia
- 11.30a.m. - Management - Organizational Structure  
mgr Dariusz Kamasa
- 12.30p.m. - Break
- 12.45p.m. - Entrepreneurship - Legal Firm Status  
dr Krzysztof Szuma
- 2.00p.m. - Lunch

#### Tuesday

- March 3 9.30a.m. - Marketing - Market opportunities  
analysis - prof. Krzysztof Fenfara
- 10.45a.m. - Finance - Cash Flow and Ratio.  
analysis - dr Władysław Bachorz
- 12.00a.m. - Strategic Planning - SWOT Analysis  
Strategies *Wiesław Otta*
- 1.15p.m. - Discussion, summary and handing  
out to certificates
- 2.00p.m. - Lunch





Bankers Seminar in Poznan



## Poznan

### Bankers' Seminar (March 2-3)

- o There were 24-28 bankers present for this two-day seminar.
- o U.S. consultants did not participate in the program, sat in the back and watched.
- o Later we learned accidentally that these bankers from all over the region had been pulled from a year-long required program on banking being offered by the Academy of Economics. No effort was made to recruit their own seminar.
- o Materials provided by our program were mostly not used.
- o No time for discussion or feedback from the bankers was allowed after each session.
- o There was a session for the bankers after dinner on the first day to which we were not invited.
- o Bogdan helped with our visit but has resigned as a coordinator.
- o No business plan or outline was provided while they talked about it.
- o No effort was made to learn if they had ever seen a business plan until the end of the day. Five people had seen one of the total group.
- o First day was straight lectures with no samples, few transparencies, no discussion, and was very boring.
- o Room was set up with tables and layout for interaction, but they gave the participants very uncomfortable chairs.
- o When they used the overhead projector the next day it was set up so one end of the transparency was much smaller than the other part. They need to learn how to set up a projector for whole room visibility.
- o Gave certificates signed by me and M Balkowska to bankers.

### Analysis:

1. They did not use American visitors or much of our materials in the program. They discussed British business plans and "World Bank Analysis" in what appeared to be an effort to show that they "know it all."
2. Bankers looked bored much of the time, especially on the first day. Two of them said they were going to quit the program and they did not come back the second day.
3. They missed many opportunities to help bankers know what a business plan should be like.
4. The faculty did not sit in on the lectures to the bankers except when they were assigned to be there to meet with U.S. visitors. They missed an opportunity to get to know these bankers better.

## **Bankers Seminar Evaluations Poznań**

### **1. What is your opinion about the seminar?**

- It was an interesting and useful meeting. Problems which were presented I would try to use in my professional work. We need more professional knowledge.
- The seminar was useful. It was a good opportunity to exchange our ideas as well as to solve some professional problems. The lecture on a business plan was very interesting.
- It was helpful. I think that materials should be adjusted to the needs of cooperative banks which develop their activities for individual farmers and small businesses. Such seminars should be continued in future. We need more information about current situation in Polish and foreign market.
- It was run in very interesting way. Good choice of instructors. I graduated from Warsaw University - Law faculty and from my point of view, it was a good repetition of economic terms.
- good (2)
- excellent instructors; good choice of topics; clear way of presentation; instructors provided us with wide range of information despite limited time of the seminar.
- It underlined problems which should be considered by people dealing with credits
- It was a very good introduction to the topic about credits. Now, we need practical workshops to be run to enable us to solve real business problems
- I'm satisfied with taking part in it. I learned a lot.
- I liked the topics. The lectures were comprehensible.
- good organization; good materials
- positive; I will try to use some parts of materials in my professional work.
- In my opinion seminars for bankers should take place more often in our country because we must develop credits activities what will stimulate a grow of our economy.
- It was very useful. I would like the representatives of Small Business Institute to organize such a seminar in my community.
- Such a seminar requires much more time to enable us to get to know with such numbers of topics related to banking problems.
- I wish we spent more time on particular topics.

### **2. What was useless?**

- Each subject was very helpful for us to solve our problems. (9)
- I need more information which could be used by cooperative banks dealing with credits for individual farmers

### **3. What is your opinion about importance and usefulness of the following topics management?**

- very important in Polish reality (2)
- very useful (6)
- We need real examples, different methods of management, ways of testing job applicants
- Each topic was very important although I think that the most important ones are: marketing, strategic planning as well credit guarantee's methods.
- We were familiar with the topic but the seminar let us get more information. It was presented well.
- It is very important in terms of bankers activities and also testing credit applicants.
- I have no remarks
- positive (2)

### **entrepreneurship?**

- positive
- it is indispensable in business
- important
- useful (4)
- knowledge of law regulations is very important especially in current, changeable conditions; the teaching method was very interesting way.
- knowledge of law issues in terms of different types of ownership is very important in running own business.
- Each topic was very important and useful but I think that we must teach entrepreneurs how to prepare a business plan and the bankers how to evaluate it.
- Entrepreneurship is the main factor affected development and progress. But I think that we cannot teach anyone how to become an entrepreneur. Entrepreneurs are born. Another skills can be taught.

### **marketing?**

- we have to learn much more about marketing (2)
- I like the way of topics presentation.
- very useful (2)
- It is worth pointing out the importance of marketing in business activity
- an interesting and popular topic, useful in banking work
- an essential topic (2)
- positive (2)
- We need more seminars on marketing.

### **finance?**

- essential in each business activity

- important (2)
- We need more practical examples than theory about small businesses, banks
- useful (2)
- Financial analysis is very important, especially ratio statement and its analysis. But ratios are used a little in our banking work. I did not like the way of running the lecture
- positive (3)

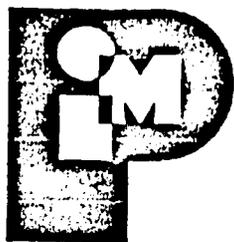
#### **strategic planning**

- important in current Polish conditions
- important (2)
- We need more practical examples, also more information about strategic planning for cooperative banks activities in Polish reality
- very useful
- good lecture
- it is essential because of changes in Polish economy
- good
- positive (2)

#### **4. Other comments:**

- I am glad to have the opportunity to take part in the seminar
- Entrepreneurs should get to know not only with economy but also law regulations. I think that such a seminar should provide more information about law issues (administration law, labor law etc.)
- Instructional materials should be delivered before such a meeting what would help us to get ready to the discussion.
- I will use some parts of materials in my banking work. It was a good opportunity to meet people with different experiences in terms of banking business.
- I suggest using the workshops which were recorded to train another people.
- Such a seminar should be continued. We need more instructions on decision making in terms of testing clients who apply for credits.
- Americans instructors made the seminar very attractive. It is good to know their understanding of business plan.
- The seminar helped me to develop my knowledge in terms of testing credit applicants. I learned some new methods of getting credible data of businessmen applying for financial support. The instructors presented advantages and disadvantages of different credit guarantees. They described not only a business plan but also indicated these parts of it where some discordance might occur. During the two days they taught us the most important topics which influence credit decision making.
- Topics should be run by bankers based on real examples.

# Rzeszow



# INSTYTUT MAŁEJ PRZEDSIĘBIORCZOŚCI SMALL BUSINESS INSTITUTE

35-959 Rzeszów, ul. M. C. Skłodowskiej 8/1, tel. 428-59

## BANKING SEMINAR PROGRAM SATURDAY, MARCH 7

9.00 - 9.30	REGISTRATION
9.30 - 10.00	WELCOME INTRODUCTION OF PRESENTERS / GUESTS
10.00 - 10.45	SESSION I M. Sc. RENATA LEPKI PRESENTATION AND DISCUSSION MANAGEMENT - NEGOTIATION
10.45 - 11.30	SESSION II M. Sc. URSZULA KOZIOL-POWRÓZEK PRESENTATION AND DISCUSSION ENTREPRENEURSHIP - BUSINESS PLAN
11.30 - 12.00	BREAK - COFFEE
12.00 - 12.45	SESSION III M. Sc. JACEK ŚWIDER PRESENTATION AND DISCUSSION MARKETING - MARKET OPPORTUNITY ANALYSIS
12.45 - 13.30	SESSION IV DR BOGDAN LUDWICZAK PRESENTATION AND DISCUSSION FINANCE - CASH FLOW
13.30 - 15.00	LUNCH
15.00 - 15.45	SESSION V DR HAB. JERZY KITOWSKI PRESENTATION AND DISCUSSION STRATEGIC PLANNING - SWOT ANALYSIS

2/91



Banker's Seminar in Rzeszow





Bankers Show Interest in Seminar in Rzeszow





Faculty Took the Lead in Bankers Seminar in Rzeszow



Hospitality Was Part of Seminars



Business Owner's Seminar in Rzeszow



272



American and Polish Faculty in Rzeszow



224



Small Business Institute Leaders and U.S. Faculty Built Strong Friendship on March '92 Trip to Rzeszow



225

## **Rzeszow**

### **Bankers' Seminar - March 7, 1992**

- o Held in meeting room in Siemowice Palace where we were staying. It was very convenient for us but the bankers had to be transported a good distance.
- o Limited the participation to 12 bankers because the room and transportation did not allow open participation. They expect to repeat the program again if successful.
- o Room was set up in a horseshoe for better discussions and interaction.
- o Equipment was planned in advance and everything worked well.
- o Faculty had assignments to make presentations and had preplanned printed materials to give to the bankers in support of their presentations.
- o The coordinators served as facilitators of the workshop and fielded questions from the group. In some cases the faculty member might have done this as an appropriate part of their presentation.
- o U.S. consultants might have been asked to do a part of the presentation. As it was they made comments when they felt it appropriate.
- o Bankers' attention was amazing. They came early and stayed until 6 o'clock without losing interest.
- o Presenters used a good variety of teaching techniques from the ideas we had given them.
- o They videotaped the entire day so they can critique their effectiveness
- o Program presenters need to learn how to stay within their time frame so they don't use up another person's time.
- o Instructors need to read the faces of the participants to see if they are listening and use techniques to draw them into conversation if attention is drifting.
- o Overhead transparencies need to be redone to be larger. This is the result of the materials done at the last minute in November and we must be sure they know this type is not right.
- o In some cases too many transparencies were used for length of the presentation. If they had used fewer and had more discussion, it would have been more helpful to the participant.

### **Analysis:**

1. The bankers were very interested in the program and felt their business owners would benefit very much from learning about a business plan.
2. They felt that the idea of negotiations training would be very important in the new market economy.
3. They agreed that the banker needs to learn how to evaluate the client.

726

4. More bankers seminars should be offered in the region to develop a working relationship with this segment of the business community. The bankers seemed interested in this recommendation.
5. Be careful not to take over when it is another person's turn to talk. Both Polish and American faculty did this to each other.

**Bankers Seminar Evaluations**  
Rzeszów

**1. What did you like most at the seminar?**

- the way of running the seminar (2)
- professional way of running the seminar, professional examples, using tech equipment,
- materials (but some of them were too much shortened)
- I liked the great interest of American instructors in our problems, friendly atmosphere.
- I appreciated the opportunity to make contacts with representatives of Small Business Institute and other firms.
- the seminar's organization, freely discussions, topics
- Ms Urszula K. Powrózek
- friendly atmosphere, the lecture about SWAP method
- strategic planning
- freely atmosphere (2)
- It was interesting meeting. I liked the friendly atmosphere

**2. Did you find anything that was out of your interest?**

- Each topic was interesting (5)
- marketing

**3. How do you evaluate the seminar in terms of professional point of view?**

- Some information which was provided I will use in my banking work.
- Provided information was too rough probably because of the lack of time
- I hope that it was the beginning of seminars for bankers.
- I think that it is important for us to be familiar with the way of writing business plans, also with strategic planning etc. but I don't think that we can use them in practice taking into consideration Polish reality.
- In my opinion, materials consisted of too much theory. It seems to me that they are out of practice in our present reality.
- Good but I would rather have more discussions than classes.
- useful
- The knowledge I gained will be useful in the future
- It was useful. Materials we got may be used in our banking work
- I found some information very interesting - both practical and theoretical.
- clear way of topics' presentation

**4. What did you expect when you decided to take part in the seminar?**

- to get more information about foreign banks activities (3)

228

- It met my expectations
- more practical examples about banks' activities
- more information about banking systems and activities in Poland and foreign countries
- to exchange ideas in terms of banks' activities
- to get some information on modern management systems
- to be involved in working in groups; more practical exercises
- to exchange experiences based on theory and practice
- to get more professional knowledge
- to extend professional knowledge about the relation: bank-client-conditions in market economy, how to find reliable customers

**5. Would you like to take part in each part of the seminar?**

- yes (11)
- definitely yes

**6. How do you evaluate the team of instructors of the seminar?**

- very good (7)
- positive (2)
- competent
- They did a good job
- professionals

**7. Would you like your employees to be trained in terms of this seminar's subjects?**

- yes, (8)
- yes, but particularly creditors
- yes, at least 2 or more with secondary education
- yes, but only small group of managers

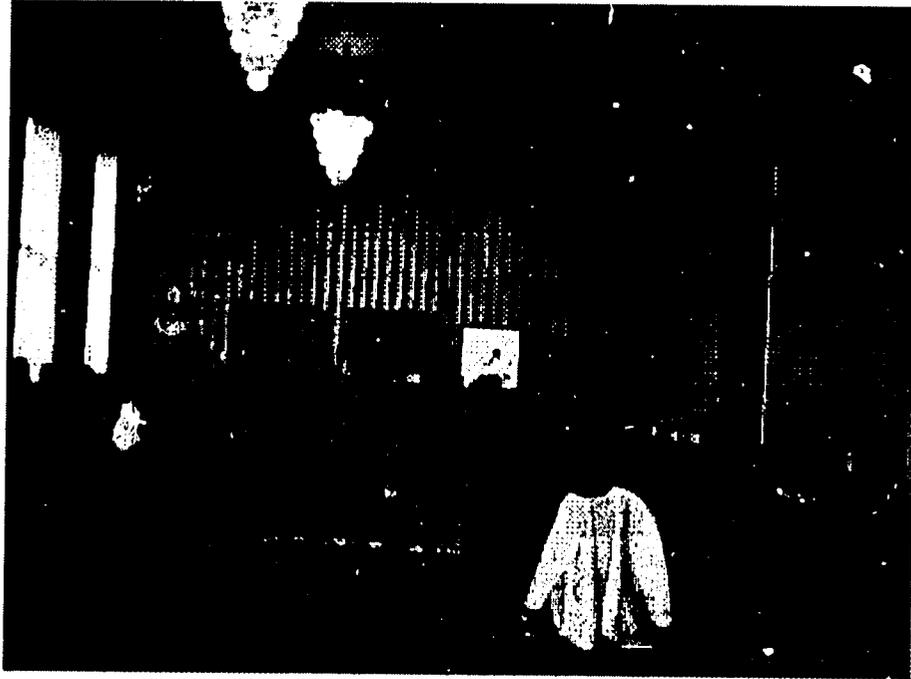
# Bialystok

# BIALYSTOK SEMINAR FOR BANKERS

March 12, 1992

9:30 am:	Welcome	Boguslaw Plawgo
9:45 am:	Introductory Lecturer	J. Pankowski
10:00 am:	U.S. Banking/Credit System	Lynn Neeley
10:30 am:	Business Plan in SB in U.S.	Rod Terminello
11:00 am:	Break	
11:30 am:	American Experts/Consultants:	
	Entrepreneurship	Vicki Rash
	Marketing	Gerry Hills
	Management	Gene Gomolka
1:00 pm:	Lunch	
2:30 pm:	American Experts/Consultants:	
	Finance	Lynn Neeley
	Strategic Planning	Randy Rollinson
3:30 pm:	Small Business Representatives	
4:00 pm:	Break	
4:30 pm:	Bialystok Bank Representatives	
5:15 pm:	Lecturer	J. Pankowski
5:20 pm:	Discussion	
5:50 pm:	Seminar Summary	
	Ending	

231



Bialystok Bankers Seminar

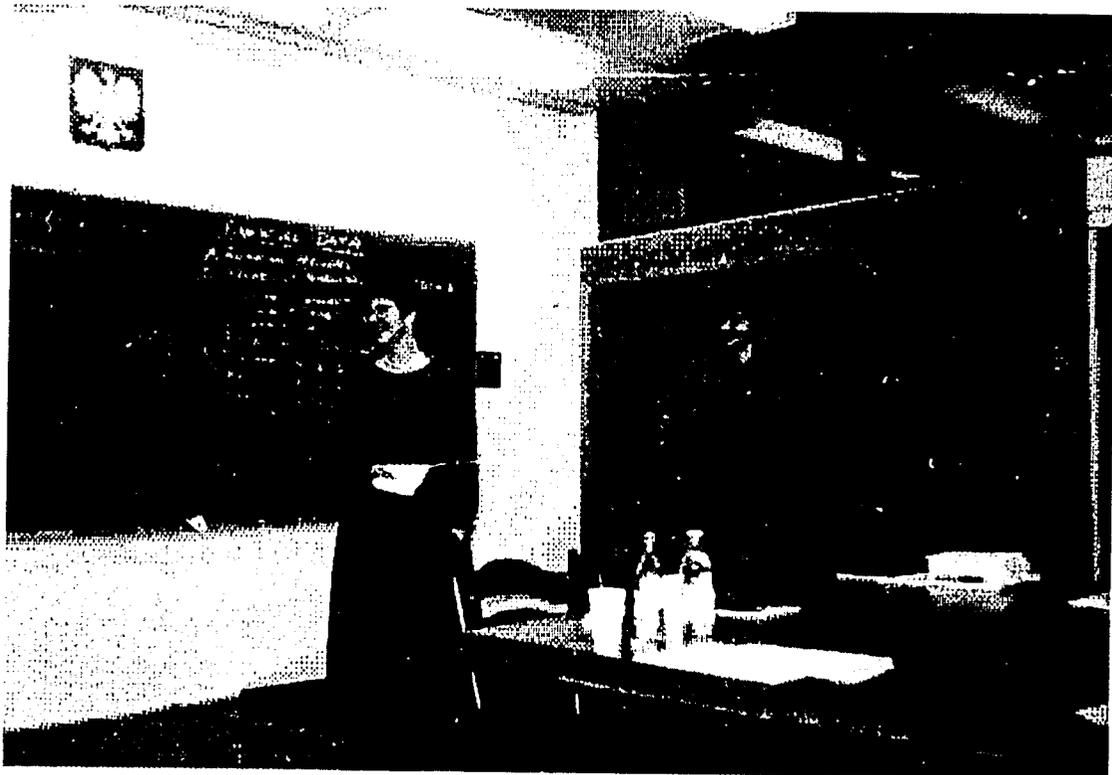


Downtown Bialystok — Still Winter in March

*236*



Business Owners Seminar in Bialystok



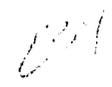
2013

## Bialystok

### Bankers' Seminar March 12, 1992

- o Held at former communist headquarters in center of town.
- o They had made a special giant banner for the seminar and hung it outside as you came to the seminar.
- o There were 25 banking representatives at the all-day seminar.
- o U.S. consultants taught part of the seminar and the Bialystok faculty taught also.
- o They had one day to coordinate these presentations before the seminar.
- o Name tags were prepared for everyone in advance. Nina Majer says this is unusual for Poland because people generally don't like to wear name tags. There didn't seem to be any problems here.
- o They had assigned guides to help the bankers find the seminar.
- o The room was very large and set up in theater style with an elevated head table. This was not conducive to discussion, questions or activities.
- o I asked bankers to introduce themselves and judging from their expressions they enjoyed the opportunity. Boguslaw was not sure this was a good idea.
- o Gomolka developed an application activity which was very enjoyable. It was too bad that it had not been done in time to be translated in Polish so that all the bankers could understand.
- o Some transparencies were too small for this room. Rod's use of the blackboard was better in this situation.
- o Rollinson had good materials but they would have been better if translated into Polish.
- o The bankers filled out rating sheets at the end of the workshop but only about half were collected. I don't believe they were familiar with this procedure.
- o Bankers shared their feelings about asking business owners to do a business plan. They were pleased to find out that the faculty would help them in convincing the entrepreneurs of the importance of such written plans.

### Analysis:

1. Staff was very well prepared for this event. Presentations were well-organized and other responsibilities were clearly delegated.
  2. The event showed a great deal of planning. Everything was carefully planned including breaks, exhibits, extra speakers from the business perspective, and the sign out in front.
  3. Both bankers and business owners need to work together to improve the economy. Some felt that loans were scarce and others felt there was money available if the business idea was good. The problem is that the banks have an unrealistic expectation from these entrepreneurs with high interest rates and as much as 200 percent collateral.
- 

## **Bankers Seminar Evaluations Białystok**

### **1. What is your opinion about the seminar?**

- positive (2)
- It was a good idea. We need more such seminars for bankers
- good (4)
- It helped me to understand better the importance of a business plan in my credit work.
- pretty good
- It was useless for bankers. Materials which were presented we could find in our library. I expected more professional materials.
- I'm a banker by profession and I think that such meetings are very important because they gave us the opportunities to share, exchange our professional experiences, make new contacts, get to know with different ways of thinking.
- The seminar was run in very interesting way and delivered a lot of comprehensive materials.
- It was very interesting but I expected more professional details.

### **2. How do you evaluate the usefulness of the seminar?**

- It convinced me of the importance of a business plan in credit decision making.(2)
- It was satisfying experience.
- It gave me some ideas in term of small business development in future.
- It seems to me that we have to persuade people of the importance of writing good business plan. It should be conducted by Bankers deciding about credits for small businesses.
- I was not familiar with topics related to banking activities before so it was a good lesson for me.
- Such a seminar should have been run by businessmen. Too much theory.
- I hope you would organize such a seminar for bankers more often.
- positive
- Good; it helped me to systematize my professional knowledge and delivered some new information

### **3. What did you like most?**

- objectivity of provided information
  - the way of topics presentation
  - workshops with American businessman
  - organization of the seminar
- 

- topics which were presented in detail and in clear language
- adjustment of topics which were presented to the Polish reality
- clear way of topics' presentation by American specialists

#### **4. What was useless?**

- There were no useless topics (2).
- I have no remarks.

#### **5. Other comments:**

- Each topic should be tailored to our current reality
- We need more seminars for bankers.
- We need more professional materials in Polish.
- Such seminars should be run also by American bankers. I think that simultaneous translation could help us not to waste time and learn much more. (I understand that we need special technical equipment - headphones).
- It would be interesting to discuss our problems with people seeking to credits.
- We needed more time to get to know with the materials - 2 days for discussing suggested topics. (2)



A P P E N D I X

12.0

POLISH  
NATIONAL  
CONFERENCE

A small, stylized handwritten mark or signature located at the bottom right corner of the page, next to the text 'CONFERENCE'.



1900 Kenny Road  
Columbus, Ohio 43210-1090

Phone: 614-292-4353  
Telex: 9102505950  
Fax: 614-292-1260

April 3, 1992

Steve French  
U.S. AID  
EUR/DR  
Room 4720 NS  
Washington, DC 20523-0053

Dear Steve:

We are getting closer to having a final program for the First National Entrepreneurship Forum in Poland, May 10-12, 1992 and have enclosed the current draft for your information. I think it looks very interesting and hope you will be able to participate.

Reservations should be made at the Gdynia Hotel. You can contact them directly at 011-48-58-20-66-61. The rate for conference attendees is \$40.60 for a single room. A double room will be \$74.60. Please identify yourself as a Forum participant to get this discounted price.

Persons who are not part of the program should register to attend with the Solidarity Economic Foundation by May 1. Conference registration will be 500,000 zl. Please call or mail registration information to: Malgorzata Balkowska at 011-48-58-38-43-19, or FAX at 011-48-58-38-42-19, prior to May 1.

Currently there is air transportation from Warsaw to Gdansk by LOT. The current schedule has flights on Sunday at 4:40 pm and flights on Saturday at 8:20 am and 4:40 pm. The return flight on Tuesday leaves at 4:20 pm. If you have to leave on Monday, the flights leave Gdansk at 8:20 am and 2:55 pm. It is about a 30 minute taxi ride to the hotel from the Gdansk airport. Also there is a train station right in Gdynia if you wish to take the train from Warsaw.

Please let me know if there is anything we can do to assist you. I will be in Gdansk the week prior to the conference. Otherwise, you can reach me at 1-800-848-4815 at my office. We look forward to another exciting new experience in Poland.

Sincerely,

M. Catherine Ashmore  
Director, International Enterprise Academy

cc: Malgorzata Balkowska, Solidarity Economic Foundation

72

## List of Non-Participants

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240

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William L. Flinn

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April 4, 1992

Carol Riesenberg  
Asst. State Director  
Washington State University  
Small Business Development Center  
245 Todd Hall  
Pullman, WA 99164-4727

Dear Carol:

We are getting closer to having a final program for the First National Entrepreneurship Forum in Poland, May 10-12, 1992 and have enclosed the current draft for your information. I think it looks very interesting and hope you will be able to participate as planned.

Reservations should be made at the Gdynia Hotel. You can contact them directly at 011-48-58-20-66-61. The rate for conference attendees is \$40.60 for a single room. A double room will be \$54.60. Please identify yourself as a Forum participant to get this discounted price.

Please send a one-page abstract of your presentation to the conference chair, Malgorzata Balkowska in the Solidarity Economic Foundation in Gdansk. Her fax number is 011 48-58-38-42-19. She needs this by April 15 so it can be translated and copied for the conference participants' notebook.

Currently there is air transportation from Warsaw to Gdansk by LOT. The current schedule has flights on Sunday at 4:40 pm and flights on Saturday at 8:20 am and 4:40 pm. The return flight on Tuesday leaves at 4:20 pm. If you have to leave on Monday, the flights leave Gdansk at 8:20 am and 2:55 pm. It is about a 30 minute taxi ride to the hotel from the Gdansk airport. Also there is a train station right in Gdynia.

Please let me know if there is anything we can do to assist you. I will be in Gdansk the week prior to the conference. Otherwise, you can reach me at 1-800-848-4815 at my office. We look forward to another exciting new experience in Poland.

Sincerely,

M. Catherine Ashmore  
Director, International Enterprise Academy

cc: Malgorzata Balkowska, Solidarity Economic Foundation

245

## List of Participants

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Nina Majer  
U. S. AID  
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George Metcalf  
Development Alternatives, Inc.  
Gemini Small Business Project  
7250 Woodmont Avenue  
Bethesda, MD 20814



U.S. AGENCY FOR  
INTERNATIONAL  
DEVELOPMENT

March 20, 1992

M. Catherine Ashmore, Director  
International Enterprise Academy  
The Ohio State University  
Center on Education and Training for Employment  
1900 Kenny Road  
Columbus, Ohio 43210-1090

Dear Dr. <sup>Catherine</sup>Ashmore:

Thank you for your letter inviting me to the  
"Business Faculty Entrepreneurship Forum of Ideas",  
May 10-12, in Gdynia, Poland.

Although I am unable to attend this session, I am  
passing your invitation along to our A.I.D.  
Representative in Poland, Mr. Bill Joslin. Perhaps  
he or one of his staff will be able to participate.

Our agency is pleased to be supporting your efforts  
to bring about market economic changes in Poland  
through the current A.I.D. grant to Ohio State  
University. We wish you continued success.

Sincerely,

A handwritten signature in cursive script that reads "Stephen French".

Stephen French  
Team Leader for Training  
Bureau for Europe



Washington State University

Small Business Development Center

245 Todd Hall  
Pullman, WA 99164-4727  
509-335-1576

January 27, 1992

Dr. M. Catherine Ashmore, Director  
International Enterprise Academy  
The Ohio State University  
1900 Kenny Road  
Columbus, Ohio 43210-4353

Dear Dr. Ashmore:

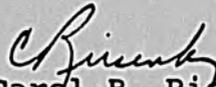
As I mentioned in our telephone conversation this morning, Dr. Robert L. Tolar has forwarded to me your invitation of November 14th to participate in the first annual "Business Faculty Entrepreneurship Forum of Ideas" to be held in Poland May 10-12.

Dr. Tolar's schedule will not permit him to attend the forum; however, I would be happy to represent Washington State University if you determine the topics mentioned in the attached abstract would be of interest to forum participants.

As the director of research at the WSU Small Business Development Center, I headed the three-member team which conducted an analysis of the business environment in Romania. This research serves as the basis for the management training and economics education program currently being delivered by the University of Washington and Washington State University in Romania.

I look forward to hearing from you concerning participation in the forum. Please telephone me at (509) 335-1576 or fax (509) 335-0949 with questions or comments.

Sincerely,

  
Carol B. Rosenberg  
Assistant State Director

CBR/dc  
\letter92\063

Attach.



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249

**BUSINESS FACULTY ENTREPRENEURSHIP FORUM OF IDEAS  
MAY 10-12, POLAND  
ABSTRACT FROM WASHINGTON STATE UNIVERSITY**

The University of Washington and Washington State University have joined together to provide management training and economics education to Romania.

Faculty from the University of Washington are presenting a series of lectures on basic management and business topics targeted to Romanian university faculty, students, and selected government agency personnel.

The Washington State University Small Business Development Center is working with the Polytechnic Institute of Bucharest and the Academy for Economic Studies to establish two business development centers in Bucharest. University faculty and others are being coached in providing one to one counseling to private sector firms. Washington State University faculty also present practical, timely seminars for faculty and small business owners.

The project began with a primary research study which evaluated the environment in which firms in Romania operate. The research report has been extremely valuable to the project managers and participants as well as other higher education and government personnel working in Romania.

Project efforts are supported by a team of librarians who conducted an assessment of the type of management publications and resources which would be most appropriate for university libraries. Some of these materials are now on order.

The research team determined that agri businesses and production agriculture were of primary importance to the economic development of Romania. An assessment of the market demand for two commodities, potatoes and meat, has been made with provisions for additional commodities assessments within the next several months.

Second year plans include additional emphasis on agri businesses as well as the establishment of two additional business development centers in outlying cities.

The project has received excellent cooperation from the National Agency for Privatization which has expressed interest in acting as the focal point for a network of business development centers to be established throughout the country.

Preliminary evaluation gives the project high ratings for the excellent participation of Romanian faculty, administrators, and key government agencies, which has allowed it to meet its first year objectives.

**First National Entrepreneurship FORUM** (Draft Program, 3/23/92)  
**May 10-12, 1992**  
**Gdynia, Poland**

**SUNDAY**

12:00-6:00 pm: Registration, Gdynia Hotel

6:00-9:00 pm: Reception

**MONDAY**

9:00 am: General Session (Invited Speakers)

- Prime Minister Olszewski
- Mr. Marian Krzeklewski, Solidarity President
- Ambassador Simons, U.S. Ambassador
- Catherine Ashmore, Ohio State University
- Mirosław Mironowicz, Solidarity Economic Foundation
- William Joslin, U.S. Agency for International Development

**Break**

11:00 am: Room A-1  
"Entrepreneurship Via the Solidarity  
Economic Foundation": Malgorzata Balkowska

Room B-1  
"Entrepreneurship":  
Andrzej Jurgelewicz  
Bialystok Small Business Institute  
  
Vicky Rash  
Ohio State University, USA

Room C-1  
  
Maciej Grabowski  
Institute for Market Economy, Gdansk

12 Noon: Room A-2  
"Management Training and the  
Training Process": Patricia Eoyang  
MUCIA - Indiana University, USA

Room B-2  
"Management":  
Adam Goral  
Rzeszow Sm. Bus. Institute  
Gene Gomolka  
University of Dayton, USA

Room C-2  
The Future of Small  
& Medium Firms in  
Gdansk Region  
  
Jerzy Majewski  
Agency for Regional Development, Gdansk

1:30-3:00 pm: Dinner

251

3:00-4:00 pm:

Room A-3

"PEM: A Model of Integrated  
Economics & Management  
Training":

Robert Kudrle  
Humphrey Institute of Public Affairs  
University of Minnesota, USA  
Terry Roe  
College of Agriculture  
University of Minnesota, USA

Room B-3

"Marketing":

Bogdan Sojkin  
Poznan Small Business Institute  
Gerry Hills  
University of Illinois-Chicago, USA

Room C-3

Maciej Jorski  
Private Entrepreneurs Club

4:00-5:00 pm:

Room A-4

"The Environment for Business  
in Romania":

Carol Riesenberg  
Washington State University, USA

Room B-4

"Finance":

Boguslaw Plawgo  
Bialystok Small Business Institute  
Lynn Neeley  
Northern Illinois University, USA

Room C-4

"Small Business  
Incubators":

Marek Rutkowski  
Solidarity Economic Foundation, Torun

7:00-9:00 pm: Satellite Conference to USA

Invited Guests:

President Lech Walesa  
Ambassador Simons (USA)  
Ambassador Dziewanowski (Poland)  
Panel of Polish Entrepreneurs  
U. S. AID representative  
U. S. Dept. of Commerce representative  
U. S. Department of Labor representative  
U. S. Small Business Administration representative  
President Gee, Ohio State University (USA)  
Awards Program (USA)

252

**TUESDAY**

8:00 am: Panel of Entrepreneurs/Success Stories:

Alycia Zajackowska  
Solidarity Economic Foundation  
Lisa Mazzei  
The Ohio State University, USA

10:00 am: Room A-5  
"Working for Yourself: A  
Program for Vocational  
Schools"

Allen Gibb  
Durham University, Britain  
Alycia Unterschuetz  
Solidarity Economic Foundation

Room B-5  
"Strategic Planning":

Walery Lach  
Poznan Small Business Institute  
Randy Rollinson  
University of Illinois-Chicago, USA

Room C-5  
"Franchising Opportunities"

Ewa Banachowicz  
Consultant, Warsaw

11:00 am: Room A-6  
Task Force on  
Entrepreneurship:

Zofia Wyderkowska  
Ministry of Education  
Chamber of Commerce

Room B-6  
"Business Advising":

Krzysztof Kaszuba  
Rzeszow Small Business Institute

Room C-6

National Council for Economic Associations

12:30 pm: General Session  
Problems and Opportunities:

Deborah Wince-Smith  
U.S. Department of Commerce  
Yolanta Tanas  
Polish Ministry of Industry & Trade  
- Promotion of Small & Medium Sized Firms  
Krystyna Gurbiel, Cooperation Fund  
George Metcalfe, Gemini Project

2:00 pm: Dinner

Adjourn

251



National Conference  
Plans are Underway  
with Solidarity . . .  
Maybe Even a  
Satellite Conference



254 -



Alicja talks to videotape production crew



255



A P P E N D I X

130

FINANCIAL  
REPORTS

252

# FINANCIAL STATUS REPORT

(Short Form)

(Follow instructions on the back)

<b>1. Federal Agency and Organizational Element to Which Report is Submitted</b> A.I.D., OFFICE OF FINANCIAL MGMT. FM/A/PNP, WASHINGTON, D.C. 20523-0209	<b>2. Federal Grant or Other Identifying Number Assigned By Federal Agency</b> EUR-0029-G-00-1040-00	<b>OMB Approval No.</b> 0348-0039	<b>Page</b> 1	<b>of</b> 1 pages
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**3. Recipient Organization (Name and complete address, including ZIP code)**  
 THE OHIO STATE UNIVERSITY RESEARCH FOUNDATION  
 1960 Kenny Road  
 Columbus, Ohio 43210-1063

<b>4. Employer Identification Number</b> 1316401599	<b>5. Recipient Account Number or Identifying Number</b> 724951/769185-01	<b>6. Final Report</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>7. Basis</b> <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual
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<b>8. Funding/Grant Period (See Instructions)</b> From: (Month, Day, Year) 5/28/91	To: (Month, Day, Year) 6/20/93	<b>9. Period Covered by this Report</b> From: (Month, Day, Year) 1/01/92	To: (Month, Day, Year) 3/31/92
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10. Transactions:	I Previously Reported	II This Period	III Cumulative
a. Total outlays	806,120.81	406,453.53	1,212,574.34
b. Recipient share of outlays	98,766.86	52,298.16	151,065.02
c. Federal share of outlays	707,353.95	354,155.37	1,061,509.32
d. Total unliquidated obligations			38,940.77
e. Recipient share of unliquidated obligations			7,544.78
f. Federal share of unliquidated obligations			31,395.99
g. Total Federal share (Sum of lines c and f)			1,092,905.31
h. Total Federal funds authorized for this funding period			2,277,131.00
i. Unobligated balance of Federal funds (Line h minus line g)			1,184,225.69

<b>11. Indirect Expense</b>	<b>a. Type of Rate (Place "X" in appropriate box)</b>			
	<input type="checkbox"/> Provisional	<input checked="" type="checkbox"/> Predetermined	<input type="checkbox"/> Final	<input type="checkbox"/> Fixed
	<b>b. Rate</b> 29%	<b>c. Base</b> 201,670.83	<b>d. Total Amount</b> 110,782.70	<b>e. Federal Share</b> 58,484.54

**12. Remarks: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation.**

i.

**13. Certification: I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.**

<b>Typed or Printed Name and Title</b> Richard W. Bradbury Manager, Fiscal Services	<b>Telephone (Area code, number and extension)</b> 614-292-1381
<b>Signature of Authorized Certifying Official</b> 	<b>Date Report Submitted</b> April 23, 1992

January - March, 1992

**FINANCIAL STATUS REPORT**  
(by Subcomponent)

<b>Budget Category</b>	<b>Budget</b>	<b>Federal Share of Outlays</b>	<b>Federal Share of Unliquidated Obligations</b>	<b>Unobligated Balance of Federal Funds</b>
<b>(a) Direct Costs</b>				
Salaries and Wages				
Direct Labor	282,604.00	84,429.71		82,620.07
Fringe Benefits	52,126.00	21,783.99		1,839.42
Consultants	116,377.00	5,500.00		68,957.00
Travel & Perdiem	167,415.00	35,203.87	17,758.76	24,316.24
Expendable Supplies and Materials	23,815.00	19,047.23	6,459.31	(-9,892.42)
Nonexpendable Equipment	20,792.00	11,783.00		1,747.75
Subcontracts/ Subarrangements	400,000.00	100,000.00		
Other Direct Costs	28,152.00	17,923.03	119.91	(-4,427.45)
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SUBTOTAL	\$1,091,281.00	295,670.83	24,337.98	165,160.61
<b>(b) Indirect Costs</b>				
Overhead (29% MTDC)	208,652.00	58,484.54	7,058.01	41,867.08
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SUBTOTAL	\$208,652.00	58,484.54	7,058.01	41,867.08
TOTAL AMOUNT	\$1,299,933.00	354,155.37	31,395.99	207,027.69

253



**ECONOMIC FOUNDATION  
NSZZ SOLIDARNOŚĆ**

80-855 GDAŃSK  
ul. Wały Piastowskie 24  
POLAND

tel. 384-412, 384-319  
tlx. 513170, 513160  
fax. 384219, 317121

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**Financial Report 1.01.1992-31.03.1992**

1.	Staff - 2 salaries	\$ 2,700 USD
2.	Management Centers (3)	136,678 USD
3.	Translations	1,225 USD
4.	Materials purchased	305 USD
5.	Local travel plus transportation of materials and books	1,081 USD
6.	Pilot Project	5,060 USD
7.	Others	632 USD
	<b>Total</b>	<b>\$147,681 USD</b>

**Special Activities**

8.	Videotype production	\$ 7,410 USD
9.	Case study book production	1,480 USD
10.	Business Plan Seminars	9,600 USD
	<b>Total</b>	<b>\$18,490 USD</b>

*Margotzata Balkowska*

Margotzata Balkowska  
Technical Project Director

**SOLIDARITY BUDGET SUMMARY**  
Year I

	<u>Budget</u>	<u>1st Quarter</u>	<u>2nd Quarter</u>	<u>3rd Quarter</u>
Staff	\$ 9,000	\$ 1,600	\$ 2,900	\$ 2,700
Management Centers	248,000	18,675	27,650	136,678
Local Travel	1,000	780	985	1,081
Foreign Travel	8,000	8,658		
Other		800	355	632
Pilot Project	25,000		32,000	5,060
Translation	18,000		4,590	1,225
Materials	1,000		380	305
Equipment	12,000			
Videotape Production	20,000			7,410
Case Study Book	12,000			1,480
Business Plan Seminar	12,000			9,600
National Conference	10,000			_____
<b>Total</b>	<b>\$376,000</b>	<b>\$30,513</b>	<b>\$68,860</b>	<b>\$166,171</b>

*260*