World Eye Reports

Poland



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Expanding a strategic partnership

elebrating the 90th anniversary of formal relations this year, Poland and Japan have highlighted a long and very deep history that dates back since the end of World War I, and have mapped out strategies to expand ties beyond diplomacy.

"During World War II, the Japanese government was sending visas to Polish Jews to help them



Polish Deputy Prime Minister and Minister of the Economy Waldemar Pawlak

escape," recalls Japanese Ambassador to Poland Ryuichi Tanabe.

Japan External Trade Organization And over the years, the Polish have also admired the culture and in Poland. tradition of the Japanese. Another of Poland's advantages

"Even Lech Walesa, our first is its location at the center of the president, wanted to make Gdansk 25-member European Union. For into a little Japan," says Pawel transport and logistics companies, Adamowicz, mayor of the major the country appears to be an ideal seaport and shipbuilding city. place to oversee the distribution and movement of goods.

Today, Japan regards Poland an important economic partner as the Eastern European country has well holding storage facilities in displayed strength and stability the

past few years

Since 2006, the Polish economy has grown at least 6 percent due to a surge in foreign direct investment, which was estimated at 15 billion euros that year.

Aside from falling unemployment, Polish exports have also grown the past two years by nearly 20 percent, registering a value of nearly 92 million euros. Taking advantage of this robust

growth, at least 230 Japanese companies have established operations in Poland, which posseses several advantages over nearby locations.

With over 500 higher education institutes, the country boasts a large population of highly skilled workers.

"We noticed that the Polish are

very enthusiastic about their work and are also very quick learners," says Atsuho Maeda, director of the And as the beneficiary of EU

further modernized to provide more extensive connections. With almost 40 million people,

third of consumers from the 10 newest EU member countries.

country buying state-owned enterprises in the early 1990s and helped privatize them," he adds.

ceived much funding ahead of the country's co-hosting of the UEFA European Football Championship in 2012.

nance

"The European Union has granted us over 67 billion euros. We aim to use this budget on improving infrastructure, especially because we are aiming to host Euro 2012, and also for research and development," shares Katarzyna



Poland has begun a major infrastructure upgrade ahead of its cohosting of the UEFA European Football Championship in 2012. Pictured above is a digital rendering of a refurbished Warsaw National Stadium.

turing plants in Poland is owned Zajdel-Kurowska, undersecretary by Toshiba to assemble our LCD of state from the Ministry of Fi-TVs," says Toshiba TEC President A large portion of EU funds is Zbigniew Poro.

also earmarked for the construc-The importance of bilateral tion and improvement of speties was made clear in December cial economic zones, which are 2008, when Polish President Lech planned to speed up the develop-Kaczynski visited Japan, where he ment outside the capital Warsaw. and his wife were welcomed by "One of the biggest manufac-Prime Minister Taro Aso. ♦



The law firm of Barylski, Olszewski, Brzozowski (BOB) has been providing legal advice and counsel to local and foreign companies for the past 18 years. It has extensive experience working with Japanese clients, having been involved with some of the first Japanese investments in Poland. www.bob.com.pl

Founded in 1990, the Polish Chamber of Commerce is the largest independent business organization in Poland. It brings together more than 130 business organizations consisting of over 300,000 Polish enterprises and works extensively to improve the image of Poland abroad. www.kig.pl

The Polish Information and Foreign Investment Agency (PAIiIZ) was set up in 2003 to help investors enter the Polish market by providing support and information to companies new to Poland's administrative and legal framework. Doubling as the Secretariat of the Polish-Japanese Economic Committee, it promotes the image of the country, and Polish goods and services across the world. www.paiz.gov.pl

JETRO Poland helps Japanese companies by providing market information and consultation on doing business in the country. It also assists Polish businesses and interested parties with information about investment, trade and business opportunities related to Japan. www.jetro.go.jp/poland/

Warsaw Destination Alliance promotes the Polish capital abroad as a dynamic location for investment, tourism and trade. Founded in 2003 by a group determined to build up the city's image, WDA plans to transform Warsaw into an internationally recognized and respected brand name. www.destinationwarsaw.com

PL.2012 is overseeing Poland's preparations for the Euro 2012 European Football Championship, which the country is co-hosting with Ukraine. It is working closely with the Polish Ministry of Sport and Tourism, UEFA, the Polish FA and representatives in Ukraine. www.2012.org.pl

Wielding the sharp edge of technology

B efore 2005, Sharp used to be known in Poland solely for office equipment and machines, such as copiers, electronic cash registers, calculators and fax machines.

In the last three years, the Japanese electronics giant has embarked on an aggressive rebranding campaign to promote its leading digital and electronic products, and obtained a bigger market share in the country in the process. "When I was promoted to managing director in 2005, I decided to complete our corporate strategy and focus more on Sharp's brand image by heavily marketing our products. We invested in billboards, television commercials and many other avenues of advertising," says

Sharp Poland chief Jacek Klekowski. "Cooperation with Cyfra+, one of the biggest satellite TV providers on the Polish market vith over 1 million subscribers), has in increased sales of TV sets - with full HD resolution in particular," he adds.



110 million euros.

"In June 2008, the president of Sharp Corp. in Japan, Katsuhiko Machida, visited Poland, and saw the potential of the local market and was pleased with our increasing growth. Local sales were growing more than 50 percent each year and this is attributed to Poland's large population of almost 40 million," says Klekowski.

In the near future, Sharp Poland plans to introduce new products that boast its cuttingedge technology.

"We would also like to increase our market share in other home appliance segments, with special attention to food storage appliances, food preparation equipment and devices. Among the mentioned segments, the most important are refrigerators, air conditioners and SuperSteam ovens with convection and m crowave functions, or food heating and cooking systems that are a combination of conventional microwave ovens and a unique solution called the 'super-heated steam system,'" says Klekowski. "This technology is more efficient than the current steam technology in devices used in restaurants and homes. Although this technology is extremely sophisticated and quite costly, Sharp Corp. has successfully introduced it into home appliances. The newest models will be available on the Polish market soon," he adds. ♦

Warsaw – the birth of a metropolis

Tith its wealth of history, and thanks to its determination to grow into a leading European tourism and business hub, Warsaw has undergone a dramatic transformation. With historical sites throughout

the city and globally minded business community, the Polish capital attracts a growing number of foreign tourists and investors, and it has taken on the challenges and



opportunities of the future. Located on the Vistula River, Warsaw is the eighth-largest city in the European Union, with a population of nearly 2 million and an increasing number of foreign visitors.

The Royal Castle, the Royal Route, King Sigismund's Column, Ogród Saski Park and the Barbican attract foreign tourists who appreciate the city's wealth of culture. In fact, Warsaw is a strong contender to be designated Euro-

pean Capital of Culture in 2016. Aside from being a leading tourist destination, the metropolis is gaining a stronger reputation

permarkets and shopping centers. Its central location in Europe,

convenient travel connections, developed telecommunications network, as well as its economic and political stability, have ensured that Warsaw will attract even more foreign business. Its skilled workforce, high standard of living, good health care and education services add to the advantages of Warsaw.

Ahead of the European Football Championship in 2012 (to be held in Poland and Ukraine) Warsaw has undertaken major infrastructure projects, including a redesigned National Stadium that

whose solo compositions for the piano are admired for their expressive tone and intensity.

Justifiably proud of the legacy left behind by the child prodigy, the city will celebrate the 200th anniversary of the composer's birth next year with the opening of the Chopin Center. Many Japanese tourists are expected to join the celebrations as Chopin enjoys much popularity in Japan.

www.e-warsaw.pl

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Rvuichi Tanabe the Baltic Sea and sending products to Russia from Western Europe," shares MOL Europe Gener-

Japanese Ambassador to Poland

"Our company has done very

al Manager Jaroslaw Grochowski. funds, those seaports are being

Poland represents more than one-

"Our country is the 30th largest market in the world. In 2007, we spent around 5.5 billion euros on cars alone. The biggest Japanese corporations are present in Poland because they see the country as a steady source of investment," says Pawel Stelmaszczyk, vice president for foreign direct investment of the Polish Information and Foreign Investment Agency.

Some of them entered the

Meanwhile, Poland has also re-

By building close relations with its distributors, Sharp Poland has become one of the country's leading electronic brands with its AQUOS LCD TV emerging the most popular product.

"Most television sets found in Western European homes are LCD or flat screens. Poland used to be behind, but today the situation has completely changed. The demand for LCD TVs is growing very fast. We focused only on selling LCD TVs. It was a drastic change at first, but we wanted to show our customers our consistency to the new changes happening in tech-

Sharp Poland Managing Director Jacek

nology. It was very risky, but it made it all the more possible to increase our turnover on the LCD TV sets, and in the end, it did," he said. In 2008, Sharp Poland's turnover rose 70 million euros over the previous year to around

www.sharp.pl

Frederic Chopin Monument

as a top business hub with the increased influx of international companies and foreign invest-

By adopting free-market and democratic measures, Warsaw has emerged as one of the fastestgrowing cities in Europe.

Investments in construction are turning the city into a vibrant metropolis, with luxury apartments, high-end office buildings, and a thriving retail sector with new hy-

hopes to showcase the country's growing international profile.

Parks, nature reserves and protected areas can be found throughout the city, with green areas covering 47 percent of Warsaw. It has over 450 national monuments, and hosts concerts and other cultural events all year round.

....... Many of the city's concerts fea-ture the music of Frederic Chopin (1810-1849), arguably the greatest Polish composer and pianist,



SHARP

Liquid crysta



AQUOS

WE SHARE OUR BEST **ACHIEVEMENTS** SHARP FOR POLAND

Every day, history shows that art has no boundaries. Many years ago, Japan discovered the music of Chopin and - thanks to it - the beauty of the Polish landscapes. Now, thanks to Sharp, Poland is discovering Japan. The newest LCD TV sets of this brand combine the art of design with the technology of the future. Global recognition and professionalism in every smallest detail result in Sharp being not only the best ambassador of Japan in Poland, but also a friend, who has found a true home there.

The picture on the TV screen is a simulated image only for the purpose of explaining features.

Nikon captures local market through innovation

years ago, Nikon was perceived as an inaccessible brand among average Polish consumers. While the Japanese company provided high-tech and user-friendly cameras, its products were considered expensive and geared toward

professional photographers. Since then, Nikon has changed its brand image by adapting to developments in the industry, releasing a wide range of more userfriendly cameras and adjusting its pricing to the local market.

"Amid a drastic erosion of prices of cameras around the world, the prices of Nikon cameras have dropped. However, it was a continuous process in Poland over the last few years," explains Nikon Polska General Director Piotr Przychodzień. "Now Nikon is more competi-

tive if you take into account its product offering and the price to performance ratio. Also, improved communication has made our clients more aware of Nikon's competitive advantage," he adds.

Despite a focus on the compactcamera segment, whose market has grown over 20 percent yearly

Then it established a sub-sidiary in Poland five and whose value grew 75 percent last year, Nikon substantially developed its traditional expertise in another imaging technology – digital single-lens reflex (DSLR) cameras. The DSLR segment grew 39 percent from 2007 to 2008 in terms of volume.

> "In the compact-camera segment, prices are similar for models with comparable features within a group. While design varies from series to series, competition is fierce. So customer loyalty and trust in a brand are the deciding factors when selecting a compact camera," says Przychodzień.

"In the DSLR segment, individuals with some experience with a compact or analog SLR camera and who want to develop their skills in photography can purchase our more advanced models. Our idea is not only to sell a DSLR product but also share the knowhow and high technology, areas in which Nikon excels over others in the market," he adds.

In the past five years, Nikon has led over its competitors Canon, Sony and Olympus in Poland in the DSLR segment, with a yearly average market share of over 35 percent



Nikon Polska General Director Piotr Przychodzień

"To defend our current position, we are executing a strategy of 'balanced development,' wherein we need to ensure a balance between profitability, market share and brand image. The Polish standard of living is increasing, and people want the best and latest technology like anywhere else but at a reasonable price. If we meet their expectations and consider constraints on purchasing power, we can provide Nikon's clients with an almost perfect tool to enjoy their hobby," he says. ♦ www.nikon.pl

Researched and written by Clements Johnson and Michelle Pamintuan in Warsaw. Produced by World Eye Reports. Com indicating your indicating your name, mailing address and specific information requested. We will make sure that the companies concerned get your requests and comments.

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Poland

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Providing total support all of the time A strong partner for Polish health care

ith 12 medical acade-mies, over 1,200 public and private hospitals, and 2,500 diagnostic laboratories, Poland's health care sector has huge growth potential that has already attracted the interest of global business.

Given the sound growth prospects, Horiba ABX in Poland has stepped up its efforts to gain a significant market share in the in vitro diagnostics sector and develop its husiness

Originally founded in Kyoto, Japan, in 1953, Horiba specializes in the design and manufacture of precision instruments for measurement and analysis. Since its establishment, medical diagnostics has become one of the company's four key activities.

In Poland, company president Marek Hendzel has strengthened Horiba ABX's business by setting up a wider sales and service network, and extensive customer care services that include a hot line.

"Our customers include hospitals, laboratories and clinics

that require the latest technology, cost-effective units, as well as onthe-spot services and support. We offer customer care units, hot-line services, technical assistance and application support services," says Hendzel

"While hematology remains our core business, a fast-growing area that we are focusing on is clinical chemistry. We are also developing our sales and service network throughout Poland to meet our customers' demands," he also says.

Meanwhile, Deputy Managing Director Agnieszka Luszczewska is confident the company will achieve its objective.

"Our strategic target for 2011 is to be No. 5 in the IVD market and we are confident we can take on the challenges we face in the mar-

ket." she savs. Competing with such industry giants as Siemens and Roche, Hendzel clearly understands the challenges of the market.

Horiba ABX has already sup-

plied 700 laboratories across Poland and the Horiba Group has al-



Horiba President Marek Hendzel (right) and Deputy Managing Director Agnieszka Luszczewska

lotted more than 10 percent of its global turnover for R&D.

Backed by the superior quality and technology of Horiba ABX's products, and support from head-

quarters. Hendzel remains confident that the company's operations in Poland will continue to grow at a healthy pace. www.horiba-abx.com

Collowing his appointment as general manager in early 2006, Astellas Pharma Poland executive Tapani Sura faced the challenge of making his company's products more competitive after a generic version of its main product was introduced into the local market.

The challenge grew more difficult when the Polish government implemented a measure in July of the same year that required foreign drug companies in the country to reduce prices of their products by 13 percent.

Business was tough that year, but Sura redefined Astellas Poland Pharma's direction and the company began to grow again. In Poland, Astellas now focuses on four therapeutic areas: urology, transplantation, dermatology and antiinfectives.

"For 2009, we will maintain or improve our current growth. It will be faster than the market average," Sura stresses.

"We are one of the top urology companies worldwide. Transplantation is our other cornerstone. There is much tradition in these two sectors," adds the company chief.

Having weathered the challenges presented over the last few years, Sura is optimistic about the company's growth prospects and remains firmly focused on reaching its full potential.

the transplantations annually compared to the Czech Republic. Those figures are also much smaller when compared to Nordic countries. The development in Poland has not been very positive in the last few years, but the trend is now changing and there is huge potential," says Sura. "It will require an enormous change in pub-

"Per capita, Poland has less than half of

lic perception and opinion. The reputation of transplantation procedures is negative in Poland. This is due to certain scandals a few years ago. The press has been negative concerning transplants since these events," he adds.

Astellas has collaborated with other drug companies to fund foundations that educate and inform the public about transplant procedures. Patients who have undergone transplants have also come together to promote transplantation as a safe medical procedure.

Sura is not intimidated by the challenges that lie ahead.

"We don't celebrate quarterly results because we are focused on a long-term vision, which fits much better for the pharmaceutical industry. It takes seven to 10 years to get a new drug onto the market," he says.

"Throughout all these discussions, we should think about the patients' needs. It's about pa-



Astellas Pharma Poland General Manager Tapani Sura

tient safety, care and improving their lives," he adds.

www.astellas.com www.astellas-europe.co.uk

With Euro 2012, Poland hopes to score multiple goals

hen it co-hosts the UEFA European Foot-ball Championship in 2012. Poland hopes to showcase the country's best assets to the rest of the world. After all, the quadrennial event is the third-largest sporting event in the world after the Summer Olympics and the FIFA World Cup.

As this is the first time that Poland will host this event or any such event of this magnitude, the government has set up an organizing committee, called PL.2012, to oversee the huge preparations and ensure the success of Euro 2012, part of which will be held in Ukraine.

"We have invited experts from international companies with experience in big project management. With more than 300 projects and investments, it is essential to have clear timetables, responsibilities and budgets," says PL.2012 CEO and President Marcin Herra.

The committee is in charge of building all related infrastructure (including accommodations, transportation links and base camps for teams), constructing and refurbishing six stadiums, and supervising other matters such as security, medical services, telecommuni-

all parties informed and updated.

experts.

Herra

available to host cities and UEFA catalyst for innovation," remarks ternational standards. the PL.2012 chief.

"We use the Internet to keep

An artist's rendition of Gdansk Stadium due for completion in time for Euro 2012

"Right now, we don't have sta-

"We wanted to test ourselves diums appropriate for international and see if we could be success- events. After this tournament, we

A successful Japanese venture in Poland

Japanese investment in Poland. Hideki Nakasone was asked to

be PTOM's president of the board after he showed Okaya and Co. his feasibility study, and convinced the company to invest \$40 million in a facility to manufacture LCD adds. ♦

Today, Nakasone manages 300 employees and heads the company's factory, which produces and assembles metal pressed parts for Sharp Poland's LCD module and TV production.

TV parts.

Located in Crystal Park, a special economic area in Lysomice, 200 km from Warsaw, PTOM wants to become the supplier of choice for prominent LCD TV producers and has emerged as a good example of high-quality Japanese manufacturing in the country

"Since Day One, we intended to produce the highest-quality parts. We are proud of our relationship with Sharp, and now we want to increase our client base and work with other companies in Poland.

and technology to support this important industry," Nakasone says. "In 2009. Poland has the opportunity to significantly develop its economy. The Polish people are hard working, kind, and have a long and rich history. In many ways, Polish and Japanese people have a great deal in common. We look forward to working closely together in the future to develop our company within the increasingly important Polish market," he

www.ptom.com.pl

facturing

Nakasone



EFH builds on tourism growth



Europejski Fundusz Hipoteczny President and CEO Miroslaw Wierzbowski

Dolish hotel investment company Europejski Fundusz Hipoteczny has experienced very robust growth for more than a decade as the country emerges as one of the more popular business and tourist destinations in Europe thanks to its consistently growing economy and rich cultural herita-

these special destination areas," "Poland has great potential for says Wierzbowski. golf courses. We are one of the biggest countries in Europe and we only have 18 golf resources.

"We are also focusing on Mikolajki because The World Rally Championship will be held there and the local government built a

land in Warsaw, Zakopane, Leba,

Worliny, Bochnia, Kazimierz Dol-

lakes and we're developing a golf

course there as well as apartments

and a hotel. We also have a pro-

ject in Malbork, which has the

biggest castle in Europe. We call

"Mazuria is a region known for

ny, Falenty and Mikolajki.

stablished in 2007 with Okaya and Co. and Tokai ✓ Pressing Co. as its main

shareholders, Poland Tokai Okaya Manufacturing (PTOM) is among the best examples of a successful

cations, intellectual property and promotional work.

In Poland, three stadiums need to be upgraded and another three will be built from scratch.

The largest new stadium will be located in the capital Warsaw, with a seating capacity of 55,000. The two other new venues will be in Gdansk and Wroclaw. The other host cities are Krakow, Poznan and Chorzow.

To keep the whole country involved and informed. PL.2012 set up what it calls the "Infrastructure Master Plan," found on www.2012.org.pl, as well as an online portal on the various stadiums, which are

We have a central budget, central ful. This will affect the mentality risk management and a central of the nation. We want to show that we are able to deliver what timetable. UEFA also has access to this information and can check we promised. We have a chance our progress every day so everyto gain the respect and trust of the thing is transparent to them," says world. It will secure the future of

Poland on the international stage," Aside from posing an enormous he adds. challenge, Euro 2012 offers the Poland hopes to benefit from co-host a tremendous opportunity.

the investment made in prepara-"It's an opportunity for Poland tion for Euro 2012 in the decades to take a huge step forward. It's following the event as it will now been 20 years since the Commuboast of the best and most modern nist era and Poland has made sighotels in Europe, along with new roads, railways and airports. nificant progress. Right now, there

is an opportunity to take another Host cities will have new interstep in terms of infrastructure. nal communications and transport systems that are environmentally new technologies and international perception. It will be an important friendly and meet the strictest in-

will have state-of-the-art facilities in our biggest cities. We are working on business models, which will utilize these stadiums after the event is over. We want those assets to continue to bring benefits to Poland and not only related to football," Herra points out.

Poland expects to accommodate between 2 million and 4 million people during the three-week event, with a majority of them first-time visitors.

'We can redefine the image of this country. We hope people will return to Poland for other reasons after the tournament." says Herra.♦ www.2012.org.pl

We are also looking into working with Polish automotive manufacturers as we have the experience

Poland Tokai Okaya Manufacturing in Lysomice produces metal pressed parts for Sharp Poland's LCD module and TV production.

Finland has about 400 golf courses, so Poland has the capacity to Poland Tokai Okaya Manubuild many more. I believe that President Hideki if we have more golf courses in Poland, then more tourists will come," says President and CEO

tential.

Miroslaw Wierzbowski.

With 13 UNESCO World Heri-

tage sites, Poland is becoming in-

creasingly popular among tourists

from around the world. In fact, the

country has yet to reach its full po-

"According to the Hotel Market

Report for 2007, there are only 35

hotel beds for every 10,000 in-

habitants in Poland. For that same

ratio, the Czech Republic has 220

beds and Austria has 703," says

special racetrack for this event," he adds. While Poland's tourism industry has shown huge potential, it still is a developing market and thus

> needs foreign investment. Another reason for strong growth in the Polish tourism industry is the UEFA European Football Championship to be held in six Polish cities in 2012.

"I believe that having more international investors will truly help. Having lived in Japan, I know that Japanese investors will make perfect partners for us. They make up the majority of the tourist population of the world and are avid fans of golf," says Wierzbowski. 🔶

Europejski Fundusz Hipoteczny www.efh.com.pl is developing property around Po-



Wierzbowski

Europejski Fundusz Hipoteczny SA



Concept "O Ensoh" by Dr. Masao Horiba

HORIBA

Pol-Mot ignites innovation in Poland

Pol-Mot Holding S.A. is a unique Polish company that engages in traditional lines of business and cutting-edge technologies.

Historically associated with the import and sale of automobiles (Fiat, Iveco and Skoda), and related components, Pol-Mot's other activities consist of agricultural machines, hotels, real estate and renewable energy.

"We are known to a number of international companies. They appreciate our expertise, our knowledge, contacts and ability," boasts President and General Director Andrzej Zarajczyk, who has steered the company toward success in the last 20 years.

Amid growing demand for cleaner energy, Pol-Mot has undertaken its most innovative project to date. It has invested in technology that will use recycled straw as a source of renewable energy for power generation.

Aside from its clear environmentally friendly aspects, straw briquettes are also easier to transport over long distances, have a relatively

arking its 41st anniversary this year, high heating value and are widely available in Poland

> "In Poland there is a vast quantity of something that is still being treated as waste - straw. The many farms and ample supply in Poland make this project feasible. There are about 12 million tons of surplus straw each year in Poland," says the Pol-Mot chief

> "We compact it into briquettes for transportation. These are then transported to power plants. We estimate that the demand for straw briquettes in 2008 to be 200,000 tons and this will increase to 500,000 tons in 2009," adds Zarajczyk, a co-founder of Warsaw's Kozminski Academy and president of the Polish-Balkan Chamber of Commerce.

"I believe Poland is now in a very unique position, one that has not happened before and may never happen again. One of the main reasons for Poland's good fortune can be traced back to its entry into the European Union," observes Zarajczvk. www.polmot.pl

Pol-Mot President and General Director Andrzej Zarajczyk







of the international

in measuring systems.

www.horiba-abx.com

HORIBA Group that specializes

12 THE JAPAN TIMES SATURDAY, APRIL 4, 2009

Poland

Subaru is driving innovation in Poland

s Subaru Import Polska A marks its 10th year in the Polish market, Managing Director Witold Rogalski is clearly proud of his company's achievements and of the huge progress made by the country's automobile industry, especially in the field of safety

"Poland has more deaths on the freeways than Germany, even though it has more cars, more people and more miles traveled per year. All Subarus come with four-wheel drive and any car that we sell in the winter comes with snow tires," says Rogalski.

During his 10 years at the helm of Subaru Import Polska, Rogalski pioneered many industry firsts. In 2000, he established a driving academy, SJS, whose primary aim was to teach Polish drivers safe driving habits.

"Now other companies have copied this model and other schools have been developed. It is encouraging that even a small company can initiate trends and do something new," he says.

Subaru Import Polska has begun working with the Polish company, Keratronik, to produce systems to track cars via satellite. The automatic system, which has been a standard feature on all Subarus in Poland as of last year, can alert rescue teams about an accident and

also help trace a stolen vehicle. "We are the first company in Europe to offer this technology as standard. We are a company that opens new doors and other auto companies have followed our lead," boasts Rogalski. The company's newest innova-

tion is a feature comparison tool on its Web site, which allows customers to compare features, options and prices from a variety of manufacturers.

"This is in line with our policy of open communication with customers. We want to fulfill a client's needs with our products and now the customer is able to ana-

lyze that for himself," he says. "If we are working in a certain industry, we should try to influence that industry in a positive way. We are following the Japanese philosophy that nurtures long-term links with our employees, partners, dealers and custom-

ers," he adds. After Poland joined the European Union in 2004, the import duty for cars was reduced from 35 percent to 10 percent, making Subaru's cars more accessible to Polish drivers. In fact, sales reached around 2,000 units a year from 157 units during its first year. ♦ www.subaru.pl



Subaru Import Polska Managing Director Witold Rogalski

Mazda zooms into the Polish fast lane

"One reason for Mazda's suc-

cess in Europe is that 100 percent

of Mazda cars are produced in Ja-

pan. This ensures that all Mazda

cars have a high-quality reputa-

suke Hamamoto.

he Polish automotive in-dustry has seen tremen-dous growth and carmakers have been aggressively pursuing a larger share in a very competitive market.

Sold previously by a Japanese trading house, Mazda cars have enjoyed a head start in building a strong brand image in Poland.

And since becoming a subsidiary of the Japan-based car giant in 2008, Mazda Motor Poland is well positioned to take on the challengexpected to be sold in 2009. es of the future.

"There's an excellent automotive environment in Poland. We have a growing market. GDP is over 5 percent. We enjoy low un-



employment, relatively low inflation and the necessary investments in the country's infrastructure are being made," says Mazda Motor and then manufactured in Japan," Poland Managing Director Shunsays Hamamoto.

Its top-selling car, the Mazda Since setting up Mazda Motor 6, combines sleek styling, intel-Poland, Hamamoto and his team ligent packaging, and high levels have established a network of 13 of safety and luxury equipment. qualified and experienced dealers For the Polish driver looking for in all major cities. In the first nine a quality Japanese manufactured months of 2008, the company sold car, the Mazda 6 has emerged as a 3,300 units and another 5,000 are very popular choice.

"With our great range of Mazda cars, I'm sure we will overachieve in Poland. Our dedicated team and strong reputation in the country will enable us to empower our dealer groups, and work on strengthening our distribution network. Through communication. financial stability and collaboration with Japan we have every confidence that Mazda will take a leading position in the Polish automotive sector," Hamamoto says. ♦ www.mazda.pl

azda

Educating Europe's business leaders

The Warsaw School of Economics (SGH) has consistently strengthened its position among Europe's business schools, and has closed the gap with the region's much older and more prestigious institutions, including the London School of Economics and HEC School of Management in Paris.

In the past three years, the school climbed from No. 35 to No. 24 in the Financial Times global ranking of the Top 50 Masters in Management Programs, a clear indication of the successful efforts began more than 10 years ago to become a more international and competitive center of learning.

"By the early 1990s, we wanted to increase our international presence, so we partnered with 200 universities all around the world. We not only want the best partners, but we want to be the best partner for them as well," recalls School Rector professor Adam Budnikowski.

Boasting alumni composed of several prestigious business leaders from Poland and elsewhere, the school slowly but steadily earned its prestige since its founding in 1906, when the country was still a part of Russia.

"To learn commerce or economics at that time was not easy. We owe this to the few men who were educated in business elsewhere and decided to bring it into the country. We were lucky in our first year to have 30 students,"

"We are the only university in Poland to be a member of the CEMS. This allows our students to take classes in other universities abroad and participate in internships with international companies. It is our priority to give our students the opportunity to participate in the best schools and work with leading companies," stresses Budnikowski.



Warsaw School of Economics (SGH) Rector professor Adam Budnikowski

"We have collaborations with schools in Japan, such as Ryukoku University, Ritsumeikan University and Ritsumeikan Asia Pacific University on joint research and student exchange programs," he adds.

Since 1998, the school has also run the Polish-Japanese Center for Managerial Education, funded by a grant from the Japanese and Polish governments.

'This center acts as a midpoint because it organizes seminars for young managers in the region, such as Lithuania, Slovakia, Ukraine, Bulgaria and Estonia," says spokesman Tomasz Rusek.

Following Poland's admission into the European Union, the school has undergone many changes in line with its future plans.

"We're increasing our exchange programs because we know that countries in Central and Eastern Europe are gaining a bigger presence in the world economy. Many students from outside the region study here because they want to know specific business conditions in Central and Eastern Europe. So if you want to really know more about CEE, then you have to come here and learn it," says Budnikowski. 🔶

www.sgh.waw.pl

Ricoh revives market strength in Poland

ith its profitability un-der threat because of increasing competition,

Hitachi finds a perfect match

www.worldeyereports.com

Reflecting Poland's astound-ing growth, Japan-based Hitachi Power Tools has seen its business in the country grow so rapidly in the past few years that the company now enjovs a 14 percent market share. And the company only expects it to get better.

We owe our success to four things. We owe it to our open communication with our distributors, our flexibility to the changing market, our marketing creativity, and the reliability and design of our products. But of course, these couldn't be achieved without our company's great people," says Hitachi Power Tools Polska General Manager Michal Kuryllo.

Despite the impressive performance. Hitachi Power Tools still wants to increase its market share in this dynamic Eastern European country, which was part of the second wave of countries to join

the European Union in 2004. "The Polish market has a very strong sense of brand loyalty. In order for Hitachi to reach No. 1, we have to be patient. But we are very optimistic about this," says Kuryllo, whose innovative and creative strategies to boost business have been imitated by competitors

"We've sponsored events such as the Fachowa Ekipa (Skilled Team), which is dedicated to endusers in search of professional service in construction, installation



Hitachi Power Tools Polska General Manager Michal Kuryllo

and decorating aspects. This event is done through outdoor activities and accessible through the Internet. We also created Hitachi DVD encyclopedias, which act as student textbooks. They help to teach technical students such as how to properly drill holes and also which tools to use on different types of concrete," he adds.

With a population of nearly 40 million, Poland represents a profitable market for many Japanese companies and Kuryllo envisions a bright future for Hitachi Power Tools in the country.

"The Polish are hungry for success. So this is a very important market for us because they want more and more to have a better standard of living. They are willing to spend more on quality and design," says Kuryllo.

"The Polish people are a large hardworking population open to new opportunities and aren't afraid of foreign ideas. This works well with Japanese tradition as we can trust one another and build a great relationship together," he adds. 🔶

www.hitachi-elektronarzedzia.pl

PGNiG stays confident about the future despite hard times

espite the spread of the global financial crisis, Polskie Górnictwo Naftowe i Gazownictwo (PGNiG) increased the number of production licences, permits and plans – a clear expression of the company's stability, strength and its capability to grow even during this economic downturn.

"Our financial standing is very stable and we can afford to acquire new assets. The adverse developments in global markets offer good opportunities for further growth, like acquiring assets of companies affected by the crisis," says Radosław Dudziński, vice president for strategic projects.

PGNiG's excellent financial

has acquired mining assets on the Norwegian continental shelf and in Denmark, and has carried out exploration projects in Pakistan, Libya and Egypt. It is also looking into securing a license in Algeria in partnership with other international companies

"We are always open to cooperation with international companies, including Japanese businesses. Naturally, such cooperation must offer mutual benefits," says Dudziński.

Listed on the Warsaw Stock Exchange in 2005, PGNiG S.A. reported sales revenue of \$4.97 billion in 2007.

"The initial public offering raised additional funds that we have been able to use to finance more projects. One of the key objectives in 'The Strategy for the PGNiG Group until 2015' adopted in November 2008 is to transform the company into a multifaceted energy concern with a strong market presence. This will require a substantial amount of commitment and determination, but I am convinced we will succeed," says Dudziński. One of the largest employers



Budnikowski says tion. Cars destined for the European market are designed in Europe with European customers in mind

The Warsaw School of Economics (SGH) belongs to the Community of European Management Schools and Companies (CEMS).

Mazda Motor Poland Managing Director Shunsuke Hamamoto

Experience you can trust in Poland

n the wake of last year's global financial meltdown, Vienna In-Lsurance Group (VIG) has further strengthened its leading position in Central and Eastern Europe as it acquired last year a string of related companies in the region, including Poland.

After taking over the operations of several Polish insurers, including Compensa, Benefia, Royal Polska, Inerrisk, Finlife and PZM, VIG has grown to become the fourth-largest insurance group in the country.

"We have a 14 percent market share in Central and Eastern Europe, and have grown from a second-league player to fourth place in Poland in only two years," boasts Compensa VIG President Franz Fuchs.

Today, VIG's presence in Poland comprises eight companies, including the nonlife and life divisions of Compensa and Benefia, the nonlife activities of InterRisk and TU PZM, and the life insurance business of Royal Polska and FinLife.

"We acquire reasonable insurance companies for reasonable prices. It doesn't matter if the company is big or small, but rather that it has specific attributes that will make it a good fit in the group," stresses Fuchs, who has led the company for the past five years.

"2008 was a fantastic year overall. The non-life insurance market was growing at 10 percent to 11 percent and we are grow-



tages to its policyholders.

"Compensa can react faster and

is more flexible than the larger

companies like for example PZU

Our network is very wide and we

focus on a multichannel strategy.

Our network is one of the larg-

est in Poland. We have 70 branch

offices countrywide. As a group,

we cooperate with 5,500 to 6,000

agents in non-life alone. This is

very high compared to our market

Also, international corporate

"Being part of a big internation-

al group operating in CEE, we are

also ready to service big corporate

clients. We cooperate on the group

level with our sister companies in

other CEE countries, so we are

ready to provide big companies

with comprehensive service in the

whole region," he adds. ♦

www.compensa.pl

clients play a bigger part in VIG

share," he says

Poland's focus.

Compensa VIG President Franz Fuchs

ing at about 30 percent, which is outstanding for Poland and other countries," he adds.

As the global financial sector struggles to rebuild itself, Fuchs remains confident about the strength of the Polish insurance market and is optimistic about its growth prospects.

COMPENSA VIENNA INSURANCE GROUP

"People are more understanding of the risks they face and therefore their insurance needs are steadily growing. This makes me optimistic about future sales of insurance products, including those that, until now, were not popular in Poland like legal or health insurance." he says. Compensa offers several advan-

Ricoh Polska implemented drastic measures in 2006 to restore the company's competitiveness in the local market.

"I had to restructure the whole organization. We acquired new leasing facilities, downsized staff and needed to boost our yearly turnover, which became my main task," recalls Ricoh Polska General Manager Eddy Martens.

"I was sent to Poland by top management to make Ricoh Polska a profitable organization and I'm happy to say that we were able to increase growth by 10 percent each year. Looking at the first quarter of 2009, we have forecast growth of at least 20 percent," Martens adds.

But challenges remain in Poland, where consumers are more price-oriented and cost-conscious than some of their counterparts in the European Union.

"In Western Europe, they replace machines after an average of five years. But in Poland, they keep them for about eight years," savs Martens.

So, Ricoh Polska has had to identify other sources of profits aside from sales of new equipment.

"Our profitability's main driving force comes from our service contracts. Under this procedure, we sell or lease our products through a third party, which charges customers based on every click that they make," Martens explains.

"Ricoh Polska is best known for the service we provide. We are able to analyze what a spe-

Ricoh Polska General Manager Eddy Martens

with international companies, including cific customer needs or wants by Japanese businesses. Naturally, such uncovering hidden printing costs. We break down individual costs, cooperation must offer mutual benefits' such as electricity consumption, maintenance and the like. By computing all of this, we find out exactly what they need and we can save them at least 30 percent in

printing costs. When we show our customers these, they are surprised and pleased by how much we save for them," he adds. Meanwhile, Ricoh Polska has

stepped up efforts to strengthen brand recognition among Polish consumers by inspiring confidence in the quality of its products and services, and by sponsoring local sporting events.

'We sponsor many local events such as skiing in Zakopane and sailing in Plock. These events were very successful and served as a great venue to market the brand," says Martens. ♦

www.ricoh-europe.com

'Ricoh Polska is best known for the service we provide. We are able to analyze what a specific customer needs or wants by uncovering hidden printing costs'

standing has been affirmed by many international rating agencies. It was the highest ranking energy company in Central and Eastern Europe, getting a BBB+ rating from Standard & Poor's and a Baa1 rating from Moody's. The company is also included in the prestigious index of emerging markets stocks selected by Morgan Stanley Capital International (MSCI) Over the past two years, PGNiG

'We are always open to cooperation

Polish Oil and Gas VP for Strategy Radosław Dudziński

and strategic enterprises in Poland, PGNiG has affiliates operating in Europe, Central Asia, and North and Central Africa

"PGNiG has over 150 years of history. We are an experienced operator with a strong track record in the industry, and the necessary technical and organizational infrastructure. And we recognize the role of our employees (around 29,000) in achieving our successes as we employ the best engineers and specialists in many areas, including geophysics and geology. They form an excellent staff of well-qualified specialists, whose reputations and competence are appreciated worldwide," says Dudziński. ♦ www.pgnig.pl

