
**UNDERSTANDING POLAND:
A Special Program on Europe's Emerging Markets**

*Warsaw and Krakow
April 10-12, 2000*

THE INTERNATIONAL FORUM

THE INTERNATIONAL FORUM

For more than a decade The International Forum has been working with senior executives as they confront the challenges presented by globalization and changing technology. Its role is to encourage leaders to learn by exposing them to new perspectives and by stepping away from their normal business environment. The International Forum helps leaders test themselves and their thinking on peers from other industries and companies around the world.

Those involved with The International Forum are senior executives. They take a long-term view of the investment they make in themselves as leaders and recognize the value of continuous learning. Through its **Active Learning** methodology, The International Forum helps executives to approach the world as both teachers and students. It enables them to learn to learn again at a time in their lives when it is most critical, yet when they have the least amount of time for it.

ACTIVE LEARNING

The **Active Learning** methodology used by The International Forum emphasizes discovery, experience and encounter. It engages participants in meeting and interacting with people where they live and work. Through listening, observing and interviewing, they gain greater insights from the cultural differences and the opportunities in key markets around the world. It entails interviewing, listening, and understanding in order to discover opportunities and find solutions.

The activities of The International Forum are based on the following premises:

- Business is a part of the society in which it operates and to succeed business leaders must understand the societies in which they do business and how they are changing.
- Leaders must become eminently skilled in learning how all types of change will affect them and their company.
- The best way to learn is to be active in discovering, experiencing and testing ideas on others, especially those outside one's own organization.
- To understand the issues and opportunities in running a business in other parts of the world, it is necessary to be there.
- Understanding and working with problems and opportunities will be greatly enhanced by an approach that integrates many fields-including the disciplines of business, government, science, technology, the arts, culture and history.

OTHER PROGRAMS OF THE INTERNATIONAL FORUM

THE WHARTON GLOBAL LEADERSHIP SERIES 2000-2001:

North America

Philadelphia, USA

September 6-10, 2000

Europe

Bruges, Belgium

January 10-14, 2001

East Asia

Kyoto, Japan

May 8-12, 2001

UNDERSTANDING JAPAN:

Reinvention and Innovation in times of Change

Kyoto, Japan

May 6-8, 2001

THE INTERNET AND THE GLOBAL CORPORATION:

A Special Forum on Reinventing Businesses and Organizations

San Francisco, USA

March 27-31, 2001

UNDERSTANDING CHINA:

A Special Forum in Shanghai and Jiangsu

October 23-27, 2001

SUNDAY 9TH		MONDAY 10TH		TUESDAY 11TH		WEDNESDAY 12TH	
Krakow		Krakow		Krakow/Warsaw		Warsaw – Academy of Sciences Salon 100	
<i>Version Date: March 30, 2000</i>		<i>Krakow Early Morning Walk</i> 6:45 a.m. <u>Krzysztof Kizel</u>		<i>Krakow Early Morning Walk</i> 6:45 a.m. <u>Krzysztof Kizel</u>		<i>Warsaw Early Morning Walk</i> 7:30 a.m. <u>Tim Hyland</u>	
2. ISSUES FACING THE PARTICIPANTS 8:00 a.m. <u>Michael Alexander, John Turnbull</u> • <i>Krakow Cultural Center</i>		3. TRANSITION 8:30 a.m. IN CENTRAL AND EASTERN EUROPE <u>John Turnbull, Rafal Antczak, Phil Barta,</u> <i>Ewa Okonski, Roman Rewald</i> • <i>Krakow Cultural Center</i>		9. THE TRADITION OF RELIGION 8:30 a.m. IN POLAND AND ITS ROLE TODAY		14. ENERGY COMMUNICATIONS AND 8:30 a.m.	
<i>Depart for RR Donnelley & Sons</i> 9:30 a.m.		4. THE FOREIGN ENTERPRISE 10:00 a.m. IN POLAND <u>Michael Alexander, John Turnbull</u> <i>Barbara Pawlowska,</i> <i>Donnelley Management and Workers</i>		<u>John Turnbull, Father Stanislaw Obirek,</u> <i>Joachim Russek</i>		TRANSPORTATION – INFRASTRUCTURE <u>Bob Baylis, Miroslaw Gryszka, Henryk Liszka,</u> <i>Zbigniew Markowski</i>	
<i>Bus to ComArch</i> 11:00 a.m.		5. POLAND ON-LINE: 11:30 a.m. THE RACE TO BE FIRST <u>Nancy Doyal, Janusz Filipiak,</u> <i>Tomasz Maciantowicz</i>		<i>Bus to Krakow Train Station</i> 10:40 a.m.		15. FINANCING GROWTH 9:30 a.m. <u>Bob Baylis, Warren Browne, Zbigniew</u> <i>Markowski, Zbigniew Wojciech Okonski</i>	
<i>Registration</i> 3:30 – 5:00 p.m. • <i>Elektor Hotel</i>		<i>Lunch with ComArch Management</i>		10. GROUP DISCUSSIONS 11:05 a.m.		16. ISSUES FOR BUSINESS – 10:30 a.m. LESSONS FROM THE LAST FEW YEARS AND OPPORTUNITIES FOR THE FUTURE <u>Michael Alexander, Warren Browne,</u> <i>Piotr Freyberg, Zofia Gaber, Miroslaw Gryszka,</i> <i>Henryk Liszka</i>	
<i>Reception</i> 6:00 p.m.		6. GOLDEN KRAKOW: 2:00 p.m. LESSONS FROM HISTORY <u>John Turnbull</u> • <i>Collegium Maius, Jagiellonian University</i>		<i>Lunch on the Train to Warsaw</i> 12:30 p.m.		Lunch 12:30 p.m. • <i>Café Blikle</i>	
1. POLAND: 6:15 p.m. A PERSONAL PERSPECTIVE • <i>Krakow City Hall</i> <u>Michael Alexander, John Turnbull,</u> <i>Rafal Antczak, Stanislaw Lewak,</i> <i>Barbara Pawlowska, Tomasz Szczypinski,</i> <i>Józef Węgrzyn</i>		7. EDUCATION AND YOUTH 3:00 p.m. <u>Phil Barta, Ewa Okonski, Anna Staron,</u> <i>Students of X Liceum Ogólnokształcące</i>		11. PRODUCTS, MARKETS 2:30 p.m. AND THE CONSUMER <u>Nancy Doyal, Jan Musiolik</u>		17. POLAND AND THE EU 2:00 p.m. <u>John Turnbull, Zofia Gaber, Wojciech Katner,</u> <i>Zbigniew Wojciech Okonski, Henryk Wujec</i>	
<i>Dinner</i> 7:30 p.m. • <i>Pod Aniolami Restaurant</i>		<i>Depart Hotel</i> 5:30 p.m.		12. SOCIETY, CHANGING VALUES 3:15 p.m. AND DEVELOPING A CIVIL SOCIETY <u>Michael Alexander, Michael Boni,</u> <i>Jan Musiolik, Andrzej Rychard, Jakub Wygnanski</i>		18. POLAND: 3:00 p.m. ALTERNATIVE FUTURE FACTORS, RISKS AND OPPORTUNITIES <u>Michael Alexander, Zofia Gaber,</u> <i>Wojciech Katner, Zbigniew Wojciech Okonski,</i> <i>Andrzej Rychard, Henryk Wujec</i>	
		8. QUEEN KINGA AND HER 6:00 p.m. 800 YEAR OLD BUSINESS		13. WORKFORCE ISSUES & 4:30 p.m. MANAGEMENT: ORGANIZATION & PEOPLE <u>Bob Baylis, Shirish Apte, Maryla Koralewska,</u>		19. CONCLUSION 4:00 p.m.	



The International Forum 2000

INTRODUCTION TO THE INTERNATIONAL FORUM IN POLAND

The International Forum in Poland is designed for those who need to think strategically about central Europe and its role in the world. During the three days in Warsaw and Krakow, the Forum will address the prospects for Poland's successful transition to a market economy and how Poland's policies of reform and the initiatives of Poland's businesses and foreign investors will make this happen. Participants are the senior executives of companies based in Europe, North America and East Asia, and represent many countries of the world. They meet in Warsaw and Krakow with those who have direct experience in the marketplace in Poland and central Europe and who work with foreign and Polish companies.

The Forum begins with the implications of Poland's transition since 1989, its reform for economic growth and for social structure and values. Participants examine the opportunities and risks of doing business in Poland as well as the outlook for many of its emerging private enterprises and ventures. Poland's infrastructure, its ways of doing business, its laws and regulations and workforce profile are explored as part of the strategic focus. Participants are required to think about how Poland will develop as a market and a society and consider ways of successfully working with and competing with Polish and central European companies in the world economy in the future.

Participants at The International Forum are asked to play an active role. During the three days they gain insights by working together on implications for risks and opportunities and in developing strategic choices. Special guests of the Forum are invited as expert resources to act as catalysts in the discussions and to bring their experiences and perspectives to the sessions. As participants develop their ideas about Poland and central Europe and their own strategic thinking, guests are available as resources to be consulted. The faculty of the Forum coordinates the sessions and moderates the discussions.

The Forum is held at the Elektor Hotel in Krakow and the Bristol Hotel in Warsaw, but most activities during the three days will take place in other parts of Krakow and Warsaw.

SUNDAY, APRIL 9TH

INFORMATION
Elektor Hotel, Lobby

3:30 – 5:00 p.m.

RECEPTION

6:00 p.m.

Session 1

6:15 p.m.

POLAND: A PERSONAL PERSPECTIVE

City Hall, Krakow

Leaders:

Mr. Michael O. Alexander
Chairman
The International Forum

Mr. John N. Turnbull
Director
The International Forum

Dr. Tomasz Szczypinski
Deputy Mayor of Krakow

Guests:

Mr. Rafal Antczak
CASE
Warsaw

Mrs. Barbara Pawlowska
RR Donnelley & Sons
Krakow

Mr. Stanislaw Lewak
President
The Polished Group S.A.
Krakow

Mr. Józef Węgrzyn
Vice Director
Chamber of Commerce in Krakow

Poland, like all of the former communist states of Europe, has changed significantly since 1989. However, it has been the most successful at achieving a growing market economy. It has the largest consumer market in central Europe, is close to western Europe, on the border of Germany with access to the Baltic and is a relatively peacefully integrated society of both eastern and western traditions and culture. While it did not have some of the historical advantages of the former Czechoslovakia with its pre-war prosperity or the early reform movements of Hungary it has positioned itself to be the leading country in central Europe for membership to the expanded EU.

- How has Poland achieved such success in such a short period of time? What has contributed to its steady reform and transition?
- What have been the key challenges to Poland in the past ten years and how has it managed these or overcome them?
- What are the critical factors and issues that must be addressed for Poland to continue to progress with transition to a market economy?

Poland's geography has contributed strategically to its unique history. Poland lies in the middle of the northern European plain. The absence of physical boundary in the form of mountain ranges or great rivers made it easy for early man to migrate and settle. This, in addition to a relatively moderate climate and fertile ground, supported the flourishing of communities and settlements, which was to become Europe.

The flatlands exposed Poland and made it vulnerable to attack, especially from the East. It was from the East that successive waves of invaders and new settlers arrived from prehistoric times. As the Roman Empire went into decline around 400 A.D. the Huns and Goths and assorted tribes invaded Europe from the East. When the "French", the "Germans" and the "Dutch" pushed east, the "Poles" moved into Lithuania and Russia and the Russians crossed the Urals.

Poland became a melting pot and emerged as a distinct territory in the 10th and 11th centuries. The Piast dynasty followed by the Jagiellonians increased Poland's territory and influence. At its peak in the 17th century, Poland stretched from the Baltic to the Caspian and included the Ukraine as well as significant parts of Russia.

But the internal coalitions, which kept this huge empire together, proved unsustainable and the territory showed its vulnerability with Russians, Austrians and Prussians all seeking their part. By 1773 the territory was partitioned between them.

The Congress of Vienna in 1815 was the setting for dispute over Poland's future and a smaller version of the country was established. Within its boundaries a new Polish nationalism flourished in both cultural and political-military terms. But it all proved too much for the surrounding powers who once again partitioned the territory. But the Polish "nation" survived and in the settlement after the First World War it was able once again to reassert itself in its own territory. The nation flourished despite some very complex and murky politics caused by a mix of external and internal pressures. It was not the most glorious period, but a huge improvement on the recent past and what was to come with the Nazi invasion of 1939 and then the post war domination by Russia.

With such a history the Polish nation has undoubtedly a complex psyche. It is not going to easily trust the world around it. And yet it knows that the modern world demands interdependence. It is still adjusting to the realities of being a free country and establishing an identity for itself.

- What is the Polish identity? Which parts of its history have influenced it the most?
- With which countries does it identify best? Is it a Slav culture, Germanic culture or does it have southern affinities with Austria and Hungary?
- What is Poland's vision for itself in the future? Do most Poles share it? How much of its future will it take from its past? How is Poland developing its future identity?

DINNER
Pod Aniolami Restaurant

7:30 p.m.

MONDAY, APRIL 10TH

EARLY MORNING WALK

6:45 a.m.

Leader:

Mr. Krzysztof Kizel
Manager
Status Travel Agency
Krakow

BREAKFAST

Elektor Hotel

7:00 a.m.

Session 2

8:00 a.m.

ISSUES FACING THE PARTICIPANTS

Krakow Cultural Center

Leaders:

Mr. Michael O. Alexander
Chairman
The International Forum

Mr. John N. Turnbull
Director
The International Forum

“Understanding Poland” provides an opportunity to better understand the challenges and opportunities for doing business in Poland and Central Europe today. Through learning about Poland, its history, people, culture, political and business climate and how it is changing, participants are able to consider their strategic choices in the context of Poland as a market, as a part of Europe, as a competitor, a partner and as a strategic force in the future of Europe.

“Understanding Poland” is a Special Program, which takes participants to meet the people of Poland where they live and work. Participants will experience the business, political and social aspects of Poland by experiencing two of its key cities: Warsaw and Krakow.

Issues to be addressed will include:

- Poland Today – the political and economic situation as well as the financial and regulatory scene as Poland transitions to a market-based economy
- Changing Values – the perspectives of the youth, education, religion, the environment and the implications

- Marketing & Distribution – experience of foreign and domestic companies, the role of the consumer
- Management and the Workforce – the issues and the people from the perspective of management and the workers
- Technology and the Internet
- Poland's future as part of the EU – the opportunities and obstacles for Poland, Europe and the implications for the global corporation
- Information – access to reliable information and the role of the media and privacy
- Manufacturing and Sourcing – trade, tariffs, customs and other issues
- Financing in Poland, access to capital and the state of the banking system
- Entrepreneurialism and the rise of private enterprise in Poland
- Soft and hard infrastructure issues – corruption, legal system, regulators and other challenges – transportation, energy and communications.
- History, art and culture as a mirror to Poland and the Polish people

The issues facing the participants are many and diverse. Each has a perspective that brings value to the way others will address these issues and seeks ways to resolve them. What are the key issues facing each participant at The International Forum as they look to Poland and the future of Europe?

During the Forum participants will be asked to seek perspectives and experiences that will help them address the following questions:

1. How is Poland making the transition to a market economy? What has been achieved and what remains to be done?
2. What are the opportunities for your business? What are the main obstacles? What are the most important factors for success?

TRANSITION IN CENTRAL AND EASTERN EUROPE

*Krakow Cultural Center***Leader:****Mr. John N. Turnbull**Director,
The International Forum**Guests:****Mr. Rafal Antczak**CASE
Warsaw**Ms. Ewa Okonski**Middle School Teacher
Warsaw**Mr. Philip E. Barta**Senior Operations Manager, Europe
The William Davidson Institute
USA**Mr. Roman Rewald**Weil, Gotschal and Manges
Warsaw

Ten years have past since the Berlin Wall was taken down and time has unleashed a spirit of freedom and a search for democracy. The recent transition report of the EBRD (European Bank for Reconstruction and Development) summarizes the remarkable progress that has been made by some and observes that “most output in the region is now exchanged in a market system and produced by the private sector. Free and fair elections in most countries have led to democratic changes of government.” Yet the report cautions that transition is not a steady march forward and that the ten years of experience have demonstrated the transition process to be a complex and stressful one. The eight countries that once belonged to the communist area of Europe now see themselves as joining the European Union. The most likely candidates for EU membership – at least in the foreseeable future – include Cypress, Malta, Poland, Hungary, Slovenia, Estonia, the Czech Republic, Latvia, Slovakia and Lithuania.

Even those in what can be described as central Europe, present a picture of diverse economic and social patterns as they engage increasingly in trade with western Europe and the rest of the world and continue to address their transition from their socialist past to the hard realities of a market economy. The euphoria of the early days is long gone in spite of the remarkable progress that has been made. While the prescription for success at the macro level appears similar for all, the experience and the results have proven to be different for each country because of its unique conditions, culture, social structure, history and political leadership.

POLAND, HUNGARY, THE CZECH REPUBLIC, SLOVENIA, THE BALTICS AND SLOVAKIA

At the outset, these countries lacked the social and institutional infrastructure necessary to support the workings of a modern society and market economy. Besides the psychological adjustment required among its people, new patterns of civil behavior must evolve in each nation’s effort to build the civil society that many western countries take for granted. The collapse of communism heralded

a new beginning and a series of political and social transitions. At the same time, this left a void as the state was removed from its so-called role of providing structure, discipline and care for people. The immediate effect was a higher level of crime and potential civil disorder as countries sought to build a new social structure that involved not only government, but other independent organizations and individuals who together could build what we know as a “civil society.” An indication of the progress being made towards a civil society is the formation of active, influential groups, which are independent of government yet have the power to influence policy. This is the building of a tradition of private concern and involvement in social infrastructure.

What are the key factors in successful transition to a market economy and what progress has been made?

Issues to be addressed will include:

- The growth of new private enterprise that provides employment opportunities. How successful are government’s efforts to support markets and encourage a level playing field for competition? Have the common obstacles of anti-competitive practices, taxes, unproductive regulations and other barriers to business start-ups been removed along with support for declining business enterprise by the state?
- Removal of corruption, cronyism and organized crime.
- Political leadership and social cohesion around the goals of transition while establishing competition among political parties.
- The extent to which the state is captive to vested interests that prevent change. How successful have governments been in de-politicizing business firms and their behavior by removing the favors and benefits that are bestowed on them by government?
- Success in reforming the financial sector such as banking, venture capital and financing available to new private enterprise.
- Success in establishing the basic laws essential to a market economy and the system of justice.
- Restructuring of major and traditional industry (steel, coal, power, agriculture) and success in changing ownership, management and removal of vested interests.
- Progress on the privatization of government run industry and other operations.
- Progress on physical infrastructure planning, transportation, power, telecommunication, etc.
- The environment.
- Agricultural policy and land reform.
- Management of the “brain drain” from the East to the West.
- Investment in research and development, science and technology for the future.
- Building and maintaining a high quality education system.
- Managing the gap between the haves and the have-nots.
- Providing opportunities for youth while caring for the welfare of the elderly.
- Is a climate of entrepreneurship developing? In what areas of the economy? Is it sustainable in the long-term? What are the attitudes and policies with respect to trade unions? How are these changing?
- What progress has been made towards developing a civil society?
- How does business assess the progress of central Europe?

As we might expect, business opportunities in the transition economies began with a focus on consumer goods-especially those that represent visible and material signs of success. Establishing brand name recognition, attractive pricing and distribution are the immediate challenges. However in manufacturing, the advantages must be harnessed and directed toward longer term prospects in domestic and international markets. Privatization frees up natural resources and other existing assets to be developed, reconfigured and managed at lower cost and higher productivity. European and other multi-nationals take advantage of scale, knowledge of markets, cost factors and local skills in making a strategic investment, choosing either to rebuild existing facilities or to invest in new ones.

What are the most significant obstacles that confront business investment in central European countries? Can these be overcome and how? What are the most important changes necessary to facilitate growth?

What are the most important attitudes for business success in central Europe?

- Willingness to take risks?
- A long term perspective?
- Knowledge of the culture, people, history and markets?
- Dealing with governments effectively?
- The Ability to move quickly?

How has Poland performed economically during the transition years? How does this compare with its neighbors in the region?

THE FOREIGN ENTERPRISE IN POLAND

RR Donnelley & Sons

Leaders:

Mr. Michael O. Alexander
Chairman
The International Forum

Mr. John N. Turnbull
Director
The International Forum

Guests:

Mrs. Barbara Pawlowska
RR Donnelley & Sons
Krakow

Members of Donnelley Management and Workers of RR Donnelley & Sons

Participants meet with the management and employees of RR Donnelley & Sons in Poland to discuss some of the challenges and opportunities faced by those operating a foreign enterprise in Poland today.

PART I: FOREIGN INVESTMENT IN POLAND

The RR Donnelley & Sons Company is considered a leading US printer and information services company. While a major part of its revenues are generated in the US, Donnelley has 200 locations world-wide and manufactures in South and North America, Europe and China. The Krakow plant is a new green-field investment and is a state of the art operation.

Donnelley is a global leader in printing.

- Why did they choose to invest in Poland, and why in Krakow?
- What are the products?
- What were the problems encountered? What help was provided by local and national authorities?
- What are the skills of the local workforce? How much expatriate management was required to set up the plant?
- Does the plant operate to Donnelley's global standards?
- Are products directed solely at the Polish domestic market, or does it export?
- How competitive is the plant?
- Does Donnelley see this investment as a platform for further expansion either in Poland or in the region?

PART II: WORKING LIFE IN POLAND TODAY

Participants meet with employees of RR Donnelley & Sons to discuss their views on work and life in Poland and to answer their questions.

Some issues to consider:

- What has been the experience of the average Pole during transition?
- What benefits has the market economy brought? What are the disadvantages?
- What has happened to wages and prices?
- What things have improved?
- What has happened to the relationship between workers and management?
- How has the role of trades unions changed?
- What changes have there been in social services such as health, education, and housing?
- How have the former state enterprises been restructured and what remains to be done?
- What have been the successes and failures in this restructuring?

POLAND ON-LINE: THE RACE TO BE FIRST

ComArch Headquarters

Leader:

Ms. Nancy A. Doyal
Managing Director
The International Forum

Guests:

Professor Janusz Filipiak
President
ComArch S.A.
Krakow

Dr. Tomasz Maciantowicz
Vice President
ComArch S.A.
Krakow

Internet penetration in Poland, while currently estimated at approximately 4% of the population is expected to reach 10% penetration by 2002, compared with current penetration levels in the US (approximately 32%) and Japan (approximately 21%). Low rates of adoption of the Internet are attributed to the same factors, which face other lagging Internet economies such as high telecommunications costs and low PC penetration.

- How might the introduction of low priced Internet devices (such as cellular phones, game stations, kiosks and set-top boxes) enhance the adoption of the Internet among Polish consumers?

The introduction of e-commerce in Poland is also inhibited by the low usage of credit cards and an unreliable postal system for delivery, which makes completing a transaction very difficult. In Japan, companies such as 7-Eleven have overcome these obstacles by enabling customers to search, locate and purchase products and services through kiosks in their stores, paying in cash to a machine resembling an ATM.

- How might similar innovative ideas be deployed in Poland and other central European countries, by-passing the paradigm of PC Internet access and credit card e-commerce?

An area of expected growth in the Internet in Poland is the development and deployment of portals. As key players capture the Internet traffic through sophisticated browsers and content, similar to AOL, Yahoo and Lycos and establish their brand name in Poland, they will become the key channels to the Polish marketplace.

- Who are these players and what is their approach? How have they learned from their North American counterparts and how might they build their businesses differently?

Companies such as Softbank and AOL have already invested in Poland to gain a foothold into this relatively large and prospering economy. Softbank, through its investment in Polska Online, plans to expand its global financial on-line services strategy to include Poland.

The most valuable resource to an Internet company is its software engineers. The demand for these individuals far outweighs their supply in critical markets around the world. Companies outside of Poland are already tapping Poland's supply of talent in this area. Germany recently passed regulation that allows for easier visa access for immigrants with programming and technical skills. How might this become an issue for Polish Internet companies? Will Poland experience a "brain drain" to other markets that pay better wages as India did initially to the Silicon Valley? Or will foreign companies prefer to locate their Internet development in Poland in the longer term to take advantage of the skilled labor pool? How is the Polish government leveraging this trend to attract business and employment opportunities to Poland?

The frenzy of the IPO market for Internet companies has brought a whole new system of compensation and management challenges to organizations operating in this field. Large salaries have been replaced with stock options and ownership positions in these companies, often with significant vesting features. Employees of Internet companies are given very different incentives than those in traditional companies as they see the value of their ownership increase exponentially faster. How will companies in Poland use this model to compensate and motivate their employees as the IPO activity increases? What will it mean for those private non-internet enterprises that cannot compete for talented employees with the same kind of opportunity?

As is the case everywhere else in the world in the e-economy – being first to market with presence and functionality is critical to success in most cases. Access to capital and key strategic partners are the cornerstones for accomplishing this.

- Who will emerge in Poland to play the key role in shaping transactions and commerce on the Internet? What will be their global aspirations and what new ideas and models will they bring to the world-wide Internet marketplace?

LUNCH WITH COMARCH MANAGEMENT

GOLDEN KRAKOW: LESSONS FROM HISTORY

*Krakow Cultural Center***Leader:****Mr. John N. Turnbull**

Director

The International Forum

In the 10th century, Krakow was incorporated into the Polish state. Before that, its history can be traced as far back as the Stone Age with a small settlement being found on the Wawel Hill. It was a city on the trade routes and in the 11th century, churches and the castle were built as well as a cathedral school which preceded the Jagiellonian University. During the feudal age in Poland, the city continued to prosper as the home of the most powerful Polish dukes.

In 1241 much of Krakow was destroyed by the Tartars but was replaced in the 13th century with a new layout, designed around a central marketplace, with a fortification system of city walls and gates.

During the 14th and 15th centuries the Jagiellonian dynasty, which ruled Poland for 200 years, chose Krakow as its capital. Its wealthy merchant class and culturally oriented aristocracy attracted artists, musicians, scientists, humanists and scholars from other parts of Europe much like the city of Bruges did during the same period. Gothic, Franciscan and Dominican Churches were built while the castle, cloth hall and other public buildings were restored. The treasures of Krakow belonging to its wealthy merchant class and included tapestries and cloth from Flanders, wines and spices from trade.

By the 16th century Warsaw became the capital of Poland and Krakow became known as the city of cultural and historical significance. Since then Krakow has survived plague and invasion from many armies including the Swedes, Germans and Russians. During the communist regime Krakow, known for its elite intellectual profile became the site for new industry and state enterprises in an effort to attract large numbers of the working class.

Today it is a city of 800,000 with a new challenge to address: Can Krakow's unique ambiance, so prized by artists and intellectuals, prove attractive to global business? Its leadership today hope that its standard of living, quality of education and cultural activities and its proximity to the industrial area of Silesia will make it one of the more attractive locations to invest and place business in Poland.

COLLEGIUM MAIUS, JAGIELLONIAN UNIVERSITY

The university was founded in 1364 by King Kazimierz Wielki. It is one of the oldest in Europe. During its early years it experienced many difficulties and had to be revived in the 15th century. King Jagiello was instrumental in re-founding the university and it is named after him. The Collegium Maius was constructed during this period. The university developed an early tradition of scholarship in science and its most famous alumnus of the 15th century was Nicolaus Copernicus. His astronomical observations of the movement of the earth around the sun were to overturn the whole concept of Earth and Man being the center of the Universe. This had profound impact on

subsequent religious and philosophical views on the fundamental questions of what human existence is about. Perhaps the most prized exhibit is the copper globe made in 1510 which was the first ever to show the North American continent.

Session 7

3:00 p.m.

EDUCATION AND YOUTH

X Liceum Ogólnokształcące, Krakow

Leader:

Mr. Philip E. Barta

Senior Operations Manager, Europe
The William Davidson Institute
USA

Guests:

Ms. Ewa Okonski

Middle School Teacher
Warsaw

Ms. Anna Staron

X Liceum Ogólnokształcące
Krakow

Students of X Liceum Ogólnokształcące

Participants meet and speak with the high school students. What are the key differences in the approach to education in Poland versus other countries in western Europe, North America and Asia?

- What must Poland do to develop a skilled workforce with the capabilities needed to compete in the world economy? What is the full scope of this challenge?
- How does Poland organize and deliver education? Is this changing and how?
- Is the education system in Poland responding to the country's growing need for new technology? If so, how?
- What are the aspirations for the young people in Poland today? Who are their heroes and role models?
- What do they do when they are not in school? What are their favorite forms of entertainment? What music do they listen to and what movies do they see?
- Who are their friends? How do they spend time together? What do they do with their families that they enjoy?
- What are their concerns about the future? Where do they see themselves fitting into the future of Poland and the world?
- What questions do the children have for the participants?

DEPART HOTEL

5:30 p.m.

Session 8

6:00 p.m.

QUEEN KINGA AND HER 800 YEAR OLD BUSINESS

Wieliczka Salt Mine

Leader:

Mr. John Turnbull

Director

The International Forum

The Wieliczka Salt Mines have survived for over 800 years as the oldest and constantly working salt plant in Europe. As early as the 12th century documents of the Catholic Church refer to incomes from the sale of salt from this area owned by orders of Benedictine nuns. Archeologists have found traces of salt mining as far back as 3000 B.C. in this area.

Perhaps the most famous of stories of these mines is the Legend of beautiful princess Kinga, daughter of Bela IV of Hungary, upon her marriage to Boleslaw Wstydlivy, the Krakow prince. When she learned of the lack of salt in Poland, she asked for the mines as her dowry. She went to the mines and threw her engagement ring down the mineshaft. After her wedding in 1239, she and her husband and miners, whom she brought from Hungary, went to the site and started digging where she had thrown her ring – only to discover salt. Because salt was so valuable in medieval times, the rulers of the time allowed individual miners, both domestic and foreign to have their own rights to mine for salt with the agreement that they could keep for themselves, a third of what they mined.

Over the centuries the salt mines of Wieliczka have survived through war, insolvency and neglect. In 1978 they were put on the list of Cultural and National Heritage of UNESCO. The technology of the mines as well as the sculpture and art inside are testimony to the spirit and talent of its inhabitants and workers throughout its history.

- How has this business survived over 800 years? What changes have made this possible?
- What were working conditions like in the early days? How was the work organized? What evidence is there of the state of morale of the workforce?
- How was the workforce motivated to have pride in their work? Was the spirit any different from that of any other mining community?

DINNER

7:30 p.m.

George Bush Room, Wieliczka Salt Mine

KRAKOW EARLY MORNING WALK

6:45 a.m.

Leader:

Mr. Krzysztof Kizel
Manager
Status Travel Agency
Krakow

JEWISH KAZIMIERZ

Jews first came to Krakow in the early 14th century. When they were expelled from Krakow in 1495, the Jews settled in the town of Kazimierz that was established in 1335 by Casimir the Great. The separate Jewish town within Kazimierz was established in 1533, and in 1800 the town was incorporated into Krakow. During WWII, the Nazis murdered a quarter of Krakow's population – virtually the entire Jewish population of 64,000. Today, the Judaica Center in the heart of Krakow preserves some of the history of the devastated community.

CHECK OUT OF HOTEL

7:30 a.m.

Session 9

8:30 a.m.

THE TRADITION OF RELIGION IN POLAND AND ITS ROLE TODAY

Judaica Foundation, Krakow

Leader:

Mr. John N. Turnbull
Director
The International Forum

Guests:

Father Stanislaw Obirek S.J.
Krakow

Mr. Joachim S. Russek
Director
Judaica Foundation - Center for Jewish Culture
Krakow

The Catholic Church has played a key role in history keeping alive the concept of Polish National Identity while the country was subject to military and political occupation. Most recently it was a key

element in the removal of the old communist regime. Perhaps like the labor unions, it has been surprised by the aftermath. It hoped to see a semi-theocratic state established in which the Church would have a special position and the law would reflect catholic teaching. Instead it is seeing a rather liberal society taking root.

- What does the Church see as its ongoing role in providing welfare and social services?
- What role does the Church see for itself in political life?
- Does the church actively encourage concepts of civil society or does it see NGO's a threat to its position?
- How do Poles view the Jewish legacy?
- Is the historic contribution seen in a positive light? Or is the issue still too difficult to face?

GROUP DISCUSSIONS

Train from Krakow to Warsaw

In small discussion groups, participants share their learning and perspectives and develop their ideas on the following questions:

1. How is Poland making the transition to a market economy? What has been achieved and what remains to be done?
2. What are the opportunities for your business? What are the main obstacles? What are the most important factors for success?

LUNCH ON THE TRAIN

12:30 p.m.**WALK THROUGH WARSAW'S MARKET**

ENTREPRENEURS AND THE ROLE OF PRIVATE ENTERPRISE IN POLAND

The emergence of private enterprises built by entrepreneurs is a growing trend in Poland. How are they conceived and financed?

- What are the obstacles and challenges that these entrepreneurs face in building their new enterprises? How have they overcome them? What are the incentives?
- What is important to them in building these companies and what strategies and techniques have they employed in building their organization, customer base, capital base and business scope?
- What characteristics do these companies look for in their employees? Potential employees? What approaches have they taken to educate and train employees?
- What role do these companies see for themselves in the community in which they operate? What have they done to contribute to the development of their community?
- What are their global aspirations and how are they achieving them?
- Are these entrepreneurs going to be sustainable businesses that will grow, or are they merely small, family or short-term ventures?
- What employment opportunities are they providing for others?

PRODUCTS, MARKETS AND THE CONSUMER

Bristol Hotel, Warsaw

Leader:

Ms. Nancy A. Doyal
Managing Director
The International Forum

Guest:

Mr. Jan Musiolik
Country Manager
Ikea
Warsaw

The purpose of this session is to gain insights on the changing lifestyles, needs and demands of the people in Poland - the consumers. Participants will be given the opportunity to observe a shopping mall and market place where they will be able to assess the type of products, price, display, services, and activity. The discussion that follows will draw together these observations and the experience of others in looking at what changes are taking place in the products, markets and customers in Poland.

Some of the questions to be addressed are:

- In what ways have companies approached the consumer market in Poland? Who are the target consumer groups? What is their disposable income? How do they choose to spend it? How is all this changing? What does it mean for foreign companies operating in Poland?
- Which Polish companies are meeting local consumer demand for products and services? Have they been successful? Why? Why not?
- What role does a brand play? How is this different than in other parts of the world?
- How have companies protected themselves from counterfeit and intellectual property violations?
- How do consumers inform themselves? What media is most effective? What new channels of communication and information are emerging?
- How are changes in values and society affecting the Polish consumer? What effect will this have on companies' products, pricing and promotion strategies?

SOCIETY, CHANGING VALUES AND DEVELOPING A CIVIL SOCIETY

*Bristol Hotel, Warsaw***Leader:****Mr. Michael O. Alexander**

Chairman
The International Forum

Guests:**Dr. Michal Boni**

Chief Adviser, Minister for Social Affairs
Ministry of Labour and Social Policy
Warsaw

Mr. Andrzej Rychard

Director
Institute of Philosophy and Sociology of the
Polish Academy of Science
Warsaw

Mr. Jan Musiolik

Country Manager
Ikea
Warsaw

Dr. Jakub Wagnanski

Forum of Non-Governmental Initiatives
Warsaw

While the collapse of communism heralds a new beginning in a series of political and social transitions, it is likely at the same time to leave a void as the state removes itself from its role of providing discipline and care for the people. An immediate effect is often an increase in the level of crime and potential civil disorder as countries seek a new social structure that involves not only government, but other independent organizations who, with individuals, can build what we call a "civil society." An indication of the progress that is being made towards building a civil society is the number of active influential groups which are independent of government and have the power to influence policy. This carries with it the building of a tradition of private concern and involvement in the social infrastructure.

Poland has shown a remarkable degree of sensitivity and interest in the building of a civil society. Despite this, many of the conditions that are characteristic of a transition are evident in Poland and are being addressed by government and non-government organizations.

VALUES AND THE FORCES OF CHANGE IN SOCIETY

In examining the changes taking place in society, it is useful to determine the extent to which underlying social values are changing – among youth, different wealth strata, and in matters of family, religion and community. What are the factors that are driving the changes?

- The average adult in Poland watches television four hours a day! What do they watch? Is television a source of entertainment, an escape, or is there a significant level of information and education provided?
- How do the following organizations influence policy outside of the political parties in the political system?
 - Church

- Unions
- Employers
- Industrial professional associations
- How much influence do individual citizens exercise outside of the established political parties?
- Are there mechanisms for lobbying the government?
- Can non-governmental organizations have an impact on government policy and if so, what initiatives have been taken and what success has been achieved?

ECONOMIC WEALTH

The gap between the rich and poor continues to widen. How is this manifested in the demographics of the population, the level of education, the geographic location and the occupations of the people in such areas as farming, heavy industry, high technology and services?

- Has a dual economy emerged?
- Who have been the winners and losers?
- Is a middle class emerging?

THE SOCIAL SAFETY NET

As the state withdraws from its previous role of providing a social safety net, what new initiatives take its place?

- How has the state social policy changed through the transition?
- What is the quality of healthcare? What reforms have taken place in healthcare services? What opportunities are being created in the private sector? Do doctors and nurses support the reforms? How is healthcare been financed?
- How has the pension system been reformed and is it considered successful?
- What provision has been made for retraining of the unemployed? What benefits do the unemployed receive?

CRIME, CORRUPTION AND THE LAW

The existence of the rule of law and its application are of utmost importance to any market economy.

- What has happened to law and order during transition?
- Has the level of crime decreased? How is crime being addressed?
- How extensive is corruption? Where is it most evident? What, if anything, is being done to remove it? How does business avoid being involved in corruption?

A CIVIL SOCIETY

“The institutions of a civil society are those set of bodies between the family and the state whose job is to provide order. These institutions are created by their members.”

Gordon Redding

- What role is business playing to support the development of a civil society? Is corporate citizenship widely practiced?
- How are civic organizations being funded?

WORKFORCE ISSUES AND MANAGEMENT: ORGANIZATION AND PEOPLE

Bristol Hotel, Warsaw

Leader:**Mr. Robert M. Baylis**

Director

The International Forum

Guests:**Mr. Shirish Apte**

President

Citibank Poland SA

Warsaw

Ms. Maryla Koralewska

Human Resources Director

Marriott Warsaw

Ms. Marta Kowalska-Marrodan

Egon Zhender

Warsaw

Mr. Jan Musiolik

Country Manager

Ikea

Warsaw

Among the most challenging issues facing business, as a foreign investor are how to hire, train and retain a work force with the necessary skills and capabilities. Closely related is the difficulty of developing a competent management team with commitment to the company's objectives and with capability and experience in operating in the foreign country.

For those companies with experience in Poland, what important lessons have they learned from their mistakes and successes of recent years as they have hired and developed people with the skills and other capabilities necessary to produce quality products and services? What lessons have been learned in developing an effective team of managers composed of expatriates and Polish nationals?

In particular, how are companies approaching the following?

- Recruiting and hiring of employees
 - Training and development of the work force, compensation, other rewards and incentive systems and retention
 - The company's social contract with the work force and the expectations of its employees
 - The importance of the company's reputation in the market place, its image as an employer, and its products and their effects in attracting and retaining people
 - Regulations and other constraints in developing a skilled work force
-
- What is the relationship with trade unions? Is it adversarial or cooperative? How important are unions in enhancing or inhibiting growth of business in Poland? In which industries are labor unions most active? How is this changing?

- To what degree should a company localize its management? How do companies strike the right balance between having local managers who are most effective because of cultural similarities while also having the power to influence investment and strategic decisions at a company headquarters half way around the world?
- To what degree have companies added Polish managers to their global workforce? Will they increasingly place them in other managerial positions around the world as part of globalization?
- What have foreign companies learned about the importance of selecting the right expatriate to manage the local venture? What characteristics are important for this person to be most effective?
- What are the aspirations and expectations of the rising professional management generation in Poland? What are important factors for foreign companies to address if they are to retain this group of employees?
- How will rising Polish global companies compete with foreign ventures for this pool of talented managers? As private Polish company names become more widely recognized and they become more attractive to work for, how might foreign companies have to adjust their “people strategy” in Poland?

DINNER
Literacka Restaurant

6:30 p.m.

EARLY MORNING WALK – WARSAW OLD TOWN

7:30 a.m.

Leader:

Mr. Tim Hyland

Director

Travel Express Sp. z.o.o.

Warsaw

WARSAW OLD TOWN

Restoration of Warsaw's Old Town took place almost immediately following WWII, when most of the district was destroyed by the Nazis during the Warsaw Uprising. Many elements of the old architecture remained following the destruction, and fragments of the destroyed facades were used to recreate the Baroque and late Renaissance style buildings. Warsaw's Old Town retains its 19th century feel and is now known to be one of Warsaw's most beautiful historic districts.

Session 14

8:30 a.m.

ENERGY COMMUNICATIONS AND TRANSPORTATION - INFRASTRUCTURE

Salon 100, Polish Academy of Sciences

Leader:

Mr. Robert M. Baylis

Director

The International Forum

Guests:

Mr. Miroslaw Gryszka

Country Manager Poland

ABB

Warsaw

Mr. Zbigniew Markowski

Chairman

OM Investment

Warsaw

Mr. Henry Liszka

Managing Director

Bovis Polska Sp. z.o.o.

Warsaw

The importance of Physical infrastructure to the economic growth of Poland is obvious. What will Poland need if it is to compete with other countries in Europe for resources and in its production and distribution at low cost? What progress has it made to date and by what means?

Energy, communications and transportation are the key areas of concern but perhaps the companion issue is the environment. What has Poland been able to achieve in the initiatives it must

take to ensure standards of water quality and clean air? What are the requirements that Poland must meet for membership in the EU?

ENERGY

What have been the priorities for Poland in developing its energy sources and services? What are the problems still to be solved? Is the regulatory environment stable?

- How is Poland addressing the coal industry situation?
- What progress has been made on privatization?
- Are foreign participants welcome to play a role and what examples are there to date?
- How do Poland's energy costs compare with other countries?
- What is the situation with power tariffs? Are they subject to state approval?
- How does EU membership affect Poland's power sector?

COMMUNICATIONS

As the Polish economy prepares for participation in the high tech world of communication, the cost and quality of its services will have an impact on many sectors of its society. Communication services directly affect business and represent a key factor in the attractiveness of the investment environment. Communications now play an increasing role in determining the quality of other activities as well, such as education in schools and universities, research in universities, government activities, banking, etc.

- How is Poland capturing the experience, the technologies and the capital of international players? Is the government taking initiatives that will encourage all the necessary stages of this development on a timely basis?
- What progress has been made and what remains to be done?

TRANSPORTATION

It is suggested that the transportation infrastructure is in need of serious upgrading. The implications of the present road and rail system are obvious and make economic development in certain regions more difficult by adding to the costs of production and timeliness of deliveries.

- What are the plans and priorities for improving Poland's transportation infrastructure? Where are the most important needs?
- Where will the financial capital come from?
- How long will it take?
- What role will be played by private enterprise? What will be the involvement by foreign firms?

BUSINESS AND INFRASTRUCTURE

How are companies addressing the problems of infrastructure in Poland today? What do they do to overcome the most significant deficiencies?

What do companies see as the most significant problems? Are these the same problems that the Polish government sees as important?

FINANCING GROWTH

Salon 100, Polish Academy of Sciences

Leader:**Mr. Robert M. Baylis**

Director

The International Forum

Guests:**Mr. Zbigniew Markowski**

Chairman

OM Investment

Warsaw

Mr. Zbigniew Wojciech Okonski

Chief Financial Officer

Prokom Investments S.A.

Warsaw

As Poland's economy grows, its need for capital is increasing? Where are these needs most evident? Are they in the loans and seed capital needed to support start-ups and growing ventures, entrepreneurs and other new initiatives in the private sector? Or is capital most needed for the large green field and infrastructure projects?

What are the important changes taking place in Poland's financial system today? Which are most needed? What progress has been made? What are the policies of the government and what initiatives has it taken? What incentives are given?

How commercially competitive is the banking system? Will it have to rely on foreign intervention? At what level of foreign participation will the government draw the line? How well do domestic banks serve the needs of local business – small and large – for loans? Will this change as foreign banks enter the market?

What are the sources of capital for private enterprise – entrepreneurial and growing business? Are venture capital firms, domestic and foreign, serving the needs? Are the equity markets supporting IPO's? How much does the Polish Diaspora contribute to financing enterprises in Poland?

Are the securities markets open to foreign investment? Is there transparency and adequate regulation? Are international accounting standards required and used?

**ISSUES FOR BUSINESS –
LESSONS FROM THE LAST FEW YEARS AND OPPORTUNITIES FOR THE FUTURE**

Salon 100, Polish Academy of Sciences

Leader:

Mr. Michael O. Alexander
Chairman
The International Forum

Guests:

Mr. Warren Browne
Managing Director
General Motors Poland
Warsaw

Mr. Miroslaw Gryzka
Country Manager Poland
ABB
Warsaw

Dr. Piotr Freyberg
Managing Director
3M Poland
Warsaw

Mr. Henry Liszka
Managing Director
Bovis Polska Sp. z.o.o.
Warsaw

Mrs. Zofia Gaber
President
Agros Holding Inc.
Warsaw

During the transition years of the past decade, dramatic changes have taken place in Poland's economy and the environment for investment and business growth? This session reviews those changes from the perspective of the companies that have been involved in key industry sectors. The objective is to examine these experiences and to learn from them, to understand the obstacles and issues that confront business in Poland today and to identify opportunities for the future.

Strategies differ markedly by industry and determine the relative importance of such factors as capital investment, sourcing and supply, manufacturing, marketing, distribution, management and the workforce, finance, organizational structure and decision making and ownership.

The discussion will address experiences and perspectives on such issues as:

SUPPLY, SOURCING AND PRODUCTION – MARKETING AND DISTRIBUTION

What are the key issues?

- What strategic advantages does Poland offer? What obstacles?
- How do companies determine and then develop over time the right service strategy in a market that traditionally has not required significant after-sale service from suppliers?
- How do companies build valuable and profitable relationships with their suppliers? How is this sustained? What characteristics are critical in this relationship?

- How are supplier and customer relationships structured in Poland? What opportunities and challenges does this present to foreign companies?
- How have successful industrial companies organized themselves to successfully market to the business customer?
- Is the price/value relationship the same or different than in other markets?
- What role does government and regulation play in helping or moderating the marketing of both consumer and industrial products?
- How important is quality in the minds of the customer? Will customers pay for quality or is price more important?

EXPORTS

Is Poland competitive as a base for export? What factors make it competitive? Which do not?

- Do foreign companies see Poland as a stepping stone to the markets in the East?
- How do foreign companies see Poland as a component of an integrated European or global strategy? Do they see it as only a large potential market in its own right?
- Does government facilitate exporting in all the important ways? What problems exist and are they being addressed?
- What are the major sources of competition?
- What are the risks and uncertainties?

BUSINESS AND GOVERNMENT INTERACTION

Does government listen to business at both the political and bureaucratic level? What level of interaction exists to resolve problems?

- Does government give preferences or incentives to certain inbound investments? Are these directed at regional priorities, political interests or overall national benefits?
- What preferences are given to export industries?

THE LAW, SECURITY AND CORRUPTION

What are the most important issues for business?

- How does business avoid corruption? How does it deal with it?

FOREIGN INVESTMENT

What are the most successful modes of foreign investment?

- Acquisition of existing facilities
- Mergers and partnerships or other forms of alliances
- Greenfield investments

OTHER ISSUES

How does business see the importance of such issues or topics as:

- Workforce skills
- Management
- Training and development
- Intellectual property protection
- Transportation infrastructure
- Tariffs, duty and customs

- Labor unions
- Corporate image
- Relationships with government officials
- Technology and its availability

LUNCH

Café Blikle

12:30 p.m.

Session 17

2:00 p.m.

POLAND AND THE EU

Salon 100, Polish Academy of Sciences

Leader:

Mr. John N. Turnbull

Director
The International Forum

Guests:

Mrs. Zofia Gaber

President
Agros Holding Inc.
Warsaw

Mr. Zbigniew Wojciech Okonski

Chief Financial Officer
Prokom Investments S.A.
Warsaw

Professor Wojciech Katner

Vice Minister of Economy
The Republic of Poland
Warsaw

Mr. Henryk Wujec

Secretary of State
Ministry of Agriculture and Food Economy
Warsaw

What are the most difficult challenges that central European countries face as they seek to become members of the European Union?

- What trade-offs must they make?
- How will they convince their public to continue to support membership in the EU during negotiations?
- How stable are the political institutions and are they able to withstand the inevitable strains which lie ahead as economic reform continues and the gap between “haves” and “have-nots” widens?
- Does Poland see a “role model” amongst the European nations which points the way for its future aspirations? Or does it have a unique vision?

What are the strengths and resources that each central European state can bring to Europe? How will these add value to Europe’s future efforts to compete globally?

The discussion will address the following key questions:

- What business opportunities does the enlargement of the European Union provide? What business strategies are most likely to succeed in central Europe during the next few years?
- What key policies and initiatives must the governments of central European states take during the next few years to ensure their successful transition to a market economy and their acceptance as members in the EU?
- What initiatives are necessary for central European states to successfully build the civil society that many western countries now take for granted? What role can business play in helping to build this social infrastructure?

What are the implications of EU enlargement for European business and multi-national companies?

Assuming outcomes of:

- Successful EU enlargement to include most or all of the 12 applicants over the next two decades.
- Unsuccessful enlargement with the EU remaining much as it is today.
- What difference would it make to the business strategies for the future?

Poland is considered by the EU to be amongst the leaders of the pack for potential membership.

What are the major obstacles in the way of agreement?

- What does Poland see as the major benefits to be expected from membership?
- What are the main restructuring issues, which have to be faced?
- How will agricultural issues be resolved?

AGRICULTURE AND CAP

- How will the current CAP (Common Agricultural Policy) survive Poland's (and others') entry to the EU?
- How might Poland influence the successor to the CAP?
- What will be the effect of agricultural reform on rural employment? Are there policies and plans emerging to deal with this?
- Does Poland tend to the idea of a "United States of Europe", or is it a federation of sovereign states?
- What is the view of the public and the media?
- Which sections of society are most for and most against EU membership?

POLAND: ALTERNATIVE FUTURE FACTORS, RISKS AND OPPORTUNITIES

Salon 100, Polish Academy of Sciences

Leader:**Mr. Michael O. Alexander**

Chairman
The International Forum

Guests:**Mrs. Zofia Gaber**

President
Agros Holding Inc.
Warsaw

Mr. Zbigniew Wojciech Okonski

Chief Financial Officer
Prokom Investments S.A.
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Professor Wojciech Katner

Vice Minister of Economy
The Republic of Poland
Warsaw

Mr. Henryk Wujec

Secretary of State
Ministry of Agriculture and Food Economy
Warsaw

Mr. Andrzej Rychard

Director
Institute of Philosophy & Sociology of the
Polish Academy of Science
Warsaw

Participants discuss their conclusions on the following questions here:

1. How is Poland making the transition to a market economy? What has been achieved and what remains to be done?

Poland has come through the first 10 years of transition as one of the success stories of the “new Europe.” What are the achievements and what are the short and medium term priorities, which now have to be addressed?

What does Poland see as its future role? Is it completely dedicated to joining the “Western European Club” and turning its back on its eastern neighbors? Or does it see itself still very much in the “Slav world” and able to act as a bridge between east and west?

2. What are the opportunities for your business? What are the main obstacles? What are the most important factors for success?

CONCLUSION

**FACULTY OF
THE INTERNATIONAL FORUM'S UNDERSTANDING POLAND**

Mr. Michael O. Alexander, Chairman, The International Forum

Mr. Philip E. Barta, Senior Operations Manager, The William Davidson Institute, *USA*

Mr. Robert M. Baylis, Director, The International Forum; Former Vice Chairman, CS First Boston, *Hong Kong*

Ms. Nancy A. Doyal, Managing Director, The International Forum

Mr. John N. Turnbull, Director, The International Forum; Former President, BP Chemicals, *UK*

THE INTERNATIONAL FORUM

Ms. Megan A. Roth, Program Manager, The International Forum

Ms. Melissa C. Thomas, Manager, The International Forum

**GUEST RESOURCES OF
THE INTERNATIONAL FORUM'S UNDERSTANDING POLAND**

In addition to meeting with students, teachers, factory workers, market vendors, and customers, participants will meet with the guest resources below.

Mr. Rafal Antczak, CASE, *Warsaw*

Mr. Shirish Apte, President, Citibank Poland SA, *Warsaw*

Mr. Jan Krzystzof Bielecki, Executive Director, Poland/Bulgaria/Albania, European Bank for Reconstruction & Development, *United Kingdom*

Dr. Michael Boni, Chief Adviser, Minister for Social Affairs, *Warsaw*

Mr. Warren Browne, Managing Director, GM Poland, *Warsaw*

Professor Janusz Filipiak, President, ComArch S.A., *Krakow*

Dr. Piotr Freyberg, Managing Director, 3M Poland, *Warsaw*

Mrs. Zofia Gaber, President, Agros Holding Inc., *Warsaw*

Mr. Miroslaw Gryszka, Country Manager Poland, ABB, *Warsaw*

Mr. Tim Hyland, Director, Travel Express Sp. z.o.o., *Warsaw*

Professor Wojciech Katner, Vice Minister of Economy, The Republic of Poland, *Warsaw*

Mr. Krzysztof Kizel, Manager, Status Travel Agency, *Krakow*

Ms. Maryla Koralewska, Human Resources Director, Warsaw Marriott Hotel, *Warsaw*

Ms. Marta Kowalska-Marrodan, Egon Zhender, *Warsaw*

Mr. Stanislaw Lewak, President, The Polished Group S.A., *Krakow*

Mr. Henry Liszka, Managing Director, Bovis Polska Sp. z.o.o., *Warsaw*

Dr. Tomasz Maciantowicz, Vice President, ComArch S.A., *Krakow*

Dr. Zbigniew Markowski, Chairman, OM Investment, *Warsaw*

Mr. Jan Musiolik, Country Manager, Ikea, *Warsaw*

Father Stanislaw Obirek, *Krakow*

Ms. Ewa Okonski, Middle School Teacher, *Warsaw*

Mr. Zbigniew Wojciech Okonski, Chief Financial Officer, Prokom Investments S.A., *Warsaw*

Mrs. Barbara Pawlowska, RR Donnelley & Sons, *Krakow*

Mr. Roman Rewald, Weil, Gotschal and Manges, *Warsaw*

Mr. Joachim S. Russek, Director, Judaica Foundation - Center for Jewish Culture, *Krakow*

Mr. Andrzej Rychard, Director, Institute of Philosophy and Sociology, *Warsaw*

Ms. Anna Staron, X Liceum Ogólnokształcące, *Krakow*

Mr. Tomasz Szczypinski, Deputy Mayor of Krakow

Mr. Józef Wêgrzyn, Vice Director, Chamber of Commerce in Krakow

Mr. Henryk Wujec, Secretary of State, Ministry of Agriculture and Food Economy, *Warsaw*

Dr. Jakub Wagnanski, Data Base on Polish NGOs KLON, *Warsaw*