

2012

Polish Agency for
Enterprise Development



We support good management

„Management is an imposition of order on chaos“

Henry M. Boettinger

The **Polish Agency for Enterprise Development (PARP)** is a State agency which has supported entrepreneurs for 11 years now. With its activity PARP responds to entrepreneurs' needs and provides stimuli for their further development. The Agency is responsible for distribution of billions of EUR under several EU and national support programmes designed to help mainly small and medium-sized enterprises. These **funds may be used for investments, innovations and increasing competence and qualifications of both managers and employees**. Entrepreneurs receive a considerable portion of those funds through business environment institutions (National SME Service Network, technological parks and incubators).

The competitive position of small and medium-sized enterprises – both on the domestic, European and global market – depends to a large extent on the long-term planning based on a specified operation strategy. Although the entrepreneurs' awareness of strategic management is gradually growing (according to a PARP research, nearly 50% of SMEs specified their operational strategies and defined their target groups), their strategic plans are often still too general and not based on the analysis of the companies' strengths and weaknesses.

Therefore, the Polish Agency for Enterprise Development draws particular attention to the role of management in enterprises, by designating the year 2012 as the year of good management. Entrepreneurs and persons planning to undertake business activity in 2012 will receive special support in the implementation of all important management functions – planning, organisation, incentivising and monitoring – through trainings, consultancy and co-financing.



Planning

Planning constitutes a starting point for the management process. It consists in defining the goals which a company wants to achieve. Under the system project „**Strategic Planning in MSME**“, the Polish Agency for Enterprise Development organises training and advisory activities addressed to business owners, managers and employees in micro-, small and medium-sized enterprises registered in Poland as well as advisory activities for selected companies.

An effective management process should specify the directions of adjustment to changes taking place in the environment. Recognising the current challenges faced by enterprises, the Polish Agency for Enterprise Development arranges competitions to finance innovative solutions to problems related to age, knowledge and change management. The solutions created as a result of such project, which will pass the applicability tests run in selected companies, will be made available by the Agency free of charge to those entrepreneurs who have similar problems and are interested in applying such solutions.

More and more companies recognise considerable profits which can be drawn from implementation of corporate social responsibility strategies and treat such activity not as a cost, but rather as a long-term investment. **Corporate Social Responsibility (CSR)** is a management strategy according to which enterprises as part of their activities voluntarily take into account social interests, environmental aspects or relations with various groups of stakeholders. In 2012 PARP will organise a competition for SMEs, where entrepreneurs will be able to apply for co-financing of projects consisting in implementing CSR activities under companies' current operations, in following areas: environment, relations with the company's employees and social involvement.

Purchase of specialist reports or analyses enabling a better diagnosis of the new market and proper planning of a foreign expansion strategy may be refunded under **Measure 6.1 of the Operational Programme Innovative Economy ("Passport to export")**. Co-financing will also cover advisory services consisting in preparation of export development plans for entrepreneurs, including inter alia an analysis of the company's competitive position, indication of target markets for export of the company's products and services as well as research on selected target markets. The plan should also describe methods and resources necessary for its further implementation (e.g. the plan may indicate the necessity to adjust products to standards applicable on the target market, to obtain certificates and participate in specific fairs or economic missions).

Entrepreneurs who plan to develop their export activity will be provided with the opportunity to participate in worldwide economic missions, cooperation exchanges and fairs. Moreover, the PARP's **Enterprise Europe Network** enables entrepreneurs who seek foreign business partners to publish their company profiles in the Business Cooperation Database accessed by approximately 600 network units both in Europe and in non-European countries. The Enterprise Europe Network (EEN) offers also comprehensive services covering information, training and advisory activities, mainly pertaining to the European Union law and policy, business activity in Poland and abroad, access to sources of financing, internationalisation of enterprises, technology transfer and participation in the EU framework programmes.

Companies' own funds are rarely sufficient to finance the entire implementation of a development plan, it is thus vital to obtain external capital. Under **Measure 3.3.2 of the Operational Programme Innovative Economy**, PARP offers support for undertakings which demonstrate to entrepreneurs from the SME sector how to obtain external share-related financing for innovative projects. Co-financing is granted also to cover the costs of advisory services connected with preparation of plans, documents and analyses which are to facilitate attracting investors.



Organisation

Organisation is a process which focuses on the search for the best method of achieving objectives set during the planning process. A good strategy and clearly specified objectives constitute key factors ensuring success of the enterprise, however, even the best plan may fail if resources, including human resources, are incompetently employed. Therefore, the Polish Agency for Enterprise Development offers educational support as well as information and advisory assistance for increasing competence and knowledge among entrepreneurs.

In the second half of 2012, under the Human Capital Operational Programme, PARP will launch a competition for co-financing trainings aimed at increasing management skills of managers. Such trainings on strategic and human resources management are addressed to owners of SMEs and management personnel in general. One of the project's objectives is also to strengthen the role of human resources in Polish companies. Therefore, persons responsible for HR management processes will undergo training aimed at the development of business and analytical skills.

PARP Academy – an educational portal for small and medium-sized enterprises run by PARP– enables access to similar free on line trainings. Its objective is to widen access to e-learning among micro-, small and medium-sized enterprises and among persons intending to conduct business activity. The portal offers a variety of trainings concerning inter alia strategic management, negotiations, management skills, marketing and sales.

The Polish Agency for Enterprise Development cooperates with centres providing comprehensive training and information services and communications with entrepreneurs at the regional level. PARP also supervises and supports operation of **Consultation Centres** which provide advisory services to entrepreneurs nationwide, thus assisting in setting up, organising and conducting business activity. The Consultation Centres provide information on administrative and legal aspects of the process of setting up, conducting and suspending/ending business activity as well as employing foreigners, remote provision of services (including on-line services), competition law, corporate social responsibility, intellectual property rights, ISO 9001 and HACCP quality systems, development of human resources, various sources of financing and environmental requirements connected with business operation. **Assistance** is one of the services offered by the Consultation Centres. It is addressed to all companies and consists of two stages. Stage I – diagnosis of business needs – boils down to identification of the client's problems and needs as regards its business activity. Such identification is conducted through a detailed interview with the client and analysis of documents as well as through indicating methods for solving the problems. Stage II consists in advisory support related to the needs identified at the earlier stage, according to the established path. This service covers advice and consultations related to the basic areas of each company: marketing (preparation of a marketing strategy, SWOT analysis, analysis of the impact of external and internal factors on the company's strategic position, etc.), organisation (organisation of work, time management, personnel selection,



division of duties and responsibilities, etc.) and finance (preparation of a cost estimate, working capital management, access to funding sources).



Incentivising

Management is an art of achieving planned results. The management personnel's efficiency is measured through the ability to organise work properly. Under the **Human Capital Operational Programme**, PARP grants funds for organising trainings for entrepreneurs and their employees and promotes good practices in human resources management. This knowledge is extremely valuable for entrepreneurs as it enables their companies to achieve success based on their employees. The aim of the nationwide project "**Investment in Human Resources 3**" is to raise the skills of SME owners and managers in relation to human resources management (HRM) and to implement the HMR system in the companies taking part in the project. Company-tailored trainings cover such topics as team-building, group potential development, efficient corporate communications and incentivising employees effectively. The detailed scope of thematic workshops is based on the report drawn up after an HRM analysis of the given enterprise.

Another countrywide project involving trainings and advice implemented by PARP – "**Age plus – trainings for enterprises**" – constitutes a comprehensive programme supporting enterprises in the preparation and implementation of age management strategies as part of incentivising schemes and the process of building the company's competitive advantage. The project offers the possibility to gain practical knowledge in strategic personnel management with consideration of age differences among employees. It demonstrates how to manage personnel with a varied age structure in order to make optimal use of the employees' knowledge, experience and involvement.



Monitoring

Monitoring constitutes the last stage of the management process and its aim is to register the achieved results and compare them with the initial assumptions. At the same time, control is the starting point for verification or for designing a new strategic plan.

For the companies which face difficulties, PARP offers its "**Instrument of Quick Response**" designed to provide training and advisory support for enterprises and employees coping with the negative results of economic downturn. Direct recipients of such support include companies from the SME sector and large enterprises which may also experience the negative results of economic downturn. Such companies receive comprehensive advisory support resulting in the so-called Development Plan. The Development Plan specifies the directions of corrective or development actions and focuses on such areas as market-



ing and sales, production, techniques and technology, human resources as well as material and financial resources. The Development Plan is implemented through both advisory services as well as trainings for the enterprise employees.

Audit is also considered an instrument of verifying the achievement of results set by an organisation. Identification of the company's weaknesses and strengths by means of describing and assessing its basic know-how is then used for designing specific propositions concerning directions of the enterprise's further development. Under **Measure 5.2 of the Operational Programme Innovative Economy** addressed to the so-called business environment institutions, PARP co-finances costs of providing advisory services to entrepreneurs, including in particular pro-innovative services concerning inter alia various audits (technological audit, audit of marketing needs, level of creativity and absorption of innovation) and analyses (technological and economic viability, viability of implementing a proposed technological solution).

Information on all launched competitions and available support tools is available at: www.parp.gov.pl.

You may also contact with consultants at the **PARP Information Point** [tel.: +48 22 432 89 91-93, 801 332 202, e-mail: info@parp.gov.pl] and at the **Consultation Centres** in the entire Poland [relevant addresses are available at: www.parp.gov.pl/pk]

Detailed information about individual projects:

Enterprise Europe Network:

tel.: +48 22 432 71 02
www.een.org.pl

Investment in Human Resources:

tel.: 801 808 108
www.inwestycjawkadry.pl

PARP Academy:

tel.: 801 444 677
www.akademiaparp.gov.pl

Age plus:

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