



Business Services in Opole





Report prepared for Opole City Hall
by the Association of Business Service Leaders (ABSLS)

in cooperation with JLL and Randstad



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www.ponad.pl The logo for Ponad, featuring the word "Ponad" in a blue sans-serif font with a stylized blue 'P'.

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I Contents

1	Why choose Opole?	4
2	Business services	8
3	Business image of the city	12
4	Investors about themselves	20
5	Labor market	24
6	Office market	30
7	Quality of life and business support	33
8	Forms of support for investors in Opole	36

1

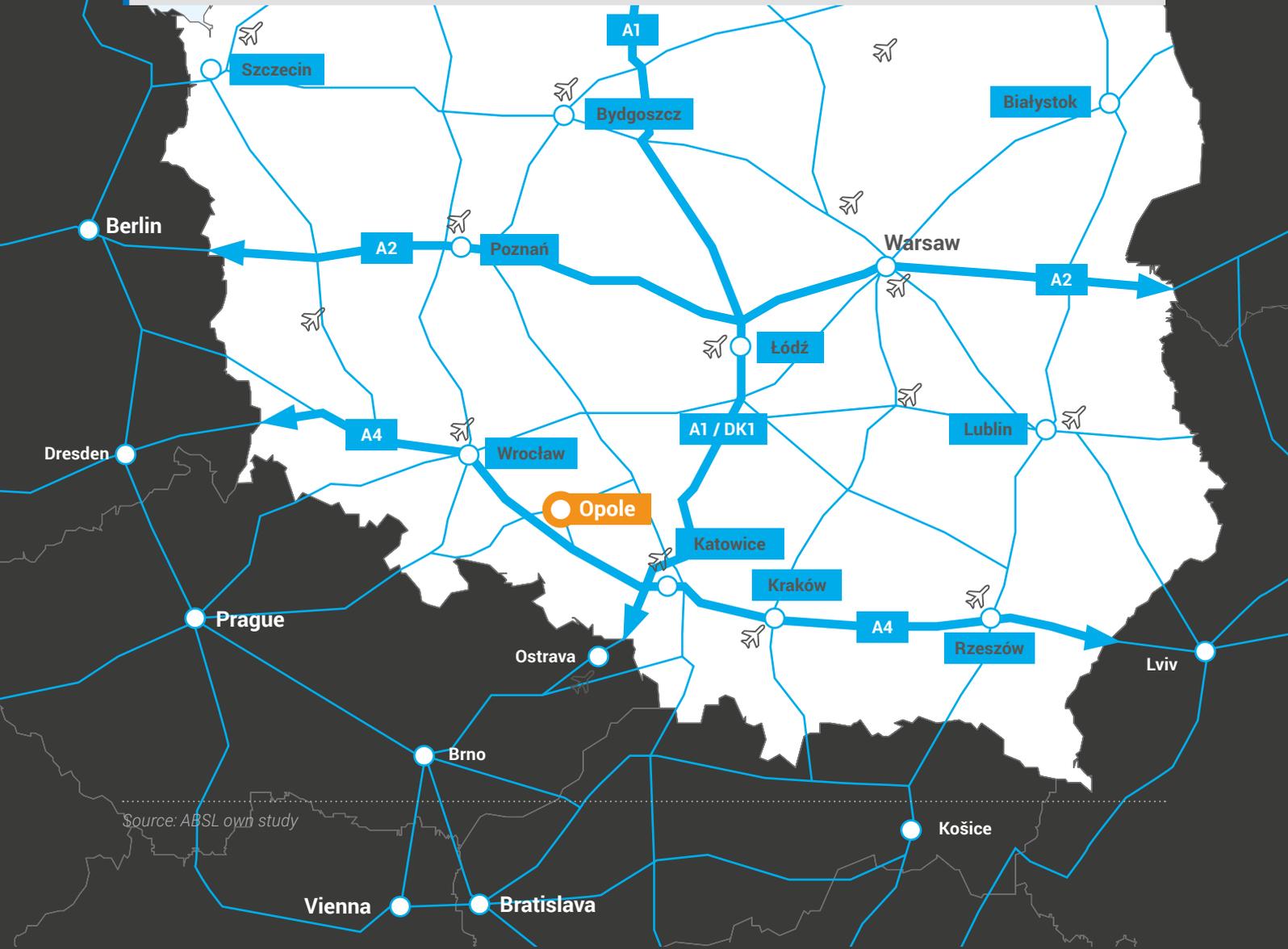
Why choose Opole?

Opole is a city of 128,000 inhabitants in southwestern Poland (in the greater Opole area more than 300,000 people live). It is the capital and leader of its region, and a growing social and economic hub that gathers together administrative, educational, economic and cultural functions. One of the city's important advantages is its convenient location near the A4 highway connecting Poland with Western Europe. Opole is also a strong academic center. The high quality of its human capital enhances the city's attractiveness for investors in the business services sector.



Photo: Opole City Hall

FIGURE 1
LOCATION OF OPOLE AND DISTANCES TO SELECTED CITIES



Source: ABSL own study

	Distance	Travel time
Wrocław	94 km	1h 00min
Katowice	110 km	1h 15min
Kraków	190 km	2h 00min
Łódź	200 km	2h 30min
Warsaw	315 km	3h 55min
Berlin	425 km	4h 20min
Vienna	450 km	4h 30min

8th place in Europe

The position of Opole Province in the “European Cities and Regions of the Future 2018/19” ranking (fDi Intelligence, Financial Times) in the category “Small European Regions of the Future”.

Source: ABSL own study on the basis of Google Maps

Why choose Opole?

Reykjavik

FIGURE 2

AIR TRANSPORTATION – WROCLAW AIRPORT (WRO), KATOWICE AIRPORT (KTW)

KTW**WRO****Distance from the airport to Opole city center****120 km****100 km****Number of countries served**

(within the network of scheduled connections)

20**21****Number of air connections**

(within the network of scheduled connections)

43**59****Total number of passengers (2017)****3,893,000****2,855,000****Airlines providing scheduled connections**

(KTW & WRO)

**LOT Polish Airlines, Lufthansa,
Ryanair, Transavia.com,
Wizz Air, Eurowings,
SAS Scandinavian Airlines,
Swiss International Air Lines**

Source: ABSL own study on the basis of
www.airport.wroclaw.pl
www.katowice-airport.com oraz Google Flights

Source: www.katowice-airport.com/pl/pasazer/mapa-polaczen/,
www.airport.wroclaw.pl/pasazer/mapa-polaczen/

Tenerife

Lanzarote

Agadir

Malaga

Alicante

Palma

Barcelona

Madrid

Porto

Lisbon

Faro

Paris

Bristol

Birmingham

London

Cork

Doncaster / Sheffield

Dublin

Liverpool

Leeds

Shannon

Manchester

Newcastle

Belfast

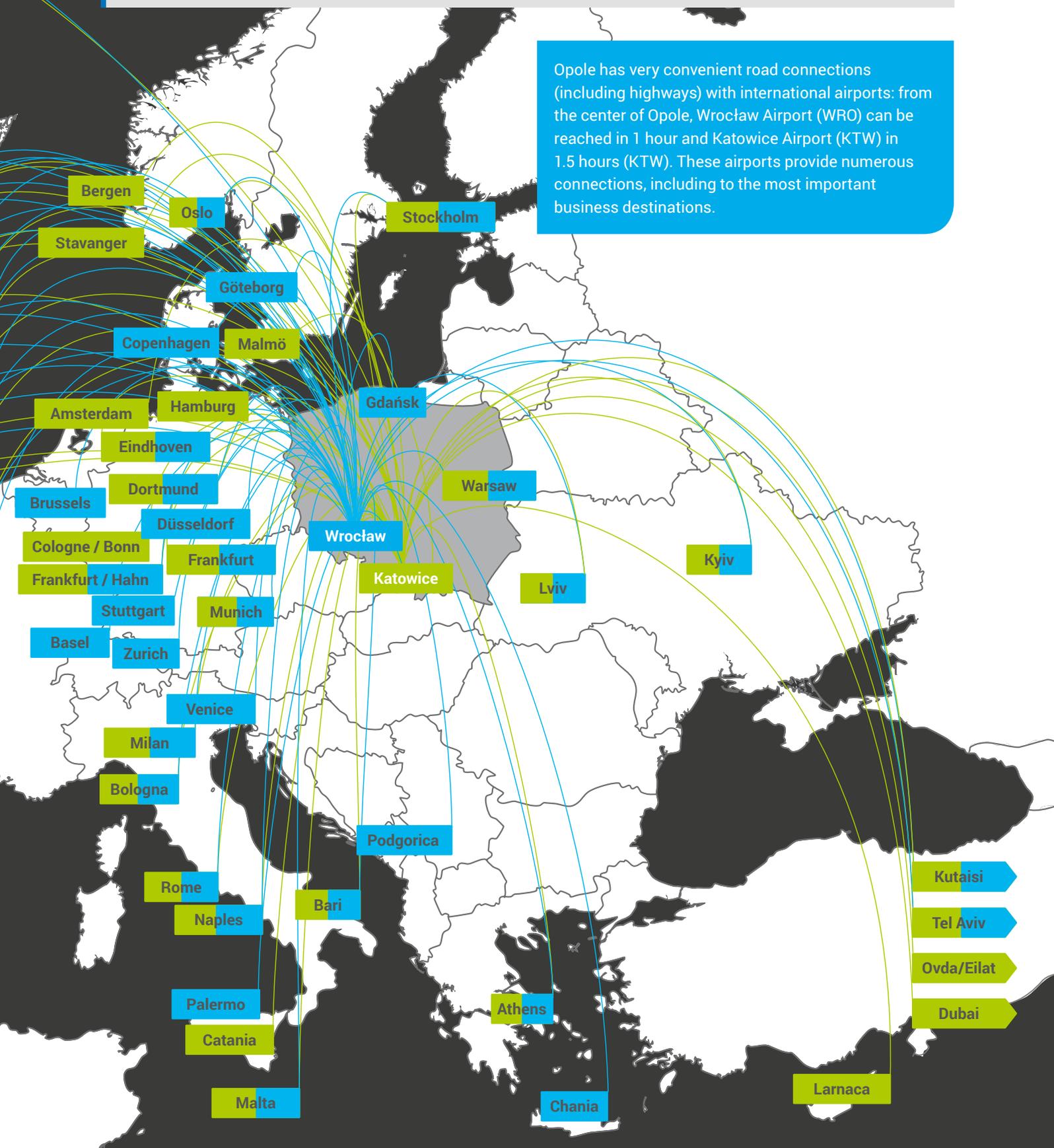
Edinburgh

Glasgow

FIGURE 3

MAP OF SCHEDULED PASSENGER FLIGHTS OUT OF WROCLAW AND KATOWICE

Opole has very convenient road connections (including highways) with international airports: from the center of Opole, Wrocław Airport (WRO) can be reached in 1 hour and Katowice Airport (KTW) in 1.5 hours (KTW). These airports provide numerous connections, including to the most important business destinations.



2

Business services

Opole is one of the most dynamically developing business service locations in Poland. Job growth in the industry, particularly noticeable in the city over the past three years, is supported by robust partnerships between companies from that sector and the commercial real estate industry, recruitment firms, city authorities, colleges and universities, and other business environment institutions. Opole is also a model example of an average-sized regional center that is effectively exploiting its potential in the context of developing the business services sector.

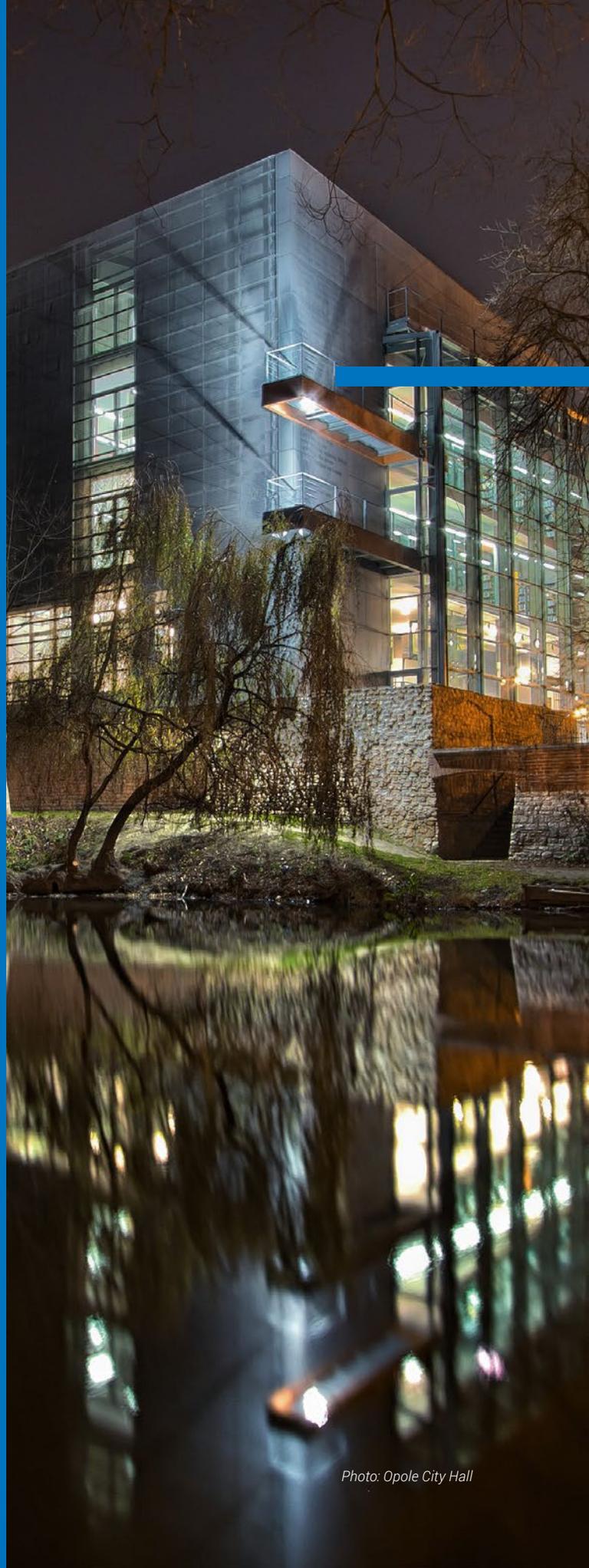


Photo: Opole City Hall

FIGURE 4

BUSINESS SERVICES SECTOR IN OPOLE – KEY INFORMATION

**1,400**

The number of people employed in the business services sector in Opole in Q1 2018

**6**

The number of countries where the headquarters of companies having business services centers in Opole are located (Poland, Germany, France, the United Kingdom, Switzerland, Brazil).

**16**

The number of BPO, SSC, IT and R&D business services centers in Opole (Q1 2018). Half of these are centers with foreign capital, while the rest belong to Polish companies.

**IT**

The most important category of services provided by centers in Opole is IT. It generates most of the employment in the industry, and appears in the service portfolios of more than 2/3 of the centers in the city.

**6**

The number of new business services centers established since the beginning of 2016. The plans of companies concerning employment in those investments assume the creation of more than 500 new jobs, of which more than half have already been generated.

**71%**

Growth in employment in business services centers in Opole from Q1 2016 to Q1 2018 (a total of about 600 persons). This figure is more than double the national average. Almost 50% of the new jobs created during this period were generated by centers established in 2016 or later.

**> 20**

The number of BPO, SSC, IT and R&D centers operating in Opole forecast for 2020 (conservative estimate).

**> 2,000**

The number of employees in the sector in Opole forecast for 2020, more than 40% growth in comparison with Q1 2018 (conservative estimate).

FIGURE 5

FEATURES OF OPOLE ATTESTING TO THE CITY'S ATTRACTIVENESS AS A BUSINESS SERVICES LOCATION



Availability of German-speaking employees

One thing that characterizes Opole as a business services location is the wide availability there of people who know German, and the wide use of that language in BPO, SSC, IT and R&D centers (most of these handle processes in German).



Competitive level of labor market pressure

The share of people employed in the business services sector in the working and mobile age population (aged 18-44) is about 3%. This means a decisively lower level of pressure on the local labor market in comparison with Poland's largest business services locations.



BPO, SSC, IT and R&D services center success stories

Opole can be described as a proven location for conducting business.

In the past three years, a large majority of business service locations have expanded both the scope and sophistication of their activities. These two aspects have also been accompanied by an increase in employment.



Cost competitiveness

Operating and personnel expenses are lower in the city than in Poland's largest business services locations.



A rapidly growing office market

Growth of almost 30% over 2016 in office space in the city.



Economic strategy

A stable economy and a consistently-implemented strategy for developing as one of the fastest growing and most important regional economic centers in Poland.



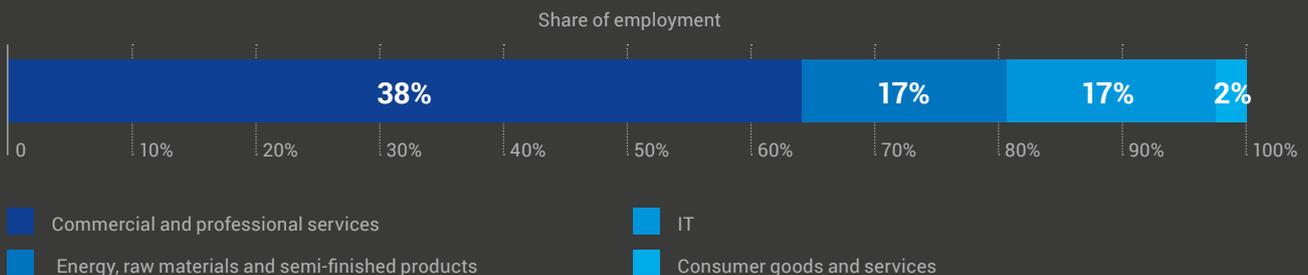
Support for investors

Within the structure of Opole City Hall there is an active Investor Service Department that guarantees both comprehensive supporting during the investment process and professional post-investment care.

Source: ABSL own study

FIGURE 6

STRUCTURE OF EMPLOYMENT AT BUSINESS SERVICES CENTERS IN OPOLE BY INDUSTRY OF PARENT COMPANY



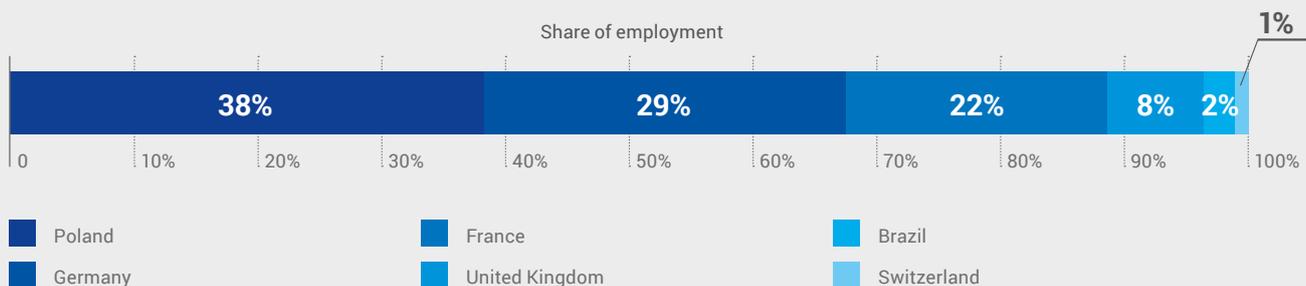
Source: ABSL own study

TABLE 1
BUSINESS SERVICES CENTERS IN OPOLE

Name of company	Type of center	Year activities began	Location of parent company headquarters	Employment level	Profile of main activities
Asseco	IT	2006		<50	Software development
Atmoterm	IT	1983		100-200	Software development
Atos	IT	2016		50-100	Software development
Axabee	IT	2012		<50	Software development
Axxiome	IT	2016		<50	Software development
Bright Coder's Factory	IT	2016		<50	Software development
Call Center Inter Galactica	BPO	2009		>200	Customer services
Cappgemini CIS	IT	2012		>200	IT infrastructure management
Contact Center One	BPO	2013		<50	Customer services
Future Processing	IT	2011		<50	Software development
ifm Ecolink	R&D	2015		<50	Research & development services
ista (iSS)	SSC	2014		>200	IT systems administration
opta data	BPO	2012		100-200	Customer services, settlement services
PwC	SSC	2016		100-200	Payroll and accounting processes support services
Stefanini	IT	2017		<50	IT technical support services
WT&T	R&D	1998		<50	Research & development services

Source: ABSL own study

FIGURE 7
STRUCTURE OF EMPLOYMENT AT BUSINESS SERVICES CENTERS BY PARENT COMPANY HEADQUARTERS LOCATION



Source: ABSL own study

3

Business image of the city

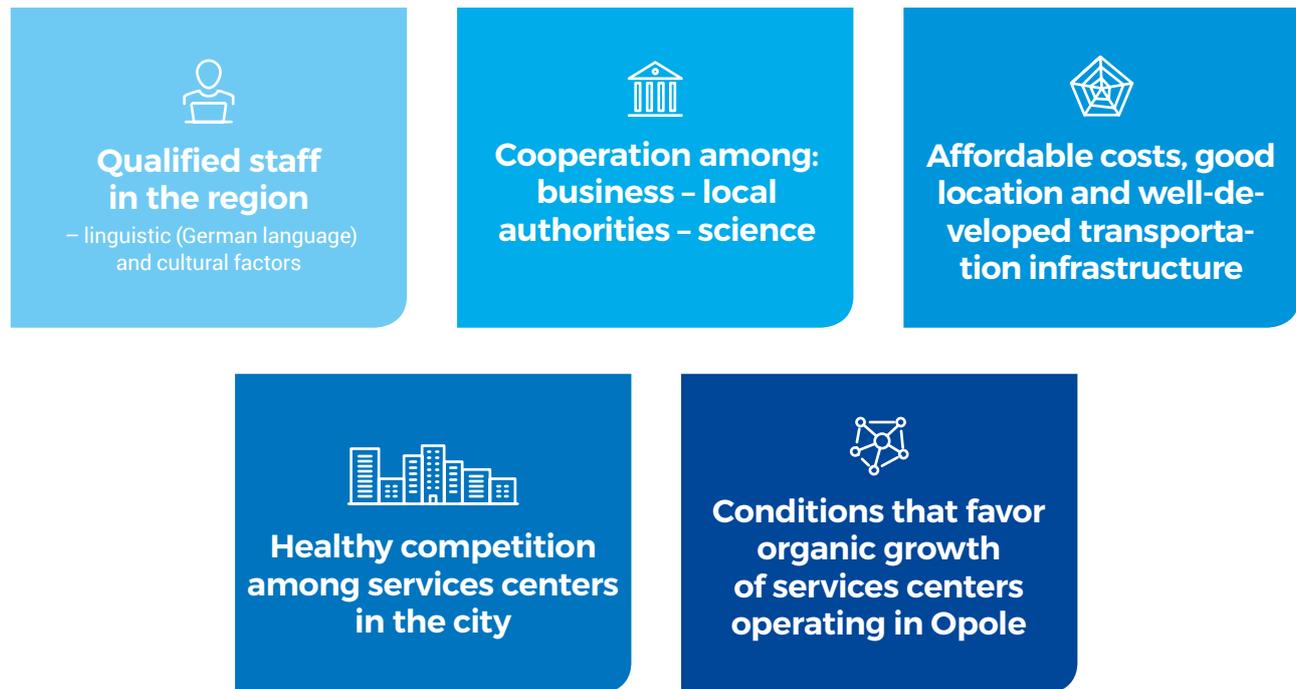
This chapter presents the results of an analysis of the responses of representatives of business services centers on how they perceive Opole as a place for doing business. Respondents' opinions were gathered during individual in-depth interviews (IDIs) conducted at selected services centers operating in Opole.



Photo: Opole City Hall

FIGURE 8

OPOLE'S ADVANTAGES AS A BUSINESS SERVICES CENTER LOCATION ACCORDING TO CURRENT INVESTORS



Source: ABSL own study based on interviews with business services center representatives

Highly qualified staff: linguistic and cultural factors

A big advantage of Opole pointed out by representatives of BPO, SSC, IT and R&D centers operating in the city is the availability of qualified personnel as potential employees in the business services sector. The Opole region features a very high level of familiarity with the German language. For many inhabitants, German is their “second mother tongue”, which makes Opole an attractive location for investors from companies who do business in German.

Representatives also emphasize that an important attribute of potential employees in the Opole region is their cultural affinity to German-speaking countries, and their desirable conduct. They have a very strong work ethic and pay attention to order. People from Opole are also very open to gaining new knowledge and skills, which is very important in an industry that requires employees to enhance their qualifications.

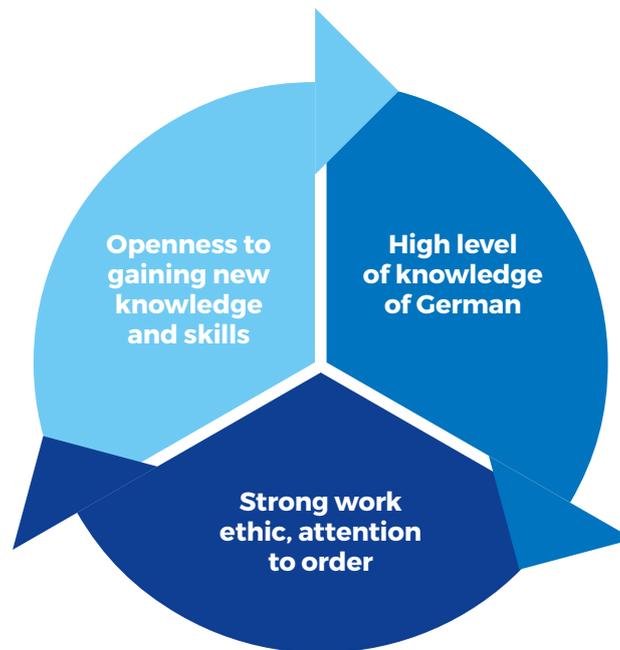
The staff of services centers in Opole are supplied by graduates of the universities located in the city, mainly Opole University of Technology and the

University of Opole. These schools are very open towards various forms of cooperation with business services centers, including supporting recruitment processes aimed at obtaining new employees who are graduates of those universities. Importantly, the universities are also open to adapting their teaching

programs to the needs of industry employees, and to joint educational projects that raise awareness of the opportunities available for becoming employed in the sector, and that develop the competencies graduates need to work in BPO, SSC, IT and R&D services centers.

FIGURE 9

MOST IMPORTANT CHARACTERISTICS OF OPOLE STAFF IN THE OPINION OF REPRESENTATIVES OF SERVICES CENTERS



Source: ABSL own study based on interviews with business services center representatives

Affordable costs, good location and well-developed transportation infrastructure

Employers from the business services sector in Opole emphasize that a very important factor affecting their choice of Opole is its extraordinarily convenient location not far from the A4 highway. They stressed that, while the city is near the highway, it is not merely a place for passing through, but is a destination in itself.

Opole's location between Katowice and Wrocław makes its very attractive in terms of connectivity. Within a small radius from the city (about 100 km) there are two international airports (Katowice Airport and Wrocław Airport) offering a wide range of connections, which is an important factor in doing business in the city.

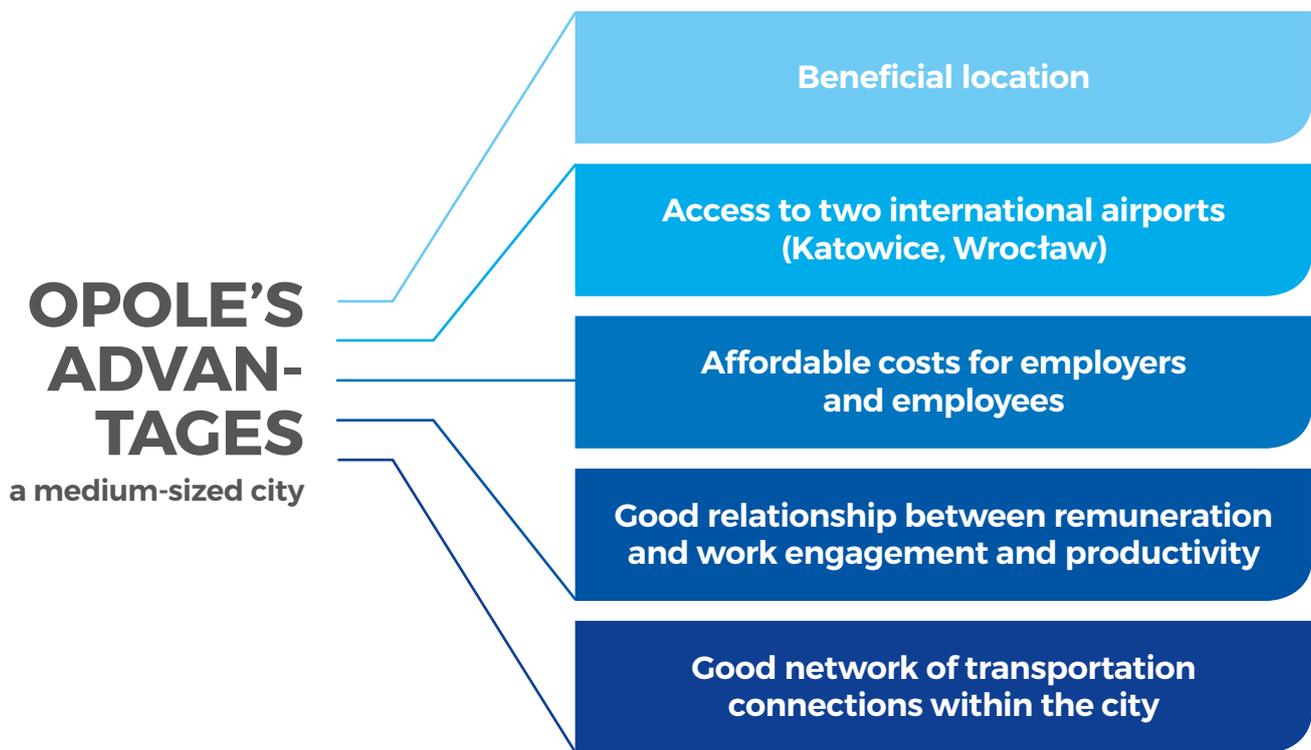
Business services center representatives drew attention to Opole's attractiveness as a medium-sized city, "ideal in the context of its size". In their opinion, the size of the city makes it affordable,

both for employers and employees. Another important aspect of doing business in Opole is that the city has very high indicators of productivity and work engagement relative to remuneration costs. The local labor market in the business services sector is not oversaturated. Further, the city has a very good

network of transportation connections. Respondents also emphasized that the city is attractive visually, a place to which business guests always gladly return.

FIGURE 10

FACTORS AFFECTING OPOLE'S ATTRACTIVENESS AS A MEDIUM-SIZED CITY



Source: ABSL own study based on interviews with business services center representatives

Cooperation among: business – local authorities – science

Representatives emphasize that establishing and successively developing services centers in a given city (apart from such factors as location and availability of qualified staff) depends on ongoing cooperation between business and other local players, including local government (City Hall) and scientific

institutions (universities). In the opinion of employers from the business services sector, the “business – local authorities – science” triangle functions very effectively in Opole.

Both city authorities and universities in Opole are very open towards investors. From the very beginning of cooperation they take an active part in establishing contact, offering help, organizing

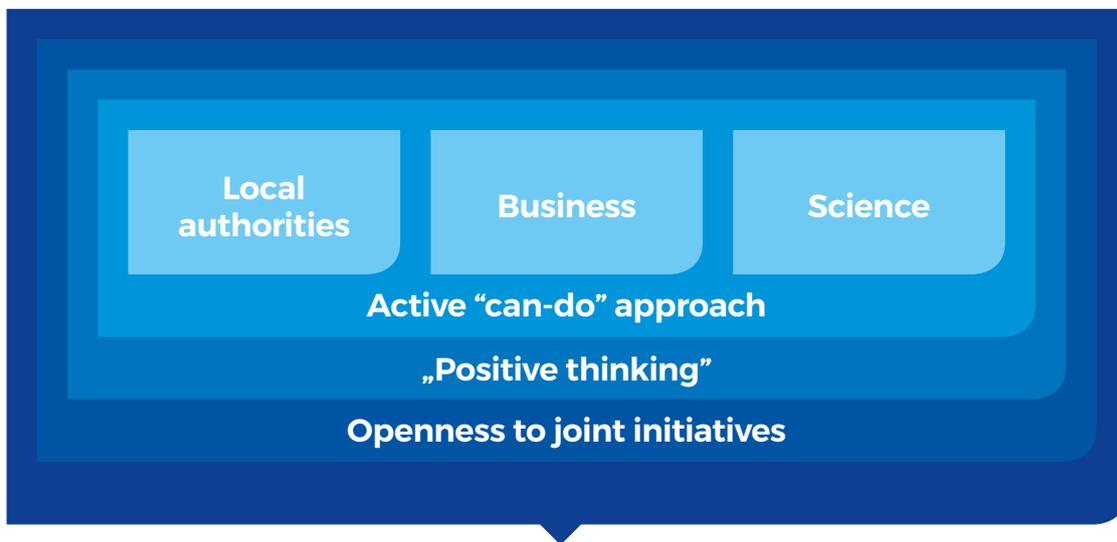
Business image of the city

meetings and joint initiatives aimed at, for example, familiarizing potential employees with the specifics of work in the sector. These institutions use positive thinking – they seek to achieve a common goal and find the means to do so – they have a can-do

attitude, actively providing investors with assistance and collaborating with them on various aspects of running their centers in Opole.

FIGURE 11

COOPERATION AMONG LOCAL AUTHORITIES, SCIENTIFIC INSTITUTIONS AND BUSINESS AS AN ELEMENT OF THE SUCCESS OF SERVICES CENTERS IN OPOLE



An environment that favors organic growth in services centers in Opole

Source: ABSL own study based on interviews with business services center representatives

Relations with local authorities

Representatives of services centers operating in Opole describe City Hall as an institution that is open to the needs of investors, willing to establish contacts with them and grant them all forms of assistance. Employers from the sector emphasize that, when searching for a location for their companies, City Hall provided comprehensive, professional information on various aspects of doing business in Opole; the city and the region were presented from many perspectives.

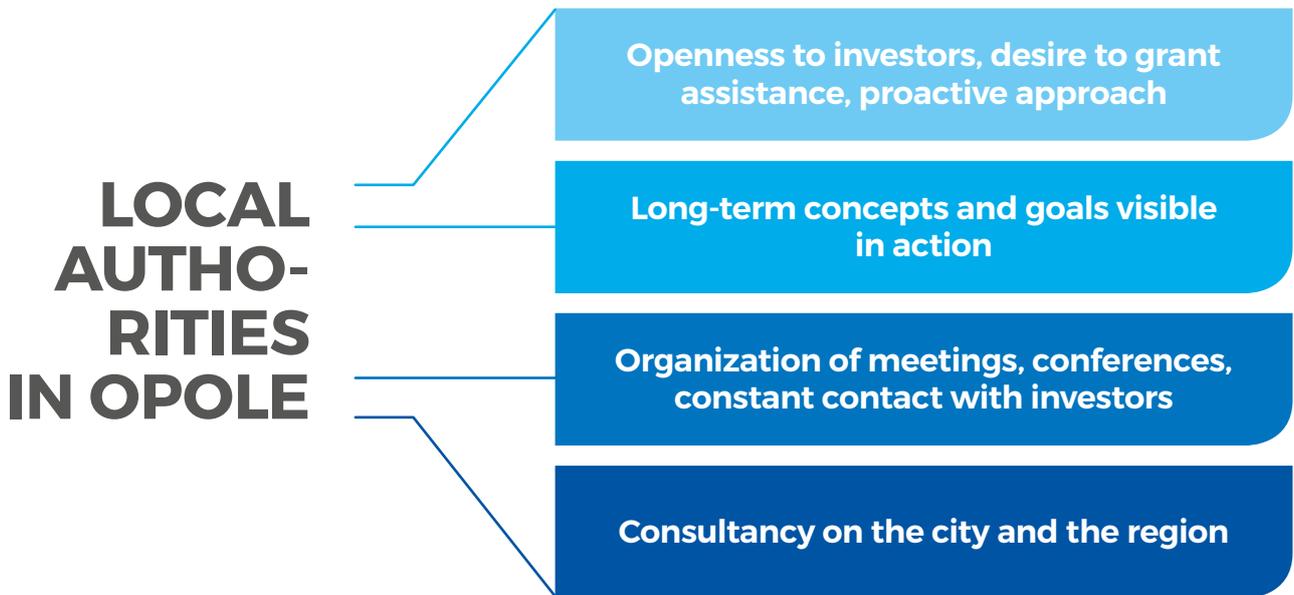
According to center representatives, the approach of the local authorities is very open and proactive. They meet the needs of businesses, establishing contact and helping reach agreements on cooperation with local universities. The local authorities are flexible in helping investors, for example, regarding changes in public transportation within the city that could have a beneficial effect for employees of services centers. City Hall also takes part in the process of sharing knowledge among companies operating in the city by organizing industry conferences (e.g. “Green Light for BPO in Opole”),

and assists investors by sending representatives of Opole to national industry events held in other cities. The local authorities also strive to assist with

investors' ongoing activities, remaining in constant contact with them.

FIGURE 12

ACTIVITIES OF OPOLE LOCAL AUTHORITIES IN THE OPINION OF REPRESENTATIVES OF SERVICES CENTERS OPERATING IN THE CITY



Source: ABSL own study based on interviews with business services center representatives

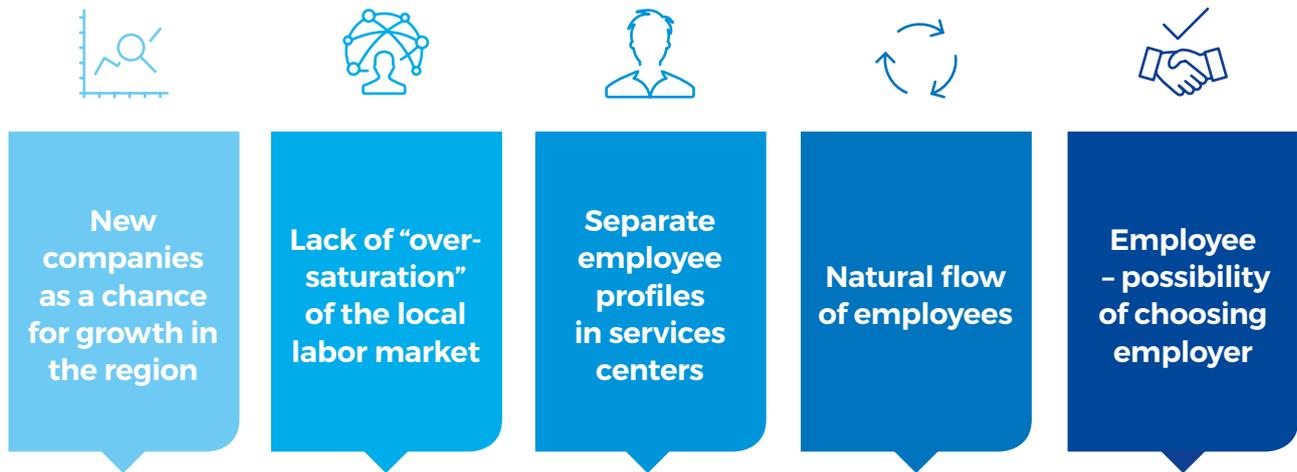
Healthy competitiveness of business services centers in the city

According to company representatives, Opole is an attractive market for the business services sector because it is not an 'oversaturated' market, in contrast to a number of other locations. Those representatives emphasize that sector employers present in Opole have "minimally separate employee profiles" – that is, the requirements those companies have of potential employees differ somewhat; the companies have different customers and "complement each other".

For obvious reasons, there is a natural flow of employees among companies, but, in the opinion of center representatives, this is not an adverse phenomenon in the context of doing business in Opole. The launching of new companies from the sector increases competition on the local labor market, increasing this natural flow of people among businesses; it also facilitates mobility on the labor market and ensures that a greater number of people will remain in the region, which has a significant impact on such factors as the growth of the city.

FIGURE 13

FEATURES OF HEALTHY COMPETITION AMONG SERVICES CENTERS IN OPOLE ACCORDING TO THEIR REPRESENTATIVES



Healthy competition among business services centers in Opole

Source: ABSL own study based on interviews with business services center representatives

Conditions that favor organic growth of services centers operating in Opole

In the opinion of representatives of business services centers in the city, Opole is a very good location for companies from the following sectors: shared services centers (SSC) and research and development centers (R&D), and as a secondary location for outsourcing companies (BPO) that already have branches in other Polish cities. Managers of centers operating in Opole emphasize that, when setting up a branch in Opole, they initially located simpler processes there in order to find employees suitable for work in the industry and to foster their development in parallel with the growth of those centers.

They stressed high staff quality (the result of high work engagement, high productivity and the high quality of the work they perform), and over time this translated into greater numbers of people employed.

Centers representing the Opole business services sector are medium-sized units developing in a way that is organic and dynamic; they conduct recruitment processes systematically. Along with growth in the number of employees there is growth in their competencies; new departments are formed, new areas of activity, and new processes supported by centers in Opole. According to respondents, the local labor market offers the potential for such growth.

FIGURE 14

FACTORS FAVORING SYSTEMATIC, ORGANIC GROWTH ON BUSINESS SERVICES CENTERS OPERATING IN OPOLE



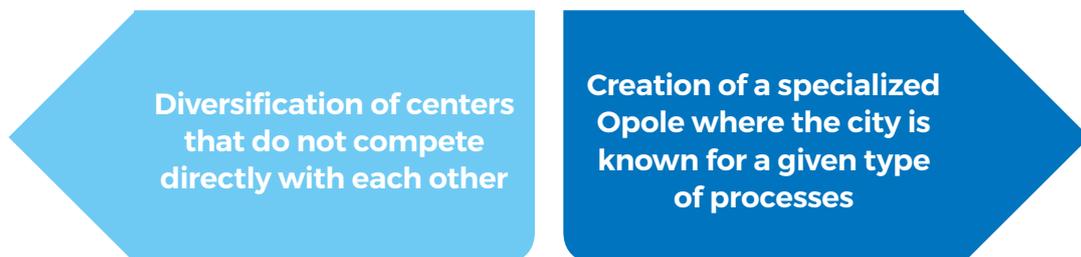
Source: ABSL own study based on interviews with business services center representatives

Managers of business services centers in Opole emphasize two scenarios for the optimal development of the city in the context of activities in the business services sector. The first is to diversify the influx of new investors - who will not be direct competitors of each other but have different employee profiles - so as to maintain the “healthy” competition that exists among centers

already located in the city. The second scenario is for Opole to specialize, becoming recognized for implementing a specific type of processes (e.g. IT services provided in German). Whatever the scenario for developing the industry, the appearance of new centers is good for the growth of the city and solidifies its position on the map of the business services sector.

FIGURE 15

TWO SCENARIOS FOR THE OPTIMAL DEVELOPMENT OF OPOLE AS A BUSINESS SERVICES LOCATION IN THE OPINION OF COMPANY REPRESENTATIVES



Source: ABSL own study based on interviews with business services center representatives

4

Investors about themselves

Among the dozen or more companies that have run business services in Opole, there are several globally-recognized entities, leaders in their industry. Leading Polish suppliers of IT services and business processes outsourcing have their head offices here.

In recent years, a clear majority of existing investors have expanded the scope of their services and increased the number of people they employ. There have been many successful investments, some of which are presented in this chapter (Capgemini, Future Processing, PwC, opta data, Atos). In this section of the report, these companies describe the current activities of their branches and their plans regarding Opole for the coming years.





Capgemini started the business in Opole by providing services to German customers. Currently the company employs over 240 people there, continues to plan a dynamic growth and is still recruiting. As a result, the Capgemini branch in Opole is looking for new areas where it can cooperate with local authorities and educational institutions (universities, secondary schools) – assuming that this guarantees the development of modern business services. That is why Capgemini took the patronage of the class in one of the secondary schools in Opole. Educational facilities are not the only reason why the company wants to grow in Opole. Access to staff speaking foreign languages, including German, is also very important.

According to Capgemini, the region has great potential. In order to encourage candidates to take part in the recruitment process, including those entering the labor market, the company offers a friendly start. Capgemini invests in the development of its employees by offering them a chance to participate in language courses and business trainings. This allows them to develop in their chosen direction and become an expert in IT infrastructure management or human resources management. In 2017 Capgemini was honored with the Green Light for the Leader award at the Green Light for BSS conference in Opole.

Future Processing

Future Processing (FP) is an experienced Polish company that specialises in providing offshore software development services, mostly for Western European and Scandinavian businesses. Founded in 2000 by Jarosław Czaja, a technology entrepreneur, the company has been carrying out ambitious projects, using agile management methods. Future Processing currently employs 900 people and simultaneously works for more than 50 clients. In 2010 the company opened a branch in Opole and since then the FP Opole team has grown to nearly 40 employees which resulted in moving to a new and bigger office earlier this year. Since 2017 an Opole based team focuses on developing its own products as well as on the cooperation with the AgTech industries.

One of the Future Processing clients is the Linde Group, a world-leading gas and engineering company whose newly founded subsidiary – Linde Hydrogen Concepts, launched the world's largest and friendliest hydrogen-powered carsharing service – BeeZero®. Initially, Future Processing's role was to create custom modules that would become integrated with the existing off-the-shelf solution, targeting a hybrid organisation. However, as matters developed, BeeZero® decided to have a custom system that would support all BeeZero® function domains built from scratch by Future Processing. The client fully benefited from FP's expertise in UX, business analysis, project management and quality assurance and obtained a system that perfectly suits their ways of working within a tight timeframe of less than 4 months.



| *Service Delivery Center*

PwC Service Delivery Center (SDC) was established in late 2009. It has been operating for over 8 years in Katowice and over 2 years in Opole. SDC provides support services for PwC global network firms in the following areas: assurance (audit), tax, internal firm services (“back office”) and others. It delivers services to over 50 countries, mostly in the EMEA region. Currently, SDC employs more than 1 700 staff in two locations, and due to ambitious development plans, this number is still increasing.

The Opole office, was established in 2016 and provides support services mostly in HR and Finance & Accounting area. We work in 2 languages: German and English. What distinguishes us is a very friendly working environment and a coaching culture. Employees are offered a wide range of development possibilities and a comprehensive training package. SDC employs students as well as graduates and experienced professionals from various backgrounds. Currently, over 100 people work in Opole office, however, due to dynamic development, by the end of July 2019 we plan to recruit at least additional 100 people.



opta data sp. z o.o. is part of the opta data GmbH group belonging to leading clearing and IT services companies in Germany. Opta data offers outsourcing services pertaining to settlements for the medical industry and German-language customer telephone services.

Since we began operations in Opole, we have combined our experience with the continual development and perfection of processes.

Our priority is to provide the highest quality services possible. That is why we invest in raising the qualifications of our employees through intensive trainings conducted by specialist trainers. Another very important aspect of our work is the security of the data entrusted to us, and so our strategy is to continually perfect our IT systems and processes. Though we have not been on the market for long, we have achieved outstanding results by looking objectively at customer expectations. We are guided by the principle of “Lösungen, die verbinden”, that is, “solutions that connect”.

We began our operations in Opole in 2012 as one of the first outsourcing companies there, with just 12 people. Today, we employ a staff of 132.

We are expanding our activities systematically. At present, that growth is being achieved by perfecting our activities. We have created a quality department, and have expanded the scope of services our other departments offer to customers.

But to be healthy, our development must be gradual; only in that way can we offer a wide range of services that are all of the highest quality. The market we serve is dynamic, so we make every effort to satisfy our customers' demands completely.



Atos is a global leader in digital transformation with approximately 100,000 employees in 72 countries. We offer an IT infrastructure management services, IT systems integration, outsourcing and IT consulting. Atos is an official global IT partner of the Olympic and Paralympic Games. In Poland, Atos has been operating since year 2000. As a part of the Atos group, around 5,000 people work in nine locations: Opole, Wrocław, Warsaw, Bydgoszcz, Krakow, Gdansk, Lodz, Torun and Rzeszow.

Our location in Opole operates in close cooperation with the Wrocław office, where the headquarter of Business & Platform Solutions Atos GDC Poland is located. The Opole unit is responsible for realization and implementation of projects for clients from various industries around the world. Atos specialists from Opole work in areas such as Java, .Net, SAP and Project Management Office.

Currently more than 80 people work in our company in Opole, and another dozen has just started their education as part of the next edition of the training course called Atos Academy, which is addressed to people with junior IT experience. We plan to employ over 100 people over the next months in cooperation with several municipal units, with the prospect of further intensive development in this region in the coming years – says Mariusz Marcinkowski, Head of Business & Platform Solutions in Atos GDC Poland.

Atos has been repeatedly awarded as one of the best Polish employers. What distinguishes us from other employers is the atmosphere, and people who create it. Thanks to great specialists and interesting personalities, we provide top-class IT services. We invest in employee development and provide friendly working environment and financial stability. We guarantee a package of social benefits, including possibility of working remotely, additional insurance, medical care, relocation package or co-financing for sport and recreation.



Photo: Jarosław Małkowski

5

Labor market

In Opole, there are 4 universities* at which, during academic year 2016/2017, more than 20,000 students studied. In academic year 2015/2016, more than 7,000 students graduated. Students are able to study in fields that are useful to the business services sector. The universities offer programs in business administration, information technology, technical engineering, and philology.

* excluding affiliates

Chapter content provider: **Randstad**

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Photo: Opole City Hall

FIGURE 16

OVERVIEW OF OPOLE'S DEMOGRAPHICS

**Population** (total)**Opole****128,000****Percentage of women in the overall population****53%****Working age population****77,900****Working and mobile age population** (18-44 years)***48,400**

Note: figures given have been rounded off

* age range contained within the working age bracket and comprising persons who are able to move to a different position or place of work, or can re-train

Source: Central Statistical Office of Poland (30.06.2017 r.)

FIGURE 17

EDUCATIONAL POTENTIAL OF OPOLE

**Number of students****20,200****Number of graduates****6,800****Number of headquarters of universities****4**

Source: Central Statistical Office of Poland, Local Data Bank (bdl.stat.gov.pl); Advanced training in academic year 2016/2017 (graduates – state in academic year 2015/2016)

FIGURE 18

NUMBER OF STUDENTS IN PARTICULAR UNIVERSITIES IN OPOLE



Universities in Opole

8,600

UNIVERSITY OF OPOLE
Public university

6,400

OPOLE UNIVERSITY
OF TECHNOLOGY
Public university

1,900

ACADEMY OF MANAGEMENT
AND ADMINISTRATION IN OPOLE
Private university

1,200

PUBLIC MEDICAL ACADEMY
IN OPOLE
Public university



Other universities in Opole Province

2,300

PUBLIC PROFESSIONAL ACADEMY
IN NYSA
Public university

300

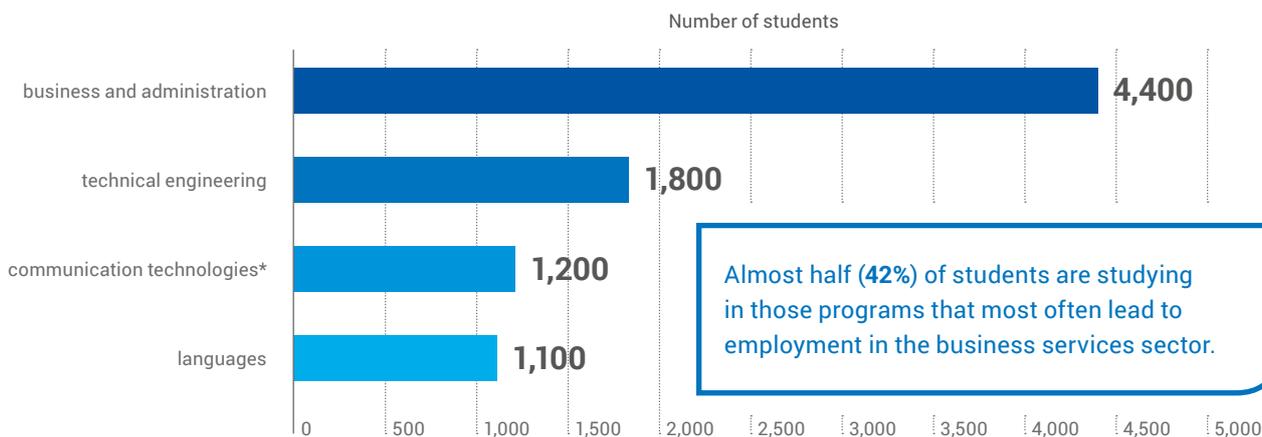
UNIVERSITY OF HUMANITIES
AND ECONOMICS IN BRZEG
Private university

Please note: the numerical values have been rounded up. The figures show only the headquarters of universities. The numerical values refer to the total number of students at the universities mentioned (including affiliates).

Source: Central Statistical Office of Poland, Local Data Bank (bdl.stat.gov.pl)

FIGURE 19

STUDENTS OF LANGUAGE, BUSINESS AND ADMINISTRATION, INFORMATION AND COMMUNICATIONS TECHNOLOGIES AND TECHNICAL AND ENGINEERING FACULTIES IN THE OPOLE SUB-REGION



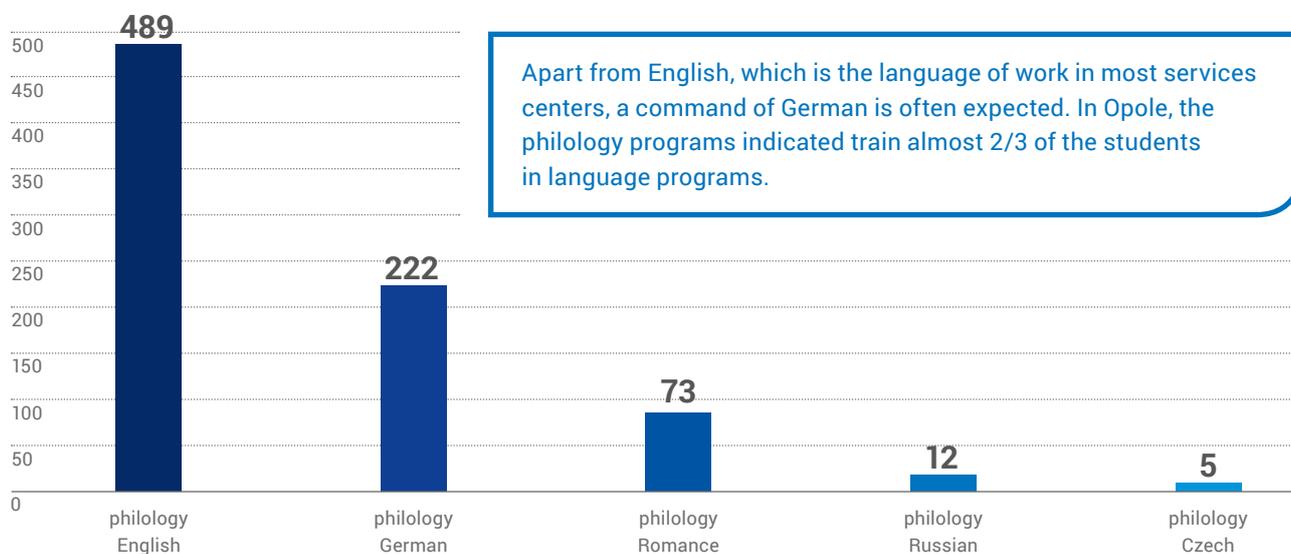
Note: figures given have been rounded off

* together with a subgroup of interdisciplinary programs and qualifications covering information and communications technologies

Source: Central Statistical Office of Poland, Local Data Bank (bdl.stat.gov.pl): Advanced training in academic year 2016/2017 (graduates – state in academic year 2015/2016)

FIGURE 20

NUMBER OF STUDENTS OF SELECTED PHILOLOGY PROGRAMS IN OPOLE



Source: Central Statistical Office of Poland, Advanced training in academic year 2016/2017 (graduates - state in academic year 2015/2016)

Labor market

TABLE 2

GROSS MONTHLY SALARY (IN EUR) AT BPO/SSC/IT/R&D CENTERS

The salary charts were prepared on the basis of interviews with candidates and employers and an analysis of recruitment processes dedicated to the business services sector. In total, recruitment processes conducted by Randstad in Q2 and Q3 2017 were analyzed.

F&A: AP / AR	Min	Opt	Max
Junior Accountant (1-2 years' experience)	824	871	1,059
Accountant (2-3 years' experience)	1,012	1,129	1,341
Senior Accountant (over 3 years' experience)	1,176	1,294	1,529
Team Leader (team of 5-15 people)	1,576	1,718	1,882
Manager (team of up to 50 people)	2,353	3,059	4,235
Customer Service	Min	Opt	Max
Junior Specialist (no experience)	659	753	824
Specialist (over 1 year's experience)	824	941	1,176
Team Leader (team of 5-15 people)	1,294	1,529	1,765
Manager (team of up to 50 people)	1,882	2,353	2,824
HR processes	Min	Opt	Max
Junior Specialist (up to 1 year's experience)	706	824	1,059
Specialist (1-2 years' experience)	941	1,059	1,294
Senior Specialist (over 2 years' experience)	1,176	1,294	1,412
Junior Payroll Specialist (up to 1 year's experience)	706	824	1,059
Payroll Specialist (1-3 years' experience)	988	1,106	1,412
Senior Payroll Specialist (over 3 years' experience)	1,247	1,341	1,529
Team Leader (team of 5-15 people)	1,576	1,647	1,882
Manager (team of up to 50 people)	2,353	2,824	4,000
IT	Min	Opt	Max
1 st Line Support (2 years' experience)	941	1,176	1,412
2 nd Line Support (2 years' experience)	1,294	1,529	1,647
3 rd Line Support (2 years' experience)	2,118	2,353	2,353
IT Administration (3 years' experience)	1,341	1,576	1,882
Network / Security (3 years' experience)	1,341	1,647	2,000
Business / System Analyst (3 years' experience)	2,118	2,353	2,824
Developer (3 years' experience)	2,353	2,824	3,059
Tester (3 years' experience)	1,647	1,882	2,118
Team Leader (team of 5-15 people)	2,824	3,059	3,529

Source: Randstad

Business and universities cooperation

Service centers operating in Opole are eager to establish cooperation with local universities. Their objective is to educate students (who are potential employees of the centers) in modern business services, characteristics of working in the sector and concrete solutions applied by companies. Representatives of the centers stress that the flexibility of universities in Opole to adjust their programs to meet the needs of the labor market is a very important aspect of the cooperation. They also cite the openness of the administrators of the universities to allow for changes in programs of studies, connected with offering courses in which

students may acquire practical skills for work in the sector. It is worth mentioning that the universities also are open to allowing students in the Masters studies to benefit from an individual program of studies when they are already employed in the sector.

Companies regularly cooperate with the Career Service Centers that operate at the universities. This allows the service centers to find new employees and actively promote the sector while helping young people learn about business services, what kind of employees are needed and which employment opportunities are available in the business services sector.

TABLE 3

EXAMPLES OF COOPERATION BETWEEN COMPANIES AND UNIVERSITIES IN OPOLE

Company	Examples of cooperation
Capgemini	<ul style="list-style-type: none"> » Cooperation with Opole University and Opole University of Technology on training and internships for students and academic staff, enhancement of student qualifications, organization and carrying out joint training, meetings and seminars. » Capgemini Academy (Akademia Capgemini) –for students of Opole universities organized at Opole University of Technology. Meetings (workshops and lectures) concern mainly: Architecture of Business Mobile Solutions, Java Coderetreat, Agile City and HTML5 + CSS3.
Future Processing	<ul style="list-style-type: none"> » Joint cycle of lectures “Modern technologies in informatics” at the Faculty of Electrical Engineering, Automatic Control and Informatics of Opole University of Technology. » The lectures offer various levels of difficulty and allow for the acquisition of knowledge useful to those working in sectors connected with the creation of software, which is a response to specific business issues. » Regular participation in events and conferences organized by universities in Opole, e.g., Opole Academic Day. Future Processing is also a partner of the Academic Career Service Center of Opole University of Technology.
ifm ecolink	<ul style="list-style-type: none"> » Cooperation with Opole University of Technology, presentation to students and academic staff concerning the product creation path from application to implementation. ifm ecolink is organizing training and workshops/lectures for students aimed mainly at the development of skills of future employees concerning the specific types of work in the research and development center and products that will be enhanced there. » Joint didactic / scientific laboratories.
opta data	<ul style="list-style-type: none"> » Cooperation with Opole University concerning training and internships for students, organization of joint training, meetings and seminars, employment of students and graduates of the university. Study meetings in the company are organized for students to familiarize them with the type of work in the sector.

6

Office market

Smaller office markets have been gaining in importance – the city of Opole is a good example of that trend- due to factors such as the continuing saturation of the labour markets in larger urban centres and the opportunities for unique own brand positioning.

Chapter content provider: JLL

JLL is a leading professional services firm that specializes in real estate and investment management. A Fortune 500 company, JLL helps real estate owners, occupiers and investors achieve their business ambitions. At the end of 2017, JLL had nearly 300 corporate offices, operations in over 80 countries and a global workforce of 82,000. More at: www.jll.pl

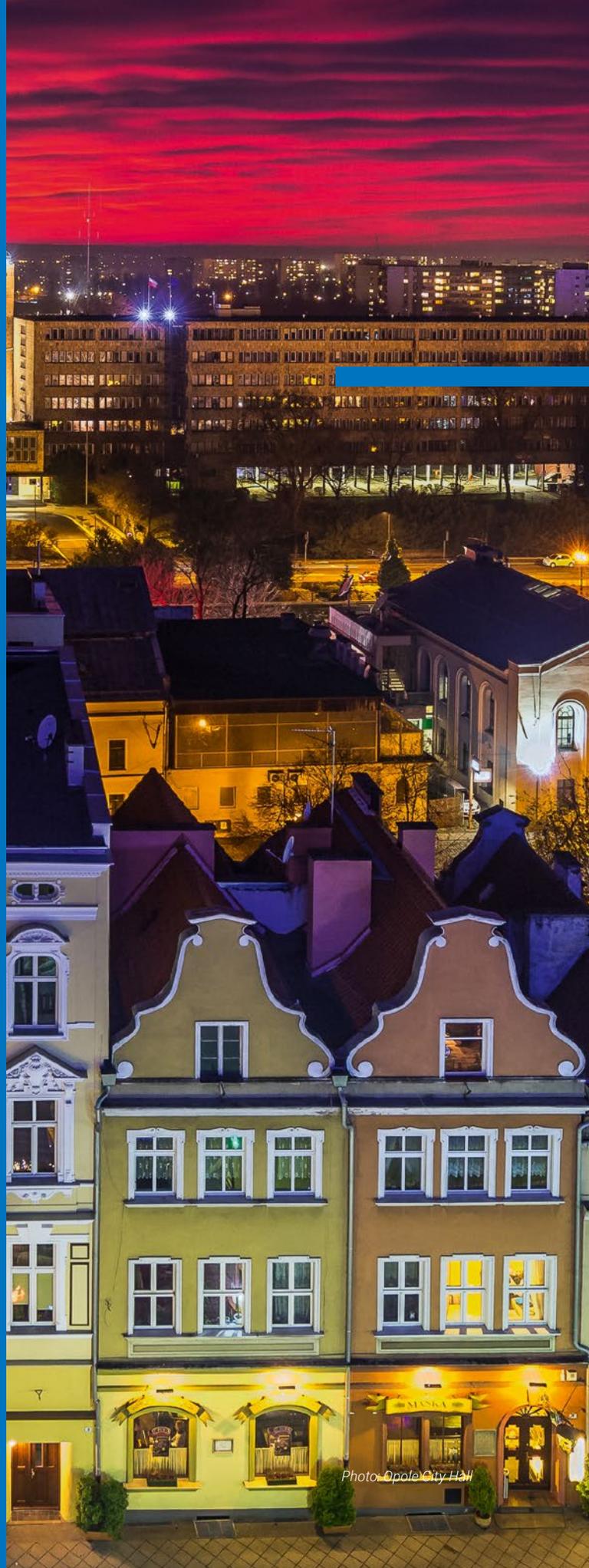


Photo: Opole City Hall

Opole is characterised by year-on-year growth in the number of office buildings that meet the requirements of modern service centres. However, even with that said, 2017 was an exceptional year: the supply of modern office space in Opole increased by more than 9,000 sqm, in four projects, which equates to nearly one third increase in stock as compared to 2016. The largest buildings completed in 2017 included the second phase of the Office Center Opole complex, the Art Trade office building on Solidarności Street and Kołłątajka Premium House. At the end of Q4 2017 the supply of office space for lease in Opole was within a few hundred square metres of crossing the 40,000 sqm threshold.

Demand in the city is generated by both Polish and international entities from the modern business services sector. Since 2012, when Capgemini decided to open a service centre in Opole, other players from the BPO/SSC sector, such as ista Shared Services Poland (in 2014), PwC Service Delivery Center (in 2016) and, more recently, Stefanini (in 2017), have commenced operations here. One distinctly positive trend which can be seen in the Opole market is the constant expansion of the entities operating in the city, which, naturally, results in constantly increasing demand for office space in Opole.

The current vacancy rate here stands at 12.1%, which equates to 4,800 sqm of vacant office space. Sixty-three percent of the space available for potential tenants can be found in the office projects delivered in 2017. As of Q4 2017 approximately 6,200 sqm was under active construction. The largest new building in 2018 comprise Ozimska Business Park (with 3,600 sqm of space) and the second phase of the office building at 38 Krakowska Street (1,800 sqm), which increase the office stock in the Opole by some 14%.

A further 25,200 sqm is at the planning stage. The majority of the planned office space will be located along two streets: Ozimska and Plebiscytowa; on the site of a former FSO car factory. In this location, the city is planning to create an Opole business and administrative district. On most of the property between Ozimska and Plebiscytowa Streets projects are currently being implemented that will soon change the face of this post-industrial area, turning it into a green, very well connected business center.

Prime headline rents for offices in Opole are very attractive: A-class space can be leased for between €9 and €10.5 / sqm / month. Service charges are quoted in PLN. No substantial changes in prime headline rental levels are expected within the next 12 months.



40,000 sqm

Total office stock.



9-10.5 €

Prime rents.



12.1 %

Vacancy rate.



6,200 sqm

Office space under construction.

Office market

FIGURE 21

MAP OF OFFICE DEVELOPMENTS IN OPOLE



Source: JLL, 2017

A tall, cylindrical brick tower with a double eagle finial on top, overlooking a city and green landscape. The tower is made of red brick and has a small arched window with a balcony. The background shows a city with houses and trees, and a green landscape with trees in the foreground.

7

Quality of life and business support

High quality infrastructure, access to education at all levels, modern health services, efficient public transportation, and a large number of centers for culture, the arts, sports and recreation are only some of the amenities that ensure that the quality of life in Opole is among the best in Poland.

Opole offers a wide range of recreational and touristic activities. Its network of bike paths is continually expanding, connecting a large part of the city in a coherent transportation system.

Opole is known throughout the country as the Polish Capital of Song. Every year popular festivals are held here, the most famous being the Polish National Song Festival.

FIGURE 22

SELECTED INFORMATION ON CULTURAL FACILITIES AND HOTEL AND CONFERENCE FACILITIES IN OPOLE

**Cinemas****Opole****3****Museums**
(incl. branches)**7****Theaters****4****Art galleries and dealers****6****Hotels with conference support****13****Hotels by category****13**

HOTEL CATEGORIES

**3****10****Selected conference facilities**
in Opole:**Exhibition and Congress Center**
Science and Technology Park
Kubatara Amusement Center
City Public Library
Business Center



77%
of Opole inhabitants say that the city
is a good place to live

8

Forms of support for investors in Opole

The Investor Service Department serves to stimulate economic activity in Opole, and to bolster the city's importance as an academic center. We support investors from such priority industries as business services, the car industry and IT, as well as companies that plan to choose or have chosen Opole as a place to invest.





Individual Investor Services

Every key investor in Opole is provided with an adviser, who acts as a guide to investment process and related institutions. The adviser helps with all administrative procedures in order to ensure that the investment runs quickly and smoothly. We take an active part in serving both foreign and domestic investors. We offer:

- » advice on choosing investment locations;
- » help in establishing cooperation with institutions in the business environment, such as the Polish Investment and Trade Agency, the Opole Economic Development Center, WSSE Invest Park, Science and Technology Park, the Opole Exhibition and Congress Center, developers, labor offices and professional consultancies, and administrators of media, schools, universities and research centers;
- » close cooperation in the process of obtaining permits, consents and conditions required by the provisions of the law, and in all administrative procedures necessary when starting up a business;
- » PR support for business activities;
- » support in the process of recruitment;
- » advice and assistance throughout the investment process, as well as post-investment care.



Incentive system

One of the ways the city supports investments is through a system of discounts, preferences and amenities in which one can apply for:

- » an exemption from property tax under "de minimis" assistance for a period of up to 3 years, regional investment aid, including for new building construction for a period of up to 10 years or for new office construction and technology implementation for a period of up to 5 years;
- » an exemption from income tax for companies conducting activity within the Opole subzone

of the Wałbrzyska Special Economic Zone in the case where a business obtains regional public aid in the form of tax relief (from corporate or personal income tax, depending on the form of activity conducted).

Entrepreneurs can also seek support from the County Labor Office in Opole, which has a number of tools at its disposal for assisting business startups and continuing operations. The incentives available from the Labor Office include: assistance in selecting candidates for work; support for hiring through traineeships; refunds of the costs of equipping or retrofitting work stations, (the maximum refund amount per station is PLN 23,000 gross) subsidies of remuneration; refunds of remuneration and social security contributions; and employment vouchers. The County Labor Office in Opole also supports employers in increasing the competences and qualifications of job candidates and employees, through training and through the National Training Fund.



Education

Opole intensively supports initiatives that strengthen cooperation between business and science. The city's largest public universities, that is, Opole University of Technology and the University of Opole, strongly support business. Their standard practices include creating specializations that meet the needs of business, an extensive ITS system, modifying their course schedules, and offering investment advisers. Thanks to the comprehensive range of specializations offered by Opole universities, entrepreneurs who locate their investments in Opole can count on support in most industries and specializations that function on the market. High schools as well cooperate intensively with Opole companies, including through a system of sponsored classes. In this way, businesses are assured that schools supplement their basic program with courses that teach the key competences needed in the sponsor business's industry.



Recruitment support

Together with labor offices and HR companies, Opole offers a wide range of support services for recruiting employees. The city provides assistance and advice in finding the right candidates, including by closely analyzing the labor market, running promotions in regional media, social media and internet channels; running the dedicated website pracujwopolu.pl; building up a network of contacts among county labor offices and educational outlets in Opole province; and maintaining contacts with universities in Opole and the region, including university career offices.



Networking

We know how important relationships and a network of contacts are in business. Every visit by an investor, and the services provided thereafter, is “made to measure” and in accordance with the investor’s suggestions. Visits cover: organizational matters; meetings with institutions that have a significant impact on the success of an investment, such as universities, economic zones, consultancies, recruitment agencies, law firms and business community institutions; and meetings with other investors from the city, with particular attention paid to the views and needs of the company. We also organize series of business events, meetings and conferences on various industry themes, as well as conventions, thereby helping to forge business relationships, creating a responsible, friendly environment for developing business activity in Opole.



Our goals

In seeking to fulfill the expectations of the local community and the business community, we place great emphasis on developing industries that are key for Opole. That is why, at the beginning of 2017, we recovered more than 100 hectares of investment

property, designating it for industrial purposes, and, together with the Science and Technology Park in Opole and Opole University of Technology, we began cooperating with the Fraunhofer Institute, one of the world’s largest research institutes cooperating with industry. The industries which we believe have the best prospects for growth, based on the regional labor market in Opole, are BPO and ITO. Thanks to effective recruitment, employment in these sectors in Opole is on the rise, and our estimates forecast further significant growth. A big advantage of the region’s labor market is access to staff, including those who are fluent in German. In this respect, Opole is the only region in Poland that offers investors such a recruitment opportunity.

At the same time, our two main universities, Opole University of Technology and the University of Opole, turn out specialists who meet the needs of business in the BPO and ITO sectors. In addition to programmers, these include finance specialists, engineers, philologists and lawyers. In order to develop IT competences among its students, Opole University of Technology has expanded its Information Technology Institute, which now operates in close cooperation with the labor market and current economic trends. At the same time, we are carrying out an investment at the Engineering Design Center at Science and Technology Park, whose main role will be to support the IT community in the city and the region, based on a specially constructed infrastructure and support equipment, along with a program tailored to the needs of developing such technologies as artificial intelligence, machine learning and business intelligence.

By putting all of our potential, knowledge and skills to work, we are sure that Opole provides all the conditions, staff and support needed for initiating and running business projects, both locally and internationally.

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POLAND: COUNTRY OVERVIEW

SELECTED ECONOMIC INDICATORS



GDP Growth

4.6% (2017)
4.0% (2018)*



GDP per capita (2017)

12,100 €



Unemployment rate (March 2018)

6.6%



Inflation (March 2018)

1.3%



EUR/PLN (average)

4.26 (2017)



USD/PLN (average)

3.78 (2017)



Poland has the ninth-largest economy in the European Union in terms of nominal GDP (466 billion euros in 2017) and has been a leader in economic growth in the EU in the past ten years. One of the most important branches contributing to the growth of Poland's economy is the business services sector. The industry's impressive growth in recent years enabled Poland to strengthen its standing among the world's most important locations for investments into (BPO, SSC, IT and R&D) business services centers.

Language: **Polish**

Currency: **złoty (PLN)**

Number of cities with over 100,000 residents: **39**

Number of direct foreign investments in 2017: **335 (1st place in EU)**

POLAND IN INTERNATIONAL ORGANIZATIONS

EU (2004), NATO (1999), OECD (1996), WTO (1995), UN (1945) and others

* National Bank of Poland forecast

