

На перших етапах реформування аграрної інфраструктури в Україні раціонально зберегти вже існуючу систему підприємств з агрохімічного обслуговування та інших постачальницько-торговельних організацій.

**Висновки.** На рівні області необхідно створити таку ринкову інфраструктуру в системі АПК, яка б забезпечувала надання послуг товаровиробникам на конкурентній основі. Це, насамперед, забезпечення їх товарно-матеріальними ресурсами: добривами, паливом, технікою, організація послуг по внесенню хімікатів, обслуговування та ремонт техніки тощо. Таким чином, можливе створення нових альтернативних інтегрованих організаційних структур на рівні районів і областей для підвищення ефективності роботи агропромислового комплексу в цілому. При цьому, розгалужена система регіональних агрохімічних центрів повинна забезпечувати виконання чотирьох основних функцій: обслуговуючої, торгівельної, інформаційної та консультативної.

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## **DEVELOPMENT OF OUTSOURCING SERVICES IN POLAND**

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*The main aim of the paper is to present directions of development of outsourcing services in Poland on the background of opportunities and threats in the region. The Polish market of outsourcing is significantly different from the world one, especially American or Western European. It is oriented mainly on services supporting key processes. Centres of business services in Poland offer a wide range of services. The largest number of centres contracted processes is connected with accountancy and finance (71 centres), customer service (52), financial services, and human resources.*

*Головною метою статті є представлення напрямків розвитку аутсорсингу в Польщі на фоні тих можливостей і загроз, що є має країна. Польський ринок аутсорсингу значно відрізняється від світового, особливо американського, чи Західноєвропейського. Він зорієнтований насамперед на надання допоміжних послуг в ключових процесах. Польща вміло використовує для розвитку аутсорсингу, природні переваги, такі як географічне положення, розмір ринку, особливо продовольчого ринку, дуже важливого в контексті B2B відносин. Бізнес-центри у Польщі пропонують широкий спектр своїх послуг. Найчастіше центри надають послуги у веденні процесів з бухгалтерського обліку і фінансів (71), в обслуговуванні клієнтів (52), в фінансових питаннях та в управлінні персоналом.*

**Introduction.** Outsourcing is one of the key concepts of management in the contemporary world. It is used as a tool for improvement of efficiency in enterprises. However, development of its concepts is diversified in different countries. Outsourcing is a very well defined concept so it could be perceived that its use and course should be identical despite of localisation but there can be seen some differences. Regional diversification is determined by various external and internal conditions of economic entities.

The United States of America, being a flywheel of the global economy, are a leader of outsourcing services. It is an area where this concept was established. The American market aims at increasing specialization and adjustment of offers to individual costumers. There should be mentioned also two other countries from the Far East, India and China specializing in offering of services of an offshoring type for the world scale<sup>1</sup>.

The Polish outsourcing market is substantially different from the world one, especially in the case of those in the USA or Western European countries. The basic difference is a range of use. In developed countries, there are contracted not only back office functions but also these of a strategic meaning for enterprises. It is popular to contract business process outsourcing (BPO) as well as areas of key activities in an organization<sup>2</sup>. The main aim of the paper is to present directions of development of outsourcing services in Poland on the background of opportunities and threats in the region.

**Opportunities and threats of outsourcing development in Poland as compared to the world economy.** Outsourcing is quite a new concept in Poland, so enterprises do not know its full possibilities. Polish firms contract usually back office functions, front office to a lesser degree. It has also an indirect connection with the history of the country. A restructuring program took place till the end of 80ties. It worked as outsourcing services in its simplest forms – there were contracted functions not so significant for a strategy of an organization. They usually were security, cleaning or social service<sup>3</sup>. The transformation period in Poland, so social and economic changes, can be perceived as revolution time, so consciousness of entrepreneurs also changed. They gained experiences over time. Despite that it passed 20 years since the time of large transformations, the Polish economy is still considerably different from the Western, highly competitive, economies.

Polish enterprises started to perceive possibilities and chances resulting from outsourcing just in recent years. Outsourcing market in Poland is mainly connected with services of nearshoring and offshoring types. In 2010, there was observed a significant increase in direct foreign investments in Poland. Poland is on of the leaders in Europe and is undoubtedly the leader in the Eastern and Central Europe<sup>4</sup>.

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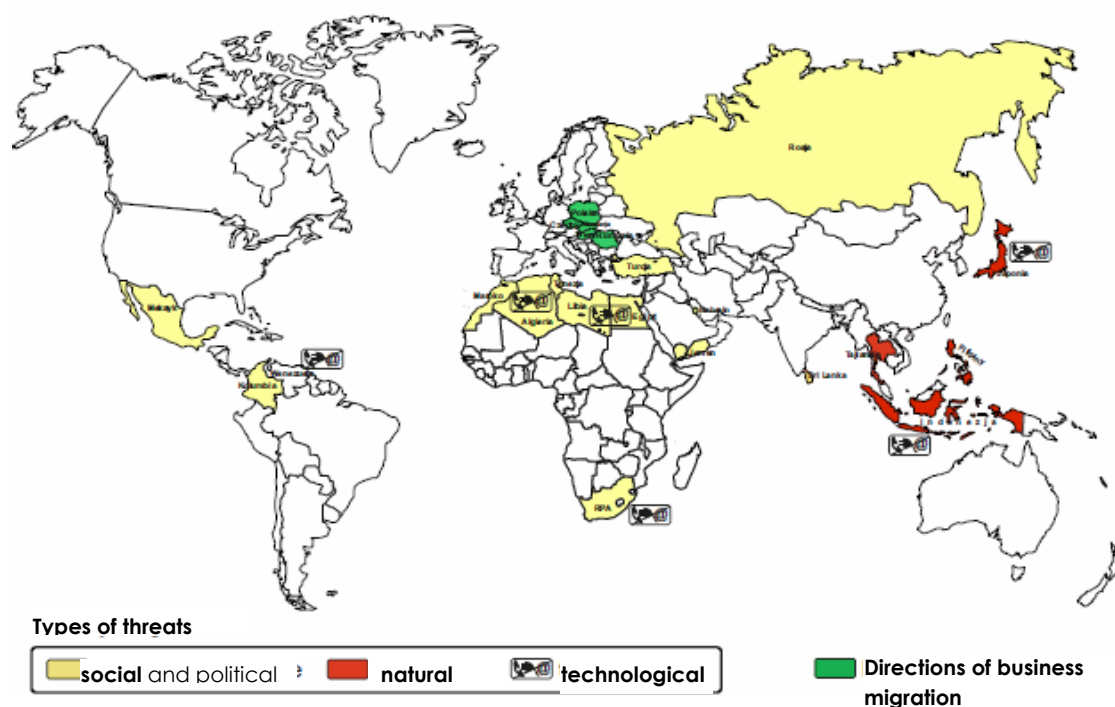
<sup>1</sup> Kłos M., Outsourcing w polskich przedsiębiorstwach, CEDEWU, Warszawa 2009. pp. 201-203 [in Polish].

<sup>2</sup> *Wykorzystaj outsourcing lepiej od konkurencji*, report in the set: *Nowe trendy zarządzania*, „Harvard Buissness Review” 2007, no 6, pp. 3-4 [in Polish].

<sup>3</sup> Outsourcing w zarządzaniu przedsiębiorstwem, CeDeWu, Warszawa, 2010., p. 144 [in Polish].

<sup>4</sup> P. Stefaniak, *Polska nadal atrakcyjna jako miejsce do inwestowania*, wnp.pl, June 2011, [http://www.praca.wnp.pl/polska-nadal-atrakcyjna-jako-miejsce-do-inwestowania,142970\\_1\\_0\\_0.php](http://www.praca.wnp.pl/polska-nadal-atrakcyjna-jako-miejsce-do-inwestowania,142970_1_0_0.php) [in Polish].

Figure 1. Map of threats on the global market of business services



Source: *Wzrost ryzyka na światowej mapie usług dla biznesu. Szansa dla Polski*, Report of LinkLeaders, March 2011, <http://www.linkleaders.pl/aktualnosc/16/1/> [in Polish].

Last events which took place in the world inclined investors to look for better localizations for their investments. The figure no 1 presents barriers of business development, which considerably influence on lowering attractiveness of regions.

Social and political risk exists mainly in the area of the Middle East and Africa. Disturbance in Tunisia and Egypt, fights in Libya, protests in Algeria and Morocco, demonstrations in Yemen as well as state of emergency in Bahrain influenced on withdrawing of investors from investments in these areas. These areas were previously called emerging markets of outsourcing because of low labour costs and cheap offices. However, danger connected with staying there and functioning without Internet, with unavailable employees and in a situation of organized crime forced investors to look for better and safer areas of investments. Not so long ago, Microsoft, Vodafone, Orange, Infosys Technologies, Wipro, Dell, Genpact and others had there centres of their business services. Investors decided to move their services to safer and more stable destinations. That is why, Europe, especially Central and Eastern, became their main destination.

Natural risk is mainly connected with seismic phenomena, endangered both business as well as life in these areas. The area of Eastern Asia, so China, Indonesia, Philippines, Thailand, and Japan, is mostly prone to tsunami, earthquakes or typhoons. In March 2011 in Japan, tsunami killed a few thousand of people, caused material losses worth a few hundreds of billions dollars and radioactive danger from a destroyed power station, aroused fear among investors

and suspended business and production processes, for example in Toyota, Sony or Honda.

Technical risk is connected indirectly with two previous dangers. Natural disasters and political problems influence on frequent technical failures. Disconnection of Internet and failure of power supply or system make economy unstable and cause financial losses for investors. Authorities of Venezuela decided to rationalize energy use, so power supply is discontinued for 4 hours, which affects directly economic processes<sup>5</sup>.

Taking above mentioned aspects into account, investors look for new localizations for their businesses so the region of the Central and Eastern Europe was placed on the list of the three most desired regions for investments. According to research of E&Y<sup>6</sup>, the value of investments in this region increased from 20 billion to 155 billion dollars (of which Poland was the larger beneficent – 20% of this value).

According to the report of SourcingLine<sup>7</sup> „Top outsourcing countries 2010”, Poland is on the 16<sup>th</sup> place in the world taking into account attractiveness for outsourcing services. Information on costs of economic activity running, resources, competences, and business surroundings is taken into account in this research. Poland outstripped Czech Republic, Bulgaria, Romania, and Mexico in this ranking. On the other hand, the ranking performed by Tholonos<sup>8</sup>: Top 10 Emerging Outsourcing Cities Ranking indicates that Poland is in the group of first ten countries in the world where outsourcing is developing at the highest pace. Krakow is displayed as a city of a huge economic potential, outperforming Buenos Aires or Beijing.

In this place, a question arises – why Poland is so highly placed in rankings, what contributes to this success? An answer can be looked for in a geographical localization. The Central and Eastern Europe is an ideal place for building centres of business services for concerns from Western Europe, on the terms of nearshoring. Population of 38 million of people is a competitive advantage of Poland. Only Ukraine is larger – 46 million but because of the fact that it is not a part of the European Union it does not inspire confidence. An inhabitant number is connected with a number of students in a country. In Poland it is now on a level of 2 million. It is a factor highly regarded among entrepreneurs because availability and qualifications of graduates can decide on their success on market. The most popular professions are: accountants, financiers, information technology specialists, philologists, and engineers<sup>9</sup>.

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<sup>5</sup> *Wzrost ryzyka na światowej mapie usług dla biznesu. Szansa dla Polski*, Report LinkLeaders, [http://www.linkleaders.pl/cms/zalaczone\\_pliki/Wzrost\\_ryzyka\\_na\\_swiatowej\\_mapie\\_uslug\\_biznesowych\\_-\\_raport.pdf](http://www.linkleaders.pl/cms/zalaczone_pliki/Wzrost_ryzyka_na_swiatowej_mapie_uslug_biznesowych_-_raport.pdf), pp. 1-3 [in Polish].

<sup>6</sup> Report Ernst&Young, „Attractiveness Survey”, 2009.

<sup>7</sup> Report SourcingLine, „Top Outsourcing Countries”, 2010.

<sup>8</sup> Report Tholonos, „Top 10 Emerging Outsourcing Cities Ranking”, 2009.

<sup>9</sup> J. Pięta, *Centra usług biznesowych – dlaczego Polska wygrywa w rywalizacji?*, 2010, <http://hrblog.infopraca.pl/2010/12/centra-uslug-biznesowych-%E2%80%93-dlaczego-polska-wygrywa-w-rywalizacji/> [in Polish].

**Fields of outsourcing use in Poland.** Kinga Piecuch, Member of the Board of Xerox Poland, states that “localization, Membership in the European Union, attractive relation of costs to service quality, low risk, and availability of highly educated staff are the main advantages of Poland. We also stand out taking into account knowledge of languages; although we can not always compete with India or Egypt in English-speaking staff, we are in the top of servicing contracts with Germany and orders requiring multi-lingual competences”<sup>10</sup>. An elasticity of law rules towards market requirements is also a Polish advantage. Low labour costs and the convenient localization decide on market attractiveness. Poland is the most eastward country of Europe, which influences on large possibilities of investments. Polish economic results, especially a low inflation rate as well as economic growth noticed in 2010, attracts interest of investors.

Research of the Outsourcing Institute indicates that this market will be worth above 4 billion zlotys<sup>11</sup>. IT, accountancy, finance, and human resources are the most popular contracted services. Additional information is the fact that 20% of business processes in Poland is contracted within outsourcing and 93% of Polish firms contracts one function of their operation. In Poland, there are 300 Polish and foreign centres of business services, employing 50 thousand of specialists.

There are distinguished two types of business service centres:

- Shared Service Centres – organizational service units of a company or independent firms that provide business services for a mother organization and its units

- Business Process Outsourcing Centres – specialist firms or their organizational units which are contracted by other companies to provide realization of selected non-productive business processes<sup>12</sup>.

Contemporary there are 132 foreign service centres of SSC/BPO in Poland, which employ 33.4 thousand of people. The largest number of these centres is placed in Warsaw (28), next in Krakow (24) and Wroclaw (13). Funds for services of these types originate mainly from the United States, France, Great Britain, Germany, and Sweden as well as India.

Business service centres in Poland offer many services. They mainly conduct processes connected with accountancy and finance (71 centres), costumer service (52), financial services, and human resources. Attention should be paid to a developing sector of Knowledge Process Outsourcing (or functions connected with specialist knowledge) in Poland, which is nowadays services in 13 centres. It was established only 4 years ago but it raises hopes for the future because KPO can cause further dynamic development of Polish outsourcing on the global market. It can strengthen the position of Poland and increase its attractiveness for investors. It is worth mentioning that 70 foreign research and development centres function in Poland. The largest number of these centres is placed in Wroclaw.

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<sup>10</sup> Wzrost ryzyka na światowej mapie usług dla biznesu. Szansa dla Polski, Report LinkLeaders, p. 7 [in Polish].

<sup>11</sup> T. Boguszewicz, Polski outsourcing wart ponad 4 mld zł, Rzeczpospolita, 2011, no 133, p. B8 [in Polish].

<sup>12</sup> Ibid., p. 11.



Figure 2. Own service centres established by large companies in Poland  
Source: M. Bogucki, Centrum Usług Wspólnych -rozwiązaniem dla miast,  
Conference material: „Miasta w Internecie”, June 2011 [in Polish].

Advantages resulting from outsourcing development in Poland seem to be obvious, so it should be also obvious that this chance given to the Polish economy should be used and authorities have to perform suitable actions in order to prevent stagnation on market or withdraw of capital invested in that field.

The year 2011 and the next ones are very important moments for the country. It is connected for example with the Polish presidency in the European Union started in July 2011 as a chance of attracting investors and presenting the country as a suitable place for offshoring services. Providing a suitable approach, a similar result can be achieved through organization of the final tournament of the 14th UEFA European Football Championship EURO 2012. Except from promotion activities, investments in employees are also important because educated inhabitants are one of factors attracting foreign entrepreneurs. Operations of authorities should be connected with organization of placements, trainings and courses improving qualifications of students. The Polish government should create suitable conditions for investments through stabilization of support policy.

Competiveness for the most valuable investments is increasing. There is a chance for civilization progress and building of strong, knowledge based economy. Poland can become a leader in the world. However, it must increase its efforts and

focus on developing of its investment attractiveness in three dimensions: support for foreign investors, education oriented for business practice as well as international promotion.

### **Conclusions.**

1. The Polish market of outsourcing is significantly different from the world one, especially American or Western European. It is oriented mainly on services supporting key processes.

2. Poland skilfully takes advantages from natural virtue for outsourcing development such: geographical localization, size of market, especially of supply one significant in the context of relations B2B.

3. Centres of business services in Poland offer a wide range of services. The largest number of centres contracted processes is connected with accountancy and finance (71 centres), costumer service (52), financial services, and human resources.

4. Poland must focus on developing of its investment attractiveness in three dimensions: support for foreign investors, education oriented for business practice as well as international promotion in order to maintain a high level of outsourcing services.

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## **POLISH REGIONAL POLICY FROM THE PERSPECTIVE OF THE NEW PARADIGM OF REGIONAL POLICY**

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*Polish membership in the European Union forced to integration of socio-economic policy with the policy conducted on the European level; it includes also Polish regional policy which affects rural areas to a large extent. The aim of the paper is to present the new paradigm of*