BASES FOR DELIVERABLES
D.T2.1.2

Report from the meetings with stakeholders - pilot actions

1st Version
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1. Objectives

1.1. General objective of the document

The objective of the document is to present the results, which were collected during two pilot actions with the representatives of authorities at different levels and the entrepreneurs from family companies organised in Mazowieckie region in Poland (deliverable D.TZ.1.2) and the level of engagement of public bodies, business support organisations and related entities in business succession transfer.

1.2. Specific objective of the document

The Institute for Sustainable Technologies - National Research Institute (PP8) organised two pilot actions:

- 14th of November 2018 - the meeting with the representatives of authorities at different levels and the entrepreneurs from family companies in Mazovia region (big pilot action);
- 15th of November 2018 - the meeting with the representatives of local authorities and the entrepreneurs from family companies in Radom (small pilot action).

The document includes the results from two meetings and the content-related overview from pilot actions. The main aspects, which are necessary to be taken into account in the improvement of the managerial succession model proposed by the PP8 are presented. The results will be a significant input in the completion of the final model for the advancement and introduction of business succession in the Central Europe, which is the main result of the ENTERtransfer project.
2. Meetings with stakeholders - organised events (D.T2.1.2)

2.1. Meeting with the representatives of authorities and the entrepreneurs from family companies (big pilot action)

2.1.1. Date, time and place

- 14th of November 2018
- 14:00 - 18:00
- Radom

2.1.2. About the event

The event was organised in Radom. Apart from the representatives of the authorities at different levels, the representatives of family businesses took part in the meeting as well. The meeting was moderated by Mr. Marek Mieńkowski (EUROSOFT company), who was chosen according to the procedures. He is familiar with the topic of family businesses and the succession in family business, therefore the PP8 decided to take him for leading and moderating the meeting. At first, the representative of PP8 (Ludmila Walaszczyk, PhD) made a short introduction through presenting the objectives and the planned results of the ENTERtransfer project. Afterwards, the participants introduced themselves. The list of the participants is attached as an annex. Afterwards, the main point of the discussion concerned the possible modification and improvements of the presented succession model. The discussions focused on the model possible to be used in the situation, when an external person takes over the company.

16 participants represented the following organisations:

- Labour Office at local and regional level;
- Estate Agency;
- Journalist agency;
- Municipal Council of Radom;
- Marshal Office in Warsaw;
- Banks;
- Member of Polish Parliament;
- Agency for Mazovia Development;
- Councilman of Radom;
- Company focusing on recycling management;
- Company focusing on air-conditioning systems and industrial automation;
- Company of energy branch;
- Company of tobacco branch;
- Company focusing on ecological products.

2.1.3. Programme of the meeting

14:00 - 14:15 Registration of participants
14:15 - 14:30 Introduction to ENTERtransfer project
   Ludmila Walaszczyk, PhD, Institute for Sustainable Technologies in Radom
14:30 - 15:00 Introduction by the participants
   Representatives of authorities at different levels and the entrepreneurs
15:00 - 17:30 Discussion on the presented model. The propositions of the model’s improvements. The focus on the managerial model
   Marek Mieńkowski, EUROSOFT
17:30 - 18:00 Conclusions

2.1.4. Photo-gallery & Feedback
At the moment of the completion of the big pilot action, all the participants were asked to fill in the questionnaire on their satisfaction related to the meeting. The following aspects were taken into consideration:

- Awareness of the succession process;
- Preparation of the company for the succession;
- Preparation of the owner for the succession;
- Preparation of the family for the succession;
- Succession process.

Moreover, the participants were asked about the level of satisfaction from the meeting (scale 0-10). All the participants assessed the meeting as well organised. They were satisfied of the event. The average score of the satisfaction was at the level of 9.44.
2.1.5. Annexes

Annex no. 1 - Poster (in PDF)

Annex no. 2 - Programme of the meeting (in PDF)
Annex no. 3 - List of attendees
2.2. Meeting with the representatives of local authorities and the entrepreneurs from family companies (small pilot action)

2.2.1. Date, time and place

- 15th of November 2018
- 10:45 - 17:00
- Radom - organised by the CKSP (Training Centre of Public Sector)

2.2.2. About the event

The event was organised by Training Centre of Public Sector in Radom. Apart from the representatives of the local family companies, the representatives of family businesses took part in the meeting as well. The main topic was to discuss which succession model should be used in order to transfer the company as efficient and effective as possible. The meeting was led by Mrs. Maria Gagacka, PhD.

The participants of the pilot action were from different organisations:

- Center for Continuing Education in Radom - an educational institution providing students with comprehensive development, gaining, upgrading or changing qualifications and will facilitate future professional career.
- TIR -SERWIS - a family company dealing in the repair of cars, vans, trucks, trailers and semi-trailers.
- GGG Sp. z o. o. - expert in the production of precision details in CNC technology and mechanical assembly. We offer a range of services ranging from machining and production of individual details, through the production and delivery of production batches, to the construction and execution of a complete subassembly or device.
- LOLEX- Gates and fences - a nationwide company specializing in the distribution of panel fences and metal fences.
- Armed - Ort - enterprise operating for over 10 years, offering a wide range of medical supplies. It is the largest and unique network of this type in the Mazovia region.
- Department of the Radom Economic Zone - created in the Municipal Office of the Service Department of the Radom Economic Zone. Its main task is to monitor the business environment in Radom and respond to problems reported by companies operating in the city and the needs of potential investors.
- Regional Labour Office - Regional Labor Office is an organizational unit of the region of Radom which is a part of the region group administration. The seat of the PUP is the city of Radom, and the area of activity is the Radom District.
2.2.3. Programme of the meeting

10:45 - 11:00  Registration of participants
11:00 - 12:30  Presentation of the model in relation to:
                • Stakeholder maps - their role and tasks; key stakeholders and their expectations.
                • Employees as internal stakeholders - concern for maintaining the company's continuity and retaining staff in the process of succession.
                • Forms of business succession; criteria and conditions for choosing the effectiveness of succession forms of the company.
                • Business succession stages; succession planning, preparation of a successor, career path for a successor, retirement planning and wealth management. The essence of succession for the company. Business and family. Intergenerational strategy.
                • Company values and ethics

Maria Gagacka, PhD

12:30 - 12:45  Coffee break
12:45 - 13:30  Critical model analysis
                The possibility of implementing the model

13:30 - 14:15  Lunch
14:15 - 17:00  Evaluation of the model
                An attempt to improve the model

2.2.4. Photo-gallery & Feedback
After the small pilot action, all the participants were asked to fill in the questionnaire on their satisfaction related to the meeting. The following aspects were taken into consideration:

- Assessment of the pilot’s organisation;
- Ways of transferring information from the trainer to the participants;
- Level of knowledge of a trainer;
- Importance of undertaken aspects;
- Assessment of meals;
- Assessment of the meeting place;
- Strong and weak sides of the training.

All the participants assessed the meeting as well organised. They were satisfied of the event. The total number of 9 attendees participated in the meeting in Radom.

The overall score of the meeting satisfaction for the participants was at the level of 9.14 (scale 0-10).
2.2.5. Annexes

Annex no. 1 - Poster (in PDF)

Annex no. 2 - Programme of the pilot action
Annex no. 3 - List of attendees

<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Institution</th>
<th>Address / Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Maria Cieślik</td>
<td>CKP</td>
<td>ul. Armii Polskiej 8, 02-804 Warszawa</td>
</tr>
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<td>2</td>
<td>Jan Maksym Pilecki</td>
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</tr>
<tr>
<td>3</td>
<td>Janusz Trojanowski</td>
<td>GEC SP, Zdrowie i Samoobrona</td>
<td>ul. Armii Polskiej 8, 02-804 Warszawa</td>
</tr>
<tr>
<td>4</td>
<td>Kamil Lankowski</td>
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<td>ul. Armii Polskiej 8, 02-804 Warszawa</td>
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<tr>
<td>5</td>
<td>Krysztof Fomik</td>
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<td>ul. Armii Polskiej 8, 02-804 Warszawa</td>
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<td>6</td>
<td>Analiza Sierfa</td>
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<td>ul. Armii Polskiej 8, 02-804 Warszawa</td>
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<tr>
<td>7</td>
<td>Robert Gierowski</td>
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<td>ul. Armii Polskiej 8, 02-804 Warszawa</td>
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<tr>
<td>8</td>
<td>Joanna Konieczna</td>
<td></td>
<td>ul. Armii Polskiej 8, 02-804 Warszawa</td>
</tr>
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Additional note: The list includes attendees from various institutions, including CKP, HR-Service, and GEC SP, Zdrowie i Samoobrona, indicating a collaborative event in Warszawa.