



Poland

PR Country Landscape 2008

Global Alliance for Public Relations and Communication Management

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Acknowledgments

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Signed off by: Polish Public Relations Association (PSPR)

Date of completion: 2008

Development of Public Relations

The public relations industry and market began developing after 1989 with an annual growth rate of 12 percent (The Gdańsk Institute, 2005). During the Communist era, enterprises, public offices or organizations did not apply professional strategies to build a good image with the public. The public opinion did not have free access to information, and enterprises were used to spread official propaganda and promote the system's ideology (The Gdańsk Institute, 2005). The legacy of the old centrally planned economy continues to affect the evolution of public relations in Poland. There is a failure to understand the point of advertising and promoting products, and businesses, due to the fact that historically at time of shortages, socialist manufactured products were readily sold. There is also a fear that establishing a high profile for a business or executive will attract tax sanctions as the socialist regime was suspicious of privately owned operations (Lawniczak, 2004).

Yet “even in the 1970’s public relations trickled into Poland through Western Europe and the US, carried by Polish researches who maintained scientific links in the west” (Lawniczak, 2004). After 1989, with the opening of the Polish economy, the need to use professional methods of image creation, media relations and internal and external communication was appreciated. It should be noted that there is no Polish equivalent for the term ‘public relations’ so the English term is used, although the phonetic term ‘piar’ is in common use. Economic, political and social transformations are responsible for creating demand for public relations services in Poland although public relations has also accelerated and facilitated these changes too (Lawniczak, 2004).

Since the early 1990s, the PR market has been rapidly developing. “Many agencies started to ride on a wave of public relations popularity offering so-called PR services” (Tsetsura, 2005, p. 5). Multinational corporations employed public relations efforts most frequently, since domestic companies were relatively unfamiliar with its positive long-term effects (Tsetsura, 2005).

Until 1992 there were only several agencies, most of which were branches of international organizations. The first to use their services were the international corporations. In 1994, the Polish Public Relations Association was registered as an organization associating the members

of the public relations industry in Poland, which marked the accelerated growth of the public relations market in Poland. Agencies offering increasingly broader service ranges began to appear. At the same time corporations started separating public relations departments within their structures. In 2001, the Association of Public Relations Firms (Związek Firm Public Relations, ZFPR) was established and currently associates 27 member agencies (source: www.zfpr.pl). Since 2001 the demand for public relations services continues to increase in Poland and the growing economy contributes to the development of the profession. Large foreign PR agencies have increased their involvement in the Polish market, which becomes increasingly attractive for foreign investors, especially after Poland's EU accession.

According to Norbert Ofmański from OnBoardPR who emphasizes that Poland was among 'Top 3' of the IPRA 2005 edition ranking as far as number of awards is concerned, Polish PR branch is flourishing now thanks to EU funds, more positive climate for investments and PR-services demand (Parkiet, s.4). Two years later, in 2007, Polish PR agencies took part at the most prestigious PR contests in the world. To mention only a few:

- **IPRA Golden World Awards 2007:** the agency Profile with PolskaPresse Regional Media and TP Group Foundation was awarded by Hill & Knowlton award for corporate responsibility for the project "School without Bullying"; the agency Partner of Promotion with Gadu-Gadu S.A. was awarded in category Investor relations for the project "More than an Internet Communicator"
- **IPO Promotion"**
- **European Excellence Awards 2007:** among the nominated agencies were Sigma International Poland with the campaign for Kompania Piwowarska "A Company with Initiatives" and Partner of Promotion with two activities – crisis communication "Crisis management in dialysis centre in Poland" and social campaign "Safe on the road with 3M Poland".
- **Magellan Awards 2007:** the agency OnBoard PR was a winner in category Public Affairs with the project "NSZZ Solidarnosc – Low Wages – a Barrier for Poland's Development" and Partner of Promotion received the Gold Magellan Award in category Community Relations for the campaign "Safe on the road with 3M Poland".

Areas for Improvement

Employee relations is a public relations function often overlooked in Poland. More attention needs to be devoted to internal communication. Integrating symmetry into internal relations would allow management to receive constructive feedback from employees allowing opportunities for positive reform.

Improving relations with the media would improve the reputation of the profession and enhance relationships between journalists and public relations practitioners. They also should be knowledgeable about journalists' deadlines, and use a less persistent strategy to communicate. Practitioners should consistently provide media gatekeepers with transparent information in a timely manner, to clarify issues, provide the company's stance on issues, and to give critical updates.

International relations is another area in which public relations agencies should seek to improve. Due to the European Union integration and Poland's increasing ties to the global economy. The increased demand for the public relations industry is expanding among foreign markets. Some international companies ask nowadays Polish PR agencies for coordination of PR activities in CEE Region. This extorts stronger cooperation and better orientation about PR possibilities in Eastern European countries.

Crisis communication is a PR sector, where is still a lot to improve. Management of the companies is often waiting with preparing for a crisis situation till the moment, when the real crisis begins. There is not enough knowledge about media relations during the crisis situation. The crisis communication strategy is besides for some PR agencies a difficult project to manage. The evaluation component is lacking in Polish public relations. This acts as a barrier to the development of the profession because there is a "lack of credible measures to gauge the effectiveness of PR practitioners and their activities" (Status of the Polish, 2005, p. 1). One method of measuring effectiveness entails analyzing the actual content of proposed communication as opposed to mere counting the number of materials distributed (Status of the Polish, 2005). While this method of evaluation may be relatively cheap and produce fast,

objective results, theoreticians and practitioners need to focus efforts on the issue of thorough media analysis (Status of the Polish, 2005). Monitoring public opinion about the client through quantifiable measurements such as surveys and questionnaires is another way to gauge the effectiveness of public relations activities, however it is a costly process that is rarely used for short-term endeavors (Status of the Polish, 2005).

Barriers to Development

A lack of communication between PR and advertising agencies. As a result – often there is no coherence between PR and marketing plans. Especial big companies have budget for both of them e.g. for a launching a new product, but briefs are sent to two other places: to PR and to advertising agency. Either the first nor the second sees the necessity of communication. Only a close cooperation can be effective for a client. All sides: client, PR consultant and art director have to believe in marketing-mix.

Other important barrier in PR development in Poland is the fact that Polish managers are not interested in long-term strategic communication, which would build the image of their companies. In consequence it influences also selling. They are only interested in current, shortterm support of selling the particular product. Therefore they spend incredible sums for events and sponsored articles (advertorials) and skimp for a true PR (Czarnowski for Puls Biznesu, 2007).

Public Relations Responsibilities

“The Polish PR market is distinctive in that it is limited almost solely to the domestic market” (Status of the Polish, 2005, p. 3). The primary role of practitioners in Poland is to desire product image firstly and corporate image secondly. Still, among small companies, PR is embodied with marketing and is not outsourced. Particularly multinational companies divide their PR budgets into media relations, BTL, events, advertorials, etc.

Most known PR agencies offer educational training courses for specific professional groups of managers and politicians, mainly in the topic of relations with media .Last years indicates a

higher level of cooperation between PR professionals, students and academic environments illustrated by giving lectures and educational workshops during conferences organized at the universities in Polish cities like Warsaw, Poznan, Wroclaw, Krakow or Gdansk.

Polish public relations agencies often specialize in a specific segment of the market. The most popular services offered are: media relations and press office, media monitoring and media alert, product and corporate PR, event management, crisis communication and further: internal communication, change management, sponsorship and corporate social responsibility.

Current Public Relations Environment

Economic growth, EU integration and the strengthening of ties with the global economy are increasingly tying the Polish public relations industry with foreign markets. However, many businesses and public offices do not appreciate the importance of public relations in their operations.

4According to Tsetsura (2005), the growth occurring in public relations practice does not necessarily mean the growth of professionalism. "There are about 500 companies in Poland that claim to practice public relations, but in reality, only about 70-100 of them actually do offer services that can be called public relations (Czarnowski, 2003; Laszyn, 2001; Szymczak, personal communication, 2005). The majority of Polish public relations agencies specialize in specific industries as well. The most popular include: IT, telecommunication, FMCG, insurance, banking and finance, pharmaceuticals, beauty and healthcare. According to rapid growth of Polish cities and investments there, even more of development and construction companies ask for PR services. The public opinion is also learning to distinguish public relations activities from advertising or promotion. It would appear however that significant part of the public relations services are more advertising and marketing focused.

Many businesses and firms are now establishing their own public relations departments, while other firms often employ specialists. If none of these two solutions are suitable, firms use the services of an external agency or an external advisor. In practice, however, it appears that many

firms allow public relations function to be spread amongst other departments (The Gdańsk Institute, 2005). A study conducted in 2000 by euroPR Agency showed that 44 percent of companies placed the public relations function in their marketing departments, followed by 22 percent in the sales department and 15 percent in the management board offices. “Only 5 percent maintain a separate public relations unit reporting directly to the management board” (Lawniczak, 2004). In the 2004 study performed by the Gdańsk Institute for Market Economics, which surveyed large domestic businesses, 42 percent of firms now have a public relations department, while 33 percent of firms carry out public relations tasks in the marketing department and six percent via the promotion department. According to the Gdańsk Institute, “this means that PR in Polish enterprises is often appended to other kinds of activity, which in practice often means that its importance is still being marginalized”. Among firms that do not use the services of external agencies nor individual public relations advisors, close to 40 percent declare the intention to start such cooperation in the near future.

Public Relations Education

Education in the public relations area in Poland is expanding. Programs are offered at undergraduate, graduate and postgraduate levels, while also offered as specializations within other major programs. The main universities in Poland, both public and private, offer postgraduate PR studies. During two semesters students learn the theory of PR and practice at workshops.

Very popular among students are so called “praktyki” (practice) at PR agencies. Usually it takes one month and during this time young people learn a real side of PR. They do research, followup of journalists e.g. before a press-conference, help to prepare press-packs and press-kits for different press meetings. After such experience they know more about PR and often take decision to stay in this job field.

Public Relations Market

It is difficult to aptly analyze the public relations market for a couple of reasons. First, the

Central Statistics Office does not make a distinction between public relations and other types of business activity. Public relations falls under the very broad statistical category of 'Business and management advisory services' (The Gdańsk Institute, 2005). Second, the public relations firms themselves do not like to give out financial information as they see this as exposing weaknesses to the competition. This data is also not released by many firms due to their internal information policies. Although difficult approximations have been made, Szymczak (2006) estimates the approximate annual value of the Polish public relations industry for 2005 to be USD\$ 250 million. It comes from income amounts and other information about budgets given by PR agencies. Additionally the growth of Polish Stock Exchange had a positive influence on run of investor relations. Szymczak points, that even more popular are specific PR activities like corporate social responsibility or educational campaigns financed by EU grants (Szymczak, Forbes, 2006).

Issues in Public Relations

In efforts to fight unethical practices, a group of professionals started the Association of Public Relations Firms in 2001, and created its own Statement of Professional Public Relations Practices for its members. Yet the lack of ethical guidelines in Polish public relations practices is the result of corruption in media relations and problems concerning the political dependence of the media and lack of knowledge about what public relations and media relations really is. Because of this, true public relations professionals often find themselves educating the media and clients about public relations (Tsetsura, 2005).

The public relations industry is a relatively new, and it lacks a comprehensive definition and/or identity, it is often confused with advertising, marketing, business advisory or even more negatively as propaganda (Status of the Polish, 2005). The public profession emerged after the old communist economy, which had no need for public relations began to transform (Status of the Polish, 2005). To advance the profession, practitioners must raise awareness about the potential benefits of incorporating public relations efforts into an organization's management function to carry out the important functions of relationship management, reputation management, effective communications, internal and external relations, and so forth. There is a

“large, but unexposed demand for PR services in the business sector” however companies are relatively unaware of the impact public relations can have on bottom-line profits.

Practitioners should develop more methods of measuring the effectiveness of their efforts to prove to management they have an impact on the bottom-line. The two most common methods are analyzing the content of communications (qualitative measure) and monitoring public opinion about an organization (quantitative measure). The second measure provides a more accurate measure of the effectiveness of public relations endeavors because it provides insight into the opinions and attitudes of people. More methods of measurement need to be devised, such as tracking consumer behavior. Public relations scholarship regarding relationship building demonstrates that cultivating and maintaining positive relationships with publics ensures brand loyalty and can be more effective than advertising efforts in customer retention (Brunig & Ledingham, 2000). Their research showed evidence that “relationships, whether they are between organizations and individuals or organizations and organizations, have the potential to offset financial incentives offered by competing organizations, and demonstrates the importance of public relations to an organization’s well-being” (Brunig & Ledingham, 2000, p. 170). Chunju Flora Hung identified six relationship outcomes in her research: control mutuality, trust, commitment, satisfaction, communal relationships, and exchange relationships (Hung, 2005, p. 394). Polish practitioners should pay attention to these relationship variables when cultivating relationships with customers, employees, investors, governmental and regulatory agencies, etc. “The growing interest in public relations practice and services, however, does not necessarily mean the growing professionalism. According to some experts, strategic understanding of public relations goals and functions hardly finds place in the minds of many professionals who call themselves PR practitioners. The Association of Public Relations Firms, established in 2001, was created to “combat unethical and unprofessional public relations” (Tsetsura, 2005). Accreditation and licensing are also potential methods of legitimizing practitioners and the profession.

Public Relations Laws and Regulations

Despite the abolition of the Communist party in 1989 and the development of free press, there is

still speculation of bribery and corruption in the media industry. According to the European Journalism Centre, politicians from the major parties are still trying to influence the management of public radio and television. The government is trying to change the regulations to limit the possibility of media concentration ("European Journalism Centre," 2005).

The Central Press and Entertainment Board of Inspection regulated the industry and affirmed the legitimacy of the press until 1989. The head of the Radio and Television Committee was an administration-party officer of ministerial rank and media was centralized and under the regulation of one party ("Polska," 2005).

The Radio and Television Act of 1992 established the National Broadcasting Council (KRRiT), which has since acted as the main broadcast media regulator. The KRRiT issues radio and television broadcasters with licenses for land-based and satellite broadcasting and also regulates frequencies. The council also regulates competition within the market ("Polska," 2005).

In hopes to combat the lack of confidence that the Polish culture has toward governing bodies, the Law of Free Access to Public Information was passed in September 2001. The law allows every citizen to obtain public information, administrative documents, meeting documents or transcripts from general elections as well as any legislative plans and planned normative acts of public administrative bodies. The assets, income and loss statements of trade companies and another financial information are also available to the public. This information must be communication via a specially created Web page called the Bulletin of Public Information ("Polska," 2005).

A number of ethical standards groups such as the Polish Journalists Association's Centre for Monitoring Freedom of the Press exist in Poland to monitor and report on cases of media freedom violation. Most major media outlets have their own standards but some abide by the voluntary Media Charter of Ethics. The charter is a brief seven point document that highlights the points for interpretation and informing on cases of ethical standards' violation by a body consisting of well-respected media professionals ("European Journalism Centre," 2005).

A number of laws prohibiting advertisers have directly influenced the ability of public relations

practitioners in the country to do their job. The Law on the Protection of Health Against the Effects of Tobacco Use of 1995 has made tobacco-linked promotions illegal. Tobacco companies are not allowed to sponsor sporting, health and social events. Political, cultural and educational affairs are also prohibited. Corporate social responsibility campaigns, which have become increasingly effective have also been placed under the stipulations of this new law (Goodale, 2002). Another legislation that forbids the advertising of alcohol on billboards, in newspapers, magazines and on the radio has affected the PR industries. The law allows the advertisement of beer on television and in cinemas between 11 p.m. and 6 a.m.

PR Ethics

Public relations ethics has been debated quite heatedly since the establishment of the Polish Public Relations Association, which adopted a Code of Ethics at its second Congress in 1996 (Lawniczak et al, 2003). The Association of Public Relations Firms followed suit, drafting its own Statement on Professional Public Relations Practices in 2001 (Lawniczak et al, 2003). The latter document set out detailed ethical guidelines for its members.

A few years ago both associations and the internetPR.pl Foundation have established Council for Public Relations Ethics. The aim of the Council is: to promote ethic standards in Public Relations, education in the subject of PR ethics, giving opinions and comments in cases of market practices, which influence the functioning and recognizing PR branch, passing judgments concerning particular cases, which can bring up suspicions about unfair PR practices, etc. The Council wants to represent the Polish PR environment and declares cooperation with other organizations, who align themselves with such aims.

Public Relations Models

According to the report about PR agencies in Poland, published by Press Magazine in December 2007, even more demanding clients expect from agencies that they will extend their PR services portfolio. Therefore we could observe a few consolidations on the Polish PR market. For example the Twenty Four Seven PR made a take-over of Lighthouse agency, specialized in

healthcare. Primoloko agency, which leads PR product projects, has established a common brand with the agency Po Prostu PR, which specializes in corporate PR. The new brand's name is Black & White PR. Furthermore agencies have opened training departments in their structures and began to offer investor relations (Sierpinski, Press, 2007).

Public Relations in the Future

The public relations industry continues to be a dynamically growing sector of the economy. It is anticipated that the value of the public relations market will be changing by over 10 percent per year. The key factor will be the forecasted stable growth of the Polish economy within the next few years (The Gdańsk Institute, 2005).

The public relations industry is not fully developed yet, and it still may be reshaped in the future. These changes will probably involve the consolidation of smaller agencies into larger capital groups. These processes will be brought on by increasing competition within the sector, as well as growing requirements and expectations of clients, that smaller agencies will not be able to meet.

The public relations industry will also grow due to the gradually progressing change in the perception of the usefulness of the industry, which currently is appreciated mainly by large enterprises. As competition intensifies in nearly all areas of business, shaping a firm's image will become an inseparable condition of achieving a good market position for any business enterprise. Large foreign public relations agencies are expected to increase their involvement in the Polish market, which will become increasingly attractive for foreign investors, especially in light of Poland's EU accession. One of the positive results of this will be a broader transfer of know-how from foreign agencies to Polish agencies (Lawniczak, 2004).

Public relations associations

Association of Public Relations Firms (Związek Firm Public Relations, ZFPR)

This association was funded in 2001 and established as representation of professional PR firms. ZFPR has 27 members (source: www.zfpr.pl, December 2008). The main purpose of the

association is to protect members' rights, represent members in dealing with state authorities /corporate/persons, strengthen the position, disseminate knowledge. The Association is a member of Polish Confederation of Private Employers (PKPP) and of International Communication Consultants Organization (ICCO). It seeks economical growth, membership in EU and expected investments, increasing market competitiveness, development of clients' awareness of the need of PR as an important part of gaining market advantage.

Polish Public Relations Association (Polskie Stowarzyszenie Public Relations, PSPR)

This association was founded in 1994 as a organization for PR professionals. PSPR has ca. 300 members (source: www.polskipr.pl, December 2008), mainly PR specialists in economic and administration organizations, lecturers from universities specialized in PR field and owners and employees of PR agencies. PSPR cares about the right definition of Public Relations and differentiates it from marketing, promotion and advertising. The association cooperates with government institutions and public organizations.

Public relations practitioners' popular Web sites (Polish)

www.proto.pl

www.internetpr.pl

www.epr.pl

www.wirtualnemedial.pl

www.mediarun.pl

www.prnews.pl

www.piar.pl

The most popular PR specialists forum is on the web site <http://www.internetpr.pl/>. It is a non commercial open discussion forum (with more than 2000 members registered) aiming at promotion of PR, knowledge and experience sharing, integration and education of PR specialists.

Guide to the major public relations agencies in Poland

The list of the biggest (on account of the cash in for 2007) PR agencies in Poland, published in the "Home&Market" Magazine from January 2008:

1. Partner of Promotion

www: <http://www.partnersi.com.pl>, Established in 1994; Number of employees: 48; Main clients: 3M Poland, arvato services Polska, CTL Logistics, Electronic Arts, Emerson Network Power, Logitech, Motorola, Procter&Gamble, Rockwool, Union Investment, Polbank EFG, Pepsi, Xerox.

2. Sigma International

www: <http://www.sigma.com.pl>, Established in: 1991 Number of employees: 61 Main clients: Airbus, Bioderma, Cisco Systems, Dilmah, Eden Springs, EMC2, Flower Council of Holland, Grupa LOTOS, FedEx, Heinz, Hortex, Indesit, Luminarc, McAfee, Mieszko, Microsoft, Panasonic, Procter & Gamble, Randstad, VisitBritain, Zebra Technologies.

3. Euro RSCG Sensors

www: <http://www.sensors.pl> Established in: 2003 Number of employees: 25 Main clients: PZU SA, Reader's Digest, Volvo Auto Polska, Sharp Electronics, Sanofi-Aventis, V&S Luksusowa Zielona Góra, Novartis, Kimberly-Clark, PTK Centertel, Fortis Bank, Dominet Bank

4. Multi Communications

www: <http://www.multipr.pl> Established in: 1989 Number of employees: 31 Main clients: Beko, Centrum Medyczne LIM, Ernst&Young, Gazeta Wyborcza, Interchemall, Koegel, Kredyt Bank, LeasePlan Fleet Management (Polska), Microsoft, Michelin Polska, Philips Polska, Provident Polska, Schenker, Unilever, Wyeth

5. Headlines

10www: <http://www.headlines.pl> Established in: 1996 Number of employees: 16 Main clients: Toyota Motor Poland/Lexus, MSD, Janssen Cilag, Bayer Healthcare, ADT Poland, Mio Technology Ltd., European Commission

6. Profile

www: <http://www.profile.com.pl> Established in: 1992 Number of employees: 24 Main

clients: TS SA, UOKiK, PGNiG SA, ING Real Estate, PolskaPresse, OrklaPress, Autostrada Wielkopolska SA, Europolis

7. On Board PR

www: <http://www.onboard.pl> Established in: 1996 Number of employees: 30 Main clients: DM BOŚ, Eurinpro, Adamed, Unilever, Raiffeisen evolution, Clear Channel Poland, Grupa Żywiec

8. PRIMUM Public Realties

www: <http://www.primum.pl> Established in: 1994 Number of employees: 22 Main clients: Abbott, Coca-Cola (Burn, Fanta, Kropla Beskidu, Powerade, Sprite), Kingston Technology, Polskie Towarzystwo Stwardnienia Rozsianego, Roche Polska, Servier Polska, European Union

9. ComPress

www: <http://www.compress.com.pl> Established in: 1990 Number of employees: 27 Main clients: Link 4, GlaxoSmithKline, Eureko, Stoen, Bols, Max Data, Microsoft, Infovide

10. Twenty Four Seven PR

www: <http://www.247pr.pl> Established in: 2000 Number of employees: 11 Main clients: McDonald's Polska, Browar Belgia, Polski System Recyklingu, Microsoft Polska, Medycyna Rodzinna, Bauer Publishing House, Group 4 Falck

Country Profile

Location: Central Europe. Poland's neighbors include Germany, Czech Republic, Slovakia, Ukraine, Belarus, Lithuania and Russia, Kaliningrad Oblast – The Russian Enclave

Population: 38,126,000 (2007)

Religious affiliation: Roman Catholic, East Orthodox, Protestant, other.

Official Language: Polish

Literacy: defined as citizens age 15 and above can read and write – 99.8%

Currency: Zloty (PLN)

Government Type: Republic

Geography: 312,685 sq. km (304,465 land and 8,220 sq. km. water) slightly smaller than New Mexico in US. 491 km. of coastline. Mountains of southern border, but mostly flat plains.

Climate: Temperate with cold, cloudy, moderately severe winters with frequent precipitation. Mild summers with frequent showers and thunderstorms.

Hot Issues: increase in environmental concerns, including water/air pollution, acid rain.

History

11The first Polish state was established in the 10th century by Mieszko I. Under him the Poles became Christians ("History and Culture", 1997). Mieszko's descendants, known as the Piast Dynasty, expanded Polish power. The Piasts expanded their domains in wars against the German emperors, Hungary, Bohemia, Pomerania, Denmark and Kiev. From 1506 to 1548 internal power was consolidated, the economy developed and the culture of the Renaissance was introduced. During the 16th century, although involved in frequent wars with Hungary, Moscow, Moldavia, the Tatars and the Ottoman Turks, the closely allied Polish and Lithuanian states maintained an empire that reached from the Baltic to the Black Sea. This period was known as the Golden age

("Poland,"2005). Poland and Lithuania expanded eastward to annex much of the Ukraine and some Russian territory; Russia becoming a major opponent. During the following century, the strengthening of the gentry, the serfdom of the peasantry and internal problems weakened the nation. In agreements in 1772, 1793 and 1795, Russia, Prussia and Austria partitioned Poland amongst themselves ("Poland,"2005). This resulted in the disappearance of Poland from the map of Europe by 1795.

In 1807, Napoleon supported the formation of a small and weak Polish state, but after Napoleon's defeat by Russia the Russians returned ("History and Culture," 1997). Tsar Alexander I of Russia permitted the existence of a Russian-controlled Polish kingdom. An uprising of the Poles in 1830 was put down instigating a period of suppression of Polish culture and institutions. Thousands of Poles emigrated, many to Paris, which became the center of Polish nationalist activities ("Poland," n.d.). Russian Poland rose again in 1863 inciting an intensive program of 'Russification,' retracting all separate Polish political units. At the same time industry was developed and large estates were divided and given in freehold to peasants. A similar policy of 'Germanization' began in Prussian Poland ("Poland Introduction," 2002).

During World War I Russia fought Austria and Germany, often on Polish territory. The Polish fought for two years alongside Germany and Austria. In November 1916, Germany and Austria proclaimed Poland an independent kingdom, but Germany occupied Poland and retained control over the Polish government ("Poland Introduction," 2002).

Poland gained the support of the Allies and, on November 11, 1918 Poland claimed its independence. The Treaty of Versailles, in 1919 forced Germany to return Prussian Poland, while in 1921 Poland secured substantial territories in the east ("Poland Introduction," 2002). "About one third of newly created Poland was made up of ethnic Germans, Ukrainians, Belarusian's, Jews and Lithuanians, and these minorities were generally treated inequitably" ("Poland Introduction," 2002). Financial and agrarian reforms were undertaken and industrialization progressed; yet the condition of the peasantry remained generally poor and the landowning aristocracy retained most of its wealth.

On September 1, 1939 World War II began when Germany invaded Poland, forcing Britain and France to declare war as Poland's Allies. Germany and the Soviet Union annexed parts of Polish territories. Much of the Jewish population was forced into ghettos and later removed to such death camps as Auschwitz. About six million Poles were killed and 2.5 million were deported to Germany for forced labor ("Poland Introduction," 2002). Polish Jews suffered the worst fate; all 12but about 100,000 of the prewar Jewish population of some 3,113,900 were exterminated. Many Christian Poles also died in the camps. Warsaw was also virtually destroyed in 1944.

Poland gained large areas of former German territory in the west at the Allied conference in Potsdam, Germany in 1945. A single legislative parliament was established in 1946 after a referendum although legal opposition was limited almost entirely to the Peasant party. However in 1947 government-controlled elections gave the government bloc an overwhelming majority. The Sovietization of Poland was accelerated as soviets were placed in important roles across the polish parliament.

The constitution of 1952 made Poland a people's republic on the Soviet model and in 1955 Polish foreign policy became identical with that of the USSR ("Poland Introduction," 2002). Relations with the Vatican were severed; the church became a chief target of government persecution. Discontent soon became widespread, and the government was forced to reconsider its policies ("Poland Introduction," 2002).

In 1956, the communist Polish United Workers party represented a more Polish way to Socialism. Collectivization of agriculture was halted, and the Poles were given far more freedom than under the previous regime. Relations with the church improved, and economic and cultural ties with the West were broadened. The Roman Catholic Church commanded the loyalty of Poles in such a way that communist dogma never penetrated much below the surface of Polish social or spiritual life. This status made the church the most powerful opponent of communist regimes in Poland throughout the postwar period.

By the early 1960s, intellectual freedom was curbed, the church again was a target and renewed attempts were made to have peasants join state groups. In August 1968, Poland joined other East

European countries and the USSR in invading Czechoslovakia. By the mid-1970s, recession caused price hikes that led to strikes and the arrests of hundreds of protesters. A highlight amidst the recession, the bishop of Krakow, Karol Wojtyla, became Pope John Paul II in 1978. His subsequent visit to Poland in June 1979 drew several crowds of over a million people. Popular loyalty to the church forced communist governments to compromise in major church-state confrontations ("History and Culture", 1997).

Strikes continued in 1980 and the striking workers formed an illegal labor union, Solidarity. Church support was vital to the initial success of the Solidarity movement and to the movement's eventual accession to power. Solidarity continued to strike for higher wages, lower prices and the right to strike and an end to censorship. Martial law was declared in December 1981. Solidarity was again banned in 1982, although it was still very popular. Only unions pledging allegiance to the Communist party were permitted. Martial law was lifted in 1984 ("History and Culture", 1997).

In 1989, Solidarity was again legalized and it participated in the negotiation of substantial political reforms that led to free elections in the same year. Solidarity won a majority in both houses of the parliament ("Poland," n.d.). In 1990, the Solidarity-led government adopted a radical program for transforming Poland to a market economy; however, the ensuing economic hardship led to widespread discontent and political instability. Politicians and the public were also split between preserving the separation of church and state, which was a fundamental of the

Western constitutional democracy to which Poland aspired, and preserving the thorough penetration of Polish life by religion ("Poland Introduction," 2002).

In 1993 Poland was the only country in Eastern Europe whose borders were universally accepted, that faced no danger of disintegration and that had no territorial claims on its neighbors. From 1990 through 1996, Poland had eight prime ministers. The Constitution of the Republic of Poland of April 1997 was Poland's first post-communist constitution. It replaced the temporary amendments put into place in 1992 designed to reverse the effects of communism, establishing the nation as a democratic republic ("Poland Introduction," 2002). Economic

conditions continued to worsen after 2001, with unemployment reaching 19.2 percent in 2005 (Sonta, personal communication, 2005). Poland joined NATO in 1999 and the European Union in 2004. On 21 December 2007 passport checks were abolished on Poland's border to Germany, Czech Republic, Slovakia and Lithuania by a decision of the European Parliament – all this on account of an extension of the Schengen area to admit nine new states, including Poland (www.poland.gov.pl).

Government

A rapid end of communism in Poland put the country's anticommunist opposition in charge of the search for appropriate new political institutions. The following experiment in democracy yielded mixed results between 1989 and 1992, when the restored Republic of Poland struggled to find its political ground. In 1989 round table talks between the opposition and the communist government set in motion a variety of legislation and constitutional amendments that merged democratic reforms with institutions and laws inherited from four decades of communist rule. At that point, institutional uncertainty was exacerbated by the outcome of the parliamentary elections of October 1991, which seated twenty-nine political parties in the powerful lower house, the Sejm. With such diverse parties, none holding more than 14 percent of the total seats, forming a cohesive government seemed impossible. Proving even more challenging though was creating a political culture of negotiation and compromise that would result in a long-term democracy ("Poland Government," n.d.).

Where Polish democratization lacked in party agreement, it made up for with rapid dissemination of information. A significant independent press had evolved from modest beginnings in the early 1970s, expanding its activities as government censorship diminished after the mid-1980s. *Gazeta Wyborcza* became the first independent pro-Solidarity mass daily newspaper, and became a symbol of media independence from then on. Radio and television adjusted less rapidly to the changed political environment and remained under closer government control than the print media.

Despite a constantly changing of political parties and coalitions that produced five prime

ministers in three years, Warsaw maintained a consistent and successful foreign policy during the transition period. By mid-1992, Poland had achieved many of its long-range policy goals, including sovereignty over its foreign affairs; a Russian commitment for complete withdrawal of Soviet/Russian combat forces from Polish territory; bilateral friendship treaties with most of its neighbors; German recognition of the permanent Oder-Neisse border; associate membership in the European Community (EC); and observer status in the North Atlantic Treaty Organization (NATO). At that point, Warsaw already had traveled a considerable distance on its "path back to Europe." The West responded to Poland's democratizing and marketing reforms by granting trade concessions, debt relief, and a range of economic and technical assistance ("Poland Government," n.d.).

The result is Poland's current status as a republic, moving further every year in democratization. Poland is made up of 16 provinces with the capital at Warsaw. The structure of the government, established by the Round Table discussions, includes a legislative branch, an executive branch, and increasingly independent judicial branch. The executive branch is lead by the President, who acts as Head of State, currently Lech Kaczynski, elected by popular vote every five years. The executive branch also includes the Prime Minister, Donald Tusk, who acts as head of government, and the Deputy Prime Minister, Waldemar Pawlak, both appointed by the President and confirmed by the Sejm. The Cabinet is also within the executive branch, consisting of the Council of Ministers. The Council of Ministers is proposed by the Prime Minister, appointed by the President, and approved by the Sejm.

The legislative branch is a bicameral legislature consisting of an upper and lower house. The Senate, the upper house, is made up of 100 seats elected every four years by majority vote in each province. The lower house is the Sejm, represented with 460 seats and elected under a complex system of proportional representation every four years. Also included in the legislative branch is the designation of National Assembly or Zgromadzenie Narodowe, only used on those rare occasions when the two houses meet jointly.

The judicial branch consists of the Supreme Court, judges appointed by the president on the

recommendation of the National Council of the Judiciary for an indefinite period, and the Constitutional Tribunal, in which the Sejm chooses judges for nine-year terms ("Poland," 2005).

The European Union

In 1950, the European Coal and Steel Company (ECSC) was created to unite countries through production. With the Treaty of Maastricht, the ECSC birthed the European Union (EU). The EU provides safety and security to its 25 members as well as a cooperative effort in relations with allies and neighboring countries. The members of the EU share common political goals and encouraged the development of a common currency, the euro, now used by 12 members and regulated by the European Central Bank.

The EU operates through various institutions. The Council of the European Union represents the member states, or countries. The parliament represents the citizens and is made up of elected representatives. The commission is an independent body that represents the collective interest of Europe. There is also the European Council, which is the highest level for policy making in the EU. It is composed of all the members' prime ministers and the President of the European Commission. The main goals of the EU include ensuring a competitive market, financial stability, social equality, technological innovation and, of course, peace ("EU at a Glance," n.d.).

Poland in the European Union

On May 1, 2004, Poland joined the EU with nine other countries. Before any country can join the EU, they must meet three criteria. Countries must implement democracy, rule of law, and human rights. They must also have a functioning market economy with the ability to handle competitive pressure. Finally, countries must fulfill obligations of EU membership, adopt the entire body of the union law – the *acquis communautaire* – and adhere to the goals of political, economic and monetary unity ("EU at a Glance," n.d.).

As part of its government structure, Poland includes a Department of the European Union under the Ministry of Foreign Affairs. This department handles the relations with the EU, elaborates on strategies to carry out policies within the union, assists representatives of Poland in activities of

the union, controls the cooperative efforts of the Minister with political parties and government bodies, coordinates Poland's participation in discussions about future work with the EU, and analyzes activities of the union as they pertain to Poland's involvement.

Poland is using funds provided by the union to improve social situations. The minister recognized that Poland is modernizing more quickly since joining the EU. He acknowledged the importance of countries within the EU collaborating rather than allowing a few countries to become the strength of Europe and the rest, the weakness. Poland will be implementing the Lisbon Strategy, which is a project to improve Europe's competitiveness in the globalization process, economically, technologically and organizationally. This is important to Poland and the EU because of the challenge of competing with countries like the United States and China. Included in Poland's strategy is building collaborative partnerships with partners such as Germany, France and Great Britain. Second, the country aims to nurture relationships with states in Poland's region. Finally, Poland will ensure good relations with all EU members ("Minister's Annual Address," 2005).

Traditions and Cultural Idiosyncrasies

Religion

The history between the Polish state and church has bestowed much confidence upon the Catholic Church. According to Poland's official Web site, more than 90 percent of Polish children were baptized in the Catholic Church throughout the 1970s and 1980s, showing that the younger generation still shared loyalty to traditional religion. Other religions in Poland include the Greek Catholic Church, the Evangelical Church of the Augsburg Confession, the Polish National Catholic Church, the Mariavite Catholic Church of Poland and the Polish Ecumenical Council. Pilgrimages to holy sites include, The Monastery of Jasna Góra to see The Black Madonna, in Częstochowa for Catholics, the tomb of Rabbi Elimelech in Leżajsk for Jews and the Grabarka Sanctuary for Orthodox Christians ("Polska," 2005).

Holidays

The religious holidays in Poland include the movable feasts of Easter the Assumption of the Virgin Mary on August 15th, All Saints' Day on November 1st and Christmas on December 25th and 26th. During the Easter holidays (and Corpus Christi), Palm Sunday is celebrated in churches to commemorate Christ's entry into Jerusalem. Palms are customarily utilized on this day to create crucifixes ("Polska," 2005). The tradition of Holy Saturday dates back to the 14th century where citizens bring baskets of Easter food to church to be blessed. Today the basket should contain bread to ensure good fortune, eggs for rebirth, salt as a life-giving mineral, smoked meat for health, fertility and abundance, cheese to represent friendship, horseradish for strength and physical fitness and an Easter pound cake for skills and perfection ("Polska," 2005). On Smigus-dyngus, Easter Monday, boys spray girls with water, which was originally meant as a rite of purification to ensure fertility.

Assumption of the Virgin Mary on August 15th is important for the gathering of the garden and forest herbs and flowers. Village housewives bring bouquets of special, collected herbs to be blessed by local priests. This blessing is believed to heighten the power of the plants curative or seasoning uses ("Polska," 2005).

All Saint's Day on November 1st is celebrated in a serious, solemn manner. The holiday is celebrated by bringing flowers, wreaths, candles and votive lights to the graves of loved ones. This day can be compared to the original meaning of Memorial Day in the United States ("Polska," 2005).

Christmas on December 25th and 26th is festive holiday surrounded by ceremonies and events. Dinner begins on the Christmas Eve on December 24th when the first star, the Gwiazdka, appears in the sky, in remembrance of the Star of Bethlehem. A prayer is said and Oplatek, a Christmas wafers that symbolizes holy bread, is shared. Customarily, dinner is meatless and 12 courses long, each symbolizing either one month of the year or each of Christ's apostles depending regional areas ("Polska," 2005). Christmas decorations include Christmas trees decorated with nuts, apples and ornaments made from eggshells, colored paper, straw, and hand blown glass

baubles. Wreaths are not common during Christmas in Poland and are utilized to signify the loss of a loved one ("Polska," 2005).

Poles hold name days at equal importance to their birthdays. This celebration began from the Polish tradition of naming children after the Catholic saints. The importance of these saints and their feast day, the day the saint was canonized; lead many parents to ask their local priest to name their child. Names are still chosen according to which saint is closest to the actual birth or baptism of the child. The modern Polish calendar has been modified to include popular Polish names since some do not have a saint.

Secular holidays, which are honored with parades, ceremonies and festivals, include New Year's Day (January 1), May Day (May 1), Independence Day (November 11) and Constitution Day (May 3). Teacher's Day (October 14), Mother's Day (May 26), Granny's Day (January 21) and Children's Day (June 1) are less public holidays that are mainly celebrated at home and by children at schools. An interesting holiday is International Women's Day (March 8), which has been replaced by Valentine's Day, was imposed by the Soviet Union after World War I in 1948. All the women were given communist red gillyflowers called 'Gozdziki' ("Polska," 2005). It has become the topic of many women's rights groups since recent attempts have been made to return the holiday.

Food

Cuisine in Poland includes many different national items by the Jews, Ukrainians, Byelorussians, Lithuanians, Russians, Germans, Czechs, Austrian Italians, French and Middle Eastern population. Kielbasa (a type of sausage), a variety of breads and soups are popular items in Poland. The best-known Polish dishes include, Barszcz, a fermented beetroot soup and Pierogi, which are dumplings made from noodle dough, minced meat, brined cabbage, mushrooms, cottage cheese, or fruit. Foreigners are treated with kindness and respect. An old Polish saying states, "A guest in the home, God in the home" ("Food and Wine," n.d.).

Economy and Business

Poland has pursued a policy of economic liberalization throughout the 1990s and today stands out as “the greatest success story among the former communist states” (“Economy of Poland,” 2005). The economic reforms introduced in 1990 removed price controls, eliminated most subsidies to industry, opened markets to international competition, and imposed strict budgetary and monetary discipline. Poland was the first former centrally planned economy in Central Europe to end its recession and return to growth in the early 1990s. Since 1992, the Polish economy has enjoyed an accelerated recovery, although growth has recently slowed. The private sector now accounts for over two-thirds of Gross Domestic Product (GDP). Poland is the sixth largest market in Central and Eastern Europe. With an average GDP growth of 4.5 percent within the last decade (in comparison to Central Eastern Europe GDP average at about 2.8%) Poland has grown rapidly (“Foreign Trade Turnover,” 2005).

As a result of Poland's growth and investment-friendly climate, the country has received over \$50 billion in direct foreign investment since 1990 and has also encouraged the development of the private business sector (“Economy of Poland,” 2005). There is criticism however that state regulation, legal and other bureaucratic obstacles and corruption are hampering further development (“Poland,” 2005). The economy also suffers from a lack of competition in many areas. Poland's agricultural sector remains handicapped by surplus labor, inefficient small farms, and lack of investment (“Poland,” 2005).

Yet strong economic growth potential, a large domestic market, EU membership, and a high level of political stability are the top reasons U.S. and other foreign companies want to do business in Poland. Its position with access to both Western Europe and to Russia (population 150 million) and other expanding Eastern markets offers a strategic location. Poland also offers less costly labor and a well-educated, generally young, work force with “60 percent of Poles having at least secondary education” (“Why Do Business...” n.d.). The pharmaceutical, paper, energy, and environmental protection equipment sectors, among others, are growing rapidly. The main trading partners for Poland are the EU countries and Russia. Germany generates 30%

of Polish exports and imports (www.polska.gov.pl) .

Further progress in public finance depends on reducing losses in Polish state enterprises, restraining entitlements, and overhauling the tax code to incorporate the growing 'gray' or informal economy and farmers, most of who pay no tax. The government has introduced a package of social and administrative spending cuts to reduce public spending by about \$17 billion through 2007 ("Poland," 2005). Poland also stands to benefit from nearly \$13.5 billion in EU funds, available through 2006. Farmers have already begun to reap the rewards of membership via higher food prices and EU agricultural subsidies ("Poland," 2005).

Polish Economy and Business Links

*All sites in English or provide English options unless otherwise stated.

- National Bank of Poland <http://www.nbp.pl/>
- Warsaw Stock Exchange <http://www.gpw.com.pl>
- Polish Chamber of Commerce <http://www.kig.pl/english/index.htm>

Banks

A more extensive list of banks can be found on the National Bank of Poland site, yet some do not appear to operate English Web sites.

- Bank BPH <http://www.bph.pl/en/>
- Bank Millennium <http://www.millenet.pl/>
- Bank Zachodni WBK <http://english.bzwbk.pl/11591>
- Bank Pekao SA <http://www.pekao.com.pl/index.xml?/lang=US/124144-009459-49734>
- PKO Bank Polski <http://www.pkobp.pl/index.php/id=english/zone=-1/section=ogol>

Other Links for Business and Economic Information

BUYUSA.GOV <http://www.buyusa.gov/poland/en/>

U.S. Commercial Service in Warsaw, a part of U.S. Department of Commerce: export assistance for U.S. companies entering into Polish market.

Consulate General of Poland in Hong Kong

http://www.polandtrade.com.hk/new/eng/eng_portal.htm

Although technically for Hong Kong this site has a great amount of information valuable to all countries, about the economic, trade and commercial environment.

Polish Embassy in Washington DC <http://www.polandembassy.org/>

Business link very helpful for information on economy etc.

Polish Central Statistical Office www.stat.gov.pl

Trade and economic statistics and international and EU statistics. English version of the site isn't currently as complete as the Polish version.

Polishmarket.com <http://www.polishmarket.com/index.php>

Business and economic information for Poland markets in different fields.

Polish Information and Foreign Investment Agency <http://www.paiz.gov.pl/>

The Polish Information and Foreign Investment Agency (Polska Agencja Informacji i Inwestycji Zagranicznych S.A. - PAIiZ) exists to increase the inflow of foreign direct investment (FDI) by encouraging foreign corporations to invest in Poland. It serves to help them deal with all the administrative and legal procedures encountered during the investment process. PAIiZ's mission includes creating a positive image of Poland in the world, as well as the promotion of Polish brands of products and services.

Polish Media

Overview

The basis of traditional Polish media was grounded in serving the interests of the ruling political parties rather than the interests of the public ("Polska," 2005). In the beginning, the Law of Authorization required Polish journalists to submit a copy to the quoted sources for authorization before publishing. This led to the editing of correct quotes by officials, and ultimately a

politically controlled media. Fortunately, many journalists disregarded this law and the system collapsed (Aumente, 2005). Now, the public trust in media is on the rise, and foreign investors have begun to teach Polish journalists the ethical standards required to legitimize the industry. Media is owned by both private and public groups, but maintains a critical and opinionated view of politics and no direct participation. Scandals involving politicians have erupted, but have undergone complete judicial and/or committee hearings.

The Audiovisual Media

There are four operators on the fixed television broadcasting market. Public television (TVP1, TVP2 and regional network station TVP3) transmitters cover almost 100 percent of the country. Polsat reaches approximately 90 percent of households in Poland, while TVN reaches just over 40 percent. Fathers, owners of TV Puls, a station that combines entertainment and Catholic teachings, is only 15 percent of households. "Polish public television is obliged to fulfill its mission outlined in the law governing radio and television, according to which 15% of its air time is given over to information and current affairs programs, 10% to education, 10% for art and culture and 15% to family broadcasting, children's and youth-related programs" ("Polska," 2005).

Radio

More than 200 radio stations operate in Poland. Polish Radio 1 (PR1) caters to the older, more conservative crowd. In the 1980s and now, listeners of Polish Radio 3 (PR3) could hear the rock music that then teenagers could not hear anywhere else in the country. The privately owned RMF FM and Radio Zet are the prominent pop stations in the country and often hold major events such as concerts and promotional events. The U.S. radio station owner, Cox, assisted with the 20start-up capital and the training of Agora, which is the largest multimedia conglomerate in Poland ("Polska," 2005).

Print media

The Gazeta Wyborcza, published by Agora, is the largest newspaper in the country with a

circulation of half a million copies. The name of the newspaper means “election gazette.” To contrast the liberal *Gazeta*, the *Rzeczpospolita* possesses a more conservative tone and is the most popular paper amongst Polish business classes. The two major newspapers are the major opinion forming publications in Poland. As the third largest daily in terms of circulation in the country, *Gazeta Prawna*, serves not only major organization but also small, locally owned businesses. In 2006 appeared on the market *Dziennik* – the most serious competition for *Gazeta Wyborcza*. And since 2007 for the position on the Polish print media market scrambles the new daily – *Polska The Times*.

Financial dailies include the *Parkiet* and *Puls Biznesu*. The most popular tabloid is the *Fakt*, which took away the first position from the *Super Express*. The serious political and social weeklies are the *Polityka* and *Wprost*. A Polish edition of *Newsweek* has joined the political weeklies and has gained large, loyal readership. Women, youth and entertainment magazines are also popular, but are mainly controlled by foreign publishing groups ("*Polska*," 2005).

Media Developments

The development of the press in Poland was by the sale of press titles previously belonging to the state's press monopoly, RSW 'Prasa-Ksiazka-Ruch.. Later, technological advances gave the industry a much-needed boost along with education by foreign journalists, which introduced new ideas and techniques to emerging journalists. A huge press boom occurred between 1990-1995 when the number of newspapers rose from 3,007 in 1990 to 4,340 in 1995. A change in thinking was also necessary to create the free press market and how to operate it (Aumente, 2005).

Current media facts

Poland's broadcasting market is the largest in Eastern and Central Europe, and has attracted the attention of foreign media groups. There is freedom and diversity of information in the media, although laws against deriding the nation and its political system are still in force.

State-owned TV (TVP) still has the largest share of the audience for its two national channels. It also operates regional programs and the international satellite channel TV Polonia.

Polsat and TVN operate the leading commercial TV channels. Polsat also operates a digital payTV platform and is present in the Baltic states. The digital pay-TV platform Cyfra+ was launched by France's Canal+.

Up to a quarter of Poles also watch foreign TV channels.

21Radio has become less important as a source of information and entertainment. Even so, stateowned Polish Radio still reaches just over half of the population and there are more than 200 stations on the air.

There are more than 300 newspapers, most of them local or regional. However, fewer than 30% of Poles read any kind of newspaper. Newspaper publishing is almost completely privatized and foreign ownership is high. The biggest-selling daily, the Fakt tabloid, is a relative newcomer (BBC, 2006).

Polish media outlets and Web sites

Main Polish dailies:

- Gazeta Wyborcza – www.gazeta.pl
- Gazeta Prawna – www.gazetaprawna.pl
- Rzeczpospolita – www.rp.pl
- Puls Biznesu – www.pb.pl
- Dziennik – www.dziennik.pl
- Polska The Times – www.polskatimes.pl

Periodic:

- Polityka – weekly, www.polityka.pl
- Wprost – weekly, www.wprost.pl
- Newsweek Polska – weekly, <http://newsweek.redakcja.pl>
- The Warsaw Voice – English-language weekly, www.warsawvoice.pl
- Warsaw Business Journal - English-language weekly, www.wbj.pl

Economic and business media:

- www.e-gospodarka.pl
- www.biznesnet.pl

- www.biznespolska.pl
- www.e-biznes.pl
- www.money.pl
- www.bankier.pl

TV stations:

- Eurosport Polska - tv all-Polish - sport
- HBO Polska - tv all-Polish – culture/art
- Kino Polska - tv all-Polish – culture/art
- MTV Polska – tv all-Polish – music
- Polonia 1 - tv all-Polish – general
- Polsat Sport – tv all-Polish - sport
- Polsat Zdrowie i Uroda – tv all-Polish – health and beauty
- Program 1 TVP - tv all-Polish – general
- Program 2 TVP - tv all-Polish – general
- Telewizja Polsat - tv all-Polish – general
- Telewizja Puls - tv all-Polish – general
- TV Biznes - tv all-Polish – business/economy
- TVN - tv all-Polish – general
- TVN 24 - tv all-Polish – social/politics
- TVN meteo - tv all-Polish – weather
- TVN Style - tv all-Polish – fashion/beauty
- TVN turbo - tv all-Polish – motorization
- TV Polonia - tv all-Polish – general, for Poles abroad
- VIVA Polska tv all-Polish – music

Main radio stations:

- Polish Radio – public, www.polskieradio.com.pl
- Radio Polonia - public, external service, www.polskieradio.pl

- RMF FM – commercial, www.rmf.fm
- Radio Zet – commercial, www.radiozet.pl
- Radio Maryja - Catholic station, www.radiomaryja.pl

Other radio stations:

- Antyradio – regional - general
- Radio Bis – all-Polish – youth
- Radio dla Ciebie SA – all-Polish - general
- Radio Eska – regional - general
- Radio Józef 96,5 (Warszawa) – regional – catholic
- Radio Kolor 103 FM (Warszawa) – regional - general
- Radio PiN 102 FM (Warszawa) – regional – business/economy
- Radiostacja – all-Polish - general
- Radio WAWA – all-Polish - general
- Radio Żółte Przeboje (Warszawa) – regional - general
- RMF Classic – regional – classical music
- TOK FM – all-Polish – social/politics

News agency:

Polish News Agency (PAP), www.pap.com.pl

Major media employers' organizations

- Polish Chamber of Press Publishers
- Association of the Local Press Publishers
- Convent of Local Commercial Radio Stations
- Association of Independent Film and TV Producers
- National Industrial Chamber of Cable Communications

Journalists associations:

- Polish Journalists Association (Stowarzyszenie Dziennikarzy Polskich, SDP) www.sdp.pl
- Journalists Association of the Republic of Poland (Stowarzyszenie Dziennikarzy Rzeczypospolitej Polskiej, SDRP) <http://www.sdrp.eprasa.com/>
- Catholic Association of Journalists (Katolickie Stowarzyszenie Dziennikarzy) <http://www.ksd.media.pl/>
- Polish science Journalists Association (Polskie Stowarzyszenie Dziennikarzy Naukowych) <http://www.naukowi.pl/>
- Journalists and Internet Media Association (Stowarzyszenie Dziennikarzy i Mediów Internetowych) <http://www.sdimi.home.pl/>
- The Public Relations Firms Union (ZFPR)
- Advertising Development Institute (IRR)

Think Tanks

- Center for Social and Economic Research, Warsaw, www.case.com.pl
- Gdansk Institute for Market Economics, Gdansk, www.ibngr.edu.pl
- Adam Smith Center, Warsaw, www.adam-smith.pl
- Independent Center for Economic Studies, Warsaw, www.nobe.pl
- Mises Institute, Wroclaw, www.miseses.org.pl/en/
- The Liberal-Conservative Institute, Lublin, www.ilc.lublin.pl/info-e.htm
- Institute of Economics, Polish Academy of Science, Warsaw, www.inepan.waw.pl/site_english.htm
- Transformation, Integration and Globalization Economic Research – TIGER, Warsaw, www.tiger.edu.pl
- Polish Lisbon Strategy Forum, Gdansk, www.strategializbonska.pl/index.php?LNG=EN

Center for Social and Economic Research (CASE) is a co-founder of a network of think tanks supporting political, economic and social changes in Poland as well as other Central and Eastern European Countries. CASE addresses problems associated with post-communist transition, the world economy and European integration. This institution participates in research, education and

advising governments or international organizations.

Gdansk Institute for Market Economics (GIME) - is a non-governmental research institution that focuses on the economy and governmental policy. It deals with these issues at the national and international levels, providing recommendations based on its research to the government and business sector.

Adam Smith Research Centre (ASRC) – is the first independent institution in Central and Eastern Europe. Its research promotes the development of a democratic society. ASRC advocates a market economy through research, publications, education and public debate.

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The Global Alliance is always interested in cooperating with local institutions and associations to provide profiles of the social, economic and media context of member countries, along with details on the local public relations industry, its main activities and tips on successful local practice.

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