ABSTRACT

In 1998, Erie, Pennsylvania and Lublin, Poland entered into a sister city agreement. This case study presents a workshop between sister city entrepreneurs in Lublin, Poland during January, 2005. The Polish/American Entrepreneurial Business Cooperation Workshop assembled a select group of Polish and American business leaders, government leaders, academics and consultants to begin building a platform of mutual understanding and cooperation. The workshop allowed business leaders to learn management skills and build a common international communication platform through participation in the Andromeda Training’s Income/Outcome™ business simulation. The workshop was very successful and other cities are now considering similar workshops.

Key Words: Poland, Entrepreneurs, Cooperation

BACKGROUND

In 1998, Erie, Pennsylvania and Lublin, Poland entered into a sister city agreement for joint cooperation and mutual benefit. This relationship was formed under the auspices of Sister Cities International. Sister Cities Intl. (http://www.sister-cities.org) mission statement explains that the organization is a nonprofit citizen diplomacy network designed to create and strengthen partnerships between U.S. and international communities for three main purposes. These purposes are to increase global cooperation at the municipal level, to promote cultural understanding and to stimulate economic development. The mission statement further provides the following five goals of the association:

- Develop municipal partnerships between U.S. cities, counties, and states and similar jurisdictions in other nations.
- Provide opportunities for city officials and citizens to experience and explore other cultures through long-term community partnerships.
- Create an atmosphere in which economic and community development can be implemented and strengthened.
- Stimulate environments through which communities will creatively team, work, and solve problems together through reciprocal cultural, educational, municipal, business, professional and technical exchanges and projects.
- Collaborate with organizations in the United States and other countries which share similar goals.

As in every sister city arrangement, one challenge facing community leaders from each city is creating opportunities and channels through which relationship building can be encouraged. This case study presents a workshop between Polish and American entrepreneurs held in Lublin, Poland during January 11-14, 2005.

THE WORKSHOP AND SIMULATION

The Polish/American Entrepreneurial Business Cooperation Workshop assembled a select group of Polish and American business leaders, academics and consultants to begin building a platform of mutual understanding and cooperation. The event consisted of presentations, interactive case studies and hands-on business simulations designed to explain ways in which businesses in each city could continue to grow and prepare to embrace entrepreneurial business opportunities between Poland and the United States. The organizers desired to initiate an atmosphere of understanding, joint cooperation, new ideas, and future opportunities for Polish/American business partner matching.

The workshop was also designed so that participation enabled business leaders to learn management skills and build a common international communication platform. This was accomplished through the Income/Outcome™ business simulation designed by Andromeda Training. This is the same business simulation used by The Coca-Cola Company, General Electric, Michelin, BASF, Hewlett Packard and other international business organizations to train their management. Further information about the simulation can be found on the world wide web at http://www.income-outcome.com. Use of this corporate exercise simulated the organization and operation of corporate management groups and enabled business leaders to evaluate their potential cross-cultural, cooperative corporate governing ability.

The Polish/American Entrepreneurial Business Cooperation 2005 Workshop Program is attached as Appendix A. All sessions were held in the English language. Biographical sketches of the workshop leadership
team are included as Appendix B. Twenty-three Polish companies, regional government and national consultants sent representatives to participate.

The topics discussed in the seminars and during the simulation included but were not limited to the following:

- Strategic leadership skills
- Marketing that works internationally
- Understanding how U.S. businesses operate
- Structuring your business process to maximize efficiency and productivity
- Keys to success in managing international projects
- Employee training and retention
- Business ethics

To encourage relationship building and cooperation participants were divided into learning teams. Each team included Polish and American entrepreneurial leaders. Each team was assigned university students as translators. The simulation was originally scheduled to run from 3:30pm to 5:00pm on Wednesday afternoon and 8:00am to 5:00pm on Thursday. By Thursday afternoon, the enthusiasm and relationship building in the room was so great that participants unanimously voted to continue the simulation for three hours on Friday morning. Pictures from the workshop can be found at http://www.jtkcpa.net/PAL1PAGE.HTM.

CONCLUSION

At the conclusion of the workshop, participants were asked to complete an evaluation form that would be used in the development of further workshops. Questions and answers from this evaluation instrument are attached in Appendix C. Participants put aside cultural differences and overcame language barriers as they led their simulated companies. Many new friendships were formed. Participants from both cities are now emailing each other and are eagerly looking forward to future meetings and cooperation with their new friends. This workshop has helped encourage a visit by an official trade delegation from Lublin to Erie during October, 2005. In addition, the success of this effort has resulted in business and community leaders from other cities to approach the organizers and begin planning of joint workshops between cities in the United States and cities in their foreign countries.
### TUESDAY, JANUARY 11, 2005

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00AM</td>
<td>Day one commences</td>
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</tbody>
</table>
| 9:00AM-9:30AM | Introduction & welcome.  
Marek Charis, CFS  
Prof. Joseph Kuvshinikov, CPA |
| 9:30AM-10:30AM | Keynote Speakers  
President of Lublin  
Letter from Jim Tompson  
Vice President of UMCS |
| 10:30AM-11:00AM | Coffee Break |
| 11:00AM-12:00PM | Keynote speakers continued  
Business Association Leader, Maciej  
Letter from US Embassy  
Video of Erie, PA |
| 12:00PM-1:00PM | Lunch at Trybunal |
| 1:00PM-1:15PM | Introduction to speakers and simulation  
Prof. Joseph Kuvshinikov, CPA |
| 1:15PM-2:45PM | American speakers  
Dave Hillman  
Peter Kuvshinikov  
Glenn McDonald |
| 2:45PM-3:15PM | Coffee break |
| 3:15PM-4:45PM | American speakers continued  
Keith McGarvey  
Earl Stubbe |
| 4:45PM-5:00PM | Business executives select day 2 concurrent seminars |
| 5:00PM    | Day one concludes                                                    |

### WEDNESDAY, JANUARY 12, 2005

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>8:00AM</td>
<td>Day two commences</td>
</tr>
</tbody>
</table>
| 8:00AM-10:00AM | International Marketing of Commodities  
David Hillman |
| 10:00AM-10:15AM | 15 minute coffee break |
| 10:15AM-12:15PM | Executive Leadership  
Keith McGarvey |
| 12:15PM-1:00PM | Lunch together |
| 1:00PM-3:00PM | Project Management  
Peter Kuvshinikov |
| 3:00PM-3:30PM | 30 minute coffee break |
| 3:30PM-5:00PM | I/O Intermediate Simulation, Part 1  
Joseph Kuvshinikov, Lead Facilitator |
| 5:00PM    | Day two concludes                                                    |
8:00AM Day three commences
8:00AM-8:10AM Welcome, announcements and reminders
8:10AM-10:00AM I/O Intermediate Simulation, Part 2
10:00AM-10:15AM 15 minute coffee break
10:15AM-12:00PM I/O Intermediate Simulation, Part 3
12:00PM-1:00PM Lunch together
1:00PM-3:00PM I/O Intermediate Simulation, Part 4
3:00PM-3:15PM 15 minute coffee break
3:15PM-5:00PM I/O Intermediate Simulation, Part 5
5:00PM Day three concludes

FRIDAY, JANUARY 14, 2005

8:00AM Day three commences
8:00AM-8:10AM Welcome, announcements and reminders
8:10AM-10:00AM I/O Intermediate Simulation, Part 6
10:00AM-10:15AM 15 minute coffee break
10:15AM-12:00PM I/O Intermediate Simulation, Part 7
11:30AM-12:00PM Concluding remarks. Participant evaluation surveys collected. Presentation of certificates.
  Prof. Joseph Kuvshinikov, CPA
  Marek Charis, CFS
12:00PM Workshop concludes
**Joseph Kuvshinikov, M.B.A., C.P.A.**  
*Primary Co-Organizer,  
American Team Coordinator*

<table>
<thead>
<tr>
<th>Address:</th>
<th>5414 West Ridge Road, Erie, PA 16506 USA</th>
</tr>
</thead>
<tbody>
<tr>
<td>US Phone:</td>
<td>+1(814)833-7077</td>
</tr>
<tr>
<td>PL Phone:</td>
<td>01 14 86 92 24 20 25 (3/1/05 – 15/1/05)</td>
</tr>
<tr>
<td>US Fax:</td>
<td>+1(814)833-7669</td>
</tr>
<tr>
<td>Email:</td>
<td><a href="mailto:jtkcpa@velocity.net">jtkcpa@velocity.net</a> or <a href="mailto:jkuvshin@kent.edu">jkuvshin@kent.edu</a></td>
</tr>
<tr>
<td>Website:</td>
<td><a href="http://www.jtkcpa.net">http://www.jtkcpa.net</a></td>
</tr>
</tbody>
</table>
| Topic:            | Basic Financial Management/Finance for Everyone  
Income/Outcome Business Simulations |
| Education:        | 1987/Penn State Univ./B.S. Accounting      
1992/Penn State Univ./M.B.A. Business Administration  
1993/Commonwealth of Pennsylvania/Certified Public Accountant  
1998/State of Ohio/Certified Public Accountant |
1990-1992/Penn State Univ./Graduate Research Assistant & Lab Coordinator  
1992-1994/Penn State Univ./Instructor  
1993-1994/Gannon Univ./Instructor  
1994-Present/Kent State University/Tenured Associate Professor & Program Lead Accounting Technology and Business Management Technology  
1990-Present/Own and operate Certified Public Accounting firm |
David Hillman
Email: dhillman87@juno.com
Topic: International Marketing of Commodities
Education: 1958/Georgia Tech/B.S. Industrial Engineering
Experience: 1958-1981/Westvaco/Specialty Pulp Sales
1981-1982/Wood pulp Intl./Vice President-Specialty Pulp Sales
1982-1987/Hammermill/Manager-Pulp Sales
1987-Present/International Market Pulp Consultant

Peter Kuvshinikov, M.E.
Email: pkuvshinikov@edinboro.edu
Topic: Keys to Success in Managing International Projects
Education: 1990/Penn State Univ./Assoc. Mechanical Engineering
1999/Penn State Univ./B.S. Plastics Engineering
2003/Penn State Univ./M.E. Manufacturing Systems
Experience: 1994-Present/Tool and Die Productions/Owner
2000/Kent State University/Adjunct Faculty
2004/Edinboro Univ. of Pennsylvania/Professor & MET Program Director

Glenn McDonald
Email: glenn@starhomeserie.com
Topic: Analysis of Ethics/Sales Techniques
Education: 1975/Grove City College/B.A. Economics & Philosophy
Experience: 1975-Present/Star Manufactured Homes/Owner
<table>
<thead>
<tr>
<th></th>
<th>Keith McGarvey, M.B.A.</th>
</tr>
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<tbody>
<tr>
<td>Email:</td>
<td><a href="mailto:keith@velocity.net">keith@velocity.net</a></td>
</tr>
<tr>
<td>Topic:</td>
<td>Strategic Leadership/People Management Skills/Melding of Ethics, Harmony and Success</td>
</tr>
<tr>
<td>Education:</td>
<td>1979/Grove City College/Assoc. Accounting</td>
</tr>
<tr>
<td></td>
<td>1981/Wharton-University of Pennsylvania/B.S Accounting &amp; Finance</td>
</tr>
<tr>
<td></td>
<td>1983/University of Michigan/M.B.A. Marketing &amp; Finance Concentration</td>
</tr>
<tr>
<td>Experience:</td>
<td>1983-1991/Meadow Brook Dairy/V.P. Sales, President</td>
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<tr>
<td></td>
<td>1991-1995/Dean Foods/Vice President</td>
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<td>1995-2002/Country Fair/President</td>
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<tr>
<td></td>
<td>2002-Present/Self-Employed Consultant &amp; Investor</td>
</tr>
</tbody>
</table>

|                         | Earl Stubbe, M.A., D.Ed.                                                                |
| Email:                  | estubbe@earthlink.net                                                                   |
| Topic:                  | Training and Retention                                                                  |
| Education:              | 1947/Edinboro Univ. of Pennsylvania/B.S Education                                       |
|                         | 1949/Columbia Univ./M.A. Education                                                      |
|                         | 1964/Penn State Univ./D.Ed. Education Administration and Finance                        |
| Experience:             | 1947-1951/Girard High School/Math & Science Teacher                                     |
|                         | 1951-1955/Edinboro State College/ Super. Student Teachers                               |
|                         | 1955-1966/Fort LeBoeuf High School/ Principal                                           |
|                         | 1966-1971/Erie County Public Schools/ Asst. Supt. – Business                          |
|                         | 1971-1982/NW Tri County Inter. Unit/ Asst. Exec. Dir.                                  |
|                         | 1983-1985/Gannon Univ./Public Finance Instructor                                       |

301
Number of respondents 35

Answer questions 1-3 using a ranking scale of 1-5. (With 5 being the highest or most affirmative ranking.)

**Question. 1 What is your opinion about content-related level of the workshop (1-5 scale)?**

<table>
<thead>
<tr>
<th>Level</th>
<th>Number of answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
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<tr>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>5</td>
<td>25</td>
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</tbody>
</table>

**Question.2 What is your opinion about organization of the workshop (1-5 scale)?**

<table>
<thead>
<tr>
<th>Level</th>
<th>Number of answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
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<td>4</td>
<td>13</td>
</tr>
<tr>
<td>5</td>
<td>16</td>
</tr>
</tbody>
</table>

**Question.3 What is your opinion about the level of the business simulation (1-5 scale)?**

<table>
<thead>
<tr>
<th>Level</th>
<th>Number of answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>2</td>
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<tr>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>5</td>
<td>24</td>
</tr>
<tr>
<td>no respond</td>
<td>1</td>
</tr>
</tbody>
</table>

**Question.4 Would you like to participle in such workshop the future?**

- Yes: 33
- No: 0
- No respond: 2

**Question.5 Would you like to participle in English language course in August 2005?**

- Yes: 25
- No: 5
- I don’t know: 4
- No respond: 1

**Question.6 Will you use the knowledge that you learned at the workshop?**

- Yes: 33
- No: 0
- No respond: 2
Simultanic translation needed
Very good materials
Longer workshop necessary
Too long introduction
Polish version of materials needed
Not too much materials
Good opportunity for young translators
Too long brakes at the first two days
Not to much content-related exercises
Translators not necessary
Translators should know materials before workshop
Too large group
Preparation of the brief of the Lecture for participants
Less formal meeting
More such meetings and workshops
Simulation should be finished
The participants should know the rules of the workshop earlier in Polish
No water and glass
8 AM is too early because some participants have to visit their companies
More methods of economic account of the company and methods of preparations of development strategy
Workshops should be organized cyclically