

POLISH - AMERICAN ENTREPRENEURIAL BUSINESS COOPERATION  
WORKSHOP UTILIZING THE INCOME/OUTCOME™ SIMULATION  
A CASE STUDY

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**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

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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.

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## APPENDIX A

### DAILY PROGRAM

#### *TUESDAY, JANUARY 11, 2005*

9:00AM	Day one commences
9:00AM-9:30AM	Introduction & welcome. Marek Charis,CFS Prof. Joseph Kuvshnikov, 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 Kuvshnikov, CPA
1:15PM-2:45PM	American speakers Dave Hillman Peter Kuvshnikov 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*

8:00AM	Day two commences
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 Kuvshnikov
3:00PM-3:30PM	30 minute coffee break
3:30PM-5:00PM	I/O Intermediate Simulation, Part 1 Joseph Kuvshnikov, Lead Facilitator
5:00PM	Day two concludes

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*THURSDAY, JANUARY 13, 2005*

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 Kuvshnikov, CPA Marek Charis,CFS
12:00PM	Workshop concludes

APPENDIX B

JANUARY 2005 LEADERSHIP TEAM  
BIOGRAPHICAL SUMMARIES





*Joseph Kuvshnikov, M.B.A., C.P.A.  
Primary Co-Organizer,  
American Team Coordinator*

Address: 5414 West Ridge Road, Erie, PA 16506 USA  
US Phone: +1(814)833-7077  
PL Phone: 01 14 86 92 24 20 25 (3/1/05 – 15/1/05)  
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Website: <http://www.jtkcpa.net>  
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  
Experience: 1987-1989/First National Bank/Subsidiary 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

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	<p style="text-align: center;"><i>David Hillman</i></p> <p>Email: <a href="mailto:dhillman87@juno.com">dhillman87@juno.com</a> Topic: International Marketing of Commodities Education: 1958/Georgia Tech/B.S. Industrial Engineering Experience: 1958-1981/Westvaco/Specialty Pulp Sales 1981-1982/Woodpulp Intl./Vice President-Specialty Pulp Sales 1982-1987/Hammermill/Manager-Pulp Sales 1987-Present/International Market Pulp Consultant</p>
	<p style="text-align: center;"><i>Peter Kuvshnikov, M.E.</i></p> <p>Email: <a href="mailto:pkuvshnikov@edinboro.edu">pkuvshnikov@edinboro.edu</a> 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 &amp; MET Program Director</p>
	<p style="text-align: center;"><i>Glenn McDonald</i></p> <p>Email: <a href="mailto:glenn@starhomeserie.com">glenn@starhomeserie.com</a> Topic: Analysis of Ethics/Sales Techniques Education: 1975/Grove City College/B.A. Economics &amp; Philosophy Experience: 1975-Present/Star Manufactured Homes/Owner</p>

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	<p style="text-align: center;"><i>Keith McGarvey, M.B.A.</i></p> <p>Email: <a href="mailto:keith@velocity.net">keith@velocity.net</a>  Topic: Strategic Leadership/People Management  Skills/Melding of Ethics, Harmony and Success  Education: 1979/Grove City College/Assoc. Accounting  1981/Wharton-University of Pennsylvania/B.S  Accounting &amp; Finance  1983/University of Michigan/M.B.A. Marketing &amp;  Finance Concentration  Experience: 1983-1991/Meadow Brook Dairy/V.P. Sales,  President  1991-1995/Dean Foods/Vice President  1995-2002/Country Fair/President  2002-Present/Self-Employed Consultant &amp; Investor</p>
	<p style="text-align: center;"><i>Earl Stubbe, M.A., D.Ed.</i></p> <p>Email: <a href="mailto:estubbe@earthlink.net">estubbe@earthlink.net</a>  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 &amp; 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</p>

**APPENDIX C**

**JANUARY 2005 WORKSHOP  
PARTICIPANT EVALUATION SURVEY RESULTS**

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)?**

Level	Number of answers
3	1
4	9
5	25

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

Level	Number of answers
3	6
4	13
5	16

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

Level	Number of answers
3	2
4	8
5	24
no respond	1

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

Yes	33
No	0
No respond	2

**Question.5 Would you like to participate 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



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### Question 7. Remarks and suggestions

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