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**Meet us:**

www.technopark.kielce.pl
Kielce 2026



Ladies and Gentlemen,

Not long ago, digitalisation was an advantage. Today, it's a prerequisite for companies to stay competitive. Regardless of their industry, scale of operations, or location, entrepreneurs operate in a world where technology permeates every business process. It's no longer a separate area, but the foundation of the modern economy.

That's why we're dedicating this issue of 'Puls Przedsiębiorczości' to the digital transformation. We present an edition that examines this shift through a multidimensional lens, exploring the perspectives of business leaders, local governments, and the institutions that support them. This stems from the fact that economic development doesn't happen in isolation – it's the result of collaboration and building a coherent ecosystem in which technology supports companies and cities.

In practice, this means one thing: awareness of the need for digitalisation is growing, but the challenge remains answering the question of where to begin

and how to implement it effectively. The Kielce Technology Park has stepped into a pivotal role as a guide and partner in this process. We take responsibility for the heavy lifting—from initial analysis and technology selection to final implementation. We are actively expanding these core competencies at Technopark Kielce Digital Innovation, where we ensure that digital shifts translate into measurable business results. We're also looking to the future. California Inc.'s investment is a response to the evolving needs of entrepreneurs and professionals. It's also another step toward strengthening the business presence in the centre of Kielce – a clear signal that development doesn't end with existing infrastructure.

I invite you to explore this edition, which frames digitalisation not just as a technical upgrade but as a primary driver of action. Because transformation doesn't start with technology, it starts with a decision.

Justyna Lichosik
Director of the Kielce Technology Park



KIELCE *WITHOUT* COMPLEXES

Kielce doesn't want to be a 'second choice'. The city is pursuing its own development model: partnership with business, a modern economy, and a quality of life that attracts people, including young people. Mayor Agata Wojda discusses a strategy for a city without insecurity.

An ecosystem that builds the economy

For years, the Kielce Technology Park has been one of the most important centres for supporting innovation in the region. What role does it play in Kielce's economic development?

Today, after almost two decades, we can view the Kielce Technology Park from a broader perspective and evaluate it primarily through the prism of its effects.

It is an institution that has played a significant role on several levels. Firstly, it has transformed the city's landscape. An area that was degraded just a dozen years ago is now a key business district in Kielce. Secondly, it has created an environment. The Kielce Technology Park is not just infrastructure, but a community of entrepreneurs. Companies operating alongside each other, with the support of the ecosystem's facilitator, are beginning to get to know one another, collaborate, and exchange experiences. This synergy effect is one of the Park's greatest assets. However, the economic dimension remains paramount. It is a space where companies are born and thrive – from start-ups and individual businesses to manufacturing enterprises that began as small, student-run projects and now operate on a large scale, developing their own brands and building production facilities.

It is also crucial that entrepreneurs have the space to test and make mistakes. It is a safe development environment in which, with expert support, they can change their business models and grow faster. Importantly, this development also builds the self-confidence of local companies. Today, entrepreneurs in Kielce have no inhibitions about larger cities – they compete on quality, competence, and ambition. The quality of the workspace is also crucial. A modern office environment influences both organisational culture and employee self-esteem.

At the same time, we consider this project to be open-ended. Today, our goal is to transfer this model – building an entrepreneurial environment – to the city centre as well.

Business Space

What determines whether a city becomes attractive to investors and entrepreneurs? How does Kielce intend to build such an environment?

Today, we clearly identify two key gaps: the limited availability of investment land and the insufficient number of modern Class A office spaces.

In the case of investment land, we are, in a sense, starting from scratch. For years, the city failed to develop this offer strategically. Today, we are making up for this shortfall thro-

ugh spatial planning and infrastructure investments – so that investors have greater predictability and clarity regarding the city's development directions. An example is Nowy Malików, where the planned transportation network will free up significant areas for investment. The city is committed to infrastructure development in areas that are not formally its property. We are building partnerships with landowners and entrepreneurs because accelerating the creation of companies and jobs is crucial today.

The second area is office space. The private sector plays a significant role here, but the city is also acting. It's worth emphasising that this isn't just about available premises – companies today expect high-quality space that meets the standards of modern business. The technology incubator, which will be built near Krakowska Rogatka, has the potential to become one of Kielce's business landmarks. Importantly, it will operate on market principles, without disrupting competition. Its central location has an additional significance – it strengthens the economic and social activity in this part of the city.

A good workspace isn't a luxury. It's an element that fuels companies' ambition and the self-esteem of the people who work there.

However, investors' decisions increasingly depend not only on the costs of running a business but also on the quality of life. Kielce has a clear advantage in this area. It is a compact, well-connected city with high access to public services. At the same time, it offers something often lacking in large metropolises: work-life balance. The absence of long commutes, proximity to nature, and access to recreation are becoming increasingly important arguments for professionals, and therefore for companies.



The biggest challenge: people

One of the biggest challenges for cities of this size is retaining young people. What can make them want to stay or return to Kielce?

This is a key development challenge today. Youth policy cannot function as a standalone document. It must be present in every city policy: education, labour market, and housing. We began with a diagnosis that allowed us to define the scale of the challenges clearly. Today, we are building youth policy in a participatory manner, engaging young people in co-deciding about the city. We want to reach them while they are still

We want their return to Kielce to be a conscious choice, not a compromise.

City development today is the result of cooperation between local government, businesses, and universities

in high school, before they "disappear" from the local government's perspective, that is, when they are no longer covered by the natural care of the education system and are not yet active participants in public life. Therefore, we are present in schools, conducting workshops, creating spaces like the Urban Lab, and encouraging active participation in city life. At the same time, we are focusing on vocational education, which offers choices—the opportunity to work or continue education. Housing policy is also a crucial element. In addition to traditional municipal housing, we are developing rental models aimed at young professionals and those entering the job market.

However, building a sense that Kielce is a place 'for them', a space where they can participate in decision-making and pursue their ambitions, is crucial. Our goal is not to retain everyone at all costs. The idea is to ensure that even if young people leave, their return is a conscious decision.

Collaboration and Technology as the Foundation for Development

To what extent does city development depend on collaboration between various groups?

It is impossible today without this collaboration. One of the biggest mistakes of the past was silo-based development – operating in isolation. However, the city is an organism com-

posed of interconnected areas that must complement one another. Therefore, we are consistently developing a partnership-based approach, both within the office and in external relations. We are creating interdisciplinary teams and strengthening knowledge exchange between units that previously operated independently. At the same time, we are strengthening cooperation with universities and engaging entrepreneurs in educational projects and city initiatives.

Public-private partnerships are also playing an increasingly important role, accelerating investment implementation and enabling more efficient use of available resources. However, something else is crucial: building shared responsibility for the city where various groups co-create solutions, greater engagement and a more lasting impact emerge

New technologies are increasingly changing the way cities function. How does Kielce intend to utilise digitisation and smart city solutions?

Local government cannot function outside the digital realm. We are digitising public services, developing remote citizen support tools, and building a City Contact Centre.

We are also investing in more advanced solutions, including traffic management systems and the development of open data. This is one of the areas in which Kielce has been building its position for years. Data is a tool that provides specific information for both residents and businesses. At the same time, we are focusing on education in this area, showing young people, among others, how to use data in practice. Technologies are increasingly supporting the daily work of city halls and increasing their efficiency. However, this doesn't change the fact that we still face fundamental challenges, such as equipment modernisation, because digital transformation begins with the foundations.

How would you like Kielce to be perceived in 10 years – by residents, entrepreneurs, and young people who are just choosing a place to live and work?

I would like us, as residents, to start viewing Kielce without complexes, not through the prism of constant comparisons with other cities, but through its own values. Every city has its challenges, but each also has its advantages. Our residents can be our strength if they become ambassadors for the place where they live and with which they identify.

In a very specific sense, I see Kielce as a city where you can pursue your professional ambitions while also living comfortably. This isn't a compromise, but a conscious choice of lifestyle.

A city that gives you time for relationships, passions, and life outside of work.





Technologies that connect companies

The Kielce Technology Park is more than just a business space. It's a place where innovative technological projects are created, and enterprises operating throughout Poland thrive. Digitisation, collaboration, and new investments – these three directions are increasingly shaping the KTP's importance in the region's economy. We spoke with Director Justyna Lichosik about how Park's role is changing and what businesses need today.



Digitalisation isn't a standalone industry today. It's a component of virtually every sector of the economy.

How does KTP build collaboration between companies operating in the Park in practice?

Collaboration is one of the key elements of technology company development. In Poland, it's still not as natural as it could be – many companies operate individually rather than in partnership. Meanwhile, in the world of new technologies, success is increasingly determined by the ability to combine competencies.

That's why at KTP, we focus on connecting companies and building relationships. We create spaces for joint projects, organise industry events and trips, and develop cluster initiatives. This allows companies not only to get to know each other but also to begin collaborating and to apply for larger projects

Technology isn't everything.

What technologies are changing the way companies operate today?

Artificial intelligence is undoubtedly the hottest topic. Today, it appears in virtually every industry and finds specific applications within companies. At the same time, it is a tool that requires responsible use. AI systems operate based on data that is not always error-free, which is why a critical approach to generated content is so important.

The Kielce Technology Park has been operating for over a decade. How can its role in the region's economic development be described today?

The Park currently hosts several hundred companies, some of which implement projects for the largest entities in Poland. Furthermore, our role is to combine expertise from businesses, universities, and business support institutions – so that new technologies translate into concrete implementations and company development. We want the Świętokrzyskie region to be a leader in smart specialisation in IT and ICT. We have solid foundations for this: the academic resources of Jan Kochanowski University and the Kielce University of Technology, and an increasingly strong community of technology companies. The result is growing cooperation between operating businesses in the Park – companies implement joint projects and leverage available competencies.

When companies, universities, and institutions begin to collaborate, development accelerates significantly – new projects and companies emerge.

Digitalisation transforming businesses

To what extent is digitalisation transforming the way businesses operate in the region today?

It's already doing so, and in very tangible ways. First and foremost, it's no longer an add-on, but rather a key element of how businesses operate.

Today, information technology isn't a standalone industry; it's present in virtually every sector of the economy. Whether we're talking about manufacturing, industry, or the food industry, companies are increasingly basing their processes on data, automation, and digital systems.

Entrepreneurs are looking for ways to streamline processes, reduce costs, and better utilise data. That's why we develop projects that support companies in their technological transformation. One of these is the Digital Innovation Hub. We work directly with companies, analysing their processes and helping them select and implement specific technological solutions.

What challenges do companies face today when they come to KTP seeking to digitalise?

Companies come to us at various stages. Some know exactly what they need and want to implement specific solutions – process automation or data management systems. But there's also a large group of companies that realise they need to digitise, yet don't always know where to begin.

In such cases, we begin by streamlining processes and jointly defining needs. Only then do we select technological solutions. We most often work on automating repetitive tasks, streamlining information flow, and better utilising data.

Digitalisation is one of our three main areas of activity – alongside supporting startups (incubation) and connecting young technology companies with businesses (acceleration).

Collaboration ecosystem

What companies make up the KTP ecosystem today?

The broadly defined IT sector is the most strongly represented, but it's only a small part of the ecosystem.

The Park also hosts many companies focused on renewable energy, the circular economy, and recycling – areas that are experiencing rapid growth in the region.

However, diversity is key. Alongside startups, established companies also operate here, fostering collaboration and the exchange of experiences. Less mature companies can grow faster by leveraging the knowledge and resources of more experienced companies.

Large technology projects today require collaboration among multiple companies and competencies across various areas.

The environmental dimension of AI development is also becoming increasingly evident. Advanced models require enormous computing resources, including energy and infrastructure.

Therefore, technologies should be used where they truly have a business case, not as a solution to every problem.

What role does KTP play in building technological competencies in the region?

Technology alone isn't enough; equally important is whether companies and employees can use it consciously. That's why, from the outset, we've focused not only on implementation but also on education and the development of technological competencies.

New solutions are changing incredibly rapidly, and their effective use requires understanding not only the possibilities but also the limitations. Industry events like the Kielce IT Days play a significant role in this, bringing together companies, universities, and young people interested in technology.

A new business space

What role does infrastructure play in the Kielce Technology Park today?

It remains a key element of the Park's operations. KTP houses research and development centres, including ICT laboratories, a 3D printing centre, and CNC machining workshops. This allows companies to benefit from advanced equipment and specialist support without incurring significant capital expenditures.

Equally important, however, is what happens around this infrastructure. Entrepreneurs are meeting and collaborating on specific projects.

Why is the California Inc. investment so important for the further development of KTP and Kielce?

This is a natural next step in the Park's development. Over the years, KTP has created a modern business district in the city's northern part, but today the need for our presence in the city centre is clear. Both entrepreneurs and employees express this – it's about accessibility, transportation, and proximity to the city. That's why we plan to build a modern office building in the city centre. This will be a space tailored to the needs of a new generation of entrepreneurs and professionals who are well-connected and open to the city. This investment is intended not only to support business development but also to revitalise the city centre and attract new companies and professionals to downtown Kielce.

We want to respond to the growing interest from companies

in modern office space in Kielce and create a place that will strengthen the city's position as a business hub. Kielce attracts

What makes Kielce and the Kielce Technology Park so attractive to companies from outside the region?

Kielce is a good place to live and do business – and more companies are beginning to recognise this. Many people gain experience in larger cities or abroad but return here because they can work in a developing environment while enjoying the quality of life offered by a smaller city. From our perspective, creating conditions for business development is crucial. We offer not only infrastructure but also support in technology and business development. This is particularly evident in the case of young companies – many of them started in the Park with small spaces and, over time, expanded and built their own headquarters.

The California Inc. incubator is intended to attract not only companies from the region but, also businesses from other cities.

If you were to describe the Kielce Technology Park briefly, what is it today?

The Kielce Technology Park is a place where innovative technological and business projects are created – not only for the region, but increasingly for all of Poland. Its greatest strength lies in its people and the collaboration that allows us to develop ideas into concrete solutions.

We are also increasingly becoming a magnet for foreign investment, demonstrating that Kielce and the region have the potential to be a significant point on the map of modern business and technology.





'Digitalisation, artificial intelligence, and cybersecurity are not trends these days, but a prerequisite for the survival and further development of companies,' argues Dominik Kraska, Deputy Director of the Kielce Technology Park. The problem is that many companies still don't know where to begin.

**needs
guides**

From administration to business support

Let's start with teams and daily work with entrepreneurs. What does the Kielce Technology Park's operations look like from the inside?

From the perspective of the last few years, it's a completely different organisation. Building teams and changing their mindset was crucial. These weren't ready-made structures. The teams had to develop their competencies and undergo a clear mental shift. We moved away from an administrative model and shifted to providing specific business services.

We have moved away from being an administrative institution. Today, we are a partner guiding entrepreneurs through change.

Today, our employees serve as advisors and guides for entrepreneurs, helping them navigate the maze of available support tools, which many companies find confusing and overly complex. They are responsible for initial contact with the company, diagnosing its needs, and implementing the service. The greatest satisfaction comes when an entrepreneur returns and says, 'Thanks to this support, I'm growing my company, increasing revenues, investing, and hiring people.'

What are the current operations of the Park and its teams based on?

We operate in three main areas. The first is incubation – we assess whether a business idea is viable and what needs to be done to turn it into a stable company within a year or two. The second is acceleration – we help companies that already have a product accelerate their development. We introduce financing, expert support, and help them

enter international markets. The third area is digitisation – one of the most important challenges today. When we started talking to companies, we saw how low the level of technology utilisation is. In many cases, companies operate almost exclusively on basic tools. This means that digitisation is no longer a choice; for many companies, it's a matter of being in the market or not.

Digitalisation? Yes. But how?

What causes the low level of digitalisation in companies?

Often, the problem isn't a lack of tools, but a lack of awareness. Everyone hears about digitalisation, but they don't fully understand what it means for their businesses in practice. However, in many cases, these solutions have been available for years – CRM systems, production management tools, or energy optimisation tools. You just need to know how to apply them. Change is happening, but it's a long-term process. We're talking about evolution, not revolution. Examples, conversations, and recommendations are needed.

How does the role of the European Digital Innovation Hub impact KTP's offerings?

We want to be the first choice for entrepreneurs considering digitalisation – a true one-stop shop in the region. If a company needs it, they should know that the Kielce Technology Park has the expertise to quickly diagnose the problem and determine the next steps – both in terms of technology and financing. This is crucial because digitalisation is expensive and often difficult to implement without external support. Our role is not only to advise but also to identify the best course of action and financing sources. Importantly, we're talking about two areas here – on the one hand, the digitalisation of company processes, and on the other, the creation of new digital products. In both cases, we want to be the first, natural, and recognisable point of contact for entrepreneurs.

Where to begin with digitalisation?

What does it look like for experts to work with entrepreneurs?

We begin with a diagnosis, or digital maturity assessment – this is the foundation of the entire process. The first point of contact is the digitalisation manager, who talks with the entrepreneur and builds a picture of the organisation. Very often, companies come up with a specific idea, but after analysis, it turns out that this is not the right starting point. Sometimes they want to digitise part of the process, while the rest of the organisation continues to operate in an analogue manner. Therefore, we look at the company holistically – as a system – and only then decide which actions make sense and in what order. Based on this, we select solutions and a technology

partner. Then we move to the next level of cooperation – we begin working on a specific solution, process architecture, and technology implementation within the company.

What areas most often require change today?

In manufacturing companies, process and cost optimisation are crucial. We're talking about production management, energy consumption, and logistics. These include specific actions, such as analysing whether production processes are being carried out at optimal times for energy costs.

In service companies, the starting point is often customer relationship management, i.e., implementing CRM systems and better utilising data. ERP systems, in turn, organise the entire operational chain: from production, through warehouses and semi-finished products, to logistics and product delivery to the customer. It is the integration of these processes that often brings the greatest results to companies.

Until a company falls victim to an attack, cybersecurity seems abstract. Unfortunately, the consequences are real.

How do you build teams around implementations?

The digitalisation manager plays a key role – the first point of contact with the entrepreneur and the person responsible for managing the entire process. Based on the conversation and digital maturity assessment, they build a picture of the organisation. Armed with this knowledge, they select the appropriate solutions and technology partners. The next step is a joint meeting with the company and the technology provider. At this point, we are moving to a more detailed level and begin working on a specific implementation. We don't work according to rigid patterns; each solution is tailored to the specifics of the company, its processes, and its stage of development.

Data and security will determine the future of companies

What technologies will be key in the coming years?

Artificial intelligence is certainly key – especially in the context of working with and using data in business. The ability to

manage large data sets and translate them into specific management and production decisions will be crucial to building a sustainable competitive advantage.

Cybersecurity is another important area. Unfortunately, it is still often downplayed by businesses – until unauthorised external interference in a company's operations occurs, which can lead to serious consequences.

We've had cases where companies lost access to data and systems, and, unfortunately, restoring the data required paying a ransom. This demonstrates the importance of even basic security measures. An equally important element of digitisation is the use of Internet of Things (IoT) technologies, which involve interconnected physical devices, objects, and systems that exchange data through sensors, software, and wireless connectivity, ultimately improving business management. In turn, some trends that were much discussed recently, such as the metaverse, are clearly losing their importance today. Companies are returning to solutions that deliver business value.



From consulting to implementation

What are the biggest challenges facing KTP today?

We want to professionalise our operations further and expand the scope of services we provide, particularly in implementation. This is a key direction for us. Until now, we have often ended with a diagnosis, recommendations, and the identification of financing sources. Today, we clearly see the need for further support. Entrepreneurs expect concrete results – solutions that will be implemented and operational within their company.

That's why we are developing our teams' competencies so that they can not only advise but also participate in the implementation process. We want to be a partner who guides the company through the entire change process – from diagnosis to solution design to implementation. Entrepreneurs need reports and analyses, but above all, they need a solution that works.

Digitalisation isn't a one-time decision. It's a process that works like a drop of water wearing away a rock.

FROM DIAGNOSIS TO ADVANTAGE

Behind every digital transformation lies the decision to change the way we operate. How can we translate this into concrete business results? Explains Ewelina Piotrowska, Project Manager of the Technopark Kielce Digital Innovation Hub.

Where does the Kielce Digital Innovation Hub fit into the business support system today?

The Kielce Digital Innovation Hub is part of the European network of digital innovation hubs established by the European Commission. Several such centres operate in Poland, and over a hundred across Europe. Their mission is to strengthen the competitiveness of the SME sector by supporting digital transformation. We operate as a one-stop shop, meaning entrepreneurs receive comprehensive assistance in

one place: we identify needs, select solutions, and then support the company in their implementation. Importantly, we do not operate alone but as part of a consortium that connects the scientific community, businesses, and business support institutions.

Why do companies need places like the Kielce Digital Innovation Hub today?

This is a response to a very specific problem: the growing pressure of digitalisation combined with a simultaneous lack of competence within companies. Entrepreneurs know they must change, but often lack the resources and knowledge to do so effectively. Hubs were created to shorten this journey. They provide access to experts, technology, and financing, and eliminate barriers to entry for digitalisation.

What are the most common reasons for entrepreneurs to come to you?

Primarily, these are companies that have, for years, developed using manual processes. Today, they see that this limits their efficiency and development. We're talking about areas such as document flow, order processing, and work organisation – often still managed in spreadsheets. It's not just a matter of time, but also of quality. Manual processes generate errors and hinder development. Companies want to change this, but they don't know where to start. Our role is to organise these processes and identify solutions – often simpler than they expect.

When is the right time for a company to contact TK DIH?

When current processes are no longer efficient, operational chaos occurs, errors increase, and development slows; it's the perfect time to put the foundations in order.

What does a company's journey from initial contact to implementation look like?

The process begins with a digital ma-

turity assessment. This is the moment when we diagnose the company's state and identify areas requiring support. Companies often discover untapped potential at this stage. Then, a digital manager comes into play – a mentor who guides the organisation throughout the process. Subsequent stages include specialised services: from analysis and business models, through proof of concept, to training, from basic to advanced. Importantly, the offer is dynamic; we adapt it continuously to meet market needs.

At what point in this collaboration does the greatest value emerge?

Contrary to intuition, it's not during the implementation phase but during the diagnosis phase. For many companies, this is the first opportunity to look at their processes from a systemic perspective. This awareness often leads to further changes and serves as the foundation for subsequent transformational activities. What proved to be the most challenging? The biggest challenge remains formalities, especially project documentation, including issues of de minimis aid and SME status. For entrepreneurs, for whom time is a key resource, this can be an insurmountable barrier. Therefore, building awareness that this effort translates into real business benefits is just as important as technological support.

What technologies are companies interested in?

Artificial intelligence is at the forefront. Companies are actively seeking their applications in business practice. Cybersecurity remains equally important. The growing number and complexity of threats mean that companies continue to need support in this area. Technologies such as IoT and 3D printing, which are used in specific industries, are also available.

What do companies gain from participating in the project?

Companies are primarily strengthening their digital competencies, but

the results vary and depend on the organisation's starting point. For some, this means streamlining processes and greater operational efficiency, while for others, it means developing new business models or testing specific solutions in a Proof-of-Concept format. In many cases, it's also the first step towards real implementations and securing funding for further development.

What scale has TK DIH achieved so far?

In the first edition, we supported 171 enterprises, providing nearly a thousand services. Micro- and small-scale enterprises across industries—from services to manufacturing—are dominated, demonstrating that the need for digitisation is widespread today, regardless of sector.

What will the next iteration of the project look like?

The project will continue under a new, three-year formula. Even greater emphasis will be placed on artificial intelligence—both in its implementation and in regulations such as the AI Act. TK DIH will remain a one-stop shop, but its role will be expanded to include connecting companies to European technological infrastructure, such as supercomputers. The new version of the project is intended to be even closer to entrepreneurs' needs and to translate digitisation into a competitive advantage even more effectively.



CONFIGURING SUCCESS

Individual production requires precision and control. As Bus-Centre expanded, it focused on digitising its processes and—with the support of the Technopark Kielce Digital Innovation Hub—built a foundation for modern production management.

Strawczyn-based Bus-Centre produces specialised bus and minibus bodies, largely for individual orders. However, the company's dynamic growth revealed a barrier that increasingly limited efficiency: the lack of a coherent information and process management system.

Limits to growth

With the growing number of employees and the creation of new departments—welding shop, warehouse, production, and sales—communication at Bus-Cen-

tre became increasingly complicated. Information circulated via email and ad hoc, which, with a team of several dozen people, increasingly led to errors.

'There were situations where, even at the bus delivery stage, it became clear that something was missing. Analysing the entire implementation process, we saw that communication had broken down or someone hadn't passed on key findings. This was a signal that we needed to streamline processes and information flow,' says Sylwia Gad, co-owner of Bus-Centre.

'The problem wasn't isolated – it affected the entire value chain: bidding, procurement, production, and logistics. Therefore, the company needed not only a management tool but, above all, a structured process map.'

TK DIH as a turning point

The answer to these needs was collaboration with the TK DIH team, which began with a diagnosis of Bus-Centre's digital maturity. This was the first step in streamlining operations and preparing the company for further growth.

The next stage brought concrete results: a detailed analysis of business processes, prepared in collaboration with the project's technology partner, Invoer, a company that creates and implements modern IT systems. This analysis became Bus-Centre's transformation roadmap.

We went through every stage of our business – from the first contact with the customer to the final product release. This wasn't a system implementation, but rather a foundation for everything we already do and want to do in the future, emphasises Tomasz Gad, co-owner of Bus-Centre.

A Roadmap organised the relationships between departments, described the flow of information and the structure of orders, and identified the areas most

prone to errors. Importantly, this wasn't a desk job—managers from all areas were involved in the process.

The result? Not only specific knowledge, but also a change in mindset.

'Employee awareness increased. Many of them understood the purpose of the changes and that eliminating errors also benefits them,' says Sylwia Gad.

From analysis to implementation

Although the TK DIH project did not involve full system implementation, it became the impetus for further action. Bus-Centre began building its own solution – a modular ERP system, the first element of which is a product configurator. This tool is crucial because the company uses a custom model for approximately 90% of its production. Each bus can have dozens of equipment variants, which have, until now, increased the risk of errors.

The configurator automates decisions and eliminates inconsistencies – for example, it prevents the selection of mutually exclusive options and automatically generates shopping lists and production orders.

This is the first step. Subsequent stages will include integrating all departments, further automating processing, and leveraging additional funding sources.

Transformation in progress

Bus-Centre is currently implementing the first module of the system and is already planning subsequent stages. The company has qualified for an EU program that supports automation and robotics, enabling it to expand the scope of the transformation.

However, the most important change occurred earlier – at the strategic level. Participating in TK DIH not only streamlined processes but also made the company aware of what its digital future should look like.

'It's crucial to know what you want. If an entrepreneur has a clear vision and communicates it well, such a project makes a lot of sense and brings real value,' summarises Tomasz Gad.

For Bus-Centre, this is just the beginning. However, it's already clear that streamlining processes was an investment that began to pay off faster than expected.





From a student idea to a project with international potential. Thanks to the support of the TK DIH, a unique Stradivarius violin was examined using industrial tomography, opening up new possibilities for violin making.

DIGITAL STRADIVARIUS

The project began with an idea. Mateusz Majkowski, a student at the Academy of Music in Poznań and founder of the Woodworking Company, decided to examine the only Stradivarius instrument in Poland – the 'Polonia' violin from 1685, played by Janusz Wawrowski.

'The impetus was the need to understand how the 'Polonia' is constructed. The idea was to create a new instrument based on this,' explains Mateusz Majkowski.

Finding technology that would allow for the examination of violins in a non-invasive yet extremely precise manner became crucial.

A breakthrough came with the use of industrial tomography at the Radiography and Computed Tomography Laboratory of the Kielce University of Technology, a partner in the Technopark Kielce Digital Innovation Hub project. The study was conducted using a Nikon M2 LES system.

'The instrument was scanned three times, which allowed for an exceptionally precise image of its structure. Volumetric data, 3D models, and detailed cross-sections were created, enabling structural analysis at a level inaccessible to traditional methods, emphasises Mateusz Majkowski.

The result? The ability to look inside the instrument without interfering with its structure and create a digital representation with an accuracy of 0.06 mm.

A key element in making the idea a reality was the support of the CT DIH team. 'The involvement of the Kielce University of Technology team allowed for the research to be carried out professionally and efficiently. Anna Depczyńska, the CT DIH coordinator at the Kielce University of Technology, played a special role, overseeing the project and its organisation, emphasises Majkowski.

The data obtained in the PŚK laboratories formed the basis for developing new

solutions that extend beyond the research project. Using knowledge acquired, among other things, during 3D printing training, Mateusz Majkowski began creating reference models of instrument components, primarily violin heads. This is a response to market demand. Traditional documentation methods – photographs or plaster casts – have their limitations, especially for instruments of great value. Digital models allow for their reproduction with unprecedented accuracy. The first models were sent to violin workshops in Italy, Germany, and the United States.

The next step is the construction of an instrument based on the data obtained and its presentation during a concert for two violins. The project is being carried out as part of a diploma thesis under the supervision of Honorata Stalmierska, in collaboration with a team of specialists and technological partners.



The proven model was no longer sufficient. Thanks to support from the Technopark Kielce Digital Innovation Hub, EDU MAG streamlined its strategy, developed new products, and began work on its own management system.

A LESSON IN EFFECTIVENESS

EDU MAG is the largest tutoring school in the region - providing services nationwide. Over the years, the company has grown. The turning point came with the question: What's next? 'The world is moving forward, and the idea of entering digital products and social media has emerged. We wanted to create online courses and simultaneously build a new channel for reaching customers,' explains Szymon Derlatka.

Participating in the TK DIH project helped EDU MAG organise some rather intuitive assumptions. 'Conversations with experts and an analysis of our business allowed us to put it all together into a coherent whole,' emphasises Szymon Derlatka.

The company defined its needs: a course platform, content production tools, and the development of marketing competencies. Experts from TK DIH helped EDU MAG verify its assumptions, demonstrating that many solutions were

already available on the market. This was the moment when the project took shape.

The first courses were created to prepare for the Matura exam and regarding the competences of the future – effective learning or concentration. 'Students don't know how to learn,' emphasises Szymon Derlatka. These results include courses on memory techniques and concentration training.

At the same time, the company began building its social media presence, creating @edumagpl – the largest profile in Poland dedicated to effective learning. Today, the EDU MAG community has over 200,000 followers, and digital products have become a second pillar of the business.

'Brand recognition grew so much that TVN invited us to appear on the program Dzień Dobry TVN, where we could talk about our activities to a wider audience,' notes Szymon Derlatka.

During subsequent stages of cooperation with TK DIH experts, the company returned to the idea of fully digitising internal processes. This is how a prototype of tutoring school management software was developed. The system will support customer contact, lesson planning, internal communication, and data analysis. Work is currently underway on implementing the solution.

EDU MAG has a developed digital offering, a strong online brand, and structured and optimised internal processes. The company faces the next stages: system development, technological implementation, and the use of artificial intelligence in customer service and management.

Thanks to TK DIH, the initial idea has transformed into a comprehensive transformation. 'We started with one idea, and we're leaving with several that are transforming our business, summarises Szymon Derlatka.



TECHNOLOGY IS NOT ENOUGH

Digitalisation rarely begins with technology. More often, it begins with streamlining processes and difficult decisions. Karol Kaczmarek from the Industrial Development Foundation discusses how this works in practice and where companies most often stall.

Which companies did you most often work with in the TK DIH project?

The range was very broad – from sole proprietorships to companies employing dozens of people. A large proportion were micro- and small-sized enterprises operating in a variety of industries, which came to us with very basic digitalisation challenges.

What were these challenges?

They are most often concerned with manual processes, a lack of data integration, and information chaos. Companies were using multiple tools simultaneously, but they were not interconnected, making it difficult to manage information and make decisions. Very specific needs also often emerged – CRM implementation, communication automation, or streamlining teamwork. From our perspective, these were basic steps, but for these companies, they posed a challenge.

What did the digital maturity analysis reveal?

In most cases, maturity levels were low, especially among micro-enterprises. Importantly, this was often accompanied by the owners' belief that the company was operating optimally. Only analysis revealed the lack of structured processes, consistent data, or the ability to monitor operations in real time. This was a moment of confrontation, but also a starting point for change.

Can you give a specific example?

A company from the metal industry had decided several years earlier to implement a system intended to streamline its operations. The problem was that the process was never completed. As a result, the tool existed but failed to deliver benefits. Our role was to organise the data, design processes, and prepare a roadmap. Today, the company is implementing solutions to reduce operational time and respond faster to customer needs. Have such situations occurred more frequently?

Many companies invested in tools that went unused because they were not implemented properly. This demonstrates that the problem lies not in the availability of technology but in how it was applied.

Were there also more advanced projects, such as those related to artificial intelligence?

Yes, although they most often started with very specific needs. One service company wanted to reduce the burden on its hotline and improve customer service. However, the goal wasn't to implement a chatbot "for the sake of it," but to solve a specific problem – automating repetitive customer queries. In such cases, not only is the selection of technology crucial, but also the decision whether to build the solution internally or use ready-made tools available on the market.

How did the diagnosis translate into concrete decisions?

After analysis, we defined recommendations and prepared a roadmap. This document shows the company's possible action scenarios – both technological and organisational. In practice, this often means choosing between several paths: a proprietary solution, a system provided by an external partner, or a mixed model. These are strategic decisions that impact the company's operations in the coming years.

How important was identifying financing sources?

This is one of the key elements. In many cases, access to financing determined whether the company would move from plan to implementation. However, sometimes companies, seeing the investment as worthwhile, decide to finance the changes with their own funds.

What hindered implementation the most?

Lack of time and commitment. In small and medium-sized companies, the owner is responsible for most areas of the business, so digital transformation often loses out on ongoing tasks. The second

challenge was the belief that implementation is a process, not a one-time effort. Purchasing a tool is just the beginning; its use within the organisation is crucial.

Do companies always accept recommendations?

No. Sometimes our conclusions differ from the owner's intuition. This is natural. We often talk about changing the method of operation that has been operating for years. In such situations, it was crucial to develop a solution that is both business-sound and acceptable to the company.

How do you assess the results of the entire project?

Over a hundred companies have been involved with our Foundation. We have provided hundreds of services, and many companies have completed the entire process – from diagnosing the level of digitalisation to specific implementations. Importantly, these were not always large investments. Often, simple solutions – carefully selected tools or the automation of selected processes – were sufficient, yielding very tangible results.

What can be said about companies that have undergone this process?

The vast majority are in a completely different place today than when they started – more organised, more informed, and better prepared for further development. And this is the greatest value of this project: not individual implementation, but a lasting change in the way we think about running a business.



City centre gets a new boost

A modern technology incubator located in the heart of Kielce is poised to become one of the most important drivers of development for the city and region. This investment combines business, innovation, and urban functions, strengthening the city's activity and creating an environment conducive to business development.

Although the investment is currently entering the preparatory phase, its origins date back much further. The project didn't come together overnight – initial conceptual work began around 2018 and has since been developed based on analyses and evolving market needs. These developments led to a significant shift in thinking about the investment and the decision to locate it in the city centre.

This is one of the largest infrastructure investments supporting entrepreneurship in this part of the country. Half of the project is financed by EU funds, underscoring its importance to the region's development. Completion is planned for 2029–2030.

A building fitting into the city's rhythm.

The new incubator will be built near Krakowska Rogatka – a location of significant transport and symbolic importance, yet in need of a new impetus. The excellent transport links and development potential of this part of the city guided its selection.

The building will offer approximately 15,000 m² of usable space, including over 6,000 m² of modern Class A offices. Importantly, the role of this investment goes far beyond its standard office function. The project envisions an open space where people can freely walk, pause, and use the available services, even if they are not tenants.

The architecture was designed with respect for the surroundings. The structure will be graduated, from four to seven stories. The building will not dominate existing buildings and will also maintain the visibility of the landmarks of this part of the city. The design was approved by the conservator, underlining its responsible nature.

This responsibility also translates into the environmental dimension of the investment. The building is being constructed in accordance with the principles of sustainable development, with an emphasis on reducing energy consumption and minimising its impact on the surroundings. In practice, this means using modern energy management systems, energy-efficient technologies, and materials with a lower carbon footprint. The project also includes the use of renewable energy sources, the development of infrastructure for electromobility, and solutions supporting the retention and utilisation of rainwater. Greenery will appear both in the space surrounding the building and within its structure, including green roofs.

A significant element of the project is an extensive underground parking garage, planned over two or three floors. This addresses not only the spatial constraints of the plot but also the actual needs of future users – both companies, event participants and customers.

Space for companies looking to grow

The new investment addresses a clear market gap: the shortage of modern, high-quality office space in Kielce and the region. It is intended to serve SMEs, technology startups, and more mature enterprises seeking a prestigious location.

Alongside the infrastructure, a range of business services will be developed. The incubator is intended to serve as a competence centre, where companies will gain access to knowledge and tools tailored to their stage of development. In practice, this means specific actions: strategy development, support



for digital transformation – including the use of AI – and preparing companies for international expansion.

This approach responds to the increasingly clear need to combine workspace with access to knowledge and expert support. The result is an environment that not only facilitates business operations but also accelerates company growth.

A drive that transforms the city

A significant dimension of this investment is its impact on the city centre's functioning. The introduction of modern office space to the city centre means a constant influx of people – employees, clients, and event attendees. This, in turn, translates into a revitalisation of local services and a restoration of the natural rhythm of urban life.

The project is part of a broader transformation process in this part of Kielce. New residential developments are emerging in the surrounding area, and the growing population is incre-

asing the demand for services, jobs, and meeting spaces. The new incubator could become the missing piece of this puzzle – a natural link between residential and economic functions. It also offers an opportunity to change daily habits. Instead of commuting to the outskirts of the city, more activity could be concentrated in the city centre. In the long term, this means not only convenience but also greater attractiveness of Kielce as a place to live and run a modern business.

The project "Expansion of the KTP Technology Incubator Complex – Construction of the California Incubator" is implemented under the European Funds for Świętokrzyskie 2021–2027 program, Measure 1.7 "Supporting the Internationalisation of Enterprises and Business Infrastructure."



An Ecosystem That Develops Business

'KTP is a place that develops businesses. Our core is entrepreneurship incubation and acceleration, and today, we also support the digitisation of companies,' emphasises Olga Midak, Head of the Promotion and PR Department at Kielce Technology Park

From idea to market

KTP's offerings are designed as a process. Entrepreneurs don't come here for a single service, but embark on a structured development path—starting with a concept and ending with a mature business.

'We work with individuals who are often just getting their ideas in order. We help them navigate the formalities, build a business model, and safely enter the market,' says Olga Midak. The KTP implements a range of projects that provide entrepreneurs with support in verifying market potential and laying the foundations for their businesses, such as organising legal and accounting matters and developing a business model. Companies gain access to experts, assistance with product development, and preparation for further growth or expansion.

Companies today need more than just space; they also need an environment that accelerates development. Kielce Technology Park combines expert support, technology, and infrastructure into a coherent business-focused model. This approach shortens the path from idea to tangible business results.

This model meets the needs of both startups and established companies seeking support in solving specific business challenges.

A resource that accelerates development

The infrastructure at the KTP serves as a tool supporting the development and operational efficiency of companies. The Technology Incubator Team – Orange Inc. and Sky Inc. – provides fully prepared office space, administrative support, and preferential lease terms. In the first year of operation, entrepreneurs can use the space for up to half the base rate. The Technology Centre – covering 22,000 square meters – addresses the needs of manufacturing and technology companies, offering modular laboratory and production spaces ready for launch. A storage yard and parking lot complement the infrastructure. A Virtual Incubator is also available – a solution for remote companies looking to reduce fixed costs without sacrificing professional on-site support.

The park also includes the Rotterdam Inc. logistics incubator, providing access to flexible warehouse modules.

Service facilities, including ICT infrastructure and shared spaces, complement the entire facility. Co-working is also a key element, fostering relationships between entrepreneurs.

We see lasting business relationships being formed in our environment. Shared space and daily contact only strengthen this process,' notes Olga Midak.

For companies moving beyond the incubation stage, the Kielce Technology Park offers developed investment areas. This is a natural extension of the development path – a transition from using the Park's infrastructure to building their own operational facilities.

Therefore, the Kielce Technology Park's role does not end with supporting the initial stages of development, but also accompanies companies through investment decisions and further expansion.

Competencies and technologies

The Kielce Technology Park's real advantage remains access to knowledge and technological resources, enabling the full product development path – from concept to implementation.

Entrepreneurs can design, test, and develop their solutions using infrastructure that, in many cases, remains beyond their investment reach. The 3D Printing Centre enables the rapid creation and optimisation of prototypes and short-run production, the CNC Centre ensures precise machining, and the

ICT Centre supports the development of digital skills and the implementation of technological projects.

The offer goes beyond access to equipment. It includes expert support for product design, optimisation, and implementation preparation, as well as consulting in marketing, internationalisation, and intellectual property protection.

'We combine access to technology with the team's knowledge and experience. This allows companies to not only create products but also accelerate their market entry,' says Olga Midak.

Digitalisation as the third pillar

In addition to incubation and acceleration, digitalisation is playing an increasingly important role in KTP's activities. This area of support focuses on the specific operational challenges faced by companies—especially those in the SME sector—seeking ways to increase efficiency and competitiveness.

'We focus on trends that are currently transforming the market—artificial intelligence, cybersecurity, and the digital transformation of enterprises,' emphasises Olga Midak.

The support is delivered on a project basis and includes problem diagnosis, solution selection, and team competency development. It combines consulting, knowledge transfer, and implementation elements.

This allows entrepreneurs to access up-to-date knowledge and experts, often with significant funding, facilitating the implementation of advanced technological solutions.

Relationships that pay off

A crucial element of the KTP ecosystem is relationships – built both during events and in the daily operations of companies. It's an environment where contact with other entrepreneurs and experts becomes a natural part of work.

KTP organises networking events, conferences, and thematic events, including well-established initiatives such as Global Entrepreneurship Week and Kielce IT Days. These events connect entrepreneurs with mentors and market practitioners. A modern conference centre supports these activities, enabling events to be organised in various formats.

'We ensure that entrepreneurs have access to authorities and current knowledge. Each meeting has a specific value and a topic important to business,' emphasises Olga Midak. Relationships also develop – or perhaps primarily – in the daily operations of companies, fostering partnerships and the exchange of experiences.

Relationships that pay off

The Kielce Technology Park is developing not only as a space for companies but also as an environment that builds the competencies of future labour market participants. A key element of this strategy is the Energy Science Centre – an interactive educational space where knowledge about technology, energy, and the environment is imparted through experience and experimentation. The program includes workshops and laboratory activities for children, young people, and educators.

KTP offers infrastructure, technologies, and support to accelerate the development

The Energy Garden of Experiments complements it – an open space that fosters curiosity and cognitive competencies that, in the future, translate into readiness for work in an innovative environment.

'Building competencies begins much earlier than entering the job market. We create a space that inspires and demonstrates possible development paths,' emphasises Olga Midak.

A coherent development model

The strength of the Kielce Technology Park lies in the coherence of its offerings. Incubation, acceleration, digitisation, infrastructure, competencies, and relationships form one logically interconnected system that guides companies through successive stages of development.

For entrepreneurs, this means access to an environment that not only responds to current needs but, above all, organises and accelerates the growth process, shortening the path from idea to a steadily developing business.



Tech nolo gy on the net



Technology companies are increasingly rarely developing alone. SynergyICTHub is an initiative of the Kielce Technology Park, which connects businesses, science, and experts, creating a cohesive development ecosystem for the ICT industry.

Technological progress is primarily the result of collaboration – the exchange of knowledge, experience, and access to competencies. This is precisely the idea behind the SynergyICTHub project. The goal? Building a collaborative environment that supports the development of ICT companies in the Świętokrzyskie Voivodeship – both those creating technologies and those utilising them in their operations. The project aligns with the development of the region's smart specialisations and the objectives of the Regional Innovation Strategy 2030+.

Beyond silos

SynergyICTHub is aimed primarily at micro, small, and medium-sized enterprises, as well as management staff responsible for technology and innovation development. It addresses the needs of companies that want to grow faster, enter new markets, and utilise the potential of digitisation more effectively.

The project is not limited to theory. Practical activities play a key role – workshops, consulting, and direct collaboration with experts. Companies can benefit from a series of specialised training sessions covering topics such as artificial intelligence, cybersecurity, digital marketing, and internationalisation. Importantly, these are workshop-based, allowing the acquired knowledge to be immediately implemented in business practice.

The training is complemented by individual consulting services in a "one-stop-shop" model, covering areas such as process digitisation, product development, and collaboration with the R&D sector.

A mechanism that works

One of the project's strongest elements is relationship-building. Networking, industry meetings, and joint initiatives allow companies to exchange experiences and establish business partnerships.

The project also opens doors to international markets. Participants can take part in trade missions and industry events, such as the Web Summit in Lisbon and initiatives targeting the Middle East.

Simultaneously, foresight research is underway to identify directions for development in the ICT industry and to help companies prepare for changes before they become standard practice.

Another important element is the establishment of the ICT Consortium Steering Committee, which co-determines the directions of industry and regional development. Participation in SynergyICTHub offers not only access to knowledge but, above all, the ability to use it quickly. Companies develop competencies, implement new technologies, and build competitive advantage through specific tools. In practice, this means better preparation for expanding operations, entering new markets, and creating innovative products.

SynergyICTHub demonstrates that a well-designed collaboration model can become one of a company's most important assets.

Address with potential

The 'Virtual Incubator' service (online office) allows you to register your business at the best address in Kielce: 6 Olszewskiego Street. There are three packages to choose from, known as Technopaks.

The basic option, **Technopak 1**, costs **PLN 76 net per month** (PLN 93.48 gross) and includes:

- the ability to use the KTP address (6 Olszewskiego Street, 25-663 Kielce) for official registration and marketing purposes
- a dedicated mailbox for traditional mail
- 2 hours of free access to selected rooms of the KTP Conference Centre (conference rooms: Barcelona, Helsinki A, Helsinki B, Helsinki A+B, Rio, business meeting rooms) – upon prior registration and in accordance with the Conference Centre regulations
- wireless internet access as part of the KTP Conference Centre room rental offer
- company logo, business description, and website link featured on the KTP website
- digital invoicing: monthly Virtual Incubator invoices scanned and sent directly to a specified email address.

The second option, **Technopak 2**, is available from **PLN 142 net per month** (PLN 174.66 gross) and includes:

- the ability to use the KTP address
- a dedicated mailbox for traditional mail (unless company choose the additional document archiving option as part of the Technopak 2 package)
- **complete handling of incoming mail, including scanning up to 50 pages per month and forwarding them to a specified email address**
- 3 hours of free access to selected rooms in the KTP Conference Centre

- wireless internet access as part of the KTP Conference Centre room rental offer
- company logo, business description, and website link featured on the KTP website
- digital invoicing: monthly Virtual Incubator invoices scanned and sent directly to a specified email address

Technopak 3 – the most comprehensive package – is available for **PLN 240 net per month** (PLN 295.20 gross) and includes:

- the ability to use the KTP address
- complete handling of incoming mail, including scanning up to 75 pages per month and forwarding them to a specified email address
- weekly mail forwarding: all physical correspondence (up to 500g) forwarded to specified address once a week via registered mail.
- 4 hours of free access to selected rooms in the KTP Conference Centre
- wireless internet access as part of the KTP Conference Centre room rental offer
- company logo, business description, and website link featured on the KTP website
- digital invoicing: monthly Virtual Incubator invoices scanned and sent directly to a specified email address

To begin cooperation, simply fill out the Application Form and send it back to: wirtualnyinkubator@technopark.kielce.pl, or deliver it (in person, by mail, or by courier) to the KTP secretariat – Room 0.15 in the ORANGE INC building, 6 Olszewskiego Street.

Detailed information can be found on the KTP website.



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