



International Conference

Nearshoring into CEE
– a new business strategy
for international businesses

25 September 2024
Warsaw



Introduction

Nearshoring, friend-shoring or perhaps still offshoring?
Is shortening the supply chain a temporary trend or a mature strategy to protect against more *black swans*?
In which areas is nearshoring already a standard?
For which sectors will it become a necessity?

The recent pandemic, the war in Ukraine, the disruption of existing supply chains from Asia – these were certainly geopolitical events that couldn't have been predicted or foreseen – that's why they are known as *black swans*. Their extreme consequences have prompted companies around the world to review their strategies for ensuring efficient supply and resilient production processes.

The most discussed trend seems to be the relocation of operations from Asian countries back to Central and Eastern Europe. This includes not only the relocation of production, but also the search for suppliers or employees much closer to the headquarters, or even self-sufficiency.

However, in order to maintain CEE's competitiveness, it will be necessary to strengthen cooperation, along the lines of friend-shoring, between geographically close countries and symbiotic sectors in order to shorten supply chains and ensure stable sources of supply.

For many companies, however, locating production on another continent still makes sense, despite the risk of delayed or even broken supply chains. Lower operating and labour costs are always an argument for offshoring.

The question of which strategy is the right one will be tackled by experts – business theorists and practitioners operating in global markets – during the discussion panels of the international conference "Nearshoring into CEE – new business strategy for international businesses".

You are welcome to participate in this event!

Black swan

The black swan symbolizes the unexpected and the rare. It represents events or occurrences that are surprising and have a significant impact. This symbolism extends to the idea of transformation and the unknown, highlighting the importance of adaptability and resilience in the face of unforeseen challenges.



When?

25 September 2024



Where?

Intercontinental Hotel
E. Plater 49
Warsaw, Poland



Registration

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[Register](#)

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Agenda

8:00–9:00	Registration
9:00–9:30	Welcoming the guests Introduction
9:30–10:00	Opening session
10:00–11:15	Panel 1: Is nearshoring an effective way to deal with <i>black swans</i>? Lessons learned.
11:15–11:30	Coffee break
11:30–12:45	Panel 2: Relocation and the real estate market – strategies, investment and innovation
12:45–13:00	Coffee break
13:00–14:00	Panel 3: CEE as a modern technology hub – infrastructure, innovation, cyber security
14:00–14:15	Conference summary Conclusion
14:15–16:00	Cocktail & Networking

Panel 1. Is nearshoring an effective way to deal with *black swans*? Lessons learned.

🕒 10:00–11:15

Opening speech

🕒 9:30–10:00



Rafał Benecki
Chief Economist
ING Bank

About the panel

Nearshoring enhances operational flexibility and mitigates risks from unpredictable events such as pandemics and political crises by diversifying production and service locations.

This strategy boosts supply chain responsiveness and resilience but involves careful market analysis, upfront relocation costs, and potential cultural and regulatory hurdles.

Strengthening cooperation among geographically close countries in CEE following the friend-shoring model can further ensure stable supply chains.

Effectiveness of nearshoring: Which industries have benefited most from nearshoring given recent geopolitical developments?

Legal and regulatory issues: What are the main regulatory and legal barriers to nearshoring in CEE?

Business risks: What specific risks does nearshoring mitigate, and what are the arguments for offshoring?

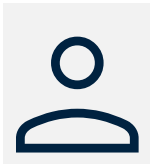
Moderator



Jacek Giziński
Co-managing Partner
DLA Piper Poland

Jacek is an experienced transaction lawyer specialising in real estate and renewable energy sectors. He conducts due diligence, prepares transaction structures, negotiates transaction agreements and advises on construction processes and commercialisation of real estate and renewable energy projects. He works with leading energy companies, developers and IPPs in Poland, such as Equinor/Wento, OX2, RWE and EDP Renewables, as well as international real estate investors. Jacek is the author of numerous articles and a regular speaker at real estate and renewable energy conferences and seminars.

Panelists



**Representative
of the Ministry of Development
Funds and Regional Policy**

The Ministry of Development Funds and Regional Policy is a government office serving the Minister of Development Funds and Regional Policy in regional development administration. It oversees the management and implementation of European Funds. Key responsibilities include programming and coordinating development policy

and managing the European Funds system. The Ministry focuses on regional development, ensuring effective use of European Funds to support various initiatives. Its role is crucial in the strategic planning and execution of policies that drive regional growth and development.



Iwona Chojnowska-Haponik
Business Consulting Director
JLL

Iwona Chojnowska-Haponik is a seasoned business advisor who specializes in optimizing location strategies for global companies in the EMEA region and assisting them in securing investment grants and subsidies. With over 15 years of experience at the Polish Investment and Trade Agency, she advised over 500 companies, including Infosys, Goldman Sachs,

Daimler, Credit Suisse, HP, and JP Morgan, to name a few. Iwona has played a key role in the development of national incentives schemes and investment policies implementation. She holds an Executive Master's degree in marketing and administration and has attended a PhD course in economics. Iwona is a frequent speaker and author of articles on Foreign Direct Investments, location advisory, and investment incentives.



Janusz Władyczak
President and CEO
KUKI (*Export Credit Insurance
Corporation*)

Janusz Władyczak has many years of experience in financial institutions both in Poland and abroad. While working as Director of the Investment Products Department at PKO TFI, he was responsible for the product strategy of investment funds and the creation and implementation of investment and savings solutions. In Austria, he implemented structured investment

products for private banking and retail clients, as well as derivatives listed on the Warsaw Stock Exchange. At French investment banks, he managed relationships and transactions with major companies and financial institutions from the former Soviet Union, securing multi-million dollar bilateral loans, structured and syndicated loans and export finance transactions, working with the largest export credit agencies in the world.

Panel 2. Relocation and the real estate market – strategies, investment and innovation

🕒 11:30–12:45

About the panel

Nearshoring is stimulating the real estate market in the CEE region, increasing demand for modern office, warehouse, and industrial space. Investment in infrastructure is key to attracting companies interested in relocating their operations.

Sustainable construction and compliance with ESG standards are becoming essential elements of new real estate projects. Government regulations and investment policies significantly impact the region's attractiveness to investors, with challenges including adapting existing infrastructure and responding quickly to changing market needs.

The impact of nearshoring on demand for commercial and industrial property: Which sectors are most in need of new space?

Infrastructure investment to support nearshoring: What infrastructure projects are required to attract investors?

The importance of sustainability (ESG) in real estate: What sustainability standards are being implemented in new developments?

Moderator



Michał Hink
Partner
DLA Piper Czech Republic

Michał is a recognized expert with over 20 years of experience in real estate, development, residential, and logistics. He has led major real estate acquisitions and developments in Central and Eastern Europe. Michał advises institutional clients on mergers, acquisitions, and financing, including negotiating pre-contractual documents, legal due diligence, transaction documents, and post-closing matters. He has extensive experience in logistics, built-to-suit projects, asset management, and leasing, focusing on the industrial sector and regulatory aspects of real estate development.

Panelists



Michał Chodecki
BTS Development Director
Panattoni

Michał Chodecki is responsible for identifying new business opportunities in the industrial and warehouse sector, building and maintaining client relationships, and effectively implementing Build-to-Suit (BTS) projects, considering commercial and legal aspects. Michał has 16 years of experience in consulting, designing, and executing industrial investments.

Before joining Panattoni, he gained professional experience in engineering and construction companies in various business development and project coordination positions. He holds a master's degree from Lazarski University in Warsaw and a postgraduate degree from the Warsaw School of Economics (SGH) in Warsaw.



Christopher Zeuner
Chief Investment Officer
7R

Christopher Zeuner has over 25 years of experience in the commercial real estate market across Europe in all real estate asset classes. He has worked for global investment funds and real estate private equity. He joined 7R in 2019, is a member of the company's management board and is Co-CEO.



Piotr Dopierała
Supply Chain Director
Auchan

Piotr Dopierała is one of the most experienced supply chain managers in the retail industry. He started his professional career in Raben Group and then for many years he was responsible for Global Supply Chain and Logistics strategy in Metro Group, working in Dusseldorf, Istanbul and Hong Kong. After returning to the home country, he worked as the Logistics

Director at LPP SA and now for 4 years as a Supply Chain and Logistics Director at Auchan Retail Poland. He is a graduate of the University of Life Sciences and the University of Logistics in Poznań, besides that he completed Executive MBA studies at ETH in Zurich and doctoral studies at the College of Management and Finance at the Warsaw School of Economics.

Panel 3. CEE as a modern technology hub – infrastructure, innovation, cyber security

🕒 13:00–14:00

About the panel

The CEE region has great potential to become a key technology hub through investment in digital infrastructure, support for innovation and research, and access to a highly skilled workforce. Strategic partnerships and international cooperation can accelerate this transformation.

Cyber security and data protection are essential for building a modern technology infrastructure, which must be a priority in the region's development strategy.

Technology potential of CEE countries: What strengths does the region have in terms of technology?

Technical and digital infrastructure: Which investments are key to developing CEE as a modern technology hub?

Cyber security: What regulations and practices are key to ensuring the security of data in the region?

Moderator



Ewa Kurowska-Tober
Partner, IPT
DLA Piper Poland

Ewa Kurowska-Tober has over 20 years of experience in data protection and advanced technologies law. She advises clients in regulated industries such as banking, insurance, media, and technology, combining commercial contract expertise with regulatory knowledge. Ewa advises on global privacy compliance programs, cross-border data transfers, and data security policies. She works on GDPR compliance projects, conducts audit, often assists in case of data and security incidents. Ewa specializes also in IT law, including AI legal aspects, software licensing and maintenance and e-service. She is the lecturer at Polish Academy of Science on legal aspects of artificial intelligence as well the member of Management Board of New Technology Law Association.

Panelists



Dariusz Jurewicz
Head of Cybersecurity Poland/
Cybersecurity Operations
Manager
HSBC

Experienced Cybersecurity and Risk manager with over 20 years' experience in telecommunication and financial industry. At HSBC Polska, he built a Cybersecurity Operations Centre in Poland, which, together with two other locations, monitors and responds to incidents at HSBC around the world. Currently, he heads this unit and is also Head of HSBC Cybersecurity Poland,

a large cybersecurity organization consisting of various functions: operations, engineering, pentesting, cyber risk, assessments, vendor security, awareness, etc. Dariusz holds numerous cybersecurity certificates from many organizations, including CISSP, CISM, CRISC, SABSA.



Aneta Kocemba
Head of Global Solution Center
Societe Generale Poland

Aneta Kocemba is a Managing Director and Head of the Global Solution Center at Societe Generale in Poland. With over 20 years of experience in corporate and investment banking and financial services sector, she specializes in strategic transformation and cost management projects, and business transformation initiatives. Her achievements include M&A,

debt and capital market transactions for financial institutions, energy and utility companies, and establishing a nearshoring center for a global bank. Aneta holds an Executive MBA from a joint program of the London Business School, Paris HEC School of Management, Norwegian School of Economics and the Warsaw University of Technology.



Monika Ściuba
Corporate Data Analysis
and Underwriting Department
PZU

Monika Ściuba is a corporate insurance expert with more than 20 years of experience as an underwriter and broker with global companies – Allianz, Aon, Marsh – in a management positions. In PZU Monika is responsible for the product and risk assessment of cyber risk insurance. Member of the cyber insurance working group at PIU (Polish Insurance Association).



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About us

DLA Piper is a global law firm helping our clients achieve their goals wherever they do business. Our pursuit of innovation has transformed our delivery of legal services. With offices in the Americas, Europe, the Middle East, Africa and Asia Pacific, we deliver exceptional outcomes on cross-border projects, critical transactions and high-stakes disputes.

Every day we help trailblazing organisations seize business opportunities and successfully manage growth and change at speed. Through our pro bono and sustainability work, we support communities around the world and help create a more just and sustainable future. Visit dlapiper.com to discover more.

