

Streszczenie rozprawy doktorskiej w j. angielskim

In Poland, the market of logistics services and the conceptions of enterprise management resulting from changes related to systemic transformation from the beginning of the 90s have both been subjected to enormous revolution. The markets of retail and wholesale trade are heading towards concentration. More and more distribution centres and warehouses come into being all the time. The use of specialized logistic operators is becoming increasingly common. The benefits that are offered by outsourcing as well as cooperation and competition (coopetition) of businesses are viewed with growing understanding. Those relations often allow businesses access to innovations, contribute to using the advantage connected with the scope of activity as well as the advantage of reducing costs which are due from running the business together. Interorganisational relations, and above all coopetition relations, according to which businesses cooperate with each other simultaneously treating each other, or in practice acting, as competitors, constitute one of the elements of the process of enterprise management. They may be viewed in the context of management functions related to the integrated supply chain which is more and more frequently transformed into logistics networks characterized by a complicated structure of information, communication and capital links. In this sense, coopetition, is of a bipolar character, as taking into account its components it does present a somewhat paradoxical phenomenon. The issue of coopetitional relations can be referred to the concepts of interorganisational boundaries and relations. Interorganisational boundaries often exist as long as an organisation constitutes a coherent structure; yet a range of different types of links with external environment can change the configuration of the boundaries. Risk and uncertainty contribute to businesses, especially the ones which are weaker in resources, adopting opportunist tendencies aimed at achieving short-term benefits. Those businesses find it difficult to perceive cooperation with their competitors in a long-term perspective. Such a lack of trust results from information gap and imbalance in an access to true information, thanks to which businesses boasting a better access to information can take advantage of their position, which further decreases the level of cooperation. Referring to Edith Penrose's theory of company growth, relevant resources (limited or difficult to replace) can serve as a foundation to build competitive advantage. Cooperation can, in this sense, ensure access to new resources. In this respect, new relations with other organizations, the change of their range, depth and intensity can lead to reconfiguration of organizational boundaries, which, in turn, can mean the change of position in supply chain. It can imply adjustment to making delivery times shorter, the change of

recipients and suppliers, introduction of new procedures concerning warehousing, storage, transportation, greater inventory turnover, changes in production schedule etc. Cooperation in a competitive environment compels greater adaptation to the specificity of action of other organisations. At the same time, mutual relationships and dependencies with regards to resources and process grow steadily.

The key purpose of this study is creating a model of coopetition processes in logistics management in relation to small and medium enterprises in Poland. Coopetition processes have been presented in a theoretical, cognitive and practical aspect. The main research problem attempts to recognize cooperative and competitive relations, which constitute coopetition, and simultaneously show them from the perspective of their interrelations.

The above-mentioned coopetition model has been developed as a result of an analysis of the quantitative and qualitative research and can certainly serve to the interpretation of interorganisational relations existing in the sector of small and medium enterprises in Poland. The core of the analysis was based on the clear demarcation between cooperative and competitive relations following which a simultaneous attempt was made to examine aspects that would illustrate relationships between them.

The research part of the study revealed coopetition processes within cooperation accelerators and factors initiating competition of businesses. Moreover, it made an attempt to determine relations between the level of cooperation, competition and coopetition and aspects of logistics management of businesses. The research part also aimed at defining the specificity of organizational changes in logistics management, which were initiated by coopetition and factors determining the level of cooperation and coopetition.

In the first stage of research, a survey form was used comprising eighteen questions regarding cooperation, competition and the specificity of the business activity. The research tool allowed the thorough examination of 146 features enabling to characterize activities of 442 businesses which were subject to research. The test was based on the representatives of private enterprises from lodz wojewodship chosen at random.

Statistical analysis performed made it possible to positively verify formulated research hypotheses, which are as follows:

H1 hypothesis: Foreign origin of the business partner contributes to adopt more advanced forms of cooperation. Presented analyses lead to the statement that intensive

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cooperation of businesses is most often accompanied by partnership structures such as “small and medium foreign companies” and “large foreign companies” as well as “large national companies.” The competitive structures most often turned out to be “large national companies,” “large foreign companies” and “small and medium foreign companies.”

Analyses referring to H2 hypothesis: The time of cooperation and competition of businesses fosters creating advanced interorganisational relations and distinctly shows that intensive cooperation of businesses, as was the case of cooperation process, is most often accompanied by the timespan of cooperation and competition “exceeding five years.” The period of cooperation of businesses influences the scope of cooperation relations, particularly within the national and foreign markets. In case of the timespan of competing with the key competitor the influence on the period of cooperation with the business partner is especially visible when the long cooperation is considered.

H3 hypothesis - the supply of raw materials and logistics services are areas which contribute to the formation of intensive ties of cooperation of businesses – has been positively verified. The presented analyses prove that expectations regarding the scope of cooperation with a business partner which have the biggest impact on the intensive cooperation of businesses are as follows: supply of raw materials, logistics services, employees hire, machinery and devices rental.

H4 hypothesis - local proximity of business partners, and at the same time competitors, is a factor supporting processes of cooperation of businesses – has been positively verified. The presented analyses prove that the importance of the competitor has an impact on the importance of the choice of a business partner within the framework of all types of businesses which were analyzed (small and medium local companies, small and medium national companies, small and medium foreign companies, large national companies, large foreign companies). The size and origin of competition directly affects cooperation of businesses, particularly in case of a competitor being “a large national company.”

The analyses based on logistic regression equations turned out to be a cognitively interesting test in different aspects defining most significant factors

determining cooperation, cooperation and cooperation effect phenomena.

Quantitative research begot new questions to be settled which were thoroughly analysed within qualitative approach. As a result of qualitative research a model of competition relations was proposed. Case studies comprised two intentionally selected

companies from automotive parts distribution area of business activity. The choice of companies was dictated by the results of the quantitative research which revealed that the majority of the conducted test included trading companies.

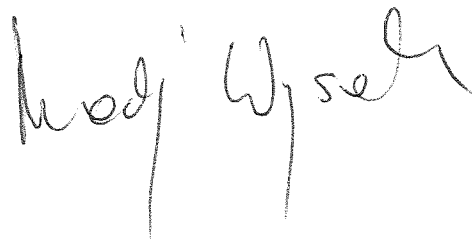
The subjects with which Uniwersal company maintains interorganisational relations (primarily competitive ones) are other companies whose area of business activity is related to the use of the internet technology. In this case, analysed cooperation relations can be assessed as weak since amongst a great number of market players loose relations of cooperative and competitive character dominate. Players have hardly any knowledge about one another and frequently this fact is negligible considering a great number of the internet auctions under operation and quickly made deals. Advantage of resources of the players is quite small, and similarly their price advantage is weak, too.

4cars company maintains relations of a more intensive and complex character (cooperation) when compared to Uniwersal company. Maintained

interorganisational relations can fall into three groups: a large chain company with international scope, a large chain company with national scope and car workshops. In case of relations with a big international player there appears competition imbalance as competitive relations considerably outweigh ties of cooperation. Cooperation occurs occasionally due to the advantage of resources in case of competition, and bargaining power in case of cooperation. The analysis of research data concerning relations of 4cars company with other national companies of a chain structure illustrates strong cooperation: cooperation and competition in case of those companies is intensive owing to the fact that they are 4cars' suppliers with a considerable advantage of resources and immense bargaining power. Suppliers, due to the structure of the area of business activity, have limited possibilities of price lowering and competing as they face the risk of the demise. Relations with car workshops are of a great importance for 4cars and they provide for their mutual existence. They take cooperative, and to a lesser extent, competitive character, which can thus be treated as competition imbalance. In relation to car workshops, 4cars company has the advantage of resources. Price competition for retail clients can be observed, yet it is of no significance when compared to activities which reveal ties of cooperation.

In relation to small and medium enterprises, cooperation in logistics management in Poland is a multidimensional process whose interpretation needs to be conducted on different detailed levels of analysis. Significant elements which allow to assess the strength and scope of interorganisational relations can be the number of market players, their position of

resources and bargaining position in relation to analyzed businesses. The origin of the market game entity, both in case of competition and cooperation relations, is of vital importance in adapting intensive forms of cooperation. Logistics management creates an area contributing to the formation of intensive interorganisational ties. Coopetition processes can also be supported by local proximity in both competition relations and ties of cooperation. Finally, it is equally important to mention that different levels of coopetition can be considered within one business.

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