

Danuta Janczewska
Social Academy of Science in Lodz, Poland
Management Faculty,
Department of Marketing and Logistic

ASPECTS OF MODERNIZATION OF MICRO ENTERPRISES SECTOR BY INVOLVING A NEW METHODS OF MANAGEMENT BY CREATION OF NET STRUCTURE

© *Janczewska D., 2014*

The article discusses issues concerning creation of a new method of management of micro enterprises as the answer to growing globalization processes and marginalization of small and micro enterprises in SMEs. The pressure of surrounding environment that affects the activities of SMEs is the main barrier for developing micro enterprises. They do not have enough potential and cannot compete with big enterprises and international enterprises. The present methods of management are created on the experience of big companies that realize the global market goals. It is very difficult to bring the methods and techniques of management applied in big organizations into micro enterprises having several employees. The article presents the possibilities of modernization of micro enterprises sector by creating micro enterprises net structures. The author's own research conducted in 2000-2009 allowed to identify the effects from development of the new form of cooperation between micro enterprises in net structures.

Key words: micro enterprises, globalization processes, methods of management, net structures, global market.

Д. Янчевська
Соціальна академія наук, м. Лодзь, Польща
факультет менеджменту
кафедра маркетингу і логістики

АСПЕКТИ МОДЕРНІЗАЦІЇ СЕКТОРУ МІКРОПІДПРИЄМСТВ ШЛЯХОМ ЗАЛУЧЕННЯ НОВИХ МЕТОДІВ УПРАВЛІННЯ ЧЕРЕЗ СТВОРЕННЯ МЕРЕЖЕВОЇ СТРУКТУРИ

© *Янчевська Д., 2014*

Розглянуто аспекти створення нового методу управління мікропідприємств як реакцію на процес зростання глобалізації та маргіналізації малих і мікропідприємств в МСП. Тиск навколишнього середовища негативно відображається на діяльності малих і середніх підприємств і є основною перешкодою для розвитку мікропідприємств. Вони мають неправильно структурований потенціал і неконкурентоспроможні на ринку з великими і міжнародними підприємствами. Актуальні методи управління базуються на досвіді великих компаній, які реалізують глобальні ринкові цілі. Процес перенесення методів і прийомів управління, які використовувалися у великій організації, у практичні засоби мікропідприємств, із невеликою кількістю працівників, є дуже складним. У цьому дослідженні представлені можливості модернізації сектору мікропідприємств шляхом створення мережевої структури мікропідприємств. Власні дослідження, реалізовані у 2000–2009 рр., дали змогу визначити типи ефектів від розвитку нової форми співпраці між мікропідприємствами у межах мережевої структури.

Ключові слова: мікропідприємства, мережеві структури, зростання глобалізації.

Statement of the problem

Growth of competitiveness of SMEs sector is now the main goal of Programme Horizon 2020, accessed by European Union in December 2013. The aim of Programme is innovativeness, especially addressed to micro enterprises. Concentration on smallest enterprises follows from great number of micro enterprises in economies of every countries. The similar numbers there are on the other continents, where the smallest enterprises influence on economy in Asia, India and Africa. Issues of micro enterprises were noticed earlier. In Poland the pilot survey conducted from several years by PARP¹. Survey in EU show that in EU countries the average quantity of micro enterprises is the similar as in Poland – over the 90 %. Issues of innovativeness of micro enterprises and modernization of Polish micro enterprises sector started after 2000 year and were survey by GUS². There is lack researches in whole sector or industry branches in aspect of modernization of micro enterprises by using the new method of management. That is necessary to recognize and define the most effective method of modernization and management possible to use in micro enterprise. In article is presented review of literature study and researches were conducted about modernization in SMEs sector in Poland. Presented own researches according the confectionery branch in Poland in years 2000–2010. Aim of own researches was description methods of management in micro enterprises and modernization of management. Choice of sample group was intentionally and results can be referenced to surveyed enterprises.

In Poland the researches of SMMEs are dated from several years only, and there are not available the full statistic data necessary to comparison and some discussion in long- time perspective. Micro enterprises are the subject of researches in Poland at the turn of the century 20th and 21th, and there are lack of earlier information about statistic and others. There are no so many researches about factors of competitiveness and potential of competition. The same as in European countries and USA researches are carried with the development of economy (Sułkowski, Marjański 2006). Polish researches of SMMEs present opinion that an environmental changes and structural changes in sector drive the new competitive positions of SMMEs, especially by the technological changes and globalization (Kokocińska 2012, p.18). Show that there are lack of ICT factors³ in Poland. The key competence in Polish SMMEs according Prahalad and Hamel presented Piątkowski (Piątkowski 2012). Some notes about research of influence of management of competitiveness of SMMEs in several sector presented Janczewska (Janczewska 2012). There are the starting researches about competitiveness of SMEs sector in Poland (Juchniewicz 2009). The Strategy of Europe to 2020⁴ assume the strengthening of SMMEs by realization of development of sector and growth of employment. The participation of micro enterprises in SMMEs sector informed that micro firms are the largest group and for this reason micro enterprises should include into Strategy of Europe 2020. The European researches give the overall view of SMEs in 27 countries, and there are possible to prepare the national profile and characteristic, and show the difference in individual countries. Also the researches in Africa region (Gasa, 2012) confirms, that the recognize of competitiveness factors is helpful into prepare of strategy in SMMEs. American SMMEs researches (Ernst, 2004) described the competitiveness drivers as innovation and innovative capacity in SMMEs. The important effects gave the usage of IT in American SMMEs (Morales, Qureshi, 2010 and Hairuddin 2012). Instruments of marketing important in SMMEs as the competitiveness factors were researched (eg. Bartle 2010, and Lukasova, Bajdak 2009). The individual effects of competitiveness for SMEs in Dominikana, in logistics are presented by C. Kirby, N. Brosa (Kirby, Brosa 2011). The relationship between characteristics of owner of micro-enterprise are important factor in development of SMMEs (Adkins 2013).

The European research initiatives started on 1992, named The Observatory of European SMEs and next 2008 SME Performance Review and Ecorys Nederland BV. Those offices presented annual reports of SMEs, especially about innovativeness, export activities⁵. Actually the most particular researches of

¹ PARP – Polish Agency of Development and Entrepreneurship

² GUS – General Statistic Office in Poland

³ Information and Communication Technology- factors described by OECD. There are 15 factors, as for example: access to Internet, cable TV, numbers of mobile telephones, and influence of investment of ICT into one employee.

⁴ The new programme : Horizon 2020 proposed 80 billion € for research and innovative funding

⁵ Author participated on years 2009–2010 in research of conditions of export activity of SMEs-by Internationalization of EU SMEs in export to third countries (realized by EIM Business Policy Research, EU)

SMMEs leads Small Business Act (SBA), about information policy and support policy for SMEs. According SBA the main direction of development of SMMEs should be force of entrepreneurship and innovations and influence of institutional environment and global dimension of activity of enterprises.

Initial evaluation of main similarity and difference between structure of Polish SMMEs and the same sectors in EU- 27 show in table 1.

Table 1

Structure of enterprises in Poland and EU-27 comparison in % dated on 2009 year

Company size	Number of companies	Participation in general numbers of enterprises in Poland, %	Participation in general numbers of enterprises in EU-27, %
Micro	1502959	96,0	91,8
Small	44500	2,8	6,9
Medium	15185	1,0	1,1
Total SMEs	1562644	99,8	99,8
Large	3105	0,2	0,2
Total	1565749	100,0	100

Sources: study by European Commission, SBA Poland 2009, NACE C-I, K from Kokocińska (2012) [Małe i średnie przedsiębiorstwa w gospodarkach europejskich, Metody badawcze, Dekompozycja sektorowa, Profile krajów, (Small and Medium Enterprises in European Economies). – Poznań: Wydawnictwo Uniwersytetu Ekonomicznego w Poznaniu. – P.73]

The total share quantity of micro enterprises in Poland is over 96 % and it is more than in EU (91,8). It means, that over 1,5 million micro companies in Poland take the largest position in Polish economy. The participation of large companies is very low on the level of 0,2 %. The quantity of employee in Polish enterprises show that difference between number of employee in micro enterprises and large companies is not so significant. It means, that the very small number of large companies create 1/3 from all work places in Poland. The particular view on structure of level of employee in enterprises in Poland in comparison with EU presented table 2.

Table 2

Statistic data – comparison of employee numbers in SMMEs in Poland and EU-27

Size of enterprises	Level of employee		
	Poland		UE-27
	Numbers of employee	Participation, %	Participation, %
Micro	3530558	38,1 %	29,8 %
Small	957115	10,9 %	20,4 %
Medium	1611947	18,4 %	16,8 %
Total SMMEs	5899620	67,5 %	67,0 %
Big	2846524	32,5 %	33,0 %
Total	8746154	100 %	100 %

Source: according SBA Polska 2010/2011 za [http://et-europa.eu/enterprise/policies/sme/facts-figures-analysis/performance-review/files/countries-sheets/2010-2011/poland.een.pdf, p 20.11.2012].

In SMMEs there are over 3,5 million employee and it is 67, 5 % of all employee in Poland. This level is equal to level in EU (67 %) and about 40 % in micro enterprises. In table show that the biggest difference is between employee in micro enterprises, because in Poland it is 38,1 % and it is more than in EU (the average level is 29,8 %). The difference is about 10 %. Quite opposite view is in type of small enterprises. In Poland this level is about 10,9 %, less than in EU – 20,4 %.

The characteristic of structure of activity of Polish SMMEs is presented in fig. 1. In SMMEs in Poland the most popular kinds of micro enterprises is trade activity – it is about 42,05 %. The next kind is service and repairs activity – about 33,33 %, production activity – 12,54 % and construction industry about 12,08 % (fig. 1).

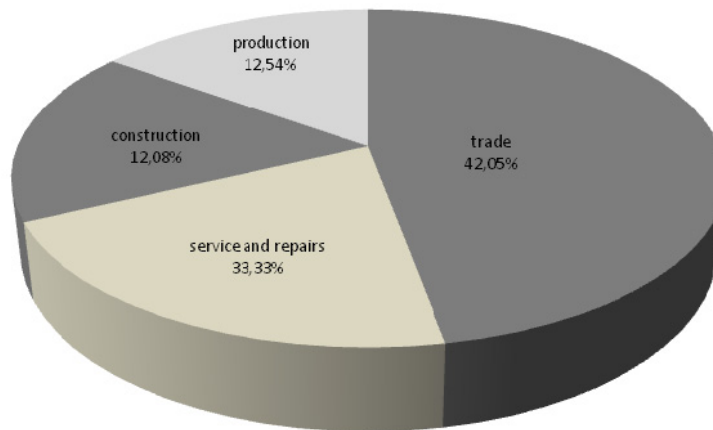


Fig. 1. Types of activity in Polish SMMEs in 2011

Sources: E. Balcerowicz (2009), *Mikroprzedsiębiorstwa w Polsce na tle Unii Europejskiej- SMMEs in Poland in Connection with EU* [in:] A. Żołnierski Report about Condition of SMMEs in Poland 2007-2008., PARP Warszawa, p. 63. Kokocińska M. (2012), *Małe i średnie przedsiębiorstwa w gospodarkach europejskich, Metody badawcze, Dekompozycja sektorowa, Profile krajów, (Small and Medium Enterprises in European Economies)* Wydawnictwo Uniwersytetu Ekonomicznego w Poznaniu, Poznań

SMMEs in Poland characterized the different structure than in EU. In Poland the trade micro enterprises taking up shares about 52,05 % form every micro enterprises – are the largest group in EU. The opposite situation is in service activity – where Polish SMMEs are the smaller one (33,33 %). Not so big differences are in types constructions and production activities between Polish and EU SMMEs. The main direction of future activities and development of SMMEs is Lisbon Strategy, with expectation, that main goal is connected with growth of innovative level of enterprises, economies and whole European Union. Necessary is connecting science with economy (Daszkiewicz 2008, p. 20). Similar directions are described in international reports of OECD and IOE (OECD 2009, IOE 2009) with accent that micro enterprises can feel the effect environmental, especially influence of financial crisis. The particular view on structure of SMMEs presented table 3.

Table 3

The comparison of structure in SMMEs in some EU countries in year 2002–2007

Country	Structure of SMMEs in country (w %)				
	Total	Buildings	Industry	Trade	Service and repairs
Germany	100	12,67	8,53	26,43	52,36
France	100	17,16	10,15	31,50	41,19
Italy	100	15,20	12,17	34,27	38,36
Great Britain	100	14,27	8,36	24,45	52,91
Spain	100	14,85	7,52	33,21	44,42
Poland	100	12,08	12,54	42,05	33,33

Sources: Kokocińska, 2012, p. 93

SMMEs in Poland characterized the different structure than in EU. In Poland the trade micro enterprises taking up shares about 52,05 % from every micro enterprises – are the largest group in EU. The opposite situation is in service activity- where Polish SMMEs are the smaller one (33,33 %). Not so big differences are in types constructions and production activities between Polish and EU SMMEs.

Analysis of recent research and publications

In literature of subject are presented opinion and definition of competitiveness. Description of competitiveness of micro enterprises can be define as ability to activity in branch and effective oppose against competitors in condition of market economy (Kędzierska 2005, p/ 98). Effectiveness of realization of market target can be measure of competitiveness of micro enterprises (Stankiewicz 2005, s. 36). It is difficult to compare the efficiency index of big enterprises or international companies with standards in micro enterprises. There is necessary to define a new measure and new instruments to analyze the competitiveness (Bendyk 2013, p/ 110). Can be helpful model of value chain by Porter (Porter 2001). Additionally Porter's model takes into account existing many elements forming competitiveness of enterprises as: innovativeness, strategy, investment and finance– presented on fig. 2.

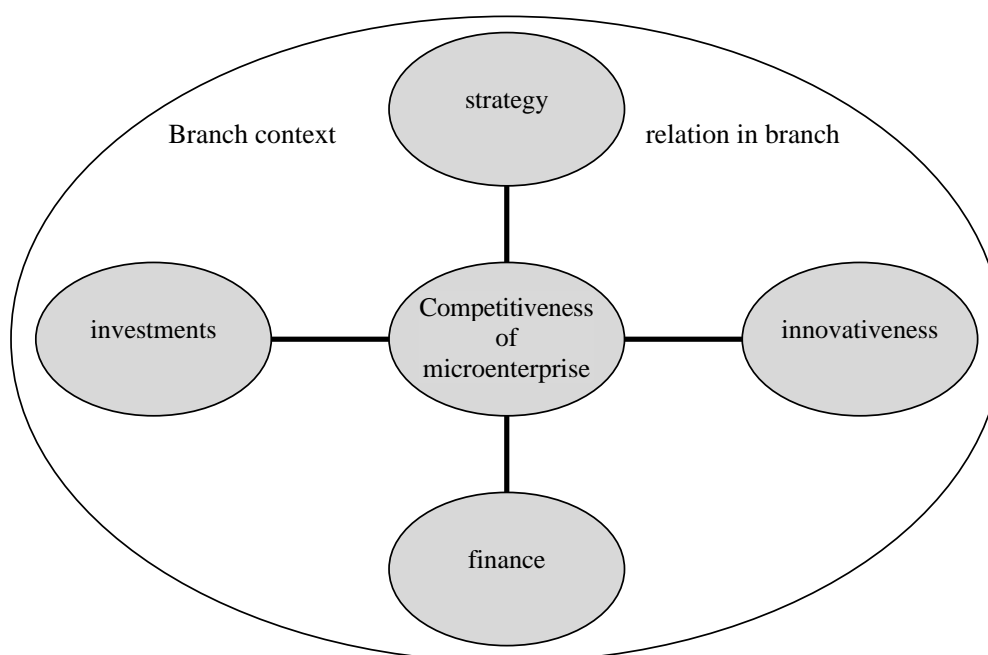


Fig. 2. Model of competitiveness system by M. E. Porter

Source: own by M. E. Porter [(2001 Porter o konkurencji, PWE, Warszawa p. 24)]

It must be argued that conception of competitiveness by Porter should be supplemented by additional elements as sector or branch factors, types of relation between competitors. The complete description of competitiveness can be analyzed in direction of evaluation and comparison of modernization of enterprise in future. Some difficult in analyze of micro enterprise can be define the chain of value – for reason of integration of processes in it. Wolniakowska presented (Wolniakowska 2009, s. 192) that in micro enterprises are two ways of correct directions of modernization:

- Internal development by creation of competitiveness individually;
- External development by cooperation with others enterprises and creation of diverse relations.

The internal development by individually creation of competitiveness is process based on market and resources of micro enterprises. In this case are growing the competitiveness potential of enterprise according to own technologies, abilities and local natural conditions. In group created competitiveness individually are small service enterprises, small producers with traditional method of production and trade form (Stankiewicz 2005, p.328). External model of development by connection with others enterprises can

have many different forms. Jagoda informs (Jagoda 2003, p. 91-96) that cooperation can be as following types:

- Vertical structure – with trade relation and positive influence for competitive position and stable relation between participants of this structure;
- Conglomerate structure – with participants connected the financial flow and information flow. Example as capital group, where the highest position received companies with positive financial balance;
- Common venture – in form of agreement of realization of goal, for example as consortium, regional chambers, associations;
- Net cooperation – created when between enterprises there are some correlations and interactions, during net cooperation arise a new resources in all partner enterprises (Łupicka 2006, p. 30–31);
- Cluster cooperation – creation of cooperation by enterprises from geographic neighbourhood (Porter 2001, p. 248).

The specially interesting is form of net cooperation according to micro enterprises. This form is quite new in management of micro enterprises. This type of is main change in theory of competitiveness for reason of very close cooperation with former competitors. The aim of new type of relation was receiving of advantages (Johann 2013, p.133), and the next arise the advantages of relations. Nets are founded by relation with compatible resources and abilities decide about effectiveness of whole net. Motive of creation of nets provided by Sulejewicz (Sulejewicz 2007, p.157) show that the main are the following:

- Gaining knowledge, abilities and technology;
- Reducing of risk from activity on the market;
- Growing of market share by dominant structure;
- Using the advantages of scale;
- Growth of effectiveness and profits.

Gierszewska i Romanowska consider that there are branch determinants to creation of net's, and resources determinants as production resources, technique and technological resources (Gierszewska, Romanowska 2003, p.92). They indicated that international factors and international entrepreneurship are important factors influenced on creation of net relations.

The formulation of objectives

The purpose of the paper is a new method of management of micro enterprises development as an answer to growing globalization processes and marginalization of small and micro enterprises in SMEs.

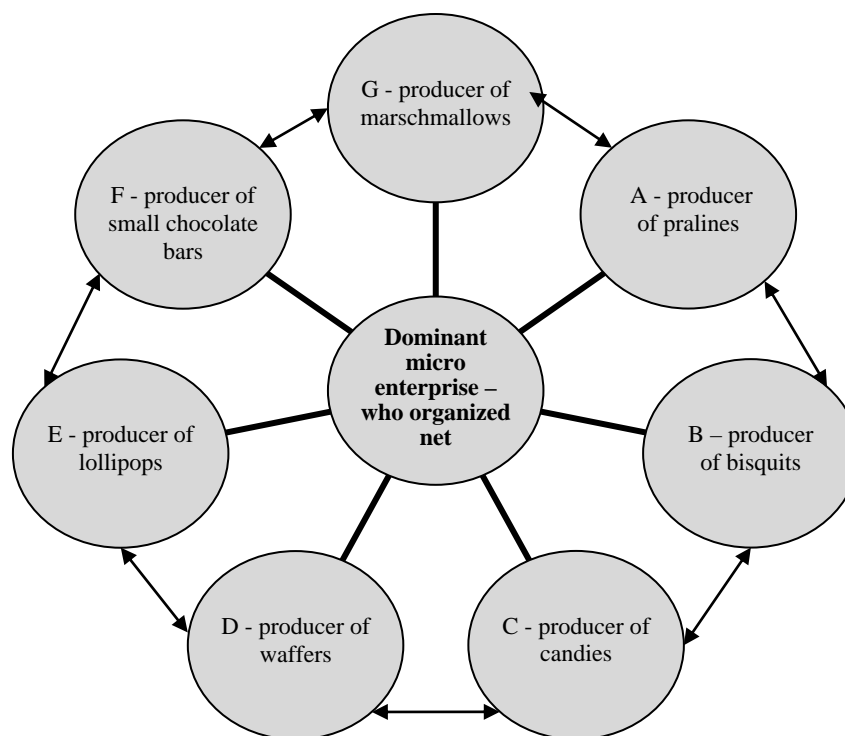
Presentation of main materials

The confectionery branch in Poland are inside food sector, the main and most dynamic developing in Polish economy (Otmuchów Report, 2012). Participation of food sector in national GDP is near 24 % and is about 9 % higher than in EU (level 15 %). Better effects are in Denmark – 28 % and Greece – 27 %. The confectionery branch in Poland are very dynamic developing and it not stopped for the reason of crisis. There are over 900 enterprises in branch, several global companies in the branch, biggest Polish companies and the smaller one including micro firms, and about 20 % are the micro enterprises. In all enterprises there are 36 000 people, only 120 enterprises employee over 50 people. The main product are: chocolate in bars, cakes, wafers, candies, dessert, pralines. Quantity of year production is about 400 thousand tons of confectionery. Value of confectionery inland market is about 8,5 mld PLN, and export production about 2,5 mld PLN. The main directions of foreign trade of confectionery are 60 countries, for example EU and Russia, Arabian countries, USA and many others. On the foreign markets there are evaluated the following factors of competitiveness of Polish confectionery: lower price, quality, skills to unique taste, innovative products, entrepreneurship, good promotion activities, trust of clients and clients service, professional knowledge.

The main goal of own researches in years 2000–2009 (Janczewska 2009) was identification of net relation between micro enterprises and define the advantages of net relation. Study based on conducted research of 20 confectionery micro enterprises, located in different region of Poland. In micro enterprises occurs the following two ways of cooperation with other companies by nets form:

- Creation of nets with enterprises from different branches, as packaging, raw materials branch, services branch, science, financial branch – 70 % of micro enterprises. Examples as:
 - nets with producers of cartoons, printers of labels, producers of additional material as aroma, fats, milk powder, whey powder, sugar.
 - nets with participants form distribution branch.
 - logistic process, marketing process with enterprises from different branches.
- Creation of nets with enterprises from confectionery branch as similar enterprises producing confectionery- 30 % of microenterprises. The example are:
 - cooperation in marketing activity as exhibitors on international fairs of confectionery (in Köln, in Paris, in Amsterdam). Nets named “ Polish Table” – the common exhibition of several micro enterprises;
 - common warehouse stocking with help of regional chambers of producers;
 - common transport and logistic services;
 - common negotiation of prices for products to big markets.

On fig. 3 there is presented scheme of net between micro enterprises in confectionery branch named “Polish Table” in World International Confectionery Fairs in Köln on 2005. The goal of net was presentation on international big common stand on exhibition as strong group with interesting national products.



*Fig.3. Scheme of net structure and relation between Polish micro enterprises “Polish Table” on International Confectionery Fairs in Köln (2005)
Sources: own by observation on fairs*

The advantages of Polish Table net structure were as following:

- modernization of management in all micro enterprises in marketing and logistic process;
- common organization of stand on Fairs;
- common discussion and decision before preparing project of stand;
- common plan of works before Fairs, during the Fairs and after;
- more interesting people meeting during Fairs of reason of big, interesting stand, where are presented many Polish micro enterprises;
 - possibility of government financial support and EU found for net type common organization;
 - low costs of common participation in Fairs, transport, printing of information material, translation of meetings;

- all micro enterprises catch the new method of cooperation.

In results of research in all of researched micro enterprises in confectionery branch observed that many processes in them were compatible with others micro firms, and complement each other. It follow from small quantity of resources in individual micro enterprise. Using of modern technology and machines was limited. The transporting process was realized by own cars, without outsourcing services and professional cars. Most processes were realized the traditional methods, the modern computer programs were used not so often. The main advantages for micro enterprises from participation in both net structure are the following:

- Modernization and development of marketing activities by participation in fairs and exhibitions in Poland and foreign;
- Modernization micro enterprise by development of learning processes in courses, conferences and e-learning;
- More dynamic and profitable process of supply of materials and raw materials, connected with selection of suppliers;
- Modernization of better process of buying, with negotiation of prices, terms of delivery and others conditions;
- Lower costs of transporting processes including the selection of means of transport;
- Modernization of warehouse processes with storage of raw materials or finished products and control of storage;
- Modernization by growth of knowledge about production processes with technical and normalization conditions, and special operations in confectionery production;
- More dynamic sale processes with delivery terms, conditions of contract, expectation of clients;
- Modernization by improvement of information process inside of micro enterprise and between enterprise and environment;
- Modernization of managing processes by knowledge transfer inside net.

Into a main positive effects of improvement of modernization of management by net structure were noted in researched micro enterprises in confectionery branch, as follow:

- correction of assortment structure of products, according with orders;
- offer the higher quality of products, according the client's expectation;
- offer of a new products with small level of sugar and fat;
- correction of quality of products by standardization and company system of quality;
- using a modern technologies;
- using the new methods of management and organization;
- growth of knowledge resources, by training.

Conclusions

Globalization process and marginalization of small and micro enterprises in SMEs make a negative pressure of surroundings environment affected non profitable for activity of SMEs is the main barrier of development of micro enterprises. Some methods of modernization of management of micro enterprise can improve the competitive position of microenterprise. One from those method is creation a new cooperation structure. On example of confectionery branch in article presented the advantages for micro enterprises from creation of net's structure.

Prospects for future research

In article presented opinion about net cooperation from micro enterprise and example of new area of development activity as: marketing, logistic, international activity and it will be developed in author's further research.

1. *Abt S. (1998), Zarządzanie logistyczne w przedsiębiorstwie, Wydawnictwo PWE, Warszawa.*
2. *Cheryl L. Adkins, Steven A. Samaras, Sally W. Gilfillan, and Wayne E. McWee (2013), The Relationship*

between Owner Characteristics, Company Size, and the Work–Family Culture and Policies of Women-Owned Businesses, *Journal of Small Business Management* 2013 51(2), pp. 196–214.

3. Balcerowicz E. (2009), *Mikro przedsiębiorstwa w Polsce na tle Unii Europejskiej*, (Microenterprises in Poland as comparison with EU) [w:] *Raport o stanie sektora małych i średnich przedsiębiorstw w Polsce w latach 2007-2008*, [red:] A. Żołnierski, Wyd. PARP, Warszawa.
4. Bendyk E. (2013), *Innowacje w kryzysie. Paradoksy rozwoju*. [w:] *Świt innowacyjnego społeczeństwa*, (red.) P. Zadura- Lichota, Wydawnictwo PARP, Warszawa.
5. Bojewska B. (2006), *Istotne uwarunkowania działalności mikro przedsiębiorstw*, (The main conditions of activity of micro enterprises) *Zeszyty Naukowe Uniwersytetu Szczecińskiego, Ekonomiczne Problemy Usług*, nr 427, s. 59.
6. Arkusz Informacyjny SBA Polska 2010/2011 za <http://et-europa.eu/enterprise/policies/sme/facts-figures-analysis/performance-review/files/countries-sheets/2010-2011/poland.een.pdf>, dostęp 20.11.2012.
7. Bartle Ph. (2010) *Micro Enterprise Marketing*, <http://cec.vcn.bc.ca/cmp/modules/mic-mrk.htm> – dostęp 10.07.2013.
8. Białoń L., Janczewska D. (2010), *Strategie innowacyjne*, (Innovative Strategies) [w:] *Zarządzanie działalnością innowacyjną*, [red:] L. Białoń, Wydawnictwo Placet, Warszawa.
9. Daszkiewicz M. (2008), *Jednostki badawczo- rozwojowe jako źródło innowacyjności w gospodarce i pomoc dla małych i średnich przedsiębiorstw*, (The Science- Research Institutions as Source of Innovations in Economy and Help for SMEs) PARP, Warszawa.
10. U. F. Ernst (2004) *Hidden Sources of Growth. Looking at Microenterprises Through the Competitiveness Lens: A Review of Evidence*, Accelerated Microenterprise Advancement Project- AMAP, USAID, USA.
11. Gasa Z. B. (2012), *Measuring the competitiveness of small, medium and micro enterprises contractors*, Metropolitan University, 2012.
12. Gierszewska G., Romanowska M. (2003), *Analiza strategiczna przedsiębiorstwa*, Wyd. PWE, Warszawa.
13. H. Hairuddin, N. L. Noor, E. S. Kassim (2012), *Developing Therapy-Based IT Adoption Model for Microenterprises*, *IBIMA Publishing Journal of Innovation Management in Small & Medium Enterprises Vol. 2012 (2012)*, Article ID 271072, Centre for Applied Management Studies, Faculty of Business Management, Universiti Teknologi, MARA, Selangor, Malaysia. <http://www.ibimapublishing.com/journals/JIMSME/jimsme.html> – data dostępu 20.03.2013.
14. International Organization of Employers (2009), *SMEs and the crisis implications for employers' organizations*. IOE Information Paper.
15. Jagoda H. (2003), *Współdziałanie i konkurencja przedsiębiorstw- relacje, formy, skutki*, [w:] *W poszukiwaniu strategicznych przewag konkurencyjnych*, (red.) J. Czarnota, M. Moszkowicz, Wyd. politechnika Częstochowska, Częstochowa.
16. Janczewska D. (2009), *Model zarządzania innowacjami w przedsiębiorstwie – jako efekt transferu wiedzy ze sfery nauki do przemysłu* (Model of Management of Innovation in Enterprise as Effect of Knowledge Transfer from Science into Industry) w: „Szkoly wyższe kreatorem innowacji w gospodarce” (red.) Marcinkowski R., Wyd. Oficyna Wydawnicza Politechniki Warszawskiej, Warszawa.
17. Janczewska D. (2012) *Zarządzanie marketingowo-logistyczne jako element konkurencyjności przedsiębiorstwa z grupy MSP* (The Marketing & Logistic Management as Competitiveness Element), „Zarządzanie Innowacyjne w Gospodarce i Biznesie” Nr 1 (10), Wydawnictwo AHE, Łódź, ss.49-62.
18. Janczewska D. (2011), *Działania logistyczne wspierające transfer wiedzy ze sfery B+R do sektora MSP* (The Logistic Activities Supporting of knowledge transfer from R&D into SMEs), „Przedsiębiorczość i Zarządzanie”, Tom XII, zeszyt 13-2011, SWSPiZ w Łodzi, Łódź.
19. Johann M. (2013), *Strategia budowania relacji w przedsiębiorstwie sieciowym*, *Postępy techniki Przetwórstwa Spożywczego*, Nr 1/2013, Tom 23/42, ss.133-136, Wyższa Szkoła Menedżerska w Warszawie, Warszawa.
20. Juchniewicz M. (2009), *Konkurencyjność przedsiębiorstw- ujęcie mezoekonomiczne* (Competitiveness of businesses- shot mesoeconomic), Uniwersytet Mazursko-Warmiński, Olsztyn.
21. Kempny D. (2009) *Obsługa klienta jako podstawa konkurencyjności firm w łańcuchach dostaw* (Client Service as Ground of Competitiveness of Enterprises in Distribution Chains) [w:] *Logistyka* [red:] Kisperska- Moroń D., Krzyżaniak S., Wydawnictwo Biblioteka Logistyka, Poznań.
22. Kędzierska A. (2005) *Wzrost konkurencyjności przedsiębiorstw poprzez fuzje i przejęcia*, [w:] *Konkurencyjność przedsiębiorstw w świetle Strategii Lizbońskiej*, CeDeWu, Warszawa.
23. C. Kirby, N. Brosa (2011), *Logistics as a Competitiveness Factor for Small and Medium Enterprises in Latin America and the Caribbean*, Inter-American Development Bank Capital Markets and Financial Institutions Division DISCUSSION PAPER No. IDB-DP-191, Santo Domingo, Dominican Republic <http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36592936> – data dostępu 10.08.2013.

24. Kokocińska M. (2012), *Małe i średnie przedsiębiorstwa w gospodarkach europejskich, Metody badawcze, Dekompozycja sektorowa, Profile krajów, (Small and Medium Enterprises in European Economies)* Wydawnictwo Uniwersytetu Ekonomicznego w Poznaniu, Poznań. 25. Koszałka J.(2011), *Doradztwo dla strategii rozwoju innowacyjnego w MSP (Consulting for Innovative Development Strategy in SMEs)*, PARP, Gdańsk. 26. Lisowska R. (2013), *Competitive Advantages of Small and Medium- sized Enterprises Located in Developed and Marginalized Areas- comparative analysis, Przedsiębiorczość i Zarządzanie, Wydawnictwo SAN, Tom XIV, zeszyt 6.* 27. Lukasova R., Bajdak A.(2009), *Relationship Marketing in Micro an Small Enterprises and Local Authorities- International Comparison, Prace Naukowe Akademia Ekonomiczna w Katowicach, 2009/ 324.* 28. Łupicka A. (2013), *Sieci logistyczne. Teorie, modele, badania. Wydawnictwo Akademia Ekonomiczna w Poznaniu, Poznań.* 29. L. Morales, S. Qureshi (2010), *Investigating the Effects of IT Adoption between Micro- Enterprises from Ethnic Community in the United States, University of Nebraska, Third Annual Workshop, Saint Louis, USA, December 12, 2010.* 30. Piasecki B. (red.) (2001), *Ekonomika i zarządzanie małą firmą*, PWN, Warszawa-Łódź. 31. Piątkowski M. (2012), *Factors Strenghtening the Competitive Position of SME Sector Enterprises. An Poland Example, Procedia-Social and Behavioral Sciences 58 (2012) 269-278, www.sciencedirect.com – data dostępu 15.07.2013.* 32. M. E. Porter,(2001, *Porter o konkurencji*, Wydawnictwo PWE, Warszawa. 33. *Raport o stanie sektora małych i średnich przedsiębiorstw w Polsce w latach 2007–2008, (2009), Żołnierski A.(red.), PARP, Warszawa.* 34. *Report of Kronenberg´s Foundation,(2010), CitiBank, Warsaw.* 35. Shaw D. M. (2006), *The Role of It Management Resources in the Development of Small Entrepreneurial Firm Customer Relationship Capabilities. "Academy of Entrepreneurship Journal," Vol. 12, No. 1, 2006, ss. 19 – 33.* 36. Stankiewicz M. (2002), *Konkurencyjność przedsiębiorstwa. Budowanie konkurencyjności przedsiębiorstwa w warunkach globalizacji, (Competitiveness of Enterprises. Building of Competitiveness in Conditions of Globalization) TNOIK, Toruń.* 37. Sułkowski Ł.(2012), *Wieloznaczność kultury organizacyjnej, (Ambiguity of Organizational Culture) [w:] Szanse i zagrożenia rozwoju przedsiębiorczości (red.) Ł. Prysiniński, Wydawnictwo Społecznej Akademii Nauk w Łodzi, Łódź.* 38. Sułkowski Ł., Marjański A. (2006) *Determinanty przedsiębiorczości w biznesach rodzinnych – badania empiryczne,(Determinants of Entrepreneurship in family Business), [w:] Przedsiębiorczość i innowacyjność. Wyzwania współczesności.[red.:] A. Kaleta, K. Moszkowicz, L. Woźniak, Prace Naukowe Akademii Ekonomicznej im. Oskara Langego we Wrocławiu, Wrocław.* 39. Stankiewicz M. (2005), *Konkurencyjność przedsiębiorstwa. Budowanie konkurencyjności przedsiębiorstwa w warunkach globalizacji, Wydawnictwo Dom Organizatora, Toruń.* 40. *Strategor (1995), Zarządzanie firmą, struktury, tożsamość, (Management of company. Structure. Identity) PWE, Warszawa.* 41. Sulejewicz A. (2007), *Partnerstwo strategiczne, kodelowanie współpracy przedsiębiorstw, Wyd. Szkoła Główna Handlowa w Warszawie, Warszawa.* 42. Szczepaniak I.(2009), *Ocena konkurencyjności polskich producentów żywności po integracji z Unia Europejską, (Evaluation of Competitiveness of Polish Producers. Food after Integration with EU), Instytut Ekonomiki Rolnictwa i Gospodarki Żywnościowej, Pułtusk.* 43. Wolniakowska K. (2009), *Budowanie konkurencyjności przez małe i średnie przedsiębiorstwa [w:] Determinanty rozwoju małych i średnich przedsiębiorstw w Polsce, [red.] M. Okręglicka, O. Ławińska, Seria Monografie nr 177, Wyd. Politechnika Częstochowska, Częstochowa.* 44. Żołnierski A. (2009) *Mikroprzedsiębiorstwa w Polsce na tle Unii Europejskiej, (Micro Enterprises in Poland in the Background of EU) [w:] Raport o stanie sektora małych i średnich przedsiębiorstw w Polsce w latach 2007-2008, [red:] A. Żołnierski, Wyd. PARP, Warszawa.* 45. [http://www.grupaotmuchow.pl/files/otmuchow/relacje_inwestorskie/rekomendacje/Rekomendacja%20Biura%20Maklersk %20 %20DnB% 20NORD. pdf-](http://www.grupaotmuchow.pl/files/otmuchow/relacje_inwestorskie/rekomendacje/Rekomendacja%20Biura%20Maklersk%20%20DnB%20NORD.pdf) data dostępu 1.09.2013. 46. <http://www.microreport#7/developmentalalternativesinc./pdf> – data dostępu 1.03.2012.