

Innovations in resources management of enterprises

Edited by
Anna Skowronek-Mielczarek



OFICyna WYDAWNICZA

WARSAW SCHOOL OF ECONOMICS

WARSAW 2013

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run in the Collegium of Management and Finance of Warsaw School of Economics**

Reviewer

Krystyna Poznańska

Translation

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Relational resources in the company development – a report of empirical research

6.1. Introduction

The most important in relational marketing is striving to understand customer needs and expectations. The process of resources integration is significant in order to provide consumers with the right products and services more effectively than the competition. For many companies, the use of relational resources is a key element for the success and economic growth, while others do not recognize their role in the process of business development.

Relational resources play a very important role in the modern economy. They are a source of information and – in a crowd of various goods – ensure that consumers identify both the company and expect that their products meet their requirements. Moreover, they facilitate internationalization of enterprises to enter new foreign markets faster than competitors who do not have recognizable brands. Key resources and competences, affect the level of perceived customer benefits, contributing to their increased satisfaction. They permit the company to build a positive image and a loyal customer base, which in turn allows to achieve and maintain a competitive advantage. Competitive advantage implies to provide to customers more value than competitors. Relational resources skillfully used in the enterprise contribute continuously to the company development, and thus to increase its value and creating the next or subsequent development of resources. Polish enterprises perceive the need to make between and intra-organizational connections. Polish businesses have many opportunities to create relationships and manage them.

In the surveyed study respondents were asked questions related to relational resources in the enterprise. The analysis of the use of relational resources in enterprises was undertaken, along with the use of innovative solutions. Moreover,

the analysis was enquiring whether relational management contributed to the development of business relations management. Research questions concerned marketing tools used in the enterprise and solutions in the field of relational resources. Additionally, respondents were asked which of the analysis and data concerned, described resources used in the surveyed companies. Then competencies and skills were analyzed to find out which are considered the most important and which relations are managed. Two research hypotheses were developed:

1. Companies more often use modern management relational tools.
2. Relational resources contribute to the creation of competencies and skills leading to the company development.

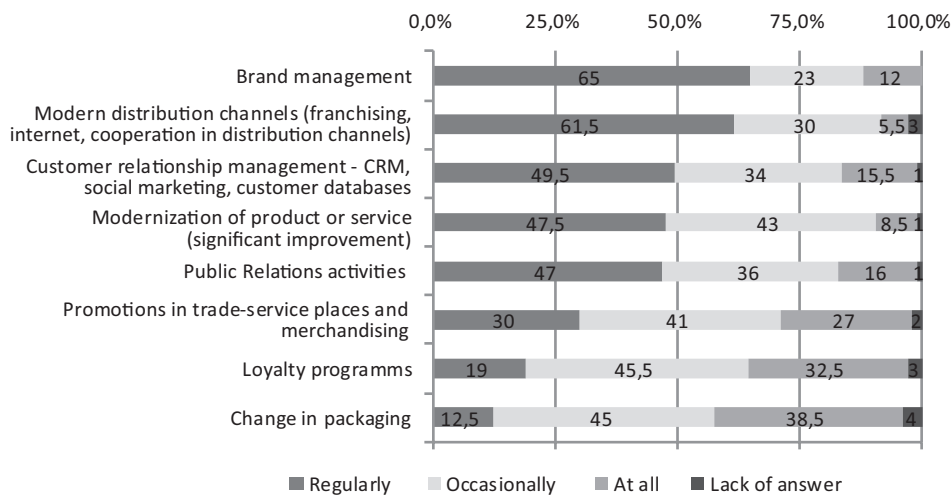
6.2 Relational resources used in the surveyed companies

When testing relational resources it was assumed that marketing tools were important in the enterprise, so firstly this category was analyzed. Surveyed companies indicated which tools they used regularly, occasionally, or they did not at all (Fig. 6.1). The research implies that most companies regularly applied: brand management (65% responses), modern distribution channels of products and services (61.5%) and customer relationship management (49.5%). It is quite surprising that the least, company regularly used such marketing tools, as loyalty programs (19%) and the change in packaging (12.5%). On the other hand, from the point of view of the tools that were used occasionally, it should be noted that the most commonly used were: loyalty programs (45.5%), changing packaging (45.0%) and the modernization of the product or service (43.0%) or those which were not used on a regular basis. On the basis of these data it could be concluded that the marketing tools used in businesses regularly and occasionally were complementary to each other. Further analysis also identified the tools that the surveyed companies did not use in their business. Most indications were received by change in packaging (38.5% responses) and loyalty programs (32.5%). It is worth noting that the most popular marketing tool was the use of brand management as part of creating relationships with the environment. Moreover, it can be noticed that regular customer relationship management was kept in less than 50% of the enterprises, which demonstrates the potential for growth in this category, in order to achieve global standards to build the relationship with customers and develop the company. The study has also showed that public relations activities are regularly used in 47% the enterprises, and occasionally in 36%. Along with the development of

awareness of these categories, companies will be more likely to benefit from the creation of the company's image through public relations.

As mentioned above, the analysis of the data due to the occasional use of marketing tools presents that the most popular categories were: the use of loyalty programs (45.5%) and the change in packaging (45%). This means that – so common in developed countries – activities that aim to offer the best offer in Poland were still occasionally used.

Fig. 6.1. Frequency of using marketing tools in the company (in %)



Source: As for Fig. 1.1.

In analyzing the results of empirical studies also certain indicators and dependences were noted that reflect relational resources management in enterprises (Table 6.1.). The study revealed a significant advantage of the marketing tools utilization in enterprises with foreign capital. In almost⁴ every category there were more indications of enterprises with foreign capital, which indicates that they used regularly marketing tools. Conversely, companies with Polish capital often indicated occasional use of most marketing tools.

Enterprises with foreign capital derived their experience from the countries they come from or their headquarters. Shareholders transferring best practices to the Polish market, indicated they attach a significant importance to relational resources in countries with a long experience of free market.

⁴ With the exception of change in packaging.

Table 6.1. Origin of ownership capital in companies using marketing tools (in %)

Factors	Frequency	Ownership capital	
		Polish capital	Foreign capital
Customer relationship management – CRM, social marketing, customer databases	regularly	45,8	67,6
	occasionally	34,9	29,4
	at all	18,1	2,9
Brand management	regularly	63,3	73,5
	occasionally	22,9	23,5
	at all	13,9	2,9
Public Relations activities	regularly	42,8	67,6
	occasionally	37,3	29,4
	at all	18,7	2,9
Modern distribution channels (franchising, internet, cooperation in distribution channels)	regularly	59,6	70,6
	occasionally	35,5	2,9
	at all	3,6	14,7
Loyalty programmes	regularly	16,3	32,4
	occasionally	50,0	23,5
	at all	32,5	32,4
Promotions in trade-service spot and merchandising	regularly	26,5	47,1
	occasionally	47,0	11,8
	at all	26,5	29,4
Modernization of the product and service (significant improvement)	regularly	41,6	76,5
	occasionally	48,2	17,6
	at all	10,2	0,0
Change in packaging	regularly	12,7	11,8
	occasionally	45,2	44,1
	at all	39,8	32,4

Source: As for Fig. 1.1.

The results have highlighted that joint stock companies regularly used marketing tools more heavily than companies representing other legal forms (Table 6.2). Only one case considered a higher use of brand management that concerns general partnership companies. The use of all other categories has been dominated by joint stock companies. The sources of these results can be a subject of consideration. Joint stock companies are largely companies with significant capital, resources and scope of operation, thereby using more often resources identifying

6.2 Relational resources used in the surveyed companies

its importance and possible use in the company development. These companies also take care of relationships with stakeholders including shareholders, willing to use all available marketing tools to strengthen the company position.

Table 6.2. Regular use of marketing tools and legal form of the company (in %)

Factors	Form of company ownership			
	Ltd company	Joint stock company	General partnership company	Other
Customer relationship management – CRM, social marketing, customer databases	52,0	88,9	32,1	40,4
Brand management	60,8	61,1	82,1	65,4
Public Relations activities	51,0	72,2	50,0	28,8
Modern distribution channels (franchising, internet, cooperation in distribution channels)	67,6	77,8	57,1	46,2
Loyalty programmes	14,7	61,1	7,1	19,2
Promotions in trade-service spot and merchandising	21,6	61,1	39,3	30,8
Modernization of the product and service (significant improvement)	43,1	100,0	39,3	42,3
Change in packaging	5,9	22,2	17,9	19,2

Source: As for Fig. 1.1.

Table 6.3. Regular use of marketing tools and the number of employees (in %)

Factors	Number of employees	
	50–249	Above 249
Customer relationship management – CRM, social marketing, customer databases	47,6	58,8
Brand management	63,3	73,5
Public Relations activities	42,2	70,6
Modern distribution channels (franchising, internet, cooperation in distribution channels)	58,4	76,5
Loyalty programmes	16,3	32,4
Promotions in trade-service spot and merchandising	28,3	38,2
Modernization of the product and service (significant improvement)	45,8	55,9
Change in packaging	11,4	17,6

Source: As for Fig. 1.1.

The distribution of responses suggests, that as regards the size of the company, results clearly indicate that companies employing more than 249 employees more regularly used all categories of marketing tools. These data indicates that companies categorized as large, fully managed relationships with the environment (Table 6.3.). They have had the necessary structures and resources to use them.

It is also worth to indicate the relationships occurring between the use of marketing tools and company operation. Analyzing business diversity of companies using marketing tools it can be concluded that there were some variations in terms of significance, use of these marketing tools and the sector (Table 6.4).

Table 6.4. Used marketing tools and company operation (in %)

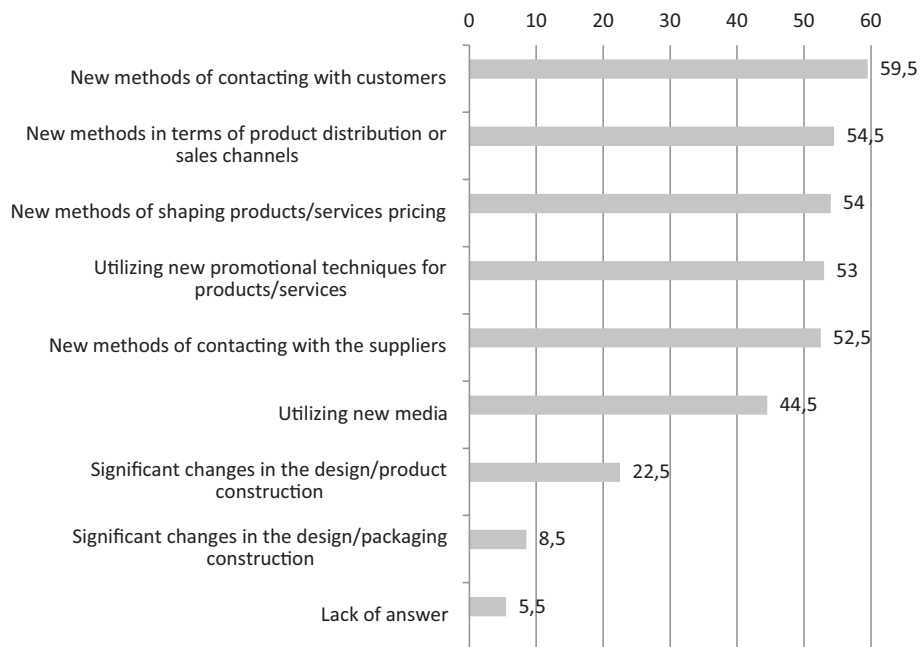
Factors	Frequency	Type of activity		
		Production	Trade	Services
Customer relationship management – CRM, social marketing, customer databases	regularly	56,5	44,9	47,8
	occasionally	33,9	43,5	24,6
	at all	9,7	11,6	27,5
Brand management	regularly	93,5	56,5	47,8
	occasionally	3,2	36,2	27,5
	at all	3,2	7,2	24,6
Public Relations activities	regularly	64,5	20,3	58,0
	occasionally	25,8	53,6	27,5
	at all	9,7	26,1	14,5
Modern distribution channels (franchising, internet, cooperation in distribution channels)	regularly	56,5	50,7	76,8
	occasionally	37,1	36,2	17,4
	at all	6,4	13,0	5,8
Loyalty programmes	regularly	12,9	23,2	20,3
	occasionally	64,5	29,0	44,9
	at all	22,6	47,8	34,8
Promotions in trade-service spot and merchandising	regularly	21,0	44,9	23,2
	occasionally	56,5	37,7	30,4
	at all	22,6	17,4	46,4
Modernization of the product and service (significant improvement)	regularly	35,5	49,3	56,5
	occasionally	53,2	47,8	29,0
	at all	11,3	2,9	14,5
Change in packaging	regularly	14,5	8,7	14,5
	occasionally	41,9	66,7	26,1
	at all	43,5	24,6	59,4

Source: As for Fig. 1.1.

It is worth to point out that production companies often regularly and occasionally used marketing tools, basing primarily on customer relationship management and brand management. Interestingly, service companies dominated in terms of regular use of new distribution channels (76.8% responses) and significant improvement of the product use (56.5%). It should also be pointed out that the service sector achieved high response rates indicating that specified marketing tools were not used at all in the company. The results highlighted that the trade sector used occasionally marketing tools but regularly the most companies were using loyalty programs and promotions at the point of sales.

One of the many research problems in the carried research was the area associated with the use of modern solutions concerned relational resources (Fig. 6.2) Analyzing the results of empirical research it can be seen that most of the companies regularly applied the following solutions regarding the use of new methods in the following areas: contacts with customers (59.5%), product distribution and channels of distribution (54.5%), shaping pricing of products/ services (54.0%), techniques products/services promotion (53.0%), contacts with suppliers (52.5%).

Fig. 6.2. Modern solutions related to relational resources use in companies (in %)



Source: As for Fig. 1.1.

The results indicated that no more than 60% of companies used modern solutions concerned with relational resources regularly. The study focused on companies employing more than 50 employees, bearing in mind that almost 40% of companies did not perceive the need to use modern solutions related to relational resources. This demonstrates lack of innovative approach in creating relationships within the company.

Interesting dependences occurred between the legal form of running a company and the use of innovative solutions in the field of relational resources. Regarding the analyzed categories joint stock companies were leading in terms of implementing for the first time modern solutions concerned with relational resources in years 2009–2012 (Table 6.5.). It is worth mentioning that the boards of joint stock companies have recognized the needs and possibilities to use the relationship with the environment in the company development to the higher degree than companies of other legal forms.

Table 6.5. Modern solutions concerned with relational resources implemented for the first time in years 2009–2012 and the form of company ownership (in %)

Factors	Form of ownership			
	Ltd company	Joint stock company	General partnership company	Others
New methods of products distribution or sales channels	13,7	44,4	7,1	23,1
Utilizing new media	19,6	44,4	0,0	13,5
Utilizing new promotional products/services techniques	22,5	38,9	21,4	23,1
New methods of contacting with suppliers	14,7	27,8	10,7	19,2
New methods of contacting with customers	10,8	38,9	0,0	19,2
New methods of shaping products/services pricing	6,9	27,8	0,0	9,6
Significant changes in the design/packaging construction	5,9	27,8	10,7	5,8
Significant changes in the design/product construction	6,9	27,8	17,9	3,8
Lack of answer	57,8	44,4	67,9	46,2

Source: As for Fig. 1.1.

Observation of relationships between modern solutions associated with relational resources in companies permits to notice that these tools were used

6.3. Marketing skills assessment and analysis of relational resources in the surveyed companies

in higher extent by medium-sized than large companies (Table 6.6.). It should be noted that smaller companies using these tools contributed to the creation of innovative behavior in the economy in terms of the relationship with the environment. Only one category of new media usage was higher than the percentage of indications in companies employing more than 249 workers.

Table 6.6. Modern solutions concerned with relational resources used regularly in the company and the number of employees (in%)

Factors	Number of employees	
	50-249	Above 249
New methods of products distribution or sales channels	59,6	29,4
Utilizing new media	42,2	55,9
Utilizing new promotional products/services techniques	55,4	41,2
New methods of contacting with suppliers	57,2	29,4
New methods of contacting with customers	62,7	44,1
New methods of shaping products/services pricing	59,0	29,4
Significant changes in the design/packaging construction	24,7	11,8
Significant changes in the design/product construction	10,2	0,0
Lack of answer	2,4	20,6

Source: As for Fig. 1.1.

In other sections such as business operations, scope of activity and diversity in terms of ownership capital none statistically significant differences were noticed due to the use of modern solutions related with creating relationships in the studied companies.

Comparing results of Polish companies to Western trends, in particular Anglo-Saxon countries, national companies still hold potential to use marketing tools to create growth and company development. The intensity and range of marketing tools used by the Polish company differs from the standards and practices of developed countries. There is a large potential for growth in that area, which is essential for economic practice.

6.3. Marketing skills assessment and analysis of relational resources in the surveyed companies

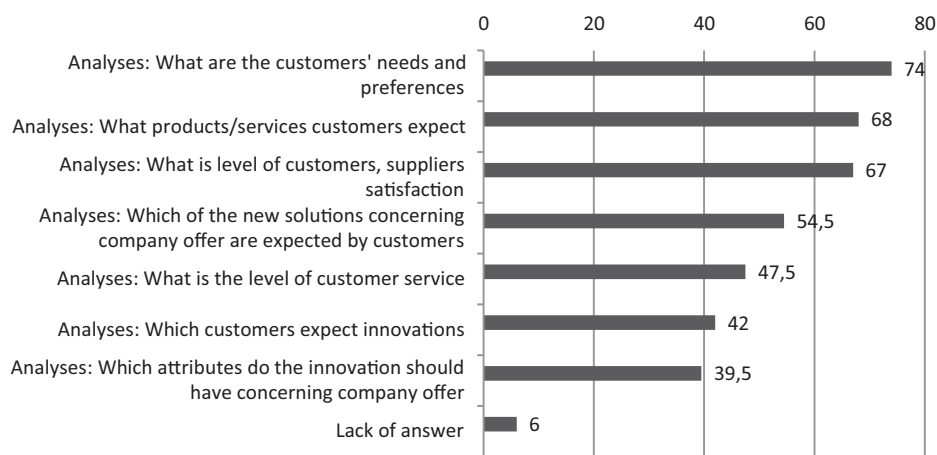
Another research problem concerned marketing analysis. To obtain in-depth analysis and diagnosis of the conditions of using resources and their contribution

to the company's development, it was examined which marketing analysis were used regularly, and which have been implemented for the first time in years 2009–2012 (Fig. 6.3).

Quite a high percentage in the analysis regularly applied in surveyed companies was obtained. In the researched companies the following analysis were used more often: the needs and customers preferences (74.0%), products / services that customers expect (68.0%) and the level of customers' satisfaction, suppliers (67.0%).

Referring to the overall performance it can be noticed that most of the companies were regularly using marketing analysis. Most companies were trying to figure out what were the preferences and needs of customers, which in the long run would contribute to a higher level of customer satisfaction and higher levels of service. This is important and requires considerable stress, as for the highly competitive market very important is the degree of customers' satisfaction, preferences and tastes, because they are the driving forces for companies. Interestingly, only 47.5% respondents used data concerning the level of customer service. This is a significant result at the present time. Quality of service can be one of the key success factors of the company. In a competitive economy the criterion for the quality of customer service is becoming increasingly important as a determinant of consumer choice.

Fig. 6.3. Marketing analysis used in the company (in %)



Source: As for Fig. 1.1.

Empirical studies have shown a lot of interesting dependences occurring between selected characteristics of the respondents and used marketing analysis in the companies. It was also observed that interesting results were obtained

6.3. Marketing skills assessment and analysis of relational resources in the surveyed companies

in the use of analysis and data collection in the surveyed companies, especially medium-sized companies (50-249 employees) and large (over 249 employees).

Table 6.7. Number of employees and marketing analyses used in the companies (in %)

Factors	Number of employees			
	Regularly		Implemented (2009-2012)	
	50-249	Above 249	50-249	Above 249
Analyses, what are the needs and customers preferences	75,3	67,6	10,8	26,5
Analyses, which customers expect innovations	45,2	26,5	13,9	23,5
Analyses, which products/services customers expect	71,7	50,0	9,6	17,6
Analyses, new solutions concerning the offer expected by the customers	54,8	52,9	6,0	17,6
Analyses, what is the level of customers, suppliers satisfaction	68,7	58,8	7,2	17,6
Analyses, which attributes should the innovation have concerning the offer	46,4	5,9	6,6	32,4
Analyses the level of customer service	48,8	41,2	6,6	17,6
Lack of answer	3,6	17,6	69,3	67,6

Source: As for Fig. 1.1.

The research shows that medium sized companies often used on a regular basis marketing analyses and collected data from this area (Table 6.7.). In each category, responses were received with more indications than in large companies. These companies in great extent based their competitive advantage on the knowledge of market conditions and adapted quickly to the needs and preferences of consumers, hence making greater use of marketing analysis.

The surprising results – regarding large companies – were obtained for the following analysis: which customers expect innovation (26.5% responses) and what attributes should have had an innovation regarding the company's offer (5.9% responses). These results may suggest a lack of appropriate use of innovation in the field of relational resources concerning large companies that have been surveyed. The research results show that large enterprises less created and implemented innovation and for these reasons did not analyze the market needs in this area.

However, regarding the use of analyses in the studied companies in 2009–2012 years it can be concluded that large companies often indicated implementation

for the first time in each response category. The highest score has been received by a reply concerning innovation research of the company's offer (32.4%). Based on the data obtained it can be concluded that large companies in recent years recognized the need to carry out marketing analysis and used it in the company development.

Table 6.8. Company ownership and marketing analyses used regularly in companies (in %)

Factors	Ownership capital			
	Ltd company	Joint Stock company	General Partnership Company	Others
Analyses, what are the needs and customers preferences	73,5	55,6	89,3	73,1
Analyses, which customers expect innovations	49,0	61,1	35,7	25,0
Analyses, which products/services customers expect	69,6	66,7	78,6	59,6
Analyses, new solutions concerning the offer expected by the customers	55,9	66,7	57,1	46,2
Analyses, what is the level of customers, suppliers satisfaction	62,7	66,7	60,7	78,8
Analyses, which attributes should the innovation have concerning the offer	40,2	38,9	42,9	36,5
Analyses the level of customer service	49,0	77,8	32,1	42,3
Lack of answer	7,8	11,1	0,0	3,8

Source: As for Fig. 1.1.

With regard to the forms of company ownership it can be seen (Table 6.8) that joint stock companies stand out particularly in terms of research concerning expectation of innovation (61.6% responses), level of customers and suppliers satisfaction (66,7%) and customer service (77.8%). These companies were more aware of the role of the client and open to building positive relationships with the environment.

The following conclusions can be drawn by analyzing the origin of the capital in the surveyed companies (Table 6.9.). It should be noted that in companies with foreign capital most often undertaken were marketing analysis in most categories. Only in the case of customer (suppliers) satisfaction and innovation concerning the offer, companies with Polish capital have excelled. The distribution of responses indicates that Polish companies in greater aspect that foreign companies paid

6.3. Marketing skills assessment and analysis of relational resources in the surveyed companies

attention to the analysis, which may contribute to the rapid growth and company development.

Table 6.9. Company ownership and marketing analyses used regularly in companies (in %)

Factors	Ownership capital	
	Polish capital	Foreign capital
Analyses, what are the needs and customers preferences	73,5	76,5
Analyses, which customers expect innovations	41,0	47,1
Analyses, which products/services customers expect	66,9	73,5
Analyses, new solutions concerning the offer expected by the customers	52,4	64,7
Analyses, what is the level of customers, suppliers satisfaction	68,7	58,8
Analyses, which attributes should the innovation have concerning the offer	41,6	29,4
Analyses the level of customer service	41,0	79,4
Lack of answer	6,0	5,9

Source: As for Fig. 1.1.

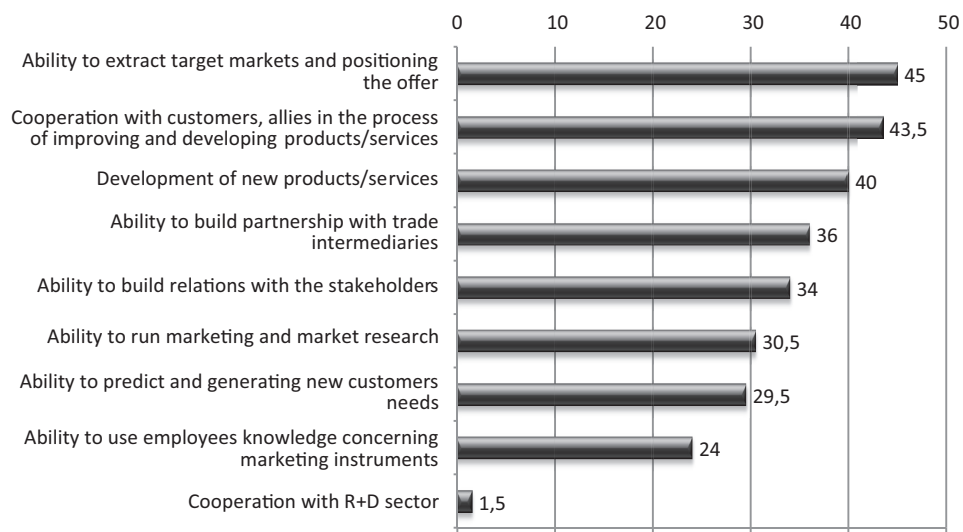
Dependencies in other sections were analyzed and they did not allow to draw definite conclusions. In a further stage of the study, the research has been focused on the competence and skills of marketing resources in the company. Surveyed companies were to identify the most important competencies and skills (Fig. 6.4).

The analysis of the data shows that the most important for companies in Poland was the ability to extract target markets and positioning the offer (45.0%). Of significant importance were: cooperation with customers, co-operators in the process of improvement and development of products /services (43.5%) and the development of new products / services (40.0%). Unfortunately, empirical studies showed that the cooperation with R&D sector was not important skill and competence in the opinion of companies. This category has been indicated by only 1.5% respondents. It is worth to point out that the results highlighted a significant lack of cooperation between the research sector and companies. Companies did not perceive the needs, possibilities and conditions for cooperation with R&D sector.

In conclusion it should be noted that only a quarter of the surveyed companies used specific competence in the field of relational resources, that is, the ability to use knowledge of the employees in the proper development of marketing

instruments. The knowledge of the employees was not extensively used, especially young employees on how to execute relational resource management in the company. This may result in not proper use of marketing tools in the company, especially in terms of the fast-growing social media and the Internet dominance.

Fig. 6.4. Competences and skills concerned with relational resources regarded as the most important (in %)



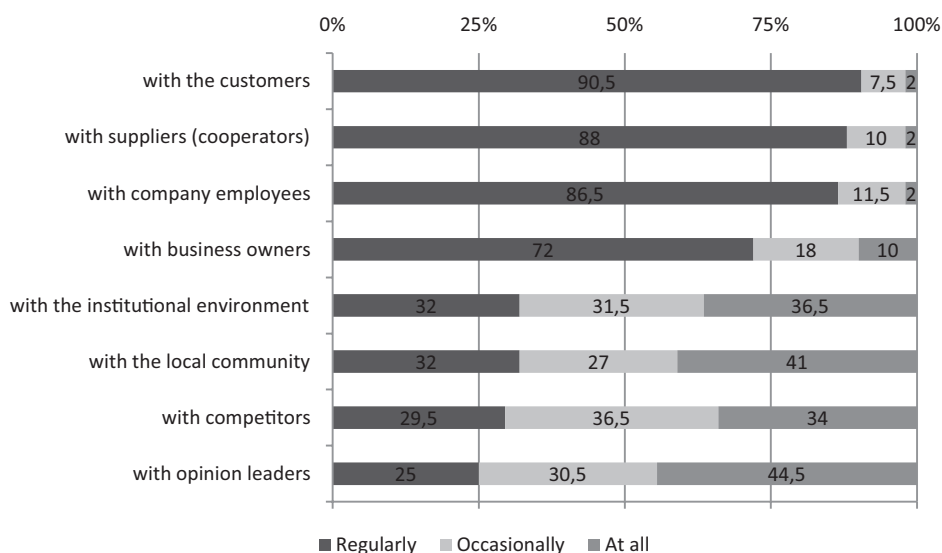
Source: As for Fig. 1.1.

The study also emerges a negative picture of collaboration between the industry (the research and development sector) with the science sector. Only a small percentage of companies facilitated that cooperation. Companies did not derive knowledge and information from the research sector, which is detrimental to both sides of this cooperation. The study shows that only companies with a global scope of operations and foreign capital utilized cooperation with scientific institutions.

6.4 Management of the relational resources in the surveyed companies

Another area of research concerned relationship management. The survey asked respondents which business relationship have been managed in years 2009–2012 (Fig. 5.5).

Fig. 6.5. Relational management in the companies in years (in %)



Source: As for Fig. 1.1.

A high percentage for the sample of 200 entities has been obtained regarding relationship management: buyers (90.5%), suppliers (cooperators) (88.0%) and company employees (86.5%). The results indicated that only 25% of surveyed companies regularly managed relationships with opinion leaders. There were also visible certain differences in the significance of some companies in the process of relationship management on an occasional basis. The highest number of indications in this group has been received in the category of relationship management with the competitors (36.5%). It is worth to point out, that the majority of respondents indicated that they did not manage relationships with the opinion leaders (44.5%). Empirical research has presented the respondents' opinion regarding relational resources. Mostly companies shaped relationships with customers, suppliers, employees, business owners. However, regarding opinion leaders, competitors, local community and institutional environment a significant proportion of the respondents created relationships only occasionally or not at all.

There has also been some differences in the management of the relationship because of the prevailing range of business activities (Table 6.10.).

Table 6.10. Relationship management in the company, 2009–2012 years and the scope of operations (in %)

Factors	Scope of operation		
	International	National	Regional
Relationship management, 2009–2012			
with customers	90,2	93,5	76,0
with suppliers (cooperators)	82,4	91,9	80,0
with competitors	35,3	25,8	36,0
with opinion leaders	31,4	22,6	24,0
with employees	90,2	84,7	88,0
with owners	86,3	65,3	76,0
with local community	37,3	29,0	36,0
with the institutional environment	35,3	31,5	28,0

Source: As for Fig. 1.1.

The results highlighted that in five categories, companies with an international scope have pointed out the highest number of indications confirming they managed relationships regularly. The highest indications concerned: company employees (90,2%) owners (86.3%), local communities (37.3%), institutional environment (35.3%) and opinion leaders (31.4%). Thus, companies with an international operation exhibited greater awareness and the need to manage relationships with various stakeholders in order to create a competitive advantage and growth.

The distribution of responses is thus apparent that to establish relations with buyers and suppliers was dominant and there was a great potential for increasing use of other entities to build a relationship with them. Especially in the field of local communities and opinion leaders. Low indication has been gained concerning relationship management with the competitors. In-depth analysis showed that regional companies declared lack of building relationships with competitors, opinion leaders and local community. However, to a large extent these companies focused on creating relationships with company employees which was a positive element. It is surprising that regional companies did not build relationships with the local community and thus did not want to build competitive advantages. It should be noted that, in large part it is due to the lack of knowledge, and the need to undertake such activities.

Subsequently relationships management have also been examined concerning ownership capital to the prevailing equity capital of enterprises (Table 6.11.).

Table 6.11. Relationship management and ownership capital (in %)

Factors	Frequency	Onwership capital	
		Polish capital	Foreign capital
Relationship management, 2009–2012			
with customers	regularly	91,6	85,3
	occasionally	7,8	5,9
	at all	0,6	8,8
with suppliers (cooperators)	regularly	91,0	73,5
	occasionally	7,8	20,6
	at all	1,2	5,9
with competitors	regularly	28,3	35,3
	occasionally	38,0	29,4
	at all	30,7	23,5
with opinion leaders	regularly	23,5	32,4
	occasionally	33,1	17,6
	at all	39,2	32,4
with employees	regularly	86,1	88,2
	occasionally	11,4	11,8
	at all	1,2	0,0
with owners	regularly	68,1	91,2
	occasionally	21,1	2,9
	at all	7,8	5,9
with local community	regularly	29,5	44,1
	occasionally	29,5	14,7
	at all	35,5	29,4
with institutional environment	regularly	30,1	41,2
	occasionally	34,3	17,6
	at all	30,1	23,5

Source: As for Fig. 1.1.

The results show that relationship management was present in most categories and it was used regularly by companies with foreign capital. In two categories companies with Polish capital excelled, this applies to relationships with buyers and suppliers (cooperators). Companies with foreign capital regularly managed relationships with competitors, and companies with Polish capital were more likely to do it occasionally. Companies with foreign capital regularly managed relationship with foreign capital also these companies often managed relationships with the local community and institutional environment. This is illustrated by

the fact that these companies derived examples from countries with entrenched tradition of creating relationships in the company development and implemented their home strategies on the Polish market, paying attention to the participation in local community life, and thus to the development of companies.

It is also worth to indicate dependences occurring between the relationships management and the form of ownership. In this respect joint stock companies excelled. These companies usually regularly in years 2009–2012 have managed relationships with competitors (61.1%), and most regularly have built relationships with opinion leaders, owners, local community and institutional environment (Table 6.12.). Regarding managing relationships with customers and suppliers (cooperators) general partnership companies excelled and limited liability companies excelled in terms of managing relationships with employees.

Table 6.12. Managing relationships and company ownership (in %)

Factors	Company ownership			
	Ltd company	Joint stock company	General partnership	Other
Relationship management, 2009–2012				
with customers	90,2	83,3	96,4	90,4
with suppliers (cooperators)	86,3	77,8	96,4	90,4
with competitors	28,4	61,1	14,3	28,8
with opinion leaders	23,5	66,7	10,7	21,2
with employees	85,3	77,8	82,1	94,2
with owners	68,6	88,9	57,1	80,8
with local community	25,5	77,8	14,3	38,5
with the institutional environment	31,4	55,6	14,3	34,6

Source: As for Fig. 1.1.

Empirical research has also indicated some interesting interactions between relationship management, and the number of employees in the company (Table 6.13.). The distribution of responses shows that large companies often built relationships with the majority of companies and organizations operating in the economy. A slightly higher response rate has been achieved in the group of companies with 50–249 employees concerning cooperation with suppliers and owners.

It should also be noted that companies employing more than 249 employees regularly managed relationships with opinion leaders, institutional environment and the local community. They perceived a higher degree importance of

the above-mentioned relationships and building such relationships. However, medium-sized companies were focused on building relationships with customers and cooperators.

Table 6.13. Relationship management and the number of employees (in %)

Factors	Number of employees	
	50–249	Above 249
Relationship management, 2009–2012		
with customers	90,4	91,2
with suppliers (cooperators)	89,2	82,4
with competitors	26,5	44,1
with opinion leaders	21,7	41,2
with employees	84,9	94,1
with owners	73,3	70,6
with local community	30,7	38,2
with the institutional environment	30,7	38,2

Source: As for Fig. 1.1.

Other classifications and divisions related to the relationship management did not demonstrate the varied and important data for the analysis.

6.5. Summary

Based on empirical research and the results analyzed above it can be concluded that companies in Poland regularly used marketing tools. Their use is confirmed by the research assumptions and hypotheses. The most common tool is the brand management that is used regularly, occasionally most companies used loyalty programs and change of the packaging. Studies showed that companies in Poland regularly used solutions concerned with relational resources. These were mostly new methods of customer interaction, new methods of distribution and sales channels. Moreover, new methods were used in pricing products/ services, new techniques for promotion of products /services and strengthening relations with suppliers. These indicators and categories showed that the activity of Polish enterprises shall follow global trends, and the emphasis was on the use of relational resources in creating competitive advantage.

The study revealed a significant advantage over marketing tools use in enterprises with foreign capital and joint stock companies. Medium-sized companies

(employing 50–249 people) more often used regular marketing analysis and collected data than large companies (over 249 employees).

Companies with an international scope of operation more often than other companies regularly managed relationships especially with company employees and owners.

To be able to use the relational resources in the company a number of analyzes was carried out along with collecting data. Most companies regularly collected data on the needs and preferences of customers. However, rarely the needs and expectations of customers were analyzed regarding innovation and features that innovation should have had.

Competences and marketing skills play a vital role in the use of relational resources concerning company development. Relational resources contributed to their creation. Companies considered as the most important the ability to extract target markets, positioning the offer and collaboration with customers and co-operators in the process of improving and developing new products /services. Unfortunately, the cooperation with the R&D sector was not seen as an important competence for creating relational resources.

To sum up, the conducted research permits positively verify two hypotheses related to the fact that the relationship management tools were becoming increasingly common in business practice, and their use contributed to the development of skills and companies abilities.

Considerations on marketing resources can be summarized citing the results of international research (Fonfara et al., 2002) which aimed to analyze the market orientation of companies. The highest grade was acquired by assets associated with the customer. A comparison with other resources helped to draw the conclusion that they influenced the market success of the company. The authors of the research, mentioned which of individual resources made viable to achieve success. These were mainly: the company name, its reputation, its credibility amongst customers, as well as the scope and peculiarity of the distribution network. Important from the point of view of marketing skills were: understanding customers and expectations, creating relationships with key clients, maintaining and enhancing customer relationships. Based on the model constructed as a result of the research study it has been found that statistically the results of the company were significantly influenced by such factors related to marketing as: company credibility, high level of customer service, scope and peculiarity of the distribution network, access to the market through strategic alliances and cooperation agreements.

In today's economic situation it can be observed that these resources, their proper creation and use is not sufficient to achieve success in the market. There-

fore a broader look should be considered relating to resources in marketing, which contribute to increase the competitiveness of the company in the market. Orientation to all entities can be mentioned that have an impact on the company such as: orientation to competition, orientation to various stakeholders.

Summing up, the reputation and brand awareness are strategic resources of the company without them it is impossible to compete in the ever-changing market, both local and global. Relationship with the customers and the environment plays an important role in the company development. This specific use and synergy of resources makes that companies operating in the same market and the same environment achieve different results. Using marketing resources the company can stand out in the market and achieve competitive advantage.

It should be noted that the resource theory stresses the importance of internal company values and market success largely depends on the key marketing resources. Important role in marketing is played by the appropriate use of marketing and informational resources. These include, inter alia: knowledge about the market, customers, their preferences and tastes, as well as marketing channels. An important element in the following market transformation and ongoing competitive process also plays a client – a company resource, and thus the proper management of this relationship and process of creating value associated with the customer. Moreover, the same products or companies' services can be a resource that distinguishes the company from its competitors, and it's not just only a brand name but an offer customization or its adaptation to the customers' expectations.

Marketing resources are also characterized by the fact that they can carry minus value – negative one. The unfriendly reputation of the company or unfavorable connotations associated with the brand may have a negative impact on the company's strategy and its development. It should be noted that in marketing activities, companies use resources from other areas, in order to create – as a result of undertaken actions – new or increased resources.

In modern times, the economic life is dynamic, from hour to hour marketing specialists create new marketing solutions in order to achieve better results and sales. Many of them have an innovative character. In business practice the trend is observed towards innovative marketing tools and techniques. Some of them are used by the company, then these ideas and tools are copied by others and innovative actions become routine. It is of great importance in the face of rapidly changing market conditions, as well as the fact that many innovative ideas appear along with tools and methods to reach customers, although many of them do not work in market practice.

The study showed there was a large potential for the development and use of relational management in a broader and deeper scope in Poland than it has been so far. Relational resources are enterprise resource category which will be gaining more and more interest from companies in the search for optimal solutions so as to use them in the creation of innovation and company development.

References

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