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METHOD OF DETERMINING THE ENTERPRISE DEVELOPMENT BASED ON RECOURSES/COMPETENCES IMPORTANCE – COMPETITIVE POTENTIAL MATRIX

Introduction

According to the resource-based view, the primary source of profitability – and competitive advantage for any company – lies in the resources and competences that enable the organization to conduct its business and face competition by addressing customer needs. Only top management' awareness of the importance of resources and competences in specific areas, along with knowledge of the competitive potential, can lead to enterprise development. The aim of the article is to propose a method of determining a company's development level based on the recourse/competences importance – competitive potential matrix (RP matrix), from which top managers can determine the current stage of their company's development. Additionally, by using this matrix and concerning data from previous years, managers can notice the changes over time and make strategic decisions that can drive their business toward a higher and more desired stage of development, as indicated by the company shifting to a different area on the matrix. The second aim is to conduct an empirical verification of enterprise development changes using the matrix taking into account dairy cooperatives from Świętokrzyskie Voivodeship. Therefore, the following research question was formulated: Have cooperatives improved their position taking into

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account the level of development in comparison to the base year? On this basis, a hypothesis was formulated: Cooperatives have improved their position in comparison to the base year, which proves the correct direction of development chosen by the management.

1. Resources and competences – their role in company's development

The creation of customer value is based on the possessed resources and competences, which are located in various spheres of the enterprise. Resources and competences form the strategic capacity of the enterprise, giving it opportunities for activities that are difficult to imitate. They have to be not only matched to the environment, but also developed to take advantage of new opportunities [Bratnicki, 2000: 16] because every company derives value from the resources in its possession [Lewin, Phelan, 1999: 4]. An organization has a competitive advantage when it has resources and competences that allow it to deliver value to customers and are rare and difficult to imitate [Slater, 1997: 164].

Resources and competences held by organizations are the fundamental determinants of their functioning [Tokuda, 2005: 129]. Resource/competences management is a comprehensive process of constructing an enterprise's portfolio of resources/competences and combining them to build capabilities that will be used to create and sustain value for customers and owners [Sirmon, Hitt, Ireland: 2007: 273].

In the context of business and economics, a resource is any factor necessary to accomplish a goal or carry out an activity. In short, resources are the components business needs to operate effectively [Koehler, n.d.: 1]. The nature and value of firm's resources – and especially its ability to deploy them strategically – are central to strategic management [Amit, Shoemaker, 2016: 1]. In traditional strategic analysis, organization's resources represent the strengths it can leverage to create and execute strategy [Barney, 1991: 100], and to establish a position that makes it more difficult for competitors to catch up [Wernerfelt, 1984: 173]. Based on these resources, a company can develop strategies to achieve a competitive advantage. For resources to provide a sustained competitive advantage and drive firm development, they must possess four attributes: 1. they must be valuable, in the sense that they exploit opportunities and/or neutralizes threats in a firm's environment, 2. they must be rare among a firm's current and potential competition; 3. they must be imperfectly imitable, and 4. there cannot be strategically equivalent substitutes for this resource that are valuable but neither rare or imperfectly imitable [Barney, 1991: 105–106]. Competitive advantage, regardless of its source, can ultimately be attributed to having a valuable resource that enables the organization to perform activities better or more

cost-effectively than its competitors [Collis, Montgomery, 1995: 120], that facilitates the implementation of strategies which increase its efficiency and effectiveness [Barney, 1991: 106], and that brings it financial benefits [Bowman, Ambrosini, 2003: 291], because customers are willing to pay for products well above the cost of production [Combs, Ketchen, 1999: 869].

Firm's resources are available factors or inputs, both tangible and intangible, that are owned and/or controlled by the firm. These Resources consist, among other things, financial and physical assets (e.g., property, plant, and equipment), know-how that can be traded (e.g., patents and licenses) and human capital (e.g., talent, expertise and experience). Bonding mechanisms that firms use to convert these resources into final products or services include technology, management information systems, incentive systems and routines, trust between management and labor, organizational culture and norms, among others [Wahl, Prause, 2013: 1]. According to J. Koehler, business's resources can be categorized into several different types. Some of the most commonly used are presented in Table 1.

Table 1. The characteristic of kinds of business's resources

Kinds of business's resources	Characteristic
Labor	Almost every business requires human labor to get through a workday. Labor includes all of the people who work for the company and the jobs they perform.
Management	Without effective leadership, many businesses would achieve very little. Managerial skills and execution are essential resources for many companies.
Expertise	For a business to excel, both labor and management must be executed with expertise. Knowledge of company's domain and the practices that drive success is crucial.
Equipment	Most businesses require specialized tools to perform their work, whether it is specialized hardware, unique software, or machinery designed for a specific task.
Finances	A company's finances enable it to use many of its other resources. This includes paying wages, purchasing equipment, or renting workspace.
Energy	In the 21st century, it is difficult to run a business without access to energy, whether it comes in the form of gasoline to power a fleet of trucks, or electricity to keep an office full of computers running.
Land	Land is unique in that it does not need to be produced. Instead, it can be refined to suit business's specific needs.
Time	Since no business can achieve its goals instantaneously, every business must treat time as a resource. The cost of time is often measured in terms of other resources, such as labor, energy, and land.

Source: [Koehler, n.d.: 1].

While resources are business's assets, the competencies refer to the cross-functional integration and coordination of capabilities that enable the exploitation of t company's resources [Wahl, Prause, 2013: 67]., According to C.K. Prahalad and G. Hamel [1990: 81], the real sources of advantage lie in management's ability to

consolidate technology and skills into competencies that enable the organization to quickly adapt to changing opportunities. In this context, competences denote the company's ability to deploy resources, usually in combination, using organizational processes to achieve the desired outcome. Competences are information-based, which may be tangible or intangible, and are enterprise-specific. They are continuously developed through complex interactions among the company's resources and employees. Unlike resources, competencies are based on developing, transferring, and exchanging information among company employees [Amit, Shoemaker, 1993: 35]. With regard to the differentiation of competencies, they can be classified as discretionary, realization, and control competences. Core competencies are a collections of competences that cross divisional boundaries. They are widespread throughout the corporation and represent what the corporation does exceedingly well [Wahl, Prause, 2013: 70]. Core competencies embody the organization's collective learning and its ability to coordinate and integrate multiple production skills and technology streams; they are also relate to the organization of work and the delivery of value in services and manufacturing [Prahalad, Hamel, 1990: 275–292] Distinctive competencies are those core competencies that are superior to those of the competition [Wahl, Prause, 2013: 70].

As can be seen, resources and competences play a key role in the development of an enterprise. Without them, the company could not achieve its strategic goals, continue to grow, and gain a competitive advantage. However, the role of top management is crucial. They should recognize the importance of individual resources and competencies across various areas of activity, such as R&D, production, quality management, procurement and logistics, marketing, finance, HR, organization and management, and general resources area. In addition, they need to be aware of the current status of these resources and competences in comparison to competitors- in other words, of the enterprise's competitive potential.

Organizations that emphasize customer value creation and leverage the right resources and competencies are best position to attract the necessary capital to expand the scale and scope of their operations [Slater, 1997: 164], and thus continue to grow and gain a competitive advantage.

Therefore, awareness of the importance of resources and competences, along with top management's understanding of the enterprise's current resources/competency status, is crucial for evaluating the development path of the enterprise. To facilitate this, the recourse/competency importance – competitive potential matrix (RP matrix) method has been proposed. This method allows for the assessment of the enterprise's by addressing the aforementioned resource and competency issues. Additionally, it serves as a valuable tool for evaluating changes and determining future development directions for the enterprise.

2. The matrix of determining the enterprise development

In order to assess the enterprise development, it is necessary to assess both the importance of resources/competences in particular spheres as well as to assess the competitive potential as perceived by top management.

For resource/competence importance (R), the index is calculated as the average of the assessments of the importance of resources/competences in specific areas, as judged by top management on a scale from 1 to 5. On this scale, 5 means extremely important from a competitive point of view, 4 – very important, 3 – quite important, 2 – of little importance, and 1 – unimportant. The following formula can be used for this calculation:

$$R = \frac{\sum_{p=1}^{n} r}{n \cdot m}$$

wherein:
R – resource/competence importance from the point of view of competitiveness,
r – average rating of the elements from particular areas taken into account,
n – number of areas,
m – maximum value of the scale, where the maximum value means the best situation in the assessment from the point of view of the organization.

Company management should be aware of the importance of the resources/competencies in terms of their impact on competitiveness so that they can shape them to contribute to the company's development.

In case of competitive potential (P), the index is calculated as the average of top management's assessment of the actual status of resources/competences compared to competitors, where 3 – better, 2 – similar, and 1 – worse. The following formula can be used for this calculation [Konieczna, 2017a: 76–77; 2017b: 17]:

$$P = \frac{\sum_{p=1}^{n} p}{n \cdot m}$$

wherein:
CP – competitive potential,
p – average rating of the elements from particular areas taken into account,
n – number of areas,
m – maximum value of the scale, which represents the best possible situation from the organization's perspective.

The optimal use of resources/competences in the creation of competition instruments generates the competitive potential of an enterprise, serving as the foundation

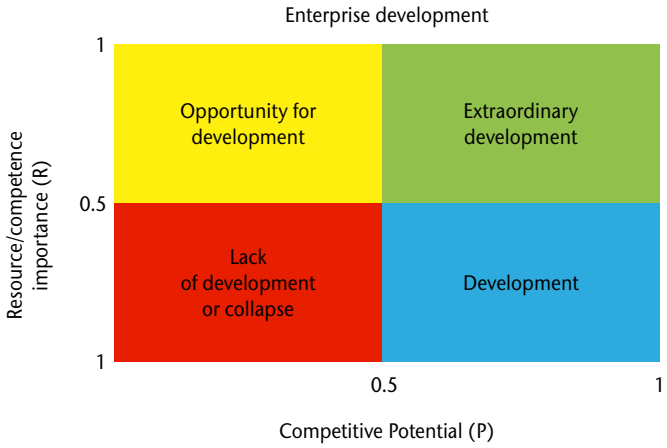
for the company's development. Possessing resources and competences that are superior – or at least equivalent to those of competitors enables a company to grow, achieve a competitive advantage, and maintain it if already attained.

The recourses/competences importance – competitive potential matrix (RP matrix) can be shown as a table (Figure 1) divided into four parts, each representing a specific stage of development. In this a matrix:

- The vertical axis represents the importance of resources, as evaluated by top management.
- The horizontal axis represents competitive potential, reflecting the stage of resources and competences compared to those of competitors, as judged by top management.
- The matrix reveals the company's current developmental stage and the opportunities that arise from the relationship competitive potential and the importance of resources/competences.

These four areas indicate the company's level of development. The best scenario is represented by the green quadrant, which signifies extraordinary growth. onversely, the red quadrant reflects the worst scenario, where the company is not expanding but is instead on the path to collapse, indicating underdevelopment. The blue quadrant demonstrates strong development due to high competitive potential, while the yellow quadrant suggests that the company still has an opportunity for development, given that resource importance is considered very high.

Figure 1. The recourses/competences importance – competitive potential matrix (RP matrix)



Source: own study.

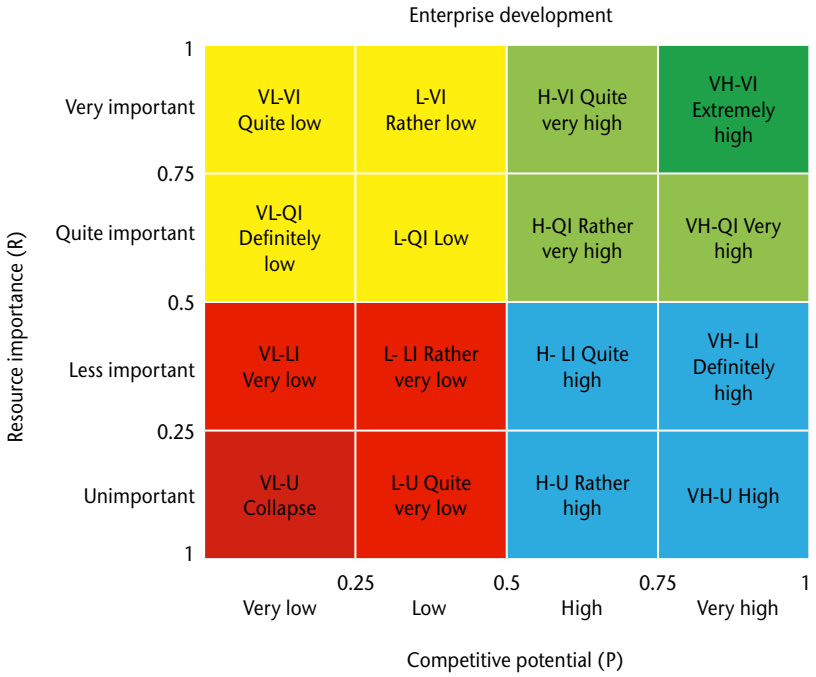
The enterprise development matrix locates is divided into four areas, based on resource/competence importance (R) and the assessment of the state of owned resources/competencies compared to the competition (P). These areas are:

1. Lack of development or collapse – occurs when both the R and P indices are less than or equal to 0.5;
2. Opportunity for development – occurs when the R index is above 0.5, while the P indices are less than or equal to 0.5;
3. Development – occurs when the R index is less than or equal to 0.5, while the P index is above 0.5;
4. Extraordinary development – occurs when both the R and P indices are above 0.5.

These areas can be further divided into sixteen subareas, which more precisely illustrate enterprise development (Figure 2):

1. VL-U subarea: collapse occurs when the P and R indices are less than or equal to 0.25;
2. L-U: enterprise development is quite very low occurs when the P index is above 0.25 to 0.5, and the R index is less than or equal to 0.25;
3. VL–LI subarea: enterprise development is very low when the P index is less than or equal to 0.25, and the R index is above 0.25 to 0.5;
4. L–LI subarea: enterprise development is rather very low when the P and R indices are above 0.25 to 0.5;
5. H-U subarea: enterprise development is rather high when the P index is above 0.5 to 0.75, and the R index is less than or equal to 0.25;
6. VH-U subarea: enterprise development is high when the P index is above 0.75 to 1, and the R index is less than or equal to 0.25;
7. H-LI subarea: enterprise development is quite high occurs when the P index is above 0.5 to 0.75 and the R index is above 0.25 to 0.5;
8. VH-LI subarea: enterprise development is definitely high when the P index is above 0.75 to 1, and the R index is above 0.25 to 0.5;
9. VL-QI: enterprise development is definitely low occurs when the P index is less than or equal to 0.25, and the R index is above 0.5 to 0.75;
10. VL–VI subarea: enterprise development is quite low when the P index is less than or equal to 0.25, and the R index is above 0.75 to 1;
11. L-QI subarea: enterprise development is low when the P index is e above 0.25 to 0.5, and the R index is above 0.5 to 0.75;
12. L–VI subarea: enterprise development is rather low when the P index is above 0.25 to 0.5 and the R index is above 0.75 to 1;
13. H-QI subarea: enterprise development is rather very high when both the P and R indices are above 0.5 to 0.75;
14. VH-QI subarea: enterprise development is very high when the P index is above 0.75 to 1 and the R index is above 0.5 to 0.75;
15. H-VI subarea: enterprise development is quite very high when the P index is above 0.5 to 0.75 and the R index is above 0.75 to 1;
16. VH-VI subarea: enterprise development is extremely high when both the P and R indices are above 0.75 to 1.

Figure 2. The detailed matrix of enterprise development (RP matrix)



Source: own study.

Placing a given enterprise in the appropriate field on the matrix illustrates its level of development and enables managing directors to make informed decisions to advance its progress toward the desired developmental position. From the company's point of view, the best scenario is when it is situated in the "extraordinary development" field, meaning that the company is continuously growing and holds a strong competitive position. Conversely, the field labeled "lack of development or collapse" shows that the company is not developing but is instead collapsing and on the verge of bankruptcy. Its competitive potential is inferior to that of its competitors, and it lacks the resources and competencies essential for maintaining competitiveness. This situation signals to managing directors that immediate strategic improvements in the business model are necessary. The field called "development" shows that the company has strong competitive potential and is on the path to extraordinary development, provided that it improves its existing resources and competencies, which directly impact its competitiveness. The "opportunity for development" field suggests that the company that is well positioned to transition into the "extraordinary development" field. It shows that while the company has necessary resources/competencies, it needs to further enhance its competitive potential; managers should concentrate on this area when making strategic decisions.

The matrix is a valuable tool and a vital source of information for assessing enterprise development over time. Each company should review its position on the matrix to determine its stage of development and to implement necessary improvements before it is too late. Only by doing this systematically will the company be able to identify in a timely manner when changes or improvements are needed to remain on its development path and avoid collapse. The matrix can also be useful for evaluating whether the changes made have been sufficient to enhance the company's development or if further modifications to the business model are required to reach the desired level of progress. Another application of the matrix is for preventive monitoring of the development trajectory or for maintaining a previously established level.

3. Evaluation of organization development changes of dairy cooperatives from Świętokrzyskie Voivodeship

The empirical verification of enterprise development changes was based on direct interviews with representatives of the senior management of dairy cooperatives from the Świętokrzyskie Voivodeship, using an interview questionnaire. Representatives from all cooperatives operating under section 10.5 of the Polish Classification of Activities (PKD 2007) in the Świętokrzyskie, Voivodeship were invited to participate in the research. Accordingly to this classification, cooperatives manufacture dairy products, including operating diaries and cheese making; they do not manufacture ice creams. Ultimately, three cooperatives (i.e., 15% of the population) were included in the study. The sample selection was purposeful, based on the type of business as defined by the PKD and the geographical location of the cooperatives within the specified area covered by the research, with random elements incorporated. To analyze changes in enterprise development, a second round of research was conducted in the same cooperatives three years after the initial study. During the interviews, respondents provided direct answers to structured questions. They were asked about the importance and state of resources in the following areas: R&D, production, quality management, procurement logistics, marketing, finance, employment, organization and management, and general resources (Table 2).

Table 2. Resources/competencies of the organization

R&D area
In-house R&D cells
Budget for R&D activities
Modernity of R&D technical equipment
Knowledge of R&D staff

Cooperation with scientific and research institutions
Ability to create new products
Ability to create new technologies
Ability to predict changes in techniques and technologies
Degree of computerization of R&D works
Production area
Status of machinery
Flexibility of machinery
Modernity of applied technologies
Extent of vertical integration in production activities
Level of automation and robotization of manufacturing processes
Opportunities for production capacity expansion
Knowledge and skills of production managers
Technical culture of employees
Level of computerization of production processes
Quality management area
Existing quality assurance systems
Certificates of product quality
Use of total quality management (TQM) philosophy
Motivation systems for high-quality performance
Use of systems for quality improvement of processes and products
Employees' quality awareness
Degree of top management involvement in implementing high quality assurance programs
Knowledge and skills of personnel responsible for quality improvement and control
Level of computerization of quality management systems
Procurement logistics area
Access to the supply sources
Convenience of the location in relation to supply sources
Knowledge of the current situation in supply markets
Ability to anticipate changes in supply markets
Knowledge and skills of logistics staff
Supplier relationship management
Extent of backward integration
Extent of supply optimization
Level of computerization of logistics activity
Marketing area
Budget for marketing activities
Separate budget for promotional activities
Ability to set prices for the final consumer

Ability to implement a flexible pricing policy
Density and coverage of the available distribution network
Presence of sales representatives
Degree of activation of sales for own products in distribution channels
Extent to which the company controls the products in the distribution channels
Density and coverage of the after-sales network
Ability to integrate marketing-mix instruments
Knowledge of the current situation in served markets
Ability to forecast changes in served markets
Knowledge of competitors and the instruments they use to compete
Ability to predict competitors' behavior
Knowledge of customers' needs, preferences, and behavior
Ability to predict customers' future needs, preferences, and behavior
Ability of marketing to influence product shaping
Knowledge, experience, and skills of staff managing marketing activities
Knowledge, experience, and skills of distribution management staff
Knowledge, experience, and skills of sales staff
Knowledge, experience, and abilities of employees responsible for promotion
Knowledge, experience, and skills of product management staff
Degree of computerization of marketing activities
Finance area
Financial potential of the enterprise
Share of manufacturing technical costs in total cost
Level of total unit costs
Level of fixed unit costs
Level of labor unit costs
Ability to finance development through equity
Access to external financing sources
Possibility of obtaining debt financing
Ability to plan revenues and costs
Managerial accounting systems in use
Knowledge and skills of the financial and accounting staff
Employment area
Employees' education level
Employees' motivation systems
Employee recruitment and selection systems in use
Employee training systems
Work productivity
Innovation and creativity of employees

Openness of employees to changes
Employees' willingness to improve their qualifications
Employee loyalty to the enterprise
Employees' knowledge of the company's management strategy
Employee's knowledge of the company's strategy
Results orientation
Competitive orientation
Presence of a "collaborative spirit"
Respect for clients and their needs
Belief in success
Knowledge of foreign languages by employees
Organization and management area
Size of the enterprise
Leadership skills of managerial staff
Clarity (transparency, comprehensibility) of the organizational structure
Established development strategy
Strategy formulation skills
Strategy implementation skills
Ability to communicate the strategy to employees
Ability to align activities with the company's strategy
Knowledge of the competitors' sources of competitive advantage
Ability to monitor the international environment
Ability to monitor other aspects of the company's macro-environment
Extent of enterprise internationalization
Efficiency of operational management
Extent of implementation of integrated IT management support systems
Use of group problem-solving techniques
Degree of formalization of activities
Efficiency of the internal information flow system
Ability to integrate individual activities and functions into efficient systems and processes
Ability to use modern decision making methods
Implemented management staff motivation systems
Ability to take risks
Knowledge, experience, and skills of managerial staff
Knowledge management skills
Foreign language proficiency among managerial staff
Quality of interpersonal relations shaping the working climate
Collaboration with scientific and research institutions specializing in organization and management

General resources area
Credibility of the enterprise
Organizational culture of the enterprise
Cumulative knowledge (patents, trade secrets, databases, etc.)
Ability to retain customers
Customer loyalty
Reputation of the company's brand
Product brand reputation
Ability of the enterprise to learn
Speed of adapting to market changes
Willingness to engage in active competition (non-avoidance of competition)
Knowledge of legal regulations
Convenience of location in terms of local legal norms and economic operating conditions
Ability to establish company-friendly informal relations with decision-making centers in the environment
Ability to create a lobby supporting the company's activities
Own chain of stores
Distribution centers
Participation in strategic alliances

Source: [Stankiewicz, 2002: 119–124].

In assessing the importance of resources/competencies from the perspective of competitiveness, a five-point Likert scale was used. It was assumed that 5 indicates that resources/competencies in particular area are extremely important 4 means very important, 3 means quite important, 2 means not very important, and 1 means completely unimportant. For the assessment of the state of resources/competences compared to competitors, a three-point Likert scale was used, where 3 indicates that the resources/competencies in particular area are better than those of competitors', 2 indicates they are similar, and 1 indicates they are worse.

First, the R index was calculated, with the results presented in Table 3, and then the P index was calculated. The results are presented in Table 4.

Table 3. The calculation of R index

Cooperative	r_1	r_2	r_3	r_4	r_5	r_6	r_7	r_8	r_9	R
The base year										
1	3.75	4.67	4.00	4.22	3.96	4.27	3.88	4.00	4.06	0.82
2	4.00	3.89	4.56	4.44	3.96	4.18	4.06	4.15	4.00	0.83
3	5.00	3.89	3.89	4.56	4.04	4.18	4.06	4.19	4.18	0.84

Cooperative	r_1	r_2	r_3	r_4	r_5	r_6	r_7	r_8	r_9	R
After 3 years										
1	3.56	4.11	4.33	4.33	3.91	4.36	4.06	3.92	3.94	0.81
2	4.00	4.00	4.56	4.11	3.87	4.09	3.82	4.00	3.76	0.80
3	4.44	4.00	3.89	4.11	3.83	3.91	3.65	4.04	3.88	0.79

p_1 – R&D area,
p_2 – production area,
p_3 – quality management area,
p_4 – procurement logistics area,
p_5 – marketing area,
p_6 – finance area,
p_7 – employment area,
p_8 – organization and management area,
p_9 – general resources area.

Source: own study.

Table 4. The calculation of P index

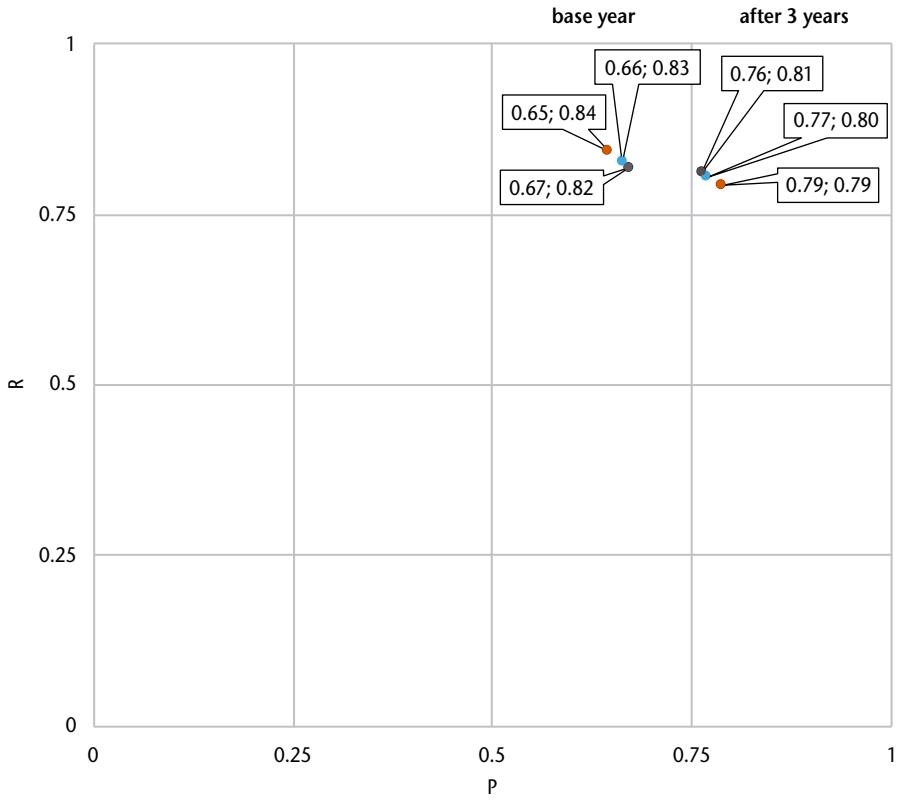
Cooperative	p_1	p_2	p_3	p_4	p_5	p_6	p_7	p_8	p_9	P
The base year										
1	2.17	2.00	1.78	2.00	2.00	2.00	2.18	2.00	2.00	0.67
2	2.00	2.00	2.00	2.00	1.91	2.00	2.00	2.00	2.00	0.66
3	2.00	2.00	2.00	1.78	2.00	2.00	1.88	1.77	2.00	0.65
After 3 years										
1	2.11	2.33	2.33	2.33	2.26	2.45	2.24	2.23	2.29	0.76
2	2.22	2.44	2.33	2.33	2.26	2.18	2.35	2.42	2.24	0.77
3	2.56	2.33	2.33	2.67	2.17	2.36	2.12	2.38	2.35	0.79

p_1 – R&D area,
p_2 – production area,
p_3 – quality management area,
p_4 – procurement logistics area,
p_5 – marketing area,
p_6 – finance area,
p_7 – employment area,
p_8 – organization and management area,
p_9 – general resources area.

Source: own study.

After calculating the competitive potential (P) and the importance of resources/competencies from the perspective of competitiveness (R), the obtained results were placed on the matrix to determine the changes in enterprise development that took place three years after the base year (Figure 3). The changes in enterprise development are shown in Figure 4.

Figure 3. The matrix of organization development (RP matrix) of dairy cooperatives from Świętokrzyskie Voivodeship



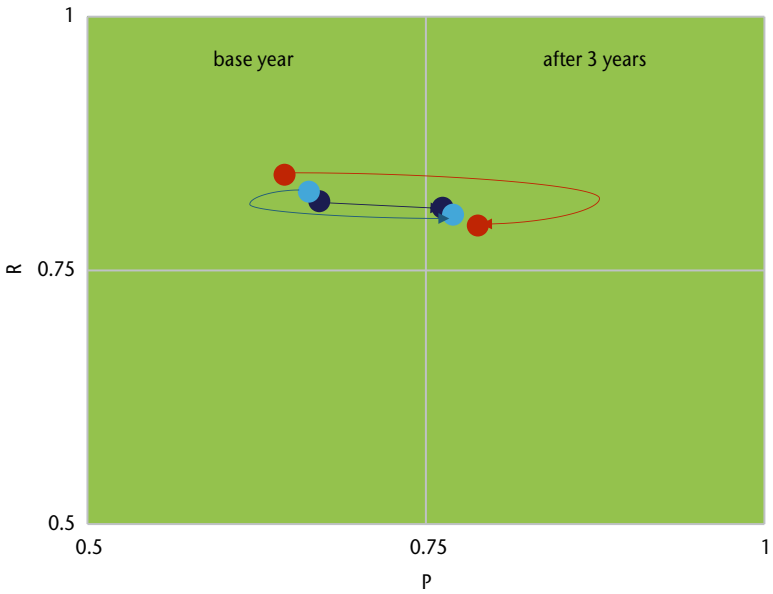
Where:
- 3rd cooperative
- 2nd cooperative
- 1st cooperative

Source: own study.

Looking at the Figures 3 and 4, it can be seen that all analyzed cooperatives where in the "extraordinary development" field of the matrix both in the base year and after three years. In the base year, they were in the "quite very high" subfield. The 1st cooperative was closest to the "extremely high" subfield, as it had a higher competitive potential than the others while the 3 rd cooperative was furthest from the "extremely high" field, with a lower competitive potential. After three years, all cooperatives recorded significant development and moved into the "extremely high" subfield. The largest change was observed in the 3 rd cooperative, whose competitive potential increased from 0.65 to 0.79. However, this cooperative also experienced a decrease in its R index – reflecting the importance of resources/competencies from the perspective of competitiveness – from 0.84 to 0.79. A similar situation

occurred in the other cooperatives, though to a lesser extent. The smallest change was observed in the 1st cooperative, where the P index changed from 0.67 to 0.76 and the R index from 0.82 to 0.81. Nevertheless, all analyzed cooperatives have improved their positions in the RP matrix, meaning they are now better situated in the "extraordinary development" field. They have developed over the analyzed period and should do everything possible to maintain this advantageous position, as it provides them with a competitive advantage.

Figure 4. The matrix of organization development (RP matrix) of dairy cooperatives from Świętokrzyskie Voivodeship



Where:
- 3rd cooperative
- 2nd cooperative
- 1st cooperative

Source: own study.

Conclusion

Organizational development is a desirable aspect of a company's operations and can be maintained through the continuous improvement of resources and competences. Therefore, it is extremely important to systematically assess the importance of resources and competences in specific areas from the perspective of competitiveness. In addition, the impact of the company's existing resources and competencies on its

competitive position should be taken into account. To achieve this, top managers can use the recourse/competences importance – competitive potential matrix (RP matrix), which helps determine the current stage of development and track changes over time. By locating the company in the appropriate field on the matrix, managers can make the necessary adjustments to the business model to prevent collapsing or to move favorable position, thereby achieving greater development and a more effective way of running the business. This is only possible when top managers understand the factors that drive development and lead to a competitive advantage. The implementation of the proposed method can serve as an important source of information for decision making, especially in turbulent environment that it constantly changing.

When summarizing the research results, it can be seen that all cooperatives were situated in the "extraordinary development" field in both analyzed years. However, they recorded significant development compared to the base year, moving from the "quite very high" subfield to the "extremely high" subfield. This indicates that all companies are developing and hold a strong position among competitors. The largest change was observed in case of the 3rd cooperative, which improved its competitive potential more than other cooperatives. Although, the research was carried out over a three-year period, a relatively short-term trend – there were no major fluctuations in business tendencies during this time. In the analyzed periods, the manufacturing sector remained in the same phase of economic prosperity according to the general business climate indicator [Błażej et al., 2022: 11]. Thus, the hypothesis stated at the beginning can be confirmed: cooperatives have improved their compared to the base year, which proves that the development direction chosen by the management was correct, and maintaining such a position can provide them with a competitive advantage.

Recommendations for future research should address the geographical limitations of the current study. It is recommended that a survey be conducted among cooperatives in other voivodeships to their stage of development. Subsequently, after an appropriate period, a follow-up study should be carried out to assess the changes in development relative to the base year.

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METHOD OF DETERMINING THE ENTERPRISE DEVELOPMENT BASED ON RECOURSES/COMPETENCES IMPORTANCE – COMPETITIVE POTENTIAL MATRIX

Abstract

The aim of the article is to propose a method form determining a company's development based on the recourses/competences importance – competitive potential matrix (RP matrix), from which top managers can determine the stage of development is their company. The matrix is highly valuable and serve as an important source of information for comparing organizational development with previous years. It can also be useful when a company wants to assess whether the changes it has implemented are sufficient to improve its development or if further changes in the business model are needed to reach the desired level of development. Another application of the matrix is its use in monitoring of development or in maintaining a predetermined level. Empirical verification of organization development changes was carried out based on the results of direct interviews with representatives of the senior management of dairy cooperatives from Świętokrzyskie Voivodeship, using an interview questionnaire. Analysis of the data showed that all the cooperatives analyzed were in the "extraordinary development" field of the matrix both in the base year and after three years. Compared to the base year, the cooperatives improved their position, which may indicate that the development path chosen by management is correct.

Keywords: matix, resources, competences, organization development, business model

JEL classification codes: M2, O20, L1, L21

METODA OKREŚLANIA POZIOMU ROZWOJU PRZEDSIĘBIORSTWA NA PODSTAWIE MACIERZY WAŻNOŚCI ZASOBÓW/KOMPETENCJI I POTENCJAŁU KONKURENCYJNEGO

Streszczenie

Celem artykułu jest zaproponowanie metody określania rozwoju przedsiębiorstwa w oparciu o macierz RP, z której menedżerowie najwyższego szczebla mogą dowiedzieć się, na jakim etapie rozwoju znajduje się ich organizacja. Macierz ma szczególną wartość i jest źródłem ważnych informacji w przypadku sprawdzania rozwoju przedsiębiorstwa w porównaniu

do lat ubiegłych. Macierz może być również przydatna w sytuacji, gdy organizacja chce się dowiedzieć, czy zmiany, które wprowadziła, są wystarczające dla poprawy jej rozwoju, czy też musi wprowadzić więcej zmian w modelu biznesowym, aby osiągnąć pożądany poziom rozwoju. Innym zastosowaniem macierzy jest jej wykorzystanie w prewencyjnym sprawdzaniu sposobu rozwoju lub utrzymania pewnego, wcześniej ustalonego poziomu. Empiryczna weryfikacja zmian rozwojowych przedsiębiorstwa została opracowana na podstawie wyników wywiadów bezpośrednich przeprowadzonych z przedstawicielami najwyższego kierownictwa spółdzielni mleczarskich z województwa świętokrzyskiego za pomocą kwestionariusza wywiadu. Analiza danych wykazała, że wszystkie analizowane spółdzielnie znajdowały się w polu matrycy „nadzwyczajny rozwój" przed i po 3 latach. W porównaniu do roku bazowego spółdzielnie polepszyły swoją pozycję, co świadczyć może o prawidłowej ścieżce rozwoju wybranej przez kierownictwo.

Słowa kluczowe: matryca, zasoby, kompetencje, rozwój organizacji, model biznesu

Kody Klasyfikacji JEL: M2, O20, L1, L21