



CREATING THE NETWORKING ENTERPRISES - LOGISTICS DETERMINANTS

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ABSTRACT. Background: The article describes the determinants of creating network enterprises with peculiar consideration of logistic factors which are conditioning the organization of processes, exchange of resources and competences. On the basis of literature analysis, there is proposed a model of creating network enterprises. A model is verified in the application part of the thesis.

Methods: Within the publication a literature review of submitted scope of the interest was presented, as well as the empirical research. A research substance attaches the enterprises created on the basis of the reactivation of organizations which has collapsed due to bankruptcy proceeding. The research was based upon direct interviews with employees of the net-forming entities.

Results and conclusions: Results of the research shows that taking up the cooperation and net-cooperation was the only possibility for new entities to come into existence, that were based upon old assets and human resources liquidated during bankruptcy proceeding. There was indentified many determinants of enterprises network cooperation, however due to the research a conclusion draws, that basic factors of creating network cooperation are those which are profit-achieving oriented.

Key words: network companies, logistics processes, cooperation, resources, specialization, bankruptcy proceeding.

INTRODUCTION

Analysis of the logistic processes organisation within the structure of network cooperating enterprises has a great economic importance. Genesis of such structures coming to existence as network enterprises is seen in scientific and technical Progress, the asset and financial market development, information and communication economy, and global economy. The development of information technology and global informatics network causes dynamization of changes, a shortage of time reaction. In these circumstances, providing an elastic strategy is possible by application of many complementary strategies simultaneously with particular attention to the competences and resources.

In Polish conditions, we should pay attention to yet another determinant, namely, it is sometimes the only chance to shield the company from bankruptcy, or return to the market after the completion of the bankruptcy proceedings.

The sample, which was based on a model of the logistics processes organization network enterprises includes enterprises that arose again on the market, after they have conducted the bankruptcy proceedings.

GLOBAL BASIS OF CREATING NETWORK ENTERPRISES

One of the key determinants of the creation of network enterprises, looking to market globally, is the development of new technologies, which are the result of scientific development. Changing measures, methods and means of production, distribution processes are evolving, as well as sales and service processes. Economic activity is increasingly adopted to the nature of networking, where production is the result of interaction of many entities that share their methods of management and technology used. A high level of trust and mobility of people and businesses, supports the mutual exchange of information and knowledge resulting in increased quality of factors of production, and for the manufactured goods and / or services. Continuous technological development on the other hand, causes an increase in customer requirements and satisfying their needs is able to provide a comprehensive service several integrated companies - network companies.

Significant impact on economic development is the development of financial and capital markets and the associated process of free movement of capital. Most of the investments in countries with very low economic level are done thanks to foreign investments. Investing in less developed countries by network companies also contribute to the reduction of unemployment there, and to increase the level of consumption.

For very important reasons to create a network companies is the development of information and communication technology. It results in the fact that society and the economy began to operate on the basis of information, organized on the basis of the network model. In this model, certain individuals and businesses creating network nodes are connected to each other with information and communication links, which are the technical infrastructure that supports networks collaboration [Castells, 2007].

A key resource in the modern economy is knowledge, we may even venture to say that economic development is dependent on the development of knowledge. A characteristic

feature of this economy is the cooperation of enterprises and the organizations from business area, which results in the generation of innovative products and engages in research and development activities [Nahir, 2007]. In the rapidly changing economic space the networked economy of deep interdependence emerges, which is increasingly able to take advantage of progress in the area of technology, knowledge and management of the development of these same techniques, knowledge and management [Castells, 2007].

On the formation and further development of the network a great impact has the characteristics of the global economy, and its growing importance in forming the basis of the global network economy. According to D. Barney, the political and economic conditions under which the design, use and application of network technology is about to develop are: reduction of political and economic autonomy of sovereign state, the restrictions assigned by international trade agreements on issues of investment and international institutions that bring them to life, the extraordinary concentration of economic power for the minimum number of integrated international organizations [Barney, 2008].

According to T. L. Friedman, at the moment we are entering a period of globalization 3.0., which is still characterized by a decrease in the world. Information technologies and countries distant from each other have become very close, in terms of communication. According to T. L. Friedman, the cumulative importance of these factors results in the triple convergence: a critical mass of enabling technologies, individuals and organizations with sufficient ability to use these new platforms and the sudden appearance on the new "more equal court" more than three billion people in the emerging economies of the world [K. Fung, W.K. Fung, Y. Wind, 2008]. According to T. L. Friedman was this 'flat world' creates the ideal conditions in which businesses can use information technology to combat the obstacles in the course of business [Friedman, 2006]. The global market allows optimized use of resources, tangible and intangible, and the migration of workers in the framework of a unified European market performance of the services or the transfer of assets outsourcing

centers, only confirms the operation of the process.

Companies that operate in a constantly changing economy must be flexible to adapt to new and unexpected events occurring in the immediate vicinity [Łobejko 2012]. To achieve this aim, they have to change themselves, their structure, often a form of action. Emerging economic crisis, rapidly increasing competition, more demanding and complex manufacturing processes and supply, means that companies that operate individually, in order to provide comprehensive customer service will deal with it fared worse and worse, so increasing trend towards enterprise network.

Economy that puts us at every step new challenges characterized by the fact, that time is becoming one of the factors contributing to succeed by the company. Increasingly, reduced product life cycle, entry of new or substitution of a product does not encounter major obstacles. New rules of competitive process described by G. Hamel and C.K. Prahalad, claiming that the company, in order to win the competitive fight, they ought to surprise their customers with innovations [G. Hamel, CK Prahalad, 1999]. Innovation processes rely on the growing importance of knowledge, learning and level of technological education in manufacturing processes tier. As a result of defeating these threats, one method is to work in a network of enterprises, particularly small and medium-sized. Cooperation can overcome emerging problems, such as those related to insufficient own resources.

In the modern economy it is increasingly difficult to achieve a sustainable competitive advantage. For such an honor can count on only the company that are highly developed in terms of technology. Therefore, for many companies the only way out of this situation is to achieve a number of competitive advantages of a short term nature. That is confirmed by the words of F. Hesselbeina - if you cannot rely on long-term benefits of the product, the winners of competition will be those that manage to create a series of short-term competitive advantages [Hesselbein, 1998]. Companies must demonstrate a lot of effort to maintain acquired, high market position, and the dynamic changes in the economy do not give certainty on its maintenance [Warnecke,

1999]. In order to meet this challenge, the company in its long-term strategy must find a place on the flexibility with which you can modify the operation of the company according to the market dynamics. According to B. Harrison, the ability to manage changes in the company, thus, gaining a competitive advantage is made possible by new forms of organization of the network, both inside and outside the company [Harrison 1997].

As we can see in accordance to the factors analyzed above, in the modern economy linkages play an important role, that change the relationship to the use of the competence of the company. In single network enterprise organizations, rather than on the protection of their own, are more focused on the use of the competence of other partners. The network can access the resource use where you do not need to be on their own, thanks to the fact that each participant in the network provides these resources, and the network can provide added value. It can therefore be argued that the increasingly changing approach to enterprise's resources, competencies and achievement of value added in the global economy out of the system 'enterprise - centric' system 'is network - centric' [Prahalad, 2009].

A MODEL OF NETWORK ENTERPRISES ORGANISATION IN ACCORDANCE TO LOGISTIC PROCESSES IN POLISH CONDITIONS

Network enterprises can be defined as a group of autonomous individuals or companies that participate in mutual cooperation, operating according to market rules. An important aspect of the network is that they are independent entities related by information technology to form a different configuration in each case. Each configuration is a combination of core competencies participants in the network, which enables better flexibility and speed than in the case of the operation of each of the individual participants [Thompson 2003, Granovetter 1985, Sayer, Walker 1992].

As the key areas of cooperation in business networks, mentioned in the literature are: the

organization of resources and materials production, acquisition and exploitation of innovative technological solutions, including research - development, a joint venture in manufacturing and services, organizing the distribution, marketing, and presentation of common interests [Górzyński, Pander, Kuć, 2006].

Few places in this area are devoted to logistics, however, changes in the functioning and organization of companies that have decided to co-operate in the network are visible particularly in the organization of logistics processes.

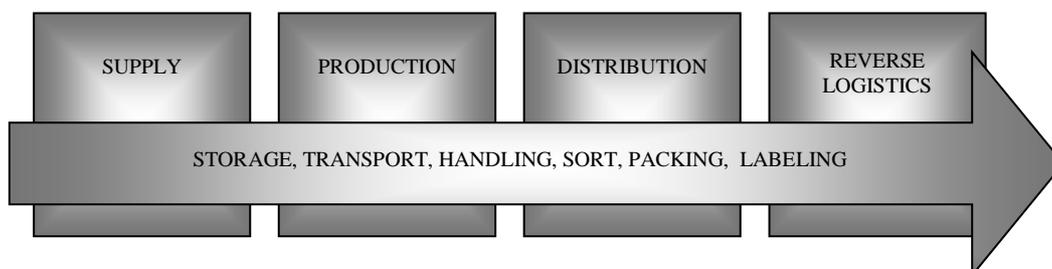


Fig. 1. Subject of the model
 Rys. 1. Podmiot modelu

LOGISTIC DETERMINANTS OF ENTERPRISES NETWORK COOPERATION				
EXTERNAL	INTERNAL			
	RESOURCES	TASKS	ORGANIZATION	LEGAL AND FINANCIAL
<ul style="list-style-type: none"> • Globalization • Socio-cultural • Geographical • Infrastructure • Economic policy of the state • Technology • Macroeconomic 	<ul style="list-style-type: none"> • Concentration of the resources on core competencies • Development and management of human resources • Management of Information resources • Management of financial resources and fixed assets • Management of technical resources 	<ul style="list-style-type: none"> • Mutual commitment in ensuring customer satisfaction • Continuous improvement • High standards of service • Optimization of tasks in terms of supply, production, distribution and reverse logistics • In terms of time • Realization of costs • Realization of management • Impact on the environment • Managing ad hoc tasks 	<ul style="list-style-type: none"> • Management of relationships within the network in terms of subsystems: supply, production, distribution. • Management of relationships between network partners in areas of contact with suppliers, customers, operators. • Risk sharing • Common strategy • Striving to achieve a common goal • Standardization cooperation • Organizational culture values and principles • Management of relationships between the network and its environment • Management of change and improvement 	<ul style="list-style-type: none"> • Legal conditioning regulators • Breakdown of costs • Distribution of profits • Increase in value added • Fixing prices • Potential financial partners • Strict standards of conduct • Ensuring compliance with legal provisions

Fig. 2. Logistics determinants of networking enterprises cooperation
 Rys. 2. Logistyczne determinanty kooperacji przedsiębiorstw w sieci

Within logistical processes these are those which, by the coordinated implementation of activities related to the storage, transporting, handling, sorting, packing, labeling assist in the transformation of the main processes allowing companies to maximize the creation of value added for services to internal and external customers [Kulińska 2011]. The subject of the model of logistic processes is understood according to the quoted definition, implemented in different areas of the enterprise - Fig.1.

between cooperating companies is frequent contacts and understanding of the different functional areas of the partners. This is what has so far been implemented within a single company, is divided into several cooperating with each other partners. This leads to the broader specialization, concentration on a small number of well-defined processes, sub-processes and activities, and above all on a quest to perfect their execution. It is the first and most important factor in the analysis of the organization of the logistics processes of enterprises operating in the network.

The basis for the development of space and time integration of processes within and

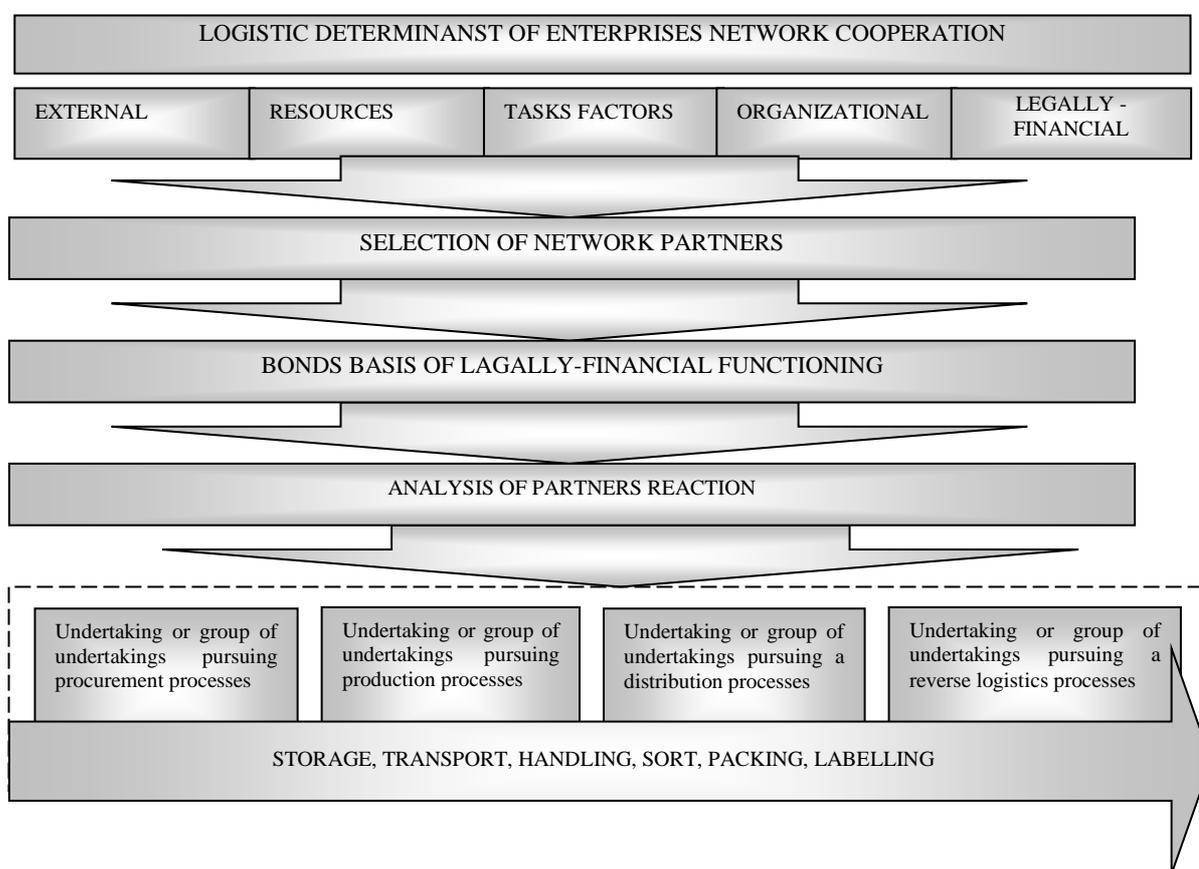


Fig. 3. Model creating a network companies in Polish reality
 Rys. 3. Model tworzenia przedsiębiorstw sieciowych w warunkach polskich

The basis for the development of space and time integration of processes within and between cooperating companies, are frequent contacts and understanding of the different functional areas of the partners. Other factors affecting the willingness and time collaboration between partners can be grouped into the following areas: external determinants,

the determinants of resource, organizational determinants, the determinants of task forces, legal and financial determinants.

On the basis of the literature research on the determinants of the organization of logistics processes and research in the group of companies which, having performed the

bankruptcy proceedings arose again on the market, developed the concept of creating a model of network companies in the Polish conditions. Taking into account all the above described areas of logistics transformation model structure of logistics processes of enterprises operating in the network might look like this - fig. 3.

The proposed model defines the subject that is established by the main areas of the company, in which logistics processes are realized. The base model is the consideration of the chain of the values, with particular emphasis on core processes. The model takes into account the determinants of creating a network linking organizations familiar with the literature of models: Ch. Scott and R. Westbrook [Scott Westbrook 1991], Tanskanena [Tanskanen 1994], advanced logistics partnership model [Frigo-Mosca, 1998], D.M. Lambert, M.A. Emmelhainza and J.T. Gardner [Lambert, Emmelhainz, Gardner 1996].

RESULTS OF APPLICATION LAYER

After the analysis of the literature problems of formation of network companies and

organizations in the network of logistics processes, were verified on the basis of the views. The sample was constituted companies that have conducted the bankruptcy proceedings were suppliers to enable them to return to the market, and job security for their employees and the management of other resources.

General scheme of enterprise networks and the relationship between them is shown in Figure 4. It was developed on the basis of information from an interview with the business. On the basis of the research there was established a general scheme of operation of the network companies in the Polish conditions. In each of the entities, there can be distinguished leader and a group of enterprises engaged in processes of sourcing, production and distribution. The practice can also see a group of companies associated networks as competitors. These are usually companies that based on short-term contracts to perform specific network order when collaborators are too overloaded execution of orders, and there is a risk of failure to perform them on time.

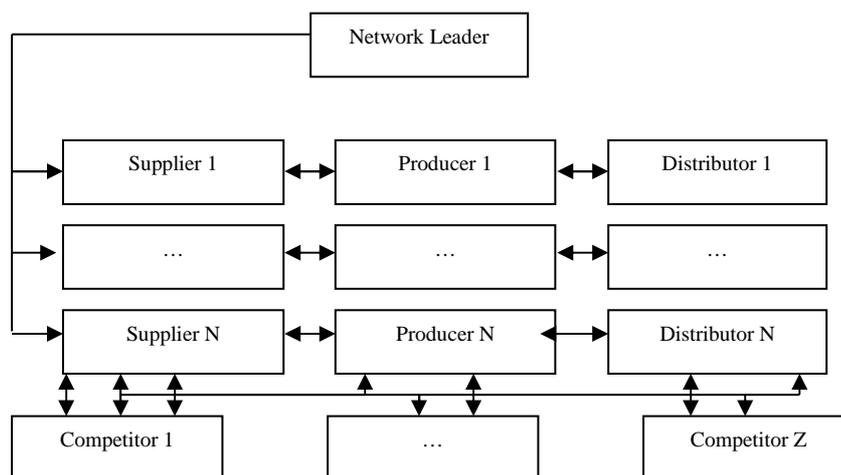


Fig. 4. Schematic operation of the network enterprises
Rys. 4. Schemat funkcjonowania przedsiębiorstw sieciowych

Fig. 4 shows the major companies participating in the network and the relationships between them, marked with arrows. Generally, the activities of individual

companies in the network can be characterized as follows:

- Leader of the network - mostly foreign joint-stock group focused in its structure a number of subsidiary companies.

- Enterprise vans - these are the subsidiaries of 'mother company'. Enterprises are direct principals for manufacturing companies. These companies, usually geographically cover the whole territory of Europe.
- Production companies - are a subcontractor for commercial enterprises, in terms of production itself.
- Competitors - firms are competing for the producers, because the network meets the same function as subcontractors. Such companies are appointed to the network for safeguarding the interests of the leader of the network. In the event that any of the companies could not accept the next job, competing firms would find an opportunity to place in the network. Initially, their activities do not endanger other entities in

the network, but over the years, the development of management, may become dangerous competitors. In the contemporary moment, all companies serve each other with mutual assistance.

- Distribution companies - are the providers for manufacturing companies. Engaged in international transport and have their own magazine. They are used by manufacturing companies in the field such as rental agents for handling, or repair and maintenance of electrical installations in the enterprise.

Another area of research is the indication of material resources flowing between the undertakings. Moving map resources is shown in fig. 5.

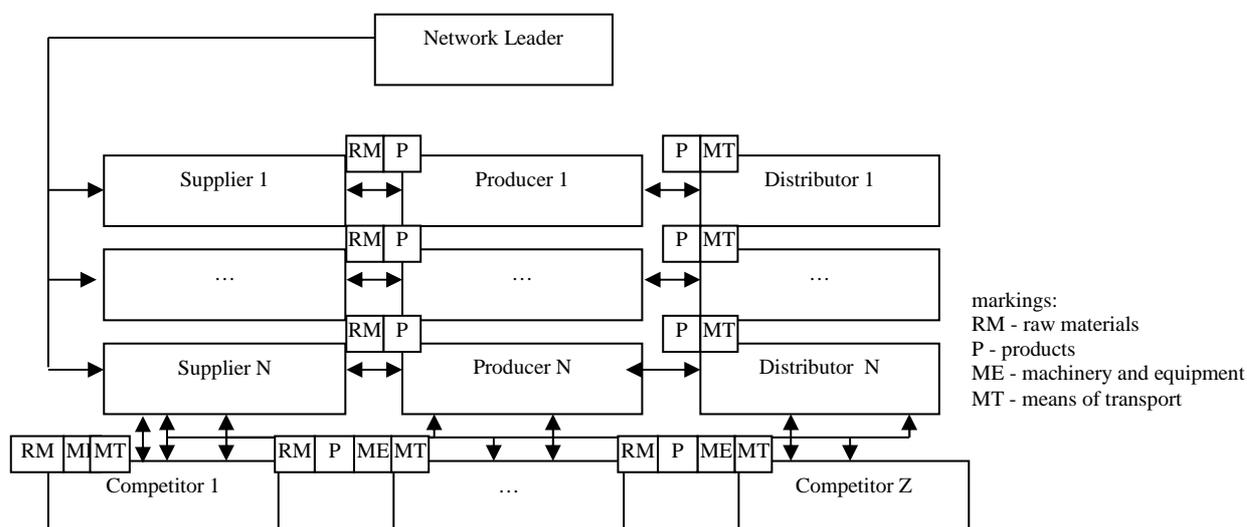


Fig. 5. The flow of material resources in the network structure
 Rys. 5. Przepływ zasobów materialnych w strukturze sieciowej

Figure 5 shows the flow of raw materials and finished goods occurring between the leader of the network - the principal, and the Polish manufacturing companies and entities competing. Manufacturing companies are most common in Poland, the group entering into the relationship network. These are companies that have built up on the basis of the assets and human resources companies liquidated during bankruptcy proceedings.

Manufacturing companies are supplied with raw materials directly by the client. This gives you the opportunity to specialize in their activities for each party. In turn, the final products are shipped to distribution centers for

the client who sells these products. Discussing the service operators - production can be seen that also take place between material flows. Are moved raw materials, when in one of the companies gaps storage. This system saves time because you do not need a sudden bring raw material from the client, and simply 'borrow' material from a friendly competitor.

As raw materials are also moved the machine. Depending on the needs of manufacturing companies exchange machinery and equipment manufacturing. This fact allows for greater flexibility in the production process. The last of the material flow is the exchange of internal transport. Such cooperation is

beneficial in the case of warehousing, and especially when the cash transport are failures. Then, without any problems, the devices are borrowed from a partner network.

In addition to the material flows, the network offers other types of exchanges. Between enterprises move the competence. Figure 6 illustrates the flow of powers between the network partners.

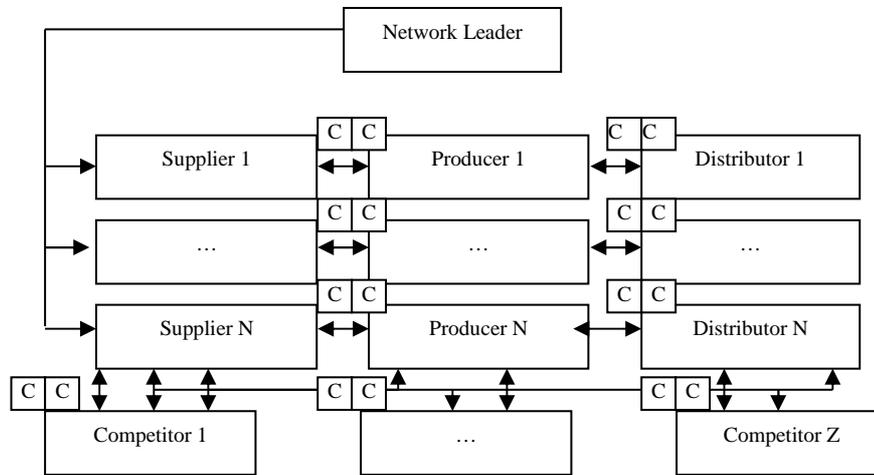


Fig. 6. The flow of information in the network structure (c - competence)
 Rys. 6. Przepływ informacji w strukturze sieciowej (k - kompetencje)

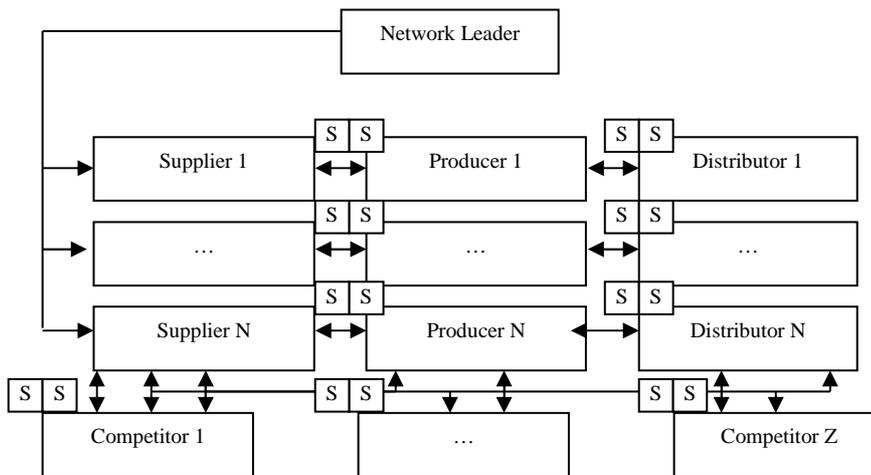


Fig. 7. Movement of services in the network structure (S - services)
 Rys. 7. Przepływ usług w strukturze sieciowej (U - usługi)

The most important flow of information in the network is the transfer of powers between the client and the service providers. These competencies include the characteristics of the production process, product specifications, job descriptions of employees and the entire technical knowledge concerning production. If the flow does not exist, there would also be discussed manufacturing companies. Customer has an insight into the functional structure of

the manufacturing company can use it or advise changes. Information flows between these businesses are also reports of orders and production. Shipments of information also exist between competing entities. Exchange systems are subject to the operation of each of the companies.

The exchange of material resources and competences are not all the possible aspects of

the partnership in the network. Flows are also activities provided to other companies or services. Figure 7 clearly shows the movement of services between cooperators Network.

The study assumed only a general scheme, but there are cases that the essential role of manufacturing enterprises is the role of the service provider. The division was made because of the two types of services, and more specifically on two types of products, such as the most frequent in the studied networks. This division is important because of the differences in the production process. The same relationship in terms of services exists between the client and the business competitive. I should also mention about the services provided by the distribution companies. These services are performed only to suppliers, companies are not dependent on the rest of the network partners. These activities include the most assistance in respect of the rental of

internal transport, repair and maintenance of electrical installations in the workplace.

After discussing the components of cash flow between business network, you must also take into account what type of relationship frequently occurs between partners. The model takes into account logistical determinants that influence the development of the organization of logistics processes in the network. Identified determinants of an external and internal. Impact determinant schematically shown in Figure 8.

As shown in Figure 8, the external determinants act on all parties cooperating in the network. This is due to the progressive globalization processes, the processes of socio-cultural, geographical differences, as well as the policies of the state and emerging technologies.

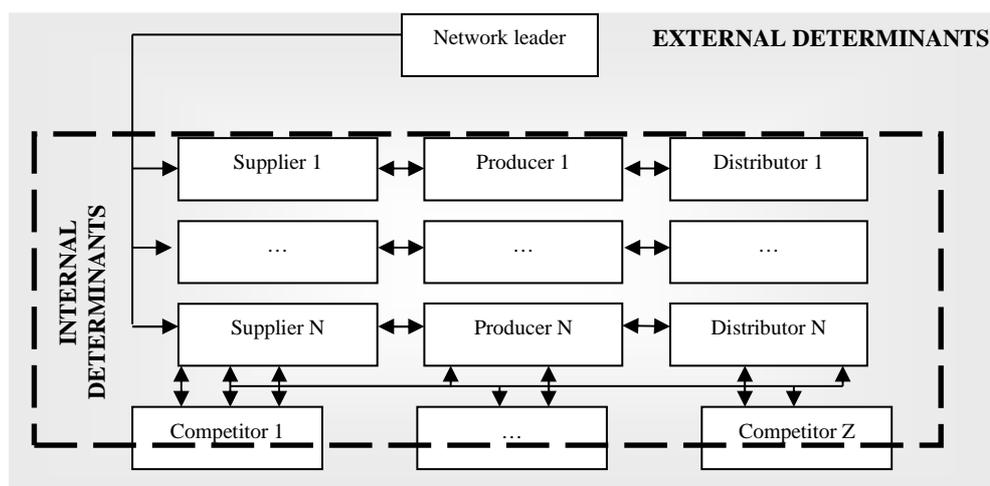


Fig. 8. The nature of the relationships between business networks
 Rys. 8. Charakter relacji występujących pomiędzy przedsiębiorstwami sieci

When it comes to internal determinants can replace them very much already selected summarized in Figure 2. However, based on the research we can conclude that the main factors are creating a network of cooperation aimed at achieving these benefits. Cooperation for the implementation of the main activities towards specializing associated with each of the partners. In general, all activities in the network of companies are profit-driven. It should also take into account the risks of

functioning in such a structure. The benefits that have reached the company include:

- The ability to exchange resources and competencies - without this factor would not be possible operation of enterprises. The entire manufacturing schedule, providing machinery and equipment and providing raw materials, the main leader of the resources provided by the network - the client. Resources exchanged between partners support the continuous development of enterprises.

- Acquisition of knowledge - beyond acquiring resources and expertise, the network operates the exchange of knowledge .
- Improving the quality of services - possible also thanks to the networking companies.
- Expertise, lack of responsibility for other departments and the lack of extensive management
- system improves the quality of our services and products aiming to meet the needs of the final customer.
- Elimination of competition - continuing the theme of the specialized and limited risks, you should also mention avoiding the cost of competition.
- Maintain flexibility - cooperation with the customer is not limited network of companies. Enterprises can at any time establish a partnership with another client, from another industry.
- Reduce the cost of design - therefore , that some companies in the network are only a service provider is not liable for the costs associated with product design . There is no need to analyze the company had a market, anticipate potential gains from the sale, calculate the target cost of the product, or the cost of its components. For these activities is the responsibility of the customer.
- Reduction of the duration of the process - it is a benefit, which feels every network operator.

These benefits encouraged to participate in the network structure. However, the analysis deeper way of functioning in such a form , you can find a defect or hazard that is associated with the partnership. The disadvantages and risks include: reduction of independence, the possibility of information leakage, selfish behavior of partners, exploitation of vulnerable network operators, or obstruction of access to finance. The most serious threat to the network is the lack of diversification of sales and the threat of bankruptcy leadership network.

After analyzing the advantages and disadvantages of participation in the network structure can take many doubts whether cooperation is beneficial . It is worth noting, however, that the advantages are advantages that companies have already achieved. On the

other hand, disadvantages are primarily risks, which may or may not occur. Any form of economic activity carries risks, so it appears also in the functioning of the network companies.

CONCLUSIONS

The research problem was to present the organization of logistics processes in the functioning of the network companies.

You can find several aspects of the logistics of participating companies in the network. The first is webbyness inside the enterprise. It consists in the fact that different departments work closely together so that they can provide their client a comprehensive service . Another aspect relates to the organizational structure, and more specifically its type, which belongs to a group of staff structures. They are characterized by, among others, delegation of responsibility to lower-level positions, so many decisions to be made faster, which is desirable in the operation of network structures. A staff organization also makes the company more flexible, making it easy to build collaborative relationships with new cooperators . Another feature is the focus on processes that can improve the functioning of the company and for the effective fight against competitors and to provide flexibility, which, as previously explained facilitates networking .

Analyzing the main process enterprise which influenced the decision to embark upon the structure of the network . One of the main conclusions of this area is that the re-emergence of companies was dependent on whether or joins the network structure or not. Division factors have also been made to external and internal.

External factors were determinants of global, on the broader economy and the changes taking place in it . In turn, the latter directly related to network companies and the potential benefits that companies can gain.

After hearing the reasons to join the network, further research has focused on the functioning of the whole network, therefore, been developed schemes cooperating

companies mentioned resources, communications, services, as well as a diagram determinants affecting the organization of logistics processes and links in the network. Analyzing the net cooperation, it can be seen that the most important partners are the principal, but it is the cooperation with other network operators enables the most efficient execution of orders. In the final step being shown benefit and risk the functioning of the network structure, chosen by the trader.

First, referring to the benefits, it is worth noting that in addition to a reduction in the cost of design, eliminating the cost of competition and the acquisition of material resources, indicated the benefits are intangible. The conclusion from the above reasoning is that the enterprise network is essential to acquire knowledge of how to function and not necessarily to raise funds to function. Just received and put to good use competencies can bring profits to each of the companies.

In summary, we can conclude that cooperation network companies meet the objectives and principles of the proposed model. Each of the suppliers has a chance to develop their own profit. Networks operate in order to produce high quality products, meeting fully the needs of end customers, without losing the high market position. Companies participating in the network to specialize in their field and limit liability only to the performance of their tasks. Networking determines their existence.

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PODSTAWY TWORZENIA PRZEDSIĘBIORSTW SIECIOWYCH - DETERMINANTY LOGISTYCZNE

STRESZCZENIE. Wstęp: W artykule omówiono determinanty tworzenia przedsiębiorstw sieciowych ze szczególnym uwzględnieniem czynników logistycznych warunkujących organizację procesów, wymianę zasobów i kompetencji. Na bazie analizy literaturowej zaproponowano model tworzenia przedsiębiorstw sieciowych. Model został zweryfikowany w aplikacyjnej części pracy.

Metody: W publikacji przedstawiono przegląd literatury w omawianym zakresie oraz badania empiryczne. Materiał badawczy dotyczy przedsiębiorstw powstałych na bazie organizacji reaktywowanych po postępowaniach upadłościowych. Badania prowadzono na podstawie wywiadów bezpośrednich z pracownikami podmiotów tworzących sieć.

Wyniki i wnioski: Wyniki badań wskazują, że podjęcie współpracy i kooperacja w sieci były jedyną możliwością powstania nowych podmiotów na bazie starego majątku i zasobów ludzkich firm zlikwidowanych podczas postępowania upadłościowego. Zidentyfikowano wiele determinant kooperacji przedsiębiorstw w sieci, jednak na podstawie badań wyciągnięto wnioski, że podstawowymi czynnikami kreowania kooperacji sieciowej są te nastawione na osiągnięcie korzyści. Współdziałanie dla realizacji celu głównego jest związane z wyspecjalizowaniem działalności każdego z partnerów. Ogólnie, wszystkie działania podejmowane w sieci przedsiębiorstw są nastawione na zysk.

Słowa kluczowe: przedsiębiorstwa sieciowe, procesy logistyczne, kooperacja, zasoby, specjalizacja, postępowanie upadłościowe.

GRUNDLAGEN DER ERSTELLUNG VON NETZWERK-UNTERNEHMEN - DETERMINANTEN DER LOGISTIK

ZUSAMMENFASSUNG. Einleitung: Der Artikel beschreibt die Determinanten für die Schaffung von Netzwerk-Unternehmen mit dem Schwerpunkt auf die Faktoren, die die logistischen Prozesse, den Austausch von Ressourcen und Kompetenzen voraussetzen. Auf der Grundlage einer Analyse der betreffenden Literatur wurde ein Modell für die Erstellung von Netzwerk-Unternehmen vorgeschlagen. Das Modell wurde im Anwendungsteil der Arbeit überprüft.

Methoden: Diese Veröffentlichung gibt einen Überblick über die Literatur in diesem Bereich und über die empirischen Forschungen. Das Forschungsmaterial betrifft die Unternehmen, die durch die nach dem Konkurs reaktivierte Organisation entstanden sind. Die Studie wurde anhand direkter Interviews mit den Mitarbeitern der Unternehmen durchgeführt.

Ergebnisse und Fazit: Die Ergebnisse zeigen, dass die Aufnahme der Zusammenarbeit und Kooperation im Netzwerk die einzige Möglichkeit war, um neue Einrichtungen auf der Grundlage der alten Immobilien -und Personalbestände der während des Insolvenzverfahrens liquidierten Unternehmen zu erstellen. Es wurde eine Reihe von Determinanten der Unternehmen im Netzwerk identifiziert, allerdings stellte man im Ergebnis der Forschungen fest, dass die wichtigsten Faktoren bei der Schaffung eines Kooperationsnetzwerkes diejenigen sind, die auf die Erzielung von Profiten ausgerichtet werden. Die Zusammenarbeit für die Umsetzung der wichtigsten Aktivitäten ist mit einer entsprechenden Spezialisierung jedes Partners im Netze verbunden. Generell gesehen sind alle Aktivitäten in den Netzwerk-Unternehmen gewinnorientiert..

Codewörter: Netzwerk-Unternehmen, Logistikprozesse, die Zusammenarbeit, Ressourcen, Spezialisierung, Konkursverfahren.

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