



## THE INFLUENCE OF LOGISTICS POTENTIALS ON BUSINESS MANAGEMENT

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**ABSTRACT. Background:** Logistics is more and more often perceived as an integrated potential of changes in a business management system. Among the particular potentials, the key importance is assigned to logistics resources, capabilities, and particularly competences.

**Methods:** The article points at exploitation of possibilities of logistics potentials in achieving desired changes in business management and reaching desired market and economic effects by a company. Except for literature studies, empirical research has been conducted in 111 companies operating in Poland.

**Results and conclusions:** Research results have shown several symptoms of logistics influence on business management system. The significance of logistics potentials in business management system capacity development has been partially confirmed. Due to logistics potentials, the company can be more effective and efficient in reaching expected market and economic outcomes.

**Key words:** logistics, potentials, competences, management, effects.

### INTRODUCTION

Companies are constantly searching for new solutions enabling them to get competitive advantage. Getting such advantage often requires changes in business management systems and processes. Among the concepts which have been recently developed, an important role in starting the desired changes in business management is assigned to Competence-Based Management (CBM) widely described in the literature [Enders 2004; Heene, Martens, and Sanchez 2008; Javidan 1998; Ljungquist 2007; Ljungquist 2008; Martens, Heene, and Sanchez 2008; Prahalad and Hamel 1990; Sanchez 2008; Sanchez and Heene 2004; Sanchez and Heene 2005; Sanchez and Heene 2010a; Sanchez and Heene 2010b; Srivastava 2005]. CBM concept is often related to two other similar concepts - Resource-Based View [Barney 1991; Barney and Arikan 2001; Barney and Clark 2007; Chmielewski and Paladino 2007; Grant 1991; Newbert 2007] and Dynamic Capabilities Concept [Eisenhardt and Martin 2000; Helfat et al. 2007; Teece, Pisano, and Shuen 1997; Teece 2009]. Resources, capabilities and competences may be considered as so called "business potentials". These potentials may create possibilities for targeting desired market and economic outcomes ("effects"), conditioning getting and maintaining competitive advantage. However, it requires appropriate changes in business management system.

Logistics and particularly logistics competences may be located among the "areas" which can significantly influence and shape the changes in business management system. Logistics competences as "change determinants" (i.e. determinants of change, factors influencing change) in business management facilitate getting planned market and economic effects more efficiently and more effectively. In the recent years logistics and supply chain competences have been the subject of many

research projects. Among them the most important and significant are: research carried out at Michigan State University (USA) with Council of Logistics Management (at present: Council of Supply Chain Management Professionals) [The GLRT at Michigan State University 1995; 21st Century Logistics: Making Supply Chain Integration A Reality 1999], research of European Logistics Association with cooperation of A.T. Kearney [ELA and A.T. Kearney 1999], as well as research of such consulting companies as Computer Sciences Corporation (CSC 2008).

A large number of significant research projects dealing with logistics and supply chain competences have been conducted in many countries. One of such projects is research whose major goal is to attempt to evaluate logistics and its competences influence on changes in business management area, conducted recently in Chair of Logistics and Marketing at Opole University, Poland. The aim of the article is to exploit the possibilities of logistics potentials in achieving changes in business management and, as a consequence, reaching desired market and economic effects by a company.

## RESOURCES, CAPABILITIES AND COMPETENCES AS POTENTIALS OF CHANGE IN BUSINESS MANAGEMENT

### *Business potentials and their influence on changes in business management - basic assumptions*

A natural way of company behaviour is aspiration to reach a market success. One of the most superior symptoms of such success is company competitive advantage. Superior indicators of market success are desired market and economic outcomes. Trying to achieve competitive advantage and market success companies are supposed to create and employ a large number of changes in their management systems and processes. The reality of these changes depends on so called "business potentials". A general framework of the study, involving relationships among potentials, changes in management system and success symptoms is presented in figure 1.

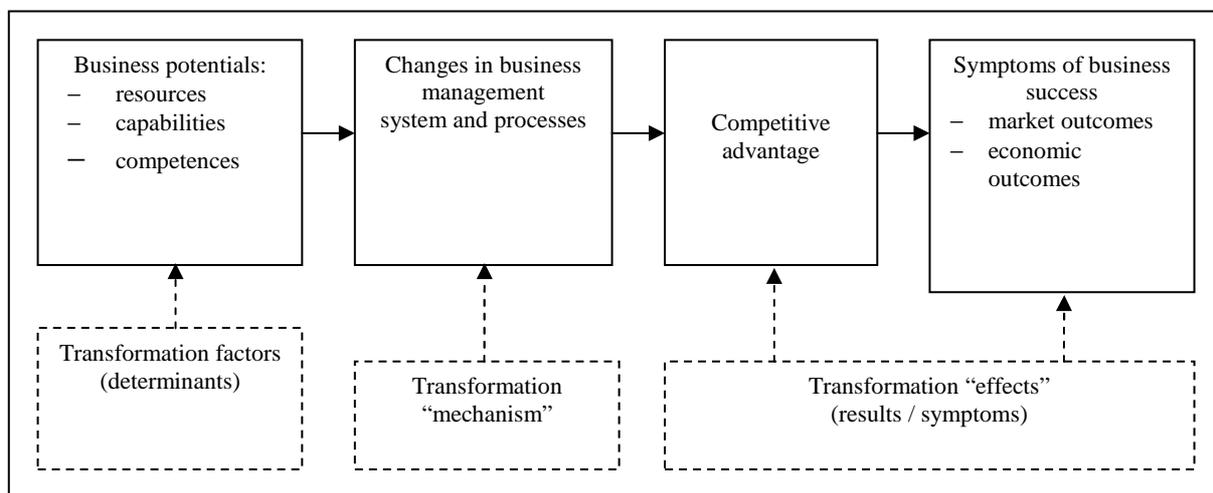


Fig. 1. A general framework of the study

Rys. 1. Ogólny schemat pracy

In general, a company achieves market success when it reaches planned and desired market outcomes (for example: market share, customer satisfaction, customer loyalty) and economic outcomes (for example: profit, profitability, ROE, ROA, ROI) [Day and Wensley 1988]. Apart from outcomes ("effects"), one may distinguish so called success factors, which are potentials that determine achieving desired outcomes by a company ("effects potentials"). When a company achieves

market success it means that the company reaches desired outcomes. Therefore, sometimes the categories of "effects potentials" and "success potentials" are used interchangeably or in the form "effects and success potentials".

Gälweiler [1987] defines a strategic potential of effects (outcomes) achievement as a general structure of all product-market premises important to company success. The success is related to getting long-term profits, ensuring desired customer benefits level and obtaining other strategic business goals. Premises important to getting desired outcomes and business success are also "hidden" in specific business functions and systems. Potentials of desired outcomes defined at strategic level may be considered as a source of long-term business market success. Such potentials present particular business capabilities and company readiness to reach goals more efficiently and more effectively than its competitors. Then, the capabilities can create conditions and a "basis" for efficient and effective operations.

Göpfert [2000] claims that effects potentials may be described as company capabilities creating the possibility of competitive position improvement. These capabilities give a basis for potential competitive position improvement and - according to Göpfert - they are long-term sources of benefits. In order to "make real" the long-term competitive benefits connected with effects potentials, it is indispensable to use them consciously.

Mikus [2003] defines effects potentials as entirety of all significant premises for future execution of expected effects, related to cross-sectional areas. Apart from effects potentials, the author also distinguishes factors (determinants) of effects. The determinants are understood as particular, less aggregated, and more specified effects premises - tangible and intangible resources and competences fulfilling the role of direct premises of reaching effects.

A little different point of view is presented by Pümpin [1986]. He uses the term "success potentials". Pümpin sees success potentials not so much as capabilities and premises in important areas of business success, but as premises of strategic success position and related benefits, which derive from competition. In other words, he means conscious desire to reach conditions ensuring competitive advantage by a company, and also ensuring long-term superior performance. Pümpin endeavours in his concept to identify a company position on the market as well as a company competitive position.

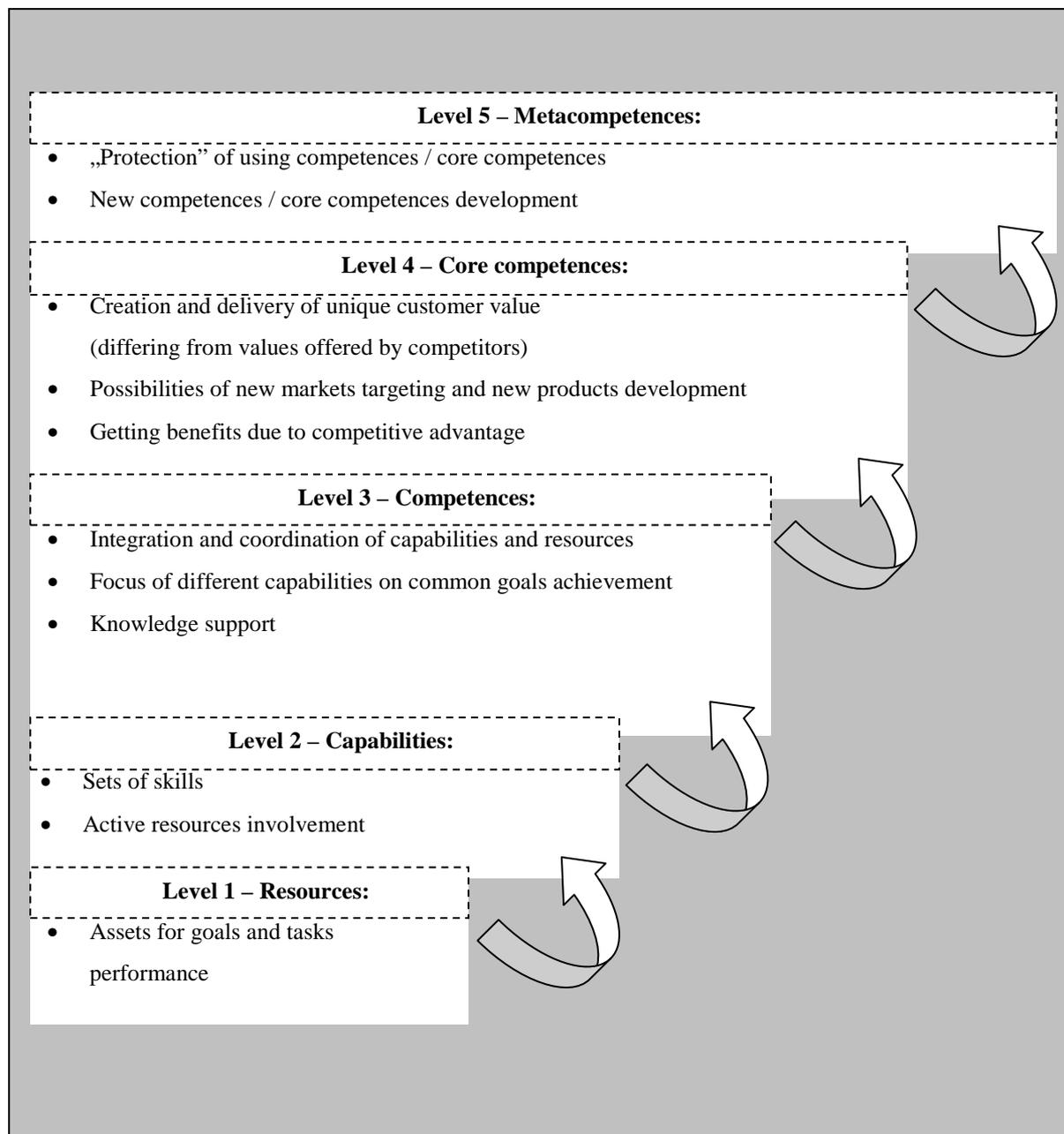
Some authors use alter interchangeable notions in relation to effects and success potentials, such as "success factors" or "benefits sources", used for example by Pfohl [1994]. In his opinion, these notions mean business capabilities for doing something better than the competitors, or maybe capabilities and resources due to which the companies have achieved competitive advantage. According to Pfohl, they are business success factors, defined on basis of comparative research.

#### *From resources and capabilities to competences*

In Resource-Based View in relation to resources two essential issues are emphasized. Firstly, attention is paid to resources strategic meaning in realization of goals facilitating competitive advantage achievement. Secondly, the necessity of business adequate capabilities of using owned resources is emphasized. Since resources value depends not only on themselves (for example their economic value or market value), but on business capabilities (sets of skills owned by a company) of using the resources in creating development strategic directions as well as implementing strategies that condition competitive advantage achievement on the market. Competitive advantage achievement which is based on resources requires, among others, defining ways and techniques of superior value creation. In this view, resources are perceived as tangible and intangible assets which are inputs in the value creation process, whose result is to realize value for a customer and value for a company [ Grant 1991].

Then, it may be said that resources are fundamental "drivers" of customer created and delivered value in form of market offer (specific products and services). Due to offering the customers values that meet their expectations, a company realizes its own value in the form of sales revenue. All the more, resources are some business "values", which make it possible to use market services for getting and/or enriching benefits as to competitiveness [Mikus 2003].

Not all resources play the same role in creating business competitive advantage. Resources which are potentially sources of durable, long-term competitive advantage are often referred to as "key resources". Key resources may be discussed when they meet the following criteria: [Barney 1991]: (1) they are valuable, (2) rare, (3) imperfectly imitable and (4) they do not have substitutes.



Source: Based on Mikus 2003; Prockl 2007; Teece, Pisano, and Shuen 1997; The GLRT 1995.

Fig. 2. Hierarchy of business potentials  
Rys. 2. Hierarchia potencjałów biznesowych

In the light of the above consideration it may be said that, on one hand, resources "secure" business long-term activities (including its survival). On the other hand, they determine efficient and effective goals achievement. The fundamental function of resources is to make it possible for a company to achieve such market and economic outcomes as customer satisfaction, customer loyalty, market share or profitability. When the business capabilities and competences develop, its widely understood potential of expected effects, competitive advantage and business success grows. Thus, resources may

be treated as a basis for company potential development, and simultaneously as a lowest level in the hierarchy of its potentials, indispensable for creating specific capabilities, and - in consequence - specific competences, which "span" on business resources. Resources, capabilities and competences compose a specific "business potentials hierarchy", in which the highest level is assigned to core (key) competences and so called metacompetences (see figure 2).

Considering relations between business resources and its capabilities, it may be assumed that the resources are sources ("roots") of business capabilities development. Then, business capabilities are oriented at using business resources as sources of its competitive advantage [Mikus 2003]. Capabilities may be defined as repeated patterns of actions connected with resources use in creating, production and/or offering products on the market [Daugherty et al. 2009]. Then capabilities can be referred to as "sets" of business skills in gathering, integrating and exploiting resources in order to reach by a company desired market and economic effects (outcomes) and competitive advantage as well.

The key importance in getting competitive advantage is often assigned to not so much and/or only specific business capabilities but to its competences. It may be said that business competences "emerge" out of its capabilities, creating premises for more efficient and effective commitment and exploitation of resources in expected market and economic effects execution.

Competences are sets of business capabilities ensuring coordinated resources exploitation that leads to company goals achievement [Sanchez and Heene 2004]. Competences result from resources and capabilities integration. These resources and capabilities should be committed to tasks performance in accordance with established goals. A basis for capabilities development is business resources. Yet, a basis for competences development is first of all business knowledge as a specific type of resources [Prockl 2007]. Fundamental indicators of the notion "competences" are integration and coordination. Then, business competences result from interfunctional integration and coordination of capabilities relating to specific resources and processes (sets of activities). These resources and processes may be considered in a business scope, as well as in the entire value chain scope [Javidan 1998]. Business resources and capabilities of their exploitation are often related to different functional areas within the company. Therefore, the condition for resources efficient and effective exploitation is proper integration of varied capabilities in the form of precisely defined competences (sets of competences).

Business competences are also defined as a set of capabilities that make it possible to achieve long-term and coordinated resources and skills exploitation. Such exploitation conditions and stimulates assumed business goals achievement [Sanchez 2001, Sanchez 2004]. Because of this, reaching desired market and economic effects that condition competitive advantage achievement, a key role, together with business resources and capabilities integration, is assigned to their proper coordination.

#### *Core competences*

A special type of business competences are core competences. They may be described as innovative "bundles" of knowledge, superior capabilities (sets of skills), proper technologies, information and unique operational methods. As a result of their exploitation, a product (value created and delivered to a customer) may meet a customer preferences and expectations [Boguslauskas and Kvedaravičien 2009].

Core competences are superior business potentials which ensure strategic market and economic effects achievement. These competences come into being on the verge of business resources, processes (sets of activities) and capabilities (sets of skills). Core competences make it possible to develop innovative, different from the competitors and difficult to imitate ways of behaviour leading to customer value creation. These are such types of competences which facilitate getting long-term benefits from competitive advantage (achieving and maintaining the advantage) as well as lasting superior competitive position.

#### *Metacompetences*

Apart from core competences among superior business potentials, one may also point at so called metacompetences. Mikus describes metacompetences as superior competences allowing a company to create, develop, exploit and verify already owned competences / core competences [Mikus 2003]. Metacompetences are not only on the top of resources, capabilities and competences hierarchy, but are

also connected with: (1) possibilities of long-term development of competences / core competences, (2) security and stimulation of such a development, as well as (3) development of complementary competences / core competences owned by supply chain partners. It can be stated that metacompetences are "formed mechanisms" which firstly secure present competences / core competences maintenance, and secondly make it possible for a company to develop new competences / core competences.

Apart from Mikus' suggestion of distinguishing competences, core competences and metacompetences, following Zahn, the subject literature offers other ways of competences classification and hierarchy. Bucholz and Olemotz for example distinguish two groups of competences: basic competences (involving competences oriented at whole company, specific processes carried out by a company and metacompetences as sets of learning capabilities) and core competences. In turn, Krüger and Homp present two "sections" of competences distinction: the first includes competences of the first, second and third tier, and the second comprises basic competences, metacompetences and core competences [Mikus 2003].

## **LOGISTICS AND ITS COMPETENCES AS CHANGES DETERMINANTS IN BUSINESS MANAGEMENT SYSTEM**

### *Logistics potentials of business success*

Recent years have seen progressing permanent growth of logistics significance as a determinant of efficiency and effectiveness increase and business success achievement. Strategic decisions in the field of logistics and supply chain management (SCM) can significantly contribute to systematic discovery and creation of new potentials of desired effects and business success [Blaik 2010]. Sennheiser and Schnetzler [2008] define logistics potentials of effects as specific capabilities and resources in logistics (relatively SCM) field, which a company is able to exploit in the long run, and/or develop further, aiming at getting lasting, significant, superior effects in relation to logistics.

Therefore, it can be said that logistics potentials of business success are long-term capabilities ensuring superior customer value creation and superior customer service. Such potentials: (1) require changes in management system and processes determining desired business effects, (2) condition achieving and maintaining competitive advantage, as well as (3) stabilize and reinforce business competitive position.

Logistics potentials of business success, as key strategic categories, apart from strategic dimension, are also characterized by normative and operational dimensions. Correlation with operational level of management reveals in practical and effective exploitation of potentials by a company. Bleicher [1995] points at connection between potentials normative and strategic dimensions, and he introduces additional category of "benefits potentials", formulating the relation "from benefits potentials to business success potentials". Strategic potentials of success are then a specific expression of normative potentials of benefits for a specific time-period of strategic planning. Possibilities of logistics potentials of business success exploitation depend on the span and range of indispensable changes in management system and processes. These changes may result from logistics and its competences.

### *Nature and significance of management logistics determinants*

As discussed earlier in the article, permanently growing role of logistics may be a result of its crucial influence on changes in business management systems. The changes contribute to achieving greater market and economic benefits by companies. Logistics in its newest concepts is a "systemic determinant of business management" [Blaik 2010], conditioning and stimulating many crucial changes in specified management subsystems: planning, organizing, motivation and human resource management as well as controlling. The changes also involve fundamental component elements of management concept (that is: strategic analysis, goals, strategies and instruments) as well as management levels (normative, strategic and operational) (see figure 3).

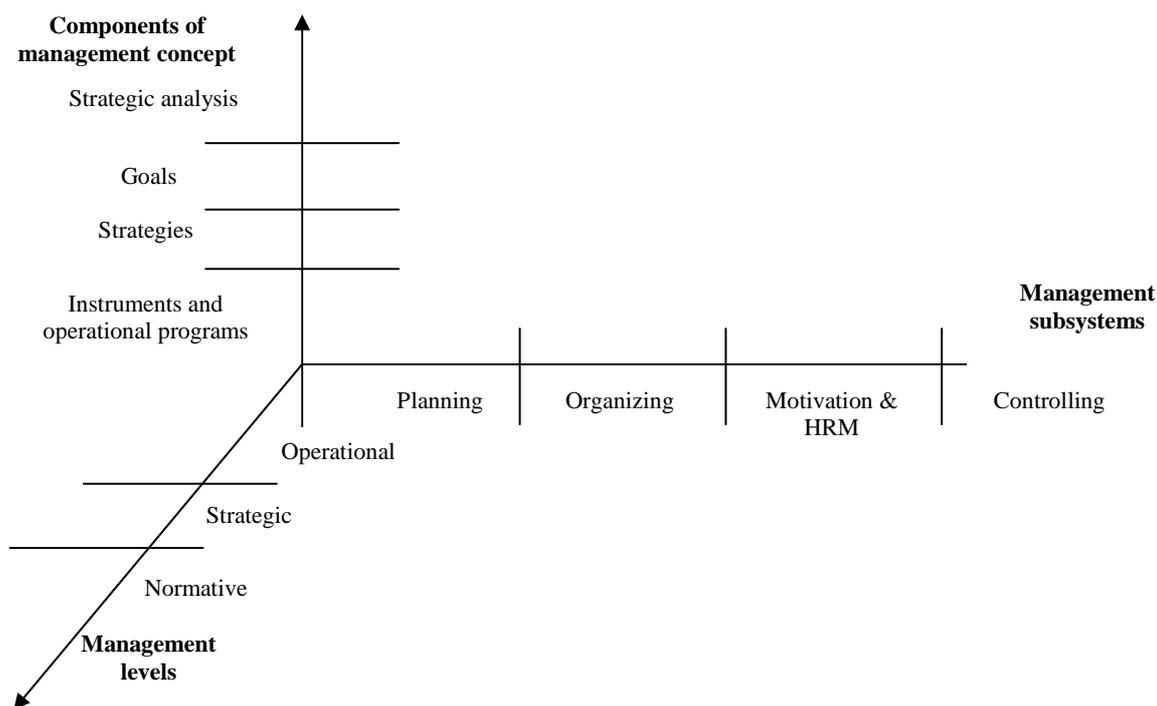


Fig. 3. Basic dimensions of business management system  
Rys. 3. Podstawowe wymiary systemu zarządzania biznesowego

Logistics competences as sets of capabilities oriented at long-term and coordinated exploitation of company logistics resources and skills may be useful in execution of assumed goals and achievement of desired market and economic effects. Then, the competences create premises for changes emergence in business management system and its subsystems. Proper business competences may contribute to efficient and effective business market problems solutions as far as market challenges are concerned. The challenges involve customers' preferences and expectations changes, competitors' and market partners' ways of behaviour, technology development, ecological consciousness, etc.

Real influence on changes in management system may exert logistics determinants, seen as factors influencing the changes, developing the changes, and stimulating or limiting the scope of the changes. So, generally speaking, such determinants cause the desired changes in the business management system and its subsystems. Logistics determinants of business management are characterized by three fundamental features:

- They influence changes of forms, parameters, features and/or structure of "object" on which they have an effect (for example management system),
- They form and determine desired change directions of the object and its parameters, features and structure,
- They generate expected effects of changes (market and economic outcomes).

On one hand, logistics determinants of business management determine desired directions of changes related to business management system and its subsystems. On the other hand, they lead to achieving expected market and economic effects (outcomes) by a company. The function of management determinants is to cause such changes in business management system which lead to growth of total benefits achieved by both the customers and companies.

Logistics determinants of business management may have direct or indirect influence on changes in management system. We are speaking of direct influence when the determinant has an effect on changes in management system or any of its subsystems which directly follow the effect. For example,

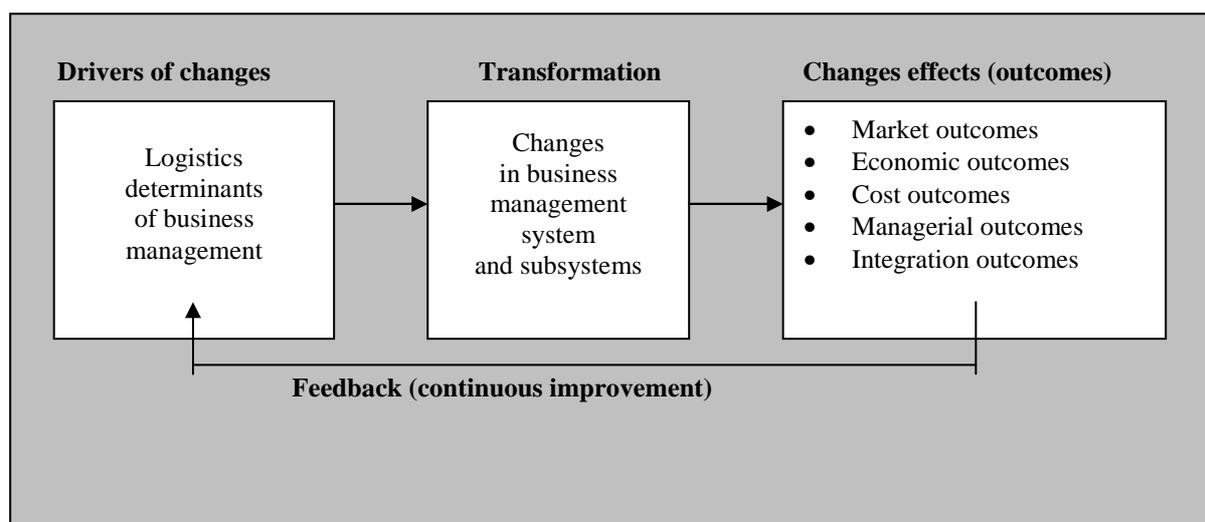
logistics planning systems development may directly influence changes in integrated planning system in a company.

Determinants which indirectly influence management system cause indirect changes, related to other "objects" than management system, which occur before the proper changes concerning management system. For example, logistics can influence changes in business procurement system. Such situation may be connected with the necessity of redesigning business procurement system, which in turn can require changes in management subsystems which are responsible for processes and tasks execution in the field of business procurement system.

Changes determinants in business management system are also characterized by positive influence, which stimulates desired changes, and negative influence, which slows or reduces the changes. Speaking of logistics development, firstly the subject in question is changes determinants, which are profitable in customers' and company perspectives, which condition the growth of benefits for a customer and a company, which reinforce company competitiveness and its competitive advantage, or which strengthen business competitive position.

## LOGISTICS POTENTIALS OF CHANGES IN BUSINESS MANAGEMENT IN LIGHT OF RESEARCH IN POLAND

As mentioned before, the key function of logistics determinants is to cause changes in business management system which condition achieving desired effects (outcomes) for both the customers and companies. Logistics determinants of business management are specific "drivers" of changes which occur in management system and its subsystems. As a result of the logistics determinants influence, there appears a unique transformation in management system and its subsystems. The transformation makes it possible to "go" from up-to-now solutions to solutions which condition achieving desired and more profitable effects (outcomes), connected with benefits for customers and companies. A company desire to improve achieved effects (outcomes) requires permanent improvement of logistics systems, logistics processes and logistics solutions which is seen in the feedback between achieved effects (outcomes) and "drivers" of changes in a company (see figure 4).



Source: Based on Blaik 2010, Day and Wensley 1988, Mentzer, Min, and Bobbitt 2004

Fig. 4. Logistics determinants as drivers of changes in business management

Rys. 4. Wyznaczniki logistyczne jako czynniki zmian w zarządzaniu biznesowym

The research conducted by Chair of Logistics and Marketing at Opole University, Poland has included a sample of 111 companies operating in Poland, representing five lines of business. Figure 5 presents percentage structure of companies taking part in the research, while table 1 shows percentage employment level in the researched companies.

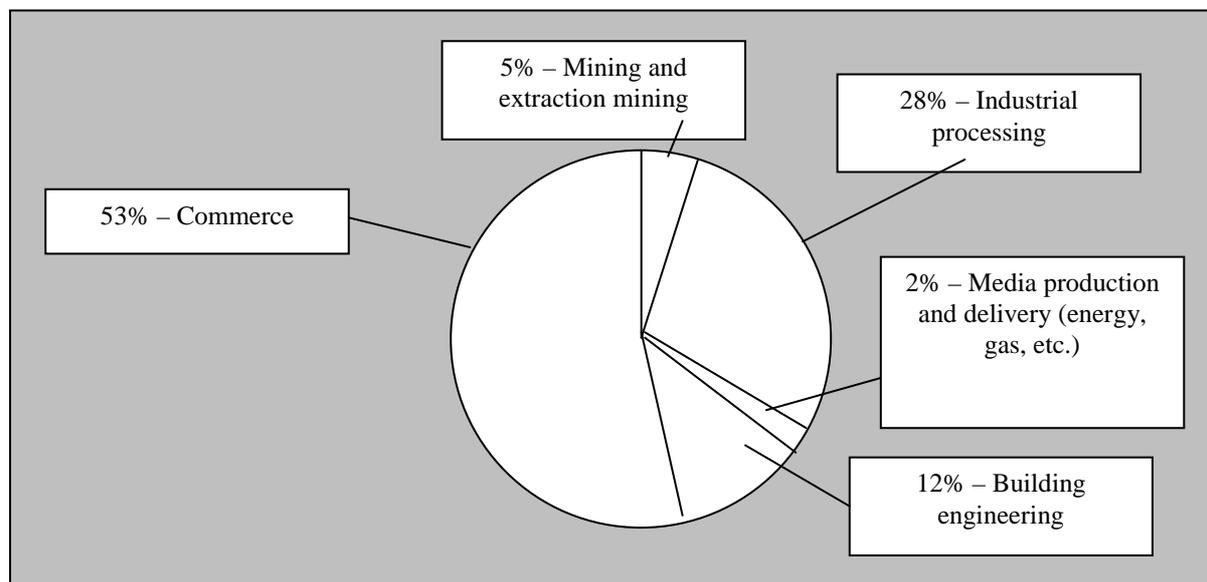


Fig. 5. Research sample lines of business structure  
Rys. 5. Linie struktury biznesowej próby poddanej badaniu

Table 1. Research sample employment level  
Tabela 1. Poziom zatrudnienia próby poddanej badaniu

Number of employed	% share
1-100 employed	26
101-500 employed	41
501-1000 employed	14
1001-2500 employed	10
2501-5000 employed	3
Over 5000 employed	6
Total:	100

Considering the most important factors determining logistics development, basic components of business orientation flow as well as key challenges which are encountered by contemporary companies, the research has focused first of all on:

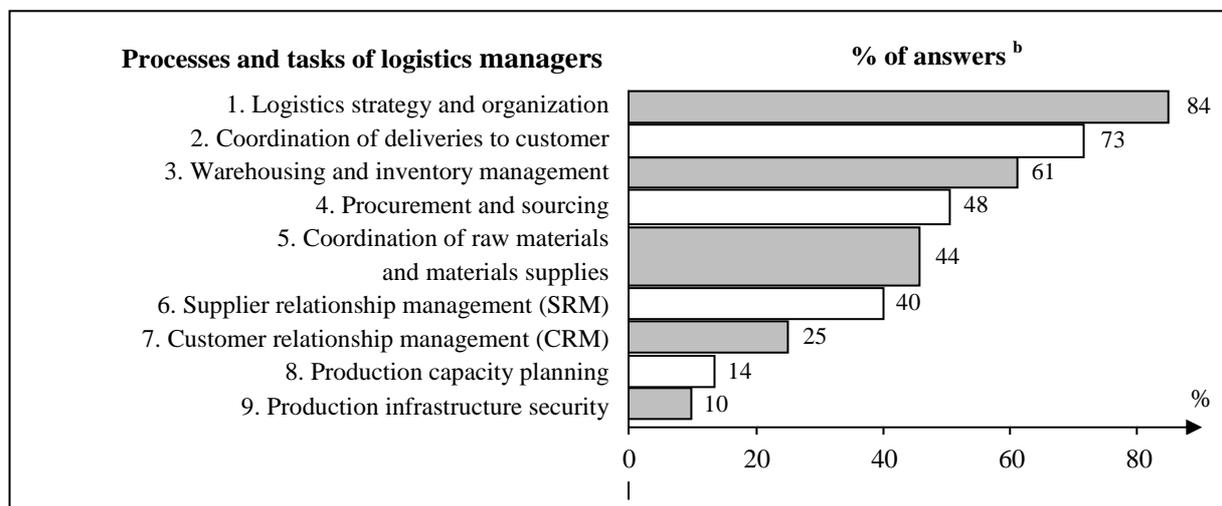
- Recognition of logistics concept implementation level (table 2),
- Recognition of tasks domain of logistics manager (figure 6),
- Determination of logistics goals influence on business goals formulation (figure 7),
- Determination of logistics strategies influence on a business strategy (figure 8).

Table 2. Four types of logistics concepts  
Tabela 2. Cztery typy koncepcji logistycznych

Logistics concept	% of answers <sup>a</sup>
<i>1st Logistics Concept:</i> Logistics as a service function (transport, warehousing, reloading, packaging, labelling, etc.) – the least developed logistics concept	20
<i>2nd Logistics Concept:</i> Logistics as a function of coordination of materials, goods and information flow	32
<i>3rd Logistics Concept:</i> Logistics as an integrated management of materials, goods and information flow within a company	17
<i>4th Logistics Concept:</i> Logistics as an integrated management of materials, goods and information flow within the whole supply chain – the most developed logistics concept	31
Total:	100

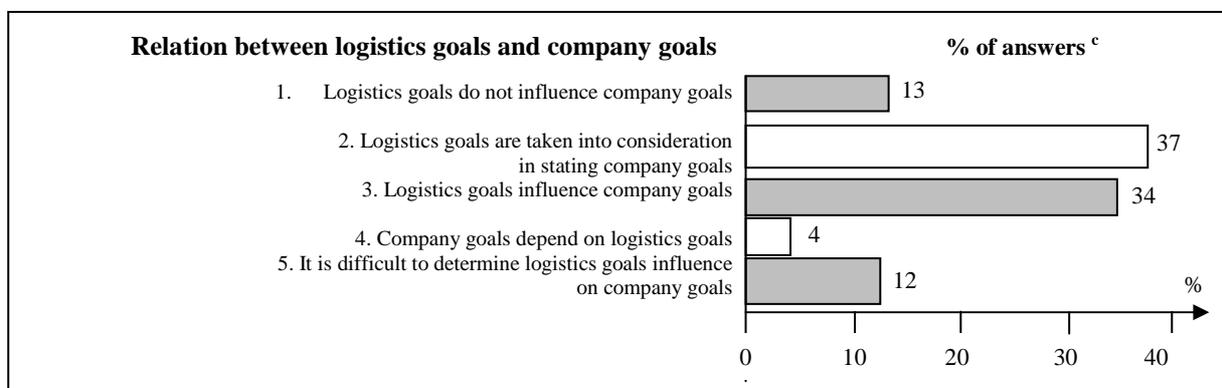
<sup>a</sup> single choice

Source: Logistics concepts based on Blaik 2010



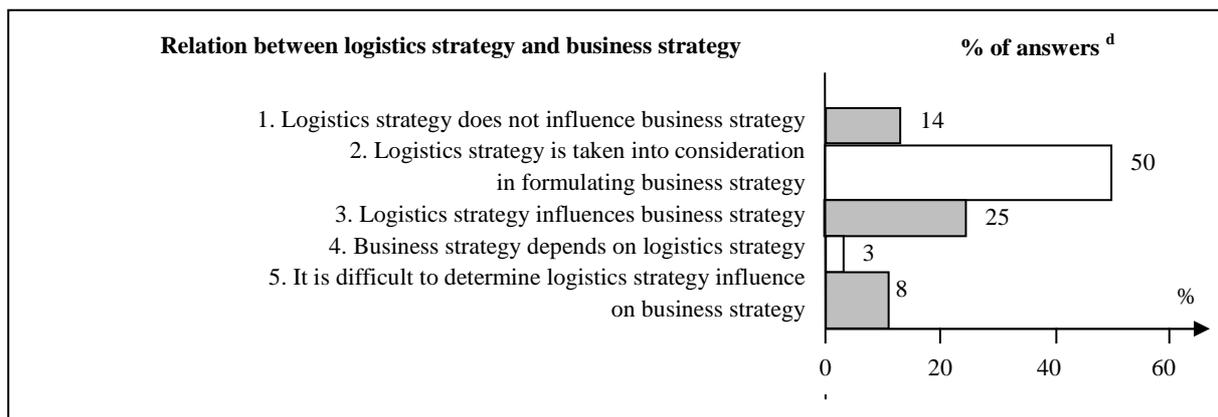
<sup>b</sup> multiple choice

Fig. 6. The most important tasks of logistics manager  
Rys. 6. Najważniejsze zadania menadżera logistyki



<sup>c</sup> single choice

Fig. 7. Influence of logistics goals on company goals  
Rys. 7. Wpływ celów logistycznych na cele przedsiębiorstwa



<sup>d</sup> single choice

Fig. 8. Influence of logistics strategy on business strategy  
Rys. 8. Wpływ strategii logistycznej na strategię przedsiębiorstwa

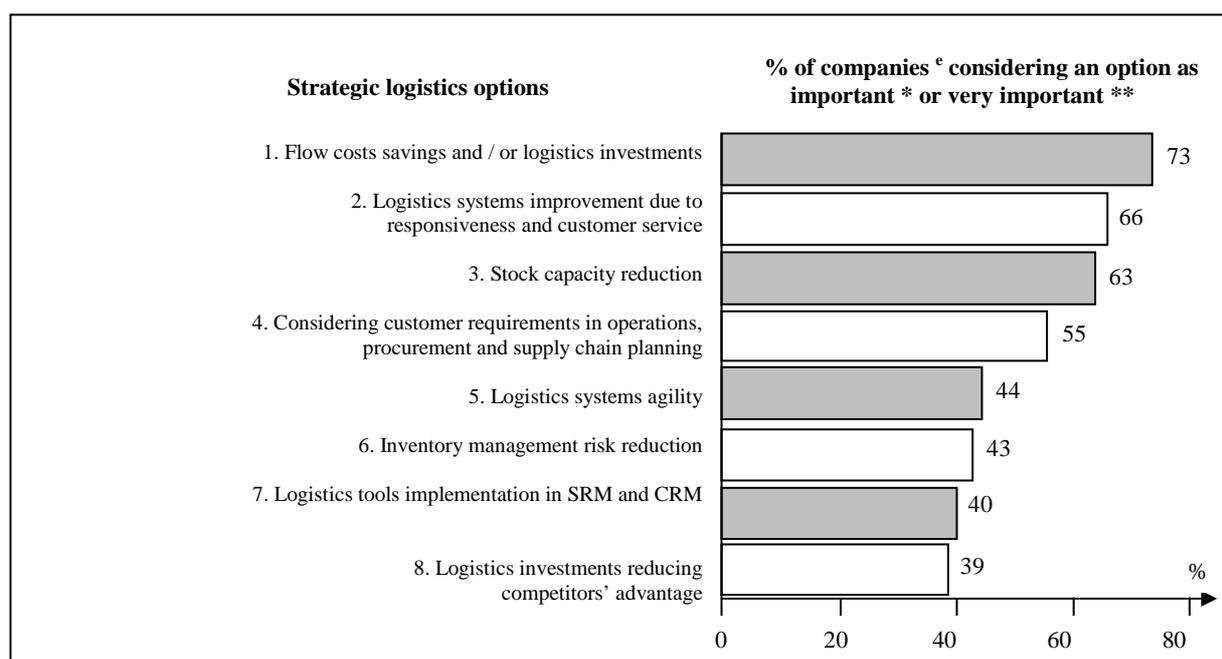
Most of the companies admit that their activity involves logistics as a function responsible for entire coordination of activities and tasks connected with materials, goods and information flow. Logistics concept understood in such a way is not, however, related to flow management. Implementation of the fourth, the most developed logistics concept, is also relatively widely declared. Logistics as a concept of flow management within the whole supply chain requires, however, more precise feedback in the course of conducted empirical research.

There are three major tasks carried out by logistics managers: participation in developing logistics strategy and logistics organizational solutions, coordination of deliveries to customers, and procedures related to warehousing and inventory management. Warehousing and inventory management are typical logistics activities, and they are independent from logistics concept implementation level in a company. Deliveries coordination suggests that at least the second logistics concept has been implemented. The interpretation of logistics strategy and organization causes serious problems as they are differently perceived and understood by managers. Therefore, this issue requires more detailed research.

Evaluating the influence of logistics goals and strategies according to company goals and strategy, logistics goals and strategies are most often taken into consideration in defining business goals and formulating business strategy. The majority of managers have admitted that logistics goals have direct influence on business goals, while logistics strategies have a direct influence on a business strategy. This issue also requires further research, and first of all the assessment of mentioned influence degree and following changes in effects achieved by a company is needed.

In order to estimate the relation between logistics strategy and business / corporate strategy, it is important to choose proper strategic option in logistics. The options are potential part of logistics strategy, as well as the determinant of reaching expected market and economic effects by a company. The research of Chair of Logistics and Marketing at Opole University, Poland, has involved eight strategic options, ranged in five-point Likert scale (figure 9).

In the opinion of 73% of surveyed companies, the most important logistics option leading to successful logistics strategy and market success is flow costs savings and / or logistics investments. It seems that these firms implement primarily cost orientation in their business management systems. 66% of surveyed companies assign importance to logistics systems improvement due to responsiveness and customer service, and 63% to stocks capacity reductions.



<sup>e</sup> multiple choice, \* 4 points in Likert scale (from 1 to 5), \*\* 5 points in Likert scale (from 1 to 5)

Fig. 9. Importance of strategic options in business logistics

Rys. 9. Istotność opcji strategicznych w logistyce

In order to determine the relation between logistics manager competencies and the importance of strategic logistics options, the research has been based on chi-square ( $\chi^2$ ) test with V Cramer coefficient estimation (table 3).

Table 3. Relation between logistics manager competencies and the importance of strategic logistics options  
Tabela 3. Zależność pomiędzy kompetencjami menadżera logistyki a znaczeniem strategicznych opcji logistycznych

Fields of logistics manager competencies	Strategic business logistics options	p-value	V Cramer <sup>f</sup>
Warehousing and inventory management	Stock capacity reduction	0,00003	0,4869621
Logistics strategy and organization	Flow costs savings and / or logistics investments	0,00100	0,4079953
	Stock capacity reduction	0,03245	0,3079400
Coordination of deliveries to customer	Logistics systems improvement due to responsiveness and customer service	0,00201	0,3903412
	Flow costs savings and / or logistics investments	0,00624	0,3596469
	Inventory management risk reduction	0,01748	0,3285688
Procurement and sourcing	Logistics tools implementation in SRM and CRM	0,02758	0,3135369
	Logistics systems improvement due to responsiveness and customer service	0,03145	0,3090267

<sup>f</sup> The table presents exclusively the relations with V Cramer  $\geq 0,3$ . All statistics at significance level  $\alpha=0,05$ .

## CONCLUSIONS AND FURTHER RESEARCH

Implementation of logistics potentials, involving logistics resources, capabilities and competences, creates possibilities for a company to achieve desired market and economic effects. As a result, a company may offer unique customer value and get lasting and long-term competitive advantage. Logistics determinants of business management are the subject of further, more detailed research conducted in Chair of Logistics and Marketing at Opole University. The research is primarily concerned with classification and hierarchy identification of business management logistics determinant, as well as with the determinants influence on business management changes and on market and economic effects achieved by a company.

So far the research results have shown selected symptoms of logistics influence on business management system. The key role of logistics potentials (resources, capabilities and - especially - logistics competences) in business management system capacity development has been partially confirmed. Thanks to such potentials, the company can be more efficient in customer value creation, as well as in reaching expected market and economic effects (outcomes).

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## WPLYW POTENCJAŁU LOGISTYCZNEGO NA ZARZĄDZANIE BIZNESOWE

**STRESZCZENIE. Wstęp:** Coraz częściej logistyka jest postrzegana jako potencjał zmian w systemie zarządzania przedsiębiorstwem. Zasoby logistyczne, zdolności a w szczególności kompetencje to potencjały o kluczowym znaczeniu.

**Metody:** Praca wskazuje na wykorzystanie możliwości potencjału logistyki w osiągnięciu zamierzonych zmian w zarządzaniu przedsiębiorstwem jak również w osiągnięciu zamierzonych przez przedsiębiorstwo efektów rynkowych i ekonomicznych. Prócz przeglądu literatury, zostały przeprowadzone badania empiryczne w 111 przedsiębiorstwach działających na terenie Polski.

**Wyniki i wnioski:** Wyniki badań wskazują różne symptomy wpływu logistyki na system zarządzania przedsiębiorstwem. Istotność potencjału logistycznej w rozwoju zdolności systemu zarządzania przedsiębiorstwem została częściowo potwierdzona. Dzięki potencjałom logistycznym, przedsiębiorstwo może działać efektywniej i wydajniej w osiągnięciu zamierzonych celów rynkowych i ekonomicznych.

**Słowa kluczowe:** logistyka, potencjał, kompetencje, zarządzanie, efekty.

## EINFLUSS DES LOGISTISCHEN POTENTIALS AUF BUSINESS-MANAGEMENT EINES UNTERNEHMENS

**ZUSAMMENFASSUNG. Einleitung:** Die Logistik wird des Öfteren als ein Potential für Veränderungen im Managementsystem eines Unternehmens angesehen. Logistische Bestände, Fähigkeiten und insbesondere Kompetenzen beinhalten Potentiale mit schlüsselmäßiger Bedeutung.

**Methoden:** Die Arbeit weist auf die Möglichkeit der Inanspruchnahme des logistischen Potentials bei Erzielung der angestrebten Veränderung im Managementsystems eines Unternehmens sowie bei Wahrnehmung der vom Unternehmen angestrebten wirtschaftlichen und -Markteffekte hin. Außer der Literaturübersicht wurden empirische Untersuchungen in 111 in Polen tätigen Unternehmen durchgeführt.

**Ergebnisse und Fazit:** Die Forschungsergebnisse zeigen unterschiedliche Anzeichen der Beeinflussung des Managementsystems eines Unternehmens seitens der Logistik auf. Die Bedeutung des logistischen Potentials bei der Entwicklung der Werkzeuge eines Managementsystems im Unternehmen wurde teilweise bestätigt. Dank der logistischen Potentiale kann das Unternehmen bei der Erzielung der angestrebten wirtschaftlichen und -Marktziele effektiver und leistungsfähiger betätigt werden.

**Codewörter:** Logistik, Potenzial, Kompetenzen, Management, Effekte.

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#### *Acknowledgement*

The article was prepared within the research project named Logistics Determinants of the Business Management, supported and financed by Polish Ministry of Science and Higher Education, performed under the supervision of prof. dr hab. Piotr Blaik at Chair of Logistics & Marketing, Faculty of Economics, Opole University, Poland, in years 2009-2011.