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**Business model - an  
ephemeral trend or  
a claim of the future? the  
orientation of enterprises  
within the agricultural  
machinery sector**

*„You do not make plans for more than a year,  
which is wrong. We need to force ourselves to plan,  
as if we had many years to live left”*

Steve Jobs

## 1. Introduction

The advancing globalization and rapid technological progress - covering both the field of manufacturing, as well as communication - radically change the business environment of enterprises. The relationships between the manufacturer (supplier) and the client (recipient) change in particular. The changing business environment results in a growing need not only to adapt the portfolio of the company to the client's requirements, but also to verify the approach to strategic management. It translates to the need to verify the business models and strategies utilized by the enterprise. Faced with varied consumer preferences, dynamic and constant changes of the environment, economic activity changes, technological progress, as well as the introduction of new management tools and techniques, companies started to search for a suitable form of conducting their business

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activity. Defining a company vision and mission became insufficient in the era of globalized economy. The development of modern technologies constantly introduces significant modifications to the concepts of running a business, which are the bedrock for long-term organization activities. Hence the need to develop research, which should be aimed at identifying specific relationships between a business model and a strategy of an organization.

Based on a widespread discussion ongoing in numerous environments of both scientists as well as management practitioners, a question arises: is it a strategy or rather a business model that is a contemporarily more accurate concept, which reflects the purposefulness of the mode of operation adopted by enterprises? At this point it should be noted that the range of mutual relations between the concept of a strategy and a business model is defined by the source literature in very different ways. When considering the dichotomy between the concepts of a business model and a strategy of an organization, we can distinguish several elements that constitute these ideas. The strategy of an organization is an action plan implemented within a feedback loop with disturbances generated by its surroundings. Therefore, it develops around a relationship linking an organization, its market and competition. Whereas a business model is a record of relationships joining an organization with its market. The impact of the competition is, within the business model concept, a secondary term relative to the concept of a strategy.

The source literature lacks an agreement in terms the relationship between the two ideas. There are opinions regarding the superiority of one over the other (Doligalski, 2014). Some authors have a noticeable tendency to prefer one of the two concepts and to appropriate the competitive idea. This statement became a starting point to formulate the following hypothesis: a more accurate concept, reflecting the purposefulness of the mode of operation adopted by enterprises is the business model.

In order to verify the hypothesis, the fundamental objective of this research paper is to determine whether contemporary management is recognized traditionally, in the light of a strategy and the entailing methods of operation, adopted to the target recipients, based on knowledge and studies, strongly embedded in the market reality or perhaps more as a paradigm, in which the focal point is the architecture of business processes, which comprises a description of their conceptualization, the determination of individual and necessary stages of operations and the modelling of these process, i.e., a business model. Opinion reconnaissance requires - in the first place - to develop a catalogue of features clearly identifying a business model and a strategy. The theoretical

and design layers will utilize a method of reconstructing and interpreting the source literature supported by a discussion among purposively selected experts. This will be reflected by a set of key identifiers, which quantify a strategy and a business model subject to further assessment by the representatives of agricultural machinery companies. On the empirical level, it is important to determine, which of the suggested dimensions truly captures the sense of the concept in terms of practical operations of the enterprises invited to the study. It seems that the complexity of the problems and the so far limited scientific recognition justify treatment of the mentioned issues as the subject matter of the research.

## 2. Strategy and business model - fundamentals

The concept of strategy appeared in the field of management and quality sciences in the 1950s and developed over the following decade. A strategy was then understood as a long-term plan (5 years or more), and the process of its formulating had a formal, structured character, which could be broken down to basic stages. The definition-wise diversity, as well as the historical context of new approach emergence became the basis to classify schools of a strategy. Some authors believe the selection of long-term objectives, as well as defined programmes or plans for their implementation through appropriate resource allocation to be crucial in terms of a strategy. Others emphasize the relevance of actions, plans, programmes or orientations necessary to achieve the specified goals (Niewiadomski, 2016, p. 103). The strategy as a method to connect an enterprise with the environment is the content of another group of definitions. Yet others focus on developing competitive leverage and the operational results of a company, the decision-making process aimed at reaching the objectives and the utilized decision-making techniques, as well as changes ongoing both within the environment, as well as inside the company. Finally, ~~you can~~ it is possible to find a group of eclectic grasps of a strategy, which integrate the aforementioned elements.

The success of an organization measured by the degree of implementation of an assumed development strategy depends on the ability to dynamically adapt the organization to the changing ambient conditions, while this adaptation process is not of solely one-way impact character (Cyfert, Bełz, Wawrzynek, 2014, p. 15). This view is fully backed by the authors of this paper, who believe that success is achieved by enterprises that flexibly adapt to the environment and make often difficult and unpopular decisions, which enable them to convert a threat into an opportunity for growth.

Conducting a business in stable macroeconomic conditions creates a possibility for long-term utilization of the developed business concept (Falencikowski, 2013, p. 5). Whereas in the case of high diversity of ambient conditions (Romanowska, 2009, p. 32), changes in the form of business activities are required. The discussions clearly indicate the importance of using a general concept formulating the logical framework of conducting a business and its characteristics such as innovativeness and competitiveness within the management process (Nogalski, Niewiadomski, Szpitter, 2017, pp. 125-126). Those, who co-form the reality, create the expectations and needs of the clients, satisfy them and think innovatively within the entire chain of the value creation, are the ones who grow. In the new conditions, the leaders should deal with identifying the opportunities within the environment and associated with creating innovative solutions, which enable using these opportunities, because a good strategy ensures success and creates added value through the effective application of new ideas (Krzakiewicz, Cyfert, 2013, p. 29).

An enterprise functioning in modern times, with aspirations to grow must implement a completely new strategy or refine an already implemented one. The deliberations of the authors prove the point and purposefulness of such a method of constructing development strategies, which adopt the perspective of market adaptation as its starting point. Whereas it should be noted that this is not one of the new management trends, but already a necessity dictated by the specificity of highly competitive rules of modern market functioning at almost every level - local, domestic or international.

As the research was undertaken, it was assumed that numerous difficult and insignificant concepts must be understood either through a designatum or by analysing their etymology and studying who created them and why (Obłój, 2007, pp. 17-18). Such actions allowed the authors to determine, what has remained and what has been lost somehow "along the way" relative to the original perception of a strategy and what has been added to it over time. In the context of such activities, it was possible to outline an original vision of a strategy, which according to the authors was a prerequisite for the conducted studies. Furthermore, the model developed by the authors is to serve as a kind of a starting point for further discussion on the strategy and possible changes of how it is perceived, and to stimulate attitudes towards a widely understood tendency to create it.

From the point of view of management and quality sciences, it is important to determine whether contemporary management is recognized traditionally, in the light of a strategy and the entailing methods of operation, adopted to

the target recipients, based on knowledge and studies, strongly embedded in the market reality or perhaps more as a paradigm, in which the focal point is the architecture of business processes, which comprises a description of their conceptualization, the determination of individual and necessary stages of operations and the modelling of these process, i.e., a business model.

Strategy is a derivative of resources available to the manufacturer and market expectations, as well as the tasks and operational conditions of the management staff in organizations. A specific sequence of cause-and-effect relationships, important for the development of a manufacturing company arises from the aforementioned deliberations. Its development requires a permanent commitment of all employees and maximum mobilisation of the resources at its disposal. Therefore, a resource management system should be implemented and made sure it is used. Such a condition improves the current operation of an enterprise through joint strategic discussions and joint works on its vision. The priorities must be set, progress tracked and dilemmas solved on a regular basis. The success of an enterprise is no longer solely dependent on the skilful allocation and utilization of the capital. The belief that competitive leverage is gained thanks to unique strategies is growing stronger among the practitioners. In the light of the above, it is noted that the most valuable skill of modern organizations is the ability to dynamically create and implement non-standard business strategies. Therefore, the fact that over the last several years the issue of developing business strategies has focused the attention of numerous practitioners, as well as researchers is not surprising. This explosion of interest is the result of an unprecedented appearance of large areas of uncertainty and risk, additionally expanded by the recent, still smouldering general economic crisis. The current and future competitive position of an enterprise depends on the ability to introduce changes, counteract threats, take the chances, provoke opportunities, gain knowledge and disseminate it efficiently within an organization. Meeting the market challenges owing to the gained competitive advantage requires changing its decisive elements and factors. It is mainly about new methods of observing and analysing markets, other relations with the clients, introducing new and innovative products or a rational selection and utilization of the resources, as well as the application of management processes, methods, concepts or systems different than previously. In combination with appropriate actions, they determine the shape of a strategy and the associated business models (Brzóška, 2009, p. 6). To sum up, it should be emphasized that solving the research problem regarding the concept, nature and features

of a strategy as an attribute of a modern organization - due to the publishing rigours regarding the text volume - are presented in the form of the following generic conclusions:

1. The importance of a strategy evolved over the centuries, from a complete lack of perceiving the need to create it, to the emergence of interest in business models.
2. The concept of a strategy has not yet been and today still is not clearly defined. The source literature contains numerous definitions of a strategy. It includes generic and specific definitions, which describe only some of its aspects and refer to a certain scope and organization.
3. Despite the internal diversity of the definitions, the following features of a strategy can be distinguished: it results from a specific choice, it always refers to someone or something, it has a specific area and level, it is associated with the direction of company's development, it is dynamic and temporary, it develops over time, it grows or is interrupted, it is based on experience, it is associated with expectations regarding the future, it is a bedrock for introducing changes enabling their ordered implementation, it exists in an environment of uncertainty and risk, and it is a concept of positive nature.
4. Strategy is a concept strongly correlated with a resource-wise approach.
5. Strategy is opposed by the lack of determination of a company development's method and direction.
6. Because there are infinitely many relations (difficult to be predicted) ongoing between the factors determining the strategy of an organization, hence all the attempts to classify and organize the desiderata of a mature strategy in terms of terminology are always difficult and controversial.

The direction of defining strategy is an important aspect of the theoretical approach towards modelling its characterizing factors (desiderata). Nonetheless, such a short elaboration makes it impossible to present the directions of its perception propagated by Polish and foreign authors. The paper solely indicates selected methods of defining, relating to various areas. For it is not the intention of the authors to conduct a comprehensive review of the definitions, but only to indicated, based on the already developed ones, as well as in the context of the ones being clarified, the directions of its perception by modern enterprises.

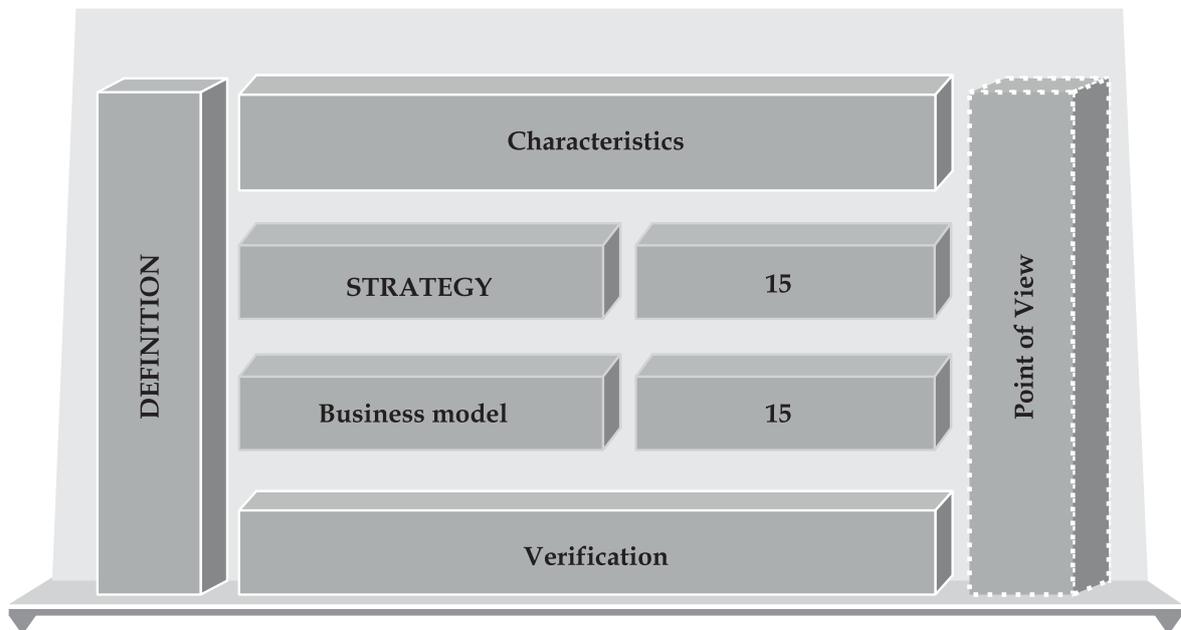
The authors believe that the concept of a strategy combines a certain similarity with defining the business model. Both a strategy, as well as a business model regard the key aspects of a company's operation, which are assigned with less important aspects. Furthermore, they are rather unchanged in the short term. Nonetheless, they are not identical concepts.

The attention of many researchers is focused on the issue of developing business models. This explosion of interest is the result of an unprecedented appearance of large areas of uncertainty and risk, additionally expanded by the recent, still smouldering general economic crisis. The source literature analysis enables to unequivocally conclude that the business model, similar to strategy, is a multi-faceted concept, which generates difficulties in its unambiguous definition. K. Obłój (2002, p. 98) defines the business model as a combination of a company's strategic concept and the technology of its practical implementation, understood as the development of a value chain enabling efficient operation and renewal of the resources and skills. J. Brzóška (2009, p. 9) believes that the consequence of such a definition is the need to identify a close link between the adopted company strategy with its practical implementation, hence, operational activity, in model development. The implementation (technology) of a strategy should build such a value chain, which not only effectively utilizes the resources and skills of a company, but also enables their renewal. The uniqueness aspect regarding the configuration of elements constituting the business model is emphasized in their definition by S. Ehiraj, I. Guler, H. Singh (2000, p. 2). The authors believe that the configuration - which consists of the objectives, strategies, processes, technology and structure of an organization - creates value for clients, hence enabling an enterprise to efficiently compete within a specific market.

The importance of business models can also be analysed in the context of company innovativeness (Falencikowski, 2013, p. 34). The business model in this case is perceived as the basis for an innovative business concept. It is often a novel concept of conducting a business - using radical innovations, often discovering new market possibilities. In the case of Polish source literature, the extensively described business model, considered by the team of M. Duczkowska-Piasecka (2013, p. 132) as a new approach towards strategic management is noteworthy. The authors of this business model believe it is a multi-faceted issue, providing the enterprises with chances for strategic selection, shaping their strategic position, developing a strategy and introducing changes in the companies. The business model definition analysis is an important aspect in terms of the theoretical approach towards business modelling. However, such a short elaboration makes it impossible to present all the definitions developed by Polish and foreign authors; it includes only the selected - relating to the conducted research - perceptions of the business model.

### 3. Material and methodology of testing

A catalogue of strategy and business model definitions was selected using the method of reconstructing and interpreting the source literature (Zakrzewska-Bielawska, 2012; Ehiraj, Guler, Singh, 2000; Afuah, Tucci, 2003; Chesbrough, Rosenbloom, 2002; Krupski, 2009; Nogalski, Szpitter, 2009; Teece, 2010; Romanowska, 2005; Romanowska, 2009; Krzakiewicz, Cyfert, 2011; Urbanowska-Sojkin, Banaszyk, Witczak, 2007; Weill, Vitale, 2001; Firlej, 2013; Strategor, 2001; Zott, Amit, 2010; DaSilva, Trkman, 2004; Obłój, 2010; Timmers, 1998; Rokita, 2005; Watson, 2005; Schermerhorn, 2008; Magretta, 2002; Mintzberg, 1987; Huff, Floyd, Herman, Terjesen, 2011; Jeżak, 1990; Moszkowicz, 2000; Szpitter, 2013), supported by original opinions of the authors. Literature query supported by the opinion of purposively chosen experts – within the design domain – enabled compiling a research tool in the form of an evaluation sheet.



**Figure 1. Evaluation areas**

Source: own study

The qualitative research based on experience and expert knowledge enabled the identification of opinions, impressions and connotations resulting from a number of factors relating to the presented definitions. They helped to generate areas for a subsequent study; they provided interesting information on the

language that “industry experts” use to describe the phenomena constituting the subject matter of the defining. The authors believe this allowed to avoid mistakes at the stage of constructing the list.

When grouping all of the opinions and confronting them with the suggestions of selected researchers, a catalogue of key definitions (research tool in the form of a survey) – significant from the perspective of conducted studies – was formulated, which was verified among selected representatives of the agricultural machinery sector companies at the layer stage of the research. The suggested evaluation concept (figure 1) covered 30 characteristics of the strategy (15) and the business model (15).

The essential stage of the research was conducted from May to June 2019. The study was conducted during direct meetings organized within selected industry trade shows (table 1).

**Table 1. Study subject characteristics**

Event name	Date	Number	% of respondents
GREEN AGRO SHOW	25-26 May 2019	23	33.33
AGRO TARGI WSCHÓD	8-9 June 2019	25	36.23
OPOLAGRA	14-16 June 2019	21	30.43
Summary		69	100

**Source:** own study

The study covered a total of 69 enterprises. When selecting a company, its cooperation with Fortschritt (direct relationship) or its co-operators (indirect relationship) was an important criterion. This made it possible to determine whether a respondent was interested in expressing in his/her views or whether he/she exhibited sufficient knowledge and experience within the field of the addressed task. The application of the purposive sampling technique and conducting the study during business meeting undoubtedly impacted the reliability of the answers.

The population of the studied entities was made of manufacturing (82.61%) and trading (17.39%) companies operating in the agricultural machinery sector. The respondents were the owners and managers representing: micro –

9 persons (13.04%), small – 12 persons (17.39%), medium – 40 persons (57.97%) and large companies – 8 persons (11.59%). Given the distribution due to the predominant production character, mass or large-batch (50.88%), short-batch (40.35%) or unit production (8.77%) was declared. 38.60% of the companies declared production involving mainly the assembly of components purchased from external suppliers into finished products, whereas 68.40% indicated a manufacturing process covering several stages, with their outcome subsequently being components and finished products. In the case of trading companies, most see themselves as an intermediary between the manufacturers and the importers on one hand, and agricultural enterprises on the other.

Given the distribution by age, 7.25% of the respondents were younger than 30, 26.09% were in the 31-40 group, 33.33% in the 41-50 range, 23.19% in the 51-60 age group, while 10.14% were 60 years old or older (table 2).

**Table 2. Characteristics of the studied population by age (N=69)**

Interval	Data - Age	
	Number of respondents	[%]
under 30	N=5	7.25
31 to 40	N=18	26.09
41 to 50	N=23	33.33
51 to 60	N=16	23.19
above 60	N=7	10.14
<b>Total</b>	N=69	100.00

Source: own study

Among the surveyed, a group of people with secondary and higher education was the biggest; with 60.87% of the owners with higher education, 24.64% with secondary education, and 14.71% – vocational education. The detailed characteristics are shown in table 3.

**Table 3. Characteristics of the studied population by education (N=69)**

Interval	Data - Education	
	Number of respondents	[%]
Vocational	N=10	14.49
Secondary	N=17	24.64
Higher	N=42	60.87
<b>Total</b>	<b>N=69</b>	<b>100.00</b>

**Source:** own study

In the course of the conducted study, an attempt was made to interpret the results based on respondent declarations. In the course of the studies, an attempt was made to obtain information whether the studied companies saw management traditionally, in the light of a strategy and the entailing methods of operation or perhaps more as a paradigm, in which the focal point is the architecture of business processes, which comprises a description of their conceptualization, the determination of individual and necessary stages of operations and the modelling of these processes, i.e., a business model. The respondents were asked to assess the adequacy of the presented definitions in terms of the management direction and orientation represented by their enterprises. A five-grade scale was used for this purpose, where 1 meant a very low correlation of the definition with reality, and 5 - a very high one. The analysis proceeded in accordance with the previously assumed stages. The first one involved segregating the material, i.e., appropriate grouping of the definitions. The next stage was to describe the obtained data and interpret it, as discussed in the further part of this elaboration.

#### **4. Business model or strategy? Own research results**

An evaluation sheet involving 30 traits was compiled in order to determine whether contemporary management is seen traditionally through the perspective of a strategy and the entailing methods of operation or perhaps more as a paradigm, in which the focal point is the business model. The respondents were asked to indicate, to what extent each of the definitions reflected the orientation adopted by their entity. The evaluation was based on

the hierarchy of sequentially ordered 15 components. Given the significance criterion, the key desiderata were chosen. The assignments were made based on their average value, calculated based on the indications of the respondents participating in the study. The authors adopted the following solution: the value interval lower limit for the group of key desiderata was a second quartile value, i.e. 4.20, which constituted 50% of all the evaluated ones. The study results are presented below.

The respondents believe that efficient management determines a plan, pattern and position relative to the competitors. Attention is drawn to the best use of resources and organization talent, and the ability for rapid identification of and taking opportunities (chances), which appear within the environment. This is a constant and dynamic process of making choices in conditions of uncertainty, aimed at long-term development (average rating 4.57; 63.8% of 5s). Effective competing within a specified target market is enabled by proper configuration of organizational objectives, strategy, processes, technology and structure, which creates value for the clients (average rating 4.48; 58.0% of 5s). Therefore, the method of increasing and utilizing resources adopted by the company in order to provide the clients with a portfolio of products and services, with its value exceeding the offer of the competition, and which at the same time ensures profitability for the company is crucial (average rating 4.42; 55.1% of 5s).

From the point of view of the studied companies, it seems important to create values for the clients through offering them a specific technology contained within a product (average rating 4.39; 50.7% of 5s). In the context of such an outlined orientation, attention is drawn to identifying market segments to receive the value proposition, together with determining the revenue generating method. Therefore, defining the value chain structure necessary to create and distribute an offer (value) for selected market segments, along with determining complementary resources required to maintain the position of the company within a value chain is desirable. This will enable formulating a competitive strategy, which will allow the company to achieve and maintain competitive leverage within the market (estimating the profit potential and cost structure).

Contemporary strategic orientations of the studied companies are concretized by the ex-ante defined ideas regarding, mainly, value innovations, opportunities that have to be used and the redundancies of resources and competence, which have to be created due to the chances and threats (average rating 4.35; 46.4% of 5s).

From the point of view of studied enterprises, a prerequisite for efficient management is to define what the company offers its clients, how it reaches

them, how it stays in touch with them, using what resources, activities and which partners (average rating 4.32; 42.0% of 5s). It is about the method of generating value for the clients, which must translate to gained profit (average rating 4.29; 40.6% of 5s). Management perceived in such a way is fulfilled by a business model defined through the method of acquiring clients and supporting them adopted for a given sector (average rating 4.29; 39.1% of 5s).

The studied companies indicate a growing perspective of a dynamic process of overcoming the difficulties, which an enterprise is faced with in the course of its development (average rating 4.29; 43.5% of 5s). From this point of view, the objective of a company is to maintain its development and competitive potential in the long-term. Such a model is concretized by a network of connections forming between the resources at the company's disposal and the activities creating value for the broadly defined clients (average rating 4.28; 43.5% of 5s). Similarly, the studied enterprises experience a growing perspective defining the comprehensive response process, which enables creating and maintaining satisfactory relations between the objectives of a company and its resources, and the changing surrounding conditions, so as to achieve the best possible efficiency (average rating 4.28; 40.6% of 5s). Therefore, it is desired to have a description of the role and relationships between the consumers, clients, business partners and suppliers, which determine the flow of products, information and funds, as well as the main benefits to the stakeholders (average rating 4.25; 37.7% of 5s). The studied enterprises are preoccupied with the architecture of business process, which comprises the description of their conceptualization, determination of individual and necessary operational stages and modelling of these processes, as well as a kind of an activity philosophy, which is treated as necessary in terms of the development of future or existing organization (average rating 4.23; 40.6% of 5s).

In the course of the studies, attention was paid to the ability of the companies to make choices in terms of the operational domain, it wishes to be present in, and to determining the resources necessary to survive and grow (average rating 4.23; 39.1% of 5s). Therefore, it is desired to have a specified set of activities and relations between them, whereby it is noted that certain actions can be conducted on one's own, while others by business partners (average rating 4.20; 37.7% of 5s).

The presented research enables an unequivocal statement that contemporary management is seen as a paradigm, in which the focal point is the architecture of business processes comprising a description of their conceptualization, determination of individual and necessary operational stages, and the modelling of these processes, i.e., a business model (73.33%). Within the evaluation conducted

based on 15 sequentially ordered components, only 5 indications (26.67%) was related to strategy and the consequent methods of operation, adapted to target recipients, based on knowledge and studies, and strongly embedded in market realities (figure 2); whereas the definition by A. Zakrzewska-Bielawska (2012) placed first (table 4). In the light of the above, it should be stressed that the definitions developed by Polish researchers gained wide acceptance; 8 definitions were included in a catalogue of 15 key desiderata (53.33%). The authors believe that this confirms the “practicality” of Polish management and quality sciences.

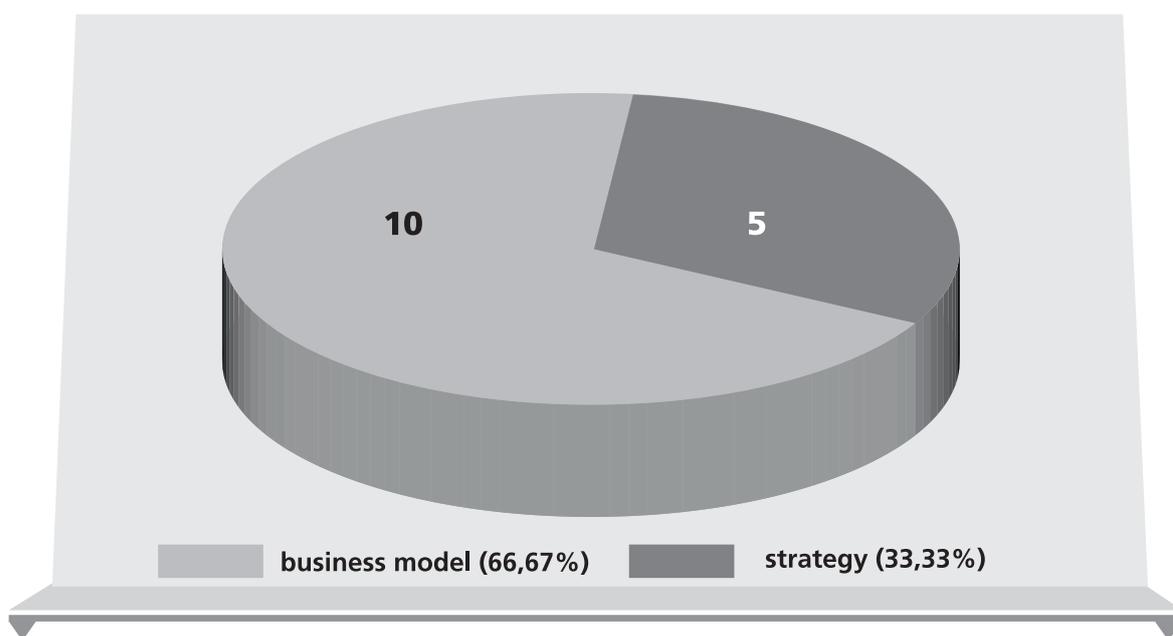


Figure 2. Strategy vs business model - indication significance

Source: own study

Table 4. Strategy vs business model - indication level

No.	S/BM	AUTHOR	% of INDICATIONS					$\bar{X}$
			FEATURE VALUE					
			1	2	3	4	5	
1.	S <sub>1</sub>	Zakrzewska-Bielawska (2012)	-	1.0	3.0	21.0	44.0	4.57
			-	1.4	4.3	30.4	63.8	

2.	BM <sub>1</sub>	Ehiraj, Guler, Singh (2000)	-	1.0	5.0	23.0	40.0	4.48
			-	1.4	7.2	33.3	58.0	
3.	BM <sub>2</sub>	Afuah, Tucci (2003)	-	2.0	5.0	24.0	38.0	4.42
			-	2.9	7.2	34.8	55.1	
4.	BM <sub>3</sub>	Chesbrough, Rosenbloom (2002)	-	2.0	4.0	28.0	35.0	4.39
			-	2.9	5.8	40.6	50.7	
5.	S <sub>2</sub>	Krupski (2009)	-	3.0	2.0	32.0	32.0	4.35
			-	4.3	2.9	46.4	46.4	
6.	BM <sub>4</sub>	Nogalski, Szpitter (2009)	-	1.0	5.0	34.0	29.0	4.32
			-	1.4	7.2	49.3	42.0	
7.	BM <sub>5</sub>	Teece (2010)	-	2.0	4.0	35.0	28.0	4.29
			-	2.9	5.8	50.7	40.6	
8.	BM <sub>6</sub>	Romanowska (2005)	-	2.0	3.0	37.0	27.0	4.29
			-	2.9	4.3	53.6	39.1	
9.	S <sub>3</sub>	Romanowska (2009)	1.0	1.0	5.0	32.0	30.0	4.29
			1.4	1.4	7.2	46.4	43.5	
10.	BM <sub>7</sub>	Krzakiewicz, Cyfert (2011)	-	3.0	5.0	31.0	30.0	4.28
			-	4.3	7.2	44.9	43.5	
11.	S <sub>4</sub>	Urbanowska-Sojkin, Banaszyk, Witczak (2007)	-	2.0	5.0	34.0	28.0	4.28
			-	2.9	7.2	49.3	40.6	
12.	BM <sub>8</sub>	Weill, Vitale (2001)	-	2.0	5.0	36.0	26.0	4.25
			-	2.9	7.2	52.2	37.7	
13.	BM <sub>9</sub>	Firlej (2013)	1.0	2.0	5.0	33.0	28.0	4.23
			1.4	2.9	7.2	47.8	40.6	
14.	S <sub>5</sub>	Strategor (2001)	-	3.0	5.0	34.0	27.0	4.23
			-	4.3	7.2	49.3	39.1	
15.	BM <sub>10</sub>	Zott, Amit (2010)	-	3.0	6.0	34.0	26.0	4.20
			-	4.3	8.7	49.3	37.7	

Source: own study

The value interval upper limit for the definition with a lower correlation with “practice” was the lower value of the first quartile (below 4.20). The research results are shown in table 5.

**Table 5. Strategy vs business model - indication level (cont.)**

No.	S/BM	AUTHOR	% of INDICATIONS					$\bar{X}$
			FEATURE VALUE					
			1	2	3	4	5	
1.	BM <sub>11</sub>	DaSilva, Trkman (2004)	-	3.0	6.0	35.0	25.0	4.19
			-	4.3	8.7	50.7	36.2	
2.	S <sub>6</sub>	Obłój (2010)	1.0	3.0	6.0	36.0	23.0	4.12
			1.4	4.3	8.7	52.2	33.3	
3.	BM <sub>12</sub>	Timmers (1998)	1.0	3.0	5.0	39.0	21.0	4.10
			1.4	4.3	7.2	56.5	30.4	
4.	BM <sub>13</sub>	Obłój (2010)	2.0	2.0	5.0	41.0	19.0	4.06
			2.9	2.9	7.2	59.4	27.5	
5.	S <sub>7</sub>	Rokita (2005)	2.0	2.0	7.0	37.0	21.0	4.06
			2.9	2.9	10.1	53.6	30.4	
6.	BM <sub>14</sub>	Watson (2005)	2.0	1.0	8.0	38.0	20.0	4.06
			2.9	1.4	11.6	55.1	29.0	
7.	S <sub>8</sub>	Schermerhorn (2008)	2.0	2.0	9.0	35.0	21.0	4.03
			2.9	2.9	13.0	50.7	30.4	
8.	BM <sub>15</sub>	Magretta (2002)	2.0	1.0	4.0	48.0	14.0	4.03
			2.9	1.4	5.8	69.6	20.3	
9.	S <sub>9</sub>	Mintzberg (1987)	1.0	3.0	5.0	44.0	16.0	4.03
			1.4	4.3	7.2	63.8	23.2	
10.	S <sub>10</sub>	Ježak (1990)	2.0	1.0	8.0	41.0	17.0	4.01
			2.9	1.4	11.6	59.4	24.6	

11.	S <sub>11</sub>	Moszkowicz (2000)	2.0	2.0	4.0	47.0	14.0	4.00
			2.9	2.9	5.8	68.1	20.3	
12.	S <sub>12</sub>	Chandler (1962)	1.0	1.0	8.0	46.0	13.0	4.00
			1.4	1.4	11.6	66.7	18.8	
13.	S <sub>13</sub>	Steinmann, Schreyogg (1998)	2.0	4.0	9.0	44.0	11.0	3.88
			2.9	5.8	13.0	63.8	15.9	
14.	S <sub>14</sub>	Mintzberg (1987)	2.0	4.0	8.0	45.0	10.0	3.83
			2.9	5.8	11.6	65.2	14.5	
15.	S <sub>15</sub>	Von Clausewitz (cf.: Moszkowicz, 2000)	5.0	11.0	44.0	7.0	2.0	2.86
			7.2	15.9	63.8	10.1	2.9	

Source: own study

The client is the focal point in contemporary management. Creating value for clients and companies through transforming resources into an intended outcome, as a result of conducting the activities, is a key operational model of selected enterprises (average rating 4.19; 36.2% of 5s).

Contemporary marketing should be a consistent concept of operation based on a few key and mutually complementary choices, which enable taking the chances or developing competitive leverage (average rating 4.12; 33.3% of 5s). The essence of such an outlined model is achieving extraordinary results.

The management orientation indicated by the respondents is outlined by the architecture of the products, services and flow of information, taking into account various business actors and their role, the nature of potential benefits gained by various business actors and the profile of revenue sources (average rating 4.10; 30,4% of 5s). From the point of view of development and building a sustainable competitive leverage, the important aspects are the strategic concept of a company and the technology of its practical implementation (average rating 4.06; 27,5% of 5s), defined by the respondents as the construction of a value chain enabling efficient exploitation and renewal of the resources and skills. The orientation adopted by the companies is a kind of a response of the management system to important issues of a group of businesses conducted by the company (average rating 4.06; 30.4% of 5s). It is a set of deliberate, necessary activities aimed at achieving the required results and a set of required responses

to new competition conditions emerging in the company's environment and the associated opportunities to improve the results, as well as threats.

The attention of the studied enterprises is focused on organizational operation record, which takes into account all of its components, functions and processes resulting in the costs for the very organization and added value for the client (average rating 4.06; 29.0% of 5s). The resource-based approach reveals another of the indicated definitions, highlighting a comprehensive action plan, determining the directions and indicating how to allocate the resources in order to fulfil the mission of the organization and achieve its goals (average rating 4.03; 30.4% of 5s).

The respondents believe that it is necessary to determine how an enterprise organizes its activities, which clients it serves, how it creates value for them, how it generates profit and how does a company deliver the value to the clients at reasonable costs (average rating 4.03; 20.3% of 5s)? In reference to the above, a plan is drawn up, which shows a consciously intended and developed direction of future company operation; it is a kind of a signpost for the enterprise, created as a result of looking forward (average rating 4.03; 23.2% of 5s). Therefore, a description of the desired future company condition is developed, as a result of looking inside the organization and evaluating its culture. In this case it is crucial to have a system for assessing certain value, which facilitate the company's identification and evaluation of arising opportunities and threats (average rating 4.01; 24.6% of 5s). Attention is drawn to the course of action, which enables a company to maintain beneficial stability (average rating 4.00; 20.3% of 5s). In the course of the conducted study, less attention was drawn to determining long-term objectives and tasks (average rating 4.00; 18.8% of 5s) as well as attitudes, desires and a value system of the management staff (average rating 3.88; 15.9% of 5s). A belief is becoming evident among the respondents that contemporary management focusing on setting a strategic objective and determining work effect values draws attention to a manoeuvre aimed at outwitting the competition (average rating 3.83; 14.5% of 5s). Contemporary management is not, however, seen as a struggle, which is confirmed by the last definition in the ranking (average rating 2.86; 2.9% of 5s).

## 5. Conclusion

The business model and operation strategy are one of the basic tools of every company operation. These interpenetrating instruments have long been used by large corporations, but their importance is even greater for smaller companies

or start-ups building their market position, and even individual projects implemented in the enterprises. There is a strong connection between the model and the strategy which may cause some inaccuracies when combining these two concepts. It is important to define the relationship between the strategy and the business model.

A strategy is the bedrock of effective management. In the general approach, it can be understood as the measures used by the enterprises to achieve their goals. However, it is an ambiguous concept, interpreted differently within the source literature. This is associated with its evolution and a different approach to its essence based on various scientific cognition assumptions, the theory of value and the research methodology.

The beginning of the 21st century enforced a new approach towards a strategy. The rapid pace of the changes ongoing within the environment, globalization, technical and technological progress and accelerated knowledge development resulted in the strategy of an individualized enterprise within the new economy model being the actions aimed at innovating values. The strategy is a set of plans and activities to ensure the implementation of key and specific objectives in a broader time horizon. It is a way of the company's movement outside in a competitive environment.

The business model is the core of the company and a description of the logistics of its operation. It indicates a method for creating the value by the company, deriving profits from it, cost generators and key success factors, and therefore, all elements that allow to achieve and maintain a competitive advantage.

In the light of the above, it seemed reasonable to determine whether the contemporary management is recognized traditionally, through the perspective of a strategy and the entailing methods of operation, adapted to the target recipients, based on knowledge and studies, strongly embedded in the market reality or perhaps more as a combination of a company's strategic concept and the technology of its practical implementation, understood as the creation of a value chain enabling efficient operation and renewal of resources and skills, i.e., a business model? Within the evaluation based on 30 components, a greater significance of the definitions regarding the business model was noted; out of the 15 components classified in group I (average above 4.20), only 5 indications related to a strategy (26.67%). The discussions clearly indicate the importance of using a general concept formulating the logical framework of conducting a business and its characteristics such as innovativeness and competitiveness, understood as a business model, within the management process.

This results from the fact that one of the main objectives within an organization becomes minimizing uncertainty through providing the organization with necessary information and knowledge when creating innovative products in accordance with market and consumer trends. The current and future competitive position of an enterprise depends on the ability to identify changes, counteract threats, take the chances, provoke opportunities, and gain, store and disseminate knowledge efficiently within an organization. Meeting the market challenges owing to the gained competitive advantage requires changing its decisive elements and factors. It is mainly about new methods of observing and analysing markets, other relations with the clients, introducing new and innovative products, a rational selection and utilization of the resources, as well as the application of management processes and systems different than previously. In combination with appropriate actions, they determine the management methods and the associated business models.

## Summary

### **Business model - an ephemeral trend or a claim of the future? the orientation of enterprises within the agricultural machinery sector**

The fundamental objective of this research paper is to determine whether contemporary management is recognized traditionally, in the light of a strategy and the entailing methods of operation, adapted to the target recipients, based on knowledge and studies, strongly embedded in the market reality or perhaps more as a paradigm, in which the focal point is the architecture of business processes, which comprises a description of their conceptualization, the determination of individual and necessary stages of operations and the modelling of these process, i.e., a business model. Opinion reconnaissance requires – in the first place – to develop a catalogue of features clearly identifying a business model and a strategy. The theoretical and design layers will utilize a method of reconstructing and interpreting the source literature supported by a discussion among purposively selected experts. This will be reflected by a set of key identifiers, which quantify a strategy and a business model subject to further assessment by the representatives of agricultural machinery companies. On the empirical level, it is important to determine, which of the suggested dimensions truly capture the sense of the

concept in terms of practical operations of the enterprises invited to the study. It seems that the complexity of the problems and the so far limited scientific recognition justify treatment of the mentioned issues as the subject matter of the research.

**Keywords:** *Business model, strategy, strategic management, agricultural machinery manufacturer.*

### **Streszczenie**

#### **Model biznesu – efemeryczny trend czy postulat przyszłości? orientacja przedsiębiorstw sektora maszyn rolniczych**

Fundamentalnym celem niniejszej pracy jest rozpoznanie czy współczesne zarządzanie postrzegane jest tradycyjnie przez pryzmat strategii i wynikających z niej metod działania, dostosowanej do docelowych odbiorców, opartej na wiedzy i badaniach, osadzonej mocno w realiach rynkowych czy może bardziej jako paradygmat, w którym punktem centralnym jest architektura procesów biznesowych, na którą składa się opis ich konceptualizacji, wyznaczenie poszczególnych i niezbędnych etapów działań operacyjnych oraz modelowanie tych procesów, tj. model biznesu. Rekonesans opinii wymaga – w pierwszej kolejności – sprokurowania katalogu cech istotnie identyfikujących strategię oraz model biznesu. W warstwie teoretycznej i projektowej wykorzystana zostanie metoda rekonstrukcji i interpretacji literatury przedmiotu wsparta dyskusją w grupie celowo dobranych ekspertów. Znajdzie to swój wyraz w zestawie kluczowych identyfikatorów kwantyfikujących strategię oraz model biznesu podlegających dalszej ocenie wśród przedstawicieli przedsiębiorstw sektora maszyn rolniczych. Na płaszczyźnie empirycznej istotne jest ustalenie, które z zasugerowanych wymiarów najbardziej oddają sens pojęcia w kontekście praktycznych działań przedsiębiorstw zaproszonych do badań. Wydaje się, że złożoność problemów i małe, jak dotychczas, naukowe rozpoznanie uzasadniają traktowanie wymienionych kwestii jako przedmiotu badań.

### **Słowa**

**kluczowe:** *Model biznesu, strategia, zarządzanie strategiczne, producent maszyn rolniczych.*

JEL

Classification: E20, I12, E24

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