■ Chapter 2 ■

Creating Value for Stakeholders Through Coopetitive Activity

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Abstract: Value creation has been attracting growing interest among researchers due to its key role in building competitive advantage. According to the most influential trends in management and organization theory that have emerged in recent decades, value can also be created as a result of seemingly paradoxical coopetitive activities. The aim of this study was to identify the values that are co-created through coopetitive activities with the involvement of stakeholders. The results of the analysis revealed that coopetition contributes to the creation of three types of values: economic value, knowledge, and social and environmental value. Value creation is determined mainly by economic and social factors. This article is informed by theoretical issues, and the proposed model can be applied in empirical research.
Keywords: coopetition, value, stakeholder, value creation

Introduction

The complexity of the business environment and the challenges associated with building and constantly maximizing a company's competitive advantage have prompted businesses to enter into previously unencountered relationships. Coopetition, which is a portmanteau term combining cooperation and competition, is one of such relationships. According to Brandenburger and Nalebuff (1996), coopetition is a process of baking a larger cake through cooperation and sharing that cake through competition. Therefore, coopetition involves both value creation (cooperation) and value appropriation (competition). The creation of shared value in coopetative relationships is justified by coopetition, a seemingly paradoxical concept that emerged in management theory in the 20th century; as well as by relationship and network theories, rooted in the resource management approach.

Value creation is one of the key concepts in strategic management and economics. It is of paramount significance for companies, for competitors who have entered into a coopetitive relationship with a company, and for all stakeholders in the supply chain and the value network. In management science, value is analyzed at three levels. Firstly, the main focus is put on value creation only; secondly, the emphasis is placed on value appropriation; and thirdly, both processes are taken into account. However, in the existing research, value creation is rarely analyzed jointly with stakeholders, and even if such attempts are made, stakeholders are not sufficiently characterized (Garcia-Castro 2015). For this reason, the aim of this study was to identify the types of value that are co-created as a result of coopetitive activities that involve stakeholders. Based on the first approach, attempts will be made to answer the following questions:

1. What types of value can be created through coopetition?
2. What are the determinants of different types of value?
3. Who are the stakeholders in the process of value creation through coopetition?

The answers to the above questions will support the development of a theoretical model of value creation through coopetition. The theoretical model will be then verified empirically to determine which types of value play a key role (are rudimentary) for different stakeholder groups in a coopetitive relationship.

Method

The article discusses theoretical issues, and the results can be applied in empirical research. In the article used method of systematic review literature. The following databases were selected for the study: Ebsco and Google Scholar. In each of them used search keywords: coopetition, value creation and stakeholders.

Definition of Value

Value is a concept with multiple meanings. According to the *Dictionary of the Polish Language*, value is a concept that refers to objects, people, ideas and physical units. Value can represent the material or monetary worth of an object. It can also denote personal significance (in terms of human characteristics) and a sense of self-worth, as well as the importance of an object based on its ability to satisfy human needs. Value can also represent the creation of new worth or utility. The last meaning of value refers to a number defining the amount of units used in measuring physical quantities. The presented approach not only has multiple meanings, but it also makes broad references to various areas of life and science, including sociology, psychology and economics.

The first attempts to define value were made already in antiquity by Aristotle who endeavored to determine why some objects have greater value than others. Ultimately, social needs were regarded as the main measure of value. In economics, the nature of value was debated by Adam Smith who postulated two approaches to the problem. The first was based on his notable work, *The Wealth of Nations* (1776), which argued that individuals are fully capable of choosing what is best for them and, therefore, are able to define objects or concepts that they value most. Most importantly, these choices are made autonomously by every individual. The second approach emphasized that in a free market, consumers can choose what they buy, from whom and on what terms. Their actions are driven by the desire to maximize the profit or value derived from a given transaction (Smith, 2012).

In subsequent years, value was also defined as a measure of pleasure and pain, where the former should be maximized, and the latter minimized. The concept of value was also analyzed from the point of view of its utility, where value was attached not only to the production of pleasure and the privation of pain, but was generally associated with happiness and well-being. In this approach, human needs were the ultimate measure of value. This view was postulated by John Stuart Mill who was a proponent of utilitarianism, a philosophical theory claiming that moral action maximizes utility (Mill, 1961). In contemporary economic thought, the concept of value (in particular in the context of utility) was linked with welfare economics and social choice theory. In this approach, the concept of value was combined with various factors or determinants, such as price, labor, exchange or production. The above gave rise to the concept of economic value measured in monetary terms. Economic value makes a reference to exchange value (which is affected by supply and demand), utility (defined individually by every consumer), cost (the sum of material inputs and labor in the process of manufacturing the final product) and added value (the difference between the value of a produced good and total production inputs). Value can also be defined as the difference between the benefits perceived by a consumer who purchases a given good and the economic costs borne by the producer. The benefits perceived by the consumer can also be replaced with the consumer's propensity to pay (Peteraf, Barney, 2003), whereas costs decrease the final value of the product. This definition of economic value makes a reference to the concept of surplus value which includes the consumer's surplus and the producer's surplus (Brandenburger, Stuart, 1996). Światowiec-Szczepańska (2016) posits that economic value is linked with residual value, defined as the difference between total economic value and the value provided to the customer. The above definition refers to the concept of economic rent (Światowiec-Szczepańska, 2016).

From the point of view of economic rent, businesses have to explore and exploit inter-organizational relationships which are mutually dependent and complementary and, if adequately balanced, improve a company's performance (Stańczyk-Hugiet, 2016). Stańczyk-Hugiet makes a reference to the theory of weak and strong ties that constitute a structural dimension of social capital. The strength of these ties is a product of time (frequency), intensity (number and magnitude), intimacy (mutual trust) and reciprocity (Granovetter, 1973). According to Granovetter, businesses benefit more from weaker inter-organizational ties which are a source of new and more diversified information. Weaker ties also enable a company to more accurately identify changes and opportunities in the business environment. In contrast, Bramel argues that entities bound by stronger ties are characterized by greater similarities in various respects. As a result, the probability of friendship and cooperation increases between entities that have entered into a mutual relationship. Therefore, stronger ties are more likely to further coopetition and value creation. The use of both exploration and exploitation techniques and a company's ability to reconcile the two through organizational ambidexterity are discussed by Zakrzewska-Bielawska, who defines ambidexterity as a strategic skill and cites examples of companies that rely on this approach to resolve strategic management problems (2016).

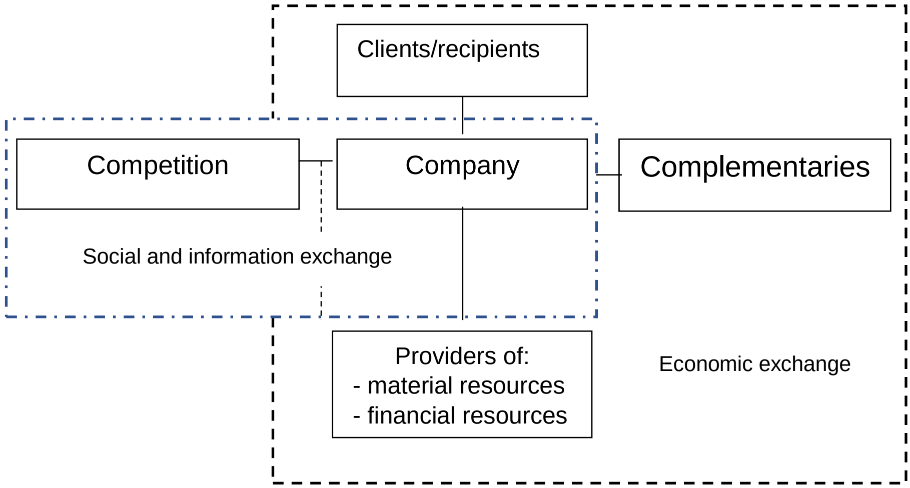
One of the most popular approaches to defining value is the vertical integration concept proposed by Porter, wherein vertical integration relates to the industry value chain, namely the value created by suppliers, the company and its customers (2006). All participants in the value chain contribute to the creation of value, but they are also hoping to participate in the process of value appropriation.

Porter's vertical integration concept is similar to the value network perspective which is inseparably linked with the coopetition strategy. This concept was developed in reference to game theory where, similarly to vertical integration, the players are represented by customers and suppliers, but also by competitors and complementaries. Complementary businesses make their products more valuable for customers than similar products that are available on the market. In a value network, a company and its competitors are not bound by mutual relationships (they are not involved in economic exchange), but social exchange and the exchange of information taking place in the network (Romaniuk, 2013). Social exchange is based mainly on mutual obligation, trust, involvement and solidarity, provided that all initiatives are voluntary and do not result from altruistic motivations. Social exchange should never involve coercion or sacrifice. Information is one of the most valuable resources, and it should be exchanged with caution and prudence. Information exchange is covered by Game theory and Transaction Cost theory (Romaniuk, 2017). The existence of social exchange and the exchange of information between a company and its competitors implies that competitors participate in value creation as well as value appropriation. Social exchange and the exchange of information in a value network are presented in Figure 1.

In Social Exchange theory, the adoption of a win-win strategy leads to self-empowerment. The partners are willing to accept lower profits in the value creation process to preserve a given relationship (Bengtsson, Kock, 2000).

The value network is rightly referred to as a client-centered approach because it focuses on the client as the ultimate recipient of value, regardless of who creates or controls it. The profits generated by the value network are shared by all network participants. The benefits for suppliers include less uncertainty and resource complementarity. Competitors benefit from the increase in market size and value, whereas the company and the complementaries derive profits from the growth and development of the market (Czakon, 2014). Therefore, the value network supports the generation of relational rents, namely economic rents that are generated jointly in an exchange relationship.

Figure 1. Value creation network with different exchange processes



Source: own study

Coopetition and Types of Value

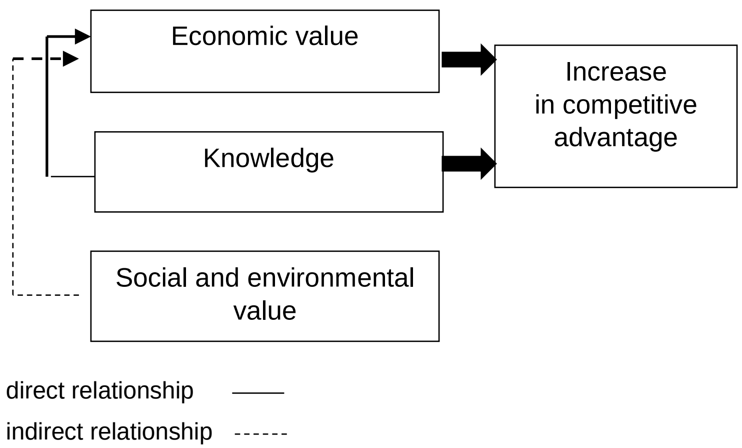
Coopetition contributes to the creation of value which could not have been generated by an organization in isolation, but which is created by combining the idiosyncratic resources contributed by every partner. Therefore, coopetition is a strategy of gaining competitive advantage and, consequently, creating a coopetitive system of value creation (Dagnino, Padula, 2002). Two types of value can be identified based on the dependencies presented in Figure 1. The first is knowledge, and the second is economic value. Value of knowledge is defined as an increase in inter-organizational knowledge resources which are accumulated through coopetitive actions (Romaniuk, 2017). The accumulation of knowledge requires the exchange of information, which is why knowledge is a less tangible asset than economic value. However, correctly applied knowledge generates economic value (Padula, Dagnino, 2007). For example, a company that acquires an improved production technology from its partner will be able to better meet its clients' needs, increase sales and generate higher profits. In turn, economic value also includes the value generated through coopetition. The resulting value is both tangible and intangible. Tangible value includes an increase in revenues or a decrease in costs, whereas intangible value accounts for joint investments in research, development and staff training, quick agreement on standards, shorter time to market, joint production, access to the partner's key resources, quick adaptation to market changes, as well as the development of skills, abilities and competencies.

The business environment cannot be disregarded in analyses of coopetitive value creation systems. Every company operates in a turbulent environment. Changes in the business environment drive transformations in a value creation system. A changing environment can influence the worth of the value created in a coopetitive relationship. This could be the case when coopetitors are faced with uncertainty, which prompts them to turn their attention to more competitive or more cooperative activities. Rosenkopf and Tushman demonstrated that both scenarios are possible in response to changes in the business environment (Rosenkopf, Tushman, 1998).

Coopetitors can create social and environmental value as a result of changes in the business environment. This value is comparable, but not limited to the value generated by ecosystem services and total economic value. Total economic value is "the difference between the buyer's propensity to pay and the vendor's alternative costs" (Brandenburger, Stuart, 1996). It is particularly important during value creation as well as during value appropriation. Companies tend to appropriate more value when the prices of products increase or when production costs decrease. In turn, the portion of the value appropriated by the customers increases when their propensity to pay increases or when the price of a product decreases. Suppliers have a greater share of created value when their alternative costs decrease or when company purchasing costs increase.

Social and environmental value includes anthropocentric value as well as internal value, but it does not account for company value which is appropriated through shared and private benefits. The concept of anthropocentric value stems from ecophilosophy which focuses on man's role in nature and the relationship between man and nature. Anthropocentric theories allow for a different degree of compromise between humans and nature. In the first case, the main focus is on man, and the progress of civilization, such as the development of technology, is a value in itself. The value of living organisms that self-reproduce in the natural environment and do not generate costs is disregarded. Therefore, man enjoys a privileged status in nature. A more moderate anthropocentric world view emphasizes the significance of actions aiming to establish an equilibrium in the ecosystem. This condition has to be fulfilled for man's needs and interests to be fully met. The achievement of an equilibrium state involves a process of establishing boundaries within which humans can explore natural resources while respecting nature (Harrison, Wicks, 2013). The moderate anthropocentric view seems to be far more ethical than its less conciliatory variant. It should also be noted that social and environmental value is a public good in all scenarios, but not all public goods have social and environmental significance, which is why they cannot be appropriated by businesses. Despite the above, businesses can derive certain benefits from social and environmental value, but in a less direct manner. Coopetitors who share logistics operations decrease their fuel consumption and, consequently, carbon dioxide emissions to ambient air. In this case, the public is the main stakeholder, but environmental awareness is one of the key concerns of corporate social responsibility. In practice, companies that create social and environmental value establish better and longer-lasting relationships with external stakeholders that are based on mutual trust, which ameliorates a company's public image. The discussed types of value that are created through coopetition are bound by certain relationships (Fig. 2).

Figure 2. The relationships between the types of value created through coopetition



Source: own study

Economic value indirectly contributes to an increase in a company's competitive advantage. As mentioned earlier, knowledge value, if used appropriately, enhances economic value and, consequently, increases competitive advantage. Knowledge is a basic production asset, and the exchange of knowledge between coopetitors enables a company to manufacture a new product which enjoys high popularity on the market, thus increasing profits and the company's competitive advantage. Knowledge value can also directly enable a company to gain a competitive edge. The entrepreneurs operating on a given market have to accumulate knowledge about customer satisfaction, and they are chiefly responsible for the value of the offered productions. Therefore, quality management in line with ISO 9001:2000 standards can be a source of competitive advantage. In turn, social and environmental value is indirectly related to economic value. Companies that abide by corporate social responsibility principles derive specific economic benefits, which also enables them to increase their competitive edge.

Stakeholders and the Value They Create

The role of stakeholders in organizational management has been explored by Stakeholder theory which has evolved over the course of the past thirty years. This theory does not offer a clear definition of a stakeholder. Most research in this field makes reference to the work of Edward Freeman who defines stakeholders as "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1984, p. 46). In this study, stakeholders were defined as all groups and individuals who create and appropriate value in their relationships with a given company and are an element of the value network. Based on this definition, the government, which appropriates value through the collection of business taxes, was excluded from the definition of a stakeholder. Society is not an element of the value network, but it benefits from social and environmental value created through coopetition; therefore, it was regarded as a stakeholder. The classification criteria are stakeholder participation in value creation and the derived benefits (Table 1).

The benefits derived by stakeholders from the three types of value created through coopetition, i.e. economic value, knowledge and social and environmental value, are listed in Table 1. The potential benefits of coopetition should be analyzed in view of Stakeholder theory. As regards social and environmental value, Stakeholder theory acts as a bridge between a company's strategy and ethical considerations (Harrison, Wicks, 2013).

Business strategies that show respect for the natural environment and prevent excessive exploitation of natural resources are undoubtedly displays of ethical practices that safeguard the interests of future generations. Businesses that abide by ethical principles derive intangible benefits which, when appropriately deployed, will generate tangible results, such as an increase in a company's competitive advantage.

Stakeholder theory postulates an organization that behaves ethically towards specific stakeholder groups and acts responsibly with respect to all stakeholders. This responsibility should be codified by a set of norms and standards in order to guarantee that the company fully meets its obligations towards stakeholders. Companies that strive to meet the interests of all partners who participate in the value creation process acquire greater value over time (Harrison, Wicks, 2013). From the stakeholders' point of view, economic value plays the most important role, but practice shows that stakeholders are also keen on deriving benefits other than the largest slice of the "cake". Such benefits include honesty and fairness, which are manifestations of the reciprocity principle (Bosse et al., 2009).

Table 1. Types of value created by stakeholders and the derived benefits

Value	Stakeholders / (derived benefits)	
	Direct	Indirect
ECONOMIC	• Suppliers • Company and competitors (coopetitors) • Complementaries • Customers (higher profits, lower costs, creation of new markets, creation of new revenue sources, lower prices, synergistic effects, increase in a company's competitive advantage)	
KNOWLEDGE	• Coopetitors (ability to learn, greater innovation, including high-risk innovations, higher competitive advantage, greater competitive potential, development of new technology, higher barriers to entry for non-coopetitors)	• Customers • Society (higher product quality, development of functional products, greater choice of products, more benefits derived with the purchased products, greater fulfillment of social needs)
SOCIAL AND ENVIRONMENTAL KNOWLEDGE	• Society (environmental protection, rational use of natural resources)	• Coopetitors (greater trust, improved image, higher competitive advantage)

Source: own study

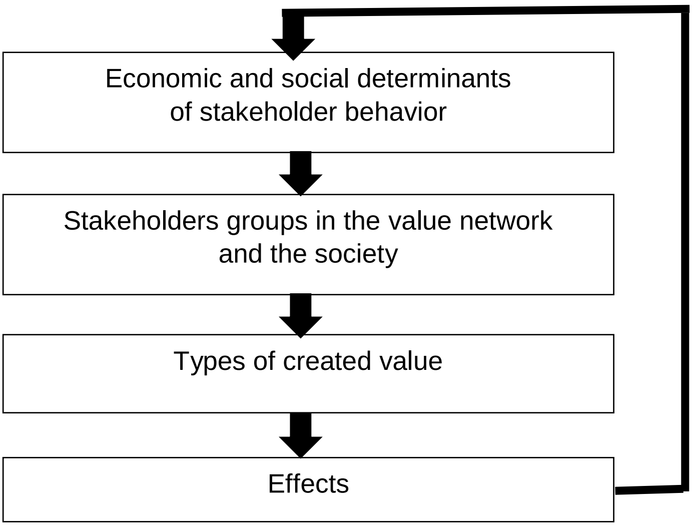
Stakeholders regard a company's actions as fair and honest when the tangible results (profits) of cooperation with the company are, in their opinion, just. Therefore, the distribution of jointly created value plays an important role. Greenberg found a positive correlation between a company's profits and the just distribution of value (Greenberg, 1993). Stakeholders also have an interest in procedural justice (to have an equal say in developing the terms of cooperation) and interactional justice (human relations should be built on dignity and respect) (Bosse et al., 2009).

The extent to which the types of value created through coopetition can be harnessed is determined by several factors. Some of them, including fair destitution, procedural justice and interactional justice, have been discussed. However, other determinants can also be named. Community of interest is essential for creating shared value for stakeholders. The involved parties contribute resources for value creation or they influence the exchange of resources in return for access to tangible and/or intangible economic value. Another determinant that extends beyond community of interest includes shared norms and values relating to justice, reciprocity or even love, which increase trust (Harrison, Wicks, 2013). Companies willing to fulfill stakeholders' needs and expectations have to develop strategies that account for the interests of all interested parties.

A theoretical model of value creation through coopetition has been proposed based on the described determinants of cooperation between a company and its stakeholders (based on the stakeholder theory), stakeholder expectations and the created value (identified based on the value network and the environment). The model is presented in Figure 3.

In this model, the actions of stakeholders (elements of the value network) are influenced by economic and social factors. The key economic factors are higher revenues and lower costs which maximize a company's profits. The most important social factors are a sense of justice, reciprocity and community of interest. The type of value created through coopetition is determined by the various forms of exchange in the value network (economic and social exchange). The above supports the classification of value into economic value, knowledge value as well as social and environmental value. The type of value and the associated benefits thus determine the varied nature of the final effects for the stakeholders. Further empirical research is needed to describe those effects in greater detail. The type and character of the resulting benefits determine the stakeholders' future behavior (their willingness to participate in the co-creation of value, the associated benefits and the quality of the resulting relationships).

Figure 3. Model of creating value for stakeholders through coopetition



Source: own study

Conclusions

The results of the conducted analysis indicate that three types of value can be created through coopetitive action. Economic value and knowledge value generate direct benefits for nearly all stakeholders in the value chain. Knowledge value is an exception because the associated benefits are derived only indirectly. The main recipient of social and environmental value is society, but coopetitors can also derive indirect benefits. Companies that enjoy the stakeholders' trust have a better public image and are perceived as socially responsible organizations, which can improve their competitive advantage. Further empirical research is needed to describe the benefits generated for all stakeholder groups in greater detail in order to identify stakeholder motivation for creating shared value and so as to verify the proposed theoretical model.

■ Chapter 3 ■

Business Strategies for SMEs and Larger Companies

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Abstract: The aim of the article is to present changes with regard to strategy formulationas noted in recent years. As late as in the 1970s, it seemed that a good plan and strategy were a question of knowledge, manager motivation, and the professional support of consultants. Nowadays, when the environment has become turbulent and unpredictable, the traditional understanding of a strategy is no longer valid. Recently, changes have becomeinstantaneous, competitionfiercer, fuelled by large international corporations conquering new markets, diminishing barriers in international trade, and technological developments. On the basis of literature research relating to the current trends in developing strategies a business model is proposed as an alternative to currently employed strategies. In the last part of the article subject of creativity and innovation in strategy construction is raised. The main conclusion of research comes down to the statement that dynamics and the turbulence of the organization's environment trigger the outdating of certain strategies. The companies which fail to note the significant changes in their environment and the resultant threats and opportunities, may be targeted by their more agile competitors.
Keywords: strategy, change, turbulence, competition

Introduction

As late as in the 1970s, it seemed that a good plan and strategy were all a question of knowledge, manager motivation, and the professional support of consultants. Nowadays, when the environment has become more turbulent and unpredictable, the traditional understanding of a strategy is no longer valid. Recently, changes have become more and more rapid, competition has been growing, fuelled by - amongst others - large international corporations conquering new markets, diminishing barriers in international trade, and technological developments.

As a result, at the present time a number of companies tend to appoint a member of the board responsible for their corporate strategy. The professionalization of this subject area, with its roots in the 1980s, shifted the position of strategy formulation from the domain of chief executive to a major corporate function. In accordance with the report by McKinsey's employees, the process prompted the creation of new positions within companies, starting with heads of strategy, through strategic-planning directors, up to the relatively new function of a chief strategy officer (CSO). Today's unpredictable business environment is completely incompatible with what historically has been one of the main responsibilities of company strategists, i.e. the conduct of the annual process of strategic planning. The weaknesses of traditional strategic planning, featuring solely deliverables and meetings according to a rigid schedule, have been amplified by the crucial benefit of the novel strategic approach, i.e. the importance of flexibility of actions in a rapidly changing environment (Martin, 2014; Mintzberg, 1987).

Literature review

In January 2011, McKinsey conducted a survey of 2135 senior executives, asking the following question: Have you tested your strategy lately? Only 35 percent of respondents had developed a strategy which passed 3 out of 10 tests developed by McKinsey's employees. The tests aimed at verifying whether a strategy created by a given company could beat other competitive strategies. Many of the survey participants blamed the ineffectiveness of the annual planning process for the present state of a corporate strategy. Moreover, the process of traditional strategic planning was seen to have proved inefficient when it comes to absorbing the shock and disturbances that may strike a given market. When it came to stimulating contemporary discussions concerning corporate problems, which should occur frequently among senior management,corporate strategy performed badly also. According to the survey managers, effective organizations seem to transform strategy development into current ad hoc discussions on the part of members of the board pertaining to budgetary matters, and this obtains for regular meetings held throughout the year. Some organizations implemented an even more extensive democratic process of company strategy construction in the form of various company blogs, videoconferencing, etc. or video games devoted to the subject (Birshan, 2014).

Company strategists have responded to the above specified challenges of the contemporary world with an increase in the scope and complexity of their roles within enterprises, which go beyond traditional planning. In general, many contemporary enterprises, have chosen to move away from standard thinking and to focus on creative-thinking strategies instead. This involves significantly less time being devoted to the process of planning and the involvement of broad groups, both internally and externally, so as to create a corporate strategy. In other words, this means going beyond the traditional ways of operation.

The most important of the said changes which result in the abandoning of a defunct strategic approach can be depicted as follows (Elkin, 2010, p. 25-26):

- relatively static economies → changeable, unstable economies
- durable products → short life cycle products
- constant customer's needs → growing customer's needs
- market-focus → segment-focus
- national (regional) markets → global markets
- technology ownership → free access to technology
- war of positions (strength) → war of actions (shrewdness)
- gaining market share → gaining segment dominance
- defensive → offensive
- reputation and strength → competencies and fast response
- "chess" strategy → "interactive video game" strategy.

In modern-day economies, the strategy management is impacted by fast-track technological and organizational changes, the shortening of product's life cycle, ongoing release of new products on the market, focusing on key company skills (auxiliary process outsourcing, which leads to a reduction of employment and an increase in company goodwill and turnover), aiming at company operation cost reduction, cooperation (to some extent) of the companies in the same industry, i.e. competitive companies. Technique and technology are evolving in a revolutionary manner, markedly faster than the processes, methods, and abilities of their application.

The dynamics and turbulence of the organization's environment mean that certain strategies have become outdated. The companies which fail to note the significant changes in their environment and the resultant threats and opportunities may be targeted by their more agile competitors. Skilful observation of the reality in which contemporary enterprises happen to operate, and drawing proper conclusions therefrom, may lead to a decision about either modifying or entirely changing the company strategy (Wołczek, 2014, p. 1).

If the management decides to function in accordance with a strategy which proves ill-suited to the conditions of the surrounding environment and which does not correspond to the organization's potential, negative consequences will ensue. However, if a given organization decides to modify the strategy, it demonstrates the fact that the management is aware of the fact that following old patterns is no longer effective. Hence, efforts should be made to "renew" the organization. In other words, the company should reorient its methods of market operation. What should be taken into account are the current trends in strategic management.

According to Krzysztof Obłoj, the strategy which has had a substantial impact on business conduct over the last decade is company management oriented at increasing company value. Recently, the strategies associated with the maximization of company value in the context of shareholders (owners) have become highly popular around the world. Investors expect a more than average total return on capital investments, dividends; and true and reliable information regarding business conditions and perspectives.

The last sentence is based on the theoretical statement that the objective of every business activity is to increase its value. It is an underlying measure of market success. The analysis of a number of companies clearly shows that the most important position in the hierarchy of factors determining market achievements is occupied by the strategy. It is built on philosophical and cultural foundations via responsible persons. Equally crucial is also the implementation potential recognised in proper systems and structures (Kruger, 1989, p. 32). Here, it ought to be pointed out that the majority of the winners of the German Marketing Award thinks that in order to win, the following must be taken into consideration:

- philosophical aspect - the new way of thinking about the company, the customer and his/her needs,
- behavioural aspect - behaviours, expectations, feelings and emotions of the stakeholders,
- informational aspect - basing all decisions on reliable information,
- segmentation aspect - offers suited to individual customer groups,

- action aspect - integration and synchronization of marketing instruments,
- coordination aspect - streamlining the time and place, flexibility,
- social aspect - accounting for social and environmental aspects (Erichson, 1990).

All laureates of this award admitted that they used strategic marketing plans comprising precise targets as their map and compass. Similarly to the process of production, where the most expensive and difficult to correct are mistakes made at the design stage, in marketing the most costly mistakes are those involving a crisis of identity and the moving away from the adopted strategy (Bacior, 2015). One may select a rational marketing strategy increasing company value with the application of a matrix proposed by H.I. Ansoff (Ansoff, 1957), which isa group of strategies based on product-market relations (understood as a group of current and potential buyers of a given product).

According to Andrzej Szablewski (2008), the majority of works developing research regarding the strategy of company values management focuses on the financial sources and factors of company value growth. Even though the financial position is crucial, over the past few years many new research streams have emerged which have broadened and extend knowledge about the subject. Above all, it is worth noting the importance of four tendencies:

- the formulation of a corporate development strategy requires the application of a strategic balanced scorecard (Kaplan, 2001), i.e. looking at company's future from four equal perspectives: financial, customer, internal processes, and organizational learning;
- among the sources of company value, the focus is repositioned from financial to marketing and intangible generators, related mainly to intellectual capital (Kasiewicz, 2006) and customers' capital (Dobiegała-Korona, 2006);
- the condition to enjoy market success and multiply company value is to take notice of the essential ethical norms, which are honesty, good will, partnership, and openness (Welch, 2005); for these are the basis for the generation of social trust in a company, and trust has become a more significant element of company strategy;
- under the conditions of globalization, the question of corporate social responsibility and philanthropy gains a new meaning, especially

in the context of long-term improvement of competitiveness and goodwill increase (Szablewski, 2008).

Results and discussion

The challenges of strategic planning in the moden-day world have led to a breakthrough in the theory of strategic management. According to it, and in line with the book by Maria Romanowska published in 2017 and entitled: „Planowanie strategiczne w przedsiębiorstwie" ("Corporate Strategic Planning"), in recent times, the idea of substituting the strategy of development with a business model has emerged. Here, it should be highlighted that the term business model is more extensive than the term strategy. This business model specifies the method of functioning in a given branch and does not take into account crucial developmental decisions involving the entering of new geographic markets and industry diversification. The approach which releases managers of the duty to perform an orderly, system and systematic prognosis and plan of the whole business and replacing it with a less ambitious task of developing an effective profit model is highly attractive to managers, frequently lost in the rapidly changing world. The business model is also referred to as the model of activity (operation) which is defined as the "total of everything the company does to gain profit". The business model comprises all strategic choices as well as operational management and its support in auxiliary functions - the shaping of organizational structures, HR policy, information flow, always performed in relation to a new offer for a given client. (Romanowska, 2017).

All good business models in a large, diversified corporation will never replace a strategy of development, even an imperfect one, for the latter covers the whole corporation. In line with this opinion, G. Hamel and L. Välikangas draw our attention to the fact that the ability to create new business models offering repetitive market and financial success is the matter of a strategic regeneration capacity, which involves much more than the business model on its own. The term business model was used for the first time to describe the mode of operation of Microsoft on the software market. The business model notion was introduced into literature in the year 1997 by the authors of the concept of value migration - A.J. Slyvotzky, D.J. Morrison and B. Andelman.

However, models tend to become obsolete as the macro-environment and companies change. One interesting example is that of the budget airlines

Ryanair. When Michael O'Leary became the company director in the year 1994, he declared that the company would not be able to compete with larger air carriers if it did not come up with a new idea of generating revenue. Copying and enhancing the solutions already used by the American Southwest Airlines, he developed a perfect model of budget airlines, which resulted in the cheapest plane tickets being offered in the industry. The business model remained attractive for nearly 20 years, until the time when many competitors applied the same business model and other airlines lowered their prices.

Creativity and innovation ought to be of primary importance in strategy construction for management boards. These are present-day targets that the majority of organizations wishes to meet. Innovation has risen to the position of the basic idea of strategists. At the same time, it has become a guarantor of market success (Nowicka-Skowron, 2009). The landscape of the competition within which business entities operate nowadays often forces them to come up with unconventional, original products/services, or organizational solutions (Nowodziński, 2013). Creativity and innovation are a driving force behind civilizational progress, using the ability to harnessing as they do creativity in organizations. The potential of contemporary organizations grows as far as their effectiveness and competitive edge are concerned.

Contemporary global economies based on knowledge and information are oriented towards development of innovative technologies. Therefore, there is a need to develop, implement, and then perfect the technological strategy. These are the challenges not only for production establishments but also for services companies; and this is because innovations are the key strategic assets. Given the expectations of today's customers, products and services should be manufactured by qualified employees, developed on the basis of modern technologies and materials, and be competitive on a global scale. Today, customers are highly demanding, has quick access to information, and strives to improve his/her quality of life. As a consequence, enterprises need to meet an increasing number of challenges, and offer products and services which have the greatest added value. Research (data composed on the basis of the research conducted by The United Nations Industrial Development Organization and The International Centre for Science and High Technology) shows that companies which follow a concentrated and cohesive strategy in terms of innovation stand a much bigger chance of gaining and maintaining a competitive advantage. Those, in turn, which lack a strategy, may achieve a transient success, as they will not be able to enjoy it for longer periods.

According to Porter, the technology strategy involves orienting company operations towards the development and application of new technologies (Porter, 1985). Dodgson, on the other hand, sees the technology strategy as "(...) an understanding within a firm - amongst senior management, but diffused throughout the organization - of the importance and potential of technology for its competitive position, how in the future that potential is to be realized, and how this complements other aspects of strategy: growth, finance, marketing, personnel, etc" (1989). Both definitions have some common features which allow us to conclude that the technology strategy is a multi-aspect collection of actions and intentions oriented towards the analysis, implementation, monitoring and improving technology, with a view to attaining key technological competencies by an organization in order to gain competitive advantage. For the technological strategy to be effective, it must be compatible with the corporate business strategy.

In addition to the idea of innovation, immanently related to technology, another factor of essential significance to a company is creativity, particularly the kind of creative attitude/and thinking which produces such cognitive processes that generate new ideas, concepts or associations concerning relations between the existent ideas and concepts. Therefore, translating this creativity context into the language of an enterprise gives rise to original products, services and processes. Thus, creative organizations are those which can see a gap in the market faster than the competition may by adopting new technical or organizational solutions.. In order to avoid strategic convergence, creativity within organizations is becoming a highly valued competency (Pabian, 2010). For present day organizations, hyper-competitive and sensitive markets, strategy must incorporate creativity, inventiveness, and non-standard, out-of-the-box solutions. Thus, the art of strategy is an integral element of every enterprise. Today, executives must apply more than the management methods and techniques which are already known. Newly funded strategies are mainly based on creativity, an awareness of the vision of development, and respect for unconventional solutions (Nowodziński, 2013).

Conclusions

What has been presented allows us to state that today's strategy formulation is related to the evolution in the understanding of the complexity of our environment. In view of the observation of the world of contemporary organizations, their participants have no ability to foresee the exact consequences or to assess the risk of their undertakings (despite a continuously growing technology and infrastructure apparatus, i.e. IT and communication). Due to the above, the rationality of the process is limited (Simon, 1991).