

ENTERPRISE IN TRANSITION

**Fourth International Conference on
Enterprise in Transition**

Proceedings
Book of Extended Abstracts
CD ROM with full papers

Edited by
The Faculty of Economics, Split



**University of Split
Faculty of Economics
Split, Croatia**

SPLIT – HVAR • May 24-26, 2001

Publisher

Faculty of Economics, University of Split,
Radovanova 13, 21000 Split, CROATIA
Phone | + 385 21 366 033;
Fax | + 385 21 366 026;

For the Publisher

Prof. Petar Filipić, Dean

Managing Editor

Srećko Goić

Reviewers

Will Bartlett (UK)	Alberto Chilosì (Italy)
Vojmir Franičević (Croatia)	Iraj Hashi (UK)
Evan Kraft (USA)	Josef Langer (Austria)
Slavica Penev (FR Yugoslavia)	Višnja Samardžija (Croatia)
Ivan Teodorović (Croatia)	Dragomir Vojnić (Croatia)

Language Editing

Eni Čavar

Proof Reading

Maja Mihaljević

Typesetting

Zvonimir Tošić

Cover Design

Igor Pupiće-Vurilj

80,00
+ CD Rom

359640



Copyright © the Faculty of Economics, Split, 2001.

All rights reserved.

No part of this publication may be reproduced, stored in retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission of the **Faculty of Economics, Split**.

CIP—Katalogizacija u publikaciji
Sveučilišna knjižnica u Splitu

UDK 339 (063)

**INTERNATIONAL Conference on Enterprise in Transition
(4; 2001; Split – Hvar)**

Enterprise in Transition: Proceedings / Fourth International
Conference on Enterprise in Transition, Split – Hvar • May 24-26,
2001; [Managing Editor Srećko Goić]. –Split, Faculty of
Economics, University of Split; 2001. –XVII, 501 str.; 25 cm
Bibliografija uz svaki rad.

ISBN 953-6024-39-X

ISBN 953-6024-39-X

D. 2014. 86/6

CONTENTS

Foreword	1
Introduction	3
Vojnić, Dragomir, CROATIA: <i>Countries In Transition At The Beginning Of The 21st Century: Transition, Integration, Globalization And Controversies Of Market</i>	5
Section C—Competitiveness	33
Subsection C1	33
Ackermann, Ingo, GERMANY; Schlauderer, Ralf, GERMANY;: <i>Adaptation Strategies Of East German Wage Labour Farms Under Basic Conditions Of The Cap In The European Union</i>	35
Bajzikova, Lubica, SLOVAK REPUBLIC; Sajgalikova, Helena, SLOVAK REPUBLIC: <i>Changes In Employer's Perception Of Labour Costs (Case Of The Slovak Republic)</i>	38
Belak, Vinko, CROATIA; Kovačević, Branko, CROATIA; Kolaković, Marko, CROATIA: <i>Virtual Organisation In The Croatian Economy In Transition</i>	40
Buble, Marin, CROATIA; Alfirević, Nikša, CROATIA; Zdrilić, Ivica, CROATIA: <i>Possibilities For Application Of TQM In Improving Organisation Of Large Trade Enterprises In Transition: The Case Of Croatia</i>	43
Chilosi, Alberto, ITALY: <i>Employment And The Supply Of The Entrepreneurship In Transition Economies</i>	46
Damiani, Mirella, ITALY: <i>Decentralised Bargaining, Profit Sharing And Competitiveness: Evidence From The Italian Experience</i>	49
Dulčić, Želimir, CROATIA: <i>Strategic Managers' Social Responsibility—Empirical Research</i>	52
Knego, Nikola, CROATIA: <i>Company Size And Its Effect On The Business Results Of The Croatian Economy</i>	54
Krbec, Denisa, CROATIA: <i>Measuring Schools' Competitiveness: A Preliminary Analysis Of Recent Model's Constructions</i>	56
Mišetić, Dragan, BOSNIA and HERZEGOVINA: <i>Management Functions Realization Within Small Enterprises In Transition</i>	58

Mueller, Stephen, USA; Goić, Srećko, CROATIA: <i>Entrepreneurial Potential In Transition Economies: The Importance Of Self-Efficacy</i>	61
Pološki, Nina, CROATIA: <i>Leadership Style As A Source For Competitive Advantage In Enterprises In Transition—The Case Of Croatia</i>	64
Potočan, Vojko, SLOVENIA; Mulej, Matjaž, SLOVENIA; Kajzer, Štefan, SLOVENIA: <i>The Transition In CEEC And New Ethics</i>	66
Prašnikar, Janez, SLOVENIA; Gregorič, Aleksandra, SLOVENIA; Ribnikar, Ivan, SLOVENIA: <i>Corporate Governance In Transitional Economies: The Case Of Slovenia</i>	68
Pučko, Danijel, SLOVENIA: <i>Management Quality Level In The Enterprises Of The CEE Countries After Ten Years Of The Transition</i>	71
Rodin, Oleg A., RUSSIA: <i>Transforming Organizational Culture In Russian Enterprises: Foundations, Realities, And Challenges</i>	74
Sebestyen, Zoltan, HUNGARY: <i>Development Of A Model Based On The Cost Of Unused Capacity Approach</i>	77
Shakhnovich, Ruvim, RUSSIA; Yudashkina, Galina, RUSSIA: <i>Wage-Setting And Employment Behavior Of Enterprises In The Period Of Economic Transition</i>	80
Starčević, Goran, AUSTRIA; Pap, Zlatko, CROATIA: <i>Differences Regarding The Approach To Management Within European Countries And Croatia—Reasons Of Croatian Inferiority</i>	83
Vujić, Vidoje, CROATIA: <i>Models Of Transition And Personnel Development</i>	85
Zupan, Nada, SLOVENIA; Žabkar, Vesna, SLOVENIA: <i>Human Resource Management And Enterprise Competitiveness—A Comparison Study Of Enterprises In Slovenia</i>	87
Subsection C2	89
Čičić, Muris, BOSNIA and HERZEGOVINA; Brkić, Nenad, BOSNIA and HERZEGOVINA; Kamenica, Amil, BOSNIA and HERZEGOVINA: <i>Public Relations Practice In Corporate Environment Of Bosnia-Herzegovina</i>	91
Dmitrović, Tanja, SLOVENIA; Makovec Brenčič, Maja, SLOVENIA: <i>The Sources Of Competitive Advantage In The Contemporary Marketing Environment: Theoretical Issues And Empirical Findings For Slovenia</i>	94

Grubišić, Dragana, CROATIA; Čerina, Danijela, CROATIA: <i>Product Quality As Factor Of Enterprise Efficiency And Prerequisite Of Competitiveness</i>	97
Karić, Marijan, CROATIA: <i>Market Concentration And Enter- prise Competitiveness In Croatia</i>	100
Kesić, Tanja, CROATIA; Soče, Sandra, BOSNIA and HER- ZEGOVINA: <i>Image—The Crucial Competitive Factor In Retailing</i>	103
Leko-Šimić, Mirna, CROATIA: <i>Domestic Vs. Foreign Product Competitiveness On Croatian Market: A Research Of Croatian Buyers' Behaviour</i>	107
Mihić, Mirela, CROATIA: <i>Store Design As A Competitive Tool In Retailing: The Case Of Croatian Retail Stores</i>	110
Nefat, Ariana, CROATIA: <i>Marketing System And Competitive- ness Of The Croatian Tobacco Industry</i>	113
Pavičić, Jurica, CROATIA; Renko, Nataša, CROATIA; Alfire- vić, Nikša, CROATIA: <i>The Role Of Competitive Analysis And Marketing Orientation In Improving Competitiveness Of The Non-Profit Sector—Theoretical Background And Empirical Evidence</i>	115
Reić, Zlatan, CROATIA; Mihaljević, Maja, CROATIA: <i>Mar- ket-Oriented SME Policies</i>	117
Rojšek, Iča, SLOVENIA: <i>Exploring Green Marketing In Slovenian Companies</i>	121
Singer, Slavica, CROATIA; Turkalj, Željko, CROATIA; Medić, Mane, CROATIA: <i>Business Development Services Market In Croatia</i>	124
Tkalac, Ana, CROATIA: <i>Public Relations, Marketing And Marketing Communications—The Relationship Of Three Business Functions In A Transitional Economy</i>	126
Tomašević Lišanin, Marija, CROATIA: <i>Service Quality As Strategic Success Element Of Financial Institutions In Global Marketing Game</i>	129
Vranešević, Tihomir, CROATIA; Frajlić, Dubravka, CROA- TIA; Ozretić-Došen, Đurdana, CROATIA: <i>Marketing Within The Organisation Structure—The Reflection Of Its Importance As A Competitive Determinant</i>	131
Subsection C3	133
Andrejeva, Tatiana, UKRAINE; Dean, James W., USA: <i>Com- pany Performance And Corporate Governance In The Ukraine</i>	135

Belikov, Igor, RUSSIA; Merzlikina, Marina A., RUSSIA: <i>Corporate Governance Practice As A Competitiveness Indicator—Experience Of Russia</i>	137
Čater, Tomaž, SLOVENIA: <i>Hypotheses About The Sources Of The Competitive Advantage Of A Firm</i>	139
Čičić, Muris, BOSNIA and HERZEGOVINA; Galešić, Fatih, BOSNIA and HERZEGOVINA; Tihi, Boris, BOSNIA and HERZEGOVINA: <i>Influence Of Global Corporations On Their Local Partners' Competitive Ability: An Example Of Information Technology Sector</i>	142
Gorynia, Marian, POLAND: <i>International Competitiveness Of Polish Firms—Results Of Empirical Research</i>	145
Hanzl, Doris, AUSTRIA: <i>The Competitiveness Of The CEECS' Forest-Based Industries</i>	147
Harvey, Michael, USA; Novicevic, Milorad M., USA; Dabić, Marina, CROATIA; Tihanyi, Laszlo, USA: <i>Development Of A Due Diligence Format For The Successful Transfer Of Technology From Developed To Central/Eastern European Transition Economies</i>	149
Jermakowicz, Eva K., USA: <i>Differences In The Accounting Standards In Poland And The United States Vis-a-vis International Accounting Standards</i>	152
Kranfogel Šlebinger, Monika, SLOVENIA; Mikek, Peter, SLOVENIA; Mlinarič, Franjo, SLOVENIA: <i>Competition Policy And Mergers In Slovenia Evidence From Case Studies</i>	154
Marijanović, Goran, CROATIA: <i>The Role Of Protective Measures In Development Of Agriculture In EU And Croatia</i>	156
Meler, Marcel, CROATIA: <i>Establishment Of Sustainable Competitive Advantage Of An Enterprise In The Tourist Industry</i>	159
Paas, Tiiu, ESTONIA: <i>Regional Integration And Competitiveness Of The Baltic Economies.</i>	161
Palaret, Michael, UK: <i>Croatian Shipbuilding Crisis, 1979-1995</i>	164
Peršić, Milena, CROATIA; Prohić, Mustafa, CROATIA; Ilić, Sandra, CROATIA: <i>Management Accounting Systems And Hotel Enterprise Competitiveness</i>	167
Ramljak, Branka, CROATIA: <i>Research And Development Accounting In The Conditions Of Transition—Case Study Of Croatia</i>	170

INTERNATIONAL COMPETITIVENESS OF POLISH FIRMS – RESULTS OF EMPIRICAL RESEARCH

— EXTENDED ABSTRACT —

Marian Gorynia

University of Economics, Chair of International Business,
Powstancow Wlkp. 16, 60-967 Poznan, POLAND
Phone | +48 61 8543 314; Fax | +48 61 8668 924;
E-mail | gorynia@novci1.ae.poznan.pl

Key words: *firm competitiveness, competitive position, competitive potential, competitive strategy*

The paper has two aims. The first one is to present a three-dimensional concept of the competitiveness of an enterprise. The concept of firm competitiveness discussed in the paper covers three dimensions:

- competitive position of an enterprise,
- competitive potential of an enterprise,
- competitive strategy of an enterprise.

Each of the above-mentioned dimensions was subject to operationalisation – sets of variables describing particular dimensions of firm competitiveness were suggested.

The second aim of the paper is to present the results of empirical studies on the competitiveness of Polish firms in comparison with the European Union firms in the light of Poland's anticipated entry into the EU. The research is based on the concept of firm competitiveness developed in the first part of the paper. The studies were carried out in the year 2000 and included 68 firms of the manufacturing industry registered in Poland. The results obtained indicate that according to managers from those 68 enterprises, there is a significant competitive gap between the Polish firms and their rivals from the EU. This gap concerns all the three dimensions of firm competitiveness: competitive position, competitive potential and competitive strategy. Studies on the competitive gap carried out by the author at the level of a firm prove that the suggested conceptualisation and operationalisation of the idea of firm competitiveness are useful in practice.

Firm competitiveness consists of three elements: competitive position, competitive potential and instruments of competition (competitive strategies).

The results of the studies confirm the existence of an intuitively anticipated competitive gap between the Polish and the EU enterprises in the sphere of the three above-mentioned elements of firm competitiveness.

Bearing in mind the limitations connected with the research method applied (gathering managers' opinions on the competitiveness of their companies), it should be underlined that although the above-mentioned competitive gap exists, there also exist some premises to be optimistic, namely:

- The gap is not perceived as enormous—i.e. average competitors operating on the EU market are perceived as rivals with whom the Polish firms can compete effectively,
- Forecasts concerning competitive position, competitive potential and instruments of competition indicate that the Polish enterprises assume an aggressive attitude and intend to reduce the currently existing competitive gap. If this is to be successful, it is necessary to reformulate competitive strategies of many of the analysed firms and to obtain support from the economic policy (Gorynia, 1998).

SELECTED BIBLIOGRAPHY

- Buckley P. J., Pass Ch. L., Prescott K. (1988): **Measures of international competitiveness: A critical survey**, Journal of Marketing Management, 2.
- Gorynia M., (1998): The Polish Economy's International Competitiveness and Economic Policy, Russian and East European Finance and Trade, 34 (4).
- Hamel G., Prahalad C. K., (1990): *The core competence of the corporation*, Harvard Business Review, May-June.
- Hill Ch. W., Jones G. R., (1992): **Strategic management theory. An integrated approach**, Houghton Mifflin Co., Boston.
- Porter M. E., (1998): *On competition*, Harvard Business School Publishing, Boston, Massachusetts.
- Rugman A., Hodgetts R. M., (2000): *International business. A strategic management approach*, Pearson Education Limited, Harlow.