

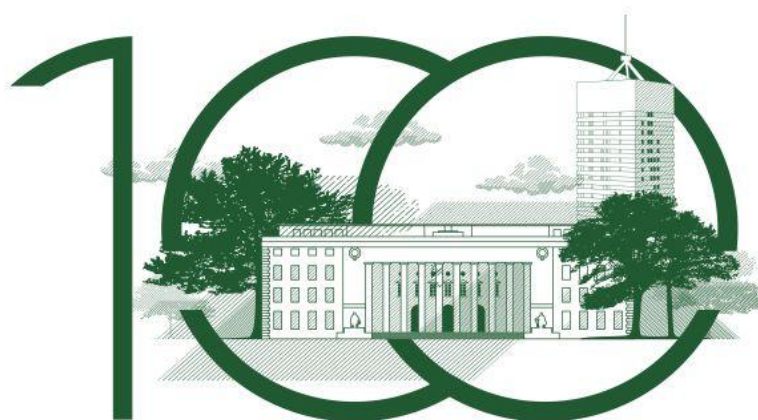
The Poznań School of Research on Competitiveness

*An intellectual journey from transformation
to sustainable competitiveness*

Prof. Marian Gorynia · Poznań · 22.09.2026



*a research programme
a community
an agenda*



What makes it a research school?

How do firms build, use and renew their competitiveness
in a changing international environment?

01

A persistent core problem

Firm competitiveness and strategic behaviour

02

Cumulative conceptual apparatus

Potential · strategy · position · competitive gap

03

Expanding empirical domains

Transformation · internationalisation · clusters · crises · sustainability

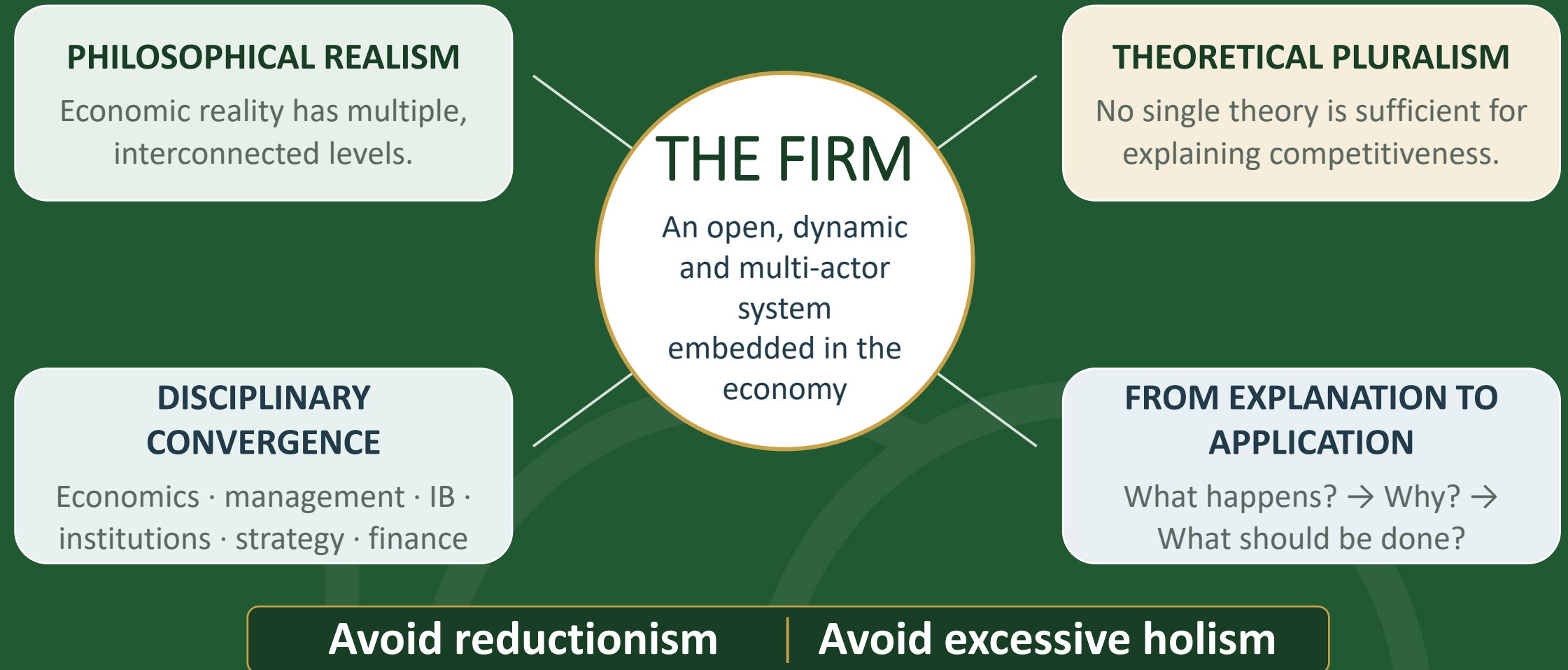
04

A community of inquiry

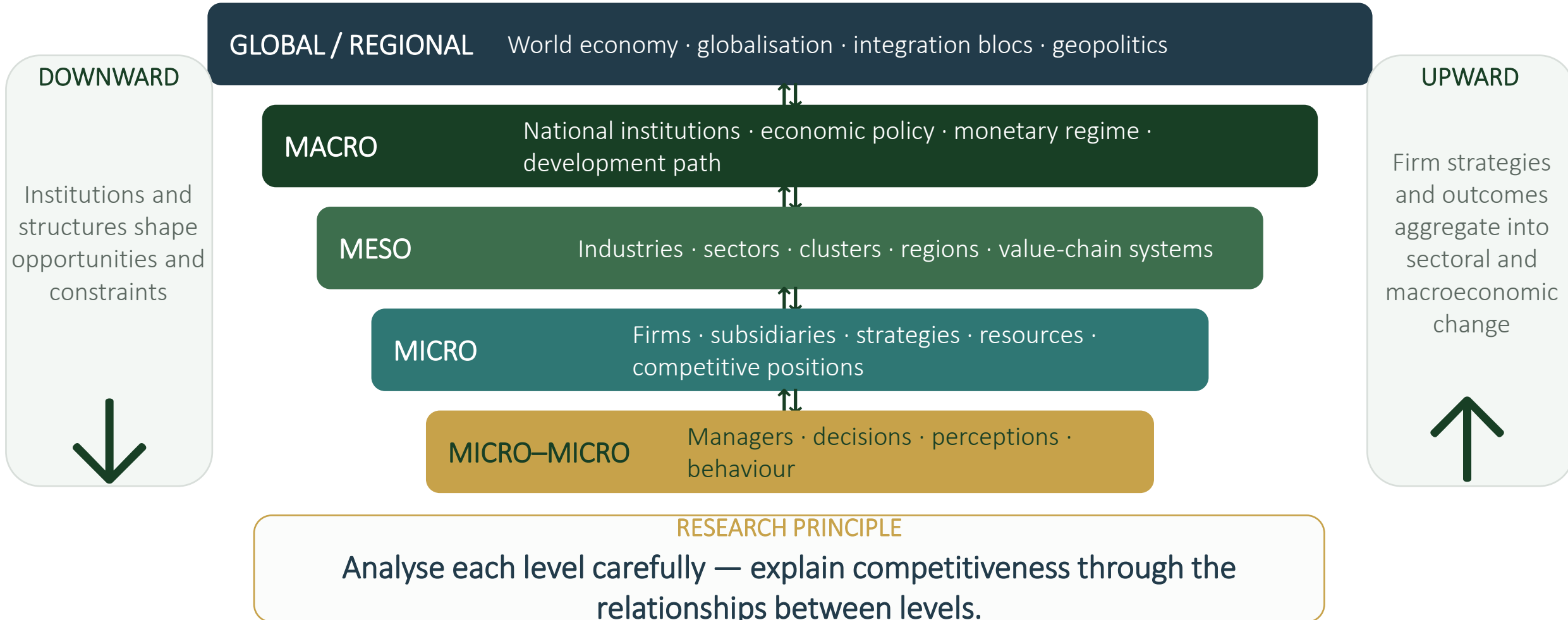
Research teams · doctoral students · collaborators · succeeding projects

A coherent research programme — not a sequence of unrelated projects

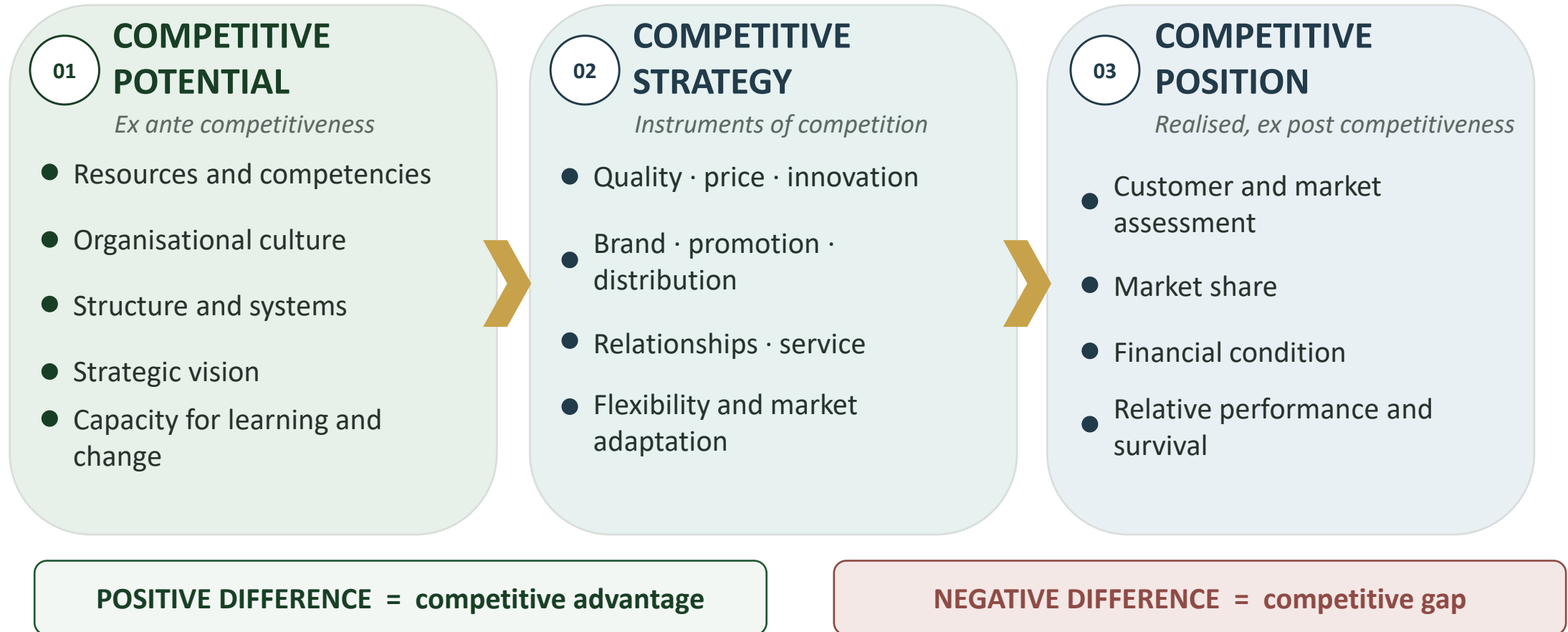
The intellectual DNA



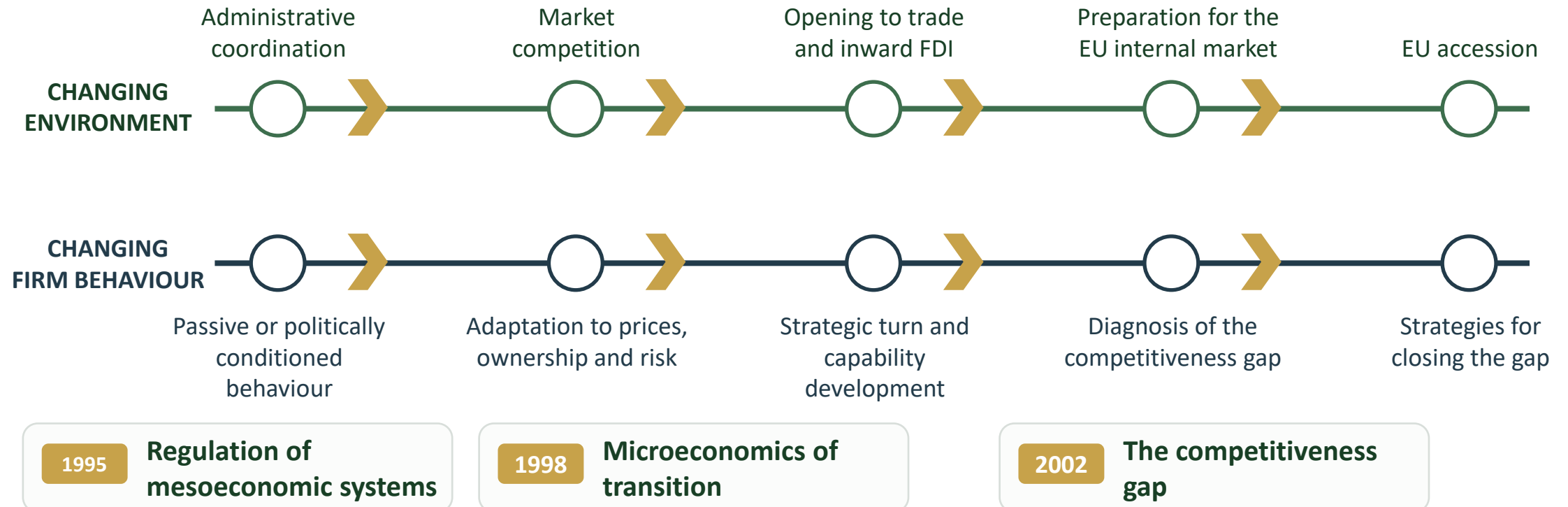
Start from the firm — never stop at the firm



The core analytical engine



First laboratory: transformation and EU accession

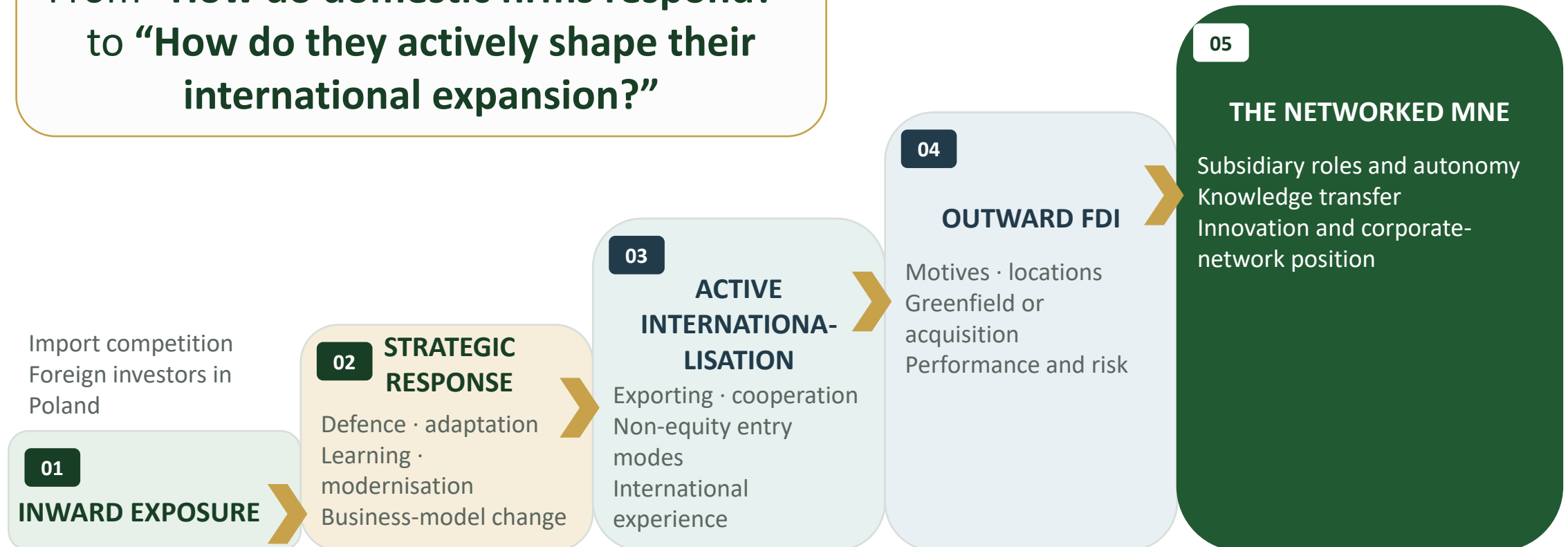


Transformation occurs through institutional reform — and through changes in how firms think, decide and act.

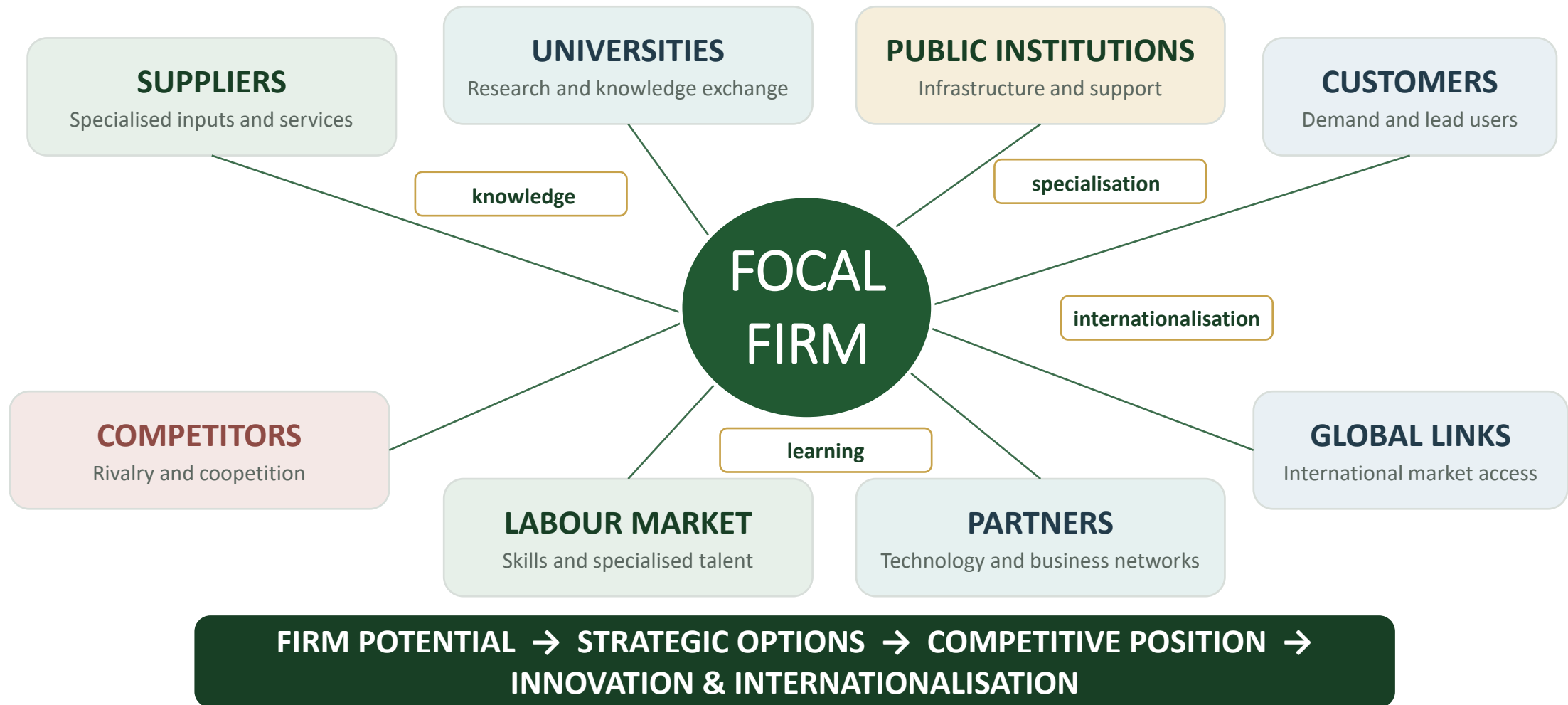
Internationalisation: from exposure to agency

THE RESEARCH QUESTION CHANGES

From “How do domestic firms respond?”
to “How do they actively shape their
international expansion?”



The meso turn: competitiveness is embedded



When the environment becomes turbulent

ENVIRONMENTAL DISRUPTIONS

Global financial crisis

Monetary and integration
choices

Brexit and regulatory
separation

COVID-19

War, sanctions and
geopolitical exposure

Supply-chain fragmentation

TRANSMISSION MECHANISMS

Demand shocks

Exchange-rate and financing risk

Regulatory change

Supply interruption

Restricted mobility

Loss of markets or partners

COMPETITIVE RESPONSES

ABSORB

Maintain essential
operations

ADAPT

Change products,
markets and processes

**RECONFI-
GURE**

Rearrange resources
and value chains

DIVERSIFY

Reduce excessive
dependencies

RENEW

Rebuild competitive
potential and position

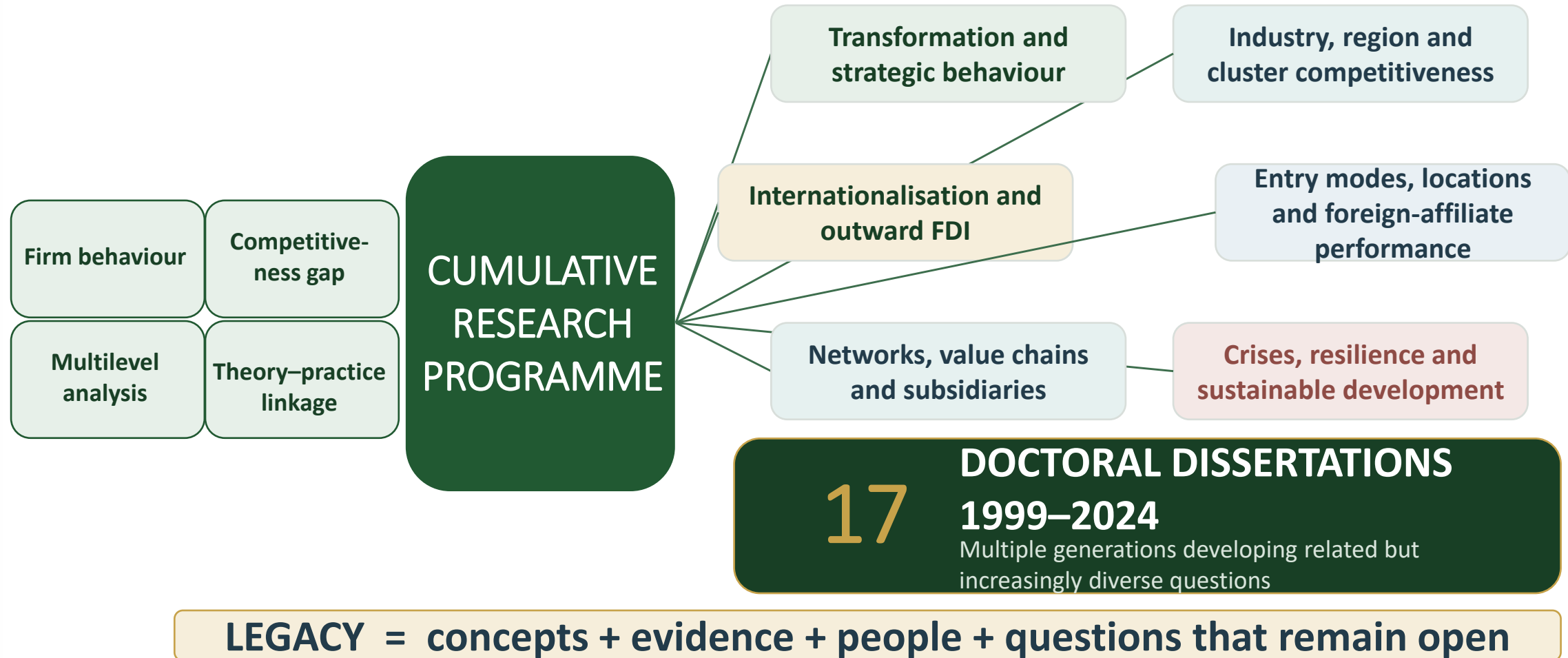
Hyperglobalisation → disrupted globalisation → rebalancing
→ selective deglobalisation

**RESILIENCE-ORIENTED
COMPETITIVENESS**

Toward a broader paradigm of competitiveness



A school lives through people and continuation



From legacy to agenda

01 CONCEPT

What should competitiveness mean today?

Which dimensions belong to its conceptual core?

02 LEVELS

How do micro-, meso-, macro- and global forces interact?

Where are the crucial cross-level mechanisms?

**WHAT
NEXT?**
for
competitiveness
research in CEE

03 CEE

Where can CEE firms and economies build future advantage?

How should they respond to fragmentation, digitalisation and geopolitics?

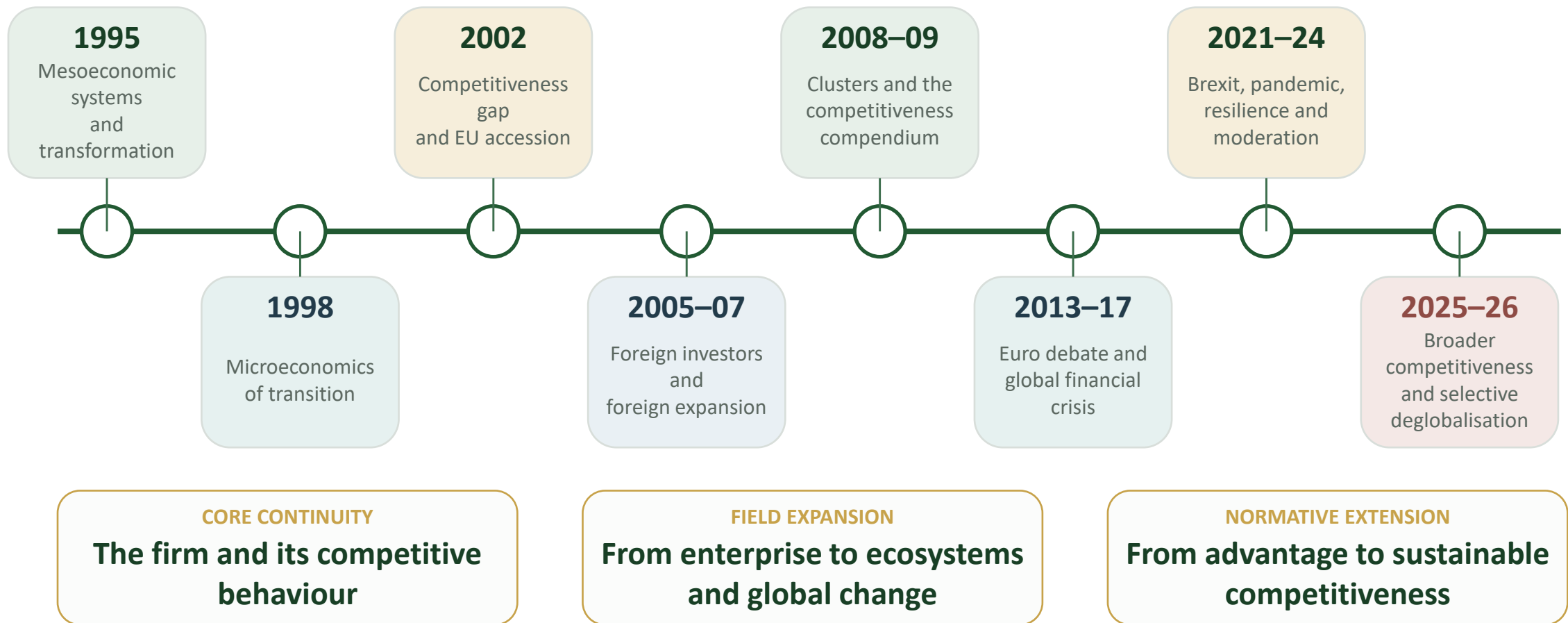
04 NORMATIVE HORIZON

Can efficiency, resilience and sustainability be reconciled?

What does responsible competitiveness require?

FROM RETROSPECTIVE REFLECTION TO A FORWARD-LOOKING AGENDA

Appendix A · Selected intellectual milestones



Appendix B · Doctoral lineage

- 1999** **Beata Stępień**
Strategic and operational change in post-socialist firms
- 2002** **Elżbieta Maślak**
Evolution of mesoeconomic systems in transformation
- 2003** **Barbara Jankowska**
International competitiveness of the construction industry
- 2003** **Monika Sulimowska-Formowicz**
Firm-level competitiveness gap and EU accession
- 2008** **Dariusz Pukalak**
International competitiveness of the solid-biofuel industry
- 2009** **Piotr Gawrzył**
Competitiveness of investment-fund companies

- 2010** **Katarzyna Blanke-Ławniczak**
Polish outward FDI and firm internationalisation
- 2012** **Marlena Dzikowska**
Value-chain module relocation and competitiveness
- 2013** **Paulina Sypniewska**
De-internationalisation in firm strategy
- 2013** **Katarzyna Mroczek**
Transaction costs and foreign-entry mode
- 2013** **Justyna Adamska**
Technology parks and regional competitiveness
- 2014** **Piotr Trąpczyński**
Determinants of foreign direct investment performance

- 2014** **Piotr Banacki**
Global enterprises in the world economy
- 2017** **Aleksandra Kania**
Innovation clusters and regional competitiveness
- 2018** **Dariusz Wiśniewski**
Industry determinants of firm internationalisation
- 2022** **Oliwia Samelak**
Cross-border social networks and family-SME internationalisation
- 2024** **Witold F. Perkowski**
German construction-chemicals FDI in Poland

Appendix C · The competitiveness framework in greater detail

COMPETITIVE POTENTIAL		STRATEGY & INSTRUMENTS	COMPETITIVE POSITION
WHAT IS IT?	Resources and competencies that make future competition possible	The way potential is mobilised in relation to competitors and customers	The realised market and financial outcome of competitive behaviour
KEY QUESTION	What can the firm credibly do?	How does the firm choose to compete?	What has the firm actually achieved?
ILLUSTRATIVE AREAS	Technology · people · finance · organisation · knowledge · learning	Quality · price · innovation · brand · service · distribution · relationships	Market share · customer assessment · profitability · growth · survival
TEMPORAL LOGIC	Predominantly ex ante	Action and deployment	Predominantly ex post
DIAGNOSTIC DIFFERENCE	Capability gap or advantage	Strategic/instrument gap or advantage	Position gap or advantage