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SUMMARY

Building the competitiveness of small enterprises in the bakery and confectionery sector using innovations and traditions

Introduction of innovations is a necessary condition of development, because innovativeness means better adaptation of an economic entity to changing environmental conditions and allows for effective competition with other enterprises. At the same time, tradition is equally important for economic activity, both in terms of production and management. Tradition is seen in the context of the company's experience and market presence - the longer it takes, the greater the trust of current and potential customers. The best solution for bakeries and customers alike is to combine tradition, understood as the use of traditional recipes with modernity, through the use of innovation. Creating innovations in the food industry (including the bakery and confectionery segment) is subject to regularities present in other manufacturing industries - companies apply product, process, market and organizational innovations.

Despite the fact that tradition and innovation are opposing concepts, the use of such a hybrid solution in building the competitive position of a small enterprise is quite effective. The inspiration to deal with this topic is the topicality and importance of the issues related to building the competitive advantage of small enterprises in the baking and confectionery industry.

The methodological aim of the paper is to systematize, on the basis of the literature of the subject, the conceptual layer, which enables further theoretical considerations and empirical research. The methodological goal of the work is also to develop a research procedure using various methods, ordered in terms of their usefulness, to assess the development of competitiveness of small enterprises using innovations and traditions.

The practical goal is to develop and present methods of effective use of elements of innovation and tradition in the process of building a competitive advantage of a small enterprise in the bakery and confectionery industry.

The spatial scope of the research was Dolnośląskie voivodship, the time scope of the evaluation was mainly (in the case of surveys) 2017, and the years 2010-2016 constitute the background for the evaluation (in a few cases, due to the lack of data, the time period was 2015). The research facilities are confectionery and bakery companies.

Building a competitive advantage is connected with the diagnosis of the current situation and proposing improvement actions. The presented objectives allowed to formulate a research problem:

To what extent can the use of traditional solutions combined with innovations contribute to building a competitive advantage of small enterprises in the bakery and confectionery industry?

The starting point for the analyses conducted in the study was a survey using a questionnaire. Questionnaires were the basic tool enabling a preliminary analysis of ways in which the surveyed enterprises could build their competitive advantage.

The research methodology proposal - the map of analysis - was then used to evaluate the survey results. On the basis of a preliminary analysis of the survey results, it was concluded that the right approach would be to use statistical tools to assess the links between the different areas (company, innovation, traditions and benefits) and the specific issues raised in the survey. The evaluation of the relationships allowed, among other things, to determine the place of innovation and tradition in the elements of building a competitive advantage in the bakery

and confectionery industry and to identify the links between the objectives for the nearest future and the company's characteristics, innovation and tradition. An important element summarizing the results of the analyses was to highlight experiences and views on innovation and tradition in the surveyed companies.

The PhD consists of an introduction, seven chapters, an end, a list of used literature, a list of tables, drawings and appendices to the PhD.

The first chapter discusses issues related to the role of small enterprises in a market economy. The definitions of a small enterprise in Poland and their importance in the share of economic growth have been systematized. The second chapter of the work describes the issues relating to the management of small enterprises in the context of their competitiveness. The issues discussed in this chapter have a crucial impact on the understanding of the role of strategy in the operation of an enterprise and the complexity of defining, formulating and implementing strategies. The third chapter presents the essence of the competitiveness of small enterprises, taking into account the systemic approach to the competitiveness of enterprises. The types of competitive advantages, models and instruments of building a competitive advantage, as well as the management of competitiveness in small enterprises were discussed in the description of competitiveness. The fourth chapter analyses the components of innovation potential and traditions in small enterprises. In this part of the paper, factors influencing the conditions of innovative activity of small enterprises, barriers to innovativeness and the importance of tradition in small enterprise management were identified. The fifth chapter assesses the innovativeness of enterprises in the Polish official statistics using the services of the Central Statistical Office. The sources of financing of innovativeness of companies, barriers and reasons of lack of innovativeness of companies were presented. The sixth chapter presents the role and motif of bread in Polish and world culture. The specificity of the baking and confectionery industry was characterized, in particular the occurrence of innovation in the industry and the aspects of tradition and ways to maintain it. Chapter 7 will assess the use of the common potential created by innovation and the tradition of the actors surveyed. The conclusions of the study on the influence of innovation and tradition in the aspect of competitive advantage in the bakery and confectionery industry were presented.

At the end of the dissertation a summary was made, taking into account the main conclusions formulated in the previous parts of the paper. The directions of further exploration in the field were also indicated.