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OPPORTUNITIES, THREATS AND VARIABILITY OF BUSINESS MODELS OF POLISH BUSINESSES ADAPTING OUTSOURCING – RESEARCH RESULTS²

The aim of this article is the presentation of result of an empirical research related to: perception of opportunities and threats among Polish businesses using outsourcing as well as dependency between perception of opportunities and threats and changes made in the business models of the investigated enterprises. The research paper consists of an introduction, a summary and four main sections. The first of the main sections contains the description of the methodology and characterization of the research sample in the cross-section of selected quality features. In the second section, the original concept of the variability of the business models based on the A. Osterwalder's concept of business models is described. The third part contains the results of the research about the perception of opportunities and threats related to the investigated enterprises. The article is concluded by the presentation of the results concerning the correlation between the changes made in the respective areas of business models of the investigated subjects, the probability of occurrence of the identified opportunities, and threats estimated by them. The results of the research indicate a significance of a business model as a strategic management tool, in particular in strategic change management. The indicated dependencies between the variables included in the research are a premise denoting the possibility to use business model in the context of adaptation of organization to its environment.

Keywords: business model, variability, opportunities, threats, Osterwalder

1. INTRODUCTION

Business models are the object of interest of the practitioners as well as the theoreticians of management studies for a dozen or so years. Even though the idea of a business model has not been yet explicitly defined it is becoming more and more alternative conceptualization of the problems related to the strategy of enterprise. Business model is described in the source literature in many various contexts, i.e. organizational boundaries³, outsourcing systems, entrepreneurship, or innovation⁴. The present research paper is only an attempt to embed the business

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³ Cyfert Sz., *Granice Organizacji*, Wyd. UE w Poznaniu, Poznań 2012, p. 108-110.

⁴ Teece D. J., *Business Models, Business Strategy and Innovation*, "Long Range Planning" 43, 2010, p. 172-194; Baden-Fuller C., Haefliger S., *Business Models and Technological Innovation*, "Long Range Planning", Vol. 46, 2013, p. 419-426; Souto J., *Business model innovation and business concept innovation as the context of incremen-*

model in the environmental context of an enterprise, understood primarily as the source of opportunities and threats. Therefore, the aim of this article is to present the results of the empirical research related to: perception of opportunities and threats among Polish businesses using outsourcing as well as dependency between perception of opportunities and threats and changes made in the business models of the investigated enterprises.

The starting point for the described in the article research is the concept of business model in the conceptualization of Alexander Osterwalder supplemented by the original idea related to the research on variability of the business model.

2. METHODOLOGY OF THE RESEARCH AND CHARACTERIZATION OF RESEARCH SAMPLE

The research tool used during the research described in this elaboration was a survey questionnaire. Four channels of communication were used in order to initiate contact with the respondents: traditional mail, electronic mail, direct contact and via telephone⁵. The research sample included 281 cases, and the data regarding the model of contact with the respondents (including the size of the investigated enterprises) as shown in the table 1:

Table 1. The model of contact with the respondents divided by the size of the enterprise

Model of contact	Size of enterprise ⁶			Sum (%)
	Small	Medium	Big	
Electronic mail	3	2	2	7 (2,5%)
Traditional model	7	2	1	10 (3,6%)
Direct contact	18	4	5	27 (9,6%)
Telephone	75	101	61	237 (84,3%)
Sum (%)	103 (36,6%)	109 (38,8%)	69 (24,6%)	281 (100%)

Source: original research.

The research sample was purposive. Alongside the criterion of using outsourcing⁷ two additional criteria were used (arising from the specifics of the project, by which the research was financed):

tal innovation and radical innovation, "Tourism Management" Vol. 51, 2015, p. 142-155; Daeyoung K., Jaeyoung K., *Business model innovation through value delivery differentiation: Multiple case studies*, "Indian Journal of Science and Technology", Vol. 8, 2015, p. 2-7; Drzewiecki J., *Relations between outsourcing decisions, business model and organizational boundaries: theoretical framework*, "Kwartalnik Naukowy Organizacja i Zarządzanie" 4 (24) / 2013, p. 43-56.

⁵ The telephone contact was conducted with the use of CATI, which stand for *Computer-Assisted Telephone Interview*. The questionnaire was recorded in the electronic form, using specialist software that simplifies conducting interviews, while arrangement and content of questions has not been changed in relation to the questionnaire distributed via other channels.

⁶ The size of the enterprise determined according to criteria stipulated in the Act from 2nd July 2004 on Freedom of Economic Activity, Journal of Laws 2004 No. 173, item 1807 (the classification includes two criteria: employment and turnover).

- the source of capital: the research included Polish enterprises⁸,
- the size of employment: only enterprises employing at least ten⁹ employees¹⁰.

The characterization of the research sample in the cross-section of selected quality features (organizational and legal frame, scope of diversification, and business area) is displayed in table 2.

Table 2. The characterization of the research sample in the cross-section of selected quality features

Organizational and legal frame of business activity	Size of enterprise			Sum (%)
	Small	Medium	Big	
State owned enterprise	1	2	7	10 (3.6%)
Joint stock company	3	5	19	27 (9.6%)
Civil law partnership	21	50	13	84 (29.9%)
General partnership	12	9	4	25 (8.9%)
Limited partnership	0	0	1	1 (0.3%)
Limited liability company	22	20	24	66 (23.5%)
Business run by a natural person	44	23	1	68 (24.2%)
Sum	103	109	69	281
Area of business				
Activity only on domestic market	66	72	30	168 (59.8%)
Activity mostly on foreign markets	2	3	5	10 (3.6%)
Activity mostly on domestic market	35	34	34	103 (36.6%)
Degree of diversification				
Enterprise operating in one sector (branch)	53	52	21	126 (44.8%)

⁷ The criterion of using outsourcing was fulfilled in the situation when an enterprise used outsourcing at least in two functional areas (out of fifteen areas identified in research; more in: Drzewiecki J., *Outsourcing w kontekście obszarów funkcjonalnych polskich przedsiębiorstw – wyniki badań*, „Zarządzanie. Teoria i praktyka” 2/2015, p. 11-18).

⁸ The definition of „Polish enterprise” encompasses the business entities whose majority owners are, in case of natural persons, citizens of Poland, and in case of legal entities – enterprises with the dominant Polish capital, the Treasury, or local government units in Poland.

⁹ The application of the last criterion was a result of assumption that decisive problems concerning the use of outsourcing and choice of its form gain in significance along with the growth of an enterprise; simultaneously the spectrum of possible forms of outsourcing as well as its more advanced forms is growing (division of costs, joint investments, etc.); Drzewiecki J., *Outsourcing w kontekście obszarów funkcjonalnych polskich przedsiębiorstw – wyniki badań*, „Zarządzanie. Teoria i praktyka” 2/2015, p. 13.

¹⁰ Drzewiecki J., *Outsourcing w kontekście obszarów funkcjonalnych polskich przedsiębiorstw – wyniki badań*, „Zarządzanie. Teoria i praktyka” 2/2015, p. 12.

Organizational and legal frame of business activity	Size of enterprise			Sum (%)
	Small	Medium	Big	
Enterprise operating in several related sectors (branches)	45	53	31	129 (45.9%)
Enterprise operating in several unrelated sectors (branches)	4	3	7	14 (5%)
Enterprise operating in a dozen or so sectors (branches)	1	1	10	12 (4.3%)

Source: original research.

Almost one third of the research sample were comprised of civil law partnerships, around one fourth – limited liability companies and businesses run by a natural person. Roughly every tenth subject being a part of the sample was organized in the form of a joint stock company; in total, share-holding companies equaled to one third of cases. Most of the subjects comprising the research sample (nearly 60%) operated the business only on a domestic market while more than one third was active mainly on the domestic market. The degree of diversification of investigated subjects should be evaluated as low: more than 90% of enterprises operated its business either in one branch or at most few related branches¹¹.

3. FACTORS OF VARIABILITY OF BUSINESS MODEL

As it was mentioned in the introduction, the factors of variability of a business model were determined based on the definition and construction of business model created by A. Osterwalder¹². In this conceptualization, the business model is comprised of nine elements presented and described briefly in table 3.

Table 3. Elements of business model according to A. Osterwalder

Main areas of the model	Elements constituting the business model	Description of the elements
Product	Value proposition	Gives general overview on the benefits offered to customers
Customer	Customer segmentation (target group)	Describes the segment(s) of customers to whom a company wants to offer its values
	Distribution channels	Describes the channels of distributing offers, communication and contact points with customers
	Communication with customers (relations with customers)	Explains the way in which a company builds and maintains relations with customers

¹¹ Drzewiecki J., *Outsourcing w kontekście obszarów funkcjonalnych polskich przedsiębiorstw – wyniki badań*, „Zarządzanie. Teoria i praktyka” 2/2015, p. 11-18

¹² The definition of a business model proposed by A. Osterwalder says: “a business model describes the rationale of how an organization creates, delivers, and makes profit out of value” (Osterwalder A., Pigneur Y., *Tworzenie modeli biznesowych. Podręcznik wizjonera*, Wyd. Helion, Gliwice 2013, p. 18).

Main areas of the model	Elements constituting the business model	Description of the elements
Infrastructure management	Key activities (configuration of activities)	Describes the system of activity which a company undertakes in order to deliver the values
	Key competences (resources)	Identifies key skills essential to use a certain business model
	Partners network	Presents the network of cooperation links essential to create and deliver values to the market
Financial aspects	Structure of costs	Determines the financial consequences of running the business model based on a specific model
	Streams of income	Determines the sources of income tanks to which a company earns money

Source: original research based on: Osterwalder A., Pigneur Y., *Tworzenie modeli biznesowych. Podręcznik wizjonera*, Wyd. Helion, Gliwice 2013, p. 18; Osterwalder A., Pigneur Y., Tucci C.L., *Clarifying Business Models: Origins, Present and Future of the Concept*, "Communications of AIS" 2005, Vol. 15, p.20-45].

Based on the empirical research, and with the consideration of A. Osterwalder's business model concept, an identification of factors of the variability of business model was made¹³. The mentioned factors are presented in table 4.

Table 4. Factors of quantitative and qualitative alterations of a business model

Ingredients of a business model according to A. Osterwalder	Factors of quantitative alterations	Factors of qualitative alterations
Customer segmentation	<ul style="list-style-type: none"> • The quantity of supported segments/groups of customers 	<ul style="list-style-type: none"> • Changes aiming at reaching more customers in the context of currently supported segment (or segments) of Customers • Change in the way of defining the key customer • Activities tending towards limitation of the number of the least profitable customers
Value proposition	<ul style="list-style-type: none"> • The quantity of products/ services • The quantity of after-sales services offered by enterprise • Areas of activity (markets, branches, in which an enterprise operates) • The level of process / services 	<ul style="list-style-type: none"> • Improvement of the existing products/ prices • Improvement of after-sales services offered by enterprise • Improvement of problem solving skills offered to a customer

¹³ The concept of variability of a business model used in the research was described in detail in: [Drzewiecki 2016].

Ingredients of a business model according to A. Osterwalder	Factors of quantitative alterations	Factors of qualitative alterations
Channels	<ul style="list-style-type: none"> • The quantity of sales/distribution channels • The quantity of after-sales service channels 	<ul style="list-style-type: none"> • Improvement of ways of supplying products / services to a customer (channels of distribution) • Improvement of ways and channels of after-sales services
Relations with customers	<ul style="list-style-type: none"> • The channels of communication with customers 	<ul style="list-style-type: none"> • Improvement of customer service • Optimization, or improvement of marketing tools • Change of ways of building and maintaining good relations with customers
Streams of income	<ul style="list-style-type: none"> • The quantity of streams of income • The quantity of ways (forms) of payment for the products/ services 	<ul style="list-style-type: none"> • Optimization of the sources of income
Key resources	<ul style="list-style-type: none"> • The quantity of human resources • The quantity of financial resources • The quantity of physical resources 	<ul style="list-style-type: none"> • Acquisition of employees with new and unique competences • Acquisition of employees competences rare on the job market • Acquisition of new technology
Key activities	<ul style="list-style-type: none"> • The quantity of executed activities crucial for the process of creation of values by an enterprise • Processes / functions realized by an enterprise 	<ul style="list-style-type: none"> • Introduction of activities crucial for the process of creating value, which have not been realized in an enterprise • Improvement of the form of realization of the processes / functions
Key partners	<ul style="list-style-type: none"> • The quantity of key partner 	<ul style="list-style-type: none"> • Change of criteria to assess a key partner • Change of the type of resources acquired from the key partner • Modification of the forms of cooperation with partners (including: decisions <i>make or buy</i>)
Cost Structure	<ul style="list-style-type: none"> • The quantity of forms of costs 	<ul style="list-style-type: none"> • Activities tending towards optimization of costs

Source: Drzewiecki J., *Zmienność modelu biznesowego w kontekście innowacyjności organizacji*, „Management Forum” 2016, Vol. 4, nr 1, p. 13.

The analysis of above factors should enable the determination of a degree to which the current business model underwent and/or should undergo a change in both, quantitative and qualitative aspects¹⁴.

4. RESEARCH RESULTS – THE PERCEPTION OF OPPORTUNITIES AND THREATS AMONG THE INVESTIGATED ENTERPRISES

The preliminary research (literature and pilot research) managed to identify a list of twelve opportunities (table 5) and threats (table 6). The selection included, most of all, the phenomena occurring in the economic environment which were unanimously allocated by the respondents to a specific group in a way that will sublimely prevent from subjectivism related to the assessment of phenomena¹⁵. Simultaneously, universal phenomena was sought (the adequacy in the highest possible number of events, e.g. regardless of the branch context or level of diversification – i.e. due to the cross-section character of the research and high level of variability of enterprises constituting the research sample)¹⁶.

At the stage of the proper research, the respondents were asked a question related to the probability of occurrence of the previously identified opportunities and threats. The range of the responses, in both cases, covered six possible versions, ranging from 0 (“minimal probability of occurrence”) to 5 (“almost certain occurrence of a threat / opportunity”).

The identified opportunities (variables from O₁ to O₁₂) and threats (variables from T₁ to T₁₂) along with the basic descriptive statistics (averages, medians) for the whole of sample, and while divided into groups according to the size of enterprise, are shown in the tables 5 and 6.

Table 5. The probability of occurrence of opportunities (for the sample and according to the size of investigated enterprise)¹⁷

No. of variable	Opportunity description	Average				Median			
		For the sample	Small	Medium	Large	For the sample	Small	Medium	Large
O ₁	Higher level of integration of products and / or services	1.57	1.35	1.81	1.54	1	1	2	1
O ₂	More accurate adaptation of the products / services to customers' needs	2.29	2.28	2.39	2.14	2	2	2	2
O ₃	Deterioration of quality of the products / services of competitors	1.52	1.10	1.89	1.55	2	1	2	2

¹⁴ Drzewiecki J., *Zmienność modelu biznesowego w kontekście innowacyjności organizacji*, „Management Forum” 2016, Vol. 4, nr 1, p. 11-16.

¹⁵ The experience of the author of the research related to, among all, execution of the SWOT method in practice show high subjectivism of opportunities and threats, and at the same time, potential problems related to unambiguous allocation of a specific phenomenon to one of the groups.

¹⁶ Due to the subject of the research project, the opportunities and threats were formulated in the language of the business model.

¹⁷ In the tables 4 and 5 the borderline values of the variables were marked in color, respectively: blue for the highest, red for the lowest values.

No. of variable	Opportunity description	Average				Median			
		For the sample	Small	Medium	Large	For the sample	Small	Medium	Large
O ₄	Emergence of new potential customer segments	1.83	1.67	2.04	1.72	2	1	2	2
O ₅	Customers leaving the competitors	2.06	1.82	2.47	1.80	2	1	2	2
O ₆	Emergence of new potential suppliers / business partners	1.90	1.64	2.17	1.86	2	1	2	2
O ₇	The possibility to use the channels of the partners	1.58	1.32	1.82	1.58	2	1	2	2
O ₈	The possibility to acquire cheaper key resources crucial for the enterprise	1.72	1.42	1.97	1.77	2	1	2	2
O ₉	The possibility to more effectively use owned resources	1.88	1.50	2.23	1.90	2	1	2	2
O ₁₀	The possibility of higher standardization of the activities of enterprise	1.65	1.29	1.83	1.88	2	1	2	2
O ₁₁	The possibility of new technology implementation	2.24	1.80	2.68	2.22	3	2	3	3
O ₁₂	Strengthening the relations with customers	2.46	2.20	2.87	2.17	3	2	3	2
	The average of readings for the opportunities	1.89	1.61	2.18	1.84				

Source: original research.

The investigated sample indicated that the most probable opportunities are: strengthening relations with customers (O₁₂), more accurate adaptation of the products / services to customers' needs (O₂) as well as the possibility of new technology implementation (O₁₁). The lowest probability of occurring opportunities pertained to: the deterioration of quality of the products / services of competitors (O₃), higher level of integration of products and / or services (O₁) as well as the possibility to use the channels of the partners (O₇). Based on the comparison of the responses in the specific groups according to the size of enterprise two main observations arise. First of all, substantial differences have occurred in the perception of opportunities between groups, especially important in case of medium size enterprises (O₅, O₉). Second of all, the probability of occurrence of opportunities has been deemed as the highest by the medium size enterprises, while the marks were significantly higher than the marks given by the small and medium size enterprises.

Table 6. The probability of occurrence of threats (for the sample and according to the size of the investigated enterprises)

No. of the variable	Opportunity description	Average				Median			
		In the sample	Small	Medium	Large	In the sample	Small	Medium	Large
T ₁	Emergence of substitutive services / products	1.75	1.50	2.06	1.62	2	1	2	2
T ₂	Emergence of new competitors	2.41	2.22	2.80	2.09	2	2	3	2
T ₃	Improvement of products / services of competitors	2.09	1.75	2.43	2.04	2	2	3	2
T ₄	Occurrence of disruptions in the deliveries of the resources crucial for enterprise's activity	1.74	1.55	1.95	1.68	2	1	2	2
T ₅	Sudden loss of a key resource	1.65	1.50	1.90	1.51	2	1	2	2
T ₆	Rise in prices of the key resources	1.85	1.60	2.08	1.84	2	1	2	2
T ₇	Loss of customers in favour of previous competitor	2.06	1.79	2.45	1.84	2	1	2	2
T ₈	Loss of customers as a result of the emergence of substitutive products / services	1.74	1.29	2.19	1.68	2	1	2	1
T ₉	Loss of a key partner	1.60	1.35	1.87	1.55	2	1	2	2
T ₁₀	Establishing partnership by the key partner with competitor	1.65	1.39	1.95	1.58	2	1	2	2
T ₁₁	Overdependence on a partner	1.28	0.91	1.60	1.32	1	1	2	1
T ₁₂	Deterioration of relations with customers	1.71	1.21	2.16	1.74	2	1	2	2
	The average of readings for the threats	1.79	1.51	2.12	1.71				

Source: original research.

Emergence of new competitors (T₂), improvement of products / services of competitors (T₃) and loss of customers in favor of previous competitor (T₇) were recognized as the most probable threats. The lowest probability of the occurrence of threats included: overdependence on the partner (T₁₁), loss of key partner (T₉) as well as establishing partnership by the key partner with competitor (T₁₀). The readings can be explained by the use of outsourcing in the investigated enterprises. Parallely to opportunities, also in case of threats discrepancies in the assessment based on the size of enterprise occurred.

Comparing the results of research described in tables 4 and 5, although the investigated enterprises assessed the probability of the occurrence of opportunities slightly higher than the occurrence of threats, the differences in the assessment cannot be recognized as high.

5. RESULTS OF THE RESEARCH – OPPORTUNITIES AND THREATS AND VARIATIONS IN BUSINESS MODELS OF THE INVESTIGATED ENTERPRISES

Due to constraints related to the volume of the paper it focuses mainly on the analysis of the dependency between **qualitative factors** of variation of a business model and the evaluated probability of the occurrence of opportunities and threats¹⁸. The tables 7 and 8 present correlation coefficients¹⁹ between the identified opportunities and threats as well as the qualitative alterations made by the investigated enterprises in their business models:

Table 7. Correlation matrix: opportunities and alterations of the elements of a business model²⁰

Element of business model	Variable - opportunities											
	O ₁	O ₂	O ₃	O ₄	O ₅	O ₆	O ₇	O ₈	O ₉	O ₁₀	O ₁₁	O ₁₂
Value proposition	0.50	0.46	0.52	0.52	0.56	0.44	0.44	0.48	0.46	0.51	0.50	0.54
Customer segments	0.54	0.46	0.54	0.50	0.54	0.54	0.56	0.62	0.52	0.58	0.54	0.56
Relations with customers	0.41	0.45	0.51	0.43	0.56	0.47	0.40	0.50	0.51	0.42	0.53	0.58
Channels	0.49	0.37	0.57	0.42	0.48	0.47	0.50	0.50	0.47	0.45	0.51	0.48
Key activities	0.46	0.37	0.57	0.43	0.47	0.47	0.48	0.52	0.51	0.59	0.46	0.48
Key resources	0.46	0.29	0.54	0.38	0.42	0.36	0.48	0.44	0.51	0.46	0.52	0.45
Key partners	0.49	0.27	0.53	0.36	0.43	0.36	0.45	0.47	0.47	0.49	0.47	0.45

Source: original research.

The strongest correlations with the alterations of the business models prove to have the following opportunities: deterioration of quality of the products / services of competitors (O₃), Customers leaving the competitors (O₅), the possibility to more effectively use owned resources (O₉), the possibility of higher standardization of the activities of enterprise (O₁₀), the possibility of new technology implementation (O₁₁), strengthening the relations with customers (O₁₂). The weakest correlation was found in: more accurate adaptation of the products / services to customers' needs (O₂), emergence of new potential suppliers / business partners (O₆), the possibility to use the channels of the partners (O₇).

¹⁸ The correlations between the variables related to opportunities and threats and quantitative alterations factors made in business models of the investigated enterprises were weaker than in the case of the qualitative alterations, while a part of them was not statistically significant (for $p < 0,05$).

¹⁹ All of the correlations presented in tables 7 and 8 are statistically significant for the significance level $p < 0,05$.

²⁰ In the tables 7 and 8 the borderline values of the variables were marked in color, respectively: green for the values $> 0,6$, blue in the range $(0,5; 0,6>)$, red for values $< 0,3$.

Table 8. Correlation matrix: threats and alterations of the elements of a business model

Element of business model	Variables - threats											
	T ₁	T ₂	T ₃	T ₄	T ₅	T ₆	T ₇	T ₈	T ₉	T ₁₀	T ₁₁	T ₁₂
Value proposition	0.47	0.54	0.55	0.38	0.41	0.39	0.43	0.45	0.39	0.50	0.38	0.43
Customer segments	0.48	0.55	0.57	0.53	0.42	0.56	0.47	0.46	0.48	0.56	0.50	0.48
Relations with customers	0.43	0.50	0.55	0.40	0.35	0.43	0.48	0.51	0.41	0.51	0.35	0.43
Channels	0.43	0.40	0.52	0.42	0.40	0.47	0.42	0.48	0.48	0.53	0.47	0.41
Key activities	0.40	0.39	0.53	0.46	0.38	0.39	0.34	0.38	0.41	0.54	0.47	0.44
Key resources	0.48	0.36	0.50	0.32	0.38	0.40	0.41	0.53	0.43	0.55	0.47	0.47
Key partners	0.48	0.42	0.57	0.32	0.38	0.42	0.40	0.43	0.38	0.54	0.50	0.42

Source: original research.

The strongest correlations with the alterations of the business models prove to have the following threats: improvement of products / services of competitors (T₃), loss of customers as a result of the emergence of substitutive products / services (T₈), establishing partnership by the key partner with competitor (T₁₀). The threats that display the weakest correlation with the alterations in business models are: emergence of substitutive services / products (T₁), sudden loss of a key resource (T₅), loss of customers in favour of previous competitor (T₇), loss of a key partner (T₉).

The particular importance is attached to the fact that all of the correlations between the perceived probability of the occurrence of opportunities and threats and the alterations in the business models of the investigated enterprises are positive. The value of correlation coefficients exceeds 0,4 in a definite majority. It can denote the following: business model is significant as a tool for adapting an organization to its environment, and the investigated enterprises' managers are aware that opportunities and threats are significant for the alterations in the areas of business model that are important for the success of endeavor, including a value proposition and segments of customers. The comparison of the tables 8 and 9 allows to draw an interesting conclusion that the investigated enterprises modified other elements of business model in case of opportunities and threats.

6. SUMMARY

The results of the research described in this paper indicate a significance of a business model as a strategic management tool, in particular in change management that has strategic significance as a response to the anticipated opportunities and threats. The indicated dependencies between the variables included in the research are a premise denoting the possibility to

use business model in the context of adaptation of organization to its environment. The differences originating from a different perception of opportunities and threats in medium enterprises in comparison to the remaining groups of the investigated subjects seem to be also very interesting. The interpretation of the research results is, however, impeded and requires to conduct an intensified research, also of a qualitative nature.

Simultaneously, the author of the research paper is aware of the constraints in the described research resulting from the criteria of sampling (Polish enterprises using outsourcing). Although the fact of using outsourcing does not seem to have a direct influence on the majority of aspects described in the elaboration, the research should be extended and include the enterprises that do not use outsourcing in order to prove the described in the article dependencies.

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SZANSE, ZAGROŻENIA A ZMIENNOŚĆ MODELI BIZNESU POLSKICH PRZEDSIĘBIORSTW STOSUJĄCYCH OUTSOURCING – WYNIKI BADAŃ

Streszczenie: Celem artykułu jest prezentacja wyników badań empirycznych dotyczących: postrzegania szans i zagrożeń wśród polskich przedsiębiorstw stosujących outsourcing oraz zależności pomiędzy percepcją szans i zagrożeń a zmianami dokonywanymi w modelach biznesowych badanych przedsiębiorstw. Opracowanie składa się z wprowadzenia, podsumowania oraz czterech głównych części. Pierwsza z nich zawiera opis metodyki i charakterystykę próby badawczej w przekroju wybranych cech jakościowych. W części drugiej omówiono pokrótce autorską koncepcję zmienności modeli biznesu opartą na koncepcji modelu biznesowego w ujęciu

A. Osterwaldera. Część trzecia zawiera wyniki badań dotyczące percepcji szans oraz zagrożeń wśród badanych przedsiębiorstw. Artykuł zamyka prezentacja wyników badań dotyczących korelacji między zmianami dokonywanymi w poszczególnych obszarach modeli biznesu badanych podmiotów a szacowanym przez nie prawdopodobieństwem wystąpienia zidentyfikowanych szans i zagrożeń. Opisane w opracowaniu wyniki badań wskazują na znaczenie modelu biznesowego jako narzędzia zarządzania strategicznego, w szczególności – zarządzania zmianą o strategicznym znaczeniu w odpowiedzi na oczekiwane szanse i zagrożenia. Wskazane zależności między zmiennymi uwzględnionymi w badaniu są przesłanką świadcząca o możliwości wykorzystania modelu biznesowego w kontekście adaptacji organizacji do jej otoczenia. Interesujące wydają się być również różnice wynikające z odmiennej percepcji szans i zagrożeń w firmach średnich w porównaniu z pozostałymi grupami badanych podmiotów. Interpretacja tych rezultatów badań jest jednak utrudniona i wymaga przeprowadzenia pogłębionych badań, również o charakterze jakościowym.

Słowa kluczowe: model biznesu, zmienność, szanse, zagrożenia, Osterwalder

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