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Interception of values as a result of the business model restructuring – case study[1]

1. Introduction

The generally understood competitiveness of an entity is affected by specific external factors resulting from the general and regional environment, and by the participants of a competitive environment, as well as internal factors, including an enterprise's resources, its infrastructure, effectiveness and efficiency of the organisational and management processes (Borowiecki, Siuta-Tokarska 2015, p. 63; Borowiecki, Czekaj 2011)[2]. In the above context, it is unquestionable that a modern enterprise functions in conditions of substantially higher degree of environment variation than in the past (Grajewski 2012, p. 11). The conditions of a market economy and the changes in the country's social and economic system have caused transformations in the market of the

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1 In this elaboration, it was adopted that the condition for effective functioning of manufacturing enterprises acting in the sector of agricultural machinery is high flexibility in terms of restructuring the business models implemented by these enterprises.

2 The main reason ~~of~~ for the evolution of the methods supporting the management process is a change in the dynamics of an organisation's environment and the nature of occurring events as well as the degree of complexity of related problems (Skalik, 2012, p. 30).

means of production. Information, employees[3], materials, products and capital move around the world in increasing quantities and with increasing speed. Global competition can threaten domestic manufacturing if they are not able to quickly restructure the business models adopted by them[4] and adapting them to the specificity of the given market (Borowiecki, 2013, p. 17; Borowiecki 2014, p. 11). According to the authors of the elaboration, a business model is one of the first choices made in enterprises that affects an enterprise as an economic, social, organisational and legal entity (Urbanowska-Sojkin 2011, p. 23). These are choices referred to as strategic choices, because they respond to strategic problems by way of making decisions.

When discussing the conducted business and its effective management, managers often use the term of business model when describing the effectiveness or efficiency of the management processes (Nogalski, Szpitter, Brzóska 2017, p. 7). It is thus reasonable to seek the answer to the question *what models are key from the point of view of a given enterprise?* The above question and the belief of the existence of an economic demand for applicable results were the main inspiration for undertaking the study. The exploration of business models is another attempt of the authors to take a glance at the functioning mechanisms of manufacturing enterprises acting in the sector of agricultural machinery[5], especially that in the light of a process-based vision of an enterprise that is quick to react to environment-derived challenges, we often encounter the "make or buy" dilemma.

Enterprises are faced with the necessity to develop product range programs. The management must make decisions about the type and quantity of implemented products with consideration of the economic and non-economic manufacturing conditions. An enterprise is interested in manufacturing a range of products that guarantees achieving the most advantageous financial result in the given conditions.

3 J. Stankiewicz and H. Bortnowska (2011, pp. 18-19) note that it is not only the case of acquiring them, but also taking care for their constant development. This process is dominated by employee creativity. It is therefore necessary to create conditions that support it, but also to provide opportunities to evoke it through internal competition (Stankiewicz, Moczulska, 2013, p. 123).

4 Wherein, effective restructuring requires adequate management. According to: (Borowiecki, Kusio, 2016, p. 71). It relies on reorientation in terms of the methods of formulating visions, missions and strategies of activity. Compared to: (Borowiecki, Bętkowska, 2011, p. 112; Borowiecki, Jaki, 2015).

5 Studying business models facilitates understanding of economic activity. According to: (Falencikowski, 2013, p. 5).

Hence, modern enterprises have to be flexible both in terms of manufacturing and organisation. Therefore, there is a strong tendency to increase the flexibility and fluidity of organisational structures by flattening and slimming them as a result of the reduction in hierarchic levels and separating less significant areas outwards[6]. It is stressed that the end value of resources should be higher than their starting value (Borowiecki, Wysłocka 2012, p. 15).

By adopting the prerequisites of creating unconventional enterprise management instruments, especially in times of economic slowdown, the actors of the industrial goods market assume that an enterprise should implement the largest possible number of products that their resources allow. According to the elaboration's authors, the costs of purchasing a given component from a partner are much higher than the costs of manufacturing it by using own resources. The authors aim to demonstrate that own production should embrace the largest possible number of components used in the manufacturing of the given finished product (in the given case – an agricultural trailer), because it is of great significance in the context of lowering the costs and intercepting – as part of the adopted business model – value.

Due to the above, the main objective of this paper is to present a case of value interception as a result of restructuring a business model of a manufacturing company which operates in the sector of agricultural machinery. A company that focuses on core activities in the value chain and commissions the manufacturing of most components to specialised suppliers – as a result of restructuring – becomes an integrator[7] controlling all parts of the supply chain; from obtaining the raw material, through its own production of a possibly large number of components, to distribution of a finished composite product.

The objective of the conducted analysis was to point out the dependencies between own production of components comprising a given product and the possibility of acquiring them by way of co-operation. The authors assumed that a derivative of the value intercepted in the finished product implementation process is the number of components manufactured using own production resources. In other words, own production that implies lowering the costs of manufacturing a specific component substantially contributes to the lowering of the costs of manufacturing a complex product, which – considering

6 Technological development, increasing sophistication of economic operations and the need of continuous growth are circumstances that suggest focusing on key competencies.
7 This term was used in the paper: (Nogalski, Szpitter, Jabłoński, 2016, p. 54).

a predetermined price – affects the profitability of implementing the given complex product.

The undertaken study is practical in nature[8]. In the author's opinion, the study can help to formulate an answer to the question of which business model is suitable from the point of view of an entity aiming at intercepting value – manufacturer acting in the market of agricultural motorisation.

2. "Make or buy" in terms of business model restructuring

An organisation that aims at achieving and maintaining a competitive advantage should precisely specify the adopted business domain, which will enable it to conclude a transaction with its partners, ensure legitimisation of the activities taken, guarantee access to the required resources and allow intercepting value in the discipline's value creation chain (Cyfert 2012, p. 42). The basic undertakings in such a defined process of building competitive advantage are activities related to product differentiation, specification of target client groups and definition of the scope of activity and degree of integration in the discipline in relation to "manufacture, buy or co-operate" (Williamson 1975).

Due to the above, each entrepreneur, regardless of the adopted business conducting model, should determine the minimum rate of return from investing in a given product on a case-by-case basis. This implies configuring the business model in a way that allows achieving the highest possible profit from manufacturing or further re-sale. It is noticeable that along with an increase in competition, high productivity of an enterprise becomes a "do or die" issue.

Does the motto "manufacture from own resources" seem to be a universal solution for the survival in the conditions of constant pressure in a competitive market? Or is continuous and rapid increase in value a domain of an enterprise that, by incorporating its own products, adapts to constant and unpredictable market changes? An analysis of the method of conducting activity demonstrated that the adopted business model is the factor that substantially determines profit. Each entrepreneur, including beginners and veterans, should have his own, unique method of conducting his enterprise. Specification of the direction of a company's activity including all of its aspects leads to optimal enterprise growth. Wherein, the business model should be configured in a way that makes

8 The elaboration is a response to the appeal of J. Stankiewicz, P. Łychmus and H. Bortnowska (2011, p. 582), who deem it necessary to apply theory to practice and provide managers with management instruments.

its application fit tightly to the company's activity and that its incorporation in practice bring the owners maximum benefits. In this elaboration, the author's attention was put to a business model that can be categorised by referring it to market dependencies. The deliberations concern enterprises which – through components purchased from other market participants – conduct own production and satisfy the needs of individual clients at the same time. In regard to a specific set of components, in the elaboration the authors attempted to assess and measure the given model's competitiveness from the point of view of the partner and of own production. Here, the authors assume that in terms of the extent of generated profit, the most beneficial is own production that allows intercepting the value given to the partner by acquiring components from the secondary market.

A notion that is often touched by persons that define the business model is the issue of cash flow, specifically of revenue, costs and generated profit. D. J. Teece (2010, p. 173) suggests that a business model uses the way an enterprise creates and delivers value to the client and transforms revenue into profit. It is based on the dependency between creating value for the client and intercepting it for the enterprise in the form of revenue, taking into consideration the profit generation mechanism. Some researchers omit the issue of creating value[9]. J. Rokita (2002, p. 27) notes that a business model reflects way of achieving proper economic results expressed by the relation of revenue, costs and profits in the entire organisation. The approach of the aforementioned author is based on broad concepts of earning money or achieving "proper economic results".

The basic objective in the scope of the business model concept is the generation of stable sources of revenue and profit, which depend on the created value (Dubosson-Torbay, Osterwalder, Pigneur, 2002, p. 3). A business model is a conceptual tool consisting of the following elements that allow presenting the method in which an enterprise earns money (Osterwalder [2004, p. 15)]. A business model contributes to the generation of revenue by an enterprise, but in relation to the value created within the enterprise as well as its place in the value chain of the discipline in which it functions (Fisken, Rutherford 2002, p. 191, et al.). In other words, a business model presents the method of generating revenue by an enterprise in relation to the structure of the value chain and its place in the discipline's value chain.

9 F. Betz (2002, s. 2) brings down the problem only to earning money by stating that a business model is an abstract description of the way of earning money by conducting business activity.

According to E. Urbanowska-Sojkin and P. Banaszyk (2004), a business model embraces four components: characteristic of target recipients, scope of products and services offered to these recipients, specification of the differences between the given enterprise's offer and the offers of competitors, specification of the value chain part in which the enterprise is involved.

A business model allows structuring as a whole the information about the given product and better describe the given implementation process. The models provide aid in decision-making, i.e. they facilitate management. By specifying and grouping information about the given implementation process, business models help to better understand it and manage it more effectively. A specific business model should clearly specify the source of an enterprise's money, what it sells, who it sells to and when it deems to be successful. An enterprise's business model can be treated as one of two (aside from the environment) direct factors (determinants) that affect the enterprise's effectiveness (Nogalski, Niewiadomski 2017). The authors stress that these determinants are affected by the so-called change factor, which indirectly, but substantially, affects an enterprise's effectiveness. In their opinion, economic effectiveness can be accurately defined by relying on the following indicators: accounting profit, economic added value, market value of stocks, sales profitability, asset profitability or capital profitability. According to the adopted definition, a business model is the method of increasing and using resources adopted by an organisation to present the clients with an offer of products and services, the value of which exceeds the competition's offer and which at the same time provides the company with maximum profitability.

In relation to the above, K. Krzakiewicz and S. Cyfert (2013, p. 129) note that in new circumstances, it is necessary to deal with identifying opportunities in the environment and creating innovative solutions that allow utilising these opportunities. Therefore, good product innovation guarantees success and creates added value. This view is fully shared by the authors of this paper, who stipulate that manufacturers develop if they contribute to the creation of reality, create client expectations and needs, satisfy them and think innovatively in the entire value building chain.

Effective incorporation of a new product should therefore be the objective of any enterprise focused on improving its competitive position in the market. Centralisation of a company's activity around new products, processes and utilising new materials are still prioritised by most manufacturers. Despite the fact that introducing a new product into the market is the most time-consuming stage in the process of developing a new product, it is highly risky and in a certain

degree interferes with the enterprise's normal work (at least due to the inclusion of the new product in the manufacturing plans), it is a necessary activity. Therefore, a basic strategy is the product implementation strategy, which sets the direction for further strategies. The manufactured product should be planned in a way that provides the client with the highest value and maximises his or her satisfaction, which should translate into the size of profit that the manufacturer should achieve as a result of its implementation.

In the business model reconfigured in this paper the enterprise currently purchases the required components from other market participants, thus satisfying its own demand. To put it simply, the model features relations between the manufacturer and partner. The second case features an analysis of own production of the specified components. The presented models are similar in terms of the needs that are satisfied in both cases. Transactions are focused on the manufacturer's own needs. Activities are focused on the recipient and goods that the recipient needs to execute his own tasks (most often these include services provided as part of own needs or on behalf of other clients).

3. Business model restructuring in enterprise practice - case analysis

3.1. Subject and object of study

The study was conducted with participation of a manufacturing enterprise acting in the sector of agricultural motorisation. The main form of activity of the studied enterprise is the manufacturing of transport solutions and systems for modern agriculture. In order to obtain key – in terms of the study execution – information, the study featured participation of the company's owner, production manager and main design engineer. The main problem faced by the manufacturer regarded the high costs of purchase of the components constituting parts of the main product – Fortschritt T-088 specialist agricultural trailer (fig. 1).

As part of the conducted research, the authors conducted a calculation of 50 purposefully selected – purchased thus far in the scope of co-operation – components comprising the machinery manufactured by the enterprise. The authors wanted to demonstrate that the implementation of the largest possible quantity of components from own resources – by lowering manufacturing costs – is important from the view of intercepting value (profit); it substantially – at a constant market price – implies the profitability of machinery sales.

Figure 1. Fortschritt T-088 trailer – studied product

Source: Fortschritt's internal materials

3.2. Studying a component's manufacturing costs – execution procedure

In order to obtain the information – implied by the study objective – it was necessary to determine the purchase prices for each studied component on one hand and conduct calculations concerning their manufacturing as part of own production, on the other hand. In this elaboration, the authors are speaking about a calculation that is developed prior to starting manufacturing and is based on expected costs. Therefore, the basis for the conducted calculation included technical and economic standards and indicators, labour rates, raw material price rates and costs deemed as average for the given group of products. The calculation is presented for information only. It is developed at a time at which there are still no specific structural and process elaborations. It is however essential for the decision-making, because it allows making the decision whether the manufacturer should undertake manufacturing the component as part of own production resources or is it a better – or sometimes the only – solution to purchase the component from an external supplier.

In order to illustrate the method of study adopted by the authors, they presented the case of value interception in relation to a specific component. For this purpose, the authors illustrated the calculation of a specific product and determined the costs of its purchase from the secondary market. The subject of analysis was the process of manufacturing and purchase of the spreader adapter gearbox, which is a component that is used in the trailer's manufacturing (fig. 2).

Figure 2. Gearbox – product undergoing detailed analysis

Source: Fortschritt's internal materials

In the context of the conducted study, the first step featured the specification of the type of components used in the gearbox's manufacturing process. This was the basis for measuring the costs of their acquisition and determining the costs of labour incurred by the manufacturer as a result of the implementation. The study demonstrated that the execution of a gearbox requires the supply of the C45 class steel rod (shafts), aluminium castings (gearbox bodies), gears and spare parts[10]. Detailed data is presented in table 1.

The conducted analysis demonstrated that the cost of manufacturing a single gearbox amounts to PLN 1,154.29. The cost of purchasing the same product from an external supplier amounts to PLN 2,250.00.[11]. In the case of selecting a business

10 In the case of spare parts, the authors assume purchasing them only from specialised external partners.

11 The market price was obtained as a result of submitting a request for quotation on 28 August 2017. The request for quotation was submitted to 5 enterprises dealing in the manufacturing of components intended for agricultural trailers, including manure spreaders.

model aimed at "external purchase", the manufacturer ignores the opportunity to intercept the value of PLN 1,095.71; this is referred to costs of lost profit. It is an amount that the enterprise could "intercept" by becoming an integrator that controls all elements of the supply chain; from obtaining the raw material, through its own production of a possibly large number of components, to the distribution of a finished composite product manufactured from own resources.

Table 1. Specification of the costs of manufacturing gearbox components – detailed data

Component name	Quantity [pcs.]	Manufacturing costs [PLN/pc.]	Total costs [PLN]
A	B	C	D=B*C
Left housing 0200213430	1	158.00	158.00
Right housing 0200213430	1	158.00	158.00
Central housing 0200212960	1	150.80	150.80
Shaft 0200213840	2	34.09	68.18
Shaft 0200213100	3	16.86	50.58
Connecting bushing 0200213270	1	7.02	7.02
Wheel Z-18 0200131180	1	70.00	70.00
Wheel Z-19 0200131420	1	70.00	70.00
Wheel Z-16 0200131671	2	60.00	120.00
Wheel Z-20 0200131751	2	60.00	120.00
Bearing 6308	5	12.00	60.00
Bearing 6309	5	12.00	60.00
Cover	4	1.47	5.88
Sealant 40*90*10	4	1.10	4.40
Sealant 40*72*10	1	1.00	1.00
Bolt M10*25	4	0.45	1.80
Washer Fi 10	4	0.02	0.08
Bolt M8*15	24	0.20	4.80

Bolt M8*30	12	0.25	3.00
Spring washer Fi 8	12	0.03	0.36
Flat washer Fi 8	24	0.05	0.96
Safeguard W-90	4	1.10	4.40
Safeguard Z-40	5	0.40	2.00
Safeguard Z-42	5	0.41	2.05
Plug DIN-910 M16*1.5	6	1.45	8.70
Needle M16*70	4	2.50	10.00
Raw material costs [PLN]			1138.29
Labour costs [PLN]			16.00
TOTAL [PLN]			**1154.29**

Source: own work

Adoption of a suitable estimation method was necessary for the completion of the proper study conducted by the authors. In the latter part of the publication, it was used to estimate other costs of the studied products.

Similar analyses were conducted in relation to other trailer components. Unfortunately, due to publishing requirements, in the following part of the paper the authors only presented the results of the conducted research.

3.3. Interception of values as a result of the business model restructuring – case study

In table 2, the costs of manufacturing the given component [CKP – component D] required in the production process of the specialist trailer were compared with the costs of purchasing it from external sources [KD – column E]. Following an analysis of the assembly documentation, the authors determined the given component's quantity required to manufacture a single piece of machine [column C]. The total value [CWP] – referred to the given component – intercepted by the manufacturer as part of implementing the given component is presented in column G of the below table.

Table 2: Specification of the costs of manufacturing agricultural trailer components – study data

NO.	NAME OF COMPONENT	QUANTITY [pcs.]	CKP [PLN]	KD [PLN]	WP [PLN]	CWP [PLN]
A	B	C	D	E	F=E-D	G=C*F
	Gearbox 0200212630	1	1154.29	2250.00	1095.71	1095.71
	Gearbox 0200157631	1	747.25	1800.00	1052.75	1052.75
	Floor 0203996009	1	858.96	1800.00	941.04	941.04
	Side 0203942080	2	405.72	650.00	244.28	488.56
	Housing 0203914630	4	67.70	180.00	112.30	449.20
	Drum 0204027570/1	2	153.66	360.00	206.34	412.68
	Drum 0204027570/2	2	153.66	360.00	206.34	412.68
	Flap 0204001360	1	349.78	650.00	300.22	300.22
	Chain 0203960250/1	4	149.75	220.00	70.25	281.00
	Gearbox 0200214150	1	379.25	650.00	270.75	270.75
	Gearbox 0200214640	1	379.25	650.00	270.75	270.75
	Support 0204100000	2	41.32	166.00	124.68	249.36
	Support 0204024080	2	55.32	180.00	124.68	249.36
	Top extension	2	399.61	500.00	100.39	200.78
	Wall 0203944000	2	96.93	190.00	93.07	186.14
	TGL hitch	1	128.00	300.000	172.00	172.00
	Disk 7554-150916	2	32.81	100.00	67.19	134.38

	Bottom beam 0204022420	1	96.17	230.00	133.83	133.83
	Disk 7554-150915	2	26.04	90.00	63.96	127.92
	Top beam 0204024760	1	67.23	170.00	102.77	102.77
	Slat 0203961700	32	5.34	8.50	3.16	101.12
	Shaft 0203960580	2	75.95	125.00	49.05	98.10
	Connector 0203979500	1	83.00	180.00	97.00	97.00
	Front wall 0203943040	1	103.97	200.00	96.03	96.03
	Front cover 0203905010	1	84.83	180.00	95.17	95.17
	Bearing 0204024840	4	7.68	26.00	18.32	73.28
	Driver 0204023630	4	7.90	26.00	18.10	72.40
	Bushing 0203912130	4	24.40	42.00	17.60	70.40
	Driver 0203976200	2	20.20	55.00	34.80	69.60
	Driver 0204023780	2	20.70	55.00	34.30	68.60
	Shaft 0203975320	1	62.61	130.00	67.39	67.39
	Cover 0203965070	2	12.28	45.00	32.72	65.44
	Shaft 0203975400	1	75.47	135.00	59.53	59.53
	Cover 0204022910	1	68.67	125.00	56.33	56.33
	Driver 0204026440	4	12.33	26.00	13.67	54.68
	Guiderail 0203961950	4	7.76	20.00	12.24	48.96
	Disk 0203979120	2	11.10	35.00	23.90	47.80
	Right arm 0204024430	1	54.79	100.00	45.21	45.21

	Left arm 0204024020	1	54.79	100.00	45.21	45.21
	Wheel 0203962010	4	16.50	27.50	11.00	44.00
	Disk 0203979100	6	10.00	16.00	6.00	36.00
	Pin 0203962180	4	4.09	13.00	8.91	35.64
	Driver 0204023220	2	15.93	28.00	12.07	24.14
	Driver 0204023300	2	15.93	28.00	12.07	24.14
	Wheel 0203960740	2	20.60	29.50	8.90	17.80
	Wheel 0203960660	2	20.60	29.50	8.90	17.80
	Bushing 0203964840	4	2.89	7.00	4.11	16.44
	Spring TGL18395	4	4.00	7.00	3.00	12.00
	Fastener 0203964350	2	0.79	3.60	2.81	5.62
	Plate 0203964430	2	0.63	1.50	0.87	1.74
Total intercepted value attributable to the trailer [PLN] 9 099.45						

Source: own work

When considering particular components individually, it is necessary to stress that the highest production value is intercepted by way of implementing the gearbox number 0200212630. The hypothetical costs of manufacturing the product amount to PLN 1,154.29. In this case, the manufacturer intercepts the value of PLN 1,095.71 (this constitutes 51.30% of the currently incurred costs; the savings amount to 47.72%). The case is similar for the implementation of the gearbox with the reference number 0200157631. The value intercepted by the manufacturer amounts to PLN 1,052.75 (this constitutes 41.51% of the currently incurred costs; the savings amount to 58.49%).

Considering all components subjected to testing, the execution of purchase of which is required in the manufacturing of an agricultural trailer, it is necessary to underline that in the case of selecting a business model aimed at "external purchase", the manufacturer ignores the opportunity to intercept the value of PLN 9,099.45. It is an amount that the enterprise could "intercept" by becoming

an integrator that controls all elements of the supply chain; from obtaining the raw material, through its own production of a possibly large number of components, to the distribution of a finished composite product. Considering 50 purposefully selected products constituting the subject of analysis – as a result of restructuring the business conducting model – the enterprise gains savings of 50%. As a result of initiating manufacturing with the use of own resources, an enterprise acquires components by incurring a total of 47.63% of the resources currently allocated to acquire them.

4. Conclusion

The functioning of industrial enterprises in a global economy legitimises consideration of possible sources of the effectiveness of strategies and development of a new product and of the success of new products in the market as the most important condition for the success of the entire organisation (Rutkowski 2006, p. 7). The entrepreneurs make efforts aimed at intercepting the highest share of the produced values. Due to the above, this paper discussed the case of value interception as a result of restructuring the business model of a manufacturing company which operates in the sector of agricultural machinery. It was assumed that this notion is studied by management researchers. They are obliged to understand the notion, which is especially important due to the fact that it is common (Nogalski, T. Falencikowski 2015, p. 118). The study was conducted based on an enterprise that has focused so far only on the basic activities in the value chain; it acquired the manufacturing of most components – used in the production process – from specialised suppliers. In the course of the conducted study, the authors demonstrated that as a result of reorienting the business model, an enterprise becomes an integrator that controls all elements of the supply chain; in perspective, it contributes to substantial lowering of the costs of acquiring components. The authors demonstrated that there is a certain dependency between own production of components comprising a given product and the possibility of acquiring them by way of co-operation. Own production implies lowering the costs of manufacturing a specific component, which in perspective substantially contributes to the optimisation of the costs of manufacturing a complex product.

The notions considered in the elaboration are in the initial stage of research. There is still not enough knowledge concerning the topic of value interception in the context of restructuring the business model of enterprises operating in the

sector of agricultural machinery. The authors decided to fill this gap, hence they commenced the relevant study. The current research work indicates that, both in reference to management theory and practice, there are many unresolved aspects that require further exploration.

This elaboration mostly applies the pragmatic approach. Hence, following all scientific and research rules, it was deemed reasonable to present the research from the point of view of economic practice.

Summary

Interception of values as a result of the business model restructuring – case study

The main objective of this paper is to present a case of value interception as a result of restructuring the business model of a manufacturing company that operates in the agricultural machinery sector. A company that focuses on core activities in the value chain and commissions the manufacturing of most components to specialised suppliers – as a result of restructuring – becomes an integrator that controls all parts of the supply chain; from obtaining a raw material, through its own production of a possibly large number of components, to the distribution of a finished composite product. The framework of the conducted research featured the identification of the relationships occurring between own production of components comprising a given product, and an alternative solution, i.e. possibility of acquiring them by way of co-operation. The authors assumed that a derivative of the value intercepted in the finished product implementation process is the number of components manufactured using own production resources.

Keywords: *flexible business models, implementation flexibility, strategy, agricultural machinery sector.*

Streszczenie

Przechwytywanie wartości w wyniku restrukturalizacji modelu biznesowego – studium przypadku

Zasadniczym celem niniejszej pracy jest zobrazowanie przypadku przechwytywania wartości w wyniku restrukturalizacji modelu biznesowego przedsiębiorstwa wytwórczego działającego

w sektorze maszyn rolniczych. Przedsiębiorstwo koncentrujące się na podstawowych działaniach w łańcuchu wartości, zlecające produkcję większości podzespołów do wyspecjalizowanych dostawców, staje się integratorem kontrolującym wszystkie części łańcucha dostaw; od pozyskania surowca, poprzez produkcję własną możliwie dużej ilości podzespołów, po dystrybucję gotowego wyrobu złożonego. W ramach prowadzonych badań wskazano zależności jakie zachodzą pomiędzy produkcją własną podzespołów składających się na dany wyrób a możliwością ich pozyskiwania w ramach kooperacji. Autorzy przyjęli, że pochodną wartości przechwytywanej w procesie implementacji wyrobu gotowego jest ilość podzespołów wykonanych w ramach własnych zasobów wytwórczych.

Słowa kluczowe: *elastyczne modele biznesu, elastyczność implementacyjna, strategia, sektor maszyn rolniczych.*

JEL Classification: E20, I12, E24

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