

Scenarios of Development Strategies Based on Economic and Organisational Instruments – Part 2

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Abstract: *Purpose* – This article is the second from the series of empirical studies whose aim is to create scenarios of development strategies based on economic and organisational instruments for enterprises with various strategic situations.

Design/methodology/approach – Scenario analysis, derived from the collection of the forecasting methods, i.e. qualitative methods, was used to create a projection scenario based on economic and organisational instruments.

Findings – Four models of strategic situations were selected in the empirical process, from the model of a difficult strategic situation to the model of dynamic development. During the empirical process, the ranking of the economic and financial as well as organisational instruments which are critical for the operation of common business entities was made. The instruments classified at the top of the ranking created a system of tools which stimulate development actions and served to develop the following scenarios of development strategies. A scenario of the development of an immediate strategy and strategy of diversification of business activity were created for the model of “difficult strategic situation”. A scenario of the development of strengthening the market position was proposed to the model of “stable strategic situation”. In case of the model of “seeking market chances”, a scenario of a strategy based on the Ansoff’s growth vectors was built. The development of a leader strategy scenario was suggested to the model of dynamic development.

Originality/value – The factual and scientific value of the content of the whole development concerns: a concrete transmission of the theory to practice; a creation of the four scenarios of possible development strategies; an innovative creation of the system of instruments providing a basis to create effective strategies in the various strategic situations which is not common in the literature.

Keywords: models; instruments; scenarios; strategy

Introduction

This article is a summary of the conducted empirical research and fulfilment of the approved main purpose of the study, i.e. creation of the scenarios of development strategies for enterprises with various strategic situations. The following research methods were used to fulfil the aim. A method of analysis was used to determine the model strategic situations as well as to identify economic and organisational instruments. Empirical research, based on the Delphi method derived from the group of inventive methods, was used to create the

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ranking of economic and organisational instruments for each model. The scenario analysis, derived from the collection of the forecasting methods, i.e. qualitative methods, was used to create a projection scenario based on economic and organisational instruments.

Four model types of the market strategic situations to which each of the enterprises operated on in a contemporary, competitive market may be assigned were developed as a result of the conducted analyses and empirical research. The Model of “difficult strategic situation”, Model of “stable strategic situation”, Model of “seeking chances for development”, and Model of “dynamic development”.

In the article, 30 economic and financial as well as 20 organisational instruments taking into account their exogenic and endogenic aspect were identified. The instruments determine the opportunities for the development of a modern business entity. The ranking of the identified economic and financial as well as organisational instruments was made during the empirical research based on the Delphi method. The instruments classified at the top of the ranking created a system of tools which stimulate development activities and were used to create scenarios of development strategies for given strategic situations. Each enterprise existing in the Polish economic reality may be assigned to them.

The results of the empirical research are presented below in Table 1 (the ranking of economic and financial instruments) whereas the organisational instruments are shown in Table 2.

Table 1

The classification of the economic and financial instruments

Ranking	The model of “a difficult strategic situation”	The model of “a stable strategic situation”	The model of “seeking chances for development”	The model of “dynamic development”
1	2	3	4	5
1.	Long term loans	Profit allocation	Overdraft	Prices
2.	Depreciation	Prices	Prices	Investments
3.	Subsidies	Investments	Leasing	Shares
4.	Leasing	Tariffs	Subsidies	Bonds
5.	Prices	Overdraft	Venture Capital	Venture Capital
6.	Supplier credit	Factoring	Long term loans	Profit allocation
7.	Receiver credit	Long term loans	Investments	Leasing
8.	Tariffs	Leasing	Receiver credit	Long term loans
9.	Overdraft	Supplier credit	Mortgage loan	Factoring
10.	Direct investments from the government budget	Depreciation	Charges	Interest rate
11.	Profit allocation	Subsidies	Shares	Exchange rate
12.	Social security contribution for employees	VAT and excise	Factoring	Overdraft
13.	Property tax	CIT	Depreciation	Depreciation
14.	VED	Mortgage loan	Bonds	Supplier credit
15.	Mortgage loan	Receiver credit	VAT and excise	Tariffs

1	2	3	4	5
16.	Interest rate	Property tax	Supplier credit	Mortgage loan
17.	Charges	Direct investments from the government budget	Profit allocation	Receiver credit
18.	CIT	VED	Direct investments from the government budget	Direct investments from the government budget
19.	Bill discount facility	Social security contribution for employees	Social security contribution for employees	Bill discount facility
20.	Factoring	Bill discount facility	Bill discount facility	Subsidies
21.	VAT and excise	Interest rate	CIT	VAT and excise
22.	Exchange rate	Charges	Interest rate	CIT
23.	State Fund for the Rehabilitation. Of Handicapped People	Exchange rate	Exchange rate	Property tax
24.	Labour Fund contribution	Labour Fund contribution	Tariffs	VED
25.	Investments	State Fund for the Rehabilitation of Handicapped People	Property tax	Charges
26.	Customs	Customs	VED	Customs
27.	Venture Capital	Venture Capital	Labour Fund contribution	Payments from profit
28.	Payments from profit	Shares	State Fund for the Rehabilitation of Handicapped People	State Fund for the Rehabilitation of Handicapped People
29.	Bonds	Bonds	Customs	Labour Fund contribution
30.	Shares	Payments from profit	Payments from profit	Social security contribution for employees

Source: author’s study made on the basis of the conducted empirical research.

Table 2

The classification of the organisational instruments

Ranking	The model of “a difficult strategic situation”	The model of “a stable strategic situation”	The model of “seeking chances for development”	The model of “dynamic development”
1	2	3	4	5
1.	Market research	Distribution	Market research	Quality of offered goods
2.	Organisation of production	Effectiveness of management	Selection of staff	Effectiveness of management
3.	Effectiveness of management	Planning	Effectiveness of management	Control
4.	Diversification of operation	Quality of offered goods	Promotion	Selection of staff
5.	Selection of staff	Promotion	Quality of offered goods	System of information

1	2	3	4	5
6.	Company research	Market research	Diversification of operation	Market research
7.	Organisational structure	Organisation of production	Organisation of production	Motivation
8.	Planning	Selection of staff	Company research	Education
9.	Motivation	Control	Planning	Diversification of operation
10.	Control	Motivation	Organisational structure	Planning
11.	Quality of offered goods	System of information	Distribution	Promotion
12.	Evaluation of employees	Diversification of operation	System of information	Organisation of production
13.	Distribution	Company research	Control	Company research
14.	Promotion	Education	Motivation	Evaluation of employees
15.	System of information	Remuneration	Evaluation of employees	Organisational structure
16.	Legal	Organisational structure	Remuneration	Remuneration
17.	Administrative	Administrative	Education	Distribution
18.	Remuneration	Informational	Informational	Legal
19.	Education	Evaluation of employees	Administrative	Administrative
20.	Informational	Legal	Legal	Informational

Source: author's study made on the basis of the conducted empirical research.

Ergo, the generated systems of instruments in each model were the basis for creating four scenarios of development strategies giving the possibility to place a newer, better strategic position of the enterprise as well as a strong basis to compete in a modern market.

1. Scenarios of the potential strategy of operations for particular models of strategic situations

The scenario analysis, derived from the collection of forecasting methods, i.e. qualitative methods, was used to create potential development strategies for the identified models of strategic situations. A scenario of the development of an immediate strategy and strategy of diversification of business activity were created for the model of "difficult strategic situation". A scenario of the development of strengthening the market position was proposed to the model of "stable strategic situation". In the case of the model of "seeking market chances", a scenario of a strategy based on the Ansoff's growth vectors was built. The development of a leader strategy scenario was suggested to the model of dynamic development.

Apart from the author's own materials, the following publications were used to create the descriptions of the scenarios of development strategies (Penc-Pietrzak 2010: 80–109, Szewczuk 1994: 17–28, Zelek 2008: 214–231).

2. Scenario of the creation of an immediate strategy and strategy of diversification of activity for the model of “difficult strategic situation”

From a pragmatic point of view, it is necessary to prepare and implement a concept of immediate action as part of this scenario and then to create a target plan of development based on the strategy of business diversification while taking into account the determinants of business entities which are in the model of “difficult strategic situation”. The results of the research as well as the classification of the organisational and economic and financial instruments for the development of companies in a modern market in this model indicate: market research, organisation of manufacturing, effectiveness of management, diversification of business activity, selection of staff, company research, organisational structure as well as long-term loans, amortizations, subsidies, leasing, prices and credits, as a system of instruments through which immediate strategy and then strategy of diversification may be pursued.

The scenario of the preparation of immediate changes should mainly stress in its content the necessity of reorientation of the way of approaching the process of managing within the enterprise if it plunges into a crisis. The use of instruments (mentioned in the empirical part of the research) meeting the requirements of market orientation and guarantying the possibility of change of a negative strategic situation is a basis in order to create a scenario at this stage. Therefore, managers of the enterprise should at first use economic and financial instruments such as long-term loans, amortizations, subsidies, prices and credits and aim at the accumulation of funds generated by these instruments to protect reorganizational operations. Secondly, the current situation within the enterprise should be specified with the identification of occurring malfunctions and obstacles referring to staff, organisation or finance thanks to the use of the instrument of company research. As a result, one should be able to obtain an analysis of the strategic situation including strong and weak points of the company as well as opportunities and threats occurring in the environment (Dess et al. 2007: 481). A diagnosis of the processes and structures which should reveal the potential and real opportunities of the organisation is a fundamental function of the SWOT analysis. The strengths of the company should be used as a basis to build on them both immediate changes and a target strategy which diversifies business activity, whereas, the identification of weaknesses needs to be improved and some threats need to be avoided (Pierścionek 2011: 87). At the next stage, which is the most important in the case of immediate changes, management should start reorganizational operations using collected means and data from the analysis of the company. Making changes which will improve the organisation of existing basic activity (this instrument was mentioned in the second position in the empirical research) is a priority. So that, the determination of order, duration and placement in time of particular fundamental operations would cause that the manufacturing of goods would not be interrupted and the functions of subsystems of all levels and the enterprise as a whole system would be performed in a rhythmical and the most effective way.

It is possible to take specific actions related to the creation of the diversification of business activity only after realisation of the above-mentioned steps. The strategy of diversification relies on the purposeful regrouping of the item, and the finance and human replenishment of the enterprise for actions which differ fundamentally from the ones which have been realized so far. The concept of using this strategy for companies in a difficult situation assumes the achievement of two targets: firstly, covering the loss on basic activity with money from other types of activity and secondly, exploitation of the excess of fixed assets. Therefore, diversification should stop a progressive domain crisis and improve the worsening financial standing at the same time reaching the above-mentioned targets. On the other hand, diversification has to decrease the risk related to investment only in one area of manufacturing. In conditions of a lot of turbulence of the environment of a multi-business a company it has a better chance to stabilize its incomes and to assure itself a perspective of stable and balanced development. A precise market diagnosis with the use of its research (the first position in the ranking) is necessary for diversification to meet its expectations and become a proper business. Results should give the answer what opportunities of the diversification of basic activity are, leasing may be the instrument which supports these operations. The scenario of diversification operations assumes that each new activity should be complementary to those which have already existed. The scenario does not recommend investments into the domains which are completely unknown to the enterprise. At a further stage of the scenario of the creation of the strategy of diversification, the state of the organisation of the company should be changed adapting it to the needs of diversified activity, i.e. a change of the organisational structure. The realisation of the creation of a diversification strategy must be based on skilful and effective management which is one of the most important instruments which determine the success of reorganizational operations in such a difficult situation of the enterprise. The success of taken actions depends also on the selection of staff and the motivation of people who will be responsible for immediate changes and changes which diversify activity.

3. The scenario of the creation of strengthening market position for the stable model

Enterprises which are in a situation typical for the model of “stable market situation” should adopt the creation of a strategy of strengthening market position. The results of research for this model create a system of instruments based on: distribution, effectiveness of management, planning, quality, promotion, market research, and organisation of manufacturing, selection of staff and control and allocation of profit, prices, investments, tariffs, credits, factoring, loans and leasing.

Realization of the scenario of the strategy of strengthening market position relies on the total use of opportunities of the market in which a given enterprise exists. The first phase of this scenario should begin with the permanent development of the instrument of distribution

in segments of the market which has been already owned by the company. This operation enables the strengthening and proper operation of the instrument of price which ensures the financial stability of the company. Remaining instruments such as proper allocation of profit, accurate investments, appropriate use of loans and credits, good tariffs and factoring are also used to maintain financial stability.

The second phase of the scenario of strengthening market position includes operations within a formula of the market in a broad sense. The scenario of this phase assumes some operations relying on the intensification of market penetration and pursuing its extension with the use of instruments of market research and the effectiveness of management as well as the quality of the offered goods. Operations within the sphere of a market mean a fundamental change in the scope of demand for offered goods, finding new counterparts on the markets with existing distribution channels or new customers in completely unknown markets constitute a basis for these actions. In order to pursue these operations, the described scenario assumes the appropriate use of marketing instruments which are related to market research, distribution and promotion. The professional performance of market research should allow us to make the proper segmentation of the market, to identify a market niche and new markets which are unknown to the enterprise and its assortment of goods, to identify competitors and most importantly to recognize the demand for its products. Data from a demand survey should be used in order to create a proper mix-marketing structure as well as to prepare the appropriate offer aimed at a new group of consumers. As a result, managers should use the instrument of promotion to organise extensive promotional activities as well as to broaden existing distribution channels according to the requirements of new needs. Consequently, the number of clients and sales will increase and the company itself will have a stronger position in existing segments of the market.

The instruments of sphere of staff, i.e. selection of staff and their motivation should be used in all phases of this model. Predispositions and opportunities to: proper management of results received from market research and company research, appropriate use of the system of instruments as well as the removal of preservative attitudes occurring within the enterprise are vital in the case of the selection of staff. Execution of the scenario of the creation of a strategy strengthening the market position of companies based on the penetration of the market constitutes the necessity of the ideal planning of execution activities which is characteristic of this process of organisation of manufacturing.

4. The scenario of a creation strategy for the model of “seeking chances for development”

Keeping pragmatic virtues of the creation of a scenario for the model of seeking chances for development, one should acknowledge the following ordering and assessing criteria, i.e. a threat to the existence of a company (model of difficult strategic situation) and development stagnation (in the case of the model of stable strategic situation) as well as a creative

factor, i.e. being aware of the current situation and having the will to make some changes in order to achieve a clear and structuralised development vision. A system of instruments stimulating changes in the case of a model of seeking chances for development, created as a result of research, was based on: market research, selection of staff, effectiveness of management, promotion, quality, diversification of business activity, company research and credits, prices, leasing, subsidies, Venture Capital, loans and investments.

The creation of new operationalized strategic aims which give a company the opportunity to have a better position on the market and as a consequence to create development may be multidirectional for enterprises seeking chances for development. Such a multidirectional opportunity is possible when the scenarios of strategy are created on the basis of H.I. Ansoff (1985: 195–221) sectors of growth, i.e. market penetration, market development, product development and diversification.

The scenario of the use of the first vector of growth, i.e. market penetration implicates elements which create, through the continuation of goods manufacturing as well as undertaking actions aimed at the acquirement of new clients within the existing segment of the market maintaining at the same time existing relationships with counterparts, and a basis for the development of a business entity. The company must certainly use instruments concerning the quality of a product, intensive promotion and, what is very important in this scenario, the instrument of price and its derivatives in order to attract new clients.

The vector of market development refers to the offer of the same product but in completely new segments of the market. The use of market research is the basis of the growth of this vector in order to recognize market niches and launch into new markets with their own offer. The scenario of operations relating to the separation of new markets and entering into them should begin with a definition of the sectors of operation of a particular enterprise. Then, a way of expansion into new markets of a selective or concentric character should be created with the use of instruments of promotion, selection of staff and the effectiveness of management in a broad sense.

Product development is another vector of growth which is strictly related to the increase of the quality of the features of offered products or services with the assumption that they will fulfil their functions for their clients but also new products satisfying the same need (Gierszewska, Romanowska 2014: 83). The innovativeness of a product and its quality created on the basis of investments is the most important development instrument in this matter. The scenario of the development of this vector of growth assumes gaining an advantage over competitors through: the systematic launching of new models into them, a broader range of modifications and the better parameters of products. This is to be assured by the following economic and financial instruments: investments, loans, credits or leasing.

The last proposed vector is connected with diversification. The scenario of the performance of diversification as a vector of growth proceeds by going beyond existing areas of activity with innovations aimed at the more effective use of possessed strategic resources. Exploitation of the above-mentioned solution, which is a know-how transfer to other

areas of manufacturing, should give the enterprise benefits of a synergic nature if it is able to find and perform a profitable combination of existing and new areas of operation.

The use of instruments supporting these vectors in financial stream through credits, subsidies, loans or Venture Capital is necessary in order to perform the scenario of seeking chances for development.

5. The scenario of the creation of the “leader” strategy for the model of “dynamic development”

The creation of a “leader” strategy is for the best, creative enterprises which are in a very good economic and organisational situation and which qualify to the model of “dynamic development”. The empirical research indicated two the most important instruments of total market success: price and quality being at the top of the ranking. These instruments give the foundation to create the scenario of the “leader” strategy based on the achievement of cost leadership or the obtainment of dominance on the market because of the highest quality of the offered goods (Szkoda 2012: 23; Zimonik et al. 2013: 35). Apart from price and quality, a complete system of instruments for this model includes: effectiveness of management, control, selection of staff, system of information, market research, motivation, investments, shares, bonds, Venture Capital as well as profit allocation.

The most effective scenario of the creation of the “leader” strategy should be based on a rationalization of costs and strategic opportunity connected with it, i.e. holding the position of cost leadership. The creation of the strategy of cost leader is based on the instrument of price (Zepek 2008: 165; Olszewska 2008: 142). A low cost means a low price. In order to reach it, the scenario assumes the rationalisation of all phases of the process of the creation of the added value of the enterprise as well as all phenomena influencing costs in this process. In practice, it relies on the concentration of resources on the most profitable manufacturing, effective markets, productive organisation units and effective functions as well as scrapping products, markets, functions and organisation units which do not assure the appropriate use of resources. Apart from the instrument of price, the instrument of the effectiveness of management plays a very important role in the scenario of the realization of cost leader in a modern market. Its controlling function connected with close supervision and the process of creation and reduction of costs (these instruments were positioned second and third in the empirical research) is here particularly vital. In the scenario of the creation of the “leader” strategy, increased profits which are the result of cost leadership must be reinvested because a business entity may maintain a strong position on the market only through systematic modernisation based on the most modern solutions. Therefore, place in the creation of this scenario of the economic and financial instrument which includes investments relating especially to high technology and systems of information are fundamental.

Dominance over markets in Poland through obtainment of the highest quality of manufactured goods is the second vital factor which allows us to realise “the leader” strategy.

Dominance over competitors with an assortment of goods with the best quality and also the possession of new technologies in production, suprastructure as well as competences, professionalism and the openness of employees are the basic indicators of success in this area. Instruments connected with the effectiveness of management, motivation, investments, innovativeness as well as profit allocation and instruments of supporting capital through shares, bonds and Venture Capital constitute major realization instruments of this variant of the scenario. The use of instruments which support capital should provide funds on the capitalized purchase of high technology and suprastructure which are fundamental in the manufacturing of goods at the highest level. The remaining aspects of the creation of “the leader” strategy on the basis of the highest quality of manufactured goods depends only on the selection of professionals who will perform operations which create this quality (Zimniewicz 2014: 49).

Conclusions

On the one hand, the procedure of the formation and the implementation of the strategy for the development of modern enterprises constitute a complex process, on the other hand it is “the art” of using all opportunities and avoiding or minimalizing any occurring threats. The process of the creation of the strategy relies mainly on the use of the collection of the economic and financial as well as organisational instruments which are identified in the first of a series of articles. The generated system of instruments stimulating the development strategies of modern enterprises was created on the basis of the newest empirical research.

The whole paper indicates that the enterprise (even the one which has the most beneficial economic and organisational situation) fails to develop itself on the market without a properly planned and pursued strategy. It confirms the legitimacy of the first approved research hypothesis in this study. The generated system of economic and financial as well as organisational instruments within the conducted empirical research indicates that they play a creative role in the structures of the development strategies of modern enterprises. It is confirmed by the generated and presented scenarios of the strategic operations which are based on the selected instruments creating the system which stimulates the development for each approved strategic model. This solution points out the assumptions of the second research hypothesis which indicates that the strategies should include in their structures the creative role of economic and organisational instruments. The generated system of the instruments and the scenarios of changes in the strategy of operation created on its basis satisfy in essence the aims of this article as well as the heart of the additional questions to the research hypotheses.

It should be remembered that the formed scenarios constitute neither a remedy nor a ready-made solution for a particular company, they are merely guidance presenting opportunities for the use of economic and organisational instruments in connection with lateral

thinking as well as the experience of entrepreneurs which serve to create solid projection scenarios for enterprises operating on the Polish market (Gajda 2014: 278).

The factual and scientific value of the content of the whole development concerns: a concrete transmission of the theory into practice; an original approach to the identification of the instruments determining the operation of the enterprises on the basis of the strategic spheres of the operation of the enterprises; an innovative creation of the system of instruments providing a basis for creating effective strategies in the various strategic situations which is not common in the literature; a model depiction of the strategic situations to which each of the enterprises currently existing on the Polish market may be subordinated.

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SCENARIUSZE STRATEGII ROZWOJOWYCH BAZUJĄCE NA INSTRUMENTACH EKONOMICZNYCH I ORGANIZACYJNYCH – CZĘŚĆ 2

Streszczenie: *Cel* – Niniejszy artykuł jest drugim z cyklu opracowań empirycznych, którego celem jest wykreowanie scenariuszy strategii rozwojowych bazujących na instrumentach ekonomiczno-finansowych i organizacyjnych dla przedsiębiorstw znajdujących się w różnych sytuacjach strategicznych.

Metodologia badania – Do wykreowania strategii działania bazującej na instrumentach ekonomicznych i organizacyjnych wykorzystano metodę scenariuszy wywodzącą się ze zbioru metod prognostycznych, a konkretniej z grupy metod jakościowych.

Wynik – W procesie badawczym wyselekcjonowano cztery modele sytuacji strategicznych od modelu trudnego po model dynamicznego rozwoju. Podczas badań empirycznych zidentyfikowano i dokonano rankingu instrumentów ekonomiczno-finansowych i organizacyjnych mających decydujący wpływ na funkcjonowanie współczesnych podmiotów gospodarczych. Instrumenty najwyższe sklasyfikowane w rankingu stworzyły system narzędzi stymulujących działania rozwojowe i posłużyły do opracowania scenariuszy strategii rozwojowych. Dla modelu “trudnej sytuacji strategicznej” opracowano scenariusz budowy strategii natychmiastowej oraz strategii dywersyfikacji działalności. Scenariusz budowy strategii umacniania pozycji rynkowej zaproponowano dla modelu stabilnego. W modelu “poszukiwania szans rynkowych” opracowano scenariusz strategii bazujący na wektorach wzrostu Ansoffa. Natomiast scenariusz budowy strategii „lidera” wykreowano dla modelu “dynamicznego rozwoju”.

Oryginalność/wartość – Wartość merytoryczna i naukowa niniejszego opracowania dotyczy: konkretnego przełożenia teorii na praktykę gospodarczą; wykreowania czterech możliwych scenariuszy strategii rozwojowych; nowatorskiego niespotykanego w literaturze stworzenia systemu instrumentów dających podstawę wykreowania efektywnych strategii działania w różnych sytuacjach strategicznych.

Słowa kluczowe: modele; instrumenty; scenariusze; strategia

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