of Podkarpacie Province. Its increase is possible by undertaking several measures suggested above. Consequently, tourism development through competitiveness may result in an increase of revenues in the region and in the local community becoming wealthier. Moreover, it may result in Podkarpacie Province and its districts becoming more recognizable in Poland, Europe and in the world.

References

Brodzicki T., 2010, *Atrakcyjność inwestycyjna Województwa Mazowieckiego*, Instytut Rozwoju, Warszawa.

Fels G., 1998, *Zum Konzept der Internationalen Wettbewerbsfahigkeit*, Jahrbuch fur Sozialwissenschaft, Vol.39, s. 136-137.

Gawlikowska-Hueckel K., Umiński S., 2008, *Ocena konkurencyjności województw*, IBnGR, Gdańsk.

Godlewska-Majkowska H., 2011, *Atrakcyjność inwestycyjna a przedsiębiorczość regionalna w Polsce*, Szkoła Główna Handlowa w Warszawie – Oficyna Wydawnicza, Warszawa.

Gołembski G., 1999, *Regionalne aspekty rozwoju turystyki*, Wydawnictwo Naukowe PWN, Warszawa-Poznań.

Gołembski G., 2009, *Kompendium wiedzy o turystyce*, Wydawnictwo Naukowe PWN SA, Warszawa.

Kurek W., Mika M., 2008, *Turystyka jako przedmiot badań naukowych*, (w:) Kurek W. (red.), *Turystyka*, Wydawnictwo Naukowe PWN, Warszawa, s. 25, 38.

Rut J., Rut P., 2010, *Waloryzacja potencjału turystycznego inspiracją dla turystyki kulturowej w województwie podkarpackim*, Uniwersytet Rzeszowski, Wydział WF ZORTiH, KORAW, Rzeszów.

Słowik J., 2013, *Zróżnicowanie przestrzenne atrakcyjności turystycznej i jej wpływ na konkurencyjność regionu podkarpackiego*, UTH w Radomiu, Radom, s. 455.

Słowik J, Wagner W., 2006, *Wybrane metody graficzne prezentacji przestrzenno-czasowych danych turystycznych*, (w:) *Informacja Turystyczna*, Uniwersytet Szczeciński, Wydawnictwo Naukowe Uniwersytetu Szczecińskiego, Zeszyty Naukowe nr 429, Ekonomiczne problemy turystyki nr 7, Szczecin, s. 189-200.

Strategia rozwoju turystyki dla województwa podkarpackiego na lata 2007-2013, 2006, Podkarpacka Regionalna Organizacja Turystyczna, Polska Agencja Rozwoju Turystyki SA, Warszawa.

Ślusarczyk B., 2011, *Międzynarodowa pozycja konkurencyjna Polski. Teoria i praktyka*, CeDeWu Sp. z o.o., Warszawa.

Turystyka w województwie podkarpackim w latach 2008-2009, 2010, Urząd Statystyczny w Rzeszowie, Zakład Wydawnictw Statystycznych, Rzeszów.

Wagner W., Krupa J., Słowik J., 2007, *Analiza statystyczna w przekroju ekologiczno-turystycznym powiatów województwa podkarpackiego. Część I. Analiza nakładów na inwestycje ochrony środowiska*, (w:) Kurek W., Palusiński R. (red.), *Studia nad turystyką. Prace ekonomiczne i społeczne. Geograficzne, społeczne i ekonomiczne aspekty turystyki*, Instytut Geografii i Gospodarki Przestrzennej, Uniwersytet Jagielloński, Kraków, s. 253-264.

Warszyńska J., Jackowski A., 1978, *Podstawy geografii turyzmu*, Wydawnictwo PWN, Warszawa.

CENTRAL EUROPEAN REVIEW
OF ECONOMICS & FINANCE
Vol. 3, No. 1 (2013) pp. 59-70

Anna Wolak-Tuzimek*

CORPORATE SOCIAL RESPONSIBILITY AS A SOURCE OF COMPETITIVE ADVANTAGE

Abstract

Interest is growing in issues of corporate social responsibility. The need to develop this theory is raised not only by entrepreneurs themselves but also by a number of other parties to socio-economic life who affect functioning of businesses.

Enterprises which have implemented CSR gain competitive advantage by improving their image. Contemporary buyers are driven not only by quality and price of a commodity but also by company reputation. In addition, firms realising CSR assumptions become popular, win awards and thereby attract new custom.

JEL Classification Code: **L100, L210**

Keywords: corporate social responsibility, competitiveness, competitive advantage.

Introduction

Corporate social responsibility is a theory according to which enterprises take into account social, economic, ethical and ecological aspects in their strategies and operations, everyday decisions and contacts with their environment. The point of CRS is the social responsibility of a firm for consequences of its actions towards the so-called stakeholders, that is, all parties directly or indirectly affected by operations of a company which treats its rights as moral commitments.

This paper will discuss corporate social responsibility as a source of an enterprise's competitive edge.

Enterprises increasingly win competitive advantage owing to other than economic factors. CSR improves a company's market standing, facilitates cooperation with business partners and expands access to external sources of business financing.

* Ph.D., The Department of Economy, Kazimierz Pulaski University of Technology and Humanities in Radom, awt@uthrad.pl

Businesses attempt to present themselves as institutions friendly not only to customers but to nearly all stakeholders and communities (Sołoma, 2010, p. 50).

The notion of competitiveness

The Competitiveness is multi-dimensional as it concerns states (macro scale), sector, industry, a part of economy (mezzo scale), groupings of countries (mega scale), enterprise (micro scale), commodity or service (micro-micro scale). Competitiveness as a microeconomic category relates to organisations, e.g. enterprises or plants. It is multi-dimensional and perceived in relations among: a business entity, its potential, opportunities and skills versus market structure and strategic opportunities available there.

Table 1. Selected definitions of competitiveness

Author	Definition
Cyrkon	Process in which all market players take part who try to realise their interests and offer better prices, quality or other characteristics which affect transaction decisions
Lubiński	An enterprise's capacity for long-term sustainable growth and its desire to maintain and expand its market share
Jakubik	Relative ability to enforce an own system of objectives, intentions or values
Gorynia	Ability to compete, that is, survive and operate in a competing environment
Jantoń-Drozdowska	An enterprise's capacity for improving effectiveness of its external operations by strengthening and improvement of its market standing
Flejterski	Ability to design, manufacture and sell goods whose prices, quality and other characteristics are more attractive than the corresponding features offered by competitors
Hampoten, Tomer	Rivalry and cooperation which help both to knowledge of key technologies and customer needs and requirements
Adamkiewicz-Drwiłło	Competitiveness of an enterprise, understood as a property, defines an enterprise's ability to continually create a development trend, growth of productivity (measured on the micro scale) and to effectively develop sales markets in the context of newer, better and cheaper goods and/or services offered by competitors

Source: the author's own.

A review of specialist literature points to a palpable evolution and ambiguity of the concept of competitiveness. It applies both to the ability to race against competitors by defining a competitive potential and determining a current competitive standing in the market.

Factors influencing competitiveness can be divided in accordance with various criteria (Hampoten, Tomer, 2000, p. 129):
- types of decisions made in an enterprise,
- market nature of factors affecting competitiveness.

Relative to the decision types, internal and external factors can be distinguished. Internal factors comprise, for example, nature of enterprise ownership, organisation and management system, marketing, staff qualifications or production decisions. External factors, on the other had, depend on enterprise decisions to a limited degree, i.e. legal, technical or ecological standards imposed by the state.

As far as their market nature is concerned, factors shaping competitiveness can be divided into market and other. Market factors include: quantities of goods and services available in the market, price, quality, terms of sale. Dependences among these factors are in direct proportion to competitiveness of enterprises. This is true not only of price of a given commodity or service. Major extra-market factors comprise technical progress, which impacts quantities and quality of goods, standard and scope of services provided. Such factors also include state interventions.

Fundamental characteristics of competitiveness:
- domestic and international sales at a profit,
- ability to maintain and expand market shares,
- capacity for long-term sustainable growth.

The most comprehensive theory of enterprise competitiveness has been proposed by M.J. Stankiewicz. He treats enterprise competitiveness as an aggregate (system) of four elements. Structural elements, and thus subsystems of the 'enterprise competitiveness' system, affected by the overall environment and interacting with the competitive environment, are (Stankiewicz, 2005, p. 89):
- competitiveness potential, that is, all tangible and intangible assets necessary for an enterprise to compete in the market,
- competitive advantage, defined as an effect of utilising competitiveness potential of an enterprise (including environment conditions) to effectively generate an attractive market offer and effective instruments of competing,
- instruments of competing which can be defined as some means consciously created by an enterprise to find partners for current or planned (future) offer,
- competitive standing, understood as a result of an enterprise competing in a given sector compared to results of competitors.

The model accurately defines components of competitiveness and suggests cause and effect relations between them. An enterprise's competitiveness is affected by its environment. The starting point for building competitiveness is to develop competitiveness potential which affects competitive advantages determining instruments of competing that condition achievement of a specific competitive standing.

Competitiveness potential encompasses all resources necessary for an enterprise to operate in the market. They include the resources which bring specific benefits to an enterprise and are commonly divided into tangible and intangible. The former are e.g. fixed or financial assets or inventories. Intangible assets comprise: competences, relations, functional systems, attitudes, and opportunities.

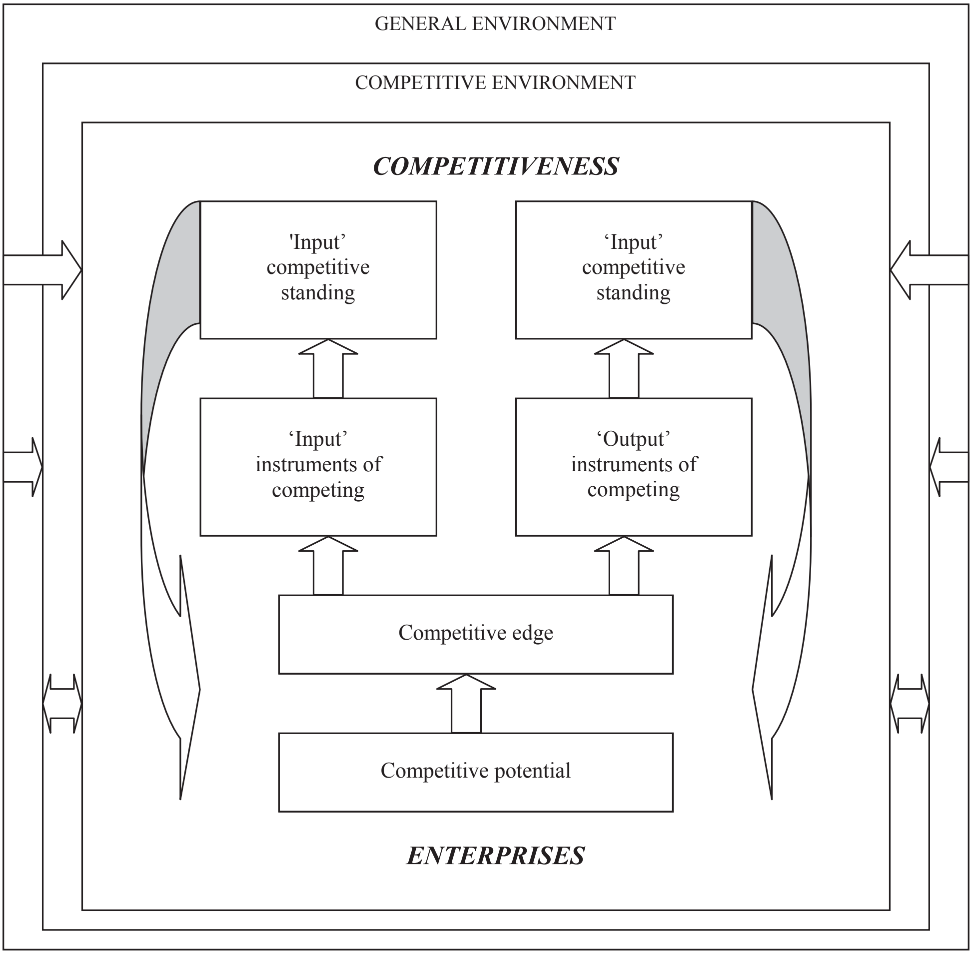

Figure 1. Model structure of enterprise competitiveness

Source: (Stankiewicz, 2005, p. 87).

The key areas that consist of elementary components of competitiveness potential which an enterprise should take advantage of in its operations have been determined by J.M. Stankiewicz in an examination of 500 largest enterprises in Poland, namely: research and development, production, quality management, purchasing logistics, marketing, finance, employment, organisation and management, overall invisible assets.

Competitive advantage is variously defined by authors. The definition: 'competitive advantage of an enterprise may finally be defined as its ability to utilise competitiveness potential in such a way as to generate attractive market offers and effective instruments of competing effectively enough to provide for added value (Stankiewicz, 2005, p.172) can serve as a summary of these discussions.

It should be emphasised that competitive advantage comprises such variables as costs, innovations, quality, human capital management and others, all of which jointly deciding that competitive advantage is attained. Competitive advantage comprises all strengths of an enterprise that condition its long-term effectiveness.

The resources providing for an enterprise's competitive advantage comprise 'hard' (measurable and concrete, both within a business and key elements of its environment) i 'soft' (variable, not fully foreseeable factors of competitiveness) resources. The former include: financial and tangible capital, institutional capital (legal system and its enforcement), strategies as long-term action plans, clear both to staff and markets, company structure (formalised division of roles and responsibilities). Soft resources of a company, on the other hand, encompass: social capital (people and their relations with the environment), culture, knowledge as information resources that are both formally recognised and latent, brand, company access to the market.

Instruments of competing are consciously applied means to find partners for an enterprise. The most common instruments are: product quality, pricing, terms of payment, close customer relations, timely deliveries, price discounts, product suitability to customer needs, company reputation, promotional pricing.

Competitive standing serves primarily to measure competitiveness of enterprises. It depends both on factors over which businesses have control and on external factors.

Competitive capacity of an enterprise is the greater the lower the risk of rivals bringing new production capabilities and substantial resources that could interfere with operations in line with an established patters entering a sector where such an enterprise functions. The threat of entering a sector depends on entry barriers combined with responses of existing competitors to be expected by a new rival. M.E. Porter distinguishes the following barriers (Porter, 1992, pp. 24-30):

- economies of scale – unit cost of a product falls as the production volume grows over a time unit. They force an entrant to operate on a large scale and be exposed to dramatic responses of existing enterprises or to operate on a low scale and accept a poorer cost situation,
- product diversification – companies in a sector have their reputations and loyal customers, which compels new enterprises in a sector to incur considerable expense to overcome existing loyalties,
- capital requirements – a major barrier to starting in a sector, since they imply high risks, giving advantage to existing business,
- access to distribution channels – a firm entering a sector must assure distribution of its products by means of discounts and rebates. The more limited number of distribution channels of a product, the harder it is to enter a sector,

– weaker cost situation regardless of scale – businesses in a sector may enjoy better cost positions regardless of their size and scale effects owing to exclusive access to know-how, patents, sources of materials, good location,
– state policies – the government may restrict entry to a sector using appropriate tools, e.g. compulsory licensing, restricted access to raw materials, standards of natural environment protection, etc.

Competition, a source of company success or failure, determines actions for innovation, cultural cohesion or operational excellence.

Sources of competitive advantage

Determining key sources of an entity's current and potential competitive advantage is the first step to evaluation of its competitiveness.

Competitive advantage is normally taken to mean an enterprise's standing that is better than of its competitors. Some economists claim, however, that this is merely a pre-requisite for competitive advantage which arises the moment a greater efficiency compared to competitors is attained. This allows for realisation of investor, management and employee expectations to a greater degree.

Table 2. Selected definitions of competitive advantage

Author	Definition
Fahey	Anything that positively distinguishes products of a company or the company itself from its competitors in the eyes of customers or end users
Aaker	Something owing to which a business performs better or just does something better than its competitors
Rue, Holland	Ability of an enterprise to do something its competitors cannot do or at least to do it better than they do
Stoner	Competitive advantages and disadvantages are strengths and weaknesses of an organisation compared to strengths and weaknesses of its current and likely future competitors
Barney	Ability to realise a strategy that cannot be realised by current and future competitors
STRATEGOR group of authors	Set of an enterprise's assets appreciated by the market or acquisition of certain competences which decide success in a given area of activity better than competitors
Stankiewicz	Ability to utilise competitiveness potential to effectively generate an attractive market offer and effective instruments of competition that provide for added value
Simon	Achievements higher than those by competitors
Porter	Summary results of a business operating in competitive markets, of sector competitiveness and determinants of national competitiveness

Source: the author's own.

In real terms, competitive advantage has its source in reduced costs on the one hand and increased product diversification, improved quality, product and process innovation on the other hand (Bossak, 2004, p. 40).

Competitive advantage is increasingly gained owing to factors which bring additional benefits from launching of new-quality and highly profitable products and services.

According to B. Godziszewski, competitive advantage boils down to the fact that an enterprise does something better and does generates better results (Godziszewski, 2001, p. 59). He distinguishes market advantage of a business that is attained by applying instruments of competing. It is not always equivalent to competitive advantage, the latter associated with resource advantages and manifested in results of an enterprise.

The author goes on to discriminate three characteristics of an enterprise's competitive advantage, namely, type, continuity and size. M.E.Porter mentions two types of advantage – cost and diversification. Nature of competitive advantages of businesses is the starting point for strategies of competing, i.e. strategy of cost leadership and of diversification (Porter,1985, p. 3).

Realisation of objectives makes private businesses desiring to enhance their competitiveness apply competitive advantages achieved by:
- having a unique product, technology, low price,
- high qualifications of enterprise management,
- effective strategy of an enterprise,
- effective innovation management,
- cooperation with trade partners.

Success of each market enterprise depends on the type of competitive advantage defined as a unique enterprise market standing in relation to its competitors. The fact that many businesses have the same competitive abilities means practical application of the same or similar strategies.

Competitive advantage denotes an enterprise reaching a supreme position over a number of competitors. It helps to offer services or products that match customer expectations, and above all better than those offered by competitors. It is reflected in better quality, lower price and better service. Three fundamental types of competitive advantage can be indicated (www. frr.olsztyn.pl):

⇨ **Qualitative advantage**

This includes marketing actions and instruments that may be subject to qualitative changes, e.g. product, packaging, distribution, services and terms. By offering instruments of a greater or different quality than those offered by competitors and its adaptation to customer preferences, an enterprise may achieve qualitative advantage (high bargaining power in relation to buyers).

⇨ **Price advantage**

This advantage is based on marketing instruments and actions directly connected to material interests of customers. It requires lower pricing and more intensive instruments of interesting customers (e.g. promotion) than those of competitors.

⇨ **Information advantage**

It is associated with information creation processes.

An enterprise's skills and resources on which its competitive advantage is based should constitute key competences, that is, special, limited and difficult to imitate or replace.

The emerging need for social responsibility means that the image of a socially responsible business can be taken advantage of. The core characteristic of social responsibility is that emphasis shifts from unique products to unique businesses offering products. Strategies of a socially responsible business can also be treated as a new way of controlling an unstable environment by positively impacting both resources and skills of an enterprise and deciding its competitive advantage.

CSR and enterprise competitiveness

Corporate social responsibility maybe another excellent marketing tool raising competitiveness of an enterprise in the local market. It may not only boost sales or keep existing customers of an enterprise but also contribute to finding new custom.

In a dynamically growing economy, continual search for and taking advantage of unique (internal and external) factors for an enterprise to distinguish itself and occupy a better position than its competitors become a source market success. In response to escalating expectations of the environment, enterprise incorporate ever new aspects of social responsibility in their strategies. It can be assumed, therefore, that the concept of social responsibility is a major source of competitive advantage, an innovative contribution not only to gaining competitive advantage but also to providing good conditions for social and economic growth. Operation of an enterprise in such a competitive market is dependent on social acceptance of its activities and impact by both the social environment and its participants. Social acceptance of an enterprise and its business objectives determines existence of an organisation. Enterprise striving only to boost their financial profits trigger a range of side effects, such as: social inequality, unemployment, degradation of the natural environment, monopolisation, as well as excessive consumption, expansion of the grey market and unfair competition.

The principal reason why enterprises set their strategies is their drive for profitability and continuity. Economic dimensions may prove a necessary but insufficient condition for a strategic advantage, which arises primarily from unique and inimitable resources available to an enterprise. These resources may come in a variety of forms (Allaire, Firsirotu, 2000, pp. 264-265):

- Physical assets (distribution network, system of information, financial resources, production technology);
- Especially talented or experienced personnel;

- Outstanding organisational skills in the field of management, planning, control, coordination;
- Extensive interpersonal relations based on mutuality, trust and commitment of organisation members.

The theory of social responsibility is treated as a tool for winning competitive advantage in the global market where customers, workers as well as investors attach considerable weight to other than economic values. Firms desiring to build trust of the environment in their business decisions develop strategies of social responsibility.

CSR affects competitiveness of enterprises by (Nowak, 2011):

- **Improving loyalty of stakeholders and satisfaction with services and products of a firm**. Consumers make conscious choices and often select a product or service guided by trust in a business, its image and perception by the environment. A contemporary customer pays attention not only to pricing and quality but also to company reputation.
- **Positive company image with employees**. CSR enhances motivation and loyalty of staff, which translates into their increased creativity, innovativeness and activity for an enterprise, as well as recognition for directors and management. This also contributes to attractiveness of a firm in the job market, drawing new, good staff.
- **Growing interest of investors**. Firms pursuing socially responsible ideas can count on recognition and interest of investors, which means e.g. easier access to sources of finance. A lender will be more willing to extend a loan to a business that shows not only good financial performance but also a positive social image.
- **Boosted company recognition by improved reputation**. Realising CSR assumptions, a business acquires some popularity, wins awards and thus becomes more familiar to its environment.
- **Building of a positive company image**. CSR strengthens standing of a business in the job market, facilitates cooperation with business partners and state administration, which translates into:
  - **Improved relations with the public and local authorities**. By applying CSR principles, a business creates its positive image with the community, gains support of local authorities, which in turn facilitates access to public funding.
  - **Cost savings and profit growth**. Palpable, measurable benefits that improve competitiveness of an enterprise.
  - **Boosted sales**. This is owing to the competitive advantage arising from the above factors.

Social responsibility of a business must relate to its everyday operations and profile, which improves its reputation and image. Enhanced reputation and a good image improve customer satisfaction, which results in growing sales and profits of an enterprise. Profit, on the other hand, is the objective of each action and an effect of rising competitiveness. As a result, corporate social responsibility raises competitiveness of a firm, with the benefit of greater profits. In addition, realisation of a social responsibility strategy distinguishes an enterprise from its competitors, thus becoming a source of competitive advantage.

A relatively stable competitive advantage is often insufficient for an enterprise to attain high effectiveness. Strategic leadership and its impact are required, whereby members of an organisation influence long-term prospects of an enterprise and ensure short-term financial efficiency. Strategies of social responsibility may become a way for an enterprise to generate its competitive advantage. Success of an enterprise's strategy is determined by four elements (Adamczyk, 2009, p.116):

1. Reputation – building of such attributes as e.g. solidarity, quality, honesty, trust, responsibility to stakeholders.
2. Relations – closely associated with reputation and denote relations of an enterprise with key and secondary stakeholders.
3. Sensitivity to needs of the environment – ability of an enterprise to understand and respond innovatively to market trends, future challenges, stakeholder needs.
4. Effective utilisation of resources and raising of their value – closely associated with reputation of an enterprise and its competitiveness. Access of an enterprise to human, natural, tangible and financial resources and their adoption in the management process helps to boost value of these resources in an effective and responsible fashion.

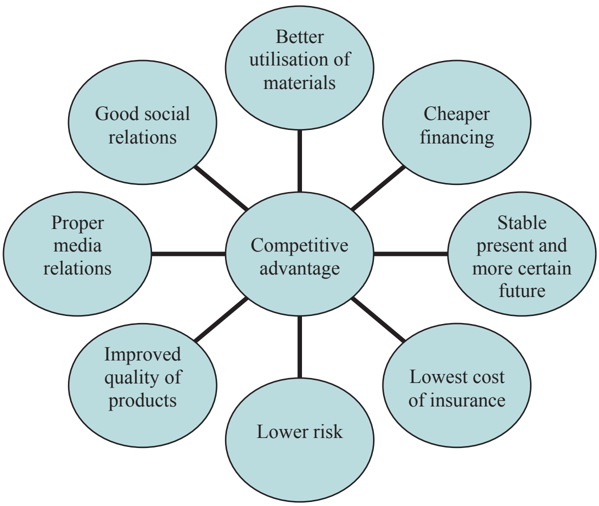

Figure 2. Factors of enterprise's competitive advantage

Source: (Adamczyk, 2009, p. 119).

The contemporary notion of corporate social responsibility is increasingly often considered as an element of competitive advantage. Realisation of CSR is a strength of an enterprise and distinguishes it from competitors, and thus is a source of competitive advantage. Introduction of CSR standards chiefly contributes to improvement of enterprise image in the market, boosted staff involvement in operations and internal affairs of an organisation. Added to all that, enterprises achieve increased customer satisfaction and loyalty to products or services and, over a longer term, a gradual reduction of some costs.

Conclusion

Corporate social responsibility is a concept according to which enterprises voluntarily consider social interests, environment protection and relations with various stakeholder groups in their development strategies.

Enterprises that have implemented CSR foster social initiatives, solve global problems and establish aid and remedial programmes. Economic globalisation compels firms to find new distinguishing features that would win competitive edge. The latter is understood as an enterprise occupying a better position in a sector, improving its performance, becoming able to do something better than its rivals. Declining performance, on the other hand, should be regarded as loss of such an advantage and, in effect, of competitive standing.

In present-day economy, price is no longer the sole factor determining a customer's choice of a given product. Enterprises have begun to compete with reference to quality (of products, services, customer service).

Development and propagation of technology have equalised quality standards, however. Negligible differences between products makes customers pay added attention to other factors, not immediately associated with manufacturing of products. Corporate social responsibility may be one of them.

A competitive business attempts to strengthen its market standing and application of CSR contributes to generation of profits and staff motivation and drives further positive actions.

References

Aaker D.A. (1989). *Managing Assets and Skills: The Key to a Sustainable Competitive Advantage*, „California Management Review", Vol. 31, No. 2.

Adamkiewicz-Drwiłło H.G. (2002). *Uwarunkowania konkurencyjności przedsiębiorstwa*. Warszawa: PWN.

Allaire Y., M.E. Firsirotu M.E. (2000). *Myślenie strategiczne*. Warszawa: Wydawnictwo Naukowe PWN.

Barney J.B. (1991). *Firm Resources and Sustained Competitive Advantage*. Journal of Management, Vol. 17, No.1.

Bossak J.W., Bieńkowski W. (2004). *Międzynarodowa zdolność konkurencyjna kraju i przedsiębiorstw. Wyzwania dla Polski na progu XXI wieku*. Warszawa: SGH.

Cyrkon E. (2000). *Kompendium wiedzy i gospodarce*. Warszawa-Poznań: PWN.

Fahey L. (1989). *Discovering Your Firm's Strongest Competitive Advantages*. In *The Strategic Planning Management Reader*, ed. L. Fahey, Prentice-Hall, Englewood Cliffs.

Flejterski S. (1984). *Istota i mierzenie konkurencyjności międzynarodowej*, Gospodarka Planowa No 9.

Godziszewski B. (2001). *Zasobowe uwarunkowania strategii przedsiębiorstwa*. Toruń: UMK.

Gorynia M. (2000). *Koncepcja i metodyka badania konkurencyjności przedsiębiorstwa*. w: *Konkurencyjność gospodarki Polski w dobie integracji z Unią Europejską i globalizacja*. Warszawa: Instytut Gospodarki Światowej SGH.

Hampoten Ch., Tomer A. (2000). *Trompenaars: Siedem kultur kapitalizmu*. Kraków: Dom Wydawniczy ABC.

Jantoń-Drozdowska E. (2004). *Strategia fuzji przedsiębiorstwa a konkurencja*, Ruch Prawniczy, Ekonomiczny i Socjologiczny No 2.

Lubiński L. (1995). *Konkurencyjność gospodarki. Pojęcia i sposób mierzenia*. In *Międzynarodowa konkurencyjność gospodarki Polski – uwarunkowania i perspektywy. Raporty. Studia nad konkurencyjnością*. Warszawa: IPiSS.

Nowak J. (2011). *Wpływ CSR na konkurencyjność małych i średnich firm. Mali, ale odpowiedzialni – przykłady dobrych praktyk w sektorze MŚP regionu śląskiego*. www.odpowiedzialnybiznes.pl, [Access 30.12.2013].

Porter M.E. (1990). *The Competitive Advantage of Nations*. New York: Free Press, New York 1990,s.71-72

Porter M.E. (1992). *Strategia konkurencji. Metody analizy sektorów i konkurentów*, Warszawa: PWE.

Porter M.E. (1985). *Competitive Advantage, Creating and Sustaining Superior Performance*. New York: The Free Press.

Rue L.W., Holland Ph. G. (1986). *Strategic Management: Concepts and Experiences*. New York: McGraw-Hill Book Company.

Simon H. (1999). *Tajemniczy mistrzowie. Studia przypadków*. Warszawa: Wydawnictwo Naukowe PWN.

Sołoma A. (2010). *Kryteria wyboru banku preferowane przez właścicieli mikro i małych przedsiębiorstw na Warmii i Mazurach*. Toruń: TNOIK.

Stankiewicz M. J. (2005). *Konkurencyjność przedsiębiorstwa. Budowanie konkurencyjności przedsiębiorstw w warunkach globalizacji*. Toruń: Dom Organizatora.

Stoner J.A.F. (1982). *Management*, New Jersey: Prentice-Hall, Inc., Englewood Cliffs.

STRATEGOR (1996). *Zarządzanie firmą*. Warszawa: PWE.

Jakubik W. (2001). *Konkurencyjność gospodarki polskiej. Stan i perspektywy*, Materiały VII Kongresu Ekonomistów Polskich, No 7.