



Рис. 3 Схема совершенного регулятора с двойной связью

Совершенствование организационного и информационного построения мобильных строительных предприятий позволит повысить их конкурентоспособность на зарубежных рынках. Очевидно, что эти процессы должны стать для Республики Беларусь одним из направлений развития строительной отрасли. Они обеспечат возможность развития сектора услуг, увеличения экспортного потенциала страны.

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EXTERNAL AND INTERNAL FACTORS OF THE INTEGRATED MANAGEMENT OF FRANCHISING SYSTEMS IN THE POLISH CONDITIONS

Summary: The company is an open system, acting in a defined environment, receiving its signals and influencing it, is crucial to observe it carefully and matching it with the own activity. The world-wide economy makes the necessity of generating complex but separate companies, joined by the partnership cooperation. Because of the changes of the market conditions, enterprises must use more effective forms of management. One of them is philosophys of the integrated management. This philosophy correspondent with the way of management in franchising systems. The goal of this article is showing the main external and internal factors of the integrated management of franchising systems in the Polish market conditions.

Key words: integrated management, franchising, world-wide systems, partnership.

Introduction

Present conditions of doing business are characterized by rapid changes, which had a global form. Such a form forces a company to management as a whole. It's the clue of the philosophy of the

integrated management. Every organization can be characterized by features which can be the evidence of its market advantage or some weaknesses. These factors depend on the internal specific character of the company. In franchising companies, some characteristic features are common due to the form of activity. The goal of this article is showing the main external and internal factors of the integrated management of franchising systems in the Polish market conditions.

Circumstances of the philosophy of the integrated management

Present economic conditions, either in Poland or on the foreign markets, are considered to be demanding towards companies. From one hand, technical and technological development is observed, which makes the transfer of information faster, on the other, too much information creates some kind of chaos. The companies, or more precisely, management of the companies, must face the criteria of the selection of the required information. Therefore we can say that the second crucial factor is time¹. The orientation of the companies on the time and information factors, has changed the way of comprehending the economy.

Considering the fact that a company is an open system, acting in a defined environment², receiving its signals and influencing it, is crucial to observe it carefully and matching it with the own activity. The internal factors, which can be either weaknesses or strengths of an organization, can be evaluated differently due to the external factors of the environment.

The turn of the 19th and 20th centuries is characterized by rapid changes, which had a global form. Such a form forces a company to management as a whole. It's the clue of the philosophy of the integrated management. For the needs of this article, it has been assumed that the integrated management is, when the logistics systems are connected with the basic functions of a company and its strategies. Therefore there is the cooperation needed of the strategic factors at the following areas: market – customer, product – service – customer, productivity – quality – costs, supply – production – sale, technologies – know-how, customer – competition – costs, market relations – environment protection, etc³.

The main components which are changeable in the present economy, and which must be considered are the following: attitude to competition, new world-wide markets, financial system, new psychological inquires, political changes and new technologies⁴. Such an attitude to the changes in the environment is convergent with the integrated system of management presented above.

The changes of a company adaptation towards the new conditions are considered on organizational and legal areas as well as the mental one. The change of a structure can make a change in the attitude of the management and staff towards many issues. There is also a possibility of a different situation when a change of the staff mentality forces necessary changes in the organizational structure. Nowadays there is a trend of making the structures easier with partnership correlation.

The characteristic of the franchising companies in the partnership context

Presented at the beginning observations, concerning present economy, give an opinion on factors which should be accounted in a company, active on the market.

¹More: Zimniewicz K., Współczesne koncepcje i metody zarządzania, PWE, Warszawa 2003, p. 96-105.

²More: Pearce II J.A., Robinson Jr., R.B., Management, Random House Inc., New York 1989, p. 357; Penc J., Strategie zarządzania, Placet, Warszawa 1999, p. 22.

³Penc J., Strategie zarządzania, Agencja Wydawnicza Placet, Warszawa 1999, p. 187.

⁴Compare: The Paradox Principles, Chicago-London-Singapore 1996, p. 10-12. za: Zimniewicz K., Współczesne koncepcje i metody zarządzania, PWE, Warszawa 1999, p. 11; Drażek Z., Niemczyński B., Zarządzanie strategiczne przedsiębiorstwem, PWE, Warszawa 2003, p. 9; Chwistocka-Dudek H., Sroka W., Alianse strategiczne. Problemy teorii i dylematy praktyki, Wydawnictwo Profesjonalnej Szkoły Biznesu, Kraków 2000, p. 7.

The velocity of the changes forces the companies to be time orientated. The changes of consumers' requirements oblige companies to their market adjustment and in the consequence to the creation of their needs. The world-wide economy makes the necessity of generating complex but separate companies, joined by the partnership cooperation.

Due to his fact, the competition of the market changes, it is observed partially in turning from competing into cooperating, which allows a better accommodation of the conditions, required by the market. The companies create organizational structures, not so much used until now, which provide them new forms of enterprising and cooperation. One of the forms is franchising, which is accounted to the group of the partnership character. Such a cooperation is a strategic aim, which gives better results in the future than the usage of some other solutions like development of a company on its own or demission of development.

To understand the usage of the integrated management system in franchising companies, we should first analyze the character of such a company itself. According to different sources, concerning franchising and due to the observation in this area, we may say that franchising can be described as a partnership cooperation between two partners. The partners are: the organizer of the system (franchiser), who gives all enterprising aspects and a company (franchisee), which makes its own business based on the provided information. Due to this agreement, there is a system created at the headquarters and separate companies/franchisees, which act accordingly to the rules proposed by a franchiser. The essential element of the franchising agreement is the fee, which a franchisee is obliged to pay, due to the know-how and help provided by a franchiser. Unlike other forms of a partnership, franchising can be characteristic for the continuous cooperation. A franchiser, due to the correct development of the whole system, supplies franchisees with all current information, who must be followed at all required standards for the image of the whole organization. In the franchising system, the partners possess their own legal independence, nevertheless there are many limitations of such an agreement.

Considering the situation on the Polish, it must be underlined that this kind of system, based on private investment, has been possible since 1989. Nevertheless, the leaders of the franchising in Poland, were foreign companies, which created the basis for the following it by the Polish entrepreneurs.

The integrated management in franchising companies

In the integrated management, the main principle should be the creation of the cooperation in association with some particular priorities of a company. The aims of individual and partial strategies must be parallel with the cardinal vision and objective of the organization. This is the most accurate attitude at reaching the goal for the franchising companies.

The franchiser creates the headquarters, which should coordinate the activities of the whole company. The headquarters is divided into different departments, which control the system. The result of their work is to generate current actions, modification of the aims and controlling the market demands. Due to such a solution, there is no need to establish such departments in the franchising outlets. Therefore, it allows to increase financial effectiveness for the whole system as well as for the outlets. The success of the complete organization depends on the accurate information flow.

The franchising companies, existing on the Polish market, must take into the account its individual features. In the process of the integrated, strategic management, during analyses and forecasting of the environment and the company, introducing the system of warning and cooperating between a company and environment, there are considered to be some external (opportunities and threads) and internal factors (weaknesses and strengths). There are some visible tendencies, observed on the Polish franchising market. In the area of the external features:

- the analyses of the market demands – made in two sections: considering the whole system and individual aspects on the local market, where franchising outlets exist; there is no possibility to make any modification due to the market changes, because it would disorder the identification of the whole system,
- diversification of the markets and the products – in this aspect, the franchising companies have to be established on the uniformity of the whole system, therefore, the similar outlets can act on the comparable markets with the same offer; the solution in such a situation is to establish different forms of activity, depending on the location of a franchising company, however, there cannot be any radical changes. An example for this kind of aspect is the chain of restaurants McDonald's, where its individual character is forced by the location (in a town centre the restaurants are focused on customers consuming at the place, the second option – next to motor-ways, so called McDrive – orientated for take-away meals); launching these two forms allows to broaden the area of consumers, without changing the image of the brand,
- the influence of the competition (domestic and foreign one) – the competition appears on every market, having a stimulating impact on it; in Poland, like around the world, the competition is observed in franchising systems in one branch as well as between franchising systems and companies cooperating on different conditions;
- a lot of advantages of franchising allow to achieve some better results than the competition, which can give a possibility of extending the group of customers and building the stronger brand; it is important to underline that the presence of the competition cannot be neglected because the potential advantage on the market must be used to get some effects; existing foreign, franchising systems make the market more competitive on one hand, on the other, the Polish companies can learn from already tested techniques; presently, there are more Polish franchising systems than the foreign ones on the Polish market,
- legal regulations and administrative limitations – at this aspect, every company must adjust its activities to the regulations depending on the status of a company; in Poland, like in other countries, franchising agreements have not been regulated by law, nevertheless there is an indirect regulation used concerning the competition as well as trade regulations;
- in the European Community, franchising contracts were regulated for the first time with regulations of the competition of EC¹, which gave the refine definition and limitations of the usage, which made the integration in the trade systems in the European Community. The above regulations were changed 01.06.2000 into a new one, no 2790/1999 dated on 22.12.1999 article 81§3 (former article 85§3) for franchising contracts as well as exclusive distribution contracts and exclusive purchase and selective distribution². The regulation is supposed to be valid for ten years, until 31.05.2010. It is also obligatory for Poland from 01.05.2004 and does not require any additional regulations,
- labour market – there are two sides: a franchiser and a franchisee, which should be considered; a franchiser looks for proper co-operators, who are able to follow the conditions of the franchising contract and who can manage a group of people; it is also important for a franchisee to have their own, financial capacity for the investment; due to the high, franchising fee, the group of potential franchisees is limited;

¹ Rozporządzenie Komisji Wspólnot Europejskich nr 4087/88 z dnia 30 listopada 1988 w sprawie stosowania art. 85 §3 Traktatu o Europejskiej Wspólnocie Gospodarczej do kategorii porozumień franchisingu - JOCE (Journal Officiel des Communautés Européennes) 1988, L 359/46. Also: Mendelsohn M., Acheson D., Franchising, Poltext, Warszawa 1992, p. 185; Skrzek M., Wojtaszek E., Reguły konkurencji a franchising, Urząd Antymonopolowy, Warszawa 1995, p.217; Pokorska B., Franchising w Polsce. Stan i kierunki rozwoju, IRWiK, Warszawa 2000, p. 26-35.

² Based on: Wojtaszek-Mik E., Umowa franchisingu w świetle prawa konkurencji Wspólnoty Europejskiej i polskiego prawa antymonopolowego, TNOiK, Toruń 2001, p. 27.

- a franchisee employs the staff according to a contract or in other form agreed at the headquarters; due to the demand for specialists in bigger cities and locations of the headquarters are also determined by this factor; from the franchisee's point of view, the employment situation looks differently because a franchisee can be supported by the organizer of the system,
- the supply of the market – created by the current suppliers and the potential ones; concerning franchising companies, the supply is connected with the constant cooperation with the suppliers; due to this fact, franchising companies are based on a few franchising outlets, which can cooperate with other chain suppliers; such a form allows to negotiate better prices, rebates, which have an effect on the cost reduction; franchisees can rely on a franchiser's advice as well,
- the credit policy and the capital market – the credit policy towards franchising companies, in Poland, does not have any special preferences as it is observed in some other countries; the organizer of the system as well as franchisees can apply for credits like other companies on the market; well-known companies can usually obtain better conditions of crediting, due to their beneficial position on the market; credit discount would put an impact on the development of franchising in Poland because the financial situation of many Polish entrepreneurs is not sufficient in many cases; such a situation also refers to all these companies which would like to buy a very expensive master license;
- the capital market is available for the franchising companies either as an investor or a stock company; in Poland there have been some franchising systems which have tried to sell their stocks at the Stock Exchange,
- the changes of demand and technology – changeable needs of consumers and technical development force some constant changes of the demand and technology; franchising companies, with their extended structures, are not as flexible as the more consistent ones; nevertheless, relatively limited risk, due to the market diversification, the goodwill of a company and franchisees' financing, allow some adjustments to the current changes; at most of the headquarters of franchising systems, there are departments like: PR, research and development, which keep the organization up-to-date with the market trends; however, radical changes in the whole system are rather difficult to process because it would require some enormous investments both for a franchiser and franchisees,
- ecological requirements, community service – franchising companies as well as all the other ones on the market, need to take care of their pro-ecological image; the adjustment of the regulations in that area is essential for the well functioning system;
- in the area of the community service, it should be underlined that development of franchising increases the number of jobs at different levels – allows entrepreneurs, who have financial means but no business concept, to develop their self-accomplishment, reducing the risk of a failure, especially at the beginning of their market activity; in the Polish conditions, this aspect is especially important, due to the fact that the economy is not clearly developed, and the market in some sectors, well-supplied,
- franchising can offer some attractive possibilities for the potential investors; creating some franchising outlets require to employ new employees, which can influence the unemployment ratio; the important fact is that such an investment is not closed down suddenly without any distinctive reasons; therefore it can give some stability of work.

Every organization can be characterized by features which can be the evidence of its market advantage or some weaknesses. These factors depend on the internal specific character of the company. In franchising companies, some characteristic features are common due to the form of activity. However, a detailed analyse must be conducted for each franchising outlet separately, on the external conditions basis. To make the presentation fully, there is a general description of internal factors of franchising companies. The factors can be characterized as following:

- the range of the company and the profile of the activity – franchising companies, due to their profile, can achieve considerable range and even though, the cooperation is established upon vertical agreements, the cooperation achieves horizontal direction; the profile of activity for all franchising outlets is the same due to the structure of the whole system; however, its choice is dependent on the organizer of the system, who adopts the best strategy, based on the market research and analysis; it should provide a better position on the market, also through the distribution and improvement of the brand among its customers,
- the form of management¹ – franchising systems are built according to the partnership agreement, in spite of it, most of important decisions are made by the organizer of the system; such a solution is supposed to guarantee uniformity for the whole company; nevertheless, some of franchisees, who invested their financial means in running a franchising outlet, may express their opinions during meetings, organized by a franchiser, as well as pointing out problems and using the experience of a franchiser; individual franchisees, managing an outlet, must have proper skills for controlling a group of workers – some detailed requirements are described individually by franchisers, depending on the profile of the activity,
- the system of information and communication – it is important to create the best system of the information flow as the activity is based on the net model; due to the regional locations of the franchising outlets, the most popular way of the communication between a system organizer and a franchisee is a telephone or the internet; such ways of the communication can provide the required speed of the information flow and conducting the agreements,
- organizational structure – this aspect is a result of the characteristic of franchising – the structure is often flat, and the competences go with an organizer of the system to the separate franchisees; formal and direct connections between separate franchisees do not occur, therefore the structure is clear,
- technical infrastructure – the connection of the financial means between an organizer of the system and separate franchisees provides more financial possibilities for the whole system, which allows to invest into brand new techniques, research and development; undoubtedly, it is an extreme advantage of franchising companies over the others on the market,
- the system of planning and controlling – the operation of the whole franchising system and its outlets, is based on a plan of a different time factor; the plan usually concerns minimal turnover of an individual outlet, promotion, supplying and some current tasks, the long-term-plan concerns a development of new outlets in the system, modifications of actions, some investments;
- controlling in franchising systems is usually based on executing the agreements of franchisees; periodically, each franchising outlet is controlled, which is supposed to give the picture of the obligatory standards fulfillment, it allows to find any incorrrections, due to the franchisee's fault; putting reports is also a form of controlling, which must be delivered to the headquarters by franchisees – the results of an individual outlet and the condition of the whole system, are measured based on the reports,
- the system of motivation and promotion – a franchiser can motivate franchisees for very good, financial results through franchising fees discounts; the proof of a respect and appreciation can be an agreement for another franchising outlet; concerning franchising, the fact that a franchisee invests their own financial means and therefore finance is the best motivating factor for a cooperation - the possibility of running their own company makes a lot of people satisfied.

A franchisee works with their own motivating solutions for the individual workers, with an agreement between two sides.

¹ More: Urbańska J., Europejski model zarządzania – próba diagnozy, w: Zachorowska A (red.), Finansowe i logistyczne aspekty funkcjonowania przedsiębiorstw, part I, Wydawnictwo Politechniki Częstochowskiej, Częstochowa 2004, p.61-67

Franchising as a strategic solution is a combination of three main, partial strategies like: the strategy of competition, marketing strategy and the investment strategy. They make an integral composition, which creates the system of the connections between some particular partners in a franchising company. Each of the participants uses the achievements of the whole system, based on a reversible connection and the exchange of the information. It is taken from the environment as well as from the internal system (from the outlets and the headquarters of the chain). The individual character of every country provides various conditions for the development of franchising. It is especially significant from the foreign investors' point of view, who were the leaders of franchising in Poland, presently their ratio of the market share has decreased by far. The above presentation shows that the integrated management has become a necessity for well development of a company nowadays, it particularly concerns franchising companies or organizations of a similar organizational structure.

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SYNERGY OF AGRIBUSINESS DEVELOPMENT IN THE PROCESSES OF RURAL AREAS DIVERSIFICATION

Summary: The paper discusses the present European Union policy on rural areas economic diversification as well as development of agribusiness in Poland and in other EU Member States. The role of agribusiness is also discussed as well as its synergy in the processes of diversifying non-agricultural activities, undertaking rural business activities and its impact on the quality of life in the country. Other issues presented in the paper include instruments of development, principles of financing as well as trends and directions of agribusiness development.

Key words: Agritourism, diversification, synergy, rural areas development, development trends.

Agritourism is a new form of rural tourism. It is a form of relax in a functioning farm on which we can live, eat with farmers, participate in certain farm works, observe animals and plant production. People may enjoy home atmosphere and fresh, healthy food.

Living in the country means enjoying space, freedom, fresh air, green areas. Tourists may play winter and summer sports, pick forest fruit, go fishing, make photos of animals. Agritourism is an antidote to the daily troubles of contemporary city inhabitants. It is an alternative to mass and commercialized ways of rest. At the same time, it is an additional source of income for farmers