

**Grzegorz Belz, Arkadiusz Wierzbic**

Wrocław University of Economics

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## KEY AREAS OF CORPORATE RENEWAL OF POLISH ENTERPRISES DURING CRISIS OF GROWTH

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**Summary:** The purpose of the article is to present conclusions from the analysis of organizational problems in Polish enterprises which encounter the crisis of autonomy or the crisis of control according to the Greiner's model of organizational growth. The central issue of consideration is the focus on business model change, which takes place in crisis phases. This change is analysed from the perspective of strategic renewal of the enterprise/ company. The conclusions drawn from case studies underline the crucial meaning of changes in management systems, which are the key area of business model evolution.

**Keywords:** crisis of growth, corporate renewal, business model.

### 1. Introduction

Polish enterprises experience different situations that force them to renew important elements of their business models. Recent global financial crisis has emphasized many weaknesses of enterprises, which have been so far successfully growing for two decades. Closer analysis of such cases, which we based on our consulting experiences and cases that we studied in last few years, attracted our attention to the problems of growth crisis as a specific case and the reason for corporate renewal. During last few years, market turbulences made it impossible to sustain previous organizational model especially for those enterprises, whose size exceeded the potential of continuing operations according to previously designed organizational solutions. Such situation is well described by many theoretical concepts of organizational life cycles. Very often we focus on organizational aspects of such turning points and we have quite a lot suggestions concerning the way to overcome such a crisis by developing a given organization. What does not seem to be less important is however understanding the complexity of such discontinuities from the perspective of the company business model. And if we consider redefinition of key elements of business model during crisis of growth, we should start to analyze those cases from the corporate renewal perspective.

The purpose of this article is to present results of the analysis of organizational problems in Polish enterprises facing the crisis of autonomy and crisis of control

according to Greiner's model of company growth based on corporate renewal phenomenon. We start from brief characteristic of theoretical concepts which we used for our analysis. Next we describe our research and finally we discuss corporate renewal phenomenon, considering strategic determinants and challenges driving development of more efficient management systems, which let enterprises overcome a given crisis of growth.

## 2. Theoretical background

For the purpose of this research, we decided to use Greiner's five phases model of organization growth. Usage of any concept of organizational life cycles apparently raises some methodological issues. The first issue is the type of organizational life cycles model, which should be chosen for such an analysis. In our opinion, for the purpose of our research we should avoid biological-perspective models assuming birth and death of an organization. This kind of models, proposed by e.g. Miller and Friesen (birth, growth, maturity, revival, decline) [Miller and Friesen 1984] and Hoy (birth, growth, maturity, decline, death) [Hoy 2006], may be adequate for describing some entrepreneurial aspects of economy or market sector dynamics. For our purpose, it seems to be more useful to base our research on system-complexity-perspective models such as Greiner (creativity, direction, delegation, coordination, collaboration) [Greiner 1998], Quinn and Cameron (entrepreneurial, collectivity, formalization, elaboration of structure) [Quinn and Cameron 1983] or Kazanjian (conception and development, commercialization, growth, stability) [Poole and Van de Ven 2004].

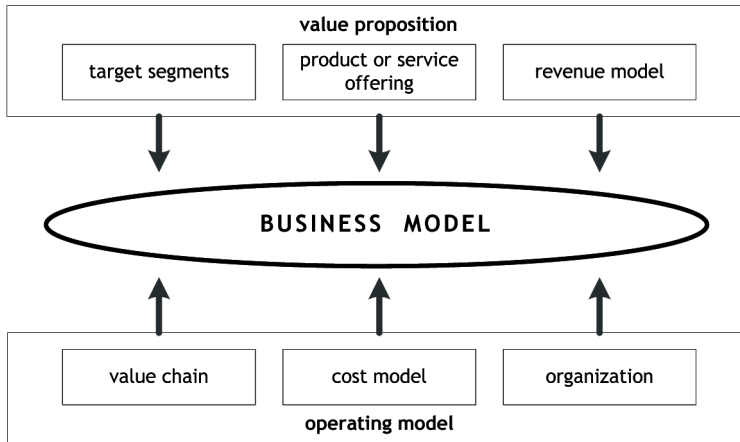
In our opinion, Greiner's model gives simple way of structuring the characteristics of analyzed enterprises and their management challenges. In comparison with models proposed by Quinn and Cameron or Kazanjian, the structure of growth phases and crises more clearly differentiates enterprises on the continuum from one person businesses to global players. That gives us an opportunity to place Polish enterprises on this continuum avoiding narrow focus on early entrepreneurial stages. Succeeding phases of this model are strongly related with growing complexity of management systems which are main subject of our research.

The second issue is the universality of paths of growth in the case of enterprises from different countries and cultures. For the purpose of our analysis, we consider the structure of stages of growth suggested by Greiner as well as by Quinn and Cameron or Kazanjian as universal for any market economy. Such an approach may be supported by the conclusions from research studies in Far East, which suggest that there are no significant differences between Eastern and Western enterprises with respect to their paths of growth-related development and change [Chen and Kuo 2004; Liao 2006]. Interesting and quite opposite conclusions are brought in the research of Shirokova, concerning Russian enterprises [Shirokova 2009]. She points out differences between countries with long and short history of

private entrepreneurial companies in the time when they need to change towards the following levels of formalization and centralization. Although it was mentioned earlier that differences might be important for some perspectives, we believe it does not change the structure of stages of growth. It brings us to the third methodological issue connected with normativity perspective on the stages of growth models [Poole and Van de Ven 2004]. For us, the matter of normativity might be the subject of methodological discussion in terms of dynamic perspective of utilizing stages of growth models, by which we mean the perspective focusing on time and pace of changes connected with passing through next stages of growth. Such perspective may be perceived as important from the macro-level analysis, whose aim is to explain mainly the time and pace in which an organization and a market sector grow and develop. Efforts to identify and analyse internal barriers of enterprise growth can be effectively done using the static perspective, by which we mean understanding and finding solutions to only current position on growth curve. Pragmatic attitude towards development and change drives management efforts in each culture and market to focus on overcoming present barriers for sustaining or rising efficiency. Many small or even medium enterprises are not focused on permanent growth and in spite of very supportive environment, they are still interested in being more profitable businesses. Such a conclusion influences the way in which small and medium enterprises perceive their management.

Considering aforementioned crisis of growth, we utilize the concept of corporate renewal for finding deeper explanation of barriers of growth which are experienced by so many organizations. Many issues encountered during such a crisis deal with redefining important attributes of present organizational model of the enterprise. Such a remark brings the issue of corporate renewal which includes the process, content, and outcome of refreshment or replacement of attributes of an organization that have the potential, to substantially affect its long-term prospects [Agarwal and Helfat 2009, p. 282]. In our opinion phenomenon of corporate renewal is tightly connected with management efforts focused on the redefinition of enterprise business model. The question is if overcoming crisis of growth can be perceived as part of such a redefinition. It raises the issue of nature of so-called business model. We find as interesting the BCG definition of business model which is summarized in Figure 1.

In the sense presented in Figure 1, organization is one of the key elements that constitute business model. Redefining organization, which takes place in order to overcome growth crisis influence thus redefinition of entire business model. Even if we focus on strictly organizational aspects of such a renewal, it is important to point out transaction costs issues caused by growing co-ordination mechanisms (and often growing costs of bureaucracy) which influence redefinition of two other components of the operating model – value chain and cost model. Considering quantitative attributes of growth, which causes organizational inefficiency and discontinuity called “crisis of growth”, one may also point out target segments as this element of business model, which is redefined in such a process.



**Fig. 1.** Business model structure and components

Source: [Lindgardt et al. 2009, p. 2].

Utilizing business model concept and the phenomenon of corporate renewal may then provide a better basis for understanding and overcoming crisis of growth. Although key challenges in such a crisis are organizational, they cannot be separated from other elements of business model, which is influenced by the emergence of a new organizational model. In the following two sections, we describe and discuss some of those challenges of phase 2 and 3 in a more detailed way.

### 3. About the research

This article is based on the comparative case studies focused on the development of management systems in Polish enterprises, which the authors conducted in 2008, and further literature studies. Its aim was to exchange and combine experiences and research perspectives of both authors in the area of management systems development processes. Most of analyzed enterprises already reached the form of a company. They faced different challenges arising from their management complexity issues. The first conclusions of this research were presented during the international conference “Consulting and Management in Central and Eastern Europe”, which took place in Berlin in 2008.

For our study, 158 enterprises were taken into consideration. They were grouped into two research groups. The first group of 82 companies were audited according to ISO 9001 specifications and then researched with respect to organizational problems like failures in delegation, decision-making, internal communication etc. The intervals between visits in 38 organizations were approximately of one year. We provided an interview-based research with the top and middle management.

The research was based also on the work observations and analysis of organizational documentation.

The second source was a group of other 76 companies, in which data and observations were gathered during management consulting projects, in which the authors participated as leading consultants or supervisors. Most of the consultancy activities were targeted at the development of organizational structure and internal procedures. In some cases, the scope of the projects covered also the development of management systems. The main reason of the emerging need for management system development was either the internal, organic growth of the analysed enterprise or mergers and acquisitions which caused a nonlinear growth. In the minority of cases, the authors acted additionally as change consultants.

The populations of those two groups are small (110), medium (45) and large (3) private-owned companies. As the majority of analysed enterprises are small and medium ones, they typically faced problems with failures in internal communication, delegating tasks and authorities as well as ineffective organizational structures. The extent of formalization was rather low. Moreover, the formalization rarely was adjusted properly to the needs. The decision about the management system development was typically influenced by the clients requirements or mistakes in internal routines, which in some cases caused problems with products and then, as a result, caused also financial damages. Managers decided to introduce the system approach to their management tool kit. In the cases related to mergers and acquisitions or market expansion (by which we mean product diversification or entering foreign markets) companies under investigation faced problems with managing diversity of activities, keeping control over growth-related investments and implementing new dimensions in organizational and management hierarchies.

In our research, we considered three perspectives describing context and complexity of organizational systems. They include values and goals, structures and regulations as well as methods and routines of management. They all are building blocks of the definition of management system phenomenon, which was created in the Department of Management Systems Design at Wrocław University of Economics. According to this definition, management systems is entirely consisting of values and goals, structures and regulations, methods and routines of management, and interactions among those three resulting from adaptation mechanisms, which, taken as a whole, determine the management processes [Skalik and Belz 2007, s. 17-26]. In our analysis, we took into consideration the following conditions:

- a) general diagnosis of strategic position and the type of strategy;
- b) organizational structure with the number of hierarchy levels, the level of centralization, the type of structure;
- c) existing forms of standardization according to regulations and procedures;
- d) organizational and managerial problems raised by management representatives from different levels.

On the basis of those conditions, we marked a phase of growth for each of the enterprises and synthesized organization characteristics, management practices and methods, which they face in each of our three perspectives. This approach allowed us to identify the most typical managerial problems in a given phase of growth. The analysis was conducted during the time of several months. The synthesis was conducted in several steps, partially from the consulting perspective and partially in academic discussions during workshops in the Department of Management Systems Design.

Our research is based on a case study, which is reflected in its strengths and weaknesses. The sample is not statistically representative for Polish enterprises. It was selected by consulting practices and commercial circumstances connected with quality systems implementation in the majority of the small and medium enterprises from the researched population, which may determine the selected group. Such an approach to the research gives some strengths, from which two most important should be discussed. The first one is the strong unification of the observation caused by a specific, narrowed type of consulting projects on which it is based. It gives the advantage of a more deeper and standardized interpretation of observed characteristics of an analyzed organizations. The second strength is that it is based in many cases on a stronger relation between consultant and manager/ entrepreneur, which is caused by bilateral efforts to solve real organizational problems. Both strengths that we highlighted give the potential for deeper and more exact understanding of analyzed enterprises, and what follows from that – they create a basis for more valuable findings.

## **4. Phase 2 – facing crisis of autonomy**

### **4.1. Strategic perspective**

The sector of small and medium enterprises experienced a rapid growth in the last several years. Due to positive economic conditions, many entrepreneurs decided to build and develop their enterprises. After the crisis of leadership, the organization comes into the phase of growth by direction, connected also with an increased importance of formalization. In this stage of development, it is necessary to enlarge the integrity of organization by implementing formal rules of enterprise performance at least in critical areas.

This phase in many Polish enterprises that were analysed by us was slightly missed; and those firms grew significantly mostly due to personal involvement of the owners and senior managers. The Greiner's concept of the life cycle of an organization describes that in the stage of growth by direction the decision-making process becomes more centralized. The interesting feature specific for analysed small and medium enterprises is the situation, when the necessity of decision-making delegation (which is one of characteristics of the crisis of autonomy) is strictly bound

with the phenomenon of the lack of formalization in organization. The reason of this situation comes from a very rapid growth and the outstanding prosperity after joining the European Union in 2004.

Considering such a dynamic growth, it would be crucial to co-ordinate organizational development around some clear and even simple strategy, which is not the case in the majority of the firms under investigation. In small and medium enterprises it is typical that the goals of organization are not stated explicitly and formally. Usually the financial targets are strictly monitored, but the strategic goals function only in owners' minds. The implementation of ISO 9001 quality management system is often the starting point, when the top managers and owners must think about non-financial goals. The requirement of defining the quality goals is a requirement of the ISO 9001 standard. In surveyed enterprises we observed many times this first moment when the decision makers must stop daily routines and think about long-term goals.

Many entrepreneurs postponed the decision of implementing management solutions, like for instance ISO 9001 quality management system, which is a proper tool for ensuring a correct level of formalization. They were more focused on daily tasks and winning a unique market opportunity. However, the size of the organization became so large, that formalization itself would not contribute to long-term positive effects. The crucial requirement is to combine creating formal procedures with rethinking of organizational structure and designing job descriptions, mainly for medium-level managers. Keeping the growth becomes an impossible challenge without providing formal rules in an enterprise.

The aforementioned quality management systems conforming to ISO 9001 succeeded significantly in the last several years. This is because of the enterprises' needs to organize their internal environment according more to the theory of management and less to their own feelings and intuition. Many entrepreneurs in the firms under investigation put an effort to implement the ISO 9001 system because of the necessity to implement formal organizational solutions. Unfortunately, the opportunity of gaining external financing from EU funds created the situation in which many implementations are aimed only at acquiring the certificate, and not at getting real benefits in terms of management. The effect looks like faulty formal rules implemented partially or not implemented at all and effort demanding, very centralized organization with great needs of delegating the power among managers. Enterprises which did not approach the implementation of ISO 9001 feel these needs even more, because the level of centralization is often bigger. To sum up this part, we can assume that there are many firms in Poland with certificates but with no effective formalization and authority delegation.

## **4.2. Renewal perspective**

Companies facing the crisis of autonomy are usually very strong in the area of leadership among owners and top managers. However, there are significant problems



in communication inside the enterprise. The main reason is that the majority of surveyed owners are self-made men without any economic background. The middle management staff is usually based on people graduating from economic universities and business schools. Sometimes these people find it difficult to present their point of view in front of their superiors. It is even harder when the scope of authority of middle management is not clear in organization.

The leaders in enterprises facing the crisis of autonomy must force themselves to believe in young and well-educated people. They should provide trainings not only focused on the knowledge of products but also covering a wider scope. Unfortunately, when the training plans are investigated (for example during ISO 9001 audits), they usually look very poor. Top managers still underestimate the meaning of personnel development. Moreover, after the EU subsidies of free or partially free trainings, it is almost impossible to persuade decision makers to invest in professional trainings or workshops directed to management skills development.

The strategic issue of the company facing the crisis of autonomy is to overcome internal problems and use improved organisation to expand the market and find next business opportunities. There are some companies that were very strong on their way to success but during the crisis of autonomy spent a lot of time and resources to find right solutions, whereas the customers shifted their needs for products and services of better quality and more advanced technology. In such a case, internal difficulties can cause a real damage in competitive position, which can be even more dangerous when middle managers decide to abandon the organisation and search for work opportunities in rival companies.

The key business processes must be redesigned or at least optimised, which is a side effect of formalisation. For instance, when implementing ISO 9001, it is inevitable to conduct an analysis of the processes before establishing formal procedures and instructions. Further investigation of enterprise strengths and weaknesses may lead to conclusion that it is better to outsource some processes and such decisions are sometimes made due to financial analysis and redefining organisational structure towards a core business-oriented model.

In the area of revenue/cost model, the renewal can be highlighted mainly in the scope of the cost model. Decision of outsourcing processes creates obvious consequences of easier management, usually lower costs but doubtful level of quality and enlarged need for quality control activities. The changes that can be observed is an increased interest of top managers in introducing financial controlling solutions, which is supported usually by worsened financial parameters affected by internal problems and more competitive market.

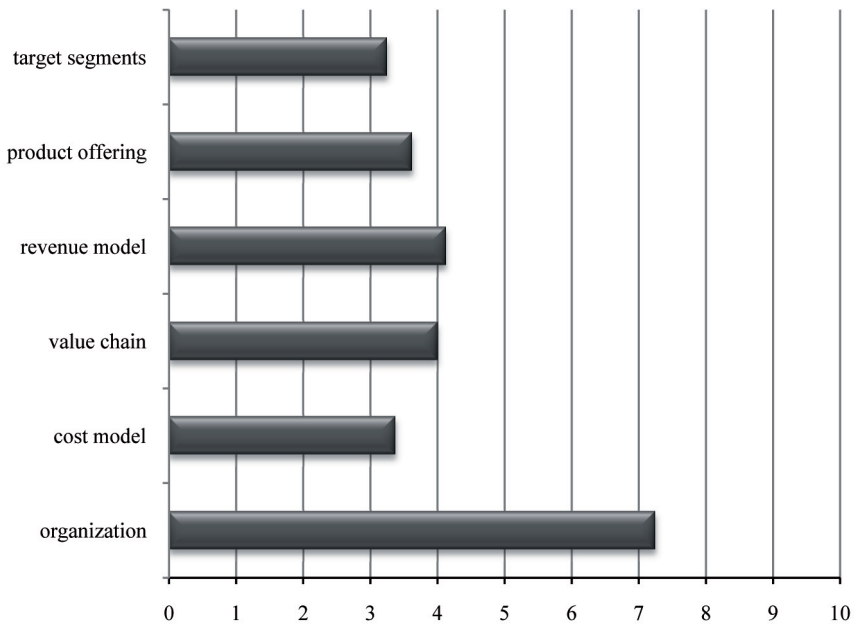
The changes in Table 1 in the certain areas of business model come from the needs resulting from specific problems and/ or the type of business activity performed by analysed enterprises. Each firm was evaluated against the criterion of intensity of needs for change in each area of business model. The results of our rating are presented in Figure 2. The evaluation was performed by assigning the rank in



**Table 1.** Phase 2 – Areas of business model renewal

Business model element	Areas for initial definition or redefinition
Organization	<ul style="list-style-type: none"> <li>– shift from strong leadership of enterprise owners to more decentralised decision-making</li> <li>– proper and effective formalisation</li> <li>– strategy formalised and well communicated to employees</li> <li>– clearly defined non-financial goals</li> <li>– effective motivational systems</li> </ul>
Target segments	– business expansion or new product/ services implementation
Product or service offering	<ul style="list-style-type: none"> <li>– better customer service</li> <li>– well managed, effectively developed and thorough monitored internal processes</li> </ul>
Revenue model	– development of new revenue sources due to newly introduced products and/ or services
Value chain	– outsourcing of processes to external suppliers
Cost model	– introducing elements of controlling and budgeting

Source: Authors’ own study.



**Fig. 2.** The intensity of needs for a change in the areas of business model in enterprises facing the crisis of autonomy

Source: Authors’ own study.

0-10 points scale, where the rank of 0 points means that there is no need for a change in the certain area, while the rank of 10 points means that there is a great need for radical and deep changes.

Despite the big diversity of our ranks ascribed to analysed firms, it is worth noticing that the area of organisation is evaluated significantly higher than the rest of business model areas. The ranks awarded to other elements of business model vary, depending on the characteristics of the enterprises under investigation, while the area of organisation gets the highest ranks and can be described as the one of the least variable elements in our evaluation. The conclusion of our analysis is the statement that the area of organisation must be treated with top priority by companies facing the crisis of autonomy, regardless of their strategic situation. No matter if there is a great need for a change of markets, products or services or the situation is stable and there is no need for radical actions. The changes in the area of organisation must take place in order to assure the future growth and success of the company.

## **5. Phase 3 – facing crisis of control**

### **5.1. Strategic perspective**

Companies which were successful in decisions delegation behind second level of management, during constant growth already possessed considerable competitive position on the Polish market. The strategy perspective, which they face, is represented more commonly in one of three alternatives:

- a) they are growing or already have grown to country wide operations and/or experienced differentiation of products or services that they offer;
- b) they are growing or already have grown through mergers and acquisitions inside the Polish market;
- c) they are growing or already have grown through international expansion mainly to neighbouring countries.

In the first case companies which we analyzed are well-known mostly at the country level. They have developed autonomous units operating in given regions or with given products which give them opportunity to sustain market focus. Some of them differentiated their market offer in the sense of services or products entering new areas of operations. Country wide scale of operations in many cases causes growth of organization to the size when its efficient management by decentralized business units is no longer feasible due to the lack of synergy. Such decentralization becomes a huge disadvantage especially when facing well-organized branches of foreign competitors.

In the second case, companies expand on the basis of mergers or acquisitions, which they undergo more and more frequently. Entrepreneurs from medium size enterprises who founded them and still run them, very often perceive mergers as the best solution to secure their business position and growth, especially when facing

stronger domestic or foreign competitors. Such mergers in many cases are not followed by organizational integration. Decentralized structures which are born from these mergers start to be disappointing in terms of a desired return of investment for owners. Last but not least, we need to discuss the case of companies that expand their operations internationally. The expansion is directed mostly to the East and South. However, there are examples of acquiring a subsidiary in the West. Entering operations in the foreign environment raises the issue of right equilibrium between company's wide standardization and country specific flexibility. The first thing is that it challenges previously used management subsystems in such areas as controlling, budgeting, logistics because they are not prepared to the second dimension of the aforementioned equilibrium. These subsystems have been often natively growing for a few years and especially IT tools require fundamental modernization to enable development of more advanced concepts of management in international environment. The other thing is that it rises the issue of the way the company should understand its value added in each area and level of organization. Moreover, there remains a question of how to ensure synergy on this stage of growth.

## **5.2. Renewal perspective**

Because of a growing complexity of organizational structures, while still trying to follow simple rules, enterprises simultaneously start using temporary task-oriented teams to resolve companywide issues. When it takes cases of mergers and geographical expansion, it sometimes leads to a great number of committees and teams which engage plenty of their members time. For instance, in the case of large company undergoing post-merger integration process we noticed dozens of committees and teams dealing with spectrum of integration issues, not co-ordinated centrally. They engaged the majority of their management, each of them involved in a couple of teams in the same period of time, taking most of their working time. The idea of such an internal involvement was born after enormously expensive (considering previous practices) consulting project of strategic redesign performed by large international consulting company. After the design phase, the company decided to resign from external consultants, believing that all the answers are known, wrong indications will be better corrected internally and implementation can be done by internal staff. The issue was however that the renewal idea was not the only element that this company needed. The knowledge of the renewal process and some experience concerning larger scale management systems was also critical. The organization did not succeed however to build this knowledge and expertise in organizational self-learning process.

The management of analyzed companies of the third phase of Greiner's model tends to search ideas for right organization model learning from benchmarks, newcomers recruited from larger companies with well-established corporate standards or management consultants. The recruitment of professionals with experiences in

corporate structures seems to be quite common among discussed enterprises because they have already possessed such values and understood their influence on company's growth.

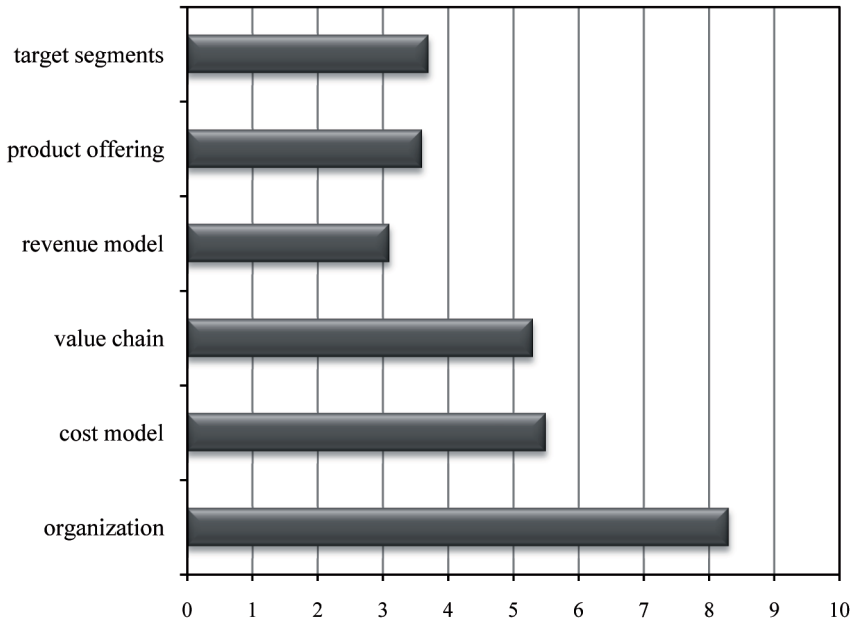
Top management of analysed companies consisted of mostly experienced people with business administration knowledge. Part of them was recruited internally, from inside company, but while organization approaches crisis of control also outsiders are taken aboard. Those newcomers are recruited from large corporations perceived as source of best practices in management systems field, larger but not corporate enterprises with some experience in those areas which are new for the company or – in the case of mergers – from sister companies. Table 2 presents most significant areas of business model renewal during crisis of control, which we identified during our research.

**Table 2.** Phase 3 – Areas of business model renewal

Business model element	Areas for initial definition or redefinition
Organization	<ul style="list-style-type: none"> <li>– complex organizational structures</li> <li>– standardization of management methods and routines</li> <li>– managing cultural differences</li> </ul>
Target segments	<ul style="list-style-type: none"> <li>– value creation model in new market segments</li> <li>– deployment model for new countries</li> </ul>
Product or service offering	<ul style="list-style-type: none"> <li>– multiproduct value &amp; competence management</li> <li>– brand management</li> </ul>
Revenue model	<ul style="list-style-type: none"> <li>– international cash flow management</li> <li>– new sources of revenues based on new products</li> </ul>
Value chain	<ul style="list-style-type: none"> <li>– synergy from businesses inside the group</li> <li>– corporate parenting value-added model</li> </ul>
Cost model	<ul style="list-style-type: none"> <li>– corporate and regional co-ordination costs model</li> <li>– separate supporting or shared services costs model</li> </ul>

Source: Authors' own study.

The challenges in certain areas of business model described in Table 2 vary depending on the type of diversification which a given company experienced. Some challenges are caused by internationalization of market operations, and others by a growing number of businesses in company portfolio. Similarly to the previous group, each company was evaluated against the criterion of intensity of needs for a change in each area of business model. The same was evaluation method and scale, performed by assigning the rank of 0-10 points, where the rank of 0 points means that there is no need for a change in the certain area while the rank of 10 points means that there is a great need for radical and deep changes. Figure 3 presents the combined results of our rating.



**Fig. 3.** The intensity of needs for change in the areas of business model in companies facing the crisis of control

Source: Authors' own study.

The average results in Figure 3 show that most important issues in renewal of analyzed firms have been connected with operating model, which consists of value chain, cost model and organization. The explanation of this remark might be that all analyzed enterprises had already created appropriate value proposition, which drove their growth to the extend generating crisis of control. It is the entirety of operations that needs to be adjusted in order to efficiently realize current value proposition.

It is worth mentioning that the issues of synergy inside a multi-unit company and value-added model of its headquarters, which was identified as important areas of redefined value chain, correspond to organizational issues of power and more complex co-ordination. The same is with emerging co-ordination costs and the need for separation of supporting and shared services, which redefine cost model of the company. Rising complexity of organization structure and urgent need for management processes standardization together with development of unified methods and routines of management are, to a large extent, driven by the redefinition of entire operation model of the company. It highlights then the importance of comprehensive development of company management system, which should reflect redefinition of such important elements of company business model as value chain and cost model. Lower average intensity of the need for a change of value proposition dimension of

business model does not exclude them from necessary consideration in management system development. The analysis of renewal processes during crisis of control suggests that although organizational issues are most critical to address, management should treat this process as a complex redefinition of the company's entire business model.

## 6. Conclusions

The purpose of this article was to present results of our analysis of the organizational problems in Polish companies facing the crisis of autonomy and crisis of control from the perspective of the corporate renewal phenomenon. We used Greiner's model of growth for selected enterprises experiencing turning point in their development connected with crisis of autonomy and crisis of growth, as we believe those two types of crisis are today the most important, considering the developmental stage of the Polish economy. We have described corporate renewal of growing companies, considering strategic determinants and challenges driving development of more efficient management systems.

The characteristics of analyzed companies that face or recently have faced the crisis of autonomy allows us to conclude that the time of prosperity and growth of Polish enterprises resulted in an outstanding market opportunity which was turned into good account by the majority of them. Nonetheless, the focus on taking advantage of the situation resulted in insufficient attention paid to organizational issues. Too low level of formalization and relatively poor level of management knowledge among owners and, at the same time, top managers of small private enterprises create problems typical for this phase of growth, such as heavy workload for top managers, little use of middle managers' potential and, in consequence, problems with getting to the next phase of growth (growth through decentralization). The evaluation against the criteria of BCG business model delivers analogical conclusions, because the area of organization is rated as the element which generates the highest level of needs for a change and, what is even more significant, this parameter displays small level of variation, while other areas like for example product/ service offering, or cost model in some enterprises, do not generate any needs whereas in other firms changes in these areas are rated as crucial for the future success.

The diagnosis of companies that have faced the crisis of control leads to the conclusion that, in that case, overcoming this growth barrier should be perceived as a complex redefinition of their business model, especially in its operating dimension constituted by organizational model, cost structure and value chain. All necessary development and transformations of management systems are then derived from a very essence of company business as we can call its business model. It is because this model undergoes fundamental reframing during company's intense growth. In this sense, theoretical concept of business model might be a useful basis for understanding and interpretation of the organizational renewal phenomenon during the crisis of growth.

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## KLUCZOWE OBSZARY STRATEGICZNEJ ODNOWY POLSKICH PRZEDSIĘBIORSTW PODCZAS KRYZYSU WZROSTU

**Streszczenie:** Celem artykułu jest zaprezentowanie wniosków z analizy problemów organizacyjnych w polskich przedsiębiorstwach przechodzących kryzys autonomii lub kontroli w rozumieniu modelu wzrostu organizacji Greinera. Centralnym punktem rozważań jest zwroćenie uwagi na zachodzącą w takich procesach zmianę modelu biznesowego, którą autorzy analizują z perspektywy strategicznej odnowy przedsiębiorstwa. Wnioski wynikające z przeprowadzonych studiów przypadków podkreślają znaczenie konieczności zmian w systemach zarządzania organizacjami, które są kluczowym obszarem przeobrażeń modelu biznesowego.