

## STRESZCZENIE W JEZYKU ANGIELSKIM

Achieving competitive dominance is a challenge for every company operating on the market. Continuous number increase of competing entities in the economy, ICT development, progressive globalization process resulting in spontaneous liberalization as well as merging process of raw material, goods, capital, technology, man power and information markets into one correlative global market have led to unification. Achieving dominance over competition in the scope that would allow positive distinction of conducted activity among other entities is a challenge for management team throughout the whole world. In order to achieve distinctive competence, the companies are forced to look for such unique solutions that would enable to achieve dominance and that are not available for other business entities. Complete novelty domain stays out of reach for many entities. These companies are mainly focused on imitating and copying of solutions and generating novelties for example within the scope of geographic territory or conducted activity.

Running innovative activity comes along with a risk. Depending on novelty level the activity is exposed, among others, to failure related to incorrect assumptions or unexpected novelty reception by the market. The more unique the solution on a global scale, the bigger the risk. It is however considered that lack of innovative actions may lead to stagnation or further to recession of business activity which is regarded to be a far bigger threat. Despite vulnerability, innovation is considered by bigger companies to be crucial element enabling in the long run market tendencies creation, gaining previously inaccessible activity areas and turning them into profit increase.

Business entities of highly developed economies in particular have been investing in unique solutions achievement and in process melioration for many years. This process is not that noticeable in Poland and statistic data show enormous abyss between Polish and European companies. Due to corporation relations and foreign customers metal industry stays under big influence of highly developed economies. With respect to above, this thesis presents analysis of factors that determine innovative decisions in scope of conducted processes, measurement of effects of their implementation and correlation with success achievement of metal industry companies.

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It is widely considered that innovation plays an important role in company improvement and in stimulating its development. On base of conducted research it can be stated that in the case of metal industry companies, conducting innovative activities in the field of technology allows to improve the company results. A comprehensive approach to innovation is one of the factors that enable market success and ensures effective competition with other companies. Continuous product improvement, competing in an international environment, increasing customer requirements, restrictive legal regulations and environmental protection make innovative activities lead to maintaining or improving market position. The effect of implemented process innovations is, among others, increasing production flexibility, enabling entry to new markets, improving product quality, and increasing market share. These factors enable market success in the long run. Committing of own financial resources to increase the innovation of the entity, cooperation with research and development centers and universities are areas that positively affect the results of companies. It has been shown that entities using process innovation are able to maintain long-term relationships with their customers and increase their competitiveness, thereby gaining a chance to achieve market success.

The results obtained from the own study also show that in the metal industry there is no increase in financial outlays on innovation activities, it is noticed however that the total outlays increase. This demonstrates the frequent use of innovation sources that do not generate a significant financial burden and the use of available allowances and funding in the implementation of innovation policy.

Based on the conducted research, it was shown that there are differences in the approach to the development of innovative activity, depending on the size of the entity. Small companies in the metal industry willingly cooperate with research and development centers and willingly offer their products abroad. The most important source of their search for innovative solutions are employee ideas and the purchase of new production equipment. As a result of implementing innovations in the production process, they observe shortening of the production cycle, improving the quality of their products, increasing or maintaining market share. Medium-sized companies in the metal industry often conduct their activities on an international scale. In order to improve the level of innovation, they willingly cooperate with universities, as well as reach for allowances and funding related to such investments. The implementation of new solutions has its source mainly in the observation of competition, participation in trade fairs and exhibitions and the collection of interesting

ideas of own employees. These entities most often, due to the improvement of the production process, observe shortening of the cycle, change of flexibility and increase of production capacity, improvement of product quality, maintenance or increase of market share and new outlets. Big metal industry companies willingly cooperate with research and development centers and universities. They operate fully on the international market. Gaining new solutions has its source in observing competition, cooperating companies, participation in trade fairs and exhibitions, employee ideas and the purchase of new machinery and equipment. As a result of implementing innovative solutions, they observe a shortened cycle, better flexibility and greater production power, as well as improved product quality. At the same time, in big companies more often than in small ones, an insufficient employee motivation system remains an important barrier for innovation implementation. The implementation of product and technology innovations more often generates beneficial results for smaller companies.

The presented research results indicated as well directions that should be included in further scientific work. In connection with the progress of process automation and the reduction of the human labor share in the production of products, the impact of the level of process automation on the innovation of companies is puzzling. Also in the dissertation based on the conducted literature study it was stated that acquiring innovations from external entities by purchasing ready-made solutions in the coming years should increase its share in the total number of acquired innovative solutions. Open innovations can be an additional source of revenues for companies and lead to success in the light of constantly evaluating globalization processes at the same time. This scope should be an inspiration to continue research of innovation of the studied area.