

The Innovative Activities Improving Competitiveness of Transport Companies

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Abstract

The article refers to the challenges aimed at identifying decisions that translate into optimization in the TFL industry, on the example of selected activities of transport companies. Awareness of high competitiveness should influence the well-thought-out directions of development of business owners and managerial staff in the context of creating the company's distinguishing features. They should be viewed on a global scale in order to increase profit and optimize costs. The article shows a direct connection between optimal patterns of action and the undertaken non-intuitive and innovative activities with the possible development of market niches. The publication draws attention to the multi-threaded and above-standard strategies chosen by selected road transport employers.

Keywords: road transport, decision, innovation, management, optimization

1. INTRODUCTION

Management is a key element of the success of an institution, project, initiative, small company or large corporation that has been established. This decisive, appropriate and optimal approach to action, preceded by a decision, affects global effectiveness, defined as the implementation of long-term goals and strategies. In selected cases,

short-term goals may contradict the assumption and foundations of a long-term strategy, due to the multi-stage nature, complexity and multidimensionality of the processes that are part of the broadly understood business. In the TFL industry, i.e. transport-forwarding-logistics, also assumptions and wise decisions supported by meticulous, consistent and orderly activities result in achieving the intended results. Enterprises must find a field for positioning and distinguishing themselves in order to encourage partners to cooperate with them, and not with nearby, seemingly very similar activities of competitors. It is the market distinguishing feature that makes us win orders directly from production companies, as well as gain relationships and build long-term ties with carriers - subcontractors who, as the final element of the supply chain - are the most important link, deliver the goods to the place of unloading, at the right time, intact, as well as for appropriate - previously agreed money (transport fee).

The aim of this article is to present the distinguishing features (directions of development / specialization) created by transport companies that potentially and actually have an impact on specific behaviors of subcontractors and business partners. It is the transport companies that, under unintuitive decisions and previously unprecedented actions among competitors, dictate the conditions, at the same time increasing the market share, and broadening the horizons for the possible management of one-off or long-term contracts and orders.

The desired effect of the analyzes carried out among TFL companies, based on the distinguished transport companies, will be finding and justifying such activities that may lead to gaining an advantage in a highly competitive market, which should affect the effective scaling and duplication of the success methodology to other entities.

2. DECISIONS AND CHALLENGES THAT MANAGEMENT OF TRANSPORT COMPANIES FACE

Every project, process, initiative starts with a decision. The decision also leads to the success or failure in the short or long term. The key is to properly aggregate, filter and adjust data in order to extract the right decision-making process. Speed also plays a significant role in the decision - sometimes a worse decision is better than the right one, but it is late. Otherwise, a lack of decision may be more effective than a wrong action. But the lack of a decision can also be a decision not to (consciously) refrain from certain activities. In order to fully understand the connotation of a decision

to the effectiveness of a company, initiative, or undertaking, it is necessary to break down the concept, etymology and meaning of the decision into prime factors. The decision leads to collapse and the decision opens the way to success - so what can decisions be, in terms of breaking them down, analyzing the specifics, character, at the same time translating them into the company's performance, breaking them down into prime factors?

Taking the above into account, Herbert Simon - an American sociologist and economist decided to introduce a concept indicating what the decision-making process is and what it consists of. The intention should be to get to know the definitions, also historical ones, in relation to the development of awareness about the concept of decision and the related process, the chosen form of creating orders. The definition includes 3 stages:

1. 'intelligence', that is recognizing the problem;
2. 'design', in the sense of modeling the problem;
3. 'choice', relating to making a choice¹.

Organizing and conducting the decision process in an interactive approach, through computer-aided tools, and the proper set of them, is called "Decision. In order to illustrate the meaning of the above-described definition, it should be properly interpreted - perhaps answering the properly asked question: what elements are significant in terms of supporting users? Without a doubt, the support system directly affects the organization, as well as the mode of processing relevant - key data in relation to a specific decision. However, these are not exclusive components that are of interest to the subject. There is an obvious question - should we also help the user in detecting difficulties or recognizing the problem in a decision-making perspective in order to get to know some personal characteristics - and to understand personal preferences going further? Or, in relation to the company, i.e. global, what values are processed, what knowledge should be used about the world around us, in the closer environment and in more distant one, in a specifically defined approach? The model and types of different decision situations are related to their proper distinction. The first element is the preference model - in other words, the preferential model, which relates to the presentation of the specificity and habits of users, while the second - material model, which indicates knowledge about the environment significantly more or less influencing a specific decision-making situation. We can also make a distinction between the logical and analytical model. In the classical decision theory there

¹ Simon H. A., *Models of Man: Social and Rational*, John Wiley & Sons, New York 1957, p. 114.

is no such distinction, and it focuses especially on preference models, while the practice of decision support indicates the importance of various material models - in which the main role is played by the use of knowledge about the world, as well as the connotation with forecasting uncertainty about the effect because none of us know the future. If it were otherwise, the problem of making decisions would not be a problem².

At the same time, from the practical point of view for a manager who manages the fleet and processes in the company, it is important to pay attention to the sequence of activities, in other words - to apply the appropriate order, which may lead to the achievement of goals set as part of the company's strategy presented to the staff. The decision-making process arranged in this way, seen as an organized cycle, places emphasis on the set of activities and order, hierarchy in the performance of these tasks. Therefore, the following stages emerge: recognition of the decision-making process, variants of action, as well as possible prediction of the results of the introduced variants, as well as the selection of the most effective - optimal variant³.

The characteristics of the decision selection methodology, in a highly general perspective, indicates several key variables, translating into the final success or failure:

- failure to use generally accepted methodologies for the steps involved in making decisions;
- inadequate application / implementation of decision phases;
- correct application of the steps: preparation, decision making and implementation;
- decisions / behaviors other than those generally well-established and used.

Harvard Business Review - in the edited handbook for entrepreneurs, presents an interesting approach for new adepts, aimed at establishing and running enterprises, as part of the systematics of developing and implementing business models and market strategies. In relation to the above, it is business opportunities that are accidentally discovered or deliberately meticulously selected that trigger the development of a model and strategy. As a consequence of the actions taken, the answers to the following questions will be of key importance:

² Wierzbicki A., *Teoria i praktyka wspomaganie decyzji*, Wydawnictwo Uniwersytetu Warszawskiego, Warszawa 2018, pp. 32-46.

³ Ścibiorek Z., *Kierownik w przedsiębiorstwie*, Wydawnictwo Adam Marszałek, Toruń 2000, p. 124.

- how will values be created and problems of potential customers solved?
- how will the profit for the company and investors be generated from the company's operation?
- how will the company run by us stand out from the competition?
- how will our company defend its position and strengths against constant more or less competition?
- how will our company emerge, how will it be discovered and what methods will it use to scale the business to new markets⁴?

Inappropriate responses include:

- defensive approach - avoidance;
- aversion in decisions;
- panicking;
- leading to self-destructiveness.

Also, economic and social pressure may affect the following decision errors:

- incorrect holistic assessment;
- one-sided focus on profit;
- one-sided focus on loss;
- error in ignoring emerging opportunities;
- inappropriate selection of decision-making strategies;
- wishful thinking error (based on the vision of an optimistic scenario)⁵.

The decision tree, showing the scheme of the decision problem, includes the goal at its apex, while the branches represent the decision criteria leading to variants with decision choices. On this canvas, entrepreneurs can simplify the perception of complex issues. Such a scheme has been called the model of the decision-making process, which breaks down the main (complex) problem into simpler decision-making difficulties, in a hierarchical arrangement. The aim is to facilitate the implementation/answering, which is a solution to the obstacle encountered. This is illustrated in the figure below.

⁴ Żórawski T. (red.), *Harvard Business Review. Podręcznik przedsiębiorcy*, Dom Wydawniczy REBIS, Poznań 2018, p. 55.

⁵ https://www.humanitas.edu.pl/resources/upload/dokumenty/Wydawnictwo/Zarzadzanie-_zeszyt/Zarz%202_2009%20podzielone/nowicka%20mieszkała.pdf (15.07.2009), [Access on: 24.10.2021].

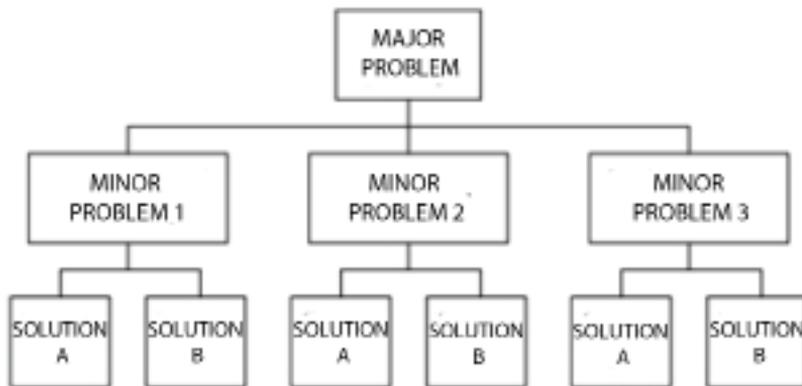


Fig. 1. The procedure of the analytical hierarchization

Source: Rebizant W., *Metody podejmowania decyzji*, Oficyna Wydawnicza Politechniki Wrocławskiej, Wrocław 2012, str. 44.

3. THE CONCEPT OF HIGH COMPETITIVENESS IN THE TRANSPORT INDUSTRY IN THE CONTEXT OF BUILDING A COMPETITIVE ADVANTAGE

In Lausanne, during the World Economic Forum in 1994, a definition of the concept of competitiveness was proposed as: “the ability of a country or enterprise to create more wealth than its competitors on the world market”⁶. It does not meet the expectations of everyone interested in exploring dependencies and visualization related to the above-mentioned concept. Selected entities, or even projects, may have the national or local market as their target, which is closely related to the definition of scaling and the chosen strategies. Marek Stankiewicz, on the other hand, drew attention to the rate of return on investment, as well as obtaining a specific level of employment, using the adjective - permanent: “competitiveness means both the ability of companies, industries, regions, nations or supranational groups to cope with international competition and to ensure relatively high the rate of return to the applied factors of production and relatively high employment on a solid basis”⁷. Interestingly, there is a reference to transnational groups, which means a broader scope of definitions, from the very development of the enterprise in the form of a start-up. On the other hand, a company that meets the conditions for obtaining

⁶ *The World Competitiveness Report 1994*, World Economic Forum, Lausanne 1994, p. 18.

⁷ Stankiewicz M. J., *Konkurencyjność przedsiębiorstwa. Budowanie konkurencyjności przedsiębiorstwa w warunkach globalizacji*, Towarzystwo Naukowe Organizacji i Kierownictwa, Toruń 2005, p. 36.

a positive opinion as being highly competitive, should develop the ability and flexibility with respect to the ability to adapt to changing market conditions, which are constantly being corrected.

Another aspect is the ability to make such decisions that ultimately have an impact on long-term competitive advantage⁸.

Carriers, that is participants of the TFL industry, much like other companies operating on the markets of their services - strive to maximize the competitiveness of their enterprise by increasing the share of products and services on the market. The simplest to record are, for example, activities such as acquiring new customers - i.e. new production companies with loads. The ideal variant is to omit any intermediaries, forwarders (contractual carriers), and the acquisition of permanent cooperation under the contract with the producer / producers. Carriers, by improving the resources they operate, offer lower prices for their services, thus potentially becoming more valuable and competitive partners. Such behavior has, in fact, 'short life' because incorrectly calculated investment profitability and cost calculation puts the entity in a state of financial instability, which, like a domino effect, causes the loss of contractors, reputation, orders and leads to the bankruptcy of the company, in the most drastic case. These carriers - more educated, direct intensive activities towards certification, as well as increased security, which means that contractors, being aware of higher rates, rely on reliable and reliable entities in the long term. In addition, it is worth noting that individuals from the companies discussed above choose the path of innovation and solutions that lead to workplace comfort, keeping in mind the problems of the industry. This, in turn, influences the creation of a wider range of products and services, and the diversification of income sources in the TFL industry. So how do shipping companies currently operate, within the most standardized market structure approach? This is illustrated in the figure below, which refers to the needs and the buyers and sellers of transport services created thanks to them. Demand shapes the policy of purchasing services, in this segment, the opinion, references and status of the transport company are important, while the supply relates to competition and being competitive with other carriers. Knowledge of how the transport market functions, what it consists of and what dependencies prevail in it, provides a solid basis for creating foundations for decisions. Both the complementarity of transport services as well as the substitution

⁸ Kraszewska M., Pujer K., *Konkurencyjność przedsiębiorstw. Sposoby budowania przewagi konkurencyjnej*, Wydawnictwo Exante, Wrocław 2017, p. 7.

and hierarchization of transport needs shed new light on management and internal procedures in the company.

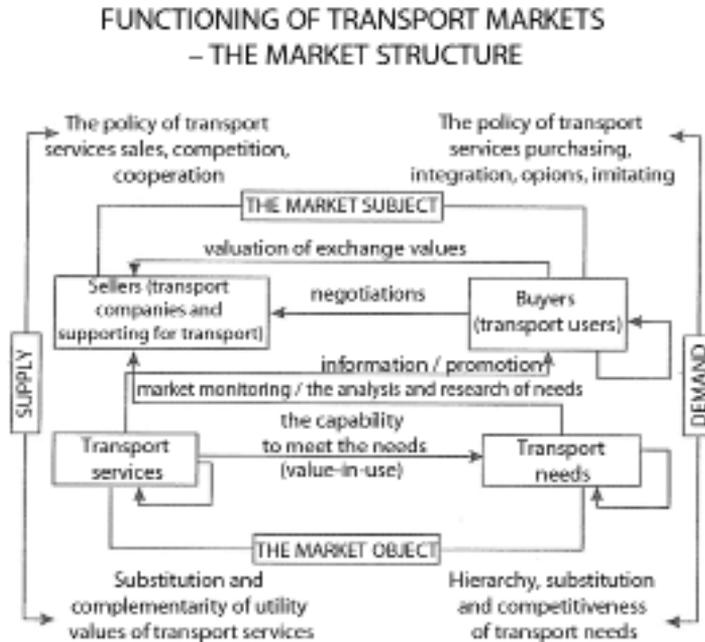


Fig. 2. Functioning of transport markets

Source: Grzelec K., Presentation on: Economics of Transport. The Market of Transport Services.

It is reasonable to ask the following question - „what is it worth doing to be competitive in the road freight transport industry?” Successive analysis of the market and industry literature, as well as meetings of carriers and dedicated mentoring in business do not guarantee that an unambiguous and error-free answer will be given, satisfying all potential interested parties. High competitiveness, of course, favours the creation of innovation, because business owners do not agree to a position equal to their competitors and try to develop a unique plan to change this initial situation. Most often, it is the solution of current or systematically emerging problems that opens up a new direction of services. Due to the growing interest in and adaptation to the changing IT industry in terms of e-commerce, with electronic commerce in mind, companies from the TFL industry are trying to meet the expectations of users of these stores, who use electronic equipment to shop through the platform

and online stores. Here, it is very important to work out the opinions and preferences, as well as the expectations of customers in the industry, as well as partners who provide their services, so that the carrier can perfectly fit into the canons of optimal services. So, what elements will speak in favour of a specific carrier that has set itself the goal of changing its profile to specialize in a specific transport mode⁹? The figure below shows important features of the service, from the point of view of a potential user, which refer not only to e-commerce activities, but also to the reliability of deliveries, as their extension - which should affect the conclusions and appropriate implementations in the transport company to become a more competitive and useful entity in this supply chain.

4. BUSINESS STRATEGIES OF SELECTED ENTERPRISES, BASED ON THE DEVELOPMENT OF A NICHE, IMPLEMENTED INNOVATIONS AND DIVERSIFICATION OF THE INCOME SOURCES.

Each entrepreneur faces a similar challenge - to create and lead an entity that will implement specific goals, plans, and the chosen strategy, in a long-term manner, and when necessary - innovative for the client, distinguished from the competition. This is one of the simpler conclusions after the analysis of the literature in the field of management and organization of the company's activities. Added to this is the factor of human consciousness, knowledge, intellect, steadfastness in pursuit of the goal, as well as hit-and-miss and innovation. For the purposes of this publication, examples of companies and their leaders in the TFL industry have been presented, which testify to the increased development potential, targeted at specific sectors of specialization, providing direct and indirect benefits in the perspective of the organization's development.

4.1 Express Botam Transport sp. z o.o. – Competitiveness through Innovation

The first of the analysed business entities is Express Botam Transport Sp. z o.o., which introduced the so-called double deck (in transport jargon - a double deck trailer) - an unprecedented method of increasing the loading area by up to 40%, which is a

⁹ Bastowska D., *Konkurencyjność na rynku usług TSL – specjalizacja czy kompleksowość oferty*, "Logistyka", (2014)/4, p. 5124.

significant innovation in the TFL industry. The carrier specializes in international transport of goods with vehicles with a GVM of less than 3.5 tons, with about 30 vehicles in its fleet. The key element in the analysis of the phenomenon seems to be the fragment referring to the double floor, placed on the carrier's website: "customers expect strong personalization of services. It must be adapted to the needs of the transported load, as well as it will meet the criteria of cost optimization and shortening the time of its implementation"¹⁰.



Fig. 3. Double floor in a vehicle with a GVM <3.5 t

Source: <https://botam.eu/rozwiwania/>, access date: 07/03/2022.

This proves that you can individually meet the requirements of your customers, taking into account unconventional solutions. Fig. 3 shows an individually designed and implemented modification. These solutions contribute to the optimization of both costs and process. In the cargo space, a very precisely installed double floor consisting of slats and beams. Thus, the possibility of transporting from 10 to 14 non-stackable Euro-pallets, the total weight of which can be up to 1,000 kg, has increased. The key in this case is the safety and stability of transport, which of course has been met thanks to the implemented innovation. Additional benefits that are worth paying attention to, apart from increasing the loading area by 40%, are, for example, adaptation to various, also non-standard cubature, as part of individual orders, and reduction of transport costs - by reducing their frequency, taking into account the possibility of transporting more goods at the same time. In order to visualize such a solution, it is possible to convert two vehicles that have so far had to travel to carry a specific load - in this case 14 marked euro pallets, into one vehicle.

¹⁰ <https://botam.eu/polski-poznaj-korzysci-jakie-daje-podwojna-podloga-w-samochodach-express-botam/> [Access on 7.03.2022].

In an interview for cargonews.pl, the owner of Express Botam Transport Sp. z o.o. - Marcin Bobik pointed to the key value, which is the trust of business partners, which must be worked hard in advance. As part of meeting the barriers or problems in the TFL industry, it is necessary to develop an appropriate position and policy of the company. An example is the shortage of drivers and the deepening downward trend of this phenomenon. On the other hand, a temporary solution that had a real competitive advantage over other similar entities was the use of an appropriate system to motivate drivers, appreciating them on the basis of the status of valuable employees, which translated into a very low staff turnover. Thus, the problem with drivers practically did not affect the Express Botam Transport Sp. z o.o., thanks to which the vehicles could constantly collect orders, without interrupting the continuity of the supply chain, to the satisfaction of partners and final recipients¹¹.

4.2 Sawa Logistics sp. z o.o. – Competitiveness through Specialization

The second analysed economic entity - operating on the TFL services market, as part of increasing competitiveness, is the company Sawa Logistics Sp. Z o.o., with its seat in Warsaw, and branches in the largest cities of the country, such as Kraków, Poznań and Gdańsk. The company points to its dynamic development and Polish capital, as well as the year of establishment - 2009. The attempt to adjust to the needs of customers shaped the result in the form of its own fleet of express courier parcels with high priority for delivery times. This gave rise to the development of technology and commitment to specialization, which meant that the exclusive agent of the Nordic company - Jetpak chose the Sawa company as its partner. "Door-to-door" shipments turned out to be fast and reliable, which influenced the development of mutual cooperation, giving the possibility of operating in 140 locations in Scandinavian countries and Europe¹². However, one of the innovations, which was the specialization - turned out to be dedicated orders from the clinic, which has a problem with the transport of non-standard - biological material, secured with liquid nitrogen.

Dedicated development focus in specialization requires specialist knowledge as well as sufficiently fast response time, as well as flexibility in the approach to the transport process within the global supply chain. At the beginning, there are the

¹¹ <https://www.cargonews.pl/przewoznik-powinien-budowac-swoj-biznes-na-zaufaniu-wywiad-express-botam-transport/> [Access on 7.03.2022].

¹² <https://www.sawalogistics.pl/o-nas/> [Access on 7.03.2022].

right questions to answer: how to arrange transport so that it reaches the recipient safely? This, in turn, forces the creation of a group of experts as part of the so-called „emergency shipping”. The clinic commissioned the design of the entire transport process, with the rigor of caution in individual steps. The aim was not only to obtain answers to the key questions for the success of the transport, but above all to obtain a reliable partner for years in road and air transport. The dedicated load, on the other hand, was ADR hazardous materials, classified under the number UN 3373 KL 6.2, i.e. biological material, category B. The goods were secured with liquid nitrogen, cooled to the level of - 90 degrees Celsius. The photo below shows the so-called „thermos”, which fulfilled the safety function and is classified as an effective storage and transport system, under the so-called cryopreservation, which is the optimal way to keep biological material in the form of frozen particles at relatively low temperatures, most often in liquid nitrogen.¹³



Fig. 4. The outer tank, which has an impact protection character

Source: Storage & Transport Systems for MVE Cryopreservation / MVE Directory

¹³ Wiśniewski G. (red.), *Organizacja transportu towarów szybko zbywalnych (FMCG) oraz transportu zwierząt*, The Library of The International University of Logistics and Transport in Wrocław, ATUT Publishing House, Wrocławskie Wydawnictwo Oświatowe, Wrocław 2021, pp. 155-156.

It is the adaptation to the customer's preferences and the willingness to invest the carrier in specialization, both in terms of people and equipment, as well as the process - that made him obtain a long-term contract, which can also be described as highly profitable from the point of view of business competitiveness. This translated into the knowledge and know-how of the company's owners, which resulted in the fact that similar freight, as part of business scaling, is easily able to be carried out by the enterprise at the highest level. Thus, theoretically, the reduction of services, based on the new specialization, increased the possibility of obtaining more effective - more profitable freight. Expertise in this field has resulted in almost a lack of competition, or at least a significant reduction in other - similar companies with dedicated industry knowledge, in the fight for handling the transport of orders with biological material.

4.3 Chomar sp. z o.o. – Competitiveness through Diversification

The last analysed entity, as part of the competitive activities undertaken, based on optimization, cost reduction, as well as business scaling is a company with 27 years of experience in the logistics industry - Chomar Sp. z o.o. The company describes each kilometre travelled as the culmination of the work of a large number of specialists, within the desired effect. A fleet of over one hundred vehicles, belonging to the group of 100 largest companies in Poland, successful succession of Mr. Rafał Chom, as well as the obtained trust and credibility are the foundations that have been and are the foundations of the success and favour of partners and customers¹⁴.

In an interview for the cargonews.pl portal, the forwarding, transport and marketing manager of the Chomar company, described the company's history as an example of success, such as „from zero to millionaire”, as part of the company's development already in the 90s. The company started with one truck, driving around the country, successively after opening the borders, she gradually shifted the development to Europe, increasing the number of cars, while the emergency situations inspired the company to systematically and successively expand the technical base, which also resulted in an increase in the customer base. A special value, in relation to competitiveness, was the development of know-how and workshop of own services for the needs of Chomar, which were naturally transferred and offered to other entities - subcontractors. The expertise and scale of the services provided made it possible to generate additional profit on services other than the basic ones, i.e.

¹⁴ <https://www.chomar.pl/pl/o-nas/> [Access on 7.03.2022].

the transport of goods on the international arena¹⁵. In addition to domestic and international transport, the company also offers maintenance services, i.e. authorized maintenance services from reputable truck manufacturers. In addition, there is a guarded car park 24 hours a day, as well as the possibility of verifying the braking force on the rollers at the service, and the use of a device for measuring the suspension geometry, in addition, the services are complemented by warranty inspections of trailers, such as Wielton, Koegel, Fliegl, or Keassbohrer. The logistic base, along with the storage, are shown in the Fig. below.



Fig. 5. Logistics base of Chomar Sp. z o.o.

Source: <https://www.cargonews.pl/wszystkiego-uczylismy-sie-sami-nie-bylo-wzorcow-wywiad-z-firma-chomar/>, access date: 07/03/2022.

Another service, as part of diversification, is, for example, transport optimization, which involves the verification and audit of the current state of any road carrier, then the organization of processes, implementation of changes as well as an efficiency assessment after 6 months and applying corrections. Thus, the Chomar company shares its own experience, knowledge and know-how with other partners

¹⁵ <https://www.cargonews.pl/wszystkiego-uczylismy-sie-sami-nie-bylo-wzorcow-wywiad-z-firma-chomar/> [Access on 7.03.2022].

for appropriate remuneration in order to increase the competitiveness of its customers. The investment in warehouse logistics has created additional opportunities and resulted in warehouses with an area of 2,000 m², with full technical facilities and a team of experts. Chomar offers short-term and long-term warehousing, consolidation and distribution, labelling of goods and appropriate equipment for white goods warehousing operations, which makes the company complete as part of complementary services¹⁶.

The effectiveness of the development of the proper - key (transport) business, as well as thoughtful investment of capital and surplus from road activity, based on road transport of property, combined with know-how and a selected market strategy, influenced the desire to diversify specialist services. The impact concerns not only your own subject, but most of all external partners. This allowed to generate additional profit, which can be transferred to other - new strategies and goals of the Chomar company. Another advantage that strengthens the organization is involvement in nationwide institutions, such as TLP - Transport and Logistics Poland (Association of Road Transport Employers), which translates into cost optimization, thanks to the created so-called 'Purchasing group', concerning, inter alia, purchase of fuel, vehicles or factoring services.

5. SUMMARY

Competitiveness is a complex word, referring both to the industry and its components, i.e. entities, partners, processes or ideas for the conducted activity. There are many ways, paths, ideas and systems chosen to achieve the most complex goals. One of them is economic independence and achieving goals set by the participants of a specific industry through the implementation of financial plans. In this case, transport, forwarding and logistics, in which transport and forwarding companies have the pleasure to compete, in the area of winning contracts and one-off orders. At the same time, it is worth paying attention to the analyses of three entities operating on the same market and having three different ideas for the development of competitiveness and innovation, understood as an effective introduction of changes at the level of the company's process, for the benefit of partners and subcontractors. The aim of the article was achieved; thus, it was possible to find elements implemented by enterprises that affect the behaviour of co-operators in business, and at the same time increase the competitiveness and attractiveness

¹⁶ <https://www.chomar.pl/pl/serwis/> [Access on 7.03.2022].

of their own business. An example of innovation was the so-called double floor, implemented for the first time in Europe in a vehicle up to 3.5 t GVW, which increased the transport capacity by 40% for non-stackable euro pallets - from 10 to 14, while optimizing costs and reducing the frequency of freight. The second example was a company committed to the effectiveness of the chosen specialization, as part of dedicated services, designed for a partner - a clinic, based on the transport of human embryos. This influenced its margin and increased effective orders for years. The third model of operation is the diversification of services, based on specialization and intelligent investment of capital from road transport. Warehouse services, an extensive service, as well as audit and optimization of the activities of partners - subcontractors, give an additional field of implementation of financial assumptions for the entity sharing its own know-how. As you can see, there are many opportunities to look for your own identity in business, at the same time it is worth emphasizing the effort to implement innovation, i.e. previously unheard-of tools on the market, although it is reasonable to observe the industry and draw conclusions from the work provided by competitors who can constantly provide us with ideas for their strategy in future.

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