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THE ROLE OF MANAGEMENT IN CHANGING ENVIRONMENT OF PRODUCER GROUPS

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The article presents results of a new study conducted by the Central Secretariat of the National Rural Network under the supervision of the Ministry of Agriculture (17 September 2012) on producer groups in Poland and in-depth interview with a member of the board of agricultural producers group from Mazowieckie voivodship. Described role of producer group management and proposed strategy in selecting the right board members in producers group.

У даній роботі представлені результати нового дослідження, проведеного Центральним Секретаріатом Національного сільської мережі під наглядом Міністерства сільського господарства від 17 вересня 2012 року на продюсера групи в Польщі і в глибинних інтерв'ю з членом ради групи сільськогосподарських воєводства виробників Мазовецького. Описав роль управління продюсер групи і пропонована стратегія у виборі правильного продюсера групи борту.

Introduction. From the 1st of May 2004, when Poland joined the European Union has changed many things in polish enterprises. Firstly it opened up new opportunities in unlimited cooperation between companies of the member countries.

Secondly Polish entrepreneurs were given access to EU subsidies have contributed to the growth of business infrastructure and modern technology. The level of funding in the years 2007 - 2013 in many cases is equal to 75% return on investment costs. Organizations such attractive conditions contributed to the dynamic growth of the number of producer groups, which include an increasing number of farmers. However, this rapid growth in the number and size of producer groups caused a lot of problems associated with their organization and management.

Purpose of the article, research problem and methodology of research.

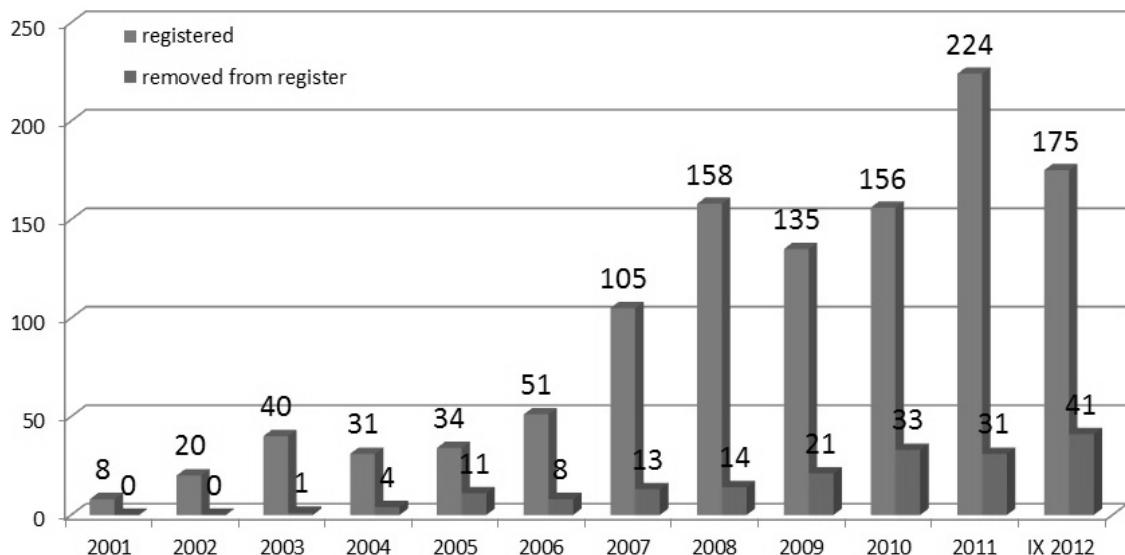
The main cause of this article is to draw attention to the problem of managing agricultural producer groups and attempt to indicate the direction of changes aimed at improving the current situation. The study was conducted using in-depth interview with one of the board members of producer groups in the Mazowieckie Voivodeship in Poland. Article also contains research about groups of producers made by National Rural Network working within the Ministry of Agriculture.

Main problem and its connection with practical issue. The main problem of publication is the mismanagement of rapidly growing agricultural producers group by lack of professional managers in management structures. This translates directly to the problems of the firm's activities and difficulties in achieving operational, tactical and strategic targets. Improper management of the company leads to deterioration in the financial condition and loss of market position, in extreme cases, to the collapse of the producer group.

An analysis of recent research and publications. Problem of managing groups of agricultural producers is perceived by a growing number of people, but there is no direct or research publication describing this phenomenon. Article of M.S. Maryla Bieniek-Majka from Kujawy and Pomorze University in Bydgoszcz indicates the cause of the problem occurring now in the early stages of its creation. In her publication are numbers of barriers and potential risks associated with the activities of producer groups. Perform a similar analysis M.S. Magdalena Majewska and M.S. Katarzyna Klibisz of the Faculty of Law at the University of Białystok. The authors divide the publication possible causes of the problem of poor management on the following factors:

- historical,
- organizational-legal,
- psychological
- social,
- economical.

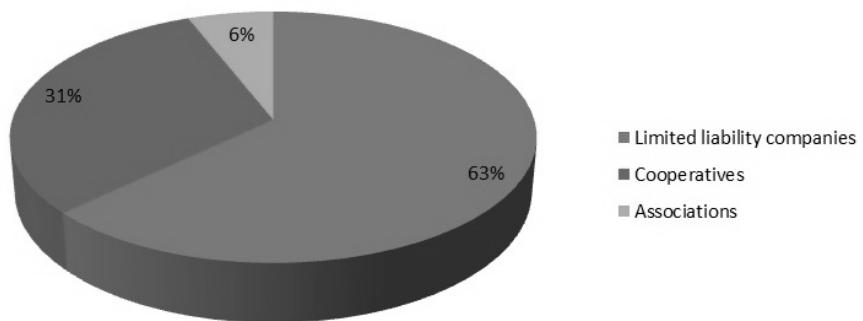
Research results. The survey conducted by the National Network for Rural Development (Ministry of Agriculture) that the number of collapsing agricultural producer groups in 2003 is growing steadily. Number of registered and plotted agricultural producer groups in the records governors and marshals in years 2001 - IX 2012 is shown on graph 1.



Graph 1. Agricultural producer groups registered and removed from governors and marshals register in 2001 – IX 2012

Source: Own study (based on the KSOW results of the Ministry of Agriculture)

It is a disquieting signal, because they are a huge part of the newly established agricultural producer groups (depending on the year 9% - 32%). The constantly growing number of solved agricultural producer groups is very worrying. Undoubtedly have a major impact described in other publications such as historical, organizational-legal, psychological, social and economic factors. Currently (17/09/2012), in the records Marshal offices are 960 registered agricultural producer groups, of which 63% of the group operates as a limited liability company, and 31% in the form of cooperatives (Graph 2).

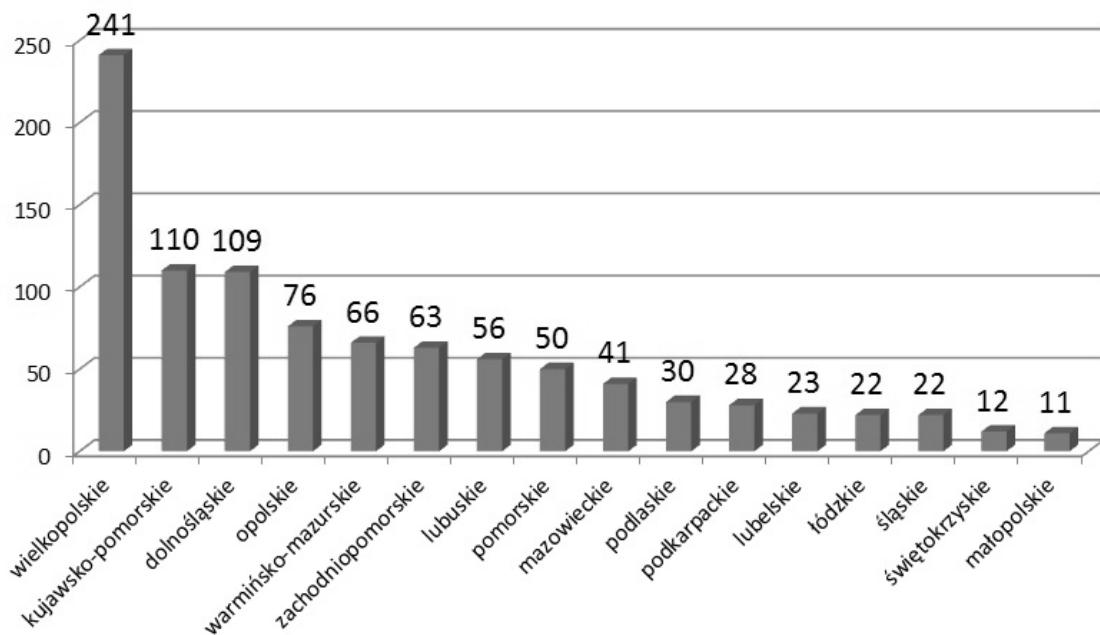


Graph 2. Legal forms of agricultural producer groups (19.09.2012)

Source: Own study (based on the KSOW results of the Ministry of Agriculture)

In order to closely examine issues associated with the liquidation of groups, there was conducted an in-depth interview with a member of the board of one of the largest producer groups in Poland. The information gained from this interview brings new view to this issue and indicate the key factor of the problems of producer groups.

It turns out that on the board in producer groups usually sits their members who were involved in agricultural production before group establishment. They have college degrees in fields of study related to agriculture. It should be emphasized that in case of the historical and social factors, farmers are relatively conservative profession, in terms of the level of trust for people outside their organization. These factors resulted in a significant part of that producer groups included management positions with people who do not have skills, education and experience in business management.



Graph 3. Number of producer groups in each province

Source: Own study (based on the KSOW results of the Ministry of Agriculture)

Skills and experience in business for producer groups are the most important because these organizations in recent years have evolved in logarithmic grow. Preferential loans and grants from the European Union (up to 75%) caused the market value of producer groups has increased several times. Now, thanks to the huge investments the group has a highly developed infrastructure and technical facilities. They employ more than a dozen office workers and tens of physical workers. The value of assets of the company increased from 2 000 000 PLN in 2003 to 80 000 000 PLN in 2012. At the beginning, company has employed several people management and organization of work was relatively easy even for inexperienced people. However, at the time of dynamic growth, it turned out that the board was not able to respond and make the right strategic decisions for the company. The greatest failure concerned the sphere of enterprise financial management and effective capital investment. It turned out that the board of poorly managed cash flow, which in turn led to a temporary loss of financial liquidity. Errors in accounting showed a profit, and in fact the current activities were financed with bank loans.

In 2011, it was decided to change the company's management and employment manager from the outside, with experience in running a large company. With this, the company is slowly rebuilding its position in the market and sign new con-

tracts becoming a profitable enterprise. Experience a new member of the board helped eliminate errors both in the organizational system as well as the company's strategy.

Conclusion and development prospects. Taking into account the results of research and in-depth information from an interview with a member of the board of one of the groups of producers can be concluded that the proper management of the company which brings together a group of farmers is one of the key factors for its success. Improper management of the producer group may lead to its liquidation. In recent years, the ratio of discharged from the register of births steadily increasing. Over the first three quarters of 2012 year the amount discharged from the registry group has already reached a record number in the history - 41 companies. The main problem is the lack of trust to people from the outside of farmers environment. As shown in the example described a group of agricultural producers was necessary to introduce a person to the board of the company with many years of experience in managing a large company. It should be noted that an additional factor, which catalyzes the phenomenon of the need professional manager in the organization structure is its dynamic development.

Certainly in the future, a newly created group of agricultural producers will benefit from the knowledge, mistakes made by previous organizations and transfer of know-how. They should be more open to working with people from outside the farming community having skills and experience in business management. This attitude and strategy will protect them from the crisis, which is currently fighting a group of agricultural producers in Poland.

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