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Radosław MIŚKIEWICZ*

Knowledge in the process of enterprise acquisition

1. Knowledge and its theoretical aspect in the enterprise

The globally compromised balance, which manifests itself in the disruption of the socio-economic order, is an important problem of the contemporary world. It is accompanied by a syndrome of increasing impermanence in the economy and its internal structures. These unfavourable phenomena are reflected in the economic and political restructuring of states, emerging crises, highly polarised wealth and poverty, labour market instability, unemployment as well as social, demographic and ecological dysfunctions. This violation of the balance according to L. C. Thurow was caused by the movements of the so-called five economic tectonic plates relevant for global change [Mączyńska 2014, p. 23].

Economic operators were also subject to these processes. In the late 20th and early 21st centuries, the crises experienced by Polish companies, the clear deterioration of their financial condition and the lack of reaction of the business environment led to new directions in enterprise development [Podczarski 2016, p. 33]. The construction of a new market economy (knowledge, capital, land, production), in which knowledge and innovation play a key role, has become a challenge for states and enterprises seeking a high level of development and competitiveness. This new economy, i.e. digital or networking economy, has gained recognition among economists and practitioners of economic life [A. Toffler 2003, p. 72 ff.].

It is also worth mentioning, as emphasised by B. Mikuła, A. Pietruszka-Ortyl, A. Potocka et al., that a clash occurred between the industrial era and the post-industrial one, which influenced the transformation in the post-capitalist, digital economy, of the information society, the telematic society, and the information overload society, based on knowledge [Potocka 2001, p. 686; Drucker 2009, p. 13 ff.]. Thus, the knowledge and information-based economy is the most competitive world economy directly based on production, distribution and the use of knowledge and information. The high tech-

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nology industries play a special role as the carriers of knowledge in such an economy. Having new technologies and products, and being supported by a highly-qualified labour force, will impact on the innovation of a given economy, and thus, its modernity and dynamics. But, as M. Porter rightly observes, the wealth of nations is created, rather than inherited. It does not grow out of the natural wealth of the country, its labour force, its interest rates or its currency, as classical economics maintains. The competitiveness of a nation depends on the ability of its industry to innovate and raise its levels [Porter 1992, p. 36 ff.].

It is clear from the previous observations that knowledge is not only one of an enterprise's main resources, but is also the basis for defining the strategic elements in its management system, such as: mission, vision, goals, plans, and strategies. Proper management, using the latest methods and techniques, is designed to ensure that an enterprise is innovative and competitive [Kłak 2010, p. 15].

The observations of A. Polak when referring to knowledge maps are interesting in this regard. The lists of areas and elements of knowledge concerning enterprise organisation identified by him can be used to relate specific elements of knowledge included in enterprise resources to specific components of merging organisations. As a result, the actual motive of a merger may be determined. If there are a few motives (which is not uncommon), it is possible to determine the share of knowledge in individual partial motives. Detailed solutions can be found in Table 1.

Table 1. List of areas and elements of enterprise organisation knowledge

Areas of knowledge	Elements of knowledge
1. System and environment	1. Mission and goals of the company
	2. Organisational structure
	3. Environment (authorities)
	4. Suppliers and subcontractors
	5. Competitors
2. Threats	1. Quality threats
	2. Occupational safety threats
	3. Environmental threats
3. Resources	1. Human resources
	2. Material resources
	3. Non-material resources
4. Technical preparation	1. Products (goods)
	2. Technical specifications

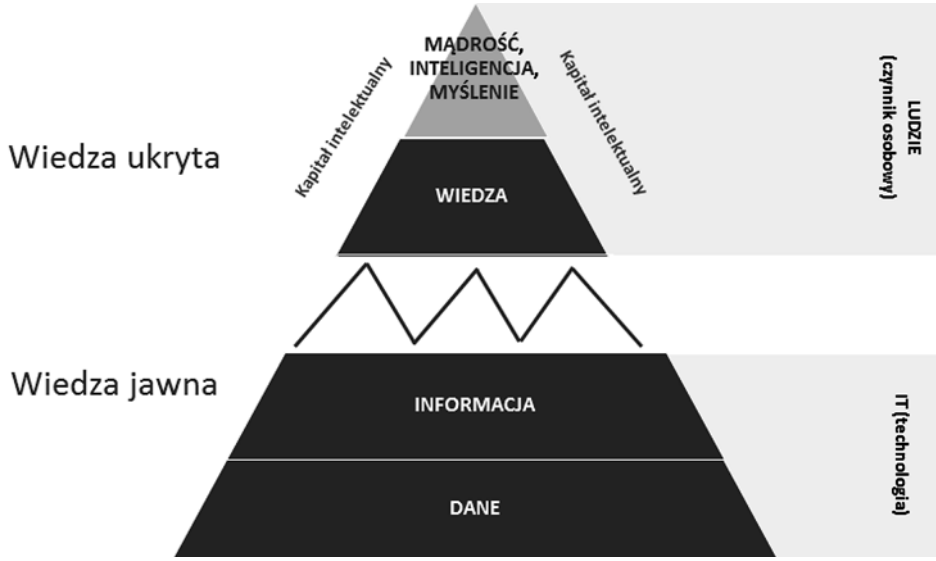
Areas of knowledge	Elements of knowledge
5. Processes	1. Management processes
	2. Manufacturing processes
	3. Supporting processes
6. Projects	1. Customer orders
	2. Order picking
7. Logistics	1. Cargo flows
	2. Stocks
	3. Storage
	4. Transport
8. Planning	1. Production plans
	2. Management plans
	3. Supporting plans
9. Finances	1. Product cost estimates
	2. Financial settlements
10. Documentation	1. Document supervision
	2. Model documents
11. Indications for use	1. Literature and manuals
	2. Legal norms and regulations
	3. Requirements (market and customer)
12. Expressive content	1. Calculations, analyses, and syntheses
	2. Ideas, patents, innovations
	3. Changes in the organisation

Source: [Polak 2012, p. 10].

The data contained in Table 1 requires adapting to the purpose and content of the conducted analysis. As regards areas of knowledge, there is no need to expand or reduce their number, except for removing point 10. (documentation), as it falls entirely within the concept of formalisation, which is part of the basic features of the organisational structure (area no. 1). It is therefore desirable to introduce certain changes to the nomenclature in order to correctly and appropriately assign it to the relevant type of activity the associated with that knowledge. Therefore, „and goods" was added to the name "Production Preparation". In point 6, „in the field of procurement" was added to the name "Projects", as there may be various projects in different areas [Miśkiewicz 2017, p. 25].

Literature indicates that the basis of knowledge is data and information, which become knowledge only after they have been processed [Brdulak 2005, p. 14]. This is presented in detail in Figure 1.

Figure 1. Knowledge hierarchy



Source: [Skyrme 1999, p. 47].

For cognitive purposes, the elements of knowledge were subjected to change. There have been certain removals, additions, and changes to the names of the elements of knowledge. For example, it is difficult to consider the mission and goals of the company as separate elements. They fit perfectly in the „Organisational Structure", forming part of the formalisation. If one employs this reasoning, one could create any number of components, such as: enterprise statute, organisational scheme, staff duty register, documentation circulation. This, in turn, would not lead to the achievement of the objective, for instance due to the competition of the elements attributed to a specific motive, and, consequently, would lead to a lack of clarity of the situation.

Area no. 4 should include the following elements: the product cost estimate, transferred from item 7 (Finances) and forming an integral part of production preparation, product documentation, and product technology. In the area of processes, the process of investment realisation, which was not included elsewhere, but is important due to the knowledge transfer, was added. In point 7, the superfluous element of knowledge (flows) was eliminated as, if there is a separate point – transport – then the flows simply mirror it. At the same time, the flows cannot mean product flow in the production process, as it is discussed in the area of "Processes". In the area of "Planning" instead of „Management planning", which is unclear, "production cost and output plans" (balance sheet) was introduced. In the "Planning" area, instead of „Product cost estimates," "Cash Flow", which is typical for this business, and important for the role of knowledge, was introduced [Śnieżek, Wiatr 2014, p. 36 ff.].

Following these generalisations, it can be stated that the relevant areas and elements of knowledge are those contained in Table 2.

Table 2. List of areas and elements of enterprise organisation knowledge

Areas of knowledge	Elements of knowledge
1. System and environment	1. Organisational structure
	2. Environment (authorities)
	3. Suppliers and subcontractors
	4. Competitors
2. Threats	1. Quality threats
	2. Occupational safety threats
	3. Environment threats
3. Resources	1. Human resources
	2. Material resources
	3. Non-material resources
4. Technical preparation	1. Product cost estimates
	2. Production documentation
	3. Production technology
5. Processes	1. Management processes
	2. Manufacturing processes
	3. Supporting processes
	4. Investment realisation processes
6. Projects related to orders	1. Customer orders
	2. Order picking
7. Logistics	1. Stocks
	2. Storage
	3. Transport
8. Planning	1. Production plans
	2. Production cost and output plans
	3. Supporting plans
9. Finances	1. Cash flow
	2. Financial settlements
10. Indications for use	1. Literature andmanuals
	2. Legal norms and regulations
	3. Requirements (market and customer)
11. Expressive content	1. Calculations, analyses, and syntheses
	2. Ideas, patents, innovations
	3. Changes in the organisation

Source: [Polak 2012, p. 10; Miśkiewicz 2017, p. 25–26].

Such a list of organisational knowledge areas and the basic elements that constitute them, does allow for the assignment of a corresponding, specific knowledge. However, it should be emphasised that, despite considerable approximation, the areas and aforementioned elements are not sufficiently operational to use them in the course of further analysis, aimed at attributing knowledge to a specific motive of a company merger. The given list attempts to assign specific manifestations of knowledge to the elements of knowledge, generally occurring in the steel industry [Freese 2016, p. 31 ff.].

The first element of knowledge in Table 2 details organisational structure. It is a medium of both practical knowledge (tacit) and, above all, explicit knowledge expressed in the formalisation of the company's activity [Miśkiewicz 2017, p. 28]. Organisational structure, as a multidimensional object, is defined by many features, the number of which can range from a few to several hundred. In practical activity, and especially in the case analysed herein, it is impossible to use a large number of features. Therefore, when considering the organisational structure as an element of knowledge, the author is closer to the features formulated by K. Mreła in his work on the analysis of the multidimensional organisational structure [Mreła 1988, p. 78]. A similar range of features is also present in other studies. Examples include configuration, centralisation (or decentralisation), specialisation, formalisation, and standardisation. These features bring a wealth of organisational knowledge that plays a significant role in the integration process of the merged enterprises [Pugh, Hickson, Hinnings, Turner, 1969. No 14].

As far as configuration is concerned, this knowledge is quite limited. It is reduced to the differences in the arrangement of organisational units and their interrelations, which are significant in the case of merging enterprises of different production scales and in a vertical merger, for instance in the combination of raw materials and processing units. However, in the steel industry, horizontal connections are predominant, and so the knowledge regarding configuration is only slightly varied. Nevertheless, knowing these differences can help with the integration in the organisational structure. In turn, the degree of centralisation is dependent on, among other thing: knowledge creation in the enterprise; a wide autonomy fostering the creation of technical and organisational ideas, allowing certain risks in undertakings. This particularly applies to knowledge regarding technology and production organisation, whose implementation depends to a certain extent on the freedom of operation of units at various levels. Decentralisation is conducive to the emergence of virtual teams, called upon to solve emerging problems, as well. Knowledge in the area of the organisational structure within the scope of centralisation is mainly needed in these cases. As a result, the merger of a highly-centralised company with a loose organisational structure may lead to the use of the experience (knowledge) that has so far been alien to a centralised enterprise [Grudzewski, Hejduk 2004, p. 75 ff.; Miśkiewicz 2017, p. 28].

Another aspect of knowledge is included in the specialisation of the company. It is very often precisely the desire to gain a specific technology or rare specialists in the labour market that is one of the major reasons for mergers. The most important characteristic of the organisational structure, from the point of view of knowledge transfer, is formalisation. This is usually explicit knowledge. Companies that are merging often differ when it comes to details. Knowledge contained in organisational, analytical, financial and payroll documents, as well as that resulting from valid systems, is extremely important to the acquirer, and allows for accurate and rational decisions. It should be noted that the employees of the company acquired make use of their knowledge. Failure to consider their experience can disrupt integration (primarily in the sphere of production). It is worth remembering that some of this knowledge may also be of value to the acquirer. It is therefore desirable that the transfer of knowledge is a two-way process [Mikuła 2005, p. 16 ff.; Sarvary 1999, p. 95].

Organisational structures are also characterised by a wide degree of standardisation. It is knowledge that is very specific and useful, both for cost and productivity as well as overall efficiency. It is well known that the level and type of products and other spheres of business activity varies. Therefore, the transfer of standards may be one of the hidden goals of the acquisition. It is worth stressing that the flow of knowledge contained in standards may also work in reverse, in different proportions. It can result in added value in the acquired company. This is a clear example indicating that one of the goals included in the process of minimising costs and maximising sales is, in fact, the pursuit of knowledge acquisition [Świtalski 2005, p. 165].

In the area of knowledge, the elements covered by the term "Suppliers and subcontractors" play a significant role. It is interesting that knowledge is understood here as not only the knowledge of the most advantageous sources of supply and markets, but, above all, of the relationships established by the people employed in the organisational units that deal with it. The personal relationships of these people with their counterparts in sourcing and sales constitute valuable knowledge that can be used in their relations with the business environment. It is very difficult, however, to acquire it along with the company, as it is a typical tacit knowledge, which is carried by individual employees. It is therefore important, during the integration process after the merger, that the company ensures the number of employees leaving is kept to a minimum. Knowledge of the competition in terms of information gained and analyses carried out, as well as the information gained by employees specialised in this area, through their own sources and personal connections, are also important. This latter knowledge is not written anywhere and is a typical tacit knowledge. In the area of „threats", the quality threats are the most important. Quality can be understood twofold: as a threat of being overtaken by competitors in terms of quality or as a decline in the quality of one's own products. In the first case, we are dealing with a similar situation

as with the knowledge of competitors. It is therefore worth having knowledge regarding the level of quality of the competition, the research and innovation processes that are being carried out by them or the attestations and prizes awarded to it, etc. This knowledge, rather tacit, allows the management of the company to recognize threats. Its acquisition is often a matter for individual employees and its rapid obtaining will enable executives to take appropriate pre-emptive action. In the second case, the knowledge about quality is explicit, which does not diminish its value. Knowledge of this element is relevant in terms of preventing losses due to deficiencies and complaints, and in terms of „showing off" the company to the market [Davenport 2007, p. 24].

The nature of occupational safety knowledge is different. As a rule, it is explicit, written in regulations, post-accident protocols, analyses; although, there is also a margin of tacit knowledge: in the individual experience of employees and executives. Knowledge acquisition in the context of workplace hazards, however, is of specific importance when it comes to different knowledge in both merged companies, as potential higher work accident rates can negatively affect the integration process.

Environmental threats are of yet another nature. These are typically problems with gas emissions as well as land and water contamination. There are a number of publications, regulations, and institutions that prevent these issues. They may be different in the merged enterprises. A lack of transfer of this knowledge may cause, for example, the new authorities to be less vigilant in the area of environmental pollution, which not only means additional costs but also possible conflicts with local authorities and the creation of obstacles to continued business activity [Hausner, Primus 2013, p. 36 ff.].

2. Utilitarian "character of knowledge" in the enterprise

The knowledge area related to the resources of the company is essential. Among them, human resources are the priority, "and knowledge is an attribute of individuals [...]". Hence the conclusion that the basic resource of knowledge is the core skills and competencies of the employees. For the purposes of this part of the paper, it is important to identify knowledge resources to assign them to specific elements and areas of knowledge. First of all, it must be stated that they are written in all the discussed areas and elements of knowledge. For instance, the elements of knowledge related to the organisational structure were previously specified. The same applies to the knowledge elements related to threats, etc. It is therefore important to ask: what is left to be assigned to human and other resources? This is probably just a quantitative knowledge estimation, which is very difficult to calculate (it is not possible to achieve an exact amount). The amount of knowledge can, however, be understood by: the number of employees with high competences

and skills, their structure according to the degree of their knowledge value and the possibility of expanding human resources through the establishment and development of human resources reserves. However, providing precise quantities, in this matter, requires separate studies.

The knowledge contained in material resources is mainly documentary and includes such documents as: projects, technical descriptions, instructions for use, device logbooks, technical inspections information, etc. However, its acquisition requires the employment of qualified staff, when it is not possible to use existing services, e.g. when specialists, who are dissatisfied with the merger, leave, which occasionally happens when the integration process is not well prepared. Non-material resources are works, solutions, and markings. For example, works may include computer-generated forecasts, solutions are, e.g. inventions, industrial designs, innovations; markings are, for example, trademarks, etc. In addition to the above, non-material assets exist that are free of legal restrictions, and are therefore often published in the media, or there are non-material assets whose legal protections have expired. In the process of integration, knowledge is available, but in the implementation of the merger, there is a human resources problem, as described above.

In the area of production preparation, explicit and tacit knowledge is included in product cost estimates. Employees dealing with cost estimates not only have extensive knowledge of the applicable technology and standards regulations but also their own interpretative skills and knowledge of the ways to maximise their use to improve profitability. They are also a source of knowledge about possible ways to reduce costs. Losing professionals with such skills is frequently very painful for the new management of merged companies. Other elements of knowledge in the area of production preparation, i.e. production documentation and production technology, are also important in the transfer process, although their role is limited. It is worth adding that, through mastering the details of product manufacture and technology, employees preparing cost estimates are, or rather may be, one of the most effective sources of innovation and production rationalisation.

Knowledge in the "Management processes" element is mainly the skill set included in management science, but is also the individual managerial capabilities of senior management developed through practice. The same applies to the manufacturing and supporting processes, with the distinction that they relate to middle and lower level staff. This is somewhat different in the investment process where, apart from broad knowledge in various fields, the ability to work well with the business environment is required – not on the basis of subordination, but above all, through cooperation.

Customer orders involve marketing, which, for its effectiveness, requires a broad knowledge of the customers, their attitudes and the capabilities of the company to meet their needs. In this respect, there is the documentary knowledge, whose deep understanding is a prerequisite for effectiveness, as

well as the tacit knowledge present in individual marketing skills, primarily including relationships with sales representatives and customers. The term „Order picking" is understood to mean the formation of a portfolio of orders. This is explicit knowledge but it requires familiarity with the market and assessment of the company's production capacity.

Logistics, apart from material implementation resources, includes means of transport, warehouses or transhipment equipment, and requires substantial knowledge. This applies in particular to the thorough knowledge of the materials purchasing market in terms of prices, stability and reliability of suppliers, both dynamically and in terms of the optimal use of material resources. In particular, this means the ability to optimise stock levels to secure undisturbed production processes and avoid inventory redundancy, which generally leads to a reduction in cash flow and increased costs. These are key skills, particularly when the enterprise is experiencing problems in the financial economy. The departure of professionals who have this kind of knowledge in the context of poor post-merger integration leads to a loss of priceless (at this stage) knowledge [Bendkowski 2013, p. 8 ff.].

Another kind of key skills are those required by planning specialists. In contrast to the methods applied in the previous economic system, consisting primarily of planning on the basis of the past (the implementation of the plan in the previous period) and the needs arising from the economic problems of the state, "foresight" is currently required. There is no equivalent of this concept in Poland. It is mainly based on the use of statistical and econometric tools, analogies and heuristic methods, predominantly based on expert opinions.

The knowledge that planners should possess must be very broad in these conditions. There is also experience to consider which, in Poland, is very rare. The knowledge encoded in the planners' minds regarding production and costs is of particular importance due to the need to adjust the production schedule to the new requirements, but without increased costs, inhorizontally merged companies. Experienced planners, based on knowledge derived from many years of experience, should be capable of this task. As can be seen, being able to stop highly qualified staff leaving during the integration process is often a *sine qua non* for the transfer of knowledge necessary to prevent the failure of mergers or acquisitions.

Another area in which the knowledge transfer is essential is in company finances. The most significant element of financial knowledge, the transfer of which determines the normal day-to-day operation of the company, is the ability to regulate cash flow. In this case, as a rule, enterprise knowledge or instructions are not sufficient and, although necessary, they do not replace numerous years of experience, in which intuition and psychology play an important role. This is particularly evident in cash settlements and relationships with creditors and debtors. An experienced financier knows when to put pressure on a debtor or when to yield and how to deal with creditors.

This knowledge is not easily transferred as, frequently, the employee himself/herself is not aware of it, knowing primarily the specificity of his/her own company and environment. Owing to the fact that each of the merged entities is in a specific situation, it is extremely difficult to reconcile their previous financial policies. This knowledge is more difficult to convey, as it concerns a very sensitive matter, i.e. cash payments.

The term "Indications for use" is understood to mean any data and information derived from outside the organisation. Norms and regulations that may be valid in merged companies, but require correct interpretation, are of great importance here. Their understanding is a prerequisite for their effective use. The most important requirements in this area – those of the market and the customer – are not sufficiently clear. Frequently, this is information received primarily from the customers, pertaining to their wishes regarding quality, functional features and price of the product. This is valuable knowledge and its conveyance, as precisely as possible, is a condition of the company's development. This knowledge is found not only in the documentation but mainly in the minds of employees and is a typical tacit knowledge. The most important source of knowledge, which is, in fact, one of the most important motives of the merger, is expressive content. Calculations, analyses, and syntheses are invaluable sources of knowledge if, of course, they are correctly, thoroughly, and honestly done. Their knowledge is appropriate for analytical units and, partly, the management board (sometimes also the supervisory board), reducing tasks incur costs and waste time. Particularly important are the results of the calculations of the opportunities and threats, as well as the company's development prospects. The second group of elements in expressive content consists of ideas, patents, and innovations. The names of the elements translate directly into specifics. The transfer of this knowledge is probably the most vital one, as it is often the main, although usually concealed, motive of the merger. The last element to be considered in expressive content is the "Changes in organisation". This can be understood twofold: either as knowledge of changes already made, which is connected to the past, or as a source of knowledge about the failures of the acquired company, which will also reveal organisational gaps in other parts of the company, and even introduce changes in the acquiring company.

The specific content of the elements of knowledge, assigned to certain areas, allows them to be linked indirectly to the motives of mergers. It may be difficult to determine which reasons to choose for a planned comparison. Contrary to appearances, it is not simple, as there is no agreement in this regard. Frequently, objective motives are chosen, as they are the subject of knowledge transferred in mergers, while motives of a subjective nature: an increase in managerial salaries, prestige, authority, etc. are not so relevant to the motive of an acquisition based on knowledge or containing its elements. Ultimately, based on extensive literature and the author's own experience, market motives, cost reduction, sales maximisation, synergy through joint

production potential, financial motives, technology and infrastructure are considered important in the acquisition process.

The presented selection, which is based on the criterion of knowledge, indicates that the motives related to the transfer of knowledge between merged companies are included in the list. Knowledge is the impulse for mergers, yet it is hidden behind other, officially stated, motives. In this case, however, knowledge is not related to the merged companies. It is derived from the company documents that should be provided and from the normative acts applicable in the area of the merging business entities. This may relate to the applied product technology and internal production processes. The most significant element will be knowledge including, in particular: employee competences and technical achievements in the form of, for example, patents, utility models and innovations. A difficulty exists in that certain manifestations of knowledge may be simultaneously hidden behind two or more motives. For instance, employees with specific competencies may be an acquisition motive related to gaining labour force and the existing synergy, and also to decreased costs, e.g. due to increasing productivity.

By studying this knowledge problem and taking into account the past conclusions of many authors, it is recognised that 57 components of knowledge are significant and are part of different business mergers. Their specifications are included in Table 3.

Table 3. Knowledge components in the process of company mergers

1.	Explicit knowledge of the competition and markets
2.	Knowledge of the supplier market
3.	Personal relationships with suppliers and buyers
4.	Information and analysis of the quality provided by the competition
5.	Knowledge ofR&Dof the competition(inventions,innovations,quality,patents)
6.	Marketing knowledge about customers
7.	Complaints analysis
8.	Portfolio of orders and skills in its formation
9.	Foresight knowledge
10.	Knowledge of statistical and econometric tools
11.	Norms and regulations
12.	Analyses, calculations and syntheses
13.	Forecasts of research units
14.	R&D workof research unitsregardingcompany development
15.	Documentation on quality
16.	Personal knowledge of specialised staff
17.	Ability to optimise stock levels
18.	Product, technological, and organisational standards
19.	Exploitation records of machines and devices

20.	Records of inspections,periodic andcomplete repairs
21.	Knowledge of cost estimation
22.	Knowledge of production technology
23.	Materials for analysis, calculation and cost synthesis
24.	Ideas, patents, innovations
25.	Product documentation
26.	Employees with valuable skills and competencies
27.	Technical descriptions and instructions of use
28.	Computer programs, utility models, trademarks
29.	Planning experience
30.	Practical experience of sales employees
31.	Skills and competences in collaboration with the environment
32.	Relationships with customers and sales representatives
33.	Customer information on products quality, functional features and prices
34.	Current R&D work of the company
35.	Knowledge of production capacity and order fulfilment dates
36.	Knowledge of stock levels optimisation
37.	Knowledge of laws, regulations, and internal instructions
38.	Relationships with debtors and creditors
39.	Tacit knowledge of financial employees
40.	Ability to regulate financial flows
41.	Configuration of organisational units
42.	Principles and organisation of autonomous units
43.	Knowledge of quality regulations
44.	Specialisation of divisions and organisational units
45.	Occupational health and safety regulations, inspection and accident reports
46.	Fire regulations
47.	Sanitary-epidemiological regulations
48.	Personal experience in the areas of occupational, fire, sanitary-epidemiological safety
49.	External and internal regulations on the protection of the air, land and water
50.	Gas emissions, land contamination and water pollution regulations
51.	Hazard procedures
52.	Production technology
53.	Projects, technical descriptions, instructions of use
54.	Non-material assets whose legal protection expired
55.	Practical experience of supervisory staff
56.	Tacit knowledge of executives
57.	Information and analyses regarding functional features of products

Source: the author's own study.

The conducted studies show that the same skills or documents can be associated with different motives, therefore, the number of components is greater and includes 93 items. Considering the sum of the individual components included in Table 3, it can be concluded that there are 10 components per motive on average. In fact, they are not evenly distributed among the motives and, moreover, their accumulation can be observed. Nonetheless, in order to ensure that the studied problem was fully presented, the sum of the repetitive components had to be used. Their aggregation is presented in Table 4.

Table 4. Overview of the sum of the knowledge components with repetitions

COMPONENTS	Motives						
	Market	Lowering costs	Sales maximisation	Synergy while using joint production potential	Financial	Technology and infrastructure	No. of motives
1	X	X	X				3
2	X						1
3	X		X				2
4	X						1
5	X						1
6	X		X	X			3
7	X		X				2
8	X						1
9	X		X	X			3
10	X		X	X	X		4
11	X		X		X		3
12	X		X	X	X		4
13	X						1
14	X						1
15		X	X	X		X	4
16		X		X			2
17		X				X	2
18		X		X	X		3
19		X				X	2
20		X					1
21		X					1
22		X					1
23		X					1
24		X				X	2
25		X	X			X	3
26			X	X			2

COMPONENTS	Motives						
	Market	**Lowering costs**	**Sales maximi-sation**	**Synergy while using joint production potential**	**Financial**	**Technology and infrastructure**	**No. of motives**
27			X	X			2
28			X	X	X		3
29			X	X			2
30			X				1
31			X	X			2
32			X	X			2
33			X				1
34			X				1
35			X	X			2
36				X		X	2
37						X	1
38						X	1
39						X	1
40						X	1
41						X	1
42						X	1
43						X	1
44					X		1
45						X	1
46						X	1
47						X	1
48						X	1
49						X	1
50						X	1
51						X	1
52						X	1
53						X	1
54					X		1
55						X	1
56						X	1
57						X	1
No. of components	14	12	20	15	7	25	

Source: the author's own study.

The analysis of the data contained in the table illustrates the large dispersion and uneven distribution of the components. It is clear which of them shape the merger motives. Against this background, the components that constitute the reason for the consolidation are interesting as well. Table 5 below contains their overview.

Table 5. Comprehensive overview of the share of individual knowledge components in the specific motives for enterprise mergers

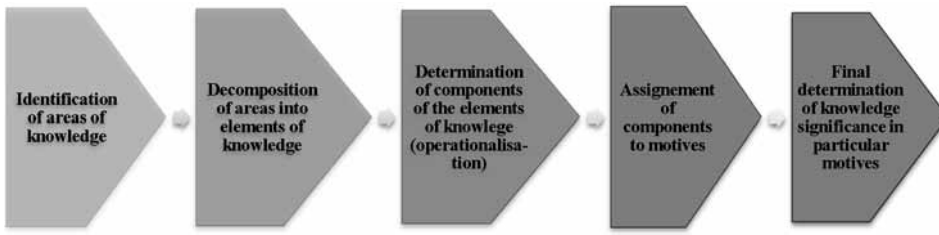
	Knowledge components	Share %
Market	14	15.1
Lowering costs	12	12.9
Sales maximisation	20	21.5
Synergy and using joint production potential	15	16.1
Financial	7	7.5
Technology and infrastructure	25	26.9
Total	93	100

Source: the author's own study.

Out of the total number of 93 allocated knowledge components, 45 concern two motives: technology and infrastructure (25) and sales maximisation (20). Other components are dispersed and do not play such a role in the studied motivation.

The share of knowledge in technology and infrastructure as well as sales maximisation covers 48.4% of the total motivation, which is significant with regard to shaping the acquisition motives [Mierzejewska]. The market and financial motives are strengthened by the value of the intellectual capital. Knowledge regarding customers, their needs, relationships with all stakeholders, and competences are related to the management of the organisation, the technological know-how, patents, etc., and are therefore important. The courses of action in this regard are presented in Figure 2.

Figure. 2. The way to determine the relationship between motives and their components



Source: [Miśkiewicz 2017, p. 40].

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Wiedza w procesie pozyskiwania przedsiębiorstw

Streszczenie

Nowy paradygmat rozwoju przedsiębiorczości jest obecnie jednym z głównych wyzwań stojących przed przedsiębiorstwami. Wiąże się to z potrzebą analizy struktur sieciowych w organizacji poprzez pryzmat trzech ról występujących w zarządzaniu: przedsiębiorczości, przywództwa i funkcji kierowniczej. Oznacza to wdrożenie nowoczesnych rozwiązań w zakresie organizacji, technologii, rynku i innowacji społecznych. Celem zarządzania procesami jest ujednolicenie działalności organizacji w celu przewidywania zmian w procesach produkcyjnych, usługach i środowisku. Procesy te są obecnie oparte na wiedzy, która może wzmocnić finansową, organizacyjną, społeczną, techniczną i technologiczną efektywność przedsiębiorstwa. Teoretyczne i praktyczne zastosowanie wiedzy zostało opisane w niniejszym artykule.

Słowa kluczowe: sieć organizacji, wiedza, technologia informacyjna, logistyka w procesie nabywania, kapitał intelektualny, mapy wiedzy

Knowledge in the process of enterprise acquisition

Abstract

The new enterprise development paradigm is currently one of the major challenges facing enterprises. This is connected to the need to analyse the network structures in the organisation through the prism of the triumvirate of management roles consisting of the following archetypes: the entrepreneurial, leadership, and managerial roles. This means the implementation of modern organisational, technological, market, and social innovation solutions. The purpose of process management is to standardise the organisation's activities in order to anticipate changes in production processes, services, and environmental variability. These processes are currently based on knowledge which can strengthen the financial, organisational, social, technical and technological efficiency of the enterprise. Its theoretical and practical application is included in this article.

Key words: organisational network, knowledge, information technology, logistics in the acquisition process, intellectual capital, knowledge maps

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