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MODERN STRATEGIES OF CITY MANAGEMENT IN POLAND

Abstract:

Special economic zones in Poland have been created in order to speed up the economic development of municipalities, cities and whole regions, use of post-industrial assets and infrastructure, as well as to create new workplaces. The zones attract Polish and foreign investors. The aim of the present paper is to discuss the Katowice Special Economic Zone (KSEZ) which also covers the areas of Malopolska and Opole provinces. Special attention was paid to Polish legal regulations governing the functioning of zones and to concessions for investors. The article finishes with description of the Czestochowa special economic zone and its benefits for the city.

Keywords:

economic zones, investors, economic benefits.

Introduction

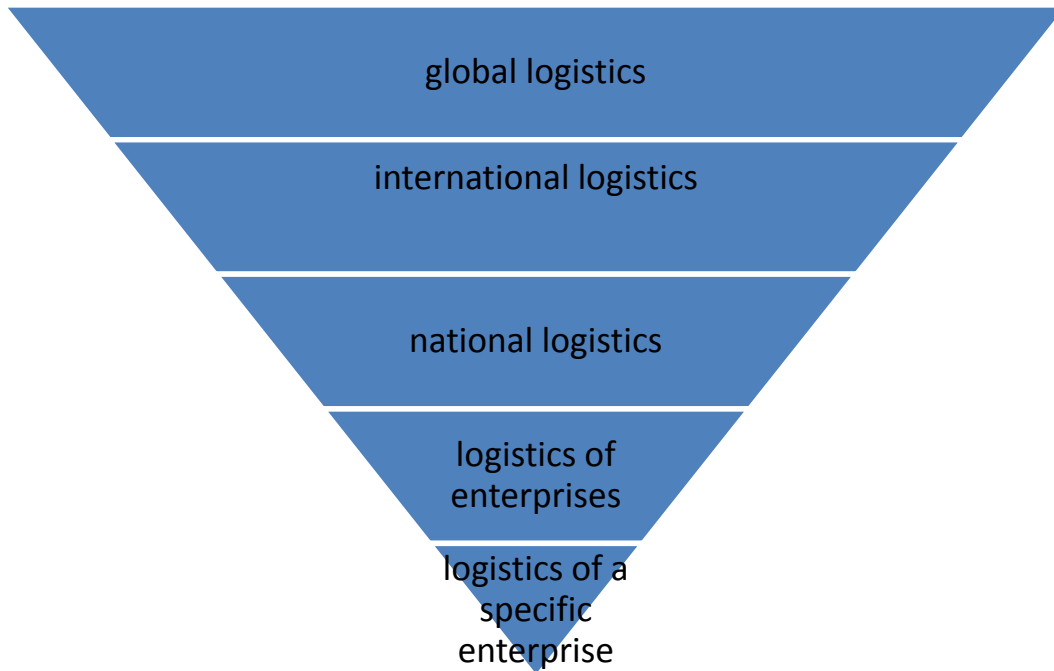
Logistics constitutes one of the key areas in the strategies of the management of a firm, both from the perspective of costs, as well as customer satisfaction. Success on the global market is only achieved by those enterprises, in which the logistics processes are an integral part of their strategies. In turn, the said strategies change dynamically, while new needs are created, as well as new products and new areas of contact with a client, which incidentally firms must constantly adjust its activities to. Technological progress and the strong impact of the Internet has an influence on the logistics processes in a significant way by verifying the hitherto solutions. An efficient internal logistics system leads to the case whereby a firm adjusts to the global market quickly and its constantly changing requirements (Miejsce logistyki, 2012). Innovative technologies adjust all the elements of the logistics process perfectly and integrate them into one efficiently functioning structure. The internal logistics solutions adjust the logistics strategies to the individual requirements of a firm, thus optimizing their work.

Significance of internal logistics

Logistics has altered profoundly over the past few decades. The transition from the classic concept of logistics in which the areas of interest were as follows: production, transport and the market to contemporary concepts where logistics is a process that integrates each link in the global supply chain into an efficiently functioning network, while the view of the structure and individual organization of particular firms has also changed (Günthner, 2004, p. 6).

Intra-logistics/internal logistics/ micro-logistics are the organization, implementation, execution and optimization of the internal processes, flow of materials, goods and information in enterprises including systems and technical services. Internal logistics provides the appropriate methods and ways to control the processes occurring between two various points of the entire logistics chain in the environs of a given company and/or its branches or subsidiaries.

Fig. 1. Internal logistics



Source: Self-analysis.

Internal logistics encompasses the logistics processes occurring within the proximity of a specific firm, or in other words, it perceives the logistics processes on a micro-scale. The principal phases of internal logistics are as follows: supplies, production, sales, supply and management of waste.

Intra-logistics plans, controls and coordinates the flow (including the case of the warehouse) raw materials and products essential for the basic activities of a given enterprise by means of various phases and finished products to potential purchasers, so that the costs of these flows and storage would be as low as possible, while simultaneously the requirements placed by the clients are fulfilled. The tasks of internal logistics are significant to the same extent (Ciesielski, 2004, p. 137).

Table 1. Areas of internal logistics

Internal logistics	
supplies	- acquiring the necessary raw materials for production; - their storage; - transport;
production	- physical flow of materials and semi-products during the whole process of production
distribution/sales	- storage of finished goods; - their packing; - transport;

supplies	-supplying clients with spare parts
management of the remaining areas	-management of remaining areas following production (waste, packaging etc.)

Source: Self-analysis on the basis of: Nowicka-Skowron 2000, pp.28-52.

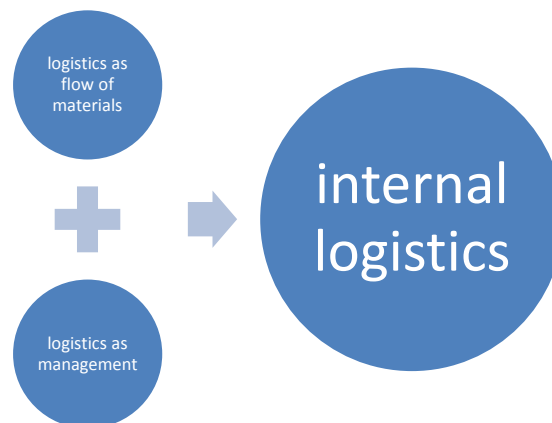
Activities that are subject to the scope of internal logistics are as follows:

- unloading, receipt and stacking of goods;
- supplying the production process of within the firm;
- transport of raw materials to the warehouses;
- preparing the products for loading and transporting;
- accepting responsibility for post-production waste,
- loading and despatching of goods,
- running entire documentation associated with the movement of materials;
- archiving of data.

Internal logistics is a method of organizing, planning, controlling and execution of the distribution of products. It improves the flow of materials and information by shaping the organizational structure of the enterprise (Klepacki, 2011, p.16).

With regard to the notion of internal logistics or intra-logistics, it may be perceived both as the physical flow of materials, as well as the method of managing this process.

Fig.1. Notion of internal logistics



Source: Self-analysis

On the one hand, it is the physical movement of goods and the accompanying activities at the point of storage, thanks to which the product is moved from the place of despatching to the point of delivery to the final purchaser (Gołemska 2001, p. 49). On the other hand, it is the process of management of the activities of moving and stacking, which in turn facilitates the flow of products from the place of origin to the place of final consumption (Beier, Rutkowski 2003, p.16).

The basic aims of logistics management are as follows:

- ensuring an efficient and effective flow of products, namely: materials, finished goods and goods in internally defined logistics systems;
- mutual adjustment of processes and logistics activities within the enterprises by means of their appropriate coordination, with the simultaneous merging of the functions and units executing the designated activities (Softysik, 2000, pp.8,49).

The organization of the flow of materials and information is based on advanced technologies that adjust the execution of the internal material flows to the specifics of a particular firm. The organization of the process of production requires the coordination of a range of activities, among which one of the most significant is that of in-house logistics. In modern enterprises, this is ceasing to be perceived solely as the cost of running business activities and is acquiring the status of one of the key tools of management.

Internal logistics in its scope encompasses the movement of raw materials, components from the warehouse, stacking points or sidelines for production inside the production plant for the work centre, as well as transport and preparation of products ready for loading and transportation. The strategies of internal logistics organize the process of internal supplies.

The application of logistics solutions facilitates the adjustment of the technology of the process and the organization of work to the specifics of production of a given enterprise, optimizes the costs associated with the employment of workers, or the application of the means of transport, guarantee of quality and timeliness of supplies and facilitates communication within the enterprise.

In order for firms to attain work efficiency, they increasingly apply the strategies offered by internal logistics. Logistics is organized by stationary systems, as well as mobile enterprises that enable the uninterrupted flow of materials within the company.

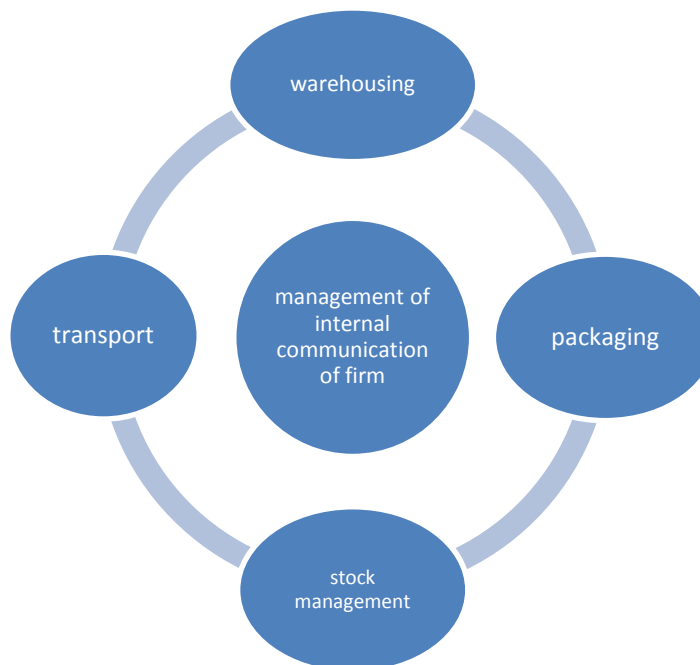
Thanks to the utilization of the effective transportation equipment, the harmonious cooperation of the warehouse systems and the remaining department of the company is ensured, which simultaneously ensures flexibility, efficiency and individuality in terms of building processes. The smooth flow of materials is guaranteed by the continuity of work, while the automatization is increased by the efficiency of the logistics installations (Hausladen, 2013, p.16).

In contemporary times, companies are becoming increasingly technically conscious and are noting the large potential in terms of the possibilities of the available technologies. The complete automatization of solutions in the flow of materials is economic only during the course of manufacturing large series of goods. In modern times, technologies are being prepared, thanks to which the frequently changing variants in small lots shall not constitute any problem in the future, while the costs of changing over equipment shall be minimal. Automated systems of service serve the optimization of the existing systems of internal transport and production by offering a complex decentralized control of the flow of material. ERP and CSB systems are very frequently applied by enterprises at present. These systems increase the efficiency of all the processes and degree of

automatization of the internal logistics. Likewise, it improves the competitiveness of the firm and has an impact on its market position. The integrated and complex IT solutions enable enterprises to optimally manage quality and inspections along the whole supply chain. One of the most popular technologies utilized in the internal systems of organizing the processes occurring in a firm is that of RFID technology that avails of radio waves to transmit data and serves the identification of the facility (Hausladen, 2013, p.41).

In the internal organization of the process of the flow of material in a given firm, great importance is attached to the efficient communication. The efficiently adjusted cooperation of the autonomous elements of the flow of materials and systems of monitoring and controlling requires a communication interface.

Fig. 2. Elements of managing logistics information within the firm



Source: Self-analysis

Employees that are up to date with information execute their work much more effectively. In order to realize the greatest number of orders and fulfil the expectations of clients as well as possible, professional and reliable communication within the firm is necessary.

The greatest task of internal communication is to pay attention to the case whereby the people associated with the firm have received complete and honest information at the appropriate time. Paying attention to the fast flow of information within the enterprises and the correct communication within the employee team is the simplest method to gain an improvement in the achievements of the enterprises with the lowest input of work and money.

The logistics processes are perceived as a series of actions that are in chronological order and the basic activities of the organization with the aim of the optimization of these activities are supported by innovative technology.

Innovative systems facilitate the efficient physical/material flow between the departments of the enterprise and the flow of information within the firm. The same may be said of the exchange of documents, inspection of stocks, realization of orders, registration of materials, etc. All of these are run without disruptions which has a positive impact on the production as a whole.

The strongly developing automatization encompasses the creation of increasingly more intelligent techniques of monitoring and controlling enterprises in terms of creating more efficient processes that are free of disruptions. This enables the optimization of the activities of the logistics chains. Intelligent technologies are not only revolutionizing transportation, but also the entire system of services of the firm. Enterprises concentrate on the development of intelligent, self-regulating systems and procedures of production. Intelligent technologies are computer systems that control all operations. They are able to act separately and in such a way, they monitor the whole manufacturing process.

The internal logistics processes functioned and harmonized perfectly with the external processes.

Summary

Internal logistics with relation to industry contributes the innovative approach in terms of the strategies of managing the flow of materials and information in a specific firm. The solutions offered by the strategies of internal logistics significantly lead to the attainment of success in business. In spite of the fact that inter-logistics organizes, plans, coordinates and controls the processes of the flow of information and materials within proximity of one plant and/or its branches, it is a less complex process than the logistics applied in the whole sector, e.g. the industrial one. This area encompasses various activities associated with technology and the technique applied in a given enterprise. Internal logistics is an entire concept of management and tools for management [Dieter, 2010, p.68]. Likewise, it has an impact on the development and significance of a firm. A good internal logistics system is the key for the appropriate work of the enterprise at hand. It is the fundamental function of modern firms facilitating the utilization of competences, fast and effective reaction to the new market requirements and flexibility in problematic situations.

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