MONOPOLIZATION VERSUS SUSTAINABLE GROWTH – THE CASE OF POSTAL SERVICES MARKET IN POLAND

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Abstract

Economies of the European Union are evolving towards the competitive development along with sustainable development. For many years, these have been the key elements of the unions strategic goals. This indicates, actions in order to achieve them on particular markets, especially on monopolized markets. These includes the postal services market. This raises the question, whether the monopolization of the area-at least a certain segment, has an impact on the biggest player on the market when taking or not taking action regarding the sustainable growth? Three hypotheses and their verification give the answer to this question.

The hypotheses are as follow: the Poczta Polska SA is operator which ratify the Universal Postal Convention, therefore, pro-environmental and pro-social goals should be part of their actions; Operators involved in environmental and social activities take official strategy CSR (Corporate Social Responsibility) and officially announce it publicly, for instance, on their own websites; actions speak for themselves - the entity involved in the particular area will be actively participate in it, so that its operation will be known to the public.

As a research method, have been used case study and analysis of the literature. The paper highlights both academic as well as managerial implications.

Keywords: Postal services market, monopolization, sustainable growth

JEL Classification: L12, L4, L41

Introduction

Contemporary economies markets of the industrialized countries are characterized by significant competition. The essence of this approach is a creation of free and competitive markets. However, there are exceptions to these rules, mainly related either to areas strategically important to the state or the markets dominated by government entities (or the entities own by the state) generating substantial profits to their owners.

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It is interesting to analyze activities of the entities dominating in the markets that potentially should be competitive. On the one hand, they are under pressure of competitive actions, such as the need to open up markets to competition or declining market share due to new substitutional products. On the other hand, dominant entity maintain significant market power for so much market power that they are able to successfully maintain its position, either with the help of economic market barriers or legal provisions. At the junction of these two contrary trends occur spectacular actions which are strengthening or limiting the monopolies power.

Against this background the paper presents analysis of postal services market in Poland, which remains highly concentrated despite many pro-competitive state actions and European Union directives. Moreover, the current legal solutions show that the trend is to strengthen the position of the Polish Post Office and not to reduce its dominance. It is important to notice dominant market operator do not fully implements the principle of sustainable economic growth. Also, it does not matter, the development direction results from the general EU economic goals and indicators included in international conventions such as the Universal Postal Convention.

This raises the question of whether market dominance and struggle to maintain position, cause that the company does not undertake to extensive efforts to increase sustainability or corporate social responsibility. It can be proposed the following research problem: does market monopolization not foster activities which have impact on sustainable growth. The main method of research is case study using the analysis of the polish public postal service actions along with the analysis of the postal services market in Poland and the EU legal solutions. Also the analysis of references covering issues of monopolization together with sustainable growth and functioning of the postal services market is implemented in the paper. All this considerations are summarized in the conclusions.

1. Market monopolization – dominant entities

One of the most important issues related to modern market economy is market concentration. There are highly concentrated markets, the activity demonstrates the practical functioning of the issue. The activities of highly concentrated markets denote the practical functioning of the issue.

The economists as Bain (1954), Allen (1969), Saving (1970), Stigler (1982), Scherer and Ross (1990), Bernat (2008) have conducted research on market concentration. There are many types of concentration, it's effects and actions. Main effect is creation of a monopolistic situation and holding it. The literature on market concentration, distinguish two mainstreams: the market and non-market. The first mainstream involves analysis of the concentration processes in the particular market by Bain (1954), Allen (1969), Saving (1970), while the second mainstream focuses on the technical and organizational issues concerning the concentration within a single entity (Haus, 2000) (Haffer, 2002).

The concept of concentration considered in terms of the market is analyzed in two perspectives: economic and legal. The economic approach is related to economic theory along with analysis of the concentration processes in the market (Bain, 1954), (Allen, 1969), (Saving, 1970), (Stigler, 1982), (Scherer and Ross, 1990), (Bernat, 2008). Legal approach encompass mainly state antitrust policy which assumes that for economy the
problem of monopolization is so significant that the legislature should work against it (Levi, 1957), (Posner, 1975), (Alborn et al, 2004), (Miąsik, 2004).

Many economists and lawyers have used the first frame of the market concentration definition for the diversified research and analysis. They consider market concentration as a percentage of sales of a single enterprise in the sale of the entire market. This definition is closely linked with a simple index of market concentration, calculated according to the presented assumptions, and the business effectiveness in relation to the level of the concentration. Economists who spoke in this way were, inter alia: Bain (1954), Allen (1969), Saving (1970), Stigler (1982), Scherer and Ross (1990). The law and its enforcement is related to the concept of market concentration by antitrust aspects. The concept of market concentration in presented frame use researcher such as: Levi (1957), Posner (1975; 2005), Alborn et al., (2004), Miąsik (2004), Epstein (2005). Based on their research and the analysis of antitrust legislation, it is clear that the market concentration occurs when a single company has a specific volume of market share. According to the USA legislation, the level of concentration of the intercompany agreements should not be greater than 20 % - 30% (Miąsik, 2004). Whereas in EU the Council of Europe basing on Article 81 of the Treaty on the Functioning of the European Union, has taken the interpretation of the level of concentration which is considered unsafe for the market. It is assumed that the basic condition for the application of antitrust law is adequate share of the market. In the case of price agreements equals 30%, while in the case of horizontal agreements in terms of cooperation - 20% (Miąsik, 2004). Polish legislation defines market dominance when concentration level of a single company equals 40% (Ustawa z dnia 15 grudnia, 2000).

More general definition of market concentration present Daughety et al., (1990) distinguish two general causes of market concentration: too few enterprises participating in the market game, and significant disparities between companies in a market (measured by the sales volume). However, in order to complete the definition, statements "too few" and "significant disparities" should be more detail. Whereas and Wawrzyniak (2000) considers concentration as a products share (or certain group of products) of specified company in their market. More synthetic definition of the concentration in relation to the economy and the industry gives Haus (2000). According to him, the concentration is focusing of something in something (for instance, single enterprise sales in the whole market) in terms of quantity (in market the measurement can be made by the size of production). This definition is absolutely correct, however, requires significant clarification depending on the nature and scope of the research to which it will be used.

The concentration of non-market can be described in many ways. The concept is directly linked with the activities of the companies and their economic and financial efficiency. In this case the concentration should be understood as a method, which goal is incensement of the operations efficiency. Concentration in this sense is considered by the researchers involved in the management of enterprises in various aspects. According to Bain (1954) this concentration, should be recognized as a scale of investment measured by the size of built company. Depending on the capabilities and expected efficiency of the new business unit, production is more or less concentrated in one place. Porter (1980), broadens this idea, indicating that the concentration, in addition to cost leadership and differentiation, is one of three strategies for company to achieve the competitive advantage.
Concentration has basically two options: concentration on cost and differentiation. Concentration is also related to the appropriate location of the company (Porter, 2001). According to Strategor (1995) analysts, concentration of the company's activities helps managing a single unit and whole groups (capital, groups linked to manufacturing bonds, distribution, etc.). This applies to many aspects such as specialization, brand and reputation, distribution, cost and other items. Whereas et al., (1997; 1999) describes concentration in geographical terms, measuring the degree of its aggregation. In their view, the concentration of industry in certain places is rather due to sensitivity to differences in costs than the natural location advantages. In the case of industry, according to Hausa, the concentration can be consider in following frames: technical (concentration of multiple devices in one place), output (concentration of production in one place - on a enterprises scale), organizational (associated with the need to manage increasingly larger organizations and the concentration of power) and spatial (related to focusing of output entities and enterprises in specific geographic locations - such as the economic zones).

According to Haffer (2002), the negative impact of the capital concentration in the world causes that companies must increasingly focus on investing in quality, cost reductions, new technologies, customer focus etc. Thus, concentration is considered here as a set of focused actions to improve the competiveness of the entity. Holt et al., (2004) share this view, pointing out that the management of global products (and companies) the concentration of production in one place is important from in the case of costs, marketing and corporate social responsibility.

2. Economy, companies and sustainable growth

The essence of the sustainable development concept refers to the long-term development of national economies. This idea combines economics rationality, social and environmental interests along with tries to ensure prosperity for present and future generations within limitations of existing environmental factors (Ciegis, Ramanauskiene, 2009). The main rule of sustainable development is the environmental integration, social responsibility and economic development achieved by creating value (Bratnicki, 2006). In the literature there is a scientific discussion whether, ecological and sustainable development are terms describing the same effect of equable development, and if they can be used interchangeably (Borys, 1995; Borys, 1999; Poskrubko, 2010). Scientists make efforts to distinguish between the concept of sustainable development and of sustainability (Łańcucki, 2010).

Therefore, in economics, sustainable development provides per capita income of future generations at a level not lower than the income of current generation. In sociological sense, the development supports the society through undertaken close social relation, whereas, in ecology the development support diversity of the biosphere, basic ecosystems and ecological processes (Ciegis et al., 2009). The idea and the sustainable development concept have been characterized, inter alia, by Howarth and Norgaard (1992), Adamczyk and Nitkiewicz (2007), Bartkowiak (2008), Golusin and Ivanovic (2009), Żylicz (2010), Kazojć (2012) or Waas et al., (2010), Paraschiv et al. (2012), Horobet and Belascu (2012), Zielińska (2012).

Sustainable development has been described in many official documents, including those of the European Union (2020), the Constitution of the Republic of Poland or the Polish Environmental Protection Law.
According to a European Commission statement (2020) the future development of the community should focus on three goals linked to each other:

- Smart growth: developing an economy based on knowledge and innovation;
- Sustainable growth: promoting a more resource efficient, greener and more competitive economy;
- Inclusive growth: raising employment rate, what leads to social and territorial integrity.

These priorities are cohesive with the definitions of sustainable development mentioned above include activities related to the economy (with an indication of the main direction of its development - knowledge and innovation), ecology (the rational and efficient use of natural resources) and social interest (promoting social inclusion).

According to the Constitution of Poland, Article 5, the state upholds the environment protection, following the principle of sustainable development. An extension of this provision, constitutional rules are different legal standards governing the use and protection of the environment. One of the many interpretations of the sustainable development definitions is presented in law (The Law Environmental act, Art. 3, paragraph 50).

It is “the socio-economic development, where takes place process of integrating political, economic and social actions along with maintaining the balance of nature and the sustainability, in order to guarantee the ability to meet basic needs of each communities or citizens of the present and future generations”. As in the definition of the European Commission, the Polish law refers to the balance between economy, ecology and society in relation to the political, economic and social actions.

Going from a higher level of understanding of sustainable development to a lower level - from the enterprises point of view first of all should be explain how this concept is defined. Company sustainability development is defined as achieving sustainable profits through business practices which are well planned and responsive to social and environmental needs (Wikstrom, 2010). These practices may also be called corporate social responsibility (Sitnikov, Bocean, 2012). According to above opinion creating the strategy, companies should willingly include social and environmental issues, and also relationships with the various stakeholders groups. In this perspective, responsibility means increased investment in human resources, the environmental protection and relations with the company’s environment, through a fully voluntary commitment, compliance with all formal and legal requirements.

The guidelines of the Polish Ministry of Economy (Gasiński, Piskalski, 2010) indicate more responsible and ethical business activities as a basic idea. This should be implemented in relations with all social groups when activities of the company have impact on them, with the greatest possible respect for the natural environment. The key point are companies’ voluntary commitments to actions which improve (or at least maintain) the state of local community and environment. It is also important that companies should reduce the potential danger activities that may endanger them and the environment where they operate. Responsible business is a long-term and strategic approach, based on the principles of social dialogue and research for solutions that are beneficial to the company and its entire environment: employees, stakeholders and the community (Gąsior, 2012). Based on these assumptions the business model of companies (especially large ones) include to its functioning environmental and social aspects. Ultimately, it should lead to the
implementation of the strategy of sustainable development. Particularly interesting example are companies from the Nord European countries, where social equality and love to nature are the values with which the company identifies - for instance, IKEA – that include it on every stage of its activity, also with relation to business partners (Birkin et al., 2009).

We can distinguish three benchmarks for sustainable development in business approach. The first is organization for sustainable development. It is a normative approach, where the use of environment-friendly means of production is linked to the promotion of social commitment. The second perspective relates to the support and management of organizational structure, taking into account the principles of sustainable development whereas the last, third aspect of business sustainability is linked with maintaining the economic activity of businesses (Wikstrom, 2010).

The implementation of the sustainable development concept of the organization does not exclude economic efficiency. It is crucial part of operation for survival of the entity on the market. For instance, the emphasis on the balance of material and energy consumption can lead to a more efficient use of resources, thus to costs reduce, which at the same time, can lead to improvement of economic performance of enterprises (Birkin, Polesia, Lewis, 2009). Engaging in technological solutions aimed at environmentally efficient use of natural resources and innovations products reducing the consumption of the environment resources, similarly indicates this model of sustainable business development.

3. The postal services market in Poland

Almost from the beginning of post-war activities the postal services market in Poland have been changing its quality and structure. In the period after World War II the market has been monopolized and was operated by government company The Post Office Telephone and Telegraph. In the 90s of the twentieth century, the period of political and economic transformations, as well, postal services market was transformed. On the one hand there were organizational changes: the company was divided into two independent entities. The first, is Telekomunikacja Polska (Polish Telecommunication), now trading as Orange, national telecommunications provider and the other is postal services operator Przedsiębiorstwo Państwowe Poczta Polska (State-owned Public company the Polish Post Office, now Poczta Polska SA - Polish Post Office JSC). On the other hand, the market was opened to competition, which, since the end of the twentieth century, large-scale have entered the market. Polish accession to the EU entail the harmonization of Polish national law with existing EU legislation. In the area of postal services apply postal directives based on the principles of the UPU – Universal Postal Union. Their main message is full liberalization of the market.

All these changes caused that on the market have been legally and technically separated four areas of competition, related to services offered to all customers. Today are distinguished four main market segments: mail items weighing not more than 50 g, parcels, advertising mail, distribution of commercial materials (Report of the President of UKE).

Each of these areas is regulated by the Postal Law act (Postal Law), stating the degree of openness to all involved entities. Reserved to a significant extent for the public operator is the segment of mail items. Formally, in this part of the market is implemented monopolization in order to support the operator which delivers mail throughout the country. Due to the high costs of maintaining a certain number of post offices, especially in low-
populated areas of the country, such activity may be a not enough profitable, therefore it is necessary to maintain a monopoly for one operator. Other segments are either partially governed by imposing the need to obtain authorization to do business, registration or completely free from such rules.

Analyzing this information, it should be noted that up to 2015 (Gaj, 2013), the postal services market in the field of mail items weighing no more than 50 gr is been carrying out by the Poczta Polska SA. The company is well prepared to provide such services, since has many years of experience, and also has a dominant position on the market. Further in the paper, only this segment will be investigated because of the simple formal separation of the activities range as officially monopolized services. This assumption does not mean that the analyzed entity does not have a dominant position in other areas (Report 2012) - the largest is in advertising mail (89% in 2011), followed by parcels (41% in 2011). Distribution of commercial materials is fully competitive market structure, with the participation of the Poczta Polska SA equals 17% in 2011. The situation in the segment of commercial materials distribution shows Figure 1.

![Figure no.1. Participation of the Poczta Polska SA in the market of mail items weighing not more than 50g distribution, 2006-2011, data in percent](source)

Source: own study based on the Report of the President of UKE (Urząd Komunikacji Elektronicznej - the Office of Electronic Communications) on the state of the postal market in Poland in 2011, UKE, Warsaw 2012, p 42.

The data presented in Figure 1 indicates a very large share of the Poczta Polska SA in the postal services market. At the same time it reveals a decreasing tendency of the dominant share cause in the period 2006-2011 of 7% (in 2012 the first unconfirmed data said was 86%) (Krzemiński, 2012). This means that competitors entry the market and despite the restrictions laid down by law, have found a way of existence. In relation to the whole country, main competition for the Poczta Polska SA, is the In Post, company included in a group Integer.pl and also a number of smaller operators acting nationally or locally (Krzemiński, 2012).

4. Monopolization, sustainable growth and postal service

Postal services as well as other markets are subject to external and internal regulations. External regulations refers to the legal framework of the entities operations in this area - this was mentioned in the section 3 of the paper. This applies to national (postal law) and international - EU postal directives regulations. They determine how it should be organized.
and how the market should work. However, they do not directly regulate the need to adapt to the requirements of sustainable development. Internal regulations apply to standards defined by the association or trade unions or internal decisions of the enterprise management. In this perspective, it is possible to identify the regulations that have a direct connection with sustainable growth.

First of all, the Universal Postal Convention (UPC, 2008), Article 10, quoted below, indicates a significant association of postal services with sustainable growth. This article is the following: Member countries and/or their designated operators shall adopt and implement a proactive sustainable development strategy focusing on environmental, social and economic action at all levels of postal operations and promote sustainable development awareness in the postal services.

The outlined Convention (UPC, 2003) clearly demonstrates the need to link the wider postal activities with sustainable growth. In particular, it refers to the three basic elements of this growth, such as: environment, social activities, and finally economic part.

Secondly, economic operators can independently determine internal policies which implement sustainable growth assumptions. These may include, for instance, activities related to proper waste segregation, disposal of waste toners for printers or switching to electronic information transmission in place of the paper as replacement of printed stamps with a barcode or with an automatic machine which automatically prints the needed value.

5. Research methodology and results

At this point it is necessary to ask whether the high concentration of the postal market - at least in a certain segment as letters up to 50 grams, has an impact on taking or not to taking action related to the sustainable growth by the biggest player on the market?

The main research question is: is it possible to find examples state that the Poczta Polska SA follows the Universal Postal Convention and the overall goals of the economy? Arguments related to the response to the main research problem can be presented in the framework of three hypotheses, verification of which should give an answer to the research problem. They are as follows:

H1: the Poczta Polska SA is operator which ratify the Universal Postal Convention, therefore, pro-environmental and pro-social goals should be part of their actions . Thus, the entity should make decisions that will bring closer it to sustainable development.

H2: (Corporate Social Responsibility) and officially announce it publicly, for instance, on their own websites.

H3: Actions speak for themselves - the entity involved in the particular area will be Operators involved in environmental and social activities take official strategy CSR actively participate in it, so that its operation will be known to the public.

Verification of first hypothesis may be carried out by analyzing the strategic goals and current activities of the tested entity. Strategic goals are the essence of mission, which follows the economic operator. The mission of the Poczta Polska SA is determined as follows (Statute of the Polish Post): The mission of the Poczta Polska is carrying out its statutory tasks, i.e. the current and continuous meeting the needs of the population, the national economy, local authorities and government of the universal service, while
maintaining the principle of obligatory provision of universal service throughout the
country and cross-border along with adjusting the scope and standard of services to meet
the needs of buyers.

There are distinguished the two groups of goals of the entity mission. The first concerns the
maintenance of existing services and activities along with the current adaptation to changes
in the business environment and quality improvement. The second one refers to the
introduction of new services and management methods in the enterprise. Analyzing the
mission of the company is hard to find in it a clear notation that leads entity to activities in
the direction of sustainable development. Mainly is focused at implementation of statutory
tasks, which are distinguished in the statute 73 times.

Whereas, the mission clearly shows common range of services and associated with them
scale of the operation. A bit more can be found in two groups of goals. Current adaptation
can denote, but not necessary, adjustment to the requirements of the modern economy and
society. At the same time second group is associated with new management methods that
can be potentially directed towards sustainable growth. What shows reality? Analyzing
statement of the CEO of the company (Jóźkowiak, 2013) it should be noted that the
management of the company clearly sees and feels the growing competition in e-
substitutions - correspondence sent by e-mail. For this reason, turnover significantly
decreases. This was the impulse for the introduction of changes in the general strategy and
current activities. According to the CEO, the Poczta Polska is changing with their
customers - i.e. the reported demand. What are these changes? These are mainly branding
changes - rebranding, redesigning the operation of post offices - the division into functional
zones (postal services, self-service 24h post office, point of sale banking and insurance
services, and self-service shopping area), following the electronic services and focusing on
activities related to providing services for public institutions (such as government or Social
Insurance Institution) (Jóźkowiak, 2013).

The Poczta Polska invests as well substantial sums in their own development. By 2017,
plans to spent on investment of about 1.3 billion PLN, including infrastructure, transport
fleet and workforce development. Already started one of Europe's largest training programs
that will ultimately cover more than 50,000 people (Jóźkowiak, 2013).

Discussed above actions are not clearly correlated to the sustainable growth. However,
making investment decisions in infrastructure and transport fleet, shows that the company
replace less efficient and more environmentally damaging solutions, for the better. Also,
investment in human capital can be considered as a good sign. Therefore, to some extent, in
the analyzed company these solutions will contribute to follow towards sustainable growth.
It is difficult to clearly positively verify the hypothesis. Taken actions, intend to improve
the financial condition and maintain its dominant position in the market.

The second hypothesis concerns the formal adoption of CSR strategies. This hypothesis
cannot be validated. Thus, in press releases, information on websites and notices of
officials, there is no recorded information on entity development in CSR. Analyzing the
press releases on the most popular websites and business portals in Poland (onet.pl, wp.pl,
egospodarka.pl, interia.pl, business-net.pl, wyborcza.biz, money.pl) clear entries indicating
on the official position of the Poczta Polska or its representatives on the implementation of
CSR to the company have not been found. In each of listed websites typed in the browser
queries related to CSR, sustainable growth and the Poczta Polska SA. Similarly, the official
website (www.poczta-polska.pl) does not provide any information on the subject. In the tab “press center” there is no information on the subject. Also the official page on Facebook (https://www.facebook.com/pocztapolska) does not provide any information on the subject. The government official website (http://www.bip.gov.pl) as well does not contain entries, suggesting the adoption by the Poczta Polska official statement on sustainable growth in its business and CSR. Thus, it is necessary to state clearly that this hypothesis cannot be validated.

Verification of third hypothesis is a direct search of the Poczta Polska activities that could be considered as related to the growth sustainable. This includes, in addition to the obvious economic activities, environmental activities such as: active environmental actions, waste segregation and creation and implementation of programs which protect the environment, activities for society - support of the local development or specific social groups. How is doing with these actions the researched entity? Analyzing websites which were mentioned previously, the search been done for in order to find relationships between the eco-friendly activities and the investigated enterprise. The entries which would clearly confirm that the company takes such action have not been found. Whereas, referring to social activities, it should be noted that the Poczta Polska SA provides sponsorship actions. Historically, one of the major initiatives was sponsoring the visit of the Pope John Paul II to Poland in 1999. The company was a sponsor of sporting events (such as ski jumping and Adam Malysz) (Report Sport, 2006) and sports teams - football (Interia, 2012), local and national events (eg. Jewish Culture Festival) (Shalom, 2012) and Festival Walk of Fame in Międzyzdroje (Festival, 2012). In conclusion, the Poczta Polska SA shows pro-social activities, which may be included in the activities for the public, within the scope of sustainable development. However, it is difficult to find direct environmental activities of the entity.

What are action of the competition against this background? As it was mentioned previously, the largest national competitor of the Poczta Polska is the InPost (Brzoska, 2013). This company states that feels responsible for the environment and conditions in which we live. Therefore, in its mission declares that the company should supports local and national social action. The in Post is engaged in the sphere of environmental protection and is looking for new solutions to strengthen environmental measures (InPost, 2013a). It makes efforts to, inter alia, changing cars of postmen on bicycles, launched the thermo-building program in order to reduce heating costs, uses only recycled paper in their shipments and systemic approaches to segregation and disposal of waste. Nevertheless, this entity has not formally adopted a CSR strategy. The most spectacular activities include: the introduction of the yellow bike to deliver postal items in Krakow, promoting the construction of bike paths and the action of planting 50,000 tree seedlings (InPost, 2013b).

Competitors operating in the market, especially foreign, such as courier services, most of them declare or have a CSR strategy or eco-friendly actions. DHL (GoGreen project, TNT entering the fleet of electric vehicles (Ekokierowcy, 2013), GLS (Think Green, 2013), Siódemka - Environmentally Friendly Company Certificate, (Siódemka 2013) and similar entities engaged in courier declare and carry out activities related to environmental strategic goals. Therefore, they can be treated as a company linked to sustainable development. At the same time, these entities are either competitors of dominant company (the Poczta Polska), or the market followers. It should be noted that these companies, despite the fact that they are not dominant, they take more active steps towards sustainable development than the biggest player in the market.
Conclusions

The postal services market in Poland is dominated by post the Poczta Polska SA, which for many years has had strong market position. The market liberalization in 1989, brought the competition. However, this did not cause the complete suppression of monopoly, which could lead to a competitive structure (oligopoly or monopolistic competition). Mails up to 50 grams of weight as the most popular products are perfect example of this situation. The dominance in this market segment is still visible, though the market shares of the biggest entity decrease from year to year.

The main research problem in this paper was the question whether the monopolization of the postal market has an impact on the biggest player on the market when taking or not taking action regarding the sustainable growth. There were tested scientific hypothesis. The goal was achieved, and the hypothesis positively verified.

Analysis of the Poczta Polska operations shows that it cannot be clearly stated that the entity indicated rules of sustainable growth, such actions are taken only occasionally. Moreover, there should be expected actions resulting from the economic theory: achieving the national operator status by the Poczta Polska and maintaining associated privileges, such as the power of a timestamp, exempt from VAT and government service. At the same time, the entity gained the ability to refund the cost of service in rural areas - unprofitable from the business point of view, the fund derived from the compensation mechanism. It is difficult to proof that the achieving the national operator status was caused by a lobbying activity, however, the terms of getting the status were so strict that only the Poczta Polska SA fulfilled them.

According to the competition (Jóźkowiak, 2013), this conduct to further strengthening of the Poczta Polska market position. At the same time, as presented in the examples, the smaller competitive companies of the Polish market, such as InPost, are strongly in favor of sustainable development, typing it in strategic and current goals, and also taking specific initiatives. This shows that despite a weaker position in the market for postal services it is possible to successfully promote pro-environmental and pro-social activities. It is one of the market competition elements, as services quality, number of customers, number of competitors, power of competitors, marketing tools that can be used by companies. Thus, arises the conclusion on different goals of dominant entity. Analysis of the Poczta Polska SA actions indicate that monopolistic position does not encourage to make decisions in favor of sustainable growth, the company is rather focused on maintaining the market position.

Development of such a big company, as dominant on Polish postal market needs more effort in the terms of sustainable development. At first, company have to set own strong strategy leading to ecologically friendly activities. It gives possibilities to make another direct movement towards sustainability. The second firm have to establish (based on own strategy) CRS and involve it into action. It does allow making more PR’s activities not only related to company’s web but also to all stakeholders. The third company has to create and take in program for its workers. The employees must be convinced such activity – referred to environment – is really needed for them and company. The fourth and possible the harder, monopolistic power of the company gives the possibility to real decision in the direction of sustainable development. Big companies with market power can do really more
than small companies. Using scale effect not only for direct competition, but also for saving the environment is possible and depends on company owners’ management. Referrer to PocztaPolaska SA its owner is Polish Government that realizes EU sustainable strategy. So, only including such decision by management is lack part of this puzzle.

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