PRACE NAUKOWE UNIWERSYTETU EKONOMICZNEGO WE WROCŁAWIU
RESEARCH PAPERS OF WROCŁAW UNIVERSITY OF ECONOMICS 2019, vol. 63, nr 7

ISSN 1899-3192
e-ISSN 2392-0041

Jakub Mateusz Marcinkowski
Wrocław University of Economics
e-mail: jakub.marcinkowski@ue.wroc.pl
ORCID: 0000-0002-6076-1552

Iwona Małgorzata Kutzner
Wrocław University of Economics
e-mail: iwona.kutzner@ue.wroc.pl
ORCID: 0000 0003-2708-047X

Iwona Bożydaj-Jankowska
Wrocław University of Economics
e-mail: iwona.bozydaj-jankowska@ue.wroc.pl
ORCID: 0000-0002-5108-5206

DYSFUNCTIONS IN B2B RELATIONS WITH A SUPPLIER IN THE SUPPLY CHAIN

DYSFUNKCJE W RELACJACH B2B Z DOSTAWCĄ W ŁAŃCUCHU DOSTAW

DOI: 10.15611/pn.2019.7.20
JEL Classification: M11, M16, R41, L29

Summary: The main goal of the article is to attempt to identify the way to analyse dysfunctions in B2B relations with a supplier in the supply chain. The subject of the analysis is the relationship between a supplier producing a food supplement and a customer (a consignee) in the pharmaceutical industry supply chain. The customer is a pharmaceutical corporation in which the supply chain department is responsible for contacts with suppliers. The article aims to answer the question whether and if so, what kind of dysfunctions occur in B2B relations in the supply chain and how can they be characterized? The dysfunctions indicated by the authors: transport and storage, administrative and legal as well as communication are an innovative approach to the presented issue. The ability to eliminate or at least minimize individual forms of the dysfunctions shapes the impact on mutual relations, which are characterized by the uneven dependence, the more so when they manifest themselves in the long-term perspective.

Keywords: dysfunctions, B2B, supply chain, pharmaceutical supply chain, relations.

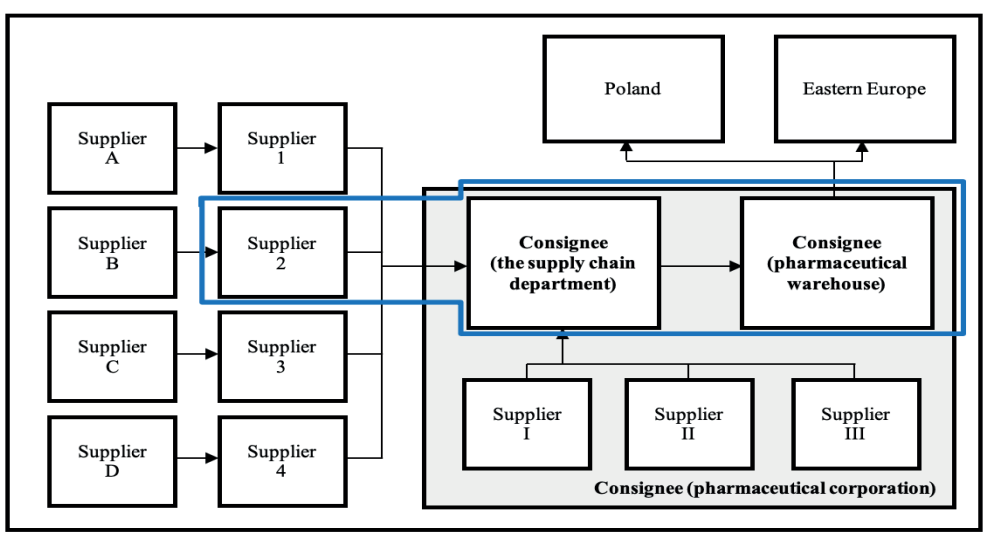
Streszczenie: Zasadniczym celem artykułu jest próba wskazania sposobu analizy dysfunkcji w relacjach B2B z dostawcą w łańcuchu dostaw. Przedmiotem analizy jest relacja między jednym z dostawców, wytwarzającym suplement diety, i odbiorcą w łańcuchu dostaw branży

farmaceutycznej. Odbiorcą jest korporacja farmaceutyczna, w której za kontakt z dostawcami odpowiada dział ds. łańcucha dostaw. W artykule podjęto się próby odpowiedzi na pytanie czy, a jeśli tak to jakie dysfunkcje w relacjach B2B z dostawcą w łańcuchu dostaw mogą zostać scharakteryzowane. Wskazane przez autorów dysfunkcje transportowo-magazynowe, administracyjno-prawne oraz komunikacyjne stanowią o nowatorskim podejściu do prezentowanego zagadnienia. Umiejętność eliminacji lub co najmniej minimalizacji tych trzech dysfunkcji przyczynia się do wpływu na relacje wzajemne, cechujące się nierównomierną zależnością, tym bardziej gdy przejawiają się w charakterze długookresowym.

Słowa kluczowe: dysfunkcje, B2B, łańcuch dostaw, łańcuch dostaw branży farmaceutycznej, relacje.

1. Introduction

A simplified form of the supply chain of the characterized pharmaceutical industry with an indication of the B2B relations analysed in the article (marked in blue) is presented in Figure 1.



* Supplier 1, 2, 3 and 4 – 1st tier external suppliers
* Supplier A, B, C and D – 2nd tier external suppliers
* Supplier I, II and III – internal suppliers (companies belonging to the capital group)

Fig. 1. Pharmaceutical industry supply chain

Source: authors' own study.

The main goal of the article is to attempt to identify the way to analyse dysfunctions in B2B relations with a supplier in the supply chain. The subject of the analysis is the relationship between a supplier producing a food supplement and

a customer (a consignee) in the pharmaceutical industry supply chain. The customer is a pharmaceutical corporation in which the supply chain department is responsible for contacts with suppliers. It acts as an intermediary in transport and operational management between the suppliers and the pharmaceutical warehouse which is the central hub of the pharmaceutical corporation. It also includes internal suppliers that are companies producing medicines, dietary supplements, cosmetics and medical products in which the corporation has purchased the majority of shares (the capital group). The corporation also cooperates with external suppliers and distributes products to Polish and East European markets.

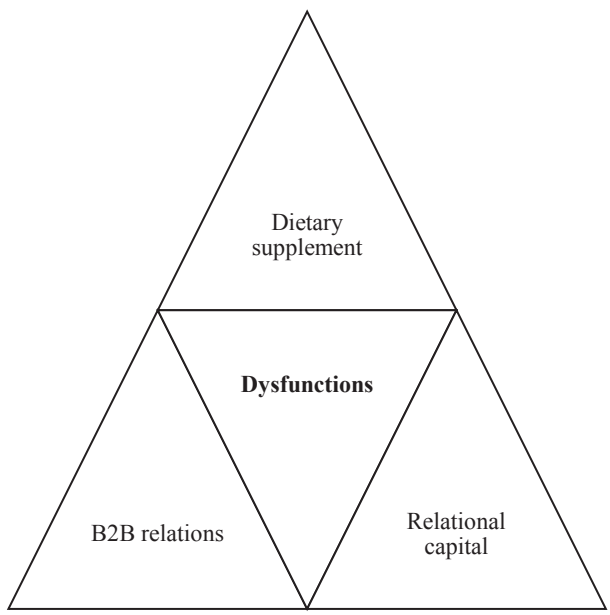


Fig. 2. The triad of theoretical issues

Source: authors' own study.

The authors of the article consider it justified to emphasize three fundamental theoretical issues forming a triad of the studied problem in relation to: a product which is a dietary supplement (one of the key products in the examined enterprise), issues concerning strictly B2B relations, as well as relational capital (including relations in the supply chain). The triad is presented in Figure 2. Moreover, the article aims to answer the question whether and if so, what kind of dysfunctions occur in B2B relations in the supply chain and how can they be characterized?

2. Relations, relational capital, relational capital management

Each entity, in order to be able to survive on the economic market, creates, shapes and develops various types of relations. According to M.E. Porter, *access to work, capital and natural resources no longer determines the success of the organization, because they have become universally available* [Porter 2001, p. 15]. One cannot disagree with this statement because in the era of the economy's servicization, intellectual capital is becoming increasingly important. Besides, according to Porter, *it is necessary to strive to create a specific strategy by organizations that is a combination of competition and cooperation between organizations entering into business relations* [Czakon 2006, p. 49]. It is observed that both among theoreticians and business practitioners, more and more attention is paid to inter-organizational relations and their management.

Freeman states *that entities as relation parties derive benefits from their relations resulting from having an access to material resources, for example, production capacities, financial resources and intangible assets, e.g. alliances and agreements* [Freeman 2001]. A long-term cooperation brings considerable benefits/opportunities, usually to both entities.

In addition, in order to be able to understand inter-organizational relations, it is worth looking at what kind of entities – stakeholders – engage in them and what factors determine them. R.E. Freeman [2001] defines the concept of stakeholders as *all individuals or groups that can influence an organization or an organization can have impact on*.

In this publication, the authors assumed, as in I. Chomiak-Orsa [2013, p. 113], that stakeholders are understood in the context of their relationship with an organization and divide them into three categories (further elaboration about particular stakeholder groups and relations between them and conditions affecting them are shown in Table 1):

- Internal stakeholders, substantive.
- External stakeholders, contractual.
- Institutional stakeholders.

Typically, the term *relation* is interchangeably understood as a relationship, dependence, influence or connection between entities of any kind, between people or social groups [Krzyżanowski 2012, p. 107]. The definitions of relations, their divisions and different kinds of classifications appearing in the subject literature are heterogeneous (more definitions concerning the classification of inter-organizational relations are presented in Table 2).

What is important is that effective and successful relation management gives enterprises opportunities to implement business processes and also contributes to gaining benefits, among others:

- Care for the consolidation of the positive image of the company on the market.
- Setting up the basis for creating a reputation that is reflected in the financial benefits of the company.

Table 1. Types of relations and determinants for particular stakeholder groups

Stakeholder group	Types of relations	Relation determinants
Internal stakeholders, substantive	• providing work • transferring employee's knowledge to an organization • implementation of organization's business processes • creating management structures and dependencies • co-creating an organization's market product offer • creating knowledge teams • transferring financial capital for business development • allocating financial capital for business development • making strategic decisions • making decisions about development and innovations of business operations	• motivating employees • improving qualifications and competence portfolio • cooperation in a team of talented specialists • creating individual tasks for employees to release their ambitions • possibility of horizontal promotion • employee self-assessment system • modern equipment for workstations • free access to the superior to discuss ideas and solutions • access to external knowledge databases • sharing financial results obtained by an organization • employee identification with an organization • direct involvement in business process implementation
External stakeholders, contractual	• searching for contractors • commercial contract award • commercial contract execution • introduction of innovative products • adaptation of commercial product offers to the needs of contractors • training clients in handling the purchased goods • satisfying psychological needs of contractors • maintaining long-term relations by creating customer knowledge database • co-creating products and services • sharing information through access to the organisation's information databases	• creating market image • improvement and strengthening of the competitive position • maintaining a loyal customer database • expanding market share • searching for new distribution channels • introduction of innovative products and knowledge-based services • reducing production costs of products and services • improving the quality of products and services • increased competitiveness of the offered goods • increasing customer trust towards an organization • increasing organisation's credibility in customer assessment • lowering uncertainty in business contacts
Institutional stakeholders	• operating in accordance with the applicable legal regulations • implementation of statutory reporting • making administrative and tax payments • conducting advertising and promotional campaigns • cooperation and membership with consumer organizations • shaping and co-creating the local community	• necessity to adapt business activities to the existing legal regulations • necessity to inform the state about the obtained economic turnover • compliance with regulations and standards related to the environmental protection • striving to inform the largest possible group of hypothetical contractors about the organisation's activities • creating the organisation's image in appropriate consumer groups • shaping local community awareness through the creation of consumer needs

Source: [Chomiak-Orsa 2013, p. 115].

Table 2. Selected classifications of inter-organizational relations

Year	Author(s)	Division criterion	Types of relations
1998	J. Child, D. Faulkner	Dependence of entities	• Relations of total independence • Relations of full dependence
2001	J.M. Hite, W.S. Hestery	Evolution of relations	• Primary relations • Rooted market relations • Networks that value cohesion • Exploitation relations • Structural relations • Historical shape path-dependent • Intentional relation management
2002	M. Bengston, S. Kock	Business behavior	• Competition • Cooperation • Rivalry • Co-existence relations
2005	Lefaix-Durand, D. Paulin, R. Kozak, R. Beatregard	Nature of relations	• Relations of hostility • Cooperation relations
2005	T.H. Pham	Dependence of entities	• Independent relations • Dependent relations
2005	C.F. Hung	Obtaining benefits	• One-sided relations • Mutual relations • Contractual relations • Exchange relations • Symbiotic relationships • Manipulative relations • Exploitation relations
2007	De Witt, Meyer	Distribution of power	• Relations of mutual independence • Relations of unequal independence • Relations of mutual dependence • Relations of unequal dependence
		Purpose of the relation	• Relations focused on sharing resources • Relations focused on the integration of activities • Relationships focused on regrouping the position
		Subject of the relation	• Vertical relations back (with suppliers) • Vertical relations forward (with buyers) • Direct horizontal relations (with competitors) • Indirect horizontal relations (with competitors outside the industry) • Relations with other entities in the socio-cultural sphere • Relations with other entities in the economic sphere • Relations with other subjects in the political and administrative sphere • Relations with other entities in the field of technology
2007	P. Andersson, L.G. Mattesson	The duration of relations	• Long-term relations • Short-term relations • Temporal relations

Source: [Rzepka 2018, pp. 32-33].

- Possibility of acquiring intangible assets (including: human capital, internal and external structural capital – relational capital), which are necessary for carrying out operations.
- Intellectual capital management, including the acquisition, creation and monitoring of individual components.
- Competitive advantage.

Building inter-organizational relations through the creation and care of a fixed network of business contacts promotes effective cooperation between business partners, and it stimulates further contacts and contracts. Relational capital and its management should be seen not from a static perspective, i.e. as a resource related to interpersonal relationships, but from a dynamic perspective – as the ability to create and maintain close and lasting relationships based on trust and cooperation – it can determine the efficient functioning and success on the market of many organizations.

3. The nature of dysfunctions in B2B relations with a supplier in the supply chain

There is a risk of occurring *dysfunctions, i.e. deviations from the actual functioning of an enterprise in comparison with its model functioning* [Mikołajczyk 1994, pp. 62-64]. According to Z. Janowska et al. [2005, p. 303], deviations from "the norm" are possible to determine in the diagnostic procedure by specifying:

- the nature of the revealed dysfunctions,
- the area of the organization activities in which they arise,
- reasons for their appearance,
- costs they entail.

Constant monitoring of a company along with the use of instruments and procedures can support managers in reacting and making decisions in situations of so-called deviations from the patterns.

The notion of dysfunction is defined by M.J. Parzych [2009, p. 27] as *lack of functionality, lack of adaptation to some goals and an impaired function or an incorrect activity*. Phenomena of occurring disturbances are observed in almost all types and kinds of enterprises and they concern various issues.

In the subject literature it can be found that the most common dysfunctions in the supply chain include those that appear at particular levels, i.e. strategic, tactical and operational. The strategic level is control over the entire supply chain, and the most common threats include those that are associated with the enterprise image, such as black PR, customer scarcity, competition, technological innovations, availability of tangible and intangible capital, a situation that cannot be affected by an enterprise i.e. all kinds of regulations, e.g. legal, tax, etc.

The operational level includes disturbances that are related to the functioning of an enterprise (e.g. product development, human resources, performance, product and service defects, management, business cyclicity, etc.), limitations resulting from

poor leadership, inability to change, ICT domain, reporting and accounting systems (budgeting, planning, accounting information, investment preparation).

The interview method and the supplier/consignee satisfaction research were applied on the basis of the authors' own calculations based on the observational study. The obtained information was confronted with the collected data through estimations such as the percentage share of all fulfilled orders and the percentage share of all identified dysfunctions. The presented method of identifying and analyzing dysfunctions in relations with a supplier in the supply chain is therefore associated with cooperation risk management. The authors of the article propose to conduct a dysfunction analysis in B2B relations with the supplier in the supply chain according to a procedure consistent with the diagnostic procedure presented in this chapter (see Figure 3).

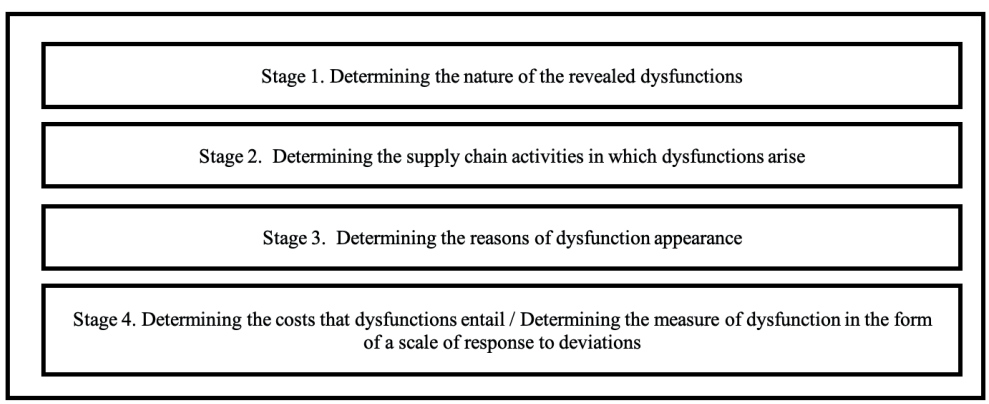


Fig. 3. The procedure of dysfunction analysis in B2B relations with a supplier in the supply chain

Source: authors' own study based on [Janowska et al. 2005, p. 303].

In connection with the above, the first stage concerns the characterisation of the nature of the revealed dysfunctions. In the case of the supply chain of the pharmaceutical industry examined by the authors, this entails the characterization of dysfunctions in B2B relations with a supplier and outlining the scale of operational problems (e.g. delays in order handling).

In the analysed period[1], there were operating deficiencies in the relations between the supplier and the customer (the consignee), in particular they concerned the day-to-day management of the flow of dietary supplements between the parties. A dietary supplements is defined as "*a foodstuff whose purpose is to supplement a normal diet, being a concentrated source of vitamins or minerals or other substances having a nutritional or other physiological effect, single or complex, sold on the market in a dosage form, in the form of: capsules, tablets, dragees and other similar forms,*

[1] The study was conducted in January-June 2018.

powder sachets, liquid ampoules, dropper bottles and other similar forms of liquids and powders intended for consumption in small, measured unit quantities, excluding products having the characteristics of a medicinal product within the meaning of the pharmaceutical law" [Act of 25 August 2016…]. As many as 41% of orders did not meet the assumed delivery time (see Figure 4). Bearing in mind that this supplier is the only producer with whom the consignee signed a long-term distribution agreement with an exclusivity clause, the delay scale generates additional problems throughout the supply chain going beyond B2B relations between the parties.

The demand fluctuations for the dietary supplement are significant, which in turn has a direct impact on the ability to adapt to the changing expectations of the supplier. Even slight changes in demand (especially increasing the current level of demand) resulted in the increased number of undelivered and delayed orders.

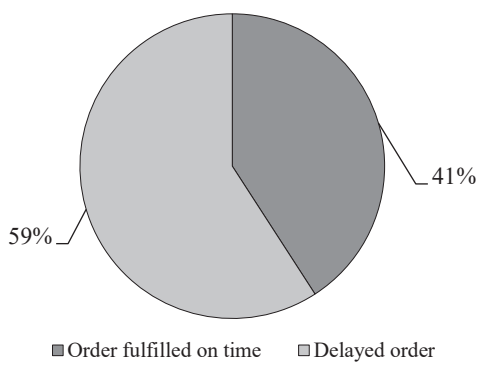


Fig. 4. Scale of fulfilled orders with the supplier

Source: authors' own study.

Determining the supply chain activities in which dysfunctions arise is the second stage of the study. Taking into account at the same time the third stage connected with pointing out to the reasons of their appearance, it is possible to comprehensively characterize the existing deviations. Keeping deadlines for order fulfilment is a fundamental issue of the emerging dysfunctions in B2B relations with the supplier in the supply chain. This highlights the need to diagnose this situation. Based on the available data, it is possible to make a division into three characteristic forms of dysfunctions in B2B relations with the supplier in the supply chain and qualify them as those that are connected to the deviations:

- administrative and legal,
- transport and storage,
- communication.

The administrative and legal deviations concern external conditions to the participants of the supply chain, between which there are inter-organizational relations. The transport and storage aspects relate to transport and storage problems, which have a direct impact on B2B relations in the supply chain. The last of the discussed are the communication deviations, which relate to information flows between the supplier and the customer in the supply chain.

It was noted that 26% of the dysfunctions in the relations with the supplier concerns the administrative and legal area, 62% appear in transport and storage and 12% have their source in communication (see Figure 5). These results should not come as a surprise, especially as the consignee's main function is to distribute the supplement to East European markets. The characteristics of the pharmaceutical industry, mainly in the context of transport requirements, as well as the scale of the customer's (the consignee's) activity, determine the emphasis on the importance of aspects strictly related to transport and storage.

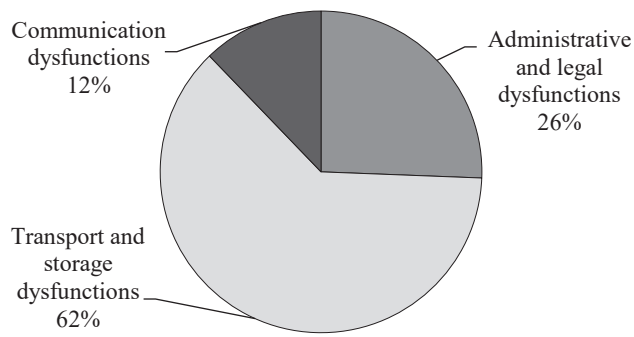


Fig. 5. The scale of existing forms of dysfunction in B2B relations with the supplier in the supply chain

Source: authors' own study.

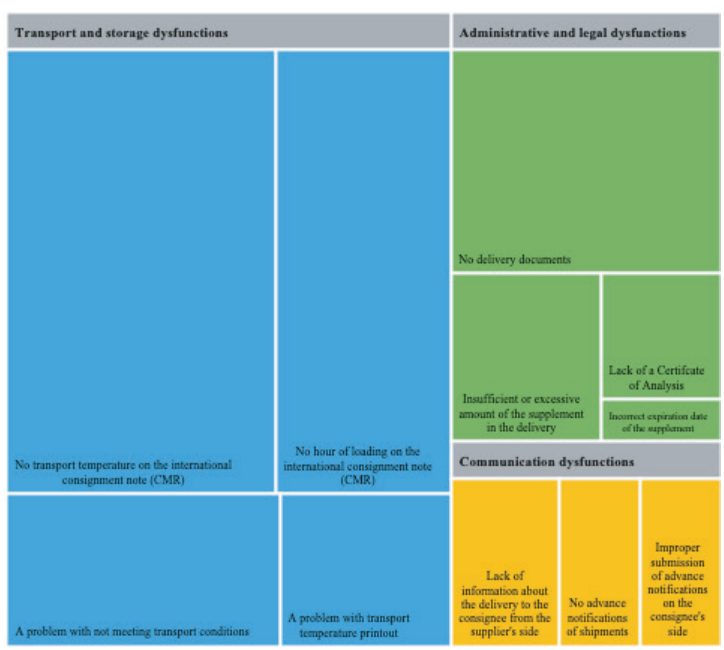


Fig. 6. Tree map of dysfunction forms in B2B relations with the supplier in the supply chain

Source: authors' own study.

Additional insights provide a detailed analysis of the problem types in relations with the supplier included in the highlighted dysfunctions, which are presented in the form of a tree map in Figure 6.

Among the transport and storage dysfunctions, the highest percentage are irregularities related to the incorrectly completed international consignment note (CMR). They constitute 46% of all the problems, worsening the problematic B2B relations with the supplier. In almost three out of ten fulfilled orders, the transport temperature was not indicated, while in every fifth order it the time of loading was left out.

These issues are necessary for the effective acceptance of the delivery in the pharmaceutical warehouse and further processing of the order (including distribution to East European markets). They result directly from the requirements of the pharmaceutical industry. At this point it should be emphasized that the customer (the consignee) regularly, at each delivery, reminds the supplier of the need to complete the international consignment note (CMR). Despite clear declarations to improve operational issues during monthly teleconferences and in current correspondence, the irregularities were not resolved during the period of the study.

In addition, a total of 16% of the irregularities concerned the printout of the transport temperature report and /or failure to comply with the transport conditions of the dietary supplements. While the described supplement can be transported in the standard temperature range (5°C – 25°C), and temperature deviations do not affect the quality of this supplement, the regulations for enterprises in the pharmaceutical industry indicate the need to report on the temperature of transport. These dysfunctions in B2B relations resulted in irregularities and ineffectiveness in solving this problem. The customer (the consignee) waited for the temperature printout (or the supplier's statement) longer than stated in the adopted standards (over 24 hours).

The scale of the irregularities under the administrative and legal dysfunctions was smaller compared to the transport and storage dysfunctions, while 15% of the problems related to the lack of delivery documents which are necessary for the correct delivery of supplies to the pharmaceutical wholesaler. The documentation included, among others, the international consignment note (CMR), the series release certificate, the invoice, etc. There were also irregularities regarding the insufficient or excessive amount of the supplement in deliveries. They were connected in particular with non-compliance with the delivery terms set out in the forwarded order. What is worse, the supplier did not notify the consignee of changes in the amount of the supplement consignment, which resulted in delivery delays at the pharmaceutical wholesaler.

Among the problems within this form of dysfunctions, one should also distinguish the invalid expiration date of the supplement. This was noted only in 1% of cases, nevertheless, the specificity of the pharmaceutical industry and the applicable legal regulations determine the necessity to precisely determine the expiry date on the

packaging. This date cannot in any way differ from the date indicated in the Certificate of Analysis and the series release.

The second category consists in communication dysfunctions, among which there are three main irregularities, i.e. lack of information from the supplier about delivery to the consignee, lack of advance notifications of shipments, and improper submission of advance notifications on the consignee's side. Due to the above, in 3.7% of cases the consignee did not prepare a delivery notification for the pharmaceutical wholesaler, which resulted in direct organizational problems. Lack of proper notifications resulted in delays in delivery of the consignee's set of documents. The rule was sending documents (usually containing errors) less than an hour before the delivery of dietary supplements to the pharmaceutical wholesaler, while preparation of the delivery notification was time-consuming[2]. On the other hand, in 3.7% of cases, situations occurred when the consignee did not report an incoming delivery at the pharmaceutical wholesaler, which had a direct impact on the increase in tensions in tripartite relations (supplier – supply chain department – pharmaceutical wholesaler). The available information shows that in all cases it was caused by delays in delivering the documents to the consignee by the supplier (despite the fact that they were delivered electronically which should streamline and facilitate the fulfilment of the orders).

In addition, while dietary supplements do not have such strict requirements as medicines, it is necessary to have a Certificate of Analysis, especially if the consignee (and at the same time the distributor) is a pharmaceutical company. The absence of this certificate results in temporarily stopping the distribution of the delivered supplements in the pharmaceutical warehouse until receiving a valid Certificate of Analysis. This generates additional delays in the shipping of the supplements to East European markets. In addition, in 4.9% of cases the supplier did not inform the consignee about the shipments of dietary supplements to the pharmaceutical wholesaler, which had a negative impact on the cooperation and broke the arrangements stated in the long-term contract, which primarily strained the B2B relations.

The problems described above are recognised as dysfunctional in B2B relations with the supplier in the supply chain, and they result directly in damaged business relations between the supplier and the customer (the consignee). The third party, the pharmaceutical wholesalers to which the dietary supplements are delivered and stored, needs special attention. The dysfunctions in relations between all the parties, as well as the reluctance of the supplier to solve current problems, result in stagnation and lowering the quality level of these relations.

The last part of the dysfunction analysis in B2B relations with the supplier in the supply chain allows to measure these dysfunctions, which is the last, fourth stage of

[2] The advance notification of the shipment is standardized, however the form of the necessary documents sent by the suppliers is different each time.

the study. This can be done by indicating the scale of the supplier's response to the reported problems using an aggregate measure based on the measurement of key success factors.

In connection with the above, according to the aggregate measure developed by the authors of the article, one can point out two basic forms of response to irregularities by the supplier (see Figure 7). First of all, the scale of solving problems reported by the supplier, which results from the non-integration of their IT systems, is important. Therefore, according to the consignee's perspective, the problems were solved only in 26% of the cases. This means that the supplier shows marginal willingness to improve the tripartite relationship with the consignee and the pharmaceutical wholesaler. This does not offer good prospects for the quick (short-term) and effective (long-term) elimination (or minimization) of the irregularities in B2B relations.

Nevertheless, it should be clearly stressed that this is an assessment of the relationship only according to the customer's (the consignee) perspective, which is also based on the information received from the pharmaceutical wholesaler. A comprehensive assessment of the level of B2B relations would also require taking into account the subjective assessment of mutual relations on the part of the supplier, which in turn is impossible due to the lack of such tests (the supplier was not ready to provide them).

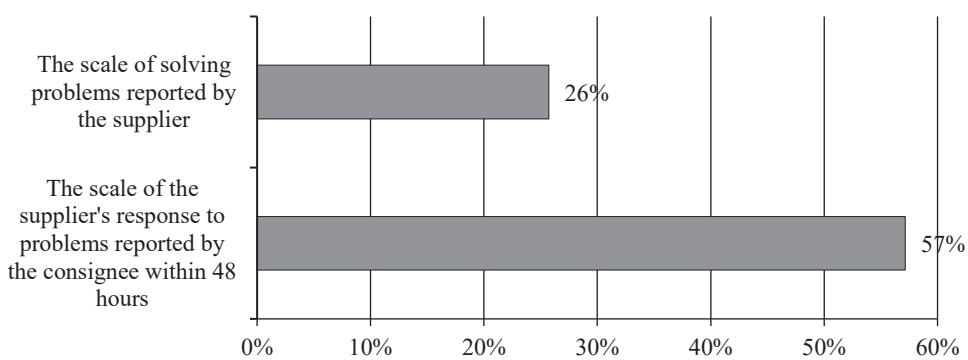


Fig. 7. Response to problem solving on the part of the supplier

Source: authors' own study.

Secondly, only 57% of the problems reported by the consignee resulted in the response from the supplier within 48 hours of their notification. This indicator informs about the level of trust and cooperation in B2B relations with the supplier. The higher the level, the better the supplier is rated in this aspect. The imbalance of forces on the supplier – customer (consignee) line is noticeable. As far as the pharmaceutical corporation is concerned, this supplier of the dietary supplement is crucial (the only one), on the other hand, for the supplier the customer (the consignee) is just one of many. Therefore it should be emphasized that the scale of reaction to

irregularities is one of the foundations of B2B relations in the supply chain. In view of the above, both presented indicators seem to be insufficient to comprehensively measure dysfunctions in B2B relations with a supplier in the supply chain.

4. Conclusion

Issues related to relations in the supply chain, in particular referring to any dysfunctions, are characterized by a deficit of publications in the subject literature. The absence of deviations from the norm is essential for increasing the efficiency level of the supply chain, both in terms of operational and strategic management. The scale of solved problems on the supplier-customer line shows the ability to eliminate these deviations.

The dysfunctions indicated by the authors: transport and storage, administrative and legal as well as communication are an innovative approach to the presented issue. The ability to eliminate or at least minimize individual forms of the dysfunctions shapes the impact on mutual relations, which are characterized by the uneven dependence, the more so when they manifest themselves in the long-term perspective. The relationships between the dysfunctions, the dietary supplement, the B2B relations and relational capital, as indicated in the triad of the theoretical issues, considered together suggest the way to analyse these dysfunctions in B2B relations with the supplier in the supply chain. Bearing in mind the nature of the dietary supplement and its legal limitations, the general standards of the pharmaceutical supply chain should be indicated. First of all, the relationship between the supplier and the consignee has to be formalized and meet the legal restrictions. Secondly, due to the strictly institutionalized approach to cooperation, one of the most important factors of mutual efficiency is oriented towards relations. Finally, the source of the problems refers to the dysfunctions in B2B relations.

The authors' way of understanding relational capital in connection with B2B relations and the diagnosed dysfunctions in the pharmaceutical supply chain, suggests the necessity for enterprises to manage intellectual capital efficiently, taking a special care of external relational capital. Therefore, the context of the relationship between the supplier and the consignee (and further the consignee warehouse) fits the stakeholder theory. The internal stakeholder (substantive) makes strategic decisions in the field of the operation management based on a high level of mutual trust. The B2B relations between the consignee and the consignee warehouse are however of full dependence and as a cooperation type of business behavior they are symbiotic. The external stakeholder (contractual) represented by the analyzed supplier is defined as typically a one-sided relation in terms of obtaining benefits. It is a type of an independent, vertical back relation. The consignee is for the supplier only one of many companies to cooperate with. Thus, the scale of dysfunctions in B2B relations with the supplier in the supply chain is hard to eliminate and even harder to minimize.

In terms of the above, it should be necessary to conduct future research that would answer questions regarding the possibility to minimize such dysfunctions in B2B relations. Moreover, the theoretical model of B2B relation dysfunction measurement should be prepared that may be relevant for the business practice.

Bibliography

Act of 25 August 2016 on food and nutrition safety [Dz.U. 2006 No. 171 item 1225].

Adamik A., Matejun M., 2012, *Organizacja i jej miejsce w otoczeniu*, [in:] A. Zakrzewska-Bielawska (ed.), *Podstawy zarządzania*, Oficyna a Wolters Kluwer business, Warszawa.

Chomiak-Orsa I., 2013, *Zarządzanie kapitałem relacyjnym w procesie wirtualizacji organizacji. Podejście modelowe*, Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław.

Czakon W., 2006, *Zasobowe uwarunkowania tworzenia sieci międzyorganizacyjnych przedsiębiorstwa*, [in:] R. Krupski, (ed.), *Zarządzanie strategiczne, ujęcie zasobowe*, WSZiP, Wałbrzych.

Freeman R.E., 2001, *Strategic management: A stakeholder approach to strategic management*, Darden Graduate School of Business Administration, University of Virginia, Working Paper No. 01-02, Charlottesville.

Janowska Z., Cewińska J., Wojtaszczyk K., 2005, *Dysfunkcje w zarządzaniu zasobami ludzkimi*, Wydawnictwo Uniwersytetu Łódzkiego, Łódź.

Krzyżanowski L., 2012, *Podstawa nauk o organizacji i zarządzaniu*, Wydawnictwo Naukowe PWN, Warszawa.

Mikołajczyk Z., 1994, *Techniki organizatorskie w rozwiązywaniu problemów zarządzania*, PWN, Warszawa.

Parzych M.J., 2009, *Dysfunkcje w zarządzaniu kapitałem w małych i średnich przedsiębiorstwach*, Studia i Materiały, Wydział Zarządzania Uniwersytetu Warszawskiego, No. 1-2.

Porter M.E., 2001, *Porter o konkurencji*, PWE, Warszawa.

Rzepka A., 2018, *Relacje miedzyorganizacyjne i kapitał intelektualny jako czynniki rozwoju mikro i małych przedsiębiorstw. Studium na przykładzie wybranych przedsiębiorstw polskich i gruzińskich*, Difin, Warszawa.