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AGRICULTURAL FARMS' ADAPTATION AND ADJUSTMENT PROCESSES TO CHANGING ECONOMIC ENVIRONMENT IN POLAND (CASE STUDY OF ONE FARM)

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Abstract. The paper presents results of studies on the adjustment process of farms to market economy requirements. Trends of change were analyzed on the basis of a case study. The owner of the farm under analysis made significant changes in the farming production means and resources between 2005 and 2010, namely his actions showed a high tendency to concentrate land ownership. He also systematically invested in farming equipment and buildings, adapting their capabilities to the growing demands on farming requirements, organizational changes and technological developments. An important role in financing such activities was played by the supply of external capital, both in the form of preferential loans and EU funding and subsidies. The analysis of the farmer's behaviour patterns ranks him as one of the most dynamic agricultural entrepreneurs, among the group of farmers who have sufficient resources to meet the demands of competition and stay in the market. They can act strategically, properly combining the internal potential with the opportunities created by the changing environment.

Key words: economic environment, agricultural entrepreneurs, adjustment processes, farm case study

INTRODUCTION

The 1990s in Poland were the period of radical change, often defined as a transformation and transition period. The changes covered most areas of economic, political and social life. Their aim was, among others, to create conditions for restoring the economic balance upset by the deep 1980s crisis, stop the runaway inflation and introduce

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market mechanisms in the country's economy by setting up markets for capital, goods, services and labour. Market forces manifested themselves earliest in the food production sector. As early as the summer of 1989, most prices of agricultural products and foodstuffs were freed, which led to the general market liberalization. Significant overhaul of the state economic system occurred at the beginning of 1990, with the gradual elimination of central planned economic management instruments.

The introduction of market mechanisms and competition from foreign producers revealed the structural and efficiency weaknesses of the Polish agriculture. Among the barriers preventing the smooth adaptation to market economy mechanisms one frequently mentions the following: dispersed agrarian structure, technological backwardness, insufficient individual farmers' income and the related high levels of poverty, low educational standards and generally advanced age of farmers, as well as the so-called mental barriers [Wilkin 2000]. These conditions result in the fact that not all farms are equally adjusted to changing economic environment. The liberal system is "beneficent" for the strong and efficient businesses, pays premiums to those who are active and entrepreneurial, and show the ability and capacity to adapt to changing economic conditions. Market mechanisms "reward" economically efficient entities, and depreciate weaker players. Farmers, in their mass, are weaker players, and in the free market are doomed to lose. However, their adaptability depends mainly on the economic strength of individuals [Woś 1998].

The period of more than twenty years since the beginning of the transition has had a significant influence on the shaping of modern agriculture [Wilkin 2010]. New regulations have created a different macroeconomic environment for its functioning, thus determining the conditions of development. According to Woś [2000], the most important were the following processes: the expansion of market relations, privatisation (especially in the field of food trade and processing) and the abolishment of state monopoly in foreign trade. Agriculture, now governed by market forces, has simply had to adjust to the new rules of economic interaction. The position of agriculture and its related policies have been determined not so much by the changes that have taken place in themselves, by the changes in its economic environment. As indicated by Wilkin [2000], macroeconomic conditions have forced the adjustment processes in agriculture, but they have not actually facilitated them. Rural areas witnessed considerable problems of adaptation to market economy conditions. Only the last years – since Poland's accession to the European Union – has been a unique time of beneficial change. Poland's entry into the EU has definitely been a positive qualitative change in the agricultural sector [Wilkin 2010].

The new economic rules being introduced to the Polish economy resulted in a considerable qualitative differentiation of farms. There has appeared a group of modern, expansive farming enterprises strongly associated with the market, whose managers have tried to adapt to the requirements of the new economic environment, often successfully. It should be emphasized that making changes is a prerequisite allowing to maintain a competitive market. All farms that want to function, and are aimed to grow and develop, must be subject to change. They cannot just aim for the very survival. Growing competition results in constant striving for development, and this means the need to invest [Gradziuk 2006].

METHODOLOGY

The paper presents results of studies on the adjustment processes of farms to market economy requirements. Trends were analyzed on the basis of a case study of an agricultural farm. Empirical data was collected using a description of the farm enterprise, including changes in the organization and farming production resources between 2005 and 2010, and an interview questionnaire which addressed socio-demographic characteristics, attitudes and behaviours of its manager.

RESULTS

The farm under analysis is situated in the south-eastern part of Hrubieszów district (Poland, Lublin Voivodship), which in the past was characterized by a significant share of the state sector in the ownership of land. The present owner of farm began his independent business activity in 2005, but his entire professional life (as well as other aspects of his life) has been associated with agriculture*. After starting a family, looking for jobs, which would have provided housing, he decided to come to the border areas of south-eastern Poland and took a position in the local PGR (State Agricultural Farm), where he initially worked as animal rearing specialist, then the farm manager, director and administrator – until the collapse of the entire system of state-owned farms. In 2000, together with a partner, he leased the farm from the Agricultural Property Agency of the State Treasury (from 2003, the Agricultural Property Agency) with its land area of 460 ha, of which his own resources accounted for 33% of the total farming area. After five years, the partners decided to purchase the leased land. The surveyed farmer has ultimately purchased 48.69 hectares.

In the period 2005–2010, only crop production was conducted on the farm. It is a basic and standard form of agricultural production, which is also the only renewable source of food and non-food agricultural raw resources. The base of crop production is land, which is both a means and object of production. Therefore, its resources (both quantitative and qualitative) are crucial to the organization of this form of production. The studied farm possessed a total area of 149.7346 ha of good quality farming land at the beginning of 2010. The average rate of soil valuation was 1.53 (compared to 0.79 on average in Poland), and over three-quarters of arable land belonged to Class II. The farm had a positive spatial distribution of land – two plots of land were utilized for agricultural purposes, and the distance to the farthest field was 5 km. The structure of agricultural land accounted for 92% of arable land (Table 1). According to preliminary results of Agricultural Census 2010, the average area of a single farming entity operating in Poland amounted to 7.92 ha. During the eight years it increased by 13.5%. Compared to the previous census (2002), there was a decline in the number of the smallest farms (with an area of 1 ha of arable land by 26.8%; and between 1 to 5 ha – by 24.8%). There was also a significant, though still

* Subject's parents possessed an agricultural farm of significant size in those conditions. Due to poor soil quality, they mainly engaged in tobacco production.

Table 1 The structure of agricultural land in the surveyed farm in 2010
Tabela 1. Struktura użytków rolnych w badanym gospodarstwie w 2010 r.

Specification Wyszczególnienie	Structure of Farm Production Struktura UR	
	ha	%
Arable Land/GO	137.6875	92.0
Grasslands/TUZ	12.0471	8.0
Orchards/Sady	–	–

Source: Own research.
Źródło: Badania własne.

small, rise in the number of the largest agricultural holdings. In the group area of 20 ha and more, this increase amounted to 6.5%, including in this case, farms with an area of 50 hectares or more, where the increase was 34.4%. Therefore, the analyzed farm belonged to the cohort of 27.000 farms with an area of 50 hectares or more, which accounted for only 1.2% of all farms in Poland [Information... 2011].

A significant impact on the acceleration of farmers' adjustment to changing environmental conditions has been observed in the increase in the mobility of the basic production resources: land, labour and capital. The primary way to increase the degree of mobility of land is its lease. The investigated farmer used the leasing institution, but treated it as a transitional form, ultimately leading to a purchase. He also expressed the intention to maintain family control over his holding in the future (by handing it to his children) – and had already appointed a successor. In 2010, a part of arable land (8.94 ha) was handed over to his son, thus enabling the latter to use the state subsidy of 75.000 PLN, aiming to facilitate the settlement of young farmers (CAP measure). His son designated the received funds for the purchase of additional land. The subject's attitude testifies the thesis put forward by Halamska et al. [2004] that the attachment of Polish farmers to land as an inheritable asset is extremely strong. A lasting relationship with land and its perception in terms of value, and not just a mean of production, is part of peasants' identity, in which Podedworna [2001] sees an important source of non-economic motivations, which in turn may facilitate the survival of farmers in crisis situations.

The surveyed farm changed its area in the period under investigation. As a result of the purchase of land, its area tripled. It was enlarged in a „revolutionary" way by participating in the „parcelling out" of former state own farms (Figure 1). The farmer indicated that he intended to further increase the farm area in the future, however the problem was the lack of supply of land in the locality.

The selection of crops that are grown on farms depends on a multitude of factors, mainly the quality of soil and climatic conditions, but also the attitude of the individual farmer. The crop structure in the surveyed farm was dominated by cereals (including wheat and barley), constituting 60,5% in 2010 (Table 2). Their participation was slightly lower than the national average, which according to preliminary results of the Agricultural Census of 2010 was 68.4%. The share of sugar beet (11.7%) was several times higher than the national average (2.0%), as well as that of oilseed rape (12.7% on the farm, 8.9% nationally) [www.stat.gov.pl]. The analysis of data on changes in crop structure in the studied farm in the years 2006–2010 shows that in 2007 the farmer introduced new crops

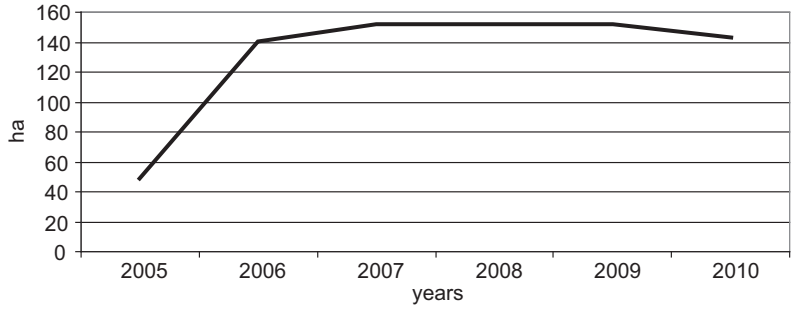

Fig. 1. Changes in the total area of the surveyed farm in 2005–2010
Rys. 1. Zmiany powierzchni ogólnej badanego gospodarstwa w latach 2005–2010

Source: Own research.
Źródło: Badania własne.

– durum wheat and winter rapeseed. In 2008 he began to cultivate beans, but according to an interview in 2011, he stopped its cultivation, motivating the decision by too high labour intensity and the lack of grain storage facilities. In the period under investigation, there was a reduction of the share of cereals in the crop structure, which in 2006 was over 90% and in 2010 was 60.5% (in 2010 the national average, compared to 2002 decreased by 5.7 percentage points [www.stat.gov.pl]. In 2010, as compared to 2006, there was a decrease in winter oilseed rape – by 6.6 percentage points. However, the area for the sugar beet cultivation increased almost twofold. As pointed out by the farmer, the changes in the crop structure resulted primarily from crop rotation requirements and economic conditions (market opportunities, the level of profitability).

Table 3 shows the yields of basic crops that were achieved in the surveyed farm between 2006 and 2010. They stood at a higher level than the average in Lubelskie Voivodship as well as in Poland. In 2009, the average yield of winter wheat in Lublin region was 35 dt/ha, while in Poland the figure was 40.4 dt/ha, spring barley – 32.0 and 32.3 dt/ha respectively, rape and agrimonia 20.1 and 29.3 dt/ha respectively, sugar beet 561 and 553.0 dt/ha respectively [www.stat.gov.pl].

From an interview conducted, it can be assumed that the farmer shipped his produce to a variety of recipients (Table 4). The key factor in the choice of recipients was the level of the proposed purchase prices. For example, in this respect the year 2010 saw the high demand for grain, which consequently led to almost complete levelling of prices for consumer cereals and animal feed, and as a result, the farmer decided to sell part of his spring barley crop to "ANIMEX" located in Zamosc, a company that specializes in the production of animal feed. This allowed him to reduce transportation costs. It was also important for the farmer to maintain long lasting co-operation with processing plants (including Lubella for which he cultivated spring durum wheat, used specifically for making pasta, and Bodaczów Vegetable Fats Plant), which the farmer viewed as strongly beneficial. The farmer could expect good conditions of sale, as he offered large, uniform batches of his produce. That made it possible to negotiate prices and delivery methods. Moreover, in 2007, along with his former partner, the subject founded a Group of Grain and Oilseed Producers, in which he served as vice president. It consisted of ten members:

Table 2. The crop structure in the surveyed farm in 2006–2010
Tabela 2. Struktura zasiewów w badanym gospodarstwie w latach 2006–2010

Years Lata	Plant Group Grupa roślin	Crop structure Struktura zasiewów	
		ha	%
2006	Cereals/Zboża	124.19	90,2
	including: winter wheat/w tym: pszenica ozima	79.15	63.7
	spring barley/jęczmień jary	45.04	36.3
	Sugar beet/Buraki cukrowe	9.00	6.5
	Mustard seed/Gorczyca	4.50	3.3
2007	Cereals/Zboża	69.75	48.8
	including: winter wheat/w tym: pszenica ozima	18.75	26.9
	spring durum wheat/pszenica jara durum	24.00	34.4
	spring barley/jęczmień jary	27.00	38.7
	Sugar beet/Buraki cukrowe	12.70	8.9
	Winter oilseed rape/Rzepak ozimy	45.05	31.5
	Beans/Fasola	15.45	10.8
2008	Cereals/Zboża	100.15	70.1
	including: winter wheat/w tym: pszenica ozima	57.50	57.4
	spring durum wheat/ pszenica jara durum	15.00	15.0
	spring barley/ jęczmień jary	27.65	27.6
	Sugar beet/Buraki cukrowe	11.20	7.8
	Winter oilseed rape/Rzepak ozimy	28.00	19.6
	Beans/Fasola	3.60	2.5
2009	Cereals/Zboża	95.25	66.6
	including: winter wheat/w tym: pszenica ozima	48.00	50.4
	spring durum wheat/pszenica jara durum	14.00	14.7
	spring barley/jęczmień jary	33.25	34.9
	Sugar beet/Buraki cukrowe	18.00	12.6
	Winter oilseed rape/Rzepak ozimy	27.00	18.9
	Beans/Fasola	2.70	1.9
2010	Cereals/Zboża	86.42	60.5
	including: winter wheat/w tym: pszenica ozima	38.80	44.9
	spring durum wheat/pszenica jara durum	17.85	20.7
	spring barley/jęczmień jary	29.77	34.4
	Sugar beet/Buraki cukrowe	17.50	12.2
	Winter oilseed rape/Rzepak ozimy	35.53	24.9
	Beans/Fasola	3.50	2.4

Source: Own research.
Źródło: Badania własne.

two commercial companies and eight individual farmers. The main incentive for its creation was the absence of such a group in the Lublin Voivodship, and especially in Zamosc region, which in fact is a major area for grain and cereal cultivation. The primary objective was to provide the Producer Group members the opportunity to sell grain and oilseed at favourable prices and to optimize production costs.

Table 3. Yields of main crops in the surveyed farm between 2006 and 2010
Tabela 3. Plony podstawowych roślin uprawnych w badanym gospodarstwie w latach 2006–2010

Plant group Grupa roślin	Yields of basic crops in the surveyed farm [dt/ha] in the years Plony podstawowych roślin uprawnych w badanym gospodarstwie [dt/ha] w latach				
	2006	2007	2008	2009	2010
Cereals/Zboża					
including: winter wheat/ w tym: pszenica ozima	56.1	85.0	76.8	73.6	60.8
spring durum wheat/ pszenica jara durum	–	65.0	55.6	31.0	51.0
spring barley/jęczmień jary	49.2	55.0	75.5	52.3	54.0
Rapeseed/Rzepak	–	31.0	29.0	38.2	30.8
Sugar beet/Buraki cukrowe	575.1	652.8	587.3	627.2	473.6

Source: Own research.
Źródło: Badania własne.

Table 4. Volume and value sales, and agricultural customers in 2010
Tabela 4. Wielkość i wartość sprzedaży oraz odbiorcy płodów rolnych w 2010 r.

Specification Wyszczególnienie	Volume [t] Ilość [t]	Price [PLN/t] Cena [zł/t]	Value [PLN] Wartość [zł]	Name of recipient Nazwa odbiorcy
Winter wheat/Pszenica ozima	236.00	890.94	210 262,86	Lubella
Spring wheat/Pszenica jara	86.68	963.84	83 546,18	Lubella
Brewery grade barley/ /Jęczmień browarny	163.77	840.00	137 566,80	„OPTIMA" Brewery, „ANIMEX" Feedstuff
Rapeseed/Rzepak	109.50	1299.28	142 326,01	Bodaczów Vegetable Fats. Bielsko-Biała
Sugar beet/Buraki cukrowe	828.76	118.34	98 076,16	Werbkowice Sugar Plant
Beans/Fasola	7.0	3100.00	21 700,00	Broker

Source: Own research.
Źródło: Badania własne.

Under the influence of organizational and technological changes taking place in farms, resources of machinery and equipment and buildings must also be subject to adjustment processes. The farmer in the period under investigation introduced numerous changes in the farm's technical equipment. The changes were primarily motivated by the increasing area of agricultural land, the introduction of new technology and changes in the organization of production. In the period between 2005 and 2010, he purchased machinery and equipment worth a total of 1.005.480 PLN (Table 5). The highest expenditures were incurred in 2008, using alongside his own resources, EU funding and subsidies from the Rural Development Programme. According to the farmer, it is necessary to further modernize the farm's machinery for its proper functioning in the future. Therefore, he filled an application to the Agency for Restructuring and Modernisation

Table 5. Expenditures incurred for the purchase of tractors and agricultural machinery in 2005–2010
Tabela 5. Nakłady poniesione na zakup ciągników i maszyn rolniczych w latach 2005–2010

Type of machine Rodzaj maszyny	Years Lata	Value [PLN] Wartość nakładów [zł]
Combined cultivator and seed drill/ /Agregat uprawowo-siewny	2007	108.000.00
Rotary plough/Pług obrotowy	2008	41.480.00
Stubble cultivator/ Kultywator ścierniskowy	2008	28.620.00
Tractor 6930/Ciągnik 6930	2008	350.000.00
Front end loader/Ładowacz czołowy	2008	35.380.00
Combine harvester/Kombajn zbożowy	2010	442.000.00
Total/Razem	–	1.005.480.00

Source: Own research.
Źródło: Badania własne.

of Agriculture for a grant to purchase other items of machinery – a fertilizer spreader and a subsoiler. In 2006, the farmer, using his own funds, purchased two grain silos with a capacity of 500 tonnes. He also carried out a renovation of a farm building, part of which was adapted for the storage of fuel, pesticides and tools. In the future, he intends to purchase two more silos of the same capacity, allowing separate collection of different varieties of grains. He also plans to build a shelter to store agricultural equipment. He has already started work on the implementation of this investment.

The surveyed farmer indicated that it is vital to use external sources of funding to sustain feasible functioning of the farm. In 2005 he obtained a preferential loan of 400.000 PLN for the purchase of land and a farm building, and in 2006 the subsequent loan (727.400 PLN) to buy the adjacent plot. The farmer emphasised that any purchase of such an amount of land using own resources would have been virtually impossible. The subject also benefited from the EU aid programmes aiming at the modernization of rural areas. He received aid amounting to 40% payback on the purchase of agricultural equipment, thanks to which he modernized his machine park. An essential role in the functioning of the surveyed farm was also played by funding from direct payments and agro-environment schemes (Table 6). According to the farmer, with ever-rising prices of means of production, the majority of farming enterprises would not be able to survive without such a aid.

The most important task of individuals managing businesses (including agricultural holdings) is the decision-making process. Its accuracy and efficiency positively influences a given economic situation of the entity in question. A helpful tool in this effort is the economic balance rationality, which includes information processing and inference, leading to making decisions and choices which in turn result in achieving the best possible results. The investigated farmer pointed out that the basis for any decision taken by him, the changes in the functioning of the farm, was the economic calculation. Among the most important decisions, he mentioned the purchase of new machinery and equipment and silos for storing grains, which ultimately contributed to optimizing his farming production.

Table 6. The value of assets acquired under direct payments and agro-environmental programme in 2010
Tabela 6. Wartość środków uzyskanych w ramach dopłat bezpośrednich oraz programu rolno-środowiskowego w 2010 r.

Specification Wyszczególnienie	Area [ha]/ /crops [t] Powierzchnia [ha]/ /zbiory [t]	Rate [PLN] Stawka [zł]	Amount of subsidies [PLN] Kwota dopłaty [zł]
Single area payments/Jednolita płatność obszarowa	149.34	562.09	83 942.52
Compensatory area payments/ /Uzupełniająca płatność obszarowa	125.45	327.28	41 057.27
Stubble crop/Międzyplon ścierniskowy	59.35	520.00	30 862.00
Sugar crop subsidy/Płatność cukrowa	590.00	50.42	29 747.80
Total/Razem	–	–	185 609.59

Source: Own research.
Źródło: Badania własne.

The surveyed farmer positively assessed his chances of competing with farmers in other EU countries, despite differences in the level of subsidies for agricultural production**. At the same time he saw the need to make constant changes in his farm holding, its systematic modernizing in order to strengthen its competitive position in the market.

Expansive behaviour of the farmer can be justified, among others, by the relatively high level of his education and extensive practical experience. He graduated from secondary school majoring in agriculture, then he studied at tertiary level, however his family circumstances did not allow him to follow through. He systematically supplemented his practical knowledge and skills by attending training courses, specialized study tours, maintaining contacts with universities, as well as studying specialized literature. Education is a synthetic measure, which sets the level of competence of individuals in the labour market and society. It is a key factor determining the current life situation. It very often strongly determines an individual's views on a variety of issues. It also begins to play an increasingly important role as a factor determining production profiles in agriculture, encouraging and enabling the use of not only the effects of mechanization and chemicals, but also the effects of biological and information technology revolution. In the future, the importance of education in determining farm market opportunities will only grow [Kołoszko-Chomentowska 2008].

** Currently, there are large disparities in the distribution of direct payments between the EU-15 countries and new member states, partly due to the phasing-in mechanism and lower reference yields in these countries, resulting from less intensive agriculture [Bajek et al 2007].

The analysis of the answers provided for the interview questionnaire dealing with levels of self-esteem in terms of activity, leads us to believe that the farmer was characterized by high self-reliance and perseverance in pursuit of the goal. He was an optimist, convinced that life brings rather more good than harm. When asked to make an overall assessment of his former life, he said that although he had not planned it thoroughly, he was fairly satisfied with his life's outcomes.

The farmer's preferences and attitudes can also be inferred from his answers to the question about the most valuable opportunities created by running the farm. Among the options provided, he chose three, in his opinion, the most important: the independence and autonomy of decision making, the opportunity to demonstrate initiative, implementing innovation, and pursuing his passion for shaping the living nature around him. This confirms the individualistic attitude – the desire to test oneself in action, independence, a sense of one's own agency.

Also, the type of decisions taken, and assessment of their relevance may indirectly indicate the aspirations of the farmer's business enterprise. He began his self-managed enterprise with significant amount of investment – the modernization of agricultural equipment and increasing the farm's acreage. He assesses his initial decisions positively which may indicate high self-esteem, self-confidence, but also a willingness to take risky actions, often yielding results in the long run. One can also try to look for justification of his expansive behaviour in the ultimate motives of starting his independent business operation. His fundamental motive was his love for land.

SUMMARY

The study shows that the surveyed farmer made significant changes in the stocks of his production means and resources between 2005–2010. Primarily, he showed a high tendency to concentrate farming land (by purchasing it), which resulted in a threefold increase in the agricultural area (from 46.29 to 149.734 ha). Buying land is an important symptom of pro-development behaviour. It is clear evidence of intent to continue farming, and is supported by the financial resources motivating such intentions. It is also associated with establishing closer ties with agriculture and is an expression of adjustment to market economy forces. In addition to the introduction of technological progress, it is the first necessary step in improving the competitive position [Gradziuk 2005].

The growth potential of the studied farm encompassed not only the farming land but also the fixed assets. The farmer systematically invested in farming equipment and buildings, adapting their resources to the growing size of the agricultural area and the organizational and technological changes. He did not treat his farm as a stabilizing force, he declared his willingness to continue its development. The tendency of farmers to invest indicates their attitude to develop production and is a synthetic measure of the economic and financial situation of a given enterprise, which determines its ability to grow in the long term. An important role in financing the activities of the analyzed individual was played by external capital funding. The subject used both preferential loans and aid from EU funding and subsidies. He stressed that thanks to the loans, he was able to acquire the farm, and the EU funds allowed for its modernization.

Decisions of the surveyed farmer, relating to the organization of production and use of modern technology, were mainly influenced by economic factors, and the changes were designed to primarily increase the scale of production and to adapt it for market requirements. The expansive behaviour of the farmer can be justified, among other factors, by a relatively high level of his education and extensive practical experience. He also possesses certain psychological traits, such as optimism, self-determination, perseverance and consistency in the implementation of actions conducive to entrepreneurial activities. The analysis of his behaviour allows us to group him among the most dynamic entrepreneurs in farm sector, having sufficient resources to meet the competition and stay in the market.

In summary, it is clear that changes occurring in the Polish agriculture and rural areas, the processes of structural change, economic restructuring of agriculture lead to the emergence of a group of farms that are economically strong, expansive, and which have considerable potential for development. Such farmers can act strategically, combining their internal potential with the opportunities created by the changing environment. They are aware that an essential condition that allows them to maintain a competitive edge market is their ability to make changes.

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PROCESY DOSTOSOWAWCZE GOSPODARSTW ROLNYCH W POLSCE DO ZMIAN W OTOCZENIU (STUDIUM PRZYPADKU JEDNEGO GOSPODARSTWA ROLNEGO)

Streszczenie. W opracowaniu przedstawiono wyniki badań dotyczących procesów dostosowawczych gospodarstw rolnych do wymogów gospodarki rynkowej. Tendencje zmian przeanalizowano na podstawie studium jednego gospodarstwa rolnego. Właściciel analizowanej jednostki w latach 2005–2010 dokonał znaczących zmian w zasobach czynników produkcji. Wykazał dużą skłonność do koncentracji ziemi. Systematycznie inwestował w sprzęt rolniczy oraz budynki i budowle, dostosowując ich zasoby do rosnącej powierzchni UR oraz zmian organizacyjnych i technologicznych. Ważną rolę w finansowaniu działalności odgrywały kapitały obce, zarówno kredyty preferencyjne, jak i fundusze UE. Analiza zachowań rolnika pozwala zaliczyć go do grupy najbardziej dynamicznych przedsiębiorców rolnych, prowadzących gospodarstwa posiadające wystarczające zasoby aby sprostać konkurencji i utrzymać się na rynku. Potrafią oni działać strategicznie, właściwie łącząc potencjał wewnętrzny z szansami, jakie niesie zmieniające się otoczenie. Są świadomi, że podstawowym warunkiem, pozwalającym utrzymać się na konkurencyjnym rynku jest dokonywanie zmian.

Słowa kluczowe: zmiany w otoczeniu, przedsiębiorcy rolni, procesy dostosowawcze, gospodarstwo rolne

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