

The Impact of Being a Subsidiary on The Firm's Strategic Orientation Through Miles and Snow Typology: The Case of Polish Small Enterprises*

Krzysztof WIK

Wroclaw University of Economics and Business, Wroclaw, Poland

Correspondence should be addressed to: Krzysztof WIK, krzysztof.cwik@ue.wroc.pl

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Abstract

One of the criteria for differentiating small-sized enterprises is whether or not they are subsidiaries of a corporate group (a.k.a. a business group or a group of companies). It seems to be quite important for research in management science. The paper presents the study's results on the impact of being a subsidiary on the small firm's strategic orientation through the Miles and Snow typology (*prospector*, *analyzer*, *defender*, *reactor*). The research sample included a total of 92 small enterprises, of which 47 were subsidiaries of the corporate group, and 45 enterprises were capital-independent. The subsidiaries of the corporate group were of a "ground level" type, i.e. they did not play the role of a parent company towards other organizations. The results showed significant differences depending on whether or not the enterprises were subsidiaries of a corporate group. Independent companies most often chose the *analyzer* strategic orientation, while subsidiaries chose the *defender*. Also, among independent firms there were more *prospectors* than among subsidiaries, but almost the same number of *reactors*. These differences may become a starting point for discussing the importance of this feature in management science.

Keywords: small-sized enterprise, strategy, strategic orientation, subsidiary, corporate group