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PORTFOLIO AND CSR STRATEGIES IN THE CONTEXT OF PRODUCT DEVELOPMENT

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Developing portfolio strategies that combine innovation and corporate social responsibility is a complex and time-consuming process that is fundamental to the development and functioning of the entire company. Finding the right strategy to integrate these two areas has a significant impact on the companies' competitive advantage and stability on the market. The aim of the article is to formulate a methodology for developing portfolio strategies in the context of product development, combining innovation with the principles of Corporate Social Responsibility, along with conducting a BCG matrix simulation for the company's product offer before and after changes. This also includes the analysis and implementation of CSR principles using the selected research method, in order to determine how the local community perceives the CSR aspect. This process will be illustrated with the example of a case study relating to a plant that plans to enter the analysed market. The company studied here is to be headquartered in a selected city to fill a gap in the local market, where there is no dominant leader in the production of high-quality wooden furniture. The results of the analysis showed that portfolio strategies combining innovation and CSR increase the company's competitiveness and improve its image. The BCG matrix assessment indicated the need to change some products and invest in areas with high growth potential. The introduction of the Multi-Eco chest of drawers will optimize production, reduce waste production and increase customer interest in the brand.

Keywords: sustainable development, innovation, CSR, market analysis, BCG matrix, portfolio strategies

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1. INTRODUCTION

Devising portfolio strategies that combine innovation and corporate social responsibility (CSR) is a complex and time-consuming process, yet it is fundamental to the development and operation of an entire company. Identifying the right strategy that integrates these two areas significantly impacts a company's competitive advantage and long-term market stability. The aim of this article is to formulate a methodology for developing portfolio strategies in the context of product development, combining innovation with the principles of corporate social responsibility. The study also includes a BCG matrix simulation of the company's product portfolio before and after strategic changes. Additionally, it encompasses an analysis and implementation of CSR principles using a selected research method to determine how the local community perceives CSR efforts and the company's related activities. This process is illustrated through a case study of a manufacturing plant planning to enter the market being analysed. The company will be headquartered in a selected city to address a gap in the local market, where there is currently no dominant producer of high-quality wooden furniture. The results of the analysis indicate that portfolio strategies integrating innovation and CSR enhance competitiveness and improve the company's public image. The BCG matrix assessment highlights the need to replace certain products and invest in areas with high growth potential. The planned introduction of the Multi-Eco chest of drawers is expected to optimize production, reduce waste, and boost customer interest in the brand.

2. METHODOLOGY FOR DEVELOPING PORTFOLIO STRATEGIES BASED ON INNOVATION AND CSR IN MANUFACTURING ENTERPRISES AS A KEY TO GROWTH AND ACHIEVING COMPETITIVE ADVANTAGE

Developing portfolio strategies that combine innovation and corporate social responsibility (CSR) is a key element of a company's success (Pierścioneek, 2011). Portfolio models are widely used to analyse competitive positions and design possible strategic options (Porter, 1998). These methods allow companies to identify the strengths and weaknesses of individual products (Gierszewska, Romanowska, 2017). CSR influences innovation, as confirmed by research on the impact of corporate social responsibility on business strategies (Gajdzik, Ociecek, 2010).

While CSR refers to a company's initiatives for sustainable development, Sustainable Development Goals (SDGs) provide a broader, internationally recognized framework for assessing environmental and social performance. In this article, selected SDG indicators are used as proxies to measure the environmental and social aspects of CSR, allowing for a more structured and comparable assessment.

The aim of the article is to formulate a methodology for developing portfolio strategies in the context of product development, combining innovation with the principles of corporate social responsibility, as well as to conduct a BCG matrix simulation for the company's product offering, before and after implementing changes.

Portfolio models describe specific sets of company activities, thus constituting tools linked to the real sphere. The basic structures of this sphere include production, markets, technologies, and research and development (R&D) projects. Portfolio methods are widely used to analyse competitive positions and to design possible strategic options. They are a straightforward way of jointly assessing various business areas of a company, most often treated as product-market combinations. These methods describe and compare the positions of different activity areas in graphical terms, using strategically important variables such as market growth rate, development stage, market share, or industry attractiveness.

Two-dimensional matrices based on combinations of these variables form the basis for distinguishing individual portfolio methods. The essence of this methodology is to plot the company's position on a relevant matrix, according to selected criteria, thus enabling a comparison of the current situation with a reference model and the development of potential strategies.

In short, portfolio models are strategic analysis tools that facilitate the assessment of a company's competitive position by analysing its products, services, or areas of activity. Their purpose is to support the decision-making process regarding resource allocation and the selection of optimal development directions. One of the most commonly used portfolio models is the BCG matrix, which classifies products based on market share and industry growth rate. Portfolio methods help identify product strengths and weaknesses and support strategic planning.

The case study concerns the "DrewLove Nina Mroczkowska" carpentry workshop, specialising in the production of high-quality wooden products. The company is distinguished by its personalized customer approach and the implementation of eco-friendly practices in its business processes.

In the context of carpentry workshops, product quality is regarded as a fundamental criterion influencing the customer's decision to use a company's services. In an era of rapid technological advancement and automation enabling fast mass production, consumers increasingly seek individual, personalized, and unique solutions. Achieving such outcomes requires the integration of product innovation with CSR, especially in areas such as customer service and building brand image. These elements assume particular importance in the context of growing social awareness.

The company owner believes that employees shape the company's image, which is why both the team and customers are given equal attention, regardless of the stage of order fulfilment. This added value enhances the company's flexibility in the eyes of potential customers and boosts its attractiveness compared to competitors offering similar wooden products.

While many companies consider customer needs only at the initial order stage, the company in question offers consultations throughout the entire process. This approach strengthens customer relationships and provides a clear competitive advantage. The owner places great emphasis on customer satisfaction by ensuring top-quality workmanship, professional service, and the use of carefully selected materials and raw inputs. The team is distinguished by its experience and professionalism. Figure 1 below illustrates the customer service process for an order placed with the company.

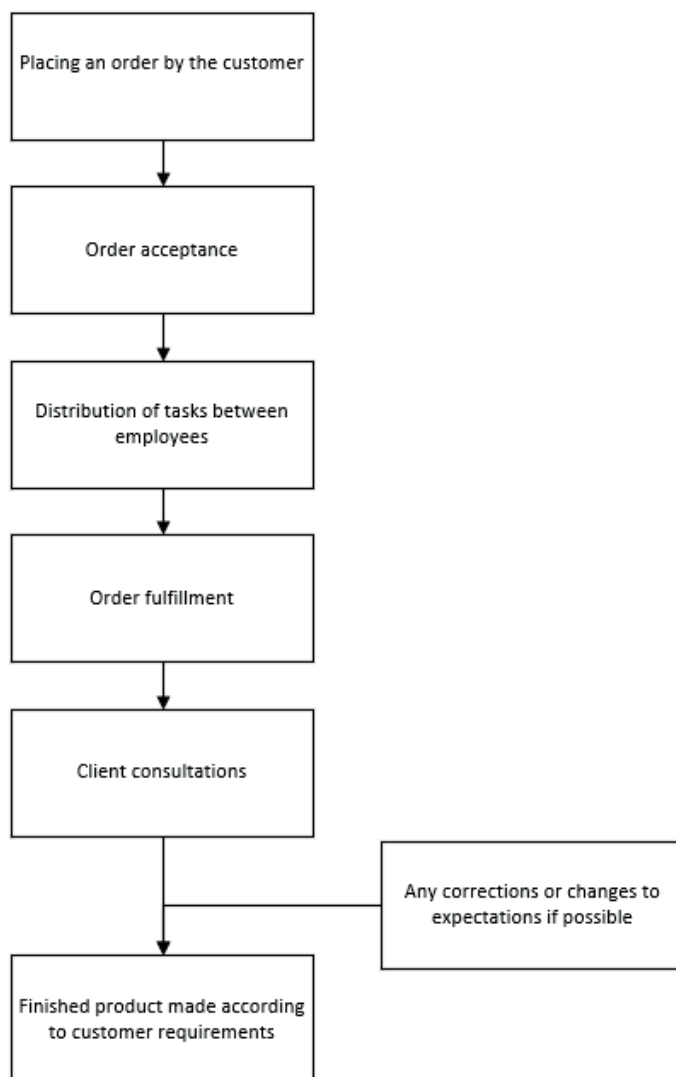


Fig. 1. Order fulfilment process (own research)

3. INTERNAL ANALYSIS OF A CARPENTRY WORKSHOP BASED ON SIMULATION OF PRODUCT EVALUATION ON THE MARKET USING THE BCG MATRIX

The BCG matrix is a strategic tool used to determine the competitive position of products and allocate resources effectively (Kotler, Keller, 2016). Studies indicate that companies implementing portfolio assessment methods tend to achieve better financial outcomes (Kaplan, Norton, 1996). Strategic product analysis plays a critical role in building and maintaining a sustainable competitive advantage (Barney, 1991).

The subject of this study is a family-owned business offering finished wooden products such as shelves, tables, chests of drawers, and office cabinets. The company plans to launch operations in Žnin, a locality characterized by a low level of competition and the absence of a dominant market leader. The company's primary objective is to fulfil custom orders, particularly those requiring specific dimensions and types of wood.

An internal analysis of the company's product portfolio was carried out using the BCG matrix, which enables the identification of both profitable products and those requiring strategic restructuring. Figure 2 presents a simulation of the company's current product positioning.

The simulation presented in this article is based on sales data collected by the authors over the previous year and on estimated growth forecasts for the market in question. By applying the BCG matrix, each product was positioned hypothetically according to projected changes following the implementation of a CSR-oriented strategy and a focus on innovation. This enabled the simulation of the anticipated impact of the new strategy on the structure of the company's product portfolio.

As illustrated in the chart, the company generates the highest profits from two products – tables and office cabinets – which are classified as “cash cows” in the BCG matrix. Its library shelf, on the other hand, is categorized as a “dog”, indicating low profitability and a weak competitive position. An especially noteworthy case is the chest of drawers, which falls into the “question mark” or “problem child” category. This product operates in a high-growth market but requires significant investment to increase its market share and potentially transition into a “star”.

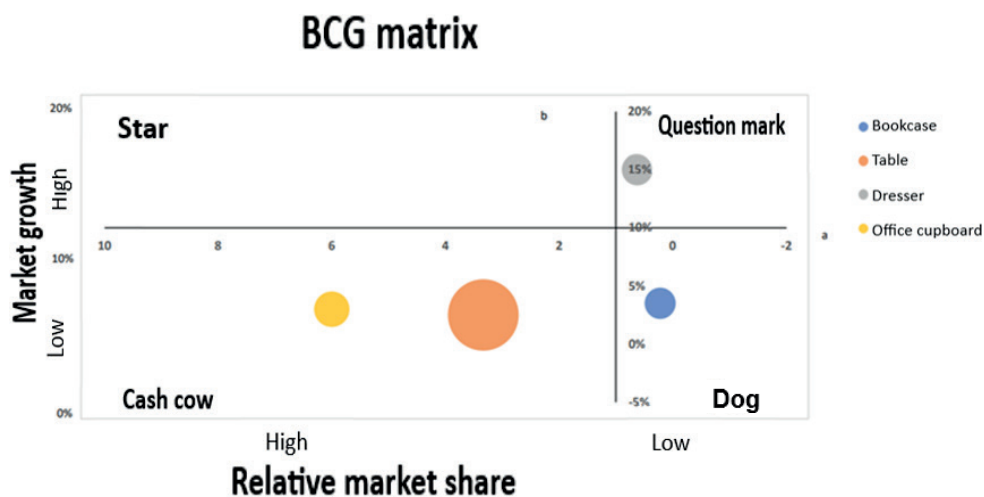


Fig. 2. BCG matrix for “DrewLove Nina Mroczkowska” products (own research)

Overall assessment of the carpentry company’s products:

- Library shelf: Needs restructuring or withdrawal;
- Desk: Generates stable profits and requires minimal investment to maintain its position;
- Chest of drawers: requires a growth strategy and potential investments to increase its market share and leverage its growth potential;
- Office cabinet: must be intensively supported to establish a position in the market.

This company is a family-owned business specialising in the production of wooden furniture. It operates on the local market, placing strong emphasis on adapting its offerings to the individual needs of customers. The company distinguishes itself through a pro-ecological approach, using wood from sustainable sources and implementing energy-saving technologies in the production process.

A key element of its strategy is close cooperation with customers at every stage of order fulfilment, which enables the precise tailoring of products to client expectations. As a result, the company builds long-term relationships with customers and gains a competitive advantage in the local market.

As part of the strategic analysis, the BCG matrix was used to identify the most profitable products and those requiring changes or additional investment. Based on the results of this analysis, the company plans to increase expenditure on developing chests of drawers and continue strengthening the market position of office cabinets. At the same time, it is considering withdrawing unprofitable shelves from production and focusing on the most profitable market segments.

4. ANALYSIS OF THE EXTERNAL ENVIRONMENT IN THE CONTEXT OF CSR AMONG COMPANIES MANUFACTURING WOODEN FURNITURE

Corporate Social Responsibility (CSR) is becoming an increasingly important element of business strategies, as highlighted in contemporary business model analyses (Evans, 2023). Consumers' ecological awareness influences purchasing decisions, which is confirmed by research on CSR (Buglewicz, 2018). Sustainable development constitutes a fundamental component of modern strategies (Elkington, 1997), and studies show that a CSR-oriented approach positively impacts customer loyalty and a company's competitiveness (Carroll, Shabana, 2010). Moreover, companies implementing circular economy principles are more likely to achieve market success (Jahan et al., 2018).

The concept of CSR is playing an increasingly significant role in consumers' purchasing decision-making processes. Simply offering products at competitive prices is no longer sufficient. Society is evolving, and customers now expect not only affordable pricing, but also high-quality products manufactured under ethical conditions, with minimal environmental impact and reduced waste production.

A study was conducted among residents of Žnin and its surrounding areas to assess the influence of corporate social responsibility on customers' purchasing decisions regarding carpentry workshop products, as well as their interest in recycled furniture. The research sample included 150 respondents aged 18 and above, selected purposefully to reflect demographic diversity in terms of gender, age, education, and professional status. The sample structure was aligned with the composition of the local community, ensuring the representativeness of the results.

The study adopted a quantitative approach and was carried out using a survey method and direct interviews with customers of local carpentry workshops. The survey questionnaire consisted of 8 questions related to CSR and 7 questions focused on recycled furniture. Data collection was conducted both electronically (via e-mail) and in person, at selected wooden furniture retail points.

Demographic diversity in the sample was maintained through careful respondent selection: women constituted 52% of participants and men 48%. The age distribution was as follows: 18-30 years – 35%, 31-50 years – 40%, over 50 years – 25%. This distribution ensured a balanced analysis across different age groups.

Thanks to the study design, detailed insights were obtained regarding perceptions of CSR and willingness to purchase recycled furniture. This enabled a reliable analysis of how these factors influence the competitiveness of the local carpentry workshop.

4.1. Study of the impact of CSR on purchasing decisions of customers of carpentry workshops with interpretation

To assess potential customers' attitudes toward CSR, a questionnaire was developed consisting of 8 questions: 3 single-choice questions and 2 multiple-choice questions (maximum of 3 answers allowed). These were designed to explore whether CSR aspects influence customers' choice of company. The final 3 questions were demographic (metric) questions, enabling data segmentation and more detailed analysis. Figure 3 below presents the questions and aggregated responses.

Questions	Answers				
When choosing carpentry products (furniture, wooden products), do you pay attention to the origin of raw materials and sustainable production?	Definitely yes	I guess so	I have no opinion	I don't think so	Definitely no
	31,10%	59%	3,30%	6,60%	-
How important is it to you that a carpentry company supports local communities and social initiatives?	Very important	Important	I have no opinion	Not very important	Irrelevant
	31,30%	52,50%	11,40%	3,60%	1,20%
Would you be willing to pay more for carpentry products knowing that the company cares about protecting the environment?	Definitely yes	I guess so	I have no opinion	I don't think so	Definitely no
	31,10%	42,60%	6,60%	4,90%	14,80%
What aspects of corporate social responsibility are most important to you when choosing a carpentry company (max 3)?	Sex	Woman	Man	Other sex	
		55%	45%	-	
1. Good working conditions					
2. Support for local communities	Age	<25	25-35	35-45	45-55
3. Transparency and ethical actions	Quantity	23%	6%	16,40%	44,30%
					9,80%
What could convince you to choose the products of a carpentry company (max 3)?	Domicile			Žnin	Areas Žnin up to 20 km
					Other places
1. Higher quality products	Quantity (%)			52,50%	32,80%
2. Positive customer reviews					14,70%
3. Information about CSR activities on website and in the media social media					

Fig. 3. Survey analysis of customer opinions on the selected manufacturing industry in the context of CSR issues (own research)

The survey results indicate that corporate social responsibility significantly influences the purchasing decisions of carpentry workshop customers. According to the data, potential customers pay close attention to whether a company is socially engaged, voluntarily considers the environmental and economic aspects of its operations, and maintains strong relationships with various stakeholders, including employees, customers, local communities, investors, and suppliers.

The respondents demonstrated a high level of awareness and interest in sustainable development and CSR-related issues. Notably, many participants expressed a willingness to pay a higher price for products that comply with environmental standards and contribute to the well-being of local communities.

4.2. Research on customers' tendency to buy recycled furniture along with interpretation of results

To further analyse the market and assess potential interest in the introduction of a new product that combines CSR principles with innovation, an additional study was conducted focusing on recycled furniture, specifically, whether such products would attract customer interest.

The survey consisted of seven questions: three were single-choice, one was multiple-choice, and the remaining questions were demographic, addressing respondents' gender, age, and place of residence. Figure 4 below presents the responses, which provided insight into customer preferences regarding recycled furniture.

Questions	Answers					
Have you ever considered purchasing furniture made from recycled materials?	Yes			No		
	74,70%			25,30%		
Which type of furniture do you prefer when purchasing?	Furniture made from recycled materials		New furniture made from virgin raw materials		I have no preferences	
	67,00%		10,30%		22,70%	
To what extent do you agree with the following statement: "I am more willing to buy furniture made from recycled materials if it is of similar quality and price to new furniture"	I definitely agree	I tend to agree	I have no opinion	I rather disagree	I strongly disagree	
	55,70%	26,10%	17,00%	1,20%	0,00%	
If both types of furniture (recycled and new) were available at a similar price, which of the following factors would have the greatest influence on your purchasing decision (max 3)?	Sex	Woman	Man	Other sex		
		61,4%	38,6%	-		
	Age	<25	25-35	35-45	45-55	>55
	Quantity	11%	28%	37,70%	21,30%	2,00%
1. Higher quality products						
2. Positive customer reviews	Domicile			Žnin	Areas Žnin up to 20 km	Other places
3. Information about CSR activities on website and in the media social	Quantity (%)			64,00%	21,30%	14,70%

Fig. 4. Analysis of customer survey opinions on recycled furniture (own research)

An analysis of 89 responses indicates that recycled furniture is gaining increasing acceptance and interest among consumers. Moreover, the survey results suggest that offering such products can not only enhance customers' positive perception of the company, but also strengthen its competitive position in the market. This, in turn, may contribute to increased profitability and long-term business success.

4.3. Proprietary methodology for building portfolio strategies in the context of sustainable products

The proprietary methodology for building portfolio strategies in the context of sustainable products – based on the 17 Sustainable Development Goals (SDGs) – enables the assessment and management of a company's product portfolio by integrating economic, environmental, and social dimensions. Its primary goal is to provide a decision-support tool for product development, resource optimization, and aligning business operations with the principles of sustainable development.

The strategy-building process begins with the identification of all products in the company's offering and the assessment of their impact on key ecological and social responsibility areas. To this end, each product is analysed for compliance with selected SDGs, taking into account factors such as carbon dioxide emissions, resource efficiency, recyclability, production conditions, and engagement with local communities.

Products are then evaluated using a dedicated matrix, where one axis represents environmental impact and the other social impact. Based on this analysis, products are assigned to one of four categories: Leaders, Transformers, Dead Weight, and Innovators.

Leaders are products that already meet the highest environmental and social standards. Their strategic direction should focus on scaling and promoting their ecological and social benefits.

Transformers are products with potential for improvement, requiring investments in innovation, process optimization, or transitioning to more sustainable suppliers and materials.

Dead Weight products do not meet sustainability criteria and should either be phased out or significantly redesigned to align with current ecological and social standards.

Innovators are experimental products that employ new business models – such as circular economy principles – and technologies aimed at reducing negative environmental and social impacts.

Following product classification, the company formulates a portfolio strategy outlining specific actions for each group. Leaders should be further developed and promoted as flagship sustainable products; Transformers require targeted investment and supply chain adjustments; Dead Weight products may be discontinued or replaced with eco-friendlier alternatives; and Innovators serve as a foundation for long-term growth and brand differentiation.

A key aspect of implementing this strategy involves ongoing monitoring of performance indicators such as carbon footprint, energy efficiency, recyclability rates, and ESG compliance. This enables continuous portfolio optimization and ensures responsiveness to evolving market and regulatory expectations.

An example of applying this methodology can be seen in a carpentry company producing wooden furniture. Its portfolio may include tables made from FSC-certified wood, which fulfil high ecological standards, as well as chests of drawers crafted from recycled wood, which, while promising, still require process improvements. The offering might also feature office cabinets produced with conventional methods, which need modernization to meet new market expectations. A potential Innovator product could be modular furniture made from biodegradable materials, aligning with circular economy principles and the growing consumer demand for personalization and sustainability.

By implementing this methodology, companies can manage their product portfolios more effectively, align their strategies with global trends, and respond to increasing consumer expectations regarding sustainability – ultimately strengthening their competitive position in the market.

5. COMPETITIVE ADVANTAGE STRATEGY COMBINING PRODUCT INNOVATION AND CORPORATE SOCIAL RESPONSIBILITY

The integration of CSR and innovation into a company's strategy can significantly enhance its value (Porter, Kramer, 2011). Creating shared value not only boosts competitiveness but also fosters long-term relationships with customers (Schaltegger, Wagner, 2006). CSR activities play a crucial role in increasing the market value of a company (Freeman, 1984), while the introduction of innovative ecological solutions positively influences brand perception and enhances its attractiveness (Bakar, Salim, 2023). Research on recycling within the furniture industry highlights the advantages of adopting a zero-waste policy (Costa, Carvalho, 2020).

Given the information above regarding both the development of products in the company's portfolio and the importance of corporate social responsibility, the company should choose a strategy that enables sustainable growth. The introduction of innovations in product offerings, combined with active engagement in CSR initiatives, presents a powerful synergy. Integrating these two aspects can yield far greater benefits than pursuing them separately. After conducting a thorough analysis of both the internal and external environments, the company should introduce a new innovative product that effectively merges CSR and innovation within its portfolio.

5.1. Description of the Multi-Eco chest of drawers in terms of innovation

The Multi-Eco chest of drawers is a product designed to seamlessly enhance the existing chest of drawers offering while simultaneously strengthening the company's commitment to corporate social responsibility. The key distinction of this product, compared to other items in the company's range, lies in the use of surplus raw

materials from previously produced products. This innovative approach not only optimizes resource use but also aligns with the company's environmental goals. The process of creating such a product is illustrated in figure 5 below.

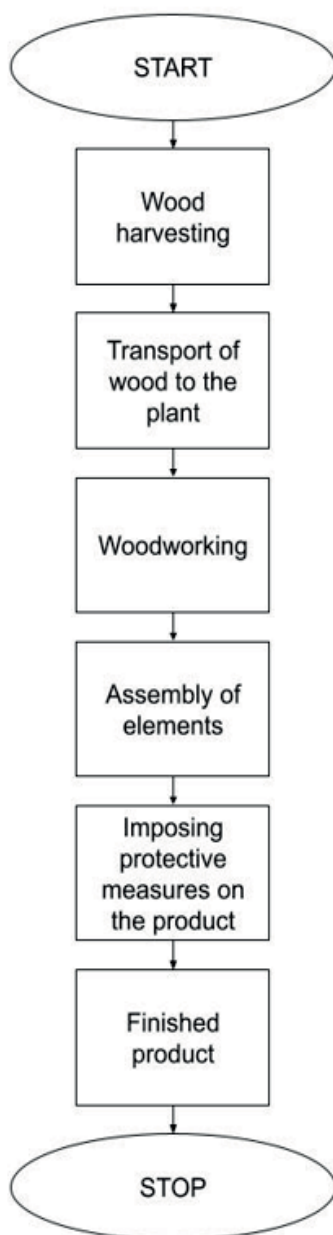


Fig. 5. The production process of the Multi-Eco chest of drawers (own research)

As you can see, several key stages that would normally be required in the production of a product by “DrewLove Nina Mroczkowska” have been omitted in the production process of the Multi-Eco chest of drawers. These omitted stages include purchasing wood and transporting it to the workshop, as the raw materials will be sourced from surplus materials from other products. This approach will streamline the production process for the Multi-Eco chest of drawers.

The product will be crafted with limited intervention, which positions it as a limited-edition item, thus increasing its appeal. The limited quantity of the product, stemming from its use of surplus materials, will further enhance its desirability, as it will not always be available for purchase. This uniqueness will be a defining feature of the product, as each chest of drawers will be a one-of-a-kind piece, with both its production and material availability being tailored to individual needs. This approach will undoubtedly contribute to its attractiveness. A visual representation of this multifunctional eco chest of drawers is provided in figure 6 below.



Fig. 6. Visualization of the Multi-Eco chest of drawers (own research)

Although the Multi-Eco chest of drawers may not represent a groundbreaking technological innovation, it embodies a form of innovation that aligns with evolving consumer preferences for eco-aesthetics and personalization. In niche markets, such products can serve as a powerful differentiator, particularly when they are supported by a robust CSR marketing strategy and a customer-centric approach.

5.2. Description of the Multi-Eco chest of drawers in the context of CSR activities

When selecting a company, increasing numbers of customers are checking whether the business is socially engaged, values its employees, and, above all, cares for the environment. The introduction of the Multi-Eco chest of drawers to the market will help enhance the reputation of “DrewLove Nina Mroczkowska”, positioning it as a company worth recommending for offering modern and unique products. Additionally, the company could leverage surplus materials to organize workshops for schools, particularly technical schools. These workshops could offer both paid and free sessions where students learn the carpentry profession, stimulating their creativity and combining fun with practicality. Ultimately, such initiatives would benefit both the company and the schools, integrating theory with practice while promoting environmental responsibility – an increasingly vital factor as public awareness of sustainability grows.

The launch of the Multi-Eco chest of drawers will not only enhance the company’s profitability and image but also positively impact the employees of the carpentry workshop. By introducing this innovative solution, the owner will foster improved communication within the team and create a more collaborative atmosphere among employees. The process of designing and producing the product will encourage creativity, with staff exchanging ideas and working together to combine elements. This modern approach will not only improve teamwork, such as when collecting surplus materials from other products, but it will also give employees a sense of fulfilment from contributing to environmental sustainability. This, in turn, will enhance employee satisfaction and improve customer service at “DrewLove Nina Mroczkowska”. Additionally, this approach will help reduce waste and associated costs. Figure 7 illustrates how the production of the Multi-Eco chest of drawers can strengthen employee engagement and foster positive relationships within the company.



Fig. 7. The impact of individual stages of production of the Multi-Eco chest of drawers on the company's employees (own research)

6. SIMULATION OF NEW PRODUCT INTRODUCTION

The adoption of circular economy models in product design enables cost optimization and reduces waste (Medeiros et al., 2023). Investments in innovative production technologies are essential for the sustainable development of the company (Prahalad, Hamel, 1990). Ecological solutions and the optimization of production processes lead to increased efficiency and improved company performance (Kozmiński, Piotrowski, 2023). Studies suggest that sustainable wood waste management significantly contributes to minimising the environmental impact (Medeiros et al., 2023).

To provide a more accurate representation of the proposed changes, Figure 8 below presents the modified BCG matrix after the transformation.

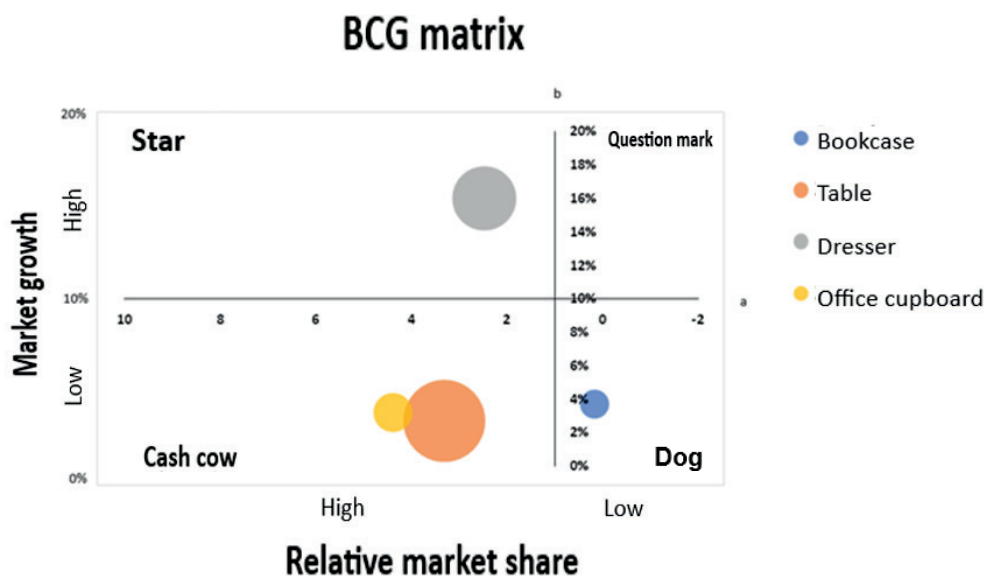


Fig. 8. New BCG matrix for products “DrewLove Nina Mroczkowska” (own research)

Figure 8 integrates the traditional BCG matrix with additional sustainability indicators derived from the SDGs. Each product is assessed not only on market performance (growth rate and relative market share) but also on its environmental impact (e.g., material reuse, production waste, energy consumption). These indicators are visualized using coloured circles to reflect the performance of each product in these areas.

Based on the two matrices, it can be concluded that the shelf product will remain profitable but with decreasing quantities due to the lack of innovations introduced by “DrewLove Nina Mroczkowska”. The table, despite a price increase, did not see a decline in sales volume. This is primarily because of the company’s strong market

position and the limited share of the largest competitor in the market. As a result, the table remains one of the company's "Cash Cows", generating significant revenue due to its high quality and personalization options.

The chest of drawers, however, has experienced a significant increase in both sales and market share, moving from the "Question Mark" category to the "Star". The decline in market share of the largest competitor further strengthens its position. In this case, the company should continue its growth strategy and invest further in the product. The innovation has clearly proved to be a great decision.

The office cabinet remains a strong market player, though its market share has slightly decreased. It continues to be a "Cash Cow" product, generating stable revenue. The company should monitor competition closely and possibly adjust its strategy to maintain its competitive edge. Although the market share has decreased slightly due to the price increase, the company remains the market leader and generates higher profits with fewer orders, assuming stable market conditions and a favourable regulatory environment.

Introducing the Multi-Eco chest of drawers would allow "DrewLove Nina Mroczkowska" to contribute to several key Sustainable Development Goals. Firstly, it supports Goal 12: Responsible Consumption and Production by utilising surplus materials from other products, significantly reducing post-production waste and minimising the need for new raw materials. The product also aligns with Goal 13: Climate Action, as reducing transportation and the use of wood helps lower the carbon footprint. Additionally, by organising carpentry workshops for young people, the company supports Goal 4: Quality Education, providing students with practical skills and fostering environmental awareness. The Multi-Eco chest of drawers further supports Goal 8: Economic Growth and Decent Work by engaging employees in creative processes, boosting job satisfaction, and promoting sustainable workplace practices.

Thus, the Multi-Eco chest of drawers becomes not only an innovative product but also a tool for making a tangible, positive impact on society and the environment.

In conclusion, this simulation analysis, combined with the introduction of the multifunctional chest of drawers, will allow "DrewLove Nina Mroczkowska" to increase its market share and projected profits dynamically. This approach will help the company become a leader in the industry, confirming the effectiveness of the strategy that merges product innovation and CSR.

7. SUMMARY

This scientific article provides a comprehensive analysis of the strategy development process, focusing particularly on its practical application in the case of the carpentry company "DrewLove Nina Mroczkowska". Integrating innovative product solutions with responsible business practices is essential for business success, especially in a rapidly changing economic landscape.

In conclusion, companies that implement portfolio strategies are significantly better positioned to adapt to evolving market trends. The use of methods that combine innovation and corporate social responsibility (CSR) is particularly crucial in today's business environment. A concept that merges these elements can offer a significant competitive advantage, ultimately driving profit growth. This, in turn, allows the company to further develop, explore new market niches, and enhance existing products.

While this study is limited to a single case study of a local furniture company, the results are promising. However, a broader analysis spanning various industries and regions is needed to validate the findings. Future research could involve applying the proposed portfolio strategy model to companies in high-tech sectors or larger organizations. Additionally, further development and testing are required to enhance the integration of sustainability indicators into strategic tools, such as the BCG matrix, ensuring methodological robustness.

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STRATEGIE PORTFELOWE I CSR W KONTEKŚCIE ROZWOJU PRODUKTU

Streszczenie

Budowanie strategii portfelowych łączących innowacyjność i społeczną odpowiedzialność biznesu to złożony i czasochłonny proces, który ma fundamentalne znaczenie dla rozwoju i funkcjonowania całej firmy. Znalezienie właściwej strategii integrującej te dwa obszary ma istotny wpływ na przewagę konkurencyjną i stabilność przedsiębiorstw na rynku. Celem artykułu jest opracowanie metodologii budowania strategii portfelowych w kontekście rozwoju produktu, łącząc innowacyjność z aspektami społecznej odpowiedzialności biznesu, wraz z przeprowadzeniem symulacji macierzy BCG dla oferty produktowej firmy przed i po zmianach. Obejmuje to również analizę i wdrożenie zasad CSR przy użyciu wybranej metody badawczej w celu ustalenia, jak lokalna społeczność postrzega aspekt CSR. Proces ten zostanie zilustrowany na przykładzie studium przypadku odnoszącego się do zakładu, który planuje wejść na analizowany rynek. Badana firma ma mieć siedzibę w wybranym mieście, aby wypełnić lukę na lokalnym rynku, na którym brakuje dominującego lidera w produkcji wysokiej jakości mebli drewnianych. Wyniki analizy wykazały, że strategie portfelowe łączące innowacyjność i CSR zwiększają konkurencyjność oraz poprawiają wizerunek firmy. Ocena macierzą BCG wskazała na konieczność zmiany niektórych produktów i inwestycji w obszary o wysokim potencjale wzrostu. Wprowadzenie multikokomody pozwoli zoptymalizować produkcję, ograniczyć produkcję odpadów i zwiększyć zainteresowanie klientów marką.

Słowa kluczowe: zrównoważony rozwój, innowacyjność, CSR, analiza rynku, strategie portfelowe, macierz BCG

