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Business Model in Animal Shelter Management

Abstract. *Throughout the 20th and 21st centuries, animal shelters have evolved in both their operation and manner of organization. New challenges concerning humane treatment of animals result not only from national and international regulations, but also from public expectations. Meeting the newly set standards requires efficient management. The article presents legal aspects of animal shelter operation, as well as data concerning the functioning of animal shelters in Poland. In addition, it shows a business model and its applicability. The aim of this paper is achieved through determining the assumptions for a business model of an animal shelter.*

Keywords: *animal shelter; NGO, business model, Business Model Canvas*

1. Introduction

Research conducted in 2018 by Public Opinion Research Centre (CBOS) indicates that 80% of Poles believe that animals feel pain in the same way as humans do [CBOS 2018]. This translates into anthropomorphic perception of animals, their role in human's life and their treatment by people in individual terms, as well as by entities such as animal shelters or animal care societies [Konecki 2005: 85]. This perspective is one of the foundations for creating legal regulations ensuring decent living conditions for animals, with particular emphasis on pets. Animal shelters are key entities in ensuring the implementation of such assistance.

The latest report of the Supreme Audit Office (NIK) noted an improvement in the living conditions of animals in shelters. At the same time, irregularities were identified which consisted in lack of control over the manner and quality

of tasks implementation by entities entrusted by the municipalities with catching or caring for stray animals. In most of the audited local governments the activities were focused on catching animals and transporting them to shelters, whereas those aiming at preventing homelessness and promoting animal adoption were marginalized or even overlooked.¹ The results of research and control indicate the importance of animal protection issues and homelessness policies. The issue of using business models in the management of animal shelters has not been a subject of scientific research yet. There are, however, guidebooks and sets of guidelines on how animal shelters should be organized. One such document is the Information Guide of the Polish Society for the Protection of Animals (OTOZ) written by Danuta Mikusz-Oslislo and Ewa Gebert, referring mainly to the issue of human resource management in an animal shelter.² Nina Kinitz, in her article dealing with modern animal shelters, writes about the perspective of a collection of good practices at home and abroad [Kinitz 2015]. After a thorough analysis of legal acts and available documents and having conducted interviews with people involved in the care of homeless animals, the authors of this article analysed the legal status and the possibilities offered by the application of business models in running animal shelters.

The aim of the article was to determine the assumptions for a business model of an animal shelter regarding the existing legal provisions and specifying the key factors affecting its functioning. The authors applied the following methods: critical literature analysis, source document analysis, as well as elements of statistical data analysis and method of analysis and logical construction.

2. Legal aspects of the operation of animal shelters in Poland

The first shelters in what is now Poland, called shelters or asylums, were established in the 19th century as charities, and their purpose was to protect animals [Kaliski 2012: 45]. In the 20th century, animal shelters were organized as state units, which were to ensure order and safety of residents. Their task was to catch stray animals and then kill them – dogs after fourteen days, cats after five days [Kaliski 2012: 46]. When the Act on maintaining cleanliness and order in municipalities entered into force in 1996, councils were obliged to organize protection against stray animals.³ The new provision generated a demand for stray animal catching servic-

¹ www.nik.gov.pl/aktualnosci/nik-pomaga-rozwiazac-problem-bezdomnych-zwierzat.html [accessed: 12.04.2019].

² www.otoz.pl/pliki/dokumenty/projektowanie.pdf [accessed: 12.04.2019].

³ Act of 13 September 1996 on maintaining cleanliness and order in municipalities, Journal of Laws of 1996, No. 132, item 622.

es, which mobilized private entrepreneurs. Unfortunately, the Act did not specify the ways or conditions for conducting such economic activity. Animal shelter as an organization having specific legal framework has been functioning in Poland only since 2011, when, with the amendment to the Act on the protection of animal health and eradication of infectious animal diseases from 2004, municipalities were obliged to provide homeless animals with care and a definition of an animal shelter was introduced.⁴ The new obligation and economic factors compelled municipalities to build their own facilities having standards that were not regulated by law yet.

Regulations relating to the keeping of companion animals and the treatment of stray animals were introduced in many European countries as early as in 1987, when representatives of eight Council of Europe countries (Belgium, Denmark, Greece, the Netherlands, Luxembourg, Norway, Portugal and Italy) signed the European Convention for the Protection of Pet Animals.⁵ An important part of the treaty is the section on information and education programs aimed at promoting awareness and knowledge related to keeping companion animals. In the following years the treaty was ratified by sixteen countries, including Ukraine, Turkey and Azerbaijan. Poland has never ratified the Convention,⁶ but since 1998, the help for homeless animals and the operation of animal shelters have been regulated by introducing national law. Currently Polish law defines homeless animals as domestic or farm animals, “which have escaped, strayed or been abandoned by man, and it is not possible to determine their owner or another person in whose care the animal remained under care” (§ 1).⁷ Municipal authorities are obliged to inform their residents about the date of the planned catch and about the address of the animal shelter where the animals caught will be placed. The legislator enabled municipalities to conclude contracts with entities running animal shelters or other economic entities for constant or periodic catching of stray animals (§ 5.1). These entities are not allowed to use agents or devices that cause suffering or pose a threat to animal’s life or health. They also undertake to provide medical and veterinary care if necessary (§ 7). The contract concluded by municipal authorities with the aforementioned entity should specify the means for catching animals, means of transporting animals and indicate the place of their detention before they are transported to the shelter (§ 5.2). According to the law, a stray animal should immediately be placed in animal shelter (§ 6).

⁴ Act of 11 March 2004 on the protection of animal health and eradication of infectious animal diseases, Journal of Laws of 2004, No. 69, item 625.

⁵ www.coe.int/en/web/conventions/full-list/-/conventions/treaty/125 [accessed: 14.04.2019].

⁶ www.coe.int/en/web/conventions/full-list/-/conventions/treaty/125/signatures [accessed: 14.04.2019].

⁷ Regulation of the Ministry of Internal Affairs and Administration of 26 August 1998 regarding the rules and conditions for catching stray animals, Journal of Laws of 1998, No. 116, item 753.

Animal shelter is defined as “a place intended for the care of domestic animals that meets the conditions set out in the Act of 11 March 2004 on the protection of animal health and eradicating infectious animal diseases (Journal of Laws of 2018, item 1967)” (art. 4, p. 25).⁸ The shelter may be run by social organizations whose statutory purpose is to protect animals, in consultation with the relevant municipal bodies (art. 11, § 4). Preventing animal homelessness, providing care for them and catching them belong to municipal tasks (art. 11, § 1). Commune councils are obliged to determine annually by 31 March, by resolution, a stray animal prevention and care program (art. 11a, § 1). Pursuant to the provisions, this program should contain an indication of the amount of financial resources allocated for its implementation and the manner of spending these resources (art. 11a, § 5). Among the tasks that should be included in the program, the legislator indicates in particular: “1) providing stray animals with a place in an animal shelter; 2) providing care for free-roaming cats, including their feeding; 3) catching homeless animals; 4) obligatory neutering of animals in animal shelters; 5) re-homing animals; 6) euthanasia of blind litters [...]” (art. 11a, § 2). All costs generated by the program are covered by the commune.

Additionally, Polish law regulates veterinary requirements for running animal shelters. The shelter should be located at a distance of at least 150 meters from human abodes, public facilities and facilities where products of animal origin are made, and its area should be paved and fenced (§ 1).⁹ The legislator specifies eight types of rooms that should be separated in animal shelters, including a room for medical and surgical procedures, a room for isolating sick and suspected to be sick animals, rooms for keeping healthy animals, a room for storage of veterinary medicinal products and medical devices, a room for storing animal feed, a room for storing disinfectants, a room for administrative and office purposes and a room for social purposes (§ 2.1). The room or kennel should allow animals to move freely, they should be equipped with a bedding and provide constant access to drinking water (§ 5).

Additional requirements for shelters include having an incinerator or a cold room for temporary storage of carcasses (§ 3). The entities running the shelter are also obliged to keep a registry of animals including animal description, date of admission to the shelter with details of the person who delivered it, information about quarantine, vaccinations and veterinary procedures that have been carried out, the date of leaving the shelter with details of the person collecting the animal, and – if applicable – also the date and reason of death of the animal (§ 6.2). In addition, the above regulation obliges the shelter operator to provide ken-

⁸ Act of 21 August 1997 on animal protection, Journal of Laws of 2019, item 122.

⁹ Regulation of the Ministry of Agriculture and Rural Development of 23 June 2004 regarding the detailed veterinary requirements for running animal shelters, Journal of Laws of 2004, No. 158, item 167.

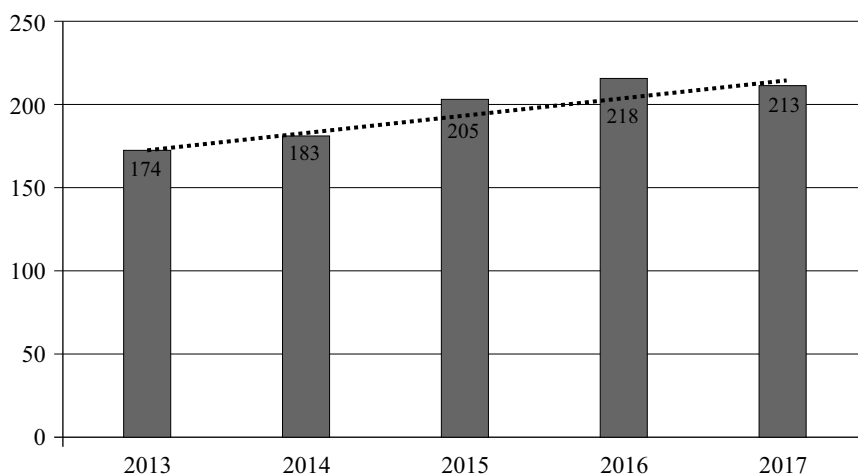
neled animals with veterinary care, in particular, they are obliged to control their health, conduct treatment, eradicate parasites and keep a veterinary inspection book (§ 7).

3. Operation of shelters for homeless animals in Poland

The problem of animal homelessness and care in Poland has been growing for years. Statistical data on the activities of animal shelters in Poland are gathered by the General Veterinary Inspectorate (GIW) and published annually in the form of reports. GIW reports contain data on dogs, cats and horses. The data analyzed in this paper will be limited to data regarding dogs and cats, because these animals are the main subject of animal shelters activity. Animal shelters for horses, due to their unique characteristics and small number, will not be included below. Reports published by GIW show that the problem of animal homelessness has been increasing. A growing tendency can be observed both in the number of shelters and in the number of animals under their care (Charts 1 and 2). The year 2017 was the first in many when the number of shelters and dogs kept in them slightly decreased. At the same time, the number of cats held in animal shelters continued to increase.

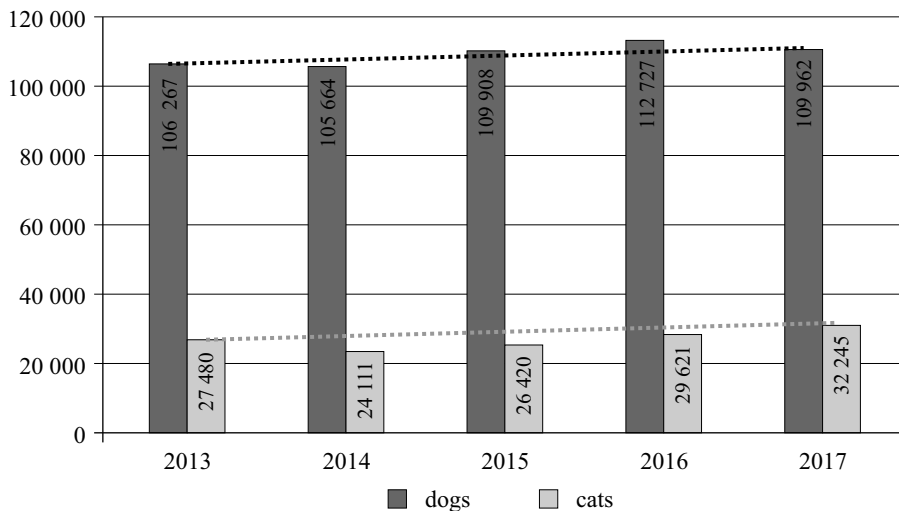
Data that allows assessing in a measurable way whether animal shelters fulfill their function are the number of adoptions, cases of euthanasia and deaths of animals. With respect to current legal regulations in Poland, it is assumed that the

Chart 1. Number of shelters for homeless animals in 2013-2017



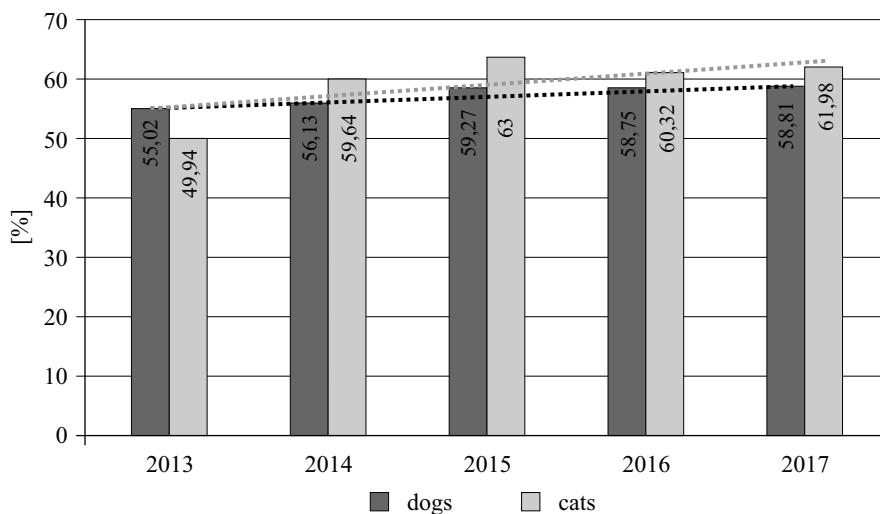
Source: own study based on <https://www.wetgiw.gov.pl/nadzor-weterynaryjny/schroniska-dla-bezdomnych-zwierzat> [accessed: 16.04.2019].

Chart 2. Number of dogs and cats held in animal shelters in 2013-2017



Source: own study based on <https://www.wetgiw.gov.pl/nadzor-weterynaryjny/schroniska-dla-bezdomnych-zwierzat> [accessed: 16.04.2019].

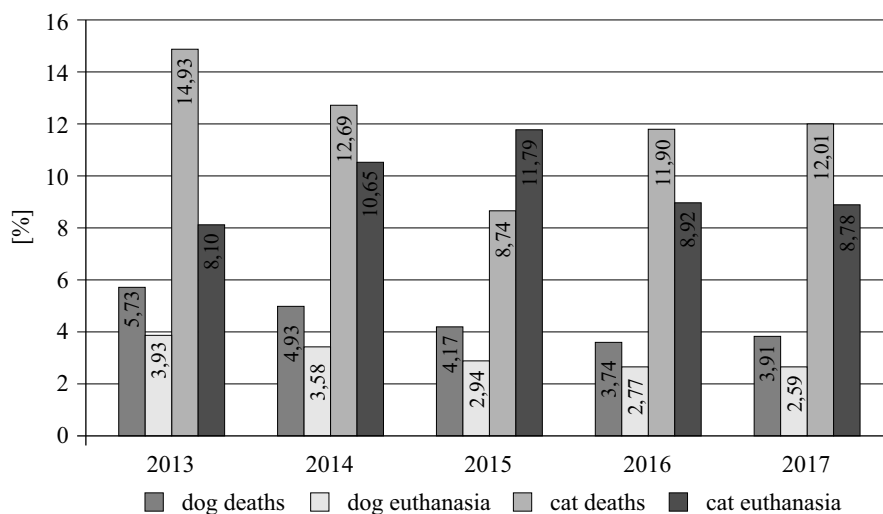
Chart 3. Rates of animal adoptions in 2013-2017



Source: own study based on <https://www.wetgiw.gov.pl/nadzor-weterynaryjny/schroniska-dla-bezdomnych-zwierzat> [accessed: 16.04.2019].

optimum way to solve the problem of homelessness of animals is searching for new owners. The number of animal adoptions is the sum of animals adopted by new owners and those who have been reclaimed by their original caregivers. In recent years, there has been a gradual increase in the number of adoptions from animal shelters (Chart 3). Yet another indicator of how an animal shelter functions is the rate of deaths, which is correlated with the conditions that animal shelters provide. As previously mentioned, in certain legal and factual circumstances animal shelters are permitted to euthanize animals. The data published by GIW shows a gradual decrease not only in the number of animal deaths in shelters, but also in the number of euthanasia cases, which proves that these organizations are taking better care of animal welfare (Chart 4).

Chart 4. Rates of animal deaths and euthanasia in animal shelters in 2013-2017



Source: own study based on <https://www.wetgiw.gov.pl/nadzor-weterynaryjny/schroniska-dla-bezdomnych-zwierzat> [accessed: 12.04.2019].

The ways in which shelters achieve their basic goals differ, which is reflected in the report published by the Supreme Audit Office.¹⁰ Contracts between municipalities and animal shelters often contain only provisions obliging shelters to perform tasks specified in legal acts and regarding the amount and date of payment for services.¹¹ Increasingly, municipalities oblige animal shelters to pub-

¹⁰ <https://www.nik.gov.pl/aktualnosci/nik-o-zapobieganiu-bezdomnosci-zwierzat.html> [accessed: 12.04.2019].

¹¹ Cf. contract with Maciejowice Commune: http://www.boz.org.pl/dokumenty/2017/140307_u_e0.pdf, contract with Lipno Commune: http://www.boz.org.pl/dokumenty/2018/040806_u_e0.

lish information about animals caught, to organize actions aimed at finding new caretakers or homes, meetings with children as part of educational campaigns, or money collections for the shelter.¹² The most precisely formulated contracts determine the number of employed nurses and their tasks (for example taking dogs for walks),¹³ the number of free-roaming cats that ought to be sterilized and fed by shelter operator, the minimum number of adoptions per month, and the number of hours weekly when the shelter should be made available to volunteers.¹⁴ Such motivation to take additional actions results in better animal welfare, as well as in higher number of sterilizations and adoptions, and the improvement of the municipality's reputation. It should be expected that the requirements for organizations dealing with homeless animals will increase in the coming years, which should be an incentive to develop a business model that will ensure effective goal achievement.

4. Definitions and examples of business models

Both commercial and non-commercial entities face the need to adapt their functioning to the dynamically changing reality [Nogalski 2009: 4]. The dynamics of economic processes often involves global conditions which cause that individual entities do not have adequate resources at their disposal [Nogalski 2017: 4].

One possible answer to such challenges is the use of business models which provide solutions to existing challenges. Bogdan Nogalski distinguishes four approaches, responding to external challenges faced by enterprises (Table 1).

The presented list illustrates the main differences in the directions of the organization's activities distinguishing two key factors i.e. the time and scope of decisions that are within the organization or outside of it. Although they relate to commercial sector, their level of generality allows for transferring them to a significant extent onto the plain of public management and NGOs. The diagnosis of decision-making propensity and of the manner of reaching them is important in assessing the possibilities of building a business model for a given entity.

In the literature on the subject numerous attempts have been made to define business models, with regard to various leading factors. In foreign literature, the

pdf, contract with Somonimo Commune: http://www.boz.org.pl/dokumenty/2018/220505_u_e0.pdf [accessed: 20.04.2019].

¹² Cf. contract with Drelów Commune: http://www.boz.org.pl/dokumenty/2018/060104_u_e0.pdf, contract with Augustów Commune: http://www.boz.org.pl/dokumenty/2018/200101_u_e0.pdf [accessed: 20.04.2019].

¹³ Cf. contract with Chorzów Commune: http://www.boz.org.pl/dokumenty/2017/246301_u_e0.pdf [accessed: 20.04.2019].

¹⁴ Cf. contract with Rybnik Commune: http://www.boz.org.pl/dokumenty/2018/247301_u_e0.pdf [accessed: 20.04.2019].

Table 1. Management models in enterprises

Type of enterprise	Characteristics of the approach
Passive enterprise	<ul style="list-style-type: none"> – no strategic decision making aimed at reorienting activities – conviction of difficulty being only temporary – faith in external help
Reactive enterprise	<ul style="list-style-type: none"> – decisions are taken late – often as a result of legal changes and not to adapt to market expectations – taking action only when facing critical situation
Proactive enterprise	<ul style="list-style-type: none"> – decision making is based on scenario planning and readymade decision drafts – actions are taken in line with forecasts – it is important to anticipate events in the external environment
Active enterprise	<ul style="list-style-type: none"> – has resources that allow to create reality – external environment does not influence the process of decision making

Source: Nogalski 2009: 4.

definition proposed by Alexander Osterwalder and Yves Pigneur deserves attention. They propose that a business model is “a description of the premises behind the way in which an organization creates value and ensures and derives profit from this created value” [Osterwalder, Pigneur 2014: 18]. For Stephen Downing, on the other hand, the business model „is a set of expectations as to how the company will succeed in its environment” [Downing 2005: 186].

Tadeusz Falencikowski compiled several dozen business model definitions, highlighting their key components, and at the same time proposed his own business model definition as „a relatively isolated multi-component conceptual object describing business operations, through articulating the logic of creating customer value and capturing part of this value by the company” [Falencikowski 2019: 37]. Krzysztof Obłój presents a business model in a broader perspective claiming that the paramount task for the business model is to answer the following questions:

1. What will the company do?
2. What are its basic resources and competences?
3. How are the resources and competences configured in everyday practice?

From the set of questions presented, the author derived the following definition of a business model: „a combination of the strategic concept of the company and the technology of its practical implementation, understood as the construction of a value chain allowing for efficient use and renewal of resources and skills” [Obłój 2002: 98].

Similarly, Oliver Gassmann, Karolin Frankenberger and Michaela Csik present their concept in the form of questions underlying the business model. According to them, the subject and object of the organization’s activity are connected by values and a revenue model (Figure 1). As a tool supporting business model,

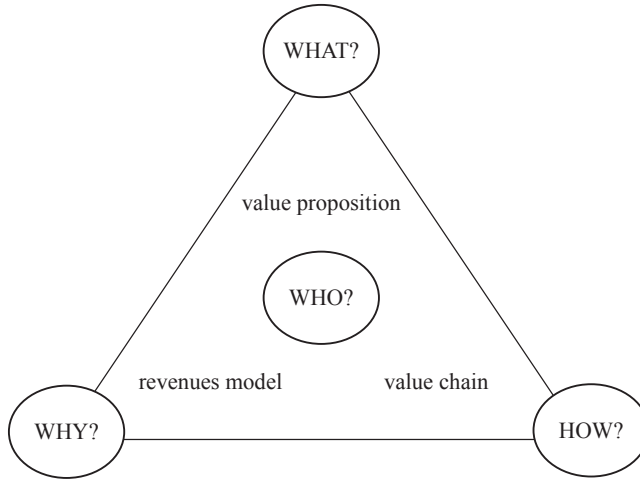


Figure 1. Business model according to Gassmann, Frankenberger and Csik

Source: Gassmann, Schweitzer, 2014: 91.

they chose a triangle scheme that responds to key issues in the functioning of an organization [Gassman 2014: 91].

In the simplest terms, “a business model” is the way a business operates. It should be noted that the term covers elements that interact with each other. The most adequate approach to the concept of “model” for the sake of this paper will be understanding it as a pattern, something that exists in a universal, ideal version. Therefore, it is the process of modeling itself which is important – the fact of presenting reality in a generalized, simplified version, showing only the most important elements and dependencies. Business models, as practice shows, do not have to reflect the activities of profit-oriented organizations only. In management

Table 2. Business Model Canvas

Key partners	Key activities	Value proposition	Customer relationships	Customer segments
	Key resources		Channels	
Cost structure			Revenue streams	

Source: Osterwalder 2012.

sciences, business models are with increasing frequency considered for non-profit organizations as well as in the area of public management.

One of the most popular ways of presenting a business model is the so-called Business Model Canvas, proposed by Osterwalder (Table 2). The fact that it has been applied in non-governmental organizations – mainly in the west – makes it even more interesting. Such attempts have not been made in Poland, at least not on a large scale. This model is often used in organizations that are new or that undergo major transformations. In the long term its application allows to assess whether the organization acts in accordance with the needs of beneficiaries, partners and the organization itself.

5. Adaptation of the business model to the needs of an animal shelter

The purpose of the paper is to determine the assumptions for a business model that can serve as an example of the organization of animal shelters. The main principle of such model is to capture the value in the subjective dimension, related to the basic functions of the shelter, and in the objective dimension, related to the cooperation between the units of the commune and non-governmental organizations. This cooperation facilitates the possibility of obtaining funds and increases the range of possible activities.

Krzysztof Firlej claims that devising adequate, optimum structures is a challenge facing various types of enterprises and organizations regardless of their size or ownership relations [Firlej 2007: 1]. It is important to adopt adequate indicators of achievements of such organizations which will make it possible to assess their efficiency. It is obvious that neither the amount of income nor animal satisfaction can be such indicators, because the former does not correspond to the purpose for which the shelter was established, and the latter is difficult to verify. Ewa Wiktoria Babuška draws attention to the peculiarity of the public sector and its limitations, which may result, for example, from the sources of funds and methods of their rational spending. Babuška considers the quality of services provided to be an important criterion for assessing the organization's functioning [Babuška 2016: 26]. This approach meets the requirements imposed on the peculiar service which is the protection of homeless animals by providing them with adequate living conditions, which are regulated in art. 11 of the Act on the protection of animals.

In order to assess the functioning of non-governmental organizations, including animal shelters, various tools can be used, which measure the degree of goal achievement, the level of implementation of the action, and the level of impact. Donors and local communities financially or personally involved in functioning of non-governmental organizations, e.g. of an animal shelter, are increasingly in-

terested in monitoring the results and goal achievement [Kafel 2014: 117]. Organizations frequently evaluate their results using such measures as the number of clients and volunteers, the amount of revenues and costs, although these do not determine the efficiency of the organization [Juraszek-Kopacz et al. 2008: 16]. Since the primary goal of non-governmental organizations is to introduce changes in the environment and in themselves, they should seek to find such way of measuring their activities that will show the relationship between their goals and medium and long-term results. These may be the change in attitude, in the state of knowledge, skills or living conditions. Emphasis should be put on capturing the added value of the organization, which shows the change in status after taking an action [Kafel 2014: 120-121].

In the following part of the article, the authors will present the assumptions for a model of an animal shelter based on Business Model Canvas (Table 3), whose important part is the value that the shelter offers to the environment.

Table 3. Assumptions for a business model of an animal shelter

Key partners – business – educational institutions – universities community*	Key activities – organization of adoption – providing daily care – veterinary care – keeping a registry of homeless animals	Value proposition – care for homeless animals – making the community aware of the needs of animals – promoting voluntary activities – regulation of the population of homeless animals	Relations with clients – direct contact – networking activities	Customer segment – commune – local society – individual customers interested in adopting animals – people looking for lost animals – people leaving animals in the shelter
	Key resources – competent employees – volunteers – functional facility that meets legal requirements		Channels – social media – events promoting volunteering and adoption – media (television, radio, press)	
Cost structure – facility maintenance – animal feed – veterinary care – salaries and external services – administrative costs		Revenue structure – revenue obtained from contracts with communes – revenue from adoption fees and for hotel services for animals – permanent and occasional donations, including 1% income tax		

* The commune appears in the model as a partner and client, e.g. a partner in organizing promotional events and a client ordering care services for homeless animals.

Source: own elaboration.

The value proposition is the answer to the question about the goals set by stakeholders for an animal shelter. The key value is to provide care for homeless animals in terms of adequate living conditions, from their proper protection to ensuring a dignified existence. This is the only value that has an internal dimension. The regulation of pet populations through neutering should be considered an important factor. It is important to shape such values as promoting a volunteer attitude through active participation in animal care, as well as increasing public awareness of animal needs.

The key activities are strategic and operational activities that allow for the efficient implementation of the goal, which is finding homes for the greatest possible number of animals housed in shelters. These activities should include the strategy of adopting animals, providing daily care, securing veterinary care and preventing the occurrence of infectious diseases dangerous to humans and animals. One of the basic responsibilities of a shelter is keeping a registry of animals. Undoubtedly, the efficiency of the shelter would increase if the recording was accompanied by marking animals with electronic chips. Such marking not only facilitates the work in the shelter, but also helps to identify stray animals, which allows to shorten the animal's stay in the shelter.

The direct clients of an animal shelter are municipalities that, having regard to the health and safety of the inhabitants, commission the shelters to catch, record and care for homeless animals. Hence, the local community is a group of clients that indirectly benefit from the services of the shelter. The shelter also has individual clients: those looking for their stray animals and those who want to adopt an animal.

The relationship with clients should be based on one of the shelter's main goals – care for homeless animals. This will help mobilize the local community to support animal care, to find owners of stray animals and to search for new homes for stray and abandoned animals. Relationships with new owners should also be maintained, including the post-adoption support. Such solution is a kind of networking activity: building a community of people supporting the shelter's activity and creating the basis for exchange of experiences between the owners of adopted animals. This will also add value by enabling the shelter to monitor the living conditions the animals are kept in. Alison Gilchrist believes that a network gives the opportunity to achieve common goals and tasks while having a semi-autonomous nature, and therefore does not engage the shelter itself [Gilchrist 2014: 88]. Cooperation with local community, especially if open social networking sites and events promoting volunteering and adoption serve as the channel, will be an excellent form of marketing. The media, including television, radio and press may also serve as a communication channel.

For the shelter to function more efficiently, support from key partners will be of high importance. One of key partners may be the commune (being also a client), which can organize and support promotional events. Other partners of shelters may

be local companies, educational institutions, universities that will support collections of financial and material donations or encourage the members of their communities to engage in volunteering (understood as spending time on, e.g. walking a dog and teaching it basic commands, carrying out auxiliary works in the shelter).

The shelter's key resources necessary to generate value and reach customers will be competent, well-trained and compassionate employees, devoted volunteers, as well as the facility that not only meets the legal requirements for such buildings, but is also functional for employees and volunteers.

The main source of revenues of animal shelters are contracts concluded with communes. Additional revenues may be adoption fees from new owners and fees charged for hotel services for animals. A fair promotion of the shelter's activity will also make it possible to derive revenues from permanent and occasional donations (including 1% of income tax). The costs for which the shelter must be prepared are those associated with maintaining the facility, including charges for electricity, water, heating and other utilities, renovation costs, administrative costs, employee remuneration and fees for external services. Variable costs are those related to animal nutrition and veterinary care. Efficient shelter management involves cost optimization by, for example, limiting the number of animals held in the shelter.

6. Conclusion

The issue of animal shelter management is multi-dimensional – beginning from management in a narrow sense, referring to the management of human resources, through the selection of a legal form which will ensure implementation of the shelter's tasks, and ending with matters relating to sanitary and epidemiological safety.

Challenges posed to animal shelters compel them to take actions aimed at the effective use of both material and non-material resources. This goal can be achieved through the application of a business model, whose universal character will allow to ensure decent living conditions for animals. The presented proposal based on Business Model Canvas gives the possibility of modifying the way of operating with regard to the needs of a given commune, and it contains key components on the basis of which an animal shelter can be created or modified. Determining the assumptions for a business model of an animal shelter, the authors compiled applicable normative acts, taking into account the guidelines and restrictions contained therein, and analyzed source documents.

The assumptions for a business model adapted to the needs of an animal shelter, as proposed by the authors, constitute an original study. It is recommended that the proposal is evaluated in terms of its universality after its implementation.

Due to diversity of their legal forms and the environments in which animal shelters operate, the values that guide entities may have different weights. Hence, the shelter's efficiency may also be assessed differently in different shelters. Seeking to determine the assumptions for a universal business model for an animal shelter, the authors applied certain generalizations, which is why this paper is limited in several ways. Nevertheless, they hope that it will be an inspiration for further research in this field.

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Model biznesu w zarządzaniu schroniskiem dla bezdomnych zwierząt

Streszczenie. *Schroniska dla bezdomnych zwierząt na przestrzeni XX i początku XXI wieku ewoluowały w zakresie swej działalności i sposobów organizacji. Oczekiwania społeczne dotyczące humanitarnego traktowania zwierząt, a także normy prawa krajowego i międzynarodowego stawiają przed nimi nowe wyzwania. Sprostanie wyznaczonym standardom wymaga sprawnego zarządzania. W artykule przedstawiono aspekty prawne działalności schronisk oraz dane dotyczące funkcjonowania schronisk dla bezdomnych zwierząt w Polsce. Ponadto zaprezentowano model biznesu oraz możliwości jego adaptacji. Cel artykułu zrealizowano poprzez określenie założeń do modelu biznesu schroniska dla bezdomnych zwierząt.*

Słowa kluczowe: *schronisko dla zwierząt, NGO, model biznesu, Business Model Canvas*