

Abstract of PhD Dissertation
entitled “Strategy in building a competitive advantage of logistics companies
of the Silesian Voivodeship”

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The subject of this doctoral thesis is strategy in building a competitive advantage of logistics companies of the Silesian Voivodeship. The problem of building and selecting a strategy in building a competitive advantage of logistics companies of the Silesian Voivodeship is important and up to date due to its impact on the level of satisfaction of changing customer needs. The main objective of the dissertation is to examine and evaluate strategic factors for the competitive advantage of micro, small and medium-sized logistics companies and to present the model for selecting strategic factors in building competitiveness for these enterprises. To achieve the main objective, it was necessary to formulate specific objectives that included:

- identification of strategic factors in building the competitiveness of the surveyed logistics companies,
- diagnosis of the relationships between strategic factors in building the competitiveness of the surveyed logistics companies,
- evaluation of strategic conditions for building the competitiveness of the surveyed enterprises,
- development and verification of the recommendation model for building a competitive advantage strategy for micro, small and medium-sized logistics companies.

Achieving the objectives assumed in the thesis was possible due to the literature review and empirical research. The dissertation confirmed the validity of the main hypothesis: “The ability to identify strategic competitive advantage factors is the basis for assessing the conditions for building a competitive advantage strategy by micro, small and medium-sized logistics enterprises”. In addition, the following sub-hypothesis were positively verified:

- the selection of strategic factors in building competitiveness plays a decisive role in the functioning of logistics companies in the competitive market,

- diversified strategic factors in building competitiveness are an important element of the decision-making process in terms of strategy selection by logistics enterprises,
- the introduction of changes in terms of customer relations and services provided allows the diagnosis of the conditions for building a competitive advantage strategy of logistics companies,
- in the conditions of dynamic changes in terms of legal regulations concerning conducting business activities, the assessment of the conditions for building a competitive advantage strategy is not aimed at increasing the economic performance of the enterprise, but at the operationalization of planned strategic activities.

The layout of the thesis reflects the accomplishment of the identified research objectives. The dissertation consists of six chapters, the first five of which are theoretical. In turn, the last sixth chapter is empirical.

In the first chapter, the processes of shaping the competitive advantage of enterprises were presented. The concepts of competition and competitiveness of enterprises were discussed. The conditions for building competitiveness of enterprises were presented as well as the factors in creating a competitive advantage of enterprises.

In the second chapter, the theoretical grounds for building the enterprise strategy were depicted. The essence and characteristics of the company's strategy were discussed. The strategy functions as well as the stages of the strategic management process were presented. Additionally, the elements of the company's strategy were shown.

The third chapter was devoted to the formulation of the strategy of enterprises in the conditions of competitiveness. The process of preparing the enterprise strategy in the competitive market was discussed. In the chapter, the models for building the company's strategy were presented. The basic strategic concepts for building the competitiveness of enterprises were depicted.

In the fourth chapter, the typology of the strategy in the context of strategic choices of logistics companies was presented in detail. Moreover, the basic levels of the strategy were classified. In this chapter, the strategies of competition in terms of activities of logistics companies were discussed. Innovativeness and strategic entrepreneurship were presented as the factors in building competitiveness of logistics

companies.

In the fifth chapter, the contemporary trends in the management of logistics enterprises in the national and regional perspective were presented. The leading directions of development of logistics companies in Poland were depicted. In the subsequent part of the chapter, the regional conditions for the competitiveness of logistics enterprises were discussed. The assessment of strategic decisions of logistics companies of the Silesian Voivodeship in the perspective of MSME activities was presented.

In the sixth chapter, strategic factors in building the competitiveness of the surveyed logistics enterprises in the Silesian Voivodeship were analyzed and assessed. The sixth chapter is empirical. In the thesis, the results of the research conducted in 100 logistics companies operating in the Silesian Voivodeship were presented.

The methodology of the research procedure was discussed in the study as well as the research sample was characterized. The direct research was quantitative. The selection of the research sample was purposeful. The research was carried out in 2022 using CATI (Computer Assisted Telephone Interview). The strategic factors in building the competitiveness of the surveyed logistics enterprises were identified. The diagnosis of the relationships between strategic factors in building the competitiveness of the surveyed logistics companies was made. The model for the selection of strategic factors in building the competitiveness of the surveyed logistics companies was verified. The analysis of the literature and conducted own research allowed for verifying the formulated research hypotheses and accomplishing the intended objectives.

The final part of the thesis includes the conclusions formulated in the course of the literature review. There were indicated further directions of the research, which ought to apply to the use of the strategy selection model in building a competitive advantage of logistics enterprises, treated as an important element in building the strategy. It was highlighted that the addressed issue of building the competitive advantage strategy of micro, small and medium-sized enterprises of the logistics industry is significant due to its impact on strategic decision-making in the surveyed enterprises.

The study was supplemented with the bibliography, a list of tables, a list of figures, a CATI questionnaire, which were included in the dissertation. The thesis fills

the identified theoretical and empirical gap in terms of the strategy in building a competitive advantage of logistics companies of the Silesian Voivodeship.

The considerations presented in the dissertation allow for the conclusion that, in a situation of the volatility of the environment, the factors which demonstrate the coherence between the ability to identify strategic factors for a competitive advantage and the ability to initiate changes made in terms of customer relations and services provided are significant in building the competitive advantage strategy of micro, small and medium-sized logistics companies.