

## **Summary**

This doctoral dissertation presents an information source on risk management in enterprises that provide courier, express and parcel delivery services (ECP) in Poland as well as on risk factors in the last mile delivery process of such enterprises.

The dissertation comprises seven chapters, with the first five being theoretical in nature. In these chapters, the author critically analyses existing literature on the subject to formulate research questions, objectives, and hypotheses. In the sixth chapter, the author defines the position of the subject within management and quality studies, outlines the chosen research methodology, and presents the results of quantitative studies conducted in courier, express and parcel delivery enterprises.

The first chapter provides an overview of risk definitions, examines risks in relation to uncertainty and certainty, and classifies them based on different criteria. Additionally, it discusses risk factors associated with enterprise operations and characterises risk within the context of management and quality studies and modern enterprise management. The second chapter focuses on characterising risk management, including its origin, development and basic concepts, such as traditional and holistic approaches (ERM). It also presents the different stages of risk management and characterises enterprise risk management. In the third chapter, international norms and standards of risk management, such as ISO, 31000, FERMA and COSO II, are discussed, along with good practices in risk management. The fourth chapter examines services offered in the TSL (transport, shipping and logistics) market, including CEP, and presents the role of the CEP market in the economy. It also analyses changes and trends specific to the CEP market in Poland. The fifth chapter is dedicated to risk factors related to the functioning of CEP enterprises, the last mile process and the factors that occur during this process.

The research objectives of the dissertation included:

- systematising and analysing literature on risk, risk management and the CEP market,
- identifying risk factors associated with the functioning of CEP enterprises in Poland,
- identifying risk factors occurring during the last mile process in CEP enterprises,
- developing a research tool for assessing the impact of risk factors on the performance of the last mile process and evaluating the impact of risk management on specific

- benefits,
- assessing the impact of the identified risk factors on the performance of the last mile process in CEP enterprises,
  - identifying risk management methods applied by CEP enterprises,
  - assessing the impact of risk management on the occurrence of specific benefits in CEP enterprises.

The choice of this research problem stems from a significant research gap related to risk and risk management in CEP enterprises. While there are numerous publications dedicated to risk management in the TSL market, none of them directly addresses the CEP sector. The author hopes that the doctoral dissertation will provide CEP enterprises with a better understanding of risk management and risk factors, ultimately contributing to more effective enterprise management. The analysis of literature and research findings indicates that risk management leads to significant benefits across various areas of enterprise operations.