

## **Abstract**

The commercial office real estate market has changed greatly in the last 15 years. The dynamic growth of office space contributes to the search for strategies that, in the face of such intensely developing competition and the emergence of increasingly more attractive facilities, will allow existing facilities, those already leased and those that have just been built to survive, will enable property owners and managers to build the value of the property in a stable way, and will create the possibility of remaining competitive without fear that a facility which has been leased will in a short period of time have a high vacancy rate. Intangible factors, especially relational capital, can play such a role. It seems important to develop recommendations for property owners and managers regarding tenant relationship management, and to creating a relational capital management model, which would reduce the risk of tenant turnover to new, ever more modern facilities. Building a unique resource for a given property, taking into account the relational capital and its proper management, creating long-term relationships between landlords and tenants, building trust, treating customers as prosumers, as well as using modern ICT solutions, can contribute to increasing the competitiveness of the facility. The dissertation consists of five chapters preceded by an introduction and summarized by a conclusion. The first three chapters are theoretical in nature. The fourth and fifth chapters are empirical studies. The appendices: survey questionnaires for tenants and landlords and a schedule of face-to-face interviews with managers of commercial office properties, are important additions to the paper.

The first chapter presents the relational capital in the context of the contemporary management of organizations in a turbulent, competitive environment in addition to its place and role among the intangible resources of organizations as well as the process of building it. The definition of relational capital is reviewed, among others as an element of the intellectual capital of an organization, in addition to human and structural capital. Next, the problems of relational capital management are discussed with particular emphasis on the role of customers as the most important group of stakeholders, and attention is focused on information and communication technologies (ICT) as an important tool used in customer relationship management.

Chapter two presents the characteristics of commercial office properties. Definitions are reviewed, the division of property is described, and the classification of property is discussed.

The evolutionary development of modern office buildings in Poland is presented. The specifics of commercial office real estate management are outlined, with a focus on relational capital management. The elements affecting property management are listed. The various groups of stakeholders whose interests must be considered in the management process are characterized.

Chapter three discusses areas of relational capital management in commercial office real estate. The specifics of commercial office property management in comparison with other types of commercial real estate are presented. Key factors influencing the building and management of relational capital are identified. Particular attention is paid to building trust, long-term relationships with customers, in addition to space identity, understood as the process of identifying an individual with space. Elements contributing to the competitive advantage of commercial office real estate with relational capital management are identified. The application of ICT in the area of tenant acquisition, retention, and relationship management is described.

Chapter four discusses the commercial office properties in which the study was conducted. The methodology of the study, the assumptions made, the method of selecting the research sample and the research tools used are described. The results of the research based on two types of survey questionnaires: one addressed to tenants and the other to managers and owners of office buildings, are presented. The results are statistically analyzed. The significance of the differences between the studied groups of landlords and tenants on their evaluation of the influence of particular determinants on building relationships and on increasing the competitiveness of commercial office properties is assessed. In addition, analyses and evaluations of the empirical findings are conducted in the context of relational capital management in commercial office properties.

In chapter five, based on the collected data and conducted empirical research, the author's model for managing relational capital in commercial office properties is constructed. The proposed model presents and organizes the process of managing relational capital, describes its beneficiaries, as well as the benefits of its application. It also discusses its applicability in office buildings and describes its impact on building a sustainable competitive advantage in the studied properties. The following section presents the results of the research: face-to-face interviews conducted with the owners and managers of the office buildings in order to assess the usefulness of the proposed model of managing relational capital in commercial office properties. The final section describes recommendations for effective use of the proposed model for managing relational capital in commercial office properties. The conclusion

summarizes the findings and draws conclusions in relation to the research hypotheses and verifies the extent to which the research objectives were met.

Katarzyna Szkop

A handwritten signature in black ink, appearing to read "Katarzyna Szkop". The signature is written in a cursive style with a large, looping initial 'K' and a long, sweeping tail on the 'p'.