

Summary

“Flexible building relative capital and competitiveness of a family company.”

The flexibility of organizational structures of an enterprise is one of the key factors conditioning success in modern markets. Wide access to information and globalization determines to respond quickly to the needs of stakeholders in the conditions of market competition in organizations. Relationship management is becoming a key element in creating business strategy and philosophy also in family businesses. The flexible shaping of relationships gives the opportunity to effectively manage resources, and thus take advantage of emerging market opportunities and achieve competitive advantage. Relationship capital in family businesses is unique due to strong bonds, loyalty and trust.

The main research goal of this doctoral thesis was to identify the impact of flexible creation of relational capital on the level of competitiveness of a family business. The main research goal was divided into specific goals: theoretical, empirical, methodological, and application. The entire doctoral dissertation consists of theoretical and empirical chapters. The first chapter presents the essence and definitions of organizational flexibility of enterprises. Then, based on a review of the literature on the subject, the types and types of organizational flexibility in enterprise operations were identified. The second part of the first chapter describes the concept and structure of relational capital, as well as the systemic and process approach to customer relationship management known as CRM. Then, flexibility in managing relationships with stakeholders was described.

The second chapter of the doctoral thesis first analyzes the essence and specificity of the group of enterprises that are family businesses. Then, the definition of enterprise competitiveness was reviewed, the factors that shape it were indicated, and the determinants influencing the enterprise's competitiveness were characterized. The second chapter also describes the criteria for building a competitive strategy in small family enterprises, as well as the resource potential of these entities having a direct impact on shaping the competitive strategy.

The third chapter includes a description of the research methodology used to achieve the research goal set in this doctoral thesis. Theoretical foundations for carrying out quantitative and qualitative research are presented in turn. An interview questionnaire

prepared for the needs of a qualitative study and a survey questionnaire prepared for the needs of a quantitative study were described

In the fourth chapter of this dissertation, the research sample participating in the qualitative study was characterized and a diagnosis of the state of flexible building of relational capital in family businesses was made.

Chapter five presents the results of the quantitative study. The characteristics of the surveyed family enterprises were made. Then, a research analysis was carried out of the competitive advantage of the surveyed enterprises in terms of strategy, accumulated resources, financial resources and competences. In the next part of chapter five, the research hypotheses were verified and the quantitative research conducted was summarized.

The conclusions resulting from the review of domestic and foreign literature as well as the conclusions resulting from the conducted own research are presented at the end of the work.