

DOCTORAL THESIS SUMMARY

LOCATION AND SHAPING COMPETITIVENESS OF THE ENTERPRISE

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In the environment of modern enterprises, dynamic, turbulent and deep changes are constantly present. As a consequence, it is necessary to analyze the processes and phenomena related to starting up (*setting up*) a business (*enterprise*) as well as to shape its competitiveness in the future. At the same time, it seems that leading the scientific exploration of the aspect of the enterprise location and usage of the instruments of its virtualization is an interesting challenge and an attractive research direction. It is recognized that the knowledge about the essence (*idea*) and course (*process*) of aspects mentioned above, is essential (*indispensable*) for, currently dominant in most economic systems, small and medium enterprises. Therefore, the main motive to undertake the topic of the dissertation **was the desire to signal (& stress) the role of the enterprise location and instruments of its virtualization for the effectiveness of shaping its competitiveness.**

In the dissertation, author attempts to verify the main hypothesis [HG]: "**The exploitation of modernly perceived, multi-faceted location of enterprise initiates the processes of building the company's location advantage, which increases their overall competitiveness**" and 5 detailed hypotheses (*see p. 2*). These efforts were preceded by a review of literature, both Polish and foreign, and by the design and conduction of authors own research. The purpose was to find answers to the following questions:

- **Q1:** What form the mechanism/algorithm for generating the competitiveness of enterprises based on the location advantage does have?
- **Q2:** What is the nature of the impact of the competitive advantage generated by exploitation of the location and instruments of its virtualization on the overall level of enterprise competitiveness?
- **Q3:** How, the SMEs that are localized & operating in Poland exploit their location and instruments of its virtualization in the processes of shaping their competitiveness and what are the benefits of such activity?
- **Q4:** What factors determine (*and in what manner*) the process of generating a location-based advantage on the real plane of location?
- **Q5:** What factors determine (*and in what manner*) the process of generating a location-based advantage on the virtual plane of location?

With such research questions, it was considered that:

- the **scientific goal (objective)** of the dissertation is to identify the role and to assess the extent of using the location advantage in the processes of shaping the competitiveness of SMEs located and functioning in Poland;
- the **methodological goal (objective)** to develop a model (*algorithm*) that illustrate the process of shaping the competitiveness of enterprises based on the exploitation of their location and instruments of its virtualization;
- the utilitarian **goal (objective)** is to formulate recommendations regarding the more effective use of location advantage in the processes of shaping the competitiveness of the enterprises (*especially considering SMEs situation/perspective*).

To achieve the goals stated above, the work has a **five-chapter structure**. First three chapters show theoretical background, the fourth is a methodical chapter, and the last (*fifth*) present the results of authors own research. In-depth scientific exploration of the, undertaken in the dissertation, **issues related to shaping the competitiveness of enterprises, with particular emphasis on the importance of skillful exploitation of their location** (*perceived in the context of both real and the virtual plane of their operation*), allowed:

1. to draw attention to the already significant and constantly growing importance of exploitation of enterprise location and the instruments of its virtualization for the stimulation of effectiveness of processes of shaping its competitiveness (*especially for SMEs*);
2. to develop the concept of an algorithm for generating enterprises' competitiveness based on location advantage (*see Figure 3.8, p. 152*);
3. to develop a model that allow to identify the main stages and activities when conducting analysis of modernly perceived, i.e., multifaceted, location (*see Figure 3.1, p. 115*), and model of the "Procedure for analyzing the enterprise readiness to virtualize its business operations" (*see Figure 3.2, p. 119*);
4. to make a systematics of knowledge in the field of location theory (*see: Table 2.4, p. 94*) and location factors, both for real and the virtual plane of enterprise operation (*see Table 3.1, p. 122, Table 3.2, p. 125, Table 3.3, p. 128 and Table 3.7, p. 140*);
5. to prepare some practical guidelines facilitating the conduct of enterprise location analysis (*see p. 133 ÷ 135*), and propose a few tools that support its execution (*see pp. 136- 138*);
6. to formulate some recommendations regarding the more effective exploitation of enterprise location advantage in the processes of shaping its competitiveness (*especially considering SMEs situation/perspective*).

What is particularly important and noteworthy, the dissertation signals that today, the location of an economic entity, should be understood more broadly than it was a few years ago. This is why author proposed in the dissertation a **multi-faceted**¹ approach to enterprise location (*see Figure 2.7, page 103*).

Moreover, when analyzing the literature, it was also discovered that the current considerations regarding the topic of SMEs competitiveness shaping and exploitation of their location and instruments of its virtualization **are usually carried out separately and without a broader analysis of the coincidence of the studied phenomena**. Therefore, in order to reduce the identified gaps, the study attempted to show connections between the discussed thematic areas, proposing, among others, the concept of an algorithm for generating enterprises' competitiveness based on a exploitation of location advantage (*see Figure 3.8, p. 152*) or the aforementioned concept of a multi-faceted approach to location in order to shape the company's competitiveness.

¹ According to the modern, multifaceted approach to the location, nowadays location should be perceived more broadly than just as the location in a specific point (place) of the geographical space, i.e. only as a location on the real plane of enterprise operation (see Figure 2.7, page 103). When thinking about the location, one should not only consider the real but also the virtual reality.

Bearing in mind the above, it therefore seems that the information and knowledge contained in the dissertation should allow to carry the reader through a difficult, constantly changing and evolving issues related to aspects of shaping the competitiveness of SMEs. The contents presented in both the dissertation theoretical and empirical part of the confirm the validity of the position indicating that the active exploitation of both real and virtual plane of location positively affects onto **perspectives for shaping the competitiveness of modern enterprises. Therefore, it is recommended to base their actions on the exploitation of a modernly perceived, i.e. multifaceted, location.**