

Ewa Krystyna Grzywa

### **Summary of the doctoral dissertation**

#### **BUSINESS MODELS WITHIN AN ENTERPRISE**

The main goal of this dissertation is to clarify the correlation between a business model and the effectiveness of a capital group. With the established main goal the Author defines detailed research goals in the theoretical and utilitarian field. The theory driven goals include: 1) knowledge systematization in the business model field, 2) characterization of the correlation between a company's business model and company's effectiveness, 3) identification of variables modelling and moderating the correlation between company's business model and company's effectiveness, 4) definition of guidelines for increasing the pro-effectiveness of a business model. The utilitarian goals include: 1) examination of a business model's impact on the effectiveness of a capital group within the business model's change context, 2) construction of a tool for assessing the impact of a business model's change on the effectiveness of a capital group. In order to execute the above elaborated goals in the empirical part of this thesis four hypothesis are being formulated and verified.

Two main research methods are being applied within this dissertation – systematic literature review and multiple case study. The literature review is driven by a methodological goal, which is the practical application of systematic review within strategic management discipline. The goal of the case study is to exemplify the results of a systematic review that is carried out within this thesis. Business models of two capital groups from IT industry – WASKO S.A. Capital Group and Comarch S.A. Capital Group – and their impact on the Groups' performance are subject to the empirical research. Additional research methods and tools include: expert opinion, business model canvas, business model description, survey questionnaire, structured interview, screening, in-depth analysis of annual reports including financial statements and management reports on operations of the capital groups, analysis of non-financial reports, analysis of information and documents published on companies' web sites, subjective effectiveness measures, calculation and analysis of effectiveness ratios.

This dissertation consists of five chapters. First three chapters constitute the theoretical part of the study whereas chapters fourth and fifth account for the empirical part. In the first

chapter the Author describes the theory of the systematic literature review – one of the two employed research methods. Further on in this chapter detailed research process, applied within the theoretical part of dissertation, is being discussed. Then the identified literature set, research methods and tools applied by the researchers as well data gathering sources and research contexts, adopted by the researchers, are being characterized. The second chapter covers the following empirical questions: how contemporary researchers understand the business model notion, what is the business model definition and how is the business model constructed. In the third chapter the notion of business model antecedents is being presented, what is more internal and external business model's growth factors are being identified. Subsequently the Author examines theoretical framework behind the relation between a business model and company's performance through the analysis of identified set of theoretical studies, and seeks the verification of this correlation in empirical studies. The Author investigates which factors influence the relation between a business model and company's performance and identifies effectiveness measures used by the researchers in the business model research context. In the fourth chapter the research problem, the goal and the model of empirical research are being identified, the research procedure and data sources applied within the empirical part of the thesis are being discussed, the employed research methods and tools are being described in details. The fifth chapter constitutes the analysis of an impact of a business model's change on the effectiveness of capital groups operating within the IT industry. In the following subchapters a case study of two capital groups is being conducted, and four business model descriptions are being presented – for each of the groups in the year 2010 and at present. Furthermore the research, that has been carried out, is being summarized.

What distinguishes this dissertation in its theoretical part is the practical application of a systematic literature review within strategic management discipline. A narrative synthesis has been applied here, what means that each of the chapters responses to a particular research question. The empirical part brings valuable insights thanks to the multiple, comprehensive case study of business models of two capital groups operating in the same industry. As a consequence a standardized business model's description is being elaborated. It might be applied to a random company, group of companies or a capital group from random industry. The description obtained in two points in time combined with the proposal of effectiveness measurement forms a tool that allows to assess the impact of the business model's change on the research subject.

Ewa Gnywa