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A summary of the doctoral dissertation entitled „Management reorientation as a consequence of the servicization of networked commercial enterprises in the building and decoration industry" drafted under supervision of Associate Professor Monika Dobska, PhD.

The development of the service sector is a consequence of economic transformations, and its expansion and efficiency are determinants of the economic growth rate. The ongoing process of servicization of economic life causes services to stimulate the integration of other sectors of the economy, thus constituting a determinant of a high level of development. With the period of transformation that began at the turn of the 1980s and 1990s, a process of dynamic and multidirectional transformations of the Polish socio-economic system towards an economy based on services began (Rogoziński, 2006b). The conceptualization is aimed at reorienting processes in relation to: (1) the dynamic impact of the service sector on other sectors of the economy, (2) increasing the growth of social welfare, (3) the process of inter-sectoral exchange of competences and economic activities, (4) classifying products material according to the service component they contain.

Trade, classified as a service sector of the economy, due to its position in the economic and social sphere, has a significant impact on all commercial activities through the intensity of contacts with other market participants and performs a strategic function related to the sale of goods and services to end customers.

Its service role is most visible in relation to household services. Maximizing the number of purchase and sale transactions is no longer the main criterion for assessing trading activities. Customer expectations should be considered, such as: shopping comfort, security, and service in the form of enriching the core of the commercial service with strictly service elements. The result is deepening relationships with customers. Increasing the role of the buyer in shaping products is treated as a new source of competitive advantage (Urbanowska - Sojkin, 2006),

and the trend of customization (personalization), understood as recognizing the uniqueness of the customer, should be an expression of his appreciation (Rogoziński, 2017).

The outlined processes influence customer service in Do It Yourself (DIY) enterprises, which inevitably leads to a reorientation from the distribution of final products to the option of co-creating service products with the customer.

The analyzes conducted in this work led to the conclusion that the consequences of scientific competition in trade theories determine the current management methods used in DIY commercial enterprises. The well-established formula of trade as a co-organizer and coordinator of production and distribution processes (retail as a gatekeeper) has led to the use of such methods of managing a commercial enterprise for which the designator of the name SERVICE is the store format (the store format determines whether the services will appear). The constitution of the service function as a non-autonomous activity/activities that support and enrich the sale of material goods and the consolidation of its essence from the functions given to them by trade has also led to a situation in which the increasing processes of service provision of the economy are described in trade theories in the form of trans-sectoral migration of trade to services (Borusiak, 2008; Sławińska, 2010), so the cognitive gap continues to perpetuate, resulting in the division of services into commercial and services.

The service sphere interpreted in this way and the treatment of trade as a final - although integral part of production - not only confirms the cognitive gap in the form of the lack of resolution as to the essence of service in trade theories, but, as B. Pilarczyk rightly emphasizes, the gap in the sphere of explaining the service functions of trade has opened up space for filling it with a functional approach to processing, manufacturing and trade processes as one of the conditions for using the marketing concept (see Pilarczyk, 1991, pp. 115-131). K. Rogoziński argues that due to the macroeconomic framework of interpretation of the essence of commercial services, which has penetrated the science of trade, the literature on the subject presents a false image of the importance and influence of the service sector in relation to the methods of managing a commercial enterprise (see Rogoziński, 2000).

The emphasis on critical consideration of the assumptions on which trade theories are based has led to the identification of areas in the form of research gaps:

1. **Exploratory** - lack of recognition of the concept of managing a DIY network trading enterprise based on the application of service theory,

2. **Taxonomic** - identification of discrepancies in the functions of trade services presented in the theories of internal trade - service functions of trade,
3. Diagnoses of different interpretations of commercial services in trade theories - the sources of inconsistency can be found in **different nomenclature and different definitions of commercial services.**

Changing the nature of cooperation with customers in DIY stores from a product option to co-creation of service products through the involvement of the service recipient in the design of a service product introduces a research problem that can be expressed by the question: **are the current concepts of management of DIY commercial enterprises adequate to understanding its SERVICE functions?**

The functions and essence of trade services identified based on literature studies confirm that the service identity of trade should be sought not in the formal and legal dimension or in the sphere of systematics, but at the very foundations revealing the essence of the business (see Rogoziński, 2016).

The economic theory of services, which was created on the foundations of the industrial (production) cognitive scheme (see Rogoziński, 2000), consolidated in the theory the view of service as an activity that does not lead to the production of new goods. Attributing features to services that negate the attributes of material goods not only placed them in opposition to them but defining them in relation to the prior existence of goods constituted the way they were understood as derivative/secondary (usually free) benefits for buyers. Ultimately, the lack of clarification of the ESSENCE of the service led to the strengthening and perpetuation of a cognitive error regarding the methods of managing a DIY commercial enterprise based on methods appropriate for the distribution of material goods.

Against this background, it becomes important to develop methods of managing a commercial enterprise derived from the theory of services. This is possible provided that an appropriate, i.e., relational, paradigm of service theory is selected based on the marketing interpretation of service quality.

Thesis, goals, and scope of the dissertation

The above findings became the basis for formulating the following thesis:

From the redefinition of the commercial service carried out at the theoretical level, it is possible to determine the conditions for the functioning of a commercial enterprise as a

service organization at the operationalized level. Their determination will be the premise for introducing the concept of service management of DIY chain trading enterprises.

Due to the thesis and the fact that in Poland the method of managing a DIY network commercial enterprise based on the concept derived from the redefinition of a commercial service was not the subject of scientific research (2000 to 2023), it is necessary to provide arguments confirming the validity of the adopted thesis. After clearly placing it in the managerial context, it takes the following form: **thanks to the adaptation of the service theory, it is possible to design a new concept of marketing management of a commercial enterprise from scratch.**

Developing such a concept becomes the main goal of the doctoral dissertation, with one important reservation that the developed concept of marketing management is to be applied in DIY chain commercial enterprises.

An innovative undertaking in the proposed solution will be the new role of the service recipient as a co-creator of value (previously the basis was quality, understood as the quantity and type of assortment) of the service itself in a commercial enterprise, and thus the creation of a construct that takes into account marketing quality management in relation to a commercial enterprise in the construction and decoration industry.

The dissertation proves that a commercial service is an intentional act of providing staff work, focused on the entity that is the service recipient, and the qualitative nature of this act legitimizes the appreciation of the client as a co-manager of the service. The redefinition of commercial services based on the theory of services allows for the introduction of the basis for the concept of marketing management of a commercial enterprise as a service organization.

Innovative projects in the proposed solution are represented in the space:

1. Appreciation of the service recipient as a co-creator of value (previously the basis was quality, understood as the quantity and type of assortment) of the service itself in a commercial enterprise, and thus creating the basis for the concept of marketing management in relation to a chain commercial enterprise in the construction and decoration industry,
2. Identification of the service function of trade as a premise for changing the structure of a commercial enterprise,

3. Recognition of the buyer service improvement cycle (CLAN) as an element of a new concept of marketing management of a DIY chain trading company,
4. Developing the basis for a new concept of marketing management of a DIY chain trading company, considering the organization of the functions of a commercial service against the criteria that are the source of the definition of services.

The literature studies and our own empirical research made it credible to propose fundamental solutions in the field of adapting the theory of services to the concept of marketing management of DIY chain retail enterprises. The cognitive results achieved were a consequence of the adopted goal of the work and a multi-area analysis of the literature, supplemented by the results of my own empirical research. During the research procedure, the aim of the dissertation was achieved, and the validity of the thesis was positively verified.

In particular, the research conducted in DIY chain trading companies showed that the premises identifying and confirming the service identity of trade were considered (Rogoziński, 2000; 2000a; Norman, 2012):

1. Authentication of the service nature of work in trade should be based on the structure of the trade service itself and the process of its implementation. The core of a commercial service is the manufactured goods. However, only active, and active influence on the goods through the work of people employed in trade results in the service function of trade. The commercial service in network enterprises DIT mediates its identity in the work of contact staff (see Rogoziński, 2000),
2. Increased activity and evolving dynamism of mutual interpersonal communication (taking the form of personal selling in commercial services) confirm the need to change activity from focusing on the selection of products that meet the demand or adapting the offer to a given market segment to the entity - the purchaser of the service (subjective nature, not exclusively commercial) and its involvement in co-creating service products that can be realized thanks to the relationship,
3. Service activities in trade are characterized by the personality intensity of employees employed in the provision of services (Normann, 2012), and the specific nature of trade services provided by DIY trading enterprises requires the use of such marketing thanks to which the service recipient's involvement in the design of the service product will be for him it was the conviction and certainty that in this configuration of connections he could maximize his value,

4. The experience of the buyer's participation in its creation and then its implementation becomes an opportunity for a commercial enterprise in the following dimensions:

- Recognizing the service relationship as a category treated from the perspective of a community of goals (service provider and service recipient) realized in the service product, in which value can be mediated. The externalization and confirmation of value from the perspective of the service buyer is trust in the service provider, and for the company the possibility of transforming the transaction into long-term cooperation,
- Reformulating the concept of quality from internal (normative), defined by standards developed by a trading company, to external quality, identified with the quality of the consumer,
- Customer appreciation - taking into account the intensified involvement of the buyer of the commercial service in the DIY trading enterprise, it becomes possible to achieve the artifact of **Co-design service**[1] prosumption. An opportunity for these entities is to take into account the paradigm of relationship marketing theory, which in the form of a strategy for improving customer service creates conditions for realizing value together with the customer. Z. Waśkowski (2016, p. 349) identifies value through mutual involvement of the parties, which increases the chance of better matching co-created products to the requirements of consumers who, by participating in the co-creation process, not only indicate what they need, but also take responsibility for partial responsibility for the service provided,
- The buyer-oriented activity of the staff of a commercial enterprise may become a factor determining the building of the service recipient's trust in the service provider by realizing value that is mediated by the quality of the services provided (functional and technical). At the same time, the service recipient's involvement in the co-creation of service products changes the quality from expected and experienced to co-created quality.

The theoretical part of the work explains the impact of servitization on the scope and type of activity of commercial enterprises, defines the functions and characteristics of the

[1] For the author of the dissertation, the term Co-design Service means the buyer's involvement in the process of co-creating a service product, which creates an opportunity for greater individualization of service. Through involvement in the co-creation of a service product, the buyer not only becomes its user, but thanks to relationship-based co-creation, he or she derives a set of specific benefits from it. Then, following K. Rogoziński, one can say that he co-creates a service product for his household (see Rogoziński, 2000a., p. 55).

commercial service, with particular emphasis on theoretical models of trade, the impact of the environment on the commercial enterprise, including the following analyses: macro-environment, mezzo-sectoral and micro-environment. The reorientation to a new concept of managing DIY network commercial enterprises based on the service theory was justified.

In the descriptive and diagnostic part, the consequences of the impact of the axiological nature of the commercial service on the management of commercial enterprises were identified and the DIY chain commercial enterprises were characterized, with particular emphasis on the industry concept. Moreover, at this stage of the dissertation, an attempt was made to assess the current methods of managing network commercial enterprises in relation to contact staff, and a preliminary assessment and description of the methods of managing a DIY chain commercial enterprise were made.

The conceptual and predictive part indicates areas requiring improvement of the methods of managing a commercial enterprise as a marketing-managed service organization. The composition of the elements of marketing of commercial services of chain trading enterprises was described and the need to use a method of improving the buyer service cycle as a new concept of managing a commercial enterprise was indicated.

Scopes of the doctoral dissertation

- Subject scope of the dissertation - the concept of marketing management of a network commercial enterprise,
- Spatial scope of work - voivodeship: Pomeranian Voivodeship, West Pomeranian Voivodeship and Kuyavian-Pomeranian Voivodeship,
- Time scope - in terms of theoretical considerations, it will be necessary to refer to the literature from the 1950s due to the consequence of scientific competition in trade theories, which determined the education of people dealing with the trade sphere and recognition of the definition of trade services and current management methods chain DIY trading companies. Literature studies are also based on contemporary literature related to trade, management of service organizations, service marketing, and the application of the concept of marketing management of service enterprises. The concept of empirical research was created in 2021. The research was carried out at the turn of 2021/2022.
- The subjective scope of the dissertation includes enterprises with Polish capital and taking into account the process of concentration and polarization of the DIY retail market, the research conclusions developed in the dissertation and the foundations of the new

management concept are to set the directions for achieving a competitive advantage by Polish enterprises towards the qualitative development of these enterprises. Moreover, the justification for the choice is the wide range of services provided by the stores in the form of continuous expansion of the service offer and advice from sales staff for individual buyers.

The research issues, the adopted goal of the doctoral dissertation and the desire to prove the accuracy of the formulated thesis determined the logic of the argument and the internal structure of the work. The dissertation consists of six chapters preceded by an introduction and summarized at the end. The dissertation is supplemented with a bibliography, a list of tables, figures, diagrams, charts, and appendices. Each chapter ends with a summary containing conclusions and observations from the analysis carried out therein. It has an organizing nature due to the multitude of threads discussed in each chapter.

The first three chapters contain theoretical considerations based on literature studies (in the field of service theory, trade, human resources management, management of service organizations, management, relational marketing of services) and observations of trends and processes in commercial enterprises. The fourth chapter is a descriptive and diagnostic part focused on the description of the service processes of the network commercial enterprises of the PSB Handel Group - PSB Mrówka and identifying the concept of the commercial service provided by these entities. The fifth chapter is the empirical part of the work, and the sixth is a description of the basics of the new concept of functioning of a commercial enterprise as a marketing-managed service organization.

The first chapter of the doctoral dissertation examines the servicization of the economy, with particular emphasis on trade. The concept of a three-sector division of the economy was presented, and on this basis, contextual descriptions of the definitions of services resulting from this division were made. Then, the diversified taxonomy of commercial services was verified against the background of service classification and the functions and features of services were transposed into the essence of the commercial service.

The second chapter is devoted to the description and characteristics of trade functions, and their differentiation contributed to the need to resolve the sources of their differences. The essence of a commercial service against the background of trade theory was also presented and it was recognized and defined based on the definition of a commercial service derived from the theory of services.

The third chapter focused on characterizing external and internal factors affecting the management of a network commercial enterprise. The need to recognize them referred to mezzo-sectoral, macroeconomic, and microeconomic analyses. When prioritizing them, the level of their impact on the commercial enterprise was considered and the features characteristic of the commercial enterprise were described.

The fourth chapter is a descriptive, diagnostic characterization of the service provision processes of PSB Mrówka network commercial enterprises, with particular emphasis on the involvement of the service buyer in the construction of the service product. It also summarizes the essence of the commercial service provided by these entities and indicates the main trends taking place in the industry. The spectrum of services provided by commercial enterprises and the impact of the existence of services on the customer's choice of the offer of a given commercial enterprise are presented. Attention was paid to the possibility of implementing service methods of managing contact personnel in commercial enterprises. The considerations presented were a starting point for considering further issues in the field of management of PSB Mrówka commercial enterprises.

The fifth chapter of the work is the empirical part, which diagnoses the method of managing PSB Mrówka network commercial enterprises and the appropriate methods of managing personnel employed in the enterprise. The nature of the service product in chain trading enterprises and its impact on the nature of contacts with customers, as well as the marketing strategy used by the enterprises, were also identified. The fifth chapter also presents empirical material from the author's own empirical research, analyzes the obtained results, and presents research conclusions. The level of credibility of the adopted thesis was assessed.

The sixth chapter is based on the description of the basics of the new concept of functioning of a commercial enterprise as a marketing-managed service organization. This part of the work focuses on the issues of managing internal and external relations in commercial enterprises in the DIY industry. The idea of relationship marketing was presented and the possibility of its application in DIY chain commercial enterprises was indicated. This chapter presents the author's concept of marketing management in DIY commercial enterprises.

The conclusion provides a response to the thesis formulated in the introduction of the work and summarizes the cognitive results and conclusions resulting from the analysis of literature sources and the own empirical research conducted for the purposes of this work.

Recommendations are included as to the future directions of management of DIY commercial enterprises and the structure and importance of marketing functions understood as the process of marketing management of a commercial enterprise. An original concept of marketing management of a DIY chain trading company was developed.

The choice of research topics was also dictated by the expected usefulness of the work results for the management staff of chain DIY commercial enterprises, because the issues raised set new directions for managing contact personnel and marketing strategy. The work draws attention to the possibility of implementing solutions developed by relationship marketing and the implementation of service theory in the aspect of managing DIY chain retail enterprises.

Methodology of the doctoral dissertation

The wide spectrum of processes and phenomena means that literature studies will be supplemented with industry reports and our own empirical research. The research will aim to:

1. Recognition of the management methods and tools used in chain commercial enterprises in the construction and decoration industry Psb Mrówka - qualitative research as part of the network's marketing strategy.
2. Assessment of the activities of the management staff in the contact personnel management process - quantitative research based on the Serwingo questionnaire with the management of enterprises from the construction and decoration industry in order to verify the current management methods used by the store manager/owner, as well as the marketing strategy:

a. qualitative research with a representative of the network's management,
b. quantitative research using the Serwingo questionnaire with the management of commercial enterprises in the Pomeranian, Warmian-Masurian and Kuyavian-Pomeranian Voivodeships.

To sum up, it can be said that the dissertation is the first in Poland of such broad scientific studies on the management of DIY chain retail enterprises in the relationship marketing paradigm. This work contributes to bridging the cognitive gap in a new area of research regarding the functioning of a commercial enterprise as a marketing-managed service organization.

Results of the dissertation

The influence of the microenvironment during the analysis of research results leads to the conclusion that suppliers, cooperators and competitors of a commercial enterprise influence the enterprise independently. Independence in this perspective does not mean that there are no processes of mutual influence on each other, but they are recognized as factors that do not have a direct impact on the co-management of the service (see Dobska, 2013, p. 326) in a commercial enterprise. Particularly important, and noticed during the diagnosis of results, is the role of the customer as an entity whose participation in the provision of a commercial service has a direct impact on its co-creation, quality and joint efforts to strengthen the reality of the service product (see Rogoziński, 2000a).

From this perspective, the elements of the microenvironment that affect the functioning of a commercial enterprise, which include competition and suppliers, will be treated as factors that the enterprise should consider in its management strategy, although still remaining outside the organization. Considering these factors in the commercial service management strategy may contribute to strengthening the technical quality of the service provided (equipment, store appearance, devices, visual merchandising, availability and selection of assortment), but they do not directly affect the process of co-creation of the service. Based on the research results, it can be noted that the elements that influence the development of the competitiveness of commercial enterprises and result from the influence of the microenvironment are:

1. The market (suppliers, cooperating institutions, PSB Headquarters) becomes a forum for creating value for the customer,
2. Cooperation and cooperation of commercial enterprises organized within the PSB Handel Group network,
3. Collaboration with suppliers to realize shared value and increase the sense of reality of the service product,
4. Joint activities in response to buyers' expectations, focused on enriching product competences,
5. Enterprises planning expansive and territorial development significantly more often look for elements of competitive advantage in terms of network membership (Know-How, use of a trademark, brand recognition) and strategic assortment management (merchandising, complementary assortment categories),

6. Recognizing competitors' activities as a factor stimulating changes in the company's offer.

The analysis of research results from the perspective of assessing the impact of the service buyer, previously treated as an element of the micro-environment of the commercial enterprise, on the way the commercial enterprise is managed leads to the conclusion that recognizing the customer as an external factor for the organization, even from the perspective of the immediate environment, becomes a mistake. Assessment of the customer's influence on the co-creation of a commercial service requires his (axiological) inversion into the interior of the enterprise, as a co-designer of the service product. Against this background and only in this interpretation - the customer as a stakeholder - one can point to the consequences and opportunities resulting from treating the service buyer as a resource of the enterprise. The number of mutual connections and activities of the service buyer in the service process identified in the research results means that he not only becomes part of this process and is co-responsible for it, but also generates an obligation for the organization providing services in the form of an appropriate response to his readiness for service prosumption.