Summary

The topic of the doctoral dissertations concerns the phenomenon of operational synergy in network capital groups, which are a new structure that is still in the market experimentation phase.

The literature on the subject indicates that operational synergy in network groups refers to cost synergies, revenue synergies and complementarity of resources, but does not indicate the components of the model that could describe this phenomenon (McKinsey, 2010; Junge, 2014). The literature on the subject also does not describe what organized activities should make up the mechanism that enables the generation of operational synergy in networked capital groups (the operational synergy mechanism).

Consequently, the main objective of the dissertation is to describe the components of the operational synergy model in network capital groups, while the cognitive objective of the dissertation is to describe the difference between the phenomenon of operational synergy in network and hierarchical capital groups, which have been described in more detail in the literature on the subject so far.

The methodological objective of the dissertation is to develop a mechanism for operational synergy in network capital groups, while the application objective is to implement it in the Industrial Development Agency capital group.

The dissertation consists of five chapters. The first chapter is a literature review on the subject of corporate groups, including their typology, which allowed for the identification of the specific characteristics of corporate groups defined by the author as hierarchical. In addition, the issue of synergy was systematized and the mechanism of operational synergy in hierarchical capital groups was described. As part of the summary of the chapter, the components of the operational synergy model in hierarchical capital groups were described, i.e. management concentration, specialization and integration of processes at the capital group level.

In the second chapter, a literature analysis was carried out on the subject of networks and the specific characteristics of networked capital groups were defined. In addition, the functioning of network capital groups was described based on the analysis of case studies of three different capital groups of this type, i.e. the KGHM Polska Miedź S.A. Capital Group, the ArcelorMittal Poland Capital Group and the Industrial Development Agency Capital Group. The results of the case study analysis were used to perform a comparative analysis of the functioning of network and traditional capital groups.

The third chapter systematizes the issue of the action research method and justifies the choice of this method in this work, and above all presents the research procedure used, utilizing the advantages of the method.

Chapter four describes the course of the research process, including eight iterative cycles of action research. The author had the opportunity to influence the scope of the project in order to obtain the necessary research material for his dissertation.

The fifth chapter summarizes the research process by describing the operational synergy model in networked groups of companies and the mechanism for ensuring this synergy. The components of the model are the autonomy of the companies, the complementarity of competencies and resources, and the existence of a broker function.

In conclusion, the hierarchical and network operational synergy model is compared and problems are defined that require further research.