

**Załącznik 4
(Appendix 4)**

University of Gdansk
Faculty of Management
Marketing Department

Summary of professional accomplishments

Anna Dziadkiewicz, PhD

Gdańsk, 2021



Table of contents

1. Basic information about the candidate.....	4
1.1. Full name	4
1.2. Degrees and diplomas held, indicating the name, place, and year of the degree and the title of the doctoral dissertation	4
1.3. Information about previous employment in scientific institutions.....	5
2. Overview of the scientific achievement	6
2.1. Identification and presentation of the scientific achievement	6
2.2. Presentation of the scientific achievement identified as making a significant contribution to the development of management and quality sciences.....	6
2.3. The most important scientific achievements of originality	24
2.4. Contribution to science - theoretical and applied significance of research results.....	25
3. Characteristics of scientific achievements and research streams	26
3.1. Description of the first research stream: corporate image development	27
3.2. Description of the second research stream: knowledge management	30
3.3. Description of the third research stream: design management.....	32
3.4. Description of the fourth research stream: sustainable management	34
3.5. Summary of publication outputs	39
3.6. Editorial board of scientific journals	39
3.7. Polish and foreign reviews	39
3.8. Membership in international associations	39
3.9. Participation in scientific and technical committees of conferences.....	40
3.10. Participation and organisation of scientific conferences in Poland and abroad ..	40
3.11. Summary of participation in national and international conferences.....	41
3.12. Supervision of doctoral students	41
3.13. Participation in national and international projects influencing scientific development.....	41
3.14. Study visits to foreign universities	42
3.15. Completed training and courses improving knowledge	42
4. Overview of other achievements	43
4.1. Teaching activities and popularisation of science in the country	43
4.2. Teaching activity and dissemination of science abroad	45
4.3. Mobility abroad within the Erasmus+ Programme, including the Staff Mobility for Teaching (STA) module	46
4.4. Summary of other teaching and organisational achievements	46
4.5. Contact with economic practice, impact of research conducted on the socio-economic environment - expert activities	47

4.6. Cooperation with executive agencies of the Ministry of Science and Higher Education and with higher education institutions - expert activity	47
4.7. Organizational activity	48
4.8. Scientific clubs	49
4.9. Awards and distinctions	49
5. Further scientific development plans	49



1. Basic information on the candidate

1.1. Anna Dziadkiewicz

1.2. Degrees and diplomas held, indicating the name, place, and year of the degree and the title of the doctoral dissertation

Date	16 April 2008
University	Nicolaus Copernicus University in Toruń Faculty of Economic Sciences and Management Department of Marketing
Diploma	Doctoral degree in economic sciences in the discipline of management sciences (awarded by resolution of the Council of the Faculty of Economic Sciences and D. in Management Sciences at the Nicolaus Copernicus University dated 16 April 2008). Dissertation topic: The use of public relations at Polish fairs in creating an image of small and medium-sized enterprises D. thesis supervisor: prof. zw. dr hab. Stanisław Kaczmarczyk Reviewers: Joanna Pietrzak, PhD, Professor UG, Bohdan Godziszewski, PhD, Professor UMK

Date	3 June 2003
University	Nicolaus Copernicus University in Toruń Faculty of Economic Sciences and Management Field of study: Management and marketing (5-year master's degree)
Diploma	The professional title of Master of Economics in Organisation business organisation and management Master's thesis topic: Media relations as an element of building enterprise reputation Supervisor: Dr Ewa Zysnarska

Date	11 December 2002
University	Jean Monnet Centre for European Studies at the Nicolaus Copernicus University in Toruń Faculty of Law and Administration of the Nicolaus Copernicus University in Toruń (2-year graduate studies)
Diploma	Graduate title in two-year diploma programme in European Studies

Date	30 June 2013
University	WSB University in Torun

	Field of study: Research and Development Project Manager Post-graduate Studies
Diploma	Postgraduate diploma

Date	30 June 2012
University	WSB University in Torun Field of study: Business Trainer Academy Post-graduate Studies
Diploma	Postgraduate diploma

Date	10 February 2006
University	London School of Public Relations Field of study: An Integrated Approach to Public Relations for the 21st Century Post-graduate Studies
Diploma	Postgraduate diploma

1.3. Information about previous employment in scientific institutions

Date	10.2013 - present
University	University of Gdańsk Faculty of Management Department of Marketing
Post	Assistant Professor

Date	10.2008 - 09.2013
University	WSB University in Torun Faculty of Finance and Management Department of Management
Post	Assistant Professor

Date	10.2003 – 04.2008
University	Nicolaus Copernicus University in Toruń Faculty of Economic Sciences and Management Department of Marketing
Post	PhD student at the Faculty of Economic Sciences and Management

2. Overview of scientific achievement

2.1. Presentation of scientific achievement

As a scientific achievement - in accordance with Article 16, paragraph 2 of the Act of 14 March 2003 on degrees and academic title and degrees and title in art (Journal of Laws No. 65, item 595, as amended), which I recognise as a significant contribution to the development of economic science in the discipline of management science, I indicate the following monograph of my authorship - a work published in full:

Anna Dziadkiewicz, *Design management. Uwarunkowania i efekty wdrożenia w przedsiębiorstwie*, Wydawnictwo Uniwersytetu Gdańskiego, Gdańsk 2021, ISBN 978-83-8206-180-2, ss. 370.

The publishing reviewer of the indicated monograph was Prof. Jacek Otto, Faculty of Management and Production Engineering, Technical University of Łódź.

2.2. Presentation of the scientific achievement identified as making a significant contribution to the development of management and quality sciences

The subject of the presented monograph is design management in the context of the conditions and effects of implementing this approach in enterprises. The main motive of the work was to explain phenomena at the level of the entire organisation by identifying their causality (conditions occurring within the organisation) at both organisational (the company) and individual (employees and managers) levels.

The evolution of the term, connected with the process of economic development, made design a carrier of lifestyle and the values identified with it. With time, this cultural dimension of design began to take on a social element, where the emphasis was placed on interpersonal communication, as well as on the need to promote certain attitudes, the functionality of designed objects and even the ergonomics of the working environment. Nowadays, design, in a way defending itself against mass production, transforms into innovation and creativity. The innovative dimension of design is thus to be a driving force for organisational and social change. Consequently, it is transformed into an economic dimension, in which it appears as a tool to support the improvement of organisational performance, the creation of value in the organisation and the design of business processes. This last, economic dimension of design has become the starting point for the identification of the concept of design management as an approach to comprehensive company management. The multidimensionality of design, presented above, as well as the possibility of combining the achievements of various scientific disciplines, became the premise for taking up the issue of design management.

For many years, the link between design and business was marginalised or underestimated. Although the term design management started to be used in the 1960s, design management only became popular in the last decade of the 20th century. This is because entrepreneurs saw that the tools used so far by designers, architects or graphic designers could be successfully used in their business practice. Nowadays, the approach is booming, which is primarily due to a shift

from being perceived only on an operational level or as a marketing function to emphasising its strategic importance.

Design management is therefore an approach to managing a business at all levels, from the operational level, associated with the development and implementation of new products, through the tactical level, based on building cohesion in different areas of the company, to the strategic level, where companies decide to implement activities in accordance with a business strategy based on a conscious design. At a deeper level, design management aims to combine sustainable design, technology and business to give the company a competitive advantage, often in the form of innovation, following the principles of the so-called triple bottom line, i.e. social equity, economic value and ecosystem quality. Above all, it aims to improve the efficiency and functionality not only of products and services but also of the company's internal processes, team communication, working environment and brand recognition.

To indicate the place of the presented thesis in theory and practice, literature studies included both Polish and foreign positions, exposing the design management subject matter. It should be emphasised that despite the growing interest in this approach in the world, no exploratory research has been carried out so far on the scale of its use by enterprises operating in Poland. There is also a lack of scientific studies and research reports indicating Polish achievements in this area. The domestic output concerning the structure of design management processes is mostly theoretical, and the few empirical studies do not explore the issue of design management in companies in a deeper way. Importantly, there is a lack of studies on the identification of intra-organisational determinants of design management and their impact on its effectiveness.

This is primarily the result of a narrow understanding of design in the last century: design focused then on the end results of companies' activities, from the creation of utilitarian objects to architecture and art. Today, the field of design has evolved towards processes that lead to a change in quality of life, e.g. by creating buyer experiences, introducing sustainable activities within companies and creating sustainable, value-based interactions with the market. Design management should therefore be seen as a holistic management process encompassing all levels of design maturity, i.e. giving form (styling), which is the process of improving the organisation and an element of the company's strategy enabling its development and maintaining an effective business environment.

A study of domestic and foreign literature has identified the following gaps in theory:

- exploratory - lack of definitional ordering of design management, differentiating the presented approach from other concepts used in enterprise management, lack of detailed description of both conditions and ways of implementation and subsequent application of design management activities in an enterprise;
- methodical - lack of description of guidelines and assumptions related to the analysis of the effectiveness of design management processes, including the lack of tools to assess the effectiveness of design management in enterprises.
- empirical - lack of empirical studies on the scale of occurrence and characteristics of the design management phenomenon in Polish enterprises and lack of empirical research on the effectiveness of design management among enterprises operating in Poland.

The aim of the research presented in the monograph was to develop a reference model of the effectiveness of design management in an enterprise.

To achieve the objective, it was necessary to answer the following research questions:

1. What is the scale of application of design management in Polish enterprises, and what type of approach is used most frequently?
2. What conditions occurring within the organisation shape the effects obtained by companies regarding the development of the organisation and the development of employee potential?
3. What kind of effects do entrepreneurs obtain thanks to design management processes?
4. Is there a relationship between the level of design maturity at a company and the effects of implementing the proposed approach?

To achieve the main objective of the monograph (to develop a reference model for the effectiveness of design management in an enterprise), the following specific objectives were additionally identified:

- a critical review of literature on concepts related to design management (exploratory purpose),
- critical review of the models, techniques and tools used within the approach (exploratory objective),
- conceptualising design management (exploratory purpose),
- to assess the awareness and understanding of the design management approach by Polish companies and to present the current state of design management among Polish companies (empirical and exploratory aim),
- identification of design maturity levels in companies operating in Poland (empirical and exploratory purpose),
- identification and evaluation of design management determinants occurring within Polish enterprises (empirical and exploratory purpose),
- identification of the goals and effects of applying design management in Polish enterprises (empirical and exploratory purpose),
- quantitative identification of the relationship between the determinants of design management occurring within an organisation and its effects (methodical and empirical purpose).

The realisation of such specific aims required the undertaking of research proceedings on three levels: theoretical-cognitive, methodical, and empirical. The research proceedings in the theoretical and methodological field were based on literature studies according to the following procedure:

- definition of the objectives of literature studies (detailed recognition of the topic and analysis of the state of knowledge in design management),
- selection of publications in terms of their quality and development of a database,
- content analysis and bibliometric analysis.

The realisation of the main research objective allowed for multi-stage verification of the following research hypotheses:

- H1: There is a cause-and-effect relationship between organisational conditions, the level of design maturity in a company and the effects of design management on organisational development.
- H2: Competency-based design management influences both organisational and employee potential development outcomes.
- H3: The duration of design management activities is influenced by competence and management considerations.

In the monograph, determinants are understood as factors occurring within an organisation of varying importance to the company and affecting the achievement of objectives set in design management. They were divided into three groups: competence, management and organisational conditions.

The effects mentioned in the hypotheses are, in turn, the benefits resulting from the implementation of design management in the surveyed companies. They were selected on the basis of literature and divided into two groups: effects related to organisational development and effects related to employee development.

To identify the level of design maturity of a company, the author used the Design Ladder¹, which is a determinant of the use of design in company operations. On the basis of this, a design management maturity model was developed (Figure 1). The maturity of a company in terms of design management does not only mean the ability of a company to carry out certain tasks, which is usually acquired in the process of development, but also, regarding the organisation, the improvement of the skills of employees and superiors and openness to improving organisational processes.

The levels of enterprise maturity in the use of design management presented in Figure 1 illustrate the gradual transition of the organisation from a so-called immature state (initial phase) to a mature, consciously managed and formalised phase.

In the start-up phase, the company does not have design management procedures in place. There is little awareness of its existence and the benefits associated with its implementation, and design is limited only to so-called styling. This phase is characterised by one-off, undefined and often inconsistent processes, often carried out by random people.

In the improvement phase, although the design management processes are not part of the company's strategy and do not reflect the company's culture, they become repetitive and standardised. However, there is a lack of systematic management.

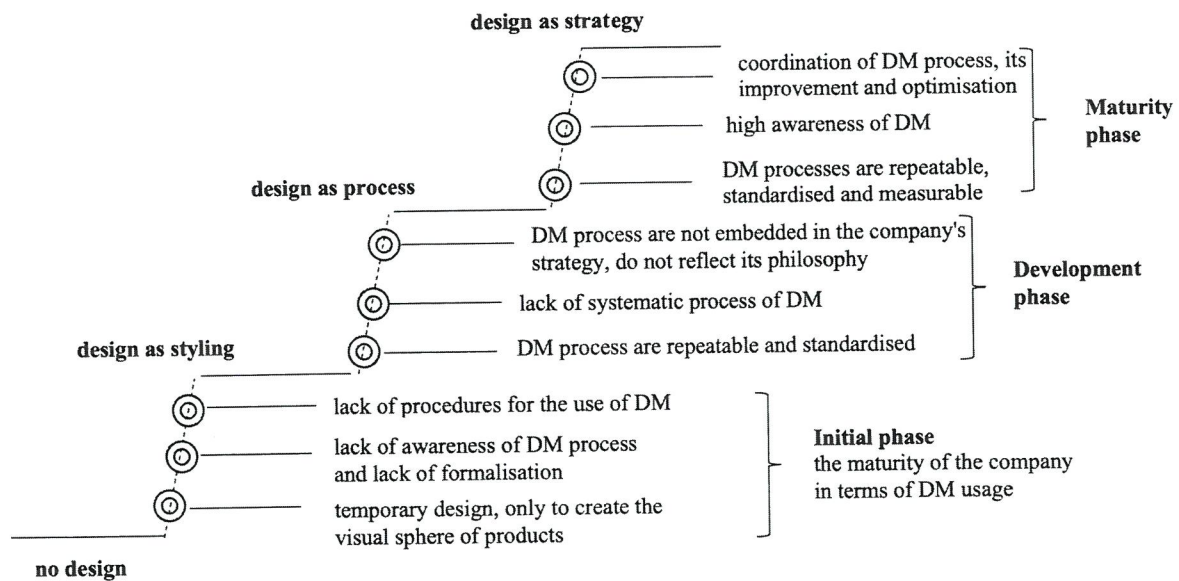
In the mature phase, design management processes are coordinated and monitored, which makes it possible to improve and optimise them. In the company, the awareness of the understanding of design management and the effect of its implementation is high, which results

¹ The Design Ladder was developed by the Danish Design Centre in 2001. Despite its 20-year history, however, it has not lost its relevance - its principles are still respected and implemented both in theory and practice (cf. G. Blokdyk, *Design Management. A Complete Guide*, 5StarBooks, 2021). It presents four possibilities for the application of design in companies. The first two "rungs of the Ladder" indicate the absence or residual use of design. The first level (zero) refers to those organisations in which design plays no role at all, and level two speaks of organisations in which design is reduced to so-called styling, i.e. giving form to manufactured products (visual and non-visual aspects). At level three, design is treated as a process for improving an organisation, and at level four, it is an element of the overall corporate strategy.



in high motivation for its application, not only among the management staff but also among employees at various levels.

Figure 1: Project maturity levels of an enterprise



Legend: DM - design management,

styling - it is, at the same time, providing form, appearance and character, i.e. providing visual and non-visual features to products.

Source: own elaboration.

To achieve the assumed research objectives and verify the hypotheses, the author's definition of design management, based on critical literature studies, was used. It reads as follows: design management is the comprehensive planning, organising, motivating and controlling of a company's activities, starting with managing the visual and non-visual aspects of products (styling), managing improvement processes to create solutions to the problems that have arisen and, finally, using design as an element of the company's strategy. Thus, it is undoubtedly a holistic approach to the comprehensive management of an enterprise, aimed at building a sustainable competitive advantage using design at all levels of its functioning, i.e. at the operational level (current, at the level of an individual project), at the tactical level (at the level of individual business units) and at the strategic level (at the corporate level or the entire enterprise).

The realisation of the above intentions required some research at the empirical level. The following techniques were used in the process of collecting the data necessary to study the nature of the issue of effectiveness:

- CATI (standardised structured telephone interview conducted using a computer),
- PAPI (direct interview using an interview questionnaire),
- IDI (individual in-depth interview).

The following tests were then carried out according to the triangulation procedure:

1. Quantitative study using CATI technique

The survey was conducted on a representative sample of 1,200 randomly selected medium and large enterprises operating in Poland. For the entire sample, a non-proportional selection regarding the size of employment was applied, obtaining in the survey, in a deliberate manner, a higher percentage of large enterprises than in the actual set of enterprises in Poland. Thanks to this procedure, it was possible to draw representative conclusions both for the total group of medium-sized and large enterprises, as well as separately at the level of medium-sized enterprises and at the level of large enterprises. This made it possible to learn more about and compare these two groups of enterprises in terms of their use of design management processes. Stratified selection was used, which allowed for increased representativeness by reducing possible sampling error. The selection in layers to the sample (due to the size of the enterprise and the voivodship) was proportional to the number of enterprises in the layers. Most respondents in the study were board members or owners of companies (68.7% of respondents), directors and managers responsible for designing and marketing products and services (e.g. NPD departments) - 6.5% of respondents, directors and managers for communication or marketing - 5.8% of respondents, directors and managers for production - 4.7% of respondents, strategic directors - 3.9% of respondents, and brand managers - 2.2% of respondents. Designers and design management professionals accounted for less than 1% of respondents. The survey covered 968 medium-sized enterprises with 50-249 employees and 232 large enterprises with over 250 employees. The survey was conducted between 1.02.2019 and 31.10.2019.

2. Qualitative study by the techniques of PAPI and IDI

To collect data for the survey using the PAPI technique, 128 company representatives were invited to participate in the survey, of which 58 agreed to be interviewed further. The following criteria were used to select the companies: high level of project maturity of the company, experience in the implementation of the approach² and size of the enterprise - only large enterprises were selected. The decision to choose large enterprises was based on the results of a pilot study and a CATI survey on a representative sample. They showed that the most advanced design management processes are conducted in large enterprises. The survey with representatives of companies was conducted personally by the author in the period from 1.12.2019 to 29.02.2020. Data collection using the IDI technique with representatives of 58 large enterprises (the same respondents with whom the PAPI survey was conducted earlier) was carried out according to a scenario containing a list of issues raised during the interviews with respondents. The survey was conducted from 1.03.2020 to 1.04.2020.

² It is worth emphasising that, during the study, it was noted that the analysis of the interviews will not provide a sufficient basis for formulating an accurate (unambiguous) assessment regarding design management activities in enterprises. To isolate and quantify the share of these activities, it would be necessary to conduct a more comprehensive study based on concrete financial data collected from entrepreneurs. The latter usually does not record design management activities (no evaluation tools) and does not treat the approach as a base indicator for business efficiency calculations.

3. A quantitative study using a structural equation model to verify research hypotheses

In the process of statistical analysis of the collected material, which is the next stage of the research procedure, various data analysis techniques were used, including:

- descriptive statistics such as means or measures of variability,
- factor analyses (Kaiser criterion, principal component analysis, variance maximising rotation (Varimax), principal component analysis, simple Oblimin rotation),
- reliability analysis of measurement scales using Cronbach's alpha coefficient,
- chi-square test of independence, supplemented with Cramer's V effect measures,
- Student's t-test for independent samples, supplemented with Cohen's d effect values,
- Student's t-test for dependent samples supplemented with Cohen's d-effect values,
- analysis of variance with repeated measures, supplemented by eta-square values,
- Pearson's linear correlation coefficient r ,
- rho-Spearman correlation coefficient,
- structural equation modelling (path analysis),
- model fit was analysed using fit indices: CFI - Confirmatory Fit Index, GFI - Goodness of Fit Index, TLI - Tucker-Lewis Index, RMSEA - Root Mean Square Error of Approximation.

In addition, considering that only medium and large enterprises were included in the main study and wanting to ensure as complete a data set as possible, a qualitative study was conducted in the form of two case studies in a micro and a small enterprise. Additionally, face-to-face interviews were also conducted with three designers and trainers of design thinking and design management from home and abroad.

The purpose of using such a combination of the research techniques described above was to obtain a balanced picture of the use of design management in Poland. In this way, data was obtained from representatives of various enterprises, and not only a cross-section was made through the segment of those in which design management is consciously used. What is more, thanks to such a combination of techniques, a high quality of research based on accuracy, reliability and objectivity was ensured.

The hypotheses and research questions posed and the objectives of the work determined the layout of the monograph. This resulted in eight chapters, of which the first five are theoretical, followed by a methodological chapter and two empirical chapters.

The first chapter presents the genesis of design, its dimensions and the notion of process and strategic design. It shows the evolution of the approach, which originated in fine arts and then underwent a transformation from design (cultural dimension), through the emanation of lifestyle and values identified with it (social dimension), heading towards innovation and creativity, which became an impulse for organisational changes (innovative dimension), and finally transforming into the economic dimension, thanks to which design is treated as a tool supporting management in improving organisational performance. This last, economic dimension of design has become the starting point for identifying the concept of design management. The conducted analysis based on literature studies made it possible to specify and partly modify the existing characteristics of design management, thanks to which it became possible to develop a structured, synthetic typology of this process. The existing definitions of



design management were reviewed and the relationship between design and design management and marketing was described. Three main trends in literature were identified and described: design orientation, management orientation and design management orientation. The multidimensionality of design, a multitude of definitions and views on design management, as well as the possibility of combining it with achievements from various fields of science, cause terminological confusion. Therefore, to put the existing nomenclature in order, while respecting the points of view of researchers in the field, the author has introduced an own definition of the approach. The discussed chapter builds a logical and substantive basis for focusing further considerations on the essence of customer experience design and the role of proper service design.

An explanation of the impact of the complex nature of experiences on decision-making, which then implies the creation of customer value propositions by entrepreneurs, is included in Chapter Two. First, the process of designing experiences for the user and the customer is described, and the differences between these concepts are explained. It is pointed out that the functional values of products are increasingly being replaced by sensory, affective, cognitive, behavioural and relational values. Based on literature, phenomena that affect consumer experience design are also detailed. These include excessive consumerism, changing functions of products, which increasingly reflect the beliefs, attitudes and lifestyles of customers, servitisation, ritualisation of the purchasing process, the creation of the so-called "prosumer", the development and widespread access to information technology or the virtualisation of society. The following section presents the essence of service design, forming an introduction to the subject of the next chapter.

In the third chapter, the role of innovation in user value design was analysed. The considerations of this chapter focused primarily on presenting the importance of design management in the process of creating an innovative company. An analysis of the multitude of definitions of innovation made it possible to combine it with creativity, and design was the bond connecting these two terms. The following part of the chapter deals with the ways of identifying and satisfying needs, for which the methodology of design thinking is used. It was pointed out that the use of this approach, especially the combination of "thinking" and "design", offers fields such as innovation management the possibility to apply design tools to solve business problems. Consequently, changes can be made to products, services, organisational structures and business models to best meet the needs of users. In this chapter, the concept of design-driven innovation is characterised, and further, a separation is made between design, design management and design leadership, considered the most mature form of applying design in an organisation.

Chapter Four discusses the design-implementation process, particularly focusing on presenting the tools and methods used in design thinking. The chapter points out that in literature on the subject, design thinking is not infrequently identified with design management and design in general, sometimes even being confused with these concepts, which only results from a misunderstanding of the terms and a focus on the word 'design'. The following discussion describes the so-called human-centred design (HCD) approach, which focuses on people, their needs, expectations, fears and limitations. It was pointed out that this approach goes beyond the customer-centred approach, characteristic of marketing 2.0, and refers to the higher stages of marketing 3.0 and 4.0. It was also pointed out that design thinking should not be treated as

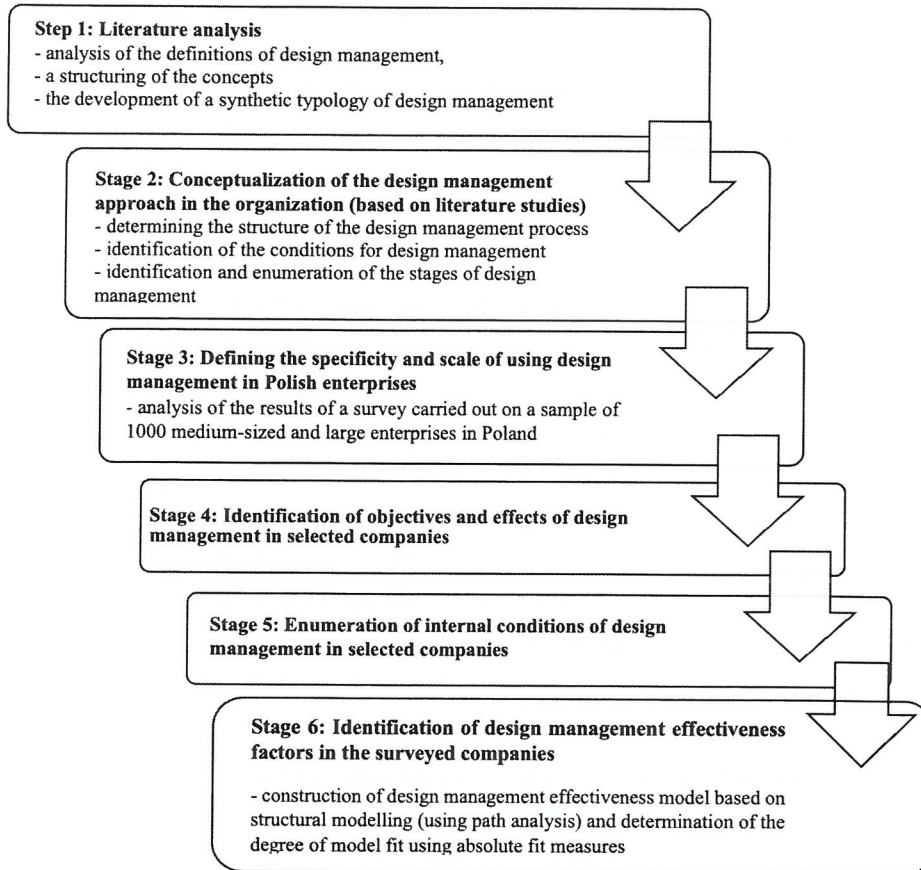


design but as a set of methods and techniques used to achieve a specific business goal at each stage of product or service creation. Describing this approach, it was placed on the third and fourth level of the Design Ladder. During further consideration, it was pointed out that the term should not be limited to creative thinking but should be treated as a tool for solving non-obvious problems in an organisation.

The fifth chapter begins with an overview of design management models. The models presented include the double diamond model and the Lucerne model with its modified version. Since available literature does not pay much attention to companies that do not have experience in applying design management, this issue encompasses most of the chapter. For this purpose, a detailed analysis of the elements included in the design management absorption model has been carried out, paying particular attention to the discussion of resources responsible for the organisational and adaptive capacity of design and its complementarity, and on the basis of the observation of design management applied in companies mature in terms of design (ranked at levels three and four of the Design Ladder, a model structure of the design management process has been proposed for companies with little knowledge of the approach. This model has been developed taking into consideration the criteria discussed in the previous chapters. The formulation of the author's model is a contribution to the development of the discipline of management science. It is intended to serve companies that have not yet used design tools to efficiently apply activities in this field. When presenting the author's model, attention was drawn to the need for modern enterprises to adjust to binding norms and regulations, which require the development of ever higher standards and the creation of a network of activities compliant with the concepts based on the paradigm of strategic behaviour. On the other hand, the need for openness and creativity in the process of meeting often non-obvious customer needs was emphasised. The presented contents orientate design management towards design leadership, which is an inspiration for stimulating the processes of redevelopment of existing systems in enterprises, orienting them towards the axiological sphere and continuous development in the perspective of acceptance of widely understood diversity. Thus, the culmination of this chapter is the positioning of design management in management science and the indication of a possible gap to be filled in literature on the subject.

The sixth chapter focuses on the presentation of the methodology of the conducted empirical research. It formulates the main objective, theoretical-cognitive objectives, hypotheses and research questions. The considerations were complemented with the characteristics of the applied data collection techniques, as well as data analysis techniques. The method of selecting the research sample was then indicated along with the characteristics of the respondents. To increase the transparency of the research process and to visualise the relationships between the individual stages, the research procedure has been illustrated by a diagram (Figure 2).

Figure 2: Stages in the research process



Source: own elaboration.

The last two chapters fully present the results of the research, which enabled the realisation of the aim of the work, obtaining answers to the research questions and verification of hypotheses. They present the analysis and research results regarding both the scale of application of design management in medium and large enterprises in Poland, as well as the complexity of the design management process and empirical dependencies presented in the research model. The relationships between the identified factors conditioning the implementation of design management processes in companies and the effects obtained from the implementation of the approach were explained. Referring to these relationships, a model of design management effectiveness was developed.

The aim of Chapter Seven was an attempt at a representative estimation of the awareness and understanding of the design management approach by companies operating in Poland, along with a presentation of the current state of design management. The survey was carried out on a group of 1,200 randomly selected medium-sized and large companies, and the results were then further refined through an in-depth study carried out on 58 large companies. Thanks to these procedures, the level of design maturity was identified in enterprises according to the Design Ladder, and the objectives, conditions and barriers for applying the design management approach in Polish enterprises were determined. The main result of the research was a descriptive characterisation of the phenomenon in the sector of medium-sized and large Polish enterprises. The results of the study showed that more than half of the medium-sized enterprises in Poland do not use the approach to any extent (even with the so-called styling). Meanwhile,

in the case of large enterprises, the number of those using the approach is significant. Interestingly, the proportion between medium and large companies changes significantly when it comes to using their own potential to create design management. Medium-sized companies dominate in this aspect, while large companies most often use outsourced services. As a reason for not using design management in enterprises (both medium and large), the respondents most frequently indicated a lack of knowledge on the specificity of the approach and the benefits related to it, as well as a lack of the need to use it, which may also result from the lack of knowledge on design management. The structure of the researched processes is reflected in the level of their formalisation - the higher the company is on the Design Ladder; the higher formalisation is. Most of the surveyed companies conduct their activities in a non-formalised manner, which confirms the author's opinion that Polish companies lack the tools and knowledge of design management methodology. During the in-depth research, it turned out that newly established companies are more willing to invest in design than companies with an established market position. This fact may be related to the greater openness of "young" companies to innovations and their greater sensitivity to market trends. Moreover, it turned out that companies in which design is a mode of operation (an element of strategy), and not an ad hoc activity, better adapt to often sudden and difficult to predict market changes, referred to in the study as Black Swans³.

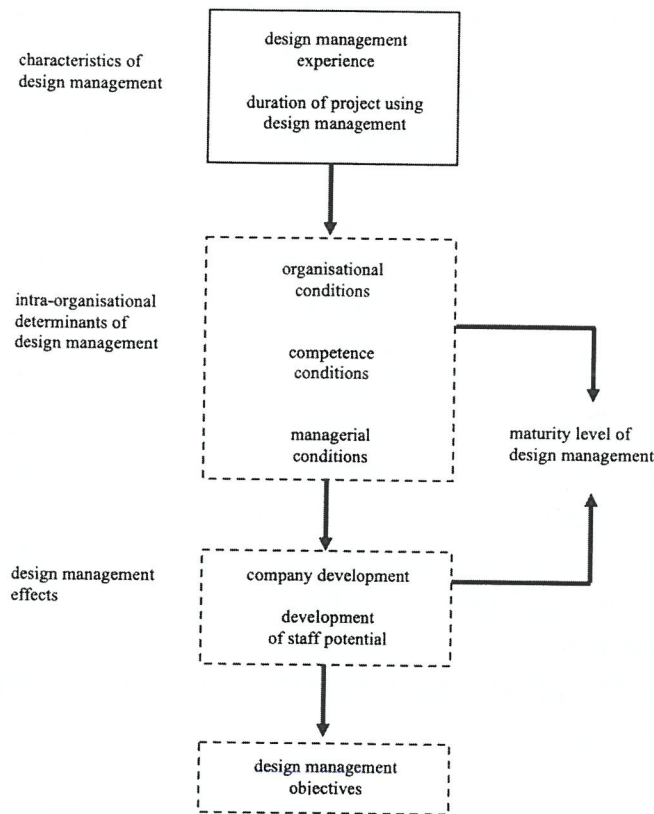
The eighth chapter was devoted to answering the question about the determinants of effectiveness of design management activities. It constitutes a development of Chapter Seven and completes the achievement of the work's objectives. The research carried out on a group of 58 large companies characterised by a high level of design maturity allowed us to obtain in-depth information on the essence and significance of design management for companies, as well as on the conditions occurring within the organisation and the effects obtained, considering the perspective of the company, designers and the recipients of design management processes themselves. The main emphasis in this chapter was placed on the enumeration and evaluation of the determinants of the approach and determination of their level of occurrence in the surveyed companies. The identification of design management goals among the surveyed companies was also done, and the benefits accompanying the companies were characterised. To construct a model of design management effectiveness, an assumption was made, based on which the conditions for effective design management were defined as the conditions for achieving its objectives. On the other hand, using the path analysis, the dependencies between the previously identified conditions and the effects of design management were analysed. The analysed characteristics of the design management process were treated as predictors. They consisted of the following components: experience in design management measured by the number of years in which design management has been implemented in companies and the duration of projects in which design management has been used. Among the relationship factors analysed, exogenous explanatory variables were key, influenced by variables from the set of design management characteristics. On the other hand, the level of design use (styling, improvement process, strategy element) played the role of a mediator of partial dependence between the design management conditions in a company and the effects achieved thanks to

³ N. N. Taleb, *Czarny Łabędź. Jak nieprzewidywalne zdarzenia rządzą naszym życiem*, Wyd. Zysk i S-ka, Poznań 2020.



the discussed approach. It was assumed that the form of the conducted design management process is a derivative of the conditions occurring within the company. The effects of design management were analysed as explained variables. As a result of the above findings, a preliminary model of the above-discussed relations was developed (Figure 3).

Figure 3: Preliminary model of the relationship between the variables



Source: own elaboration.

The model presented in Figure 3 was tested to develop a model of the effectiveness of design management in companies. For this purpose, the method of calculating the strength of the relationship between the variables analysed by means of paths was applied. The previously analysed conditions occurring within the organisation and the specified and analysed effects of implementing design management processes were used as constructs. A disadvantage of the model may be that the set of analysed variables does not directly include design management objectives. The objectives indicate the directions of activities, leading to the achievement of specific effects. During consideration, it was decided not to carry out such an analysis, due to the complexity of design management objectives and the difficulty in separating them, which results from their complementarity.

Descriptive statistics suitable for a cross-sectional series were used to analyse the properties of the processes generating the data. Path analysis was used in the process of hypothesis verification and estimation of the reference model. Absolute measures of fit were then used to examine the degree of model fit. As a result, a well-fitted model was obtained, including only statistically significant paths. The creation of a reference model of the effectiveness of design management in enterprises allowed us to achieve the main objective of



the monograph, as well as to make a significant contribution to the development of management science.

To summarise, empirical research has made it possible to formulate the following conclusions, described in detail in the monograph:

1. The results of empirical research presented in the publication show the scale of the use of design management in companies operating in Poland. First of all, they show that processes related to design management are becoming more and more popular every year, although the level of knowledge of design management in Polish companies is still extremely low (especially in the opinion of designers). Very good knowledge is declared by only 5% of representatives of medium-sized companies and 3% of representatives of large companies (this refers to understanding the term, tools and methods, as well as conscious use of the approach), and good knowledge - 5% and 11%, Respectively. The survey results indicate that every tenth entrepreneur does not understand the specifics of design management. Almost 60% of respondents consider their knowledge in this area to be low, and every fourth entrepreneur of a medium-sized company and every third entrepreneur of a large company consider their knowledge to be average. The term is often confused with the close-sounding term design thinking or so-called agile management. The designer, on the other hand, is usually seen as an artist or stylist, dealing only with issues related to the external appearance of the product (styling). What is more, in some of the cases described in the study, establishing cooperation with designers was not the result of a chosen strategy but rather of external pressure resulting from trend for broadly understood design.
2. Further research has identified organisational, personal and management barriers hindering the implementation and realisation of design management activities. The first group is dominated by factors such as lack of knowledge on the procedures for design management and its implementation (78% of medium-sized companies and 76% of large companies), overly complex procedures for internal document flow (noticed in 79% of medium-sized companies and 67% of large companies) and the need to comply with procedures and legal requirements related to public procurement (which is a barrier in the opinion of 81% of medium-sized companies and 56% of large companies). Among personnel barriers, a lack of decision-making power in project selection or approval was indicated (51% of medium-sized and 48% of large enterprises), a total lack or the low competences of people employed in design management (76% of medium-sized and 65% of large enterprises) and a lack of openness to design management activities, justified by the inability to evaluate the approach (81% of medium-sized and 62% of large enterprises). Meanwhile, management barriers include reluctance to invest in design (81% of medium-sized and 76% of large enterprises), pressure from management regarding the need to shorten the implementation time of a given process (63% of medium-sized and 51% of large enterprises) and hostility from management due to excessive requirements from designers regarding the choice of materials (59% of medium-sized and 48% of large enterprises). Apart from the barriers



mentioned above, the respondents pointed out that the main problem with the application of the approach is the lack of access to appropriate instrumentation in Polish literature. Moreover, the new solutions suggested by designers are reluctantly accepted by employees as they "make their work more difficult and longer".

3. Based on the analysis of various concepts and models of design management, a sample set of activities was proposed, constituting a holistic model of design management, the aim of which was to present guidelines for entrepreneurs with little knowledge of design management (Figure 4).

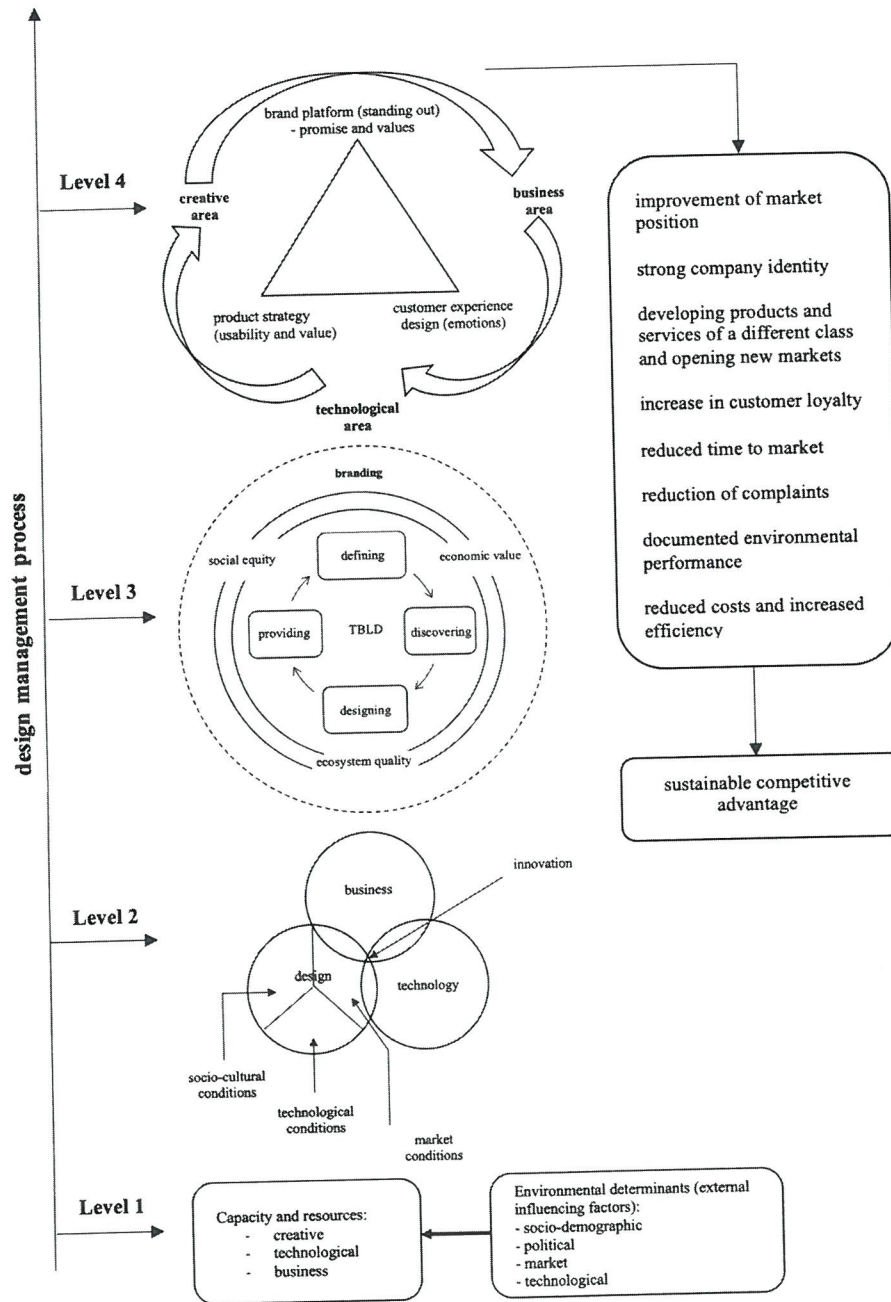
The need to give design a strategic meaning and transfer it from the level of styling activities to the level of strategic business management underpinned the development of such a structure. The proposed model consists of four stages. The first level concerns the proper allocation of business, technological and creative resources and their adjustment to the needs of entrepreneurs, responding to the challenges posed by the market. The second level indicates the need to consider design as a component that, together with technology and business activities, facilitates the process of achieving innovation. Thanks to this, solutions are developed that are at the same time profitable for the business, technically feasible and desired by customers. The third level indicates the need to design the company's activities according to the so-called triple bottom line, which results in the triple bottom line by design (TBLD) model. This stage points to the need to go beyond the user and his or her experience and to focus on global aspects. The fourth level of the model is the so-called brand triangle, which consists of the brand platform (made up of promises and values, the fulfilment of which requires adequate resources and creative skills), the customer's experience, and emotions connected with the brand, as well as the product creation strategy. The emergence of the brand triangle as one of the levels of the model signifies, among other things, actions for the positive impact of the organisation on the natural, economic and social environment (sustainability).

4. Based on world literature, a set of factors was developed, which was used during empirical research as a premise for enumerating and categorising design management determinants. The identification of the conditions occurring within the organisation made it possible to separate three groups of motives, such as competence and organisational and management conditions. The organisational conditions constituted the largest group of motives occurring within the surveyed organisations. During the research, it turned out that the key condition for starting design management activities is the need for companies to improve themselves, which is related to the ability to determine current and future needs in terms of innovation creation. Recognition of the need to build innovative potential determines the effectiveness and efficiency of enterprises' actions. The group of competence determinants was dominated by openness to improvement through training and consulting, which are closely linked to the benefits of project management. The adoption of an attitude of openness to new knowledge is the result of moving away from a fragmentary consideration of the sources of value



creation for the customer to the adoption of a more systemic and holistic direction. In the third group of motives - of a managerial nature, the most important was the support of design management activities by the management and the involvement of superiors in the entire process. It is worth noting that this dimension plays a reinforcing role in relation to the other dimensions, mainly because design management is not the domain of a single unit in a company but is an approach to managing the entire organisation.

Figure 4: Model structure of the design management process for companies with little knowledge of the approach



Source: own elaboration.

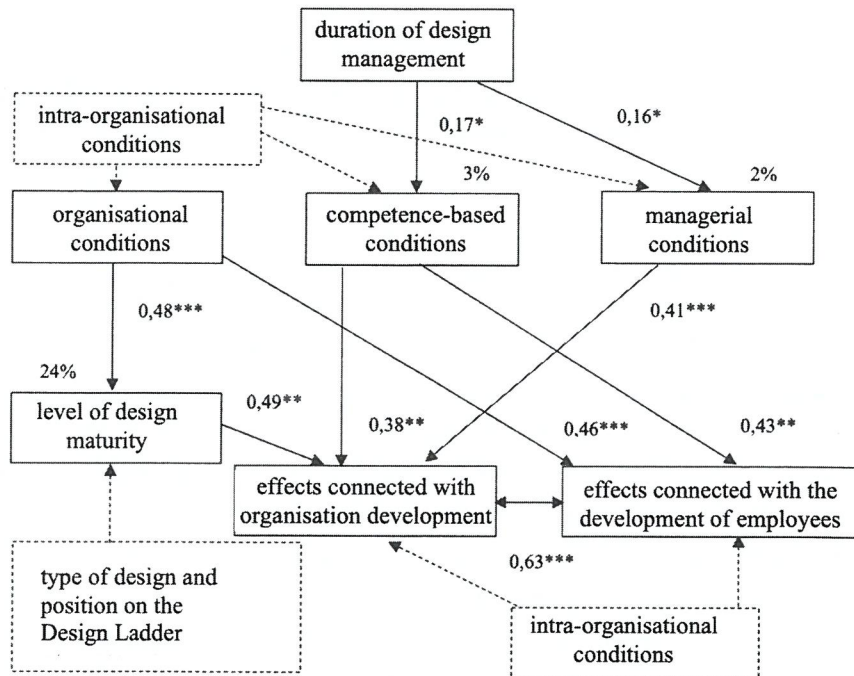
5. Next, based on literature on the subject, a set of effects (benefits) of design management was identified, and their occurrence in companies operating in Poland was empirically confirmed. The effects were divided into two groups: those related to organisational development and those related to the development of employee potential. It is worth noting that, during the research, it was noticed that the design management effects are significantly connected with the design maturity level in the company (according to Design Ladder), while the organisational conditions determine the level of design maturity in the organisation. The above statement is contained in hypothesis one, which reads as follows: there is a cause-and-effect relationship between organisational conditions, the level of design maturity in the company and the effects of design management related to the development of the organisation. Thus, it should be stated that the organisational conditions, concerning the processes taking place in the organisation, influence the nature of design activities, which can be placed on certain "levels" of the Ladder of Design Maturity. These activities, in turn, condition the effects of design management related to the development of the organisation. The effects in the form of organisational development are followed by effects in the form of employee potential development. Thus, the first hypothesis has been confirmed to be true.
6. When analysing the results of the study, statistically significant positive correlations were noted between the determinants and the effects in the form of enterprise development and human potential. Competency-related determinants show the strongest correlation in terms of company and human capital development effects, which means that more visible effects related to the development of the employees' potential are followed by more visible effects related to the development of the company. Conversely, the better the company develops, the greater the platform for development the employees receive. Thus, the second hypothesis, which states that the competence-related determinants of design management influence both the effects related to the development of the organisation and the effects related to the development of the employees' potential, has been confirmed.
7. The results of the study also showed that organisational determinants influence the development of the organisation much more than the development of the employees. Nevertheless, the above analysis of the dependencies between the determinants within the surveyed companies and the achieved effects indicates that all identified and analysed groups of determinants have a statistically significant impact on the effects of design management implementation. Additionally, the above considerations were complemented by an in-depth path analysis, used to examine the relationships between variables included in complex models, where it is possible to identify direct and indirect, unidirectional, and multidirectional relationships between the analysed variables. On this basis, models were built on which the characteristics of design management implementation were tested.
8. It should be noted that the conclusion about the influence of the duration of design management processes on competence and management conditions turned out to be

incorrect. The research results did not confirm the veracity of this statement, formulated in hypothesis three for the studied sample. The above may be due to the characteristics of the approach. Its multidimensionality, as well as the impossibility of fitting it into a formalised framework, makes it necessary to approach each activity in an unconventional way. Moreover, due to the desire to meet the unconventional needs of customers, continuous experimentation, the so-called exploration of the unknown and a lateral and synthetic style of thinking are preferred.

9. As a result of analytical work concerning the assessment of the influence of conditions occurring within the organisation on the effects of design management processes in companies operating in Poland, a reference model of design management effectiveness was developed, presented in Figure 5. This model was created based on research results obtained and statistical analysis techniques used. The integrated set of variables used in the model consists of the following components: set of characteristics of design management (2 variables)
- a) design management conditions occurring within the organisation (3 variables), including:
 - organisational determinants (set of determinants described by 12 variables),
 - competence determinants (a set of determinants described by 7 variables),
 - managerial (a set of conditions described by 9 variables).
 - b) design management effects (2 variables), of which
 - effects concerning organizational development (effect set consisting of 16 variables),
 - effects concerning employee development (a set of effects consisting of 6 variables).
 - c) the level of maturity of design according to the Design Ladder (described by 3 variables).

The information presented in the model was supplemented by statistical correlations between the different groups of determinants (high statistical intercorrelations were obtained), which indicate the interaction of all groups of determinants. The developed model of design management effectiveness is well fitted to the data analysed: $\chi^2(12) = 17.25$, $p > 0.05$. The indices CFI = 0.89, GFI = 0.92, TLI = 0.99 were high, while RMSEA = 0.08 was correspondingly low.

Figure 5: Model of effectiveness of design management in organisation development and development of employee potential, showing the relationship between conditions and the effects of using the approach



Source: own elaboration based on survey results.

In the area of employee potential development, a significant impact of competence ($\beta = 0.39$) and organisational ($\beta = 0.29$) determinants was observed, with the impact of competence determinants being stronger. In other words, the higher the level of presence of competence and organisational determinants in the organisation, the higher the level of effects related to employee development. Analysing the influence of the determinants occurring inside the organisation on the set of effects related to its development, we can see here a significant influence of as many as three sets of determinants - organisational ($\beta = 0.32$), competence ($\beta = 0.36$) and management ($\beta = 0.28$). This means that the higher the level of the above-mentioned determinants, the higher the level of effects concerning the development of the organisation. The highest strength of influence is found in the competence determinants, followed by organisational and management determinants. It should be noted that of all the determinants, competence determinants have the highest impact ($\beta = 0.39$ in the case of employee development and $\beta = 0.36$ in the case of organisational development). It is worth noting that competence determinants are not found at the highest level in organisations: organisational determinants present a much higher level.

In conclusion to the above considerations, it should be noted that the development of a reference model of the effectiveness of design management in enterprises has helped to achieve the main objective of the monograph, contributing to the development of knowledge on the conditions and effects of implementing design management in enterprises. The study also



managed to achieve the specific objectives, answer the research questions, and positively verify two hypotheses and reject the third hypothesis.

2.3. Most important original scientific achievements

The monograph is probably the first so comprehensive study on the effectiveness of project management in an enterprise in Polish economic literature. Its significance for the development of the scientific discipline can be presented on three levels: theoretical, methodical, and empirical.

On the theoretical and cognitive level, scientific achievements with the value of originality are:

1. To identify design management as an approach to management and development of organisations and employees from the output of management sciences, from the concept of organisation management.
2. To carry out a comprehensive review of the literature on the subject in the field of definition, structure, types, and dimensions of design management, together with a description of possible development directions of the approach.
3. To propose the author's definition of design management, combining the organisational dimension with the human dimension.
4. To propose, based on literature, a conceptual model of implementation and realisation of the design management process in the organisation, together with instruments appropriate for companies with little or no knowledge of design management.
5. To identify the objectives of design management implemented by companies.
6. Literature review of the determinants of the design management process in companies and their enumeration and categorisation (organisational, competence and management determinants).
7. Identification and categorisation of the effects resulting from the implementation of design management (effects concerning organisational development and employee development).
8. Identification of the direction and strength of the relationship between the conditions occurring within the organisation and the effects of implemented processes.

At the methodological level, scientific achievements of originality are:

1. A list of conditions occurring within the organisation which influence the implementation of project management activities. They were tested for reliability, and then by means of factor analysis (principal components analysis with Varimax orthogonal rotation) the dimensions of determinants were identified.
2. A list of design management effects resulting from design management activities. They were tested for reliability, and then using factor analysis (principal component analysis with Varimax orthogonal rotation) the dimensions of design management effects in the company were identified.



3. By analysing the literature on the subject and using the abduction method, a research tool was drawn up based on both the design management factors and the expected effects.
4. The effectiveness of design management in a company was examined using a structural equation model.

At the empirical level, scientific achievements with the value of originality are:

1. To develop a model design management process based on the identification of process elements, grouping these elements, combining the created sets, and working out four levels of the process along with their characteristics.
2. To conduct the first comprehensive research in Poland on a representative sample concerning the scale of design management activities conducted by medium-sized and large enterprises in Poland, as well as research on the effectiveness of this approach.
3. To identify objectives and effects connected with the application of the approach in enterprises operating in Poland.
4. To identify and classify the determinants of design management occurring in enterprises operating in Poland.
5. Identification of barriers that occur within the organisation and which hinder design management activities
- 5) Quantitative identification of interdependencies between design management and the organisations.
6. Quantitative identification of relations between determinants occurring inside the organisation and their effects.
7. To assess the significance of the determinants of design management influencing the design management effects achieved by the enterprise.
8. Development of a model allowing for design management in a company in an effective manner.

2.4. Contribution to science - theoretical and applied significance of research results

The application value of the monograph results from the knowledge that the presented model of effectiveness of design management brings to the management of these processes in an enterprise.

Considerations undertaken in the monograph allowed to obtain answers to research questions, verify hypotheses and achieve the main objective, trying to fill the gaps in the literature on the subject and thus enriching the theoretical and practical knowledge. On the other hand, they may constitute an introduction to the development of knowledge on the use of design management processes in enterprises.

The presented monography does not exhaust the subject matter due to the multidimensionality of the design management process, diversity of its objectives and contexts of use, which leave room for further empirical research. Due to the lack of studies and analyses on determinants available in the literature, it is difficult to state explicitly whether the developed set of determinants occurring in companies is complete. However, it should be emphasised that



the identified factors play a significant role in shaping effective activities in design management in a company.

Finally, it is worth undertaking a brief discussion of the direction in which project management is heading. Despite its increasing popularity in recent years, the opportunities offered using the approach in the enterprise are ignored. The reasons for this are manifold: from lack of sufficient knowledge, to cost constraints, to policies based on traditional management systems. Therefore, the model solution can be an important contribution to the theory of design management, but also serve entrepreneurs to skillfully implement activities in this field and to achieve the planned objectives. It is also worth noting that the study of the impact of the use of design activities on company performance, e.g., on company productivity, leaves room for further empirical research on the effectiveness of the approach. Thus, the framework presented in the monograph is more suggestive than conclusive, and consequently, further exploration and operationalization of the approach would allow assessment of its use, application, as well as advantages and limitations.

3. Characteristics of scientific achievements and research trends

Initially, my scientific and research development was associated with the Faculty of Economic Sciences and Management at the Nicolaus Copernicus University in Toruń, where I completed a uniform five-year master's degree. At the same time, during my studies, I completed two-year Special Studies at the Jean Monet Centre for European Studies at the Faculty of Law and Administration of the Nicolaus Copernicus University in Toruń. In October 2003, I started full-time doctoral studies at the Chair of Marketing at the Faculty of Economics and Management at this University. My scientific supervisor was Prof. Stanisław Kaczmarczyk, who played a significant role in shaping my scientific interests.

Then, I started working as an assistant professor at the WSB University in Toruń, where I worked until 2013, and then I joined the Faculty of Management at the University of Gdańsk, where I have been working continuously since 2013. Working at the above-mentioned universities gave me not only the opportunity to deepen my knowledge and focus on certain trends, but also gave me the opportunity to meet many authorities who had a considerable impact on shaping my scientific interests.

Four key areas of scientific research can be distinguished in my scientific development:

- I. **First stream** - Corporate image development
- II. **Second stream** - Knowledge management
- III. **Third stream** – Design management
- IV. **Four stream** – Sustainable management

The boundary line between the above-mentioned areas is not clearly demarcated, as the issues, characteristic for the distinguished areas, overlap.



3.1. Description of the first research stream: Corporate image development

During my doctoral studies, my interests concerned issues related to public relations and marketing of events, and their impact on the creation of corporate image. It should be emphasised that both the term public relations and event marketing, which is often replaced by the English-language synonym "event marketing", were at the time a kind of novelty in the Polish literature. Therefore, due to my desire to explore the subject in greater depth, during my doctoral studies I completed a postgraduate course entitled *An Integrated Approach to Public Relations for the 21st Century* at the London School of Public Relations.

I prepared my doctoral dissertation entitled "The use of public relations at Polish trade fairs in creating the image of small and medium-sized enterprises" under the supervision of Prof. Stanisław Kaczmarczyk, and I received my doctoral degree on 16 April 2008 from the Faculty of Economics and Management at the Nicolaus Copernicus University in Toruń. The research for the thesis was conducted in the years 2006-2007 within a scholarship granted by the Marshal of the Warmia and Mazury Voivodeship for graduates continuing doctoral studies from the Foundation "Support and Promotion of Entrepreneurship in Warmia and Mazury" (Priority 2 of IROP, Measure 2.6: Regional Innovation Strategies and Knowledge Transfer).

The aim of my dissertation was to determine the extent to which public relations is used by the SME sector, and to examine the influence of the companies' presence at fairs on building their image. Specific objectives such as the presentation of the fair market in Poland and the analysis of motives for exhibiting at fairs, the assessment of awareness and understanding of the notion of public relations by Polish enterprises, and the demonstration of the relationship between participation in fairs and the creation of corporate image, allowed me to answer the question to what extent the use of public relations means at fairs influences the creation and improvement of a company's image.

During this period, I have analysed the following issues in detail:

- conditions, stimulants and barriers to building the image of SME enterprises,
- selection of appropriate public relations tools depending on the nature of the company,
- determinants of effective exhibition and event marketing for building up the image of enterprises.

As a direct result of my scientific activity at that time, I have 10 scientific publications (articles and chapters in monographs), which were written during my PhD studies (2003 - 2008):

1. Dziadkiewicz-Ilkowska A., Próbkowanie w procesie wprowadzania nowych produktów na rynek [w:] *Zastosowania badań marketingowych w procesie tworzenia nowych produktów (cena, opakowanie, znak towarowy)*, pr. zbior. pod red. S. Kaczmarczyka, M. Schulza, Wyd. TNOiK, Toruń 2008, s. 189-198, ISBN 837-28-5396-7.
2. Dziadkiewicz-Ilkowska A., Rola obsługi klienta podczas targów kreowaniu długookresowych więzi z klientem, [w:] *Handel wewnętrzny, numer specjalny*, pr. zbior. pod red. S. Makarskiego, czerwiec 2007, s. 166-171, ISSN 0438-5403.
3. Dziadkiewicz-Ilkowska A., Znaczenie znajomości profilu klientów tworzeniu relacji partnerskich w działalności gospodarczej przedsiębiorstw, [w:] *Społeczeństwo i gospodarka w Europie w XXI wieku*, Wyższa Szkoła Handlowa we Wrocławiu, 2007, ISBN 978-83-9254-700-6.

4. Dziadkiewicz A., Rozwiązania organizacyjne w dziedzinie public relations, [w:] Dylematy teorii ekonomii w rzeczywistości gospodarczej XXI wieku, pr. zbior. pod red. A. Balcerzaka, D. Góreckiej, Wyd. Adam Marszałek, Toruń 2006, s. 222-233, ISBN 978-83-7441-721-1.
5. Dziadkiewicz A., Narzędzia public relations, mające wpływ na kreowanie wizerunku małych i średnich przedsiębiorstw na targach i wystawach [w:] Marketing przyszłości. Trendy. Strategie. Instrumenty. Interakcje w tworzeniu partnerstwa organizacji z otoczeniem, pr. zbior. pod red. G. Rosy, A. Smalec, Zeszyty Naukowe Uniwersytetu Szczecińskiego, Nr 438, Ekonomiczne Problemy Usług Nr 5, Wyd. Uniwersytetu Szczecińskiego, Szczecin 2006, s. 262-267, ISSN 1640-6818.
6. Dziadkiewicz A., Uczestnictwo w targach jako nowoczesny sposób na poprawę wizerunku firmy, [w:] Współczesne Problemy Zarządzania i Marketingu, pr. zbior. pod red. H. Węgrzyn, S. Zajączkowskiego, Wyd. Wyższej Szkoły Menedżerskiej, Legnica 2005, s. 97-102, ISBN 83-60357-20-X.
7. Dziadkiewicz A., Marketing wystawienniczy jako nowoczesny sposób na poprawę wizerunku firmy, [w:] Współczesne zjawiska w gospodarce, pr. zbior. pod red. T. Koźlińskiego, Wyd. Adam Marszałek, Toruń 2006, s. 417-428, ISBN 978-83-922006-2-8.
8. Dziadkiewicz A., Kreowanie wizerunku firmy na targach i wystawach, [w:] Komunikacja marketingowa – kształtowanie społeczeństwa konsumpcyjnego, pr. zbior. pod red. T. Gobana-Klasa, Wyd. WSH w Radomiu, Radom 2005, s. 426-439, ISBN 83-921255-2-5.

During this time, I also participated in two conferences for PhD students - one in Poland and one in the Czech Republic. They resulted in two articles published in post-conference materials:

1. Dziadkiewicz A., Tradeshows as a New Look at Event Marketing, [w:] Plenty of Domains, one Aim, one Economy, materiały z IX Międzynarodowej Konferencji Doktorantów na Uniwersytecie Mikołaja Kopernika w Toruniu, Wyd. Naukowe UMK w Toruniu, Toruń 2005, ISBN 83-231-1978-3.
2. Dziadkiewicz A., Corporate Identity – a New Image Management Instrument, materiały z X Międzynarodowej Konferencji Doktorantów na Uniwersytecie Masaryka, Brno 2006, ISBN 80-210-4156-0.

In addition to these conferences for PhD students, I also participated in four scientific conferences in Poland, during which I presented the results of my research. Details are included in section A.5. of the List of scientific achievements in the period before obtaining the doctoral degree.

Between 2003 and 2008, I cooperated with the monthly magazine "Marketing w Praktyce", for which I wrote popular science articles and conducted interviews with, among others, Gary Hamel⁴ and the creators of the so-called Blue Ocean Strategy - Prof. Wee Chow Hou and Renee Maulbourne. Articles in the monthly magazine "Marketing w Praktyce" by me include:

1. Dziadkiewicz-Ilkowska A., Lider empatyczny poszukiwany, „Marketing w Praktyce”, nr 10(116), październik 2007.
2. Dziadkiewicz-Ilkowska A., Rady mistrzów innowacji, „Marketing w Praktyce”, nr 8(114), sierpień 2007 - wywiad z Renee Maulbourne, prof. Wee Chow Hou i Garym Hamelem.
3. Dziadkiewicz A., Jak się Dilmah z konsumentami ułożyła, „Marketing w Praktyce”, nr 2(108), luty 2007 – wywiad z Dilhanem Fernando.
4. Dziadkiewicz A., Na co komu poradniki, „Marketing w Praktyce”, nr 12(106), grudzień 2006 – wywiad z Allanem Pease.

⁴ Gary Hamel together with C. K. Prahalad, is recognised as the creator of the concept of core competencies. According to The Wall Street Journal, he is one of the most influential business thinkers in the world and is a leading expert on business strategy.

Summary of professional accomplishments

5. Dziadkiewicz A., Adrenalina i bezpieczne zakręty, „Marketing w Praktyce”, nr 11(105), listopad 2006 – wywiad z Krzysztofem Hołowczyem.
6. Dziadkiewicz A., Niedoceniany event planner, „Marketing w Praktyce”, nr 11(105), listopad 2006.
7. Dziadkiewicz A., Strategia Błękitnego Oceanu cz. 3, „Marketing w Praktyce”, nr 08(102), sierpień 2006.
8. Dziadkiewicz A., Strategia Błękitnego Oceanu cz. 2, „Marketing w Praktyce”, nr 07(101), lipiec 2006.
9. Dziadkiewicz A., Strategia Błękitnego Oceanu cz. 1, „Marketing w Praktyce”, nr 06(100), czerwiec 2006.
10. Dziadkiewicz A., Odmłodzić szkocką - Branding i Brand Management, „Marketing w Praktyce”, nr 12(94), grudzień 2005.
11. Dziadkiewicz A., Zaprezentuj się, „Marketing w Praktyce”, nr 6(88), czerwiec 2005.
12. Dziadkiewicz A., Umysł ludzki na zakupach, „Marketing w Praktyce”, nr 4(86), kwiecień 2005.
13. Dziadkiewicz A., Wybór stoiska targowego, „Marketing w Praktyce”, nr 8(78), sierpień 2004.
14. Dziadkiewicz A., Dobry mówca, „Marketing w Praktyce”, nr 9(91), wrzesień 2005.
15. Dziadkiewicz A., Personel stanowiska handlowego, „Marketing w Praktyce”, nr 12(82), grudzień 2004.
16. Dziadkiewicz A., Konferencja prasowa na miarę firmy, „Marketing w Praktyce”, nr 9(79), wrzesień 2004.
17. Dziadkiewicz A., Dobry wizerunek w mediach, „Marketing w Praktyce”, nr 3(73), marzec 2004.

Since 2008, after completing full-time doctoral studies, I have been employed as an assistant professor in the Department of Management at the WSB University in Toruń. To improve my skills and broaden my interests in the field of public relations, I have additionally taken up a job as a public relations specialist in a consulting company Global Trade Industry in Toruń. At that time, I also supervised Postgraduate Studies in Public Relations at the WSB University in Toruń, which were conducted according to my own programme.

As a direct result of my scientific activities during that period, I have 8 scientific publications (articles and chapters in monographs):

1. Dziadkiewicz-Ilkowska A., Społeczna odpowiedzialność biznesu jako skuteczne narzędzie public relations, [w:] Roczniki Naukowe Wyższej Szkoły Bankowej w Toruniu, Nr 7, Toruń 2008, s. 233-244, ISSN 1643-8175.
2. Dziadkiewicz-Ilkowska A., Znaczenie rzecznika prasowego w instytucjach samorządowych, [w:] Nowoczesna administracja publiczna, Ekonomiczne problemy usług nr 45, Zeszyty Naukowe Nr 573, Wyd. Uniwersytetu Szczecińskiego, Szczecin 2009, s. 117-125, SSISSN 1640-6818, ISSN 1896-382X.
3. Dziadkiewicz-Ilkowska A., Media relations jako element budowania reputacji przez polskie przedsiębiorstwa – próba analizy, [w:] Przedsiębiorczość akademicka w Toruniu. Dobre praktyki Akademickiego Inkubatora Przedsiębiorczości przy WSB, pr. zbior. pod red. P. Majewskiego, P. Żywieckiego, Wyd. Wyższej Szkoły Bankowej w Toruniu, 2009, ISBN 978-83-923607.
4. Dziadkiewicz-Ilkowska A., Budżetowanie projektów public relations, [w:] Budżetowanie jednostek działalności gospodarczej w teorii i praktyce, Zeszyty Naukowe Wyższej Szkoły Bankowej w Poznaniu, pod red. W. Krawczyka, J. Mielcarka, Nr 28, Poznań 2010, s. 149-160, ISSN 1426-9724.
5. Dziadkiewicz-Ilkowska A., Targi w strategiach rozwoju małych i średnich przedsiębiorstw, „Marketing i Rynek” 2010, nr 2/2010, ISSN 1231-7853.

Summary of professional accomplishments

6. Dziadkiewicz A., Ewaluacja efektywności zespołu projektowego w przedsiębiorstwie, [w:] Zeszyty Naukowe Wyższej Szkoły Bankowej we Wrocławiu, pr. zbior. pod red. K. Łobosa, B. Goranczewskiego. Nr 27/2011, s. 97-114, ISSN 1643-7772.
7. Dziadkiewicz A., Działania public relations w zarządzaniu sytuacją kryzysową, [w:] Roczniki Naukowe Wyższej Szkoły Bankowej w Toruniu, Nr 11(11), Toruń 2012, s. 331-348, ISSN 1643-8175.
8. Dziadkiewicz A., Public relations in crisis management, Torun Business Review, Vol. 11(11), 2012, ISSN 1643-8175 (współautor P. Juchniewicz).

In 2010, I also published a monograph in which I presented the results of my research done for my PhD thesis:

Dziadkiewicz-Ilkowska A., Targi jako narzędzie kreowania wizerunku firmy, Wyd. Wyższej Szkoły Bankowej, Toruń 2010, ISBN 978-83-930828-0-3.

3.2. Description of the third research field: Knowledge management

The scientific interests described in the first area, have evolved into consulting, mainly business and project management, and cooperation between science and business, which can be merged into one area - knowledge management in organisations. I have been dealing with these issues professionally since 2010. To further deepen the expertise on management in organisations, in 2012 I completed a postgraduate Business Coach course at the WSB University in Toruń and, a year later, a postgraduate Research and Development Project Manager course at the same University. In the area of my interest are the following issues:

- ethical aspects of business operations,
- change management in an organisation,
- project management in an organisation,
- cooperation between science and business,
- determinants of success for knowledge organisations.

Published publications covering the area of knowledge management in organisations include the following:

1. Dziadkiewicz-Ilkowska A., Kompetencje pracownicze w organizacji uczącej się, Roczniki Naukowe Wyższej Szkoły Bankowej w Toruniu, nr 8, 2009, s. 131-143, ISSN: 1643-8175.
2. Dziadkiewicz-Ilkowska A., Wpływ etnocentryzmu konsumenckiego na decyzje konsumenta, [w:] Konsument w Unii Europejskiej – Podobieństwa i Różnice, pr. zbior. pod red. Z. Kędzior, R. Wolnego, Wyd. Akademii Ekonomicznej im. Karola Adamieckiego Katowicach, Centrum Badań i Ekspertyz, Katowice 2010, s. 63-76, ISBN 978-83-89072-20-7.
3. Dziadkiewicz-Ilkowska A., Consultancy in change management process, [w:] Management Consulting. The Central and Eastern Europe Perspective, pr. zbior. pod red. M. Cwiklińskiego, M. Jabłońskiego, Wyd. Uniwersytetu Ekonomicznego w Krakowie, Kraków 2011, s. 161-175, ISBN 978-83-62511-06-8.
4. Dziadkiewicz A., Znaczenie etyki biznesu w kształtowaniu współczesnych norm i wartości, [w:] Rola przedsiębiorczości w edukacji, pr. zbior. pod red. Z. Ziolo, T. Rachwała, Wyd. Nowa Era, Warszawa-Kraków 2012, s.155-168, ISBN 978-83-267-0776-6.

Summary of professional accomplishments

5. Dziadkiewicz A., Social media and start-ups, „Zarządzanie Mediami” 2015, Tom 3, nr 4, Uniwersytet Jagielloński w Krakowie, s. 257-267, e-ISSN 2354-0214, DOI 10.4467/23540214ZM.15.014.5209.
6. Dziadkiewicz A., Rozwój kompetencji współczesnego menedżera logistyki poprzez coaching, „Logistyka” 2016, nr 3, s. 89-96, ISSN 1231- 5478, (współautorka: M. Kłós).

During this time, I also participated in four national conferences where I chaired two sessions. Details are presented in section B.II.1. of the List of scientific achievements in the post-doctoral period.

In 2010, together with a group of experts in agricultural sciences led by Prof. Franciszek Woch (Institute of Soil Science and Plant Cultivation - National Research Institute IUNG-PIB in Puławy), I participated in a research project on economic effectiveness of projects carried out under the measure "Land consolidation" of the Sectoral Operational Programme "Restructuring and modernisation of the food sector and rural development", commissioned by the Ministry of Agriculture and Rural Development and the Agency for Restructuring and Modernisation of Agriculture. The result of these works was a monograph:

Dziadkiewicz-Ilkowska A., *Efektywność gospodarcza i ekonomiczna scalania gruntów w Polsce*, Monografie i rozprawy naukowe nr 32, Instytut Uprawy Nawożenia i Gleboznawstwa, Państwowy Instytut Badawczy, Puławy 2011, ISBN 978-83-7562-101-3, (współautorzy: F. Woch, K. Wierzbiński, A. Eymontt, A. Syp, J. Kopiński, C. Pietruch, M. Nierubca, A. Miklewski, P. Maśloch).

In 2011, I was appointed coordinator of the project "Following the requirements of the labour market - postgraduate studies and specialist training as a chance for a better future", organised by Wyższa Szkoła Biznesu in Piła, as part of the PO KL Measure 4.1 Strengthening and development of didactic potential of universities and increasing the number of graduates in fields of study of key importance for the knowledge-based economy Sub-measure 4.1.1 Strengthening of didactic potential of universities. Whereas two years later, in 2013, I was invited to prepare methodological materials for lecturers (podcasts, university coaching support) for the Piła Business School. Their aim was to support the university in creating an innovative model of lifelong learning especially in the perspective of the concept of knowledge sharing. The work culminated in a chapter in a monograph:

Dziadkiewicz A., Diagnostowanie luk kompetencyjnych jako podstawa tworzenia programów kształcenia, [w:] *Perspektywy kształcenia ustawicznego w uczelni: dobre praktyki projektu PI: Nowy model kształcenia przez całe życie w budowaniu potencjału rozwojowego uczelni*, pr. zbior. pod red. M. Burzyńskiej, M. Kłós, Wyższa Szkoła Biznesu, Piła 2013, s. 65-84. ISBN 978-83-908147-1-1.

My participation in the Management Summer Schools (Slovakia, 2011 and Lithuania, 2012) and the 5th International Week event (Portugal, 2012), as well as in the Erasmus+ international faculty exchange programmes with the Staff Mobility for Teaching "STA" module were also invaluable during this time. (France, 2012 and Turkey, 2013). The culmination of the participation in the above-mentioned events (details are included in section II.7. List of scientific achievements) was a chapter in the monograph entitled:

Dziadkiewicz A., Design of learning process for SME managers (for different generations), [w:] *Creating Entrepreneurial Mindset*, pr. zbior. pod red. E. Lechman, A. Richert-Kaźmierskiej, Via University College, Horsens, Dania 2014, s. 49-60, DOI: 10.13140/2.1.2289.5687, ISBN 978-87-996897-3-6, (współautorka J. Nieżurawska).

This monograph was the result of research in the project INNOCASE - Transfer of Innovative Case Study Methodology, coordinated by the Gdansk University of Technology. The aim of the project was to adapt and transfer the innovative methodology (supporting knowledge in a business environment, as well as personal self-development in terms of teamwork, project management, research, and negotiation skills) to business education in Poland and other partner countries.

From 2015 to 2017, I coordinated the international project "Determinants of Knowledge Transfer and Innovative Activity of Enterprises (COTRANS)", implemented under the Personal Exchange Programme of the Ministry of Science and Higher Education (application no. 31032/2014). The project work culminated in a series of scientific articles:

1. Dziadkiewicz A., Knowledge Transfer in Network Organization. An example of the Polish-Portuguese Network of Researchers (Preliminary Phase), *Torun Business Review* 2015, Nr 14/1, s. 37-46, ISSN 1643-8175, (współautorzy: W. Dryl, T. Dryl, J. Nieżurawska, N. Duarte, L. Nieżurawski).
2. Dziadkiewicz A., Enablers and Barriers of Knowledge Transfer in selected EU Countries as Viewed by IT enterprises, [w:] *Research papers on knowledge, innovation and enterprise*, pr. zbior. pod red. J. Ogunleye, Vol. 4, Philadelphia 2016, s. 47-62, ISBN 978-1-85924-232-2, (współautorzy: J. Nieżurawska, L. Nieżurawski, N. Duarte, C. Pereira, V. Santos).
3. Dziadkiewicz A., Knowledge transfer in Poland and Portugal (closing phase) - summary of COTRANS project, *Torun Business Review* 2016, Nr 6(1), s.49-62, ISSN 2451-0955, (współautorzy: W. Dryl, T. Dryl, J. Nieżurawska, N. Duarte, L. Nieżurawski, V. Santos, C. Pereira, T. Lopes).
4. Dziadkiewicz A., A literature review on barriers and enhancers of Knowledge Transfer, *Uniwersytet Warmińsko-Mazurski*, Vol. 44, 2017, Szkoła Główna Handlowa w Warszawie, Vol. 44, Warszawa 2017, s. 175-195, ISSN 1232-4671 (współautorzy: W. Dryl, T. Dryl, J. Nieżurawska, N. Duarte, L. Nieżurawski, V. Santos, C. Pereira, T. Lopes).
5. Dziadkiewicz A., Wiedza jako czynnik determinujący transfer wiedzy pomiędzy Polską a Portugalią (faza tworzenia), *Uniwersytet Warmińsko-Mazurski Roczniki Kolegium Analiz Ekonomicznych*, Vol. 44, Szkoła Główna Handlowa, Warszawa 2017, s. 197-210, ISSN 1232-4671, (współautorzy: W. Dryl, T. Dryl, J. Nieżurawska, N. Duarte, L. Nieżurawski, V. Santos, C. Pereira, T. Lopes).
6. Dziadkiewicz A., COTRANS model of knowledge transfer based on the design thinking method in inter-organizational relationships, *Journal of Positive Management*, Vol. 10 (1), 2019, s. 60-74, ISSN 2083-103X, DOI 10.12775/JPM.2019.013, (współautorzy: N. Duarte, J. Nieżurawska-Zajac, L. Nieżurawski).

It should be emphasised that the series of articles mentioned above described the process of knowledge transfer, for the development of which I used the topics of design thinking and design management explored by me.

The results of the research made in the COTRANS project were presented at one national conference (Torun, 2016) and two foreign conferences (Berlin, 2016 and Felgueiras, 2015). Details are included in section B.II.2. of the List of scientific achievements.



3.3. Description of the third research stream: design management

Since 2012, this area has been in the field of my main scientific and research interests and is related to project management applied in organisations. My study visit at Säid Business School at Oxford University (September - October 2012) was a significant influence on my choice of this direction. It was at this university that I first encountered the specialisation of this name in the study programme. A year later, I made another study visit to HEC Business School in Liege, Belgium (May 2013). Design management was also part of the curriculum at this university. The result of my activities was the publication of several articles and chapters in monographs. They have been organised into a series, according to the design maturity levels of companies.

a) Introduction to design management:

1. Dziadkiewicz A., Koncepcja design management [w:] Współczesne przedsiębiorstwo. Teoria i praktyka, pr. zbior. pod red. A. Sopińskiej, Oficyna Wydawnicza Szkoły Głównej Handlowej, Warszawa 2012, s. 63-72, ISBN 978-83-7378-712-4.
2. Dziadkiewicz A., Rola kultury organizacyjnej w procesie tworzenia strategii w organizacji zorientowanej na design, [w:] Edukacja Ekonomistów i Menedżerów. Problemy, Innowacje, Projekty, Wyd. Szkoły Głównej Handlowej w Warszawie, Warszawa 2012, s. 11-24, ISSN 1734-087X (współautor P. Juchniewicz).
3. Dziadkiewicz A., Design jako nowoczesny trend w zarządzaniu [w:] Zarządzanie i Finanse, Vol. 11(4), Część 2, 2013, s. 81-94, ISSN 2084-5189 (współautor P. Maśloch).
4. Dziadkiewicz A., Postrzeganie designu w opinii pokolenia Y uczelni ekonomicznych, [w:] Handel Wewnętrzny, nr 2, s. 114-125, 2016, ISSN 0438-5403.

b) First level of the design maturity (styling) according to the Danish Ladder:

1. Dziadkiewicz A., Rozwój nowego produktu poprzez wykorzystanie koncepcji zarządzania designem [w:], Roczniki Naukowe Wyższej Szkoły Bankowej w Toruniu, Nr 12 (12), Toruń 2013, s. 355-370, ISSN 1643-8175.
2. Dziadkiewicz A., Rola designu w procesie tworzenia nowego produktu [w:] Marketing i Rynek, Nr 8/2014, ISSN 1231-7853.
3. Dziadkiewicz, W. Dryl, Wpływ designu na decyzje zakupowe konsumentów dóbr luksusowych, [w:] Zarządzanie i Finanse. Journal of Management and Finance, Vol. 2, 2014, s. 71-85, ISSN 2084-5189.
4. Dziadkiewicz A., Design in Luxury Business, [w:] International Journal of Practices and Theories, Special Issue on Marketing and Business Development, Marketing and Business, Vol. 4(5), 2014, s. 887-893, e-ISSN 2247-7225, (współautorka W. Dryl).
5. Dziadkiewicz, Proces tworzenia założeń dla nowego produktu (brief zlecniodawcy), [w:] Logistyka – czasopismo dla profesjonalistów, nr 2, 2015, s. 1141-1147, ISSN 1231-5478.
6. Dziadkiewicz A., The Idea of New Product Development in Modern Medical Polish Enterprises, [w:] Marketing and Branding Research, Vol. 3(1), 2016, s. 50-62, DOI 10.19237/MBR.2016.01.05, ISSN 2476-3160, (współautorka J. Nieżurawska)
7. Dziadkiewicz A., Znaczenie designu opakowania w procesie podejmowania decyzji zakupowych przez konsumentów, [w:] Przedsiębiorczość - Edukacja, 15(2), s. 125–138, 2019, ISSN 2083-3296, DOI 10.24917/20833296.152.9.

c) Second level of design maturity (design as a process) according to the Danish Ladder:

1. Dziadkiewicz A., *Koncepcja zarządzania zmianą w organizacji*, [w:] *Zmiana warunkiem sukcesu. Współczesne uwarunkowania i metody wspomagania procesu zarządzania zmianami*, pr. zbior. pod red. J. Skalika, J. Kacały, Wyd. Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław 2013, s. 15-23, ISBN 978-83-7695-313-7 (współautor P. Juchniewicz).
2. Dziadkiewicz A., *Tworzenie zespołów różnorodnych w przedsiębiorstwach zorientowanych na design* [w:] *Przedsiębiorczość i Zarządzanie*, Wyd. Społecznej Akademii Nauk, Tom XIV, Zeszyt 12, Część II, Łódź 2013, s. 361-374, ISSN 1733-2486, (współautorka M. Kłos).
3. Dziadkiewicz A., *Managing Design Process. Exploring the differences in and the relationship between the analytical, multiplying, and visionary design process*, [w:] *Handel Wewnętrzny*, nr 2(365), rocznik 63, 2017, s. 69-81, ISSN 0438-5403.
4. A. Dziadkiewicz, *Customer value development in the light of design thinking concept*, *Journal of Positive Management*, Vol 8(3), 2017, s. 58-68, ISSN 2083-103X.

d) Third level of design maturity (design as a strategy) according to the Danish Ladder:

1. Dziadkiewicz A., *Przemysł kreatywny a konkurencyjność regionów*, [w:] *Marketing i Rynek*, Nr 10/2015, s. 117-124, ISSN 1231-7853, (współautorka J. Nieżurawska).
2. Dziadkiewicz A., *Innowacja oparta na designie w przemyśle kreatywnym – między teorią a praktyką*, [w:] *Informacja w procesie zarządzania*, Zeszyty Naukowe Wydziału Zarządzania. Zarządzanie i Ekonomia, Wydawnictwa Uczelniane Uniwersytetu Technologiczno-Przyrodniczego, Bydgoszcz 2015, s. 27-42. ISSN 2450-7385.
3. Dziadkiewicz A., *Personalizacja a kastomizacja w marketingu*, [w:] *Zarządzanie i Finanse*, Vol. 15(1), 2017, s. 95-108, ISSN 2084-5189.
4. Dziadkiewicz A., *Koncepcja rozwoju nowego produktu a dyfuzja innowacji*, [w:] *Zarządzanie i Finanse*, Vol. 16(3), 2018, s. 109-120, ISSN 2084-5189.

It should be added that during this time I also participated in six scientific conferences organised in the country. Details are included in section B.II.1. of the List of scientific achievements. I also presented papers at two conferences abroad (Bucharest, 2014 and Istanbul, 2016). Details are presented in section B.II.2. of the List of scientific achievements.

3.4. Description of the fourth research stream: sustainable management

This area, since 2015, remains in the circle of my scientific-research interests, intersecting with the third area, concerning design management. It should be noted that these two areas are complementary, mainly due to the specificity of the design management approach, an integral part of which is acting in accordance with the principles of sustainable development. Within this stream, the following issues are explored by me:

- Diversity management
- management and leadership in multicultural corporations,
- intercultural communications,



- work-life balance systems,
- sustainable development in organisations,
- wellbeing at the workplace,
- sustainable service design.

I was inspired to address this topic when I took part in a course for lecturers and business trainers entitled Get Connected 2 within the Erasmus + Programme (Sardinia, 2015). The course aimed to promote knowledge about modern forms of education in the age of social media, with a particular focus on sustainability aspects. During the course I led a workshop (25 training hours) entitled Innovative methods for team management in the workplace and at university.

My interests in this field were undoubtedly influenced by the establishment of cooperation with the Karol Linneus University in Kalmar, Sweden and the Michal Romer University in Vilnius, Lithuania. As a result of this cooperation, the so-called seed project entitled Sustainable tourism for wellbeing in the South Baltic region (acronym: PRE SBWELL) was created, implemented with funds from the Swedish Institute (Sveska Institutet) No. 19757/2016. The results of the research have been described in a scientific article and a monograph:

1. Dziadkiewicz A., Architektura pozytywnych doświadczeń (User Experience Design – UxD). Założenia wstępne do projektu rozwoju zrównoważonej turystyki wellbeing w regionie Południowego Bałtyku, [w:] Marketing i Rynek, 2016, nr 10, s. 117-129, ISSN 1231-7853 (współautorka J. Nieżurawska).
2. Dziadkiewicz A., Wellbeing tourism and its potential in case regions of the South Baltic: Lithuania – Poland – Sweden, pr. zbior. pod red. L. Lindell, Linnaeus University, ISBN: 9789189283053 (electronic), Växjö/Kalmar 2019. (współautorzy: L. Lindell, S. Sattari, I. Misiune, P. Pereira).

Then, together with the a forementioned research team from Lineus University, I participated in the project entitled Circular economy tools to support innovation in green and blue tourism (acronym: CIRTOINNO) within the Interreg South Baltic Programme (STHB.01.02.00-22-0058/16), which resulted in the following articles:

1. Dziadkiewicz A., Projektowanie modeli biznesowych dla ekonomii cyrkularnej według podejścia design management jako strategia na przyspieszony rozwój gospodarczy i wzrost konkurencyjności regionów UE, [w:] Marketing i Rynek, 2017, nr 10, s. 154-169, ISSN: 1231-7853.
2. Dziadkiewicz A., Świadomość ekonomii cyrkularnej Pokolenia Y jako czynnik przyspieszonego rozwoju gospodarczego regionu, [w:] Marketing i Rynek, 2017, nr 10, s. 398-412, ISSN: 1231-7853, (współautorka J. Nieżurawska-Zajac).
3. Dziadkiewicz A., Projektowanie rozwiązań cyrkularnych dla branży turystycznej, [w:] Zeszyty Naukowe. Organizacja i Zarządzanie, Politechnika Śląska, 2018, nr 129, s. 81-88, ISSN: 1641-3466.
4. Dziadkiewicz A., Sustainable Energy Management: Are Tourism SMEs in Poland ready for Circular Economy solutions? [w:] International Journal of Sustainable Energy Planning and Management, Special Issue: Tools, technologies and systems integration for the Smart and Sustainable Cities to come, Vol. 24(2019), s. 75-84, ISSN: 2246-2929, DOI 10.5278/ijsepm.3342, (współautorzy: P. Chaja, M. Jaroszevska).
5. Dziadkiewicz A., Wpływ działań CSR w przemyśle odzieżowym na akceptację wyższej ceny przez konsumentów pokolenia Z, [w:] Przedsiębiorczość – Edukacja, 15(2), 2019, s. 139-152, ISSN: 2083-3296, DOI 10.24917/20833296.152.10. (współautorka K. Pawlak).

The work on circular economy also resulted in a monograph of which I am co-editor:

Journey to the destination: a circular tourism economy: a training program for the hospitality industry to facilitate a transition towards increased circularity in the South Baltic Region, pr. zbior. pod red. L. Lindell, S. Sattari, A. Dziadkiewicz, M. Dmitrzak, A. Kordestani, 2019, Växjö/Kalmar: Linnaeus University, ISBN: 978-91-89081-10-9.

In 2016, I was asked by the Centre for Regional and Tourism Research, based on Bornholm, to make a substantive contribution to the monograph: J. Manniche, K. Topsø Larsen, R. Brandt Broegaard, E. Holland, Destination: A circular tourism economy: a handbook for transitioning toward a circular economy within the tourism and hospitality sectors in the South Baltic Region, Centre for Regional and Tourism Research, 2017, ISBN 978-87-93583-04-7.

My studies on managing generational diversity resulted in the following publications:

1. Dziadkiewicz A., Wybrane problemy zarządzania różnorodnością pokoleniową – identyfikacja instrumentów i determinantów motywowania generacji Z w świetle badań empirycznych, „Marketing i Rynek” 2016, Nr 3, s. 661-670, ISSN: 1231-7853, (współautorka J. Niezurawska).
2. Dziadkiewicz A., Attractiveness cafeteria systems by viewed generation Z, [w:] International Journal of Economics and Management Engineering, World Academy of Science, Engineering and Technology - WASET, Vol. 3(1), Londyn 2016, s. 1240-1246, ISSN 2225-742X (współautorki: H. Karaszewska, J. Niezurawska).
3. Dziadkiewicz A., Systemy work-life balance w przedsiębiorstwach w opinii generacji Z - wyniki badań empirycznych, [w:] Roczniki Kolegium Analiz Ekonomicznych, tom 45, Szkoła Główna Handlowa w Warszawie, Warszawa 2017, s. 241-258, ISSN 1232-4671, (współautorki: J. Niezurawska, G. Kowalewska).
4. Pawlak K., Dziadkiewicz A., Wpływ działań CSR w przemyśle odzieżowym na akceptację wyższej ceny przez konsumentów pokolenia Z, Przedsiębiorczość - Edukacja, 15(2), 2019, s. 139–152, ISSN: 2083-3296.

At that time, I also took part in five national conferences and one international event of worldwide importance entitled the 7th World Congress on Polish Studies, organised by the Polish Scientific Institute based in New York. Details of my participation in these events are included in item B.II.1. of the List of scientific achievements. I have also participated in six scientific conferences abroad (Estonia, Great Britain Sweden) and since the pandemic in the remote formula in Slovakia (2020) and Denmark (2021). Details are presented in section B.II.2. of the List of scientific achievements.

Finally, it is worth mentioning that the result of the scientific collaboration established in 2020 with Prof. Daniela La Foresta, specialised in economic and political geography (University of Frederick II of Naples, Faculty of Political Sciences), was a monograph:

Dziadkiewicz A., La Foresta D., Health planning and crisis management during the first wave of the pandemic: the case of Italy and Poland - comparative study, Research Institute for European Policy, Gdańsk 2020, ISBN 978-83-954212-2-8.



Summary of professional accomplishments

In this book I analysed the changes in the behaviour of Poles caused by the outbreak of the pandemic. I pointed out that only well-designed processes both on a national scale and within companies can guarantee economic, environmental, and social stability in a situation of unexpected, difficult to predict phenomena.

In concluding the above, I believe that my research output is coherent. The research areas I have mentioned are interrelated and their common denominator is sustainable business management.

The achievements presented in this part of the autoreference were created thanks to the support and use of financial and material resources of the universities where I was and am employed at the time, i.e., the WSB University in Toruń and the University of Gdańsk. Publications and co-authored research have been produced thanks to cooperation with scientists from the universities where I was affiliated, but also from other academic centres. These were:

- Nicolaus Copernicus University in Toruń, Faculty of Economic Sciences Faculty of Economic Sciences and Management and Faculty of Historical Sciences,
- University of Gdansk, Faculty of Management, Faculty of Law and Administration, Faculty of Oceanography and Geography, Faculty of Philology, Faculty of History and Faculty of Social Sciences,
- University of Warmia and Mazury in Olsztyn, Faculty of Economic Sciences,
- WSB University in Toruń,
- University of Infrastructure and Management in Warsaw (presently: College of Engineering and Health),
- Higher School of Business in Piła,
- Institute of Fluid-Flow Machinery, Polish Academy of Sciences
- Comenius University, Bratislava, Slovakia (Univerzita Komenského),
- Linnaeus University of Kalmar/Vaxjo, Sweden (Linnéuniversitetet),
- Felgueiras School of Management and Technology, Porto Technical University, Portugal (ESTG - Escola Superior de Tecnologia e Gestão | Politécnico do Porto),
- University of Naples Federico II, Italy (Università degli Studi di Napoli Federico II).



3.5. Summary of publication output

Tabela 1. Synthesis of scientific and research achievements

Type achievement	Authorship		Co-authorship		Total
	Polish	English	Polish	English	
Scientific publications (before attaining the doctorate)					
Chapters in scientific monographs	6				8
Scientific publications in peer-reviewed journals	2				2
Publications in conference proceedings		2			2
Publications in professional journals	17				17
Total	25	2			27
Number of points according to the MNiSW list	135 points				
Scientific publications (post-doctoral)					
Scientific monographs	2		1	1	4
Chapters in monographs	5	1	1	3	10
Scientific publications in peer-reviewed journals	15	3	15	10	43
Other publications	1				1
Book editing			1 ⁵	1	2
Total	23	4	18	15	60
Number of points according to the MNiSW list	741 points				
Citations according to Google scholar (without self-citations)	153				
Hirsch index by Google Scholar	7				
I10-index according to Google Scholar	3				
Citations in accordance with Publish or Perish	162				
Hirsch index by Publish or Perish	7				
g-index by Publish or Perish	8				
Citations in accordance with Web of Science ⁶	1				

Source: own elaboration.

⁵ On 23 June 2021, I will be attending a conference entitled Tourism Wellbeing - a forward-looking strand of sustainable tourism. In it I will serve as editor of a multi-author monograph to be published in 2021.

⁶ In addition, a review of my book appeared in the journal European Journal of Transformation Studies (Vol. 8, No. 2, 2020, pp. 258-260), indexed in the Emerging Sources Citation Index which is part of Web of Science entitled Health planning and crisis management during the first wave of the pandemic: the case of Italy and Poland - comparative study, Research Institute for European Policy, Gdańsk 2020, ISBN 978-83-954212-2-8 (współautorka: Daniela La Foresta).



It should be noted that due to the small number of publications on design management in Polish, I have focused primarily on publishing scientific articles in Polish journals. However, 3 of my articles are currently under review:

- Qualitative factors of design management effectiveness. Empirical research on a representative sample of Polish enterprises, Submission number: PONE-D-21-09899, PLOS One, Impact Factor 2,740.
- Evolutionary Game Analysis of the Partners' Behavior in the Rural E-payment Market of China, (Co-authors: Wu Jinghua, Jerzy W. Wiśniewski, E. Sokołowska), Risks, ISSN 2227-9091.
- City Brand Equity, a marketing perspective, (współautorzy: K. Pawlak-Kołodziejska, E. Sokołowska), Journal of Destination Marketing & Management, Elsevier, IF 4,279.

3.6. Editing of scientific journals

Since 2015, I have been an economic editor (statistical and economic analysis) of the editorial board of Torun Bibliographical Studies.

3.7. Polish and foreign reviews

I have reviewed 21 scientific articles, including 3 in Polish and 18 articles in English. It is worth noting that I also prepare reviews for Plos One, a peer-reviewed scientific journal published by the Public Library of Science, with an Impact Factor of 2.74 for 2019/20. I also prepared a review for Progress in Economic Sciences⁷, Torun Business Review⁸ and to the journal Nowoczesne Systemy Zarządzania, published by the Institute of Organisation and Management of the Military University of Technology, as well as to the journal Advances in Research oraz Business and Management Research Journal⁹.

3.8. Membership of international associations

Since 2017, I have been a member of the International Engineering and Technology Institute (IETI) based in Hong Kong. And since 2018, I have been the President of the Toruń Branch of this Institute.

As a result of my work on the circular economy, in 2020 I was invited to participate in an initiative called Circles (Centre for Interdisciplinary Research and Education in Circular Economy and Sustainability), under the patronage of Roskilde University, with partners also being Breda University of Applied Sciences, Lancaster University Research Centre and the Confederation of Danish Industry.

⁷ Progress in Economic Sciences is indexed in: BazEkon, BazHum, CEJSH, DOAJ, Index Copernicus, ERIH PLUS i Bibliography Economics.

⁸ Torun Business Review is indexed in: IC Journals Master List, BazEkon, PBN, EconBiz, CEJSH, DOAJ, CiteFactor i ERIH PLUS.

⁹ Business and Management Research Journal is indexed among others in w EconBiz, EconPapers, IDEAS, JournalSeek, JournalITOCs, NSD-DBH, ROAD.

3.9. Participation in scientific and technical committees of conferences

In April 2019, I served on the Scientific and Technical Committee of the 2nd World Symposium on Economics, Business and Management (WSEBM) held in Hong Kong. The Symposium was organised by the International Engineering and Technology Institute (IETI) and the International Research Institute for Economics and Management (IRIEM).

In December 2018, I served on the Scientific and Technical Committee of the 4th International Workshop on Economics and Management (IWEM), held in Hong Kong.

In December 2017, I served on the Organising Committee of the 7th International Scientific Conference entitled Modern Management Concepts and Methods. In search of the perfect organisation - contemporary trends in the public, military, social and business sectors, organised by the Institute of Organisation and Management, Faculty of Cybernetics, at the Military University of Technology in Warsaw. It was co-organised by the Chair of Marketing at the Faculty of Management, University of Gdańsk, of which I am an employee.

In November 2016, I sat on the Organising Committee of the 6th Scientific Conference entitled "Modern Management Concepts and Methods. Controversies and challenges of marketing and management in the 21st century", also organised by the above Universities.

3.10. Participation and organisation of scientific conferences at home and abroad

This year I am on the Programme Board and co-organiser of the conference entitled "Wellbeing Tourism - a forward-looking strand of sustainable tourism". The conference will take place on 23 June 2021.

In the period from 2008 to 2021 I participated in 14 national and 7 international scientific conferences organised in Poland (one of them will be held in September this year). I delivered a total of 19 papers. Additionally, I chaired 2 sessions at national conferences and 1 session at an international conference. I also participated in 9 scientific conferences abroad. I presented 6 papers at these conferences. Details are included in section B.II.1 of the List of scientific achievements (conferences organised domestically) and in section B.II.2 of the List of achievements (conferences organised abroad).

Meanwhile, in December 2017, together with the staff of my Department, I co-organised the 7th International Scientific Conference entitled Modern Management Concepts and Methods. In search of the perfect organisation - contemporary trends in the public, military, social and business sectors, at the Faculty of Cybernetics, Military University of Technology in Warsaw.

In November 2016, together with the staff of my Department, I co-organised the 6th Scientific Conference entitled Modern Management Concepts and Methods. Controversies and challenges of marketing and management in the 21st century, at the Faculty of Cybernetics, Military University of Technology in Warsaw.

In the period before my PhD, i.e., 2004-2008, I participated in 3 national conferences and 1 international conference for PhD students in Poland and in 1 conference abroad. During this time, I presented 5 papers.

3.11. Summary of participation in national and international conferences

Table 2. Synthetic summary of participation in national and international conferences

Scientific conferences	Nationally		Internationally	Total
	domestic	international		
Before the doctorate				
Participation	4	2	1	7
Keynote speech	4	2	1	7
After obtaining the doctoral degree				
Participation	14	7 ¹⁰	8	26
Keynote speech	11	4 ¹¹	6	21
Chairing of the session	2	1 ¹²	1	4
Conference organisation	2	1 ¹³	2	5

Source: own elaboration.

3.12. Supervision of doctoral students

I was an assistant supervisor of Urszula Kęprowska M.A.'s doctoral dissertation on "Model of event marketing in cities' tourism promotion". The dissertation was supervised by dr hab. Wojciech Żurawik, prof. UG. The public defence of the dissertation took place on 22 February 2018

3.13. Participation in national and international projects having an impact on scientific development

From 2019 onwards I act as an external expert in the project entitled "ArchaeoBalt - Laying fixed foundations for innovative Archaeotourism - a new 'green' Archaeoroute in the Southern Baltic Sea Region" (STHB.02.01.00-22-0138/17-00), under the Interreg South Baltic programme. The project is implemented by, among others, the University of Gdansk, Aarhus University and Lund University.

In 2015-2017, I was the coordinator of the international project "COTRANS - Determinants of knowledge transfer and innovative activities of enterprises" (application number 31032/2014), carried out within the framework of the Personnel Exchange Programme of the Ministry of Science and Higher Education under the Agreement between the Government of the Republic of Poland and the Government of the Portuguese Republic on Scientific and Technical Cooperation. The partners in the project were the University of Gdansk, WSB University in Torun, and the Porto Polytechnic.

Since 2018 I have been involved in the project entitled "SB WELL - Wellbeing Tourism in the South Baltic Region - Guidelines for good practices & Promotion" (STHB.02.01.00-SE-

¹⁰ The conference will take place in June 2021

¹¹ Ibidem.

¹² Ibidem.

¹³ Ibidem.

0137/17), within the Interreg South Baltic programme. The project leader is Charles Lineus University from Sweden, and the partners are from Poland, Lithuania, Germany, and Denmark. In the project I act as a researcher and as the main communication manager.

From 2017 to 2019, together with a research team from Linnaeus University, I participated in the project entitled "CIRTOINNO - Circular economy tools to support innovation in green and blue tourism" (STHB.01.02.00-22-0058/16), within the Interreg South Baltic programme. Pomerania Development Agency was the project leader. Scientific and research units, i.e., the Bornholm Tourism Research Centre, the Institute of Fluid-Flow Machinery of the Polish Academy of Sciences, and the Institute of Strategic Management in Lithuania, as well as local government organisations and non-profit associations from Sweden and Lithuania also participated in the project. I have served as an expert and research specialist in the project, and for several months as project coordinator.

As a result of cooperation with Charles Linnaeus University and Mykolas Romeris University from Vilnius, a so-called seed project entitled "PRE SBWELL - Sustainable tourism for wellbeing in the South Baltic region" (No. 19757/2016), implemented from 1.08.2016 - 31.03.2017 with funding from the Swedish Institute (Sveska Institutet). I acted as principal investigator in this project. This project was complemented by a seed project entitled SB WELL - Sustainable tourism for wellbeing in the South Baltic region (STHB.02.01.00-SE-S052/16/Ika), implemented from 1.09.2016-31.12.2016 under the Interreg South Baltic programme. I acted as a project manager in it.

Details of the above projects and description of my tasks are included in section B.II.7 of the List of scientific achievements.

3.14. Study visits to foreign universities

In September/October 2012, I took part in a study visit to the Säid Business School at Oxford University. The study visit lasted 1 month. During the visit, I could not only carry out a library search (especially in the context of design management literature), but also familiarise myself with the teaching methods applied at this research centre. The methods and techniques I observed there later served as teaching material used during my classes at the Nicolaus Copernicus University (the project entitled Raising the competences of the teaching staff at the Nicolaus Copernicus University), the School of Business in Piła (the project entitled PI: A new model of lifelong learning in building the development potential of universities) and at the Medical University of Gdańsk (project entitled "Project Grant Agreement: Local activities in RIS regions").

In May 2013, I participated in another study visit to the University of Liège, Belgium (HEC Liège Management School). Details of the above activities are included in section B.II.9 of the List of Scientific Achievements.

3.15. Completed training and knowledge enhancement courses

In addition to the postgraduate studies listed in pt. 1.2., postgraduate studies, of which I was a student, I have also completed the following training and courses, improving my teaching work:

Summary of professional accomplishments

- English language course at level C2 with a successfully passed TGLS Direct Test of English Certificate exam - 27.10.2020,
- Academic writing - a course to improve academic writing skills for UG staff (the course was run by the UG Institute of English and American Studies) - 10.2016-06.2017,
- Design thinking (as part of the Design Thinking Week event) - 9-10.05.2017,
- Design thinking (as part of the Gdynia Design Days event) - 1-10.07.2016,
- Visual thinking course, 12.03.2016,
- Design thinking - 15.01.2015,
- Building an ecological brand and shaping a pro-ecological image of the company 27-29.03.2015,
- Legal and ethical business conduct - 22.01.2015,
- Obtaining funds for activities in the field of social economy - 20-21.07.2014,
- Techniques of effective learning - 09.02.2012,
- Methodology of conducting classes in English - 09.06.2011,
- Methodology of conducting e-learning classes - 17.05.2011,
- Public speaking - 22.09.2011.

4. Overview of the other achievements

4.1. Teaching activities and popularisation of science in the country

My teaching experience was gained and improved at two academic centres: at Wyższa Szkoła Bankowa in Toruń (and WSB branch in Bydgoszcz), where I worked until 2013 as an assistant professor, and since October 2013 at the University of Gdańsk. Additionally, I have also taught at the University of Infrastructure and Management in Warsaw (2009-2013) and as part of postgraduate studies at the Business College in Piła (2009-2014). I teach or have taught the following subjects:

1. Bachelor's and master's studies - among the subjects of general faculty, major and specialization (lectures, exercises and conversation classes) there are, among others:
 - in Polish: basics of management, project management, process management, organisational science, negotiations, modern management methods and techniques, organisational management, strategic management, innovation marketing, design in marketing, merchandising, marketing, economics of services, service marketing, internal marketing, interpersonal communication, tourism policy, tourism product management, consumer behaviour on the tourism market, tourism economics, tourism policy, marketing management in tourism, tourism promotion, international tourism, competition strategies, marketing strategies, integrated marketing communication.
 - In English: new trends in tourism, customer profile, leadership, mind mapping, modern solutions in marketing and management, recruitment and selection,



marketing, coaching, get connected in social media, elements of intercultural management.

2. Postgraduate studies:

- in 2019-2020, I taught classes entitled Customer Experience in events at the postgraduate course entitled "Event manager" at the Faculty of Management, University of Gdańsk;
- in 2017-2019, I was the supervisor of postgraduate studies entitled "Management and control in medical entities with the certificate of Internal Auditor of the Quality Management System according to ISO 9001:2015" at the WSB University in Toruń (project co-financed by the EU under the ESF). In addition to the substantive supervision of the study programme, I have taught the following subjects: effective management, delegation of tasks and strengthening employees' skills, managerial skills, health promotion and wellbeing in health care, marketing of medical services. As of 2019, I am a tutor for postgraduate studies entitled "Management and control in medical entities", where I teach the following subjects: building the image of a medical entity and the canvass of a business model;
- since 2017, I have been teaching subjects i.e., project management, project integration management and project communication management at postgraduate courses "Managerial Training", "Project Manager" at the WSB University in Toruń;
- in 2013-2014, I taught classes entitled CRM - Customer Relationship Management at the "Postgraduate Studies in Infobrokerage and Information Management" at the Faculty of Philosophy and Social Sciences of the Nicolaus Copernicus University in Toruń and subjects i.e. labour analysis and employment planning, advertising and branding as an instrument of communication at postgraduate courses entitled "Human Resource Management", "Logistics Management", "Communication in Business", "Occupational Health and Safety and Safety Management Systems" at the School of Business in Piła;
- in the years 2012-2013, I was a supervisor of postgraduate studies in Public Relations at the WSB University in Toruń (according to my own programme, linked to the course organised by Franklin University, based in Columbus, USA). As part of my postgraduate studies, I taught the following subjects: introduction to PR, drafting and editing PR texts, PR in crisis situations, investor relations, corporate advertising and public relations techniques and tools;

3. MBA studies for medical entities:

- in 2019-2021, I have taught a course entitled Innovations in Healthcare at the WSB University in Toruń and I am also teaching a diploma seminar on this course.

I have also taught classes for the youngest (Economic Children's University, University of Gdańsk) and for seniors (University of Every Age, WSB University in Bydgoszcz).

Additionally, it is worth mentioning that in 2019-2020 I taught at a qualification course in educational management for teachers and directors of educational institutions commissioned by the Teacher Education Centre in Koszalin.

4.2. Teaching activities and popularisation of science abroad

From September 2021 I will be involved in a project entitled "The power of events in higher education - focusing on sustainability and the UN Sustainable Development Goals to educate and develop students who will be the agents of change within climate action awareness" within the Erasmus+ programme "Green Experience Economy: Electives and Summer School Programme" in Aarhus, Denmark. The project leader is the Municipality of Aarhus and the Business Academy Aarhus, on the Polish side - the Centre for Sustainable Development of the University of Gdansk. As part of the project, I will give elective lectures and participate as a presenter in the Aarhus Summer School of Management (in 2022 and 2023).

From 26 May to 2 June 2019, I ran a workshop on running a business based on the Sustainable Development Goals for young people from the UK, Poland, Lithuania, Italy, and Greece as part of the YOU project. A.C.E.! - Innovating Youth Work to Foster Youth Active Citizenship, (Social) Entrepreneurship and (Self)Employability. The workshops were organised within the Erasmus+ programme, and the project partners were Plymouth University (UK), WSB University in Toruń, The Entrepreneurship Association from Vilnius (Lithuania) and The Institute for Entrepreneurship Development from Larisa (Greece) together with Enjoy Italy Association from Marcellinara (Italy).

In March 2017, together with Mykolo Romeris University from Lithuania and Linnaeus University from Sweden, I co-organised an international workshop for the tourism industry entitled Sustainable Development of wellbeing tourism in the South Baltic Region, in Palanga, Lithuania. And then in May 2017 a similar workshop for tourism companies entitled The Path to Sustainable Tourism in Öland - SME's perspective, in Öland, Sweden.

On 26-28 May 2015, I participated in an event entitled ESTGF International Days, organised by the School of Management and Technology of Felgueiras, part of the Porto Polytechnic. At this event I presented a paper: Enablers and Barriers of Knowledge Transfer in Poland and Portugal - empirical results.

On 14-21 April 2015, I took part in a course for lecturers and business trainers entitled Get Connected 2 within the Erasmus + Programme in Sardinia. The course aimed to promote knowledge about modern forms of education in the age of social media, with a particular focus on sustainability and creating a good working environment. I led a workshop (25 training hours) entitled Innovative methods for team management in the workplace and at university.

From the 26th to the 30th of March 2012, I participated in the 5th International Week, Focus on Success, at the Polytechnic Institute of Setúbal, Portugal. It was an international event, bringing together lecturers from all over Europe to exchange views and good practices and to network. I presented a paper at the event: Knowledge Management in modern enterprises.

In July 2011, I took part in the Summer Management School entitled Doing Business in Central and Eastern Europe at the University of Economics in Bratislava (Ekonomická univerzita v Bratislave, Slovakia). Three universities took part in this initiative: WSB University in Toruń (this university started the cycle of Summer Schools of Management at the



mentioned universities in 2011), Economic University of Bratislava and Michal Romer University in Vilnius. As part of the Summer School in Bratislava, I conducted classes entitled Knowledge as a key factor in the development of enterprise innovativeness and supervised students for a fortnight. A year later, in July 2012, I took part in a Summer School on Law and Economy in a Global Village of Financial Crisis in Vilnius at Mykolo Romeris universitetas (MRU). I conducted a workshop entitled How to manage a company during an economic crisis? I supervised students for a week.

4.3. Mobility abroad within the Erasmus+ Programme including the Staff Mobility for Teaching (STA) module

As part of the mobility of research and teaching staff, I participated in 4 trips abroad. In June 2017, I gave a lecture and workshop for students from Portugal entitled Aesthetics as a new approach to ethics. Towards sustainable design at the School of Management and Technology of Felgueiras, Porto Polytechnic.

In April 2016, I gave a lecture and a workshop for students entitled Customer Experience Design at the University of Sannio, Italy.

In September 2013, I gave a lecture and workshop entitled Coaching as a modern tool of HR Management at Izmir University (Dokuz Eylul Universitesi, Reha Midilli Foca Turizm Isletmeciligi ve Otelcilik Yuksekukulu).

Whereas in June 2012 I gave a series of lectures entitled Significance of ethics in team building, as part of the IP Ethical Manager programme, L'Ecole de Management in Le Havre, France.

4.4. Summary of other teaching and organisational achievements

Table 3: Synthetic summary of other teaching and organisational achievements

Type of achievement	Number of students		Total
Supervision of doctoral students	1		1
Number of promoted bachelor's degree holders	387		387
Number of promoted master's degree holders	47		47
Number of reviews of bachelor theses	201		201
Number of reviews of master theses	86		86
	Polish	English	
Number of reviews of scientific articles	3	19	22
	domestic	foreign	
Workshops and training at universities as part of Erasmus + mobility and summer schools	8	9 ¹⁴	17
Study visits		2	2

¹⁴ The Management Summer School organised by the Municipality of Aarhus in Denmark and the Business Academy Aarhus will start in autumn 2021 and run until 2024.

Source: own elaboration.

4.5. Contact with economic practice, impact of research on the socio-economic environment - expert activity

Since defending my doctoral thesis, I have conducted over 1500 training hours for, among others, the Marshal's Office in Gdansk, Pomerania Development Agency in Gdansk, Social Economy Support Centre in Torun and MIERO International Institute for Education and Personal Development based in Torun.

I also cooperate with the Centre for Sustainable Development, operating at the University of Gdansk. It is also worth mentioning my participation in 2014-2015 in the project "Medical industry as a strength of the Kujawsko-Pomorskie region" carried out under Sub-measure 2.1.2 "Partnership for increasing adaptability" of the OPKL by KPOP Lewiatan in Toruń. I acted as an expert in the preparation of medical institutions for foreign customer service and prepared expert opinions on image building and marketing strategies for medical institutions (about 70 audited entities).

Since 2018, I have also been acting as an expert on closed-loop economy at the Pomerania Development Agency in Gdańsk. I conduct workshops in this area, among others, commissioned by the Up Foundation Development Initiation Foundation based in Gdańsk and commissioned by the Social Economy Support Centre in Toruń. Currently I am working on the Ecological Sopot initiative together with the Sopot Tourist Organisation and the Pomerania Development Agency in Gdańsk.

4.6. Expert activity - cooperation with executive agencies of the Ministry of Science and Higher Education and universities

Since 2021, I am a reviewer/expert for the evaluation of SASPRO 2 (Slovak Academic and Scientific Programme) proposals. It is a mobility programme for scientific staff of the Slovak Academy of Sciences, Comenius University in Bratislava, and Slovak University of Technology in Bratislava, which is co-financed by Horizon 2020 - Marie Skłodowska Curie Actions - COFUND.

Since 2020, I have been serving as a reviewer/expert for project evaluation at the National Agency for Academic Exchange NAWA, area: student programmes, teaching offer and internationalisation of universities.

In 2019, I conducted trainings for students, PhD students and employees of the Medical University of Gdańsk entitled "Business workshop for students within the project "Project Grant Agreement: Local activities in RIS regions" EIT, which is an integral part of Horizon 2020 and Horizon Europe with the following topics: increase students' entrepreneurial skills, training in problem-solving skills, develop business and communication skills" and business model canvas and business training Managerial skills' development, under the project titled "Development Academy" POWER at Sopot School of Higher Education.

In 2018-2019 I also conducted trainings entitled Innovative Teaching Methods, Modern Group Work Methods, Flipped Class Method and Educational Project, as part of the project entitled "Improving the competences of the teaching staff at Nicolaus Copernicus University"

co-financed by the EU under the ESF - Priority III. Higher education for the economy and development, Measure 3.4 Management in higher education institutions, POWER 2014-2020, for the so-called young and experienced teaching staff at Nicolaus Copernicus University in Toruń.

Since October 2015, together with a group of experts from my University, I participated in the preparation and implementation of focus studies and stakeholder mapping in the project entitled "Innovative model of socio-economic costs and benefits in infrastructure projects", no. IS-2/88/NCBR/2015, co-financed by NCBiR.

In 2013-2015, on behalf of the Chancellor of UG, I was part of the team preparing guidelines for the project entitled "Managing an Internationalised University" Study in Pomerania. Apart from the University of Gdansk, the team consisted of representatives of other universities in the Pomeranian Voivodeship, including the Gdansk University of Technology, Gdynia Maritime University, the Academy of Music and the Academy of Fine Arts in Gdansk, the Academy of Physical Education and Sport and the Medical University of Gdansk.

In 2013, I prepared e-learning materials for the project "Transport and forwarding manager, logistics manager - effective management of the economic potential of the Wielkopolska region, PO KL commissioned by the Business College in Piła. And a year later, I conducted training in educational methodology (product of the innovative project "PI: A new model of lifelong learning in building the development potential of universities"). The training was addressed to teaching and management staff. The work culminated in my review of teaching materials entitled Diagnosing competence gaps as a basis for creating educational programmes¹⁵.

In 2011, I was the content coordinator of the project "Following the requirements of the labour market - postgraduate studies and specialist training as a chance for a better future", organised by Wyższa Szkoła Biznesu in Piła (PO KL Measure 4.1 Strengthening and development of didactic potential of universities and increasing the number of graduates in fields of study of key importance for the knowledge-based economy Sub-measure 4.1.1 Strengthening of didactic potential of universities).

4.7. Organisational activities

At my faculty, I am part of a team, chaired by Prof. Małgorzata Wiśniewska, coordinating activities for HR Excellence in Research, a label awarded by the European Commission to institutions that implement the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, as well as a member of the Faculty Qualification Committee for the Erasmus + programme for the academic year 2021/22.

It is worth mentioning that I am also involved in the preparation of a new specialisation for the year 2021/22 entitled Management - it will be a specialisation conducted at master's level, in English.

¹⁵ For more on this topic, see para. 3.2. of this self-reference: Description of the second research stream: knowledge management.

4.8. Scientific Clubs

Since the beginning of my scientific and didactic work, I have always been involved in the activities of Scientific Clubs:

- in the years 2008-2013, I have been the tutor of the Scientific Club "Manager", operating at the WSB University in Toruń.
- Since 2013, I have been the tutor of the "Pryzmat" Research Group, operating at the Department of Marketing, of which I am an employee.

4.9. Prizes and awards

In 2018, I was awarded the Krzysztof Celestin Mrongowiusz Teacher of the Year award by the University of Gdansk.

In 2012 I was awarded by the Deputy Speaker of the Sejm of the Republic of Poland for my teaching and methodological achievements.

5. Further professional development plans

In my research, especially in the monograph on design management, an attempt was made to fill the research gap by presenting a conceptual model of implementation and realisation of the design management process in enterprises, together with implementable instruments suitable even for enterprises with little knowledge of design management.

However, the above efforts still seem insufficient to be able to compete sufficiently with companies from countries with a rich tradition of using design in management. Therefore, I would like to focus primarily on the creation of further tools and methods to facilitate effective communication between designers and those who manage the organisation, and specialists in other fields, such as engineers, technologists, psychologists, etc. In this way, it is possible to develop a communication platform that facilitates so-called good design, i.e. design that ensures that products and services are a compilation of functionality, user-friendliness and good quality.

It would be interesting, for example, to study the relationship between the use of design and company performance. With such information, perhaps entrepreneurs would be more motivated to consciously design products and services that, if not positively impact the economy, environment, and local communities, would at least have a neutral impact on these areas. I would also like to go beyond the company to the design of sustainable spaces. This is particularly important in these times of great diversity, enormous opportunities but also global problems, such as poverty, an ageing population or the ongoing pandemic.



In conclusion, I would like to add that the submitted paper presents my scientific and research achievements in a synthetic way, with particular emphasis on the achievements gained after obtaining the degree of Doctor of Economic Sciences in 2008. However, detailed information on both the publication output and the related teaching and popularization achievements are presented in the subsequent attachments to the application.

Just Działkowski

May, 25, 2021 Gdańsk