

## Summary

The objective of this doctoral dissertation is to present the issues of marketing metrics usage as a part of sales and marketing process improvement that may lead to building competitive advantage in the business to business services sector. To make an in-depth analysis of this issue, the author decided to concentrate on the freight forwarding sector, as this is the typical example of business to business service. The choice of freight forwarding sector was also motivated by the fact that, due to independent research undertaken on the Polish market, freight forwarding companies with the Polish origin of capital are less competitive than these with the foreign origin of capital.

Although nowadays both academic and popular publications often emphasize the importance of using marketing metrics in measuring sales and marketing efficiency and effectiveness, this matter is still relatively narrowly described in the literature on the Polish market, as well as often marginalized at the education stage. Such a situation, according to the author's professional experience, influences negatively sales and marketing processes' improvement and lead to limitation of potential growth opportunities.

The author of dissertation strived to verify if the proper measurement of sales and marketing processes and activities, aimed at improving them, may consequently lead to building stronger competitive advantage of the enterprises. Therefore, to verify if the lack of appropriate knowledge and insufficient usage of marketing metrics in Polish freight forwarding companies may cause their lower competitiveness.

The first chapter of this dissertation contains theoretical framework, based on literature's review and the author's own knowledge and professional experience. The competitiveness of enterprises has been defined, followed by outlining the main problems of marketing effects' measurement, business to business service sector description and freight forwarding sector description, including pointing out its role in the Polish economy.

The second chapter focuses on describing marketing metrics. Basing on a literature and own professional experience, the author chose and described the most important metrics for the business to business services' sector.

The third chapter is a description of the research project, consisting of two studies – qualitative and quantitative, followed by a description of the obtained results. This chapter is an important part of dissertation, giving new perspective to the analysed problem of marketing metrics' influence on the enterprises competitiveness. It shows significant discrepancies between the level of usage of marketing metrics in freight forwarding companies with capital of Polish origin and in freight forwarding companies with foreign capital. The discrepancies indicated a lower level of competence in the usage of marketing metrics in Polish enterprises. At the same time, in the qualitative study, the experts confirmed that the perfection of processes in the area of sales and marketing may be one of the sources of building a strong competitive advantage of enterprises on the forwarding market. In addition, the third chapter includes problems and barriers indicated by the respondents in the area of marketing metrics usage.

The fourth chapter contains the overview of the research project, literature studies and empirical observations based on the professional experience of the author. The main thesis and hypotheses of this dissertation were verified. Also, the consequences of identified problems in the usage of marketing metrics for the competitiveness of enterprises were presented. A very important part of the chapter four were conclusions and recommendations for Polish companies, both forwarding and other B2B services industry. The fourth chapter is a combination of scientific work and the results of a research project with business practice. Focusing on practical, specific recommendations, it brings value to enterprises striving to strengthen their competitive advantage on the domestic and international market.

*Keywords: marketing metrics, constant improvement of sales and marketing processes, competitive advantage, business to business services, freight forwarding sector*