

Abstract
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This dissertation examines changes in the structure of dance schools' business models under the influence of exogenous and endogenous determinants, with particular emphasis on epidemiological restrictions. During the period in which such restrictions were in force, in-person classes were completely suspended; to remain on the market, some enterprises moved parts of their activity online, expanding their offer to include the remote delivery of classes. After the restrictions were lifted, a share of the population—still concerned about the risk of infection—continued to avoid social activities, which adversely affected firms' financial condition. A viable response is to redesign the business model towards the use of digital technologies that support classes in a remote format and are embedded across other organisational processes, thereby creating new forms of value.

The subject matter has both theoretical and practical dimensions. From the perspective of management studies, the work contributes to research on business models, their structure, and their adaptive capacity under conditions of dynamic environmental change. The dissertation presents the evolution of the Industry concept (Industry 1.0–6.0), with particular emphasis on the vision of Enterprise 5.0, and asks how business models should be shaped in line with its assumptions.

The experience of the COVID-19 crisis and the crisis triggered by the war in Ukraine shows that business models must incorporate a resilience dimension. Although the literature proposes sustainable business models that emphasise environmental and social issues, there remains a lack of approaches that integrate these elements with resilience.

The following research hypotheses were adopted:

- H1. The COVID-19 pandemic significantly accelerated digitalisation in dance schools, forcing changes in their offer, marketing, and work organisation.
- H2. Most adaptive measures were reactive and ad hoc, and their durability after the lifting of restrictions was limited.
- H3. The behaviour of dance-class participants during the pandemic differed significantly from pre-pandemic patterns.
- H4. Dance schools' business models align only to a limited extent with the concept of sustainable and resilient enterprise development.

Chapter One discusses the origins and development of the business-model concept, including model classifications and design tools. Chapter Two examines how enterprises function in the digital space in two dimensions: first, it presents the essence and development of digitalisation—from definitions and stages of development, through the evolution from Industry 1.0 to 6.0, to the digital technologies used in enterprises; second, it shows the impact of the COVID-19 pandemic as a catalyst of digital transformation that compelled organisations to adapt dynamically. Chapter Three focuses on the market for dance-course providers in Poland, analysing both demand and supply. Chapter Four reviews sustainable business models and justifies the need to extend them with a resilience dimension. Chapter Five presents the author's empirical research—quantitative and qualitative—on the functioning of dance schools in the pre-pandemic, pandemic, and post-pandemic periods.