



MARIA URBANIEC

Krakow University of Economics,
Poland

ORCID iD: orcid.org/0000-0001-8307-8396

ELŻBIETA SKĄPSKA

Białystok University of Technology,
Poland

ORCID iD: orcid.org/0000-0003-0664-0917

MARZENNA BŁASZCZUK-ZAWIŁA

SGH Warsaw School of Economics,
Poland

ORCID iD: orcid.org/0000-0002-6612-8205

EXPLORING THE ENTREPRENEURIAL ROLE OF LAWYERS: A SERVICE- DOMINANT LOGIC PARADIGM

ABSTRACT

Objectives: This article examines the role of lawyers in entrepreneurship through the lens of service-dominant logic. Its aim is to understand how lawyers deal with the challenges of entrepreneurship while adhering to their core ethics and practice principles. The study reveals the factors that enable lawyers to effectively meet client needs.

Material and methods: Using an analytical approach, this study integrates the academic literature on service theory, behavioural economics and entrepreneurship. It evaluates the service relationship framework and the service-dominant logic paradigm to capture the entrepreneurial dimension of legal services. It takes into account rankings of Polish law firms and REGON register data for a comprehensive analysis.

Results: The results of the study provide an understanding of the interplay between law and business by examining how lawyers deal with entrepreneurial challenges while maintaining ethical and professional standards. To this end, the factors that enable effective client service were identified, i.e. both tangible (business-related) and intangible (related to professional competence) factors. The analysis demonstrates the role of lawyers as proactive stakeholders in the evolving legal services market, rather than simply as administrators of legal processes. It highlights the shift towards a more entrepreneurial mindset in the legal profession and the importance of sustainable relationships between lawyers and clients as the foundation of a successful entrepreneurial legal practice.

Conclusions: The contribution of our analysis is a multidimensional exploration of the evolving role of lawyers in the context of entrepreneurship, based on service-dominant logic theory, which emphasises the need for adaptation and value co-creation in the legal community, enhancing the competitiveness and innovation of the legal profession. Lawyers have traditionally been seen as public servants. This article highlights their transformation into proactive, entrepreneurial legal market participants. It introduces the concept of the lawyer-entrepreneur, highlighting the key relationships between service providers (lawyers) and clients related to tangible and intangible factors. The article offers an innovative and interdisciplinary perspective on the lawyer as entrepreneur.

KEYWORDS: *professional services, lawyer, entrepreneur, entrepreneurial activity, service-dominant logic, profession of public trust*

JEL Codes: *B21, D91, L84*

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1. INTRODUCTION

The contemporary legal services market differs significantly from that of a few decades ago. Lawyers offering services in this market face complex decisions concerning various facets of their work, encompassing both economic (generating profit) and social dimensions (ensuring the most precise fulfillment of the needs of individuals and entities seeking their legal assistance). More and more, they think, act, and identify as businesspeople.

Changes in the provision of legal services have largely been driven by increasing specialization, as well as the widening scope and increased complexity of client activities. Today's lawyer (or law firm) is expected to offer a diverse array of specialized services, sometimes across several distinct legal systems, such as those in Poland, Great Britain, Chile, South Korea, or the Cayman Islands. This geographical and substantive dispersion of business necessitates shifts in legal education, as well as adjustments in the preparation, execution, and organization of legal services. The rising demand for specialization goes hand-in-hand with a trend towards the establishment of global law firms that have branches in multiple countries and can address these emerging needs (Li, 2019). Entering the legal profession is now more accessible than in the past, leading to the emergence of both substitutive and complementary services. This has intensified competition in the legal market. Concurrently, as legal services become more market-oriented, governmental oversight, supervision, and monitoring have intensified. These shifts have, in turn, altered the way legal professions are practiced and the overall workplace ambiance. The conventional model of legal service, characterized by a relatively stable lawyer-client relationship, is on the decline. Clients are increasingly viewing their lawyers merely as service providers, akin to mechanics, tailors, or other craftsmen (Susskind, & Susskind, 2015).

This article analyses the role of lawyers in the context of entrepreneurship, guided by a service-dominant logic perspective. Its aim is to understand how lawyers, grounded in ethical and professional codes, navigate the field of entrepreneurship without abandoning their core principles. Through the lens of service-dominant logic, the article outlines the factors that enable lawyers to serve their clients effectively and succeed in business without abandoning

the fundamentals of their profession. The study also offers insights into how lawyers can use service-dominant logic to improve their business.

The study used a methodology that included both the critical literature review and the analysis of secondary data. The research draws on service theory and behavioural economics. The service relationship model and the service-dominant logic paradigm have been analysed with the aim of understanding the evolving nature of legal services. To enrich the practical dimension, the study incorporates insights from the *Rzeczpospolita* newspaper and Forbes Business Insider Poland's analysis of rankings of Polish law firms. This discourse is tailored to market legal professions, explicitly excluding the roles of judges, prosecutors and similar positions.

The structure of this article provides a coherent understanding of the topic. First, it starts with a literature review, highlighting the role of the lawyer as a service provider, the importance of service-dominant logic and rationality. Furthermore, the rankings of law firms are assessed, highlighting the importance of professional competence, specialisation and knowledge acquisition. The key role of trust and the impact of recommendations are also analysed. In line with this framework, findings based on secondary data are presented, culminating in conclusions that reflect current insights and point to future developments in the legal field.

2. LITERATURE REVIEW

2.1. LAWYER AS A SERVICE PROVIDER

Many authors present modern-day perspectives on the essence of services, including Grönroos (1990), Payne (1993), Rogoziński (2000a), Flejterski, Panasiuk, Perenc and Rosa (2005). They emphasize the significance of the human element, which blurs the boundary between tangible production and services, and highlight the labor-intensive nature of service provision. Within this framework, a service can be defined as an activity with an intangible component, often closely linked to a tangible good, whether it impacts a client, movable assets, or real estate (Payne, 1993).

As Rosa emphasized, *services create value in use as a result of human work* (Rosa, 2015, p. 16). Services are increasingly being defined in broader terms, encompassing various meanings and characteristics. Notably, they are now frequently linked with production, technology, internet applications, or interactions with machines. However, if we integrate a traditional perspective while acknowledging contemporary challenges in service provision, we can adopt Rogoziński's definition. According to him, a service entails work performed: 1) by one individual for another, 2) upon request and for appropriate compensation, and 3) to enhance personal values or the array of utility values available to the service recipient (Rogoziński, 2000b). As Skąpska (2019) suggests, within this framework, a service provider is not only an entrepreneur representing an economic entity engaged in service-oriented business but also an active participant in the service production process who ultimately delivers the service. In this context, services conducted as a business activity inherently involve profit-seeking, monetary transactions, an inherent drive to earn, and elements of organization and continuity. However, this framework diverges when considering services provided under occasional civil law contracts. Such services do not mandate specific qualifications and can be dispensed intermittently, without organization, and potentially without profit or even free of charge.

Services catered to business entities are classified as professional services. A hallmark of these services is not just the provider's expertise, but also their personal attributes—ranging from information retention capability and customer relations to moral conduct and personal service etiquette (Rogoziński, 2000b; Chłodnicki, 2004). This characterization is particularly true for a considerable portion of legal services. When offering legal services, providers are bound by certain codes of professional ethics, such as maintaining client confidentiality.

The provision of professional services, including legal services, emphasises interpersonal interactions rather than material transactions, making emotions central to any service transaction. Traditional planning, lacking emotional engagement and insight into economic psychology, is incomplete. Designing services with positive outcomes gives entrepreneurs a holistic view of their organisations, valuing human resources highly. When creating service offerings, providers such as lawyers should consider not only procedural norms,

but also the emotional and symbolic dimensions. Lawyers, as entrepreneurial individuals, should demonstrate both social (Skąpska, 2023) and emotional intelligence, aligning with empathetic practices in service industries. While product offerings are typically tied directly to tangible value propositions, service offerings are often crafted based on past interactions or anticipated expectations and experiences of individual clients (Skąpska, Chrostowska, 2022). Thus, effective communication between the service provider and the recipient becomes most important.

Legal services operate within a market framework, encompassing both providers and recipients, as well as the intricate web of interactions and processes that define their relationships. Concurrently, the character of specific services is framed by legal statutes overseeing their execution. The landscape of the legal services market is bifurcated into regulated and unregulated sectors. Regulated services encompass those related to legal professions of public trust or other statutory undertakings that qualify as legal services, such as restructuring consultancy. In contrast, unregulated legal services operate based on general provisions that uphold economic autonomy and contractual freedom, exemplified by entities offering bookkeeping services. Notably, the modern legal market has evolved to accommodate not just individual practitioners, as was conventionally the case, but also organizational entities that often specialize in particular legal niches. These entities, due to their structural nature, cannot adopt traditional professional titles (Sołtys, 2015).

In Poland, *legal services* encompass a spectrum of factual and legal tasks that: 1) are typically commissioned for a fee; 2) pertain to the formulation or enforcement of legal standards; and 3) are offered independently (Sołtys, 2017). Predominantly, these services are provided by legal professionals, which includes individuals with formal legal training such as advocates, legal advisers, and notaries, all of whom execute roles of public trust (Sołtys, 2017). However, a noteworthy portion of legal services is also undertaken by those without formal legal or even tertiary education. When categorizing based on the service provider, legal services can be divided into those offered by practitioners of regulated professions and those that are unregulated, governed by general norms, and not affiliated with any official profession. Contrary to common perception, the latter forms a substantial segment, either rendered

as part of commercial endeavors or outside this scope, often under sporadically established civil agreements without consistent and organized provision (Sołtys, 2017).

It can be stated that the modern approach to services strongly emphasizes the key role of the human element with its ethical and emotional nuances, especially in the sphere of legal services. The legal services market in Poland is diverse and includes both specialists with formal legal knowledge and those operating outside official professional structures. Therefore, there is a need to recognize and adapt to the complex interactions and requirements shaping the modern legal services market.

2.2. THE SERVICE-DOMINANT PARADIGM AND AND THE CO-CREATION OF ENTREPRENEURIAL VALUES

According to the Service-Dominant Logic (SDL) paradigm proposed by S.L. Vargo and R.F. Lusch (2016), every market fundamentally revolves around services, with value co-creation being the pervasive market process. In this framework, while the customer emerges as the primary creator of value, the company remains integral as the principal supplier of valuable resources for this co-creation. Consequently, the company's role transitions from merely being a service provider to that of a collaborative partner. Achieving market success depends on the ability to offer significant value to customers. This value in use is crafted leveraging functional resources, broadly defined as knowledge, technology, and expertise.

In conventional goods-dominant logic (GDL) value is something determined and produced by the producer; something that can be embedded in goods and defined in terms of its *exchange value*. According to service-dominant logic value is determined by the beneficiary on the basis of the *value in use* resulting from the beneficial application of the resources (e.g. knowledge and skills) exchanged (Vargo, Koskela-Huotari, Vink, 2020). It means that the customer (client) provides back to the producer (service provider) in return for the service received some kind of service (services are exchanged). Form of service exchange may be indirect – the money that the customer uses to pay for the service may come from earlier service exchanges between

the customer (then a service provider) and the customer's customer (Vargo, Koskela-Huotari, Vink, 2020)

Comparing the two logics: goods-dominant logic (GDL) and service-dominant logic (SDL), one can observe significant differences (Rogoziński, 2023):

- in the former, the carrier of value is the tangible product, while in the latter, it is the service;
- in GDL, the service is an addition to the product, whereas in SDL, the service is paramount, and the tangible product becomes less significant, serving as a *tool* for delivering and applying services;
- the value of a product is affirmed in a purchase/sale transaction, while the value of services is confirmed in their consumption, which requires not just the presence but also the engagement of the customer.

It should also be emphasized that the service forms the fundamental basis of exchange, and a key component of service provision is a greater trust in intellectual capabilities than in tangible inputs and natural resources (Vargo, Lusch, Akaka, 2010). In summary, the service-dominant logic paradigm assumes that markets are inherently service-centric, emphasizing value co-creation with the customer as the primary value creator and the firm as the primary provider of necessary resources. This shifts the perspective of value from transactional (as in GDL) to experiential and co-created, with trust in intellectual capabilities taking precedence over tangible contributions. In the context of the legal profession, SDL sheds light on the evolution of the lawyer-client relationship. The traditional view of the lawyer as a mere service provider is shifting toward one in which lawyers actively engage with their clients to co-create value. This is especially important at a time when clients have access to a vast amount of legal information online and expect solutions tailored to their unique problems.

Innovative practices, proactive problem solving and the adoption of technology characterize entrepreneurship in the legal field. In the spirit of entrepreneurship, lawyers are no longer just interpreters of the law. They have become solution providers, leveraging their legal expertise along with technology and other functional resources to deliver holistic solutions to clients (Katz, 2015).

Moreover, the concept of *value co-creation* fits into the legal profession. Legal services are inherently intangible and measured by the value they provide in specific contexts, such as winning a lawsuit or entering into a favorable contract. This makes the legal profession ready for an SDL approach where value is not merely embedded in the service provided, but is co-created with the client, taking into account their specific needs, expectations and feedback (Regan and Heenan, 2010). Entrepreneurial lawyers often develop niche specializations, offer flexible pricing models, or adopt client-centric service models, all of which reflect SDL principles. By understanding and integrating SDL into their practice, attorneys can better adapt their services to changing client needs, ensuring relevance, competitiveness, and growth in the marketplace (Hagan, 2018). In the context of lawyer entrepreneurship, the service-dominant logic paradigm emphasizes the need to adapt and co-create value in the legal environment, increasing the competitiveness and innovation of the legal profession.

3. MATERIAL AND METHODS

This article examines the role of lawyers in entrepreneurship through the lens of service-dominant logic. Its aim is to understand how lawyers deal with the challenges of entrepreneurship and what factors are important in entrepreneurial legal activity. In the following analysis, we utilized the results of the analysis of public statistics and of rankings for law firms providing services in Poland, developed by research teams from the Rzeczpospolita newspaper and Forbes Business Insider Polska. These rankings were based on recommendations from lawyers employed in law firms (peer-to-peer study) and business clients (e.g., in-house lawyers employed in legal departments of companies). The study covers 23 areas of law, categorised using the Polish Classification of Activities (PKD) (Statistics Poland, 2022a) and the Polish Classification of Goods and Services (PKWIU) (Statistics Poland, 2022b), which classify legal services based on the type of business activity and type of product, respectively. In addition, legal services have been classified based on legal academic disciplines, providing insight into their education.

To justify the use of secondary data in this context, it should be emphasised that the use of data from reputable rankings, such as those created by Rzeczpospolita and Forbes Business Insider Polska, brings a number of benefits to this study. First, these rankings are based on extensive research, solid methodologies, and insights from thousands of professionals in the field. Peer recommendations and insights from business clients, such as lawyers, add depth and credibility to the data. Secondly, the sheer number of participants (over 15,000 lawyers) provides a comprehensive overview of the legal landscape in Poland, providing a rich basis for any analysis. Reproducing such an extensive study for this article would be difficult and time-consuming. Third, the use of secondary data improves the research process. The task of collecting primary data, especially on such a large scale, would be time-consuming and expensive. Using existing resources allows you to explore the topic more effectively and faster. The classifications used, such as the Polish Classification of Economic Activities (PKD) and the Polish Classification of Products and Services (PKWIU), offer uniform categorizations that are recognized and used throughout the country. This ensures consistency and clarity in the interpretation and understanding of the data. In summary, the use of secondary data in this study not only increases the credibility and scope of the analysis but also ensures that the findings are based on well-established and credible sources. This is especially important in a profession as complex as law, where precision and authenticity are important.

4. RESEARCH RESULTS

4.1. ENTREPRENEURIAL ACTIVITIES OF LAWYERS

Client relationships play a pivotal role in the operations of service providers, including lawyers. Their activity involves providing services to other individuals/corporate entities and often entails establishing direct contact (a relationship) with the client. As the service-dominant logic indicates, a relationship with the client is essential for a lawyer's service to materialize. The establishment of a lawyer-client relationship is a prerequisite for the creation of a service and the generation of value in the economy.

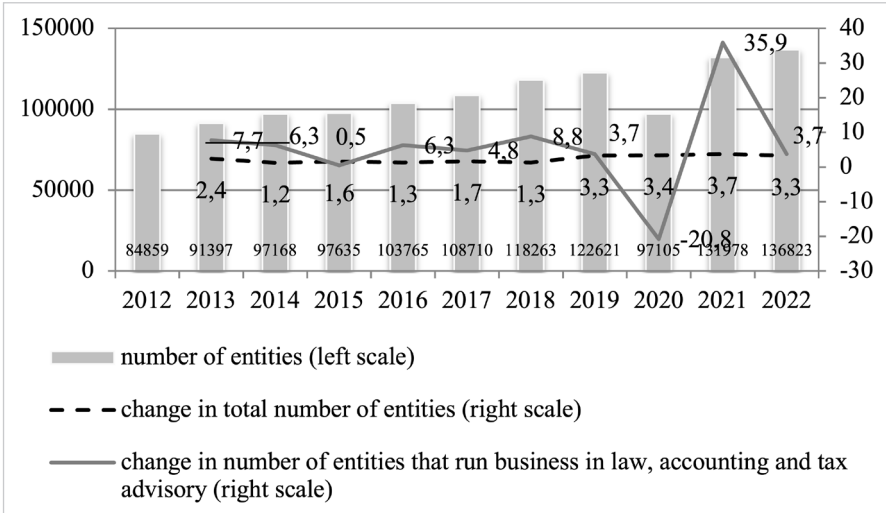
Given that lawyers practice a profession of public trust, it is not only important to establish a relationship with the client but also its quality/shape. This observation refers not only to the provision of a single service but primarily to long-term relationships. Especially the latter add value to the lawyer's activity as an entrepreneur, including:

- ensuring the stability and certainty of the conducted business activity,
- enabling the achievement of a high level of rationality,
- facilitating the development of an offer that fully meets the client's needs (best suited to their requirements),
- providing the opportunity to gain the client's trust and, consequently, their recommendations and loyalty.

In today's complex world, the scope of law extends to various aspects of life, driven by a complex socio-economic landscape. The exponential growth of regulations and the expansion of legal boundaries, together with the increasing internationalisation of personal and business relationships, make legal advice essential. At the same time, there is a growing demand for legal expertise among both individuals and corporations. While individuals seek ad hoc legal advice, corporations often prefer contractual agreements providing for long-term cooperation. The supply of legal services is also growing. The market is saturated with entities of all sizes: from large legal conglomerates to mid-sized firms and boutiques. Despite barriers to entry, there is a steady influx of new lawyers and practices, particularly in transition or emerging economies, which means that the supply of commercial legal services is highly dynamic.

In Poland, the legal services sector continues to evolve. Data from the National Official Register of National Economy Entities (REGON register) indicates that over recent years, the growth rate of entities engaged in legal, accounting, and tax consultancy activities typically outpaced that of all businesses, though not consistently. Specifically, in 2020, there was a sharp decline (almost 21%) in the number of legal firms due to the COVID-19 pandemic and the associated lockdowns and business restrictions. However, 2021 witnessed a significant rebound with an increase of 36%, surpassing the pre-pandemic levels (Figure 1).

Figure 1. Entities engaged in legal and accounting activities registered in the REGON system from 2012-2022 (as of 31 December) – total count (left scale) versus their growth rate compared to the overall growth rate of registered entities (right scale)



Source: Own elaboration based on: Statistics Poland (2013-2022, 2023c)

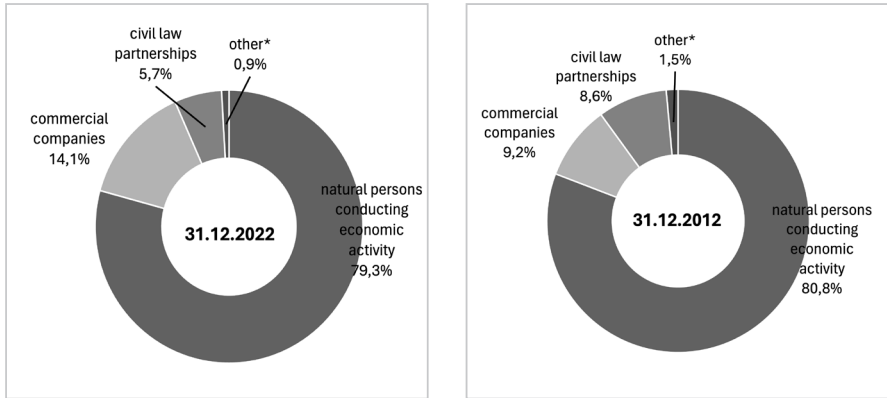
By the close of 2022, the REGON register listed 4,995,000 entities, comprising legal persons, organizational units without legal status, and individual entrepreneurs (excluding individuals operating private agricultural farms). Nearly 137,000 entities (2.7% of the total) were engaged in legal and accounting activities (up from 2.1% at the end of 2012).

The market composition has seen subtle shifts over the decade. At the end of 2012, the domain of legal and accounting was primarily dominated by private sector entities (accounting for 98.8% of the segment) and businesses employing 9 or fewer individuals (almost 98%). In fact, more than 97% of all firms in this field were small-scale, private-sector entities. Individual entrepreneurs represented roughly 81% of all entities and 82% of the private ones.

Fast forward a decade to 2022, the landscape remains similar, but with slight variations. Private sector entities made up 97.1% of the market, while those employing up to 9 people accounted for 98.6%. Small, private-sector businesses hiring up to 9 individuals represented 96% of the sector. Furthermore,

individual entrepreneurs remained a significant segment, making up almost 82% of private entities and over 79% of the total entities in the legal and accounting sector, as depicted in Figure 2.

Figure 2. Structure of entities performing legal and accounting activities registered in the REGON system from 2012 to 2022, as of December 31



*) In total: cooperatives, associations and social organizations, foundations, state enterprises

Source: Own elaboration based on: Statistics Poland (2012; 2023c).

From 2012 to 2022, there was a noticeable increase in the prominence of commercial companies, while the significance of civil partnerships declined. Within the cohort of commercial companies, those fueled by private domestic capital took the lead, comprising 82.3% by the end of 2022, outpacing those with private foreign capital at 3.9%. Law firms have risen in stature, in part due to their expanded service portfolios and augmented legal teams, positioning them favorably to cater to the multifaceted needs of businesses. In contrast, the requirements of individual clients were often adequately addressed by solitary legal practitioners.

Emergent lawyers or newly established law firms don't inherently possess the trust or reputation that comes with enduring market presence. To establish a foothold, they often have to attract clientele, sometimes by annexing clients from more established competitors. The strategies to secure clients can span a spectrum of integrity. New entrants might specialize in niche offerings or

provide a broader service suite than their peers. They can also flaunt their expertise and cultivate their brand at diverse events such as seminars, conferences, and workshops. To enhance their image, streamline operations, propel marketing endeavors, and effectively apprise the public of their services and the merits of legal counsel, many are turning to avant-garde and IT-driven solutions (Orfin, 2012). Such tech integrations typically serve routine tasks and don't majorly impact service provision in highly specialised law domains where fostering emotional client rapport is paramount (McGinnis and Pearce, 2014). However, the following factors are taken into account when assessing the status of law firms (Rzeczpospolita, 2022):

- Most Innovative Law Office
- Innovative Client Service Solutions
- Innovative Internal Processes and Legal Product Offering
- Innovative Tools for Legal Assistance
- Innovative Marketing Approaches in Law
- Contemporary Law Office Management Techniques
- Legal Visionary of the Year

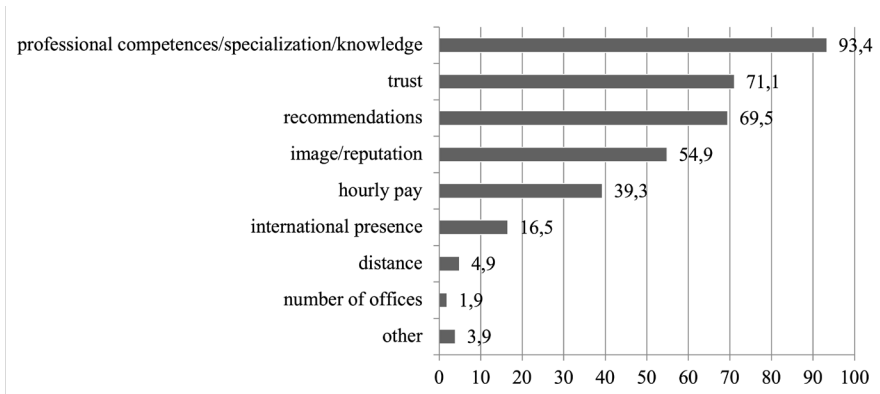
Lawyers and law firms within the Polish landscape are embracing innovative approaches spanning from branding and marketing to office management, product innovation, and service design. Leading the charge are not just international giants, but also homegrown Polish firms. However, a potential pitfall emerges when new entrants, eager to carve out their market share, are willing to act merely as mercenaries, executing tasks without weighing the implications of their moral, legal, or ethical beliefs. Such a stance, driven solely by market dynamics, could corrode the very essence of the legal profession, recognized universally as a beacon of public trust. Given that lawyers play a pivotal role as architects of legal frameworks, contract structures, rights, obligations, and modes of dispute resolution, such behavior could compromise the integrity of the overarching legal system and the communal trust it embodies (Gordon, 2000). To sum up, over the last decade the legal landscape in Poland has evolved significantly, with commercial law companies, especially those with domestic capital, becoming more important and traditional civil partnerships disappearing. As lawyers and law firms adopt innovative

strategies, from expanded services to technology integration, there is also a need to examine the factors influencing entrepreneurial practices in this public trust profession.

4.2. FACTORS INFLUENCING ENTREPRENEURIAL ACTIVITIES OF LAWYERS

The analysis of rankings of Polish law firms shows that the main factors influencing the decisions of clients as service recipients include: expertise/specialisation/professionalism, trust, recommendations, image / reputation, hourly pay, international presence, distance, and number of offices (Figure 3):

Figure 3. Factors considered when selecting a law firm (in %)



Source: Own elaboration based on: Zielewski (2022)

These factors concern the relationship between the client and the company/service provider, the competences of law firms, the physical aspects of access to the company and cost aspects. Considering the context of a lawyer as an entrepreneur, the aforementioned features can be divided into two groups:

- intangible factors (related to professional competencies) include: knowledge/specialization/ professionalism, trust, recommendations, and image/reputation.

- tangible factors (related to business activities) include: hourly rate, international presence, distance (proximity to clients or courts), the number of offices, and other factors.

The first group pertains to the fundamental values and professional ethics of lawyers. The second group focuses on the practical aspects of providing legal services to entrepreneurs.

4.3. INTANGIBLE FACTORS IN THE ENTREPRENEURIAL ACTIVITIES OF LAWYERS

To practise as a lawyer in a regulated service profession, it is necessary to obtain the necessary professional qualifications and meet other criteria set out in separate laws, regulations or administrative provisions. This applies in particular to the use of protected professional titles, pursuant to Article 3(1a) of Directive 2005/36/EC of the European Parliament and of the Council of 7 September 2005 on the recognition of professional qualifications (Directive 2005/36/EC, 2021).

The knowledge is a key competence / a strategic asset of an enterprise (Batorski, 2007) that differentiates its position on a competitive market. The task of enterprises is to utilize the employees' knowledge to provide services in a manner that is competitive, but also creates utility, expands the owner's abilities and specialization in a particular field. Efficiency in acquiring and storing knowledge is required.

Legal professionals must possess robust academic credentials, complemented by practical experience gained through internships and volunteer engagements. Such rigorous preparation is imperative to ensure that they navigate complex legal matters with efficacy, ultimately serving the best interests of their clients. To further substantiate their qualifications, they are subjected to a professional examination, following a preliminary application process administered by the corresponding professional regulatory authority. A distinguishing feature of many law firms is their specialisation in meeting the needs of individuals or corporate entities in specific areas of law. There is an increasing emphasis on proficiency, the effective use of expertise with the aim of offering tailored solutions and addressing specific challenges. The 2021 ranking included a list of 23 business legal competences related to areas of law in which entrepreneurial

activity is conducted. These are the following areas: lawsuits, labor law and social security law, company law and commercial law, mergers and acquisitions, restructuring and bankruptcy, banking and financial law, real estate, intellectual and industrial property law, and copyrights, stock market flotation/preparation for going public, competition and antitrust law, public procurement law, energy law, medical and pharmaceutical law, new technologies and IT, criminal law for business, personal data protection law, advising private clients, consumer affairs, environmental law, international affairs, mediation and arbitration, copyright and related rights, media and telecommunication (Rzeczpospolita, 2022).

Market competition drives specialization among service providers, encompassing those engaged in regulated professions such as advocates, legal advisers, patent attorneys, tax advisors, and notaries public. This evolution serves a dual purpose: firstly, it more adeptly addresses the requirements of market players, particularly clients; and secondly, it spurs job creation, promotes competitive pricing, and ensures that the quality of services remains consistent or even improves (Urbaniec, 2022).

Efforts to deregulate the legal profession primarily stem from economic considerations (Nizioł, 2018). Securing a foothold in the legal services market unfolds within a framework of monopolistic competition, characterized by a plethora of entities, pronounced product differentiation, moderate natural barriers to entry coupled with substantial regulatory hindrances, and minimal economies of scale (Mongiało, 2007; Nizioł, 2018). Presently, entry barriers are escalating, demanding specific qualifications, authorizations, and professional experience; nonetheless, the capacity to offer services is expanding. Contemporary drivers of competition in the legal services market include the following factors (Izdebski, 2006; Ciupa, 2005):

- the obligation to provide services in legally defined scenarios,,
- remuneration structures have been created for lawyers, legal advisors and notaries,
- limiting the promotion of legal services,
- restrictions on publishing specialization within the legal profession,
- the requirement to comply with specific ethical standards specific to a given legal profession,
- the appearance of large law firms on the market.

In the context of professional competences related to entrepreneurship of people practicing legal professions, professional qualifications are important. As the field of law becomes more entrepreneurial, there is an increasing emphasis on specialist areas. This evolution not only improves the quality of services, but also highlights the innate entrepreneurial ability necessary to solve complex legal problems.

4.4. TANGIBLE FACTORS IN THE ENTREPRENEURIAL ACTIVITIES OF LAWYERS

The legal services industry primarily encompasses professions of public trust, necessitating a foundational level of trust in the relationship between attorneys and their clients seeking legal guidance. Legal practitioners are obligated to consistently uphold stringent moral and ethical benchmarks to secure public confidence and to retain it. Recommendations from law firm clients serve as tangible evidence of this trust. Attorneys and law firms that have successfully cultivated client trust benefit from enduring client loyalty.

The manner in which legal services are rendered is influenced by the dynamics of the relationship between attorney and client. Presently, there's a noticeable shift from the erstwhile paternalistic approach, where clients predominantly heeded advice and wholeheartedly delegated matters to the attorney, who was presumed to be comprehensively versed in the law and had the client's best interests at heart. The partnership approach, characterized by a reciprocal, enduring relationship wherein the attorney, though safeguarding the client's interests, also respects the client's autonomy, is on the ascent. Moreover, there's an emerging inclination among clients to perceive lawyers as mere instruments, expecting them to be multifaceted professionals, adept in specific specializations, and to execute given tasks irrespective of their personal beliefs and ethical judgments (Ciupa, 2005, para. 5). Concurrently, it's posited that lawyers, emblematic of the free professions, ought to execute their responsibilities autonomously and innovatively, deploying their innate capacities without being overtly dictated by external entities (Antowiak, 2010).

These evolutions in the attorney-client relationship dynamics mean that the erstwhile steadfast loyalty shared between client and attorney is waning. The nurturing and preservation of this relationship are increasingly circumscribed

to the adherence to statutory obligations and professional ethical standards, especially those that can be assertively enforced. A burgeoning issue is the exploitation of these ethical norms by clients in disputes against their attorneys, where the legitimacy of the clients' contentions and grievances is often dubious at best (Sarkowicz, 2003).

5. CONCLUSIONS

The aim of this article was to explore the evolving role of lawyers in the context of entrepreneurship, viewed through the prism of service-dominant logic. In particular, our analysis contributes to our understanding of the interplay between law and entrepreneurship by examining how lawyers deal with the challenges of entrepreneurship while maintaining ethical and professional standards as a profession of public trust. The article refers to the market-based legal profession. The statements contained therein do not apply to the profession of judge, prosecutor etc. The study identified factors that enable lawyers to effectively meet client needs. When viewed through the lens of lawyer entrepreneurship, there are two distinct categories: (1) tangible factors (related to business activities) and (2) intangible factors (related to professional competencies). The first category highlights the fundamental principles and ethical standards inherent in the practice of law, while the second focuses on the pragmatic aspects of extending legal assistance to the business community.

The legal profession is currently undergoing a significant metamorphosis. The main changes include the increasing commercialisation and marketisation of legal services, the adaptation of the way in which these services are delivered, the decreasing autonomy of legal self-regulation and the changing dynamics of workplace culture as a result of technological development. Coupled with an expanding market for the sale of legal services, increasing competition and a constant race for clients, lawyers appear to be gradually moving away from their traditionally respected position. The operational ethos is now leaning more towards a profit-focused approach, and law firms are gradually adopting an entrepreneurial pragmatism (Orfin, 2012). The service logic in today's legal sector is no longer defined solely

by expertise, client loyalty or credibility. Instead, it encompasses a wider range of soft competencies such as competitiveness, innovation, market knowledge, strategic branding, effective resource management, negotiation skills and benchmarking. Raczkowski (2011) emphasised that the lawyer is currently seen not only as a source of legal knowledge, but as a partner – providing tailored legal solutions that meet the complex challenges faced by clients.

The study points to the role of lawyers as proactive stakeholders in the evolving legal services market, rather than simply as administrators of legal processes. It highlights the need for a shift towards a more entrepreneurial mindset in the legal profession. This article contributes to the literature on the service-dominant logic that demonstrates a paradigm shift, presenting lawyers as proactive stakeholders in an ever-evolving legal services market. It draws attention to the emergence of an era of lawyer-entrepreneurs, highlighting their innovative role in understanding and responding to market changes. By highlighting the role of the enduring relationship between service provider (lawyer) and client as the foundation of a successful legal business, this article also adds a new dimension to the entrepreneurship literature. Furthermore, the findings highlight that lasting relationships between lawyers and clients are an integral part of a successful legal business. Such relationships form the basis of entrepreneurial service delivery, striving for client satisfaction. Increasing competition in the legal industry shows that it is not enough for lawyers to rely on traditional practices based on trust, loyalty and reputation. Combining traditional professional values with evolving entrepreneurial aspirations has become a major challenge. Observations indicate that the current legal environment can sometimes constrain the multi-faceted role of lawyers, and it is therefore necessary to foster the combination of entrepreneurial activities with the ethos of the legal profession.

In conclusion, while this article has provided a fundamental understanding of the role of lawyers in entrepreneurship, there remain many avenues to explore, each of which promises to further enrich our understanding of this interdisciplinary field. Although this study distinguishes between tangible and intangible factors, future research could explore each subcategory in more detail by empirically examining these factors. Further research could compare approaches to entrepreneurship among lawyers and other professions,

identifying challenges and best practice. As technology advances across sectors, it is worth exploring how lawyers integrate and use new technologies in their entrepreneurial endeavours. Understanding the client perspective in legal advice can ensure that the entrepreneurial approach and entrepreneurial skills of lawyers are enhanced.

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