

Change management in an enterprise in contemporary conditions of the world economy

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Abstract

The events related to the armed conflict in Ukraine undoubtedly have an impact on the image of the modern world economy. As a consequence, it forces the enterprise to implement specific actions related to change management, which should be a response to the changing environment, in this case based on changes in the security environment. On the basis of the conducted research, the authors emphasize that due to the interruption of the supply chain, forced changes in the TFL sector, the social impact and the social role of enterprises, the preparation of change management plans is a complicated and difficult task facing modern enterprises. In this article, the authors draw attention to the multifaceted nature of this phenomenon.

Keywords: business management, change management, logistics, TFL.

1. INTRODUCTION

Nowadays, there is no such organization, enterprise or market that would function independently of the influence of the world economy¹. Even the cryptocurrency market, whose original goal was to be independent of the influence of the condition

¹ Prasad Eswar S., *The Future of Money: How the Digital Revolution is Transforming Currencies and Finance*, Harvard University Press, Cambridge 2021.

of the global market, as it turned out in the last six months, is largely dependent on inflation, interest rates and the political and economic situation in the world².

Russia's aggression towards Ukraine has largely revolutionized the approach of enterprises to doing business in Russia or cooperating with the Russian economy. There is a noticeable social overtone in this area, which somehow indirectly influences enterprises and their further economic cooperation with the aggressor. This situation allowed to identify indolent areas of the company's operation and pointed to attracting the attention to the aspect of change management, in this case in the context of, for example, interruption of the supply chain, activities in the field of transport, forwarding and logistics, as well as the inability to conduct business in the territory of the aggressor and the victim.

2. MATERIALS AND METHODS

The aim of the article is to draw attention to the difficulties in managing change in an enterprise as a result of changes in the security environment affecting the modern world economy. The authors of the article identified the research problem in the form of the following question: What elements should be paid attention to in managing change in an enterprise in relation to the conditions of the modern economy?

The theoretical and empirical research methods were used in the research process. The theoretical scope of the research included research methods, i.e. synthesis, analysis, abstraction and generalization. In the field of empirical research, statistical research was carried out by means of a diagnostic survey with the use of a questionnaire. The survey was conducted among 100 respondents over the age of 18.

3. ECONOMIC CONSEQUENCES OF AN ARMED CONFLICT

On February 24, 2022, the war triggered by the Russian Federation broke out in Ukraine. The consequences of this aggression could be seen immediately in regions all over the world. The basic response of many countries was to impose certain individual sanctions on the aggressor (against Russian oligarchs and politicians)

² Prasad Eswar S., *Will the Crypto Crash Beget a Better Crypto Future?*, "Time", 16.06.2022 – <https://time.com/6188396/crypto-crash-future/> [Access on 16.06.2022].

and economic sanctions in such sectors as: financial, energy, transport, defense, as well as raw materials and other goods³. In addition to government decisions that impede the functioning of the Russian Federation, various organizations have also taken action, an example is the Meta company (which includes Instagram or Facebook), which has suspended its activities in Russia. The well-known group of hackers Anonymous launched cyber-attacks on Russian offices and television, thus giving the public access to up-to-date and truthful information. Such activities contributed to an even greater social boycott against Russia, which is also being felt by the global economy. Due to the sanctions, the import and export of goods has stopped, products with which it is not known what to do are kept at the borders, in ports or transshipment points. In many cases it is more profitable for entrepreneurs in such a situation to abandon the goods than to transport them back or look for new outlets. Public awareness is another factor contributing to the slowdown in the economy. Thanks to the barriers imposed by the states, Russian export stopped. The international community of European and non-European countries has largely stopped buying products made in Russia. Many companies, from „neighbourhood shops” to large chains of supermarkets, boutiques, etc., have stopped selling goods with the „made in Russia” stamp, thus showing support and solidarity to the fighting Ukrainians. Such behaviour results from the role that the company should play in maintaining ethical values in the modern world.

During the three months of the conflict, around 28% of Polish organizations felt the effects of Putin’s attack on Ukraine⁴. This is mainly due to disruptions in the supply of raw materials or products. Losses and problems in operation also affected companies that did not conduct direct foreign activity. In this situation, these entities are obliged to introduce changes in management for the duration of the crisis, which may constitute a long-term forecast. Contrary to large corporations, for small and medium-sized enterprises it may be associated with a change in the management approach rather than staff reduction or re-industry. Temporary production shutdowns are highly probable, but the ability of the entity’s management to react quickly to changes should emerge at this stage. The biggest problem that will arise as a result of the current economic situation will be the need to find new suppliers. This is an obvious consequence, because if a company does not work due to a lack of raw materials or semi-finished products,

³ *Sankcje UE wobec Rosji w sprawie Ukrainy (od 2014 r.)* – <https://www.consilium.europa.eu/pl/policies/sanctions/restrictive-measures-against-russia-over-ukraine/> [Access on 12.05.2022].

⁴ *Inwazja Rosji na Ukrainę, “Rzeczpospolita”* – <https://www.rp.pl/konflikty-zbrojne/art35747241-inwazja-rosji-na-ukraine> [Access on 5.5.2022].

it may most likely be due to the fact that their supplier was operating in the east. The changes in micro-enterprises here reach tactical planning, and even in many cases only operational planning, because evolutions in supply chains or searching for new suppliers are „everyday” activities for enterprises. The difference can only appear under the prism of time, because if a company has had an ineffective stockpiling policy, it must immediately find at least substitutes. However, if the company employs well-qualified specialists and the management has carried out reasonable planning, temporary shortages in supply should not be a major problem associated with the suspension of production. Finding a new supplier is still a priority in this case, but the pressure may be less. It is an example of proper company management based on forward-thinking.

When discussing the severe effects for companies, one cannot ignore the TFL industry (transport-forwarding-logistics), which is felt the most by the effects of the war together with the construction sector⁵. For these industries, the „anxiety index” exceeds 50%. The reason for this is that logistics was the first to experience changes on the international arena. This is due to, inter alia, staff shortages resulting from the fact that the percentage of employment of citizens from the East (largely from Ukraine) for 2020 was greater than the number of employees who were locals. As a consequence, even half of the drivers who returned to the country as a result of the war to fight for their homeland, take care of their family or simply, in the face of the aggressor’s bestiality, were unable to perform their work efficiently, left the market. In addition, workers from Belarus are likely to be mustered into the army, which also increases staff uncertainty for the TFL sector. Transport companies cancel deliveries or try to fill in shortages in an accelerated manner. This is a huge challenge for them, which can have serious financial consequences for the entire industry. An additional factor influencing the condition of the economy is the high increase in fuel prices, inflation and, from the financial point of view, the violation of the rules resulting from the mobility package⁶. In the current conditions, functioning in the TFL industry, including: road, rail, air or sea transport, is a difficult and sometimes not very profitable undertaking. However, TFL is a key sector of the world economy closely related to its

⁵ *Branża logistyczna przerażona skutkami wojny tak samo jak budowlana*, „Rzeczpospolita”, 7.03.2022 – <https://logistyka.rp.pl/praca-w-logistyce/art35817351-branza-logistyczna-przerazona-skutkami-wojny-tak-samo-jak-budowlana> [Access on 5.5.2022].

⁶ *Pakiet Mobilności oznacza dla firm przewozowych dodatkowe koszty*, Kancelarie RP – <https://kancelarierp.pl/pakiet-mobilnosci-oznacza-dla-firm-przewozowych-dodatkowe-koszty/> [Access on 20.05.2022].

development⁷. At the moment, it is undergoing a crisis caused by the economic and political situation, but in the long term it is expected to improve or even develop the branch that is the driving force for the development of the world economy⁸. Of course, this does not mean that it is enough to wait out the problem and tolerate losses without trying to act. Small businesses, especially those targeting eastern trade, will either have to rebrand or declare collapse. A significant number of employees from larger organizations have to take into account the loss of their jobs, because Russia, Ukraine and Belarus are completely excluded from the European market, which means a reduction in human resources. Transport companies are now faced with the challenge of carrying out a multi-dimensional change process that requires a lot of thought and prioritization. They have to outline their future development path, at least to a minimal extent. They are in a worse position than manufacturing companies because they are dependent on them. They do not generate demand themselves, the number of orders or the size of the trade does not depend on them. They are totally attached to the current state of the economy. That is why the management of companies operating in the TFL industry are now facing a large number of sacrifices and difficulties. The first stage should be to conduct an analysis among their own clients regarding the estimation of initial losses resulting from the business policy pursued by their clients. It may be a good practice to categorize customers into three groups: those who change the direction of shipments completely, those who keep things unchanged, and customers who limit or temporarily suspend the shipment of their products. By obtaining this kind of information, service providers can only pre-develop their short-term action plans, because building a strategy on the basis of uncertain, variable information cannot relate to strategic planning. Another important element is the employment analysis. The employment needs for decreasing or increasing the number of employees should be clearly identified, while assessing the salary that can be offered to the employees. From the point of view of the employer-employee relationship (client-carrier), this stage is difficult to carry out, because on the one hand, these groups are bound by certain agreements, contracts with established rates or rules of cooperation, and on the other hand, the crisis affects the reduction of the market of product recipients, which negatively affects employers (principals) and the condition of their companies. These groups are largely reluctant to agree on new terms of contracts that will

⁷ Mańkowski C., *Logistyczne uwarunkowania działalności transportowej*, [in:] Rydzkowski W. (red.), *Funkcjonowanie i rozwój transportu*, Seria Zeszyty Naukowe Uniwersytetu Gdańskiego, Nr 41., Published by Wydawnictwo Uniwersytetu Gdańskiego, Gdańsk 2011, pp. 181-185.

⁸ Sołtysik M., Świerczek A., *Podstawy zarządzania łańcuchami dostaw*, Published by Wydawnictwo Uniwersytetu Ekonomicznego w Katowicach, Katowice 2010, pp. 21-25.

make them even more lossy. In many cases, discussions on compensation will probably end in the courts, which will further exacerbate the difficult situation in the TFL industry as a result of the outbreak of the armed conflict in the East.

4. CONDITIONS FOR FUNCTIONING AND CHANGE MANAGEMENT IN AN ENTERPRISE

The position and importance of each enterprise can be considered in many respects⁹. To put it simply, it is an entity that produces goods, finished goods or provides services to other entities. By focusing on the personnel aspect, an enterprise is first and foremost a workplace that brings together a specific number of employees. To ensure efficient operation, each of them conducts an internal management policy, ensuring the maintenance of the hierarchy, decision-making system, caring for the good name of the company or employee satisfaction. The above-mentioned elements can be presented in the form of an organization management chart. At its input, we can identify the so-called input information, i.e. previous, current and future strategies. They are the basis for the functioning of the enterprise, because they contain the history of the enterprise, the traditions of operating methods, its division of power or development concepts. To ensure proper interpretation of such data, a management apparatus is created, headed by a director, who subordinates the entire scheme of the management system to himself/herself. The staff in the management department is characterized by experience, specialized education, motivator features, as well as trouble-free operation under time pressure¹⁰ or the need to make quick decisions^{11,12}.

Keep in mind that the company is a management-led system that is subject to external influence at the same time. It is for this reason that there are different types of organizational planning. We distinguish between strategic planning, defining the

⁹ Ścibiorek Z., Pawęska M., *Determinanty zmian w organizacji*, Library of the International University of Logistics and Transport in Wrocław, Atut Publishing House, Wrocławskie Wydawnictwo Oświatowe, Wrocław 2019, pp. 17-65.

¹⁰ Pilarski G., *The Concept of Recommender System Supporting Command and Control System in Hierarchical Organization*, [in:] *Proceedings. European Network Intelligence Conference (ENIC 2014)*, IEEE, 29-30 September 2014, Wrocław, Poland, Wrocław 2014, pp 138-139.

¹¹ Kiezuń W., *Sprawne zarządzanie organizacją. Zarys teorii i praktyki*, Szkoła Główna Handlowa, Warszawa 2001, pp. 152-153.

¹² Ficoń K., *Procesy logistyczne w przedsiębiorstwie*, Impuls Publishing House, Gdynia 2001, pp. 89-90.

company's goals in the long term, tactical planning, which aims to define general tasks for the company and taking into account the directions set in the strategic plan, and operational planning resulting from the tactical plan, covering monthly and quarterly periods¹³. The challenges of reacting to changes coming from the external environment and undertaking updates in the organization's breakdown are directed to the tactical planning stage¹⁴. Its mission is, while maintaining the goals set at the strategic level, to introduce changes to the operational level, so as to avoid problems in the organization at the lowest possible cost. It is a complicated process for the management, because ignoring the most important target point, which is profit, one should remember about the essence of the company, preserving its tradition, the achieved opinion and stable market position¹⁵.

5. THE SOCIAL ROLE OF AN ENTERPRISE

It is recognized that the social role of an enterprise constitutes a kind of management philosophy and is an expression of the desire to maximize values, both social, ecological and economic¹⁶. The question that cutting off from the economy of the largest country in the world does not bode well for increased profits by enterprises focusing on social solidarity should be taken into consideration. Perhaps this claim is incorrect. In theory, the actual withdrawal of goods from the market, reduced imports, automatic dismissal of employees or numerous problems related to, for example, breaking contracts are purely textbook reasons for the loss of income by the enterprise. However, in practice, in times when the world is ruled by peaceful associations, societies do not solve problems by force but through dialogue, and when states unite into communities to improve the functioning of the international economy, there is something more important to organizations than income - social recognition. At present, this action is the basis for competitiveness and a solid strengthening of the bargaining position,

¹³ *Encyklopedia zarządzania, Społeczna odpowiedzialność przedsiębiorstwa* – https://mfiles.pl/pl/index.php/Społeczna_odpowiedzialność_przedsiębiorstwa [Access on 20.05.2022].

¹⁴ Lenzion J. P., *Wprowadzenie do organizacji i zarządzania*, Published by Oficyna Ekonomiczna Grupa Wolters Kluwer, Kraków 2005, pp. 70-71.

¹⁵ Gierszewska G., Romanowska M., *Analiza strategiczna przedsiębiorstwa*, Published by Polskie Wydawnictwo Ekonomiczne, Warszawa 2016, pp. 161-163.

¹⁶ Klimkiewicz K., *Społeczna odpowiedzialność przedsiębiorstwa jako wyraz kultury organizacyjnej*, "Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu. Społeczna odpowiedzialność organizacji: metodyka, narzędzia, ocena", 56 (2011), pp. 143-144.

even if the company continues to record losses through the actions taken over a period of time¹⁷.

In terms of the conflict in Ukraine, two months after the war broke out, a „shame list” was created, consisting of companies that continue to support the eastern market¹⁸. Being on this list, even with a quick reaction and taking corrective actions, is a disgrace in the eyes of consumers and other entrepreneurs. Daily updated articles appear on the Internet, quite detailing the strategies of the larger corporations about their policy towards the Russian economy. Such actions demonstrate the dynamic nature of the social system, which should encourage organizations to take preventive actions and those that anticipate risks in the social area in order to maintain their role in the long term.

The team of prof. Jeffrey Sonnenfeld from the Yale School of Management constantly updates the list of companies applying a different policy towards cooperation with Russia. Of course, it should be remembered that individual brands are part of larger branches, representing the name of a concern whose name is usually unknown to the public, therefore the list categorizes enterprises by brands, which is better understood for citizens (the list changes and is constantly updated). This team distinguished five categories¹⁹:

- Grade A - companies completely suspend Russian involvement or exit Russia altogether (299 brands);
- Grade B - companies temporarily restrict most or almost all operations while keeping return opportunities open (364 brands);
- Grade C - companies that reduce some important business operations but continue with others (112 brands);
- Grade D - companies postpone planned investments / development / marketing, while continuing substantive activities (139 brands);
- Grade F - companies that continue to operate in Russia on the same terms (185 brands).

¹⁷ Żelazna-Blicharz A., *Spoleczna odpowiedzialność w procesie gospodarowania a zrównoważona produkcja i konsumpcja*, Published by Wydawnictwo Politechniki Lubelskiej, Lublin 2013, pp. 14-17.

¹⁸ *Firmy, które nie wyszły z Rosji. Sprawdź produkty na „liście wstydu”* – <https://www.bankier.pl/wiadomosc/Firmy-ktore-nie-wyszly-z-Rosji-Lista-wstydu-i-produkty-8302601.html> [Access on 16.05.2022].

¹⁹ *Over 1,000 Companies Have Curtailed Operations in Russia–But Some Remain*, “Yale School of Management”, 7.07.2022 – <https://som.yale.edu/story/2022/over-750-companies-have-curtailed-operations-russia-some-remain>

Tab. 1. Examples of brands from each category from the “shame list” of prof. Jeffrey Sonnenfeld of the Yale School of Management

Category	A	B	C	D	F
	Allegro	Adidas	Bacardi	AstraZeneca	Alcon
	Bolt	Amazon	Bosch	Campari	Calzedonia
	Deichmann	Apple	Linde	Danone	China Mobile
	Heineken	DHL	Mars	Lotos	Kleemann
	Korean Air Lines	Disney	Microsoft	Nestle	Lacoste
	Nokia	Ford	Natura	Pfizer	Lenovo
	OBI	Ikea	Pepsi	Red Bull	Leroy Merlin
	Rolex	Mazda	PKN Orlen SA	Siemens	Oppo
	Woseba	Panasonic	Whirlpool	Toshiba Group	Xiaomi
	YOOX	Twitter	Yum Brands	Vimeo	ZTE
	Żabka	Visa	Zoetis	WePlay	Zwack

Source: own study based on *Over 1,000 Companies Have Curtailed Operations in Russia — But Some Remain*, ed. Yale School of Management, <https://som.yale.edu/story/2022/over-750-companies-have-curtailed-operations-russia-some-remain> [5/15/2022]

Apart from the pressure of the environment, it is necessary to focus on the challenges faced by the companies withdrawing their brands from the East. The management of companies such as Amazon, Apple, BP, Chanel, Coca-Cola, FedEx, Nike and many other world-famous organizations are faced with the task of not only changing the planning at the tactical level, but also rebuilding the strategic scheme. In connection with the above, there are doubts: what will happen to the employees?; what to do with the currently developed infrastructure?; what are the current supply chains like?; on what terms are contracts with subcontractors concluded?; for what period of time are decisions made? There are many such questions that arise. It will come as no surprise, then, to discover that corporations do not yet have change management plans to cover this type of case. The only thing that can be said is that the above-mentioned entities reacted immediately, but they themselves are not able to fully predict the consequences of their decisions. At the beginning of the conflict, a significant number of companies refrained from completely withdrawing their imports or exports to the eastern market. Concerns such as Apple, Amazon, and Chanel

are not able to make a decision clearly defining the direction of their policy towards the Russian Federation. Nevertheless, given the social importance of the enterprise, particular attention should be paid to the population. An example of this is Ikea, which announced that it is temporarily closing stores, also pointing to communication problems already at the stage of the supply chain. However, the Ingka Group, of which Ikea is one of its subsidiaries, has decided not to close shopping malls so that the Russian society has access to everyday products, such as food, medicines and household chemicals. Another example is Inditex - the parent company of brands such as Zara, Oysho, Bershka. The company suspended its operations in Russia and closed its stores, but emphasized in its announcement to the Spanish stock exchange supervision that their biggest concern is currently 9,000 employees whom they declare to take care of²⁰.

The above-mentioned examples show the management's caring attitude towards the good of the general public, although, especially by the Russians, it is not always interpreted as the right thing to do.

6. THE DIRECTION OF THE CHANGES

Many scientists and entrepreneurs ask themselves: *what to do next and what new corporate strategy to adopt to prevent chaos?* Searching for an answer to such an articulated question is a difficult task resulting primarily from the inability to predict what may occur in an enterprise in the future as a result of undertaken actions. Nevertheless, the basis for the efficient functioning of the company is the ability to forecast the future, therefore the strategic plan should take into account price changes, fluctuations in demand for products, seasonality and technological development. However, no one can clearly predict the impact of the current armed conflict and its consequences on the functioning of any enterprise. Planning may be based on speculations, market analyses, which in consequence may be insufficient to obtain at least a minimal chance of the correctness of the results. For example - if after the transition of the current economic situation enterprises start to establish new strategies and contingency plans in the event of a war, what will they use? The current policy, in which the whole world is involved, based on various types of sanctions, decisions of

²⁰ *Ikea, Google, Intel, Nissan. Oto lista firm, które zawieszają działalność w Rosji* – <https://forsal.pl/biznes/aktualnosci/artykuly/8372052,lista-firm-ktore-zawieszaja-dzialalnosc-w-rosji.html> [Access on 16.05.2022].

individual entrepreneurs or the uncertainty of actions on the part of the aggressor is too large a scale of unknowns to conduct a proper analysis of behaviour. Undoubtedly, companies should and even are obliged to create thoughtful solutions, but slowing down the economy on a global scale is a difficult task for analysts of even the largest enterprises.

Another determinant is the region where the market affects. Not every country is classified in such an important consumer position as Russia. In some cases, an armed clash will not even result in hesitation in the sale or operation of the organization.

And likewise, on the other hand, there are regions that rank higher as prospects. Nowadays, the war is a phenomenon, so it is even more difficult to find a solution to it.

In our case, it exploded suddenly, giving companies no chance to prepare. But what will happen in the future? You can certainly learn from the current situation. Putin poses a threat and is a person of different views than the leaders of civilized states, so if he again threatens to use the military, it could send a clear signal to companies to react immediately. However, how many such leaders are there in the world? How many of them will still be willing to start a war in the 21st century? Probably every entrepreneur looking for a solution for the future can ask himself/herself this question. This can be a disaster and result in a lack of contingency plans. The current situation has shown that nothing is certain, and even the most successful organizations do not have plans for every eventuality.

For the purposes of the article, a questionnaire was conducted in which 100 respondents took part, ranging in age from 18 to the retirement age. Interviewees were asked questions about their consumer practices after the outbreak of the war. The results of the survey are presented in Charts 1-3.



Chart 1. In the current situation caused by the outbreak of the war, have you changed your shopping preferences?

Source: own study.

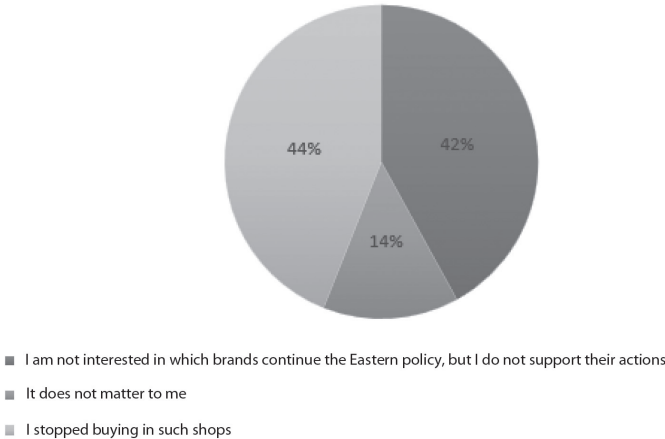


Chart 2. What is your opinion on companies continuing to operate in the Russian Federation?

Source: own study.

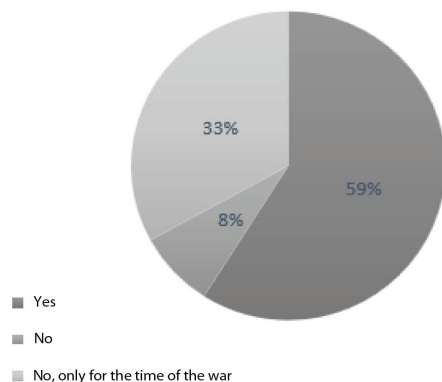


Chart 3. Do you think enterprises should withdraw from activities in the Russian Federation forever?

Source: own study.

When analysing the first chart, it can be concluded that the vast majority of the respondents changed their purchasing preferences in relation to products of Russian origin in their own way. This is a good sign showing the strength of society. Theoretically, over 40% of respondents stated that they do not pay attention to the policy of producers of the goods they buy. This would be in line with the results of Chart 2, as one of the most frequently chosen responses was that there was no information about trade with Russia, with zero support for such companies.

As it can be seen, the overwhelming number of interviewees do not support the continued operation of companies on the Russian market. In this case, the dependence in choosing a decision is characterized by social awareness. Many people do not delve into their knowledge about the activities of the organization. They are probably able to name individual brands that they heard during conversations with friends, family or completely by accident. However, this does not change their negative opinion and apparently, if they expressed a desire to broaden their knowledge, they would also stop shopping in these stores. In the case of both charts, specific responses cannot be attributed to a given age group or gender. Their opinions are divided, and their answers result from personal initiative rather than from the level of education or the region of residence.

Regardless of the purchasing tendencies, the majority of respondents are in favour of a complete withdrawal from the Eastern market. Most of them are citizens in the 25-50 age group. A small percentage of those in favour of staying in Russia are represented by young people under 25.

Based on the results of the survey, companies' fears regarding the uncertainty of return to the Russian market can be confirmed. As the data shows, many people pay attention and try to oppose economic activity favourable to the aggressor in their own way. However, the greatest challenge for management in the company is the evaluation of post-war activity. There is a clash of views here, as the responses for and against the return to trade with Russia are significantly divided. More than half of the respondents were in favour of a complete withdrawal, but the decision to return after the end of the armed clashes does not go that far. When trying to analyse this diversity in terms of age, the conclusion is that the younger society, just entering the world of adulthood, does not recommend stopping its activity in Russia. However, the two key answers were chosen by the same age groups to almost the same extent. This shows the seriousness of the situation and can prepare companies that if the trends of society do not change, they face a huge problem when developing concepts after the end of the war, that is, at a time when decisions will have to be made firmly, deliberately, but at the same time quickly.

7. CONCLUSIONS

Business management is a complex process today. In peacetime, establishing plans for each stage, supervising their effective course, controlling all performed tasks, as well as forecasting the future requires notorious trainings of qualified staff, as well as their long experience in the market. In the face of war, as it turns out, no policy has been able to predict its economic consequences for the world economy. Enterprises, or rather their managers, are currently facing a difficult task to minimize losses as much as possible. It is not an easy task, noting how important the voice of society nowadays is. Companies fulfilling one of their missions, i.e. the social role, are sometimes tied with a range of solutions caused by pressure imposed by people, i.e. their direct customers.

In this situation, in order to protect the company's brand and reputation, it is required to make difficult decisions, often with costly consequences. However, it should be emphasized that the most important for the enterprise is their end

recipient, i.e. the customer. It is thanks to him/her that products that bring profit to an enterprise are produced, it generates demand and market trends. With such a wide-ranging market and high competition, it's not hard to lose appreciation, which leads to quick bankruptcy. The bad name of the company is nowadays a big scratch in maintaining its position in the economy. It is not difficult for a consumer to change from a favourite manufacturer of clothes, food or household goods to another one, because the choice is enormous. Therefore, the biggest problem at this point is the brands classified on the so-called „list of shame” because even in the case of their quick reaction, their lack of social solidarity remains in the mind of consumers.

Organizations are currently focusing on remedying the current situation. They are looking for rather short-term solutions, waiting for the end of the war and making final decisions about their cooperation with the eastern market. The results of the conducted research indicate that the society is divided, which makes it difficult to orientate strategic plans of enterprises in the future. The probability of changes in the results of similar studies is negligible, and therefore the only thing that companies can prepare for is the fact that not everyone can be made happy, and they must be prepared that regardless of what decision they make, they will be subjected to waves of criticism.

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