

THE IMPACT OF OPERATIONAL AND INNOVATIVE MANAGEMENT ON THE CREATION OF CORPORATE SOCIAL RESPONSIBILITY IN THE LOGISTICS INDUSTRY

Krzysztof PASEK

Jan Kochanowski University in Kielce; krzysztof.pasek@ujk.edu.pl, ORCID: 0000-0003-2960-5321

Purpose: The main goal of the article is to indicate the links between operational and innovative management in building corporate social responsibility in the logistics industry. The dependence of the links will indicate specific applications for logistics and production companies. Operational management and supply chain management are related to the functioning of the organization on the market. Producers produce physical goods that are used directly by consumers or by other companies. Transport companies provide services consisting in the movement of goods, design companies, use specialist knowledge to create products and even shape the image of companies. The common element is that each organization has an operational function. We can therefore say that the operational function is the set of people, technology and systems within an organization, the primary purpose of which is to deliver to customers its products or services.

Design/methodology/approach: Market analysis in Europe of companies from the logistics industry based on professional experience and numerous studies of the companies in question from the implemented CSR solutions.

Findings: The study confirmed that a turbulent environment has a direct impact on the management, functioning and financial performance of the company.

Originality/value: The article is addressed to dynamically developing companies in the logistics industry, which, despite the pandemic, war and rampant inflation, develop their business activities paying particular attention to corporate social responsibility. Another point to note is that most organizations operate as part of a longer supply chain. So the supply chain is a network of manufacturers and service providers that work together to process and movement of goods, from the raw material phase to the end user level. All these cooperating entities are linked by the flows of physical goods, the flows of information, and the flows of cash. In summary, supply chains combine the operational functions of many different organizations. The added value is the possible combination of operational and innovative management in logistics with corporate social responsibility.

Keywords: Operational management, innovation, corporate social responsibility.

Category of the paper: case studies.

1. Introduction

Organizations must carefully manage their operations and supply chains if they are to prosper and survive in the marketplace. In the traditional version it sees operations as a transformation process during which inputs are transformed into products, goods or services valued by the customer. The whole process is not a simple matter, as it includes activities that must be performed from the moment of obtaining the raw material to produce a finished product.

The operational function may also be the provision of intangible services, as in the case of consulting and logistics consultancy in the area of many fields, but also legal advice, consultancy in the field of employment and personnel management, etc. We cannot touch these services, but their role is often decisive in the efficient functioning of many companies. All companies of this type, using the skills and knowledge of their employees, transform the effort into valuable advice, thus satisfying the needs of customers. Expenditure on operations may come from many places and may have various forms, so they may be raw materials, intangible resources, demand forecasts, the so-called forecast's or information. It should be remembered that operations are often highly dependent on the quality and availability of inputs, and almost all operational activities require coordination with other functional departments of the company, including the innovation and design department, marketing and human resource management departments.

Performing operations management activities requires a large amount of information as well as making numerous - very important decisions. The managing head of operations must be able to guarantee that the plant will have people with appropriate qualifications and the right equipment, that the necessary materials will arrive on time, and the finished product that complies with the specification will be shipped to the customer on the agreed date and that the costs will not exceed the agreed level. Operations management is therefore "planning, scheduling and controlling activities that allow you to transform inputs into finished products and services" (Cox, 2002). Keep in mind that operations management decisions can be very different in nature, they can be fundamental long-term decisions (for example, the number of markets served in what models of a given product), but they can also concern ad hoc issues, such as determining the best way to fulfill the current order.

Reasonable planning and professional management of operations allows organizations to deliver the highest value to their clients while using their resources in the most efficient way possible. However, in order for operational management (operations) to constitute a specific whole with the management of the supply chain, attention should be paid to the elements connecting them. In the standard approach to operations management, there is still a lot of emphasis on the activities that a specific organization must perform when managing its own

operations, but is this sufficient for efficient integrated management? The answer is self-evident, it is not enough.

Not forgetting the importance of the operational function of the enterprise, focus only is too narrow a way of thinking on the appropriate internal activity of the company in line with the adopted procedures.

2. Benefits of corporate social responsibility in supply chains.

Managers of enterprises know very well that "self-sufficiency" is sufficient, but only up to a certain point in the functioning of the company, then it is necessary to realize the connections of the company with the operations of suppliers, distributors and customers, i.e. partners creating an integrated supply chain. So the organizations that make up the supply chain are connected by physical flows, information flows, and cash flows. All of these flows take place both up and down the supply chain, and companies that supply inputs to the company's operations rank at the top of the supply chain (e.g., a company that supplies different types of rubber to a tire-making company), and collecting products from the company in question and passing them on to final recipients are perceived as located downstream of the supply chain. The average consumer buying tires, which is very likely - does not think about the enormity of activities that precede the delivery of the product to it, what's more, when buying a car, it does not focus on where it was extracted, processed, and finally every part of it with the tire was manufactured. headed. Therefore, going further in our considerations, we can present another division, namely into first-order suppliers (in our case, let it be a supplier of rubber for the production of rubber, as we know, rubber is obtained mainly from tree resin), i.e. a first-order supplier there will be a resin supplier for rubber production, a second-tier supplier will be a rubber supplier, and another supplier will be the supplier of "our" rubber for the production of tires. Along with the purely physical links between suppliers, attention should be paid to the exchange of information, which starts the production process of the next batch of tires. So after the signal for the demand for rubber, subsequent partners order their components so as to smoothly satisfy all participants of the chain, so that the cooperation can be optimized, it is possible to replace the pallets or containers for transporting their components during the next delivery, so the cooperation within the chain begins to stagger more and more. larger vertebrae (Bozarth, Handfield, 2007).

If you look at the entirety of the presented example, one can get the impression that all operations within the supply chain have always been performed, and indeed have been, and in the past most organizations performed their activities independently of other partners in the chain, which could result in only chains functioning with a high percentage of randomness, untimely and chaos, misunderstandings and ineffectiveness. To sum up, supply chain

management is an active management of activities performed within the supply chain and relations between its individual links in order to maximize the value for the customer and achieve a sustainable competitive advantage. These are the conscious efforts of a company or group of companies to build and operate supply chains in the most effective and efficient way possible (Bozarth, Handfield, 2007).

One of the earliest advocates of supply chain management was Wal-Mart (Bozarth, Handfield, 2007).

Its activities at the turn of the eighties and nineties were very revolutionary. Individual stores sent sales information to the network's suppliers on a daily basis via satellite. Suppliers used this information to plan production and ship deliveries to Wal-Mart's warehouses. The supermarket chain used a dedicated fleet of trucks to move goods from warehouses to stores in less than 48 hours and replenish store supplies roughly twice a week. The result was better customer service (as all products were almost always available), lower production and transportation costs (suppliers produced and delivered only what was needed) and better use of store space (stores did not have to maintain excessive inventory). Wal-Mart continues to be successful thanks to its excellent logistics and procurement organization (two key areas of supply chain management), and many of the practices that have spawned within the company have become entrenched in the business world for good.

„Supply Chain Management Example” proves how widespread thinking in terms of supply chain management has become. Efforts related to supply chain management can be undertaken by both individual companies trying to improve the exchange of information with partners in the supply chain, and large organizations looking for ways to standardize transport, warehouse and accounting procedures – operational. In the case of Wal-Mart, a single one, a very powerful company has taken responsibility for improving the efficiency of the entire supply chain.

An alternative is the often practiced appointment by companies operating in a given industry of teams or groups to identify such procedures in the supply chain that can benefit all entities in the sector. One such group is the Automotive Industry Action Group (AIAG, <http://www.aiag.org>). Among other things, its mission is "to provide an open forum where all members of the group can work together to develop and promote solutions that enhance the prosperity of the automotive industry." An association called Grocery Manufacturers of America (GMA, www.gma.org) performs a similar function, and organizations such as the Supply-Chain Council (SCC, www.supply-chain.org) strive to improve supply chain efficiency in many industries.

Operations management and chain management are a combination of certain philosophies of approach to business, sets of tools and techniques, therefore they require extensive cooperation and a high level of trust between companies, hence we can conclude that the role of values that can be obtained by implementing an integrated supply chain is dominant. On this occasion, attention is focused on three important phenomena, thanks to which the

management of operations and the supply chain became the driving force, which are: e-commerce, increasing competition and globalization, relationship management.

E-commerce, and all the related methods, indicate that the crux of it is the proper use of information technology to automate business transactions. E-commerce itself contains the idea of increasing speed and improving the quality of business communication and reducing its costs. The rapid development of new, highly innovative telecommunications and information technologies has resulted in that instant communication has become a reality. Modern systems connect suppliers, manufacturers, distributors, retail stores and customers regardless of their location in the world.

If we take into account the growing competition and globalization, it is impossible not to notice the increasing pace of changes taking place on the markets in the field of products, as well as in the field of innovation and new technologies, the level of which is growing even faster. As a result, business managers need to make “quick” but right decisions with less information and higher costs if they make a mistake. Customers demand faster deliveries, the best technology, and products and services that are better suited to their individual needs, which is why it is often said that customer solutions within an integrated supply chain are “tailor-made”. At the same time, new competitors are emerging in markets traditionally dominated by local firms. However, despite so many adversities, a large group of companies thrive, coping with market fluctuations by focusing primarily on the efficiency of their operations and supply chains. It can be said that increasing competition and globalization have allowed many companies to become leading players on the market.

About relationship management, it is one of the most difficult tasks, making it the most susceptible to failure. A weak relationship between any two links in the supply chain can have catastrophic consequences for all its other participants. To avoid these problems, organizations need to manage relationships with their suppliers at the top of the supply chain as well as with customers at the bottom of the supply chain. In many sectors of the US and Japanese economies, strong supply chain relationships cannot be educated right away, due to the distance too far, the lack of small family businesses, and entities operating in the modern technology industry can buy many of the components they need only from foreign suppliers who own patented technologies. In such conditions, it becomes more and more important to choose a few carefully selected suppliers, which opens the way to informal cooperation and information exchange (Bozarth, Handfield, 2007). One thing is for sure, each organization must find its place in the market, to do it in the most effective way, by providing the required value to its customers, it should invest in the development of its operations and optimization of the supply chain.

Presenting the management of operations or the supply chain without characterizing the types of strategies does not fully reflect the idea of conveying value to customers. Therefore, in order for this discussion to be complete, I will present below the elements that affect the possibilities and scope of their application. Each company has elements that make up its entirety. We can divide them into two groups: structural and infrastructural elements.

Therefore, the structural elements include: buildings, equipment and computer systems, and the collection of these resources usually involves the need to make large, often irreversible investments. On the other hand, the infrastructural elements are people, politics, procedures, decision-making rules, as well as the choices made by the company regarding the organizational structure and scope of duties. These elements, although less visible, but equally important - just add that one of the key concepts of this element is total quality management (TQM).

According to TQM, the entire organization should be managed in such a way as to excel in all quality dimensions important for customers, giving them the value they expect. Organizations that adopt TQM as one of their infrastructure components will make completely different decisions than companies that refuse to do so. All elements of a given company must be compatible, which is why their cooperation is necessary for the company to be able to compete effectively on the market. Because acquiring, acquiring or producing some of them may be time-consuming and cost a lot, companies must be sure that their decisions are correct and consistent, therefore every company needs a strategy.

Thus, strategy is a mechanism by which companies coordinate their decisions regarding structural and infrastructural elements, i.e. a kind of long-term plan - a vision which the company is striving for. Most organizations have more than one level of strategy, ranging from higher-tier strategies to more detailed strategies. The operations and supply chain business strategy must:

- unequivocally identify the company's target customers and indicate the tasks of operational functions and the supply chain, the implementation of which will provide value to customers,
- set a timeframe and performance targets that managers can use to track the company's progress in implementing the business strategy,
- identify key competences in the areas of operations and supply chain and support their development.

Another functional strategy that translates a business strategy into specific actions in functional areas such as marketing, human resources, finance, operations and supply chain.

Overall, an Operations and Supply Chain Strategy is a functional strategy that indicates how the operational and supply chain structural and infrastructure components will be acquired and refined to support the implementation of the overall business strategy. The point is, implementing an effective operations and supply chain strategy means selecting and implementing the right combination of structural and infrastructure components.

Which combination of these elements is best is the subject of constant debate by practitioners and scientists alike. However, there are three main goals for an operations and supply chain strategy (Bozarth, Handfield, 2007):

- assisting management in choosing the right combination of structural elements and infrastructure based on a clear understanding of the dimensions of performance valued by customers and the necessary compromises,

- ensuring strategic coordination of structural and infrastructure decisions with the company's business strategy,
- supporting the development of key competences in the area of operations and the company's supply chain.

So how do you accurately determine the value for the customer within the operation and supply chain? Many customers evaluate products and services based on numerous performance dimensions such as performance, delivery time, after-sales service, and cost. The organization that provides the best combination of these elements will be seen as delivering the highest value. Continuing, it can be said that operations and supply chains can have a tremendous impact on a company's performance, whereby the four overall dimensions of performance are of particular importance, namely: - quality - time - flexibility - cost.

Quality is defined as a set of characteristics of a product or service that affect its ability to meet explicit or hidden needs. This concept is very broad, it includes, among others, performance (basic operational characteristics of a product or service), compliance (product or service conforming to the specification) and reliability (product runtime without breakage and maintenance, consistent performance of service unit tasks).

Another dimension is time, which in itself embodies two basic qualities: speed and reliability. Delivery speed generally determines how quickly an operational function or supply chain can meet a need once it has been identified. Delivery reliability means the ability to deliver products or services on an agreed date. Typical measures of delivery reliability include the proportion of deliveries that are delivered on time and the average delay in late deliveries. Delivery reliability is especially important for companies that are connected to each other in the supply chain. Another measure of delivery reliability is the correctness of the quantity sent, i.e. exactly the quantity that the customer ordered in the period of interest.

When it comes to flexibility, many operations and supply chains compete to respond to the unique needs of their customers, both in the production and service processes. Within flexibility, several types can be distinguished, such as: product flexibility (the ability to produce many different products or provide various services), flexibility in relation to changes (the ability to deliver new products with the shortest possible delay) and quantitative flexibility (the ability to produce any quantity of the product requested by the customer).

The final dimension of performance is cost, which covers such a wide range of activities that companies typically classify costs to be able to concentrate their management activities. Common cost categories include salary costs, material costs, design costs, quality maintenance costs, evaluation costs, and costs to prevent unforeseen events. There are many more categories of costs, but which one we will use will be strictly adapted to the customer service and requirements.

The primary goal of any organization is to develop an operations and supply chain strategy that will support its business strategy. Business managers should be able to identify how each operation and supply chain decision will affect customer order fulfillment and what difficult

choices to make in making those decisions. Nevertheless, as Bob Hayes and Steven Wheelwright stated over twenty years ago (Hayes, 1984), some organizations are better at achieving this goal than others. They described the four levels of coordination, and although initially related to production, today they are also used in the areas of operations and the supply chain:

1. **Internal neutrality.** At this stage, management is only looking to minimize any negative potential in the area of operations and supply chain. No further efforts are made to link these areas to the business strategy.
2. **External neutrality.** Industry proven practices are applied here, based on the assumption that what works for competitors will also work for us. However, there is still no effort to link the operational and supply chain areas to the overall business strategy.
3. **Internal support.** At this stage, the operational and supply chain areas participate in the strategic debate. Management recognizes that the structural and infrastructure components of the operations and supply chain must be aligned with the business strategy.
4. **External support.** Here, the areas of operations and the supply chain support the business strategy, and the business strategy is actively looking for opportunities to exploit the key competences found in these areas.

The operational and supply chain areas are important value creators in any organization. To ensure that managers make sound decisions about operations and supply chain, firms must first develop strategies for these functions linked to their overall business strategy, showing how firms can use their core competencies acquired in these areas to deliver these functions. value for the client, and even enrich your offer with above-average - added value.

Business Process Improvement is at the heart of Operations and Supply Chain Management as, first, the performance of most processes tends to decline over time, second, competitive pressures, and third, increasing customer demands. Therefore, what a few years ago could have been satisfactory for the client, may not meet his requirements today. So in order to be able to effectively manage and improve business processes, companies must first understand these processes perfectly. One of the cognitive methods is the development of graphic diagrams of organizational relationships or activities that make up the business process. This procedure is referred to as mapping, and properly performed mapping primarily serves several purposes:

- allows you to thoroughly understand the elements of the process - activities, results and performers of individual steps,
- defines the limits of the process,
- serves as a benchmark against which the effects of process improvement activities can be measured (Pasek, 2013).

The following procedure is often used in process mapping:

- identifying the main participants in the process using the technique known as relationship mapping,
- creating a detailed process map presenting all activities that make up the process.

The relationship map is an advanced diagram showing the most important organizational units involved in the business process and their interrelationships in the form of material, information and cash flows. Relationship mapping is most useful when participants are trying to define the scope of the process as well as identify who needs to be involved in further mapping and improvement (Heyes, 1984). For example, suppose a manufacturer wants to better understand how customer orders are processed. The first step will be to develop a relationship map to identify the people, functional areas, and even external organizations involved in the process. It should be remembered that the relationship map is not intended to identify all the details of the process, the purpose is to define general patterns of flows between participants, which allows to minimize the time of drawing up a relationship map.

The process map identifies specific activities that make up the material, information and money flows within the process - the created diagram gives a complete picture of how the process works. To increase the efficiency of any business process, we must have objective information about its current performance. We therefore need to look at how the lead time and the quality of the results are currently shaping up.

Just like solutions in the supply chain, the number and type of measures should be created "tailored to the customer", that is, give him the value that the process expects to be as efficient as possible. Most measures are derived from the four basic dimensions (Bozarth, Handfield, 2007):

- quality, which can be further subdivided into performance, compatibility and reliability,
- cost, including categories such as labor costs, material costs and costs related to maintaining quality,
- time, including dimensions such as speed and reliability of delivery,
- flexibility, including flexibility in terms of assortment, quantity and flexibility with regard to changes.

In summary, most companies find that it is good to start with processes inside the organization to move to activities and involve external partners in the supply chain, which is crucial because great opportunities for improvement often lie at the interface between different organizations, and taking it means increasing the possibility of introducing improvements, thus increasing the possibilities of optimizing the portfolio of our business partners. Currently available tools and methods for dealing with business processes indicate the importance of processes and their impact on the efficiency of operations and the supply chain. All the above-mentioned aspects give a clear signal to action, indicating the advantage of solutions used in the logistics chain on the B2B market.

How does this relate to corporate social responsibility?

The sources of corporate social responsibility can be found in the philosophical idea of responsibility. It assumes that the consequence of assigning freedom to man is imposing responsibility on him (Filek, 2002). It is recognized that "authentic freedom is aware of its limits" (Jaspers, 1965). If this philosophical assumption is transferred to the ground of economic relations, it should be recognized that an entrepreneur who enjoys economic freedom is also obliged to be responsible (Filek, 2006).

The opening of the economy to ethics influenced changes in economic practice and changed the perception of entrepreneurs only in terms of the amount of profit they create. This profit should be seen in the context of compliance with ethical principles by the entrepreneur (Polańska, 1997). In this sense, the development of the science of business ethics can be seen as a starting point for a discussion on corporate social responsibility. However, the need to take into account ethical elements in running a business was noticed much earlier.

Corporate social responsibility is also to result in many positive obligations regarding the transparency of economic activity, taking into account the interests of the natural environment, increasing the wealth of regions in which the economic activity of a given entrepreneur is concentrated, or even influencing the policy of countries and other entrepreneurs in the field of their social policy (Backer, 2006). At the same time, it is emphasized that the fact that managers have obligations with regard to the company's shareholders does not mean that they are not responsible for the social environment of the entrepreneur. This society, which gives entrepreneurs legal status and gives back natural resources, enables their functioning. Society does this not to enable a limited number of people to enrich themselves, but to process natural goods and manage human resources in a way understood today as the most optimal, i.e. through free-market economic activity (Lewicka-Strzałecka, 2006).

The contemporary understanding of Corporate Social Responsibility (CSR) is understood as a management strategy, according to which companies voluntarily take into account social interests, environmental aspects or relations with various groups of stakeholders, in particular with employees. Being socially responsible means investing in human resources, in environmental protection, relations with the company's environment and informing about these activities, which contributes to an increase in the company's competitiveness and shaping conditions for sustainable social and economic development.

On 28th of October 2010, the International Organization for Standardization (ISO), after more than 5 years of work in a group of experts from 99 countries, published the ISO 26000 standard. This standard is designed to organize the knowledge of corporate social responsibility (CSR - Corporate Social Responsibility). ISO 26000 is not a certification. It is, however, a practical guide to the principles of responsible business, and includes guidelines for all types of organizations (not only for enterprises), regardless of their size or location. The ISO 26000 standard distinguishes the following areas of corporate social responsibility: (1) organizational governance, (2) human rights, (3) labor relations, (4) environment, (5) fair market practices,

(6) relations with consumers, (7) social commitment (<https://www.parp.gov.pl/csr#csr>). Each company individually decides which tools of corporate social responsibility to choose. The most common ones are those aimed at the local community - projects for the environment in which the enterprise operates. They take the form of: activities consisting in supporting local institutions and people, cooperation with local organizations, programs for children and youth, ecological activities, as well as investment activities (e.g. road building) (<https://www.parp.gov.pl/csr#csr>), also pro-ecological activities aimed at environmental protection, investments minimizing the impact on the environment. These include initiatives such as the implementation of environmental policy, sustainable management of raw materials, waste segregation, environmental education of employees and customers, as well as the implementation of ecological technological processes and ecological products and services, as well as social campaigns - they enable enterprises to influence the attitudes of society through the media. Such campaigns are aimed at helping those in need (e.g. transferring some of the profits from the sale of a specific product to social purposes or pro-environmental activities) or increasing social awareness on a specific topic (e.g. environmental protection, consumer education). The theme of the action should be related with the activities of the enterprise. By the way, numerous programs for employees should also be mentioned - investments in employee development through programs improving employee qualifications (courses, training), integration programs, programs for equalizing opportunities (flexible forms of employment, equal opportunities for people over 45, people with disabilities), also within CSR, management systems are implemented - introducing transparent and effective management systems, i.e. Quality Management System ISO 9000 (quality management system), Environmental Management System ISO 14000 (environmental management system), Social Accountability SA 8000 (social responsibility management) and, above all, all Supply chain management - applying the principles of corporate social responsibility at every stage of deliveries, implementing standards for contractors (<https://www.parp.gov.pl/csr#csr>).

The research of the Institute of Democracy and Private Enterprise Research shows that companies applying CSR principles benefit from the following numerous advantages compared to other enterprises:

1. Economic benefits: have higher current liquidity; make better use of fixed assets and human capital; have a higher return on sales; they invest more per 1 employee;
2. Benefits of the social environment: increasing the level of culture and work safety; reducing the negative impact of enterprises on the environment; achievement of social goals impossible to achieve without business support;
3. Environmental Benefits: Best Practice for SMEs; rational management of natural resources and waste; engaging business partners in the chain of environmental responsibility and initiating joint pro-ecological activities; popularizing pro-ecological ideas;

4. Benefits for employees: timely payment of remuneration; high work culture and safety; constant professional development thanks to the availability of training; additional medical care; high-quality social facilities; equal opportunities for men and women in terms of positions and remuneration.

5. Practical solutions combining innovation with corporate social responsibility

Below are some examples of companies in which an innovative approach to the development of their own business closely harmonizes with corporate social responsibility.

The first is the Swedish company IKEA, which, as it says, wants to have a positive impact on people and the environment. For many years, he has focused on saving resources and creating a better everyday life for many people. In 2014, the IKEA Group made significant progress in all three areas defined in the People & Planet Positive strategy, which are: acting for a more sustainable life at home, achieving energy independence and the highest efficiency of using all natural resources, and caring for people's living and working conditions. globally. Each of us, in his place of residence or another where he stays, can undertake smaller and larger pro-ecological activities and behaviors, which together form one large whole positively influencing the environment. Minimizing waste, saving water and energy, growing plants and vegetables on the balcony - these are just some of the areas where we see the need for individual involvement of each of us. Adequate education, by inspiring a positive example and deepening interesting and significant topics that aim to protect the environment and social responsibility in the long term, is an important task for business. At IKEA, as they write, we start with ourselves, and we share what we can with customers, other companies, and with everyone who wants to listen and talk ([https://odpowiedzialnybiznes.pl/...](https://odpowiedzialnybiznes.pl/)). IKEA has ambitious plans until 2030. It is committed to tackling climate change, unsustainable consumption and social inequalities. The three main areas are healthy and sustainable living, circular economy, positive climate impact and fair and equal treatment. Additional values implemented by IKEA are: ensuring and supporting decent, worthwhile work along the entire IKEA value chain, promoting equality and supporting openness, as well as increased energy efficiency by 35% due to the implementation of new SOLHETTA LED bulbs, which are much more energy-saving and affordable than previous IKEA LED bulbs. Another significant change is to be the global approach to supplying IKEA factories only with electricity from renewable sources, and so in fiscal 2021 IKEA used 100% electricity from renewable sources to power all factories and packaging and distribution departments around the world ([https://www.ikea.com/...](https://www.ikea.com/)), another action is directed towards renewable materials for production, which already account for 55.8% of materials obtained in 2021, and 17.3% of materials were recycled. There are many

of these activities on the part of the Swedish company, and finally I would like to mention the example of wood management, which IKEA is famous for, and 99.5% of wood in IKEA is certified by the Responsible Forest Management Council (FSC) or is recycled.

Another company that fits into the CSR trend is certainly VIVE, which brings together several companies in its portfolio to form the VIVE Group. VIVE Textile Recycling, which has been operating for 30 years, aims to use 100% of used clothes, sorted every day in the amount of hundreds of tons, using the most modern in Poland, fully computerized lines for sorting clothes, enabling the processing of over 300 tons of raw material per day while maintaining the highest standards quality ISO 9001 and 14001. Every day, the staff sorts and packs finished products from over 800 different assortment groups. The products prepared in this way go to over 70 countries around the world and to the VIVE Profit chain of stores with unique second-hand clothing, all over Poland, of which VIVE Textile Recycling is the owner. Thanks to the optimization of costs incurred by the company and the use of innovative recycling methods, VIVE Textile Recycling, together with the VIVE Innovation company, has created an innovative textile composite VIVE Texcellence, applicable in industry. In addition, the company produces industrial cleaning cloths used by enterprises from many industries. VIVE Textile Recycling also develops its activities in the areas of transport and logistics, offering its customers a wide range of TSL services and A/A+ class warehouse solutions. It also specializes in the transport of bulky and standard cargo, high-volume swap bodies of the BDF system (the most in Poland). It carries out transports on the international market, offering a distribution system to commercial networks using its own dedicated fleet. VIVE - as a socially responsible company: as a socially responsible entrepreneur, the company supports the activities of the VIVE Women's Association and in practice raises awareness about the Closed Circulation Economy.

VIVE Textile Recycling constantly proves that the recycling possibilities are endless.

VIVE Group pursues a policy of sustainable development, wishing to meet the social and environmental challenges that the current world poses to all business and public entities. VIVE Group treats its commitment to sustainable development extremely seriously, as a recycling leader, committed to taking actions for the environment, our employees, local communities and market education. As a company, they make every effort to achieve the company's long-term success not only through innovative products and services, but also through responsible treatment of the environment in which we operate. VIVE implements sustainable development practices in a variety of forms, primarily emphasizing ecological aspects (textile recycling included in the Group's DNA), support for the local community (active building awareness of the circular economy) and multi-dimensional B2C education (addressed to children, youth, adults) and B2B (customers, business partners, current and potential contractors). Another way of social responsibility in business is sport and everything that happens around the Łomża Industria Kielce club, including the organization of the Small Handball League. MLP is a tournament that appeared on the map of the Świętokrzyskie

Voivodeship in 2004. The main goal of the competition is to promote a healthy, sporty lifestyle by promoting handball among children and adolescents. Professional organization of the competition shows young people that they are participating in a great sporting event in which they play the most important role. Preparations for the games themselves are held at a high level. Hence, the players of KS Łomża Industria Kielce join the training. The tournament enjoys the support of Sławomir Szmal, a Polish handball player, who plays as a goalkeeper. Sławek is a friend of the VIVE Heart for Children Foundation and, as a player of the PGE VIVE Kielce team, the best candidate for the coach of young cadres ([https://www.vivetextilerecycling.pl/...](https://www.vivetextilerecycling.pl/)).

Another company that actively combines its innovative, operational and production activities is ZPUE S.A. The company has been creating advanced solutions for the power industry for over thirty years. ZPUE S.A. devices can be found in many places in Poland and the European Union. The company is also present in many remote parts of the world. In all locations, he takes care of the security of supply and electricity recipients, e.g. in the harsh Andean climate of Chile, the paradise Caribbean, equatorial Africa, frosty Scandinavia, exotic south-eastern parts of Asia and In Australia. But that's not all ... The foundation of ZPUE S.A. from Włoszczowa, the origins of which date back to 1988, are innovations. Breakthrough solutions were created at the beginning in the garage of the founder, Bogusław Wypychewicz. The space limitations did not constitute a barrier to the implementation of new, bold ideas. It is thanks to them that the company rose above the mediocrity of the then Polish economy, setting new standards for the energy sector. The company takes part in the great technological revolution that has taken place in Polish and world energy. It is a reason to be proud and a huge commitment!

Following the path of innovation, the company does not forget about the quality and durability of its products, we are constantly gaining the trust of new customers in the country and around the world. Aware of the challenges, they do not intend, as they write, to stop in one place (<https://zpue.pl/csr>).

From among the seventeen Sustainable Development Goals adopted by all UN countries until 2030, the ZPUE company chose six that the joint pursuit of achieving them will improve living and working conditions in the world:

1. Ethics and transparency and the implemented Code of Conduct for Suppliers, which appears as a set of minimum requirements for suppliers of goods, services or benefits within the supply chain, in the field of compliance with the law, values and principles of social responsibility. As part of the Supplier Code, the company has taken into account the principle that the supplier conducts its business in an honest and ethical manner. Does not use any form of corruption or bribery, whether in dealing with government officials, public officials, clients or business partners.

2. Trust and cooperation. For the sake of transparency of activities and transparency of the activities of ZPUE S.A. conducts a multifaceted dialogue both with the external environment and within the organization. At the same time, it uses many available tools, both traditional and using the latest ICT achievements.
3. Climate and environment. All employees associated with ZPUE S.A. always and under all conditions act in a responsible manner for quality and the environment in order to increase customer satisfaction and to ensure the improvement of the effect of environmental activities, as well as to avoid environmental pollution and continuously reduce the negative impact on the environment.

The company's environmental goals are based on the principles of sustainable development by:

- A systemic approach to quality and the environment, including continuous improvement of the Integrated Management System and methods of proceeding within the processes necessary for the implementation of our clients' orders. This activity is closely related to compliance with legal regulations on environmental protection.
 - Permanent elimination of threats to the natural environment.
 - Systematic training of all employees and persons acting on behalf of and for ZPUE S.A. in terms of the basics and methods of quality and environment management and motivating employees to achieve quality and environmental goals.
4. Customers and Suppliers. The principles of ZPUE towards a responsible supply chain are: 1. Selection of the supplier; 2. Fair cooperation; 3. Joint projects.

The company ZPUE S.A. constantly modifies the supply chain and implements the purchasing strategy in relation to materials selected as potentially problematic:

- are looking for an alternative source of supply,
- by replacing the problem material with a standard one with high availability, a supplier's deposit warehouse was created,
- provide the supplier with the purchase forecast.

The Purchasing Platform ensures full transparency of purchasing procedures. In the near future, the condition for participation in procurement procedures and auctions announced on the Purchasing Platform will be the acceptance of the general terms of purchase along with the Code of Ethics.

5. Employees. The company focuses on a friendly HR and family-friendly policy. A policy that creates opportunities for personal development, integrates and gives a sense of satisfaction from the work performed, safety and stabilization.
6. Society - Foundation "We are Close".

Economic success goes hand in hand with social commitment, as evidenced by numerous projects, actions and activities for the local community. The company invests in the development of children and youth, and fights poverty and social exclusion. Their social ties are built, among others, thanks to the Foundation "We Are Close".

„We want to be closer to do more”.

My husband and I established the "We Are Close" Foundation out of the need of the heart and the need of the moment. The impulse for action was my sudden illness, devastating diagnosis and winning the fight for life. Then I realized that without the support of others, I would not have been able to go through it all. That is why I decided to help - first of all, our employees and their families, and with time all those in need in our region. This is how our Foundation was established, which today is a haven for anyone who finds themselves in a difficult life situation” (<https://zpue.pl/csr>).

It is impossible not to mention the cooperation of ZPUE S.A. with universities, such as: AGH University of Science and Technology Stanisław Staszic in Kraków, Kielce University of Technology, Silesian University of Technology in Gliwice, donating the company's equipment to the laboratory, sponsoring student projects, participating in expert lectures, sharing his experience with students.

6. Summary and conclusions

Enterprises operate in a certain environment and their decisions influence how it is shaped. Corporate social responsibility is a concept that assumes that companies take into account social interests in their activities. First of all, corporate social responsibility means mutual benefits. Not only the society gains, but also the company. The idea that guided the creators of CSR assumptions was that companies should operate not only on the basis of free market principles, but also be guided by their actions to have a positive impact on the society in many aspects. At the beginning of this article, I presented the benefits of corporate social responsibility both in terms of enterprises, employees and the local community. There is no doubt that appropriate operational management or management supported by the innovation factor has a huge impact on the standard of living of the local community, the willingness to work in a company investing not only in modern technologies but, above all, in the values so much needed by every person to function without fears for tomorrow. This kind of symbiosis causes the generation of invaluable values in mutual relations, i.e. the willingness to share experience with the possibility of learning, transparency of cooperation with the loyalty of employees, willingness to develop with investment in human potential as well as investment in modern technologies. So if everyone benefits from it, why the still low awareness of companies in Poland and Europe does not allow many entrepreneurs to "invest" in Corporate Social Responsibility”?

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