

ANETA NOWAKOWSKA-KRYSTMAN ^{1*}
Akademia Sztuki Wojennej, Warszawa, Polska

JOANNA ANTCZAK ^{**}
Akademia Sztuki Wojennej, Warszawa, Polska



IZABELA HORZELA ^{***}
Akademia Sztuki Wojennej, Warszawa, Polska

JUSTYNA MOSKAL-NIEWCZAS ^{****}
Akademia Sztuki Wojennej, Warszawa, Polska



VALUE CREATION OF A DEFENCE INDUSTRY IN A NEW COMMUNICATION AND INFORMATION ENVIRONMENT

ABSTRACT: An important tendency in managerial decisions is the focus on taking into account the law of the community and local communities. Managers, in accordance with the theory of stakeholders, should take into account the needs of



* dr hab. Aneta Nowakowska-Krystman, War Studies University, Warsaw, Poland

 <https://orcid.org/0000-0001-7247-3243>  a.krystmanj@akademia.mil.pl

** dr Joanna Antczak, War Studies University, Warsaw, Poland

 <https://orcid.org/0000-0001-5691-2525>  j.antczak@akademia.mil.pl

*** dr inż. Izabela Horzela, War Studies University, Warsaw, Poland

 <https://orcid.org/0000-0003-1778-9004>  i.horzela@akademia.mil.pl

**** Justyna Moskal-Niewicz, marketing manager at steel company

Copyright (c) 2021 Aneta NOWAKOWSKA-KRYSTMAN, Joanna ANTCZAK, Izabela HORZELA, Justyna MOSKAL-NIEWCZAS.
This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

various players. We also support for this in the concept of corporate social responsibility, sustainability or creating shared value. The aim of the article is to present the essence of the influence of secondary stakeholders on the creation of the value of defense enterprises resulting from public relations using digitization and socio-economic globalization. The results of the conducted research will allow to confirm the legitimacy of decisions made by defense companies, taking into account the maintenance of social relations, especially in the new communication and information environment.

KEYWORDS: creation of common values, stakeholders, relations with the environment, defense industry

INTRODUCTION

The ongoing processes of consolidation, globalization and dynamic changes related to the technological area, digitization and the entry of companies into the era of automation known as the fourth industrial revolution requires a strategic reorientation of defense companies. New communication and information technologies enable companies to gain a competitive advantage. International markets are becoming dominated by non-state corporations and are increasingly diverging from the traditional military transfers during the Cold War. Certainly, collecting and analyzing Big Data, artificial intelligence or intelligent plants will contribute to increasing the productivity of companies, capturing added value, optimizing and controlling operations in the global network of plants².

One of the ways of creating a competitive advantage is to exit from the adopted business strategies aimed at optimizing the financial position in favor of creating social value. Contemporary trends in creating business models are aimed at implementing the strategy of achieving the market goals of companies based on creating value for stakeholders, while at the same time building value for the enterprise itself. This affected many areas of activity, including the financial and communication aspects of the company, which required redefining building of functional strategies.

The aim of the article is to present the impact of secondary stakeholders on the creation of the value of defense companies resulting from digitization, automation, and globalization of the defense sector. Therefore, the article will raise issues related to the concept of stakeholders, which found its references, inter alia, in considerations:

² S. Łobejko, *Strategie cyfryzacji przedsiębiorstw* [w:] *Innowacje w Zarządzaniu i inżynierii produkcji*, (eds.) R. Knosala, Tom 2, Opole 2018, p. 641-650.

– corporate social responsibility (CSR), which included the analysis of neglected stakeholders (secondary stakeholders) and focuses on business responsibility towards the environment and is perceived as a cost center for the company³;

– sustainability⁴, which aims to guarantee everyone a decent life without destroying the ecological system in a way that endangers the survival of future generations⁵. However, sustainable development implies that the organization should aim to satisfy, or preferably exceed, the wants and expectations of its stakeholders without compromising the ability of other parties to meet their needs⁶. Specific types of sustainability include: sustainable agriculture, sustainable architecture or ecological economics⁷.

– or finally the concept of M.E. Porter and R. Kramer - creating shared value (CSV), which is an attempt to reconcile the economic and social point of view. CSV focuses on value creation and is seen as a profit concept for the company⁸. CSV focuses on value creation and is seen as a profit concept for the company.

It should be emphasized that the terms corporate social responsibility, sustainability and creating shared value in scientific literature are not used interchangeably, although some activities undertaken in the name of these ideas may be similar or the same. Each of these terms refers to a different level of commitment aimed at improving environmental conditions and business benefits. Many organizations take initiatives at various levels, defining them as elements of responsible business. Thus, on the practical side, the boundaries between the concepts discussed are blurred⁹.

Building modern business models is based on the acquired reliable market information from the external environment. The issue of market information is so important because it determines the choice of methods of analysis, planning, strategy design as well as evaluation and control of

³ A. Dalhsrud, *How Corporate Social Responsibility is Defined an Analysis of 37 Definitions*, [in:] Corporate Social Responsibility and Environmental Management, nr 15, 2008, p. 1-13; K. Kopeć, The pros and cons of corporate social responsibility, Seria: Administracja i Zarządzanie, Siedlce 2016, pp. 127-138, Kopec_Za_i_przeciw_spolecznej_odpowiedzialnosci_biznesu.pdf (uph.edu.pl); ISO 26 000.

⁴ See: R. Baumgartner, *Tools for sustainable business management*. [in:] E. Tiezzi, C.A. Brebbia, & J.L. Usa'ó (eds.), Ecosystems and sustainable development IV, pp. 187–196. Southampton: WIT Press (2003); R. Isaksson, R. Garvare, *Measuring sustainable development using process models*. Managerial Auditing Journal, 18(8)/ 2003, pp. 649–656; L. Hart Stuart, M.B. Milstein, *Creating sustainable value*, Academy of Management Executive, 2003, Vol. 17, No. 2.

⁵ WCED. (1987). Our common future. Nairobi: United Nations Environment Programme, p. 54.

⁶ R. Garvare, P. Johansson, *Management for sustainability – A stakeholder Theory*, Total Quality Management, 21:7/Julii 2010; <https://doi.org/10.1080/14783363.2010.483095>; p. 742.

⁷ R. Costanza, Patten Bernard C., *Defining and predicting sustainability*, Ecological Economics, Volume 15, Issue 3, December 1995, p. 193-196.

⁸ M.E. Porter, M. Kramer, *Creating shared value*, Harvard Business Review Polska 99/2011, p. 38.

⁹ How to understand the creation of shared value (ican.pl)

managerial decisions¹⁰. In this context, the stakeholder theory is seen as an important component of the company's strategic analysis, which is the basis for creating a long-term strategy for market success. Stakeholders are seen as a source of information and economic and social values for the organization. This, in turn, is related to the inclusion of the concept of value creation for stakeholders in the company's strategy and the constructed model for the capture (appropriation) of value by the enterprise. Due to the turbulent nature of the globalized economic environment, it is necessary for companies to have modern competences (e.g. resulting from tools) in identifying the nature of stakeholder relations. Appropriate shaping of partner relations based on market orientation and enterprise value may be one of the main factors in building a competitive advantage in the long term. M. Porter and R. Kramer claim that: "Every enterprise should look at its decisions and opportunities through the prism of economic and social value. Thanks to this, new ways of doing business will emerge, thanks to which the level of innovation and the pace of development of companies will increase - and the society will benefit more" ^{11,12}.

It is worth mentioning that security is a public good, and defense companies jointly implement national interests¹³. It is in the public interest to create a socio-economic order as an element to maintain the strategic balance of sovereign states due to the special role of the defense industry as an element of building military potential in sovereign nation states. Social control mechanisms should prevent the flaws of stakeholder theory to ensure the integrity of social goods. Accordingly, enterprises are expected to responsibly shape and manage a network of stakeholder expectations within increasingly blurred organizational boundaries resulting from the real-virtual world convergence process in the context of the growing trend of informationism and the network society..

The concept of creating defense enterprise value is most visible in the functioning of transnational corporations, which become non-state actors of the international system in the globalist model of the world. Paying attention to business organizations from the defense industry sector, which so far constituted the structure of the military force of a sovereign state, enabling it to implement an

¹⁰ The use of the Open Source INTelligence method as an element in the defense enterprise management system regarding the method of obtaining and analyzing information from publicly available sources.

¹¹ M. Porter, M. Kramer, *Tworzenie wartości dla biznesu i społeczeństwa*, „Harvard Business Review Polska” no 99/2011, p. 38.

¹² It is worth noting that there are dilemmas in the divergence of economic interests in the arms trade and in ensuring security. It is also reflected in the processes of gradual replacement of the semantic value of terms, the conceptual amalgam of the defense and armaments industry.

¹³ See: J. Antczak, I. Horzela, A. Nowakowska-Krystman, *Influence of financial liquidity on the competitiveness of defence industry enterprises*, European Research Studies Journal, Issue 2, 2021.

external policy, allows for observing changes that are taking place in the approach to implementing an integrated defense industry policy in countries.

The nature of the sales processes of the defense industry entities differs from that of companies from other industries. The processes are based on international agreements and relations between the government of the seller and the government of the buyer (G2G), therefore it becomes necessary for further considerations on creating value for stakeholders to capture the convergence in the process of formulating the goals of a defense company with the goals of the sovereign state in the international environment. One could risk a thesis that if, in the current of varieties of stakeholder theories, defense companies are "not only to achieve their own goals, but also to achieve the goals of society"¹⁴ then ensuring the protection of the population against threats will also become the company's goal. On the other hand, a reference to a review of various variants of the theory of international relations will make it possible to explain the motivations of state and non-state actors to influence integration and to strengthen the links between national defense companies and multinationals.

The appearance of this phenomenon can be treated as transformations of the attributes of statehood. Interpretation of the world of international relations by political decision-makers influences the choice of a strategy to maintain the position and tasks of an autonomous state as a real entity fulfilling obligations towards the nation for which "security is one of the most valued values in the social and individual sphere"¹⁵. The state, as an important participant in international relations, exists in the minds of other states and a specific social community as a political institution that guarantees security and the unbreakable unity of territory and power.

As Teresa Łoś-Nowak notes, national security based solely on military potential does not enable the highest degree of ability to secure national interests due to the "permeability of borders". As he writes "today ..., in the conditions of deepening and expanding interdependence, individual security of the state is referred to as a secondary phenomenon. What is supposed to constitute the meaning of its existence is its ability to provide the nation with appropriate conditions of existence, prosperity, development and identity"¹⁶. Bearing in mind the thesis about the network society, the role of social media platforms increases enormously, gathering social groups with contradictory views and

¹⁴ A. Wójcik-Karpacz, *Implikacje praktyczne teorii Interesariuszy: czego mniejsze firmy mogą się nauczyć od większych względem interesariuszy wewnętrznych?*, *Studia Ekonomiczne. Zeszyty Naukowe Uniwersytetu Ekonomicznego w Katowicach*, Katowice 2019, no 348.

¹⁵ K.A. Olak, *Współczesne rozumienie bezpieczeństwa narodowego*, artykuły naukowe, *ASO.A.7(1)/2016/467-480*.

¹⁶ T. Łoś-Nowak, *Stosunki międzynarodowe. Teorie - systemy – uczestnicy*, Wrocław 2006, p. 168.

ambitions, whose targeted activity in the real world may lead to "bursting" from within the state due to the failure to meet the societal expectations articulated in social media. "As a consequence, they lead to the weakening of the ability to exercise direct control over the territory and population, signal the process of shifting decisions on important matters to intergovernmental, and often supranational, structures. This may mean the loss of ties between state power, territory and the population"¹⁷. It is worth emphasizing that the concept of ties is important in the context of building long-term relationships between the company's brand and its stakeholders through relationship marketing, which will be discussed in more detail in the next chapter. The blurring ties between the territory and the population should also be taken into account, due to the use of global information technologies the perception of a place as a space is changing. On the one hand, it can be said that virtual communities are formed that are loyal to supranational functional structures on a larger scale than before. Placing them as a "network society" in a given area will not have any bearing on their activity because the boundaries will lose their significance in the created international reality. On the other hand, increasing the dependence of societies on online applications and platforms increases the possibility of destabilizing the functioning of democratic states and societies¹⁸.

The globalist tendencies of perceiving the world in the current of economic and technological determinism influence the choice of a defense company management strategy. This strategy will aim at taking actions aimed at the survival of a business organization on global markets, regardless of the processes of creating new forms of cooperation between participants of the international scene. Issues related to the concept of stakeholders create opportunities for an organization operating in the private sector to "develop certain areas of state activity"¹⁹ by meeting the needs and expectations of stakeholders. In the moment of destabilization of international relations, the sense of common values of the stakeholders may be expressed by the expectation of ensuring universal security. A business organization reaching a certain "level of autonomy from the state may begin to function as an independent actor guided by its own interests in its activities"²⁰. This enables a change in the specifics of the international environment based on access to information technologies, which change the position of actors on the international scene and the strength of their influence on other participants in the system.

¹⁷ Ibidem, p. 176

¹⁸ D. Barney, *Spółeczeństwo sieci*, Warszawa 2008, p. 39-47.

¹⁹ T. Łoś-Nowak, *Stosunki ...*, op. cit., p. 236-237.

²⁰ Ibidem, p. 238.

The identification of the reasons for undertaking promotional activities in social media in the field of armaments in the area of shaping relations with stakeholders is influenced by the problem of competition of organizations as participants in international relations presented by Teresa Łoś-Nowak. The author describes the phenomenon of competition between the "multiplicity of actors" striving for a position on the contemporary international scene. It emphasizes the interdependence of sovereign states and international, transnational and non-political entities without international responsibility. In this context, it is necessary to take into account the possible penetration of state structures by the operation of commercial intelligence services of non-state actors, which may lead to a destabilizing effect on the system of international relations. As a consequence, the shaky political scenes and the resulting internal crises of countries in the network of global economic, financial and social connections will lead to the disintegration of the political intergovernmental structures of the organization, the intensification of competition in the economic sphere, and then the maintenance of mutual military tensions between great powers. In some simplification, as a forecast of the result of the confrontation between these entities, one can assume the creation of a new type of institutionalization of international relations based on a universal political organization which would be a "world republic" with autonomous non-state entities operating in the structure of a virtual network, replacing ineffective states.

Including the concept of stakeholder theory issues in the development strategies of transnational defense companies is the basis for capturing values in the dynamic environment of contemporary international relations. The position of a sovereign nation-state operating ineffectively in terms of ensuring security is weakened in favor of a transnational corporation with technologies enabling the maintenance of public security. The direction of increasing the potential of the transnational entity will be aimed at creating a competitive organizational form that will strongly integrate and militarize communities into tight political structures "giving them a sense of belonging to the same large family, tribe and nation"²¹ - as a global nation. Respecting the company's brand identity and corporate citizenship will become an indicator of corporate identity with characteristics similar to national identity. Understanding the phenomenon of the stakeholder theory concept and its impact on the position of international corporations as participants in international relations will become a key research issue on the competition of defense companies and the preservation of the international order.

²¹ Ibidem p. 166-177.

For this reason, this article focuses on the process of shaping relationships with stakeholders using the potential of social media in defense companies. The main research problem was expressed by questions: How do defense companies use online social platforms to shape relationships with stakeholders? What are the market goals for the large-scale use of social media platforms geared to a global society? What are the types of marketing activities related to the offer of military equipment (SpW) subject to restrictions on sale to individual users?

ENTERPRISE VALUE CREATION

Contemporary trends in management indicate the need to create enterprise value, taking into account the needs of broadly understood stakeholders. Above all, it relates to corporate social responsibility. According to the definition from the ISO 26 000: 2010 standard, social responsibility is "the responsibility of an organization for the impact of decisions and actions on society and the environment, ensured through transparent and ethical behavior that:

- contributes to sustainable development, including health and well-being in society;
- takes into account the expectations of stakeholders (people or groups that are interested in the decisions or actions of the organization);
- is compliant with applicable law and consistent with international standards of conduct;
- is integrated with the activities of the organization and practiced in its relations, which relate to the activities of the organization undertaken within its sphere of influence"²².

It is worth noting that activities undertaken by enterprises for the benefit of society or the environment should be voluntary²³.

This approach is not in line with the classic approach to creating / maximizing value / profit for the company's shareholders (primary stakeholders)²⁴.

First, a few words of explanations regarding the concept of stakeholders. The concept was introduced by the Stanford Research Institute (SRI) in the 1960s. It is worth noting that their work had its source in the defense company Lockheed reports. Then the issues of the stakeholder theory were developed by R.E. Freeman. He defined the concept of stakeholders as any individual or group that is influenced by the organization or those collectives that can exert an influence on the

²² ISO 26 000 *Spółeczna odpowiedzialność*, p. 2, http://www.pkn.pl/sites/default/files/discovering_iso_26000.pdf

²³ See: A. Dalhsrud, How Corporate Social Responsibility is Defined an Analysis of 37 Definitions, [in:] *Corporate Social Responsibility and Environmental Management*, no 15, 2008, p. 1-13.

²⁴ See: A. Berle, *Corporate Powers as Powers in Trust*, [in:] *Harvard Law Review*, vol. 44, No. 7, maj 1931, p. 1049-1074; M. Friedman, *Kapitalizm i wolność*, Wyd. Centrum im. Adama Smitha & Rzeczpospolita, Warszawa 1993, p. 133-134.

organization's activities. According to Freeman, the company benefits from analyzing the needs of external stakeholders who interact with the company in any way²⁵. K. Obój stated that stakeholders are groups, institutions and organizations that meet two conditions: first, they have their "stake" in the company's operation, in its decisions and their effects; second, they are able to put pressure on the organization²⁶.

The impact of an individual or an interest group is related to the attribute of power, legitimacy and urgency²⁷. According to Jensen, the company should not limit its attention to key and most influential stakeholders²⁸.

Communities or individuals may be located in²⁹:

- further environment, in the digital, global and regional space (media, legislators, social and government institutions - contextual stakeholders);
- in the closer environment, in the sectoral and local space (clients, partners, suppliers, advertising agencies - contractual stakeholders) or
- inside the organization (employees, managers, shareholders/owners - consubstantial stakeholders).

They can be divided into primary stakeholders - those who have direct influence and secondary stakeholders with indirect influence. Due to the revolution in Internet technologies, the network of secondary stakeholders has significantly expanded. The essential element is a detailed analysis of interactions with all interest groups and individuals in the organization's environment (Figure 1).

²⁵ R.E. Freeman, J. McVea, *A stakeholder approach to strategic management*, [in:] *Handbook of Strategic Management*, (eds.) M. Hitt M., Blackwell Publishing, Oxford 2011, p. 56 (PDF) A Stakeholder Approach to Strategic Management (researchgate.net), (access: 5.03.2021)

²⁶ K. Obój, *Strategia organizacji*, wyd. 3 zm., Warszawa 2014, p. 187.

²⁷ R.K. Mitchell, B.R. Agle, D.J. Wood, *Toward a Theory of Stakeholder Identification and Saliency. Defining The Principle of Who and What Really Counts*, "Academy of Management Review", October 1997, vol. 22, No. 4., p. 874, (PDF) Toward a Theory of Stakeholder Identification and Saliency: Defining the Principle of Who and What Really Counts (researchgate.net)

See implementation: R. Biscaia, D.P. Hedlund, G. Dickson, M. Naylor, Conceptualising and measuring fan identity using stakeholder Theory, Conceptualising and measuring fan identity using stakeholder theory, *European Sport Management Quarterly*, 18:4.2018, p. 459-481, <https://doi.org/10.1080/16184742.2017.1413580>

²⁸ M. C. Jensen, *Value Maximization, Stakeholder Theory, and the Corporate Objective Function*. *Business Ethics Quarterly*, https://papers.ssrn.com/sol3/papers.cfm?abstract_id=220671, (dostęp: 10.06.2019)

²⁹ See: A. Paliwoda-Matiolańska, *Teoria interesariuszy w procesie zarządzania współczesnym przedsiębiorstwem*, [in:] *Wspólna Europa. Zrównoważony rozwój przedsiębiorstwa a relacje z interesariuszami*, (eds.) H. Burdulak, T. Gołębiowski, Warszawa 2005, p. 241.

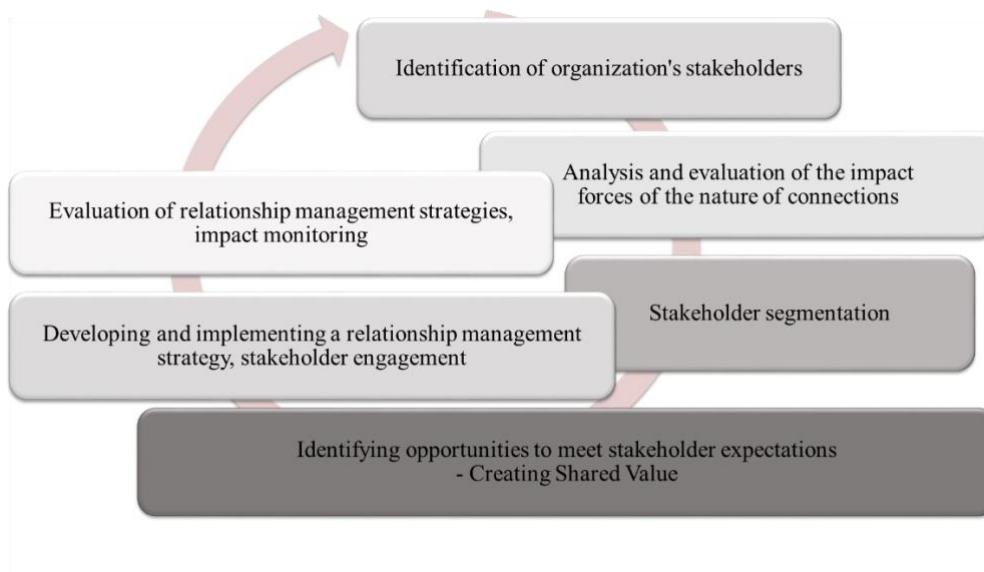


Figure 1. Process of relationship amnagement with atakeholders

Source: own study

Due to further considerations, it will be particularly important to identify entities occurring in the external environment with an indirect influence. In this context, the concept of multistake holderism is important. It concerns the definition of multilateral partnerships composed of various interest groups or individuals involved in a specific problem or organization. The concept of stakeholders is therefore closely related to the terms "relations", "cooperation"³⁰ or "networks"³¹ (fig. 2).

As Z. Dworzecki and A. Krejner-Nowacka write: "enterprises saw their opportunity in the concepts of cooperation, in the creation of network enterprises or enterprise networks. (...) There are two main ways to create network organizations: outsourcing and the use of market links. The first way is specific to restructuring activities, the second is rather strategic"³². The strategic approach emphasizes the active and conscious shaping of connections in the network. This results in the division of the network into dominated ones, i.e. with a central entity (dominant enterprise) and non-

³⁰ See: A. Nowakowska-Krystman, F. Gajewski, Kryteria doboru kooperantów w branży zbrojeniowej, [in:] Sieci biznesowe i uwarunkowania ich tworzenia w przemyśle zbrojeniowym. Wybrane problemy, A. Nowakowska-Krystman (red.), Warszawa, p. 159-177.

³¹ „(...) a business network is a set of long-term formal and informal connections (direct and indirect) that occur between two or more entities. The network is created as a result of a longer process of relationship development and interactions taking place within them. No company manages or “owns” the network. However, this does not mean that the company cannot manage and occupy an important position within the network”. A. Kawa, *Sieci pionowe i poziome w gospodarce*, Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu nr 277, Wrocław 2013, p. 334, (PDF) Sieci pionowe i poziome w gospodarce (researchgate.net), (access: 5.03.2021)

³² Z. Dworzecki, A. Krejner-Nowacka, *Sposoby tworzenia organizacji sieciowych*, [in:] Z. Dworzecki (eds.) *Przedsiębiorstwo kooperujące*, Warszawa 2002, p. 113.

dominated ones, which do not have such an entity³³. The second trend shows that networks are formed as a result of long-term cooperation, interactions between entities. With this approach, it is not possible to define the boundaries of the network or the center³⁴. This is indicated by three basic features of network connections: continuous interaction, interdependence (in terms of resources, entities and activities), infinity (no clear boundaries and structure)³⁵.

Relationship networks can adopt horizontal and vertical relationships that are increasingly overlapping³⁶. It is assumed that understanding how the network works will be the key to understanding how the entities of the future operate, as exemplified in our article is the defense market. We can say in this case that we are dealing with networks³⁷:

- integrated, distributed units that belong either legally or financially to a single group;
- correlated federated (entities that are aware of meeting common needs, e.g. through associations);
- contractual (based on concession contracts between relatively independent partners);
- direct relationships (e.g. direct sales).

Business network partners can choose from various forms of cooperation, such as strategic alliances or industrial and scientific consortia. It is also a broader concept than network organizations. There are many typologies of business networks, differentiated according to the above-mentioned degree of formalization, type of relationship, power in the network or location in the value chain, or geographic scope³⁸.

The current globalization of arms producer markets was initiated by the reduction of defense budgets in the 1990s. At that time, changes were made in economically developed countries, while maintaining their industrial and technological base in the defense sector. The economic interests of countries with high industrial leadership have been secured through the implementation of new strategies for the internationalization of the arms trade. Further product integration and evolution

³³ T. Gołębiowski, *Marketing na rynku instytucjonalnym*, Warszawa 2003, p. 170–171.

³⁴ H. Håkansson, I. Snehota, *Developing Relationships in Business Networks*, London 1995, p. 2, 19.

³⁵ See: M. Ratajczak-Mrozek, *Główne cechy relacji sieciowych przedsiębiorstw* (podejście sieciowe, network approach), „Organizacja i Kierowanie” 2009, nr 4 (138), p. 75–83.

³⁶ If two companies producing similar products participate in two different supply chains built on the basis of the same network, they are connected by horizontal (horizontal) relations. A horizontal relationship includes, for example, competitors who have formed an alliance to achieve a strategic goal. The second type of network is vertical linkage, or "supplier-recipient". The flow of things, information and financial resources through such a network forms the supply chain. A. Kawa, op. cit., s. 335.

³⁷ M. Ratajczak-Mrozek, *Sieci biznesowe na tle innych koncepcji kooperacji przedsiębiorstw*, „Gospodarka Narodowa” 2009, no 7–8, p. 86–87.

³⁸ W. Czakon, *Sieci w zarządzaniu strategicznym*, Oficyna a Wolters Kluwer business, Warszawa 2012, p. 48–54.

of these companies took place as a result of mergers and acquisitions by transnational armaments corporations, which led to the creation of transnational networks of inter-industry relations.

The emergence of global production chains within transnational industrial bases and defense technologies has a fundamental impact on the shape of the global arms trade and international security³⁹. It becomes noticeable that the value chain turns into a network of values. Undoubtedly, this value is influenced by decision-making centers and public administration, which, following trends, implements activities related to strategic national interests and the economic policy of the state⁴⁰.

The implementation of relational strategies by transnational armaments corporations confirms the existence of a relationship between increasing the effectiveness of an international network of enterprises and the skillful shaping of interactions with other entities in the environment⁴¹. The need to consider contextual stakeholders in decision-making is indicated by M.E. Porter and R. Kramer pointing to the area of social needs⁴². There are 3 ways to create shared value: by reconceiving products and markets, by redefining productivity in the value chain, and by enabling local cluster development⁴³. Thus, this concept assumes that social activities should be included in the company's strategy so that it co-creates the conditions of the environment in order to consequently increase sales and profit from product sales. Thanks to this, new ways of doing business will emerge. In order to create collective value and contribute to positive changes in the environment, one cannot act alone. Without cooperation with local communities and other entities (non-governmental organizations, government) it is difficult to co-create changes on a large scale⁴⁴.

The formulated business models are carried out using open research processes with the participation of stakeholders, using the acquired knowledge from external sources and its flow to the

³⁹ R.A. Bitzinger, *The Globalization of the Arms Industry: The Next Proliferation Challenge*, International Security, nr 19, No. 2, 1994, pp. 170-198.

⁴⁰ See: L. Beraud-Sudreau, *Putting arms export promotion under control in France and Sweden*, <https://ecpr.eu/Filestore/PaperProposal/dc5b7916-811a-422b-90c0-c44ec1cb3e58.pdf>.

⁴¹ In the publication from 2009, E. Freeman draws attention to the necessity of applying normative sciences to shaping relations (ethics, morality, cultural studies). R. Edward Freeman, S. Jeffrey, S. Harrison, C. Andrew Wicks, *Managing for Stakeholders: Survival, Reputation, and Success*, Yale University Press 2009.

⁴² See: *Biznes mądrze odpowiedzialny* - ICAN Institute w Warszawie |; Kształcimy liderów biznesu, Jak rozumieć tworzenie wartości wspólnej (ican.pl)

⁴³ M.E. Porter, M. Kramer, *Creating shared value*, Harvard Business Review Polska 99/2011, p. 38.

⁴⁴ Ibidem, p. 38.

company's internal research units. In this way, enterprises engage external participants, including the public, to co-create organizational, process and marketing innovations^{45, 46}.

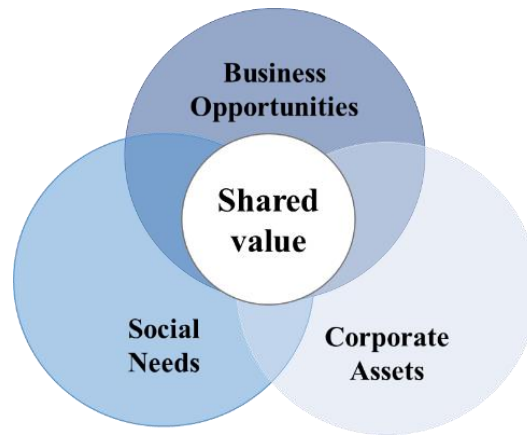


Figure 2. Value creation areas in CSV

Source: Creating Shared Value: Connecting Business, Societal Value and Opportunity

http://www.youtube.com/watch?v=kF3wsT7FG7k&list=UU2ZumK_G589I-0RWF5-euQ&index=3&feature=plcp,
(access: 11.05.12)

New business models can increase the level of innovation and the pace of development of entities. Currently, due to the development of network technologies, companies dynamically treat the creation of a strategic company model based on relations with the stakeholders of the organization as a source of capturing value in creating innovation. According to H. Chesbrough, the author of the Open Innovation concept, innovative processes are related to a developed relational network⁴⁷.

Empirical research in the field of "open" innovations has confirmed the existence of a positive relationship between the financial results of the company and the involvement of the company and stakeholders in the implementation of the concept of open innovation. One of the interesting processes worth mentioning in the context of the issue of relationship management and shaping communication of brands of defense companies on Internet platforms, in particular with the use of social media, is open centralized innovation. It involves the use of an organization's environment

⁴⁵ In the literature, the term "crowd wisdom" is used to refer to models of open innovation based on the knowledge of virtual communities. You can also observe a gradual change in the logic and changes to the management of intellectual property in the arms industry, e.g. establishing cooperation with the start-up community

⁴⁶ A. Sopińska, W. Mierzejewska, *Otwarte innowacje źródłem sukcesu przedsiębiorstwa*, Zarządzanie i Finanse no 2 R. 14, 2016, p. 359-374.

⁴⁷ H. Chesbrough, *Open Innovation The New Imperative for Creating and Profiting from Technology*, Harvard Business School, Press Boston, Massachusetts 2003, p. 111-112.

created to commercialize new solutions generated within the company, which does not fall within the current development strategy⁴⁸.

Business activities for sustainable development positively affect all its stakeholders. Companies with clearly defined social, environmental and economic goals in their strategy attract the most talented employees. Consumers also choose brands that are trusted by society. Activity in the area of sustainable development also positively affects the partners of a given company and supports dialogue with regulators. Also, investors, in the long run, more and more often see the benefits of a company's commitment to sustainable development⁴⁹.

Deloitte experts emphasize that the goal chosen by a given company must be consistent with the business strategy, operating model and its culture. In the digital age, whatever activities a company takes through the Internet and social media is quickly reaching the public⁵⁰.

To sum up, socially responsible activities help minimize external risk by better adapting the company's activity to the external situation, because according to the stakeholder theory, managers cannot disregard any actor in the organization's environment. This is important in the face of changes in the company's environment, in which contextual stakeholders play an increasingly important role. The forces of real-time interaction between stakeholders and the enterprise can be influenced by digital technologies. These technologies have the ability to affect the image of the company among potential customers, and thus its economic value, and thus also the shared value.⁵¹

CORPORATE PUBLIC RELATIONS IN A DIGITAL ENVIRONMENT - DIGITIZED 2.0 AND 3.0 PUBLIC RELATIONS

The use of mass communication channels in public relations practice has mirrored the diffusion of new technologies. Early 20th century public relations efforts largely relied on newspapers and magazines, radio and TV as channels to promote clients and causes. These technologies were one-way communication tools for public relations to transmit information to publics⁵². The constant and continuous development of information and technology supporting entrepreneurs and the

⁴⁸ Ibidem, pp. 359-374.

⁴⁹ Deloitte: *2030 Purpose: Good business and a better future. Connecting sustainable development with enduring commercial success.*

⁵⁰ Ibidem.

⁵¹ K. Kopeć, *The pros and cons of corporate social responsibility*, Seria: Administracja i Zarządzanie, Siedlce 2016, p. 129, [Kopec_Za_i_przeciw_spolecznej_odpowiedzialnosci_biznesu.pdf \(uph.edu.pl\)](#)

⁵² E.J. Sommerfeldt, A. Yang, *Notes on a dialogue: twenty years of digital dialogic communication research in public relations*, Taylor & Francis Online, *Journal of Public Relations Research* 2018, Vol. 30, Issue 3: Digital Dialogic Public Relations, p. 59.

development of infrastructure enabling freer access to ICT networks has caused the functioning of the Public Relations area in organizations to enter a new era.

Businesses have gained access to new digital tools with which they can meet the increasing demands of the market and the public functioning of the company. Digital Public Relations tools can be analyzed as supporting or replacing the existing tools.

Public Relations is still understood as a planned and continuous effort to create and maintain mutual understanding between a particular organization and the public⁵³. However, you should be aware that the modern, and especially the future, public relations industry must understand Twitter, Facebook, LinkedIn or Instagram, which are becoming a very important communication tool for clients and the main way of reaching recipients with the organization's offer and message⁵⁴.

The development of the Internet and the Web 2.0 tools that are made available through it will contribute to technological and social changes related to the networking of enterprises and the network community in the organization's environment.

The position of stakeholders in relation to the organization is strengthened due to the use of mobile devices and the spread of social media. In 2018, the total number of active social media users worldwide was over 3.484 billion⁵⁵.

"The physical world is replicated in the digital world through digital communities, businesses and information-based assets, and this is fundamentally changing the way consumers cooperate and interact with businesses and with each other. interact and connect with businesses and each other"⁵⁶.

Today's PR cannot exist without social media. For most young customers, digital media is as important as traditional media, which means great challenges and changes in the way organizations work. James Kelliher, chief executive officer of PR agency Whiteoaks International, in an interview with Newseria Biznes notes: "Previously, we worked directly with journalists, meaning we had contact with a relatively small group of recipients who used our content and published information. Today, thanks to social media channels, we reach a wide audience directly"⁵⁷.

⁵³ T. Wojciechowski, *Marketingowo-logistyczne zarządzanie przedsiębiorstwem*, Warszawa 2011, p. 172 – 173.

⁵⁴ See: <https://biznes.newseria.pl/news/branza-pr-przechodzi,p2072750272> (access: 02.05.2021)

⁵⁵ See: <https://wearesocial.com/global-digital-report-2019>, (access: 21.06.2019).

⁵⁶ K. Swaczyński, *Organizacja zorientowana cyfrowo*, <https://www.computerworld.pl/news/Organizacja-zorientowana-cyfrowo,401805,2.html>, (access: 15.06.2019).

⁵⁷ Debate „*Komunikacja – trendy. Perspektywa międzynarodowa*”, organize by Omega Communications, <http://www.proto.pl/aktualnosci/bez-wiarygodnosci-nie-ma-pr-u-relacja-z-debaty-komunikacja-trendy-perspektywa> (access: 02.05.2021)

Social media, despite the fact that they have been around for a relatively short period of time, have received many definitions in the modern world. Most often social media is defined as a set of reactions, behaviours, feelings, empirics and interactions between consumers, brands, where there is a multi-directional communication of exchanging experiences using advanced communication tools⁵⁸. In English-language literature, social media are treated more as a set of almost free tools and websites that allow a specific community to create content and engage in meaningful dialogue online⁵⁹.

Social media, on the one hand, provide an opportunity to exchange views, develop interests, interact with the environment, and on the other hand, transform relationships with all groups of stakeholders⁶⁰, who have now ceased to be passive recipients of content communicated by the company.

In the digital space they create virtual organizations and communities. Howard Rheingold defines "virtual communities (communities) as social collectivities that form online when a sufficient number of people continue public discussions long enough and with such emotional commitment that networks of personal relationships are formed in cyberspace"⁶¹.

Piotr Siuda writes about the nature of social changes as the functioning of the network society in the Internet environment, defining it as "all human activities that begin to organize and merge into flexible, decentralized networks"⁶².

In research conducted in 2012, it was found that one in three Polish users of social networking sites is a fan of at least one brand, company or website⁶³.

Digital contact channels, including social media, are becoming a unified platform for companies to connect with their stakeholders to maintain interactions, relationships management, quality perception and brand awareness.

⁵⁸ D. Trzeciak, *Czym są Social Media – Era Social Media*, <http://interaktywnie.com/biznes/blog-ekspercki/social-media/czym-sa-social-media-era-social-media-7956> (access: 14.05.2021)

⁵⁹ J.C. Lewinson, S. Gibson, *Marketing partyzancki w mediach społecznościowych. 126 narzędzi w walce o pozycję w Internecie*, Warszawa 2011, p. 17.

⁶⁰ K. Bachnik, J. Szumniak-Samolej, *Potencjał biznesowy mediów społecznościowych*, Warszawa 2015, p. 37.

⁶¹ M. Podgórski, *Wirtualne społeczności i ich mieszkańcy. Próba e – etnografii*, [in:] *Wielka sieć. E – seje z socjologii Internetu*, (eds.) J. Kurczewski, Warszawa 2006, s.76-209, [za:] H. Rheingold, „The Virtual Community”, <http://www.rheingold.com/vc/book/> (access: 19.06.2019).

⁶² P. Siuda, *Społeczności wirtualne. O wspólnotowości w społeczeństwie sieciowym* [in:] *Oblicza Internetu, Internet w przestrzeni komunikacyjnej XXI wieku*, M. Sokołowski (eds.), Elbląg 2006, p. 179-186.

⁶³ B. Dwornik, B. Ratuszniak, M. Rynkiewicz, B. Wawryszuk, *Raport Media społecznościowe*, p. 9-10, http://interaktywnie.com/index/index/?file=raport_media_spolecznosciowe.pdf, (access: 05.05.2021)

The term "digitized stakeholder" may refer to a profile with a verified identity of a social media user as an individual, company or government entity that interacts with another company's social profile. An online community or virtual community can be defined also as a group of military analysts and experts who regularly communicate on a social networking platform on a given topic, co-create and share content with each other, obtain information using Web 2.0 tools.

Another interesting type of community is a brand community, which O. Witczak defines as "a group with a high degree of homogeneity of awareness of its members, manifesting itself in a similar perception of the surrounding reality, which is reinforced by the participation of group members in common rituals and traditions associated with the brand. There is a sense of moral responsibility that consists of duty or accountability to the community as a whole and its individual members, whose contribute to the collective action and cohesion of the group centered around the brand. The brand community influences the formation of the specific identity of the group members"⁶⁴. In this context, it should be noted that social media has caused a change in the balance of influencing forces for the benefit of the stakeholders. Individuals or groups with limited resources and little influence in the real world can be very influential in the virtual world.

The emergence of a crisis in cyberspace depends on the difference in the level of the ability to use communication tools and methods by companies and stakeholders. Considering the financial resources of the organization, it should be noted that the lack of competence of enterprises in this area can be solved by hiring its own specialists in this field. It should be pointed out that in the information age, media corporations play an important role as stakeholders. Their information activities in the field of presenting the occurrence of non-economic crisis factors and technological threats will affect the crisis response system of a defense company⁶⁵.

The analytical tools of social media and web monitoring platforms are used to analyze stakeholders in the digital environment. For example, detailed analytical data allow to gain information about contextual attitudes, type of network connection and impact of the digitalised stakeholder. Assessments of analytical reports from the digital environment should be linked to business processes in the company not only in the area of marketing strategies, but redefining the

⁶⁴ O. Witczak, *Społeczności tradycyjne i wirtualne w budowaniu zaangażowania konsumentów wobec marki – analiza porównawcza*, [in:] *Agile Commerce - zarządzanie wobec wyzwań technologii* (eds.) Ł. Sułkowski, D. Nawrat-Wyras, M. Klimka-Kołyśko, *Przedsiębiorczość i Zarządzanie*, Warszawa 2018, p. 306.

⁶⁵ A. Chodyński, *Zarządzanie mediami a bezpieczeństwo*, http://cejsh.icm.edu.pl/cejsh/element/bwmeta1.element.desklight-fa237b9f-e064-4803-a9c0-ae48ecd7cbb6/c/BTiP_2017_4_02_Chodynski.pdf, (access: 19.06.2019).

action-oriented operational models focused on digital transformation from the perspective of all stakeholders of the company. Automated monitoring allows capturing real-time notifications and comments in the context of stakeholder interaction with the organization, the brand and the acquisition of corporate governance knowledge in the area of corporate reputation and product brand image.

It is worth noting that behind information and reputation crises may be groups whose purpose may be to interfere with the smooth running of the company. User-generated content on the defense company's social networks can be used to create spontaneous groups of company stakeholders that trigger crisis situations. A properly implemented and modified relationship management strategy based on the analysis of information and decision-making processes in the enterprise should prevent sequential actions directed against the organization.

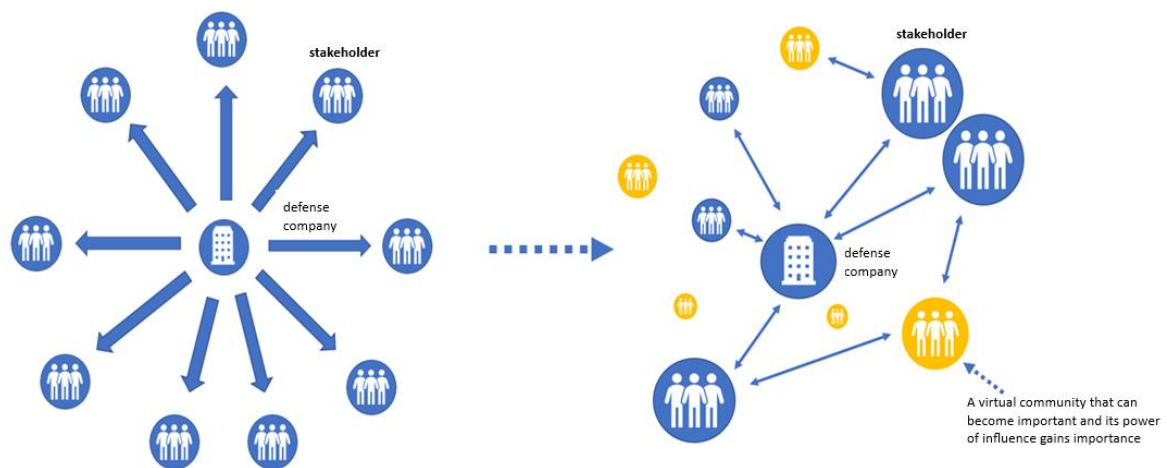


Figure 3: Stakeholder theory - evolution of the approach

Source: own study based on” E, Sara; McElrath, Roger; and Taylor, “The Future of Stakeholder Engagement.” Research Report, BSR., Alison. 2016, p. 23.

In summary, conducting stakeholder analysis and their roles in an organization's dynamic environment requires skillful use of modern analytical software tools. There are constantly changing forces of influence that affect the bilateral nature of relational ties. Figure 3 illustrates the change in approach to stakeholder theory. The presented maps of stakeholder analysis show the evolution from one-way relations to a system composed of an enterprise and stakeholders interrelated with each other and interacting over time in the global environment and cyberspace.

Organizational culture, built on the basis of the use of social media, will be an inseparable element of managing physical and digital enterprises. As C. Żurak-Owczarek points out, the concept of virtual organizations is a reflection of the most important socio-technological changes in the context of the globalization processes of economic activity⁶⁶.

The ability to develop cooperation within the framework of cooperation in the virtual world between partner enterprises and the environment, using social media, will depend on the use and level of security of the IT and telecommunications system.

Considerations about the environment and the relationship of the company with its stakeholders and their value for the company are closely related to the process of identifying all stakeholders using the digital space for this purpose. Recognizing the expectations of interest groups is important, due to the fact that individual collectives express not only similar goals and needs, but also contradictory to each other.

Shaping relations with stakeholders allows for obtaining their synergy of needs and determining the variable features of the forces of influence of entities that can be modified with the use of strategic communication methods. The theory of dialogue in public relations certainly presents an ethical framework for building and maintaining organization-public relationships. However, public relations practitioners often must navigate complicated internal communication processes before, during and after developing and executing strategic external communication plans.

VIRTUAL COMMUNITIES IN BUILDING COMPANY BRAND CAPITAL - RESEARCH RESULTS⁶⁷

The global network of connections between the participants of the economic environment, known today as the network economy, requires a vision and strategy for the development of an enterprise aimed at creating value for the company and its environment. The course of the international expansion process of global enterprises in the defense industry is an example of the implementation of an approach to development expressed in the form of a long-term enterprise management strategy, including a strategic approach to stakeholder relationship management. Strategies of modern defense companies are focused on achieving common goals with all

⁶⁶ K. Czaińska, Czynniki kształtujące kulturę organizacyjną przedsiębiorstw wielonarodowościowych, Poznań 2013, p. 110.

⁶⁷ Based on: Justyna Moskal-Niewczas, *Implementacja społeczności wirtualnych w strategii przedsiębiorstwa zbrojeniowego*, [in:] *Związki relacyjne na rynku zbrojeniowym*, (eds.) A. Nowakowska-Krystman, K. Górska-Rożej, Warszawa 2020, p. 168-180.

stakeholders. Each transnational organization, apart from technologically advanced solutions and products, has coordinated relations with the environment typical for its type of activity.

Due to the fact that stakeholder relationship management is related to relationship marketing, it should be noted that marketing has evolved along with the changes related to the networking of companies. From the 4P concept, through relationship marketing, to current stakeholder marketing⁶⁸. The company focuses on building relationships instead of focusing on a single transaction. For this purpose, it uses both its own and the client's knowledge resources for the purpose of commercialization. The transaction becomes an episode in long-term relationships, and what counts is knowledge resources and the company's position in the value chain⁶⁹. As M. Ostrowska states, "relationship marketing can be described as modern marketing, the basis of which will be the creation of a bond based on loyalty, as well as modified marketing instruments (4P extended with further elements)"⁷⁰. E. Gummesson writes that "relationship marketing is marketing seen as relationships, networks and interactions"⁷¹. It should be noted that relationship marketing also refers to time as building long-term relationships with the organization's stakeholders.

Despite the specifics of the defense industry, companies carry out marketing activities of a wide range. An example of activities promoting the brand of a defense company in the area of influential institutions are sponsored articles in the international opinion-making press on the issues of transatlantic cooperation between NATO and the EU in the political area (Fig. 4). In this context, the company presents strategic products along with the presentation of the company's strategic partners as part of projects carried out in Europe.

⁶⁸ Interesting from the point of view of stakeholder relationship management is also the developed concept of holistic marketing. This approach assumes marketing cooperation with all partners of the organization in creating the value of the company and the market environment.

⁶⁹ F.E. Webster Jr., *A Perspective on the Evolution of Marketing Management*, Vol. 24, No. 1, p. 125.

⁷⁰ I. Ostrowska, *Model kształtowania lojalności klientów w stosunku do marki*, Wyd. Naukowe Uniwersytetu Szczecińskiego, Szczecin 2010, p. 26.

⁷¹ E. Gummesson: *Making relationship marketing operational*, „International Journal of Service Industry Management” 1994, vol. 5 (5), p. 2.

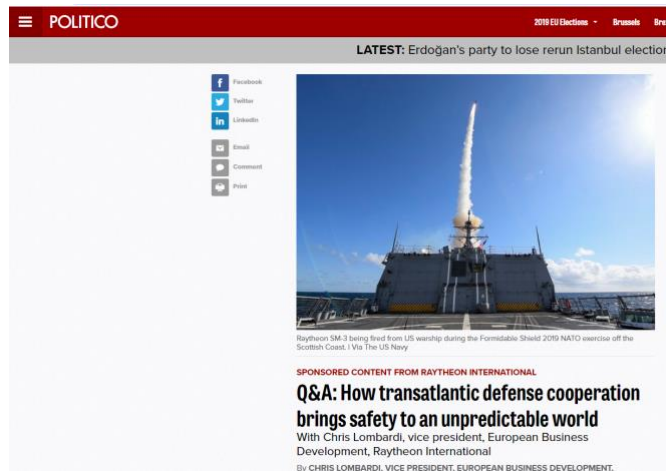


Figure 4. A defense company interview for "Politico"

Source: <https://www.politico.eu/sponsored-content/qa-how-transatlantic-defense-cooperation-brings-safety-to-an-unpredictable-world/>, (access: 21.06.2019)

Another interesting example that confirms a strategic approach to stakeholder relationship management is the creation of its own information portal by a defense company. The "brand journalism" journalistic approach has been implemented to promote the company's brand on an internet portal containing thematic websites about the company's products and activities in the environment. A team of experienced journalists was employed, i.e. internal human resources who, according to editorial guidelines, prepare stories about the manufacturer's products and its market environment. The quality of text materials determines their publication on social platforms and other news portals⁷² based on the content marketing model.

The website with "news" from the perspective of military products is to be an element of building a coherent image of the company's brand as an organization with the potential to ensure security. By using brand journalism as a marketing communication tool, you can capture the essence of goals set by corporations in a long-term corporate management strategy.

From the perspective of shaping relations with contextual stakeholders, activities that create moral and emotional ties are important⁷³. An example of an information portal with a "brand journalism" approach is also a marketing strategy defined as turning brand fans into customers, and customers into fans of the company's brand⁷⁴. Another aspect of using a communication tool in this

⁷² <http://nation.time.com/2012/11/26/elroy-jetson-is-building-missiles/>, (access: 21.06.2019)

⁷³ A. Goliszek, Instrumenty komunikacji marketingowej w budowaniu relacji z nabywcami finalnym, Marketing i Rynek, 2018, nr 4 (CD), p. 224-235.

⁷⁴ In the defense industry, such an approach to marketing strategies in social media highlights the issue of interpreting values and ethics and the differences in approaches in this area between Europe and the US.

way is the ability to quickly prevent emergencies. In the opinion of the corporation, large amounts of erroneous publications about the company contained in the archival resources of the Internet may be the causes of an image crisis in the future. A defense corporation takes preventive action in order to build its own source of reliable information about the organization and its environment. In this way, journalists and the public are getting used to trust and integration with the brand. In this context, it is important to recognize the security issues of countries that are influenced by the media. Media organizations and online platforms can succumb to hostile takeovers as part of an armed conflict preparedness strategy causing public confusion⁷⁵. It should be noted that the era of information and network economy contributes to the emergence of new crisis-generating factors. Therefore, it is especially important to perform an extended analysis of relations between the company's stakeholders in the environment in order to create anti-crisis scenarios. Situations defined as abnormal in the group of accidents may relate to damage to products (by competitors), disclosure of theft of confidential data or publication of content that infringes the image⁷⁶. In this context, in the author's opinion, it is worth paying attention to the time and source of publication of content that strikes the image of domestic defense industry enterprises, which takes place during the signing of important inter-state agreements or tripartite political conferences. Messages of this kind influence the views of the mass audience and their aim is to achieve a predetermined response.

The selected examples presented reflect the strategic priorities of global enterprises in shaping essential relationships with stakeholders. Properly selected forms and instruments of communication constitute a tool connecting the business organization with the environment. Of course, the issues discussed above do not exhaust the topic in the area of marketing communication instruments regarding, for example, service or complaint support, cooperation with scientific and research centers, employee marketing. In order to precisely set goals and priorities in a long-term approach to stakeholder relations management, it will be useful to use the relationship assessment according to the 30R method by E. Gummesson, which distinguishes 30 types of relations. The methodological assumptions for the assessment will allow to determine the dependent and independent factors influencing the nature of the relations. The selection of strategic communication tools and effective coordination of the relationship between the organization and all its stakeholders depends on a detailed assessment of the state of the company's relationship and the marketing budget. The potential of social media as a channel of marketing activities for the B2B or B2G sector enables

⁷⁵ A. Chodyński, *Zarządzanie mediami a bezpieczeństwo* „Bezpieczeństwo. Teoria i Praktyka” 2017, nr 4 (XXIX), p. 40.

⁷⁶ Ibidem

companies to communicate their market offer. Considering the strict mechanisms of supervision of military products in force in the defense industry, one wonders about the importance of social media for the marketing needs of defense companies whose offer is targeted at a specific, defined group of end users.

From the point of view of relationship marketing, social platforms are a great tool for quick communication with stakeholders. Multidirectional dialogue with stakeholders and promotion of the sale of military equipment in social media draws attention to the question about the method of market segmentation. What type of clients are defense companies looking for in social media?

Web 2.0 tools are dynamic platforms that enable society around the world to create two-way web content (text, photos, videos, infographics, webinars) regardless of time and place. The most important functionality of platforms and applications is the interaction between users and the ability to co-organize and exert pressure. Due to the free flow of information on platforms, they have become an attractive distribution channel for marketing content for enterprises.

The potential of social media and interaction between consumers and brands has been recognized by defense companies as one of their business strategies. Direct customer engagement with the brand has become possible through the company's social profile and triggered user reactions to published content. The aim of the marketing activities undertaken by the companies was to build brand personality with the participation and involvement of social media users. An important element of the marketing strategies of enterprises has become the creation of a separate space within the company's profile for users interested in the company's activities. In order to attract new participants, the company creates valuable content on an ongoing basis that will attract the company's stakeholders or technological fans of military technology. In this way, they build a virtual community that gathers and communicates around the company's brand. Nowadays, the brand becomes a relationship because, as O. Witczak writes: "the brand community is one of the social groups, and the distinguishing feature is the brand as an object of interest to its members. It determines the attitudes, opinions and behavior of the group in the social, psychological and economic dimensions"⁷⁷. Witczak points out that strengthening the relationship between a participant in the virtual community and the brand is important for the company's position in the virtual relationship network, where there is a triad of relationships⁷⁸. The strength of the company's

⁷⁷ O. Witczak, Społeczności tradycyjne i wirtualne w budowaniu zaangażowania konsumentów wobec marki - analiza porównawcza, *Przedsiębiorczość i Zarządzanie* 2018, pp. 305-318.

⁷⁸ Ibidem

influence on the attitudes, opinions and behavior of the user depends on the relations between the users of the social platform. The importance of VR relationship management is critical to building brand awareness.

Another important argument for the growing importance of brand marketing for defense corporations are the results of social research that compares the strength of relationships with a brand to interpersonal and religious relationships⁷⁹. Another interesting proof of the importance of building brand awareness is the analysis of customer engagement towards the brand in online communities. These studies indicate that enterprises using virtual communities in strategic communication activities focus on building their own values.

When discussing the involvement of social media users towards the brand and the community, attention should be paid to the benefits sought by the virtual community from contact with the brand. The dimension of social expectations in a turbulent environment is related to the search for security. In addition, group members expect value from established relationships, information and entertainment value tailored to the nature of the group. Another way to implement virtual communities to implement the company's strategy is to use social groups that exist and were not created to achieve the company's promotional goals. These types of groups can operate in the areas of sector policy consultations, opinion leaders on military issues, equipment, and the army. In the case of a business organization operating in the digital age, the benefits will relate to obtaining market information based on the activity of virtual community participants, drawing conclusions based on the reported comments and needs about the functioning of the company's environment, as well as prospects for conducting marketing research. In summary, virtual communities should be classified as new stakeholder groups.

The processes of enterprises' impact on the market environment depend on the modern forms of communication used. The way the content is presented and the structure of the message enable effective reaching the recipient of the message.

The purpose of observing selected channels⁸⁰ of brands of companies operating in the arms industry on the YouTube platform was to examine their activity and search for answers to the formulated research question. The observed units belonged to the group of foreign enterprises. These entities are among the 20 largest defense companies in the ranking of the 100 largest weapons

⁷⁹ Ibidem

⁸⁰ Observation made on the basis of official corporate channels placed on the YouTube platform run by companies on the list „The SIPRI top 100 arms-producing companies”

manufacturers⁸¹. The collected conclusions refer to the structure of messages contained in videos posted on a social platform based on the observation method (see Table 1). YouTube was chosen as an observation tool due to the reach and number of users logging in to the platform monthly, estimated at around 1.5 billion people. The footage of the defense corporations are posted on an open social channel without indicating the age limit for viewing the user's channel.

Table 1. List of video promotional materials

YouTube page address	Number of views
https://www.youtube.com/watch?v=oKIQyPOiRuE	2 457 516
https://www.youtube.com/channel/UC6UXYXyv_Ja5ssLbC2DUWC	49 818
w https://www.youtube.com/watch?v=Gd53rZs5fs	64 163
https://www.youtube.com/watch?v=a6L5J7WcUpo	2 888 517
https://www.youtube.com/watch?v=h449oljg2kY	2 660 072
https://www.youtube.com/watch?v=-XHoBDTuFks	1 076
https://www.youtube.com/watch?v=8B-k34faFAE	19 352
https://www.youtube.com/watch?v=qvbCgKpkEds	155 490
https://www.youtube.com/watch?v=ae5VmVwfWmk	337 821
https://www.youtube.com/user/baesystemsinc	44 057

Source: own study based on the profiles of companies registered on the platform, YouTube, May 2019.

Conclusions from the observation carried out:

The method of constructing messages contained in video materials distributed on social media is an element of building the "branding" of defense companies. The message created in the film message contained in the promotional materials concerns a change in the attitudes of the platform user. It can be assumed that in such a way as to create a belief that there is a need to purchase a given weapon as the only solution ensuring security without indicating the necessity to use diplomatic means.

⁸¹ The SIPRI top 100 arms-producing companies https://www.sipri.org/sites/default/files/2018-12/fs_arms_industry_2017_0.pdf (access: 21.06.2019)

The production of video materials regarding the company's activities is modeled on elements taken from film productions and using the so-called "Hollywood" special effects. The use of such measures creates a visual effect of the authenticity of the depicted event. It is noticed in the construction of the video that elements of meaning were used, i.e. adventure, glorifying the technological advancement of the product and presenting the participation of soldiers in military action without the consequences of showing the consequences of using the presented weapons.

The right combination of photo sequences and music builds a story through shared visual elements combined with text. The special assembly technique and camera movement arouses curiosity for further promotional material like watching a feature film. The spatial and temporal changes are shown through the montage structure of the action and the camera's point of view. The importance of the structure of the message should be considered in terms of intertextuality. Video materials are based on film conventions as permanent patterns that have been used to communicate the meaning of conflict, security, anxiety, emergency, technological development in the film image. The video materials use metaphors and the presentation of the tested military products takes place by engaging the viewer in a form similar to the promotion of civil products, e.g. testing passenger cars in the field or presenting a research solution in a clean laboratory setting.

The discussed issue of the involvement of enterprises in building brand capital and estimating market power has become a research area for contemporary European teams of scientists and practitioners. In order to deepen the considerations on the issue of the process of constructing a brand message, it becomes necessary to refer to the conclusions contained in the reports of research projects carried out so far. The first summary was prepared as part of a study conducted by the Swedish Research Council, as part of the project "Digitized societies: past, present and future" and presents interesting conclusions about the results of content marketing analysis carried out according to the implemented strategies for the development of the image of defense companies. An international team led by Susan T. Jackson made the following conclusions in this research area⁸²:

- there is synergy between the computer games industry and the defense industry;
- national security marketing appears as military security marketing;

⁸² S.T. Jackson, J. Joachim, N. Robinson, A. Schneiker. *Assessing meaning construction on social media: A case of normalizing militarism*, <https://www.sipri.org/publications/2017/sipri-policy-briefs/assessing-meaning-construction-social-media-case-normalizing-militarism>, (access: 18.06.2019)

- armaments are presented as the natural and only necessary means of achieving the protection of communities that cannot defend themselves;
- journalistic forms are suitable for corporate films on the Internet to gain the authenticity of the message;
- in the media reports carried out by journalists about the military product, the value of an entertaining experience for a reporter from contact with weapons is created;
- the militarization of social media serves to introduce the presentation of the presence of war as a normal situation in everyday life;
- algorithms in social media may lead to obtaining an "echo chamber" - indicating the message by the user as "forward" on the platform under the influence of the platform's recommendation on the basis of similar previously viewed messages;
- in the messages there is a transfer of military values into the civil space.

The publication of research results from research conducted by M. Karpińska-Krakowiak is another interesting observation in the area of building brand capital in social media. In the monograph, the author presents the importance of categorizing the content of messages formulated by brands based on the criterion of conflict and authenticity⁸³. She assigned four colors of colors to groups of messages depending on the building of emotions among viewers. White are achromatic messages that are fictitious - without reference to everyday events. The celestial messages group together situations and events that could really happen. The photos and texts used in this group of messages are supposed to refer to naturalness. Film messages classified as red content contain fictional content, but presented in a way that evokes emotions that originate in the narrative contained in the film image due to the high criterion of conflict. The directed materials based on narratives tell the stories of the so-called storytelling.

⁸³ M. Karpińska-Krakowiak, *Kapitał marki w mediach społecznościowych*, Łódź 2018, pp. 76-85.

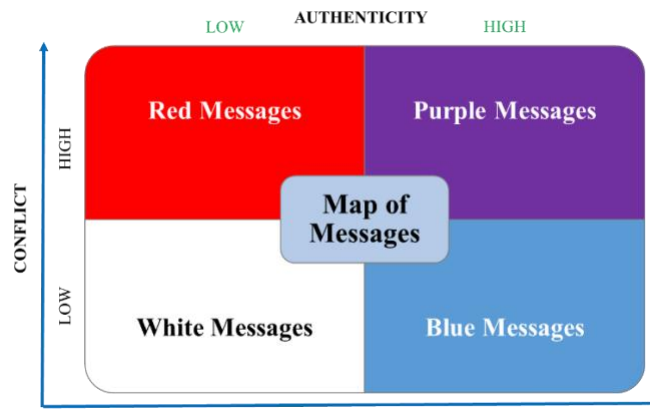


Figure 5. Map of the messages grouped according to the criteria of authenticity and conflict

Source: based on M. Karpińska-Krakowiak, *Kapitał marki w mediach społecznościowych*, Łódź 2018.

The purple messages contain common features of blue and red content. The film image classified in this group reflects high conflict in combination with realism. He authenticates real stories with everyday problems. The material is structured so that the recipient of the message has the expression of viewing the film material that has been recorded as a real event.

The presented method of grouping messages is to play a prognostic role in terms of the effectiveness of promotional messages. Different reactions of the viewers of the video in the digital environment to the presented content will be used to categorize the content of the message depending on the impact on the emotional state of the user of the social platform.

To sum up, the effectiveness in communication and building the company's brand by engaging potential stakeholders depends on the selection of marketing communication tools appropriately adapted to the specificity of the target group of customers.

CONCLUSIONS

The presented theoretical approach and applied processes of shaping policies for the defense industry pose challenges to public decision-making centers in the selection of effective tools of government support for the defense industry. Visibility and exposure in the social space of a given approach to industrial policy in the defense sector has an impact on the spread of the trend and its imitation. In-depth understanding by decision-makers of the changes taking place in the uncertain globalized environment and having access to knowledge about global trends in the development of production in the era of digital technologies allows to define priorities in creating an industrial defense potential.

Creating and respecting the regulations on the control of arms exports and the promotion of their exports will constitute the basis for determining the scale of budgetary involvement of individual countries in the field of defense⁸⁴. The choice of an industrial policy implementation strategy that strengthens the position of domestic enterprises in the global economy affects their competitiveness on the international market.

As a result of the actions launched by states, new forms of cooperation in security matters between public entities and private enterprises are being observed. An increase in public-private partnerships was observed in countries where public approval was obtained for increasing the level of state budget expenditure on complementary services and armaments⁸⁵.

BIBLIOGRAFIA

REFERENCES LIST

- Antczak J., Horzela I., Nowakowska-Krystman A., *Influence of financial liquidity on the competitiveness of defence industry enterprises*, European Research Studies Journal, Issue 2, 2021.
- Bachnik K., J. Szumniak-Samolej, *Potencjał biznesowy mediów społecznościowych*, Poltext, Warszawa 2015.
- Barney D., *Spółeczeństwo sieci*, Wydawnictwo Sic!, Warszawa 2008.
- Baumgartner R., *Tools for sustainable business management* [in:] E. Tiezzi, C.A. Brebbia, & J.L. Usa'ó (Eds.), *Ecosystems and sustainable development IV*
- Beraud-Sudreau L., *Putting arms export promotion under control in France and Sweden*, <https://ecpr.eu/Filestore/PaperProposal/dc5b7916-811a-422b-90c0-c44ec1cb3e58.pdf>.
- Berle A., *Corporate Powers as Powers in Trust*, [in:] Harvard Law Review, vol. 44, No. 7, maj 1931.
- Biscaia R., Hedlund D.P., Dickson G., Naylor M., *Conceptualising and measuring fan identity using Southampton*: WIT Press
- Isaksson R., Garvare R., *Measuring sustainable development using process models*. Managerial Auditing Journal, 18(8), 2003
- Bitzinger R.A., *The Globalization of the Arms Industry: The Next Proliferation Challenge*, International Security, no 19, No. 2, 1994.
- Biznes mądrze odpowiedzialny - ICAN Institute w Warszawie |; *Kształcimy liderów biznesu, Jak rozumieć tworzenie wartości wspólnej* (ican.pl)

⁸⁴ Raport: *Global Defense Outlook 2016 Zmiana postaw i nowe linie podziału*, <https://www2.deloitte.com/pl/pl/pages/consumer-business/articles/Global-Defense-Outlook-2016.html>.

⁸⁵ Ch. Spearin, *The International Private Security Company: A Unique and Useful Actor?* [in:] *In Modern War and the Utility of Force: Challenges, Methods and Strategy*, (eds.) I. Duyvesteyn, J. Angstrom. Routledge, New York 2010, p. 39-64.

- Chesbrough H., *Open Innovation The New Imperative for Creating and Profiting from Technology*, Harvard Business School, Press Boston, Massachusetts 2003.
- Chodyński A., *Zarządzanie mediami a bezpieczeństwo*, http://cejsh.icm.edu.pl/cejsh/element/bwmeta1.element.desklight-fa237b9f-e064-4803-a9c0-ae48ecd7cbb6/c/BTiP_2017_4_02_Chodynski.pdf, (access: 19.06.2019).
- Costanza R.; Patten B.C., *Defining and predicting sustainability*, *Ecological Economics*, Volume 15, Issue 3, December 1995.
- Creating Shared Value: Connecting Business, Societal Value and Opportunity*, http://www.youtube.com/watch?v=kF3wsT7FG7k&list=UU2ZumK_G589I-ORWFe5-euQ&index=3&feature=plcp
- Czaińska K., *Czynniki kształtujące kulturę organizacyjną przedsiębiorstw wielonarodowościowych*, Wyd. Naukowe UAM, Poznań 2013.
- Czakon W., *Sieci w zarządzaniu strategicznym*, Oficyna a Wolters Kluwer business, Warszawa 2012.
- Dalhsrud A., *How Corporate Social Responsibility is Defined an Analysis of 37 Definitions*, [in:] *Corporate Social Responsibility and Environmental Management*, No 15, 2008.
- Debata „Komunikacja – trendy. Perspektywa międzynarodowa”, organizowana przez Omega Communications, <http://www.proto.pl/aktualnosci/bez-wiarygodnosci-nie-ma-pr-u-relacja-z-debaty-komunikacja-trendy-perspektywa> (access: 02.05.2021)
- Deloitte: 2030 Purpose: Good business and a better future. Connecting sustainable development with enduring commercial success.*
- Dwornik B., Ratuszniak B., Rynkiewicz M., Wawryszuk B., *Raport Media społecznościowe*, http://interaktywnie.com/index/index/?file=raport_media_spoecznościowe.pdf, (access: 05.05.2021)
- Dworzecki Z., Krejner-Nowack A., *Sposoby tworzenia organizacji sieciowych*, [in:] Z. Dworzecki (eds.) *Przedsiębiorstwo kooperujące*, Warszawa 2002.
- Freeman R.E., Harrison J.S., Wicks C.A., *Managing for Stakeholders: Survival, Reputation, and Success*, Yale University Press 2009.
- Freeman R.E., McVea J., *A stakeholder approach to strategic management*, [in:] *Handbook of Strategic Management*, (eds.) M. Hitt M., Blackwell Publishing, Oxford 2011, (PDF) *A Stakeholder Approach to Strategic Management* (researchgate.net), (access: 5.03.2021)
- Friedman M., *Kapitalizm i wolność*, Wyd. Centrum im. Adama Smitha & Rzeczpospolita, Warszawa 1993.
- Garvare R., Johansson P., *Management for sustainability – A stakeholder Theory*, *Total Quality Management*, 21:7/Juli 2010; 737-744, DOI: 10.1080/14783363.2010.483095; To link to this article: <https://doi.org/10.1080/14783363.2010.483095>.
- Gołębiowski T., *Marketing na rynku instytucjonalnym*, Warszawa 2003.
- Goliszek A., *Instrumenty komunikacji marketingowej w budowaniu relacji z nabywcami finalnym*, *Marketing i Rynek*, 2018, No 4 (CD).
- Gummesson E., *Making relationship marketing operational*, „*International Journal of Service Industry Management*” 1994, vol. 5 (5).

- Gummesson E., *Relationship marketing as a paradigm Shift: some conclusion from the 3OR approach*, „Management Decision”, 35/4 (1997), (PDF) Relationship marketing as a paradigm shift: Some conclusions from the 3OR approach (researchgate.net), (access: 5.03.2021)
- Håkansson H., Snehota I., *Developing Relationships in Business Networks*, London 1995.
- <http://nation.time.com/2012/11/26/elroy-jetson-is-building-missiles/>, (access: 21.06.2019)
- <https://biznes.newseria.pl/news/branza-pr-przechodzi,p2072750272> (access: 02.05.2021)
- <https://wearesocial.com/global-digital-report-2019>, (access: 21.06.2019).
- <https://www.politico.eu/sponsored-content/qa-how-transatlantic-defense-cooperation-brings-safety-to-an-unpredictable-world/>, (access: 21.06.2019)
- ISO 26 000 Społeczna odpowiedzialność*, http://www.pkn.pl/sites/default/files/discovering_iso_26000.pdf
- Jackson S.T., Joachim J., Robinson N., Schneiker A., *Assessing meaning construction on social media: A case of normalizing militarism*, <https://www.sipri.org/publications/2017/sipri-policy-briefs/assessing-meaning-construction-social-media-case-normalizing-militarism>, (access: 18.06.2019)
- Jak rozumieć tworzenie wartości wspólnej (ican.pl)
- Jensen M.C., Value Maximization, Stakeholder Theory, and the Corporate Objective Function. *Business Ethics Quarterly*, https://papers.ssrn.com/sol3/papers.cfm?abstract_id=220671, (access: 10.06.2019)
- Karpińska-Krakoviak M., *Kapitał marki w mediach społecznościowych*, Wyd. Uniwersytetu Łódzkiego, Łódź 2018.
- Kawa A., *Sieci pionowe i poziome w gospodarce*, Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu No 277, Wrocław 2013, (PDF) Sieci pionowe i poziome w gospodarce (researchgate.net), (access: 5.03.2021)
- Kopeć K., *The pros and cons of corporate social responsibility*, ZN UPH, Seria: Administracja i Zarządzanie, Siedlce 2016, [Kopec_Za_i_przeciw_spolecznej_odpowiedzialnosci_biznesu.pdf](http://uph.edu.pl/Kopec_Za_i_przeciw_spolecznej_odpowiedzialnosci_biznesu.pdf) (uph.edu.pl)
- Kotler P., Armstrong G., Saunders J., Wong V., *Marketing. Podręcznik europejski*, Warszawa 2002.
- Lewinson J.C., Gibson S., *Marketing partyzancki w mediach społecznościowych. 126 narzędzi w walce o pozycję w Internecie*, Wolters Kluwer Polska, Warszawa 2011.
- Łobejko S., *Strategie cyfryzacji przedsiębiorstw* [in:] *Innowacje w Zarządzaniu i inżynierii produkcji*, (eds.) R. Knosala, Tom 2, Oficyna Wydawnicza Polskiego Towarzystwa Zarządzania Produkcją, Opole 2018.
- Łoś-Nowak T., *Stosunki międzynarodowe. Teorie - systemy – uczestnicy*,Wrocław 2006.
- Mitchell R.K., Agle B.R., Wood D.J., *Toward a Theory of Stakeholder Identification and Saliency. Defining The Principle of Who and What Really Counts*, „Academy of Management Review”, October 1997, vol. 22, No. 4., (PDF) Toward a Theory of Stakeholder Identification and Saliency: Defining the Principle of Who and What Really Counts (researchgate.net)
- Moskal-Niewczas J., *Implementacja społeczności wirtualnych w strategii przedsiębiorstwa zbrojeniowego*, [in:] *Związki relacyjne na rynku zbrojeniowym*, A. Nowakowska-Krystman, K. Górka-Rożej (eds.), ASzWoj, Warszawa 2020.
- Nowakowska-Krystman A., Gajewski F., *Kryteria doboru kooperantów w branży zbrojeniowej*, [in:] *Sieci biznesowe i uwarunkowania ich tworzenia w przemyśle zbrojeniowym. Wybrane problemy*, A. Nowakowska-Krystman (eds.), ASzWoj, Warszawa 2018.
- Obłój K., *Strategia organizacji*, wyd. 3 zm., PWE, Warszawa 2014.

- Olak K.A., *Współczesne rozumienie bezpieczeństwa narodowego*, artykuły naukowe, ASO.A.7(1)/2016/467-480 ISSN 2300-1739
- Ostrowska I., *Model kształtowania lojalności klientów w stosunku do marki*, Wyd. Naukowe Uniwersytetu Szczecińskiego, Szczecin 2010.
- Paliwoda-Matiolańska A., *Teoria interesariuszy w procesie zarządzania współczesnym przedsiębiorstwem*, [in:] Wspólna Europa. Zrównoważony rozwój przedsiębiorstwa a relacje z interesariuszami, (eds.) H. Burdulak, T. Gołębiowski, SGH, Warszawa 2005.
- Pilarski G., A. Nowakowska-Krystman (eds.), *Case study in relationship*, AON, Warszawa 2015.
- Podgórski M., *Wirtualne społeczności i ich mieszkańcy. Próba e – etnografii*, [in:] Wielka sieć. E – seje z socjologii Internetu, (eds.) J. Kurczewski, Warszawa 2006, [za:] H. Rheingold, *The Virtual Community*, <http://www.rheingold.com/vc/book/> (access: 19.06.2019).
- Porter M., Kramer M., *Tworzenie wartości dla biznesu i społeczeństwa*, „Harvard Business Review Polska” no 99/2011.
- Porter M.E., Kramer M., *Creating shared value*, Harvard Business Review Polska 99/2011.
- Raport: *Global Defense Outlook 2016 Zmiana postaw i nowe linie podziału*, <https://www2.deloitte.com/pl/pl/pages/consumer-business/articles/Global-Defense-Outlook-2016.html>.
- Ratajczak-Mrozek M., *Główne cechy relacji sieciowych przedsiębiorstw (podejście sieciowe, network approach)*, „Organizacja i Kierowanie” 2009, No 4 (138).
- Ratajczak-Mrozek M., *Sieci biznesowe na tle innych koncepcji kooperacji przedsiębiorstw*, „Gospodarka Narodowa” 2009, No 7–8.
- Siuda P., *Spółeczności wirtualne. O wspólnotowości w społeczeństwie sieciowym* [in:] *Oblicza Internetu, Internet w przestrzeni komunikacyjnej XXI wieku*, M. Sokołowski (eds.), Elbląg 2006 .
- Sommerfeldt E.J., Yang A., *Notes on a dialogue: twenty years of digital dialogic communication research in public relations*, Taylor & Francis Online, Journal of Public Relations Research 2018, Vol. 30, Issue 3: Digital Dialogic Public Relations
- Sopińska A., W. Mierzejewska, *Otwarte innowacje źródłem sukcesu przedsiębiorstwa*, Zarządzanie i Finanse No 2 R. 14, 2016.
- Spearin Ch., *The International Private Security Company: A Unique and Useful Actor?* [in:] *In Modern War and the Utility of Force: Challenges, Methods and Strategy*, (eds.) I. Duyvesteyn, J. Angstrom. Routledge, New York 2010.
- stakeholder Theory, *Conceptualising and measuring fan identity using stakeholder theory*, European Sport Management Quarterly, 18:4.2018, p. 459-481, DOI: 10.1080/16184742.2017.1413580 : <https://doi.org/10.1080/16184742.2017.1413580>
- Stuart L. Hart and Mark B. Milstein, *Creating sustainable value*, Academy of Management Executive, 2003, Vol. 17, No. 2
- Swaczyński K., *Organizacja zorientowana cyfrowo*, <https://www.computerworld.pl/news/Organizacja-zorientowana-cyfrowo,401805,2.html> , (access: 15.06.2019).
- The SIPRI top 100 arms-producing companies*, https://www.sipri.org/sites/default/files/2018-12/fs_arms_industry_2017_0.pdf (access: 21.06.2019)
- Trzeciak D., *Czym są Social Media – Era Social Media*, <http://interaktywnie.com/biznes/blog-ekspercki/social-media/czym-sa-social-media-era-social-media-7956> (access: 14.05.2021)

WCED. (1987). Our common future. Nairobi: United Nations Environment Programme.

Webster F.E. Jr., A Perspective on the Evolution of Marketing Management, Vol. 24, No. 1.

Witczak O., Społeczności tradycyjne i wirtualne w budowaniu zaangażowania konsumentów wobec marki – analiza porównawcza, [in:] Agile Commerce - zarządzanie wobec wyzwań technologii (eds.) Ł. Sułkowski, D. Nawrat-Wyras, M. Klimka-Kołyško, Przedsiębiorczość i Zarządzanie, Warszawa 2018.

Witczak O., *Społeczności tradycyjne i wirtualne w budowaniu zaangażowania konsumentów wobec marki - analiza porównawcza*, Przedsiębiorczość i Zarządzanie 2018.

Wojciechowski T., Marketingowo-logistyczne zarządzanie przedsiębiorstwem, Difin, Warszawa 2011.

Wójcik-Karpacz A., Implikacje praktyczne teorii Interesariuszy: czego mniejsze firmy mogą się nauczyć od większych względem interesariuszy wewnętrznych?, Studia Ekonomiczne. Zeszyty Naukowe Uniwersytetu Ekonomicznego w Katowicach, Kielce 2018.



Copyright (c) 2021 Aneta NOWAKOWSKA-KRYSTMAN, Joanna ANTCZAK, Izabela HORZELA, Justyna MOSKAL-NIEWCZAS



This work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License.