

Edyta Przybylska

Silesian University of Technology

e-mail: eprzybylska@polsl.pl

Katarzyna Dohn

Silesian University of Technology

e-mail: kdohn@polsl.pl

ANALYSIS OF INTERMODAL FREIGHT TRANSPORT STAKEHOLDERS IN A SELECTED CROSS-BORDER AREA

ABSTRACT

Background: The aim of the article is to identify and to analyze stakeholders whose decisions are related to the development of intermodal freight transport in a selected Polish cross-border area. Areas of this type naturally become important regions for the development of freight transport. This is especially important in Poland, which is characterized by a transit location and a large size of streams of goods flows to and from neighboring countries. Contemporary transport policy emphasizes the necessity of developing intermodal transport (ITr), particularly on an international scale. However, it should be noted that the future of this solution is strongly related to the impact of various stakeholders groups. It is emphasized by more and more frequent consideration of stakeholders analysis as a basic stage in the adopted methodologies of building transport strategies.

Methods: Stakeholders maps were used in the article. To their elaboration, criteria were selected that allowed for the division of stakeholders into groups representing the same view in the development of ITr.

Results: The final result of an applied approach is an integrated map of stakeholders being the resultant of elaborated maps. It allows to propose recommendations regarding the selection and handling of individual stakeholder groups. This is particularly important in case of identified so-called key stakeholders whose impact must be taken into account in action plans and decisions regarding their implementation.

Conclusions: Based on a stakeholders analysis it can be concluded that ITr implemented in a cross-border area faces many challenges, but also offers many possibilities. These challenges in particular concern the organization and implementation of coordination processes in the

implementation of projects related to both the development of infrastructure and the organization of ITr processes. The stakeholder analysis in the form of an integrated ITr stakeholders map showed the need to identify such operators, who would be responsible for decisions related to the development of ITr - the leaders in the development of ITr (LeDITr).

Keywords: stakeholders, stakeholders analysis, intermodal transport (ITr), stakeholders map, cross-border area, the leaders in the development of ITr (LeDITr)

INTRODUCTION

One of the conditions for the development of intermodal transport is a better access to intermodal logistics network offering appropriate line and point infrastructure. Its development depends on a number of factors: effective national transport policy, coordination of activities and proper planning at various levels, finding appropriate sources of financing as well as wise investment in research and effective use of their results [Fechner, Krzyżaniak, 2013]. However, an important barrier of the development of intermodal transport (ITr) is the lack of connections, in particular in cross-border areas hindering free movement of goods between neighboring countries. In addition, various operating rules and requirements, in particular in the field of interoperability, are also a barrier, which significantly creates bottlenecks and further obstacles to transport infrastructure. That is why it is important to implement various projects aimed at overcoming these barriers and, above all, to develop logistics infrastructure contributing to ITr development. However, undertaking these projects is not possible without the participation of people, groups and organizations known as stakeholders who influence their implementation. Stakeholder relationship management should be central to the activities of public institutions that make decisions on the formulation and implementation of transport policy. What is more, the sooner it can get to know and to take into account the expectations and needs of stakeholders, the lower is the risk of ongoing projects, which with such complex and expensive projects as transport infrastructure projects, result in multi-million benefits or losses.

LITERATURE BACKGROUD

A stakeholder is a general term for any organization or person involved or having an impact (positive or negative) on the planning and implementation of all kinds of activities and intentions (projects). Stakeholders can be involved both at a specific stage or at all stages of the project planning or process implementation. The stakeholder theory was created in response to

the shortcomings of earlier theories of effectiveness the business organizations measuring them in financial terms [Austen, Czakon, 2012]. Some of the main concepts associated with what is now known as a stakeholder theory began to gain importance in the mid-1980s. [e.g. Freeman, Reed, 1983]. Freeman is considered as a key creator who developed this theory. He proposed a new conceptual model of the company - the so-called stakeholder model [Freeman, 1984], which already took into account the external environment and legitimized new forms of managerial agreements and activities [Wójcik-Karpacz, 2018]. Generally, stakeholders are defined as individuals or groups of persons, organizations, institutions, commercial entities which directly or indirectly are interested in the enterprise's activities in pursuit of its objectives, which may also affect or be influenced by an enterprise [Clarkson, 1995]. From the point of view of relationships that may exist between stakeholders and a company, there are three main groups [Paliwoda-Matiolańska, 2005]:

- The first group includes those who co-create an enterprise with their work, knowledge, competences and capital. The relationship between these stakeholders and the company is consubstantial. Consubstantial stakeholders are those without which business could not develop, i.e. employees, shareholders or owners. Due to the fact that these entities are located inside an enterprise, they are also called internal stakeholders.
- The second group of stakeholders is directly related to company's market activity. It includes, among others clients, contractors, suppliers, financial institutions, advertising agencies, media. The relationship between them and the company is often a formal contract, hence their name – contractual stakeholders.
- The third group consists of various communities of interest, ranging from local to state or even global. This group consists of all social and governmental institutions, the local community, and their relations with the company are contextual (contextual stakeholders).

In addition to external stakeholders, attention is also paid to the importance and the role of internal stakeholders, primarily employees, management and company owners [Waśkowski, 2015]. Individual groups that make up an above-mentioned stakeholder classification are shown in Figure 1.

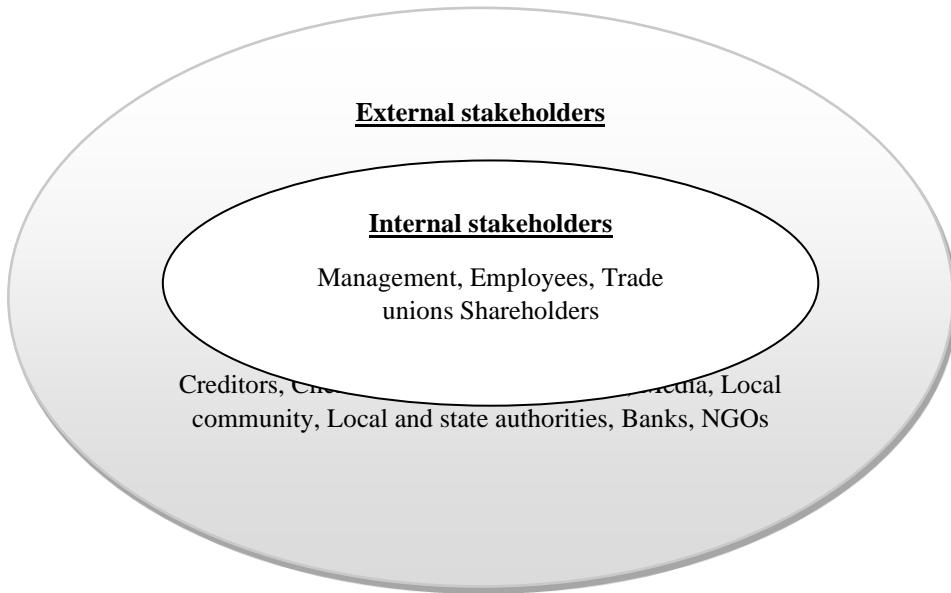


Fig. 1. Stakeholder classification [own preparation based on Anuszkiewicz, Marona, 2012]

The literature presents many available models for analyzing the company's stakeholders, e.g.: map of stakeholders, relationship matrix between strategic partners of the organization, analysis of key profiles, strategic partners of the organization, Mendelow matrix.

Stakeholders maps

In the stakeholders map, the organization is usually located centrally, and stakeholders create the environment around it. Intensification of partners' influence on the organization is marked by arrows directed inwards. Their length and thickness represent the degree of dependence and strength of impact (the shorter, the more they are associated with the organization, the thicker indicate greater impact strength). The way the line is routed determines the position of the partners in the environment. The dashed line indicates the secondary nature of the ambient influence, while the solid line indicates the primary environment. This technique of detailed analysis of stakeholders is one of the simpler methods of determining the partners of the organization, and also allows you to create an overall picture of their importance and dependence on them. It is the initial part of identification, allowing you to draw the appropriate conclusions that lead to establishing the relationship of the company with its stakeholders. The conclusions resulting from this analysis should be additionally verified by using one of the prioritization techniques, e.g. pair analysis. It may also be justified to supplement the map of stakeholders with information on the relationship of the organization with all its stakeholders separately [Zioła-Kowalczyk, 2017].

Relationship matrix between strategic partners of the organization

Preparation of this type of matrix [Obłój, 2014] is aimed at indication of strategic partners/stakeholders. The procedure involves the implementation of activities such as [Kozina 2013]:

1. Entering strategic partners to non-targeted relationship matrix;
2. Determining the relationship of the i-th partner to others;
3. Determining relations between partners by adding up numerical values in:
 - columns - general strength information is obtained the impact of the partner in the network of companies surrounding the organization;
 - rows - data is obtained showing the dependence of a given partner on the others.
4. The informational content presented in the matrix of relations between the strategic partners of the organization is a characteristic of the interaction between entities sketching the picture direction and strength of influence, i.e. its basic attributes.

Mendelow matrix

Mendelow's matrix [Mendelow, 1991] suggests a method for mapping stakeholders building on the notions of interest and power. Stakeholders' power refers to their actual ability to affect the firm, while the interest refers to their desire to influence (figure 2) [Martirosyan E., Vashakmadze T., 2014].

POWER	High	Keep satisfied
	Low	Minimal effort
	Low	High

INTEREST

Fig. 2. Power versus interest matrix [Martirosyan E., Vashakmadze T., 2014]

In classifying stakeholders in the power/interest matrix, project managers obtain a better understanding of how communication and relationships among stakeholders affect the project and its operation [Nguyen T. S., Mohamed S., 2018].

RESEARCH METHODOLOGY

An indispensable stage in the process of managing relations with stakeholders is their identification and the analysis of relationships, strength of influence, expectations and needs. Stakeholder recognition is the process of identifying all individuals or organizations affected by an enterprise, as well as documenting important information about the expected benefits, their involvement and impact on the project [PMBOK® Guide].

The article focuses on the analysis of stakeholders affecting the development of ITr in a selected Polish cross-border area. Stakeholders of ITr development can be considered all parties directly or indirectly involved in a decision-making process or influencing decisions regarding the development of transport systems. The examined cross-border area is the Śląskie and Opolskie voivodships, lying on the border with the Czech Republic and Slovakia. This area has been selected because of the wider research conducted in this region and because of the significant potential for ITr development existing in it. [Dohn, Przybylska, Żebrucki, 2019].

The research presented in the article was carried out in accordance with the methodology presented in Figure 3. It will be briefly discussed later in the article.

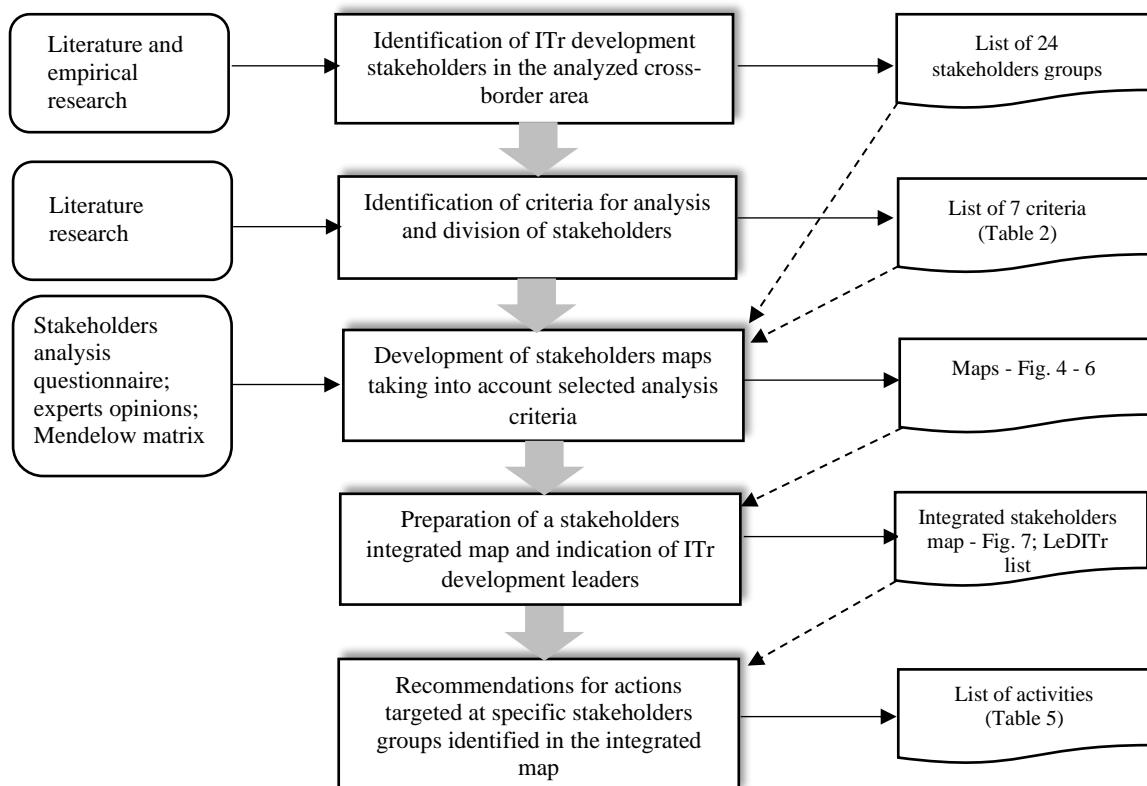


Fig. 3. Research methodology [own study]

THE IDENTIFICATION OF INTERMODAL TRANSPORT DEVELOPMENT STAKEHOLDERS IN A SELECTED CROSS-BORDER AREA

Based on a literature analysis, as well as research conducted in the Śląskie and Opolskie voivodships, a list of ITr development stakeholders characteristic for the analyzed area was identified. The list is presented in Table 1.

Table 1. The list of intermodal transport development stakeholders in a selected cross-border area

No.	Stakeholder name	No.	Stakeholder name	No.	Stakeholder name
1	Silesian Logistics Center JSC in Gliwice	9	Trade and production enterprises	17	Associations of other transport branches
2	MPL Katowice	10	Managers and administration in road transport	18	R&D institutions
3	Euroterminal Sławków Sp. o.o.	11	Managers and administration in rail transport	19	NGOs
4	Logistic operators	12	Managers and administration in inland waterway transport	20	Ecological organizations
5	Road carriers	13	Managers of intermodal terminals	21	Potential investors
6	Rail carriers	14	Warehouse developers	22	Financial institutions
7	Air carriers	15	Workforce	23	Local society
8	Inland waterway carriers	16	Road transport associations	24	Media

Source: own study.

The stakeholders groups listed in Table 1 were further analyzed. A questionnaire was prepared, which was provided to experts with appropriate competences regarding with knowledge of ITr issues and its development. Scientists were experts; experts from business practice representing separate groups of stakeholders were not taken into account due to the potential lack of objectivity. The questionnaire asked to analyze indicated stakeholders in terms of several criteria. They include: the place of occurrence of stakeholders, the degree of relationship with a research problem (in this case, the idea of ITr development in a selected cross-border area was treated as a research problem), the nature of relations between stakeholders and the research problem, direction and strength of impact, degree of predictability of changes and the level of interest. These criteria are briefly interpreted and presented in Table 2.

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Table 2. Interpretation of criteria included in a stakeholder analysis

No.	Criterion name	Stakeholder group	Interpretation
1.	the locus of stakeholders	internal	entities implementing and directly controlling ITr activities;
		external	external entities interested in the activity of ITr, its results and effects; they represent the ITr environment;
2.	degree of relationship with the idea of ITr development	first degree	entities closely associated with ITr, without their participation ITr would not be able to exist on the market; they remain in formal contracts with ITr - shareholders, clients, investors, employees and public sector entities;
		second degree	individuals remaining "off the beaten track", their relationship with ITr is not crucial and direct, nor it is necessary for ITr to survive; this group may be influenced by ITr or vice versa; this includes mainly media and collective interest groups;
3.	the nature of the relationship between stakeholders and the development of IT	consubstancial	units that co-create and operate within the ITr area, e.g. employees, owners, shareholders;
		contract	units whose relations with ITr are based on business and contractual activities, e.g. suppliers, contractors, customers;
		context	units that do not have direct contact with ITr; they are usually groups acting on behalf of the community interest, affecting the reputation and acceptance of ITr's activities on the market; this includes local groups or social and governmental institutions;
4.	Influence direction	having a positive impact	units that supports the development of ITr with its actions and decisions;
		having a negative impact	units which through their actions and decisions, inhibit the development of ITr;
		having a neutral impact	units which, through their actions and decisions, do not have a positive or negative impact, the direction of influence is difficult to determine;
5	Strength of influence	groups with impact strengths rated on a scale of 1 to 5; where 1 - the lowest force, 5 - the highest force;	units having a significant impact on the direction and level of development of ITr;
			units with low impact on the direction and level of development of ITr;
6.	Degree of predictability of changes	groups with predictability of changes rated on a scale of 1 to 5, where 1 - small, 5 - very high;	units whose direction of changes and approaches to ITr development are predictable;
			units whose direction of changes and approaches to ITr development are difficult to unequivocally forecast;
7.	Degree of interest	groups with a degree of interest in ITr development rated on a scale of 1 to 5, where 1 - small, 5 - very high;	units that can directly benefit from ITr development;
			units that do not see direct interests in ITr development;

Source: own study.

THE ANALYSIS OF STAKEHOLDERS FOR INTERMODAL TRANSPORT DEVELOPMENT IN A SELECTED CROSS-BORDER AREA – STAKEHOLDERS MAPS

Taking into account the criteria proposed in Table 2, the stakeholders presented in Table 1 were divided. Table 3 presents the division based on the criterion of the place of occurrence of stakeholders and their degree of relationship with the idea of ITr development.

Table 3. The division of stakeholders taking into account 1 and 2 criteria

	1st degree stakeholders	2nd degree stakeholders
Internal stakeholders	Silesian Logistics Center JSC in Gliwice; MPL Katowice; Euroterminal Śląsków Sp. z o.o.; logistics operators implementing ITr; workforce; road hauliers involved in ITr; railway, air and inland waterway carriers; railway administration; waterway managers; intermodal terminal managers; potential investors in the ITr area;	road transport associations; transport associations (rail, air, inland waterway), ecological organizations;
External stakeholders	trading and production enterprises; potential investors outside the ITr area; logistics operators not implementing ITr; road hauliers not cooperating with other modes of transport;	warehouse developers; R&D institutions; NGOs; financial institutions; local society; the media;

Source: own study.

The table shows a large group of stakeholders who are closely related to the potential development of ITr (1st degree stakeholders). This is a very heterogeneous group, which causes difficulties with their thorough analysis. Taking into account the division into internal and external stakeholders, it should be noted that certain groups require further refinement. This is due to the fact that this is a very large and diverse group of entities that may be associated with ITr to a greater or lesser extent. And so logistics operators can have a strong relationship with ITr by being involved in its implementation, as well as they can provide comprehensive logistics services without being involved in ITr. A similar situation is with road carriers, who can carry out transport bypassing the ITr chain, and may also be part of such a chain, by providing delivery to and from terminals. The third group, i.e. potential investors, can also be divided depending on the subject of the investment. A small proportion of investors will be a group of internal stakeholders who "enter" into ITr markets, being its service providers. On the other hand, a broader group consists of potential investors both in the area of transport and outside it, but without taking into account the activity of ITr.

Due to the next approach (table 4), the stakeholders of intermodal transport development in the cross-border area were classified taking into account the nature of relations between them and the idea of intermodal transport development.

Table 4. The division of stakeholders taking into account the third criterion

Stakeholders group	Stakeholders in the selected cross-border area
consubstancial	Silesian Logistics Center JSC in Gliwice; MPL Katowice, Euroterminal Śląsków Sp. z o.o.; logistics operators implementing intermodal transport; road transport operators involved in the TI chain; railway, air and inland waterway carriers; railway administration; waterway managers; intermodal terminal managers; workforce; potential investors in the area of ITr
contract	trading and production enterprises; warehouse developers; R&D institutions; potential investors outside the TI area; logistics operators not implementing ITr; road hauliers not involved in the intermodal chain;
context	NGOs; financial institutions; local society; the media; road transport associations; transport associations (rail, air, inland waterway); ecological organizations;

Source: own study.

Further analysis criteria listed in Table 2 allowed the preparation of stakeholder maps. In the case of the first map, three criteria were taken into account: direction and strength of influence, degree of interest in ITr development. Due to the existence of three criteria, the maps were separated in terms of the direction of the impact of individual stakeholders:

- first - right side of Figure 4, concerns stakeholders who have a positive impact on ITr development (marked with the letter "a");
- second - left side of Figure 4, concerns stakeholders exerting a negative influence on ITr development (marked with the letter "b");
- third - Figure 5, concerns stakeholders who are difficult to clearly identify among the aforementioned groups (marked with the letter "c").

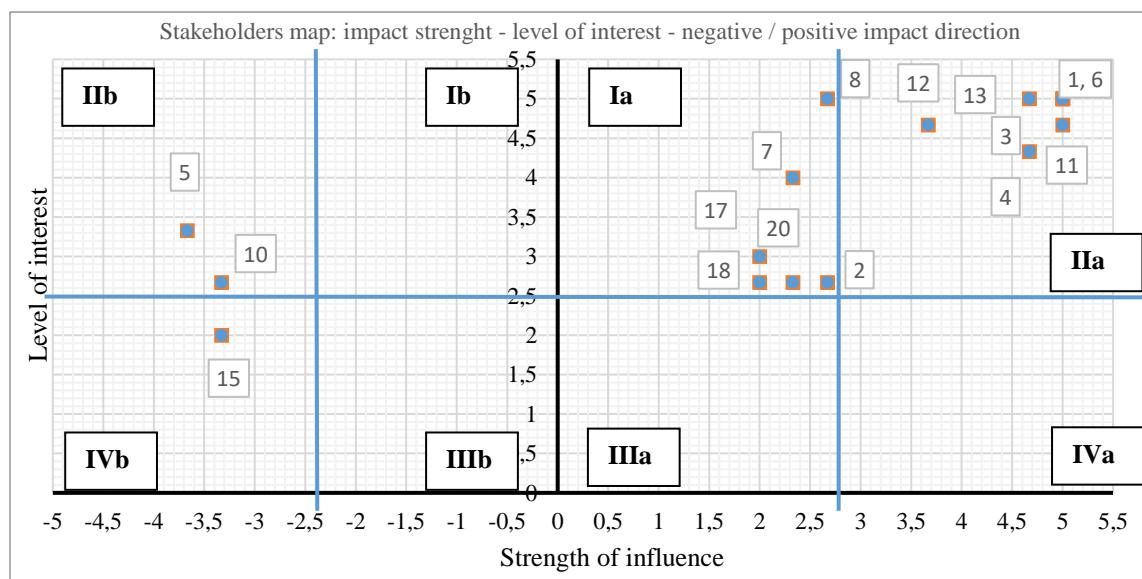


Fig. 4. Stakeholders map: impact strength - level of interest - negative impact direction / positive [own study]

The presented map indicates the existence of three entities for which inhibitory effects on ITr development are expected. These are: road carriers, administration and managers in motor transport and labor force. Such a place of the first two groups may arise from concerns about the activities of road transport companies, while the negative impact of the labor force is mainly

due to current and anticipated problems with employees on the market. A large part of the stakeholders has a positive impact on ITr development, more than 9 of them are characterized by both a high impact and a high level of interest in this activity. However, when analyzing the map, special attention should be paid to several groups that definitely stand out from the rest of the stakeholders. These are: Silesian Logistics Center JSC in Gliwice, Euroterminal Sławków Sp. z o.o., railway carriers, intermodal terminal managers and railway managers. In addition to the groups of stakeholders who have a positive and negative impact on ITr development, a group has been indicated as neutral because of the difficulty in clearly defining the direction of the impact of these groups (Figure 5). This fact means that these groups may have a positive and negative impact on the development of ITr in the future. Due to the lack of clarity, they are quite problematic.

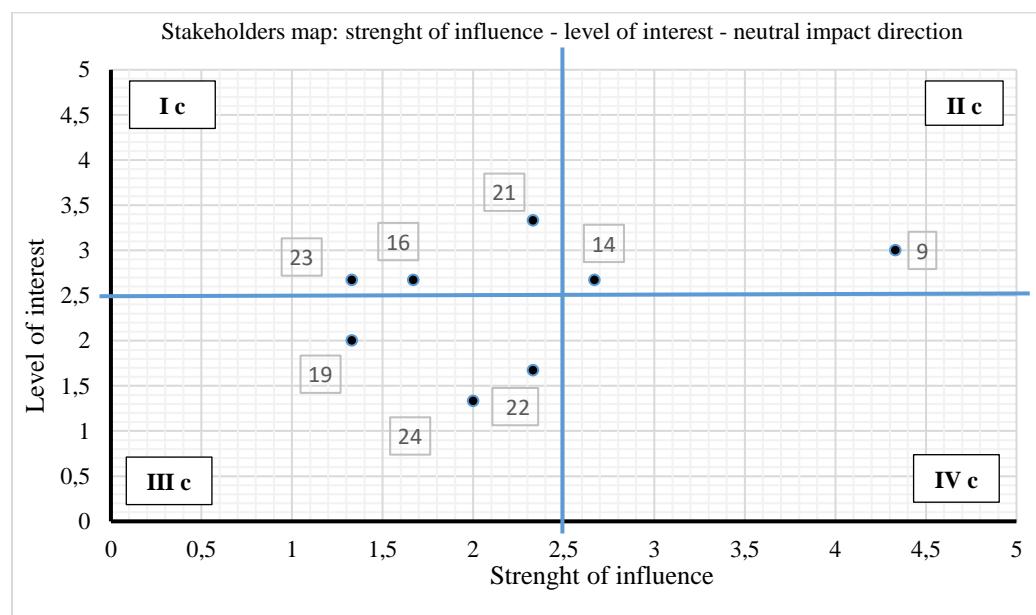


Fig. 5. Stakeholders map: power of impact - level of interest - direction of neutral impact [own study]

In the next step of a stakeholder analysis, the strength of impact and the degree of predictability of changes were taken into account (Figure 6). The second criterion is important because it shows to what extent the development of a given stakeholder group and its view of changes in ITr are stable and to what extent variable. This volatility can be a kind of problem and challenge due to the adopted rules of dealing with such stakeholders. It also requires special observation of the behavior of such a group of entities.

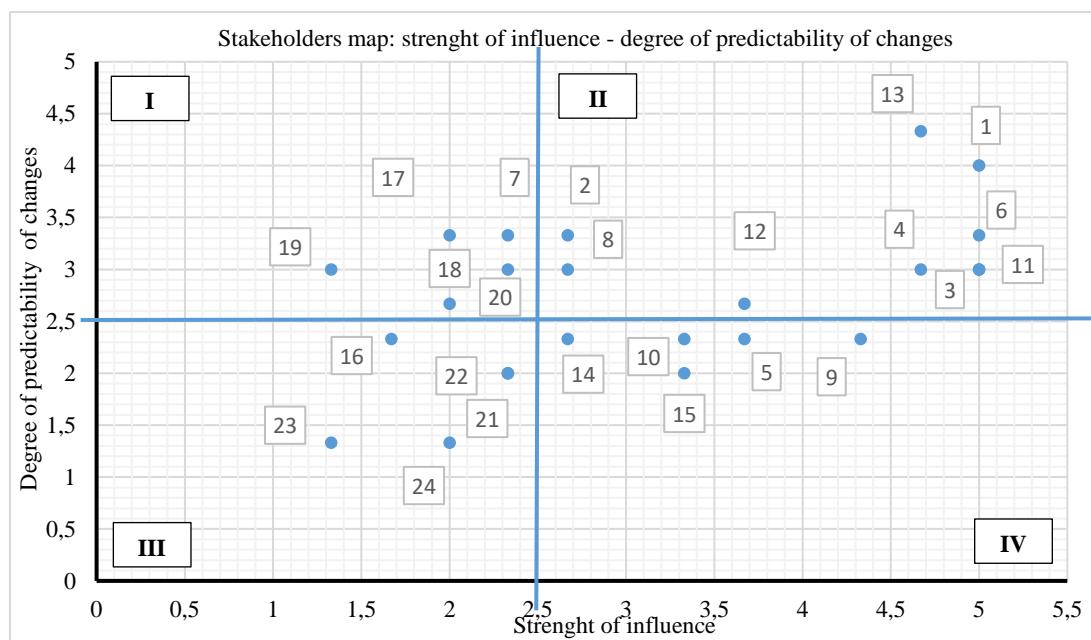


Fig. 6. Map of stakeholders: strength of impact - degree of predictability of changes [own study]

Analyzing the presented map of stakeholders, there are groups of stakeholders characterized by a low degree of predictability of changes, which is unfavorable due to the rather surprising nature of the behavior of this type of entities, and thus the activities carried out towards them. A relatively large proportion of stakeholders was at the top of the map. However, for most of them the degree of predictability of changes oscillates around 2.5 – 3 (average). On the other hand, two entities - SLC (1) and managers (such as entities 1 - SLC and 13 - managers of intermodal terminals) have a high level of predictability of changes (13).

THE ANALYSIS OF INTERMODAL TRANSPORT STAKEHOLDERS IN A SELECTED CROSS-BORDER AREA – INTEGRATED MAP

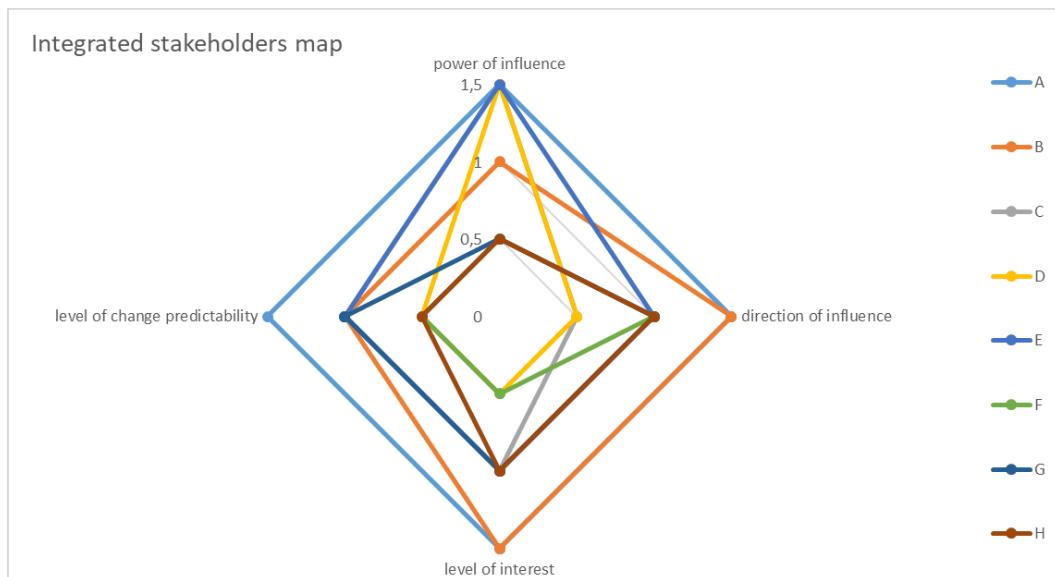
An integrated map of stakeholders will be developed on the basis of developed stakeholder maps of the selected cross-border area. Its purpose is to identify leaders in the development of intermodal transport (LeDITr) and to propose actions aimed at specific groups of stakeholders focused on the development of intermodal transport. The map is presented in Figure 7, while ITr development activities are included in Table 5.

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Table 5. Actions targeted at specific groups within the integrated stakeholder map

Group symbol	Stakeholder Name	Membership in maps (Fig. 4 or 5 / Fig. 6)	Description of activities in the field of intermodal transport development in a selected cross-border area
A ITr development leaders (LeDITr)	1, 3, 4, 6, 11, 13	IIa/II	<ul style="list-style-type: none"> constitute the pillar of ITr development, playing a leading role in the implementation of projects related to ITr; close cooperation and consultation required at the stage of creating an ITr development strategy in the region; the need to support their development;
B Key players	2, 8, 12	IIa/II	<ul style="list-style-type: none"> require cooperation, commitment and exchange of information; require meeting expectations and taking into account their needs and requirements; activities aimed at developing their significance in ITr;
C Key Risk Groups	5, 10	IIb/IV	<ul style="list-style-type: none"> require considerable attention and observation; the need to take into account their needs in the development of ITr and to undertake cooperation and involvement in ITr activities; the need to inform and raise awareness of a new place in the ITr chain; striving to minimize negative impact and striving for at least partial favor;
D Risk group	15	IVb/IV	<ul style="list-style-type: none"> high threat from this group due to negative impact and low predictability; require considerable attention, consideration of their needs, careful management and incentives to engage in this type of activity; development of work-oriented training in the ITr area;
E Opportunity / risk groups	9, 14	IIc/IV	<ul style="list-style-type: none"> the need to be aware of the benefits of ITr; without this, they represent a significant potential risk to ITr development; special care for this group's favor; require close cooperation, observation and commitment; the need for regular consultation and two-way communication, and to ensure that expectations are met;
F Potentially indifferent viewers	19, 22, 24	IIIc/I IIIc/III	<ul style="list-style-type: none"> activities that do not require significant commitment, aimed at increasing interest and a positive attitude to ITr development; on going monitoring; information via general, non-demanding channels (newsletter, website, etc.);
G Potential allies	16, 21, 23	Ic/III	<ul style="list-style-type: none"> can constitute both potential allies and opportunists for the development of ITr; the need to raise awareness of the new position of road transport operators in the supply chain; skilful information and confidence in the development of ITr; building a positive climate for ITr development by informing about its benefits;
H Allies	7, 17, 18, 20	Ia/I	<ul style="list-style-type: none"> they do not generate problems, actions focused on information and consultation are sufficient; using their potential in promoting and developing ITr;

Source: own study.



0,5 - low value, 1 - average value, 1,5 - high value; 0,5 – negative impact direction, 1 – neutral impact direction, 1,5 – positive impact direction

Fig. 7. The integrated stakeholders map [own study]

Based on the analysis, consisting of the overlap of previously developed stakeholder maps, taking into account selected criteria, 8 groups of stakeholders were identified. Among them as leaders of intermodal transport in the cross-border area were indicated: Silesian Logistics Center JSC in Gliwice, Euroterminal Sławków sp.z o.o., logistics operators, rail carriers, managers/administration in railway transport, managers of intermodal terminals. A specified group of stakeholders should be a driving force in the development of ITr in the region.

SUMMARY

Cooperation with stakeholders in making decisions related to the development of intermodal transport is not an easy task, but in many respects allows for the development of effective and effective solutions for many stakeholders. The specificity of transport systems as significant from the point of view of both positive and negative external effects brings together very diverse interest groups. Thus, the role of the authorities, both at the national and local level, as entities responsible for shaping transport systems is to analyze stakeholders of given projects, to identify their needs and expectations and to engage in cooperation on compromise solutions taking into account the principles of sustainable transport development. It should be emphasized, however, that cooperation with stakeholders may also lead to postponement of a project, or the inability to implement top-planned tasks due to the opposition of some of them.

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