

Sustainable Logistics and Shaping Competitive Advantage during a Global Crisis: A Study of Polish Enterprises

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Abstract

The aim of the article is to analyse the influence of sustainable logistics on shaping competitive advantage during a global crisis on the example of selected Polish enterprises. The article is based on the literature and own empirical research. The results presented in the study are the effects of research on the logistics systems and logistics processes management in Polish manufacturing and trading sector in years 2020-2022 that was held among 459 randomly selected small, medium and large enterprises. The conducted studies have showed that the rapid implementation of adequate sustainable logistics activities and solutions in the conditions of a global crisis is extremely important as it enables the rapid reduction of the negative effects of the crisis, and thus ensures business stability and survival as well as shaping and maintaining competitive advantage. Enterprises achieving the best economic and market results implemented the supply chain management strategy. The enterprises that were links in the agile, resilient, innovative and sustainable supply chains reduced the likelihood of disruptions in the logistics system, responded quickly and effectively to disruptions in logistics processes during the COVID-19 pandemic and the war in Ukraine, responded appropriately to the market challenges, achieved the set goals, increased sales revenues with the same or better financial liquidity than the competition, reduced costs, and consequently, created and maintained competitive advantages. The article fills the cognitive and empirical gap concerning the issue of sustainable logistics in the conditions of a global crisis.