

Abstract

Background: Since the marketplace has existed, companies on the supply side have had to compete for the available demand. At the very beginning, companies had a large margin of safety in adapting to market requirements. This was related with the lack of the competition and the barriers presented by distance and transport. Along with scientific and technical progress, which accelerated during the industrial revolution, the process of the narrowing of margins of safety for companies started to be noticed. The progress and development of human civilization with smaller or larger fluctuations (economic, military, demographic, ecological, etc.) continues and is constantly accelerating in the long run. The market globalisation - in particular flows of information, capital, goods and people, organization of intellectual and production potential - triggered by this progress caused the overlapping of unexpected fluctuations which are turbulent in nature, with the development process (the so-called butterfly effect). The occurring changes rapidly disturb the existing state of balance. The strength of their impact, which is a derivative of the globalisation processes, causes enormous changes in the functioning of the market. In such conditions, the margin of safety in the functioning of companies has shrunk to sizes not previously noted. Companies are under ever more pressure to make effective decisions for their businesses, which will allow them to be competitive on the market for customers. Numerous scientific publications have indicated many factors determining the effectiveness of business decisions made by enterprises (K. Bartuś, T. Bartuś, 2005; Dudziak, Szpakowska, 2015; Gracel, Makowiec, 2017; Pondel, Maciejewski, 2016; Strońska, Zakrzewski, 2009; P. Ślusarczyk, S. Ślusarczyk, R. Ślusarczyk, 2013; Wysocki, 2016). Managers focus on factors over which they have direct influence. From the point of view of the effectiveness of business decisions and the return on sales achieved by enterprises, the following conditions of business decisions are particularly important: the consistency of goals, a competent team, current and reliable information, report-supporting tools, cooperation between the various levels of management, controlling activities and an integrated system of metrics and indicators. Based on the above assumptions, the author of the work invokes the following research questions:

- ▶ P1: Is there a finite set of interrelated conditions of effective business decisions that have an impact on maximizing sales profitability results?
- ▶ P2: Are the elements of a finite set of interrelated conditions of effective business decisions affecting the maximization of return on sales results different for companies from within and outside the logistics industry?
- ▶ P3: Are the elements of a finite set of interrelated conditions of effective business decisions affecting the maximization of return on sales results different for large and medium-sized enterprises?

The objective of the work is: to identify the key conditions of business decisions and the network of their dependencies affecting the maximization of the return on sales, taken in large and medium-sized enterprises in the logistics industry. In addition, two research tasks were set.

- ▶ Z1: identification of a finite set of conditions affecting the effectiveness of business decisions that have an impact on maximizing the return on sales.
- ▶ Z2: identification of the relationship between each pair of conditions affecting the effectiveness of decisions made in large and medium-sized enterprises in the logistics industry.

Methods: In order to find for answers to the research questions asked in the work and the implementation of the goal set in the work, the author of the work identifies a set of key conditions of business decisions. The identification was made on the basis of conclusions drawn from the analysis of secondary sources (literature on the subject) and primary sources (own research). As part of the literature studies, the following issues were analysed: a management theory with particular emphasis on the structures of decision-making processes, business decision-making methods, decision effectiveness, decision support systems and factors influencing decisions. The author's own research concerned the influence of determinants of business decisions on the company's effectiveness (ROS result) and their interdependencies. Identification of the key conditions of business decisions was made on the basis of statistical and comparative analysis of the results of in-depth research, using such methods as: independent group comparisons, correlation analysis, regression and network analysis. Statistical analyses were performed by using the Statistica 13 program.

Results: The result of the implementation of the work is not only the identification of conditions of business decisions, but also the identification of key conditions from the point of view of the size and industry of the company. A performed statistical analysis allowed us to confirm the existence of the influence of conditions of business decisions on the company's ROS result and the correlation between the various conditions. In search of answers to the research questions, a comparative analysis of the conditions of the correlation coefficients was performed for the four groups of companies, i.e. large and medium-sized enterprises from within and outside of the logistics industry. The results of the analysis confirmed that the effectiveness of business decisions depends on different aggregates of conditions depending on the size of the business entity.

Conclusions: The results of the research carried out allow us to give affirmative answers to the research questions posed in the work. The author has demonstrated that there is a finite set of interrelated conditions of business decisions that affect the result of profitability on sales. The set of key conditions of business decisions is different for both large and medium-sized enterprises as well as companies from within and outside the logistics industry.