

# The Impact of Environmental Disturbances On Marketing Tasks in Commercial Establishments

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## **Abstract**

Marketing managers are confronted with many environmental concerns, such as those posed by technology, customers and competitors, ethics and law, the economy, politics, demographics, and social trends. All organisations should continuously appraise their situation and adjust their strategy to adapt to the environment. One technique used by organisations to monitor the environment is known as environmental scanning. This term refers to activities directed toward obtaining information about events and trends that occur outside the organisation and that can influence the organisation's decision-making. Forecasting the effects of changes in advertising or pricing strategies on a company's sales or market share is an important task faced by marketing managers. This paper applies a time series approach, intervention analysis, to several marketing policy applications illustrating the flexibility and value of the method for testing hypotheses and providing forecasts. Evidence is presented for different marketing situations.

**Keywords:** Business Environment, Marketing Tasks and Activities, Commercial Establishments, Environmental Disturbances.

## **1. Introduction**

Factors like technological change and cultural and governmental laws are difficult to predict to get a business to be stable in a new international arena. In retrospect, the effects of the marketing environment on the entrepreneurs in the developing economies cannot be overemphasised as the effects of the environment have not gotten so much reference and research [1]. A lot of factors considered to be important elements that account for the growth and remarkable performance of entrepreneurial ventures are not directed towards environmental factors. The marketing environment for business entrepreneurs is not completely clear. This is because the businesses of today are operating in an era in which the greater part of social life is determined by global processes, in which national cultures, national economies, and national borders are dissolving. Central to this perception [2]. Marketing managers are confronted with many environmental concerns, such as those posed by technology, customers and competitors, ethics and law, the economy, politics, demographics, and social trends. All organisations should continuously appraise their situation and adjust their strategy to adapt to the environment [3]. One technique used by organisations to monitor the environment is known as environmental scanning. This term refers to activities directed toward obtaining information about events and trends that occur outside the organisation and that can influence the organisation's decision-making. In a sense, such data collection scanning acts as an early warning system for the organisation. It allows

marketers to understand the current state of the environment so that the organisation can predict trends [4]. Issues are often forerunners of trend breaks. A trend break could be a value shift in society, a technological innovation that might be permanent, or a paradigm change. Issues are less deep-seated and can be “a temporary short-lived reaction to a social phenomenon.” A trend can be defined as an “environmental phenomenon that has adopted a structural character.” [5]. A formal but simple strategic information scanning system can enhance the effectiveness of the organisation’s environmental scanning efforts. An information system (part of marketing research) organises the scanning effort so that information related to specific situations can be more readily obtained and used.

## 2. ENVIRONMENTAL DISTURBANCES

Disturbances are events, like tornados, wildfires or floods that cause marked changes to the impacted area. Stressors, like pathogens or water stress are dynamics that impair or comprise the function or productivity of the system. Disturbances and stressors are often thought as one in the same and while they can have similar effects to agriculture production to rangeland and forest resources there are important differences worth considering. It is important to note these differences because it may change the management approach or practice being considered when dealing with a disturbance event like a flood or persistent stressor such as nitrogen deposition [6]. Examples of ecological disturbances include fires, landslides, flooding, windstorms and insect and pest outbreaks. Disturbances often come in the form of short-term or temporary changes to the landscape but can have very significant ecosystem impacts. These events often act quickly but with great impact and thereby are able to promote changes to the physical structure of the system. For example, a fire burning over a mature forest results in a different composition of species after the disturbance event. Other types of disturbances may occur over longer, persistent timeframes that also can promote changes to the biodiversity or health of the system. When managing for or after a disturbance it may be useful to consider the extent and intensity of the impact caused by the event [7]. To do this, the manager may need to assess the full spatial extent of the disturbance and then look where on the ground the impact is greater compared to areas within that extent the disturbance had very little influence. In such cases managers or land owners can address just those areas in greatest need. Environmental or ecological stressors are thought of as pressures or dynamics that impact ecosystem components or processes caused by human and associated activities. Stressors may impede or compromise plant or animal performance, productivity or increase susceptibility to other forms of pressures like disease or pests. Stressors may be impactful at various scales, some may operate locally, others more regionally and some have global effects. And the wide ranging effects associated with global stressors such as climate change may exceed or intensify the effects of local or regional stressors like air pollution or dust impacts [8]. And while landowners may only be able to directly manage local and regional stressors, it is important to consider the direct and interactive effects of global stressors. Disturbances and stressors often interact with one another resulting in profound ecosystem impacts. This is a common dynamic in forested ecosystems in North America. For example, between 2012 and 2016 California experienced a significant drought and the long duration of low soil moisture placed water stress on trees, causing them to become more susceptible to bark beetles and pathogens. This synergistic interaction among water stress, bark beetle and pathogens in context of long standing fire suppression collectively contributed to the death of

over 100 million trees in the state [9]. When managing a resource it is important to consider disturbances and stressors individually as well as interactively. And noting which factors among them are most impactful and then which can be managed allowing for the greatest return for investment.

### 3. MARKETING TASKS

The modern touch of technological advancement, innovative thinking and attitude, and the endless desire for having lucrative products or services have radically changed the entire traditional concept of marketing. Now, marketing does not confine within the efforts of merely buying and selling; it is something more than that. Today's marketing doesn't have to be black magic; we don't have to guess because of the democratisation of complex analysis and machine learning [10]. With the magical touch of modern technology, we're able to quickly learn what works and what doesn't work whether we're online, offline, or on the go. The concept of modern marketing is comprehensive and user-centric; it means discovering potential customers and creating goods or services in such a way to fulfil the needs and wants of the customers rather than simply providing them with what the seller has made. So, it is a must for the seller to read, scan or understand the consumer's physiological facts [11]. There is a far difference between the modern and traditional concepts of marketing where an ad is created and then that is that; it is about customer experience at every touchpoint, building relationships with customers offering and providing various free and value-added services, familiarising continuously the new digital landscapes and marketing across the multiple channels to reach different consumers. Traditional methods of marketing are still a matter of pain in Bangladesh. There are a large number of big and small business firms in Bangladesh but very few can read the consumers' psychology from the bottom line of the inner eyes and thus, creating an unparalleled relationship between the market and the marketer. But the question is why should we adopt modern marketing concepts while traditional marketing is easy and painless to apply without any research [12]. This is because of creating employment opportunities, putting emphasis on marketing research, encouraging healthy business competition, better production quality, fulfilling consumers' needs and wants, social media welfare, achieving enterprise objectives, and so on. Traditional forms of marketing include placing advertisements in newspapers and magazines, radio commercials, telephone sales, direct mail, and door-to-door sales also fit into this category. Although these marketing methods have been successful in the past in Bangladesh, they all have some disadvantages especially with the rapid growth of Internet usage. In Bangladesh, traditional marketing uses static text or advertising commercials to promote a product. If an ad is placed in the newspaper, it can't change until we place another ad. But, on the Internet, we can instantly update our page to let people know our products are sold out. Newspaper advertisements cost enough and we have to pay whenever we run a new campaign. Adding new products or sales pages to our website doesn't create any additional costs as we already have a person on our team who can update our product information and our ad is accessible to the entire World Wide Web [13]. In fact, it is difficult to target a specific group of customers with the traditional concept of marketing; it can only be done through specific market segmentation but not an individual and this is possible only by applying the modern concept of marketing, see Figure 1 [14].

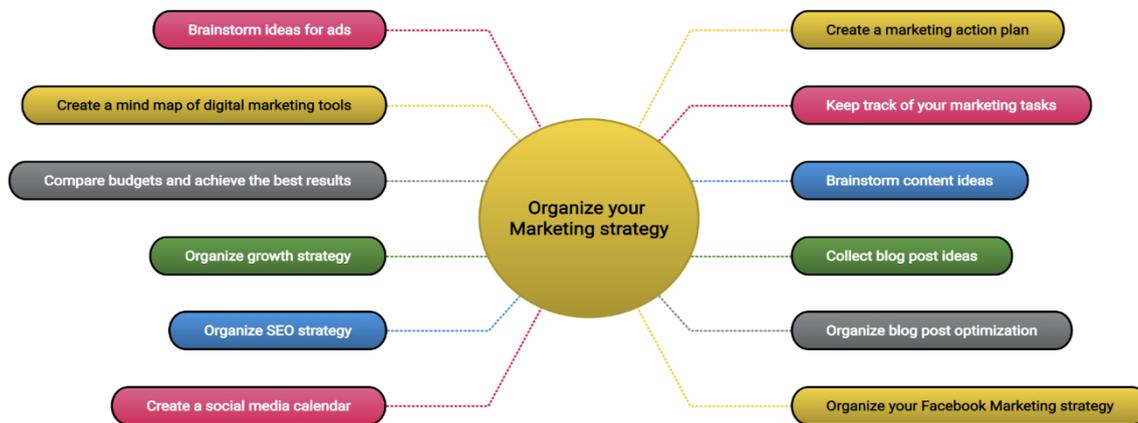


Figure 1: Marketing Tasks to Commercial Establishments

For example, an ad may target young women in our urban society. The ad may show young people interacting and present interesting copies about a new style of purse. Here, new marketing techniques can track what a viewer has looked at and suggest similar products. Marketing philosophy must be incorporated into modern marketing strategies. Building a modern marketing plan requires several components: Tech Stack, Skills, Team, Measurement and On-going education. This guide will touch on each of those. But first, we need to address something else [15]. There are six modern marketing concepts such as production concept, product concept, selling concept, marketing concept, consumer concept, and societal marketing concept that can help marketing managers be successful to achieve their business goals [16]. Production concept puts emphasis on production and assumes that consumers will always respond to products that are made available to them because of the manufacturing dominance and insignificant competition. This concept always ignores consumer interests. But, the product concept not only puts emphasis on the quantity of production but also the quality of the product as it assumes that customers will respond to products of the best quality at the most reasonable price and hence, the major task of the management is to improve the quality of the product to attract and hold customers. Due to technological development, the competition has grown and the market has become more complex and here, the selling concept suggests that consumers will not purchase enough of the product unless the interest is gained through major selling and promotional activities. It ignores consumer interests and the company may face difficulties in the long run. The modern approach of marketing is referred to as the marketing concept. The essence of the marketing concept is to fulfil the customer's demand and so, it is very important for the manufacturer to produce the product according to the consumers' needs and wants so that consumers get satisfaction and manufacturers earn profit as well. Nowadays, the consumer concept is also important for marketers and here, the companies are using the consumer concept to give attention to the individual consumer and it can be done through one-to-one marketing. The societal concept gives importance to consumer satisfaction, social welfare, and a company's profit [17]. This concept is social-oriented and so, the company must satisfy the society by performing all its social obligations like pollution control, environment protection, not harming the ecology balance, doing social welfare activities, etc. The world is changing each and every day. Due to the triumph of globalisation and the technological innovation of internet usages, the life and

living styles of modern people and fashion trends and desires are also changing. Therefore, to sustain in the competitive world as a marketer, there is no alternative way of adopting and materialising the modern concept of marketing.

#### **4. COMMERCIAL ESTABLISHMENTS ORGANISING**

Commercial Establishments means banks, offices, hotels, restaurants, retail stores, drug stores, barber shops and similar business establishments and premises which are not owned by or under the control and jurisdiction of the City and are occupied by authorised employees and officials of the City for the purpose of carrying out City business [18]. Commercial Establishments shall consist of Public Viewing Locations, Business Viewing Locations and Private Offices (except where such term is used in the definitions of such locations and offices). DIRECTV shall have the right to determine, in its reasonable discretion, whether a Commercial Establishment constitutes a Public Viewing Location, Business Viewing Location, Private Office or none of the foregoing under the applicable terms of this Agreement [19]. Business organisations can be structured in various ways, depending on their standing as legal entities, internal structure, and management processes [20].

##### **i. Pre-bureaucratic structures:**

Pre-bureaucratic (entrepreneurial) structures lack standardisation of tasks. This structure is most common in smaller organisations and is best used to solve simple tasks. The structure is totally centralised and appears like a hierarchy. The strategic leader makes all key decisions and most communication is done by one-on-one conversations. It is particularly useful for new (entrepreneurial) business as it enables the founder to control growth and development.

##### **ii. Bureaucratic structures:**

Weber said that the fully developed bureaucratic mechanism compares with other organisations exactly as does the machine compare with the non-mechanical modes of production. Precision, speed, unambiguity...strict subordination, reduction of friction and of material and personal costs are raised to the optimum point in the strictly bureaucratic administration. Bureaucratic structures have a certain degree of standardisation. They are better suited for more complex or larger scale organisations, usually adopting a tall structure. The tension between bureaucratic structures and non-bureaucratic structures is echoed in Burns and Stalker's distinction between mechanistic and organic structures.

##### **iii. Functional structure:**

Employees within the functional divisions of an organisation tend to perform a specialised set of tasks; for instance, the engineering department is staffed only with software engineers. This leads to operational efficiencies within that group. However, it could also lead to a lack of communication between the functional groups within an organisation, making the organisation slow and inflexible. As a whole, a functional organisation is best suited as a producer of standardised goods and services at large volume and low cost.

##### **iv. Divisional structure:**

Also called a "product structure," the divisional structure groups each organisational function into a division. Each division within a divisional structure contains all the necessary resources

and functions within it. Divisions can be categorised by different points of view. One might make distinctions on a geographical basis (a US division and an EU division, for example) or on product/service basis (different products for different customers, households, or companies). In another example, an automobile company with a divisional structure might have one division for SUVs, another division for subcompact cars, and another for sedans.

**v. Matrix structure:**

The matrix structure groups employees by both function and product. This structure can combine the best of both separate structures. A matrix organisation frequently uses teams of employees to accomplish work, in order to take advantage of strengths and make up for weaknesses of functional and decentralised forms. An example would be a company that produces two products, “product a” and “product b.” Using the matrix structure, this company would organise functions within the company as follows: “product a” sales department, “product a” customer service department, “product a” accounting department, “product b” sales department, “product b” customer service department, “product b” accounting department. Matrix structure is amongst the purest of organisational structures – a simple lattice emulating order and regularity demonstrated in nature.

**vi. Legal considerations:**

In the US and elsewhere, many business structures require a form of incorporation to register the business as a legal entity. The owner files articles of incorporation with the secretary of state’s office for the particular jurisdiction. The organisation may also hold meetings, select a board of directors, adopt bylaws, and report on a regular basis. The business entity’s type, its geographic span of operations, risk profile, and other factors are issues to consider when choosing what entity type to use, in what jurisdiction to incorporate, how the articles should be drafted, and if a stock form should be used.

**vii. Business perspective:**

There are various forms of organisational structures from a business perspective, including sole proprietorships, cooperatives, partnerships, limited liability companies, and corporations. All of these structures are for profit, but there are also non-profit corporations and other structures. The differences in structures can depend on the number of entrepreneurs or owners involved, and the different tax treatments. One of the issues dividing forms is that of liability. With sole proprietorships and some forms of partnership, owners can be personally liable for business losses, meaning their personal assets are not protected against the claims of creditors. These organisational structures are also not separate entities from the owners/entrepreneurs, unlike a corporation.

**viii. Organisational behaviour:**

Internally, organisations can also be structured differently, in terms of the groupings of organisational relationships and the characteristics of management. Some common structures are the functional, divisional, matrix, team, network, and modular structures.

Independent from their legal and internal structures, organisations can also behave differently. For example, hybrid organisations, which may fall under various legal categories, can mix elements, value systems, and logics of action from the private, public, and voluntary sectors.

## 5. THE IMPACT OF ENVIRONMENTAL DISTURBANCES ON MARKETING TASKS

The company is not alone in its business environment. It is surrounded by and operates in a larger context. This context is called the Macro Environment. It consists of all the forces that shape opportunities, but also pose threats to the company [21]. The Macro Environment consists of 6 different forces. These are: Demographic, Economic, Political, Ecological, Socio-Cultural, and Technological forces. This can easily be remembered: the DESTEP model, also called DEPEST model, helps to consider the different factors of the Macro Environment, see Fig. 2 [22].



Figure 3: The Macro Environment – Six Forces in the Environment of a Business

Demographic forces relate to people. The name refers to the term Demography. The latter refers to the study of human populations. This includes size, density, age, gender, occupation and other statistics. Why are people important? Because, on the whole, their needs are the reason for businesses to exist. In other words, people are the driving force for the development of markets. The large and diverse demographics both offer opportunities but also challenges for businesses [23]. Especially in times of rapid world population growth, and overall demographic changes, the study of people is crucial for marketers. The reason is that changing demographics mean changing markets. Further, changing markets mean a need for adjusted marketing strategies. Therefore, marketers should keep a close eye on demographics. This may include all kinds of characteristics of the population, such as size, growth, density, age- and gender structure, and so on. Some of the most important demographic trends that affect markets are [24], [25] and [26]:

### i. World population growth

The world population is growing at an explosive rate. Already in 2011, it reached 7 billion, while being expected to reach 8 billion by the year 2030. By the end of the century, it is likely to double. However, the strongest growth occurs where wealth and stability is mostly absent. More than 70% of the expected world population growth in the next 40 years is expected to

take place outside of the 20 richest nations on earth. This changes requirements for effective marketing strategies and should be kept in mind.

#### **ii. Changing age structure**

The changing age structure of the world population is another critical factor influencing marketing. In the future, there will be countries with far more favourable age structures than others. For example, India has one of the youngest populations on earth and is expected to keep that status. By 2020, the median age in India will be 28 years. In contrast, the countries of the European Union and the USA have to face an ageing population already today. This may lead to harmful reductions in dynamism and challenges regarding the supply of young workers who, at the same time, have to support a growing population of elderly people.

#### **iii. Changing family structures**

Also, families are changing which means that the marketing strategies aimed at them must undergo an adjustment. For example, new household formats start emerging in many countries. While in traditional western countries a typical household consisted of husband, wife and children, nowadays there are more married couples without children, as well as single parent and single households. Another factor comes from the growing number of women working full time, particularly in European nations. Together with further forces, changing family structures require the marketing strategy to be changed.

#### **iv. Geographic shifts in population**

One – and the most important – element of geographic shifts is migration. By 2050, global migration is expected to double. This has a major impact on both the location and the nature of demand for products and services. The reason is that the place people can be reached has changed, as have their needs because of the new situations. Other important factors are the ethnic diversity that provides new opportunities, as well as urbanisation.

#### **v. Economic forces in the Macro Environment**

The Economic forces relate to factors that affect consumer purchasing power and spending patterns. For instance, a company should never start exporting to a country before having examined how much people will be able to spend. Important criteria are: GDP, GDP real growth rate, GNI, Import Duty rate and sales tax/ VAT, Unemployment, Inflation, Disposable personal income, and Spending patterns.

#### **vi. Socio-Cultural forces in the Macro Environment**

The Socio-Cultural forces link to factors that affect society's basic values, preferences and behaviour. The basis for these factors is formed by the fact that people are part of a society and cultural group that shape their beliefs and values. Many cultural blunders occur due to the failure of businesses in understanding foreign cultures. For instance, symbols may carry a negative meaning in another culture. To understand these forces, Hofstede's cultural dimensions can be used: Power Distance, Individualism versus Collectivism, Masculinity versus Femininity, Uncertainty Avoidance etc.

#### **vii. Technological forces in the Macro Environment**

Technological forces form a crucial influence in the Macro Environment. They relate to factors that create new technologies and thereby create new product and market opportunities. A technological force everybody can think of nowadays is the development of wireless communication techniques, smartphones, tablets and so further. This may mean the emergence of opportunities for a business, but watch out: every new technology replaces an older one. Thus, marketers must watch the technological environment closely and adapt in order to keep up. Otherwise, the products will soon be outdated, and the company will miss new product and market opportunities.

#### **viii. Ecological forces in the Macro Environment**

Ecological, or natural forces in the Macro Environment are important since they are about the natural resources which are needed as inputs by marketers or which are affected by their marketing activities. Also, environmental concerns have grown strongly in recent years, which makes the ecological force a crucial factor to consider. For instance, world, air and water pollution are headlines every marketer should be aware of. In other words, you should keep track of the trends in the ecological environment. Important trends in the ecological environment are the growing shortage of raw materials and the care for renewable resources. In addition, increased pollution, but also increased intervention of government in natural resource management is an issue. Because of all these concerns and the increased involvement of society in ecological issues, companies more than ever before need to consider and implement environmental sustainability. This means that they should contribute to supporting the environment, for instance by using renewable energy sources. Therefore, businesses do not only support the maintenance of a green planet, but also respond to consumer demands for environmentally friendly and responsible products.

#### **ix. Political forces in the Macro Environment**

Every business is limited by the political environment. This involves laws, government agencies and pressure groups. These influence and restrict organisations and individuals in a society. Therefore, marketing decisions are strongly influenced and affected by developments in the political environment.

## **6. CONCLUSION**

Some companies treat the external marketing environment as if it were an uncontrollable force. As there is nothing they can do to change it, their choice is to sit on the side-lines and either let it overtake them (and then wonder what happened afterward) or adapt to the changes it leaves in its wake. Those who try to adapt will use tools to analyse the changes and then design strategies that will help the companies take advantage of any opportunities that may arise while avoiding the threats. Other companies, however, take the reins. They take the environmental management view. Instead of doing nothing or reacting to change, companies with this perspective take actions to influence their marketing environment. Responding to the external environment is ultimately a question of strategy. Strategy requires the key input of data and understanding of external factors, which are weighed, measured, and considered by the organisation. The organisation seeks opportunities to leverage what the firm is good at to identify key segments, differentiate from the competition, and ultimately develop a

profitable position within the industry. There are countless ways to address external factors, but the general concept can be captured well in the following models.

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