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Public campaigns as a form of assistance to Ukrainian refugees during the war with Russia. The example of Poland, Germany and the Czech Republic

Kampanie publiczne jako forma pomocy ukraińskim uchodźcom podczas wojny z Rosją. Przykład Polski, Niemiec i Czech

Abstract

The main aim of the article is to present examples of governmental public campaigns that are directed at helping refugees from Ukraine and to compare them with each other. The article attempts to generalise academic approaches to the content, tasks and functions of social campaigns, and then, on this basis, seeks to identify similarities and differences in the approaches of the countries studied to promotional activities aimed at helping refugees from Ukraine. It was decided to conduct the research in the form of a case study, comparing government social campaigns from Poland, Germany and the Czech Republic. Not only their content was analysed, but also the reactions appearing on the inaugural social media posts. The article identifies specific approaches related to campaigning aimed at helping refugees. Based on a literature review and practical examples of campaigns, it draws conclusions and recommendations for the conduct of such activities. The suggestions made can be useful not only to better meet the needs of migrants but may also be helpful in reducing possible tensions among citizens, which, as previous experience with refugee crises has shown, sometimes arise in the long term.

Keywords

Ukraine, Russia, public campaigns, assistance to refugees, war

Streszczenie

Głównym celem artykułu jest przedstawienie przykładów rządowych kampanii publicznych ukierunkowanych na pomoc uchodźcom z Ukrainy oraz ich wzajemne porównanie. W artykule podjęto próbę uogólnienia akademickiego podejścia do treści, zadań i funkcji kampanii publicznych, a następnie na tej podstawie starano się zidentyfikować podobieństwa i różnice w podejściu badanych państw do działań promocyjnych zorientowanych na pomoc uchodźcom z Ukrainy. Badania postanowiono przeprowadzić w formie studium przypadku, porównując rządowe kampanie publiczne z Polski, Niemiec i Czech. Analizie poddano nie tylko ich treść, ale również reakcje pojawiające się pod inauguracyjnymi postami w mediach społecznościowych. Artykuł identyfikuje konkretne podejścia związane z kampaniami mającymi na celu pomoc uchodźcom. Na podstawie przeglądu literatury i praktycznych przykładów kampanii wyciągnięto wnioski i zalecenia dotyczące prowadzenia takich działań. Przedstawione sugestie mogą nie tylko pomagać w lepszym zaspokojeniu potrzeb migrantów, ale również być przydatne w zmniejszaniu ewentualnych napięć wśród obywateli, które, jak pokazują wcześniejsze doświadczenia z kryzysami uchodźczymi, czasami pojawiają się w dłuższej perspektywie.

Słowa kluczowe

Ukraina, Rosja, kampanie publiczne, pomoc uchodźcom, wojna

JEL: F22, F51, H12, P33

Introduction

Armed conflicts between states, such as the war in Ukraine, always result in enormous losses: the death of innocent people, their tragedies, disabilities, material losses – individual and social property, the destruction of cities, logistical infrastructure, production resources, monuments of national heritage, environmental damage. Neighbouring countries, looking at the situation and in their own way co-participating in the war as frontline countries often try to provide possible social assistance – humanitarian and economic, as well as armed assistance in various forms and scope (Antezza et al., 2022; Karageorgiou & Noll, 2022; Ociepa-Kicińska & Gorzałczyńska-Koczkodaj, 2022). Responses to warfare are evident not only in the diplomatic and economic decisions taken by heads of state, but also in the behaviour of organisations and institutions, as well as individual citizens, who engage in humanitarian actions and charitable collections for war-affected people and refugees who have left the country affected by aggression (Karakiewicz-Krawczyk et al., 2022; Sengupta et al., 2023). To involve them even more strongly in peace efforts, governmental public campaigns are organized to disseminate information, educate, and persuade the public to adopt the right attitude. They are an essential part of the social life of any civilized country and have previously been used mainly to attract the attention of citizens and consolidate business around socially important issues of social protection, health care, support for the disabled, the elderly, preservation of cultural heritage and similar (Lusińska & Miłoszewska-Podrażka, 2022).

It is noteworthy that two recent global events in the life of mankind, such as the COVID-19 pandemic and mass population migrations related to Russia's war with Ukraine, have filled public campaigns with new meaning and influenced the way they are implemented. Europe was already facing waves of refugees linked to local armed conflicts in some countries, and the organisation of aid was accompanied by social media activities, but the current wave of refugees from Ukraine has become, according to experts, the largest since the World War II (Kolly-Shamne, 2022; Kopeć, 2022). People leaving areas of armed conflict are often traumatized and require medical, psychological, material, and other support measures to provide them with a substitute for a normal life in a foreign country. It is therefore legitimate to analyse the theoretical and practical aspects of public campaigns and to assess examples of promotional activities undertaken by European states related to the reception of Ukrainian refugees.

The main objective of this article is to present and evaluate examples of governmental public campaigns from three European countries that are

directed towards helping refugees from Ukraine and to compare them with each other. It was decided to conduct the research as a case study, comparing public campaigns from Poland, Germany, and the Czech Republic. These countries accepted the largest number of refugees from Ukraine as of 11 January 2023. Not only were their characteristics analysed, but also the reactions appearing on the inaugural social media posts were examined. In addition, the article attempts to generalize scientific approaches to the content, tasks, and functions of public campaigns and then, on this basis, searches for similarities and differences in the approaches of the studied countries to promotional activities aimed at helping refugees from Ukraine. In scientific terms, the problem is interdisciplinary, combining possible perspectives of research, analysis, and evaluation from several disciplines of the humanities and social sciences, including political and administrative sciences, social communication and media, management, and quality, sociological or security sciences. Each discipline addresses the title problem from a unique perspective, a different theoretical framework, and methodological approaches. The aim of the article is to express a highly relevant and topical social, political, economic problem – created by Russia's aggression against Ukraine on 24 February 2022 and continued by an extremely brutal war.

Literature review

Public campaigns, initiated and funded by the government, are a form of social communication on a macro-social, national scale. Using social marketing principles and techniques (Kotler & Roberto, 1991), public campaigns are an instrument for planning and implementing social change: attitudes and behaviour on a large scale, including on an international and global scale. Examples of the latter include the issues of climate warming or sustainable development. Campaigns of this nature are also undertaken by actors other than national governments and their agendas, including international organisations (e.g. UN – Agenda 2030, EU – Fit for 55 programme), non-profit organisations and companies as part of their social responsibility (CSR) strategies.

Public campaigns – essence and functions

The theoretical aspects of public campaigns have received considerable attention from researchers

(e.g. Jones, 2006; Henley & Donovan, 2010; Atkin & Rice, 2013; Hastings & Domegan, 2013; Cowan, 2015; Lee & Kotler, 2019; Matusitz, 2022). The literature shows that such campaigns are most often analysed from two perspectives:

a) As a manifestation of an organisation's activities aimed at shaping or correcting consumer behaviour by delivering specific ideas and values to a specific target group. They can be implemented by commercial enterprises, using fragmented social marketing and PR tools to achieve their own company objectives, as well as by non-commercial and public organisations for which social marketing is the basis of their activities. At the same time, these actors can act as campaign partners if they share the company's values and objectives and work for the same target group.

b) As a large-scale social project that unites a wide range of participants who share its values. In this case, a public campaign requires the involvement of stakeholders, volunteers, and the organisation of their explicit interaction. The aim is to realize social projects, to protect the values of realising change in which not only a single company or even a group of partners is interested, but society as a whole (both local and regional). Such campaigns are often coordinated at the state level – by a country's government, its agencies, or regional institutions.

In both cases, however, they should be seen as a series of planned activities aimed at promoting social ideas by organisations and changing attitudes towards society's significant problems. In general, this type of undertaking aims to achieve an educational effect by informing, explaining, encouraging activity, and raising difficult or embarrassing topics of social interest. In the context of business, these types of campaigns are often linked to corporate social responsibility, as highlighted by numerous researchers (Atkin & Rice, 2013; Walker-Said & Kelly, 2015; Sison & Sarabia-Panol, 2018; Haski-Leventhal, 2018; Lee et al., 2020; McGahan et al., 2022; Byrum, 2023; Howaniec, 2023). It is also worth noting that public campaigns often involve volunteers and various stakeholders of the organisation who undertake collaborative social action (Hult et al., 2011; Laczniak & Murphy, 2012; Haski-Leventhal, 2018; Loeffler, 2020; Glińska-Neweś & Glinka, 2021; McGahan et al., 2022).

Public campaigns always have a precisely defined set of objectives that they are supposed to pursue. Such aims may include, for example, the promotion of specific ideas, values, the shaping of awareness of a specific problem and its consequences, the formation of appropriate, sensitive social attitudes, the integration of communities (social groups) around specific socially important problems, challenges and situations. It is understandable that the accents

in individual campaigns are distributed in various ways – there are different motives and rationales behind corporate campaigns, others for non-profit and social economy entities, and yet another for campaigns organized by governments or international institutions. While in the case of commercial enterprises it mainly revolves around economic values, PR and CSR activities, in the case of government campaigns their objectives are geared towards values of a social nature. The implication is that their rationale stems from the government's objectives and ways of directing the course of public affairs, a concern for the common good. The title issue of the paper – its nature, determinants, and consequences – make it possible to strongly emphasize among the objectives of government campaigns also the importance of ethical values. Indeed, they are intrinsically linked to the other person and the criteria for assessing his or her behaviour: causes and effects. In the hierarchy of values in every dimension and type, the central place is occupied by the human being, the absolute and primary value. It is on the human being, his or her needs, problems, and situations – also in a broader, social dimension – that the objectives of government campaigns are directed.

It is worth pointing out that in parallel to their objectives, public campaigns take on different functions. Most of the authors cited in this chapter primarily draw attention to the following aspects of public campaigns:

- Information function – its purpose is to inform the audience about a phenomenon, a certain social problem related to the campaign. It serves to broaden public awareness.
 - Persuasive function – it aims to persuade, shape, or change the existing attitude of recipients towards a given problem.
- Due to the specific characteristics of government public awareness campaigns, the following functions may additionally be suggested in their case:

- Coordination function – interaction of citizens, encouragement of interaction, rapid development of new legislation.
- Mobilisation function – organisation of logistical processes, provision of material resources, motivation to support the affected.
- Educational function – shaping the right attitudes among recipients, adapting their actions to a given situation, familiarising them with new legal acts.

The indicated functions of governmental public campaigns become particularly important during crisis situations, such as, for example, the COVID-19 pandemic, natural disasters, or the outbreak of war and related activities for the reception and assistance of refugees. Moreover, in this type of situation, the internet and new media play a particularly

important role in communication, as they allow information to be transmitted in a fluid and interactive manner (Bajak, 2021).

Public campaigns and support for refugees

The purpose of public campaigns implemented by the government is to promote certain values, relevant to the state and citizens, to solve a specific problem, situation, challenge or threat or to promote social development. The literature emphasizes the particular importance of social, ecological and cultural values in such campaigns (Atkin & Rice, 2013; Cowan, 2015; Lee & Kotler, 2019; Matusitz, 2022; Byrum, 2023). These values can – at the national level – be realized by using media forms of communication between government and citizens. Governmental public campaigns thus adopt a clear perspective of concern for the common good and “shared values”, aimed at the fulfilment of the collective needs of the community (communities), also in an international dimension: peace, combating global warming, protecting the environment and biodiversity, public health, etc. It can therefore be assumed that government public campaigns are value campaigns in a broad, social, and ethical dimension. As a result, they constitute an important bond between citizens and the state, as they provide them with important information, publicize social problems and show them how to deal with them, and in effect serve to build social trust (Lusińska & Miłoszewska-Podrażka, 2022), shape desirable attitudes (Lee, 2021) and create a sense of security (Coutu & Dupont, 2021). These activities become particularly important in the case of emergency situations including natural disasters, epidemics or war and refugee influxes. In such situations, government campaigns address issues related to people’s ongoing security and directly affect their lives, health, or mental state, and therefore their tone differs from “classic” public actions linked to standard citizen concerns and current state activities (Table 1).

The experience of governmental public campaigns for the reception of refugees is partly reported in the academic literature, as the world, and especially Europe, had already experienced waves of population migration from armed conflict zones (see Brekke & Thorbjørnsrud, 2018; Nikunen, 2018; Fengler & Kreutler, 2020). The need for the state to provide asylum and protection for refugees had already posed a major challenge (Ruhs, 2022), however, Russia’s war with Ukraine has resulted in the largest wave of refugee influxes since the World War II (Kolly-Shamne, 2022; Kopeć, 2022). The

difficulties faced by migrants are not the only problem for the government, as public sentiment is an additional contributing force. Citizens have different attitudes towards the crisis, not always positive (Banulescu-Bogdan, 2022; De Coninck, 2022). The role of public campaigns in relation to the influx of refugees is therefore not only to help immigrants to start a “new life”, but also to reassure the whole society and involve it in the integration process. It should be emphasised that these types of campaigns, despite the fact that by definition they should remain politically neutral (Lusińska & Miłoszewska-Podrażka, 2022), nevertheless send a clear signal to citizens about the approach of those in power to the problems faced by the country. As a result, they automatically become an element of political marketing (Elder, 2018; Turcotte, 2020), and approaches to refugee issues may even form the basis of communication during election campaigns (Hutter & Kriesi, 2019; Gessler & Hunger, 2021). Therefore, in some cases, influenced by negative public sentiment, state institutions may decide to take the opposite approach and, for example, discourage refugees from coming into the country (see Gammeltoft-Hansen, 2017; Bajomi-Lázár, 2019). It is noteworthy, however, that the attitude of the European public towards the refugee crisis caused by Russia’s war with Ukraine is significantly different from that following the civil war in Syria (see Lloyd & Sirkeci, 2022; Carlsen & Toubøl, 2023). Surveys indicate that 74% of EU citizens approve supporting Ukraine (European Parliament, 2022), which is also reflected in the approach to public campaigns related to this issue.

Research methodology

The main objective of this article is to present and evaluate examples of governmental public campaigns from three European countries (Poland, the Czech Republic and Germany) that are directed towards helping refugees from Ukraine and to compare them with each other. Due to the nature of the topic under discussion, it was decided to choose the case study method. This is a qualitative method in which a detailed and multifaceted description of the problem under study must be developed (Gummesson, 2017; Lee & Saunders, 2017). It is based on conducting a detailed study of the empirical material in order to analyse the context of the phenomenon and discuss the processes involved (Bartlett & Vavrus, 2016; Rashid et al. 2019). During the research, both secondary and primary data can be used, and a variety of research methods can be employed, such as desk research, observation, surveys and interviews (Yin, 2016).

The case study method is a popular choice when discussing public campaigns (see Cowan, 2015; Martinez et al., 2017; Couch et al., 2018; Alves & Galan-Ladero, 2019; Rahim et al., 2019; Pinto et al., 2020; Rivera & Galan-Ladero, 2021), as it allows for a detailed discussion of the specifics of the examples studied. Due to the complex nature of the problem studied, it was decided to juxtapose three different examples of governmental public campaigns aimed at helping refugees from Ukraine. This was done in order to take a broader perspective, to look for correlations and, as a result, to present more reliable conclusions (Brink, 2018; Halkias et al., 2022). The campaigns studied were selected in a purposive manner. It was decided

to discuss examples of flagship government campaigns from the three countries that received the most refugees fleeing Ukraine after the outbreak of war (Figure 1). These were respectively: Poland, Germany, and the Czech Republic.

The research was conducted from 24 February 2022 (the first day of Russia's aggression) to 23 February 2024. The research adopted the following research questions:

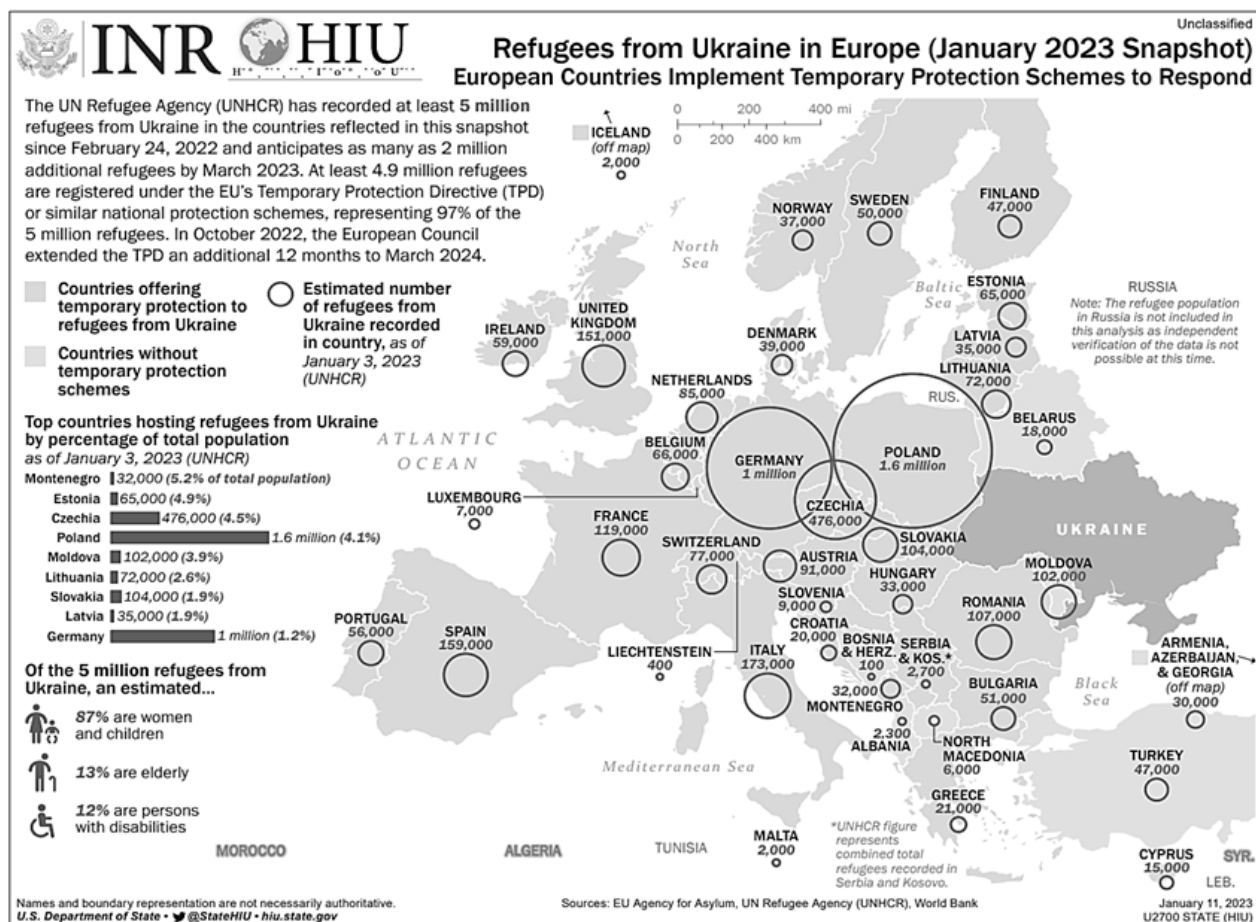
1. How do the main messages of the different public campaigns differ?
2. What functions do the researched public campaigns perform?
3. How do audiences react in social media to the public campaigns in question?

Table 1. Heading comparison of “classic” government public campaigns with public campaigns in emergency situations, such as for refugee relief

Characteristics	“Classic” public campaigns	Public campaigns in crisis situations, e.g. to help refugees
The ability to anticipate and plan	Pre-planned with defined objectives and deadlines for individual activities, carried out on the basis of previous marketing research	Sudden, inability to predict the timing and scenarios of future developments, e.g. spread of epidemics, anticipated number of refugees
Availability of experience and practical solutions	Based on the experience of previous campaigns	No previous experience of campaigning in relation to a crisis of this magnitude
Coordination of the campaign	Strategy developed in advance, messages prepared previously, transmitted according to a specific plan	Campaign framework conditions that are adapted to current developments
Territorial scope	Local public campaigns, usually limited to a community or country	Large campaign coverage, often extending beyond national and regional borders
Target group	Inhabitants of the region or precisely selected segments of them	Those in need of and willing to provide assistance, grantors (sponsors, patrons) and all others involved in the crisis
Campaign objectives	Informing and communicating values, educating, shaping public opinion, coordinating the development of legislation	In addition to informing, educating and communicating values, shaping public opinion and coordinating the development of legislation, mobilising the public, seeking sponsors and volunteers
Number of contributors involved in organising the campaign	Limited in number, usually involving only government organisations, possibly cooperating companies	Significant number of participants, stakeholders, including not only government entities but also business structures providing material assistance (finance, products, items, transport) and volunteers
Project coordination	Within government or community structures	Close cooperation between government institutions from many countries. General directive and local mechanisms for the implementation of social programmes by individual countries
Campaign publicity	Often marginal, only among interested audiences	Usually large because the campaign addresses issues related to people's current safety, directly affects their life, health or mental state

Source: own study.

Figure 1. Ukrainian refugees in Europe, status as at 11 January 2023



Source: Humanitarian Information Unit, 2023.

Research findings

The research analysed three governmental public campaigns: the Polish “#PomagamUkrainie”, the German “Germany4Ukraine” and the Czech “Naši Ukrajinci”. Table 2 presents the most important characteristics of the campaigns in question.

Although all the examples studied are primarily directed at helping refugees – citizens of Ukraine – their specifics differ. It is noteworthy that the Polish campaign is directed equally to immigrants in need of help and to Polish citizens and organisations willing to provide it. Promotional spots are visible in the media and directed not only to Ukrainians, but also to Poles. The German campaign, on the other hand, is primarily aimed at refugees, and German citizens interested in helping can only find narrow information about volunteering opportunities on the information website. The Czech campaign also mainly targets refugees from Ukraine, to whom the promotional material is directed, but the information website also has special tabs for Czechs interested in helping. In the case of the Polish and Czech campaigns,

several governmental institutions are jointly involved in the organisation, which translates into their comprehensiveness – the recipients can find not only the necessary information and links, but the campaign has also created platforms for them to take specific actions and coordinate cooperation between different units.

The surveyed campaigns perform a number of tasks related to assisting refugees from Ukraine and their integration into the citizens of host countries. They mainly focus on the educational and informational function of public campaigns (Table 3). Their importance seems to be particularly relevant in the case of emergency situations. In this case, the information contained in a public campaign is intended to provide the recipients with a sense of security (Tivari et al., 2021; Hodlevska, 2023). The educational function is of similar importance, as through campaigns addressees are expected to better understand the new reality, learn how to act in specific situations and recognize their pro-social behaviour. For example, public awareness campaigns during the COVID-19 pandemic were of similar importance (Bonell et al., 2020;

Table 2. Characteristics of the studied public campaigns

Characteristics	#PomagamUkrainie	Germany4Ukraine	Naši Ukrajinci
Country	Poland	Germany	Czech Republic
Responsible authority	Chancellery of the Prime Minister; Ministry of Foreign Affairs; Ministry of the Interior and Administration, Government Strategic Reserve Agency; representatives of local authorities (voivodes)	Federal Office for Migration and Refugees	Ministry of the Interior; Fire Service of the Czech Republic; National Agency for Communications and Information Technology
Target group	Persons from Ukraine in need of assistance (who are in Poland and want to come to Poland) and individuals and organisations (companies, local governments, NGOs) interested in providing it	Persons from Ukraine in need of assistance, people interested in volunteering (Ukrainian refugees and German citizens)	Ukrainian persons in need of assistance, individuals and companies interested in providing assistance
Coverage	Poland	Germany	Czech Republic
Date of campaign launch	27 February 2022	18 March 2022	1 March 2022
Website	https://pomagamukrainie.gov.pl/	https://www.germany4ukraine.de/	https://www.nasiukrajinci.cz/
Languages in which materials are available	Polish, Ukrainian, Russian, English	German, Ukrainian, Russian, English	Czech, Ukrainian, Russian, English
Main objectives	• providing legal, medical and social assistance to refugees already in Poland and to those wishing to enter the country • providing information on the stay of refugees in Poland • establishing cooperation between organisations offering assistance and competent units coordinating it • enabling institutions to add announcements of legal and material assistance and job offers • informing citizens about material and financial collections, as well as voluntary services	• providing information about the refugees' stay in Germany and the possibilities of returning to their home country • information on legal, medical and social assistance • information on security • information on Ukrainian community groups in Germany • information on volunteering opportunities • information on language courses • providing news of importance to refugees (e.g. concessions)	• providing information about refugees' stay in the Czech Republic • communicating about medical and social assistance • reporting national news in Ukrainian • informing refugees about job opportunities • communicating to Czech citizens about charity fundraising and opportunities to help • enabling companies to communicate large-scale offers of assistance
Target method of acclimatisation	Integration	Assimilation	Adaptation
Forms of action	website • social media posts published by the institutions responsible for the campaign and their partners • press releases • information videos for refugees • advertising spots • leaflets and information posters	• website • mobile app • social media posts published by the Federal Office for Migration and Refugees and partners • information videos for refugees • leaflets and information posters	• website • fanpage "Naši Ukrajinci" on Facebook • information videos for refugees • leaflets and information posters

Source: own study based on surveyed campaigns.

Aharon & Siev, 2021; Bagcchi, 2021). In this type of situation, it is equally important to coordinate the work of the various institutions involved in the relief effort and to connect them with people in need or volunteers willing to cooperate. The network created in this way not only strengthens the tone of the campaign, but also results in an increase in its effectiveness, as it creates a community integrated in a common goal (Coombs & Holladay, 2013; Bernays, 2013). A detailed analysis allows us to conclude that the Polish campaign realises this to the highest degree, where not only are refugees encouraged to interact with citizens, but cooperation between different organisations and individuals is also established. The importance of the persuasive function, although taking different forms, can also be pointed out for all the campaigns studied:

- “#PomagamUkrainie” mainly motivates refugees to start a life in Poland, in turn individuals and organisations to provide assistance and engage in volunteering;
- “Germany4Ukraine” particularly encourages people from Ukraine to integrate into the German nation, learn the language and become involved in local communities;

- “Naši Ukrajinci” primarily convinces people to learn about and become active in the area of receiving and providing help.

In addition, due to the involvement of citizens in activities for the benefit of Ukrainians and the organisation of logistical processes through the platforms provided, in the case of the Polish and Czech campaigns, their mobilisation function can also be indicated to a high degree.

The research also compared the launch posts of all the campaigns studied that appeared on Facebook and the reactions to them (Table 4). The post concerning the #PomagamUkrainie campaign recorded the highest reach. However, it is worth pointing out that the reactions of around 30% of the audience cannot be considered positive. In this case, the posts of the German and Czech actions had much fewer negative overtones. The analysis of the comments indicates that the reactions of Poles were often to a large extent not directly determined by the campaign’s message or reluctance to help, but resulted from other, broader considerations, for example related to personal attitudes towards and limited trust in governmental organisations.

It should be mentioned that only posts launching each campaign were analysed. Posts promoting the

Table 3. Basic elements of the surveyed public campaigns in terms of the functions performed

Function	#PomagamUkrainie	Germany4Ukraine	Naši Ukrajinci
Information function	• legal, educational, health and social information • information on how to help refugees	• legal, educational, health and social information • news for refugees	• legal, educational, health and social information • information on how to help refugees
Persuasive function	• encouraging refugees to take advantage of programmes dedicated to them • motivating citizens to provide assistance to Ukraine	• encouraging refugees to integrate into society	• encouraging refugees to take advantage of programmes dedicated to them • motivating citizens to provide assistance to Ukraine
Coordination function	• announcements • external job offers, • coordination of humanitarian convoys • linking up aid agencies	• signposting refugees to organisations that can help them	• signposting refugees to organisations that can help them
Mobilisation function	• enabling and encouraging cooperation between all campaign recipients	• activating refugees to take action	• enabling and encouraging cooperation between all campaign recipients
Educational function	• guidance on where to stay, the difficulties encountered and the possibilities for support • a guide for those helping refugees	• guidance on where to stay, the difficulties encountered and the possibilities for support	• guidance on where to stay, the difficulties encountered and the possibilities for support

Source: own study.

Table 4. Campaign launch posts on Facebook

Characteristics	#PomagamUkrainie	Germany4Ukraine	Naši Ukrajinci
Content (in the original language)	🔗 Uruchomiliśmy stronę internetową https://pomagamukrainie.gov.pl/ ➡ W tym miejscu można zgłaszać gotowość do pomocy oraz zapotrzebowanie na nią. 🇵🇹 🇺🇦 #PolandFirstToHelp #SolidarityWithUkraine #SolidarnizUkrainą #PomagamUkrainie	📄 Unterkunft, Basisinformationen oder medizinische Versorgung: Mit dem Hilfe-Portal „Germany4Ukraine“ bietet die Bundesregierung ukrainischen Geflüchteten eine zentrale und vertrauenswürdige digitale Anlaufstelle. Das Hilfe-Portal bündelt Informationen auf Ukrainisch, Russisch, Englisch sowie Deutsch und unterstützt die Geflüchteten bei Einreise, Orientierung und dem Überblick über Hilfsangebote beispielsweise zu Unterkunft oder medizinischer Versorgung. Weitere Services sind geplant ➡ https://www.germany4ukraine.de/hilfeportal-de	Nejsme lhostejní. www.nasiukrajinci.cz ❤️❤️
Content (translation of the original)	🔗 We have launched a website https://pomagamukrainie.gov.pl/ ➡ Here you can report your readiness and need for help 🇵🇹 🇺🇦 #PolandFirstToHelp #SolidarityWithUkraine #SolidarityWithUkraine #HelpUkraine	📄 Accommodation, basic information or medical care: With the “Germany4Ukraine” help portal, the German government is offering Ukrainian refugees a centralised and trustworthy digital point of contact. The help portal bundles information in Ukrainian, Russian, English and German and supports refugees with entry, orientation and an overview of offers of help, for example on accommodation or medical care. Further services are planned. ➡ https://www.germany4ukraine.de/hilfeportal-de	We are not indifferent. www.nasiukrajinci.cz ❤️❤️
Source	Kancelaria Premiera (Chancellery of the Prime Minister)	Bundesamt für Migration und Flüchtlinge – BAMF (Federal Office for Migration and Refugees)	Ministerstvo vnitra (Ministry of the Interior)
Date of publication	27 February 2022	17 March 2022	1 March 2022
Form	Post with graphics	Post with series of graphics	Post with video
Post content language	Polish	German	Czech
Language of graphic material	Polish	German, Ukrainian, Russian	Czech
Reactions	497, of which: 👍 56.14% 😄 22.74% ❤️ 11.47% 😁 7.44% 👏 0.80% 😮 0.80% 😬 0.60%	48, of which: 👍 100%	274, of which: 👍 62.41% ❤️ 20.80% 👏 14.96% 😄 0.71% 😮 0.71% 😬 0.36%

Cont. Table 4

Characteristics	#PomagamUkrainie	Germany4Ukraine	Naši Ukrajinci
Comments	1.5 k	16	10
Shares	525	83	–
Number of impressions	Not applicable	Not applicable	30.6 k
Link	Facebook	Facebook	Facebook

Source: own study (status at 23 February 2024).

campaigns continue to appear on social media, but their frequency has gradually decreased over the year since the war began. They are currently also less actively shared and commented on.

Conclusions

When analysing the campaigns studied, one can see both similarities and differences between them. They perform similar functions, however, they do so in different ways. Referring to the first research question, it can be noted that they have a diversified approach to the way in which migrants from Ukraine are integrated into the host society:

The Polish campaign is strongly oriented towards the cooperation of different institutions – both state and private – and involves citizens in helping refugees. Its formula is directed more towards the integration of immigrants.

The German campaign has a strongly assimilationist overtone. Refugees are supported in this process through information and education activities, and they can also join various social groups or become volunteers for the environment by becoming involved in civic activities.

The Czech campaign, on the other hand, mainly aims to pre-adapt Ukrainians to function in the host society. It also encourages its citizens to become involved in this process.

It is worth noting that the Polish campaign is aimed at a wider audience, addressing both refugees from Ukraine as well as citizens and institutions willing to provide assistance. This is different from the German and Czech campaigns, which are much more focused on refugees, with only limited information sections directed at their citizens.

In response to the second research question, it can be noted that all the campaigns studied primarily served an informational and educational function, supplemented by persuasive elements. In addition, Poland and the Czech Republic performed a slightly greater mobilisation and coordination function than Germany, enabling active reporting of readiness to help, publication of job offers and or-

ganisation of humanitarian activities. The German campaign took on a more centralised and formal character, emphasising the provision of consolidated information on residence, integration and language courses.

Referring to the third research question, the analysis of reactions on social media revealed clear differences. The post launching the #PomagamUkrainie campaign had by far the widest reach and the highest number of comments (1,500), but also the highest percentage of negative or ambivalent reactions (approx. 30%). In Germany and the Czech Republic, there were significantly fewer comments, and the tone of the comments was mostly positive. In Poland, some of the negative reactions were not so much due to the content of the campaign or opposition to aid, but rather to a general context of internal political debates.

The differences identified in the nature and functions of the campaigns have deeper roots than the context of the outbreak of war in Ukraine alone. They result, among other things, from different models of migrant integration (De Haas et al., 2020), as well as from the legal frameworks governing access to benefits, temporary status and the right to work (Maatsch, 2012). Historical experiences and previous relations with Ukraine are also significant — Poland, with its large Ukrainian diaspora and long history of economic migration from that country (Łażniewska et al., 2023), was able to more easily launch large-scale activities involving citizens. In Germany, although the support system is extensive (Ette, 2017), the campaign was more formal and centralised, with less emphasis on grassroots forms of engagement. The Czech campaign, on the other hand, although smaller in scale, effectively combined information dissemination with the mobilisation of local communities, which may be related to the country's previous experience in coordinating aid in crisis situations (Fojtova et al., 2025).

It is also worth pointing out that there will be differences in the various immigrant groups on a cultural and social level, but also on a personal level, which must be taken into account during the process of their integration into society. According

to research, as the socio-economic status of refugees increases, the likelihood of their further movement to the West and permanent resettlement increases (Kohlenberger et al., 2022). As a result, they will have different expectations of their host country and intentions for their eventual permanent residence. It is therefore the intentions of the refugees, who are the main recipients of the social measures

analysed, that should be of key importance when planning further actions for ongoing government campaigns and designing social policies. Adopting such an approach will not only allow the needs of migrants to be better met but may also help to offset possible tensions among citizens which, as past experience with refugee crises has shown, could arise in the longer term¹.

Notes/Przypisy

¹ Special thanks are extended to Professor Jan W. Wiktor for his invaluable support while working on the article.

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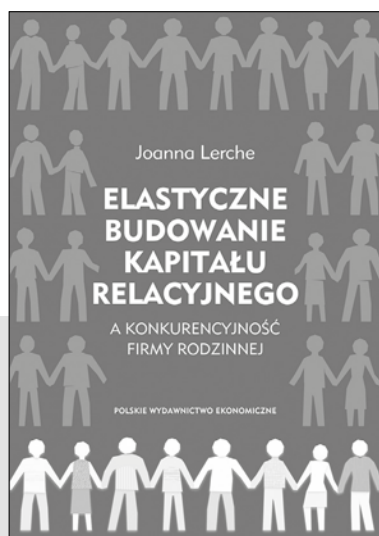
Doktor nauk ekonomicznych, profesor marketingu. W latach 2022–2023 była pracownikiem w Katedrze Marketingu Uniwersytetu Ekonomicznego w Krakowie. Przed agresją Rosji na Ukrainę w 2022 r. pracowała jako profesor w Katedrze Marketingu Kijowskiego Narodowego Uniwersytetu Ekonomicznego im. V. Getmana. Badania przedstawiane w artykule zostały zrealizowane w ramach grantu Narodowego Centrum Nauki (UMO-2022/01/3/HS4/00039), który finansował naukowcom z Ukrainy kontynuację badań w Polsce. Obecnie (rok 2025) autorka jest profesorem Państwowego Uniwersytetu – Kijowskiego Instytutu Lotniczego (State University „Kyiv Aviation Institute”). Jej zainteresowania naukowe dotyczą polityki komunikacji marketingowej przedsiębiorstw w warunkach współczesnych wyzwań.

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**JOANNA LERCHE**

ELASTYCZNE BUDOWANIE KAPITAŁU RELACYJNEGO A KONKURENCYJNOŚĆ FIRMY RODZINNEJ

ZAPOWIEDŹ

Elastyczność struktur organizacyjnych przedsiębiorstwa stanowi jeden z kluczowych czynników warunkujących sukces na współczesnych rynkach. Szeroki dostęp do informacji, turbulentność otoczenia biznesowego oraz globalizacja determinują konieczność szybkiego reagowania na potrzeby interesariuszy w warunkach konkurencji rynkowej. Zarządzanie relacjami staje się więc kluczowym elementem w tworze-

niu strategii i filozofii biznesowej również w przedsiębiorstwach rodzinnych. Elastyczne ukształtowanie relacji daje możliwość efektywnego zagospodarowania posiadanych zasobów, a co za tym idzie – wykorzystania pojawiających się szans rynkowych oraz osiągnięcia przewagi konkurencyjnej. Specyfika kapitału relacyjnego w firmach rodzinnych wynika z silnych więzi, lojalności i zaufania członków organizacji, co bezpośrednio wpływa na jego unikatowy charakter.

Głównym celem badawczym monografii było zidentyfikowanie wpływu elastycznego kreowania kapitału relacyjnego na poziom konkurencyjności firmy rodzinnej. Całość monografii składa się z rozdziałów teoretycznych oraz empirycznych.

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