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ENTREPRENEURSHIP AND THE BORN GLOBAL CONCEPT

The phenomenon of accelerated (early) internationalization limits the use of existing theoretical achievements in the field of internationalization. Sequential models such as the Uppsala model have been completely eliminated in this theory. Foreign expansion here is not preceded by success in the internal market and long-term breaking of the mental (cultural) distance between the domestic market and foreign markets. In this case, the essence of their activity is understood as wider innovation. Specific resources, including

innovation, pro activity, risk resistance, global vision, knowledge and international experience of management create a competitive advantage on the global market [Blanke-Ławniczak, 2012, p. 22].

The purpose of this article is to present the phenomenon of accelerated internationalization and the concept of born global enterprises. Born global companies were first identified by McKinsey & Company and the Australian Manufacturing Council. McKinsey has conducted research among small and medium-sized Australian manufacturing companies that have recently started exporting and are growing rapidly [Liesch, Mort, Weerawarden, 2012]. As a result of these studies, companies that start exporting no later than two years after establishing and achieving more than 70% of revenues through export have been awarded. At the time, these companies constituted 25% of the surveyed enterprises [Liesch, Mort, Weerawarden, 2012].

On the other hand, Oviatt and McDougall attempted to formulate a theory regarding New International Enterprises – NPM (International New Ventures – INV), which were identified as: “enterprises that have been strovinf to obtain an significant competitive advantages from the very beginning based in the use of resources and the sale of their products in many countries «[McDougall, Oviatt, 1994, p. 49]. Thus, distinguishing four types of «international new ventures» according to the criterion of added value and number of markets the company enters [McDougall, Oviatt, 1994, pp. 45-64]

1. Export / Import start-up: companies that target their products or services to markets where they are in demand. They use the difference in production costs and market prices to create new outlets.

2. Multinational Trader: companies that direct their products to many foreign markets, however the organization of the company takes place on the home market.

3. Geographically Focused Start-ups: they use foreign resources to deliver products to a specific region in the world. Co-ordination of logistics, comprehensive knowledge of the sales market, technological advancement, human resources and production contribute to their success.

4. Global start-up: its competitive advantage is based on extensive coordination of many organizational capabilities, without geographical restrictions. They have the ability to search for appropriate resources around the world and sell goods and services elsewhere [Baronchelli, Cassia, 2008]. The diagram below shows four models of International New Ventures.

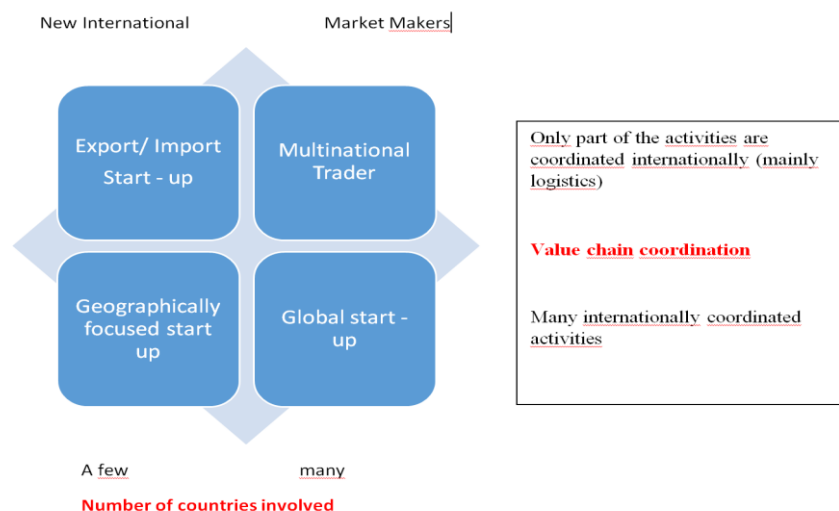


Figure 1. Four models of International New Ventures

Source: own study based on: [McDougall, Oviatt, 1994, p. 59]

Global start-up is the category best suited to 'born global' companies identified in Australian research. At the end of the twentieth century, it was possible to observe the appearance on the market of companies that have actually been actively involved in the internationalization process since their inception. This process is shown in the figure. They base their strategic missions and visions on global markets and customers, use global marketing strategies and plan products globally. They operate despite their limited market experience, small financial resources and small size.

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