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THEORETICAL MODEL FOR THE CREATION OF BORN GLOBAL COMPANIES

Born global, also called new venture, have been drawing the majority of sales revenue on foreign markets since almost the beginning [Cavusgil, Knight, 2004]. New venture can be defined as organizations focused on using its resources on the markets since its creation. These organizations aim at global expansion bypassing the stage of internationalization and the long period of functioning only on the local market [McDougall and Oviatt, 1994, pp. 45-64]. The born global business model can be a helpful tool in understanding the phenomenon of the emergence and functioning of this type of entrepreneurship. The decision on rapid internationalization is an integral part of the creation of born global companies. Born global enterprises have the ability to search for appropriate resources around the world and sell goods and services elsewhere [Baronchelli, Cassia, 2008]. It is indicated that born global should have an innovative technology and / or unique product, service, know-how, system or other specialized competences that make the company stand out and enable it to compete effectively on the global market [Gabrielsson, Luostarinen, 2004, p. 557].

The goal of this paper is to present the theoretical model of establishing born global companies. Model analysis makes it possible to understand how the possibilities of companies on an international scale are used, how they create their value and present it to clients. The process of early globalization begins with the company's leader, its owner or management, who has special knowledge and qualifications. It identifies the needs of the international market and uses innovative solutions in it. They have a vision of a global market in which the company operates and creates real business opportunities to apply innovative ideas. Without such a vision of the company leader, rapid internationalization becomes impossible, the idea does not find an attractive market and is rejected.

Global development opportunities are usually derived from the nature of the market, mainly the niche in which the company operates. They are born

much earlier, the needs are identified by a small number of clients concentrated in different parts of the world. It is also possible that the market in which the company operates has a very large number of customers, but the presence of global competition is very strong in it. In this case, the company must take swift action to introduce its product early enough to win the fight against competitors. In both cases, the company's values are derived from the nature of the market and early internationalization is essential to meet its needs. The leader identifies the resources needed to implement the project, and finds the appropriate people who have them. For tasks that are international in nature, the criteria for selecting the right shareholders are very accurate. The leader's experience provides necessary knowledge about the current situation, abilities and experience of possible colleagues. The selection process begins in the search for the right people from the company's leader environment, but if they are not identified, the entrepreneur born global is looking for the right people in a wider environment, also in an international environment, via the Internet or international fairs and conferences. Searching for colleagues has no limits, only the best results in the area of quality, efficiency and cost of work count, geographical distance does not play any role.

The high value of the company is created through the participation of the right people. A rigorously selected network of colleagues assures them of the important role they play for the company, which increases their responsibility for the efficiency and quality of services they offer. Strategic areas of activity are based on them, which forced them to focus on the company's development. Born global companies participate in alliances and various types of partnership at the R&D level, which increases their production and financial efficiency, provides key resources necessary for further development and emphasizes their presence in the network of enterprises. The functioning of individual members in the network is nowadays easier thanks to the Internet and changes in the habits of enterprises.

If the undertaken actions do not bring adequate results, the born global company is looking for new solutions and combinations of other possible resources. This way of operating enables the identification of new colleagues and shareholders, and stimulates creativity and innovation. [Servantie, 2011], The structure of the environment model in which born global enterprises operate is presented in Figure 1.

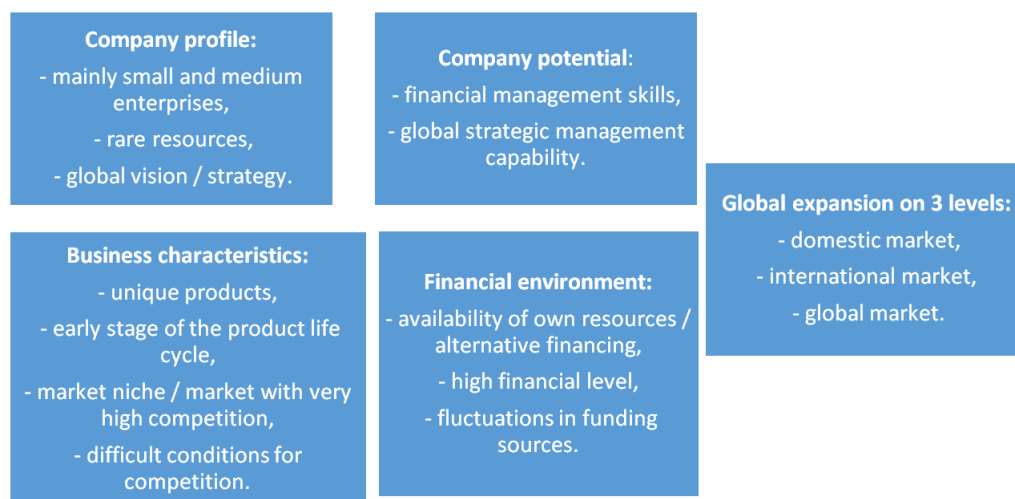


Figure 1. Model structure of born global companies

Source: Own study based on: [Darling, Gabrielsson, Sasi, 2004, 592]

The theoretical model explains and makes it possible to understand how and why born global companies are taking steps towards rapid internationalization. The presented model was based on the analysis of born global companies presented in the study and numerous research results available in the literature.

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