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ECONOMIC CONDITIONS OF INTERNATIONAL ENTREPRENEURSHIP - GLOBALIZATION AND GLOBAL BUSINESS

EKONOMICZNE UWARUNKOWANIA PRZEDSIĘBIORCZOŚCI MIĘDZYŃARODOWEJ - GLOBALIZACJA A GLOBALNY BIZNES

ABSTRACT

The issue of international trade is undoubtedly one of the most important foundations of the contemporary processes of internationalization and globalization. However, before they appeared, other events had to take place, the cumulative effects of which led to the formation of today's structure of the world economy understood as a specific system of connections between the main actors of international economic relations, i.e. international organizations, states and enterprises/corporations. It is worth, therefore, before proceeding with the analysis of current problems, to make a synthetic indication of the most important issues from modern economic history relating to the issues of international trade. Man as a farming being, motivated to act by his needs, constantly strives to satisfy them.

KEYWORDS: *international business, globalization, economization of trade processes, world economy*

STRESZCZENIE

Problematyka handlu międzynarodowego jest jednym z najważniejszych fundamentów współczesnych procesów internacjonalizacji i globalizacji gospodarki światowej. Zanim jednak one się pojawiły, musiały nastąpić inne zdarzenia, których skumulowane skutki doprowadziły do ukształtowania się dzisiejszej struktury gospodarki światowej rozumianej jako specyficzny system powiązań pomiędzy głównymi aktorami międzynarodowych stosunków gospodarczych, tj. organizacjami międzynarodowymi, państwami oraz korporacjami. Warto zatem syntetycznego wskazania najważniejszych zagadnień współczesnej historii gospodarczej, odnoszących się do problematyki handlu międzynarodowego. W artykule wykorzystano analityczne i syntetyczne metody badawcze.

SŁOWA KLUCZOWE: *biznes międzynarodowy, globalizacja, ekonomizacja procesów handlowych, gospodarka światowa*

INTRODUCTION

The issue of international trade is undoubtedly one of the most important foundations of the contemporary processes of internationalization and globalization. However, before they appeared, other events had to take place, the cumulative effects of which led to the formation of today's structure of the world economy understood as a specific system of connections between the main

actors of international economic relations, i.e. international organizations, states and enterprises/corporations. It is worth, therefore, before proceeding with the analysis of current problems, to make a synthetic indication of the most important issues from modern economic history relating to the issues of international trade. Man as a farming being, motivated to act by his needs, constantly strives to satisfy them.

According to the concept of homo oeconomicus, which is fundamental to microeconomics, people rationally strive to maximize their own satisfaction (also in terms of utility) and achieve it by using solutions that are optimal from the point of view of rationality. Exchange (however it was done – by barter or through money) made it possible to obtain the desired goods. At the same time, it has become a factor stimulating specialization, without which, in turn, it would not be possible to increase production and, consequently, also the number of concluded purchase and sale transactions. Thus, a larger and more diversified supply of new goods created new needs, which translated into a steadily growing demand, which stimulated further growth in production and the exchange itself. Exchange (however it was done – by barter or through money) made it possible to obtain the desired goods. At the same time, it has become a factor stimulating specialization, without which, in turn, it would not be possible to increase production and, consequently, also the number of concluded purchase and sale transactions (Sołdaczuk 1995).

Thus, a larger and more diversified supply of new goods created new needs, which translated into a steadily growing demand, which stimulated further growth in production and the exchange itself. Exchange (however it was done – by barter or through money) made it possible to obtain the desired goods. At the same time, it has become a factor stimulating specialization, without which, in turn, it would not be possible to increase production and, consequently, also the number of concluded purchase and sale transactions. Thus, a larger and more diversified supply of new goods created new needs, which translated into a steadily growing demand, which stimulated further growth in production and the exchange itself. (Czubik 2002, Gwiazda 2000, Jean 2003).

Each country with a market economy cannot run a closed economy without participating in the international division of labor (without international specialization and cooperation). The most important element of the international

division of labor is foreign trade, i.e. international national exchange. Trade in goods and services between countries has a fundamental impact on the state of the global economy. It is the situation on the global market that determines the wealth or poverty of many millions of people. international is the total value of exports and imports to individual countries, often this term is used interchangeably with the term: foreign trade. International trade is an important factor stimulating general economic development, it ensures constant supplies of necessary raw materials, agricultural products, cooperative goods and technologies. The basic forms of cooperation with foreign countries are trade in goods (import, export, re-export) and the so-called *invisible turnover* (tourism, transport, postal and telecommunications services, loans). The statement of the value of exports and imports is the country's trade balance. The balance sheet, together with the invisible turnover, is the country's balance of payments.

INTERNATIONAL TRADE

International trade, despite progressing globalization, is still one of the main links between the economies of individual countries and the world economy. Therefore, knowledge of the laws and rules applicable to this trade over the centuries is of great importance for understanding the mechanisms driving growth and stimulating economic development today. International trade enables the use of more factors of production and greater production and consumption of goods and services. Why do countries trade with each other? The answer seems real! Countries trade to obtain products and factors of production that they themselves do not have and cannot produce. But this answer reveals only a sliver of reality. Of course, some goods and production factors are physically unattainable, e.g. in Poland we do not have the conditions to grow coffee or tea. If we want this good, we need to import them. Absolute benefits consist in the fact that a given country is more efficient in the production of a given good than another country. Comparative benefits are those that one country can produce a good at a lower opportunity cost than another country. Countries that trade with each other export those goods

in the production of which they have a comparative advantage and thus benefit. Each country buys at a lower price than it would have to pay to produce the good itself. Countries have more products thanks to international trade than if they produced both goods at home. International trade therefore benefits both parties that one country can produce a good at a lower opportunity cost than another country.

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Foreign trade or, more broadly, international business until recently, it was traditionally perceived as the domain of large corporations. It is the international expansions of American, European or Japanese giants that have led to an unprecedented concentration of the world's economic potential. A global company is one that sells its products and services around the world, has an international sales network and production equipment that allows it to gain a competitive advantage as a result of the use of operating scale and technology across the globe. Today, the 800 largest non-financial companies in the world make up about 50 percent of global GDP. They account for 60 percent. global market capitalization. The revenues of the 500 largest companies have fluctuated in recent years (2017-2020) around 40 percent. production value of the

entire global economy. The development of the free market economy, capital markets and the gradual abolition of barriers to international trade helped companies to create a global power. After the collapse of the Soviet bloc, the pro-market transformation of China and the end of many undemocratic regimes from the Third World, the free market became the basic model for the functioning of the world's countries. Looking for money for investments, both for acquisitions of competitors and innovations, companies ended up on the stock exchanges. The basic goal of the company's operation, generating profit, has been multiplied in this way – investors on the capital markets expect a constant, long-term improvement in the condition of the company in which they invest. So, above all, growing revenues and stable profits. This prompted companies to look for ways to reduce costs, and free trade enabled them to look for them on a global scale (relocation of production, global logistics, tax optimization, etc.). The larger the scale of operations, the greater the chances of maintaining stable profits. International corporations continue to develop dynamically, constantly taking over smaller competitors. The number of companies listed on Wall Street has been declining for 20-30 years, while the average market capitalization is growing, and faster than the economy (Duda, Kuśpit, Mamcarz, Pakauła, Żukowska, Żukowski 2003, p. 313-332; McConnell 2000, p. 831-893; Samuelson, Nordhaus 2000, p. 831-856; Rynarzewski, Zielińska-Głębocka 2006, p. 231-257).

So there is no doubt that globalization leads to the implementation, for the first time in the history of mankind, of the principle of economic liberalism, which states that everything can be produced and sold anywhere in the world, as well as that it is possible to perform each component and each activity in a place on the globe where you can do it the cheapest, and sell it where the prices and profits are the highest. This leads to the progressive internationalization of production and service capital and the cross-border expansion of enterprises, especially transnational corporations. This process takes place in the conditions of fierce competition for the location of management, capital and production centers (Stonehouse, Hamill, Campbell, Purdie 2001). There is also no global center of power that could regulate and influence both the management of corporations and the social and economic activity of states. Hence the awareness that corporations should take greater responsibility for the

social and economic effects of their actions (Pearce, Maciariello, Yamawaki 2013). At the same time, the long-term process of regional and global economic integration as well as the requirements of contemporary competition on international (global) markets force companies to establish various forms of international cooperation based on common goals and create international teams. These integration processes are most common in horizontal and vertical relations between enterprises.

THE ESSENCE AND CONCEPT OF INTERNATIONAL BUSINESS AND INTERNATIONAL ENTREPRENEURSHIP

At the end of the 1980s, scientists turned their attention to international entrepreneurship and small and medium-sized enterprises competing on the international and even global market. Already at the very beginning of the analysis of the literature on the subject, a problem with a clear definition of international entrepreneurship can be identified. In most cases, it is derived from the definition of entrepreneurship itself. Then, the following directions of research can be identified. Why, how and by what means do companies cross national borders? What are the characteristics of individual enterprises? What are the schemes for entering foreign markets? How do connections and networks affect entering a foreign market? (Hofman-Kohlmeyer 2018). Many studies and scientific publications have been devoted to new forms of international entrepreneurship referred to in foreign literature as: born globals, born internationals or international new ventures. Despite the progress made in scientific work in the field of international entrepreneurship, many authors state the need for further research (Andersson 2001, p. 627-643; Angelsberger, Kraus, Mas-Tur, Roig-Tierno 2017, p. 19; Al-Aali, Teece 2010, p. 95-116; Allen 2016, p. 93). The concept of entrepreneurship does not have a single definition, however, in various attempts to create it, the economic dimension is most often revealed.

INTERNATIONAL BUSINESS

International Business is characterized by a multifaceted approach to empirical phenomena. The basic planes of analysis here are: the activities of individual managers, enterprises, the sector and the entire environment. Each of them is characterized by great diversity (Nowakiwski 2015, p. 19). It can be represented as a field in which several disciplines are circled, partly overlapping and partly complementary. These are: international management, international marketing, global marketing (as a subsystem of international marketing) and international finance. Shenkar defines IB as an area where general knowledge of how to do business in the international market is combined with regional know-how. Both components create a kind of *knowledge platform* based on theoretical foundations and difficult to follow. General knowledge refers to such fundamental issues as international institutions, trade agreements, regional organizations, etc. As for regional know-how, it refers to the cultural, religious, political and economic conditions of individual countries, regions. BM allows you to explain the behavior of enterprises on local markets, taking into account the aforementioned conditions – which is an extremely important ability. Griffin and Pustay indicate that international business includes economic transactions concluded between entities from more than one country (Griffin, Pustay 2007, p. 5).

Examples include the purchase of materials and their delivery to a foreign recipient for use in production processes, the delivery of finished products from one country to another for wholesale, the launch of an enterprise abroad due to lower labor costs, etc. Entities involved in these types of transactions can be individuals, private companies, groups of companies or government agencies. Ball and McCulloch draw attention to an important circumstance accompanying international business (Ball, McCulloch 1991, p. 13-14).

They emphasize that a company operating across borders must manage and be able to navigate in three environments – in the domestic environment of the country of origin, in the foreign environment of the country of expansion and in the international environment. Gorynia proposes that the concept of international business in the broad sense should be defined as all types of economic activity, provided that they take place between countries, regardless

of whether the relations concern countries as a whole, industries, sectors, regions, consumers, entrepreneurs and regardless of whether they are real or regulatory relationships (Gorynia 2012, p. 45). Based on the aforementioned definition, he states that the distinguishing feature of international business against the background of all economic activity is the presence of the *international element*. The definition proposed by Gorynia seems to be the broadest of those quoted above. Its advantage is that it draws attention to both the real and regulatory aspects of activities that create international business.

One should remember about the scale and course of globalization processes and about the planes on which these processes take place. The first plane is globalization, and the second is the strong, tense and diversified development of regional integration processes. At the same time, the above-mentioned processes pose major challenges for international business, because entities operating in its environment must cope with phenomena such as continuous technical and technological progress, shortening of the product life cycle, increasing importance of the scale of production and sales, intensification and emergence of new forms of competition, a huge increase in the importance of research and development and innovation, virtualization of many areas of business activity and business communication (Rymarczyk 2012, p. 25). Another issue that should be clarified at this point is the specificity of international business compared to business in general and/or domestic business. There is considerable agreement in the literature that, despite many obvious similarities, activity on the internal (domestic) market differs significantly from activity on foreign markets.

GLOBALIZATION AND THE PROCESS OF BUSINESS INTERNATIONALIZATION

This is a feature of the modern stage of development of the world economy, which is less and less reminiscent of the traditional economy, based on the sum of national economies. It is a completely new quality. The globalization of the world economy means not only a complex and multidimensional process, but also a very complex and changeable structure, resulting in the creation of

a *single* – in the spatial and economic dimension – world market, integrating many, and perhaps even all countries and regions.

Globalization is a sequential process of various forms that can be considered on specific scales, depending primarily on the territorial scope. On the macro scale – it expresses the global perspective and dimension, but also refers to continents as well as countries and regions, on the meso scale – it concerns branches of the economy and industries, while on the micro scale – enterprises. The process of globalization in almost all areas of life – economy, law, education, science, politics, culture, tourism or consumption patterns – has made national economies more interdependent than before. It leads to qualitatively new economic links between individual continents, countries and their regional groupings as well as markets and enterprises. Globalization is one of the most significant phenomena and processes of our time, creating new opportunities as well as threats. This is due to its very wide subject scope and the multithreading, multidimensionality and complexity of economic, technical, social, cultural and political phenomena covered by this term (Walas-Trębacz 2017, p. 11).

The increasing role of foreign direct investments, the increase in international operations, as well as the change in the perspective of management processes towards their internationalization (internationalization) resulted in the development of interest in international management. A company operating on international markets constantly verifies the effectiveness of management in confrontation with local and regional systems on distant markets that differ from the systems prevailing on the domestic market.

The internationalization of the company has its decision-making beginning based on the company's development strategy. There are a small number of companies compared to the total, which are located internationally from the moment of creation – *born global* companies. Organizations engaged in international business operate in many locations around the world, from which they obtain resources by selling products, and therefore in their activities come into contact with many cultures. It should be emphasized that international business is mostly carried out by large corporations, as well as by small *born global* enterprises. The majority of enterprises first start their operations on the local (or internal) market and, depending on the success of their operations and competitive position, aspire to internationalization

of their operations. Entrepreneurs have to a large extent to respond to the challenges posed by globalization processes. The increasingly interconnected economies create an opportunity for the functioning of enterprises that take advantage of cultural conditions.

International business and expanding the operation of *born global* enterprises. It should be noted that global processes are also sources of emerging problems, and the lack of any response from managers to the prevailing opportunities and threats will certainly weaken the competitive potential of the organization on the international arena (Szmulik 2013, p. 97-98).

Globalization in its contemporary form and expression is a dynamic, multidimensional, complex and diverse process influenced by economic forces, including financial, social, political, technical and cultural. The process of globalization affects the shaping of the world economy and individual countries, the formation of a new social and moral order, and even the political order of the world. Globalization is such a qualitative change that transforms the current conditions of development to such an extent that it fundamentally changes the basic factors influencing the prosperity of people, enterprises and countries. The complex nature of the discussed process means that in various cross-sections of global activity, especially economic, social and organizational, there are many important determinants and characteristics. Globalization is defined as crossing all physical borders, such as space-time, state borders – administrative, economic borders – branches, industries, sectors or cultural borders. It means the occurrence of such social interactions on a global scale that events occurring in one part of our globe increasingly affect the state of other parts of it spatially distant. This leads to quantitative and qualitative that events occurring in one part of our globe increasingly affect the state of other parts of it spatially distant. This leads to quantitative and qualitative that events occurring in one part of our globe increasingly affect the state of other parts of it spatially distant.

This leads to quantitative and qualitative increase in the interdependence of social and economic relations and the links between mutually overlapping business and social activities on a global scale. Globalization is the result of supranational, supranational, supraregional free market processes (supply, demand, technology transfer, trade, resource allocation, capital flows) reaching

a global scale. It is an integrated, multifaceted process of change, which is created by social and economic phenomena and activities in the global dimension, as a result of which humanity is transformed into a single global society, and the world economy becomes very interconnected and internally interdependent (Kuciejewski 2003, Szymański 2001). The term globalization also includes a new process of strategic thinking and management in accordance with the characteristics and nature of the information society as well as entrepreneurial and innovative cross-border business. The process is based on a global perspective focusing on:

- development of a smart knowledge economy focused on the possible full fulfillment of the needs and requirements (satisfaction) of both global and local customers,
- shaping research, development and transfer of knowledge and technologies, especially advanced ones and at a growing level of education,
- information civilization based on knowledge and its diffusion,
- shaping the global economic order and the activities of transnational corporations,
- standardization of resource-saving and labor-saving products and services,
- internationalization of enterprises and links between them and the increase in international trade turnover, including the improvement of global logistics processes,
- globalization and liberalization of markets and financial flows and their instability (reduced risk sensitivity),
- a free global market with a high level of competitive forces and increasingly fierce competition,
- internal integration of the world economy, alliances of organizational networks, interdependence of cooperation and coordination needs,
- locating foreign investments and striving to maximize added value and minimize costs,
- the growing importance of the requirements of sustainable development of the world, including environmental protection problems (saving resources, energy, preventing pollution, recycling resources, etc.).

Global business means the scope of all activities and their ability to participate in the global market. It covers all commercial, cross-border activities of enterprises, including the flow of resources (raw materials, capital, people, technology), goods (semi-finished and finished products), services (financial, commercial, communication, information and education) and skills (management and technical). Global business operates with almost full freedom of movement of goods, services and capital, with full openness to external competition with a growing not only scope but also a qualitative level. It contributes to significantly raising the competitive bar on the global market. In the conditions of globalization, the nature and quality of all competitive forces are also changing. The position of domestic buyers and suppliers is declining, because under the conditions of market liberalization and internationalization of the market, the domestic customer may be replaced by a foreign (external) customer, and the domestic supplier by a foreign (external) supplier. The number of substitutes for goods and services is also growing, and thus the power of the global customer (Tubielewicz 2013).

More and more companies and their products (services) function as a result of complex international systems, flexible for the needs of global markets and local systems, aimed at a common goal, mobilization of forces and resources, and building a competitive advantage on a global scale. These companies are also highly active in creating a dynamic competitive environment based on knowledge and innovation. In global business, the key role is played by large internationally consolidated multinational corporations, most often with a network organizational structure, operated in a global competitive environment. Their activities are based on a multidimensional perspective that includes global and local markets, customer tastes and preferences, resources, including capital and human resources, costs, partners and competitors, and benefits. Corporations strengthen their position as global mega-firms thanks to the concentration and internationalization of capital, the process of mergers or acquisitions of companies, and the strengthening of organizational networks. In addition, they can strengthen their position thanks to the internal value chain (increasing the efficiency of supply and distribution links) and fuller use of processing capacity, increasing sales and profits. They obtain the benefits of having global products and services

by standardizing the basic product or its part, while adapting it to the individual needs of consumers (Szymański 2001).

A feature of modern business conditions in global conditions and the functioning of multinational enterprises is the constant geographical, economic and social expansion of their activities. This is an inspiration to create new strategic forms of operation of enterprises in a global environment and to build new models of business organizations that facilitate quick cooperation, coordination and establishing relationships across organizational boundaries. The expression of these processes is the emergence of various networks of organizations with high interdependence and internal, solid, but at the same time open and flexible connections. It is about creating the potential to maximize value for the buyer by building a network of capabilities, skills and resources. The functioning of such networks makes it possible to connect as part of joint initiatives and innovative activity, the use of various unique skills as well as the creation of specialized configurations and competencies deployed in many network organizations. The network creates more potential opportunities for the development of innovative activities and innovative activity combining the economic sphere with logistics. By building a balance between diversity and interdependence, network organizations create a qualitatively global environment, composed of a large number of related tasks and action paths with the participation of many participants pursuing a specific goal. The foundations for building and developing a business network organization, especially a transnational enterprise, are knowledge-based management and the development of information and telecommunications technologies that ensure effective cooperation and management of complex spatial and organizational structures. Effective use of knowledge management as the most unique of resources ensuring the greatest chances of creating a sustainable competitive advantage” by business entities operating within international organizational networks.

It should be emphasized that a knowledge-based organization should (Banasik 2014, Burdlak 2005):

- be process-oriented, be able to learn in particular from their stakeholders,
- have an organizational culture that supports knowledge management, and

- effectively implement learning outcomes, and thus efficiently manage knowledge.

Effective use by business entities operating within international organizational networks also affects their competitiveness in gaining product leadership, operational excellence related to the performance of basic operations such as: supply, production, sales, distribution and service. Thanks to the transfer of knowledge, unique corporate competences and skills are also co-created. The size of network benefits also depends on their geographical configuration, the scope of activity and the shape that the network takes when implementing common goals and tasks, as well as on the linking and integrating mechanisms. The factors shaping the network created by multinational enterprises include dispersed, internally and externally interdependent structures that are globally integrated along with effective cooperation procedures. The essence in this respect are activities in the form of outsourcing or offshoring, extensive establishment of various forms of cooperation between companies, such as joint venture partnership agreements and strategic alliances. Business activity in the field of mergers and acquisitions and other various forms of cooperation with suppliers, carriers, customers, competitors, financial organizations are mechanisms in the global economy that contribute to building integrated international organizational, production, distribution and communication networks of cooperation with internal and external partners. A feature of these networks is the high density of various connections occurring in them and the complexity of the resulting configurations binding local, national and international coordinated activities of multinational enterprises. This activity includes in particular the production and movement of materials and products within specific global networks. Cooperation within the network, breaking functional barriers, is oriented towards a common goal, processes (Lysons 2004). Networks created by a multinational enterprise are usually dominated networks. Such a network is built of nodes (companies in the network) and connections between them. The way in which connections are established between the various elements of the corporate organizational network is also important. A strong binder of the internal interaction of this network is the global cultural metaphor. It indicates the way of organizing with the use of

common norms, values and ideas, and thus common visions and directions of future development (Morgana 2005).

Within the network, a transnational corporation can develop its business activities around the world or it can disperse some activities and accumulate others in places that offer specific benefits and allow access to resources and customers in different countries. Manufacturing products for more than one market requires access to different international distribution channels. The pressures of the global market and competition place special requirements on the corporate network organization in terms of cost reduction, higher quality, greater flexibility, fast delivery and agile distribution, and time-to-market.

Networked international, inter-organizational and inter-functional global dimension changes the concepts of management and techniques and methods used in the management of research and development, operations, production, logistics and distribution and customer services. Vertical and horizontal integration, configuration, cooperation and coordination of transnational network enterprises require the introduction of inter-functional management on a global scale, which consists in agreeing and coordinating resources and activities located in different countries for the implementation of research and development functions, product manufacturing, marketing and logistics. At the same time, it requires intercultural management focusing on organizational behavior in international systems and on interactions of people from more than one culture (Morgan 2005).

Global cross-functional management focuses, among others, on such issues as:

- maintaining the importance and role of the organization across cultural and national borders and striving to create an optimal level of total value,
- managing complex and interconnected internal and external relationships,
- dependence on the transfer and spread of advanced technologies, the ability to skilfully introduce products in line with the demand on the global and local (key) markets,
- selection of a strategy for the global corporate network to operate on the international market,

- creating a dynamic innovative environment for business, among others, by strengthening international cooperation in areas such as scientific research, transfer of knowledge and advanced technologies, education, innovative services, etc.,
- integrating and coordinating geographically dispersed activities (connecting and merging, organizing and harmonizing cooperation), many activities carried out in various organizational units spread on a global scale, including coordination of the value chain of international enterprises,
- developing global personal professional competences regarding key links in the field of production, logistics, marketing and organizational cultures,
- developing mutually beneficial relationships with customers, suppliers, employees and societies, □ building an effective organizational system and communication channels at the level of individual organizational units and the entire network,
- the ability to identify the most important inter-functional and inter-organizational relationships,
- determining the optimal degree of centralization and decentralization of strategic and operational decisions (at the global and local level) and mechanisms for their effective implementation within network connections,
- creating international teams, the ability to adapt to cultural changes,
- control on an international scale of material flows, both flowing within the network and coming from outside,
- the ability to recognize risk on a macro and micro scale (risk-generating situations) and the consequences for the conducted international business,
- awareness that corporations should be more accountable to society for their actions.

CONCLUSIONS

In the era of globalization, all areas of life are faced by companies the need to pay attention to foreign markets. The growing dependence of societies on imported products has resulted in the internationalization of market activities by many business entities – both small entrepreneurs and large corporations or concerns. Enterprises operating in the current economic conditions must expand the spectrum of activities beyond the national framework, even if their home markets are sufficiently absorptive. Many branches of production, trade and services turned into global sectors while the entities participating in the exchange on international markets can, thanks to the globalization of activities, reduce costs and at the same time increase brand awareness.

Among factors affecting the internationalization of enterprises, their increasing number should be indicated focusing on marketing activities addressed to consumers around the world. Marketing operations conducted on foreign markets form a system of interdependent, differentiated and transformable elements, constituting the so-called marketing mix, which refers to the determination of specific product properties, price, promotion and distribution. From the company's perspective, these components are controlled variables, conditioned, among others, by means at its disposal, implemented marketing strategy or company management methods.

The starting point for marketing activities organization (being part of its market strategy) is the strategy of entering a foreign market, determined by the assumptions of the management and the appropriate allocation of resources. Strategies for expansion into international markets are diversified as to: the location of production facilities, the scope of supervision over marketing operations, the scale of resource involvement and their individual types, as well as the degree of risk taken, flexibility (including the possibility of withdrawing from the market) and the time horizon considered by the company.

The general strategy of an economic entity and its marketing strategy are linked by a number of common aspects, such as focusing both the mission, goals and marketing operations on the requirements of target recipients and the possibilities of meeting them. Most issues related to the preparation of a strategic plan concern marketing variables, therefore separating marketing

planning from strategic planning may pose some difficulties. The role of marketing in creating the strategy is to provide a guiding philosophy, according to which the functioning of the company should be based on meeting the needs of consumers, providing input data allowing to recognize market opportunities and indicate the possibilities of their use, and on developing ways of implementing the tasks set for individual departments or subsidiaries.

Searching for sales opportunities among foreign buyers by enterprises is usually associated with the simultaneous internationalization of marketing. The globalization of activities is not always tantamount to increasing the scale of exports of own production, because it often means undertaking international marketing activities, involving the company's resources to a greater extent than in the case of a simple export strategy (indirect or even direct). These activities include, among others: increased supervision over foreign marketing projects, a longer planning perspective, intensification of the company's international operations in the context of its development strategy. When considering the issue of internationalization, it is worth taking into account the elements of internationalization based on the company's activities in the field of importing raw materials or technologies. The gradual development of the company towards its internationalization begins when the management becomes aware of the prospects that open up to companies operating on the global market. The next step towards internationalization is the analysis of the management board's ability to use these perspectives, and in the next phase, the assessment of the possibilities of competing in the international environment, related to the company's assortment and production potential, as well as in the field of marketing activities. It should also be considered whether the company has sufficient resources of financial capital, human capital and knowledge to be able to effectively compete with foreign competitors. This process ultimately leads to the decision to start internationalization.

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