

**Patterns of Business Internationalisation  
in Visegrad Countries  
– In Search for Regional Specifics**

edited by  
**Antonio Duréndez**  
and  
**Krzysztof Wach**

**Universidad Politécnica de Cartagena**

**Cartagena 2014**

**Revisores:**

Marco Cucculelli

Marche Polytechnic University – Ancona, Italy

Cornelia Pop

Babeş-Bolyai University – Cluj-Napoca, Romania

**Editores Científicos:**

Antonio Duréndez

Technical University of Cartagena – Cartagena, Spain

Krzysztof Wach

Cracow University of Economics – Kraków, Poland

**Autores:**

Zoltán Bartha, Radek Čajka, Nelly Daszkiewicz, Antonio Duréndez,  
Jana Gálová, Andrea S. Gubik, Elena Horská, Sándor Karajz, Petr Král,  
Zuzana Kroupová-Křečková, Hana Řezanková, Josef Taušer, Krzysztof Wach

**Copyright: Autores, 2014.**

**Edita: Universidad Politécnica de Cartagena**  
**Servicio de Documentación**  
**(edición 1, 2014)**

Plaza del Hospital, 1  
30202, Cartagena, España  
Tel. 968325908

Correo-e: [servicio.documentacion@bib.upct.es](mailto:servicio.documentacion@bib.upct.es)

**ISBN: 978-84-942562-0-2**

Depósito Legal: **MU-734-2014**

Imprime: K&K

Distribuye: Antonio Duréndez Gómez-Guillamón, [antonio.durendez@upct.es](mailto:antonio.durendez@upct.es)  
Decano de la Facultad de Ciencias de la Empresa de la UPCT

## Research Project Partner Universities



Department of Entrepreneurship and Innovation  
Faculty of Economics and International Relations

**Cracow University of Economics**

Kraków, Poland

(project coordinator university)



**Universidad  
Politécnica  
de Cartagena**

Department of Finance and Accounting  
Faculty of Business Studies

**Technical University of Cartagena**

Cartagena, Spain

(associate partner university)



Department of International Trade  
Faculty of International Relations  
**University of Economics in Prague**

Prague, Czech Republic

(project partner university)



Department of Marketing  
Faculty of Economics and Management

**Slovak University of Agriculture**

Nitra, Slovakia

(project partner university)



Department of Economic Theory  
Faculty of Economics

**University of Miskolc**

Miskolc, Hungary

(project partner university)



Department of Economics  
Faculty of Management and Economics

**Gdańsk University of Technology**

Gdańsk, Poland

(project partner university)

with the financial support of

•  
• **Visegrad Fund**

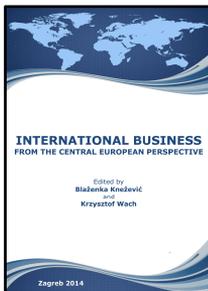
•  
• [www.visegradfund.eu](http://www.visegradfund.eu)

The publication is funded by the International Visegrad Fund (IVF) within the project no. StG-21310034 entitled “**Patterns of Business Internationalization in Visegrad Countries – In Search for Regional Specifics**” conducted in the years 2013-2014 by five universities from Visegrad countries and coordinated by **Krzysztof Wach** from Cracow University of Economics (Kraków, Poland).

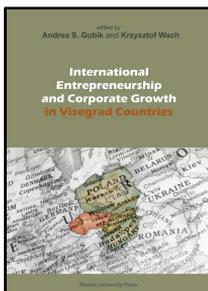
# Recommended Books ...



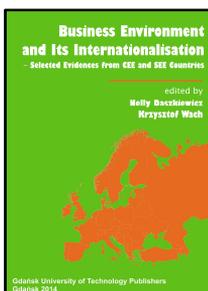
**Kiendl-Wendner, D. & Wach, K.** (eds) (2014). *International Competitiveness in Visegrad Countries - Macro and Micro Perspectives*. Graz: Fachhochschule Joanneum.



**Knežević, B. & Wach, K.** (eds) (2014). *International Business from the Central European Perspective*. Zagreb: University of Zagreb Publishing Service.



**Gubik, A.S. & Wach, K.** (eds) (2014). *International Entrepreneurship and Corporate Growth in Visegrad Countries*. Miskolc: Miskolc University Press.



**Daszkiewicz, N. & Wach, K.** (eds) (2014). *Business Environment and Its Internationalisation – Selected Evidences from CEE and SEE Countries*. Gdańsk: Gdańsk University of Technology Publishers.

# TABLE OF CONTENTS

<b>Introduction</b> (Antonio Duréndez, Krzysztof Wach) .....	9
--	---

## Part 1:

### **The Firm-Level Internationalisation in the Theory of Economics and Management**

<b>1. Theoretical Framework of the Firm-Level Internationalisation in Business Studies</b> (Krzysztof Wach) .....	13
1.1 Introductory Remarks .....	13
1.2 Theoretical Approaches towards Business Internationalisation .....	14
1.3 Internal and External Factors of the Firm-Level Internationalisation .....	17
1.4 Patterns of the Firm-Level Internationalisation Process .....	22
1.5 Conclusions .....	26
References .....	26

## Part 2:

### **Field Research on Paths and Patterns of the Firm-Level Internationalisation in Visegrad Countries**

<b>2. Research Methodology of the Field Study on the Firm-Level Internationalisation in Visegrad Countries</b> (Krzysztof Wach) .....	33
2.1. Research Approach and Design .....	33
2.2. Research Assumptions and Conceptual Model .....	36
2.3. Research Methods .....	38
References .....	42
<b>3. Patterns of Business Internationalisation in the Czech Republic: Empirical Results from the V4 Survey</b> (Zuzana Křečková, Hana Řezanková, Petr Král) .....	45
3.1. Introductory Remarks .....	45
3.2. Research Sample Characteristics .....	45
3.3. Results and Discussion .....	49
3.4 Conclusions .....	61
References .....	62

<b>4. Patterns of Business Internationalisation in Hungary: Empirical Results from the V4 Survey</b> (Andrea S. Gubik, Sándor Karajz) .....	63
4.1. Introductory Remarks .....	63
4.2. Research Sample Characteristics .....	64
4.3. Results and Discussion .....	65
4.4 Conclusions .....	80
References .....	82
<b>5. Patterns of Business Internationalisation in Poland: Empirical Results from the V4 Survey</b> (Nelly Daszkiewicz, Krzysztof Wach) .....	85
5.1. Introductory Remarks .....	85
5.2. Research Sample Characteristics .....	85
5.3. Results and Discussion .....	90
5.4 Conclusions .....	100
References .....	102
<b>6. Patterns of Business Internationalisation in Slovakia: Empirical Results from the V4 Survey</b> (Elena Horská, Jana Gálová) .....	103
6.1. Introductory Remarks .....	103
6.2. Research Sample Characteristics .....	103
6.3. Results and Discussion .....	108
6.4 Conclusions .....	122
References .....	122

### Part 3:

## Quantitative and Qualitative Desk Research on the Selected Aspects of the Firm-Level Internationalisation in Visegrad Countries

<b>7. Specifics of International Business Competitiveness in Visegrad Countries – Qualitative Analysis of Selected Case Studies</b> (Zolthán Bartha, Andrea S. Gubik)....	127
7.1. Introductory Remarks .....	127
7.2. Theoretical background.....	128
7.3. Material and Methods .....	137
7.4. Results and Discussion .....	140
7.5. Conclusions .....	156
References .....	157
<b>8. Specifics of International Marketing and Management in Visegrad Countries – Qualitative Analysis of Selected Case Studies</b> (Elena Horská) .....	161
8.1. Introductory Remarks .....	161
8.2. Material and Methods .....	162

8.3. Results and Discussion .....	163
8.4. Conclusions .....	174
References .....	175
<b>9. Small and Medium-sized Enterprises in Visegrad Countries towards Internationalisation Challenges in the European Union (Nelly Daszkiewicz) .....</b>	<b>179</b>
9.1. Introductory Remarks .....	179
9.2. Theoretical Background .....	179
9.3. Material and Methods .....	181
9.4. Results and Discussion .....	181
9.5. Conclusions .....	188
References .....	189
<b>10. External Economic Balance of Visegrad Countries – Quantitative Analysis of Empirical Data (Josef Taušer, Radek Čajka) .....</b>	<b>193</b>
10.1. Introductory Remarks .....	193
10.2. Theoretical Background .....	194
10.3. Material and Methods .....	194
10.4. Results and Discussion .....	196
10.5. Conclusions .....	222
References .....	223
<b>Final Conclusions (Antonio Duréndez, Krzysztof Wach) .....</b>	<b>225</b>
<b>Bibliography .....</b>	<b>227</b>
Appendix: V4 Research Questionnaire .....	239

