

TO THE PROBLEM OF GLOBAL BUSINESS AND INTERNATIONAL BUSINESS ENVIRONMENT

У статті розглядаються прояви глобалізації в міжнародному підприємницькому середовищі та зміни в стратегії наднаціональних товариств з погляду критеріїв конкурентоспроможності. Також ідентифікуються тенденції розвитку сучасної хвилі глобалізації та категоризуються вигоди для фірм, які діють в міжнародному масштабі та мають користь з глобальної експансії. В статті особливо наголошується на потребі та значенні дослідження якості міжнародного підприємницького середовища для міжнародного підприємництва.

Ключові слова: міжнародне підприємництво, міжнародне підприємницьке середовище, наднаціональні підприємства, інноваційне глобальне підприємництво.

INTRODUCTION

Current wave of globalization (1980-2005) is characterized by the creation of new markets (banks, insurance, transportation and so on with global connections, global consumption markets, global brands), new tools (Internet, mobile phones, networks, media), new actors (WTO, MNE, NGO networks, block as EU, NAFTA, G-7), the new rules and standards (with emphasis on market principles, deregulation and privatization, global conventions, widely accepted democracy and human rights with enforcement mechanisms). The processes of globalization are joined with two tendencies: the first is associated with processes of concentration and centralization of production, the core of the second process is transnationalism (Sirůček, 2004).

Antušák (2007) lists three typical drivers of today, each of which would probably in itself be strong enough to rise in business, in the business environment and management significant changes. The first of these forces is *technology*; *globalization of business* is the second and third is *increase in the turbulent motions in the company*. As a result of these movements, based on Vodáček (1999), have the effects of external business environment unexpected occurrence, sharp dynamics within processing and concatenation, so the consequences can be for the organization likely critical to crisis. It is therefore the set of processes that we feel instinctively, and its features are community, social (institutional) and the economic crisis (collapses). The author raises the question: How to deal with it? Stanek (2011) draws attention to an applied form of globalization: foreign direct investment (FDI), off shoring, outsourcing, and differentiated development in different sectors. The role of transnational corporations as bearers of the process is considered as indubitable. The development will not only change their strategy, goals, tools, but also practical application in various sectors. [O](#)

This overview shows that many of the processes of globalization have an impact on business. In this context, is often used the term global business. The growing trend of global business justified Hill (2005, p. 5-32). According to him still more countries use the free market ideology. Daniels, Radebaugh & Sullivan (2004, p. 125) state that the reduction of barriers in trade and investments between the countries leads to a global business that is more realistic and less costly. For example, Gupta and Govindarajan (2004, p. 6) indicate that in the global business there are specific management decisions, resulting in an increase of cross-border flows of capital, goods and expertise. According to those authors focus of economic development is shifting from developed to developing countries. Based on assumption that certain conditions of infrastructure and economic liberalization support economy competition, it will increase the efficiency and mobility of new capital investments and in general it is beneficial in terms of faster economic growth, which can be illustrated on the example of China and India.

According to Hill (2005, p.12.) is a global business connected with technological progress. The process of liberalization creates new and bigger business opportunities for companies, but also opens up its domestic markets to foreign competition. In other words, economic liberalization not only brings with it access to much larger global market, but also a competition to multinational companies to strive for competitive advantage "primarily", to establish themselves on a global scale and so on. It brings cost reduction, quality improvement, implementation of technological progress in countries where multinational companies operate. The result of the dynamic competitive international business environment is the economies of scale on a global scale. Examples of industries where it can be documented are automotive industry, aluminium manufacturing, pharmaceuticals, tires, wiring harness, retail or online store (Gupta and Govindarajan, 2004, p. 6 and 8).

Based on the analysis of developing trends of globalization there is an effort to categorize effects of globalization on business and the business environment. The categorization got name of *globalization pressures*, which means all the influences acting on the company, it means events forcing to a particular business activity with an involvement of globalization. (Yip, 2003, by Hansel et al., 2010).

The study is aimed to identify the features of changes within area of international business (IB) and the operation of multinational companies (*multinational corporations, as well as transnational enterprises, transnational corporations, multinational enterprises - MNE*), in particular impacts of globalization.

Resources for the study were a *search of scientific and business literature*, by which we determined which issues are the subject of more detailed interest in respect of wide-spectrality and interdisciplinary of topic. They were used domestic, but especially foreign *theoretical sources* (journals and monographs), *reports, methodologies* of various international and national organizations that deals with problems in the context of the theme of the *study, statistical data* from national, regional and international databases and *research results* during solution of researched projects.

Scientific methods were used together with system analysis, methods of synthesis, abstraction, induction, deduction, description, logic and observation.

1 MULTINATIONAL ENTERPRISES AS SUBJECTS OF INTERNATIONAL BUSINESS

MNE is defined as "... companies comprising of branches in one or more countries ... those operating under a common strategy through one or more decision-making centres" (United Nations, 1995) (<http://www.referenceforbusiness.com/management/Mar-No/Multinational-Corporations.htm>). MNE is defined as a company managed from one centre in one country but operating in two or more countries (Rugman, 2000). MNE is "a company that places foreign investment (FDI), owns or controls the activities of more than one country" (Dunning, 1993). According to Caves (1982) MNE is a company that manages and controls the production capacity in at least two countries. MNE are inherently global enterprises. Despite the general recognition of the onset of globalization in business, defining the content of this concept is not clear. For example, according to one opinion, the concept of global business is based on four principles: the globalization of markets, supply chain globalization, the globalization of capital and globalization of business thinking (Gupta and Govindarajan, 2004, p. 3). In the USA was created a group of experts who prepared a study entitled *Innovative Leaders in Globalization*. (Review Management, 1999, 2). Its aim was to define what it means to be a global business, so that managers and investors can better analyze and evaluate companies, measure their success and build a database of innovative ideas, best practices and examples of successful globalization. The results obtained showed that the ultimate measure of success of globalization is the *growth of shareholder value of the company*. The major problem in the global business environment is considered its *ability to respond to changes*. A successful company is one that is able to integrate ideas from employees around the world to its organization and combine perspectives and approaches to the business of many national cultures.

Change in business strategy, which in developed countries showed roughly from 60. of the 20th century caused a surplus of supply over demand. Key role in business activities in markets with a predominance of supply was to find competitive advantages. First, competitive advantage was searched in lower price, so most manufacturers focused on increasing the productivity of manufacturing operations. This allowed reducing costs and consequently prices. Productivity increase have led to an increase in production capacity and thus to further opening of difference between supply and demand. The reaction of Japanese companies was to focus on quality, which considered as a competitive advantage, to which they added an orientation on time - readiness and flexibility of supply. Further development led towards a definition of competitive advantage today, which prioritizes the term a value for the customer, i.e. to produce and deliver the customer a product that brings value to the customer. The essence of this approach is a particular value for an individual customer. The concept of competitive advantage as the value for the customer requires from entrepreneurs and top managers of companies in their business concepts and strategic intentions to leave the orientation of the "inside" and to adopt the approach "from the outside - inside". The market doesn't reward most diligent and most effective, but those who deliver the right product at the right time at right place. In the most productive segments doesn't dominate production role for an unknown client, but the determining factor is to know what the customer prefers, what is the value for the customer (Veber, 2007).

IB is not limited only to large MNE. Many SMEs are also involved in this business. Currently operates globally integrated world trading system. The revolution in information technology and advances in transportation means that knowledge, qualified personnel, goods and services are very mobile. The world today is equated to a global village, where producers of goods and services compete domestic and abroad. Currently, small and medium businesses create most jobs. For example, most graduates will likely work in the service sector and small and medium-sized businesses, not large MNE (Rugman and Hodgetts 1995, p.6). Although the majority of international trade and investment still carry large firms, many medium and small companies are increasingly involved in international trade and investment (Hill, 2005, p. 22).

2 MNE AND DOMESTIC (LOCAL) BUSINESS – EXAMPLES OF ACTIVITY AND RESULTS

Experience of MNE activity show that these are larger, more capital-and knowledge-equipped because they invest more in physical and intangible capital (knowledge) and offer higher wages than domestic firms in the industry. They focus more on knowledge- and capital-intensive industries, their spending on research and development are generally higher and achieve *higher performance than domestic firms*. Growth rates of MNE performance are higher and their contribution to labour productivity growth in the country of operation is also higher (OECD, 2008).

The data in selected EU countries shows that the number of MNE is relatively low, but due to their larger than average size have a significant economic impact in the country of operation. From reported 15 EU countries (Rojíček, 2010) MNE were on average less than 1% of the total number of enterprises in the non-financial businesses in 2006, but generate more than 15% of the added value and contribute to more than 10% of total employment. The order of countries according to the share of MNE, the highest proportions were in Hungary, Slovakia and Estonia, where the share of these enterprises accounted for about 40 to 45% of the value added created in the non-financial businesses. According to the classification of NACE Rev. 1, 1 MNE achieved the highest share in total value added in manufacturing sector; on the other hand, the lowest proportion was recorded in accommodation, restaurants and construction. In the

area of mining is reported one of the lowest shares in value added. On the other hand, one of the highest shares of employment is in the

economy of Romania. In 2006, MNE businesses in Belgium, Czech Republic, Germany, Greece, Italy, Latvia, Austria, Portugal, Slovakia, Finland and Sweden, employed nearly 8.2 million people and its turnover was (with the exception of Sweden) about 2 300 billions of euro (http://epp.eurostat.ec.europa.eu/portal/page/portal/european_business/documents/foreign%20controlled%20enterprises%20analysis.pdf).

Manufacturing enterprises in Central Europe with focus solely on local markets, achieve only half of the productivity of active MNE in the region. It results from a survey of consulting and audit firm Deloitte & Touche. Local companies reported in an average productivity of less than 67 thousand Eur per worker compared to the productivity of more than 120 thousand Eur per employee in the MNE. Deloitte & Touche conducted survey among more than 100 companies active in various countries, including producers of food and beverage, chemicals, electricity, automobiles and parts and metal processors in the Czech Republic, Hungary, Poland, Slovakia and Slovenia. While the biggest difference is between the productivity of local and multinational companies in the region, local companies lag behind in other areas too, of which about 19% in efficiency in the sphere of production and 18% in organizational issues and human resources. The survey came to the conclusion that the local company lag behind MNE in the region by 13% in readiness for globalization (E-trend, 23.5.2002).

Differences between the performance of domestic and foreign enterprises in the manufacturing industry are reflected in all indicators. *Output per worker* has more contrast in the performance than in value-added productivity. MNE are more involved in the chain of supplier-customer relationships (domestic and international).

In assessing the functioning of MNE in Slovakia is emphasized that it is a coalition of partners who have different interests and individual strategies.

To identify *positive sites* are accentuated their contributions to: - increase of innovation activities, - increasing product quality, - improvement of labour discipline, - motivation of employees, - the development of joint business activities with other countries in Central and Eastern Europe, - developing a new type of exchange, - development of new activities in terms of subcontracting (integration into European and global network of partners), - increasing the know-how of management, - taking of new forms of organizational structures - and others.

In Slovakia prevail focus on trade and services, which requires low capital and few employees. These companies have little autonomy and are usually part of the distributional channels of stronger foreign partner. Its development strategy is limited, act within a certain area and their impact on the environment is relatively low. Regarding the production company, they have more autonomy and can have a major impact on the environment. The use of labour is associated with training, and delegating responsibility. In Slovakia are used mainly tax and wage benefits by foreign investors.

CONCLUSIONS

1) *Changes in the Strategic Approach of MNE.*

In the last two decades in international business environment significantly increased attention to strategic approach in companies. For example, the issue of competing priorities has been widely used in examining the competitiveness of firms. In generally as *competing priorities* are considered low cost, quality, delivery conditions (speed and reliability) and flexibility (Sarmiento et al., 2008). These components are closely related to the approach in Porter's general business strategy (Porter, 1980).

Although the pressure on low prices is permanent competitive issue, in the current conditions is competitive based not solely on cost reduction. It is also a focus on increasing productivity, maximization of usage of production capacity and inventory reduction (Ward et al., 1995). Development, production, distribution, marketing and service is often used to measure the quality of the company.

For some groups of customers is the speed of delivery condition of contract award. Speed and reliability of supply are evaluated as

factor for long-term success and consumer confidence (Ward and Duray, 2000).

Flexibility in manufacturing of company has traditionally been achieved at high cost by general purpose machines which should be replaced with special, often single-purpose machines and employ at the same time more highly qualified workers than would otherwise be necessary (Ward et al., 1998). In recent years, introduced progressive production technologies have contributed to the effective cost reduction to achieve flexibility.

2) Increased attention to international business environment (IBE)

To examine the quality of the IBE for IB is considered particularly important by many authors because it is a cross-border operation and it is very important how companies expand into foreign markets, which are structurally diverse and emphasize that IBE is characterized by varying degree of uncertainty (Guisinger, 2001). It is a logical requirement that managers pay attention to the effect of foreign trade operations to position of their companies. Vernon (1966), Fayerweather (1960) linked their studies of IB with relationship with IBE. Nehru, Truite and Wright (1970) suggested more than three decades ago, that research in area of IB was connected with links between business activities of firms in foreign, respectively international environment in which business operates and the overall need to pay more attention to IBE. Guisinger (2000, 2001) argued that IBE is a key moment, which allows distinguishing IB from other activities and management areas, in which are businesses a subject of interest. Boyacigiller and Adler (1997) point out that IBE explicitly includes the external international environment in which firms operate. It is the placement in the international external environment, which differs IB from other forms of business.

IBE is a multidimensional concept, including political risk, cultural differences, as well as legal and tax specifics, it is necessary interdisciplinary approach to the investigation and therefore IBE to be addressed by experts from various disciplines (e.g. marketing, finance, manufacturing, strategy, organizational behaviour) who are familiar with the related theories and methods.

IBE has more dimensions. The complexity of the IBE results from variations in the circumstances under which the IB is implemented, often with a considerable degree of uncertainty. It is necessary to identify the specifics and effects of each element of IBE and the different steps involved in the management of international activities, international assessment strategies, management of foreign subsidiaries etc. Any decision of MNE, whether relating to their competitiveness, strategy or structural forms is dependent on many aspects of IBE at the same time. While in some cases it is possible that one of these factors prevails, does not mean that it applies generally. The object of attention may also be a component of the IBE.

3) Innovative global business.

This is one of the trends in the IBE. To illustrate, we note that in 1998, Deloitte Touche Tohmatsu, one of the world's leading consulting firms, formed a partnership with the World Economic Forum in the project to *identify areas for innovative entrepreneurship in the global context*. Subsequently, there were defined six areas of innovative global business: 1. governance and responsibility, 2. strategy and finance, 3. marketing, sales and service, 4. operation and technology, 5. research and development, 6. human resource management (Manardo, 2000). This structure provides guidance on what should be paid attention from the view of those factors in the prosperity of IBE (Kuzmišínová, 2009).

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