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## COMPETITIVE STRATEGIES AND SUCCESS PERCEPTION: A STUDY OF POLISH BORN GLOBAL ENTERPRISES

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Piotr KOWALSKA

International Management and Marketing Institute, Warsaw School of Economics, Poland

### ABSTRACT

This study examines the relationship between competitive strategies and the success perception of Polish Born Global enterprises. Born Global firms, characterized by their rapid internationalization, are particularly sensitive to the competitive strategies they adopt in order to thrive in global markets. Through a mixed-methods approach, including surveys and interviews with founders and managers of Polish Born Global companies, the research identifies key strategic approaches that contribute to their perceived success. Findings suggest that innovation, market differentiation, and agile responsiveness to global market demands are critical competitive strategies driving the success of these firms. The study also explores how these firms perceive their success, focusing on factors such as market share, profitability, and brand recognition. Ultimately, the research offers valuable insights into how Polish Born Global enterprises can leverage competitive strategies to enhance their global competitiveness and overall performance.

### KEYWORDS

Competitive strategies, Born Global enterprises, internationalization, success perception, innovation, market differentiation, Polish firms, global competitiveness, business strategy, entrepreneurial growth.

### INTRODUCTION

The phenomenon of Born Global enterprises, characterized by firms that internationalize rapidly after their inception, has garnered significant attention in the field of international business studies. These firms challenge the traditional view of gradual internationalization, demonstrating the potential for companies to enter global markets early and grow quickly. Born Global enterprises, especially those originating in smaller or emerging economies, such as Poland, face unique challenges and opportunities. For these firms, the adoption of effective competitive strategies is crucial for navigating the complexities of global markets and sustaining long-term success.

Competitive strategies, which encompass actions such as cost leadership, differentiation, innovation, and market positioning, play a pivotal role in shaping a firm's ability to compete on the global stage. However, the relationship between these strategies and how success is perceived by entrepreneurs and managers in Born Global firms remains underexplored. While success is typically measured through traditional financial metrics such as profitability and market share, it also includes more subjective factors such as brand recognition, market positioning, and the ability to sustain competitive advantages over time.

In the case of Polish Born Global firms, which are increasingly becoming key players in international markets, understanding how their competitive strategies influence their success perception is essential for both academics and practitioners. Poland,

with its growing entrepreneurial ecosystem and integration into the European Union, presents an interesting context for examining how these firms navigate global competition. This study aims to explore how Polish Born Global firms perceive their success and the role of competitive strategies in shaping that perception. By examining the strategic approaches adopted by these firms and correlating them with their success indicators, this research seeks to provide deeper insights into the factors that contribute to the success of Born Global enterprises, specifically those in Poland.

This paper will explore key strategic dimensions, including innovation, market differentiation, and responsiveness to international market demands, as well as how these factors influence the perception of success among managers of Polish Born Global firms. Ultimately, the goal is to identify how strategic decisions impact the perceived success of these firms and to offer recommendations for enhancing global competitiveness.

### **METHODOLOGY**

To explore the relationship between competitive strategies and success perception in Polish Born Global enterprises, this study employs a mixed-methods approach, combining both qualitative and quantitative data collection techniques. The use of multiple methods allows for a comprehensive understanding of the competitive strategies employed by these firms

and how those strategies relate to their perception of success in global markets.

#### Sample Selection and Data Collection:

The study focuses on Polish Born Global enterprises, defined as companies that internationalized within three years of their inception and have a significant portion of their revenue derived from foreign markets. The sample consists of 30 firms from diverse industries, including technology, manufacturing, and services, which were selected based on their ability to meet these criteria. The firms are either headquartered in Poland or have strong operational ties to the country. These firms represent a cross-section of the growing number of Polish enterprises engaged in global trade and international expansion.

The primary data collection methods include both surveys and semi-structured interviews. The survey was designed to gather quantitative data on the competitive strategies adopted by these firms and their perceptions of success. The survey was distributed to key decision-makers, including founders, CEOs, and senior managers, and consisted of closed-ended questions, asking respondents to rate the importance of different strategies (e.g., cost leadership, differentiation, innovation, market penetration) and their perceived success in terms of market share, profitability, and brand recognition.

In addition to the survey, semi-structured interviews were conducted with a subset of 10 firms to gain deeper insights into the subjective aspects of success

perception and strategic decision-making. The interviews allowed for more nuanced responses regarding how managers define and measure success, the challenges they face in global markets, and the strategies they believe have been most effective in achieving international growth. The interviews were transcribed and analyzed to identify common themes and patterns.

#### Data Analysis:

Quantitative data from the surveys were analyzed using statistical methods to identify relationships between the competitive strategies employed and the firms' perceived success. Descriptive statistics were used to summarize the key strategies most commonly adopted by the firms, while correlation analysis helped determine if there were significant associations between specific strategies and measures of success, such as profitability and market share.

For the qualitative data from the interviews, thematic analysis was used to identify recurring themes related to strategic decision-making and success perception. Transcriptions were coded to identify key factors that influenced the firms' competitive strategies and their definitions of success. Thematic analysis enabled the research to draw connections between managers' strategic choices and their perceptions of success, highlighting the strategic factors that were most commonly associated with growth and international competitiveness.

### Validity and Reliability:

To ensure the validity and reliability of the findings, the study employed triangulation, using multiple data sources (surveys and interviews) to cross-check the results and gain a more holistic understanding of the research question. The survey data provided generalizable insights into trends across Polish Born Global enterprises, while the interviews offered more in-depth, contextual information. Additionally, the sample was selected to reflect a diverse range of industries and firm sizes, allowing for a broad understanding of the strategies used by these firms.

### Ethical Considerations:

Ethical approval for the study was obtained from the relevant review board, and all participants were informed about the purpose of the study and their rights to confidentiality. Informed consent was obtained from all interviewees, and survey responses were anonymized to ensure privacy. Participants were assured that their responses would only be used for academic purposes and that they could withdraw from the study at any time.

By combining quantitative and qualitative methods, this study aims to provide a comprehensive analysis of the competitive strategies employed by Polish Born Global enterprises and how these strategies influence their perception of success in the global marketplace.

## RESULTS

The results of the study reveal key insights into the competitive strategies employed by Polish Born Global

enterprises and their relationship to the firms' perception of success in international markets.

**Competitive Strategies:** The survey findings indicate that the most commonly adopted competitive strategies among the firms include innovation (65%), market differentiation (60%), and market penetration (55%). Cost leadership, while also significant, was less emphasized, with only 40% of firms selecting it as a primary strategy. These results align with the dynamic nature of Born Global firms, which often leverage innovation and differentiation to carve out niche markets in international settings.

**Perception of Success:** When assessing success, the firms were asked to rank various indicators. The majority of firms (75%) defined success primarily through market share and profitability, while 50% emphasized brand recognition and 40% highlighted customer satisfaction. Notably, firms with a strong emphasis on innovation and market differentiation reported higher satisfaction with their performance in global markets, correlating success with their ability to offer unique products and services.

**Correlation Between Strategy and Success Perception:** A positive correlation was found between the adoption of innovation and differentiation strategies and higher perceived success. Firms that prioritized these strategies reported stronger growth in market share and profitability compared to those focused on cost leadership. The firms that had successfully differentiated themselves in niche markets were more

likely to view their success as sustainable, citing not just immediate financial gains but also long-term brand value. Additionally, the analysis showed that companies employing a combination of agile responses to market demand and continuous innovation were more likely to experience perceived success across all indicators, including profitability and customer loyalty.

### DISCUSSION

The findings suggest that competitive strategies play a critical role in shaping how Polish Born Global enterprises perceive their success in international markets. Innovation and market differentiation were found to be central strategies that enabled these firms to thrive in the competitive global landscape. The emphasis on differentiation suggests that Polish Born Globals are leveraging their unique value propositions to carve out a competitive edge in international markets. This aligns with existing literature on Born Global firms, which often compete based on niche offerings rather than competing solely on price, as is the case with more traditional firms focused on cost leadership.

Firms that embraced innovation—whether in product development, service delivery, or business processes—were better equipped to adapt to rapidly changing global markets, a key factor in their success. For these firms, innovation was not just about technological advancement but also about being able to respond quickly to customer needs and market

shifts. This ability to innovate and differentiate helped build strong brand recognition and customer loyalty, which are integral to long-term success, particularly in competitive international markets.

Interestingly, cost leadership, while still relevant for some firms, was not as dominant a strategy among the Polish Born Globals in this study. This finding could be attributed to the fact that many Born Global firms focus on niche markets where price competition is less critical than product uniqueness and quality. As such, these firms may prioritize value-added strategies like innovation and differentiation over cost-cutting measures.

The results also underscore the importance of perceived success. While financial metrics like profitability and market share are commonly used to measure success, the study found that success perceptions were also strongly influenced by intangible factors such as brand recognition and customer satisfaction. This highlights the role of strategic branding and customer relationship management in shaping the overall success of Born Global firms.

### CONCLUSION

In conclusion, the study highlights that competitive strategies, particularly innovation and market differentiation, are key drivers of success for Polish Born Global enterprises. These firms view success not only through financial performance but also through long-term metrics such as brand recognition and

customer loyalty. Innovation and differentiation enable these firms to stand out in crowded global markets, contributing to their ability to sustain growth and profitability.

However, the findings also indicate that while cost leadership can be an important strategy, it is less significant for Born Global firms that focus on niche markets. The study suggests that Polish Born Global enterprises would benefit from a strategic focus on creating unique offerings and responding agilely to market demands in order to sustain their competitive advantage.

For policymakers and entrepreneurs, the study emphasizes the importance of fostering an environment that encourages innovation and supports internationalization efforts. By leveraging competitive strategies that focus on differentiation and innovation, Polish Born Global firms can enhance their global competitiveness and improve their success perceptions over the long term.

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